

**University Budget Advisory Council
Action Minutes
February 2, 2023**

Members present: Opinder Bawa, Shannon Burchard, Sarah Blackburn, Jonathan Cromwell, Otgo Erhemjamts, Michael Goldman, Lauran Hannemen, Michael Harrington, Jeff Lefkoff, Lindsey McClenahan, Elizabeth Merkel, Spencer Rangitsch, John Zarobell,

Members absent and excused: Julie Orio Thao Khuong, Julia Schulte

Approval of Action Minutes: December 1, 2022

Motion/2nd: Blackburn/Burchard **Vote:** 12 **Abstain:** 1

Enrollment

Lefkoff shared the FY24 projections for the Incoming Graduate Headcounts. Three tiers (conservative, desired, stretch) revised from November 2022 targets. For budget planning purposes, we are using the conservative numbers; 114 less students than projected, excluding LAW. At the undergraduate level, 120 fewer undergrads.

Q&A

For SONHP, the numbers are much lower, do we know what the trend is? Only speculation, high burnout in profession. In all cases, deans are looking at rate of applications at this point comparing to last year.

Dean Fung ran a similar process with CAS and suggested scholarship money will come down accordingly and savings from that will cover some expenses. Will reduced merit scholarship allocations to programs based on expected enrollments cover from a budget point of view or will we need to do more? Think we will need to do more. FA is a percentage of gross tuition.

If lowering discount rate, then what else is required? Lower revenue coming in to the university which will create a larger gap. Harrington added net tuition model has worked. The agreed upon discounts at graduate level, tiered tuition pricing have been deemed as being sensitive to the market and our graduate efforts.

Updates from Vice Provost Crabtree:

Crabtree presented the forecast for Spring 2023, do not expect much change from spring census (refer to presentation).

Fall 2023 projections, application does not matter until it is complete. The deadline is February 10th. Admit rate is down for early action. Students with higher GPA is harder for us to yield.

Successes:

- Conditional admission, we want to admit to retain and ensure they can be successful. We are working with students under the conditional admits and counselors.

- Pilot – USF Direct application built new FYFT student application, easier than the common app, no essay, instead there is a short answer question. About 5400 students chose this application process to date. Received positive feedback from students, families, and counselors and will keep this app for next year.

Caution and warning lights:

- Continued retention raise concern.
- Student expectations, what is the value of a USF education? We don't have good data on this.
- Community colleges dual enrollment for high school students, may look inflated.

Opportunities:

- Admission team turning attention to yield rate.
- On-campus tours on going, in-person admit campus events.
- Most students make their decisions the day before the deadline, May 1.

Can UBAC see the numbers on compared to our peer groups and the two successes around dropping common app and conditional admit? Admit rates is publicly available. They are admitting around 45-55% of applicants. Last year USF admitted around 80%. Yield rated and melt rates are not reported. We don't know yet what the new direct app means. The goal was to build a pathway that is easier to use than the common app.

What is the gap between the Alumni survey and the data we want? 72% employed in grad schools is not great when our peers are showing 90%. It is not very useful for us, do we feel good reporting these findings? Working on better placement for Alex and his team at grad finale to collect better data.

Updates from Provost Chinyere

How to better educate wider community.

Cabinet Enrollment Collaboration Group (SEM, ITS, OMC, Academic Affairs) to identify roadblocks and challenges, innovative ways to respond to challenges. Seeing great results in short time, putting best possible information out to students.

Budget planning within the current landscape (retention, pandemic driven, undergraduate enrollment, graduate enrollment rebounding, and high inflation).

BA24 Proposals and Decisions, majority of the proposals were declined with some projects pushed back a year. Not all enrollment proposals were funded, but has to be a priority to get to a better place. EAB consultant coming in to work with deans and assess the graduate enrollment processes.

Do we assume all non-discretionary and contractual proposals were approved? Yes, non-discretionary and contractual proposals are all approved.

What does the rough range of gap look like with the revised enrollment numbers? It's going to be significant, some deans are already putting positions on hold.

In the past, reallocations have been distributed, will there be mix bag of script or across the board cut? Don't anticipate any changes to the % base on budget. Within academic affairs, we have not considered changing students within schools. What is the actual contribution and potential investments? We still need to do the things to get us to a better place.

What's happening?

- We will be sending out next week to vice presidents a placeholder for gap closing while continuing to monitor and track enrollment. With enrollment volatility, we need to adjust enrollments as needed.
- We are in conversations with Holy Names teach out partner for the SOE programs.
- The Board has asked to see the budget plan in March, working with specific deadlines.
- Fr. Paul will be hosting a series of conversations including budget and enrollment. Provost would like to partner with UBAC on its retention and enrollment educational workshop.
- Meeting regularly with Development on campaign scholarships and capital building.

Good news to hear that Fr. Paul is planning a forum. How can UBAC help through shared governance work and advisory role? Excited about UBAC's workshop on retention. Think it is helpful for the community to hear from peers. The more conversations around this, the better. UBAC also provides great input, e.g., budget assist. Giving wisest and best council and helping to communicate to the community.

In previous years, particularly covid years, certain centrally administered savings strategies were used, have there been any savings that can be identified we can use before allocations go out to units? We have many conversations. We don't want to take savings from particular units and call them university wide. Last year we were able to trim part of the 37.5% benefit rate, may not happen this year.

Some units were given immunity in the past, will this happen again? Have a list of exclusions, reassessed each year. Public safety, undergraduate admissions, student health, may be others. Percentage of remaining budget is allocated.

Lefkoff shared the FY24 Budget Planning slide on enrollment projections and its impact. Will continue to review as the numbers are updated.

- Surplus in housing, contributes to operational budget
- Summer 23, new courses being developed and offered in summer

- SOL contribution to university
- Net impact decline of over \$2M

In summary, it is \$2M+ over the carryover and the budget assist.

Good of the order

- Next UBAC meeting March 23rd
- Tri-chairs meet weekly, UBAC members are welcome to bring forward issues in between meetings.

Bawa commented that each one of us can do the calculations, but not sure it is wise to share individual numbers outside of this group. Cabinet still needs time to get a better handle on the accurate numbers and could change dramatically. Rangitsch appreciates this concern being shared and agrees it is important that any information being shared be accurate. At the same time, we as members of UBAC want to be in a position to correct or confirm numbers that are already being articulated or shared in different meetings. Knowing that the total comes from three large chunks, we should be able to inform our constituencies of the different contributing factors to the budget gap, and what the cut process will entail, knowing that cuts will be significant.

Lefkoff added the best way to frame it is in qualitative terms. To hear numbers outside of the context can be confusing and alarming. The context will be managed.

Wondering if there is any thinking about how to incentivize ethically driving enrollments? If I hit the conservative number, why should I go for the desired or stretch number for graduate enrollment? Is there somewhere to structure this so we are motivating people to hit more than the minimum? Great question, have been looking at incentives we can employ without being too drastic. One example we can do right now is reward the programs that have been growing. Deserves broader and deeper conversation to align financial incentives to grow.

Bawa suggested UBAC can send a note to Chinyere and Fr. Paul to follow up.

From the admission staff perspective, we are never satisfied with number and always want to exceed our goals as it gives us pride and something we want to do. There are opportunities to improve the admissions process, sometimes faculty say they don't want more students in their class. We should be putting efforts in programs that are growing. How do we incentivize the whole process?

Zarobell shared CAS' example, dropping expectations for its graduate programs. Zarobell also shared UBAC is planning the education session on retention and the interest of Academic Affairs partnering with us. Will look different from what we did in the past. Please reach out to Tri-chairs any ideas for workshops.

Adjourned 1:34 pm

