



# University Budget Committee

Thursday, February 26, 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 date: Thursday, March 19, 2026 from 10:00 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 Amy Sueyoshi
2. Member rollcall/Minutes approval Amy Sueyoshi
3. President's Remarks Lynn Mahoney
4. Institutional Resilience update (IRC/Huron): Administrative Jeff Wilson
5. Institutional Resilience update (IRC/Huron): Academic Affairs Amy Sueyoshi / Michael Scott  
(Break) ----- (5 mins.)
6. Institutional Resilience update (IRC/Huron): Student Retention Katie Lynch / Lori Beth Way
7. Introduction to Pouring Rights Jeff Wilson / Tammie Ridgell
8. Voluntary Separation Incentive Program (VSIP) update Ingrid Williams
9. 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

**tomorrow**

## By Email

[ubc@sfsu.edu](mailto: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, Feb. 27, 2026**

**Faculty & MPP:** 11:00 AM – 12:00 PM

**Staff:** 11:00 AM – 12:00 PM

**RSVP to:** [ubc@sfsu.edu](mailto:ubc@sfsu.edu)

Office Hours take place via Zoom

- UBC Member roll call
- Approval of Minutes from January 2026 meeting

President Lynn Mahoney

# Q & A

- From UBC members
- From meeting guests

# Institutional Resilience (IRC/Huron) project update: Administrative

**Jeff Wilson**, CFO & Vice President, Administration & Finance



# Institutional Resilience (Huron) Project Update

Jeff Wilson, Vice President

August 28, 2025, February 26, 2026

# Institutional Resilience (Huron) Project Update

- In 2024, the Chancellor's Office funded an engagement with Huron Consulting to help SFSU right size its operations and align costs with financial resources.
- Beginning in January 2025, Huron, guided by an SFSU Steering Committee, undertook SFSU's *Institutional Resilience (IR) Assessment* – a framework Huron uses for institutions in similar financial positions.
- The Steering Committee and Huron met through the spring to ensure Huron's assessment aligned with SFSU's mission and to validate Huron's analytical understanding and contextualization of SFSU's data.

# Institutional Resilience (Huron) Project Update

- In June, Huron issued its observations and considerations for further exploration.
- Over the summer, workgroups (Steering Committee members, other SFSU staff), with Huron's project management and analytical support, explored these observation and considerations (i.e., the projects)
- The work over the summer was intended to keep the projects moving forward while ensuring final recommendations and resulting strategies and decision-making are shared-governance vetted, including the UBC.

# Institutional Resilience (Huron) Project Update

- Of note, separately but also in spring 2025, the Institutional Review Committee (IRC), a committee convened by the Academic Senate, focused its work on academic programming in the context of resource allocation.
- Over the next few months, this will be a standing item on the UBC's agenda as each project is presented.

# Institutional Resilience (Huron) Project Update

## Steering Committee Members

Amy Sueyoshi (co-chair)

Jeff Jackanicz

Dylan Mooney

Jeff Wilson (co-chair)

Elena Stoian

Katie Lynch

Eugene Sivadas

Lori Beth Way

Ingrid Williams

Michael Scott

Jackson Wilson

Nancy Gerber

Jamillah Moore

Teddy Albiniaak

# Q & A

- From UBC members
- From meeting guests

# Institutional Resilience (IRC/Huron) project update: Academic Affairs

**Amy Sueyoshi**, Provost & Vice President, Academic Affairs

**Michael Scott**, Vice Provost, Academic Resources, Academic Affairs



# Institutional Resilience: Academic Affairs

# Enrollment Reduction - Uneven

	Fall 2013	Fall 2018	Fall 2025	Headcount Change Fall 2018 to Fall 2025	Change in Students Fall 2018 to Fall 2025
Business Undergrad Majors	5,820	5,599	3293	-41.2%	(2,306)
Education Undergrad Major	715	583	232	-60.2%	(351)
Ethnic Studies Undegrad Majors	133	205	130	-36.6%	(75)
Health and Social Sci Undergrad Majors	5,319	4,740	3851	-18.8%	(889)
Interdisciplinary Studies Undgergrad	1,608	1,245	344	-72.4%	(901)
Liberal and Creative Arts Undergrad Majors	6,801	7,049	3671	-47.9%	(3,378)
Science and Engineering Undergrad Majors	5,663	7,015	6091	-13.2%	(924)
<b>Total Undergraduate Majors</b>	<b>26,059</b>	<b>26,436</b>	<b>17,612</b>	<b>-33.4%</b>	<b>(8,824)</b>
PBAC Enrollment	194	367	335	-8.7%	(32)
Graduate Enrollment	3,652	2,783	2751	-1.1%	(32)
<b>Total Univiersity Headcount</b>	<b>29,905</b>	<b>29,586</b>	<b>20,698</b>	<b>-30.0%</b>	<b>(8,888)</b>

# Academic Affairs – Budget Reductions

Academic Year	AA Budget Reduction From Previous Year	Budget Reduction from Previous Year %	Actual Lecturer Spending	Actual Permanent Faculty Spending
FY23-24			\$28,914,532	\$79,650,836
FY24-25*	(\$11,642,027)	7.47%	\$26,757,071	\$80,548,725
FY25-26 (projected)	(\$12,509,317)	8.27%	\$18,980,477	\$77,123,148

\*All Faculty received a 5% salary increase in FY 24-25

Salaries represented 97.3% of the FY24-25 Instructional Budget  
 Operating Expenses ~\$4.1M

# Academic Affairs – Optimizing Operations

## 1. Announced Faculty Work Assignment Rebalancing and Accountability

12-WTU teaching load by spring 2027- College Specific Implementation

## 2. Faculty Redeployment

Permanent reassignments and temporary teaching

## 3. Reduce probationary and tenured faculty and AA MPP numbers

VSIP; new hires limited to critical and externally funded positions

# Academic Affairs – Optimizing Operations

## 4. Curricular Realignment and Program Consolidation

- Discontinuing programs that enroll and graduate few students

- Creating approved teach-out plans to ensure that currently enrolled students can complete their degrees

- When possible, reduce degree requirements in majors by at least 3-units

# Academic Affairs – Optimizing Operations

## 5. Class Size Optimization and Section Consolidation

### Class Capacity:

Intro-Math and English GE Courses: 25 students; All Other GE courses: 49 students  
Lower Div. Major Courses: 40 students; Upper Div. Major Courses: 35 students  
Lab and Activities Courses (inc. GE Area 5C): 25 students  
Graduate Courses: 25 students

### Minimum Class Size:

Intro-Math and English GE Courses: 20 students; All Other GE Courses: 30 students  
Lower Div. Major Courses: 25 students; Upper Di. Major Courses: 20 students  
Lab and Activities Courses (including GE Area 5C): 15 students  
Graduate Courses: 10 students

GWAR – Capped at 30 students based on IRC recommendation

# Academic Affairs – Optimizing Operations

## 5. Class Size Optimization and Section Consolidation

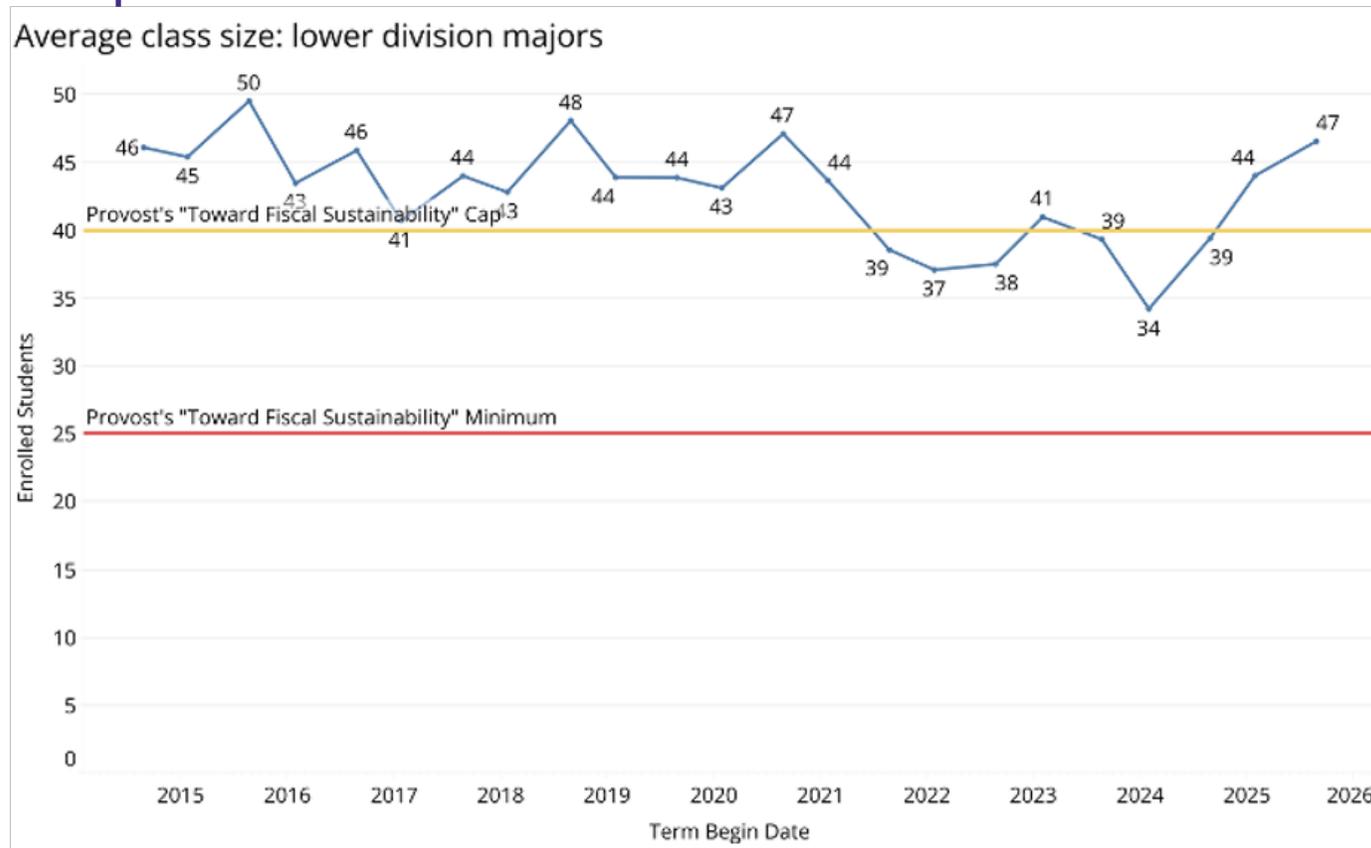
College Capacity Changes from Spring 2025 to Spring 2026

Component	Level	LCA		HSS		SC&EN		BUS		EDU		ETHS		AU
		S25	S26	S25	S26	S25	S26	S25	S26	S25	S26	S25	S26	S25
LEC	100	40 <sub>163</sub>	43 <sub>128</sub>	44 <sub>9</sub>	82 <sub>5</sub>	70 <sub>83</sub>	74 <sub>66</sub>	65 <sub>35</sub>	72 <sub>26</sub>	26 <sub>4</sub>	32 <sub>1</sub>	42 <sub>47</sub>	41 <sub>40</sub>	
	200	46 <sub>75</sub>	48 <sub>60</sub>	37 <sub>49</sub>	45 <sub>46</sub>	55 <sub>108</sub>	84 <sub>75</sub>	170 <sub>6</sub>	245 <sub>4</sub>	35 <sub>9</sub>	40 <sub>1</sub>	46 <sub>69</sub>	48 <sub>57</sub>	20 <sub>1</sub>
	300	40 <sub>109</sub>	49 <sub>100</sub>	36 <sub>70</sub>	45 <sub>71</sub>	58 <sub>108</sub>	61 <sub>104</sub>	53 <sub>64</sub>	54 <sub>60</sub>	42 <sub>3</sub>	43 <sub>4</sub>	46 <sub>27</sub>	53 <sub>31</sub>	
	400	37 <sub>79</sub>	44 <sub>66</sub>	36 <sub>89</sub>	40 <sub>79</sub>	56 <sub>86</sub>	60 <sub>76</sub>	66 <sub>45</sub>	73 <sub>44</sub>	40 <sub>1</sub>	40 <sub>1</sub>	44 <sub>17</sub>	51 <sub>20</sub>	
	500	33 <sub>50</sub>	41 <sub>42</sub>	37 <sub>34</sub>	40 <sub>26</sub>	41 <sub>21</sub>	38 <sub>19</sub>	34 <sub>26</sub>	38 <sub>26</sub>			47 <sub>21</sub>	51 <sub>20</sub>	
	600	27 <sub>27</sub>	34 <sub>21</sub>	36 <sub>24</sub>	43 <sub>19</sub>	48 <sub>51</sub>	49 <sub>52</sub>	35 <sub>22</sub>	37 <sub>21</sub>	36 <sub>15</sub>	35 <sub>10</sub>	42 <sub>8</sub>	51 <sub>6</sub>	
	700	18 <sub>3</sub>	22 <sub>5</sub>	27 <sub>16</sub>	24 <sub>13</sub>	37 <sub>19</sub>	31 <sub>15</sub>			25 <sub>1</sub>	25 <sub>1</sub>			
	800	30 <sub>1</sub>	35 <sub>1</sub>			35 <sub>28</sub>	39 <sub>34</sub>	25 <sub>6</sub>	24 <sub>9</sub>					
	900										25 <sub>1</sub>			
<b>Grand Total</b>		<b>39<sub>498</sub></b>	<b>44<sub>416</sub></b>	<b>36<sub>289</sub></b>	<b>42<sub>259</sub></b>	<b>56<sub>481</sub></b>	<b>63<sub>416</sub></b>	<b>56<sub>203</sub></b>	<b>59<sub>188</sub></b>	<b>35<sub>33</sub></b>	<b>37<sub>18</sub></b>	<b>45<sub>189</sub></b>	<b>48<sub>174</sub></b>	<b>20<sub>1</sub></b>

Total Capacity divided by Class Count

# Academic Affairs – Optimizing Operations

## 5. Class Size Optimization and Section Consolidation



As SFSU has lost students, the average class size has exhibited a general downward trend, but it has recovered.

*Example Data*

CoSE Lower Division GE Major Data from R. Marzke

# Academic Affairs – Optimizing Operations

## 6. Administrative Streamlining and Transparency

Examples - Consolidated all college technology operations under Academic Technology (AT), transitioning 32 staff members from individual colleges. Academic Advising services also centralized. Similar efforts with computer labs.

Reduction in MPP headcount on the Instructional Budget  
Attrition, Non-retentions, and alternate revenue  
7 positions out of 51.25 reduced in last six months

Reorganization of Staffing  
Savings achieved through natural attrition

# Academic Affairs – Optimizing Operations

## 7. Strategic Growth and Investment

Developing new, workforce-aligned programs to attract new enrollment

Shifting resources (faculty lines, financial support) to programs that could expand (especially those who turn away qualified applicants) (IRC Table 7, item 27).

Identifying departments and programs positioned for growth and allocating resources strategically.

# Q & A

- From UBC members
- From meeting guests

**5 Minute Break**

# Institutional Resilience (IRC/Huron) project update: Student Retention

**Katie Lynch**, Senior Associate Vice President of Enrollment Management  
Student Affairs and Enrollment Management

**Lori Beth Way**, Vice Provost of Academic Planning and Dean of  
Undergraduate Education, Academic Affairs



# UBC: Retention Plan Update

Lori Beth Way, Vice Provost of Academic Planning and Dean of Undergraduate Education  
Katie Lynch, Sr. AVP of Enrollment Management

February 26, 2026

# Background

# Huron Project: Retention

- Retention was identified as one of the projects with possible revenue implications through our engagement with Huron
- This coincided with the development of a new Strategic Enrollment Management Plan, which includes a Retention Plan
  - The SEM Plan was developed during the fall 2025 semester and will be released to the campus in mid-March.
  - Funding from the CO for ear-marked recruitment and retention initiatives
- The full retention plan includes 13 project blueprints aimed at increasing continuing student enrollment
  - Many efforts already underway, some adapted to new realities and some new efforts

# Financial Impact of Attrition

Understanding the financial impact of retention: Fall 2020 cohort of 2,779 first time freshman with an annual tuition revenue of \$7,500/year

	Retention Rate	% Lost	Cumulative # of Students Lost	Annual Revenue Lost	Cumulative Revenue Lost
Year 1	82.50%	17.50%	486	\$ 3,647,437.50	\$ 3,647,437.50
Year 2	66.40%	33.60%	934	\$ 7,003,080.00	\$ 10,650,517.50
Year 3	60.50%	39.50%	1098	\$ 8,232,787.50	\$ 18,883,305.00
Year 4	56.30%	43.70%	1214	\$ 9,108,172.50	\$ 27,991,477.50

We lose close to half our students before they graduate.

# Retention Plan

# Retention Plan: Project Blueprints

Administrative Barriers	Credit Accumulation	Leveraging Data/Predictive Analytics	Student Service Consistency and Expectations
Retention Grant Strategy	Belonging and Identity	Parent, Guardian Support Engagement	Alumni Engagement
Communication Policy and Expectations	Visible Career Connections	Adaptive and Responsive Pedagogy	Artificial Intelligence
	Re-enrollment Strategy		

# Retention Plan: Immediate Investments

## Career Champions

\$25k to Career and Leadership Development for faculty developing careers into curriculum

## AI Teaching Squares

\$25k to CEETL to continue offering AI Teaching Squares based on prior demand

## AI Student Commons

\$15k to Academic Technology to support their student Commons on AI

# Next Steps

# SEM Plan: Next Steps

- Work is underway on all projects- the plan was developed in tandem with the work being done
- Clear tracking mechanism developed to track progress and key milestones
- Weekly updates to Cabinet

## **Campus-wide Enrollment Forum**

Overview of new SEM Plan and Ambassador  
Toolbox

Join us on Zoom on March 18 at 2pm

# Q & A

- From UBC members
- From meeting guests

# Introduction to Pouring Rights

**Jeff Wilson**, CFO & Vice President, Administration & Finance

# What are Pouring Rights?

- Exclusive, long-term contracts between a venue (such as a university, stadium, or school district) and a beverage company, giving the company sole rights to sell, serve, and advertise their products (e.g., soda, water, juice).
- In exchange, the venue receives guaranteed revenue, commissions, or product donations.

# What are Pouring Rights?

- **Exclusivity:** The contracted company (e.g., Coca-Cola, PepsiCo) is often the only provider in vending machines, dining halls, and concession stands.
- **Financial Benefits:** Venues, especially universities and airports, receive upfront signing bonuses, annual sponsorship payments, and commission percentages.
- **Marketing & Control:** These agreements often require the venue to use the company's products exclusively for catering, and to market them at events.
- **Controversy:** These contracts are often criticized for prioritizing revenue over student health by promoting sugary drinks and limiting access to other beverage options.

# Pouring Rights: Purpose & Rationale

## Explore potential new unrestricted revenue source

- Ensure transparent, competitive, and shared-governance process
- No commitment at exploratory stage (RFI = Request for Information)

# Pouring Rights: Proposed Process

## **Step 1: Issue RFI to gauge vendor interest**

- RFI issued/reviewed by UCorp Retail Committee (includes students, staff, faculty)
- Outreach to campus vendor partners and housing to compile sales data as part of process to issue RFI
- Committee provides a recommendation whether to proceed to the next step: Request for Proposal (RFP)

# Pouring Rights: Proposed Process

## **Step 2: If approved, form broader RFP Committee**

- Draft and issue formal RFP to interested vendors
- Outreach to Chancellor's Office and/or other campuses to inquire about what master enabling agreements (MEA) may already exist
- Campus outreach (e.g., Associated Students, Academic Senate, Staff Council, UCorp, SF State Foundation, etc.)

# Pouring Rights: Proposed Process

## **Step 3: Evaluate proposals based on financial return, student benefit, and feasibility**

- Negotiate terms with highest-ranked proposer
- Legal review and required university approvals
- Establish transparent revenue allocation and ongoing financial reporting procedures

## **Step 4: Contract Finalization**

# Q & A

- From UBC members
- From meeting guests

# Voluntary Separation Incentive Program (VSIP) update

**Ingrid Williams**, Senior Associate Vice President of Human Resources  
Administration & Finance



**SFSU**  
**VOLUNTARY SEPARATION INCENTIVE PROGRAM (VSIP)**  
**FOR**  
**TENURED AND TENURE-TRACK FACULTY**

**Ingrid C. Williams**  
**Sr. AVP for Human Resources**

# Employee Criteria

- **CalPERS Service Retirement Eligibility Required** – As of June 30, 2026, eligible tenured and tenure-track faculty must be CalPERS service retirement eligible.
- 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 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. Minimum retirement age of 50, or for those hired after 1/1/13, age 52.
- **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.

# Employee Criteria

## **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

# Incentive/Severance Pay

- 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.

# Application Deadline and Details

## **Application Deadline to Submit:**

March 13, 2026

## **Application Rescind Date:**

June 15, 2026

## **Last Date on Payroll:**

June 30, 2026

# Severance Payment OPTIONS

**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)**

**OR**

**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)**.

# VSIP Breakdown by College

## approved as of 2/25/26

College	Department	Participants
CHSS	Public Affairs & Civic Engagement (from December)	1
CLCA	Anthropology	3
	Art	2
	Classics	1
	Creative Writing	1
	English Language & Literature (incl. 1 from December)	3
	Humanities & Comparative World Literature	3
	Journalism	2
	Modern Languages & Literatures	1
	Political Science	1
CoSE	Biology	3
	Engineering	1
GCoE	Elementary Education	1
	Equity, Leadership Studies, and Instructional Technologies	1
LFoB	International Business	1
	<b>TOTAL</b>	<b>25</b>

# Questions?

- If you have specific questions related to the program, feel free to email: [workforce@sfsu.edu](mailto:workforce@sfsu.edu)

# Q & A

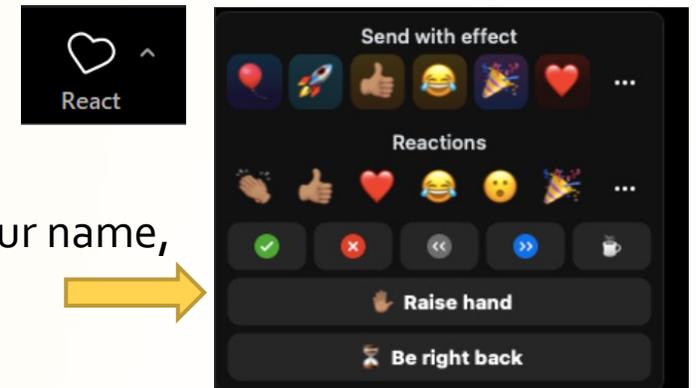
- From UBC members
- From meeting guests

# 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>