

# **BUDGET** LUNCH & LEARN

Impacts to Budget

**Part 1: Enrollment Management**

May 4, 2023

**CSUDH**

This Budget Lunch & Learn is the first meeting among a series of conversations on campus to discuss the background and health of budget at CSUDH.

Today (Part 1), we will cover the budget impact of enrollment including decline in enrollments (retention) and the collaborative strategies being taken.



# Agenda and Purpose

- Overview of Revenue Sources
- Enrollment Trends and Projections
- What We Can Expect  
Reallocation Plan
- Moving Forward  
Implications and Actionable next steps
- Summary



# CSUDH Primary Sources of Revenue

## STATE APPROPRIATION

*Funded Enrollment Targets established by CO*

## TUITION

*Enrollment drives revenue generation*

STUDENT FEES

PHILANTHROPY

GRANTS & CONTRACTS

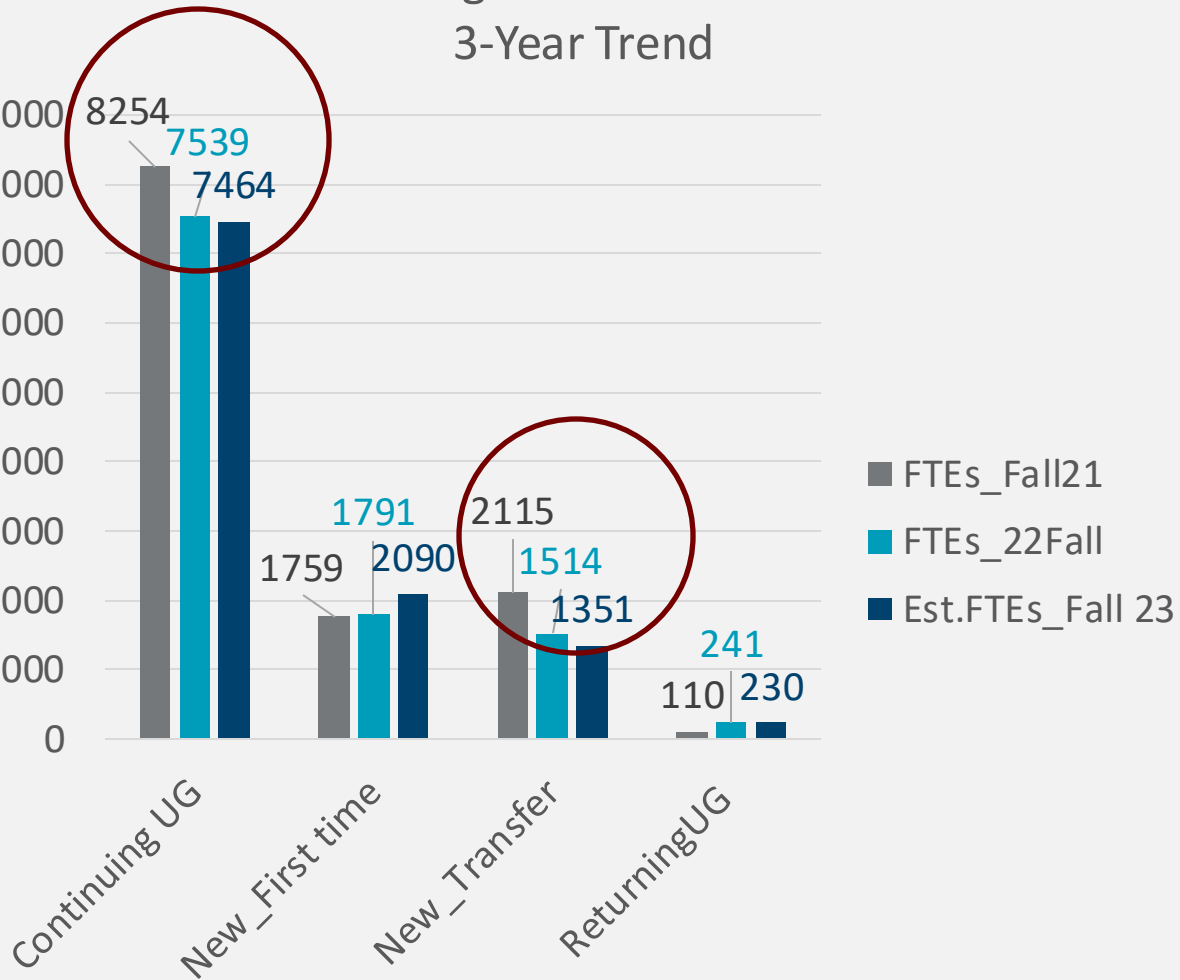
RESERVES

AUXILIARY PARTNERS

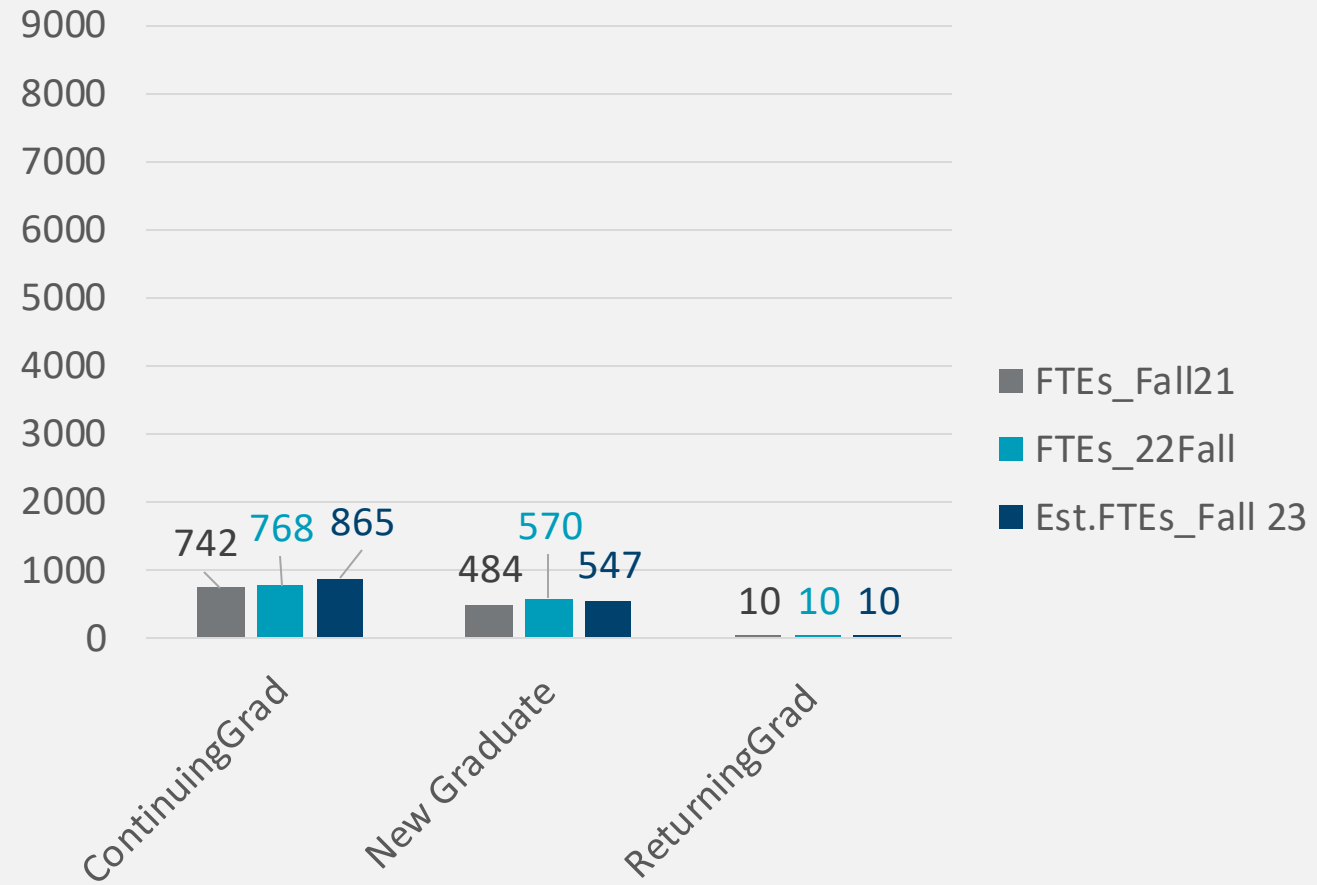


# Enrollment Trends and Projection for Fall

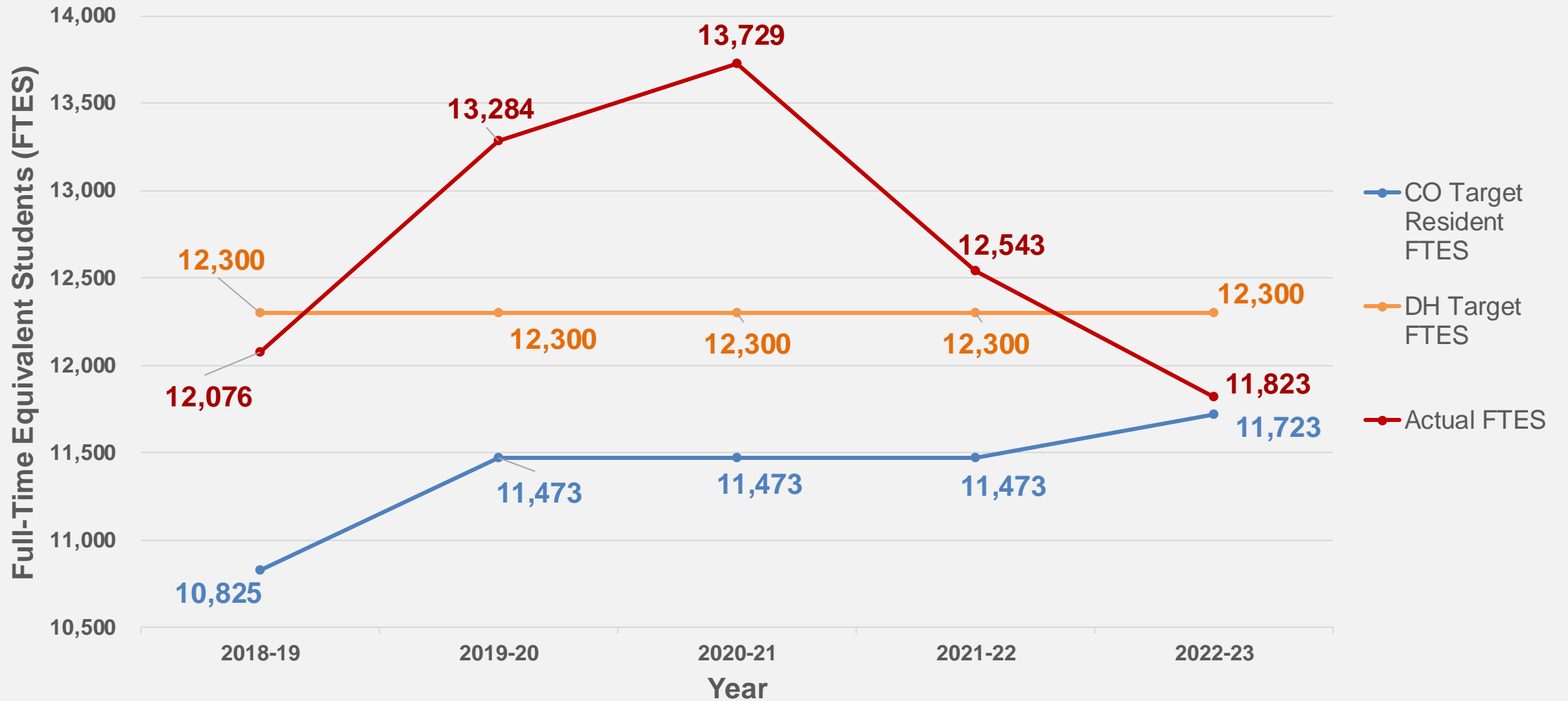
## Undergraduate FTEs Fall 3-Year Trend



## Graduate FTEs Fall 3-Year Trend



# Comparing Targets and Actuals by Year



# Comparing Targets and Actuals

2022-23 Enrollment	CO Funded Target	DH Actuals	DH Base Target
Headcount	~14,750	<b>15,144</b>	<b>*15,500</b>
FTEs	<b>11,723</b>	<b>11,823</b>	~*12,300
State Approp	\$132,053,000	\$132,053,000	\$132,053,000
Tuition Revenue	\$81,000,000	\$81,260,000	\$84,779,000

## Early projections for AY

Headcount: 14,020

FTEs: 11,456

Resident FTEs: 11,307

**\*Delta between DH Base Target and Projected Actuals (\$3,519,000) Tuition Deficit**

**We are closely monitoring the variance between DH Base Target and actual enrollment**



# Proposed Enrollment Target and Budget Reallocation Plan

EXAMPLE: The Chancellor's Office has set a target enrollment of 10,000 FTEs. The established State Appropriation is \$100,000,000.

2024-25	Group X	Group Y	Group Z
Threshold	More than <b>-10%</b> below target	<b>-10%</b> to less than 0% below target	At or above target
Actual Enrollment (X)	$X < 9,000$ FTES	$9,000 < X < 10,000$ FTES	$X > 10,000$ FTES
Reallocation	<b>- 5%</b>	No change	<b>+ 5%</b>
New Target	9,500 FTES	10,000 FTES	10,500 FTES
New State Approp	\$95,000,000	\$100,000,000	\$105,000,000

**CSUDH is currently on the edge between Group Y & Z.**





# Moving Forward

## Choice #1: Maintain Current State

## Choice #2: Right-Size over 3 years

## Choice #3: Right-Size right away

Living above our means

Reduce DH Base Target to Align with CO Funded Target over 3 years

Reduce DH Base Target to Align with CO Funded Target right away

- Could trigger budget reductions

- Impact to budget reductions over time

- Will trigger budget reductions

- Not sustainable in current state

- May impact alignment to strategic priorities over the next 5 years

- May impact alignment to strategic priorities



# Summary

## Retention & Recruitment

- There are roles across campus to support retention
- We aim to retain and grow to meet the ‘Group Z’
  - “Once a Toro” Program effort w/Dr. Sabrina Sanders

## EBB & Realignment

- We are building an EBB (enrollment-based budget) to align our spending with our enrollment
  - Efforts in Academic Affairs/Dr. Michael Spagna and Team

## Monitor & Response

- Ongoing and continual planning of enrollments to ensure we can align our strategic priorities to budget
  - Monitoring CO allocation memos for potential changes/Budget Team



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# QUESTIONS



**Budget  
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