



Strategic Resource Planning Committee

Virtual
Thursday, November 12, 2020
1:00 – 2:30 PM

Topics

1. Welcome (Provost Say)

- Approval of the October 22nd SRPC meeting minutes
- Expansion of SRPC membership
- Update on CSU Enrollment

2. Preliminary FY 2020/21 Divisional Permanent Reductions

3. Next Meetings Schedule

Meeting Objective: Continue Discussion on Preliminary Planning for 2020/21
Permanent Reductions

- Divisional Reduction Plans Presented

SRPC Membership

Cabinet:

Elizabeth Say, Interim Provost (co-chair)

Ysabel Trinidad, Vice President for Business and Financial Affairs (co-chair)

Richard Yao, Vice President for Student Affairs

Nichole Ipach, Vice President for University Advancement

Genevieve Evans Taylor, Chief of Staff

Faculty Representation: 6 total (4 tenure-track with one from each college and library; 1 lecturer; college dean)

Gregory Wood, Professor – Physics and Academic Senate Chair

Annie White - Assistant Professor - Early Childhood Studies and Senate Budget Representative

Alona Kryshchenko, Assist Prof – Mathematics and Faculty-at-Large

College Dean (vacant) Faculty TT: (vacant) Faculty Lecturer: (vacant)

Staff Representation: 3 total

Annie Block-Weiss - Staff Council Chair

Leticia Romero, Systems Analyst and Staff-at-Large

Vacant: Staff-at-Large

Committee Support:

Barbara Rex, AVP of Budget, Planning & Analysis

Lisa Woods, Manager, Budget & Information Systems

Teresa Montoya, Administrative Support Coordinator

Student Representation:

Isaiah Ball - Student Government Chief of Staff and Student-at-Large

Sergio Mercado - The CI View and Student-at-Large

SRPC Expanded Membership

VPs/Provost/Chief of Staff = 5 (includes co-chairs)

Faculty Representation = 4 TTF (includes Library)

Lecturer Representation = 1

Dean Representation = 1

Staff Representation = 3

Student Representation = 2

Total Members = 16

Ex Officio Members = 5 (primary divisional budget analysts + AVP Enrollment)

2020/21 Budget Guidelines - Amended

(Reviewed and discussed on May 7, 2020 SRPC meeting)

In developing the FY21 budget, the following parameters are provided:

- Align available resource allocation to **support sustainable operations** in relation to our Strategic Initiatives and GI 2025 goals that support student success;
- Incorporate on-going **accountability** (reallocations or other actions to demonstrate how areas have adequately assessed capacity) into the resource allocation process;
- Engage in **planning** to respond to potential fluctuation in enrollment and changes to state appropriations and tuition;
- Ensure **transparency**;
- Protect resources for **strategic investment** during times of economic uncertainty; and
- Use challenging time as an opportunity for **innovation**.

CSU Fall Enrollment Update

In the Headlines:

“Cal State Schools See Enrollments Surge During COVID-19 Pandemic”

*“The state universities’ **bold decision** last spring to decide to keep students online in the fall **provided certainty** during the early tumultuous months of the pandemic.*

*The university’s years-long initiative to increase graduation rates has **built momentum that students did not want to stop.***

*And the **relative affordability of the university** — and a push for more financial aid during the pandemic — also helped to keep students enrolled.”*

LA Times - Nov 10, 2020

**More than half
of California
State
University
campuses saw
enrollment
gains this fall,
despite
pandemic**

**Fresno State sees its
largest enrollment ever**

[Link](#)

California State University fall 2020 enrollment

More than half of 23 campuses gained students

< -5% -5%–0% 0%–5% ≥ 5%

Campus	2019	2020	Change ▲
Sonoma	8,649	7,807	-9.7%
Humboldt	6,983	6,431	-7.9%
San Francisco	28,880	27,072	-6.3%
San Bernardino	20,311	19,404	-4.5%
Monterey Bay	7,123	6,871	-3.5%
Chico	17,019	16,630	-2.3%
Channel Islands	7,093	6,943	-2.1%
San Jose	33,282	33,025	-0.8%
East Bay	14,705	14,641	-0.4%
Maritime	911	907	-0.4%
Los Angeles	26,361	26,342	-0.1%
San Marcos	14,519	14,643	0.9%
Sacramento	31,156	31,451	1%
Northridge	38,391	38,815	1.1%
Stanislaus	10,614	10,741	1.2%
San Diego	35,081	35,578	1.4%
Bakersfield	11,199	11,397	1.8%
Long Beach	38,074	39,360	3.4%
Fullerton	39,868	41,408	3.9%
Dominguez Hills	17,027	17,763	4.3%
San Luis Obispo	21,242	22,289	4.9%
Fresno	24,139	25,341	5%
Pomona	27,914	29,704	6.4%

FY 2020-21 Enrollment

Enrollment Forecast Hung Dang - Oct 8th SRPC	Appropriation Funded FTE	
	Example #1	Example #2
6194 Fall Enrollment	6135 Fall Target	6292 Fall Target
<u>5880</u> Spring Forecast*	<u>6135</u> Spring Target	<u>5977</u> Spring Target*
6037 Annual FTE	6135 Annual FTE	6135 Annual FTE

*Spring = 95% of Fall

Fall Enrollment Trend

National Overview

Fall 2020 Enrollment *(As of Sept 24)*

Enrollment picture worsens, with more colleges reporting data. Roughly one month into the fall semester, undergraduate enrollment is running 4.0 percent below last year's level, and the upward trend for graduate enrollment has slipped to 2.7 percent. Overall postsecondary enrollment is down 3.0 percent as of September 24.

Most strikingly, first-time students are by far the biggest decline of any student group from last year (-16.1% nationwide and -22.7% at community colleges).

Source: National Student Clearinghouse
<https://nscresearchcenter.org/stay-informed/>

Select CA Community Colleges

ENROLLMENT DECLINES

Preliminary declines at selected colleges:

- Los Angeles Southwest: -20%
- Santa Rosa Junior College: -19.47%
- Los Angeles Trade-Tech: -16%
- Chaffey College: -15%
- Antelope Valley College: About -12%
- Southwestern College: -11%
- Gavilan College: -10%
- San Diego Community College District: About -7%
- Pasadena City College: About -7%
- Santa Monica College: About -5%
- San Jose City College: -3.8%

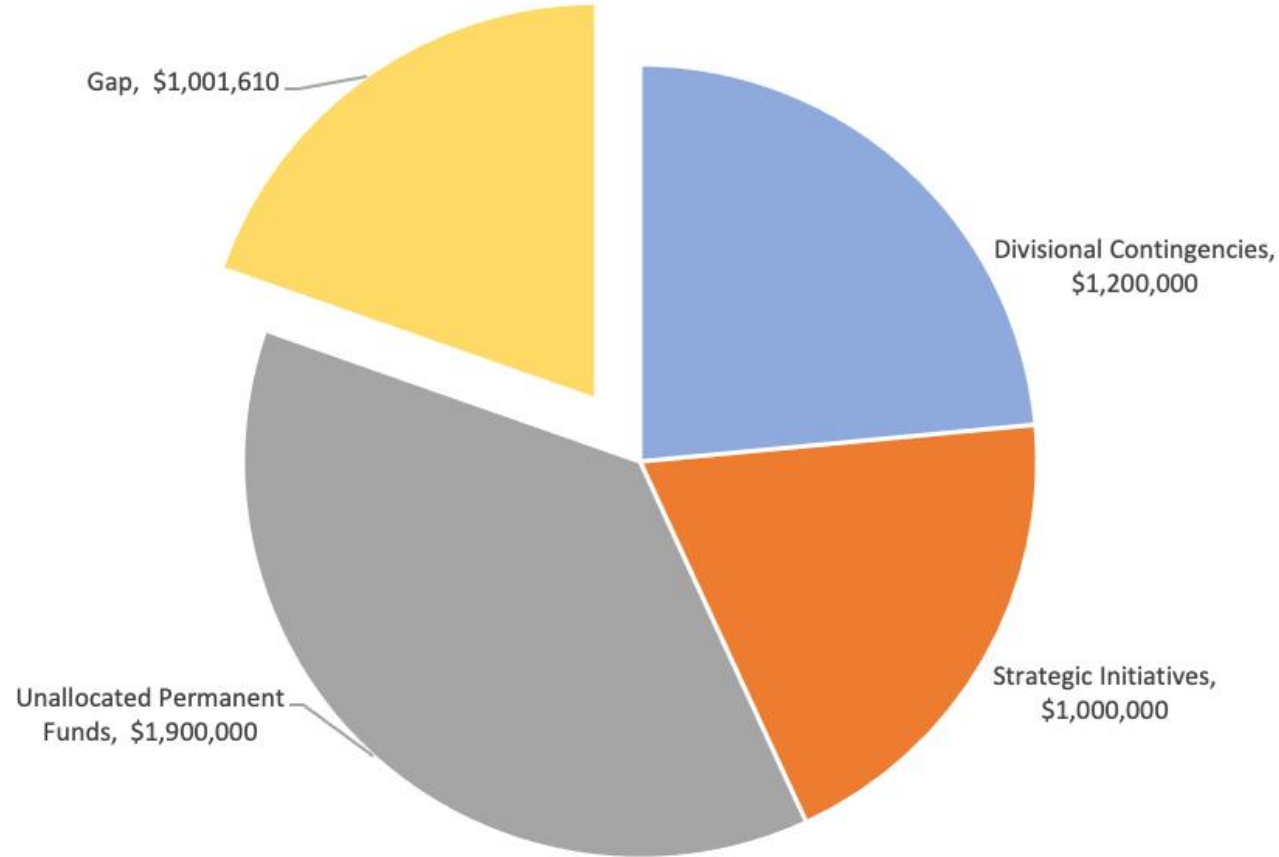
Source: Figures on student headcounts provided by colleges to EdSource

Source: EdSource <https://edsources.org/2020/fewer-students-attending-california-community-colleges-early-fall-numbers-show/640373>

Proposed 2020/21 Divisional Permanent Budget Reductions

Preliminary Proposal

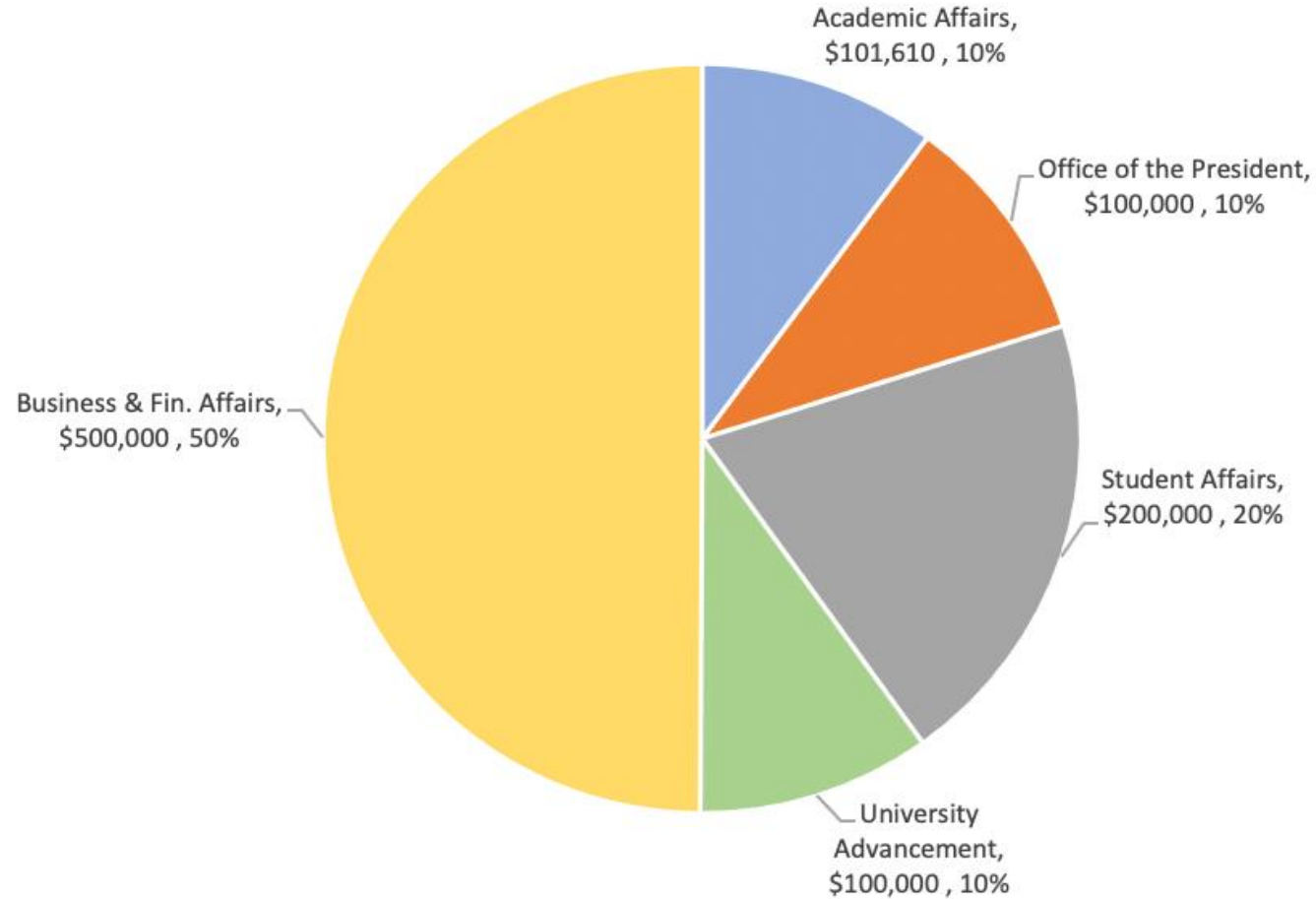
2020/21 Straw Model Funding Sources
State Appropriations - \$5.1M



- Resources identified centrally total \$4.1 million; gap of \$1 million to be addressed from divisional resources

Preliminary Plan for Gap Closure by Division

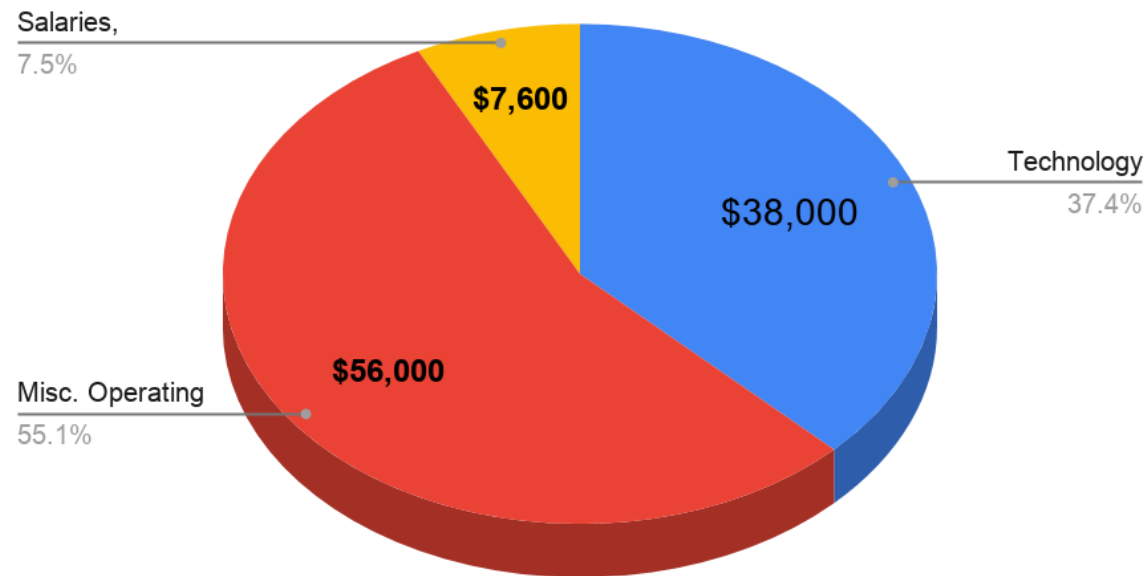
\$1.0 M - Straw Model for Gap Closure



- Proposed options for closing the gap by divisions

Academic Affairs

Proposed Reductions \$101,600



Provost

Misc. Operating Expense	\$40,000
Technology	\$35,000
Total	\$75,000

Academic Space Planning

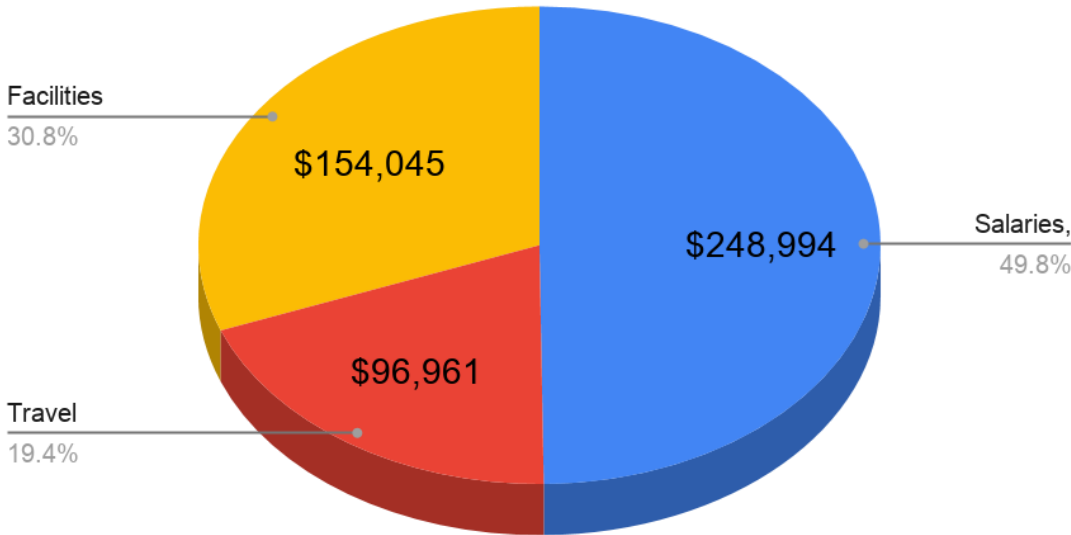
Misc. Operating Expense	\$16,000
Technology	\$3,000
Total	\$19,000

Academic Planning & Budgeting

Salaries, Wages & Benefits	\$7,600
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Business & Financial Affairs

Proposed Reductions \$500,000



Admin Services

Travel	\$8,540
Salaries, Wages & Benefits <i>(includes 1.0 MPP FTE)</i>	\$145,635
Total	\$154,175

Budget & Planning

Travel	\$5,004
Total	\$5,004

Facilities

Travel	\$23,604
Salaries, Wages & Benefits	\$37,882
Maintenance	\$61,841
Total	\$123,327

Financial Services

Travel	\$6,558
Salaries, Wages & Benefits	\$26,554
Total	\$33,112

ITS

Travel	\$29,998
Salaries, Wages & Benefits <i>(includes 1.0 Staff FTE)</i>	\$125,884
Total	\$155,882

Public Safety

Travel	\$10,000
Salaries, Wages & Benefits	\$10,000
Total	\$20,000

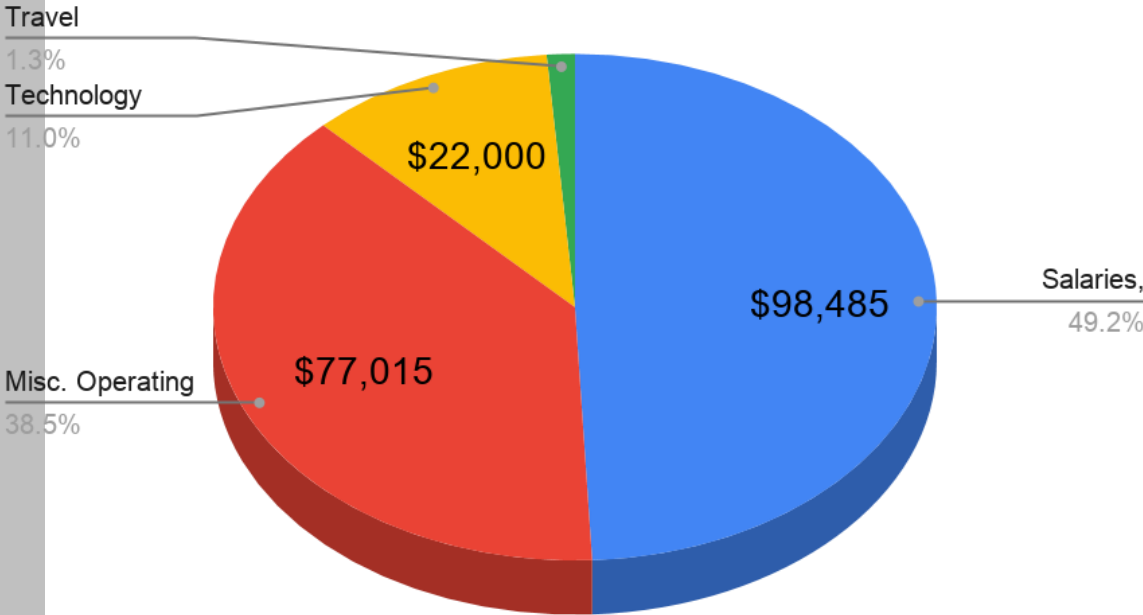
VP Office

Travel	\$8,500
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Student Affairs

Proposed Reductions

\$200,000



Centrally Managed

Salaries, Wages & Benefits	\$33,685
Travel	\$2,500
Technology	\$22,000
Total	\$58,185

VP&A Office

Salaries, Wages & Benefits	\$14,000
Misc. Operating Expense	\$62,884
Total	\$76,884

Campus Life

Salaries, Wages & Benefits	26,000
Misc. Operating Expense	14,131
Total	\$40,131

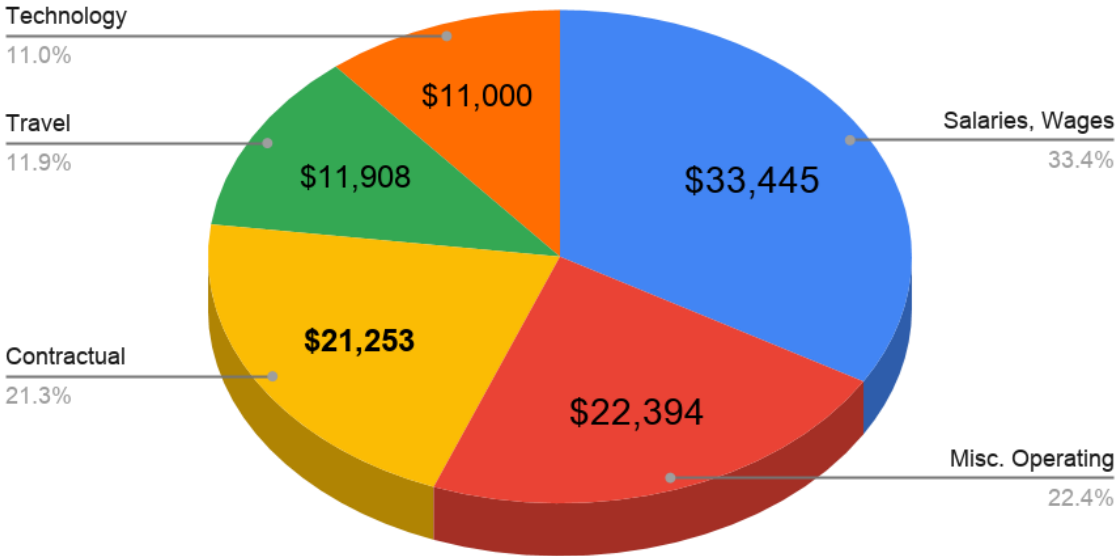
ROI

Salaries, Wages & Benefits	\$24,800
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University Advancement

Proposed Reductions

\$100,000



Office of VP

Salaries, Wages & Benefits	\$33,445
Misc. Operating Expense	\$3,895
Travel	\$6,300
Total	\$43,640

Development

Misc. Operating Expense	\$2,749
Contractual Services	\$21,253
Total	\$24,002

Communication & Marketing

Misc. Operating Expense	\$14,000
Travel	\$5,608
Technology	\$11,000
Total	\$30,608

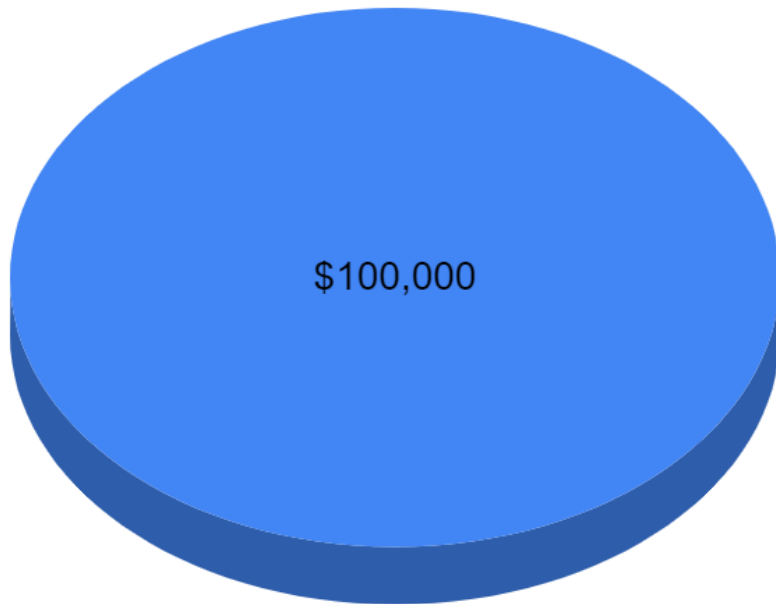
Career Development

Misc. Operating Expense	\$1,750
Total	\$1,750

Note: University Events was excluded due to the loss of revenue from external events (i.e: TM910). UA Office of the VP will reallocate funds for O&M expenses incurred to cover the shortfall in University Events.

Office of the President

Proposed Reductions
\$100,000



Office of the President

Operating Expense

\$100,000

Summary of Proposed Budget Reductions

	Total
Office of the President	\$100,000
University Advancement	\$100,000
Student Affairs	\$200,000
Academic Affairs	\$101,600
Business & Financial Affairs	<u>\$500,000</u>
Total	\$1,001,600

Preliminary Reductions Proposal

Committee Discussion

- Office of the President
- Divisions:
 - Academic Affairs
 - Student Affairs
 - University Advancement
 - Business and Financial Affairs
- Faculty
 - Senate Representatives
 - At Large Representatives
- Staff Representatives
- Student Representatives

Schedule of SRPC 2020/21 Planning Discussions

DATE	ACTIVITY
Oct 8	Budget Town Hall
Oct 8	SRPC Meeting #2 - <u>Preliminary Planning on Reductions</u> ; Communications Plan
Oct 22	SRPC Meeting #3 - Enrollment Modeling; <u>Continue Discussion on Reduction Planning</u>
Nov 12	SRPC Meeting #4 - <u>Continue Discussion on Reduction Planning</u> ; Divisional Reduction Plans Presented
Nov 19	SRPC #5 - <u>Reduction Planning Finalized</u> for Recommendation to President
Dec 4	SPRC #6 - Budget Town Hall on Reductions; Introduce budget planning for 2021/22

2020/21 Budget Reduction Planning

Supporting Our University Strategic Initiatives

Educational Excellence
Student Success
Inclusive Excellence
Capacity and Sustainability

Thank You and Stay Well