



University Budget Committee

Thursday, December 18, 2025

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 date: Thursday, January 29, 2026 from **10:30 AM** – 12:00 PM

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 | Jeff Wilson |
| 2. | Member rollcall/Minutes approval | Jeff Wilson |
| 3. | President's Remarks | Lynn Mahoney |
| 4. | Institutional Resilience Project: Procurement | Steven Chang |
| | (Break) ----- (5 mins.) | |
| 5. | Voluntary Separation Incentive Program (VSIP) | Ingrid Williams |
| 6. | Institutional Resilience Project: | |
| | Student Faculty Ratio and Faculty Capacity | Carleen Mandolfo/Michael Scott |
| 7. | Public Forum | |

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

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 input back to 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

(tomorrow) **Friday, December 19, 2025**

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 Member roll call
- Approval of Minutes from November 2025 meeting

President
Lynn Mahoney

Q & A

- From UBC members
- From meeting guests


Institutional Resilience Project: Procurement

Steven Chang, Interim Director of Procurement & Support
Services Financial Services

Administration & Finance

Procurement Optimization

This project aims to optimize procurement process by identifying cost-saving opportunities, enforcing consistent procurement polices and begin exploring vendor consolidation.



Vision Statement:

Advance San Francisco State University’s procurement function by increasing operational efficiency, identifying cost-saving opportunities and promoting consistent purchasing practices while supporting baseline compliance with institutional and regulatory requirements.




Working Group
Steven Chang
Yuri Kasinsky
Jonathan Wilson




Progress to Date:

- System-wide acceleration to implement CSU Buy P2P model in January 2026.
- Procurement is lead for SFSU.
- Established baseline for Operational efficiency through Procurement Console. Dedicated Analyst to track & maintain dashboard reporting.



Measures of Success:

- Procurement Cost Savings
 - Indicator: Total dollar & reduction in spend across targeted categories
 - Why Chosen: Directly reflects cost-savings goal and allows clear ROI measurement



Financial Impact:

- Estimated impact per achievable Cost Savings, Vendor Consolidation and Contract Usage targets.
- Achievable through significant investment in training & compliance.
- Requires dedicated staff hours + transparent reporting for both requesters & procurement

Procurement Optimization

Current status of project planning, including any feasibility concerns and timeline to realization.

Milestones: *A milestone is a point in the timeline that marks a deliverable or decision.*



Milestone Description	Estimated Time Frame
CSU Buy P2P Implementation team established and began implementation phase for campus	January '25 – January '26
Consultant hired to establish baseline operational efficiency. Procurement Sr. Analyst integrates Procurement Dashboard reporting into weekly workflow	February '24 - Ongoing
Cost Savings measured for fiscal year end	FY '25 –'26
Vendor Count measured for fiscal year end	FY '25 –'26
Contract Usage-Target % of addressable spend under CSU MEA/Competitively Bid Contract/Consortium Purchasing	FY '25 –'26

Potential Barriers:

- Staff Resource Constraints:
 - Challenge: Limited procurement staff bandwidth
 - Impact: Slows down project implementation
 - Mitigation: Piggyback & leverage system-wide resources.
- Vendor & Departmental Pushback &/or Contracting Delays
 - Challenge: Existing vendors may be unwilling to participate in consolidation efforts.
 - Impact: Slows adoption, undermines goals, loss of services.
 - Mitigation: Drive alignment by highlighting benefits through targeted communication & assessment.



Collaborations:

- Cross Units:
 - Academic Departments & Colleges, Legal Office, Facilities & Operations, Information Technology
- Management Strategy:
 - Stakeholder Mapping, Cross functional working groups, Check-Ins & Status Reports, Feedback Loops
- Cross Unit Support:
 - Training for requesters & procurement, flag needed exceptions, develop templates, reinforce for alignment with institutional procurement goals
 - Ensure sufficient resources for support & implementation

Q & A

- From UBC members
- From meeting guests

5 Minute Break

Voluntary Separation Incentive Program (VSIP)

Ingrid Williams, S.A.V.P., Human Resources

Administration & Finance



SFSU

VOLUNTARY SEPARATION INCENTIVE PROGRAM (VSIP)

FOR

TENURED AND TENURE-TRACK FACULTY

Ingrid C. Williams
Sr. AVP for Human Resources

Voluntary Separation Incentive Program (VSIP) For Tenured and Tenure-Track Faculty

- Program Overview
- Employee Criteria
- Incentive/Severance Pay
- Severance Payment Options
- Application Timeline and Details

Program Overview

- The Voluntary Separation Incentive Program (VSIP) is intended to encourage SFSU eligible tenured and tenure-track faculty to voluntarily separate with severance on December 31, 2025 and June 30, 2026. This program is non-precedent setting.
- Eligible tenured and tenure-track faculty interested in participating in the VSIP should carefully read the terms and conditions (when posted).

Employee Criteria

Employee Eligibility Status

- SFSU state-side tenured (permanent) and tenure-track (probationary) faculty in a permanently funded position and not in excluded departments.
- Temporary faculty are not eligible.
- FERP faculty are not eligible.
- All other employee groups, represented and non-represented, are not eligible.

Employee Criteria (continued)

Departmental Exclusions:

- Physical Therapy
- Mathematics
- Race and Resistance Studies
- Family, Interior, Nutrition & Apparel
- Computer Science
- American Indian Studies
- Philosophy
- School of Music
- Public Health
- Special Education
- Social Work
- Nursing

Employee Criteria (continued)

- **CalPERS Service Retirement Eligibility Required** – As of December 31, 2025 or June 30, 2026, eligible tenured and tenure-track faculty must be CalPERS service retirement eligible (depending on which retirement/separation date) they choose. To determine your eligibility, please contact CalPERS at 1 888-CalPERS (1-888-225-7377). Please note there is no requirement to retire, only that the employee is eligible to retire. Human Resources is not authorized to determine CalPERS eligibility.
- **Years of Service to the University** – As of December 31, 2025 and June 30, 2026, eligible tenured and tenure-track faculty must have at least five (5) or more years of service to SFSU to be eligible.
- **No Faculty Early Retirement Program (FERP)** – Faculty that are currently participating in the FERP program are not eligible to participate in the VSIP.
- **No Rehired Annuitants** – Rehired annuitants are already CalPERS retired, are not permanent employees and, therefore, are not eligible for the VSIP.
- **Previous Notice of Retirement or Separation** –
 - Eligible tenured and tenure-track faculty who have already established a retirement date effective December 31, 2025, are eligible for the program, if they comply with all the terms and conditions of the VSIP pursuant to Section II, Severance i.
 - Eligible tenured and tenure-track faculty who have already established a retirement date effective June 30, 2026, are eligible for the program, if they comply with all the terms and conditions of the VSIP.

Incentive/Severance Pay

- **For eligible faculty retiring or separating as of December 31, 2025**, they are eligible for 50% of employee's base annual salary, up to a maximum cap of \$55,000.
 - Severance pay is calculated using an employee's monthly base salary at the time of the application deadline by 5:00 PM PST on December 23, 2025.
- **For eligible faculty retiring or separating as of June 30, 2026**, they are eligible for 90% of employee's base annual salary, up to a maximum cap of \$110,000.
 - Severance pay is calculated using an employee's monthly base salary at the time of the application deadline by 5:00 PM PST on March 13, 2026.
- **The separation must occur on December 31, 2025 or June 30, 2026.**

Severance Payment OPTIONS

Payment Options:

- December 20-23, 2025 for December 31, 2025 separation or retirement date.

Option: Lump sum payment during the first week of the following calendar year (**January 2026**).

- January 21, 2026 – March 13, 2026 for June 30, 2026 separation or retirement date.

Option 1: Employee shall receive 100% of the calculated severance amount in a lump sum payment issued on the employee's final day of employment (**June 2026**).

Option 2: Employee shall receive 50% of the calculated severance amount in a lump sum payment issued on the employee's final day of employment (**June 2026**), with the remaining 50% to be issued in a lump sum payment during the first week of the following calendar year (**January 2027**) only available to those eligible faculty members separating or retiring by June 30, 2026.

Application Timeline & Details

Application Timeline:

- December 20-23, 2025 for December 31, 2025, and
- January 21, 2026 – March 13, 2026 for June 30, 2026

Applications for the Voluntary Separation Incentive Program (VSIP) must be submitted:

- Using AdobeSign [highly preferred]
- By mailing in an application on or before **December 23, 2025** and **March 13, 2026 as noted above**.
- Applications received after 5:00 PM PST on either date above will not be considered. Please send it to:

SFSU Human Resources

ATTN: Sr. AVP Ingrid C. Williams

1600 Holloway Ave, ADM 252

San Francisco, CA 94132

Questions?

- Information, including the Terms & Conditions will be posted on the VSIP web page on the HR website soon.
- If you have specific questions related to the program, feel free to email: workforce@sfsu.edu

Q & A

- From UBC members
- From meeting guests

Institutional Resilience Project: Student Faculty Ratio and Faculty Capacity

Carleen Mandolfo, Associate Provost, Faculty Affairs

Michael Scott, Vice Provost, Academic Resources

Academic Affairs



Academic Realignment and Work Assignment Sustainability Plan

December 2025

Made with **GAMMA**

Enrollment Challenges

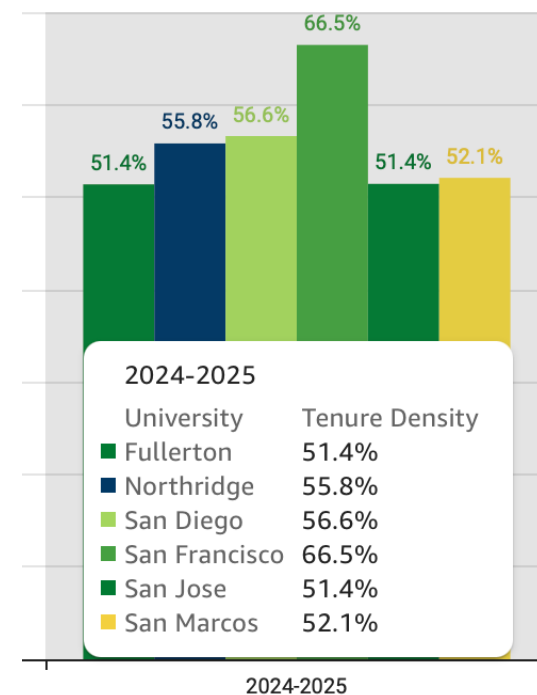
Academic Year	CO Target	CA Resident FTES	% +/- CO Res Target	% FTES Change (Yr to Yr)
FY20-21	24,582	22,902	-6.8%	2.9%
FY21-22	24,582	21,679	-11.8%	-5.3%
FY22-23	24,582	20,521	-16.5%	-5.3%
FY23-24	24,582	19,516	-20.6%	-4.9%
FY24-25	23,845	18,499	-22.4%	-5.2%
Proj FY25-26	23,130	17,493	-24.4%	-5.4%
Proj FY26-27	21,974	16,591	-24.5%	-5.2%
Proj FY27-28	20,875	15,908	-23.8%	-4.1%

$$\frac{\text{CA Resident CO FTES for Target Equal to Fall+ Spring + Summer FTES}}{2}$$

Fall 2018 Actual FTES = 25,093.6
 Fall 2025 Actual FTES = 17,704
 7,389.6 Less FTES (29.4%)

Tenure Density

SFSU Fall 2025	T/TT Faculty FTE	Lecturer FTE	Tenure Density w/o FERP	Number of FERP Faculty
College of Business	89	15.6	85.1%	9
College of Ethnic Studies	39	27.4	58.7%	1
College of Health & Social Sci	94	71.3	56.9%	12
College of Liberal & Creative	192	32.0	85.7%	24
College of Science & Engineering	154	59.8	72.0%	15
Graduate College of Education	34	23.0	59.7%	1
DUEAP		5.3		
CEETL		0.4		
Total	602	234.3	72.0%	62



Please Note: AY24-25 data above

Tenure Density Data Covers Entire Academic Year Including Summer
 Summer Teaching Does Not Change T/TT FTE but Increases Lecturer FTE
 At Campuses Like SJSU, Summer Instruction is Run by an Auxiliary

Budget Impact High Tenure Density

SFSU	Fall 2019	Fall 2024	Fall 2025
Student FTES	24582.9	18737.9	17703.0
T/TT FTE	735.0	657.5	635.5
Student FTES per T/TT FTE	33.4	28.5	27.9
Equivalent Faculty FTE Based on Fall 2019 Student FTES-to-T/TT FTE Ratio	735.0	560.2	529.2
Excess T/TT Faculty FTE Based on Fall 2019 Student FTES-to-T/TT FTE Ratio	0.0	97.3	106.3



T/TT Faculty

106.3 FTE excess relative to 2019
 Average SFSU T/TT salary ~ \$125,500
 Cost - \$13.3M

Can teach 319 sections per semester (GCoE more)
 Avg. salary per course - \$20,910
 319 sections cost - \$6.67M

Lecturers

Avg. salary per course - \$7,465
 319 sections cost - \$2.38M

Salary Difference \$4.29M per semester
Plus additional benefit savings ~ \$2.3M

\$4.29M would fund 574.5 lecturer sections

Cost Factor

319 T/TT sections = 893.5 Lecturer Sections

Our Vision for the Future

San Francisco State University is taking proactive steps to ensure long-term academic excellence and financial stability. We will safeguard the university's mission as an engine of social mobility, create new and innovative workforce-driven programs, and create a more sustainable future for faculty and students alike by realigning our academic structures and optimizing resources. Workforce rebalancing will be necessary to achieve these goals, so SF State will be offering a generous voluntary separation program to certain categories of faculty.



Academic Excellence

Maintain our commitment to high-quality education and student success.



Social Mobility

Continue serving as an engine of opportunity for diverse communities.



Workforce Innovation

Create new programs aligned with evolving career demands.



Financial Sustainability

Build a stable foundation for faculty and students alike.

Faculty Work Assignment Rebalancing

Transition to 12 WTU Teaching Load

By Spring 2027, tenured faculty will transition to a 12 WTU teaching load (typically 4-4), ensuring equitable instructional contributions aligned with institutional capacity.

A process for reduced teaching assignments based on RSCA productivity will be available as budget allows.

12

WTU Standard

New teaching load

2027

Target Year

Spring implementation

Curricular Realignment & Program Consolidation



Merge Programs

Combine complementary programs and departments to reduce duplication and overhead.



Update Curricula

Revise course offerings to meet current workforce needs of students.



Launch New Programs

Introduce workforce-aligned programs designed to attract students.

Class Size Optimization

Establish Standard Class Sizes

Set class sizes based on demand, quality standards, and accreditation requirements to maximize efficiency.

Revise GVAR Policy

Update policies for greater efficiency and create interdisciplinary options for students.

Minimum Fill Rate Requirements

Require minimum enrollment per section and consolidate low-enrolled sections to optimize resources.

Faculty Instructional Reassignment

Strategic Redirection

Teaching assignments will be redirected to high-demand programs and essential service courses where student need is greatest.

We will coordinate interdisciplinary and elective offerings to maximize faculty expertise and student choice.

Administrative Streamlining

Eliminate Duplication

Remove duplicative administrative layers and consolidate resources for greater efficiency.

Faculty Reductions

01

Voluntary Separation Program

Offer generous voluntary separation incentives for certain categories of faculty.

02

Contingent Layoffs

Implement layoffs only if necessary, contingent on budget realities and enrollment trends.

Strategic Growth & Investment

Resource Reallocation

Shift resources to programs positioned for growth and student success.

Faculty Investment

Invest in faculty and infrastructure where student demand is strong and opportunities are expanding.

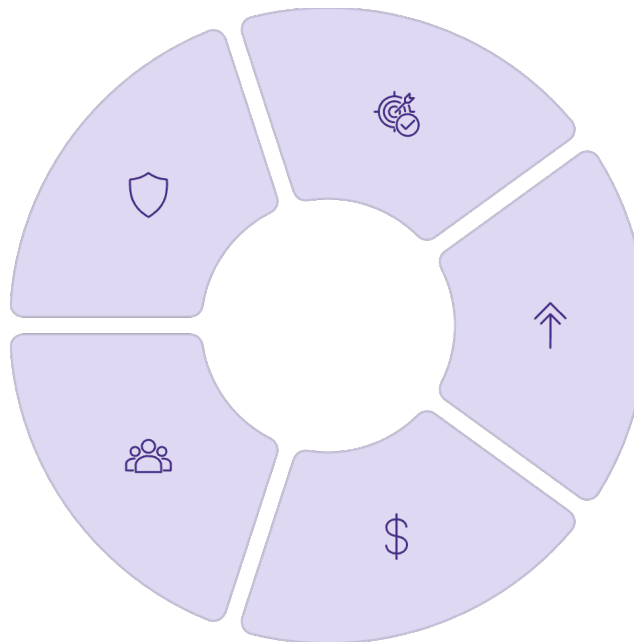
Expected Outcomes (2025–2028)

Sustainable Loads

Balanced teaching loads and optimized class sizes across programs.

Aligned Faculty Numbers

Faculty capacity matched to student demand and enrollment.



Focused Offerings

Leaner, more strategically aligned academic offerings.

Higher Fill Rates

Improved average course enrollment and resource utilization.

Budget Stability

Financial sustainability while preserving academic quality.

Moving Forward Together

These changes are designed to strengthen SFSU's academic mission, support faculty and students, and ensure the university's continued success in a challenging fiscal environment. The engagement and collaboration of administrators, faculty, and staff is vital as we move toward impactful change. Together, we will build a stronger, more sustainable future for San Francisco State University.

Q & A

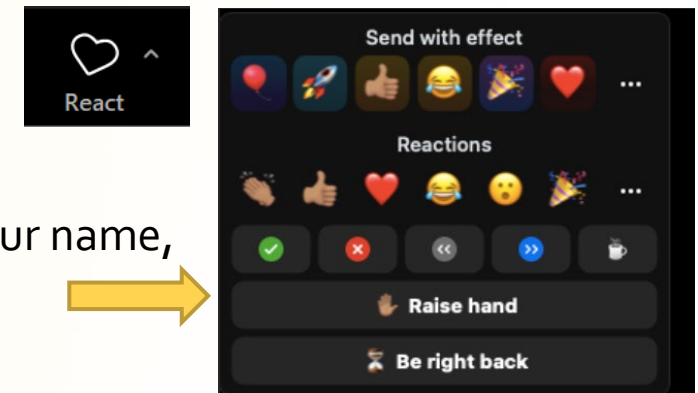
- From UBC members
- From meeting guests

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 one 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>