University Budget Committee

Thursday, August 27, 2026

UBC meeting attendees: Please ensure your full name shows onscreen

- Please use the “raise hand” function for questions during Q&A
- We’ll do our best to address questions posted in the Chat
- Public forum begins approximately 11:40 AM
- Today’s presentation will be posted to the UBC webpage

Next UBC meeting: Thursday, September 24, 2026 from 10AM – 12PM

Welcome

UBC Co-Chairs:

Jeff Wilson
CFO & Vice President
Administration & Finance

Amy Sueyoshi
Provost & Vice President
Academic Affairs

Today's UBC Meeting Agenda

1. Agenda Review/Office Hours/How to reach UBC	UBC co-chairs
2. Member roll call/New Member welcome/Minutes approval	UBC co-chairs
3. President's Remarks	Lynn Mahoney
4. 2026-2027 Budget Update	Jeff Wilson / Elena Stoian
5. SFSU Budget 101	Genie Stowers / Danny Gabriner
(Break) --- (5 mins.)	
2. Satellite Campus Updates (RTC, DTC)	Amy Sueyoshi / Michael Scott
3. Cost of Instruction and VSIP final	Michael Scott
4. Public Forum	ALL

How to reach UBC to share any feedback:

UBC Meetings

Attend and Participate; ask clarifying questions, share your knowledge

UBC Office Hours

Drop into UBC peer-hosted Office Hour on **Fridays** after UBC

tomorrow

By Email

ubc@sfsu.edu

Emails are shared with UBC Steering Committee for their consideration

Personally

Reach out to a member so they can share their experience and can bring feedback for UBC

UBC Webpage

https://adminfin.sfsu.edu/ubc

Click on the Button

Feedback and Questions

to share any comments or feedback

UBC “Office Hours”

Members of the University Budget Committee (UBC) invite you to drop into UBC Office Hours to provide your feedback on meeting presentations, suggest topics for future meetings or discuss university budget-related questions with your peers.

This is an opportunity to dialogue directly with your UBC member-representatives.

UBC OFFICE HOURS via Zoom
(tomorrow) **Friday, August 28, 2026**
Faculty & MPP: 11:00 AM – 12:00 PM
Staff: 11:00 AM – 12:00 PM

RSVP to: ubc@sfsu.edu

Office Hours take place via Zoom

UBC Membership Updates:

New UBC members:

Students: Olivia Razaiarivelo, Associated Students President
Keith Benedict, Associated Students VP of Finance

Faculty: Tiffany O'Shaughnessy, College of Health & Social Sciences

Staff: Isabel Seiden, College of Professional and Global Education
Mike Young, Student Affairs and Enrollment Management

College Business Officer: Larry Low, Lam Family College of Business

Vice President: Anjali Billa, interim Vice President of University Advancement

* **One UBC Faculty member seat is open**: Election via Academic Senate. Email ubc@sfsu.edu for a nomination form.

Thank you to all former UBC members for their service:
Special thanks to long-serving UBC member Michael Goldman for all his contributions to UBC.

UBC 2026-2027 Steering Committee Members:

Faculty:	Genie Stowers, CHSS
Staff:	Daniel Paz Gabriner, CoES/Academic Resources
Student:	Keith Benedict, AS VP of Finance
Senate Chair:	Jackson Wilson, Academic Senate
Dean:	Alex Hwu, CPaGE
UBC Co-Chairs:	Jeff Wilson, CFO & VP and Amy Sueyoshi, Provost & VP
UBC Advisory:	Elena Stoian, Exec. Director of Budget Administration & Operations Michael Scott, VP of Academic Resources

- **UBC Member roll call**
- **Approval of Minutes from May 2026 meeting**

President Lynn Mahoney

Q&A

- From UBC members
- From meeting guests

2026-2027 Budget Update

Jeff Wilson, Vice President & CFO, Administration & Finance

Elena Stoian, Executive Director, Budget Administration & Operations

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University Budget Update

Jeff Wilson, Vice President & CFO and Elena Stoian, Executive Director, Budget Administration

August 27, 2026

State Budget at a Glance

$ in billions unless noted

TOTAL STATE FUNDS
$351.7
All state funds

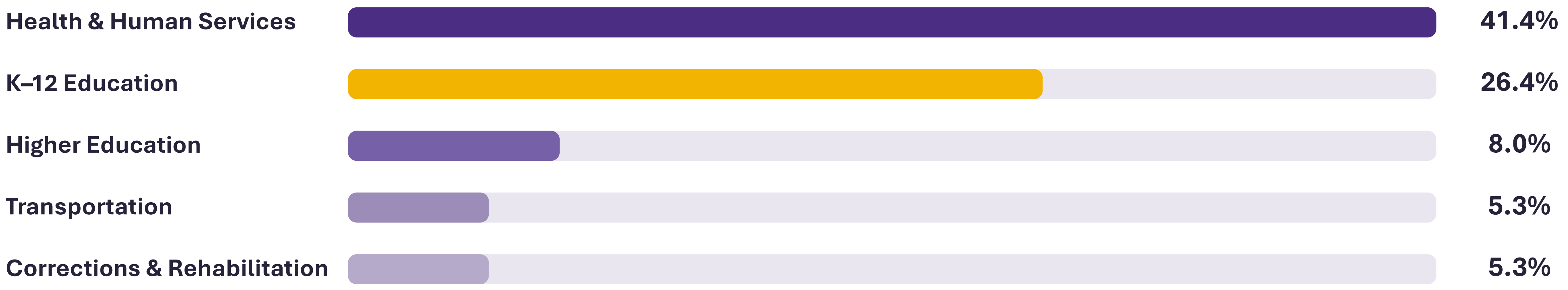
GENERAL FUND
$251.5
Largest state funding source

BALANCED BUDGET
$0 deficit
2026–27 and 2027–28

FISCAL CUSHION
~$30
Combined reserves; >$35 incl. holding accounts

Where state dollars go

Largest shares of total state funds



KEY TAKEAWAY

California enters 2026–27 with a balanced budget and substantial reserves, but the plan remains deliberately cautious amid economic and federal uncertainty.

Sources: California 2026–27 Enacted Budget; Governor's Office, June 29, 2026.

CSU State Funding: Final State Budget (Aligns with January Proposal)

State Budget - CSU Funding

2024–2025

FINAL

ONGOING:

+ $240M Increase
(Year 3 Compact)

$0M Reduction

ONE TIME:

- $75M Reduction

2025–2026

FINAL

ONGOING:

$0 Increase
(Year 4 Compact)

- $143.8M Reduction

**Offered zero-interest loan to offset deferral*

2026–2027

FINAL

ONGOING:

+ Restoration of $143.8M reduction

+ $100.9M Increase
(Partial Year 4 Compact)

+ $264.8M Increase
(Full Year 5 Compact)

ONE TIME:

+ Offered a second
$143.8M interest-free loan.

KEY TAKEAWAY

The Final State Budget continues the CSU's multi-year compact, restoring prior reductions and delivering a total of $505.9M in base funding growth for 2026–2027.

$509.5M

TOTAL BASE FUNDING INCREASE FOR 2026–2027

How University Resources Are Structured

The General Operating Fund supports core university operations; other activities are funded and managed through distinct sources.

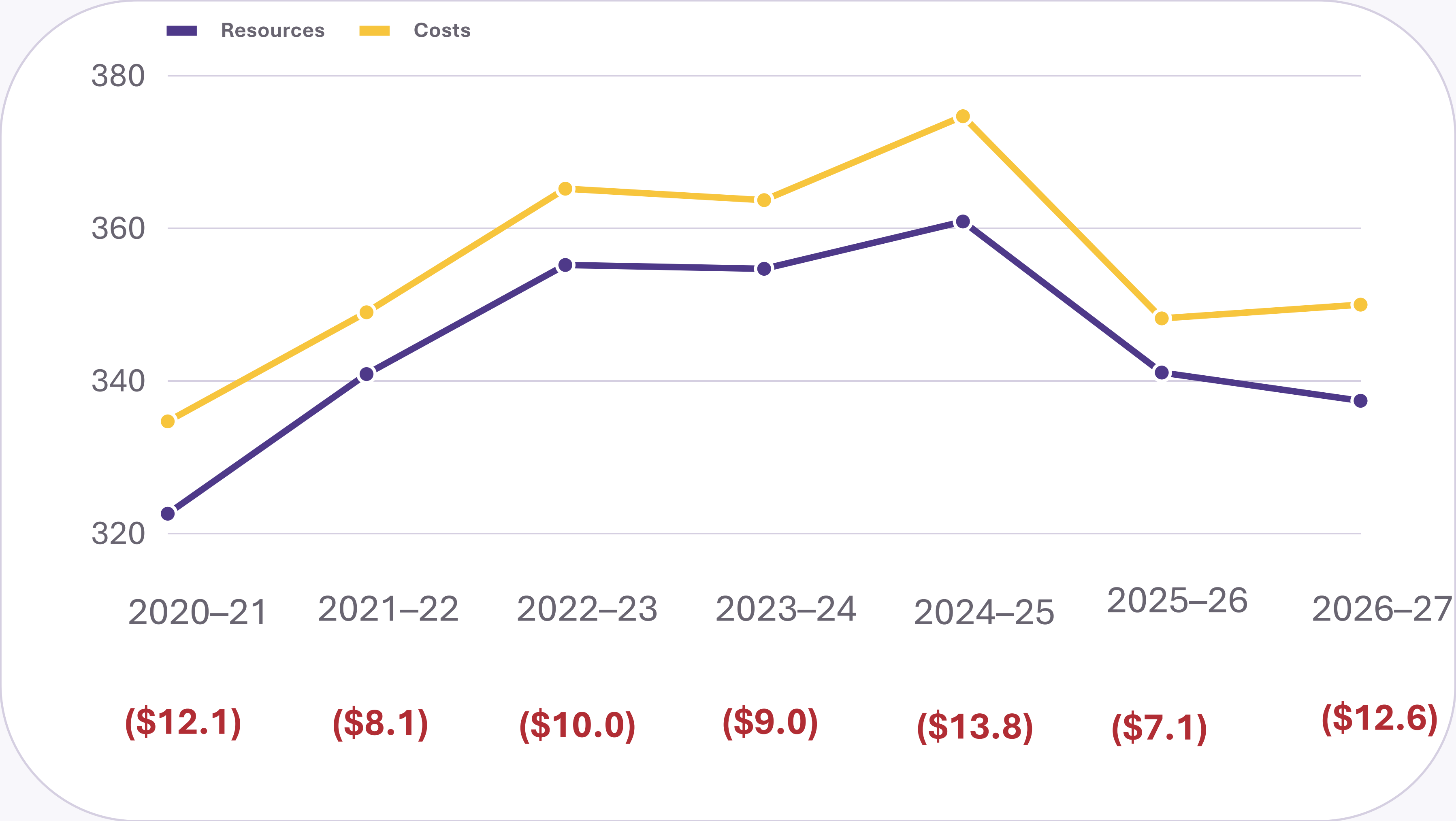
General Operating Fund

Primary funding for instruction and core operations

- Capital Construction & Improvements
- Self-Support Activities
- Student Fee-Supported Activities
- Grants & Contracts
- 501(c)(3) Auxiliaries

General Operating Fund Budget

Resources have remained below costs in each year shown, creating a persistent operating deficit.



2026–27 BUDGET $ in millions

$12.6M

PROJECTED DEFICIT

Resources	$337.3M
Costs	$349.9M

KEY TAKEAWAY

The structural gap narrows and widens but does not close.

General Operating Fund Budget – Resources

$ in millions

	2020–21	2021–22	2022–23	2023–24	2024–25	2025–26	2026–27
State Appropriation	$179.8	$198.5	$224.9	$232.5	$239.2	$216.4	$210.7
Tuition & Fees, net	130.3	130.6	121.1	112.1	111.1	111.7	113.7
Other Revenue	12.4	11.7	$9.1	10.0	10.5	12.8	12.8
TOTAL RESOURCES	$322.5	$340.8	$355.1	$354.6	$360.8	$340.9	$337.2

KEY TAKEAWAYS

- Since 2020–21, State Appropriation has increased by 17.2%.
- Since 2020–21, Tuition & Fees have decreased by 12.7%.

General Operating Fund Budget

From FY2025–26 to FY2026–27 Base Resources

$ in millions

FY2025–26 BASE RESOURCES

$340.9M

Starting point for FY2025–26 base resources

−$10.4M

Reallocation plan (5%)

DECREASE

−$1.6M

2025–26 General Fund Adjustment

DECREASE

+$4.7M

2026–27 General Fund Adjustment

INCREASE

+$1.9M

Tuition & Fees, Net

INCREASE

+$1.7M

Other Revenue

INCREASE

FY2026–27 BASE RESOURCES

$337.2M

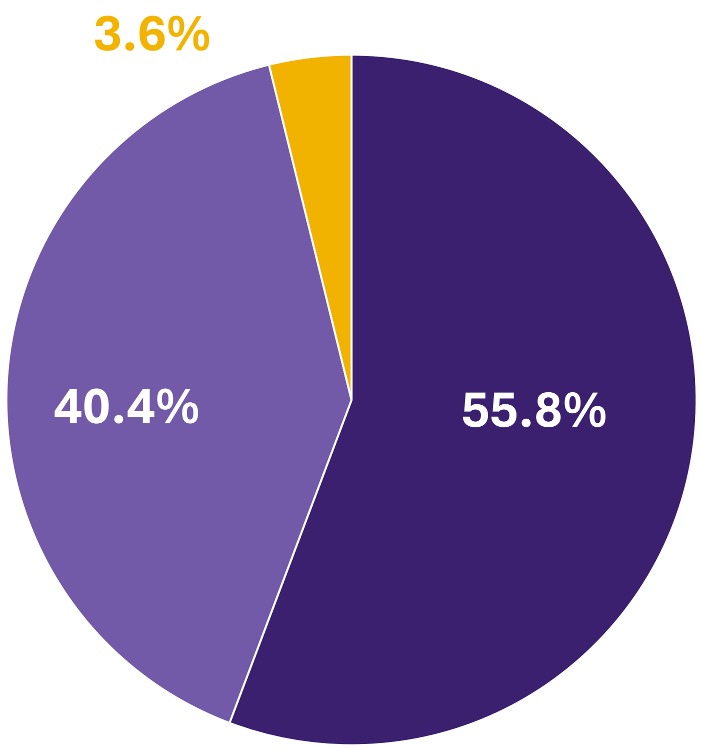
Resulting FY2026–27 base resources

Base resources decreased $3.7 million (1.1%) from $340.9M to $337.2M.

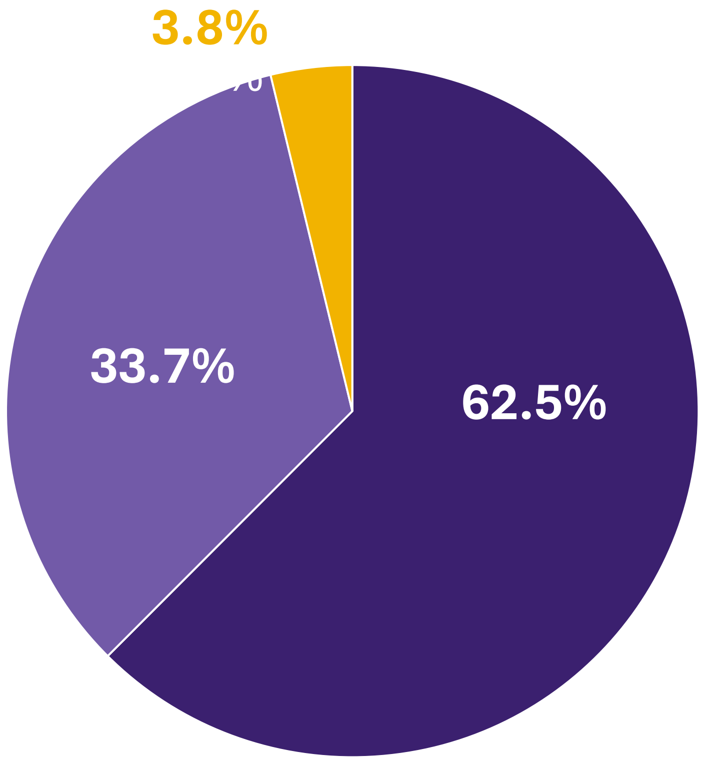
Reductions total **$12.0M** while positive adjustments total **$8.3M**. The positive adjustments do not fully offset the reductions.

General Operating Fund Budget – Resources

2020–21



2026-27

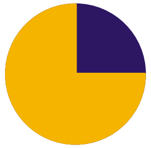


KEY TAKEAWAY: Resource mix has shifted from Tuition & Fees to State Appropriation since 2020-21.

General Operating Fund Budget – Costs

$ in millions

Component	2020–21	2021–22	2022–23	2023–24	2024–25	2025–26	2026–27
Salaries + Wages	$201.3	$210.7	$218.8	$221.0	$216.4	$205.1	$198.7
Benefits	102.0	106.0	116.6	114.5	116.7	100.0	105.6
Other Expenses	31.3	32.2	29.6	28.0	41.6	43.0	45.6
Total	$334.6	$348.9	$365.1	$363.6	$374.7	$348.1	$349.9



COMPENSATION DRIVES THE BUDGET

Compensation (salaries, wages, benefits) accounted for **90.6%** of the budget in 2020–21 and **87.0%** in 2026-27.

OTHER EXPENSES ARE INCREASING

Since 2020–21, other expenses have increased by **$14.3 million** or **45.7%.**

KEY TAKEAWAY: **Compensation costs have remained essentially flat since 2020–21, while other expenses have increased.**

General Operating Fund Budget

From FY2025–26 to FY2026–27 Base Costs

$ in millions

FY2025–26
BASE COSTS

$348.1M

Starting point for
FY2025–26
base costs

+$4.2M

Mandatory
Cost Increases

INCREASE

+$8.7M

2024–25 State
Retirement
Benefits

INCREASE

−$11.0M

Divisional
Cost Reductions

DECREASE

=

FY2026–27
BASE COSTS

$350.0M

Resulting
FY2026–27
base costs

Base costs increase $1.9 million (0.5%) from $348.1M to $350.0M.

Cost increases total **$12.9M**, driven by mandatory cost increases and state retirement benefits, which were largely offset by **$11.0M** in divisional cost reductions.

General Operating Fund Budget

FY2026–27 Budget Summary

$ in millions

BASE RESOURCES	−	BASE COSTS	=	OPERATING DEFICIT	→	USE OF ONE-TIME RESERVES	→	REQUIRED BALANCED BUDGET
$337.2M		$349.9M		($12.7M)		$12.7M		$0.0M
Total resources available to fund operations.		Total costs to support university operations.		Resources minus costs result in an operating deficit.		Use of one-time reserves closes the operating deficit.		Balanced budget achieved.

One-time reserves balance the 2026–27 budget while the University continues to address the structural operating deficit.

General Operating Fund Costs Remain at ~$350M

$ in millions

Division	2022–23	2023–24	2024–25	2025–26	2026–27
AA	$247.6	$239.7	$244.5	$219.6	$216.2
A&F	56.3	56.0	56.1	53.4	29.5
EM*	—	—	—	—	18.3
OP	2.2	2.2	2.5	2.4	2.5
SA	31.0	31.9	33.8	31.1	13.8
UA	9.7	10.2	11.3	10.8	11.2
UW	18.3	23.6	26.5	30.8	29.8
Subtotal	**365.1**	**363.6**	**374.7**	**348.1**	**321.3**
SFBRN*	—	—	—	—	28.6
Total	**$365.1**	**$363.6**	**$374.7**	**$348.1**	**$349.9**

Note: Amounts may not add due to rounding.

General Operating Fund Costs Remain at ~$350M

% of total costs

Division	2022–23	2023–24	2024–25	2025–26	2026–27
AA	67.8%	65.9%	65.3%	63.1%	61.8%
A&F	15.4%	15.4%	15.0%	15.3%	8.4%
EM	—	—	—	—	5.2%
OP	0.6%	0.6%	0.7%	0.7%	0.7%
SA	8.5%	8.8%	9.0%	8.9%	3.9%
UA	2.7%	2.8%	3.0%	3.1%	3.2%
UW	5.0%	6.5%	7.1%	8.8%	8.5%
Subtotal	100.0%	100.0%	100.0%	100.0%	91.8%
SFBRN	—	—	—	—	8.2%
Total	**100.0%**	**100.0%**	**100.0%**	**100.0%**	**100.0%**

Note: Amounts may not add due to rounding.

Q & A

- From UBC members
- From meeting guests

SFSU Budget 101

Genie Stowers, UBC Faculty Member
Public Affairs & Civic Eng/College of Health & Social Sciences
Danny Gabriner, UBC Staff Member
Institutional Research Analyst, Academic Resources

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UNIVERSITY BUDGET COMMITTEE

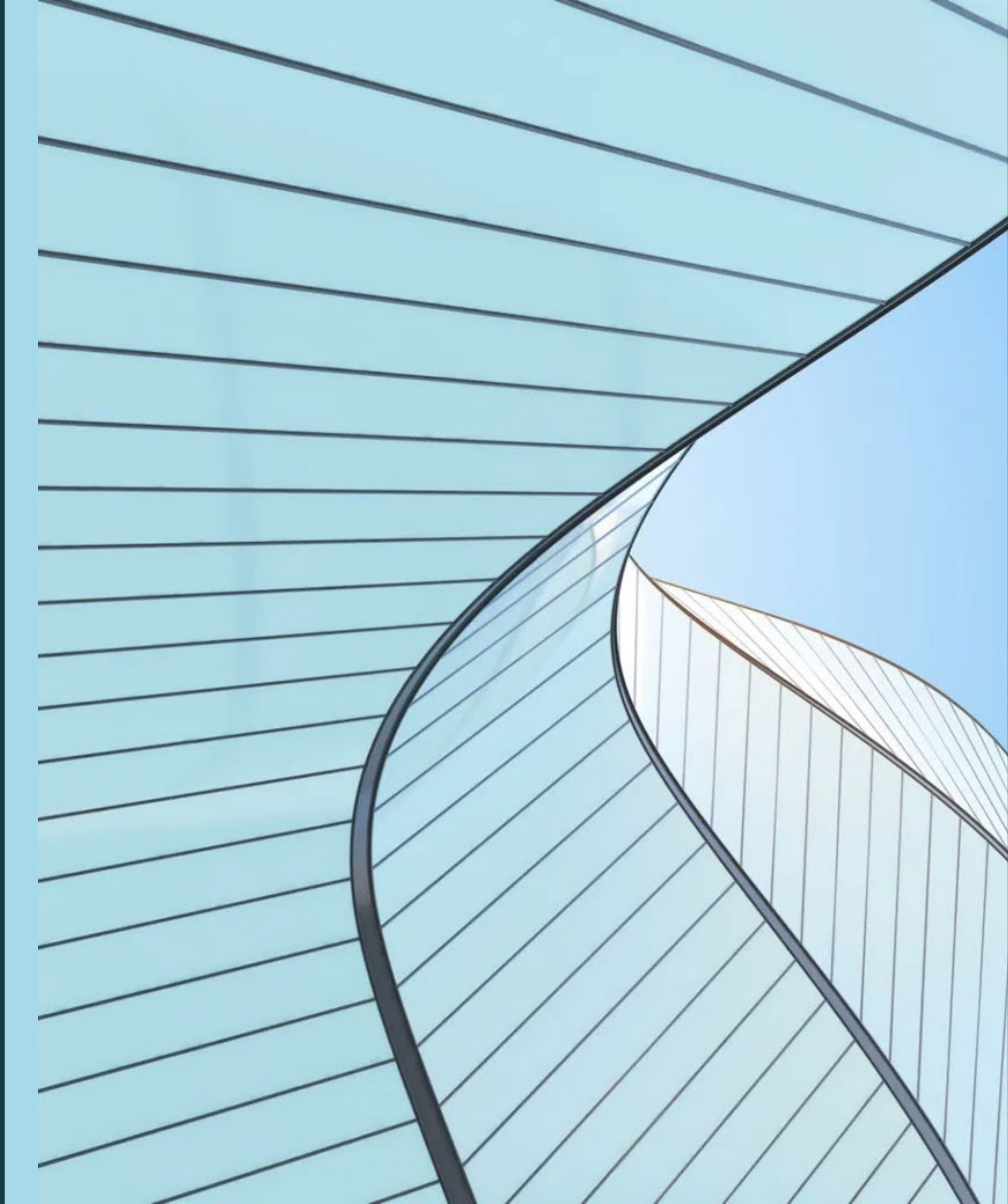
UBC 101

A practical introduction to the University Budget Committee

PRESENTED BY

Danny Gabriner

Genie Stowers



The University Budget Committee

The University Budget Committee (UBC) is *the* place on campus to get your budget questions answered and to express your own views on University fiscal matters.

How You Can Use UBC

Six practical ways to learn, ask, contribute, and stay informed

1. **Understand UBC**
   First, what is the UBC?

2. **Explore the University Budget**
   Learn how it works on the UBC website.

3. **Follow budget updates**
   Learn about State, CSU, and SF State updates.

4. **Ask and comment**
   Be able to ask questions and make comments.

5. **Bring forward issues**
   Have issues you care about explained.

6. **Have a voice**
   Provide a voice to UBC decisions.

What Is the UBC?

How the committee listens, learns, and helps shape fiscal discussion

A shared campus space for fiscal questions and dialogue

Campus committee
Hears and discusses campus fiscal issues.

Representative membership
Faculty, staff, students, and administrators elected by their constituencies.

Participation
Members and non-members can speak at designated times.

Monthly meetings
Meets monthly on Zoom, with current fiscal issues and budget updates presented.

Working groups
Addresses important fiscal issues on campus, such as chargebacks.

Agenda-setting
Agendas are set by a Steering Committee elected each fall.

Follow the Budget Conversation

Use UBC materials, planning documents, and CSU data together

1

Explore UBC

Read current UBC materials, meeting dates, past presentations, and minutes.

Use the Topical Index to locate earlier conversations.

UBC website & Topical Index

2

Track planning

See how the Operating Budget is developed through the annual Planning Schedule.

Review Budget Planning Assumptions as the process moves forward.

SF State Budget Process

3

Explore system data

Use the CSU Financial Transparency Portal to examine revenues, expenses, funds, balances, and reserves.

CSU Financial Transparency Portal

Together, these resources connect campus discussion, budget planning, and systemwide financial performance.

Learn About Proposed Budgets, New Information, and Updated Plans

Meetings, public comment, and Office Hours each create a place to learn and engage

1

At UBC meetings

President Mahoney's comments open most UBC meetings.

Presentations at each meeting share new information and updated plans.

2

During public comment

Ask questions of the President or any other presenter.

Make comments during the public portion of each meeting.

3

At UBC Office Hours

Meet the day after each UBC meeting—staff and faculty sessions—to ask questions.

Propose topics or make comments.

Where To Ask Questions, Deliver an Opinion, or Propose a Solution

Four practical channels for participation in the UBC process

1

UBC meetings
After each item, there is time for UBC member and public comment.
Ask questions or propose a solution then.

2

UBC Office Hours
Ask how something works, provide a solution, or request an item be put on the UBC agenda.

3

Website feedback
Use the UBC website feedback feature to submit a question or comment.
adminfin.sfsu.edu/university-budget-committee-0

4

Email UBC
Email the UBC directly. Your content will be delivered to the Steering Committee.
ubc@sfsu.edu

Additional Resources

Reference links for UBC materials, planning, and CSU financial performance

UBC MEETINGS & MATERIALS

University Budget Committee website

Past presentations, approved minutes, meeting dates, and related UBC materials.

adminfin.sfsu.edu/university-budget-committee-0

TOPIC FINDER

UBC Topical Index

Locate earlier discussions, presentations, and meeting topics across the UBC archive.

sfsu.box.com/s/1w6ywkeldt4h3e09niojretu1eh5mtdy

PLANNING RESOURCES

Budget Process: Operating Budget

Planning Schedule and Budget Planning Assumptions for the annual operating-budget process.

budget.sfsu.edu/node/5/

CSU FINANCIAL PERFORMANCE

CSU Financial Transparency Portal

Explore CSU revenues, expenses, operating funds, balances, reserves, and cash information.

calstate.edu/csu-system/transparency-accountability

External links may change; access date: August 2026.

Questions or comments?

UBC website · ubc@sfsu.edu

Q & A

- From UBC members
- From meeting guests

5 Minute Break

Satellite Campus Updates

Amy Sueyoshi, Provost & Vice President, Academic Affairs
Michael Scott, Vice Provost for Academic Resources, Academic Affairs

Academic Resources

Downtown Campus and Romberg Tiburon Campus Updates

University Budget Committee | August 27, 2026

SFSU Downtown Campus History

From the 425 Market launch to the end of the Westfield lease

1993

Downtown Center opens
College of Extended Learning opens at 425 Market.

2005

Westfield lease signed
15-year lease for 125,000 sq. ft. at 835 Market.

2007

Westfield campus opens
Downtown Campus opens in December 2007.

2021

Original lease expires
Lease ends December 31, 2021.

FINAL-YEAR WESTFIELD RENT	WESTFIELD FOOTPRINT	UNITS HOUSED DOWNTOWN
$5.14M	**125K sq. ft.**	**5 units** CPaGE, LFCoB, PACE, HEI, & CREGS

SFSU had a broad downtown footprint that was gradually reduced through subleases and later relocations. Health Equity Institute (HEI) and the Center Center for Research & Education on Gender and Sexuality (CREGS) had dedicated office space at Westfield in addition to CPaGE, LFCoB, and PACE

Downtown Campus: Smaller, More Targeted Footprint

Westfield was replaced by a sequence of smaller spaces, ending with LFCoB at UC Law

Footprint by location

Annual rent in last year / current lease year

Westfield Center
835 Market St. lease

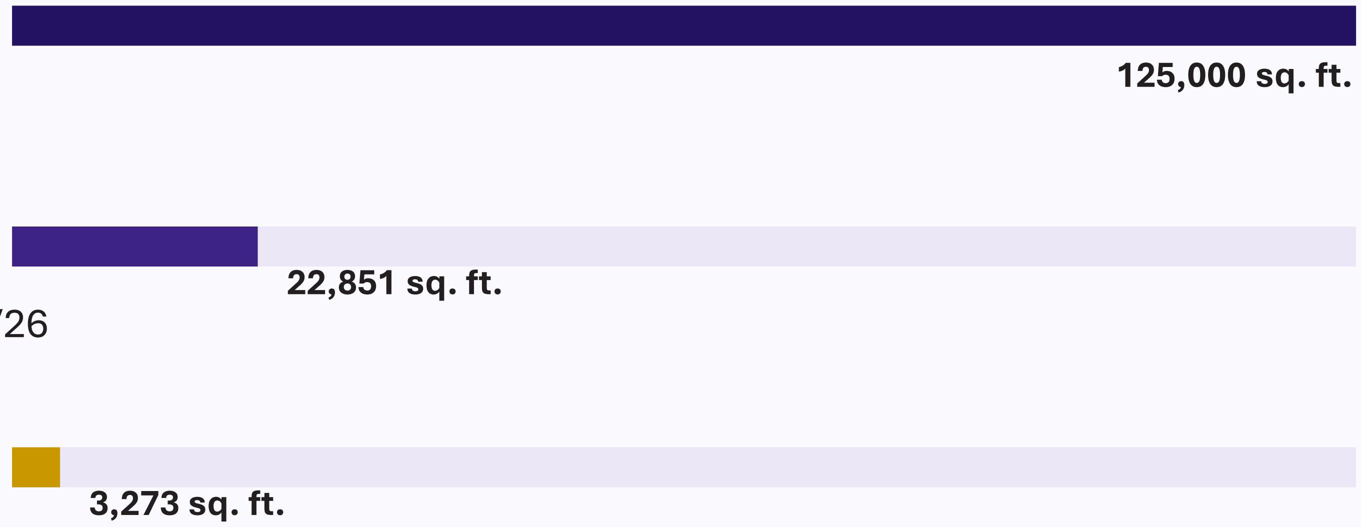
$5.14M

UC Berkeley sublease
160 Spear St. floors 5 + 12
Lease term 1/1/22 - 6/30/26

$928.8K

UC Law lease
200 McAllister St.
New lease July 1, 2026

$208K



CPaGE returned to the main campus in 2024 when SEIC opened and the University vacated the 12th Floor of Spear St. The rent was cut in half but still too costly.   Academic Affairs had to supplement MBA fee

PACE returned to Holloway this summer.

LFCoB is now the only downtown unit, located at UC Law under a five-year lease running 7/1/26–6/30/31.

Romberg Tiburon Campus Closure Update

Operational closeout, relocation support, and ongoing search for a long-term home

Jan. 2025

Closure announced
Public announcement initiated the transition process.

2025–26

Foundation discussions
A foundation explored taking over the site; no agreement was reached.

Sept. 30, 2026

AA operations end
Academic Affairs ceases operations at RTC.

Dec. 31, 2026

Final vacate
Facilities completes cleanup and exits the site.

DEDICATED CLOSURE LEAD	RESEARCH FACILITY	CLOSURE SUPPORT
Coordinator	**53 acres**	**$880K**
On-site daily to lead effort		RTC trust funds from rentals

Large site requires coordination of EH&S, risk, property, procurement, CPDC, facilities, and AA support. Additional staff are assisting with packing, cleanup, and relocation. Moves begin in early September, SFSU personnel return to the main campus, and reasonable moving costs to a new location for grant-funded researchers will be covered.

Q&A

- From UBC members
- From meeting guests

Cost of Instruction and VSIP (Voluntary Separation Incentive Program)

Michael Scott, Vice Provost for Academic Resources
Academic Affairs

Academic Resources

VSIP and the Academic Budget

University Budget Committee | August 27, 2026

What changed through VSIP and FERP

The combined effect reduced tenure-track faculty FTE while creating recurring budget savings.

33.5

T/TT total departures, including one additional non-VSIP departure

25

FERP participants in VSIP

21.5

Net reduction in faculty FTE from FERP VSIP and transitions

Other FERP movement

9 FERP term-outs

9 entered FERP

The FERP enter/exit cycle generated additional salary savings beyond the VSIP departures.

Budget impact: savings exceed one-time payouts

Salary savings are recurring; incentive payouts are one-time costs.

ANNUAL SALARY SAVINGS

ONE-TIME INCENTIVE PAYOUTS

Key point: incentive payouts are front-loaded, while salary and benefit savings continue in future years.

Replacement cost drives savings

Savings are largest when the departing T/TT workload is replaced with lecturer instruction.

Departing T/TT	Departing FERP
$199,300 average annual cost with benefits	**$69,286** average annual cost with benefits
$67,635 lecturer cost to teach 18 WTUs	**$33,593** lecturer cost to teach 9 WTUs
$131,665 annual savings	**$33,593 annual savings**

Faculty composition shifted materially

Departures, attrition, and normal FERP time limits reduced the faculty base.

55

Reduction in T/TT faculty FTE from VSIP programs, attrition, and normal FERP time limit

4

New faculty starting this year

63 → 38

Active FERP decreased from FY25 to FY26

Benefit cost differential

T/TT benefit rate	**~51%**
FERP benefit rate	**2.44%**

The benefit-rate difference compounds the savings from departures and transitions to FERP.

The salary and benefit costs of people entering FERP is ~1/3 the cost of their T/TT salary and benefits

AY27 faculty planning context

- ✓ SFSU tenure density was the highest in the CSU last fall at 74.1% and well above the systemwide average of 51.7%. SJSU's rate was 38.8%
- ✓ LFCoB & LCA had the largest reduction in majors from 2018 to 2025, 39.4% and 44.8%

Net faculty FTE reductions for AY26

LFCoB	LCA
4 FTE	**26 FTE**

Tenure density will be lower campuswide given the decline in T/TT faculty, but it remains particularly high in LFCoB.

The ratio of student FTES to T/TT faculty remains below pre-pandemic levels.

With enrollment stabilizing and the significant reduction in faculty, we have reached a point where we generally need to replace the instructional capacity lost through T/TT departures with lecturer appointments. At the same time, we must continue to carefully evaluate every T/TT hire and prioritize positions that support enrollment growth, accreditation requirements, and other critical needs.

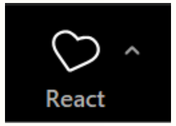
Q & A

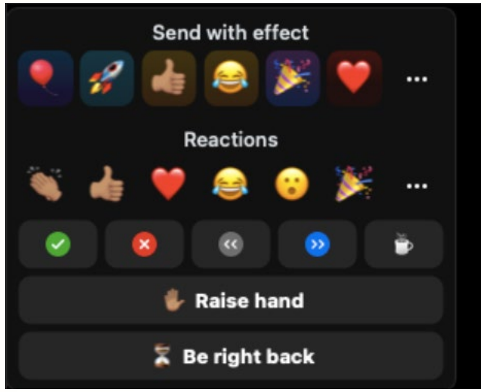
- From UBC members
- From meeting guests

Public Forum

Open to all meeting attendees and UBC members

Please:





- ✓ **"raise your hand"** ***(found on your Reactions menu)***
  Unmute when called upon to speak. For transparency, please begin with your name, title/department. Mute when finished to reduce noise.
- ✓ **limit to <u>one</u> question, so everyone has a chance to speak**
  You can "Raise your Hand" again with a follow up question, if time allows
- ✓ **Thank you for sharing this space respectfully with all our community members**

SAN FRANCISCO STATE UNIVERSITY

We appreciate your interest in our University's budget process and the service of our UBC members and meeting attendees, in support of our students and all our Gator families.

Check our UBC webpage for information, past meeting materials, meeting updates and how to contact the UBC: https://adminfin.sfsu.edu/ubc