

SAN FRANCISCO STATE UNIVERSITY



THE FISCAL YEAR 2021 – 2022 BUDGET REPORT



This publication can be found at:

<https://budget.sfsu.edu/transparency-accountability-budget-reports>

The FY 2021-22 Budget Report is developed by
San Francisco State University Budget Administration and Operations.

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FOREWORD

PURPOSE/USE OF THIS DOCUMENT

This presentation of the San Francisco State University budget is prepared primarily for the campus community in the spirit of transparency. The report can be used to support grant applications, recruit senior administrators, and provide information in response to inquiries from the media, auditors, professional associations, accreditation teams, NCAA eligibility assessors, and compliance teams. The last page includes information for contacting the University Budget Administration and Operations office with comments regarding this document's usefulness and any suggestions for its enhancement.

SCOPE OF INFORMATION

This report reflected the Fiscal Year (FY) 2021-22 University budget information on July 1, 2021. After this date, changes to the University's Budget are reflected in the University FY2020-21 revised budget and quarterly revenue and expenditure reports. The budget document provides details on the current fiscal year from an overall University perspective and more in-depth information specific to each division or service group.

BUDGET COMPARISON AND ANALYSIS

While comparisons of the budget from one fiscal year to another are helpful, it is essential to note that organizational and operational changes may impact the comparison of multi-year financial data. This report format provides some historical context for understanding the variances of spending against the prior year's plan and changes reflected in the current scenario. Detailed information regarding the history of organizational specific shifts may be necessary to draw accurate and meaningful conclusions. One additional fact to consider is the State of California's changing economic conditions.

DISTRIBUTION OF THIS DOCUMENT

This report will be accessible on the University Budget Administration and Operations office website, <http://budget.sfsu.edu/>

SAN FRANCISCO STATE UNIVERSITY BUDGETING AND PLANNING PROCESS



SUMMARY

The budget is an essential annual planning document for SF State. It reflects adoptions, priorities, and tactics set forth as the result of strategic planning efforts. As needs and opportunities change over time, SF State's budget process allows reasonable flexibility for Cabinet business managers to adapt and optimize their activities during the year while still requiring university-wide financial planning and accountability.

SF State takes a prudent approach to projecting revenues given current uncertainties due to the external environment. Base increases to the operating budget are funded only by reallocating funds from the existing base budget or by state allocation's base increases. During the fiscal year, savings will result in one-time budget allocations to support qualitative improvements in academic programs and facilities consistent with its established priorities.

The budgeting strategy objective is to ensure a stable financial position for SF State; prevent the extension of base operations beyond current revenue capacities; maximize the University's ability to respond to unfavorable variances throughout the year. The University's budget process has permitted the administration, with significant assistance from the cabinets, to identify priorities and allow SF State to make the most of existing strengths or improve weaknesses in line with the campus strategic priorities.

The President and Cabinet Vice Presidents direct the resource allocation process, including creating the operating and capital budgets. The President reviews and approves the budget plan. The Budget Administration and Operation (BAO) office, in collaboration with Student Affairs Enrollment Management and Academic Resources, advises on enrollment, revenue and expenditure assumptions, budget considerations, university-wide priorities relative to resource allocations, and institutional policies relating to finances.

The budget assumptions are developed and included in the Budget Manual posted on the webpage¹.

FY2021-22 is the second year, SF State used the fully implemented campus-wide cloud-based application called Planning Budgetary Cloud Solution (PBCS), which eliminates the use of excel spreadsheets and improves the process for forecasting and budgeting

The campus budget process begins in January of each year. The university budget office prepares campus planning scenarios based on the board of trustees' information, the Januarys Governor's proposed budget, and the campus enrollment plan target. Each unit develops or refines its budget for the upcoming fiscal year. Self-supports build business plans that include an annual budget plan and projected goals for four future fiscal years. In FY2021-22, the self-support multi-year plan was temporarily eliminated due to financial uncertainties. The focus is

¹ [SFSU Budget Manual](#)

on the budget for the upcoming fiscal year, as this is the only budget approved by the Board of Trustees in June of each year.

In May, the President's Cabinet and Chief Financial Officer reviewed the cabinets' budget request. The review includes several meetings with the cabinets, including different scenarios taken into consideration. The Budget Administration & Operations office will process any decision of adjustments for further consolidation and issuance of the allocation memos.

The Vice Presidents have great latitude in reallocating funds within their areas of responsibility. In addition to unrestricted available operating allocations, many units have other revenue sources, such as campus fees, lottery, gifts, grants, and sponsored research.

BUDGETING AT THE CABINET-LEVEL

Budgeting at the cabinet-level is a decentralized process with each unit responsible for building its budget. Inputs to the process are the central administration's allocation letter, which includes the assumptions and initial allocation amount and other data collected at the cabinet level. The BAO office later aggregated the individual Cabinet budgets to produce the university budget taken to the President for approval.

For the most part, the Cabinet business managers are responsible for the unit's budget. The level of staff involvement varies across the Cabinets; however, the deans and department heads are responsible for developing and coordinating the budget process at their unit level.

The University-Wide Cabinet budget process is managed centrally and includes the following line items: benefits, utilities, risk (this expense category consists of the worker's compensation pool, property and auto insurance, industrial and non-industrial disability leave, and Athletic Injury Medical Expense (AIME) insurance), financial aid, and any strategic economic initiatives that fall in the capital strategic planning, deferred maintenance program, and investment in academic program development.

The budget and planning process itself varies to some extent among the units: Associated Students, UCorp, and Foundation are funded by their resources, making their budget-setting approach different from the budgeting process conferred above.

The BAO office reviews the adjusted, based on the President's cabinet instructions, budget request reports for each unit, and thoroughly analyzes all budget mechanisms. This analysis includes supporting documents provided by the respective departments. As necessary, the BAO staff work with the business managers of the units to resolve any matters. Each division is reviewing the allocation for accuracy. The other budget elements are analyzed to determine if each unit appropriately applied the assumptions provided earlier in the process and explain any variances. As an overall check, the BAO office compares the current year's forecast and trends with the prior year's adopted budget and actual spending. The office will analyze and variance over ten percent. This comparison helps to determine the reasonableness of the budget for the

upcoming fiscal year and forecasts. FY 2021-22's deficit is the second year faced due to pandemic impact and low campus enrollment performance.

SF State's BAO office and the units make substantial efforts to prepare the financial reviews. These reviews are critical to the successful development of the inclusive University consolidated operating budget.

CAPITAL FUNDING PROCESS

SF State's Annual Capital Plan includes new construction projects, renovations to existing buildings, deferred maintenance and repairs, real estate and equipment leasing, and strategic property purchases. The Capital Plan is detailed in the capital improvement process and includes projections for the next five years. The BAO office and the cabinets work with each of the colleges/departments to determine the College's budget and priorities for capital improvements and space expansion. This process is part of the capital call cycle issued by capital planning each February-March. Each college/department presents a list of anticipated capital projects, the justification for each project, and how each supports its and the University's strategic priorities.

Several central administrative offices (including Capital Planning, BAO, and Fiscal) frequently communicate about capital projects and capital planning. They worked with the Provost, CFO, the deans, and relevant department heads to develop information, cost estimates, and decision-making alternatives for these projects. The President approves all capital projects greater than \$709K for final authorization.

COLLABORATIVE INPUT TO BUDGET PLANNING²



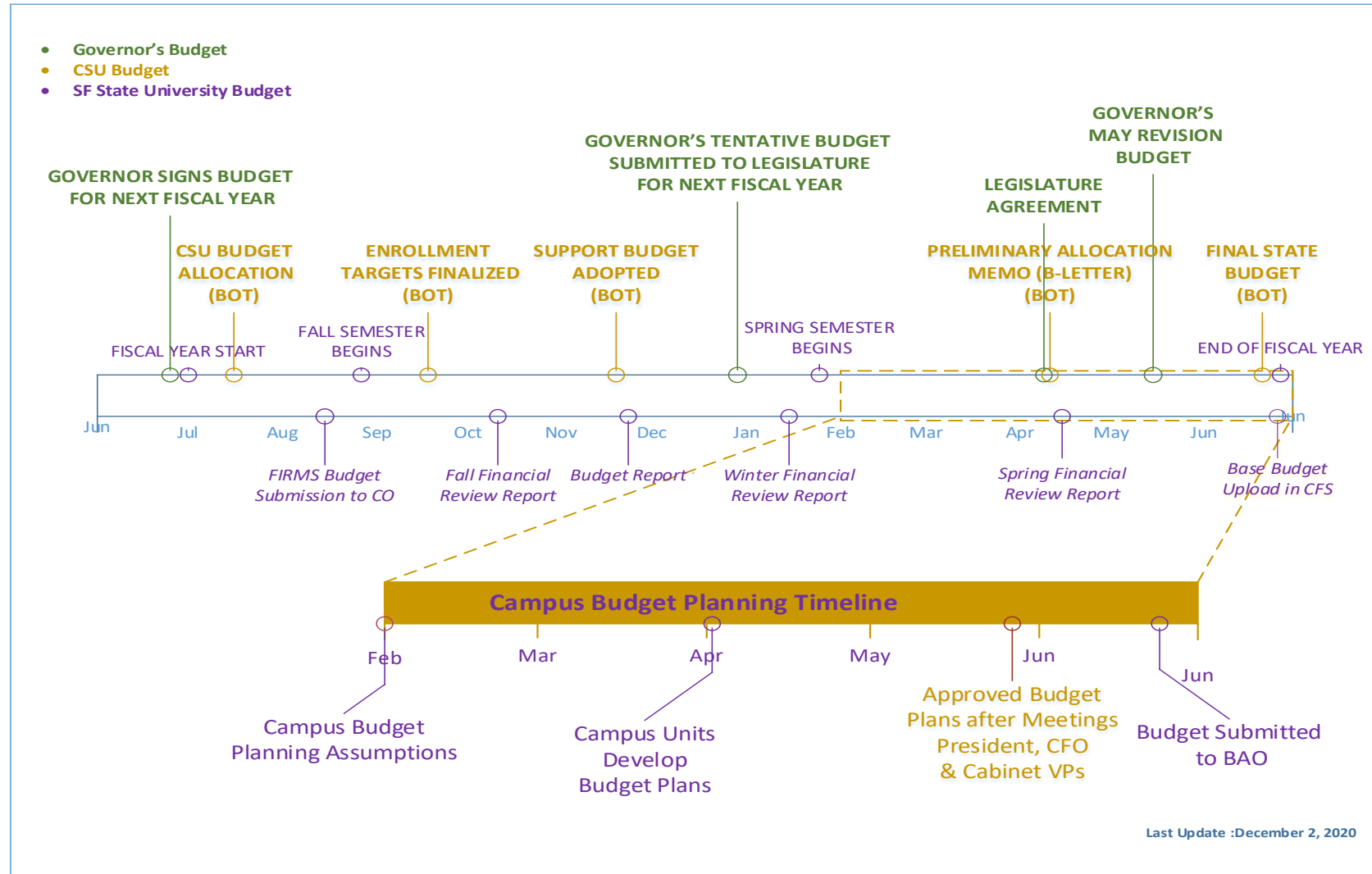
Engaging the campus community is essential for planning the University's Budget. Many opportunities for input into developing the FY 2021-22 budget existed. These included several university-wide Town Hall budget forums hosted by the CFO, VP of Administration & Finance and Provost, presentations to the Academic Senate, and the University Budget Committee. Finance & Administration officials also met with deans, vice presidents, faculty and staff, and the Student Government Association representatives.

Development of the FY2020-21 operating Budget also included a vast engagement of all campus constituents from the business managers to the college deans, AVP's, VP's, and the President's cabinet. The primary goal was to continue the effort that started a year ago, improve the campus budget cycle in adjusting the units' base budgets, and address the pandemic lasting financial impact.

This representative group of academic leaders, staff, and students met multiple times between March and July to review, discuss, and advise the President and CFO strategically allocating limited resources. These meetings provided valuable feedback. While decision-making rests with the President, the FY 2021-22 operating budget reflects campus constituents' input in no small measure.

² Acronym Definitions: AS: Associated Students; BOT: Board of Trustees

SF STATE BUDGET CALENDAR



CONSOLIDATED OPERATING BUDGET

In developing the Budget Plan for FY2021-22, we have benefitted from unprecedented state funding, strong market returns, and a significantly improved public health situation.

We have built the budget by focusing on several key priorities: enhancing financial support for our students, lifting the chilled hiring requirements imposed by CO, and addressing essential operating needs. While we believe some elements of the pandemic will linger into the FY 2021-22 fiscal year, we have built the budget around a return to an emerging new normal in which the campus will be fully operational, and we expect many services and ancillary programs will expand their offerings as the year unfolds

The Budget Plan has two parts. The first is the Consolidated Budget for Operations, which includes SF State's anticipated operating revenue and expense for FY 2021-22. The second is the Capital Budget, which is set in a multi-year Capital Plan.

Highlights of the Budget Plan: The Consolidated Budget for Operations projects a deficit of \$10 million on \$ 578 million of revenues and operating transfers, \$588 million in expenditures.

SF State receives revenue from multiple sources for its \$588 budget. Primary fund sources include funds allocated by the University (operating fund, mandatory campus fees, grants and contracts, and lottery funds), revenue generated by self-support programs (Housing, Parking, Student Health, CEL, and Campus Recreation), and auxiliary organizations funds.

	FY2020-21	FY2021-22	YOY	%	We anticipate revenue to increase by 12% over the projected 2020/21 budget. It is a consequence of a 10% increase in state allocation and 47% increase in sales and services of auxiliary, following a year in which tuition and room and board revenues were significantly low due to the
	a	b	c=b-a	c/b	
State Allocation	\$180	\$199	\$19	10%	
Higher Education Fees	195	200	5	3%	
Sales And Services Of Auxiliary	49	93	44	47%	
Other Financial Sources	30	34	4	12%	
Grants And Contracts	30	30	0	0%	
Pace Fees	14	14	0	0%	
Transfer In	7	5	-2	-40%	
Revenue From Investment	3	2	-1	-50%	
Contribution	1	1	0	0%	
Total	\$509	\$578	\$69	12%	

pandemic. In addition, we expect a 12% increase in other financial resources as executive education and other on-campus events begin to return to normal

	FY2020-21	FY2021-22	YOY	%
	a	b	c=b-a	c/b
Salaries & Wages	\$253	\$263	\$10	4%
Benefits	123	127	4	3%
Operating Expenses	69	87	18	21%
Campus Services	19	20	1	5%
Financial Aid	48	46	-2	-4%
Debt Service Payment	22	23	1	4%
Utilities	11	13	2	15%
Risk Pool	8	9	1	11%
Transfer out	2	0	-2	-
Total	\$555	\$588	\$33	6%

Overall, we are budgeting a 6% increase in expenses, driven principally by increased hiring and benefits costs, operating expenditures, and campus mandatory costs (utilities and insurance).

SF State's budgets are limited to the currently

available funds and expended during the fiscal year. The budget reflects the estimated current funds (revenues and fund balances available for operations) and transfers to and from other funds groups. It does not include transactions in the no-current fund groups (i.e., plant, endowment, and student loans).

The University's financial statements are more comprehensive and include all assets, liabilities, revenues, and expenses of all fund groups and related entities.

The Capital Budget is projected to be \$ 78.8 million in FY2021-22. These expenditures support a five-year Capital Plan whose total project costs will be approximately \$1.8 billion when fully completed. The bulk of the capital expenditures in FY 2021-22 will be directed toward the Science Replacement Building and campus capital renewal projects.

GENERAL FUNDS (REOCCURRING)

These are unrestricted funds that compose the majority of the budget. For management purposes, these funds are either undesignated or designated.

Undesignated General Funds: General funds are the primary source of instructional support and all other university significant functions. Undesignated general funds include student tuition and fees revenue, service assessments, state appropriations, and investment income.

Designated General Funds: These funds are earned and classified as unrestricted but directed to a particular college and departments for specific purposes. Designated general funds include such revenue as student fees (course and program fees).

AUXILIARY ENTERPRISE FUNDS (REOCCURRING)

Self-support activities generate revenues by charging fees to students and others external to the institution (Foundation, UCorp, and ASI). These enterprises usually pay the University for central services through the cost allocation process (procurement, accounting, accounts payable, etc.). Auxiliary enterprises generate nineteen percent of the University's total revenues and include housing, parking, student health, children's campus, athletics, student center, and CEL. Self-support auxiliary units pay all their expenses and receive no taxpayer or tuition support.

RESTRICTED FUNDS (RECURRING)

State University Grants account for five percent of the University's revenue and externally establish limitations and stipulations. Restricted funds generally include federal and state grants and contracts, endowment income, federal and state financial aid, and restricted gifts.

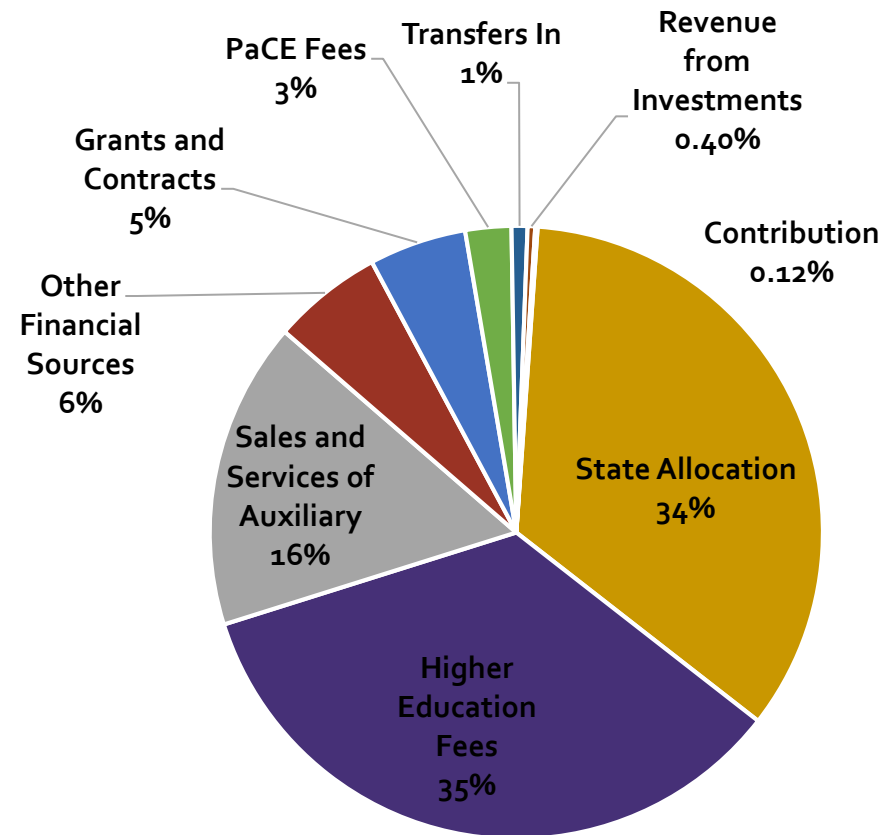
FUND BALANCES (NON-REOCCURRING)

The accumulation of excess revenue and expenses from prior years (one-time) as a contingency fund is essential in a reasonable budget. Unanticipated revenue or expense changes can happen during the fiscal year. Without a designated reserve, the University would impose mid-year budget corrections. That would stress the University's ability and units to maintain a consistent instruction level and support students, faculty, and staff.

**RECOMMENDED CURRENT FUNDS CONSOLIDATED FY 2021-22 REVENUE BUDGET
(BY REVENUE ACCOUNT CATEGORY) ³**

(In millions)

State Allocation	199
Higher Education Fees (1)	200
Sales and Services of Auxiliaries (2)	94
Other Financial Resources (3)	34
Grants and Contracts	30
PaCE Fees (4)	14
Transfer In (5)	5
Revenue from Investments	2
Contribution (6)	1
	<hr/>
	\$ 578



⁽¹⁾ Higher Education Fees, State University Fee, Non-Resident Fee, Student Health Fee, IRA Fee & Mandatory Based Fee

⁽²⁾ Associated Students, Campus Recreation, Housing, Parking, U Corp, Children's Campus

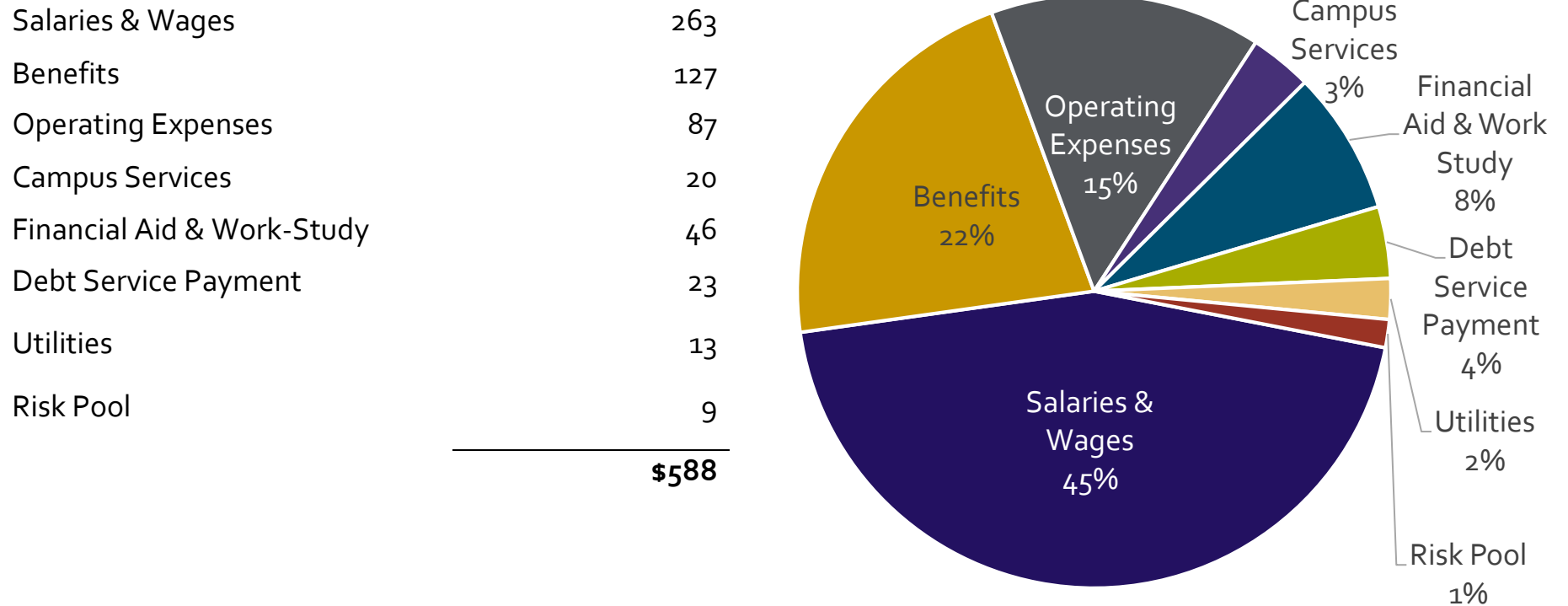
⁽³⁾ Other Financial Sources, Cost Recovery Cost Allocation, IDC, Misc Fee from various Self Supports

⁽⁴⁾ College Extended Learning

⁽⁵⁾ Transfers In: Cost Recovery from IDC, Residential Life & Lottery Fund

⁽⁶⁾ Fundraising and donations

SUMMARY BUDGET EXPENDITURE BY NATURAL CLASSIFICATION, FY 2021-22



EXPENDITURES BUDGET BY CABINET, FY 2021-22⁴

(In Thousands)

	Academic Affairs	Administration & Finance	Office of the President	Student Affairs & Enroll Mgmt	University Advancement	University Enterprise	University Wide	Campus Auxiliaries	Total University	Percentage
Salaries and Wages	178,386	37,160	1,187	32,691	5,086	2,054	-1,251	8,121	263,435	45%
Benefits Group	83,073	22,001	649	16,168	2,714	1,115	-148	1,656	127,228	22%
Operating Expenses	27,056	42,336	284	9,191	1,242	-469	1,399	6,004	87,042	15%
Campus Services	1,481	15,765		2,657		15			19,918	3%
Financial Aid	200			769			45,430		46,399	8%
Debt Service Payment		15,615		4,512			2,784		22,910	4%
Utilities Group		5,914		2			7,150		13,067	2%
Risk Pool	15	591	0	494	1	2	7,418		8,521	1%
Total All Funds	\$290,211	\$139,382	\$2,120	\$66,484	\$9,043	\$2,717	\$62,782	\$15,781	\$588,520	100%

⁴ Totals may be slightly affected by rounding.

EXPENDITURES BY UNIT AND TYPE, FY 2021-22

(In thousands)

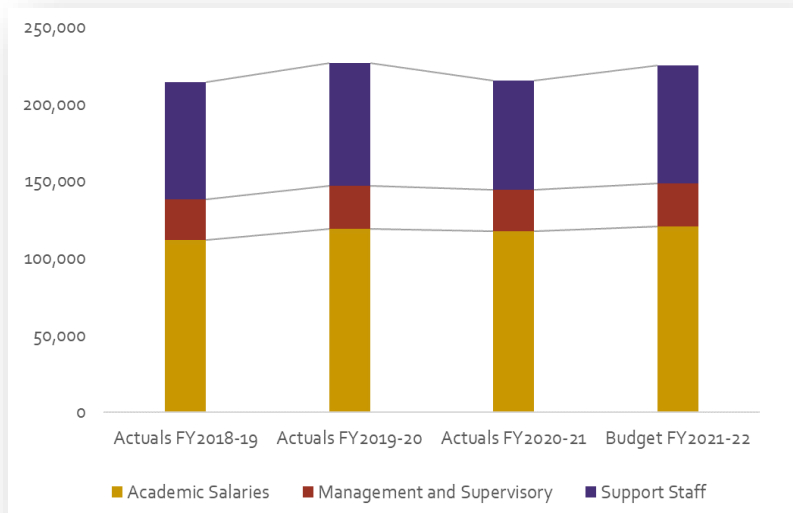
	Academic Affairs	Administration & Finance	Office of the President	Student Affairs & Enroll Mgmnt	University Advancement	University Enterprise	University Wide	Campus Auxiliaries	Total University	Percentage
OPERATING FUND										
Salaries and Wages	158,604	26,273	1,187	19,197	5,086	1,941	-1,251		211,038	36%
Benefits Group	76,921	15,057	649	10,358	2,714	1,053	-148		106,605	18%
Operating Expenses	1,161	7,516	284	1,488	642	135	1,399		12,624	2%
Debt Service Payment							2,784		2,784	0%
Financial Aid	200						45,430		45,630	8%
Utilities Group							7,150		7,150	1%
Risk Pool		4		4	1		7,418		7,427	1%
Operating Funds Total	\$236,886	\$48,850	\$2,120	\$31,048	\$8,443	\$3,129	\$62,782		\$393,258	67%
SELF_SUPPORTS										
Athletics				4,335					4,335	1%
Campus Recreation				13,251					13,251	2%
Children's Campus				1,410					1,410	0%
Housing Dining & Conf Services		67,434		2,533					69,967	12%
PaCE (CEL)	13,910								13,910	2%
Parking				1,289					1,289	0%
Student Health				11,595					11,595	2%
OTHER FUNDS										
Gator Pass		5,296							5,296	1%
Misc. Fee	778	454		449	600				2,281	0%
General I.R.A.	2,300			172					2,472	0%
Lottery Education Fund	2,442			402					2,844	0%
NR201 - Recovered Indirect Cost:	3,626	0							3,626	1%
NR301 - Cost Recovery	643	15,610				175			16,428	3%
TU007 - TF-CCSC Facilities		1,738							1,738	0%
Downtown Campus						-587			-587	0%
AUXILIARIES										
ASI								10,090	10,090	2%
Foundation								2,092	2,092	0%
Ucorp								3,599	3,599	1%
GRANTS & CONTRACTS										
Grants & Contracts	29,626								29,626	5%
Total	\$290,211	\$139,382	\$2,120	\$66,484	\$9,043	\$2,717	\$62,782	\$15,781	\$588,520	100%

COMPENSATION

THREE YEARS COMPENSATION ⁵

We anticipate total compensation to increase 5 percent over FY 2020-21 year-end results. The increase is mainly the result of personnel hiring in academic and support staff lines.

(In thousands)



	Actuals FY2018- 19	Actuals FY2019- 20	Actuals FY2020- 21	Budget FY2021- 22	YOY
President	368	397	379	379	
Department Chair	4,189	4,410	4,413	4452	
Summer Fellowship			174		
Graduate Assistant	662	620	434	323	
Management and Supv.	26,221	27,466	26,697	27,320	
Support Staff	69,966	72,437	68,250	74,237	
Overtime	1,525	1625	675	794	
Temp Help					
Student Assistant	3,646	4,564	1,664	1,486	
Teaching Associates	1,865	1,957	1,468	1,563	
Salaries Total	213,943	226,529	215,225	225,071	5%

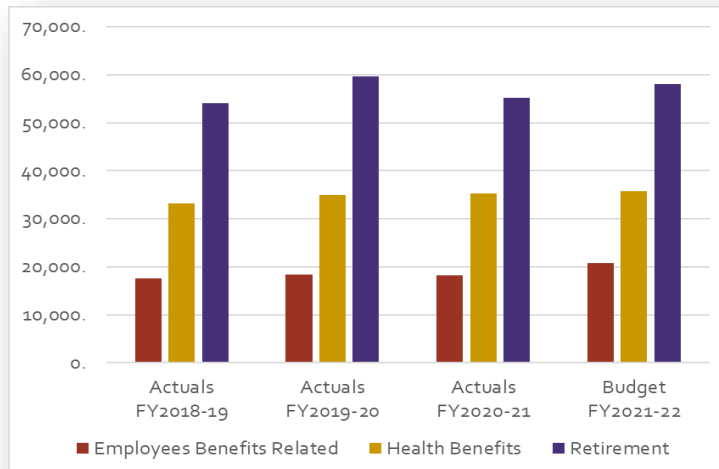
⁵ Salaries amounts include all CSU485 (e.g. THxxx, TSxxx)

BENEFITS⁶

Mandatory costs are expenditures the University must pay regardless of the state's level of funding, and they often increase independent of the state budget condition. These costs include increases for employee health, dental, and vision. For FY 2021-22, the retirement benefits are lower than the prior-year (additional information FY 2021-22 Budget assumption file in BAO website at [Budget Planning Assumptions](#)).

Additionally, funding increased by 6% in FY2021-22 to more personnel hiring in the academic and staff lines than FY20-21.

(In thousands)



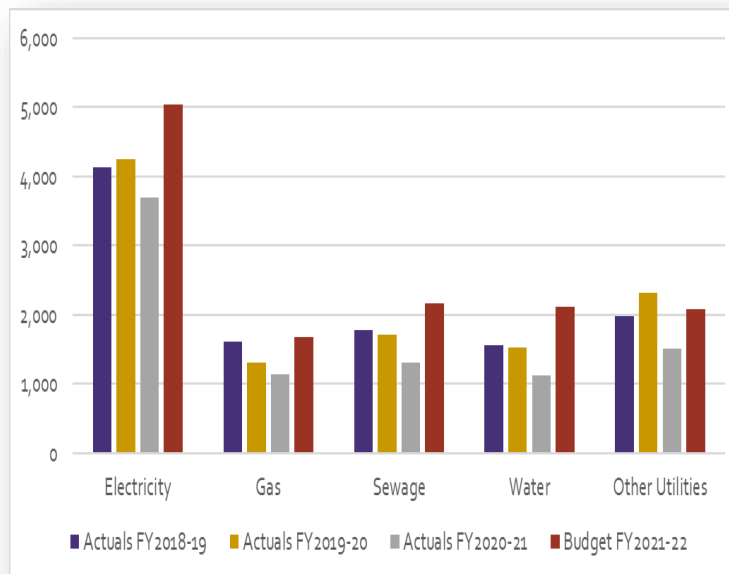
	Actuals FY2018- 19	Actuals FY2019- 20	Actuals FY2020- 21	Budget FY2021- 22	YOY
Employee Related Benefits	17,660	18,435	18,294	20,792	
Health Benefits	33,212	34,902	35,222	35,743	
Retirement	54,107	59,690	55,105	58,096	
Benefits Total	\$104,979	\$113,027	\$108,629	\$114,631	6%

⁶ Benefits amounts include all CSU485 funds.

UTILITIES⁷

In FY 2021-22, utilities were the line item reduced due to the change in instruction from face-to-face (F2F) to virtual and pandemic. Post pandemic changes in instructions towards F2F, the utilities were planned at full capacity. The FY2021-22 utility budget increased about 49 percent. The table shows actual and budgeted utility expenditures for FY2018-19 through FY2021-22.

(In thousands)



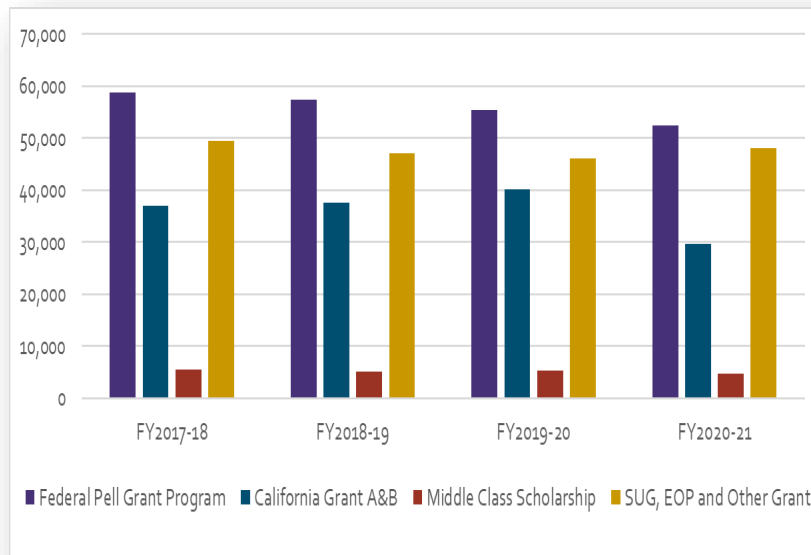
	Actuals FY2018- 19	Actuals FY2019- 20	Actuals FY2020- 21	Budget FY2021- 22	YOY
Electricity	4,131	4,243	3,693	5,036	
Gas	1,609	1,311	1,133	1,680	
Water	1,552	1,524	1,127	2,115	
Sewage	1,778	1,708	1,310	2,164	
Hazardous Waste	207	178	125	175	
Other Utilities	1771	2130	1383	1897	
Utilities Total	11,048	11,095	8,772	13,067	49%

⁷ Note: Utilities amounts include all funds.

FINANCIAL AID⁸

The costs for need-based financial aid, athletic aid, and graduate student aid are estimated to be closer to the last fiscal year's performance. The financial assistance program allows SF State to maintain its need-based aid program for undergraduates, particularly families with income below \$125,000. For FY2021-22, State University Grant has budgeted 3% lower than FY 2020-21 due to the lower student Pell student population.

(In thousands)



	FY2017-18	FY2018-19	FY2019-20	FY2020-21	
in thousands	Actuals	Actuals	Actuals	Actuals	YOY
Cal Grant A	9,179	9,911	9,712	8,354	
Cal Grant B	27,687	27,719	30,434	21,258	
Pell Grant Program	58,652	57,447	55,436	52,448	
State University Grant	47,794	45,207	44,033	45,557	
State EOP Grant	1,340	1,459	1,440	1,403	
Middle Class Scholarship Program	5,510	5,148	5,306	4,638	
Disaster Relief Emergency Aid				185	
Ed. Leadership Doctorate	120	170	108	51	
Graduate Business Grant	141	142	137	71	
Graduate Fellowship Grant	72	69	74	75	
Summer Enrollment Grant			202	718	
Total	\$150,496	\$147,272	\$146,882	\$134,758	-8%

⁸ Totals may be slightly affected by rounding.

OTHER OPERATING EXPENSES

This substantial expense item amalgamates graduate stipends, operations and maintenance, capital equipment, materials and supplies, travel, library materials, subcontracts, and professional services.

FY2020-21 CABINET EXPENDITURES BY PROGRAM AREA ⁹

(In thousands)

in thousands	Academic Affairs	Administratio n & Finance	Office of the President	Student Affairs & Enroll Mgmt	University Advancement	University Enterprise	University Wide	Total	Percentage
01 - Instruction	201,045	4,849	261	138			-4,584	201,709	41%
02 - Research	17,791			0			19	17,810	4%
03 - Public Service	3,883			1,102			-296	4,689	1%
04 - Academic Support	52,166	2,555					35	54,756	11%
05 - Student Services	4,133	3,850		37,381		2	135	45,500	9%
06 - Institutional Support	2,788	24,504	2,233	2,263	8,178	3,818	8,654	52,438	11%
07 - Operation and Maintenance of P - lant	1,594	26,692		5,938		3,083	6,064	43,371	9%
08 - Student Grants and Scholarship - s	0			682			48,060	48,742	10%
20 - Auxiliary Enterprise Expenses		22,476		4,222				26,698	5%
Total	\$283,399	\$84,926	\$2,494	\$51,726	\$8,178	\$6,902	\$58,087	\$495,712	100%

The National Association of College records university expenditures and University Business Officers (NACUBO) functions for higher education operating activity. These NACUBO functions are essential, as they are used to prepare various required financial, regulatory, and activity-related reports and computations. Thus, each Program code assigned an appropriate NACUBO function code to complete these different reporting requirements.¹⁰

⁹ University Wide adjustments are due to the campus process of reimbursement release time.

¹⁰ [NACUBO program codes definition](https://www.obfs.uillinois.edu/common/pages/DisplayFile.aspx?itemId=96216) (<https://www.obfs.uillinois.edu/common/pages/DisplayFile.aspx?itemId=96216>)

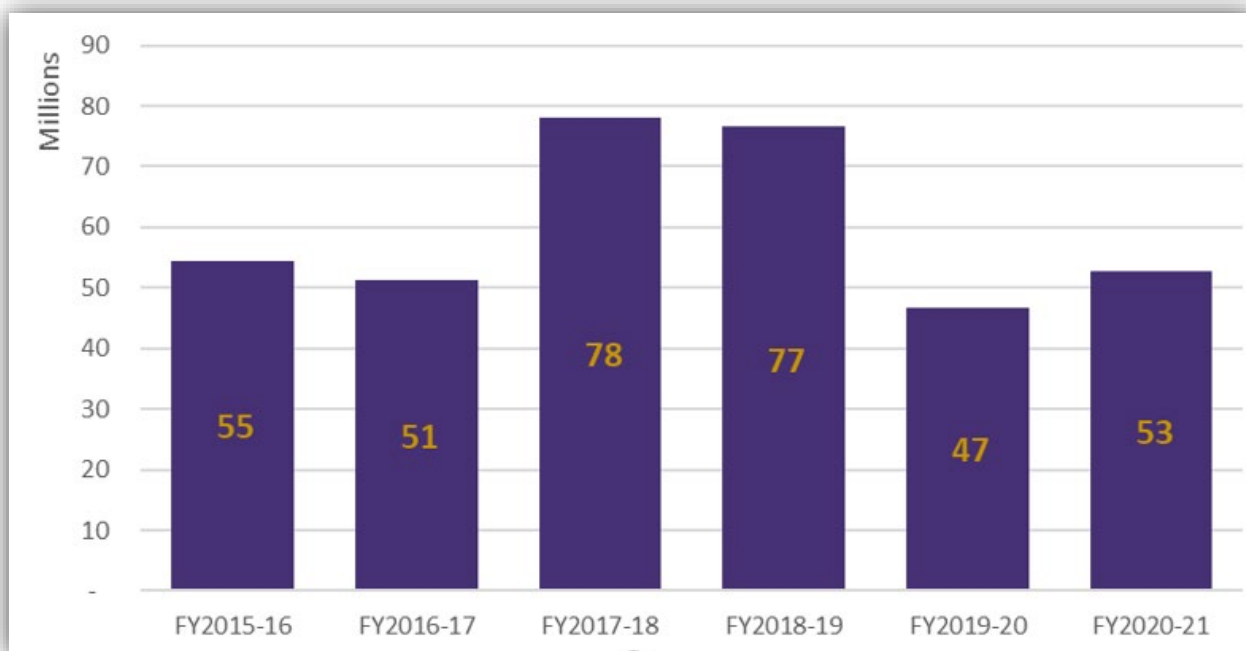
DESIGNATED AND UNDESIGNATED FUND BALANCE

In response to the ICSUAM 2000.1 budget policy on campus reserve management and reporting, SF State works hard to manage fund balances with greater transparency.

The University's general fund balance increased by eleven percent from FY 2019-20 to FY 2020-21.

Much of the general fund balance is already fully committed to various University programs. Most dollar commitments have been made but are not yet paid, such as program development, open obligations, and plant (facilities maintenance and repairs). Approximately five percent of our general fund is undesignated for specific purposes. The undesignated reserves equate to less than a month of payroll expenditures (twenty million/month) for the entire campus. Holding a small share of the fund balance in reserve is necessary for the operation of the University. The funds safeguard against revenue fluctuations caused by enrollment changes or future state budget cuts and cover sudden cost increases for obligations like utilities, risk pool, and benefits.

CSU485 Total Designated and Undesignated Fund Balance FY 2015-16 to FY 2020-21¹¹

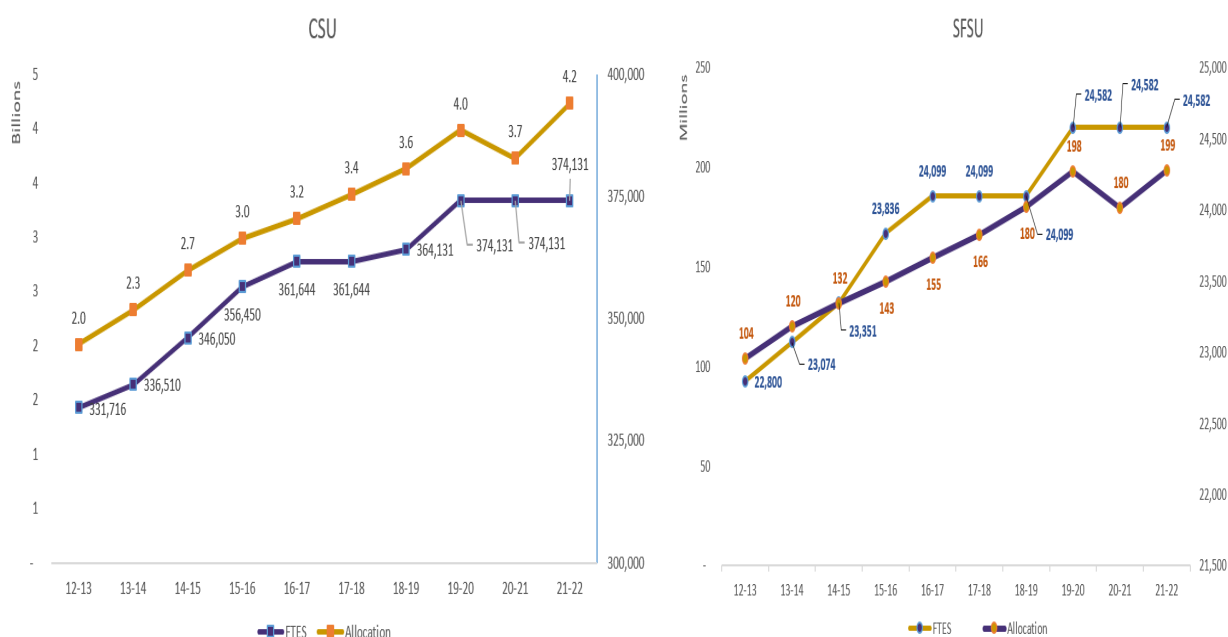


¹¹ CSU-485 fund balance includes operating fund, student health, 485-misc course fees, and escheat.

DETAILED STATEMENT OF UNIVERSITY GENERAL FUND REVENUE BUDGET

GENERAL FUND BUDGET SUMMARY

The chart on the left side represents the last ten years of CSU state allocation and the enrollment target. The right side graph represents the previous ten years of SF State state allocation versus the enrollment target.



SF State's general fund base allocation has increased for the last ten years (up to FY2021-22) by \$95 million and increased enrollment of 1,782 FTES. In FY2020-21, due to pandemics, the state allocation was adjusted to the FY2018-19 level, with an additional 483FTES than the 18-19 target. In FY2021-22, the state allocation reinstated the reduction before the pandemic level in a total amount of \$199 million. The Chancellor's Office enrollment target did not change; therefore SF State target did not change.

The Budget Act of FY 2021-22 includes a \$550.2 million increase in recurring General Fund appropriation for the California State University (CSU) operating fund

The budget includes restoration of the previously enacted \$299 million General Fund reduction to the CSU, a \$186 million base increase for CSU operational costs, \$15 million for the Basic Needs Initiative component of Graduation Initiative 2025, \$15 million for student mental

health, \$25 million for additional academic programs for Humboldt State University's new polytechnic designation, \$2 million for a common learning management system, \$1 million for enrollment growth at Stanislaus' Stockton Center, \$6 million for summer financial aid, \$1 million for the Mervyn M. Dymally African American Political and Economic Institute at Dominguez Hills, and \$0.2 million for the Corporation for Education Network Initiatives in California. The following table summarizes the FY 2021-22 final operating fund budget, including General Fund and

Item	FY2020-21	FY2021-22	Increment	%
FY2020-21 Revised General Fund Budget	3,723	4,228	505	
FY2020-21 State-Funded Retirement Adjustment	43		43	
State Transportation Fund Adjustment	2		2	
			550	13%
2021-22 Gross Tuition & Fees	3,140	3,037	103	3%
2021-22 Total Operating Budget	\$6,908	\$7,265	\$447	6%

Note: ^(a) FY 2021-22 Adjustments from Change in Enrollment Patterns

FY2020-21 Revised General Fund budget reflects changes since adopting the Budget Act of 2020 and publishing the FY2020-21 final budget allocations memo. These adjustments include:

- **State-Funded Retirement Adjustment** Each year, CalPERS adjusts employer-paid contribution rates to meet defined benefit pension obligations. The state adjusts the CSU General Fund appropriation for employer-paid contribution rate changes based on the actual CSU 2013-14 pensionable salaries reported by the State Controller's Office. For the first time since FY2011-12, a drop in retirement contribution rates resulted in a negative General Fund adjustment instead of the usual increase. The FY2019-20 to 2020-21 State Miscellaneous First Tier rates decreased from 31.075 percent to 29.370 percent, and the State Peace Officer / Firefighter rate decreased from 48.845 percent to 36.100 percent. Consequently, due to the FY 2020-21 operating budget base retirement cost reduction, the CSU returned \$42.7 million to the state. The reduction distribution is based on the FY2013-14 pensionable payroll by campus as provided by the State Controller's Office, for which SF State share is \$3,029,000.
- **FY2020-21 Compensation Adjustment**- Statewide University Police Association (Unit 8) compensation increases were determined after the FY2020-21 final budget allocations were made. Those increases were effective January 1, 2021. Therefore, the equivalent of six months

of recurring funding (\$1.15 million) was allocated to campuses in FY2020-21, for which SF State has received \$65,000.

- **Other Program Adjustment-** The first of two adjustments remove base funding from this memo incorrectly added some time ago. The Budget Act of 2017 included \$2 million each year for transportation research, training, and education from a state special fund. It is expected that the transportation research appropriation will continue annually through FY2026-27. Removing this funding from this memo will better reflect the overall purpose of this memo, which is to reflect the General Fund, tuition, and fee revenue sources that support the CSU Operating Fund. The second adjustment is a technical shift of \$2.2 million among systemwide categories. This change more accurately reflects the management of certain aspects of the Graduation Initiative 2025 and Rapid Rehousing programs by the Chancellor's Office.

Operating Budget Expenditures (Uses)

- **Systemwide Priorities-** the Chancellor's Office temporarily holds \$90.1 million for systemwide priorities. These funds may be allocated to campuses for various efforts and initiatives to foster tremendous student success. Potential investment areas would be eliminating equity gaps in degree completion, additional strategies to improve graduation rates, student technology initiatives, and other emerging issues. SF State's share of systemwide priorities was \$8.7 million.
- **Employer-Paid Health Care Premiums-** The number of CSU employee participants and the difference between the old and new employer-paid contribution rates determine health care benefit cost increases. Effective January 2021, the estimated annualized cost to fund employer-paid health care rate increases is \$23.8 million. The distribution is based on the percentage share of campus 2019-20 actual operating fund health benefits expenditures. SF State has received \$1.4 million.
- **Operations and Maintenance of New Facilities-** This allocation includes an increase of \$15.2 million for regular operations and maintenance of new facilities, which include the cost of utilities, building maintenance, custodial, landscape, and administrative support. In FY2021-22, the CSU will open 558,969 new square feet of space. Funding is provided at the rate of \$20.28 per square foot, and an allocation for new facilities opened in FY2020-21 is included. The CSU opened 198,880 new square feet of space in FY2020-21, and budgeted expenditures were calculated at a rate of \$19.46 per square foot. SF State has received the new facilities allocation for Marcus Hall Building for \$1.4 million, opened in FY2020-21.
- **2021-22 Compensation Adjustment-** The equivalent of six months of recurring funding (\$1.15 million) was allocated to campuses in FY2020-21 for Statewide University Police Association (Unit 8) compensation increases. An additional \$1.15 million adjustment for 2021-22 funds the full 12 months on a recurring basis. Together, the annualized adjustment for

Unit 8 compensation increases is \$2.3 million. Recurring funding equivalent to a two percent compensation pool (\$45 million) is held at the Chancellor's Office for potential California Faculty Association (Unit 3) compensation increases.

- Assembly Bill 1460 Ethnic Studies Requirement- Assembly Bill 1460 requires every CSU campus to offer ethnic studies courses and every CSU student to complete a three-unit course in ethnic studies to graduate. Campuses with no ethnic studies courses must develop them, and campuses with ethnic studies departments or courses must expand to ensure that every student has access to an ethnic studies course. The cost to the CSU to provide an ethnic studies course to all students comprises instructional, administrative, and one-time Associate Degree for Transfer review activities.

For the allocation, each campus is provided a base allocation of \$300,000. Additional amounts are supplied to campuses based on campus full-time equivalent students (FTES) and the percentage of ethnic studies courses offered. SF State has received \$579 thousand.

- Restoration of FY2020-21 General Fund Reduction - Budget allocations for FY2021-22 includes restoring the 2020-21 General Fund reduction (\$299 million). In FY2020-21, campus budgets were reduced by \$323.2 million due to a \$299 million recurring reduction in the state General Fund and an expected tuition revenue decrease of \$24.2 million due to student enrollment patterns and behavior. The new FY2021-22 General Fund allocation reverses the previous campus reductions in state General Fund by the exact proportions and amounts. For SF State, the amount is \$21.6 million.
- Graduation Initiative 2025 - For Graduation Initiative 2025, an additional \$150 million builds upon the \$195 million in recurring funding allocated for the initiative since FY2017-18. In January 2021, Chancellor Castro convened a new advisory committee for Graduation Initiative 2025 with an expressed goal to identify new and creative ways to address disparities in graduation rates and eliminate equity gaps. Of the \$150 million for Graduation Initiative, \$15 million is centrally held for campus allocations to address strategies and interventions stemming from the advisory committee's efforts.

For 2021-22, \$135 million is allocated to campuses based on the number of students eligible for federal Pell grants in FY2019-20. The allocation methodology acknowledges that while all campuses have ambitious graduation rate targets, differing levels of financial investment will be required to eliminate equity gaps. Each campus may use 78 percent of the 2021-22 Graduation Initiative 2025 allocation to support their graduation initiative goals, including offering additional academic services such as high-demand course sections to increase the average unit load for undergraduate students and student support services. However, of its 2021-22 Graduation Initiative 2025 funding, each campus must allocate 11 percent for basic needs initiatives and 11 percent for additional mental health services. The required use of these funds for basic needs and mental health is necessary to meet state expectations and reporting requirements. SF State has received \$7 million.

- Other Program Adjustments additional information is provided at CSU Budget Allocation Memo.

GENERAL FUND ADJUSTMENTS, FY 2021-22

The accompanying schedule showing the general operating base budget by revenue/expense type reflects an \$8.1 million deficit in the General Fund column.

	2020/21 FTES	2020/21 FTES	Changes (Inc/Dec)	% Change
	-6.7%	-5.4%		
	24,582	24,582	0	
Resident	22,932	23,246	314	1.4%
Non-Resident	1,279	1,270	(9)	-0.7%
	<u>24,211</u>	<u>24,516</u>	<u>305</u>	<u>1.3%</u>

	2020-21 Base	2021-22 Base	Change (Inc/Dec)
General Fund Appropriation	179,928	198,812	18,884
State Tuition Revenue	157,715	158,551	836
Non-Resident Tuition Revenue	16,000	13,905	-2,095
Other Fee Revenue	14,361	13,870	-490
PY Short fall	12,117	0	-12,117
Total Base Budget	<u>\$380,120</u>	<u>\$385,137</u>	<u>\$5,017</u>

DETAIL OF BUDGET ADJUSTMENTS, FY 2020-21, AND FY 2021-22

	Base Adjustment
System Designated Priorities (AB1430, Basic Needs & Student Mental Health)	\$2,132
Additional Salary Amendments	8,330
Associated Benefits	3,874
Operating Expenditures Amendments	-1,198
Subtotal	<u>\$13,138</u>
FY2021-22 Base Budget (Deficit)	<u>-\$8,121</u>
Reserve funding deficit	<u>\$8,121</u>
Balanced FY2021-22 Budget	<u>(\$0.0)</u>

The University's operating budget deficit will be addressed with one-time funding from the university reserve of \$8.1 mil.

GENERAL FUND SOURCES AND USES FY 2021-22 ¹²

(In Thousands)

	2020-21 Budget	% of Base	2021-22 Budget	Variance \$\$	Variance %
Campus Sources	362,082,352		379,672,065	17,589,713	5%
Academic Affairs	150,839,303	40.3%	156,607,607	5,768,304	4%
Administration & Finance	31,769,130	8.5%	32,192,904	423,774	1%
Office of the President	1,470,689	0.4%	1,470,690	1	0%
Student Affairs & Enroll Mgmt	19,551,414	5.2%	19,659,966	108,552	1%
University Advancement	5,228,761	1.4%	5,228,760	(1)	0%
University Enterprise	2,114,902	0.6%	2,075,536	(39,366)	-2%
Benefits	102,017,376	27.3%	105,891,289	3,873,913	4%
University Wide *	61,207,570	16.4%	64,665,857	3,458,287	6%
Total Campus Expenses	374,199,145	100%	387,792,609	13,593,464	4%
Operating Income (Loss)	(12,116,793)		(8,120,544)	3,996,249	

¹² a. FY 2021-22 state tuition Ed Doc in academic units; b. Revenue estimate using Institutional Analytics' and Enrollment Mgmt. estimates of FTEs and head accounts; c. Cabinet: including cost recovery. (*) UW includes strategic initiatives (Mental Health and Basic Needs)

GENERAL FUND ADDITIONS SOURCES AND USES FY 2021-22

(In Thousands)

Additional Sources of Fund	Base	Carried Forward	One-Time	Total
General Fund Appropriation	18,884			18,884
Tuition Fee and other Financial Sources	-1,294			-1,294
AA Funds Carried Forward		20,646		20,646
A&F Funds Carried Forward		12,131		12,131
OP Funds Carried Forward		522		522
SAEM Funds Carried Forward		4,936		4,936
UA Funds Carried Forward		1,777		1,777
UE Funds Carried Forward		1,093		1,093
UW Funds Carried Forward		14,947		14,947
Emergency Financial Assistance Grants for Low-Income Students			1,566	1,566
Faculty Professional Development			500	500
Enrollment Funding in Support of Graduation Initiative 2025			1,896	1,896
	<u>\$17,590</u>	<u>\$56,053</u>	<u>\$3,962</u>	<u>\$77,604</u>
Academic Affairs				
Base Adjustment	5,768			5,768
Prior Year Encumbrance Carryforward		1,811		1,811
Prior Year Carryforward		18,835		18,835
Faculty Professional Development			500	500
Total	<u>\$5,768</u>	<u>\$20,646</u>	<u>\$500</u>	<u>\$26,915</u>
Administration & Finance				
Base Adjustment	424			424
Prior Year Encumbrance Carryforward		2,350		2,350
Prior Year Carryforward		9,781		9,781
One Time				0
Total	<u>\$424</u>	<u>\$12,131</u>	<u>\$0</u>	<u>\$12,555</u>
Office of the President				
Base Adjustment	0			0
Prior Year Encumbrance Carryforward				0
Prior Year Carryforward		522		522
One Time				0
Total	<u>\$0</u>	<u>\$522</u>	<u>\$0</u>	<u>\$522</u>

GENERAL FUND ADDITIONS SOURCES AND USES FY 2021-22

Student Affairs & Enroll Mgmt				
Base Adjustment	109			109
Prior Year Encumbranc Carryforward		532		532
Prior Year Carryfoward		4,404		4,404
One Time				0
Total	\$109	\$4,936	\$0	\$5,045
University Advancement				
Base Adjustment				0
Prior Year Encumbranc Carryforward		272		272
Prior Year Carryfoward		1,505		1,505
One Time				0
Total	\$0	\$1,777	\$0	\$1,777
University Enterprise				
Base Adjustment	-39			-39
Prior Year Encumbranc Carryforward		70		70
Prior Year Carryfoward		1,023		1,023
One Time				0
Total	-\$39	\$1,093	\$0	\$1,053
University Wide				
Base Adjustment	3,458			3,458
Base Benefits Adjustment	3,874			3,874
Prior Year Encumbranc Carryforward		838		838
Prior Year Carryfoward		14,109		14,109
Emergency Financial Assistance Grants for Low-Income Students			1,566	1,566
FY 2020-21 Operating Budget Deficit	12,117			12,117
Enrollment Funding in Support of Graduation Initiative 2025			1,896	1,896
Total	\$19,449	\$14,947	\$3,462	\$37,858
Total Uses	\$25,710	\$56,053	\$3,962	\$85,725
Net Operating Impact (Loss/Surplus)	-8,121	0	0	-8,121

OPERATING FUNDS SUMMARY FY 2019-20 to FY 2021-22¹³

	FY2019-20 Actuals	FY2020-21 Actuals	FY2021-22 Budget	Change Actuals Vs. Budget		FY2020-21 FTE Actual	FY2021-22 FTE Budget	Change from Prior
				Amount	Percent			Year Amount
Sum of Actuals								
Revenues								
State Allocation	200,855	176,902	198,812	21,910	0%			
Higher Education Fees	182,074	173,100	174,594	1,494	0%			
Other Financial Sources	16,086	13,903	11,731	-2,172	0%			
Revenues Total	\$399,015	\$363,905	\$385,137	\$21,232	6%			
Expenses								
Regular Salaries and Wages								
Academic Salaries								
601100 - Academic Salary	76,868	75,989	77,882	1,894	2%	730.3	727.4	-2.9
601103 - Graduate Assistant	613	370	323	-48	-13%	12.4	0.88	-11.52
601304 - Teaching Associates	1,957	1,281	1,563	283	22%	32.3	1.33	-30.97
601806 - Part Time Faculty	29,722	23,524	30,231	6,706	29%	364.1	65.7	-298.4
601807 - Substitute Faculty	19	15		-15	-100%	0.1	0	-0.1
601810 - Summer Session Fac	4,569	5,102	5,569	467	9%	0.9	63.1	62.2
601827 - Honorarium for Emp sal or ben	247	154	295	141	92%			0
601828 - Reimb Release Time Salary	-2,029	-2,110	-1,270	840	-40%			0
601833 - Academic Salaries-Lump Sum Vac	404	373	136	-237	-64%			0
Academic Salaries Total	112,370	104,699	114,729	10,030	10%	1140.1	858.41	-281.69
Department Chair	4,410	4,413	4,452	38	1%	31.7	31.5	-0.2
Management and Supervisory	25,944	25,273	25,836	563	2%	205.7	201.2	-4.5
President	397	379	379	0	0%	1	1	0
Support Staff	66,264	59,501	64,224	4,723	8%	892.1	932.3	40.2
Regular Salaries and Wages Total	\$209,385	\$194,265	\$209,619	\$15,354	8%	2270.6	2024.41	-246.19
Operating Expense								
Communications	455	418	353	-65	-15%			
Library Acquisitions	518	518	2	-516	-100%			
State Pro Rata Charges Group	38	46	50	4	8%			
Travel	665	2	200	198	8349%			
Contractual Services Group	2,976	2,337	2,153	-183	-8%			
Information Technology Costs	5,010	3,787	3,015	-772	-20%			
Services from Other Funds/Agencies Group	1,477	1,028	684	-344	-33%			
Misc. Operating Expenses	8,092	5,810	8,751	2,941	51%			
Equipment Group	1,158	128	208	80	63%			
Work Study								
Operating Expense Total	\$20,390	\$14,074	\$15,417	\$1,343	10%			
Other Operating Expense								
Financial Aid Total	45,793	47,158	45,630	-1,527	-3%			
Risk Pool Total	6,075	6,595	7,418	823	12%			
Utilities Total	6,964	5,005	7,150	2,145	43%			
Other Operating Expense Total	\$58,832	\$58,757	\$60,198	\$1,441	2%			
Net Transfer	-1,164	-1,304	-2,132	-828	64%			
Benefits Group	104,444	99,102	105,891	6,790	7%			
Operation Net	\$4,800	-\$3,596	-\$8,121	-\$4,524				

¹³ Operating Funds include: NG001, NG025, NG100, NR101, SE001, SU001-SU004; The following accounts are pool positions and do not include budgeted FTE - 601103-Graduate Assistant; 601304-Teaching Associates; 601806-Part-Time Faculty; 601810-Summer Session Fac

BENCHMARK OF CSU CAMPUS GENERAL FUND EXPENDITURES FY2019-20 ¹⁴

in thousands	San Francisco	Fullerton	Long Beach	Northridge	San Diego	San Jose						
Expense Categories (b)	Actuals	Actuals	Actuals	Actuals	Actuals	Actuals						
1 - Instruction	200,136	43%	219,441	41%	231,892	46%	207,386	42%	219,940	39%	213,429	42%
2 - Research	990	0%	815	0%	3,430	1%	4,075	1%	6,281	1%	1,208	0%
3 - Public Safety	2,080	0%	1,250	0%	1,697	0%	5,606	1%	1,771	0%	3,136	1%
4 - Academic Support	45,974	10%	36,846	7%	51,603	10%	46,857	10%	55,261	10%	40,911	8%
5 - Student Services	35,786	8%	47,959	9%	57,577	11%	66,014	13%	69,672	12%	66,885	13%
6 - Institutional Support	68,901	15%	88,840	17%	45,018	9%	39,001	8%	73,653	13%	64,608	13%
7 - Operation & Maintenance	65,120	14%	76,766	14%	55,535	11%	56,412	12%	86,499	15%	82,994	16%
8 - Student Financial Service	45,995	10%	61,425	12%	59,622	12%	63,994	13%	45,867	8%	40,894	8%
Grand Total	\$464,981	100%	\$533,343	100%	\$506,372	100%	\$489,344	100%	\$558,943	100%	\$514,066	100%
2019-20 College Year FTE ©	23,597		31,297		30,254		29,533		27,915		24,680	
\$ Expended per FTES	\$20		\$17		\$17		\$17		\$20		\$21	

¹⁴

(a) The data source for this report is the "Actuals Summaries" for the CSU Operating fund available on the CSU Budget Office website: <https://csu.calstate.edu/Divisions-orgs/bus-fin/budget/Pages/final->

(b) Campuses representative of the "Big 5" comparable CSU institutions.

(c) Standard reporting categories are used by all universities to report financial data. Source: <https://csu.calstate.edu/Divisions-orgs/bus-fin/budget/Pages/enrollment-actuals-2016-17.XLSX>; Table 3

ORGANIZATIONAL CHANGES

The FY 2021-22 budget report includes temporary or permanent organizational changes.

- The Enrollment Management division is administratively and financially reporting to Student Affairs and Enrolment Management (SAEM)
- Starting July 2021, Athletics administratively and financially report to SAEM
- Career Center move from SAEM to Graduate division-Academic Administrations -Graduate Studies and Career Pathways
- University Advancement has a new department that will serve as the Strategic Marketing and Enrollment (5026).

THE HIGHER EDUCATION EMERGENCY RELIEF FUND (HEERF II & III)¹⁵

The Higher Education Emergency Relief Fund II (HEERF II) is authorized by the Coronavirus Response and Relief Supplemental Appropriations Act, 2021 (CRRSAA), Public Law 116-260, signed into law on December 27, 2020. In total, the CRRSAA authorizes \$81.88 billion in support for education, in addition to the \$30.75 billion expeditiously provided last spring through the Coronavirus Aid, Recovery, and Economic Security (CARES) Act, Public Law 116-136. SF State received HEERF II funding in three phases for \$50.6M.

<i>Direct support for eligible students</i>	14.4
<i>Institutional support</i>	33.0
<i>Institutional support based on minority-serving institution (MSI) status</i>	3.2
<i>Total Federal Support</i>	<u>\$50.6</u>

SF State allocated HEERF II funding to the following priorities.

HEERF II	
Orientation	\$509,100
Loss Revenue - State Appropriation	3,181,831
Student Financial Aid	14,362,974
Loss Revenue - State Appropriation	409,609
Facilities campus readiness - airflow, filtration, signage, and protective measures	6,250,000
Other Administrative Costs	747,853
On-Campus/BART Shuttle	1,275,000

¹⁵ More information is available at [Higher Education Emergency Relief fund \(HEERF II\)](#) and [American Rescue Plan \(HEERF III\)](#)

HEERF II Continuation	
Personal protective equipment (PPE) and supplies	3,998,873
Supplemental Student Support Plan - academic success & well-being during COVID	1,582,000
HEERF II Continuation	
Technology to transform classrooms for hybrid modality (in-person & remote)	7,798,000
Instruction, Student Learning Support, & Academic Space Tech Upgrades	10,471,000
Total	\$50,586,240

The Higher Education Emergency Relief Fund III (HEERF III) is authorized by the American Rescue Plan (ARP), Public Law 117-2, signed into law on March 11, 2021, providing \$39.6 billion in support to institutions of higher education to serve students and ensure learning continues during the COVID-19 pandemic. SF State received HEERF III funding in three phases for \$88.5M.

<i>Direct support for eligible students</i>	41.7
<i>Institutional support</i>	41.5
<i>Institutional support based on minority-serving institution (MSI) status</i>	5.4
<i>Total Federal Support</i>	<hr/> \$88.5

SF State allocated HEERF III funding to the following priorities.

HEERF III	
COVID Testing & Vaccine services and support	1,422,410
Personal protective equipment (PPE) and supplies	2,366,588
Athletics - additional health support, testing, & protective measures	200,000

HEERF III Continuation	
Ambassador Student Staffing	478,000
Student Financial Aid	41,675,487
Lost Revenues - Tuition Revenue & State Appropriation	20,000,000
Housing Dining & Conference Services - Lost Revenue	12,413,752
Parking Fees - Lost Revenue	1,501,348
CEL Academic Programs - Lost Revenue	2,684,900
Children's Campus - Lost Revenue	400,000
Loss Revenue - Tuition	5,407,448
Total	\$88,549,933

STUDENT FEES

Fiscal year			2018-19	2019-20	2020-21	2021-22	Increase from PY	Percentage
Tuition Fee	Undergraduate Tuition Fee	6.0 or less Units - PT	\$ 4,995	\$ 4,995	\$ 4,995	\$ 4,995	-	
		6.1 or more Units - FT	8,613	8,613	8,613	8,613	-	
	Credential Program Tuition Fee	6.0 or less Units - PT	5,796	5,796	5,796	5,796	-	
		6.1 or more Units - FT	9,990	9,990	9,990	9,990	-	
	Graduation Including Post-Baccalaureate, 2nd Degree and Master's Programs tuition	6.0 or less Units - PT	6,246	6,246	6,246	6,246	-	
		6.1 or more Units - FT	10,764	10,764	10,764	10,764	-	
	Education Doctorate tuition Fee	1 or more Units	17,757	17,757	17,757	17,757	-	
	Non- Resident Tuition	Per Unit	1,188	1,188	1,188	1,188	-	
Mandatory Fees	Student Body Center		202	202	202	202	-	
	Recreation & Wellness Center		401	409	367	425	58	16%
	Student Body Association		133	133	133	146	13	10%
	Student Health Service		387	387	521	551	30	6%
	IRA - General		105	105	105	105	-	0%
	IRA - Athletics		140	140	120	140	20	17%
	Health Facilities		6	6	36	48	12	33%
	Campus Service Card		6	6	6	6	-	0%
	Gator Pass		360	360	-	90	90	100%
	Student Involvement and Representation		4	4	4	4	-	0%
Total Campus Fees			\$ 1,744	\$ 1,752	\$ 1,494	\$ 1,717	\$ 223.00	15%

Mandatory Student Fees are those fees required from an individual to attend SF State. Mandatory fees can be systemwide or campus-specific. The Student Health Services Mandatory Fee will increase over the prior year by hundred thirty-four dollars, which will raise the fee to five hundred and twenty-one dollars.

Category I: Systemwide mandatory tuition and other fees must apply to, enroll in or attend the University, or pay the total cost of instruction required of some students by statute.

Category II: Campus mandatory fees that must be paid to enroll in or attend the University.

Due to pandemic and virtual instruction, mandatory fees have been temporarily adjusted or canceled for the 2021 academic year, and the fees are back to the pre-pandemic level with a few exceptions.

- Gator Pass- reinstated in Spring semester at \$90
- Voluntary Student Representation. In FY 2015-16, after an extensive consultation process throughout the CSU, a new voluntary fee for the California State Student Association (CSSA) known as the "Student Involvement and Representation Fee" (SIRF) was implemented. This fee is assessed at a rate of two dollars in the fall and spring terms, and students may voluntarily "opt-out." The EO 1102 is online (<http://www.calstate.edu/eo/eo-1102.html>).

To estimate the total cost to attend SF State, can find it online at <https://www2.calstate.edu/attend/paying-for-college/Pages/csu-costs.aspx>

SF STATE ENROLLMENT PLAN

SFSU ENROLLMENT PLAN

Student Enrollment drives most of the CSU's budget allocations from the state, whether for academic activities or capital and technology initiatives. The CSU's Enrollment Plan Cycle begins in the fall for the following fiscal year. Each year, a systemwide enrollment level is indicated in the Board of Trustees' Support budget request. Enrollment targets for each campus are jointly determined by the Chancellor and campus presidents, which forms the primary driver used to distribute new resources.

California (CA) Resident Enrollment (State-support)

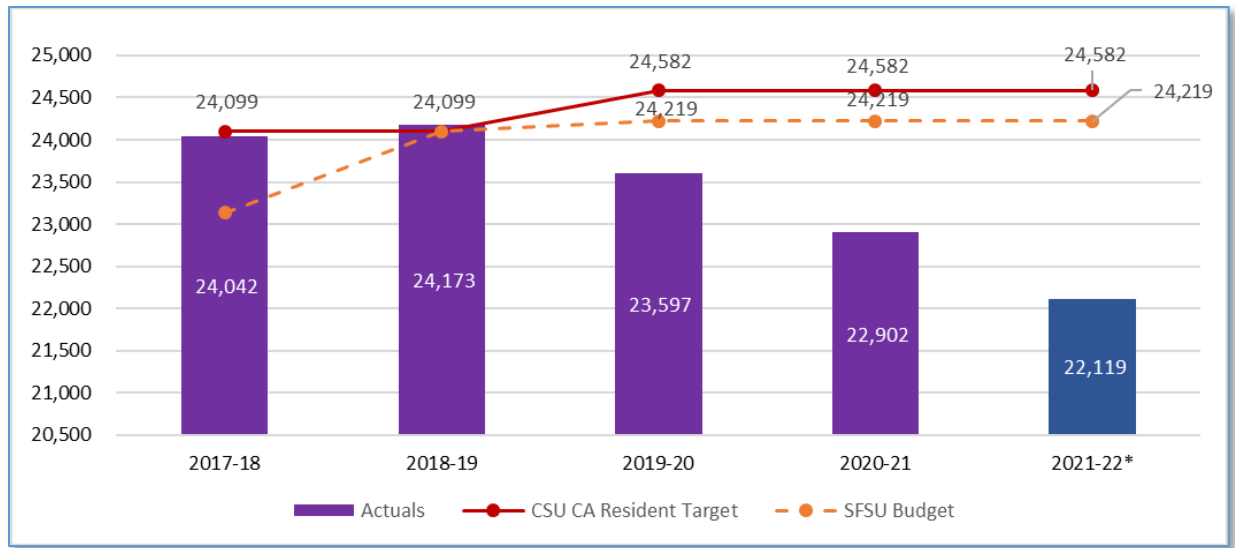
CA Resident student enrollment has fluctuated over the years as the state budget has experienced periods of health and bust. In fall 2013, the campus declared the campus-wide impaction for first-time freshmen and new undergraduate transfers because the CA resident enrollment had exceeded the CSU target three straight years (between 2010-11 and 2012-13). To address enrollment, the summer program was moved from the self-support summer to the stateside, started in 2015-16.

As shown in the table and chart below, SF State's enrollment allocation (CSU target) had remained the same at 24,099 FTES for the three years and then raised by 2% last year and continue to enforce this year in 2020-21. Last year the CA resident enrollment was 2.9% lower than the previous year and about 6.8% below the CSU target. For 2021-22, the campus projected that the CA resident enrollment would decline about 3.4% (or 783 FTES) from last year and is anticipated to come in about 10% below the CSU target.

SFSU CA Resident Enrollment (FTES)

	2017-18	2018-19	2019-20	2020-21	2021-22*
CSU CA Resident Target	24,099	24,099	24,582	24,582	24,582
SFSU Budget	23,135	24,099	24,219	24,219	24,219
Actuals	24,042	24,173	23,597	22,902	22,119

**FY2021-22 is a projected actual*



Non-California Resident Enrollment (Self-Supported)

While the CSU Support Budget includes projections for resident and non-resident FTES, the State only funds CA resident FTES, non-resident FTES is considered self-supported funding through Tuition Fee and Non-resident Fee revenues. CSU campuses have the authority to set their internal targets within a reasonable range.

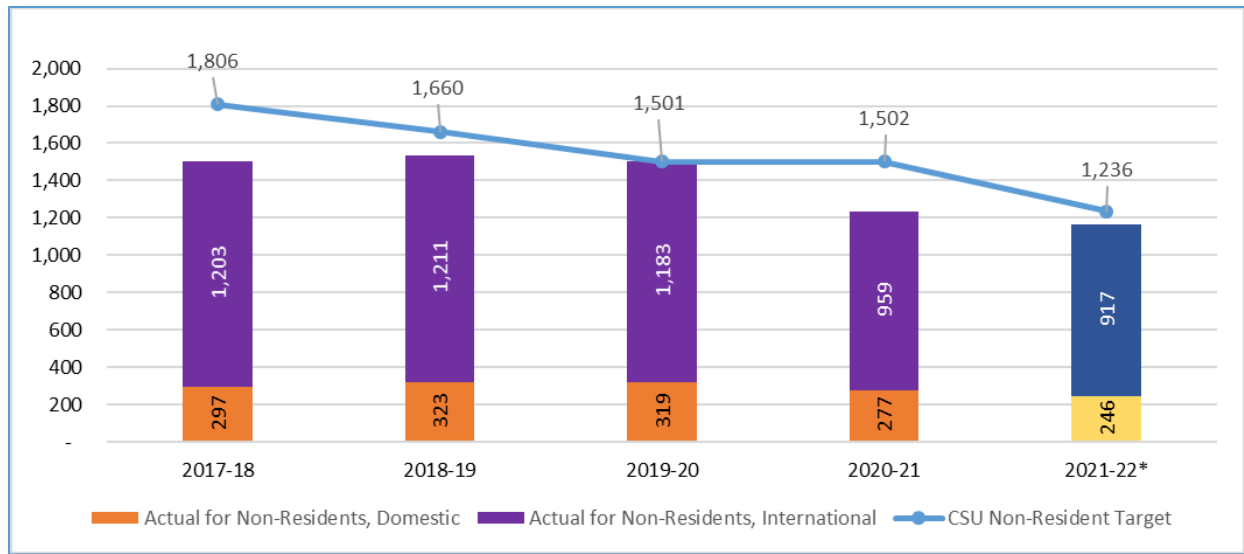
As illustrated in the table and chart below, non-resident enrollment continues to decline. It is anticipated that the non-resident enrollment will come in at 1,163 FTES in FY2021-22, which is about 5.9% lower than the last year. It will be about 5.9% (or 73 FTES) below an internal target.

An improvement in non-resident enrollment is the campus's high priority for the upcoming years. The strategic efforts to support the new student recruitment and outreach are critical to redirect the enrollment and improve the quality of our students.

SFSU Non-Resident Enrollment (FTES)

	2017-18	2018-19	2019-20	2020-21	2021-22*
Internal Non-Resident Target	1,806	1,660	1,501	1,502	1,236
Actuals	1,501	1,534	1,502	1,236	1,163
Actual for Non-Residents, Domestic	297	323	319	277	246
Actual for Non-Residents, International	1,203	1,211	1,183	959	917

**FY2021-22 is a projected actual*



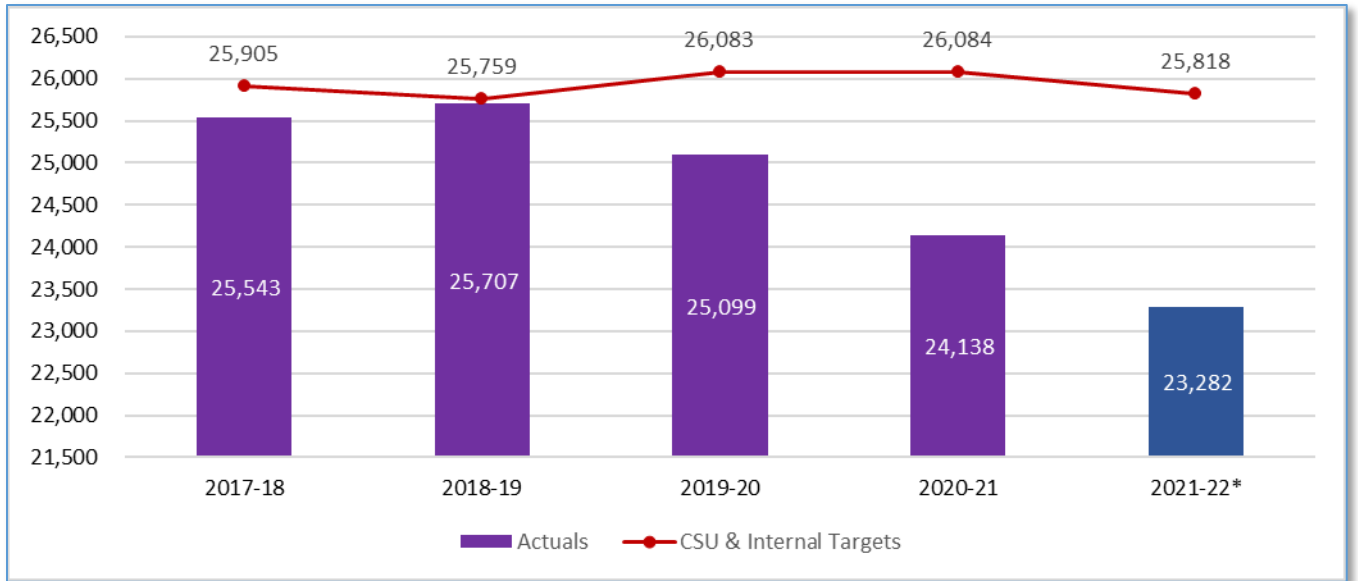
SFSU Overall Enrollment Summary

SF State enrollment (included both CA resident and non-resident enrollment) had fluctuated for the last five years. As shown in the table and chart below, the campus has experienced an enrollment decline since FY2019-20. With the decline in first-time freshmen and new undergraduate transfers, the campus's total enrollment for FY2021-22 is projected for 23,282 FTES that will be about 3.5% lower than the previous year. It is approximately projected at 9.8% (or 2,536 FTES) below the overall target (CSU and internal targets).

SFSU Overall Enrollment (FTES)

	2017-18	2018-19	2019-20	2020-21	2021-22*
CSU & Internal Targets	25,905	25,759	26,083	26,084	25,818
Actuals	25,543	25,707	25,099	24,138	23,282

**FY2021-22 is a projected actual*



FY 2021-22 BUDGET BY CABINET ¹⁶

¹⁶ The General Fund Budget Report by Cabinet/Division Assumptions: General Fund includes NG001, NG025, NR101

ACADEMIC AFFAIRS¹⁷

GENERAL FUND BUDGET

Academic Affairs - FY2020-21 vs FY2021-22 Budget and FTE							Change from	
Academic Affairs	FY2019-20 Actuals	FY2020-21 Actuals	FY2021-22 Budget	Change Amount	Actuals Vs. Budget Percent	FY2020-21 FTE Actual	FY2021-22 FTE Budget	Prior Year Amount
Revenues Total	4,051	4,057	3,357	-700	-17%			-
Expenses								
601100 - Academic Salary	75,538	75,047	76,800	1,753	2%	717.83	715.68	(2.15)
601103 - Graduate Assistant	613	370	323	-48	-13%	12.39	0.88	(11.51)
601304 - Teaching Associates	1,957	1,281	1,563	283	22%	32.34	1.33	(31.01)
601806 - Part Time Faculty	29,722	23,524	30,231	6,706	29%	364.09		(364.09)
601807 - Substitute Faculty	19	15		-15	-100%	0.10	-	(0.10)
601810 - Summer Session Fac	4,569	5,102	5,569	467	9%	0.91	63.08	62.17
601827 - Honorarium for Emp sal or ben	245	154	295	141	92%			-
601828 - Reimb Release Time Salary	-201	-186		186	-100%			-
601833 - Academic Salaries-Lump Sum Vac	387	307	136	-171	-56%			-
Academic Salaries Total	\$112,850	\$105,615	\$114,917	\$9,303	9%	1,127.66	780.97	(346.69)
Department Chair	4,410	4,413	4,452	38	1%	31.71	31.50	(0.21)
Management and Supervisory	8,966	8,733	8,658	-75	-1%	69.20	61.00	(8.20)
Support Staff	32,137	26,943	30,181	3,238	12%	411.98	444.77	32.79
Regular Salaries and Wages Total	\$158,364	\$145,703	\$158,207	\$12,504	9%	1,640.55	1,318.24	(322.31)
Operating Expense								
Communications	41	42	3	-39	-92%			
Library Acquisitions	518	518	2	-516	-100%			
Travel	431	2	27	25	1345%			
Contractual Services Group	415	207	56	-151	-73%			
Information Technology Costs	2,133	993	323	-670	-67%			
Services from Other Funds/Agencies Group	726	317	129	-188	-59%			
Misc. Operating Expenses	2,269	1,010	621	-389	-39%			
Equipment Group	603	102		-102	-100%			
Other Operating Expense	0	0	200	200	0%			
Operating Expense Total	\$7,136	\$3,191	\$1,361	-\$1,830	-57%			
Net Transfer	-179	342		-342	-100%			
Benefits Group	75,546	71,438	76,739	5,301	7%			
Expenses Total	\$240,868	\$220,675	\$236,307	\$15,632	7%			
				0	0%			
Operation Net	\$236,816	\$216,617	\$232,950	\$16,333	8%			

¹⁷ Part-Time Faculty FTE is not included since is budgeted to the pool level.

ACADEMIC AFFAIRS-
THREE YEARS OF ACTUALS FY 2018-19 to FY 2020-21

Academic Affairs (In thousands)	FY2018-19 Actuals	FY2019-20 Actuals	FY2020-21 Actuals
Salaries and Wages	7,475	5,351	4,728
Benefits Group	2,471	2,161	1,915
Operating Expenses	10,643	9,775	8,282
441 - TF-Prof & Continuing Ed (PaCE) Operations Total	20,590	17,288	14,925
Salaries and Wages	28	36	33
Benefits Group	0	0	1
Operating Expenses	2,501	2,612	2,544
463 - TF-Instructionally Related Activities Trust Total	2,529	2,647	2,579
Salaries and Wages	10,808	10,424	11,286
Benefits Group	3,104	3,389	3,447
Operating Expenses	15,604	15,812	14,892
465 - TF-Contracts and Grant Trust Total	29,516	29,625	29,626
Salaries and Wages	444	406	718
Benefits Group	44	42	40
Operating Expenses	3,669	3,697	3,598
481 - TF-Lottery Education Fund Total	4,157	4,144	4,356
Salaries and Wages	150,229	159,712	153,916
Benefits Group	70,445	75,591	73,604
Operating Expenses	14,256	19,539	13,569
Work-Study	987	966	734
485 - TF-CSU Operating Fund Total	235,917	255,809	241,822
Salaries and Wages	641	419	
Benefits Group	105	87	
Operating Expenses	1,911	930	
496 - TF-Miscellaneous Trust Total	2,657	1,437	
Academic Affairs Total	\$295,366	\$310,950	\$293,307

ACADEMIC AFFAIRS DIVISIONS (COLLEGES)

COLLEGE OF LIBERAL CREATIVE ARTS

Mission Statement

In the College of Liberal & Creative Arts, our mission is to inspire the next generation of thinkers, makers, and doers. Our programs span the creative arts, humanities, and social sciences, as well as the interstices between disciplines. As scholars and artists, advocates, and practitioners, our faculty work at the intersection of education and community; they engage diverse bodies of knowledge, connecting learning and application to the broader society. Our students develop the ability to find patterns in data, speak confidently in public settings, write effectively, and think critically and ethically. Students in the College of Liberal & Creative Arts listen to the world, find their voices, and envision a just future.

Source: The SF State College of Liberal & Creative Arts "About the College" webpage at <https://lca.sfsu.edu/about>.

COLLEGE OF LIBERAL CREATIVE ARTS GENERAL FUND BUDGET

Col of Liberal and Creative Art (In thousands)	FY2019-20 Actuals	FY2020-21 Actuals	FY2021-22 Budget	Change Actuals Vs. Budget Amount	Percent	FY2020-21 FTE Actual	FY2021-22 FTE Budget	Change from Prior Year Amount
Revenues	1,050	934	700	-234	-25%			0.00
Expenses								
601100 - Academic Salary	25,314	25,124	25,123	-1	0%	246.62	253.13	6.51
601103 - Graduate Assistant	314	260	255	-5	-2%	8.92	0.88	-8.04
601304 - Teaching Associates	567	368	468	100	27%	10.14	1.33	-8.81
601806 - Part Time Faculty	10,391	8,496	8,618	122	1%	131.72	5.15	-126.57
601807 - Substitute Faculty	11	9		-9	-100%	0.06		-0.06
601810 - Summer Session Fac	994	1,075	1,204	129	12%	0.18	63.08	62.90
601827 - Honorarium for Emp sal or ben	14	13		-13	-100%			0.00
601828 - Reimb Release Time Salary	-12	-12		12	-100%			0.00
601833 - Academic Salaries-Lump Sum Vac	100	88	75	-13	-15%			0.00
Academic Salaries Total	37,692	35,421	35,743	323	1%	397.64	323.57	-74.07
Department Chair	1,174	1,174	1,173	-2	0%	8.81	9.00	0.19
Management and Supervisory	1,141	1,129	1,033	-96	-8%	9.20	8.00	-1.20
Support Staff	5,791	4,991	5,352	361	7%	77.77	83.65	5.88
Regular Salaries and Wages Total	\$45,798	\$42,715	\$43,301	\$586	1%	493.42	424.22	-69.20
Operating Expense								
Travel	113			0	0%			-
Contractual Services Group	11	0		0	0%			-
Information Technology Costs	385	5		-5	-100%			-
Services from Other Funds/Agencies Group	162	50		-50	-100%			-
Misc. Operating Expenses	262	60		-60	-100%			-
Equipment Group	8	0		0	-100%			-
Operating Expense Total	\$941	\$115	\$0	-\$115	-100%			-
Benefits Group	22,426	21,418	20,898	-520	-2%			-
Expenses Total	\$69,165	\$64,248	\$64,199	-\$49	0%	493.42	424.22	-69.20
Col of Liberal and Creative Art Total	\$68,115	\$63,314	\$63,499	\$185	0%	493.42	424.22	-69.20

COLLEGE OF LIBERAL CREATIVE ARTS-THREE YEARS OF ACTUALS FY 2018-19 to FY 2020-21¹⁸

Col of Liberal and Creative Art (in thousands)	FY2018-19 Actuals	FY2019-20 Actuals	FY2020-21 Actuals
Salaries and Wages	6	0	11
Benefits Group	1	0	8
Operating Expenses	66	8	33
441 - TF-Prof & Continuing Ed (PaCE) Operations Tot	73	8	53
Salaries and Wages	21	21	30
Benefits Group	0	0	1
Operating Expenses	224	165	130
463 - TF-Instructionally Related Activities Trust Total	246	187	161
Salaries and Wages		8	117
Benefits Group			0
Operating Expenses	258	221	83
481 - TF-Lottery Education Fund Total	258	229	200
Salaries and Wages	44,325	46,517	43,652
Benefits Group	21,054	22,697	21,870
Operating Expenses	2,598	1,555	659
Work-Study	159	174	82
485 - TF-CSU Operating Fund Total	68,135	70,943	66,264
Salaries and Wages	140	118	
Benefits Group	2	17	
Operating Expenses	254	128	
496 - TF-Miscellaneous Trust Total	396	264	
Col of Liberal and Creative Art Total	\$69,108	\$71,630	\$66,677

¹⁸ (1) includes NG001,NR101,SUXXX,TSXXX;
Operating expenditures does not include 68o Account group (transfer out)

COLLEGE OF ETHNIC STUDIES

Shared Principles

Founded on the principle of liberation via self-determination, The College of Ethnic Studies emerged from a collective struggle begun over 50 years ago by the Third World Liberation Front and the Black Student Union during the 1968 Strike.

We educate, create, and seek wisdom and knowledge to critically assess colonization and empire legacies.

We empower our students to become ethical, effective, social justice artist-activist-scholars and empathetic leaders who speak truth to power.

We collaborate with our students, colleagues, and communities to liberate ourselves and create conditions for the liberation of others from systemic, intersectional, and hierarchical oppressions; in doing so, we foreground healing and transformative justice work.

Source: The SF State College of Ethnic Studies "Shared Principles" webpage at <https://ethnicstudies.sfsu.edu/students2>.

COLLEGE OF ETHNIC STUDIES GENERAL FUND BUDGET

College of Ethnic Studies (in thousands)	FY2019-20 Actuals	FY2020-21 Actuals	FY2021-22 Budget	Change Actuals Vs. Budget Amount	Percent	FY2020-21 FTE Actual	FY2021-22 FTE Budget	Change from Prior Year Amount
Revenues	204	119	13	-106	0%			0.00
Expenses								
601100 - Academic Salary	3,684	3,766	3,919	153	4%	37.20	36.30	-0.90
601103 - Graduate Assistant	23			0	0%			0.00
601304 - Teaching Associates	8			0	0%			0.00
601806 - Part Time Faculty	2,670	2,628	3,401	773	29%	40.70	0.10	-40.60
601807 - Substitute Faculty	2	6		-6	-100%			0.00
601810 - Summer Session Fac	340	342	353	11	3%	0.10		-0.10
601827 - Honorarium for Emp sal or ben	10	2		-2	-100%			0.00
601833 - Academic Salaries-Lump Sum Vac	9	24		-24	-100%			0.00
Academic Salaries Total	6,747	6,768	7,673	905	13%	78.00	36.40	-41.60
Department Chair	238	250	251	1	0%	1.90	1.80	-0.10
Management and Supervisory	439	439	439	0	0%	3.00	3.00	0.00
Support Staff	1,309	1,019	1,244	224	22%	15.20	16.50	1.30
Regular Salaries and Wages Total	\$8,733	\$8,476	\$9,606	\$1,130	13%	98.10	57.70	-40.40
Operating Expense								
Travel	14	0		0	-100%			-
Contractual Services Group	0	0		0	-100%			-
Information Technology Costs	13	6		-6	-100%			-
Services from Other Funds/Agencies Group	20	18	5	-13	-73%			-
Misc. Operating Expenses	54	27		-27	-100%			-
Equipment Group	48	8		-8	-100%			-
Operating Expense Total	\$151	\$59	\$5	-\$54	-92%	-	-	-
Benefits Group	\$3,997	\$4,022	\$4,643	\$622	15%			-
Expenses Total	\$12,881	\$12,557	\$14,254	\$1,697	14%	98.10	57.70	-40.40
College of Ethnic Studies Total	\$12,677	\$12,438	\$14,241	\$1,803	14%	98.10	57.70	-40.40

COLLEGE OF ETHNIC STUDIES-
THREE YEARS OF ACTUALS FY 2018-19 to FY 2020-21¹⁹

College of Ethnic Studies (in thousands)	FY2018-19 Actuals	FY2019-20 Actuals	FY2020-21 Actuals
Salaries and Wages	6		1
Benefits Group	0		0
Operating Expenses	52	45	43
441 - TF-Prof & Continuing Ed (PaCE) Operations Total	58	45	44
Operating Expenses	4	3	2
463 - TF-Instructionally Related Activities Trust Total	4	3	2
Operating Expenses	3	10	0
481 - TF-Lottery Education Fund Total	3	10	0
Salaries and Wages	6,841	7,540	8,879
Benefits Group	3,018	3,365	4,030
Operating Expenses	105	175	161
Work-Study	40	36	84
485 - TF-CSU Operating Fund Total	10,004	11,116	13,154
College of Ethnic Studies Total	\$10,068	\$11,173	\$13,201

¹⁹ (1) Including NG001, NR101, SUXXX, TSXXX
Operating Expenses does not include 680 Accounts (Transfer Out)

COLLEGE OF HEALTH & SOCIAL SCIENCES

Mission

The College of Health & Social Sciences prepares students to help solve the most pressing and enduring issues confronting the well-being of individuals, families, communities, and society.

Students, faculty, and staff participate in a learning process that fosters excellence in their professions and supports them in the pursuit of equity and social justice.

The College is committed to innovative teaching, scholarship, and service that inspire leadership for positive social change to advance this mission.

Source: The SF State College of Health Social Science "About Us" webpage at <https://chss.sfsu.edu/about/>.

COLLEGE OF HEALTH & SOCIAL SCIENCES GENERAL FUND BUDGET

Health and Social Sciences (in thousands)	FY2019-20	FY2020-21	FY2021-22	Change Actuals Vs. Budget		FY2020-21	FY2021-22	Change from
	Actuals	Actuals	Budget	Amount	Percent	FTE Actual	FTE Budget	Prior Year Amount
Revenues	1,410	1,282	1,200	-82	0%			0.00
Expenses								
601100 - Academic Salary	10,309	10,373	10,927	553	5%	103.90	109.70	5.80
601103 - Graduate Assistant	14	0	6	6	0%			0.00
601304 - Teaching Associates	29	22	24	2	10%	0.80		-0.80
601806 - Part Time Faculty	6,324	5,707	5,263	-445	-8%	87.50		-87.50
601810 - Summer Session Fac	1,008	1,241	1,307	66	5%	0.20		-0.20
601827 - Honorarium for Emp sal or ben	26	0		0	0%			0.00
601828 - Reimb Release Time Salary	-17	-42		42	-100%			0.00
601833 - Academic Salaries-Lump Sum Vac	137	105		-105	-100%			0.00
Academic Salaries Total	17,831	17,406	17,526	120	1%	192.40	109.70	-82.70
Department Chair	872	849	886	37	4%	6.30	6.20	-0.10
Management and Supervisory	687	646	646	0	0%	4.00	4.00	0.00
Support Staff	3,228	2,742	2,860	117	4%	40.20	40.50	0.30
Regular Salaries and Wages Total	\$22,617	\$21,644	\$21,917	\$274	1%	242.90	160.40	-82.50
Operating Expense								
Travel	28			0	0%			-
Contractual Services Group	48	0		0	0%			-
Information Technology Costs	88	6		-6	-100%			-
Services from Other Funds/Agencies Group	125	26		-26	-100%			-
Misc. Operating Expenses	310	99	56	-43	-44%			-
Equipment Group	86	10		-10	-100%			-
Operating Expense Total	\$684	\$142	\$56	-\$86	-60%	-	-	-
Net Transfer	-9			0	0%			-
Benefits Group	10,415	10,140	10,355	216	2%			-
Expenses Total	\$33,709	\$31,925	\$32,329	\$404	1%	242.90	160.40	-82.50
Health and Social Sciences Total	\$32,298	\$30,643	\$31,129	\$486	2%	242.90	160.40	-82.50

COLLEGE OF HEALTH & SOCIAL SCIENCES-
THREE YEARS OF ACTUALS FY 2018-19 to FY 2020-21²⁰

Health and Social Sciences (in thousands)	FY2018-19 Actuals	FY2019-20 Actuals	FY2020-21 Actuals
Salaries and Wages	234	161	72
Benefits Group	14	17	15
Operating Expenses	1,015	193	102
441 - TF-Prof & Continuing Ed (PaCE) Operations Tot	1,263	371	188
Operating Expenses	5	1	1
463 - TF-Instructionally Related Activities Trust Total	5	1	1
Salaries and Wages			53
Benefits Group			0
Operating Expenses	200	72	56
481 - TF-Lottery Education Fund Total	200	72	110
Salaries and Wages	20,243	22,657	21,702
Benefits Group	9,783	10,418	10,141
Operating Expenses	1,150	1,074	554
Work-Study	228	203	206
485 - TF-CSU Operating Fund Total	31,405	34,353	32,603
Salaries and Wages	357	213	
Benefits Group	76	47	
Operating Expenses	131	205	
496 - TF-Miscellaneous Trust Total	564	466	
Health and Social Sciences Total	\$33,437	\$35,264	\$32,903

²⁰ (1) Including NG001, NR101, SUXXX, TSXXX

COLLEGE OF SCIENCE & ENGINEERING (CoSE)

Mission

The College of Science & Engineering offers students supportive academic experiences of thinking, learning, and doing by providing them with engaging instructional programs, research-enriched experiences, and inspiration to participate in and lead the future workforce.

Source: SF State College of Science & Engineering "About CoSE" webpage at <https://cose.sfsu.edu/about-cose>.

COLLEGE OF SCIENCE & ENGINEERING GENERAL FUND BUDGET

College of Science & Engineer (in thousands)	FY2019-20 Actuals	FY2020-21 Actuals	FY2021-22 Budget	Change Actuals Vs. Budget Amount	Percent	FY2020-21 FTE Actual	FY2021-22 FTE Budget	Change from Prior Year Amount
Revenues	571	271		-271	-100%			0.00
Expenses								
601100 - Academic Salary	17,444	17,366	17,647	280	2%	164.10	165.80	1.70
601103 - Graduate Assistant	206	59		-59	-100%	2.00		-2.00
601304 - Teaching Associates	1,353	891	1,071	180	20%	21.40		-21.40
601806 - Part Time Faculty	6,078	4,327	5,285	958	22%	66.00	1.30	-64.70
601807 - Substitute Faculty	2	1		-1	-100%			0.00
601810 - Summer Session Fac	851	895	1,025	130	15%	0.20		-0.20
601827 - Honorarium for Emp sal or ben	21	0		0	0%			0.00
601828 - Reimb Release Time Salary	-172	-132		132	-100%			0.00
601833 - Academic Salaries-Lump Sum Vac	27	59		-59	-100%			0.00
Academic Salaries Total	25,810	23,466	25,028	1,562	7%	253.70	167.10	-86.60
Department Chair	888	897	898	2	0%	6.40	6.20	-0.20
Management and Supervisory	1,181	1,114	1,114	0	0%	8.00	8.00	0.00
Support Staff	5,411	4,367	4,608	241	6%	63.00	67.10	4.10
Regular Salaries and Wages Total	\$33,289	\$29,844	\$31,648	\$1,805	6%	331.10	248.40	-82.70
Operating Expense								
Communications	0			0	0%			-
Travel	75	0		0	-100%			-
Contractual Services Group	33	1		-1	-100%			-
Information Technology Costs	84	0		0	0%			-
Services from Other Funds/Agencies Group	69	42		-42	-100%			-
Misc. Operating Expenses	302	2		-2	-100%			-
Equipment Group	119	18		-18	-100%			-
Operating Expense Total	\$683	\$63	\$0	-\$63	-100%	-	-	-
Net Transfer	-177			0	0%			-
Benefits Group	15,539	14,575	15,000	425	3%			-
Expenses Total	\$49,335	\$44,481	\$46,648	\$2,167	5%	331.10	248.40	-82.70
College of Science & Engineer Total	\$48,765	\$44,210	\$46,648	\$2,438	6%	331.10	248.40	-82.70

**COLLEGE OF SCIENCE & ENGINEERING -
THREE YEARS OF ACTUALS FY 2018-19 to FY 2020-21**

College of Science & Engineer (in thousands)	FY2018-19 Actuals	FY2019-20 Actuals	FY2020-21 Actuals
Salaries and Wages	70	34	201
Benefits Group	1	0	17
Operating Expenses	706	495	388
441 - TF-Prof & Continuing Ed (PaCE) Operations Tot	777	529	606
Salaries and Wages	4		
Operating Expenses	48	17	42
463 - TF-Instructionally Related Activities Trust Total	52	17	42
Salaries and Wages	57	21	13
Benefits Group		0	0
Operating Expenses	349	292	432
481 - TF-Lottery Education Fund Total	406	313	445
Salaries and Wages	31,633	33,706	32,029
Benefits Group	14,197	15,575	15,219
Operating Expenses	2,953	2,672	1,663
Work-Study	101	100	76
485 - TF-CSU Operating Fund Total	48,884	52,053	48,986
Salaries and Wages	95	68	
Benefits Group	24	22	
Operating Expenses	1,194	394	
496 - TF-Miscellaneous Trust Total	1,314	485	
College of Science & Engineer Total	\$51,432	\$53,397	\$50,079

LAM FAMILY COLLEGE OF BUSINESS

Mission

We are San Francisco's public business school. We embrace the area's rich diversity and provide access to higher education. Our mission is to prepare students for professional success through high-quality teaching, innovative and relevant courses, discipline-based and pedagogical scholarship, and engagement with the academic and business communities.

Source: SF State LAM Family College of Business "About Us" webpage at

<https://cob.sfsu.edu/about>

LAM FAMILY COLLEGE OF BUSINESS GENERAL FUND BUDGET

Lam Family College of Business (In thousands)	FY2019-20 Actuals	FY2020-21 Actuals	FY2021-22 Budget	Change Actuals Vs. Budget Amount	Percent	FY2020-21 FTE Actual	FY2021-22 FTE Budget	Change from Prior Year Amount
Revenues	177	191	250	59	31%			0.00
Expenses								
601100 - Academic Salary	12,895	12,689	12,694	6	0%	104.50	103.50	-1.00
601103 - Graduate Assistant	11			0	0%			0.00
601806 - Part Time Faculty	2,196	472	1,708	1,236	262%	6.40	28.20	21.80
601807 - Substitute Faculty	1			0	0%			0.00
601810 - Summer Session Fac	1,133	1,295	1,306	11	1%	0.20		-0.20
601827 - Honorarium for Emp sal or ben	8	9	10	1	16%			0.00
601833 - Academic Salaries-Lump Sum Vac	48	10	44	34	354%			0.00
Academic Salaries Total	\$16,292	\$14,475	\$15,763	\$1,288	9%	111.10	131.70	20.60
Department Chair	734	739	739	0	0%	4.60	4.60	0.00
Management and Supervisory	634	800	768	-32	-4%	8.80	5.00	-3.80
Support Staff	1,541	1,422	1,569	147	10%	22.60	22.50	-0.10
Regular Salaries and Wages Total	\$19,201	\$17,436	\$18,840	\$1,403	8%	147.10	163.80	16.70
Operating Expense								
Communications	0			0	0%			-
Travel	52			0	0%			-
Contractual Services Group	28	0		0	0%			-
Information Technology Costs	92	48		-48	-100%			-
Services from Other Funds/Agencies Group	59	22		-22	-100%			-
Misc. Operating Expenses	253	206		-206	-100%			-
Equipment Group	3			0	0%			-
Operating Expense Total	\$489	\$276	\$0	-\$276	-100%	-	-	-
Benefits Group	8,913	8,121	8,688	567	7%			-
Expenses Total	\$28,603	\$25,833	\$27,527	\$1,695	7%	147.10	163.80	16.70
Lam Family College of Business Total	\$28,426	\$25,642	\$27,277	\$1,635	6%	147.10	163.80	16.70

**LAM FAMILY COLLEGE OF BUSINESS -
THREE YEARS OF ACTUALS FY 2018-19 to FY 2020-21²¹**

Lam Family College of Business (in thousands)	FY2018-19 Actuals	FY2019-20 Actuals	FY2020-21 Actuals
Salaries and Wages	137	240	99
Benefits Group	8	21	12
Operating Expenses	738	492	294
441 - TF-Prof & Continuing Ed (PaCE) Operations Total	883	753	405
Salaries and Wages	2		
Operating Expenses	12	5	2
463 - TF-Instructionally Related Activities Trust Total	13	5	2
Salaries and Wages			10
Operating Expenses	85	19	2
481 - TF-Lottery Education Fund Total	85	19	11
Salaries and Wages	19,056	19,313	19,117
Benefits Group	8,476	8,916	8,851
Operating Expenses	1,511	1,304	1,029
Work-Study	66	77	32
485 - TF-CSU Operating Fund Total	29,109	29,611	29,029
Salaries and Wages	5	1	
Benefits Group	0	0	
Operating Expenses	54	33	
496 - TF-Miscellaneous Trust Total	59	34	
Lam Family College of Business Total	\$30,149	\$30,421	\$29,448

²¹ (1) Including NG001, NR101, SUXXX, TSXXX

GRADUATE COLLEGE OF EDUCATION

Mission

The Graduate College of Education (GCOE) develops transformative and visionary educators, clinicians, and leaders for social justice, effect change for good across the Bay Area and beyond, and create an engaged and productive democracy. Together we do the work necessary to understand and welcome all; prepare equity-focused, caring, and highly skilled professionals; identify and dismantle racist, ableism, and oppressive systems; and build an equitable and accessible present and future.

Source: SF State Graduate College of Education "About the Graduate College of Education"
<https://gcoe.sfsu.edu/content/about-college>

GRADUATE COLLEGE OF EDUCATION GENERAL FUND BUDGET

Graduate College of Education (in thousands)	FY2019-20 Actuals	FY2020-21 Actuals	FY2021-22 Budget	Change Actuals Vs. Budget Amount	Percent	FY2020-21 FTE Actual	FY2021-22 FTE Budget	Change from Prior Year Amount
Revenues	32	1,010	911	0	0%			0.00
Expenses								
601100 - Academic Salary	3,860	3,776	3,694	-82	-2%	37.50	36.80	-0.70
601103 - Graduate Assistant	45	51	62	11	21%	1.40		-1.40
601806 - Part Time Faculty	1,727	1,588	1,872	284	18%	27.30	30.90	3.60
601807 - Substitute Faculty	3			0	0%			0.00
601810 - Summer Session Fac	234	254	373	119	47%	0.10		-0.10
601827 - Honorarium for Emp sal or ben	22	33	70	37	110%			0.00
601833 - Academic Salaries-Lump Sum Vac	18	6		-6	-100%			0.00
Academic Salaries Total	5,909	5,709	6,072	363	6%	66.30	67.70	1.40
Department Chair	450	450	450	0	0%	3.20	3.20	0.00
Management and Supervisory	537	455	458	4	1%	3.20	3.00	-0.20
Support Staff	1,663	1,431	1,577	146	10%	23.00	23.30	0.30
Regular Salaries and Wages Total	\$8,559	\$8,045	\$8,558	\$513	6%	95.70	97.20	1.50
Operating Expense								
Travel	27			0	0%			-
Contractual Services Group	3	47	45	-2	-5%			-
Information Technology Costs	33	6	7	1	10%			-
Services from Other Funds/Agencies Group	37	16	7	-9	-57%			-
Misc. Operating Expenses	140	36	33	-3	-9%			-
Equipment Group	32			0	0%			-
Operating Expense Total	\$272	\$105	\$91	-\$14	-13%	-	-	-
Benefits Group	3,879	3,708	4,089	381	10%			-
Expenses Total	\$12,710	\$11,858	\$12,738	\$880	7%	95.70	97.20	1.50
Graduate College of Education Total	\$12,678	\$10,848	\$11,827	\$979	9%	95.70	97.20	1.50

**GRADUATE COLLEGE OF EDUCATION -
THREE YEARS OF ACTUALS FY 2018-19 to FY 2020-21²²**

Graduate College of Education (in thousands)	FY2018-19 Actuals	FY2019-20 Actuals	FY2020-21 Actuals
Salaries and Wages	6		31
Benefits Group	3		1
Operating Expenses	0	2	26
441 - TF-Prof & Continuing Ed (PaCE) Operations Tot	10	2	59
Salaries and Wages	1	8	1
Benefits Group			0
Operating Expenses	8	1	4
463 - TF-Instructionally Related Activities Trust Total	9	9	5
Salaries and Wages	8	8	64
Operating Expenses	58	23	1
481 - TF-Lottery Education Fund Total	66	31	64
Salaries and Wages	8,726	8,756	8,515
Benefits Group	3,839	3,888	3,790
Operating Expenses	496	443	279
Work-Study	37	36	37
485 - TF-CSU Operating Fund Total	13,099	13,122	12,621
Salaries and Wages	43	18	
Benefits Group	2	1	
Operating Expenses	23	16	
496 - TF-Miscellaneous Trust Total	69	35	
Graduate College of Education Total	\$13,253	\$13,200	\$12,749

²² (1) Including NG001, NR101, SUXXX, TSXXX

ACADEMIC SUPPORT UNITS

J. PAUL LEONARD LIBRARY

Mission

The mission of the J. Paul Leonard Library is to empower its University constituency with life-long learning skills to identify, find, evaluate, use and communicate information in the promotion of excellence in scholarship, knowledge, and understanding

Source: SF State J. Paul Leonard Library "Library Mission and Goals" at <https://library.sfsu.edu/library-mission-and-goals>

J. PAUL LEONARD LIBRARY GENERAL FUND BUDGET

Library (in thousands)	FY2019-20 Actuals	FY2020-21 Actuals	FY2021-22 Budget	Change Actuals Vs. Budget Amount	Budget Percent	FY2020-21 FTE Actual	FY2021-22 FTE Budget	Change from Prior Year Amount
Revenues	41	6		0	0%			0.00
Expenses								
601100 - Academic Salary	1,776	1,737	1,855	117	7%	21.80	9.50	-12.30
601827 - Honorarium for Emp sal or ben		0		0	-100%			0.00
601833 - Academic Salaries-Lump Sum Vac	42	13	17	4	27%			0.00
Academic Salaries Total	1,817	1,751	1,872	121	7%	21.80	9.50	-12.30
Department Chair	54	54	54	0	0%	0.50	0.50	0.00
Management and Supervisory	323	323	323	0	0%	2.00	2.00	0.00
Support Staff	2,892	2,296	2,234	-61	-3%	40.70	36.90	-3.80
Regular Salaries and Wages Total	\$5,086	\$4,424	\$4,483	\$59	1%	65.00	48.90	-16.10
Operating Expense				0	0%			-
Library Acquisitions	518	518	2	-516	-100%			-
Travel	19			0	0%			-
Contractual Services Group	7	9		-9	-100%			-
Information Technology Costs	447	188	14	-174	-92%			-
Services from Other Funds/Agencies Group	77	74	6	-68	-92%			-
Misc. Operating Expenses	128	52	13	-39	-76%			-
Equipment Group		2		-2	-100%			-
Operating Expense Total	\$1,195	\$843	\$35	-\$808	-96%	-	-	-
Benefits Group	2,630	2,570	2,478	-92	-4%	-	-	-
Expenses Total	\$8,912	\$7,836	\$6,995	-\$842	-11%	65.00	48.90	-16.10
Library Total	\$8,871	\$7,830	\$6,995	-\$836	-11%	65.00	48.90	-16.10

J. PAUL LEONARD LIBRARY-
THREE YEARS OF ACTUALS FY 2018-19 to FY 2020-21

Library (in thousands)	FY2018-19 Actuals	FY2019-20 Actuals	FY2020-21 Actuals
Operating Expenses			0
441 - TF-Prof & Continuing Ed (PaCE) Operations Total			0
Operating Expenses	2,143	2,392	2,362
463 - TF-Instructionally Related Activities Trust Total	2,143	2,392	2,362
Salaries and Wages	58	58	
481 - TF-Lottery Education Fund Total	58	58	
Salaries and Wages	5,191	5,086	4,424
Benefits Group	2,608	2,630	2,570
Operating Expenses	1,159	1,160	909
Work-Study	105	103	19
485 - TF-CSU Operating Fund Total	9,063	8,980	7,921
Operating Expenses	240	141	
496 - TF-Miscellaneous Trust Total	240	141	
Library Total	\$11,503	\$11,571	\$10,283

UNDERGRAD EDUCATION & ACADEMIC PLANNING GENERAL FUND BUDGET

Undrgrd Ed & Academic Planning (in thousands)	FY2019-20 Actuals	FY2020-21 Actuals	FY2021-22 Budget	Change Actuals Vs. Budget Amount	Percent	FY2020-21 FTE Actual	FY2021-22 FTE Budget	Change from Prior Year Amount
Revenues		1		-1	-100%			0.00
Expenses								
601100 - Academic Salary	110	142	110	-32	-22%	1.50		-1.50
601806 - Part Time Faculty	337	306	318	12	4%	4.50		-4.50
601810 - Summer Session Fac	8			0	0%			0.00
601827 - Honorarium for Emp sal or ben	49	4	37	33	886%			0.00
601833 - Academic Salaries-Lump Sum Vac	6	0		0	-100%			0.00
Academic Salaries Total	509	451	465	14	3%	6.00	-	-6.00
Management and Supervisory	999	986	1,070	84	9%	9.40	9.00	-0.40
Support Staff	2,858	2,042	2,953	911	45%	35.10	48.30	13.20
Regular Salaries and Wages Total	\$4,367	\$3,479	\$4,489	\$1,010	29%	50.50	57.30	6.80
Operating Expense				0	0%			-
Communications	0			0	0%			-
Travel	29	1	11	10	646%			-
Contractual Services Group	4	0		0	0%			-
Information Technology Costs	155	46	112	66	144%			-
Services from Other Funds/Agencies Group	26	11	19	8	77%			-
Misc. Operating Expenses	183	75	113	37	50%			-
Operating Expense Total	\$397	\$133	\$254	\$121	91%	-	-	-
Benefits Group	\$2,058	\$1,807	\$2,328	\$521	29%			-
Expenses Total	\$6,822	\$5,419	\$7,071	\$1,652	30%	50.50	57.30	6.80
				0	0%			0.00
Undrgrd Ed & Academic Planning Total	\$6,822	\$5,419	\$7,071	\$1,653	30%	50.50	57.30	6.80

UNDERGRAD EDUCATION & ACAD PLANNING-
THREE YEARS OF ACTUAL FY 2018-19 to FY 2020-21²³

Undrgrd Ed & Academic Planning (in thousands)	FY2018-19 Actuals	FY2019-20 Actuals	FY2020-21 Actuals
Salaries and Wages	323	311	421
Benefits Group	44	42	39
Operating Expenses	8	3	1
481 - TF-Lottery Education Fund Total	375	355	461
Salaries and Wages	5,277	5,809	3,506
Benefits Group	2,446	2,712	1,807
Operating Expenses	514	428	143
Work-Study	186	185	164
485 - TF-CSU Operating Fund Total	8,424	9,134	5,620
Undrgrd Ed & Academic Planning Total	\$8,799	\$9,488	\$6,082
Academic Affairs Total	\$295,366	\$310,950	\$293,307

²³ (1) Including NG001, NR101, SUXXX, TSXXX

ACADEMIC AFFAIRS ADMINISTRATION GENERAL FUND BUDGET

Academic Affairs Admin	FY2019-20 Actuals	FY2020-21 Actuals	FY2021-22 Budget	Change Actuals Vs. Budget Amount	Percent	FY2020-21 FTE Actual	FY2021-22 FTE Budget	Change from Prior Year Amount
Revenues	533	242	283	41	17%			-
Expenses								-
601100 - Academic Salary	39	74	725	651	878%	0.80		(0.80)
601103 - Graduate Assistant	0			0	0%			-
601806 - Part Time Faculty	0	0	3,765	3,765	0%			-
601810 - Summer Session Fac	0			0	0%			-
601827 - Honorarium for Emp sal or ben	75	87	179	91	104%			-
601828 - Reimb Release Time Salary		0		0	0%			-
601833 - Academic Salaries-Lump Sum Vac		0		0	-100%			-
Academic Salaries Total	114	162	4,669	4,507	2784%	0.80	-	(0.80)
Management and Supervisory	3,025	2,843	2,807	-36	-1%	21.70	19.00	(2.70)
Support Staff	7,345	6,558	7,709	1,151	18%	93.20	105.10	11.90
Regular Salaries and Wages Total	\$10,484	\$9,562	\$15,185	\$5,623	59%	115.70	124.10	8.40
Operating Expense								
Communications	41	42	3	-39	-92%			-
Travel	56	0	16	16	63284%			-
Contractual Services Group	280	150	11	-138	-93%			-
Information Technology Costs	834	687	190	-497	-72%			-
Services from Other Funds/Agencies Group	140	58	81	23	40%			-
Misc. Operating Expenses	633	453	381	-72	-16%			-
Equipment Group	306	64		-64	-100%			-
Financial Aid	0	0	200	200	0%			-
Operating Expense Total	\$2,289	\$1,454	\$882	-\$572	-39%			-
Net Transfer	7	342		-342	-100%			-
Benefits Group	5,585	5,040	8,166	3,125	62%			-
Expenses Total	\$18,365	\$16,399	\$24,233	\$7,834	48%	115.70	124.10	8.40
Academic Affairs Admin Total	\$17,832	\$16,157	\$23,950	\$7,793	48%	115.70	124.10	8.40

ACADEMIC AFFAIRS ADMINISTRATION-
THREE YEARS OF ACTUALS FY 2018-19 to FY 2020-21

Academic Affairs Admin (in thousands)	FY2018-19 Actuals	FY2019-20 Actuals	FY2020-21 Actuals
Operating Expenses	7	61	56
441 - TF-Prof & Continuing Ed (PaCE) Operations Tot	7	61	56
Salaries and Wages		6	2
Operating Expenses	58	28	0
463 - TF-Instructionally Related Activities Trust Total	58	34	2
Operating Expenses		1	-1
465 - TF-Contracts and Grant Trust Total		1	-1
Salaries and Wages	-2		41
Benefits Group	0		0
Operating Expenses	2,709	3,058	3,023
481 - TF-Lottery Education Fund Total	2,708	3,058	3,063
Salaries and Wages	8,641	9,988	11,936
Benefits Group	4,905	5,284	5,287
Operating Expenses	3,111	10,145	7,990
Work-Study	59	47	35
485 - TF-CSU Operating Fund Total	16,716	25,463	25,248
Operating Expenses	4	5	
496 - TF-Miscellaneous Trust Total	4	5	
Academic Affairs Admin Total	\$19,492	\$28,622	\$28,368

OTHER ACADEMIC AFFAIRS GENERAL FUND BUDGET

Other Academic Affairs (in thousands)	FY2019-20 Actuals	FY2020-21 Actuals	FY2021-22 Budget	Change Actuals Vs. Budget Amount	Percent	FY2020-21 FTE Actual	FY2021-22 FTE Budget	Change from Prior Year Amount
Revenues	33	2		0	0%			0.00
Expenses								
601100 - Academic Salary	107	0	107	107	0%		1.00	1.00
601827 - Honorarium for Emp sal or ben	22	5		-5	-100%			0.00
Academic Salaries Total	128	5	107	101	1913%	-	1.00	1.00
Support Staff	100	74	74	0	0%	1.20	1.00	-0.20
Regular Salaries and Wages Total	\$228	\$79	\$181	\$101	128%	1.20	2.00	0.80
Operating Expense								
Travel	18			0	0%			-
Information Technology Costs	2			0	0%			-
Services from Other Funds/Agencies Group	10	1	11	11	1757%			-
Misc. Operating Expenses	4	0	26	26	0%			-
Operating Expense Total	\$34	\$1	\$38	\$37	6020%	-	-	-
Benefits Group	103	38	95	56	148%			-
Expenses Total	366	118	313	195	165%	1.20	2.00	0.80
Other Academic Affairs Total	\$333	\$116	\$313	\$195	168%	1.20	2.00	0.80

**OTHER ACADEMIC AFFAIRS -
THREE YEARS OF ACTUALS FY 2018-19 to FY 2020-21**

Other Academic Affairs (in thousands)	FY2018-19 Actuals	FY2019-20 Actuals	FY2020-21 Actuals
Salaries and Wages	10,808	10,424	11,286
Benefits Group	3,104	3,389	3,447
Operating Expenses	15,604	15,812	14,893
465 - TF-Contracts and Grant Trust Total	29,516	29,624	29,626
Operating Expenses		0	
481 - TF-Lottery Education Fund Total		0	
Salaries and Wages	296	338	156
Benefits Group	119	106	39
Operating Expenses	656	583	182
Work-Study	5	6	
485 - TF-CSU Operating Fund Total	1,077	1,034	376
Operating Expenses	12	5	
496 - TF-Miscellaneous Trust Total	12	5	
Other Academic Affairs Total	\$30,604	\$30,664	\$30,002

COLLEGE OF EXTENDED LEARNING

Mission

To mobilize the resources and expertise of San Francisco State University and its partners to meet the educational and professional needs of diverse communities and industries.

Source: The SF State College of Extended Learning "2019-2020 Annual Report" posted at <https://cel.sfsu.edu/about>

**COLLEGE OF EXTENDED LEARNING -
THREE YEARS OF ACTUALS FY 2018-19 to FY 2020-21**

College of Extended Learning (in thousands)	FY2018-19 Actuals	FY2019-20 Actuals	FY2020-21 Actuals
Salaries and Wages	7,017	4,916	4,313
Benefits Group	2,444	2,123	1,863
Operating Expenses	8,058	8,479	7,339
441 - TF-Prof & Continuing Ed (PaCE) Operations Tot	17,519	15,518	13,515
Salaries and Wages	0		
Operating Expenses	3	0	
485 - TF-CSU Operating Fund Total	3	0	
Operating Expenses		2	
496 - TF-Miscellaneous Trust Total		2	
College of Extended Learning Total	\$17,521	\$15,520	\$13,515

STUDENT AFFAIRS & ENROLLMENT MANAGEMENT

GENERAL FUND BUDGET

Student Affairs & Enroll Mgmnt FY2020-21 Actuals Vs FY2021-22 Budget and FTE

Student Affairs & Enroll Mgmnt	FY2019-20 Actuals	FY2020-21 Actuals	FY2021-22 Budget	Change Actuals Vs. Budget Amount	Percent	FY2020-21 FTE Actual	FY2021-22 FTE Budget	Change from Prior Year Amount
Revenues Total	141	92	8	-84	-91%			-
Expenses								
601100 - Academic Salary	1,305	858	1,057	200	23%	12.28	11.70	(0.58)
601827 - Honorarium for Emp sal or ben	2			0	0%			-
601828 - Reimb Release Time Salary	-42	-21	7	28	-132%			-
601833 - Academic Salaries-Lump Sum Vac	17	10		-10	-100%			-
Academic Salaries Total	1,282	846	1,064	219	26%	12	12	(0.58)
Management and Supervisory	4,515	4,394	4,998	604	14%	39.87	43.60	3.73
Support Staff	11,871	11,097	12,113	1,016	9%	167.39	170.81	3.42
Regular Salaries and Wages Total	\$17,668	\$16,337	\$18,176	\$1,838	11%	220	226	6.57
Operating Expense								
Communications	0			0	0%			
Travel	63	0	47	47	0%			
Contractual Services Group	491	894	400	-494	-55%			
Information Technology Costs	311	169	256	87	51%			
Services from Other Funds/Agencies Group	60	137	97	-40	-29%			
Misc. Operating Expenses	516	227	599	372	164%			
Equipment Group	101	1	94	93	8445%			
Operating Expense Total	\$1,542	\$1,429	\$1,488	\$59	4%			
Net Transfer	6			0	0%			
Benefits Group	9,612	8,815	9,827	1,012	11%			
Expenses Total	\$28,828	\$26,581	\$29,491	\$2,910	11%			
Operation Net	\$28,687	\$26,490	\$29,483	\$2,993	11%			

**STUDENT AFFAIRS & ENROLL MANAGEMENT - -
THREE YEARS OF ACTUALS FY 2018-19 to FY 2020-21**

Student Affairs & Enroll Mgmnt (in thousands)	FY2018-19 Actuals	FY2019-20 Actuals	FY2020-21 Actuals
Operating Expenses	95	109	72
452 - TF-Facility Revenue Fund-Health Facilities Fees To	95	109	72
Benefits Group	692	770	709
Operating Expenses	402	450	416
463 - TF-Instructionally Related Activities Trust Total	5,008	4,801	3,869
	6,101	6,021	4,994
Operating Expenses		-1	1
465 - TF-Contracts and Grant Trust Total		-1	1
Salaries and Wages	71	73	73
Benefits Group	44	45	45
Operating Expenses	820	654	67
471 - TF-Parking Revenue Fund-Fines and Forfeitures To	935	772	185
Salaries and Wages	470	560	420
Benefits Group	302	321	324
Operating Expenses	2,944	6,044	1,044
472 - TF-Parking Revenue Fund-Parking Fees Total	3,716	6,924	1,788
Salaries and Wages	78	162	94
Benefits Group		0	0
Operating Expenses	189	152	186
481 - TF-Lottery Education Fund Total	266	314	280
Salaries and Wages	23,555	24,842	22,195
Benefits Group	12,232	13,405	11,858
Operating Expenses	5,607	6,832	4,707
Work-Study	189	204	209
485 - TF-CSU Operating Fund Total	41,583	45,282	38,968
Salaries and Wages	1,056	1,057	
Benefits Group	366	427	
Operating Expenses	1,611	1,387	
496 - TF-Miscellaneous Trust Total	3,033	2,871	
Salaries and Wages	1,799	1,796	988
Benefits Group	616	596	346
Operating Expenses	570	385	191
531 - TF-Housing-Operations and Revenue Total	2,985	2,777	1,526
Salaries and Wages	1,971	2,434	905
Benefits Group	299	384	350
Operating Expenses	5,272	20,208	17,484
534 - TF-Campus Union-Operations and Revenue Total	7,542	23,026	18,739
Student Affairs & Enroll Mgmnt Total	\$66,256	\$88,094	\$66,552

DIVISION OF STUDENT LIFE GENERAL FUND BUDGET

FY2020-21 Actuals Vs FY2021-22 Budget and FTE

Division of Student Life (in thousands)	FY2019-20 Actuals	FY2020-21 Actuals	FY2021-22 Budget	Change Actuals Vs. Budget Amount	Percent	FY2020-21 FTE Actual	FY2021-22 FTE Budget	Change from Prior Year Amount
Expenses								
Management and Supervisory	557	491	571	80	16%	4.70	4.80	0.10
Support Staff	412	444	434	-11	-2%	7.70	7.00	-0.70
Regular Salaries and Wages Total	\$969	\$935	\$1,005	\$69	7%	12.40	11.80	-0.60
Operating Expense				0	0%			-
Travel	6			0	0%			-
Contractual Services Group	0	34		-34	-100%			-
Information Technology Costs	28	7	8	0	5%			-
Services from Other Funds/Agencies Group	8	3	14	11	322%			-
Misc. Operating Expenses	86	0	17	17	5288%			-
Equipment Group	101			0	0%			-
Operating Expense Total	\$229	\$45	\$39	-\$6	-13%	-	-	-
Net Transfer	6			0	0%			-
Benefits Group	522	513	537	23	4%			-
Expenses Total	\$1,727	\$1,494	\$1,580	\$86	6%	12.40	11.80	-0.60
Division of Student Life Total	\$1,727	\$1,494	\$1,580	\$86	6%	12.40	11.80	-0.60

DIVISION OF STUDENT LIFE -
THREE YEARS OF ACTUALS FY 2018-19 to FY 2020-21

Division of Student Life (in thousands)	FY2018-19 Actuals	FY2019-20 Actuals	FY2020-21 Actuals
Operating Expenses	4	0	
463 - TF-Instructionally Related Activities Trust Total	4	0	
Salaries and Wages	1,416	1,697	1,193
Benefits Group	667	826	548
Operating Expenses	648	1,005	445
Work-Study	5	13	3
485 - TF-CSU Operating Fund Total	2,736	3,541	2,189
Salaries and Wages	114	48	
Benefits Group	0	0	
Operating Expenses	113	79	
496 - TF-Miscellaneous Trust Total	227	127	
Salaries and Wages	1,799	1,796	988
Benefits Group	616	596	346
Operating Expenses	570	385	191
531 - TF-Housing-Operations and Revenue Total	2,985	2,777	1,526
Division of Student Life Total	\$5,952	\$6,445	\$3,715

DIVISION OF STUDENT AFFAIRS GENERAL FUND BUDGET

FY2020-21 Actuals Vs FY2021-22 Budget and FTE

Division of Student Affairs (in thousands)	FY2019-20 Actuals	FY2020-21 Actuals	FY2021-22 Budget	Change Actuals Amount	Vs. Budget Percent	FY2020-21 FTE Actual	FY2021-22 FTE Budget	Change from Prior Year Amount
Revenues		7	30		-30	-100%		0.00
Expenses								
Management and Supervisory	501	532	399	-133	-25%	4.70	3.60	-1.10
Support Staff	1,598	1,346	1,744	398	30%	18.60	14.10	-4.50
Regular Salaries and Wages Total	\$2,099	\$1,878	\$2,143	\$265	14%	23.30	17.70	-5.60
Operating Expense								
Travel	2			0	0%			-
Contractual Services Group	0	0	1	0	252%			-
Information Technology Costs	0	55	35	-20	-36%			-
Services from Other Funds/Agencies Group	1	17	22	5	33%			-
Misc. Operating Expenses	154	9	54	46	533%			-
Operating Expense Total	\$157	\$80	\$112	\$32	40%	-	-	-
Benefits Group	786	744	932	188	25%			-
Expenses Total	\$3,041	\$2,702	\$3,187	\$485	18%	23.30	17.70	-5.60
Division of Student Affairs Total	\$3,034	\$2,671	\$3,187	\$516	19%	23.30	17.70	-5.60

**DIVISION OF STUDENT AFFAIRS -
THREE YEARS OF ACTUALS FY 2018-19 to FY 2020-21**

Division of Student Affairs (in thousands)	FY2018-19 Actuals	FY2019-20 Actuals	FY2020-21 Actuals
Operating Expenses	95	109	72
452 - TF-Facility Revenue Fund-Health Facilities Fees T	95	109	72
Salaries and Wages	8,003	8,521	7,457
Benefits Group	3,792	4,244	3,739
Operating Expenses	2,251	2,073	2,105
Work-Study	52	66	30
485 - TF-CSU Operating Fund Total	14,097	14,904	13,331
Salaries and Wages	939	998	
Benefits Group	366	427	
Operating Expenses	1,023	807	
496 - TF-Miscellaneous Trust Total	2,327	2,232	
Division of Student Affairs Total	\$16,425	\$17,136	\$13,403

DIVISION OF INTERNATIONAL EDUCATION

GENERAL FUND BUDGET

FY2020-21 Actuals Vs FY2021-22 Budget and FTE

Div of International Education (in thousands)	FY2019-20 Actuals	FY2020-21 Actuals	FY2021-22 Budget	Change Actuals Vs. Budget Amount	Percent	FY2020-21 FTE Actual	FY2021-22 FTE Budget	Change from Prior Year Amount
Expenses								
Management and Supervisory	382	294	248	-47	-16%	2.30	2.00	-0.30
Support Staff	1,089	970	929	-41	-4%	15.20		-15.20
Regular Salaries and Wages Total	\$1,471	\$1,265	\$1,177	-\$88	-7%	14.00	2.00	-12.00
Operating Expense				0	0%			-
Communications	0			0	0%			-
Travel	19		12	12	0%			-
Information Technology Costs	12	0		0	0%			-
Services from Other Funds/Agencies Group	6	4	2	-1	-41%			-
Misc. Operating Expenses	98	21	14	-6	-31%			-
Equipment Group	0	1		-1	-100%			-
Operating Expense Total	\$136	\$25	\$28	\$3	12%	-	-	-
Benefits Group	820	731	673	-58	-8%			-
Expenses Total	\$2,426	\$2,021	\$1,878	-\$143	-7%	14.00	2.00	-12.00
Div of International Education Total	\$2,426	\$2,021	\$1,878	-\$143	-7%	14.00	2.00	-12.00

**DIVISION OF INTERNATIONAL EDUCATION -
THREE YEARS OF ACTUALS FY 2018-19 to FY 2020-21**

Div of International Education (in thousands)	FY2018-19 Actuals	FY2019-20 Actuals	FY2020-21 Actuals
Salaries and Wages	1,396	1,471	1,265
Benefits Group	772	820	731
Operating Expenses	431	240	112
Work-Study	2	9	2
485 - TF-CSU Operating Fund Total	2,600	2,540	2,109
Operating Expenses	10	4	
496 - TF-Miscellaneous Trust Total	10	4	
Div of International Education Total	\$2,610	\$2,544	\$2,109

DIVISION OF CAMPUS SAFETY

GENERAL FUND BUDGET

FY2020-21 Actuals Vs FY2021-22 Budget and FTE

Division of Campus Safety (in thousands)	FY2019-20 Actuals	FY2020-21 Actuals	FY2021-22 Budget	Change Amount	Actuals Vs. Budget Percent	FY2020-21 FTE Actual	FY2021-22 FTE Budget	Change from Prior Year Amount
Revenues	134	61	8	0	0%			0.00
Expenses								
Management and Supervisory	753	698	815	116	17%	5.10	6.00	0.90
Support Staff	3,207	2,941	3,102	161	5%	35.30	37.00	1.70
Regular Salaries and Wages Total	\$3,959	\$3,639	\$3,917	\$278	8%	40.40	43.00	2.60
Operating Expense				0	0%			-
Travel	5	0	6	6	0%			-
Contractual Services Group	3	6	85	79	1318%			-
Information Technology Costs	33	64	108	44	70%			-
Services from Other Funds/Agencies Group	29	53	44	-9	-16%			-
Misc. Operating Expenses	92	75	96	21	28%			-
Equipment Group	0	0	90	90	0%			-
Operating Expense Total	\$161	\$198	\$429	\$231	117%	-	-	-
Benefits Group	2,298	1,924	2,152	228	12%			-
Expenses Total	\$6,418	\$5,760	\$6,498	\$737	13%	40.40	43.00	2.60
Division of Campus Safety Total	\$6,283	\$5,699	\$6,490	\$791	14%	40.40	43.00	2.60

DIVISION OF CAMPUS SAFETY-
THREE YEARS OF ACTUALS FY 2018-19 to FY 2020-21

Division of Campus Safety (in thousands)	FY2018-19 Actuals	FY2019-20 Actuals	FY2020-21 Actuals
Salaries and Wages	71	73	73
Benefits Group	44	45	45
Operating Expenses	820	654	67
471 - TF-Parking Revenue Fund-Fines and Forfeitures	935	772	185
Salaries and Wages	470	560	420
Benefits Group	302	321	324
Operating Expenses	2,944	6,044	1,044
472 - TF-Parking Revenue Fund-Parking Fees Total	3,716	6,924	1,788
Salaries and Wages	3,909	3,965	3,650
Benefits Group	2,292	2,298	1,924
Operating Expenses	764	494	290
Work-Study	8	5	
485 - TF-CSU Operating Fund Total	6,973	6,762	5,863
Division of Campus Safety Total	\$11,624	\$14,458	\$7,836

DIVISION OF ENROLLMENT MANAGEMENT

FY2020-21 Actuals Vs FY2021-22 Budget and FTE

Division of Enrollment Mgmt (in thousands)	FY2019-20 Actuals	FY2020-21 Actuals	FY2021-22 Budget	Change Actuals Vs. Budget Amount	Percent	FY2020-21 FTE Actual	FY2021-22 FTE Budget	Change from Prior Year Amount
Revenues		0		0	0%			0.00
Expenses								
601828 - Reimb Release Time Salary			-5	-5	0	0%		0.00
Management and Supervisory	1,041	1,173	1,388	214	18%	11.00	13.00	2.00
Support Staff	4,705	4,806	5,119	313	7%	81.40	87.10	5.70
Regular Salaries and Wages Total	\$5,746	\$5,974	\$6,501	\$527	9%	92.40	100.10	7.70
Operating Expense				0	0%			-
Travel	15	0	21	21	0%			-
Contractual Services Group	7	499	314	-185	-37%			-
Information Technology Costs	110	41	86	45	111%			-
Services from Other Funds/Agencies Group	4	52		-52	-100%			-
Misc. Operating Expenses	9	3	182	179	6534%			-
Financial Aid		0		0	0%			-
Operating Expense Total	\$145	\$595	\$604	\$9	1%	-	-	-
Benefits Group	3,376	3,466	3,737	271	8%			-
Expenses Total	\$9,266	\$10,035	\$10,842	\$807	8%	92.40	100.10	7.70
Division of Enrollment Mgmt Total	\$9,266	\$10,035	\$10,842	\$807	8%	92.40	100.10	7.70

**DIVISION OF ENROLLMENT MANAGEMENT -
THREE YEARS OF ACTUALS FY 2018-19 to FY 2020-21**

Division of Enrollment Mgmt (in thousands)	FY2018-19 Actuals	FY2019-20 Actuals	FY2020-21 Actuals
Operating Expenses		-1	1
465 - TF-Contracts and Grant Trust Total		-1	1
Salaries and Wages	78	162	94
Benefits Group		0	0
Operating Expenses	166	128	159
481 - TF-Lottery Education Fund Total	244	290	252
Salaries and Wages	5,472	5,762	5,986
Benefits Group	3,145	3,406	3,479
Operating Expenses	875	680	977
Work-Study	63	64	155
485 - TF-CSU Operating Fund Total	9,556	9,912	10,597
Operating Expenses	81	90	
496 - TF-Miscellaneous Trust Total	81	90	
Division of Enrollment Mgmt Total	\$9,881	\$10,291	\$10,850

OFFICE OF EQUITY PROGRAM & COMPLIANCE GENERAL FUND BUDGET

FY2020-21 Actuals Vs FY2021-22 Budget and FTE

Office of Equity Prgm & Compliance (in thousands)	FY2019-20 Actuals	FY2020-21 Actuals	FY2021-22 Budget	Change Amount	Actuals Vs. Budget Percent	FY2020-21 FTE Actual	FY2021-22 FTE Budget	Change from Prior Year Amount
Revenues								
Expenses								
Management and Supervisory	609	438	609	171	39%	4.70	6.00	1.30
Support Staff	0	0		0	-100%			0.00
Regular Salaries and Wages Total	\$610	\$438	\$609	\$171	39%	4.70	6.00	1.30
Operating Expense				0	0%			-
Travel	1	0	2	2	0%			-
Contractual Services Group	167	18		-18	-100%			-
Information Technology Costs	0	1	2	0	4%			-
Services from Other Funds/Agencies Group	0	3	3	0	6%			-
Misc. Operating Expenses	30	107	208	101	94%			-
Operating Expense Total	\$198	\$129	\$214	\$85	65%			-
Benefits Group	348	249	325	75	30%			-
Expenses Total	\$1,155	\$817	\$1,148	\$331	41%	4.70	6.00	1.30
Office of Equity Prgm & Compli Total	\$1,155	\$817	\$1,148	\$331	41%	4.70	6.00	1.30

**OFFICE OF EQUITY PROGRAM & COMPLIANCE -
THREE YEARS OF ACTUALS FY 2018-19 to FY 2020-21**

Office of Equity Prgm & Compliance (in thousands)	FY2018-19 Actuals	FY2019-20 Actuals	FY2020-21 Actuals
Salaries and Wages	584	610	438
Benefits Group	307	348	249
Operating Expenses	208	481	236
485 - TF-CSU Operating Fund Total	1,098	1,438	924
Office of Equity Prgm & Compliance Total	\$1,098	\$1,438	\$924

VP STUDENT AFFAIRS & ENROLLMENT MANAGEMENT GENERAL FUND BUDGET

FY2020-21 Actuals Vs FY2021-22 Budget and FTE

VP Stdnt Affrs & Enroll Mgmnt (in thousands)	FY2019-20 Actuals	FY2020-21 Actuals	FY2021-22 Budget	Change Actuals Vs. Budget Amount	Percent	FY2020-21 FTE Actual	FY2021-22 FTE Budget	Change from Prior Year Amount
Expenses								
601100 - Academic Salary	0			0	0%			0.00
601828 - Reimb Release Time Salary	12	12	12	0	0%			0.00
Academic Salaries Total	12	12	12	0	0%	-	-	0.00
Management and Supervisory	228	267	462	196	73%	2.40	3.20	0.80
Support Staff	318	218	246	28	13%	2.80	3.00	0.20
Regular Salaries and Wages Total	\$559	\$497	\$720	\$223	45%	5.20	6.20	1.00
Operating Expense								
Travel	3		2	2	0%			-
Contractual Services Group	307	337		-337	-100%			-
Information Technology Costs	128	1	3	2	175%			-
Services from Other Funds/Agencies Group	1	4	5	1	28%			-
Misc. Operating Expenses	5	0	8	8	11433%			-
Operating Expense Total	\$443	\$342	\$18	-\$324	-95%	-	-	-
Benefits Group	255	219	367	148	68%			-
Expenses Total	\$1,257	\$1,058	\$1,106	\$48	5%	5.20	6.20	1.00
VP Stdnt Affrs & Enroll Mgmnt Total	\$1,257	\$1,058	\$1,106	\$48	5%	5.20	6.20	1.00

**VP STUDENT AFFAIRS & ENROLLMENT MANAGEMENT -
THREE YEARS OF ACTUALS FY 2018-19 to FY 2020-21**

VP Stdnt Affrs & Enroll Mgmnt (in thousands)	FY2018-19 Actuals	FY2019-20 Actuals	FY2020-21 Actuals
Operating Expenses	2,753	2,654	2,570
463 - TF-Instructionally Related Activities Trust Total	2,753	2,654	2,570
Operating Expenses	22	24	28
481 - TF-Lottery Education Fund Total	22	24	28
Salaries and Wages	816	559	497
Benefits Group	366	255	219
Operating Expenses	140	1,785	527
485 - TF-CSU Operating Fund Total	1,323	2,600	1,243
Operating Expenses	5	11	
496 - TF-Miscellaneous Trust Total	5	11	
Benefits Group		58	
Operating Expenses		11,908	4,409
534 - TF-Campus Union-Operations and Revenue Total		11,966	4,409
VP Stdnt Affrs & Enroll Mgmnt Total	\$4,103	\$17,254	\$8,250

EQUITY & COMMUNITY INCLUSION

GENERAL FUND BUDGET

FY2020-21 Actuals Vs FY2021-22 Budget and FTE

Equity & Community Inclusion (in thousands)	FY2019-20 Actuals	FY2020-21 Actuals	FY2021-22 Budget	Change Actuals Vs. Budget Amount	Percent	FY2020-21 FTE Actual	FY2021-22 FTE Budget	Change from Prior Year Amount
Expenses								
601827 - Honorarium for Emp sal or ben	2			0	0%			0.00
601828 - Reimb Release Time Salary	-54	-28		28	-100%			0.00
Academic Salaries Total	-52	-28	0	28	-100%	-	-	0.00
Management and Supervisory	359	415	421	6	1%	3.90	4.00	0.10
Support Staff	477	307	475	168	55%	5.40	7.60	2.20
Regular Salaries and Wages Total	\$784	\$694	\$896	\$203	29%	9.30	11.60	2.30
Operating Expense				0	0%			-
Travel	12		4	4	0%			-
Contractual Services Group	8			0	0%			-
Information Technology Costs	0	0	14	14	0%			-
Services from Other Funds/Agencies Group	12	2	7	5	342%			-
Misc. Operating Expenses	42	13	23	11	84%			-
Equipment Group		0		0	0%			-
Operating Expense Total	\$73	\$14	\$48	\$34	239%			-
Benefits Group	395	378	480	101	27%			-
Expenses Total	\$1,252	\$1,086	\$1,424	\$338	31%	9.30	11.60	2.30
Equity & Community Inclusion Total	\$1,252	\$1,086	\$1,424	\$338	31%	9.30	11.60	2.30

**EQUITY & COMMUNITY INCLUSION -
THREE YEARS OF ACTUALS FY 2018-19 to FY 2020-21**

Equity & Community Inclusion (in thousands)	FY2018-19 Actuals	FY2019-20 Actuals	FY2020-21 Actuals
Salaries and Wages	601	784	694
Benefits Group	234	395	378
Operating Expenses	255	73	14
Work-Study	14	7	16
485 - TF-CSU Operating Fund Total	1,104	1,260	1,102
Equity & Community Inclusion Total	\$1,104	\$1,260	\$1,102

DIVISION OF CAMPUS RECREATION

DIVISION OF CAMPUS RECREATION - THREE YEARS OF ACTUALS FY 2018-19 to FY 2020-21

Division of Campus Recreation (in thousands)	FY2018-19 Actuals	FY2019-20 Actuals	FY2020-21 Actuals
Benefits Group		5	0
Operating Expenses	137	299	66
463 - TF-Instructionally Related Activities Trust Total	137	304	66
Salaries and Wages	-1		
Operating Expenses	1	0	
485 - TF-CSU Operating Fund Total	1	0	
Operating Expenses	85	16	
496 - TF-Miscellaneous Trust Total	85	16	
Salaries and Wages	1,971	2,434	905
Benefits Group	299	326	350
Operating Expenses	5,272	8,299	13,076
534 - TF-Campus Union-Operations and Revenue Total	7,542	11,059	14,330
Division of Campus Recreation Total	\$7,765	\$11,380	\$14,396

ATHLETICS PROGRAM

FY2020-21 Actuals Vs FY2021-22 Budget and FTE

Athletics Program (in thousands)	FY2019-20 Actuals	FY2020-21 Actuals	FY2021-22 Budget	Change Actuals Vs. Budget Amount	Percent	FY2020-21 FTE Actual	FY2021-22 FTE Budget	Change from Prior Year Amount
Expenses								
601100 - Academic Salary	1,305	858	1,057	200	23%	12.30	11.70	-0.60
601833 - Academic Salaries-Lump Sum Vac	17	10		-10	-100%			0.00
Academic Salaries Total	1,321	867	1,057	190	22%	12.30	11.70	-0.60
Management and Supervisory	86	86	86	0	0%	1.00	1.00	0.00
Support Staff	66	64	64	0	0%	1.00	1.00	0.00
Regular Salaries and Wages Total	\$1,473	\$1,017	\$1,207	\$190	19%	14.30	13.70	-0.60
Benefits Group	813	591	625	35	6%			0.00
Expenses Total	\$2,285	\$1,608	\$1,832	\$225	14%	14.30	13.70	-0.60
Athletics Program Total	\$2,285	\$1,608	\$1,832	\$225	14%	14.30	13.70	-0.60

ATHLETICS PROGRAM -THREE YEARS OF ACTUALS FY 2018-19 to FY 2020-21

Athletics Program (in thousands)	FY2018-19 Actuals	FY2019-20 Actuals	FY2020-21 Actuals
Salaries and Wages	692	770	709
Benefits Group	402	445	416
Operating Expenses	2,114	1,848	1,233
463 - TF-Instructionally Related Activities Trust Tot	3,207	3,063	2,358
Salaries and Wages	1,359	1,473	1,017
Benefits Group	657	813	591
Operating Expenses	35		
Work-Study	45	40	2
485 - TF-CSU Operating Fund Total	2,095	2,325	1,610
Salaries and Wages	3	12	
Benefits Group		0	
Operating Expenses	294	379	
496 - TF-Miscellaneous Trust Total	297	391	
Athletics Program Total	\$5,600	\$5,779	\$3,968

UNIVERSITY ADVANCEMENT

GENERAL FUND BUDGET

University Advancement FY2020-21 Actuals Vs FY2021-22 Budget and FTE

University Advancement (in thousands)	FY2019-20 Actuals	FY2020-21 Actuals	FY2021-22 Budget	Change Actuals Vs. Budget Amount	Percent	FY2020-21 FTE Actual	FY2021-22 FTE Budget
Revenues Total	264	309	500	191	62%		
Expenses							
601828 - Reimb Release Time Salary	-27	-27	-27	0	0%		
Academic Salaries Total	-27	-27	-27	0	0%		
Management and Supervisory	3,197	3,255	3,528	273	8%	29.25	29.00
Support Staff	1,548	1,492	1,585	93	6%	21.83	21.80
Regular Salaries and Wages Total	\$4,718	\$4,721	\$5,086	\$366	8%	51	51
Operating Expense				0	0%		
Communications	0			0	0%		
Travel	15	0	30	30	0%		
Contractual Services Group	285	188	246	58	31%		
Information Technology Costs	186	126	53	-73	-58%		
Services from Other Funds/Agencies Group	38	13	20	7	50%		
Misc. Operating Expenses	265	324	293	-31	-10%		
Operating Expense Total	790	651	642	-9	-1%		
Benefits Group	2,476	2,567	2,714	147	6%		
Expenses Total	\$7,985	\$7,939	\$8,443	\$504	6%		
Operation Net	\$7,721	\$7,630	\$7,943	\$313	4%		

**UNIVERSITY ADVANCEMENT -
THREE YEARS OF ACTUALS FY 2018-19 to FY 2020-21**

University Advancement (in thousands)	FY2018-19 Actuals	FY2019-20 Actuals	FY2020-21 Actuals
Salaries and Wages	5,007	4,718	4,721
Benefits Group	2,470	2,476	2,567
Operating Expenses	1,634	1,401	918
Work-Study	10	23	10
485 - TF-CSU Operating Fund Total	9,121	8,619	8,215
Operating Expenses	4	1	
496 - TF-Miscellaneous Trust Total	4	1	
University Advancement Total	\$9,125	\$8,620	\$8,215

ADVANCEMENT SERVICES GENERAL FUND BUDGET

FY2020-21 Actuals Vs FY2021-22 Budget and FTE

Advancement Services (in thousands)	FY2019-20 Actuals	FY2020-21 Actuals	FY2021-22 Budget	Change Actuals Vs. Budget Amount	Percent	FY2020-21 FTE Actual	FY2021-22 FTE Budget	Change from Prior Year Amount
Revenues	29	35	118	0	0%			0.00
Expenses								
Management and Supervisory	134	106	106	0	0%	1.00	1.00	0.00
Support Staff	375	387	389	2	1%	6.00	6.00	0.00
Regular Salaries and Wages Total	\$509	\$493	\$495	\$2	0%	7.00	7.00	0.00
Operating Expense								
Communications	0			0	0%			-
Travel	0	0	3	3	0%			-
Contractual Services Group	1	0	105	105	0%			-
Information Technology Costs	68	67	1	-66	-99%			-
Services from Other Funds/Agencies Group	4	4	1	-3	-74%			-
Misc. Operating Expenses	6	2	7	5	303%			-
Operating Expense Total	\$80	\$73	\$116	\$43	60%	-	-	-
Benefits Group	281	278	281	3	1%			-
Expenses Total	\$870	\$843	\$892	\$49	6%	7.00	7.00	-
Advancement Services Total	\$841	\$809	\$774	-\$35	-4%	7.00	7.00	-

ADVANCEMENT SERVICES -THREE YEARS OF ACTUALS FY 2018-19 to FY 2020-21

Advancement Services (in thousands)	FY2018-19 Actuals	FY2019-20 Actuals	FY2020-21 Actuals
Salaries and Wages	493	509	493
Benefits Group	268	281	278
Operating Expenses	126	80	73
Work-Study	4	1	
485 - TF-CSU Operating Fund Total	891	871	843
Advancement Services Total	\$891	\$871	\$843

ALUMNI RELATIONS GENERAL FUND BUDGET

FY2020-21 Actuals Vs FY2021-22 Budget and FTE

Alumni Relations (in thousands)	FY2019-20 Actuals	FY2020-21 Actuals	FY2021-22 Budget	Change Amount	Actuals Vs. Budget Percent	FY2020-21 FTE Actual	FY2021-22 FTE Budget	Change from Prior Year Amount
Revenues				79	79	0%		0.00
Expenses								
Management and Supervisory	181	174	173	-1	0%	2.00	2.00	0.00
Support Staff	116	75	84	9	12%	1.00	1.00	0.00
Regular Salaries and Wages Total	\$298	\$249	\$257	\$8	3%	3.00	3.00	0.00
Operating Expense				0	0%			-
Communications	0			0	0%			-
Travel	2	0	4	4	0%			-
Contractual Services Group	12	10	65	55	547%			-
Information Technology Costs	61	39		-39	-100%			-
Services from Other Funds/Agencies Group	1	0	1	0	9%			-
Misc. Operating Expenses	25	6	9	3	56%			-
Operating Expense Total	\$100	\$56	\$79	\$23	42%	-	-	-
Benefits Group	160	135	143	8	6%			-
Expenses Total	\$558	\$440	\$479	\$39	9%	3.00	3.00	-
Alumni Relations Total	\$558	\$440	\$400	-\$39	-9%	3.00	3.00	-

ALUMNI RELATIONS-
THREE YEARS OF ACTUALS FY 2018-19 to FY 2020-21

Alumni Relations (in thousands)	FY2018-19 Actuals	FY2019-20 Actuals	FY2020-21 Actuals
Salaries and Wages	422	298	249
Benefits Group	186	160	135
Operating Expenses	54	100	56
Work-Study		4	4
485 - TF-CSU Operating Fund Total	661	562	444
Alumni Relations Total	\$661	\$562	\$444

ANNUAL FUND DRIVE

ANNUAL FUND DRIVE- THREE YEARS OF ACTUALS FY 2018-19 to FY 2020-21

Annual Fund Drive (in thousands)	FY2018-19 Actuals	FY2019-20 Actuals	FY2020-21 Actuals
Operating Expenses	5	0	
485 - TF-CSU Operating Fund Total	5	0	
Annual Fund Drive Total	\$5	\$0	

DEVELOPMENT

GENERAL FUND BUDGET

FY2020-21 Actuals Vs FY2021-22 Budget and FTE

Development (in thousands)	FY2019-20 Actuals	FY2020-21 Actuals	FY2021-22 Budget	Change Actuals Vs. Budget Amount	Percent	FY2020-21 FTE Actual	FY2021-22 FTE Budget	Change from Prior Year Amount	
Revenues		20	21	126	105	503%		0.00	
Expenses									
Management and Supervisory		1,844	1,724	1,918	194	11%	14.60	16.00	1.40
Support Staff		373	411	422	11	3%	6.10	5.00	-1.10
Regular Salaries and Wages Total		\$2,217	\$2,135	\$2,340	\$204	10%	20.70	21.00	0.30
Operating Expense									
Communications		0			0	0%			-
Travel		11	0	12	12	0%			-
Contractual Services Group		38	76	4	-73	-95%			-
Information Technology Costs		42	8	45	37	431%			-
Services from Other Funds/Agencies Group		21	4	11	7	170%			-
Misc. Operating Expenses		91	42	46	4	10%			-
Operating Expense Total		\$203	\$131	\$118	-\$13	-10%	-	-	-
Benefits Group		1,144	1,204	1,220	17	1%			-
Expenses Total		\$3,564	\$3,470	\$3,678	\$208	6%	20.70	21.00	0.30
Development Total		\$3,544	\$3,449	\$3,552	\$103	3%	20.70	21.00	0.30

DEVELOPMENT-
THREE YEARS OF ACTUALS FY 2018-19 to FY 2020-21

Development (in thousands)	FY2018-19 Actuals	FY2019-20 Actuals	FY2020-21 Actuals
Salaries and Wages	2,401	2,217	2,135
Benefits Group	1,168	1,144	1,204
Operating Expenses	452	203	131
Work-Study		8	5
485 - TF-CSU Operating Fund Total	4,022	3,572	3,475
Development Total	\$4,022	\$3,572	\$3,475

OTHER UNIVERSITY ADVANCEMENT

OTHER UNIVERSITY ADVANCEMENT- THREE YEARS OF ACTUALS FY 2018-19 to FY 2020-21

Other University Advancement (in thousands)	FY2018-19 Actuals	FY2019-20 Actuals	FY2020-21 Actuals
Operating Expenses	747	182	230
485 - TF-CSU Operating Fund Total	747	182	230
Other University Advancement Total	\$747	\$182	\$230

STRATEGIC MARKETING & COMMUNICATION GENERAL FUND BUDGET

FY2020-21 Actuals Vs FY2021-22 Budget and FTE

Strategic Marketing & Comms (in thousands)	FY2019-20 Actuals	FY2020-21 Actuals	FY2021-22 Budget	Change Amount	Actuals Vs. Budget Percent	FY2020-21 FTE Actual	FY2021-22 FTE Budget	Change from Prior Year Amount
Revenues	83	80	130	0	0%			0.00
Expenses								
Academic Salaries Total	-27	-27	-27	0	0%			0.00
Management and Supervisory	275	377	457	80	21%	3.00	4.00	1.00
Support Staff	507	440	503	63	14%	5.80	6.80	1.00
Regular Salaries and Wages Total	\$755	\$790	\$934	\$144	18%	8.80	10.80	2.00
Operating Expense								
Communications	0			0	0%			-
Travel	1	0	3	3	0%			-
Contractual Services Group	101	37	70	33	87%			-
Information Technology Costs	8	9	8	-2	-17%			-
Services from Other Funds/Agencies Group	1	1	1	0	30%			-
Misc. Operating Expenses	107	270	207	-62	-23%			-
Operating Expense Total	\$218	\$317	\$289	-\$28	-9%	-	-	-
Benefits Group	419	423	524	101	24%			-
Expenses Total	\$1,392	\$1,530	\$1,746	\$217	14%	8.80	10.80	2.00
Strategic Marketing & Comms Total	\$1,310	\$1,450	\$1,616	\$167	12%	8.80	10.80	2.00

STRATEGIC MARKETING & COMMUNICATION-
THREE YEARS OF ACTUALS FY 2018-19 to FY 2020-21

Strategic Marketing & Comms (in thousands)	FY2018-19 Actuals	FY2019-20 Actuals	FY2020-21 Actuals
Salaries and Wages	793	755	790
Benefits Group	418	419	423
Operating Expenses	211	218	354
Work-Study	2	6	0
485 - TF-CSU Operating Fund Total	1,424	1,399	1,567
Strategic Marketing & Comms Total	\$1,424	\$1,399	\$1,567

UNIVERSITY ENGAGEMENT

GENERAL FUND BUDGET

FY2020-21 Actuals Vs FY2021-22 Budget and FTE

University Engagement (in thousands)	FY2019-20 Actuals	FY2020-21 Actuals	FY2021-22 Budget	Change Actuals Vs. Budget Amount	Percent	FY2020-21 FTE Actual	FY2021-22 FTE Budget	Change from Prior Year Amount
Revenues	21	22	5	0	0%			0.00
Expenses								
Management and Supervisory	404	342	342	0	0%	5.60	3.00	-2.60
Support Staff		0		0	0%			0.00
Regular Salaries and Wages Total	\$404	\$342	\$342	\$0	0%	5.60	3.00	-2.60
Operating Expense								
Communications	0			0	0%			-
Travel	0	0	2	2	0%			-
Services from Other Funds/Agencies Group	1	1	2	1	58%			-
Misc. Operating Expenses	5	6	7	1	13%			-
Operating Expense Total	\$7	\$7	\$10	\$3	46%	-	-	-
Benefits Group	192	154	177	22	14%			-
Expenses Total	\$602	\$503	\$528	\$26	5%	5.60	3.00	-2.60
University Engagement Total	\$582	\$481	\$523	\$42	9%	5.60	3.00	-2.60

**UNIVERSITY ENGAGEMENT -
THREE YEARS OF ACTUALS FY 2018-19 to FY 2020-21**

University Engagement (in thousands)	FY2018-19 Actuals	FY2019-20 Actuals	FY2020-21 Actuals
Salaries and Wages	309	404	342
Benefits Group	145	192	154
Operating Expenses	13	7	7
485 - TF-CSU Operating Fund Total	467	602	503
University Engagement Total	\$467	\$602	\$503

VP UNIVERSITY ADVANCEMENT ADMIN

GENERAL FUND BUDGET

FY2020-21 Actuals Vs FY2021-22 Budget and FTE

VP University Adv Admin (in thousands)	FY2019-20 Actuals	FY2020-21 Actuals	FY2021-22 Budget	Change Actuals Vs. Budget Amount	Percent	FY2020-21 FTE Actual	FY2021-22 FTE Budget	Change from Prior Year Amount
Revenues	112	152	42	0	0%			0.00
Expenses								
Management and Supervisory	359	533	533	0	0%	3.00	3.00	0.00
Support Staff	178	180	187	7	4%	2.90	3.00	0.10
Regular Salaries and Wages Total	\$536	\$712	\$720	\$7	1%	5.90	6.00	0.10
Operating Expense								
Communications	0			0	0%			-
Travel	1	0	6	6	0%			-
Contractual Services Group	133	64	3	-61	-96%			-
Information Technology Costs	8	3		-3	-100%			-
Services from Other Funds/Agencies Group	9	3	5	2	57%			-
Misc. Operating Expenses	31	-1	17	18	-1696%			-
Operating Expense Total	\$182	\$68	\$31	-\$38	-55%	-	-	-
Benefits Group	280	373	369	-4	-1%			-
Expenses Total	\$998	\$1,154	\$1,119	-\$35	-3%	5.90	6.00	0.10
VP University Adv Admin Total	\$886	\$1,002	\$1,077	\$75	8%	5.90	6.00	0.10

**VP UNIVERSITY ADVANCEMENT ADMIN -
THREE YEARS OF ACTUALS FY 2018-19 to FY 2020-21**

VP University Adv Admin (in thousands)	FY2018-19 Actuals	FY2019-20 Actuals	FY2020-21 Actuals
Salaries and Wages	590	536	712
Benefits Group	284	280	373
Operating Expenses	26	610	68
Work-Study	4	4	
485 - TF-CSU Operating Fund Total	904	1,430	1,154
Operating Expenses	4	1	
496 - TF-Miscellaneous Trust Total	4	1	
VP University Adv Admin Total	\$908	\$1,432	\$1,154

ADMINISTRATION & FINANCE

GENERAL FUND BUDGET

Administration & Finance FY2020-21 Actuals Vs FY2021-22 Budget and FTE

Administration & Finance (in thousands)	FY2019-20 Actuals	FY2020-21 Actuals	FY2021-22 Budget	Change Amount	Actuals Vs. Budget Percent	FY2020-21 FTE Actual	FY2021-22 FTE Budget	Change from Prior Year Amount
Revenues Total	2,192	1,717	1,600	-116	-7%			
Expenses								
Management and Supervisory	7,245	6,745	6,952	207	3%	54.82	55.40	0.58
Support Staff	19,710	18,127	19,321	1,194	7%	277.61	281.50	3.89
Regular Salaries and Wages Total	\$26,954	\$24,872	\$26,273	\$1,401	6%	332.43	336.90	4.47
Communications	414	376	350	-26	-7%			
Travel	105	0	45	44	11458%			
Contractual Services Group	935	866	1,203	337	39%			
Information Technology Costs	2,358	2,498	2,355	-144	-6%			
Services from Other Funds/Agencies Group	467	336	382	46	14%			
Misc. Operating Expenses	2,879	2,325	3,080	754	32%			
Equipment Group	277	25	102	77	310%			
Other Operating Expense	174	45	4	-41	-91%			
Operating Expense Total	\$7,610	\$6,471	\$7,520	\$1,049	16%			
Net Transfer		64		-64	-100%			
Benefits Group	15,690	14,717	15,057	340	2%			
Expenses Total	\$50,254	\$46,124	\$48,850	\$2,726	6%			
Operation Net	\$48,063	\$44,408	\$47,250	\$2,842	6%			

ADMINISTRATION & FINANCE -
THREE YEARS OF ACTUALS FY 2018-19 to FY 2020-21

Administration & Finance (in thousands)	FY2018-19 Actuals	FY2019-20 Actuals	FY2020-21 Actuals
Salaries and Wages	49		
Benefits Group	27		
Operating Expenses	1		
472 - TF-Parking Revenue Fund-Parking Fees Total	78		
Salaries and Wages	33,082	35,135	31,254
Benefits Group	18,745	20,310	18,858
Operating Expenses	23,174	47,971	12,809
Work-Study	147	125	109
485 - TF-CSU Operating Fund Total	75,148	103,541	63,030
Salaries and Wages	369	34	
Benefits Group	223	31	
Operating Expenses	465	958	
496 - TF-Miscellaneous Trust Total	1,057	1,023	
Salaries and Wages	2,429	2,473	1,687
Benefits Group	2,071	1,911	1,284
Operating Expenses	56,158	59,094	40,163
531 - TF-Housing-Operations and Revenue Total	60,659	63,479	43,134
Salaries and Wages	529	575	572
Benefits Group	472	465	492
Operating Expenses	5,162	632	345
534 - TF-Campus Union-Operations and Revenue Total	6,163	1,673	1,409
Administration & Finance Total	\$143,105	\$169,715	\$107,572

AUDIT & ADVISORY SERVICES

GENERAL FUND BUDGET

FY2020-21 Actuals vs. FY2021-22 Budget and FTE

Audit & Advisory Services (in thousands)	FY2019-20 Actuals	FY2020-21 Actuals	FY2021-22 Budget	Change Actuals Vs. Budget Amount	Percent	FY2020-21 FTE Actual	FY2021-22 FTE Budget	Change from Prior Year Amount
Regular Salaries and Wages								
Management and Supervisory	122	43		-43	-100%	0.50		-0.50
Support Staff	52	64	99	35	54%	1.00	1.00	0.00
Regular Salaries and Wages Total	\$173	\$107	\$99	-\$8	-7%	1.50	1.00	-0.50
Operating Expense								
Travel	1	0	3	3	0%			-
Information Technology Costs	1	0	2	2	0%			-
Services from Other Funds/Agencies Group	1	0	2	2	437%			-
Misc. Operating Expenses	2	0	5	5	0%			-
Operating Expense Total	\$4	\$0	\$12	\$11	2987%	-	-	-
Benefits Group	115	65	62	-2	-4%			-
Expenses Total	\$292	\$172	\$173	\$1	0%	1.50	1.00	-0.50
Audit & Advisory Services Total	\$292	\$172	\$173	\$1	0%	1.50	1.00	-0.50

AUDIT & ADVISORY SERVICES -
THREE YEARS OF ACTUALS FY 2018-19 to FY 2020-21

Audit & Advisory Services (in thousands)	FY2018-19 Actuals	FY2019-20 Actuals	FY2020-21 Actuals
Salaries and Wages	240	173	107
Benefits Group	138	115	65
Operating Expenses	7	4	0
485 - TF-CSU Operating Fund Total	385	292	172
Audit & Advisory Services Total	\$385	\$292	\$172

BUDGET ADMINISTRATION & OPERATIONS

GENERAL FUND BUDGET

FY2020-21 Actuals vs. FY2021-22 Budget and FTE

Budget Admin & Operations (in thousands)	FY2019-20 Actuals	FY2020-21 Actuals	FY2021-22 Budget	Change Actuals Vs. Budget Amount	Percent	FY2020-21 FTE Actual	FY2021-22 FTE Budget	Change from Prior Year Amount
Regular Salaries and Wages								
Management and Supervisory	292	354	411	57	16%	2.90	3.40	0.50
Support Staff	236	236	236	0	0%	3.50	3.50	0.00
Regular Salaries and Wages Total	\$528	\$590	\$647	\$57	10%	6.40	6.90	0.50
Operating Expense								
Travel	0			0	0%			-
Contractual Services Group	0	8	10	2	25%			-
Information Technology Costs	2	0	3	3	0%			-
Services from Other Funds/Agencies Group	11	1		-1	-100%			-
Misc. Operating Expenses	2	0	1	1	148%			-
Operating Expense Total	\$15	\$9	\$14	\$5	57%	-	-	-
Benefits Group	298	326	363	37	11%			-
Expenses Total	\$841	\$925	\$1,024	\$99	11%	6.40	6.90	0.50
Budget Admin & Operations Total	\$841	\$925	\$1,024	\$99	11%	6.40	6.90	0.50

**BUDGET ADMINISTRATION & OPERATIONS -
THREE YEARS OF ACTUALS FY 2018-19 to FY 2020-21**

Budget Admin & Operations (in thousands)	FY2018-19 Actuals	FY2019-20 Actuals	FY2020-21 Actuals
Salaries and Wages	694	740	818
Benefits Group	392	422	453
Operating Expenses	51	197	93
Work-Study	5		
485 - TF-CSU Operating Fund Total	1,142	1,358	1,364
Operating Expenses		28	
496 - TF-Miscellaneous Trust Total		28	
Budget Admin & Operations Total	\$1,142	\$1,386	\$1,364

BUSINESS OPERATIONS

GENERAL FUND BUDGET

FY2020-21 Actuals vs. FY2021-22 Budget and FTE

Business Operations (in thousands)	FY2019-20 Actuals	FY2020-21 Actuals	FY2021-22 Budget	Change Actuals Vs. Budget Amount	Percent	FY2020-21 FTE Actual	FY2021-22 FTE Budget	Change from Prior Year Amount
Revenues	136	240	150	0	0%			0.00
Regular Salaries and Wages								
Management and Supervisory	1,240	1,083	997	-86	-8%	9.20	8.00	-1.20
Support Staff	1,417	1,389	1,447	57	4%	24.00	20.00	-4.00
Regular Salaries and Wages Total	\$2,658	\$2,473	\$2,444	-\$29	-1%	33.20	28.00	-5.20
Operating Expense								
Travel	31	0	15	15	0%			-
Contractual Services Group	85	78	132	54	69%			-
Information Technology Costs	94	26	149	123	467%			-
Services from Other Funds/Agencies Group	28	18	30	11	63%			-
Misc. Operating Expenses	213	344	449	105	31%			-
Equipment Group	1	3	22	18	522%			-
Utilities	174	45		-45	-100%			-
Operating Expense Total	\$627	\$515	\$797	\$281	55%			-
Benefits Group	1,394	1,316	1,357	41	3%			-
Expenses Total	\$4,679	\$4,305	\$4,598	\$293	7%	33.20	28.00	-5.20
Business Operations Total	\$4,542	\$4,065	\$4,448	\$383	9%	33.20	28.00	-5.20

BUSINESS OPERATIONS -
THREE YEARS OF ACTUALS FY 2018-19 to FY 2020-21

Business Operations (in thousands)	FY2018-19 Actuals	FY2019-20 Actuals	FY2020-21 Actuals
Salaries and Wages	2,381	2,753	2,534
Benefits Group	1,239	1,453	1,358
Operating Expenses	1,029	658	845
Work-Study	6	13	27
485 - TF-CSU Operating Fund Total	4,655	4,877	4,764
Operating Expenses	2		
496 - TF-Miscellaneous Trust Total	2		
Business Operations Total	\$4,657	\$4,877	\$4,764

FACILITIES & SERVICE ENTERPRISE GENERAL FUND BUDGET

FY2020-21 Actuals Vs FY2021-22 Budget and FTE+A421:J447

Facilities Services (in thousands)	FY2019-20 Actuals	FY2020-21 Actuals	FY2021-22 Budget	Change Actuals Vs. Budget Amount	Percent	FY2020-21 FTE Actual	FY2021-22 FTE Budget	Change from Prior Year Amount
Revenues	550	460	330	0	0%			0.00
Expenses								
Management and Supervisory	1,581	1,603	1,561	-42	-3%	15.50	15.00	-0.50
Support Staff	7,795	6,726	7,163	437	7%	130.10	131.50	1.40
Regular Salaries and Wages Total	\$9,376	\$8,329	\$8,724	\$395	5%	145.60	146.50	0.90
Operating Expense								
Communications		0		0	-100%			-
Travel	11	0	2	2	0%			-
Contractual Services Group	129	37	110	73	195%			-
Information Technology Costs	85	61	90	29	48%			-
Services from Other Funds/Agencies Group	184	95	154	60	63%			-
Misc. Operating Expenses	2,289	1,655	2,331	675	41%			-
Equipment Group	274	21	80	59	276%			-
Operating Expense Total	\$2,971	\$1,870	\$2,767	\$897	48%			-

**FACILITIES & SERVICE ENTERPRISE -
THREE YEARS OF ACTUALS FY 2018-19 to FY 2020-21**

Facilities Services (in thousands)	FY2018-19 Actuals	FY2019-20 Actuals	FY2020-21 Actuals
Salaries and Wages	13,770	14,971	12,219
Benefits Group	8,599	9,298	8,407
Operating Expenses	7,512	6,320	3,512
Work-Study	11	4	
485 - TF-CSU Operating Fund Total	29,893	30,593	24,137
Operating Expenses	0		
496 - TF-Miscellaneous Trust Total	0		
Salaries and Wages	259	0	
Benefits Group	16	0	-5
Operating Expenses	72	0	0
531 - TF-Housing-Operations and Revenue Total	347	0	-5
Salaries and Wages	529	575	572
Benefits Group	396	465	492
Operating Expenses	623	632	345
534 - TF-Campus Union-Operations and Revenue Tota	1,548	1,673	1,409
Facilities Services Total	\$31,789	\$32,265	\$25,541

FISCAL AFFAIRS / CONTROLLER

GENERAL FUND BUDGET

FY2020-21 Actuals Vs FY2021-22 Budget and FTE

Fiscal Affairs/Controller (in thousands)	FY2019-20 Actuals	FY2020-21 Actuals	FY2021-22 Budget	Change Actuals Vs. Budget Amount	Percent	FY2020-21 FTE Actual	FY2021-22 FTE Budget	Change from Prior Year Amount
Revenues	478	59	305	0	0%			0.00
Expenses								
Management and Supervisory	882	858	1,032	175	20%	7.00	8.00	1.00
Support Staff	1,906	1,736	1,941	205	12%	27.50	30.50	3.00
Regular Salaries and Wages Total	\$2,788	\$2,594	\$2,973	\$380	15%	34.50	38.50	4.00
Operating Expense								
Travel	9	0	3	3	0%			-
Contractual Services Group	388	472	594	122	26%			-
Information Technology Costs	70	52	34	-18	-34%			-
Services from Other Funds/Agencies Group	87	103	98	-5	-5%			-
Misc. Operating Expenses	30	13	75	62	462%			-
Operating Expense Total	\$585	\$640	\$803	\$163	25%	-	-	-
Benefits Group	1,616	1,519	1,665	146	10%			-
Expenses Total	\$4,988	\$4,753	\$5,442	\$689	14%	34.50	38.50	4.00
Fiscal Affairs/Controller Total	\$4,510	\$4,693	\$5,137	\$444	9%	34.50	38.50	4.00

FISCAL AFFAIRS / CONTROLLER -
THREE YEARS OF ACTUALS FY 2018-19 to FY 2020-21

Fiscal Affairs/Controller (in thousands)	FY2018-19 Actuals	FY2019-20 Actuals	FY2020-21 Actuals
Salaries and Wages	49		
Benefits Group	27		
Operating Expenses	1		
472 - TF-Parking Revenue Fund-Parking Fees Total	78		
Salaries and Wages	3,550	3,884	3,621
Benefits Group	2,022	2,243	2,113
Operating Expenses	9,950	32,396	3,181
Work-Study	42	27	12
485 - TF-CSU Operating Fund Total	15,565	38,550	8,928
Salaries and Wages	257	34	
Benefits Group	155	31	
Operating Expenses	89	248	
496 - TF-Miscellaneous Trust Total	501	313	
Fiscal Affairs/Controller Total	\$20,758	\$38,863	\$8,928

HUMAN RESOURCES GENERAL FUND BUDGET

FY2020-21 Actuals Vs FY2021-22 Budget and FTE

Human_Resources (in thousands)	FY2019-20 Actuals	FY2020-21 Actuals	FY2021-22 Budget	Change Amount	Actuals Vs. Budget Percent	FY2020-21 FTE Actual	FY2021-22 FTE Budget	Change from Prior Year Amount
Revenues	86	3		-3	-100%			0.00
Expenses								
Management and Supervisory	1,222	1,085	1,235	149	14%	8.10	10.00	1.90
Support Staff	1,508	1,456	1,637	181	12%	22.80	24.00	1.20
Regular Salaries and Wages Total	\$2,730	\$2,541	\$2,872	\$331	13%	30.90	34.00	3.10
Operating Expense								
Travel	22	0	13	13	0%			-
Contractual Services Group	131	2	100	98	5700%			-
Information Technology Costs	25	5	25	20	400%			-
Services from Other Funds/Agencies Group	72	69	70	1	1%			-
Misc. Operating Expenses	75	160	93	-68	-42%			-
Equipment Group	0			0	0%			-
Operating Expense Total	\$324	\$236	\$300	\$64	27%	-	-	-
Benefits Group	1,512	1,415	1,606	191	14%			-
Expenses Total	\$4,566	\$4,192	\$4,777	\$586	14%	30.90	34.00	3.10
Human_Resources Total	\$4,480	\$4,188	\$4,777	\$589	14%	30.90	34.00	3.10

HUMAN RESOURCES -
THREE YEARS OF ACTUALS FY 2018-19 to FY 2020-21

Human Resources (in thousands)	FY2018-19 Actuals	FY2019-20 Actuals	FY2020-21 Actuals
Salaries and Wages	2,765	3,066	2,880
Benefits Group	1,465	1,725	1,630
Operating Expenses	549	324	236
Work-Study	27	35	4
485 - TF-CSU Operating Fund Total	4,807	5,150	4,749
Human Resources Total	\$4,807	\$5,150	\$4,749

INFORMATION TECHNOLOGY GENERAL FUND BUDGET

FY2020-21 Actuals Vs FY2021-22 Budget and FTE

Information Technology (in thousands)	FY2019-20 Actuals	FY2020-21 Actuals	FY2021-22 Budget	Change Actuals Vs. Budget Amount	Percent	FY2020-21 FTE Actual	FY2021-22 FTE Budget	Change from Prior Year Amount
Revenues	943	953	815	-138	-15%			0.00
Expenses								
Management and Supervisory	1,325	1,191	1,250	58	5%	7.80	8.00	0.20
Support Staff	6,434	6,194	6,451	258	4%	64.70	67.00	2.30
Regular Salaries and Wages Total	\$7,759	\$7,385	\$7,701	\$316	4%	72.50	75.00	2.50
Operating Expense								
Communications	414	375	350	-25	-7%			-
Travel	24	0	1	1	236%			-
Contractual Services Group	195	261	247	-15	-6%			-
Information Technology Costs	2,078	2,354	2,047	-307	-13%			-
Services from Other Funds/Agencies Group	72	40	18	-22	-55%			-
Misc. Operating Expenses	218	94	62	-33	-34%			-
Equipment Group	2			0	0%			-
Operating Expense Total	\$3,003	\$3,126	\$2,725	-\$401	-13%	-	-	-
Net Transfer		64		-64	-100%			-
Benefits Group	4,122	3,921	4,176	255	7%			-
Expenses Total	\$14,885	\$14,495	\$14,602	\$106	1%	72.50	75.00	2.50
Information Technology Total	\$13,942	\$13,542	\$13,787	\$245	2%	72.50	75.00	2.50

**INFORMATION TECHNOLOGY -
THREE YEARS OF ACTUALS FY 2018-19 to FY 2020-21**

Information Technology (in thousands)	FY2018-19 Actuals	FY2019-20 Actuals	FY2020-21 Actuals
Salaries and Wages	8,680	8,597	8,220
Benefits Group	4,436	4,584	4,401
Operating Expenses	3,089	3,247	3,422
Work-Study	56	43	67
485 - TF-CSU Operating Fund Total	16,261	16,472	16,109
Salaries and Wages	112		
Benefits Group	68		
Operating Expenses	2		
496 - TF-Miscellaneous Trust Total	182		
Information Technology Total	\$16,442	\$16,472	\$16,109

VP ADMIN & FINANCE GENERAL FUND BUDGET

FY2020-21 Actuals Vs FY2021-22 Budget and FTE

VP Admin & Finance (in thousands)	FY2019-20 Actuals	FY2020-21 Actuals	FY2021-22 Budget	Change Actuals Vs. Budget Amount	Percent	FY2020-21 FTE Actual	FY2021-22 FTE Budget	Change from Prior Year Amount
Revenues	-1	1	0	-1	-79%			0.00
Expenses								
Management and Supervisory	580	527	466	-61	-12%	3.80	3.00	-0.80
Support Staff	364	327	347	20	6%	4.10	4.00	-0.10
Regular Salaries and Wages Total	\$944	\$855	\$813	-\$41	-5%	7.90	7.00	-0.90
Operating Expense								
Travel	8	0	10	10	0%			-
Contractual Services Group	8	8	10	2	32%			-
Information Technology Costs	2	0	5	5	0%			-
Services from Other Funds/Agencies Group	13	9	11	1	13%			-
Misc. Operating Expenses	50	57	68	11	19%			-
Operating Expense Total	\$80	\$74	\$103	\$29	39%	-	-	-
Benefits Group	471	432	434	2	0%			-
Expenses Total	\$1,495	\$1,361	\$1,349	-\$11	-1%	7.90	7.00	-0.90
VP Admin & Finance Total	\$1,496	\$1,360	\$1,349	-\$10	-1%	7.90	7.00	-0.90

**VP ADMIN & FINANCE -
THREE YEARS OF ACTUALS FY 2018-19 to FY 2020-21**

VP Admin & Finance (in thousands)	FY2018-19 Actuals	FY2019-20 Actuals	FY2020-21 Actuals
Salaries and Wages	1,003	950	855
Benefits Group	454	471	432
Operating Expenses	653	4,825	1,520
Work-Study		3	
485 - TF-CSU Operating Fund Total	2,109	6,248	2,807
Operating Expenses	337	650	
496 - TF-Miscellaneous Trust Total	337	650	
VP Admin & Finance Total	2,446	6,898	2,807
Administration & Finance Total	\$143,105	\$169,715	\$107,572

HOUSING DINING & CONF SERVICES

HOUSING DINING & CONF SERVICES - THREE YEARS OF ACTUALS FY 2018-19 to FY 2020-21

Housing Dining & Conf Services (in thousands)	FY2018-19 Actuals	FY2019-20 Actuals	FY2020-21 Actuals
Salaries and Wages	0		
Operating Expenses	333		0
485 - TF-CSU Operating Fund Total	333		0
Operating Expenses	35	33	
496 - TF-Miscellaneous Trust Total	35	33	
Salaries and Wages	2,170	2,473	1,687
Benefits Group	2,056	1,911	1,289
Operating Expenses	56,086	59,094	40,163
531 - TF-Housing-Operations and Revenue Total	60,311	63,478	43,138
Housing Dining & Conf Services Total	\$60,680	\$63,511	\$43,138

OFFICE OF THE PRESIDENT

GENERAL FUND BUDGET²⁴

Office of the President FY2020-21 Actuals Vs FY2021-22 Budget and FTE

Office of the President (in thousands)	FY2019-20 Actuals	FY2020-21 Actuals	FY2021-22 Budget	Change Amount	Actuals Vs. Budget Percent	FY2020-21 FTE Actual	FY2021-22 FTE Budget	Change from Prior Year Amount
Revenues Total	77	13		-13	-100%			-
Expenses								
601100 - Academic Salary	24	25	25	0	0%	0.19		(0.19)
601827 - Honorarium for Emp sal or ben	0			0	0%			-
Academic Salaries Total	24	25	25	0	0%	0.19	-	(0.19)
Management and Supervisory	619	578	561	-17	-3%	3.85	4.00	0.15
President	397	379	379	0	0%	1.00	1.00	-
Support Staff	300	156	223	67	43%	2.24	3.00	0.76
Regular Salaries and Wages Total	\$1,341	\$1,137	\$1,187	\$50	4%	7.28	8.00	0.72
Communications	0			0	0%			
Travel	27	0	52	52	0%			
Contractual Services Group	10	2	72	70	3518%			
Information Technology Costs	6	0	1	1	0%			
Services from Other Funds/Agencies Group	19	9	24	15	155%			
Misc. Operating Expenses	184	213	135	-78	-37%			
Operating Expense Total	\$244	\$224	\$284	\$60	27%			
Benefits Group	687	558	649	91	16%			
Expenses Total	\$2,273	\$1,919	\$2,120	\$200	10%			
Operation Net	\$2,196	\$1,907	\$2,120	\$213	11%			

²⁴ Includes the Division of Enrollment Management

**OFFICE OF THE PRESIDENT -
THREE YEARS OF ACTUALS FY 2018-19 to FY 2020-21**

Office of the President (in thousands)	FY2018-19 Actuals	FY2019-20 Actuals	FY2020-21 Actuals
Salaries and Wages	1,624	1,753	1,561
Benefits Group	774	815	678
Operating Expenses	460	955	255
485 - TF-CSU Operating Fund Total	2,858	3,524	2,494
Office of the President Total	\$2,858	\$3,524	\$2,494

PRESIDENT'S ADMINISTRATION GENERAL FUND BUDGET

FY2020-21 Actuals Vs FY2021-22 Budget and FTE

President's Admin (in thousands)	FY2019-20 Actuals	FY2020-21 Actuals	FY2021-22 Budget	Change Actuals Vs. Budget Amount	Percent	FY2020-21 FTE Actual	FY2021-22 FTE Budget	Change from Prior Year Amount
Revenues	77	13		0	0%			0.00
Expenses								
601100 - Academic Salary	24	25	25	0	0%	0.20		-0.20
601827 - Honorarium for Emp sal or ben	0			0	0%			0.00
Academic Salaries Total	24	25	25	0	0%	0.20	-	-0.20
Management and Supervisory	533	493	466	-27	-6%	2.80	3.00	0.20
President	397	379	379	0	0%	1.00	1.00	0.00
Support Staff	255	101	168	67	67%	1.00	2.00	1.00
Regular Salaries and Wages Total	\$1,209	\$997	\$1,037	\$40	4%	5.00	6.00	1.00
Operating Expense								
Communications	0			0	0%			-
Travel	24	0	40	40	0%			-
Contractual Services Group	10	0	72	72	0%			-
Information Technology Costs	0	0	1	1	0%			-
Services from Other Funds/Agencies Group	18	9	22	13	139%			-
Misc. Operating Expenses	175	210	130	-80	-38%			-
Operating Expense Total	\$225	\$220	\$265	\$45	21%	-	-	-
Benefits Group	634	494	563	69	14%			-
Expenses Total	\$2,068	\$1,711	\$1,865	\$154	9%	5.00	6.00	1.00
President's Admin Total	\$1,992	\$1,699	\$1,865	\$167	10%	5.00	6.00	1.00

**PRESIDENT'S ADMINISTRATION -
THREE YEARS OF ACTUALS FY 2018-19 to FY 2020-21**

President's Admin (in thousands)	FY2018-19 Actuals	FY2019-20 Actuals	FY2020-21 Actuals
Salaries and Wages	1,357	1,621	1,421
Benefits Group	642	762	615
Operating Expenses	446	936	250
485 - TF-CSU Operating Fund Total	2,445	3,319	2,286
President's Admin Total	\$2,445	\$3,319	\$2,286

GOVERN & COMMUNITY RELATIONS

GENERAL FUND BUDGET

FY2020-21 Actuals Vs FY2021-22 Budget and FTE

Govern & Community Relations (in thousands)	FY2019-20 Actuals	FY2020-21 Actuals	FY2021-22 Budget	Change Actuals Vs. Budget Amount	Percent	FY2020-21 FTE Actual	FY2021-22 FTE Budget	Change from Prior Year Amount
Govern & Community Relations								
Expenses								
Management and Supervisory	87	85	95	10	12%	1.00	1.00	0.00
Support Staff	45	55	55	0	-1%	1.20	1.00	-0.20
Regular Salaries and Wages Total	\$132	\$140	\$150	\$10	7%	2.20	2.00	-0.20
Operating Expense								
Communications	0			0	0%			-
Travel	4	0	12	12	0%			-
Contractual Services Group		2		-2	-100%			-
Information Technology Costs	6			0	0%			-
Services from Other Funds/Agencies Group	1	0	2	2	1044%			-
Misc. Operating Expenses	9	2	5	2	92%			-
Operating Expense Total	\$19	\$5	\$19	\$14	307%	-	-	-
Benefits Group	53	64	86	22	35%			-
Expenses Total	\$204	\$208	\$254	\$46	22%	2.20	2.00	-0.20
Govern & Community Relations Total	\$204	\$208	\$254	\$46	22%	2.20	2.00	-0.20

GOVERN & COMMUNITY RELATIONS -
THREE YEARS OF ACTUALS FY 2018-19 to FY 2020-21

Govern & Community Relations (in thousands)	FY2018-19 Actuals	FY2019-20 Actuals	FY2020-21 Actuals
Salaries and Wages	266	132	140
Benefits Group	132	53	64
Operating Expenses	15	19	5
485 - TF-CSU Operating Fund Total	413	204	208
Govern & Community Relations Total	\$413	\$204	\$208

UNIVERSITY ENTERPRISE

GENERAL FUND BUDGET

University Enterprise FY2020-21 Actuals Vs FY2021-22 Budget and FTE

University Enterprise (in thousands)	FY2019-20 Actuals	FY2020-21 Actuals	FY2021-22 Budget	Change Actuals Vs. Budget		FY2020-21 FTE Actual	FY2021-22 FTE Budget	Change from
				Amount	Percent			Prior Year Amount
Revenues Total	0			0	0%			-
Expenses								
Management and Supervisory	1,402	1,149	1,139	-10	-1%	8.69	8.15	(0.54)
Support Staff	697	845	802	-43	-5%	11.03	10.38	(0.65)
Regular Salaries and Wages Total	\$2,100	\$1,994	\$1,941	-\$53	-3%			-
Operating Expense								
Travel	14			0	0%			
Contractual Services Group	61	14	25	11	77%			
Information Technology Costs	16	0	28	28	0%			
Services from Other Funds/Agencies Group	39	17	32	15	86%			
Misc. Operating Expenses	28	17	34	17	103%			
Equipment Group	19	0	17	17	0%			
Operating Expense Total	178	48	135	87	181%			
Net Transfer	19			0	0%			
Benefits Group	1,123	1,067	1,053	-14	-1%			
Expenses Total	\$3,419	\$3,109	\$3,129	\$20	1%			
Operation Net	\$3,419	\$3,109	\$3,129	\$20	1%			

**UNIVERSITY ENTERPRISE -
THREE YEARS OF ACTUALS FY 2018-19 to FY 2020-21**

University Enterprise (in thousands)	FY2018-19 Actuals	FY2019-20 Actuals	FY2020-21 Actuals
Salaries and Wages	2,153,510	2,128,788	2,078,339
Benefits Group	1,133,239	1,134,783	1,116,415
Operating Expenses	353,495	341,155	51,916
Work-Study	3,732	1,726	609
485 - TF-CSU Operating Fund Total	3,643,977	3,606,453	3,247,279
Salaries and Wages	1,557,713	1,648,448	1,528,864
Benefits Group	833,186	907,848	822,234
Operating Expenses	1,681,700	2,022,652	1,302,328
496 - TF-Miscellaneous Trust Total	4,072,599	4,578,948	3,653,425
University Enterprise Total	\$7,717	\$8,185	\$6,901

CAPITAL PLAN DESIGN & CONSTRUCTION GENERAL FUND BUDGET

FY2020-21 Actuals Vs FY2021-22 Budget and FTE

Capital Plan Design & Construct (in thousands)	FY2019-20 Actuals	FY2020-21 Actuals	FY2021-22 Budget	Change Actuals Vs. Budget Amount	Percent	FY2020-21 FTE Actual	FY2021-22 FTE Budget	Change from Prior Year Amount
Expenses								
Management and Supervisory	1,175	922	912	-10	-1%	6.70	6.20	-0.50
Support Staff	605	761	718	-43	-6%	10.00	9.40	-0.60
Regular Salaries and Wages Total	\$1,780	\$1,683	\$1,630	-\$53	-3%	16.70	15.60	-1.10
Operating Expense				0	0%			-
Travel	8			0	0%			-
Contractual Services Group	61	14	25	11	77%			-
Information Technology Costs	16	0	28	28	0%			-
Services from Other Funds/Agencies Group	38	16	30	14	93%			-
Misc. Operating Expenses	17	10	25	15	147%			-
Equipment Group	19	0	17	17	0%			-
Operating Expense Total	\$160	\$40	\$124	\$84	212%			-
Net Transfer	-60			0	0%			-
Benefits Group	932	877	883	6	1%			-
Expenses Total	\$2,811	\$2,600	\$2,637	\$37	1%	16.70	15.60	-1.10
Capital Plan Design & Constrct Total	\$2,811	\$2,600	\$2,637	\$37	1%	16.70	15.60	-1.10

**CAPITAL PLANNING DESIGN & CONSTRUCTION -
THREE YEARS OF ACTUALS FY 2018-19 to FY 2020-21**

Capital Plan Design & Construct (in thousands)	FY2018-19 Actuals	FY2019-20 Actuals	FY2020-21 Actuals
Salaries and Wages	1,856	1,809	1,767
Benefits Group	955	943	926
Operating Expenses	237	239	38
Work-Study	2	1	1
485 - TF-CSU Operating Fund Total	3,050	2,992	2,733
		0	
Capital Plan Design & Constrct Total	\$3,050	\$2,992	\$2,733

SUSTAINABILITY & ENERGY GENERAL FUND BUDGET

FY2020-21 Actuals Vs FY2021-22 Budget and FTE

Sustainability & Energy (in thousands)	FY2019-20 Actuals	FY2020-21 Actuals	FY2021-22 Budget	Change Actuals Vs. Budget Amount	Percent	FY2020-21 FTE Actual	FY2021-22 FTE Budget	Change from Prior Year Amount
Revenues		0		0	0%			0.00
Expenses								
Management and Supervisory		125	125	0	0%	1.00	1.00	0.00
Support Staff		92	84	0	0%	1.00	1.00	0.00
Regular Salaries and Wages Total		\$217	\$208	\$0	0%	2.00	2.00	0.00
Operating Expense				0	0%			-
Travel		6		0	0%			-
Services from Other Funds/Agencies Group		1	1	0	10%			-
Misc. Operating Expenses		11	7	2	36%			-
Operating Expense Total		\$18	\$8	\$2	31%	-	-	-
Benefits Group		127	127	-14	-11%			-
Expenses Total		\$363	\$343	-\$11	-3%	2.00	2.00	0.00
Sustainability & Energy Total		\$362	\$343	-\$11	-3%	2.00	2.00	0.00

SUSTAINABILITY & ENERGY -
THREE YEARS OF ACTUALS FY 2018-19 to FY 2020-21

Sustainability & Energy (in thousands)	FY2018-19 Actuals	FY2019-20 Actuals	FY2020-21 Actuals
Salaries and Wages	198	217	208
Benefits Group	118	127	127
Operating Expenses	116	102	13
Work-Study	2	0	
485 - TF-CSU Operating Fund Total	434	447	348
Sustainability & Energy Total	\$434	\$447	\$348

DOWNTOWN CAMPUS GENERAL FUND BUDGET

FY2020-21 Actuals Vs FY2021-22 Budget and FTE

Downtown Campus (in thousands)	FY2019-20 Actuals	FY2020-21 Actuals	FY2021-22 Budget	Change Actuals Vs. Budget		FY2020-21 FTE Actual	FY2021-22 FTE Budget	Change from
				Amount	Percent			Prior Year Amount
Expenses								
Management and Supervisory	103	103	103	0	0%	1.00	1.00	0.00
Regular Salaries and Wages Total	\$103	\$103	\$103	\$0	0%	1.00	1.00	0.00
Benefits Group	64	63	58	-6	-9%			0.00
Expenses Total	\$167	\$166	\$161	-\$6	-3%	1.00	1.00	0.00
Downtown Campus Total	\$167	\$166	\$161	-\$6	-3%	1.00	1.00	0.00

**DOWNTOWN CAMPUS -
THREE YEARS OF ACTUALS FY 2018-19 to FY 2020-21**

Downtown Campus (in thousands)	FY2018-19 Actuals	FY2019-20 Actuals	FY2020-21 Actuals
Salaries and Wages	100	103	103
Benefits Group	60	64	63
485 - TF-CSU Operating Fund Total	160	167	166
Operating Expenses	1,519	1,813	1,172
496 - TF-Miscellaneous Trust Total	1,519	1,813	1,172
Downtown Campus Total	\$1,680	\$1,980	\$1,339

UNIVERSITY CORPORATION

UNIVERSITY CORPORATION - THREE YEARS OF ACTUALS FY 2018-19 to FY 2020-21

University Corporation (in thousands)	FY2018-19 Actuals	FY2019-20 Actuals	FY2020-21 Actuals
Salaries and Wages	1,558	1,648	1,529
Benefits Group	833	908	822
Operating Expenses	162	210	130
496 - TF-Miscellaneous Trust Total	2,553	2,766	2,481
University Corporation Total	\$2,553	\$2,766	\$2,481

UNIVERSITY-WIDE

UNIVERSITY-WIDE - THREE YEARS OF ACTUALS FY 2018-19 to FY 2020-21

University Wide (in thousands)	FY2018-19 Actuals	FY2019-20 Actuals	FY2020-21 Actuals
Operating Expenses	261		
441 - TF-Prof & Continuing Ed (PaCE) Operations Total	261		
Salaries and Wages	-1,707	-1,760	-499
Benefits Group	-820	-706	-61
Operating Expenses	2,966	3,548	2,377
Utilities	6,751	6,790	4,960
Risk Pool	5,325	6,106	6,612
Work-Study	-1,333	-1,320	-1,062
Financial Aid	47,048	45,995	48,060
485 - TF-CSU Operating Fund Total	58,230	58,652	60,386
University Wide Total	\$58,491	\$58,652	\$60,386

AUXILIARY AND SELF SUPPORT UNITS²⁵

ATHLETICS

ATHLETICS FY 2021-22 BUDGET ²⁶

Athletics FY2020-21 Actuals Vs FY2021-22 Budget and FTE	FY2019-20	FY2020-21	FY2021-22	Change Actuals Vs. Budget		FY2020-21	FY2021-22	Change from Prior Year
	Actuals	Actuals	Budget	Amount	Percent	FTE	FTE	Amount
(in thousands)								
State Allocation	-3	-1		1	-100%			
Higher Ed Fees	3,091	2,908	2,820	-88	-3%			
Revenue Contribution	559	503	714	211	42%			
Sales & Services of Auxiliaries	0			0	0%			
Revenue from Investments	63	55	54	-1	-1%			
Other Financial Sources	252	89		-89	-100%			
Total Revenues	3,962	3,554	3,588	34	1%			
601100 - Academic Salary			368	368	0%		6.30	6.30
601827 - Honorarium	1	5		-5	-100%			
Intructional faculty	1	5	368	363	7253%	-	6.30	6.3
Management & Supervisory	210	218	215	-3	-2%	1.60	1.60	-
Support Staff	570	486	518	32	7%	8.23	8.70	0.47
Other Salary	1	0		0	-100%			-
Total Salary & Wages	782	709	1,101	391	55%	9.83	16.60	6.8
Benefits	445	416	649	233	56%			
Communications	1	0		0	0%			
Travel	694	68	997	929	1367%			
Financial Aid	719	674	769	94	14%			
Contractual Services Group	382	85	356	270	318%			
Information Technology Costs	26	10	9	-2	-15%			
Services from Other Funds/Agencies Group	449	210	199	-11	-5%			
Equipment Group	32			0	0%			
Misc. Operating Expenses	439	102	258	156	152%			
Total Operating Expenses	2,742	1,149	2,586	1,437	125%	-	-	0
Net Transfer	63			0	0%			
Operating Income (Loss)	\$56	\$1,280	-\$747	-\$2,027	-158%	(9.83)	(16.60)	(7)

²⁵ All Self-Supported operations and auxiliaries business plan reports are in thousands
Storylines and Business Plans are provided by the respective Self-Supported Operation

²⁶ Includes: TA650, TR040, TT050-64, US002-004, 006-009, 011-013, 015-017, 172 and NG001

STUDENT HEALTH CENTER

STUDENT HEALTH CENTER FY 2021-22 BUDGET ²⁷

Student Health: FY2020-21 Actuals Vs FY2021-22 Budget and FTE	FY2019-20	FY2020-21	FY2021-22	Change Actuals Vs. Budget		FY2020-21	FY2021-22	Change from Prior Year
	Actuals	Actuals	Budget	Amount	Percent	FTE	FTE	Amount
(in thousands)								
State Allocation	0	0		0	-100%			-
HigherEd Fees	8,853	11,861	12,811	950	8%			-
Revenue Contribution				0	0%			-
Sales & Services of Auxiliaries	160	907	1,168	261	29%			-
Revenue from Investments	145	8	9	1	16%			-
Other Financial Sources	746	27	125	98	357%			-
Other Revenue	0			0	0%			-
Total Revenues	9,904	12,802	14,113	1,311	310%	-	-	-
Instructional faculty	986	936	1,168	232	25%	12	14	2
Management & Supervisory	900	735	761	26	3%	6	6	0
Support Staff	4,518	3,755	4,400	645	17%	46	50	4
Other Salary	2	11		-11	-100%			-
Total Salary & Wages	6,406	5,438	6,329	892	-55%	64	70	6
Benefits	3,458	2,995	3,300	305	10%			-
Communications				0	0%			-
Travel	17		14	14	0%			-
State Pro Rata Charges	15	16	20					-
Contractual Services	131	58	180	122	209%			-
IT Costs	224	506	296	-210	-42%			-
Services from Other Funds Agency	985	900	848	-52	-6%			-
Equipment		6	2	-4	-65%			-
Misc Operating Expenses	795	255	490	235	92%			-
Risk Pool	120	106	116	10	10%			-
Total Operating Expenses	2,287	1,847	1,966	115	199%	-	-	-
Net Transfer	304	106	0	-106	-100%			-
Operating Income (Loss)	-\$1,943	\$2,629	\$2,518	-\$106	55%	(64)	(70)	(6)

²⁷ Student Health includes (TH100, TH201, TH202, TH302, TH303, TH304, TH305, TR640, TR641, TT543)

CHILDREN'S CAMPUS

CHILDREN'S CAMPUS FY 2021-22 BUDGET ²⁸

Children's Campus: FY2020-21 Actuals Vs FY2021-22 Budget and FTE	FY2019-20	FY2020-21	FY2021-22	Change Actuals Vs. Budget		FY2020-21	FY2021-22	Change from Prior Year
	Actuals	Actuals	Budget	Amount	Percent	FTE	FTE	Amount
(in thousands)								
State Allocation				0	0%			-
Higher Ed Fees				0	0%			-
Revenue Contribution				0	0%			-
Sales & Services of Auxiliaries	1,064	1,157	1,429	273	24%			-
Revenue from Investments	20	22		-22	-100%			-
Other Financial Sources		-2		2	-100%			-
Other Revenue				0	0%			-
Total Revenues	1,084	1,177	1,429	252	-176%	-	-	-
Instructional faculty				0	0%			-
Management & Supervisory	175	154	175	21	14%	2	2	-
Support Staff	817	599	640	41	7%	13	1	(12)
Other Salary	6	0	0	0	-100%			-
Total Salary & Wages	998	753	815	62	-79%	15	3	(12)
Benefits	427	388	272	-116	-30%			-
Communications				0	0%			-
Travel	1			0	0%			-
Contractual Services	15			0	0%			-
IT Costs	8		4	4	0%			-
Services from Other Funds Agency	83	95	75	-20	-21%			-
Equipment				0	0%			-
Misc Operating Expenses	84	29	224	195	670%			-
Utilities	3	3	2	0	-14%			-
Risk Pool	17	14	18	3	22%			-
Total Operating Expenses	211	142	323	181	656%	-	-	-
Net Transfer				0	0%			-
Operating Income (Loss)	-\$552	-\$106	\$19	\$125	-723%	(15)	(3)	12

²⁸ Children's Campus; TR153, TR154, and Dept. 8117

PARKING AND TRANSPORTATION

PARKING AND TRANSPORTATION FY 2021-22 BUDGET ²⁹

Parking: FY2020-21 Actuals Vs FY2021-22 Budget and FTE	FY2019-20	FY2020-21	FY2021-22	Change Actuals Vs. Budget		FY2020-21	FY2021-22	Change from Prior Year
	Actuals	Actuals	Budget	Amount	Percent	FTE	FTE	Amount
(in thousands)								
State Allocation	3	0		0	-100%			-
Higher Ed Fees				0	0%			-
Revenue Contribution				0	0%			-
Sales & Services of Auxiliaries	2,469	330	1,199	869	263%			-
Revenue from Investments	72	84	70	-14	-16%			-
Other Financial Sources	59	29	20	-9	-32%			-
Other Revenue				0	0%			-
Total Revenues	2,603	443	1,289	845	115%	-	-	-
Instructional faculty				0	0%			-
Management & Supervisory				0	0%			-
Support Staff	633	492	493	0	0%	8	8	0
Other Salary		1		-1	-100%			-
Total Salary & Wages	633	493	493	0	-100%	8	8	0
Benefits	366	369	347	-22	-6%			-
Communications				0	0%			-
Travel	1			0	0%			-
State Pro Rata Charges	15	16	15					-
Contractual Services	684	45	10	-35	-78%			-
IT Costs				0	0%			-
Services from Other Funds Agency	345	283	251	-32	-11%			-
Equipment	56	28	5	-23	-82%			-
Misc Operating Expenses	140	175	160	-16	-9%			-
Risk Pool	10	9	9	0	6%			-
Total Operating Expenses	1,251	555	450	-105	-175%	-	-	-
Net Transfer	-2,149	868	0	-868	-100%			-
Operating Income (Loss)	-\$1,796	-\$106	\$0	\$105	295%			-

²⁹ Parking Fund: TP001-TP004, TP021-26

CAMPUS RECREATION AND MASHOUF WELLNESS CENTER (MWC)

CAMPUS RECREATION AND MWC FY 2021-22 BUDGET ³⁰

Campus Recreation: FY2020-21 Actuals Vs FY2021-22 Budget and FTE	FY2019-20	FY2020-21	FY2021-22	Change Actuals Vs. Budget	FY2020-21	FY2021-22	Change from Prior Year Amount
	Actuals	Actuals	Budget	Amount	Percent	FTE	FTE
(in thousands)							
State Allocation	-1			0	0%		0
Higher Ed Fees	560	32	495	463	1446%		0
Revenue Contribution				0	0%		0
Sales & Services of Auxiliaries	9,350	7,830	8,966	1,136	15%		0
Revenue from Investments	256	273	285	12	5%		0
Other Financial Sources	320	2	213	211	8843%		0
Other Revenue	1	-4		4	-100%		0
Total Revenues	10,486	8,133	9,960	1,827	10208%	-	-
Instructional faculty	1			0	0%		0
Management & Supervisory	132	35	256	221	629%	0.4	2.92
Support Staff	2,300	869	2,465	1,596	184%	18.64	8.33
Other Salary	1	0		0	-100%		0
Total Salary & Wages	2,434	905	2,721	1,816	712%	19	11
Benefits	331	350	568	218	62%		0
Communications				0	0%		0
Travel	27	0	54	54	44503%		0
State Pro Rata charges	4	11	9				
Contractual Services	11	3	6	3	115%		0
IT Costs	55	48	78	30	63%		0
Services from Other Funds Agency	1,155	1,048	1,120	72	7%		0
Equipment	10			0	0%		0
Misc Operating Expenses	414	152	568	416	273%		0
Risk Pool	44	16	104	87	538%		
Utilities	2						
Total Operating Expenses	1,722	1,279	1,939	663	45498%	-	-
Net Transfer	-6,891	-11,863	-4,301	7,562	-64%		0
Operating Income (Loss)	-\$892	-\$6,263	\$431	\$6,691	-36129%	(19)	(11)

³⁰ Total Campus Rec Fund includes: TA050 & TT784/ Dept. 4017, TU004 (Multiple Dept. IDs)

RESIDENTIAL LIFE

RESIDENTIAL LIFE FY 2021-22BUDGET

Residential Life: FY2020-21 Actuals Vs FY2021-22 Budget and FTE	FY2019-20	FY2020-21	FY2021-22	Change Actuals Vs. Budget		FY2020-21	FY2021-22	Change from Prior Year
	Actuals	Actuals	Budget	Amount	Percent	FTE	FTE	Amount
(in thousands)								
State Allocation				0	0%			-
HigherEd Fees				0	0%			-
Revenue Contribution				0	0%			-
Sales & Services of Auxiliaries	0	0		0	-100%			-
Revenue from Investments				0	0%			-
Other Financial Sources	188	29	103	75	261%			-
Other Revenue				0	0%			-
Total Revenues	188	28	103	75	161%	-	-	-
Intructional faculty				0	0%	-	-	-
Management & Supervisory	332	300	335	35	12%	3	4	1
Support Staff	1,459	520	1,213	693	133%	14	10	(4)
Other Salary	5	31		-31	-100%			-
Total Salary & Wages	1,796	851	1,548	697	45%	17	14	(3)
Benefits	596	318	584	266	84%			-
Communications			32	32	0%			-
Travel	16		10	10	0%			-
State Pro Rata Charges								-
Contractual Services	13	19		-19	-100%			-
IT Costs	21	12	5	-7	-58%			-
Services from Other Funds Agency	52	31	98	68	221%			-
Equipment	10	3	25	22	891%			-
Misc Operating Expenses	243	102	174	72	71%			-
Risk Pool	30	14	34	20	135%			-
Total Operating Expenses	385	181	379	198	1159%	-	-	-
Net Transfer	2,589	1,322	2,408	1,086	82%			-
Operating Income (Loss)	0	0	0	0	-1045%	(17)	(14)	3

COLLEGE OF EXTENDED LEARNING (CEL)

CEL FY 2021-22 BUDGET ³¹

CEL: FY 2020-21 Actuals Vs FY 2021-22 Budget and FTE	FY 2019-20	FY 2020-21	FY 2021-22	Change Actuals Vs. Budget		FY 2020-21	FY 2021-22	Change from Prior Year
	Actuals	Actuals	Budget	Amount	Percent	FTE	FTE	Amount
(in thousands)								
State Allocation				0	0%			-
Continuing Education Fees	14,486	12,076	14,019	1,943	16%			-
Revenue Contribution	109	102		-102	-100%			-
Sales & Services of Auxiliaries				0	0%			-
Revenue from Investments				0	0%			-
Other Financial Sources	1,083	137	513	376	274%			-
Other Revenue	288	164		-288	-100%			-
Total Revenues	15,967	12,479	14,532	1,928	90%	-	-	-
Instruotional faculty	1,890	1,570	3,737	2,167	138%	4.74		-4.74
Management & Supervisory	798	753	957	204	27%	6.21	8	1.79
Support Staff	2,227	1,986	2,325	339	17%	30.79	34	3.21
Other Salary	1	4	0	-4	-100%			0
Total Salary & Wages	4,916	4,313	7,018	2,706	82%	42	42	0
Benefits	2,123	1,863	2,450	587	31%			0
Communications	1	1	1	0	17%			0
Travel	147	1	72	70	4844%			0
State Pro Rata Charges	77	62	413					
Contractual Services	329	694	70	-624	-90%			0
IT Costs	74	81	85	4	5%			0
Services from Other Funds Agency	3,493	3,009	1,079	-1,931	-64%			0
Equipment	0	1	0	-1	-100%			0
Misc Operating Expenses	2,430	2,290	2,723	433	19%			0
Risk Pool	90	84		-84	-100%			0
Total Operating Expenses	6,642	6,223	4,442	-2,132	4531%	-	-	-
Net Transfer	-1,726	-273		273	-100%			0
Operating Income (Loss)	\$560	-\$193	\$622	\$1,041	-4655%	(42)	(42)	(0)

³¹ Includes TC001, TC003, TC004, TC005

CESAR CHAVEZ STUDENT CENTER (CCSC) – FACILITIES

CCSC FY 2021-22BUDGET

CCSC: FY2020-21 Actuals Vs FY2021-22 Budget	FY2019-20	FY2020-21	FY2021-22	Change Actuals Vs. Budget		FY2020-21	FY2021-22	Change from
	Actuals	Actuals	Budget	Amount	Percent	FTE	FTE	Prior Year
								Amount
(in thousands)								
State Allocation	-4	0		0	(1)			-
Higher Ed Fees				0	-			-
Revenue Contribution				0	-			-
Sales & Services of Auxiliaries				0	-			-
Revenue from Investments				0	-			-
Other Financial Sources	1,664	1,409	1,738	330	0			-
Other Revenue				0	-			-
Total Revenues	1,660	1,409	1,738	330	(1)	-	-	-
Instructional faculty				0	-	0		(0)
Management & Supervisory				0	-			-
Support Staff	575	569	577	8	0	13	13	0
Other Salary	0	2		-2	(1)			-
Total Salary & Wages	575	572	577	5	(1)	13	13	0
Benefits	465	492	426	-66	(0)			-
Communications				0	-			-
Travel				0	-			-
State Pro Rata Charges	4	4						
Contractual Services				0	-			-
IT Costs				0	-			-
Services from Other Funds Agency	459	229	500	271	1			-
Equipment				0	-			-
Misc Operating Expenses	148	101	236	134	1			-
Risk Pool	10	11		-11	(1)			-
Total Operating Expenses	620	345	736	395	2	-	-	-
Net Transfer	0	0	0	0	-			-
Operating Income (Loss)	\$0	\$0	\$0	-\$4	(1)	(13)	(13)	(0)

GATOR PASS

MISCELLANEOUS FEES FY 2021-22BUDGET

Gator Pass: FY2020-21 Actuals Vs FY2021-22 Budget and FTE	FY2019-20	FY2020-21	FY2021-22	Change Actuals Vs. Budget		FY2020-21	FY2021-22	Change from Prior Year
	Actuals	Actuals	Budget	Amount	Percent	FTE	FTE	Amount
(in thousands)								
State Allocation				0	0%			-
Higher Ed Fees	9,570	-40	4,546	4,586	-11455%			-
Revenue Contribution				0	0%			-
Sales & Services of Auxiliaries				0	0%			-
Revenue from Investments				0	0%			-
Other Financial Sources				0	0%			-
Other Revenue				0	0%			-
Total Revenues	\$9,570	-\$40	\$4,546	\$4,586	-11455%	-	-	-
Instruclional faculty				0	0%	-	-	-
Management & Supervisory				0	0%	-	-	-
Support Staff				0	0%	-	-	-
Other Salary				0	0%	-	-	-
Total Salary & Wages	0	0	0	0	0%	-	-	-
Benefits				0	0%			-
Communications				0	0%			-
Travel				0	0%			-
State Pro Rata Charges								-
Contractual Services	9,168	224	4,891	4,667	2086%			-
IT Costs				0	0%			-
Services from Other Funds Agency				0	0%			-
Equipment				0	0%			-
Misc Operating Expenses				0	0%			-
Risk Pool				0	0%			-
Total Operating Expenses	\$9,168	\$224	\$4,891	\$4,667	2086%	-	-	-
Net Transfer	-\$440	-\$418	-\$405	\$13	-3%			-
Operating Income (Loss)	-\$38	-\$682	-\$750	-\$68	-13544%	-	-	-

HOUSING, DINING & CONFERENCE SERVICES (HDCS)

HDCS FY 2021-22 BUDGET ³²

Housing: FY2020-21 Actuals Vs FY2021-22 Budget and FTE	FY2019-20	FY2020-21	FY2021-22	Change Actuals Vs. Budget		FY2020-21	FY2021-22	Change from Prior Year
	Actuals	Actuals	Budget	Amount	Percent	FTE	FTE	Amount
(in thousands)								
State Allocation	28	39		-39	-100%			-
Higher Ed Fees				0	0%			-
Revenue Contribution				0	0%			-
Sales & Services of Auxiliaries	45,389	12,982	60,941	47,959	369%			-
Revenue from Investments	964	973	350	-623	-64%			-
Other Financial Sources	1,456	572	441	-131	-23%			-
Other Revenue				0	0%			-
Total Revenues	47,837	14,566	61,732	47,165	183%	-	-	-
Instructional faculty				0	0%			-
Management & Supervisory	522	574	574	0	0%			-
Support Staff	1,951	1,108	1,245	137	12%	19	22	3
Other Salary	0	4		-4	-100%			-
Total Salary & Wages	2,473	1,687	1,820	133	-88%	19	22	3
Benefits	1,911	1,289	1,390	102	8%			-
Communications	55	76	90	14	19%			-
Travel	31			0	0%			-
State Pro Rata Charges	15	16	15					-
Contractual Services	10,122	3,777	24,429	20,653	547%			-
IT Costs	207	105	168	63	61%			-
Services from Other Funds Agency	15,244	10,129	14,578	4,448	44%			-
Equipment	640		1	1	0%			-
Misc Operating Expenses	-7,074	1,605	1,397	-208	-13%			-
Utilities	4,123	3,767	5,914	2,147	57%			-
Risk Pool	45	33	35	2	6%			-
Total Operating Expenses	23,408	19,507	46,627	27,120	720%	-	-	-
Net Transfer	-35,322	-6,347	-17,597	-11,249	177%			-
Operating Income (Loss)	-\$15,278	-\$14,264	-\$5,702	\$8,561	-280%	(19)	(22)	(3)

³² Includes: TD001, TD003-008, TR560

DOWNTOWN CAMPUS (DTC)

DTC BUSINESS PLAN REPORT³³

Downtown: FY2020-21 Actuals Vs FY2021-22 Budget and FTE	FY2019-20	FY2020-21	FY2021-22	Change Actuals Vs. Budget		FY2020-21	FY2021-22	Change from Prior Year
	Actuals	Actuals	Budget	Amount	Percent	FTE	FTE	Amount
(in thousands)								
State Allocation	60			0	0%			-
Higher Ed Fees				0	0%			-
Revenue Contribution				0	0%			-
Sales & Services of Auxiliaries				0	0%			-
Revenue from Investments				0	0%			-
Other Financial Sources				0	0%			-
Other Revenue	1,423	1,710		-1,710	-100%			-
Total Revenues	1,483	1,710	0	-1,710	-100%	-	-	-
Instructional faculty				0	0%	-	-	-
Management & Supervisory				0	0%	-	-	-
Support Staff				0	0%	-	-	-
Other Salary				0	0%	-	-	-
Total Salary & Wages	0	0	0	0	0%	-	-	-
Benefits				0	0%			-
Communications				0	0%			-
Travel				0	0%			-
State Pro Rata Charges								-
Contractual Services	36	1	5	4	299%			-
IT Costs				0	0%			-
Services from Other Funds Agency	6	2	15	13	736%			-
Equipment				0	0%			-
Misc Operating Expenses	1,820	1,169	-607	-1,776	-152%			-
Risk Pool				0	0%			-
Total Operating Expenses	\$1,863	\$1,172	-\$587	-\$1,759	883%	-	-	-
Net Transfer	-\$10			\$0	0%			-
Operating Income (Loss)	-\$390	\$538	\$587	\$49	-983%	-	-	-

³³ SP780- Downtown Campus and TR109 Downtown Campus Central Ops

INSTRUCTIONAL RELATED ACTIVITIES (IRA) ³⁴

IRA FY 2021-22 BUDGET

IRA: FY2020-21 Actuals Vs FY2021-22 Budget and FTE	FY2019-20	FY2020-21	FY2021-22	Change Actuals Vs. Budget		FY2020-21	FY2021-22	Change from Prior Year
	Actuals	Actuals	Budget	Amount	Percent	FTE	FTE	Amount
(in thousands)								
State Allocation	0	3		-3	-100%			-
Higher Ed Fees	2,698	2,542	2,472	-70	-3%			-
Revenue Contribution				0	0%			-
Sales & Services of Auxiliaries				0	0%			-
Revenue from Investments				0	0%			-
Other Financial Sources	1	1		-1	-100%			-
Other Revenue				0	0%			-
Total Revenues	2,699	2,546	2,472	-74	-203%	-	-	-
Instructional faculty	0	1		-1	-100%			-
Management & Supervisory				0	0%			-
Support Staff	33	29		-29	-100%	1		(1)
Other Salary				0	0%			-
Total Salary & Wages	34	30	0	-30	-200%	1	-	(1)
Benefits		1		-1	-100%			-
Communications				0	0%			-
Travel	45			0	0%			-
State Pro Rata Charges			56					-
Contractual Services	309	200		-200	-100%			-
IT Costs	6	13		-13	-100%			-
Services from Other Funds Agency	60	59		-59	-100%			-
Equipment		2		-2	-100%			-
Misc Operating Expenses	152	157	146	-12	-7%			-
Direct Costs	2,058	2,138	2,270	132	6%			-
Total Operating Expenses	2,630	2,569	2,472	-153	-401%	-	-	-
Net Transfer	-17	-20		20	-100%			-
Operating Income (Loss)	\$18	-\$74	\$0	\$130	399%	(1)	-	1

³⁴ Includes: TAXXX (excluding TA650 and TA050)

ASSOCIATED STUDENTS

ASSOCIATED STUDENTS BUSINESS PLAN REPORT

ASSOCIATED STUDENTS 2021-2022 OPERATING BUDGET					
	a	b	c	FY 20/21 budget vs. FY 21/22 proposal	
	FY 20/21 Budget	FY 20/21 Revised	FY 21/22 Proposed	c-a Var \$	c/a Var %
REVENUES					
SC Fee Request	2,812,625	3,540,130	3,555,895	743,270	26%
Associated Students Fee	2,639,934	2,831,223	3,080,185	440,251	17%
Grants	736,155	370,287	727,007	-9,148	-1%
Programs	1,430,604	485,390	965,380	-465,224	-33%
U Corp Return	40,000	0	50,000	10,000	25%
Investment	208,831	216,879	219,057		5%
A/R Fund Balance			1,492,311	1,492,311	
Total Revenue	7,868,149	7,443,908	10,089,836	2,211,460	28%
EXPENSES					
Student Staff	1,787,927		1,946,870	158,943	9%
Professional Staff	2,720,074		3,083,301	363,226	13%
Part Time/ Temp Help	49,000		59,638	10,638	22%
Benefits	1,177,299		1,655,987	478,688	41%
Total Payroll	5,734,300	4,871,767	6,745,796	1,011,496	18%
Administrative expenses	868,350		897,324	28,974	3%
Facility expenses	501,952		534,141	32,190	6%
Programmatic expenses	763,452		888,659	125,208	16%
SFSU Trust & Special Projects	850,842		876,915	26,072	3%
Total Operating Expenses	2,984,596	2,448,713	3,197,040	212,443	7%
Capital Equipment			0	0	[1]
Total Capital Equipment			0		
Allowances - BOD contingency acct.	22,000		22,000	0	0%
Allowances - Student Orgs	100,000	18,500	100,000	0	0%
Allowances - Year End Celebrations	25,000	25,000	25,000	0	0%
Total Allowances	147,000	43,500	147,000	0	0%
Total Expenses	8,865,896	7,363,980	10,089,835	\$1,223,939	14%
Rev - Exp =	-997,747	79,927.63	0		

Source: Associated Students

FOUNDATION

SF STATE FOUNDATION BUSINESS PLAN REPORT

SAN FRANCISCO STATE UNIVERSITY FOUNDATION
PROVISIONAL BUDGET FOR FISCAL YEAR 2021 - 2022
As of May 20, 2021

			Amount
Revenue:	Endowment Administration Fees		\$2,065,175
	Revenue for Investment Management Fees		\$803,581
	Total Revenue		\$2,868,757
Operating Expenses:			
	613905 Auxiliary Business Services		\$280,275.00
	601925 University Advancement Support		\$500,000.00
	660953 Legal		\$50,000.00
	613900 Auditing and Tax Preparation		\$50,000.00
	660010 Insurance		\$3,950.00
	660947 Membership Fees		\$16,600.00
	660001 Postage & Freight		\$500.00
	660002, 660958 Printing		\$6,500.00
	613902 Professional Services/Consultants		\$20,000.00
	660948 Advertising		\$5,000.00
	660816 Honoraria		\$2,500.00
	606002 Out-of-State Travel		\$7,500.00
	606001 In State Travel		\$2,500.00
	660009, 660956 Professional Development (conferences, registration, etc)		\$5,000.00
	660003 Supplies & Services		\$3,000.00
	660800, 660900 Space & Equipment Rental (meetings, events)		\$6,500.00
	660950 Hospitality		\$20,000.00
	660962, 660905 Banking Fees		\$7,200.00
	660817 Miscellaneous		\$15,000.00
	Total Operating Expenses		\$1,002,025
Non-Operating Expenses:			
	660918 Investment Management Fees, including OCIO		803,581
	660979 Funds To University (incl. cost recovery)		\$110,000
	680026 Operating Reserves		\$8,447
	660956 Fundraising Workshop		\$93,000
	660825 Taxes		75,000
	Total Non-Operating Expenses		\$1,090,028
	Total Operating & Non-Operating Expenses:		\$2,092,053
Net Income at June 30, 2022 (Projected):			\$776,704
Unrestricted Net Assets (Reserves) at June 30, 2021			\$1,981,345
Unrestricted Net Assets (Reserves) at June 30, 2022			\$2,758,049

UNIVERSITY CORPORATION

UNIVERSITY CORPORATION BUSINESS PLAN REPORT

Projected July 1, 2020 through June 30, 2021
Proposed Budget for FY 21-22
Discretionary Fund

	FY 2019-2020 Approved Budget	July 1, 2019 through June 30, 2020 Actual	FY 2020 - 2021 Approved Budget	July 1, 2020 - June 30, 2021 Projected Total	% of Budget	General Business FY 2021-2022 Proposed Budget	Operations/ Vending FY 2021-2022 Proposed Budget	FY 2021 - 2022 Proposed Budget
Source of Funds (Revenue)								
Grants and Contract revenue - Indirect Cost	115,519	79,629	79,162	73,959	93.43%	88,000.00		88,000
Program Revenue - Campus Programs/Admin Fee	453,648	271,543	286,079	474,204	165.76%	399,138.94		399,139
Business Service Income:								
Food Vendors/Other Rental	547,358	578,998	81,220	50,756	62.49%		232,293	232,293
Administration Revenue - Vendors Student Center	256,343	197,078	-	166,345			172,741	172,741
Follett Commission	791,000	451,985	335,282	191,195	57.03%		400,000	400,000
Copy Center	267,396	249,846	58,385	46,118	78.98%		119,300	119,300
Lobby Shops/Shop 24	1,640,964	1,383,501	23,575	20,704	87.82%		818,832	818,832
Cost of Goods Sold	(935,760)	(699,604)	(11,788)	(13,199)	111.98%		(444,470)	(444,470)
Other Revenue	-	425	-	133		-	-	-
Total Funds Available For Operations:	3,136,467	2,513,402	851,925	1,010,216	118.58%	487,139	1,298,695	1,785,834
Uses of Funds (Expenses) / Management and General								
Personnel Expenses								
Salaries and Wages	464,137	538,250	244,249	342,823	140.36%	44,429	263,500	327,929
Benefits	166,598	81,438	108,235	160,746	148.52%	21,970	131,250	153,220
Support Services - Salary and benefits(campus)	2,121,019	2,140,134	2,047,023	1,988,635	97.15%	2,050,086	-	2,050,086
Operating Expense	356,539	428,074	227,049	324,912	143.10%	72,479	210,073	282,552
Travel/Staff Development	18,723	6,142	9,515	2,549	26.79%	6,075	-	6,075
Depreciation Expense	52,244	39,487	14,376	11,549	80.34%	-	12,676	12,676
Contractor Expenses:								
Auditor	77,356	81,266	79,960	79,960	100.00%	56,614	-	56,614
Legal	5,000	4,585	5,000	3,672	73.43%	4,000	-	4,000
ADP	19,320	21,905	24,441	23,779	97.29%	26,000	-	26,000
Insurance	31,000	25,598	30,200	20,741	68.68%	30,700	-	30,700
Consultants	39,600	28,675	34,500	33,904	98.27%	35,160	-	35,160
Other - Support Campus	23,801	21,500	25,248	20,512	81.24%	35,195	-	35,195
Rent - Campus	42,111	42,108	42,111	42,108	99.99%	42,111	-	42,111
Board Appropriation	3,000	-	3,000	-	0.00%	3,000	-	3,000
Total Management and General/Operating Expenses	3,420,448	3,461,162	2,894,908	3,055,890	105.56%	2,429,819	637,499	3,067,318
Business Service Expenses	670,586	785,560	649,852	535,765	82.44%		\$531,725	\$531,725
Total Funds Available from Operations (Loss)	\$ (954,567)	\$ (1,733,321)	\$ (2,692,834)	\$ (2,581,440)		\$ (1,942,680)	\$ 129,471	\$ (1,813,209)
Plant Fund Allocation								
University Support - Board Appropriations	(75,000)	(128,109)	(150,000)	(150,000)	100.00%	(75,000)		(75,000)
Student Center (Projected loss)			(178,275)			-		-
Cost Allocation Expense - Campus	(150,000)	(133,729)	(150,000)	(134,831)	89.89%	(135,000)		(135,000)
Transfer - Holloway Project reimbursable expenses		(23,624)	-	52,840		-		-
Plant Fund - Shop 24 Refresh		-	-	-		-		-
Transfer - Fund Operating Reserve for FY 21-22						(35,448)		(35,448)
PPP Loan Forgiveness				539,051				
Net Investment Income: Interest/Dividends, Realized/Unrealized	1,483,681	1,285,328	1,270,315	5,528,936	435.24%	1,174,458		1,174,458
Investment Fees	(178,251)	(154,549)	(158,000)	(160,933)	101.86%	(217,086)		(217,086)
Loan fees			-	(6,250)				
Total Non-Operating Revenue (expense)	\$ 1,080,430	\$ 845,317	\$ 634,040	\$ 5,666,814		711,924	-	711,924
Transfer from Net Assets								
Net Income(Loss)	\$ 125,863	\$ (888,004)	\$ (2,058,794)	\$ 3,085,374		\$ (1,230,756)	\$ 129,471	\$ (1,101,285)

Modified:

GRANTS AND CONTRACTS

Fiscal Year	2020	
Revenues		
Federal Grants & Contracts	21,953,087	75.4%
State Grants & Contracts	2,316,338	8.0%
Local Grants & Contracts	1,197,713	4.1%
Non Governmental Grants & Contracts	3,657,934	12.6%
Total Revenues	29,125,073	100.0%
Expenses		
Salary & Benefits		
Salary & Wages	11,148,633	38.3%
Benefits	3,537,971	12.1%
	14,686,604	50.4%
Operating Expenses		
Contractual Services	917,485	3.2%
Honorarium	402,070	1.4%
Equipment	1,240,944	4.3%
IT Equipment & Supplies	139,011	0.5%
Rental	0	0.0%
Stipends	3,512,674	0.1%
Subrecipient	2,410,968	12.1%
Supplies And Services	637,472	8.3%
Travel	43,315	2.2%
Tuition & Fees	622,595	0.1%
Other Operation Expenses	17,322	2.1%
	9,943,855	34.1%
Facilities & Administrative Costs	4,494,614	15.4%
Total Expenses	29,125,073	100.0%
Net Revenue (Expenses)	0	

LOTTERY FUND

LOTTERY FUND

FY2021-22 Budget

in thousands

Revenues	FY2021-22		FY2020-21	
CSU Allocation	2,342		2,344	
EAP Annual Allocation	100		100	
Total Revenues	\$2,442		\$2,444	
Expenses				
Outreach High School	99	4%	99	4%
Outreach-Community College	75	3%	75	3%
Community Access-Student Affairs	40	2%	40	2%
EOP Summer Bridge / Mentor Program	58	2%	58	2%
SSS / Trio Program	50	2%	50	2%
Future Scholars Program	80	3%	80	3%
Enrollment Management Total	402	16%	402	16%
Academic Affairs Admin	848	35%	538	22%
Col of Liberal and Creative Art	232	10%	172	7%
College of Business	50	2%	50	2%
College of Ethnic Studies	16	1%	26	1%
College of Science & Engineer	202	8%	203	8%
Graduate College of Education	67	3%	67	3%
Health and Social Sciences	12	0%	52	2%
Library	58	2%	168	7%
Undrgrd Ed & Academic Planning	554	23%	765	31%
Academic Affairs Total	2,040		2,042	84%
Total Expenses	\$2,442		\$2,444	
Net Revenues (Expenses)	\$0			
Prior Year fund Balance	\$1,620			

LOTTERY FUND

FY2021-22 Actuals vs FY2021-22 Budget and FTE

Lottery: FY2020-21 Actuals Vs FY2021-22 Budget and FTE	FY2019-20	FY2020-21	FY2021-22	Change Actuals Vs. Budget		FY2020-21	FY2021-22	Change from Prior Year
	Actuals	Actuals	Budget	Amount	Percent	FTE	FTE	Amount
(in thousands)								
State Allocation		2		-2	-100%			-
Higher Ed Fees				0	0%			-
Revenue Contribution				0	0%			-
Sales & Services of Auxiliaries				0	0%			-
Revenue from Investments	2	3		-3	-100%			-
Other Financial Sources				0	0%			-
Other Revenue	0			0	0%			-
Total Revenues	2	5	0	-5	-200%	-	-	-
Instrucltional faculty	8	2		-2	-100%	-	-	-
Management & Supervisory				0	0%	-	-	-
Support Staff	560	810	1,190	380	47%	-	-	-
Other Salary			0	0	0%	-	-	-
Total Salary & Wages	\$568	\$811	\$1,190	\$378	-53%	-	-	-
Benefits	\$42	\$40	\$43	\$3	7%			-
Communications				0	0%			-
Travel	18		25	25	0%			-
State Pro Rata Charges								-
Contractual Services	14	35	20	-15	-43%			-
IT Costs	741	256	739	483	188%			-
Services from Other Funds Agency	27	13	0	-13	-100%			-
Equipment	205	896	345	-551	-61%			-
Misc Operating Expenses	430	263		-263	-100%			-
Risk Pool				0	0%			-
Total Operating Expenses	\$1,435	\$1,464	\$1,130	-\$335	-116%	-	-	-
Net Transfer	\$2,379	\$2,313	\$2,362	\$49	2%			-
Operating Income (Loss)	\$336	\$2	\$0	-\$2	-35%	-	-	-

COST RECOVERY (NR301)

FY 2021-22 Budget

IDC: FY2020-21 Actuals Vs FY2021-22 Budget and FTE	FY2019-20	FY2020-21	FY2021-22	Change Actuals Vs. Budget		FY2020-21	FY2021-22	Change from Prior Year
	Actuals	Actuals	Budget	Amount	Percent	FTE	FTE	Amount
(in thousands)								
State Allocation	-47			0	0%			-
Higher Ed Fees				0	0%			-
Revenue Contribution				0	0%			-
Sales & Services of Auxiliaries				0	0%			-
Revenue from Investments				0	0%			-
Other Financial Sources	15,415	11,045	16,253	5,208	47%			-
Other Revenue	-38	0		0	-100%			-
Total Revenues	15,330	11,045	16,253	5,208	-53%	-	-	-
Instructional faculty		229	365	136	59%	3	4	1
Management & Supervisory	325	367	655	288	78%	4	7	3
Support Staff	7,835	6,095	8,015	1,920	31%	108	118	10
Other Salary	11	17		-17	-100%			-
Total Salary & Wages	8,171	6,709	9,034	2,326	69%	114	128	14
Benefits	4,608	4,307	5,401	1,095	25%			-
Communications				0	0%			-
Travel	89	29	68	39	137%			-
State Pro Rata Charges								-
Contractual Services	382	444	608	165	37%			-
IT Costs	87	13	2	-11	-88%			-
Services from Other Funds Agency	65	50	160	111	223%			-
Equipment	168		115	115	0%			-
Misc Operating Expenses	2,860	1,315	2,738	1,423	108%			-
Risk Pool			99	99	0%			-
Total Operating Expenses	3,652	1,849	3,789	1,940	417%	-	-	-
Net Transfer	1,366	1,280	1,797	517	40%			-
Operating Income (Loss)	\$265	-\$539	-\$175	\$364	-524%	(114)	(128)	(14)

RECOVERED INDIRECT COST (IDC)

FY 2021-22 Budget

IDC: FY2020-21 Actuals Vs FY2021-22 Budget and FTE	FY2019-20	FY2020-21	FY2021-22	Change Actuals Vs. Budget		FY2020-21	FY2021-22	Change from
	Actuals	Actuals	Budget	Amount	Percent	FTE	FTE	Prior Year Amount
(in thousands)								
State Allocation	-64	-1		1	-100%			-
Higher Ed Fees				0	0%			-
Revenue Contribution				0	0%			-
Sales & Services of Auxiliaries				0	0%			-
Revenue from Investments				0	0%			-
Other Financial Sources	4,342	4,590	3,626	-964	-21%			-
Other Revenue	2	0		0	-100%			-
Total Revenues	4,280	4,590	3,626	-964	-221%	-	-	-
Instructional faculty	50	83		-83	-100%	0		(0)
Management & Supervisory				0	0%			-
Support Staff	340	398		-398	-100%	12		(12)
Other Salary				0	0%			-
Total Salary & Wages	390	481	0	-481	-200%	12	-	(12)
Benefits	32	7		-7	-100%			-
Communications	9	34	30	-4	-12%			-
Travel	131	15	3	-12	-79%			-
State Pro Rata Charges								-
Contractual Services	105	134	362	228	170%			-
IT Costs	221	146	420	274	188%			-
Services from Other Funds Agency	215	634	264	-370	-58%			-
Equipment	234	57	200	143	251%			-
Misc Operating Expenses	1,551	927	1,267	340	37%			-
Risk Pool				0	0%			-
Total Operating Expenses	2,465	1,946	2,545	599	496%	-	-	-
Net Transfer	-1,285	-1,075	-1,081	-6	1%			-
Operating Income (Loss)	\$108	\$1,082	\$0	-\$1,082	-417%	(12)	-	12

APPENDICES



APPENDIX A: GLOSSARY OF TERMS

Academic Year: Refers to the period beginning with the Fall Semester and ending with the Spring Semester.

Annualized Full Time Equivalency Students (FTES): Fall FTES added to Spring FTES divided by two plus $\frac{1}{2}$ Summer FTES. Equivalent to College Year FTES.

Average Unit Load (AUL): Refers to the average course load for students. While a Full-Time Equivalent student is considered any student with a 6.1 or greater unit load, a student's financial implications are taking 6.1 units versus 15 units is significant. The greater the AUL on campus, the more likely a student will be on track to graduate within CSU targeted graduation dates.

Base Budget: Permanent operating Budget given to a unit to continuously carry out the essential, ongoing SF State mission from one fiscal year to another.

Benefits: Commonly known as *staff* or *employee* benefits, i.e., Social Security (OASDI), retirement (PERS), health coverage, dental coverage, vision, etc. The benefits available to an individual depend upon the negotiated contract of each employee's collective bargaining unit.

Capital Outlay: The erection, construction, alteration, painting, repair, improvement of any structure, building, road, or other improvements of the grounds or facilities of any kind, including campus utility systems. Capital projects may be subdivided into various categories based on the size of the project in dollars or the source of funds. Capital Outlay includes deferred maintenance and capital improvement projects as follows:

- Major Project: A project costing more than \$752,000.
- Minor Project: A Project costing less than or equal to \$752,000.

Capital Improvement Project (CIMP): An activity that improves or alters existing or creates new space. New construction of facilities, buildings, equipment, roads, sidewalks, sewer and water systems, utility infrastructure, and grounds are all capital expenditures, as distinguished from maintenance/repair.

Deferred Maintenance (DM) Or Non-Recurring Maintenance/Repair (NRMR): Work required to restore facilities, buildings, equipment, roads, sidewalks, sewer and water systems, utility infrastructure, and grounds to their original condition or to such condition that they can be effectively used for their intended purpose, ensuring the ongoing operation of the campus. Typically, this work occurs in cycles greater than one year (and is not funded as part of the new space budget allocation).

Debt service coverage ratio (DCSR):- The debt service coverage ratio (DSCR), also known as "debt coverage ratio" (DCR), is the ratio of operating income available to debt servicing for interest principal and lease payments. It is a popular benchmark used to measure an entity's (person or corporation) ability to produce enough cash to cover its debt (including lease) payments. The higher this ratio is, the easier it is to obtain a loan.

Executive Order (EO): Official memo issued by the CSU Chancellor's Office to campus presidents outlining their authority to act on their campuses.

Federal Work-Study: Federal Funds are allocated to the campus to hire students with qualifying financial needs. The Federal Work-Study Funds cover a percent of the student's salary; the hiring campus department then "matches" the Federal Funds with a smaller percent. Typically, it is a 70/30 or 75/25 split for matching funds.

Financial Aid Programs: Financial aid available from federal, state, and private funding sources helps students meet their educational costs. Financial aid awards are based on financial need, academic achievement, and pre-determined attributes. Financial Aid awards at SF State may include the following: Ed.D Program - Education Leadership Grant, Graduate Business Professional Grant (GBPG), Graduate Equity Fellowship (GEF), Kuhlman Loan, Middle-Class Scholarship (MCS), State University Grant (SUG), Teacher Education Assistance for College and Higher Education (TEACH) Grant, and Tuition Fee Discount.

Fiscal Year (FY): For the State of California, and therefore the CSU and SF State, the fiscal year begins on July 1 and ends on June 30.

Fund: Per Executive Order 1000, a "fund" is defined as a fiscal and accounting entity with a self-balancing set of accounts recording cash and other financial resources, all related liabilities, and residual equities or balances, and changes therein, which are segregated to carry on specific activities or attain particular objectives.

Full time (1.0) employee (FTE): The ratio of the total number of paid hours during a period (part-time, full time, contracted) by the number of working hours in that period Mondays through Fridays. The ratio units are FTE units or equivalent employees working full-time. One FTE is equal to one employee working full-time.

Fulltime Equivalency Students (FTES): A measure equal to 15 semester or quarter units per term. FTES is reached by dividing the total semester or quarter hours by 15 undergraduate students. Graduate students are 12 unit hours.

Fund Balance: The remaining funds available of revenues net of expenses.

General Fund: Also known as State Appropriation. The state's expenditure authority is based upon its collected and estimated collection of revenues. On an annual basis, a portion of the State of California General Fund revenues is identified by the governor for use by the CSU system. The Office of the Chancellor then redistributes CSU's appropriation funding to the 23 CSU

campuses along with an estimate of the student fee revenues each campus is expected to collect based upon their projected student enrollment.

Headcount: an inventory of staff, faculty, or students in a group taken by counting individuals.

Incremental Budgeting: A budget prepared using a previous period's budget or actual performance based on incremental amounts added for the new budget period.

Labor Cost Distribution: An Oracle/PeopleSoft process distributes payroll expenditures made in the Human Resources system to designated funding sources in the Finance system. Reports can then be generated that provide employee compensation data, including the chart field string where this data is posted in PeopleSoft Finance as expenses.

Lottery Fund: A portion of the California State Lottery proceeds is directed to the CSU and distributed to the Chancellor's Office campus.

Major Capital Outlay: Construction project where the estimated total project cost for all phases, including design and construction, is over \$656,000. State site acquisition projects, regardless of cost, are funded in major capital outlay.

Minor Capital Outlay: Construction project where the estimated total project cost is below \$656,000 for all phases, including design and construction.

Non-resident Fee: Fee paid by domestic and international non-resident students. The fee is assessed on a per-unit basis.

One-Time Funding: Funds allocated on a one-time basis, often for a designated project or use. Funds may be administered in subsequent fiscal years, but the funds are not intended to become a permanent addition to the recipient's base budget.

Operating Fund: Consists of the State Appropriation, as allocated from the Chancellor's Office, University Fees, and other student fees.

Revenue Funds: Self-supporting funds generate revenue independent of the state's appropriation to the campus. These funds operate under the direct supervision of the campus Vice Presidents. Examples are Student Health Services, Continuing Education, University Housing, and Parking operations.

Shortfall: When a historic funding level is identified as insufficient to cover projected expenditures.

State University Grant (SUG): A grant program that provides need-based awards to cover a portion of the tuition fee for eligible undergraduate and graduate California residents who have an expected family contribution of \$5,000 or less.

University-Wide: Resources essential to the campus's operation and independent from any particular divisions' core activities such as benefits, utilities, and risk pool

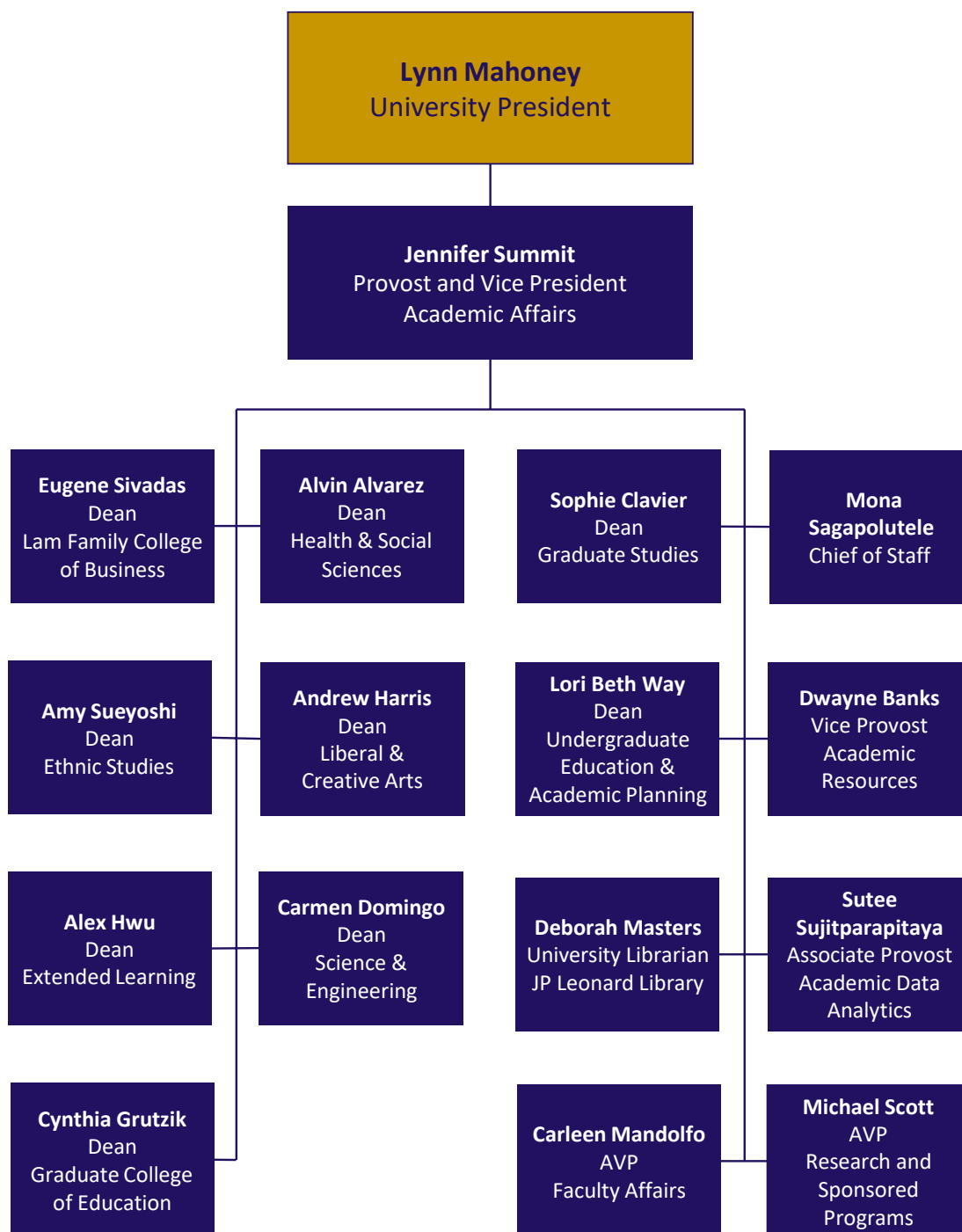
APPENDIX B: ORGANIZATIONAL CHARTS

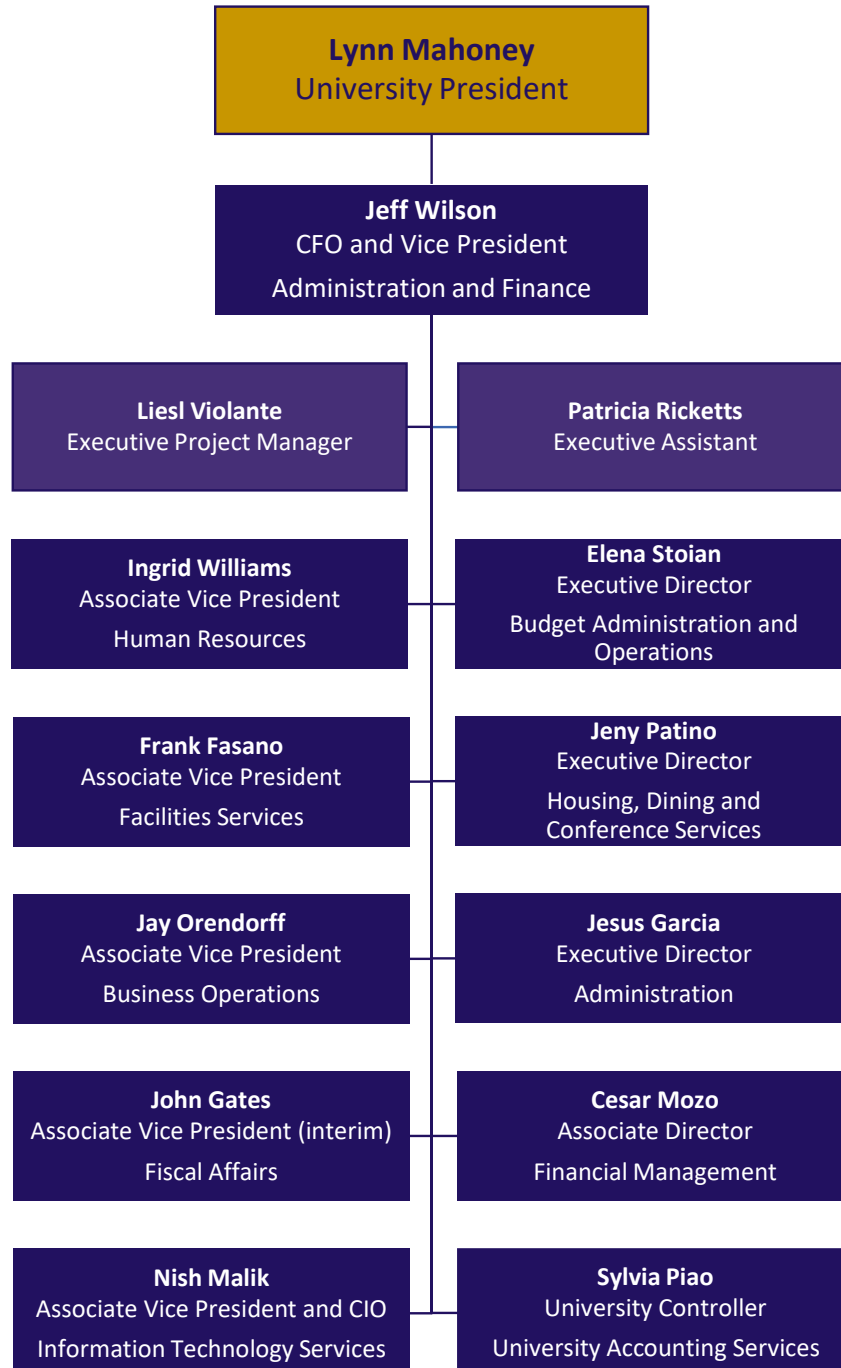


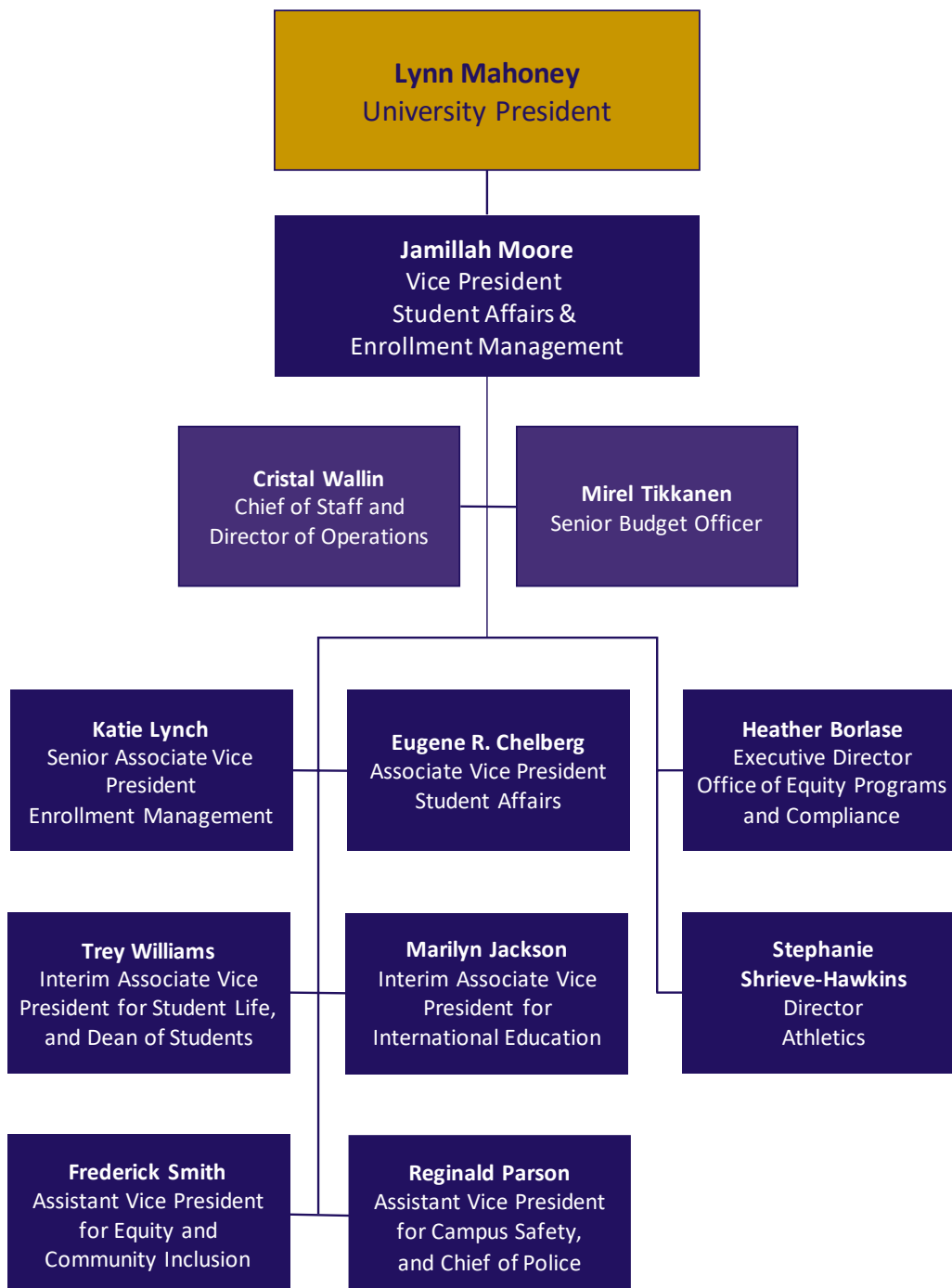
SAN FRANCISCO
STATE UNIVERSITY

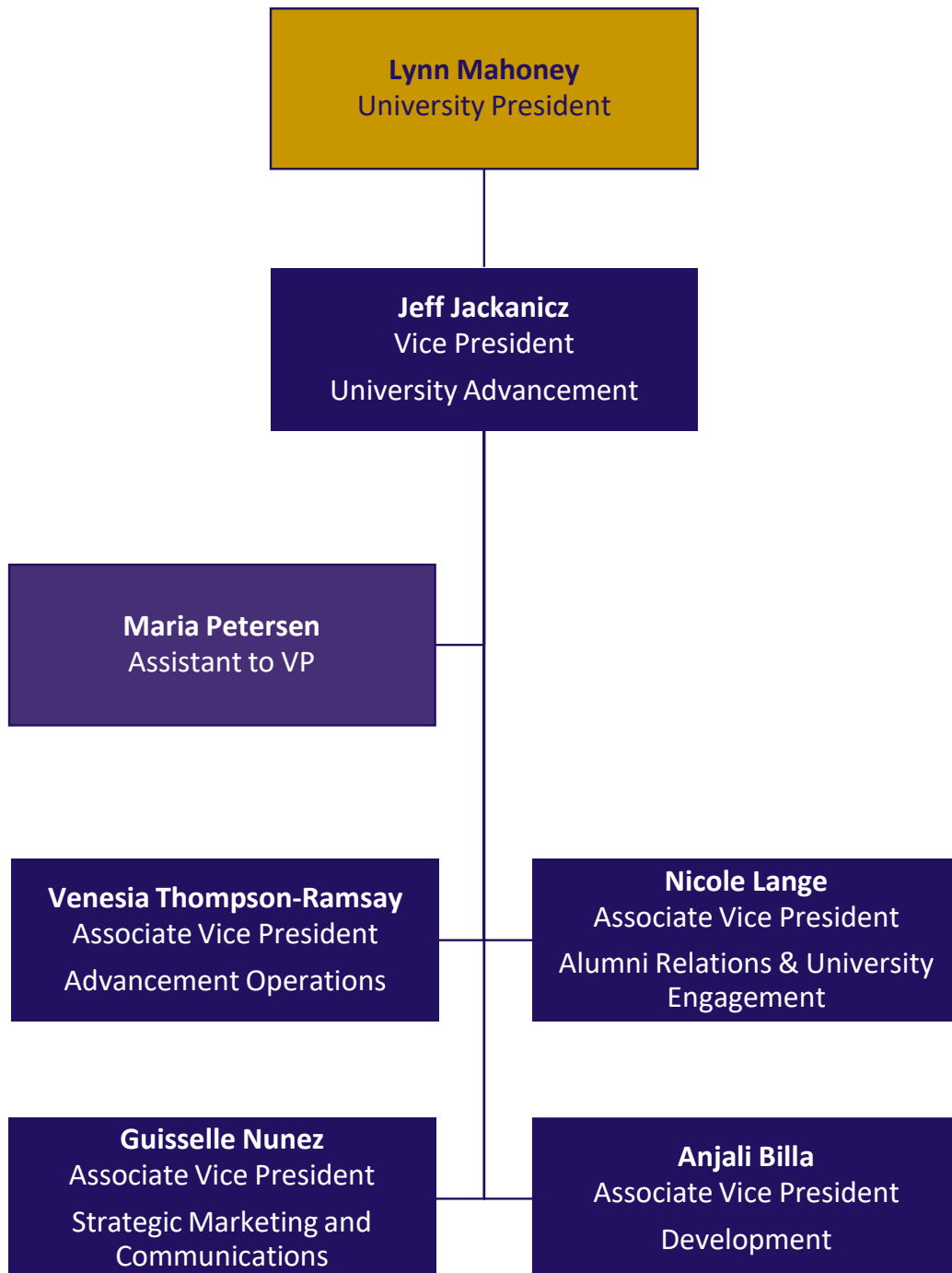
Organization Chart
Office of the President
November 9, 2021

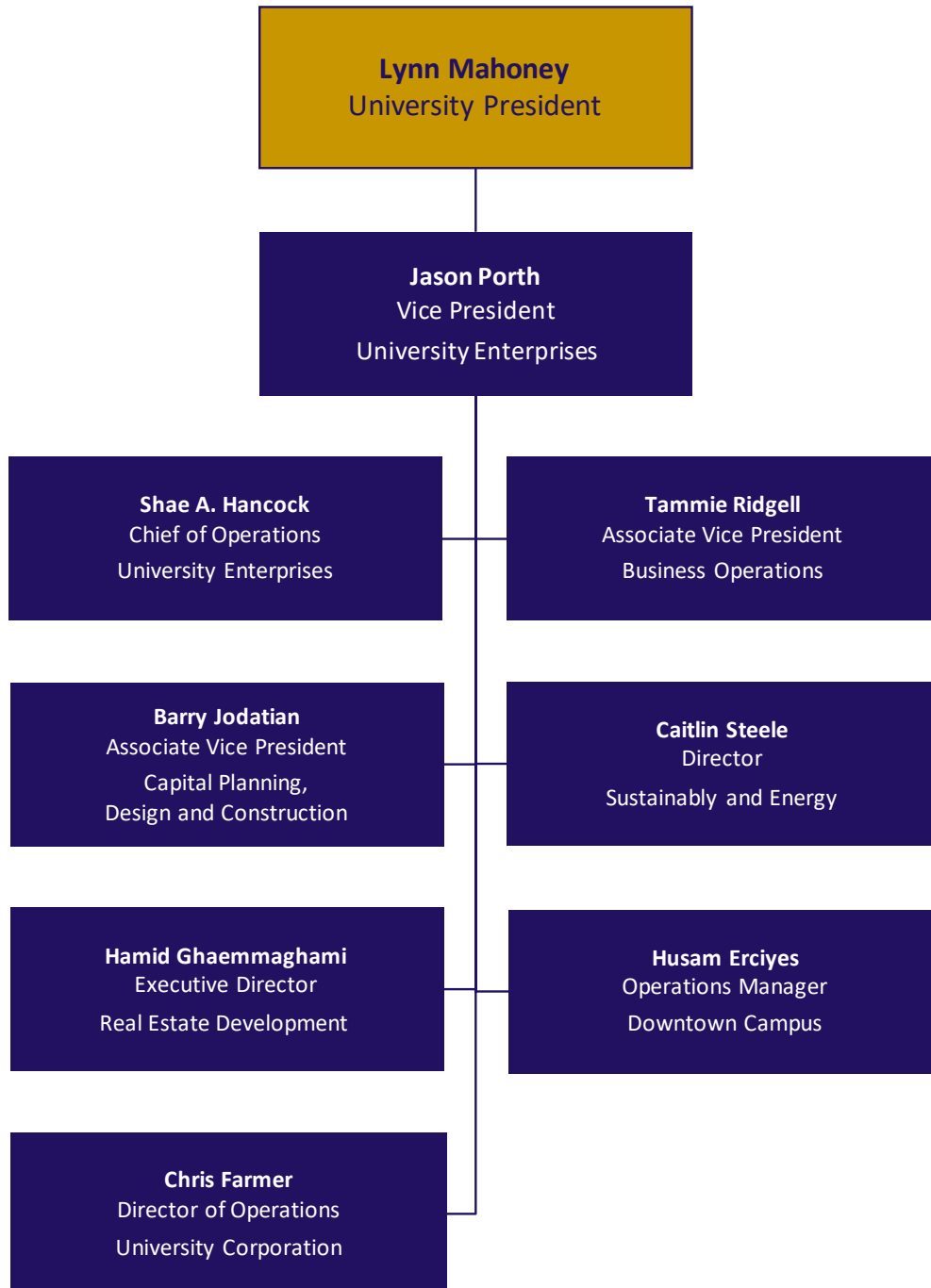












APPENDIX C: FEEDBACK REQUEST

1. Was the information helpful?
2. Is the report readable and easy to understand?
3. Was the report too long or too brief?
4. What additional information or data would you like to see published in the report?

Please use the following e-mail address to forward your feedback.

budget@sfsu.edu

Thank you for helping us to serve you better!



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