

HUMBOLDT STATE UNIVERSITY

University Senate Written Reports, August 31, 2021

Standing Committees, Statewide Senators and Ex-officio Members

University Resources and Planning Committee:

Submitted by Jim Woglom, URPC Co-Chair

The co-chairs, Provost Jenn Capps and Jim Woglom, and University Budget Director Amber Blakeslee met on the afternoon of Friday, August 20th to set the initial (and already robust) schedule for the coming semester of work in the URPC. Acknowledging the infusion of new membership in all of the faculty representative rolls (Rouhollah Aghaselah, CPS Rep.; Jim Graham, CNRS Rep.; and a CAHSS Rep. pending AEC approval), and a relatively new Vice President for Administrative Affairs (Shahrooz Roohparvar), and the range of pertinent developments in the intervening months, we determined that it would be helpful for everyone involved to begin our AY21/22 work with contextual/educational presentations to outline the current budget outlook for the University.

As such, for our first meeting on Friday August 27th from 1-2:30 PM, we focused on first describing the makeup and responsibilities of the URPC, including introductions of the committee members, followed by current enrollment projections outlined by Mike Le from IRAR, and, finally, a holistic overview of the University's budget and myriad relevant pieces of contextual information presented by Director Blakeslee.

We will convene again on Friday, September 3rd, where we will pick up with a presentation on Polytechnic development and funding support from Provost Capps. We look forward to a year of transparent, collaborative, and inclusive budget planning informed by critical discourse and the rich input of our shared campus community, and thank the campus community in advance for their participation.

URPC 2021-22 Budget Overview

August 27, 2021



Agenda

- Introductions and URPC Overview
- Enrollment Overview
- Budget and Financial Overview
- Poly Funding Overview
- Wrap Up and Next Steps

Introductions and URPC Overview

- Role of the URPC
- Budget Planning Timelines

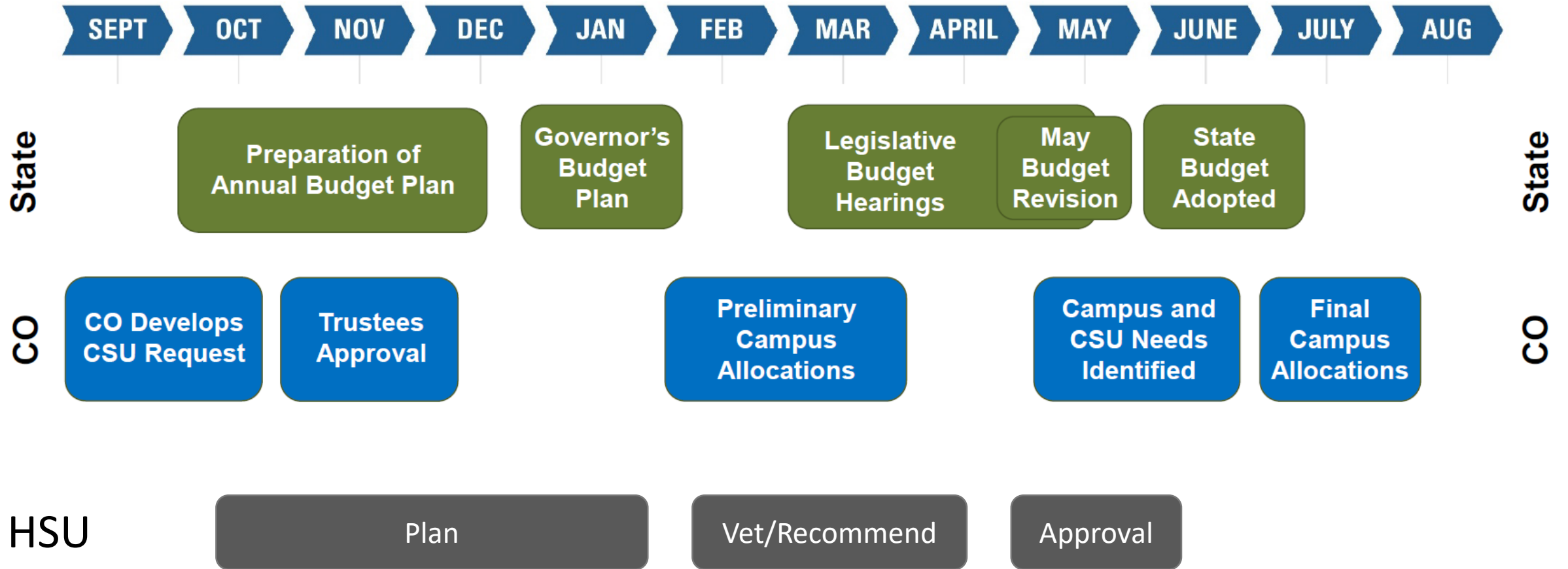
URPC Membership

- **Co-chairs:** A faculty senator and the Provost and Vice President of Academic Affairs
- **Membership:**
 - Three (3) Faculty members
 - One (1) Academic Dean, appointed by the President
 - Three Vice Presidents or designees (Administrative Affairs, Enrollment Management, University Advancement)
 - Two (2) Staff delegates
 - Two (2) Student delegates
- **Advisors (non-voting):**
 - University Budget Director
 - Budget Analyst from each Division
- ∞ **Terms:** Faculty and staff members shall be appointed for staggered, two-year terms. Students will be appointed for one-year terms.

URPC Bylaws

- Link to [Bylaws](#) (on page 13)

BUDGET CYCLE



Budget and Financial Overview

Overview of Budgeted Types of Funds

- **University Operating Fund (General Fund):** our main operating budget for state matriculated instruction (primary funding sources are state appropriation and tuition)
 - URPC makes a recommendation for the University Operating Fund
- **Self-Support Funds:** reflect activities supported by student fees and other sources that are designated for specific purposes (e.g. housing rent must be spent to support the housing program)
- **Auxiliary Organizations:** separate not-for-profit organizations, with boards

Notes:

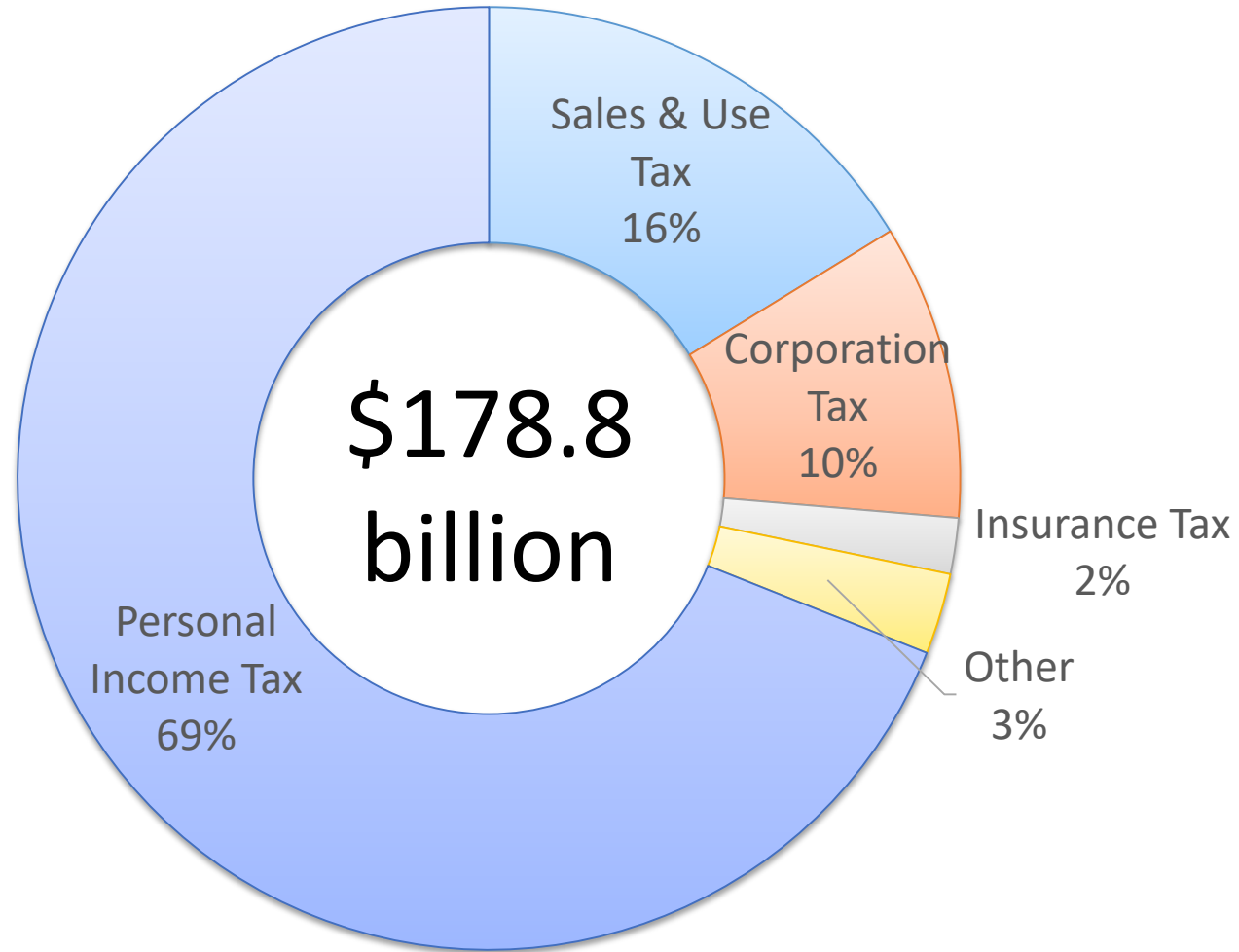
- *Revenues from Self-Support Funds and Auxiliary Organizations must remain with the unit and be used for the purpose intended based on applicable CA Education Code, CSU Executive Orders and policies, etc.*
- *On Financial Statements, the University Operating Fund and all Self-Support Funds are combined and reflected as the “University” and Auxiliary Organizations are reflected as “Discretely presented component units”*

Base (Ongoing) vs. One-Time

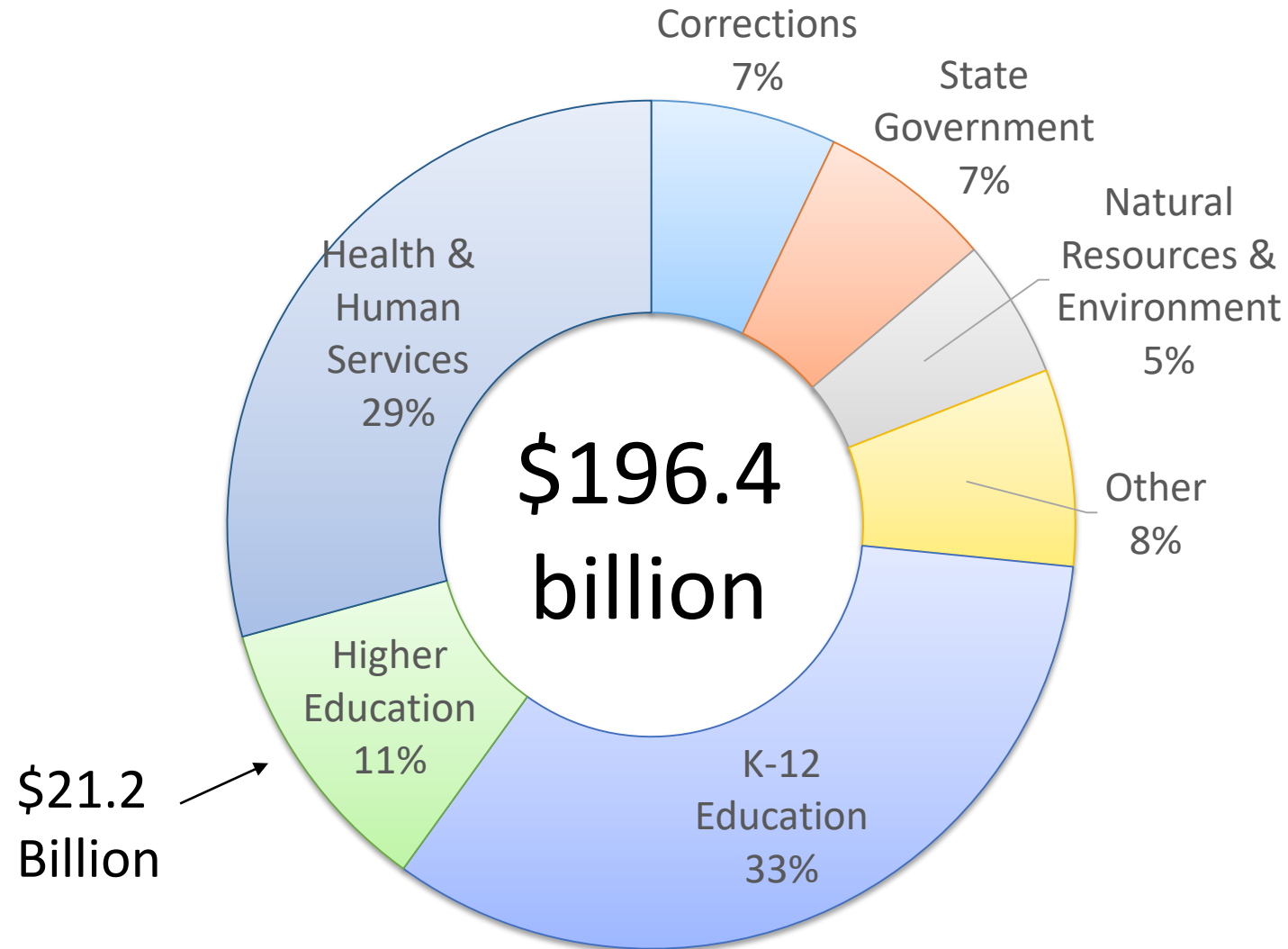
- Base: recurring, ongoing, continues year after year
 - Revenue example: State appropriation
 - Expenditure example: Salary and benefit costs
- One-Time: only available once – once you spend it, its gone
 - CARES/HEERF federal funding
 - Reserves

California State Budget

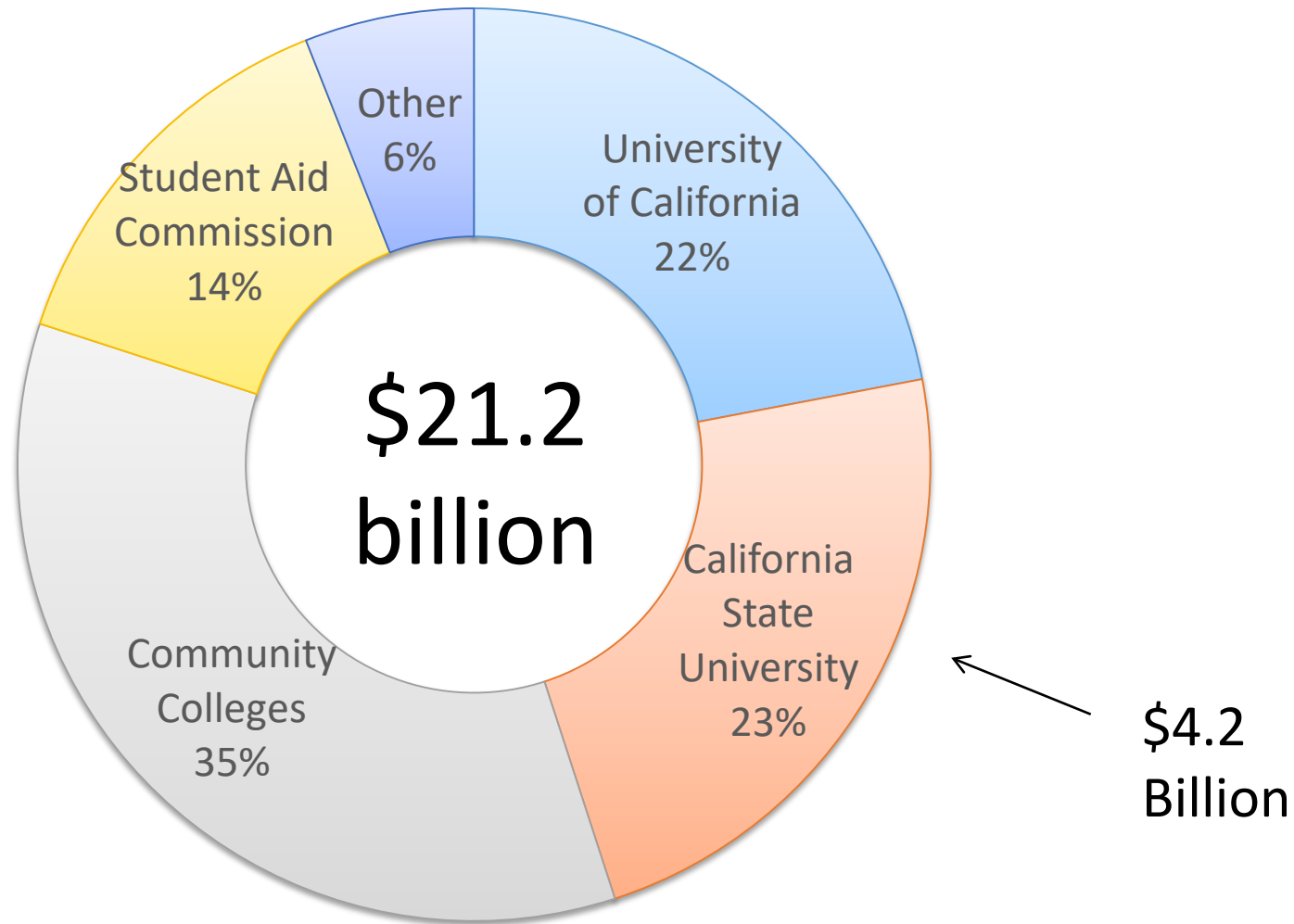
2021-22 State General Fund Revenues



2021-22 State General Fund Expenditures

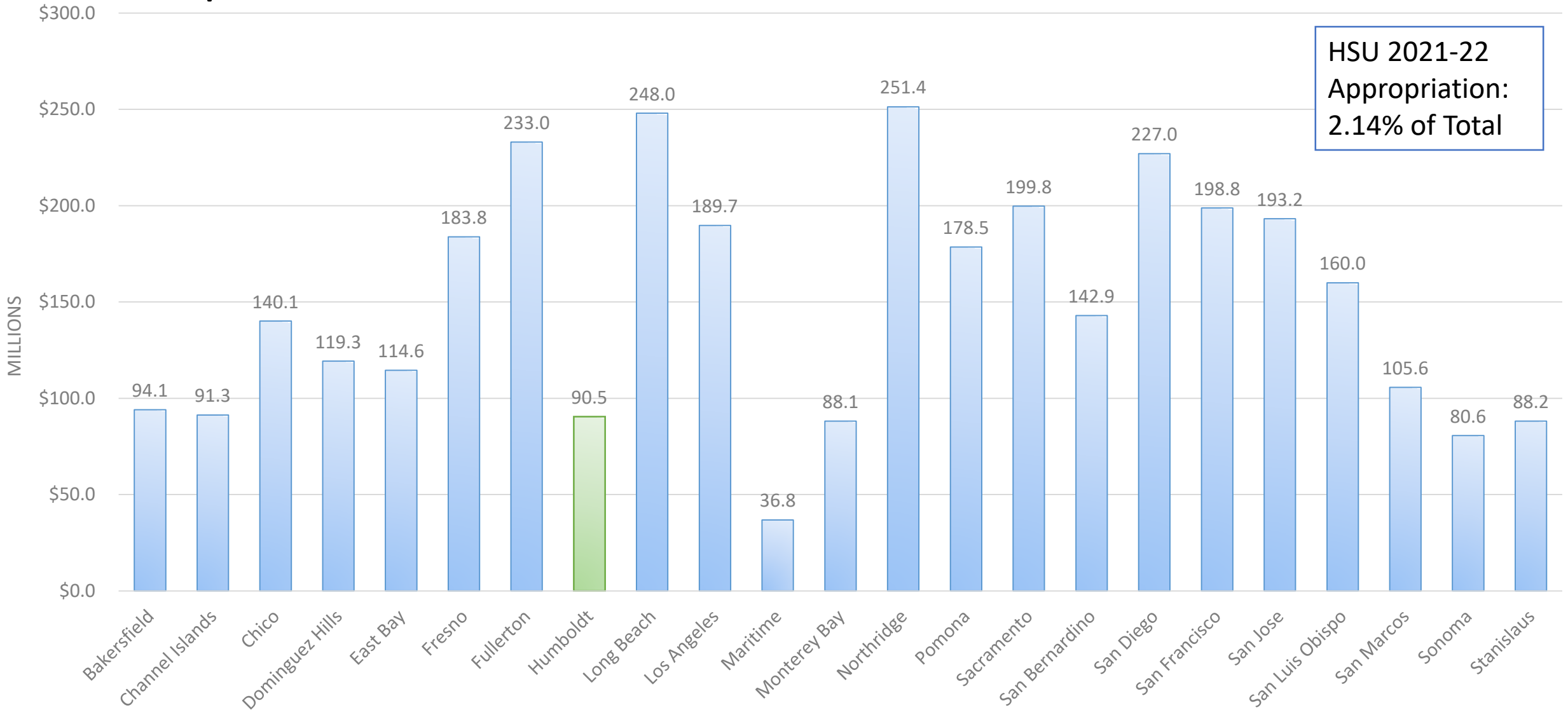


2021-22 Higher Education Budget



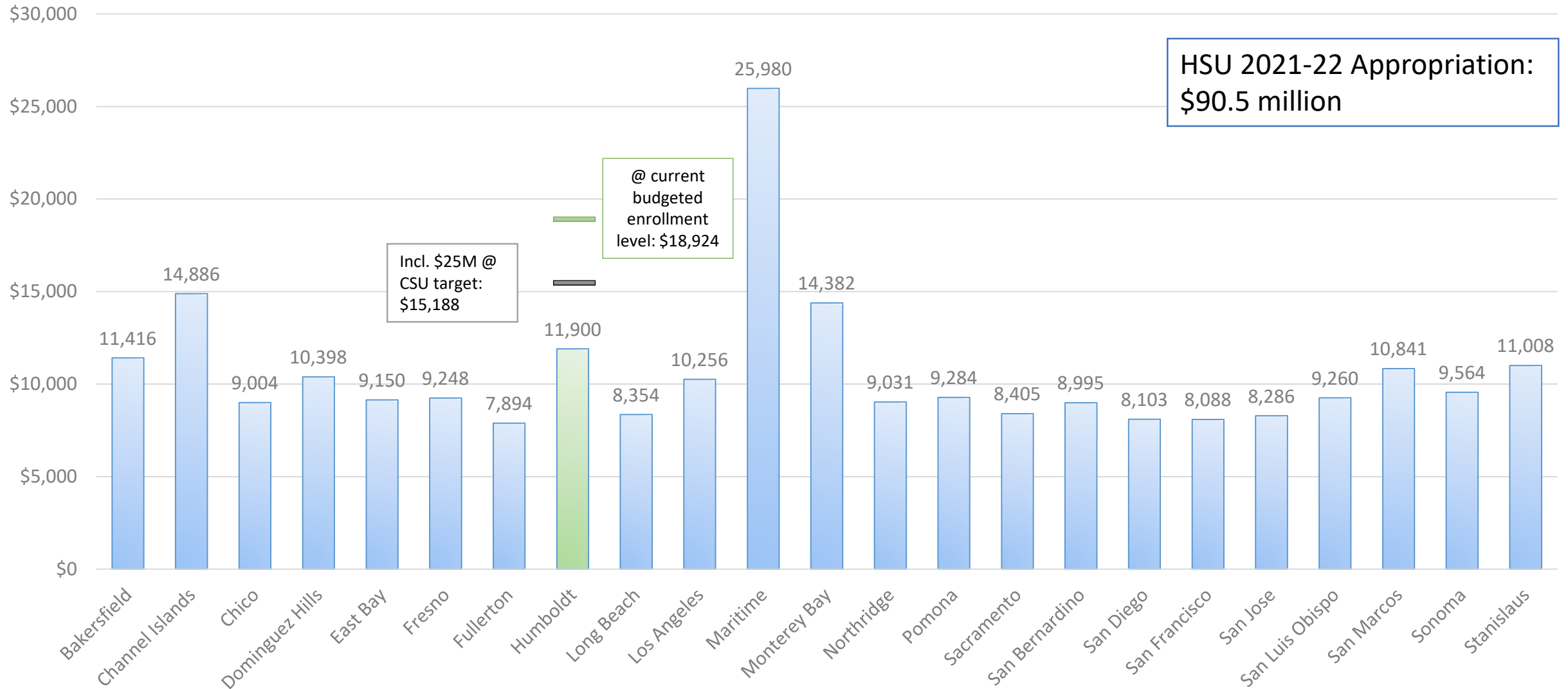
2021-22 CSU State Appropriation Funding by Campus

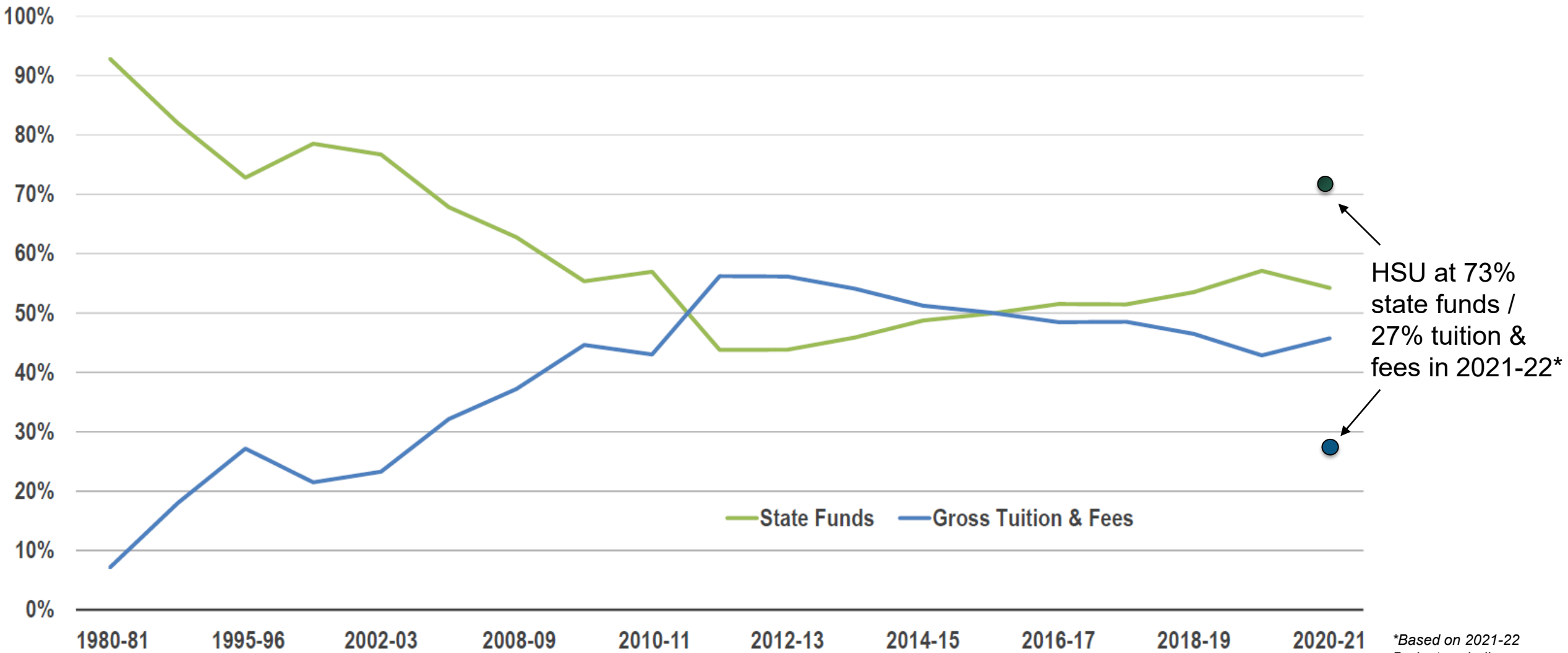
(Source: 2021-22 CSU Budget Memo)



2021-22 CSU State Appropriation Funding per CSU Target FTES

(Source: 2021-22 CSU Budget Memo)





*Based on 2021-22 Budget excluding Misc. Revenue & Cost Recovery

2021-22 Operating Fund Revenue Budget

| Operating Fund Revenue Budget | 2020-21 Base Budget | Estimated Incremental Adjustments | 2021-22 Base Budget |
|--|--------------------------------|--|--------------------------------|
| State Appropriation | 85,580,000 | 4,895,000 | 90,475,000 |
| State Tuition Fee | 30,356,000 | (716,000) | 29,640,000 |
| Non-Resident Tuition Fee | 1,045,000 | (194,000) | 851,000 |
| Materials, Services and Facilities Fee (MSF) | 1,813,000 | (21,000) | 1,792,000 |
| Other Fees & Revenue (MBA Fee, App Fee, Cost Recov, New Sources) | 9,898,455 | 981,349 | 10,879,804 |
| Total Revenue Budget | 128,692,455 | 4,945,349 | 133,637,804 |

State Appropriation Overview +\$4.895M

- Reduction Restoration: +\$5.491M
- Mandatory Costs Funding: +\$1.328M
- GI 2025 Funding: +\$2.242M
- Sweep for System Priorities: -\$2.476M
- PY Retirement/GSI Funding: -\$1.072M
- SUG Adjustment: -\$618K

2021-22 Operating Fund Base Budget Overview

| | |
|---|--------------------|
| Total Revenue Budget | 133,131,946 |
| Expenditure Budget | |
| Total Prior Year Expenditure Budget | 137,674,227 |
| Mandatory Costs | |
| Salary & Benefit Increases (GSIs, min wage, retirement, health, etc.) | (526,716) |
| Maintenance of New Facilities | 206,000 |
| AB 1460 Ethnic Studies Requirement | 533,000 |
| Other Adjustments (SUG, dedicated dept revenue, new sources) | 342,349 |
| Graduation Initiative 2025 | 2,242,000 |
| Base Allocations – Restoration/Strategic Reinvestment | 1,060,000 |
| Base Reductions (\$20M multi-year reduction plan) | (9,143,074) |
| Total Expenditure Budget | 132,712,786 |
| Net Base Budget Surplus / (Deficit) | 925,018 |

Three Year Budget Comparison

| Sources of Funding | 2019–2020 | 2020–2021 | 2021–2022 |
|---------------------------------|--------------------|--------------------|--------------------|
| State Appropriation | 90,719,910 | 85,580,000 | 90,475,000 |
| Higher Education Fees | 40,990,803 | 34,360,803 | 33,429,303 |
| Misc. Revenue & Cost Recovery | 8,588,546 | 8,751,652 | 9,733,501 |
| Total Sources of Funding | 140,299,259 | 128,692,455 | 133,637,804 |

| Expenditures | 2019–2020 | 2020–2021 | 2021–2022 |
|---------------------------|--------------------|--------------------|--------------------|
| Salaries & Benefits | 114,215,973 | 109,421,845 | 101,861,144 |
| Financial Aid | 13,348,930 | 12,697,947 | 12,089,187 |
| Operating Expenses | 15,659,356 | 15,554,435 | 18,762,455* |
| Total Expenditures | 143,224,259 | 137,674,227 | 132,712,786 |

| | | | |
|--|--------------------|--------------------|----------------|
| Base Budget Surplus / (Deficit) | (2,925,000) | (8,981,772) | 925,018 |
|--|--------------------|--------------------|----------------|

*2021-2022 Expenditure Budget Operating Expenses higher due to timing, primarily related to CSU Budget Memo pending allocations for GI 2025 and Ethnic Studies

Budget Considerations

- Enrollment - we are significantly under enrolled (~-35%)
 - Our budget includes \$18M+ in state appropriations to educate students that are not currently enrolled – goal to reach our CSU funded target of 7,603 resident FTES by 2025-26
- Some areas still have structural deficits and unmet needs
- Pandemic and economic volatility
- \$25M Poly funding – huge opportunity, dedicated for Poly
- Growth on the horizon with goal to double enrollment in 7 years
- With the Poly funding, we are less apt to receive funding for other needs from the CO – we are on our own
- Considerable one-time resources this year (HEERF, roll forward, etc.)

2021-22 Operating Fund Expenditure Budget

- [OpenBook](#)
 - By Type of Spending
 - By Organizational Structure
 - By Functional Classification (FIRMS/NACUBO Code)

Academic Senate CSU (ASCSU):

Submitted by Stephanie Burkhalter and Ara Pachmayer, ASCSU Representatives

Welcome back everyone! Your ASCSU senators for this year are Stephanie Burkhalter and Ara Pachmayer. As the senior ASCSU senator, Burkhalter is serving on the HSU Senate Executive Committee and the ASCSU Faculty Affairs Committee. The first ASCSU plenary of AY21-22 takes place 9/2-9/3/21.

During the summer, Burkhalter participated in a half-day “Moving Beyond Bias” training for the ASCSU. The following reports from the ASCSU/Chancellor’s Office were received.

From: csupolicylibrary@lists.calstate.edu <csupolicylibrary@lists.calstate.edu>

Sent: Wednesday, August 4, 2021 2:40 PM

To: csupolicylibrary@lists.calstate.edu

Subject: Notification of Revised CSU Policy: Military Leave Policy

The following CSU policy has been updated with minor format changes and new contact information, and is available in the CSU Policy Library:

[Military Leave Policy](#)

Federal law requires that campuses establish and maintain a policy to accommodate students called to serve on active duty in the Armed Forces of the United States. This policy outlines California State University (CSU) campus responsibilities and student rights established by state and federal law.

The CSU Policy Library provides a simple, comprehensive, and powerful way to quickly find CSU systemwide policies and is available at <https://www2.calstate.edu/policies>

Dear Higher Education Partners:

I am very proud to share that the [Governor’s Council for Post-Secondary Education](#) today released *Recovery with Equity: A Roadmap for Higher Education After the Pandemic*. This report and its interconnected recommendations were developed by the [Recovery with Equity Taskforce](#) which was established in consultation with the Governor’s Council to recast today’s challenges as an opportunity to help California’s economy recover with a post-secondary ecosystem that is more equitable, resilient, coordinated, and aligned with the economic needs of the state.

I hope that you find this report constructive to your efforts to improve California’s higher education and workforce development systems, strengthen our economy, and build a stronger California for All. I look forward to ongoing conversations about the report, and working with you on opportunities to implement the recommendations.

All the best,

Lande

Lande Ajose, Ph.D.

Senior Policy Advisor for Higher Education

Office of Governor Gavin Newsom

e: lande.ajose@gov.ca.gov or: 916.557.5438

Sylvia A. Alva, Ph.D.

Executive Vice Chancellor

CSU Office of the Chancellor

401 Golden Shore, Long Beach, CA 90802

www.calstate.edu

August 4, 2021

MEMORANDUM

TO: CSU Provosts

FROM: Sylvia A. Alva 
Executive Vice Chancellor

SUBJECT: Temporary suspension of an EO 1077 component – Demonstrated field experiences for admission to a credential program

[Executive Order N-25-20 issued by Governor Gavin Newsom](#) establishing emergency measures, as well as the number of California school districts that will continue to engage in online or hybrid modes of instruction, leads the Office of the Chancellor to extend the temporary, limited suspension of one admission requirement in CSU Executive Order 1077 (EO 1077) regarding 45 hours of documented field experience in a K-12 classroom. The temporary suspension of this admission requirement will be continued for the 2021-22 academic year.

If you have questions regarding this temporary suspension, please contact Dr. Marquita Grenot-Scheyer, assistant vice chancellor, Educator Preparation and Public School Programs, mgrenot-scheyer@calstate.edu or (562) 951-4747.

SAA/mgs

- c: Dr. Nathan Evans, Associate Vice Chancellor and Chief of Staff, Academic and Student Affairs
Dr. Robert Keith Collins, Chair, Academic Senate CSU
Dr. Marquita Grenot-Scheyer, Assistant Vice Chancellor, Educator Preparation and Public School Programs
Dr. Alison Wrynn, Associate Vice Chancellor, Academic Programs, Innovations and Faculty Development

CSU Campuses

Bakersfield
Channel Islands
Chico
Dominguez Hills
East Bay

Fresno
Fullerton
Humboldt
Long Beach
Los Angeles
Maritime Academy

Monterey Bay
Northridge
Pomona
Sacramento
San Bernardino
San Diego

San Francisco
San José
San Luis Obispo
San Marcos
Sonoma
Stanislaus

August 31, 2021
President and President's Administrative Team Report to University Senate

Tom Jackson, Jr., President
Sherie C. Gordon, Chief of Staff
Shahrooz Roohparvar, CFO/VP Administration and Finance
Jason Meriwether, VP Enrollment Management
Jenn Capps, Provost and VPAA
Cooper Jones, Executive Director of Athletics and Recreational Sports
Frank Whitlatch, VP Advancement
(Lisa Bond-Maupin, Deputy Chief of Staff, Editor)

Welcome Back from President Jackson

Greetings and welcome to the new academic year. It's exciting to see many of you remotely and on campus, especially our new and returning students who continue to inspire me each and every day. Your determination to continue your educational journey—often while holding a job, volunteering your time, or engaging with the community—speaks volumes to your resilience under extraordinary circumstances.

Supporting your journey as students are our amazing staff, student workers, and faculty. Thank you for all of the ways you continue to provide a positive, meaningful educational experience for our students.

With resilience and a commitment to our mission in mind, the following are a few energizing initiatives. Some are recent and some are ongoing, and all open up critical opportunities for the campus community and the North Coast.

- Progress continues on our effort to become the third **polytechnic university** in the California State University. The State of California approved a \$458 million investment in new academic programs, facilities, additional student housing, and more. A final draft of our prospectus will be submitted to the Chancellor's Office on September 1. The Board of Trustees is expected to make its decision early next year. [You can read the near-final draft here.](#)
- We're also making progress on **HSU's new bookstore, The Campus Store**. Remodeling is now underway for a new location at the former Tri-Counties Bank on the Arcata Plaza with plans for a second location in Old Town Eureka. Expected to open Spring 2022, these stores will carry branded items from HSU, College of the Redwoods, and local high schools. Plus, with the capacity to host events, both venues will be places where our students can connect with each other and engage with the local community.
- Thanks to student feedback on activities spaces, dining, and student programming, we've reimagined the **Student Activities Center** to provide more student centered space for studying, engagement, and programming. The dining experience has been enhanced with more affordable and flexible meal plans and an expanded menu. Wellness and recreational programs have been restructured so they align with intercollegiate athletics.

- In the coming year, **Intercollegiate Athletics & Recreational Sports** will launch or reimagine sports-based opportunities for a richer, more-fulfilling student experience. The focus on increasing participation opportunities for students of diverse backgrounds will also continue our campus-wide focus on building an inclusive and diverse student-body.
- We launched the **silent phase of HSU's first-ever comprehensive campaign**. Because of the initial success of the campaign, the HSU Foundation is on track to raise more than \$9.5 million in donor support. One of those donors is alumnus Dan Phillips ('91, Business and Computer Information Systems), who is the former Chief Technology Officer of Hulu. I'm thrilled to announce that he has committed \$1 million to scholarships for local high school students from Fortuna, Ferndale, South Fork, and South Trinity who attend HSU. For every dollar given to create or support a similar scholarship for graduates of North Coast high schools, Dan and Cindy Phillips will match these gifts, dollar for dollar, up to \$100,000. Please watch for more details about this impactful gift.

It's an important and promising year at HSU and I look forward to gathering in person to officially open the year together when the time is right. Thank you for your work to make HSU great. Have a productive and healthy Fall semester. Go Jacks!

People

The Office of Academic Affairs welcomes two new leaders to their team:

- Dean of the College of Natural Resources and Sciences **Dr. Eric Riggs** ([intro here](#))
- Associate Vice President of Academic Programs **Dr. Carmen Bustos-Works** ([intro here](#))

Dr. Riggs has assumed the Dean role as Dale Oliver moved back to his faculty role this fall semester. Thank you to Dr. Oliver for all of your contributions to CNRS and the university as a whole.

Dr. Carmen Bustos-Works steps in as the Associate Vice President of Academic Programs overseeing curriculum, assessment, and advising as Dr. Mary Oling-Sisay, former Vice Provost, departed HSU in August to assume a Vice Provost position at CSU- San Marcos.

Additionally, the Office of Academic Affairs brought on a number of faculty fellows this academic year to focus on key areas that you all helped to identify as priorities. They include:

- *Advising Fellows*- **Maria Iturbide** (CPS), **Janelle Adsit** (CAHSS), **Erin Kelly** (CNRS)
- *Sustainability Fellow*- **Jennifer Ortega**
- *International Fellow*- **Matteo Dean**
- *LGBTQ+ Equity Fellow* - **Benjamin Graham**

HSU welcomes three new tenure track faculty who joined us this Fall. They are:

- **Dr. Jaclyn Baughman** - Geology - Lithospheric Earth Processes
- **Dr. Stephanie Israel de Souza** - Sociology - Criminal Justice Studies
- **Dr. William Fisher** - Economics - Environmental Economics (formerly a lecturer faculty member)

Inclusive Student Experience

The **University Police Department** is proud to announce the following developments to better serve and partner with the HSU community:

1. Creation of the Community Service Specialist position. This un-armed responder position was created after thoughtful dialogue with students. This position will be a co-responder to specific calls for service across campus and is being recognized as a promising practice: [Humboldt State Implements Hybrid Approach to Campus Safety - Campus Safety \(campussafetymagazine.com\)](https://campussafetymagazine.com).
2. Launch of student intern program. The first intern has been selected from HSU and is working to develop events that foster additional dialogue between students and the local law enforcement community.
3. Establishment of the Campus Safety and Police Committee. Membership has been established and is meeting regularly.
4. Re-launch of the student safety escort program in collaboration with the Dean of Students.

Pride

The **University Police Department** worked with Marcom and a third party vendor to create mockups for new vehicle decals and uniforms. These changes will enhance our image and create synergy with our role as a progressive campus public safety agency.

North Coast Otters - Public Arts Initiative

Two otters from the North Coast Offers-Public Arts Initiative are on display in the Library until September 10th, 2021. They are:

- Na:'ndiyay-ch'e' (return: she [girl] came back [home]) by **Melitta Jackson** (Resource Sharing and Information Specialist, University Library)
- Pay'y sa'ruk! Asikta'vaan - Otter Woman by **Eric Ruiz**.

The PI on the project is **Jeff Black** (Wildlife Management). To learn more about this project, visit <https://otterart.humboldt.edu/>

Campus Culture and Operations

The Office of Academic Affairs hosted over 300 people at **Professional Development Day** with an average of 20 people engaged per session. On a 5 point scale, 40% ranked the day as a 4/5, and 60% ranked it as a 5/5.

Some additional global comments included:

- *Great compendium of topics, and the ZOOM format made it easy to drop in as needed during this VERY busy Friday before classes begin. THANK YOU ALL for your GREAT work!*
- *Highly impressed with this year's PDD!*
- *I liked that the Provost used the space to communicate in a transparent way about her priorities and expectations.*
- *I liked that there were more sessions devoted to the non-teaching part of our work, such as budget and chair role, than there typically are in these training days. It was great to see engaged colleagues.*

Thanks to everyone who attended the **Polytechnic Prospectus Open Forum** on August 26, 2021. If you missed it you can view the recording of the meeting [here](#). Thank you for all of the many contributions from across campus to move this proposal forward.

Innovation

The **University Police Department** installed mobile data terminals in the HSU patrol cars. These terminals will enhance service delivery in the field.

Enrollment Management Report

8-30-2021

Current University Housing Occupancy Compared to Maximum Occupancy

As of **8/30/2021**, the fall 2021 housing occupancy is 1,431 residents, which is 69% occupancy (Table 1.). There are no students currently on waitlists. We have reserved some rooms for the potential need to isolate or quarantine students who test positive for COVID-19.

During the course of the summer, we transitioned single student rooms into double occupancy rooms to accommodate a larger number of students (over 500 at one point) on a waitlist for campus housing. Due to an increasingly limited number of off-campus housing options, our need to open up on-campus spaces became critical.

All students living on campus during the 2021-22 academic year are required to either show proof of a COVID-19 vaccination or to request an exception (based on religious or medical concerns) and take a COVID-19 covid test which will be provided on campus at no cost.

Table 1. Current University Housing Occupancy and Maximum Occupancy

| | |
|-------------------|-------|
| Maximum Occupancy | 2,069 |
| Fall Occupancy | 1,412 |
| Percent of Total | 68% |

Current Orientation Information

Orientation for new freshmen and transfer students occurred from August 2nd through 19th in two parts. Part I was an asynchronous orientation course in which 440 freshmen students and 417 transfer students completed the course. Part II was a synchronous live two-day orientation where an average of 385 freshmen students (highest session 505 students) and an average of 285 transfer students (highest session 371) participated.

Current Enrollment Compared to Projections

Continuing and Returning Students

As of **8/30/2021**, eighty-three percent of continuing and returning students ($n=4,067$) eligible to enroll have registered for fall 2021 (See Table 2). At this point in time last year (for fall 2020), eighty-seven percent of continuing and returning students ($n=4,423$) had registered. In fall 2020 and in Spring 2021, 88%-90% of these students enrolled by the census date. Spring 2021, in particular, had late enrollment by this student type.

New Students

As of **8/30/2021**, a total of 1,756 new students (all applicant types) have registered (See Table 2.) We are seeing a few students withdrawing from HSU due to various reasons that are driven by COVID related impacts. The total new student headcount is slightly behind last fall at this same time at **-8.95%** ($n=173$). This gap will most likely grow as we get closer to the census based on final numbers from prior year, but seems to be stable in terms of our current projections for this year.

- Registered New First-Time Undergraduates (FTUG) students are higher than Fall 2020 at this same time at **+16.27%** ($n=88$).
- Registered New Second Bachelors degree-seeking students are higher than Fall 2020 at this same time at **+52.17%** ($n=8$).
- Our transfers are behind overall from the prior year (Upper-Division **-22.84%** [$n=188$] and Lower-Division **1.80%** [$n=2$]).

Enrollment Management Report 8-30-2021

Table 2. Current Registration, Low/Baseline/High Projection, and Percent of Projection

| | Actual Fall 2021 | Low | | Baseline | | High | |
|-------------------|------------------|------------|-----------------|------------|-----------------|------------|-----------------|
| | | Projection | TD % Projection | Projection | TD % Projection | Projection | TD % Projection |
| Cont./Ret. | 4,082 | 3,646 | 112% | 3,860 | 106% | 4,072 | 100% |
| New | 1,660 | 1,544 | 108% | 1,702 | 98% | 1,880 | 88% |
| Total | 5,742 | 5,190 | 111% | 5,562 | 103% | 5,952 | 96% |

Note. Beginning on 8/30/2021, this table uses actual registration data. These data are subject to change until the student census is finalized.

Spring 2022 is currently running in the background. Currently, our applications are closely mirroring prior years with efforts to encourage in progress applications to submit by tomorrow and through the end of September when the HSU Spring Cycle application closes. Admissions is currently processing 495 Spring 2022 applications.

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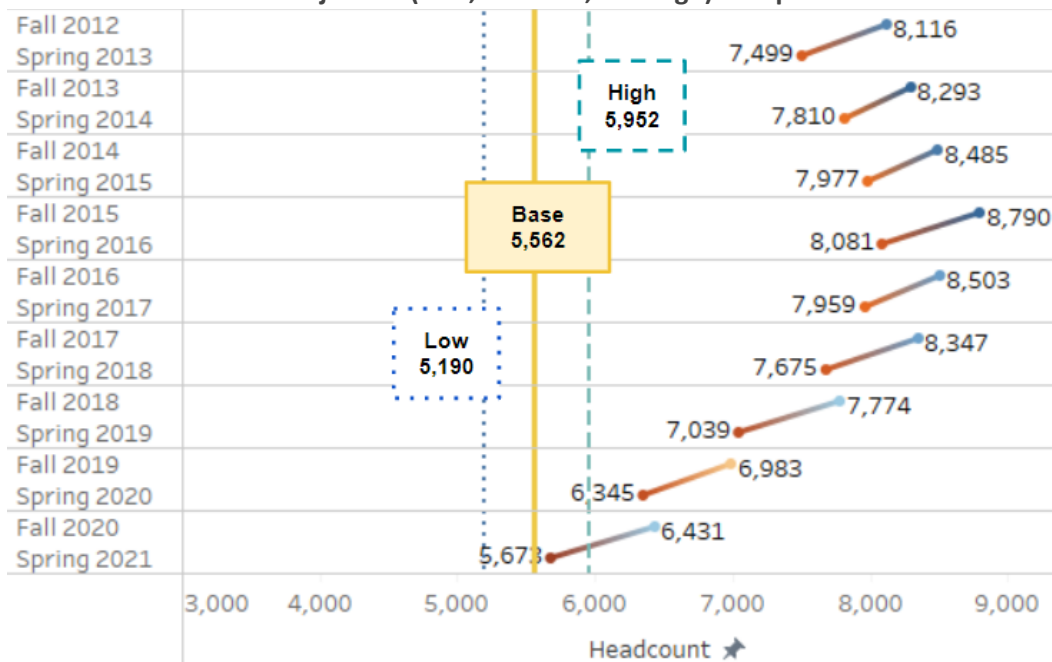
End of new update

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Fall Headcount Enrollment Projection

Headcount refers to a count of unique/unduplicated students. Fall headcount projections support various fall planning activities, such as course offering, housing occupancy projections, etc. Using a projection model of returning and continuing students, EPG estimates that the fall 2021 baseline headcount projection is 5,562, with a possible high of 5,952 and a potential low of 5,190 (Figure 1). This baseline projection includes 3,860 returning HSU students and 1,702 new students (Table 3). Fall 2021 is projected to be 869 fewer students than fall 2020, a decline of approximately 13.5% (Table 4).

Figure 1. Fall 2021 Headcount Projection (Low, baseline, and high) Compared to Past Enrollment



Enrollment Management Report 8-30-2021

Table 3. Detailed Fall 2021 Headcount Baseline Projection by Student Type

| Incoming Student HC: | Fall 2015 | Fall 2016 | Fall 2017 | Fall 2018 | Fall 2019 | Fall 2020 | Fall 2021 |
|------------------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|
| First-time UG | 1,362 | 1,295 | 1,210 | 1,051 | 824 | 545 | 469 |
| Lower-div xfer | 37 | 23 | 48 | 90 | 98 | 113 | 97 |
| Upper-div xfer | 964 | 856 | 930 | 844 | 751 | 859 | 739 |
| Returning UG | 104 | 96 | 103 | 79 | 77 | 109 | 94 |
| Masters | 183 | 201 | 210 | 193 | 178 | 192 | 165 |
| Credential | 127 | 95 | 97 | 97 | 88 | 111 | 95 |
| Second Bachelor | 4 | 6 | 11 | 18 | 8 | 23 | 20 |
| Unclassified PB | 4 | 1 | 1 | 1 | 1 | 1 | 1 |
| Transitory | 31 | 30 | 23 | 29 | 30 | 26 | 22 |
| Total | 2,816 | 2,603 | 2,633 | 2,402 | 2,055 | 1,979 | 1,702 |
| | | | | | | | |
| Continuing Student HC: | Fall 2015 | Fall 2016 | Fall 2017 | Fall 2018 | Fall 2019 | Fall 2020 | Fall 2021 |
| Undergrad | 5,740 | 5,662 | 5,449 | 5,084 | 4,655 | 4,194 | 3,524 |
| Postbac | 234 | 238 | 265 | 288 | 273 | 258 | 337 |
| Total | 5,974 | 5,900 | 5,714 | 5,372 | 4,928 | 4,452 | 3,860 |

Note. Fall 2015-2020 is actual, fall 2021 is projected.

Table 4. Actual & Projected Fall Headcount

| | Fall 2015 | Fall 2016 | Fall 2017 | Fall 2018 | Fall 2019 | Fall 2020 | Fall 2021 |
|---------------------------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|
| Actual HC & Projected HC | 8,790 | 8,503 | 8,347 | 7,774 | 6,983 | 6,431 | 5,562 |
| Change from Previous Year | +305 | -287 | -156 | -573 | -791 | -552 | -869 |

Note. Fall 2015-2020 is actual, fall 2021 is projected.

Annual Resident Full-time Equivalent Students (FTES) Projection

Budget planning led by the [University Budget Office](#) is based on full-time equivalent students (FTES). One FTES is calculated for every 15 units taken by undergraduates or 12 units taken by all other students. The CSU provides funding to campuses based on system-established annual resident FTES targets. HSU's Annual Resident FTES target is 7,603. [Table 5](#) shows that HSU's actual 2020-2021 annual resident FTES was 5,294, 30% below the funded resident FTES target. Figure 2 shows semester to semester change of Resident FTES (rFTES) as a percent of change (in color) and actual rFTES (sparklines).

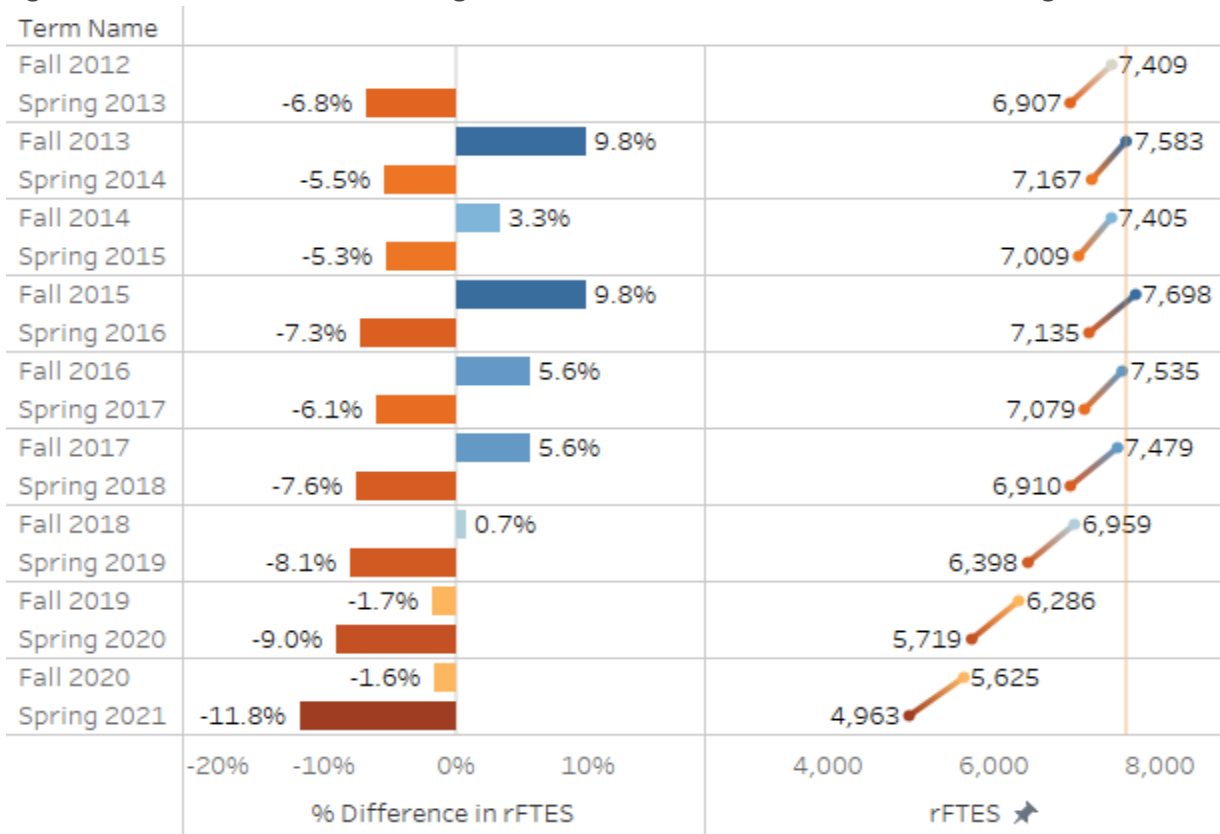
Enrollment Management Report 8-30-2021

Table 5. Actual & Projected Resident FTES to Funded Resident FTES Target

| Resident FTES Total | 2016-17 | 2017-18 | 2018-19 | 2019-20 | 2020-21 | 2021-22 |
|----------------------|---------|---------|---------|---------|---------|---------|
| Annual Resident FTES | 7,307 | 7,194 | 6,678 | 6,002 | 5,294 | 4,706 |
| System Target | 7,603 | 7,603 | 7,603 | 7,603 | 7,603 | 7,603 |
| Target Difference | -296 | -409 | -925 | -1,601 | -2,309 | -2,897 |

Note. 2016-17 to 2020-21 is actual, 2021-22 is projected.

Figure 2. Semester to Semester Change of Resident FTES to Funded Resident FTES Target



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Annual FTES to Revenue Projection Model

In addition to Resident FTES, HSU’s total annual FTES budget includes Western Undergraduate Exchange (WUE) FTES, Out-of-State FTES, and International FTES, which are used to project tuition revenue. The revenue projection model is a complex model that converts FTES to Headcount while incorporating various factors, including average unit loads, student levels, waivers & refunds, etc. [Table 6](#) shows the actual and projected total annual FTES and state tuition.

Table 6. Actual & Projected Total FTES and State Tuition (dollars in millions)

| | 2016-17 | 2017-18 | 2018-19 | 2019-20 | 2020-21 | 2021-22 |
|---------------------------|----------|----------|----------|----------|----------|----------|
| Total Annual FTES | 7,771 | 7,621 | 7,059 | 6,360 | 5,601 | 5,061 |
| State Tuition Revenue | \$44.11m | \$44.84m | \$41.75m | \$37.34m | \$33.86m | \$29.64m |
| Change from Previous Year | -\$1.22m | +\$0.73m | -\$3.09m | -\$4.41m | -\$3.48m | -\$4.23m |

Note. 2016-17 to 2020-21 is actual, 2021-2022 is projected. 2017-18 tuition change reflects rate increase. The 2021-22 budget to budget change in planning is much smaller than the change reflected in this chart, given actual enrollment significantly outperformed the 2020-21 Budget, which was based on total annual FTES of 5,119 and state tuition totaling \$30.36 million.

Course Seat Demand Projection

The [Office of Institutional Research, Analytics, and Reporting](#) provides deans, department chairs, and faculty with course seat demand projections. These projections, found under Academic Planning Resources Reports (<https://irar.humboldt.edu/course-class-plan>), are based on the baseline fall headcount projection. These reports are updated when EPG updates its projections.

Target Fall Headcount and Annual Resident FTES Beyond Fall 2021

Humboldt State University has articulated a clear path forward to meet California State University’s funded target of 7,603 Annual Resident Full-time Equivalent Students (FTES) through our updated Enrollment Management Plan. The keystone for this plan is our proposed Polytechnic status and the new academic programs that support that proposal. Humboldt State University is ready to become the third Polytechnic campus in the California State University system.

By the Fall of 2028, expected enrollment will match our seven-year target of doubling our student headcount from 5,562 students (Fall 2021) to 10,972 students (Fall 2028). On the way to that goal, HSU will reach the CSU Annual Resident FTES target after the 2025-2026 academic year. Table 7 compares HSU’s Annual Resident FTES against the CSU target.

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Table 7. Target Fall Headcount and Annual Resident FTES

| Fall Term | Fall 20 | Fall 21 | Fall 22 | Fall 23 | Fall 24 | Fall 25 | Fall 26 | Fall 27 | Fall 28 |
|------------|---------|---------|---------|---------|---------|---------|---------|---------|---------|
| New 2023 | | | | 460 | 856 | 1,232 | 1,528 | 1,711 | 1,814 |
| New 2026 | | | | | | | 270 | 502 | 719 |
| New 2029 | | | | | | | | | |
| STEM+ | 3,910 | 3,394 | 3,598 | 4,029 | 4,513 | 4,964 | 5,113 | 5,266 | 5,372 |
| Non-STEM | 2,521 | 2,168 | 2,276 | 2,459 | 2,655 | 2,868 | 2,954 | 3,042 | 3,103 |
| Total | 6,431 | 5,562 | 5,874 | 6,948 | 8,024 | 9,064 | 9,864 | 10,521 | 11,007 |
| Target | | 5,562 | | | 8,500 | | | | 11,000 |
| Difference | | 0 | | | -476 | | | | 7 |

| Academic Year | 2020-21 | 2021-22 | 2022-23 | 2023-24 | 2024-25 | 2025-26 | 2026-27 | 2027-28 | 2028-29 |
|--------------------------|---------|---------|---------|---------|---------|---------|---------|---------|---------|
| Actual Ann. Res FTES | 5,294 | 4,706 | 4,983 | 5,894 | 6,806 | 7,689 | 8,368 | 8,925 | 9,338 |
| CSU Target Ann. Res FTES | 7,603 | 7,603 | 7,603 | 7,603 | 7,603 | 7,603 | | | |
| Difference | -2,309 | -2,897 | -2,620 | -1,709 | -797 | 86 | | | |

Note. STEM+ is not the same as STEM. STEM+ is a special grouping of departments just for polytechnic purposes.

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Frequently Asked Questions

What do you mean by unduplicated headcount?

When a student double majors, it creates an instance where one human is enrolled and paying fees; however, both majors/departments/colleges will need to appear to have enrolled a whole student. This creates a duplicated headcount. Unduplicated headcount counts a student only once, regardless of major. Additionally, when calculating full-time equivalent students (FTES), every 12 units taken by students working on a Master's degree or 15 units taken by all other students counts as one FTES.

How does the enrollment projection model work?

The projection model is in its third iteration. This edition calculates the likely number of students in each of the five class levels in projected fall terms by applying a [state-transition matrix](#) to the number of enrolled students in each of the class levels from the previous fall term. The matrix is generated by aggregating a predefined number of previous known fall terms. Incoming students are projected by applying a user-entered growth rate to the last known incoming student population. Students entering the intermediate spring term are projected using a similar process.

What's the difference between a target and a projection

- A projection uses a mathematical model of existing data to make a “best guess or forecast” of what something will be. For this report, we used a state-transition matrix model to project enrollment counts. A target, however, is aspirational. Targets in this report represent a goal. From that goal, a model was developed to show a scenario in which that goal could be achieved. The main difference is that a projection attempts to “guess or forecast” the end result, whereas a target states what the end results should be.

How do I Contact the Enrollment Projection Group

- Enrollment projections <enrollment-projections@humboldt.edu>

Who is part of the Enrollment Projection Group (EPG)

- Amber Blakeslee, University Budget Director (*Co-chair*)
- Michael Le, Interim Director, Institutional Research, Analytics, and Reporting (*Co-chair*)
- Simone Aloisio, AVP of Faculty Affairs
- Clint Rebik, University Registrar
- Steven Ladwig, Associate Director of Admissions
- Pedro Martinez, Director of Admissions
- Sky McKinley, Analyst/Programmer, Institutional Research, Analytics, and Reporting
- Jason Meriwether, Vice President Enrollment Management
- Peggy Metzger, Director for the Office of Financial Aid
- Stephen St. Onge, Interim Associate Vice President of Student Success
- Patrick Orona, Budget Analyst and Reporting Specialist
- Eboni Turnbow, Dean of Students