

CALIFORNIA STATE UNIVERSITY, SAN BERNARDINO

**CAMPUS BUDGET FORUM**  
**NOVEMBER 19, 2020**



CSUSB

WE DEFINE THE

*Future*

Dr. Tomás D. Morales  
President

# CURRENT FOCUS



# 2020-21 CSU BUDGET COMPONENTS

## Base Budget Reduction

- \$299 million state GF permanent reduction

## Enrollment Trends

- CSUSB exceeded 2020/21 enrollment target
- No funding for additional enrollment growth
- Continued decline in non-resident enrollment

## Unfunded Benefit & Insurance Adjustments

- Health benefit rates increased 4.5%
- CSUSB insurance rates increased 17%

## Facilities & Infrastructure Needs

- No funding for new facilities or deferred maintenance

# CSUSB FOCUS

## Strategic Plan 2015-2022

- Student Success
- Faculty & Staff Success
- Resource Sustainability & Expansion
- Community Engagement & Partnerships
- Identity

## Graduation Initiative 2025

- 4-year graduation rates for freshmen
- 2-year graduation rates for transfers
- Establish advisor/advisee ratios

## WASC

- Submitting Institutional Review & Self Study
- Preparing for WASC visit in September 2021

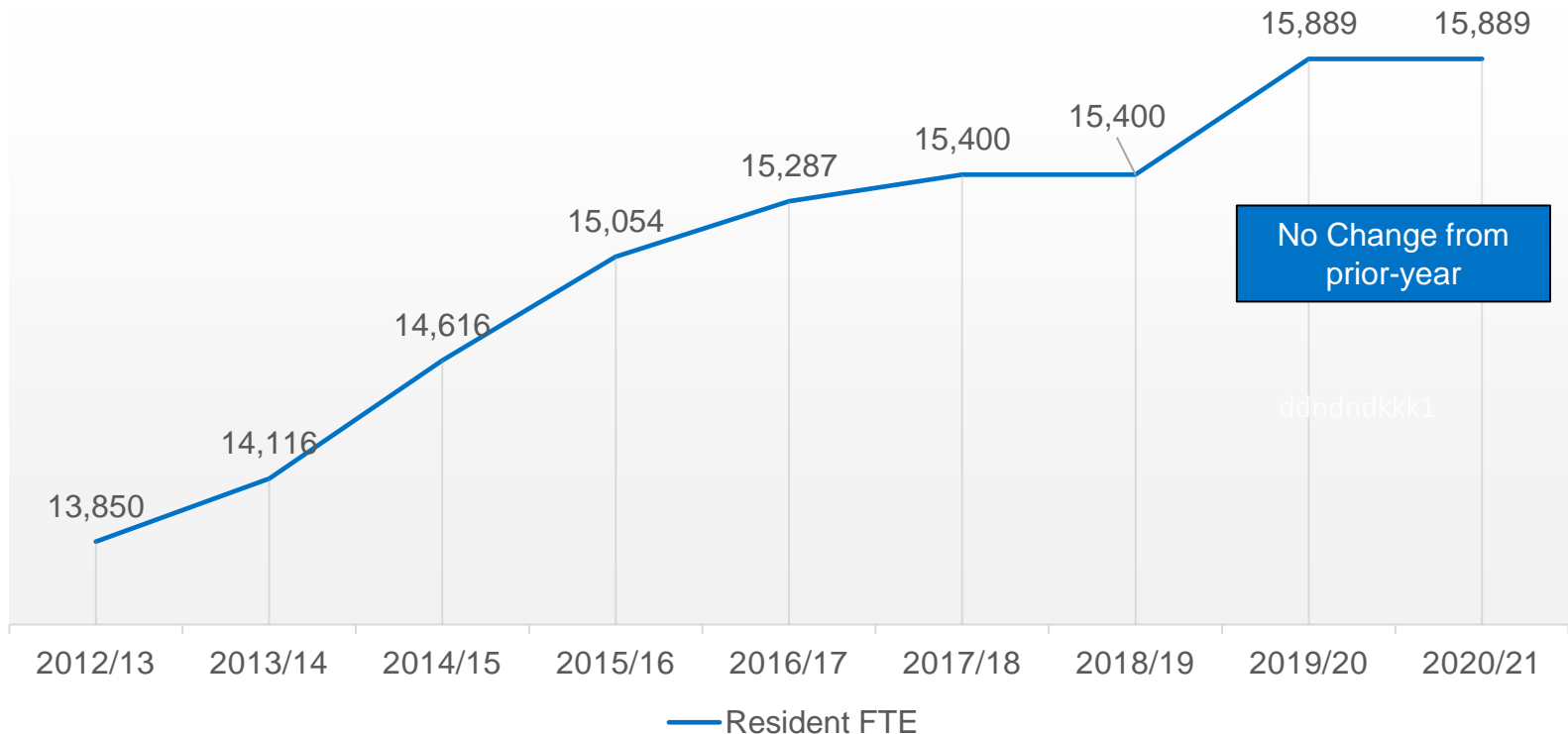
## Capital Projects

- Santos Manuel Student Union expansion
- College of Arts & Letters Theater expansion
- Feasibility Studies: Science Lab building, PDC Student Success Center, Baseball/Softball field



# CSUSB FOCUS

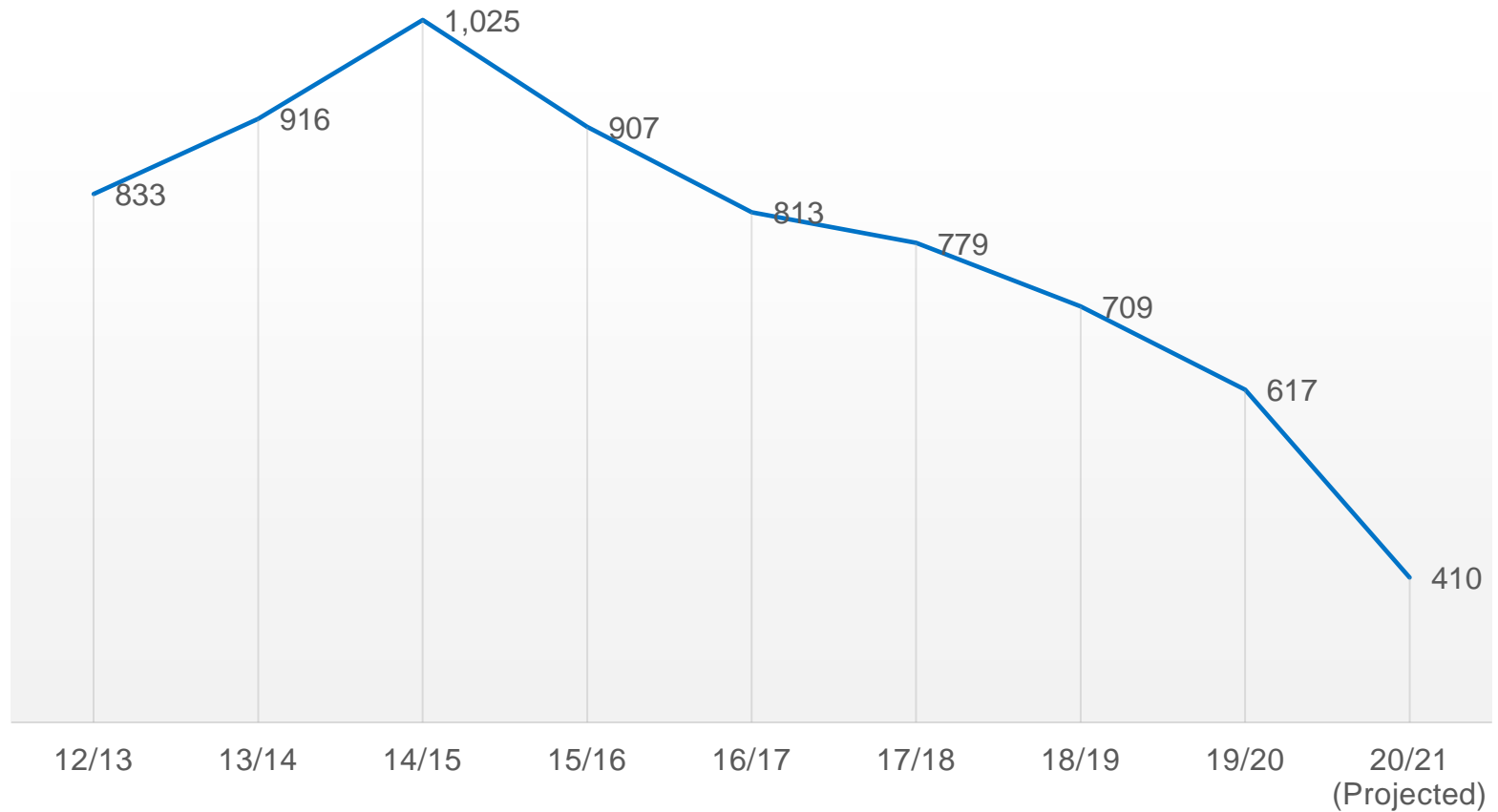
## RESIDENT FUNDED ENROLLMENT TARGET (FTE)



Source: CSU Budget Memos

# CSUSB FOCUS

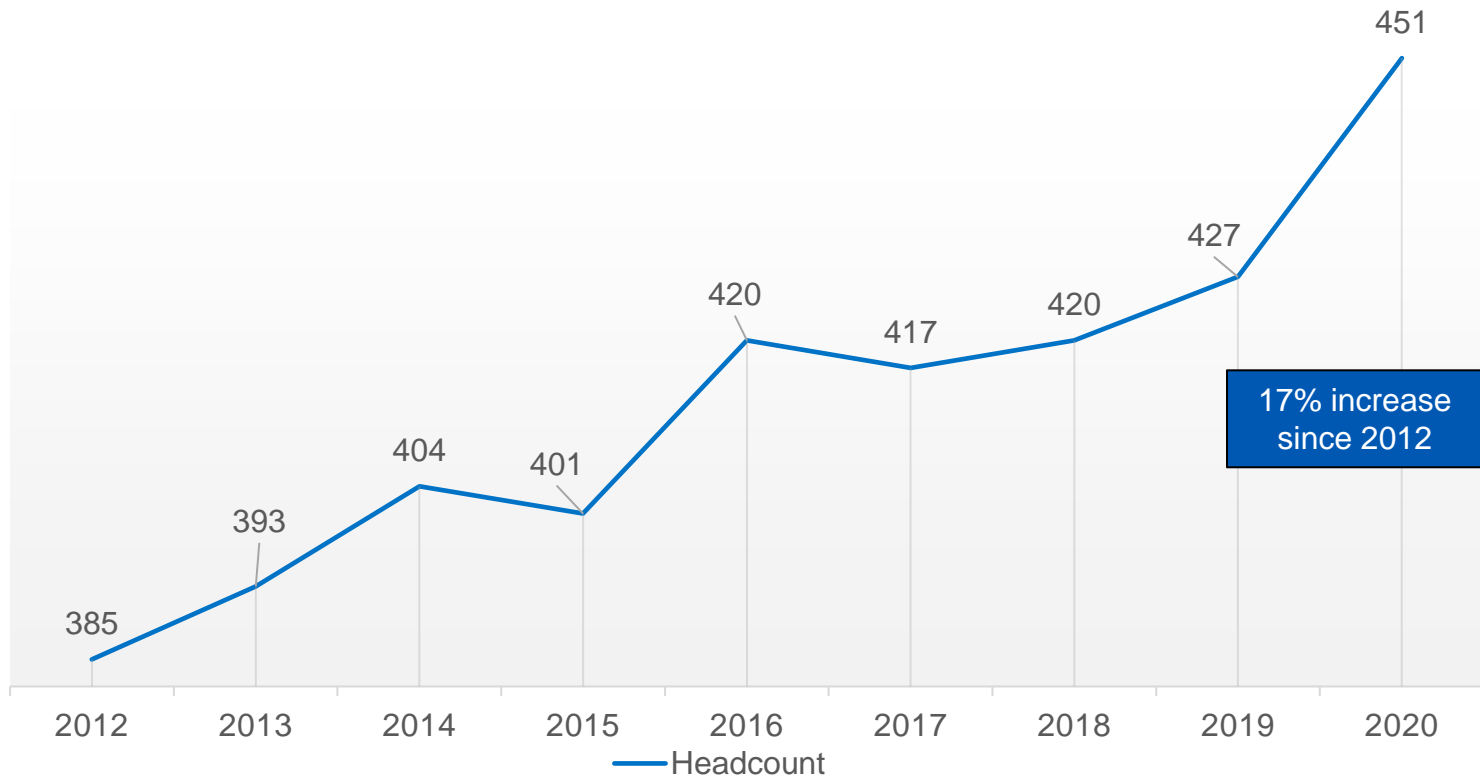
## NON-RESIDENT ENROLLMENT ACTUALS (FTE)



Source: IR Registration Reports

# CSUSB FOCUS

## FALL TENURE-TRACK FACULTY HEADCOUNT



Source: Academic Human Resource, CSU Office of the Chancellor (excludes Dept Chairs, Coaches, Librarians)

# CSUSB BUDGET MANAGEMENT CORE PRINCIPLES

To ensure the success of students, faculty and staff, we will:

1. Prioritize the delivery of the academic mission, inclusive of instruction and support services.
2. Minimize impact to current employees as much as possible.
3. Align the budget to ensure successful programs and services across all divisions/colleges.
4. Commit to continuing high levels of financial transparency as we manage this crisis.



# CSUSB BUDGET REDUCTION STEPS TO DATE

- Soft Hiring Freeze
  - Leaving positions vacant when employee resigns/retires
- Operating Cost Restrictions
  - Travel and hospitality freeze
- Reducing the Operating Losses in the Special Funds
  - Transferring employees where possible to vacant, funded positions
  - Limited layoffs were necessary
- Additional layoffs are possible, but still a last resort
- No employee Early Exit program in the near future



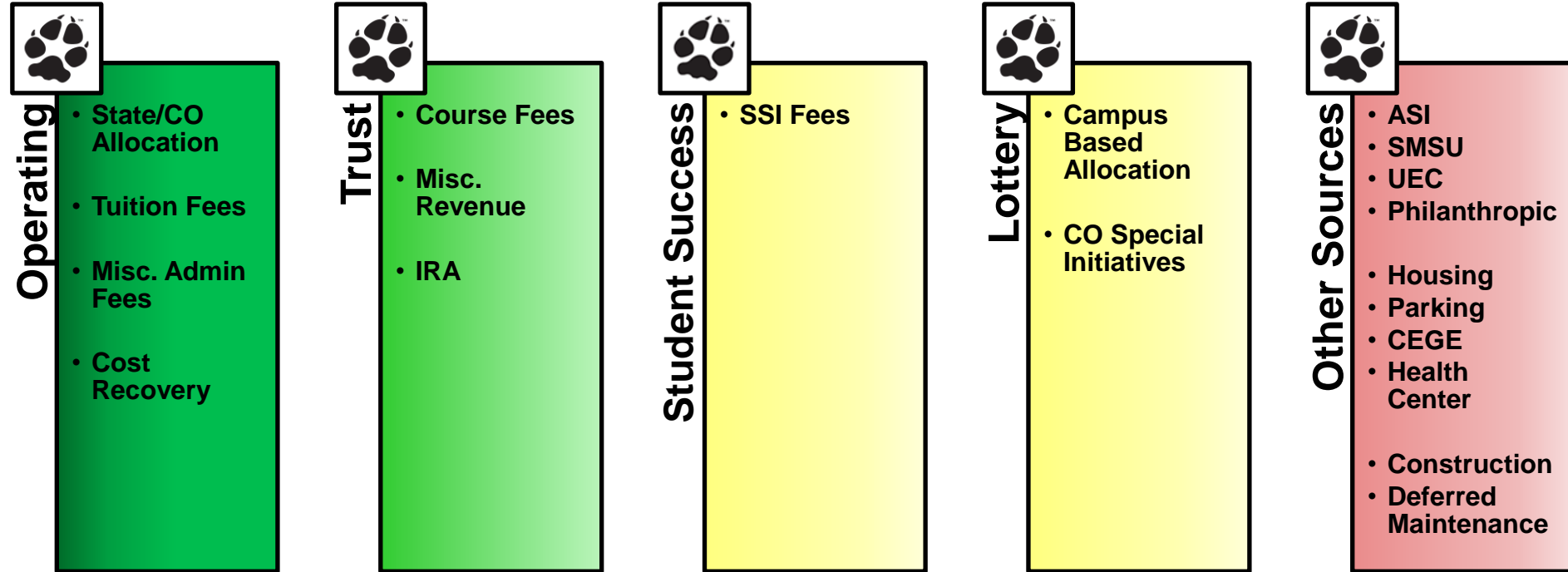
Dr. Douglas R. Freer

Vice President, Administration & Finance

# BUDGET UPDATE

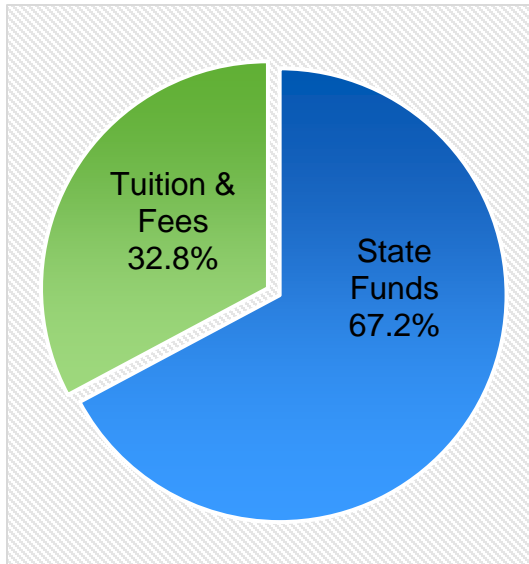


# CSUSB FUNDING SOURCES

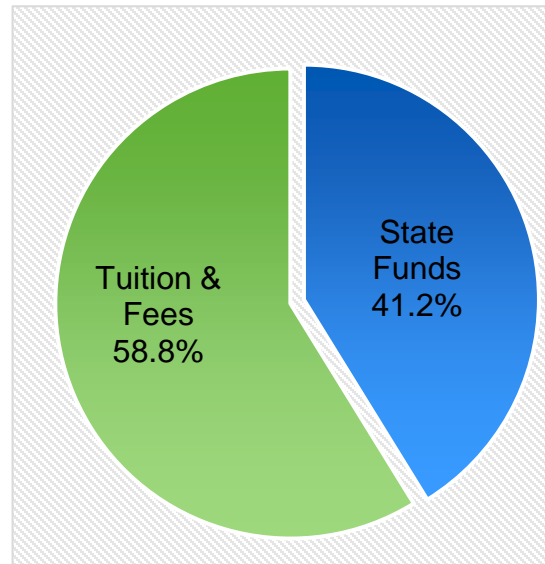


# CSUSB OPERATING FUND

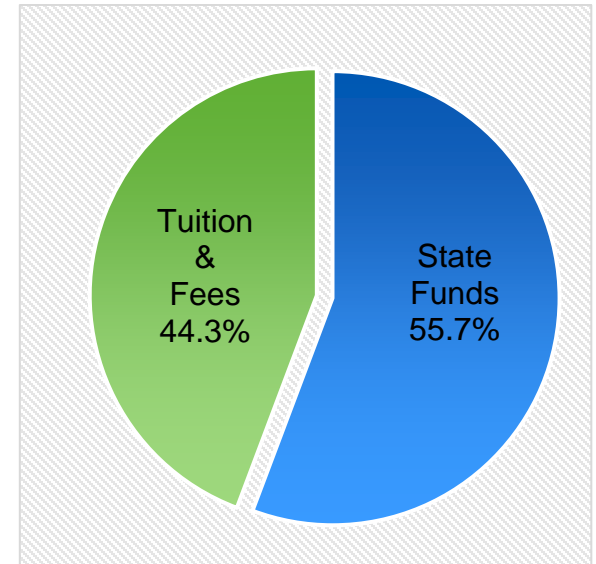
**2006/07**



**2012/13**



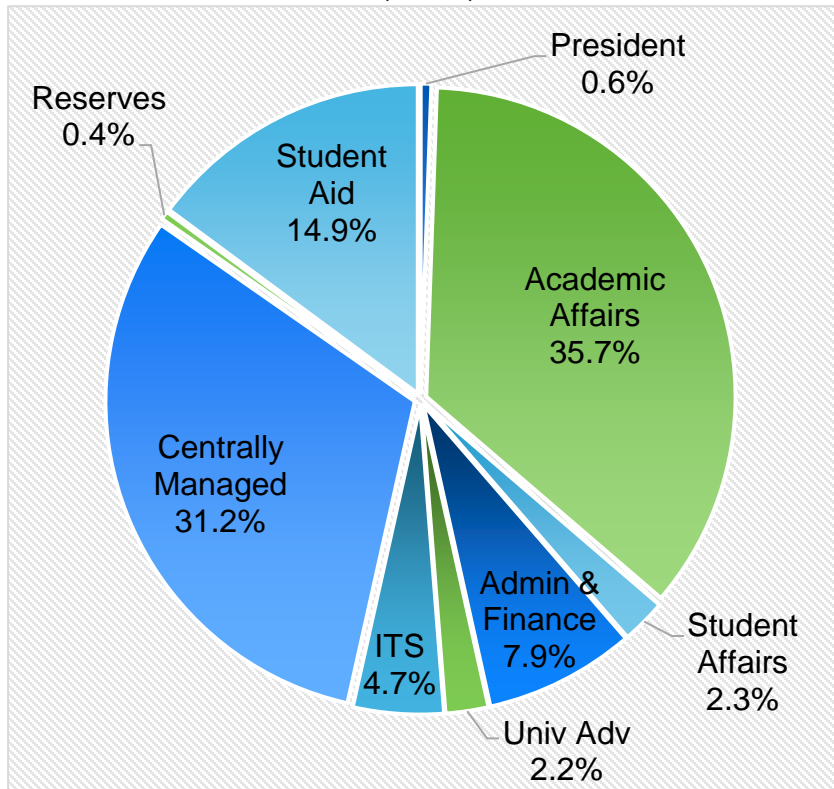
**2020/21**



# TOTAL BASELINE ALLOCATED 2020/21

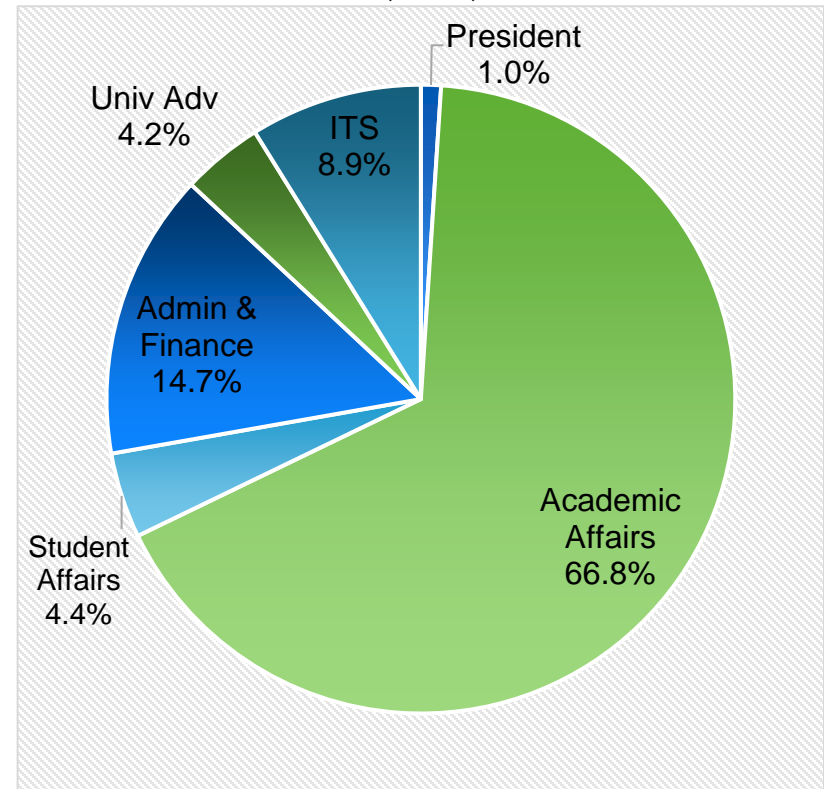
## Divisions & Central

\$237,733,309

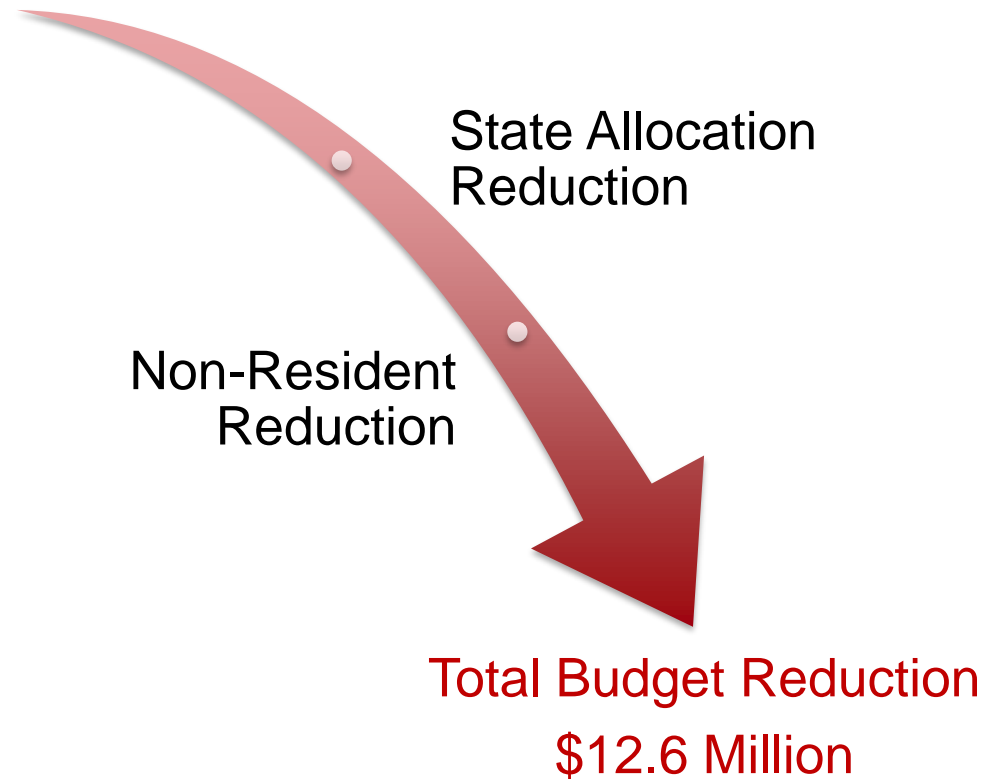


## Divisions Only

\$125,716,519



# BASELINE BUDGET CHANGES 2020/21



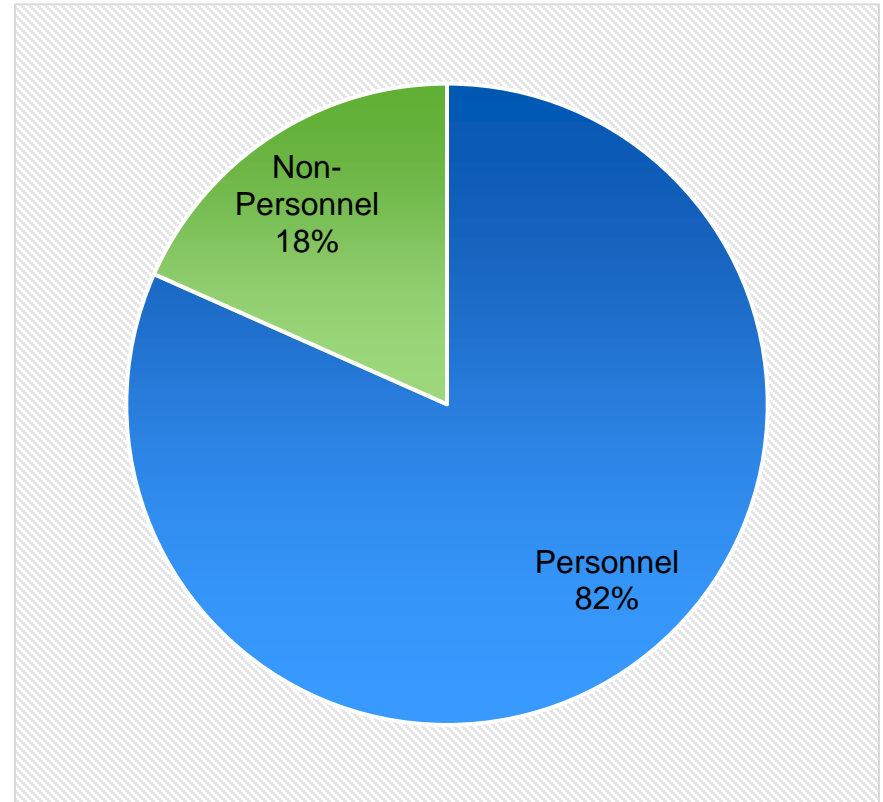
# BUDGET SAVINGS & MANDATORY COSTS 2020/21

|   |                       |
|---|-----------------------|
| <b>Base Budget Reduction</b>                        | <b>(\$12,630,217)</b> |
| 19/20 Unallocated Budget                            | 244,877               |
| SUG Reduction                                       | 766,300               |
| Central Accounts Savings                            | 884,953               |
| <b>Adjusted Baseline Deficit</b>                    | <b>(\$10,734,087)</b> |
| Strategic Plan                                      | (1,000,000)           |
| Employee Benefits                                   | (846,586)             |
| Insurance/Risk Management                           | (836,245)             |
| <b>Total Baseline Deficit after Mandatory Costs</b> | <b>(\$13,416,918)</b> |



# PRELIMINARY PLAN FOR PERMANENT REDUCTIONS 2020/21

| Category  | Amount                |
|---|-----------------------|
| Personnel (salary/benefits)                         | (\$10,955,370)        |
| Supplies  | (\$923,074)           |
| Travel  | (\$636,032)           |
| Reserves  | (\$357,866)           |
| Other (events, clothing allowance, visitor permits) | (\$224,520)           |
| Hospitality   | (\$100,000)           |
| Training/Professional Development                   | (\$87,500)            |
| Postage/Duplicating/Telephone                       | (\$50,056)            |
| Contract Services                                   | (\$57,000)            |
| Info Tech Software/Hardware                         | (\$25,500)            |
| <b>Total Permanent Reduction</b>                    | <b>(\$13,416,918)</b> |





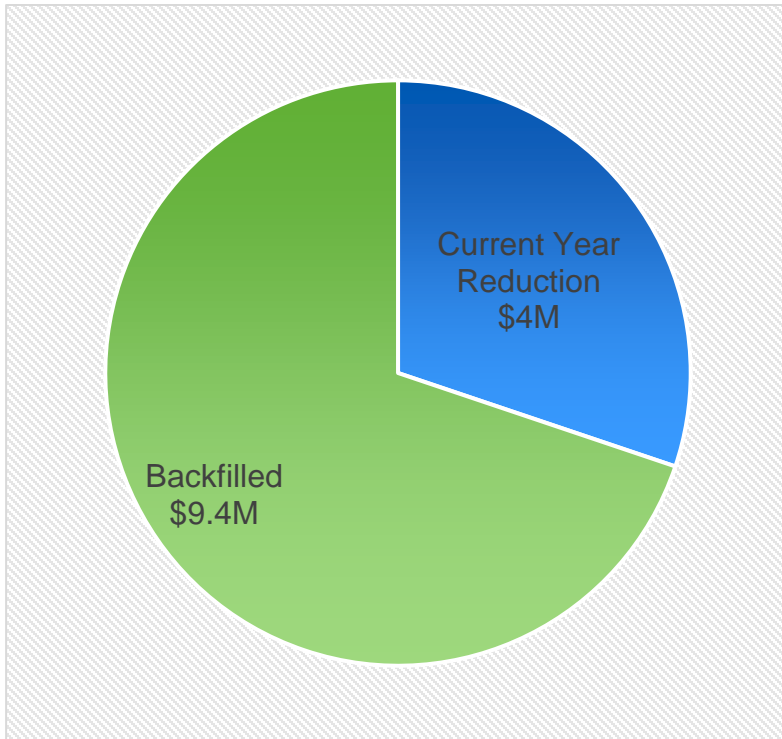
# ONE-TIME FUNDS AVAILABLE 2020/21

|   |                     |
|---|---------------------|
| Operating Fund Carry Forward Balance                    | \$14,478,229        |
| Summer 2019 Operating Fund Reimbursement (non academic) | 1,467,425           |
| SSI Carry Forward Balance                               | 685,865             |
| 20/21 Lottery Funds                                     | 479,147             |
| <b>1x Funds Available Now</b>                           | <b>22,488,146</b>   |
| <b><u>Projected 1x Funds</u></b>                        |                     |
| Summer 2020 Operating Fund Reimbursement (non academic) | 1,327,029           |
| Utility Savings   | 650,000             |
| Q2S Campus Contribution Savings                         | 776,103             |
| CARES Act Institutional Grant                           | 14,971,215          |
| <b>Projected 1x Funds</b>                               | <b>\$17,724,347</b> |
| <b>Total Estimated 1x Funds on June 30, 2020</b>        | <b>\$40,212,493</b> |

# ONE-TIME COMMITMENTS 2020/21

|                                     |                     |
|-------------------------------------|---------------------|
| <b>Estimated 1x Funds Available</b> | <b>\$40,212,493</b> |
| Housing Operations                  | (\$14,143,560)      |
| Parking Operations                  | (4,524,961)         |
| Health Center Operations            | (3,992,156)         |
| Division backfill allocations       | (9,368,781)         |
| Other 1x commitments                | (7,355,762)         |
| <b>Estimated 1x Funds Remaining</b> | <b>\$827,273</b>    |

# 2020/21 ONE-TIME DIVISIONAL BACKFILL ALLOCATIONS



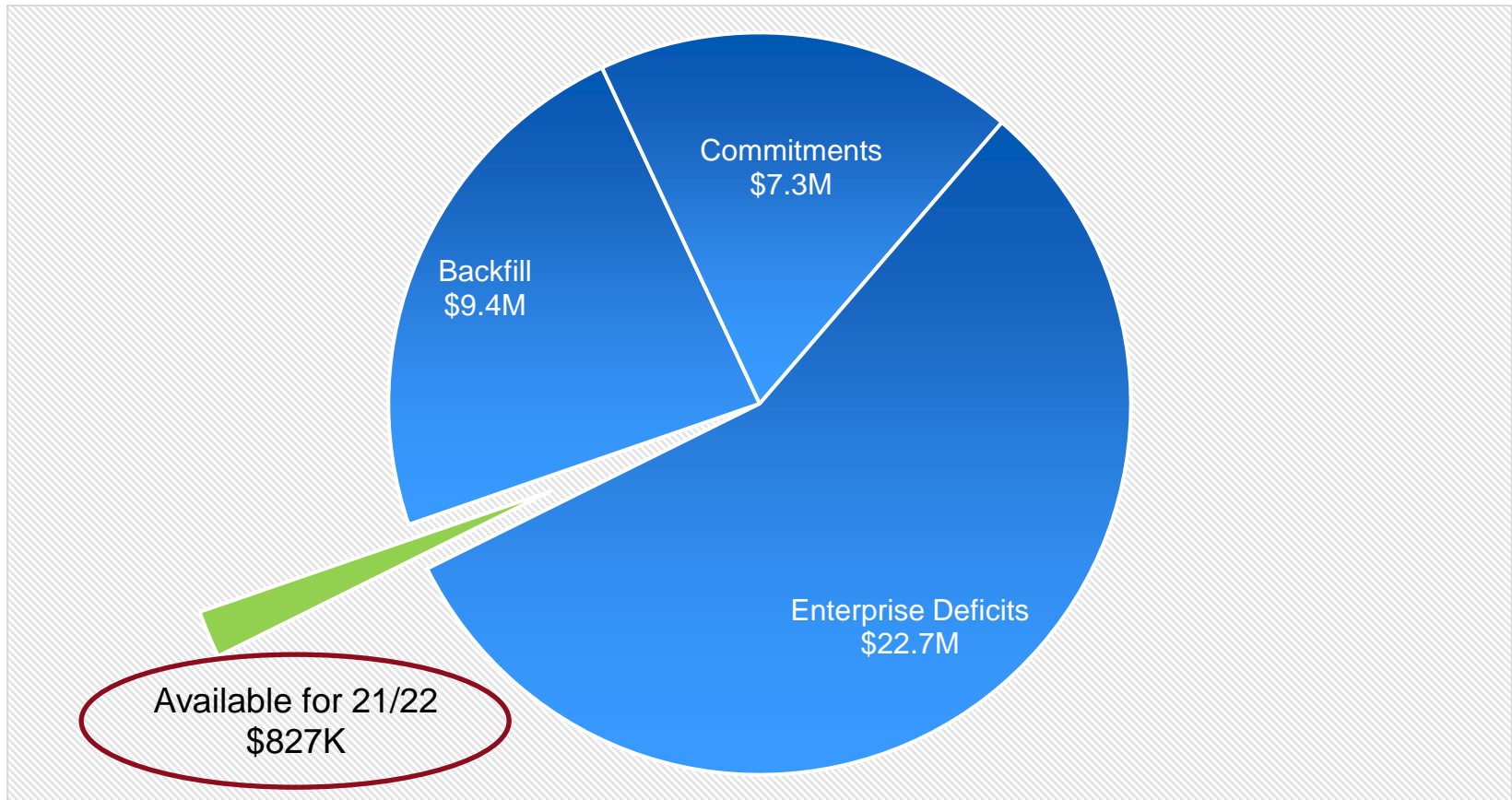
| Division               | Amount             |
|------------------------|--------------------|
| President              | \$89,814           |
| Academic Affairs       | 6,186,311          |
| Student Affairs        | 221,641            |
| Admin & Finance        | 536,373            |
| University Advancement | 125,420            |
| ITS                    | 72,515             |
| Centrally Managed      | 2,136,707          |
| <b>Total Backfill</b>  | <b>\$9,368,781</b> |

# 2020/21 ONE-TIME COMMITMENTS

As of November 4, 2020

|   |                    |
|---|--------------------|
| Faculty Start-up/ Prof. Development                   | \$2,946,396        |
| Faculty Online Course Training                        | 834,900            |
| PT Faculty Reserve                                    | 800,000            |
| Capital Commitment-Performing Arts Building           | 659,250            |
| SSD & Title IX Reserve                                | 400,000            |
| ITS Support   | 383,000            |
| ITS/Facilities Campus Projects (remaining from 19/20) | 378,544            |
| Additional Academic Advising Support                  | 334,482            |
| Student Services Support                              | 291,000            |
| iHUB Lease (Palm Desert)                              | 93,646             |
| EAB Annual Contract                                   | 81,223             |
| Compensation Pool (Unit 4 1x Bonuses)                 | 65,000             |
| Math/Quantitative Support (CO Initiative)             | 45,000             |
| Basic Needs Initiative                                | 43,321             |
| <b>Total</b>  | <b>\$7,355,762</b> |

# ONE-TIME FUNDS SUMMARY 2020/21



# RESERVE STRATEGIES

## Baseline

### Non-Resident Revenue (Part)

- Resource for Non-Resident Student Recruitment
- \$603K

*Reduced to \$400k*

### Deferred Maintenance Reserve

- Resource for Deferred Maintenance Projects
- \$711K

### Capital Development Reserve

- Resource to Expand University Facilities
- \$500K

## One-time

### Over-Enrollment Revenue

- Enrollment Above CO Target

*Planned Use \$2.9M*

### Working Capital Reserve

- Resource for Unanticipated Expenditures
- \$5M

*Planned Use \$5M*

### Capital Development Reserve

- Resource to Expand University Facilities
- \$3M



# 2021/22 CSU BUDGET REQUEST

| <b>CSU Budget Requests (Base)</b>  | <b>Amount (in millions)</b> |
|--|-----------------------------|
| Restoration of 2020/21 General Fund Reductions                               | \$299.0                     |
| Graduation Initiative 2025 (includes \$15M for Basic Needs)                  | \$150.0                     |
| Mandatory Costs (Ethnic Studies requirement, Benefits, New Space, Min. Wage) | \$57.0                      |
| Academic Facilities & Infrastructure Needs                                   | \$50.0                      |
| <b>Total Base Requests</b>   | <b>\$556.0</b>              |



# CAMPUS BUDGET SCENARIOS

## 2021/22

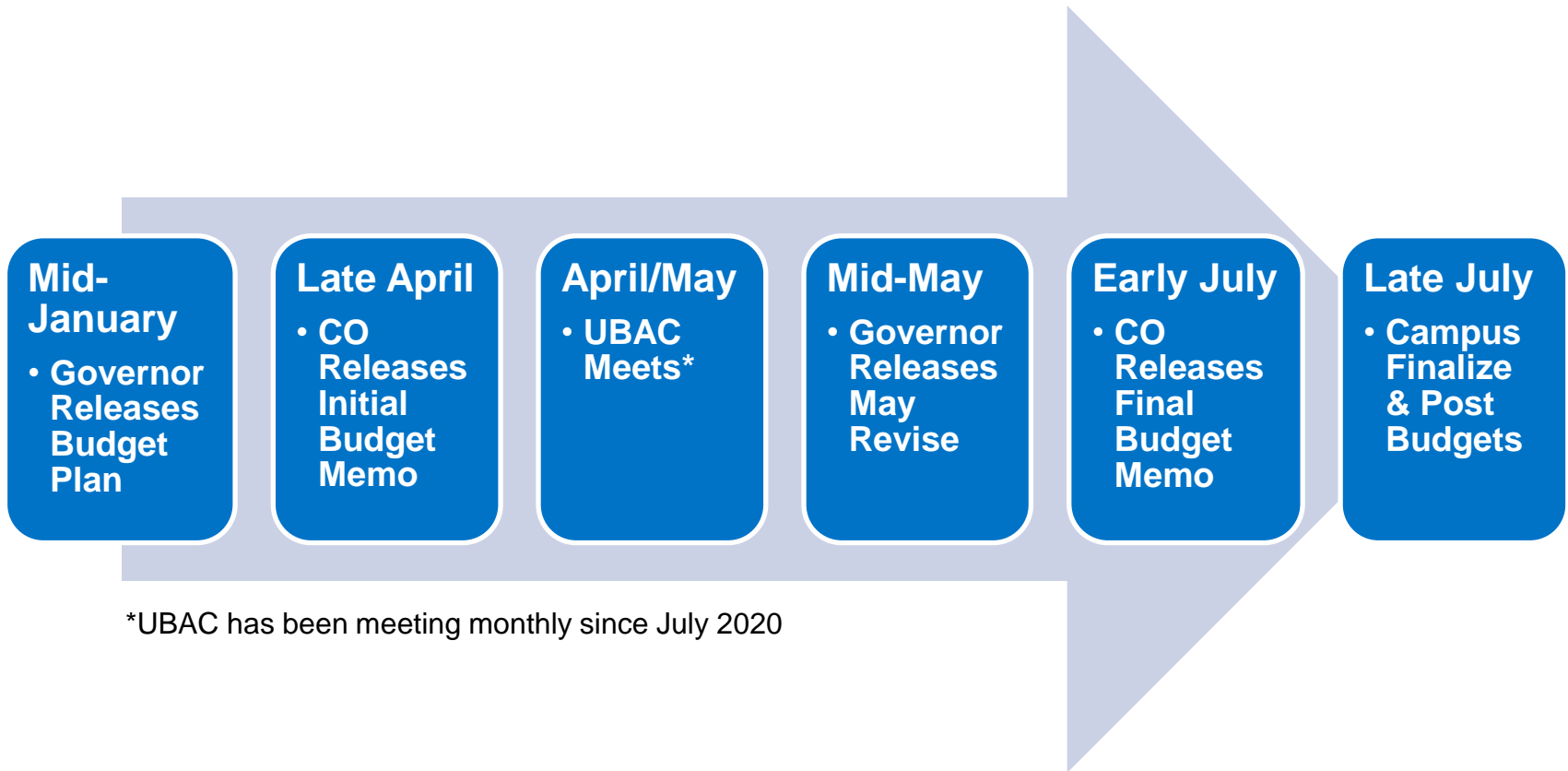
(In Millions)

| Description   | Current Year   | 2021/2022       |                     |
|---|----------------|-----------------|---------------------|
|   |                | No State Change | 10% State Reduction |
| State Appropriation                                 | \$129.7        | \$129.3         | \$116.4             |
| Tuition/Fees  | 103.1          | 108.0           | \$108.0             |
| <b>Total Baseline Budget</b>                        | <b>\$232.8</b> | <b>\$237.3</b>  | <b>\$224.4</b>      |
| Difference from Current Year                        |                | \$4.5           | (\$8.4)             |
| Mandatory Costs                                     |                | (\$2.0)         | (\$2.0)             |
| Strategic Plan 2015-2022                            |                | (1.0)           | (1.0)               |
| <b>Estimated Baseline Difference</b>                |                | <b>\$1.5</b>    | <b>(\$11.4)</b>     |
| 1x Commitments                                      |                | (\$1.7)         | (\$1.7)             |
| Enterprise Fund Deficits                            |                | (9.4)           | (9.4)               |
| 1x Funds Available                                  |                | 7.3             | 7.3                 |
| <b>Estimated Baseline &amp; 1x Combined Deficit</b> |                | <b>(\$2.3)</b>  | <b>(\$15.2)</b>     |





# CALIFORNIA BUDGET CYCLE



\*UBAC has been meeting monthly since July 2020



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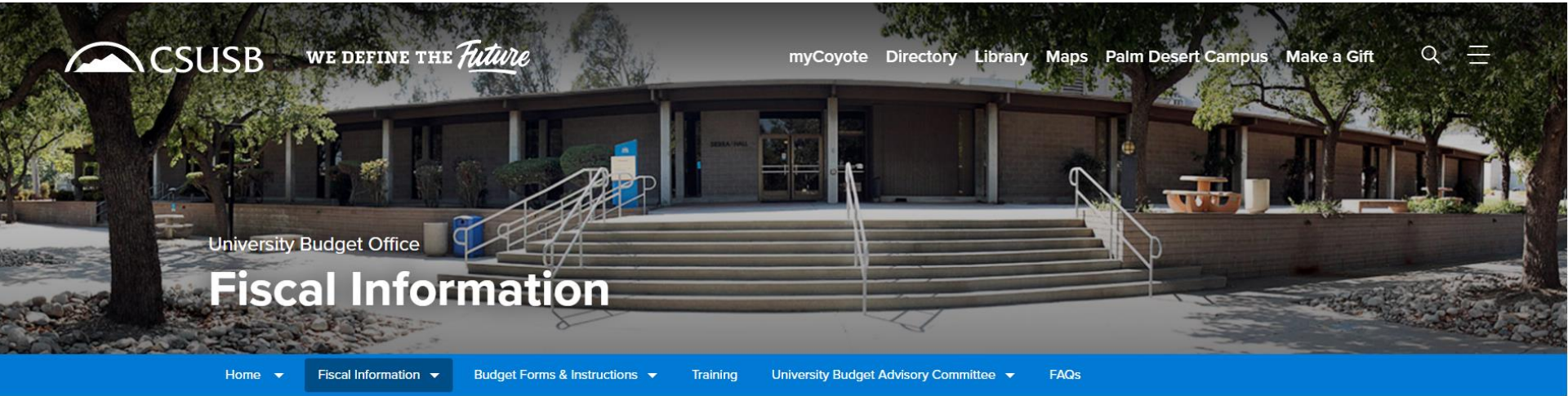
*Future*

# WHAT TO WATCH FOR

- When will we be able to return to in-person instruction and services?
- Will the Governor's 2021/22 budget restore prior cuts, maintain the same, or bring additional reductions?
- Will there be an additional Federal stimulus program that benefits CSU students and/or operations?
- What does the future hold for international and/or out-of-state student enrollment?

# BUDGET RESOURCES

[budget.csusb.edu](http://budget.csusb.edu)



California State University, San Bernardino is committed to providing transparent financial information. Please use the Fiscal Information drop down menu to view data related to the University's finances. Contact the University Budget Office at [budget@csusb.edu](mailto:budget@csusb.edu) with any questions.

CSUSB Financial Statements are available on the [Accounting Services](#) website.

## Contact Us

### Budget Office

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