



University Budget Committee

Thursday, November 20, 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, December 18, 2025 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 Project: Advancement | Jeff Jackanicz |
| 5. | SF Bay Region Network update | Karen Moranski |
|
(Break) ----- (5 mins.) | | |
| 6. | Institutional Resilience Project: Procurement <i>Postponed to next meeting due to time</i> | Steven Chang |
| 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, November 21, 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 October 2025 meeting

President
Lynn Mahoney

Q & A

Institutional Resilience Project: Advancement

Jeff Jackanicz

Vice President, University Advancement

Advancement

HCG-identified projects: Generate revenues by **growing individual giving, building the major gift pipeline, and creating a culture of Board giving**. These projects align with the Campaign Plan Advancement has in motion, as well as Advancement’s continual efforts to leverage benchmarking from a range of sources to improve performance. It also builds on our tremendous successes in FY 24-25 that signal significant improvements across a range of areas.

Vision Statement:

Ensure Campaign Plan’s alignment with HCG recommendations, while driving enthusiasm within Advancement and building on our recent successes. The timeline for this project is the same as for our comprehensive campaign – through June 30, 2031. We expect to produce significant additional revenues beginning this year, as we have already done in the immediate previous FY relative to the data on which HCG’s recommendations and analysis are based.



Working Group

Jeff Jackanicz, VP University Advancement (Lead)
Anjali Billa, AVP for Development and Comprehensive Campaigns
Venesia Thompson Ramsay, AVP for Operations
Nicole Lange, AVP for Alumni Relations and University Engagement
Dafna Kapshud, Sr. Director of Development and Campaign Manager



Progress to Date:

- Achieved 140% of FY 24-25 fundraising goal, raising \$28M
- Finalized Campaign Plan
- Leveraged insights from Advancement’s campaign feasibility study and subsequent Campaign Plan alongside the Institutional Resilience report, as well as benchmarking from EAB and a CSU-systemwide report.



Measures of Success:

- Increase annual philanthropic goal from \$20M to \$25M for FY 25-26
- Improve donor acquisition and retention rates, alumni giving and solicitation rates, and fundraiser productivity
- Working goal for entire campaign is \$225M



Financial Impact:

- \$225M in philanthropy (a mixture of endowment and current-use funding) to the university by 2031
- The SFSU Foundation is funding the investments necessary to drive the campaign, so no investments from the university are necessary.

Advancement

We are currently on schedule for the campaign, entering quiet phase now and planning on public launch in two years. Goal is to raise ~60% of total before going public.

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



Potential Barriers:

- Macroeconomic factors and changes in tax policy that negatively impact philanthropy
- Continue to articulate significant ROI on philanthropy at SFSU relative to other schools



Collaborations:

- We'll need continued collaboration with partners in Academic Affairs and SAEM to inform our fundraising for programs and scholarships
- Deep collaboration within Advancement that includes SMC to help amplify campaign messaging and impact

Milestone Description	Estimated Time Frame
Completed near record-breaking fiscal year with \$28M raised (140% of goal)	June 2025
Initiated campaign staffing plan, to add ~ 5 FTE in phases	December 2026
Raise at least \$25M in support in FY 25-26 (a 25% increase in goal)	June 2026
Secure campaign commitments from all members of Foundation board, totaling at least \$3M	June 2026
Major Gifts: 5% annual increase in giving at the \$25K and above level from the existing prospect pool. Add new revenue of between 15% - 20% from assigning unassigned prospective donors to major gift portfolios.	June 2027
Annual Giving: Increase solicited donors by 10% and alumni donors by 5%. Increase donor retention rates by 5% to retain between 60-70% of donors. Improve acquisition, particularly among first-time and lapsed donors; track donor upgrade activity, and increase average gift size and year-over-year revenue growth.	June 2027
Launch public phase of campaign	June 2027
Complete campaign	June 2031

Q & A

- From UBC members
- From meeting guests

SF Bay Region Network update

Karen Moranski, Vice President, Regional Network Transformation
SF Bay Region Network

The background of the slide is a scenic view of the San Francisco Bay. In the distance, the San Francisco skyline is visible, including the Transamerica Pyramid and other skyscrapers. The Golden Gate Bridge is also visible, spanning the bay. In the foreground, there is a marina with many sailboats and a small island with some buildings. The water is a deep blue, and the sky is a light blue with some clouds.

SAN FRANCISCO BAY REGION NETWORK

Information Session for SFSU
University Budget Committee
November 20, 2025

SF Bay Region Network

A Shared Administrative Network for Three CSU Universities

- Shared infrastructure reduces duplication and strengthens service quality
- **Not** a traditional merger or academic consolidation; focused on administrative functions in Administration and Finance
- Phase 1 (Jan 30): Information Technology | Procurement and Accounts Payable





Reminder: Guiding Principles

- **Streamline & Standardize:** Reduce duplication, unify processes across campuses
- **Adopt a Network Service Mindset:** Focus on what benefits all three universities, providing faculty, staff and students with consistent, high-quality support
- **Clear, Direct, and Frequent Communication:** Communicate design and implementation decisions and progress towards implementation
- **Challenge the Status Quo and Embrace Innovation:** Rethink how we work and leverage AI, automation, and new tools; long-term sustainability over short-term fixes



Achievements and Looking Ahead

October Milestones:

- Held **information sessions** across all three campuses
- Launched **business process mapping workshops**
- Progress on **leadership roles**
- Progress on **organizational models** for IT and P2P

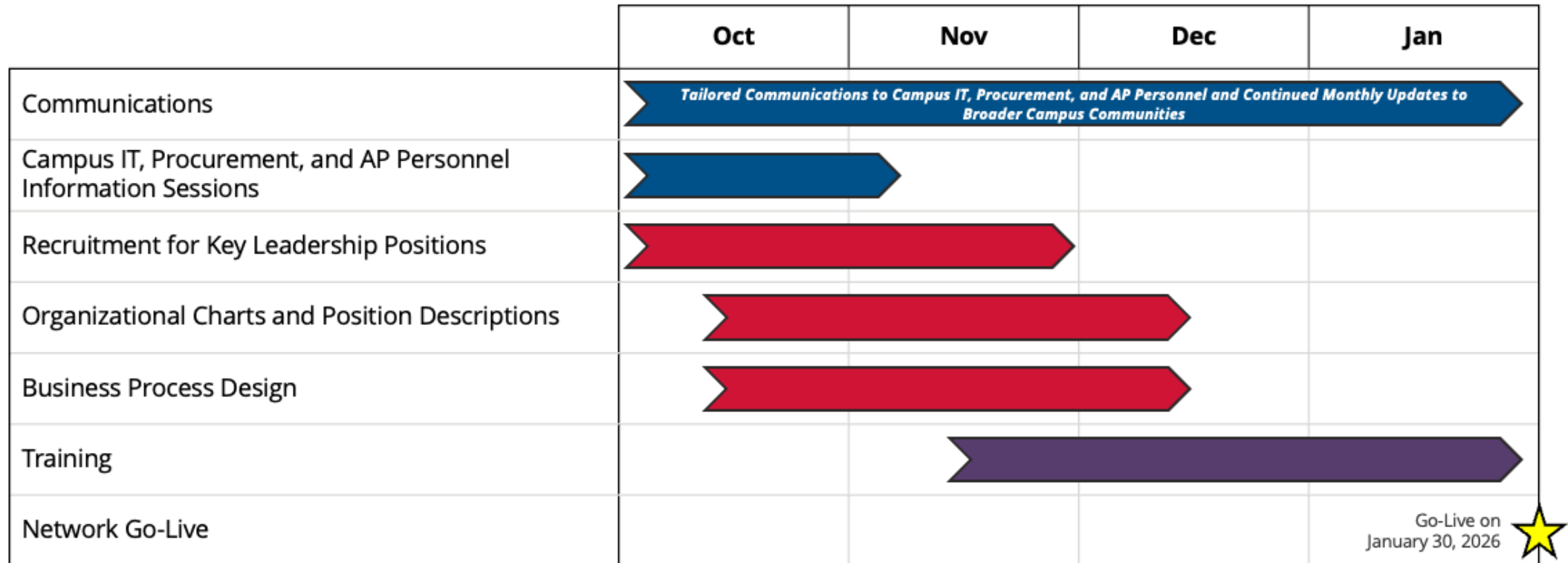
November Focus Areas:

- Continue **business process mapping** and design of **service workflows**
- Additional **leadership roles**
- Finalize **role alignments** and draft onboarding plans
- Build **training and communication resources**

The Network remains on track for its **January 30, 2026** go-live

Scope and Timeline

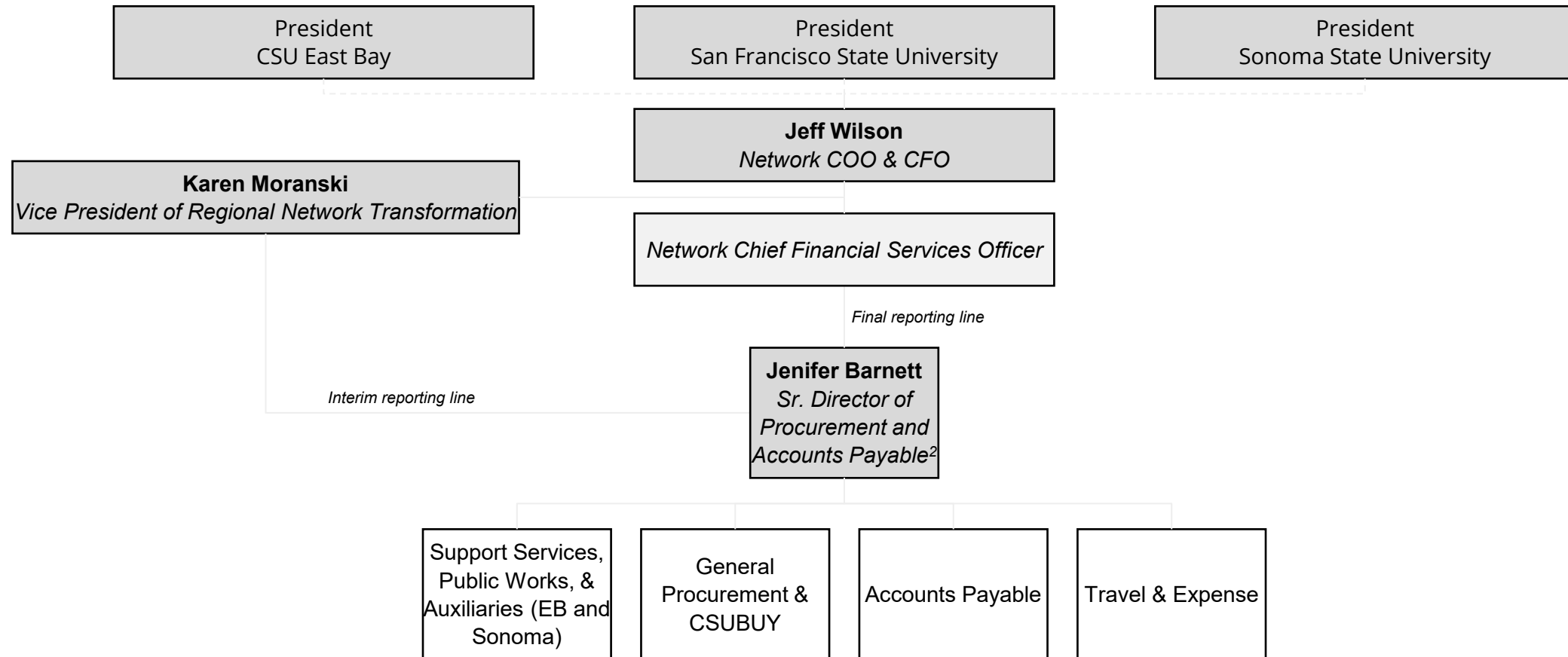
- In-scope areas for January 30, 2026 go-live: IT, Procurement, Accounts Payable
- Human Resources to be phased in starting in spring (due to CHRS implementation)



Note that the above timeline is an estimation and subject to change. ■ Communications ■ Design ■ Training

SFBRN Procurement and Accounts Payable Org. Model for January 30, 2026

This visual outlines the organizational structure of the SFBRN Procurement and Accounts Payable unit for January 30, 2026. Leadership is in the process of finalizing the assignment of MPPs and staff to each team and will share updates regarding individual placements in the coming months. Please note that the nomenclature may differ from what you are familiar with at your university, but **all in-scope staff will be aligned to one of the teams listed below.**

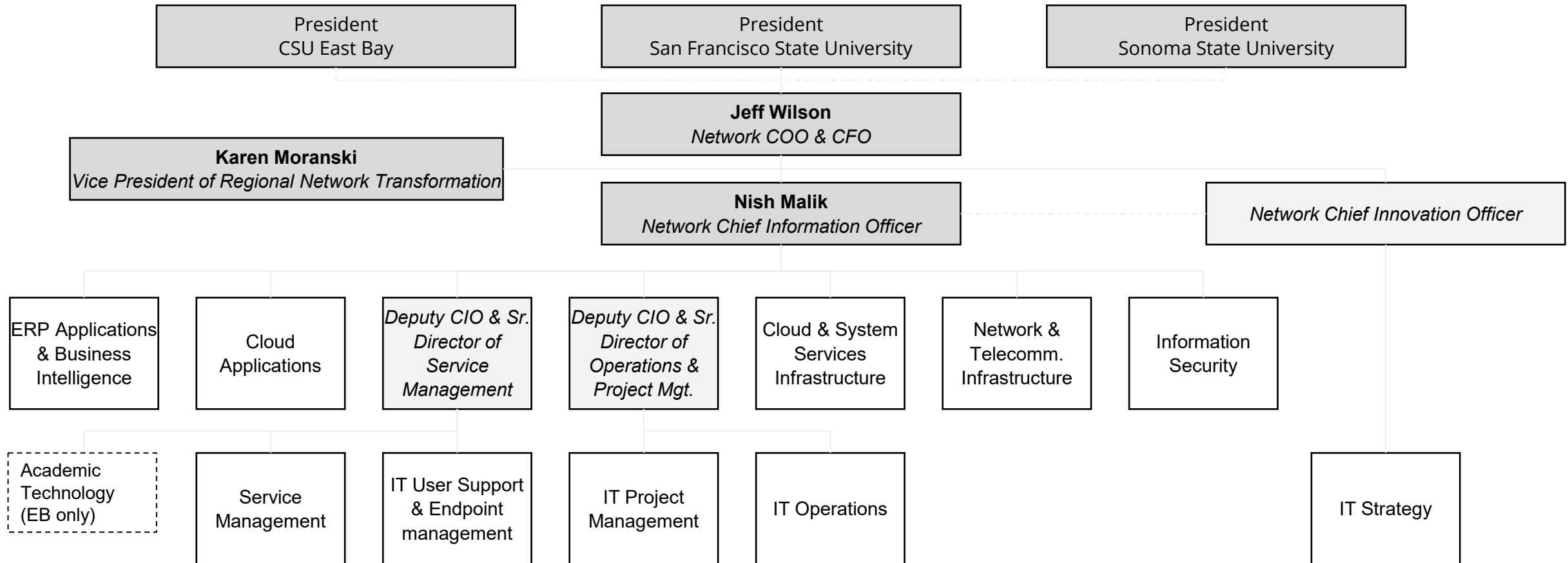


1. Leadership is in the process of finalizing the assignment of MPPs and staff to each team and will share updates regarding individual placements in the coming months.

2. The Senior Director of Procurement and Accounts Payable will report to the Vice President of Regional Network Transformation until the Head of Financial Services assumes the role in the SFBRN.

SFBRN Information Technology Org. Model for January 30, 2026

This visual outlines the organizational structure of the SFBRN Information Technology unit for January 30, 2026. Leadership is in the process of finalizing the assignment of MPPs and staff to each team and will share updates regarding individual placements in the coming months. Please note that the nomenclature may differ from what you are familiar with at your university, but **all in-scope staff will be aligned to one of the teams listed below.**



1. Leadership is in the process of finalizing the assignment of MPPs and staff to each team and will share updates regarding individual placements in the coming months.



Key Takeaways

- **Staff:** All current staff in IT and Procurement and Accounts Payable on the 3 campuses participate in the Network as of January 30, 2026; all staff will remain on their home campuses.
- **Reassignment:** With a goal to retain employees in the impacted areas, mid-level MPPs are being placed into Network positions rather than having to compete for their positions.
- **Information Sessions, Workshops, and Org Models:** We have held org model workshops with leaders and information sessions with all IT, Procurement, and Accounts Payable employees; org models are in progress.
- **Technology Transition:** Roadmaps in place for critical systems (CSUBUY, Concur, Microsoft Suite, Entra ID)
- **Recruitment:** Interim Head of Network IT has been hired; Senior Director for Network Learning and Professional Development search is being finalized; Head of Network Financial Services search is beginning

Q & A

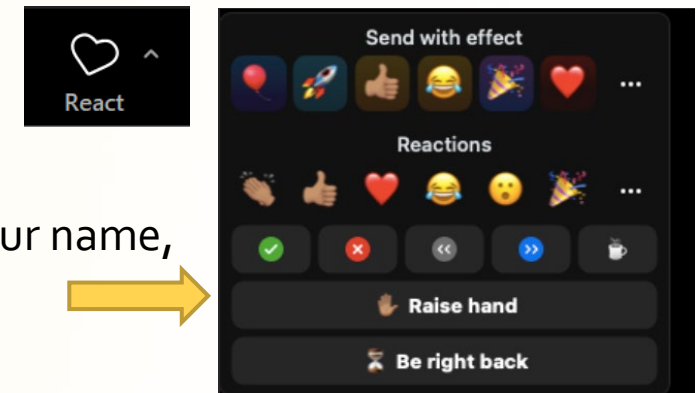
- From UBC members
- From meeting guests

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>