



University Budget Committee

Jeff Wilson, CFO & Vice President, Co-Chair

Amy Sueyoshi, Provost & Vice President, Co-Chair

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University Budget Committee Meeting Minutes

Meeting Date: Thursday, November 20, 2025, via Zoom

Voting Members present: Shivani Bokka, Robert Keith Collins, Jennifer Daly, Brandon Foley, Michael Goldman, David Hellman, Mari Hulick, Alex Hwu, Jeff Jackanicz, Crystal Kam, Irina Okhremtchouk, Mary Menees, Dylan Mooney, Jamillah Moore, Daniel Paz Gabriner, Alesha Sohler, Amy Sueyoshi, Alaric Trousdale, Jackson Wilson, Jeff Wilson

Non-voting Members present: Deborah Elia, Christine Hintermann, Chanda Jensen, Katie Lynch, Lynn Mahoney, Cesar Mozo, Tammie Ridgell, David Schachman, Michael Scott, Jamil Sheared, Elena Stoian, Venesia Thompson-Ramsay

Guest presenters: Karen Moranski

Members Absent: Emiliano Balistreri, Brad Erickson, Ashkan Forouhi, Tim Jenkins, Genie Stowers

Meeting coordination: Nancy Ganner, Mariela Esquivel

Accompanying presentation can be found here: [UBC Presentation November 20, 2025](#)

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UBC co-chairs called the meeting to order at approximately 10:05 A.M.

### **Agenda topic – Welcome from Co-Chairs and Agenda review**

- Co-chairs welcomed committee members and guests.
- Reminded of ways to contact UBC including office hours.

### **Agenda topics – Member roll call, Meeting Minutes approval**

- Quorum established.
- Minutes approved as submitted.

### **Agenda topic – President's Remarks**

- **Lynn Mahoney** acknowledged the nearly 300 attendees and shared the Chancellor's Office (CO) decision for a SFSU 5% reallocation plan (last two years was reduced to 3%). Referred to last meeting's discussion around the existing structural deficit and unfunded mandatory costs.
- Governor's budget will be released in January. The CA budget deficit seems in turmoil while CSU support is very needed. SFSU has to prepare for another hard year, must reorganize and must review things that aren't "mission-critical". Everything is on the table including a potential faculty voluntary separation program being discussed with CFA, and IRC recommendations for reducing the number of majors and integrating departments.

- The CO recognizes assistance is needed for rethinking recruitment strategies so they've issued funding to support an approved strategic enrollment plan with metrics, to be discussed with the state legislature as some of that comes directly from the state.
- Emphasized everyone needs to do their part to support student enrollment and retention: to ask themselves what they can do particularly for students who stop out junior/senior year, leaving in good academic standing. What can be done better? What can be improved? Examples include improving advising at upper division level, working on belongingness, etc.
- Stated faculty should know how their department is doing by reading the data on [the Institutional Research website](#), as nearly all universities will have to reimagine their academic programs and how they organize their departments. Outside of California many already have – the CSU is among the first within California to model this.
- Encouraged everyone to be a booster for SFSU. Asked all to help correct public misinformation, to continue to advocate for state funding, to continue to be collegial. Noted if student confidence in the university is shaken, it hurts everyone – mostly the students. Remarked despite everything, SFSU has remained in the top 5% of institutions for upward mobility. Advised it's important everyone to invite their colleagues to attend these budget meetings to be aware of what's happening, as the campus has the ability to navigate change. Conclude by noting the incredibly hard work and accomplishments in the last 3 years, and more has to be done.
- **Robert Collins** asked for an update on the student "Retention Toolkit".
- **Lori Beth Way** said it's the [Collectively Closing Our Equity Gaps](#) document that contains research and suggestions for everyone in academic departments to help close student equity gaps, which increases retention. The enrollment team is also creating a recruitment piece for the Strategic Enrollment Management Plan.
- **Katie Lynch** added they've been developing a student "Recruiter's Toolbox" which includes messaging highlights, things that are helpful vs. things that might be distracting for students, best ways for different folks to get involved, etc. They plan to deliver it by January 2026 for the yield season so everyone will have those resources at their fingertips. It will continue to expand and update moving forward. She told the college deans know she's willing to come to their Spring all-college meetings to speak about the toolkit.
- **President Mahoney** added CSU did some [economic studies showing the value of the CSU](#) and promoting it on social media. Also mentioned [SFSU shined in Economic Impact report](#).
- **David Hellman** asked about retention of faculty and staff: with some leaving, positions not being filled and work left to others, this may also impact retention of students.
- **President Mahoney** explained SFSU has too many instructors for the size institution it currently is. Continued that while a small amount are experiencing significantly more teaching, SFSU's tenure-track "(TT)" density is the highest in the CSU, and it's not funded for an 85% TT density. Shared hope that faculty and staff who plan to leave do so under good conditions such as retirement or voluntary separation.
- Reiterated she is not asking everyone to do 'more with less' all the time, but needs everyone to think about what doesn't need to be done anymore. As an example, asked David to consider what the library needs to prioritize that directly impacts students. Faculty and staff in Academic Affairs may need to work with the Provost to consider programs which may not be needed anymore.

- Summarized these are the kinds of hard decisions that need to be made to become a smaller institution. There will be less faculty and staff moving forward, and the San Francisco Bay Region Network (SFBRN) is an example of cost-savings by streamlining work with the same goals: to prioritize the important work that needs to be done, and it will be with fewer people.
- **Burcu Ellis** shared a link in the Chat from [a website she found while searching SFSU info](#) for the team to be aware of. The 3,800+ comments weren't bad but not that good either, and asked for a toolkit to be able to respond to some of these concerns. Also asked about the faculty voluntary separation program as mentioned.
- **President Mahoney** said a toolkit is being developed with more details to be shared at the December or January UBC meeting. Regarding the voluntary separation program, while she hopes departing faculty and staff separate under kind circumstances, there just aren't enough students to require teaching work in some departments. This was discussed recently at a meeting with department chairs. Is hopeful SFSU will be able to offer a program that incentivizes separation.
- **Aaron Kerner** shared his child is a first year student at SFSU and wonders what can be done for retention strategies, implying a high acceptance rate of students who may not be college-ready. Stated he's trying to remain optimistic.
- **President Mahoney** agreed it's hard to stay optimistic when the state keeps reducing its support. Disagreed with the high acceptance rate comment, as SFSU admits from the top 30% of California's high school graduates. Emphasized SFSU has not changed its admissions standards and students still have to be CSU-eligible: the guaranteed admission program with school districts will admit eligible students before they apply to any community college or university so it doesn't change eligibility standards.
- Commented that assuming every student is college-able may be a prestige bias, which is one of the greatest illnesses plaguing public higher education, especially in California with its [master plan](#). Shared she read [an article this week about UC San Diego](#) that exhibited this kind of elitism, where apparently their research shows they're suffering with underprepared students. Said UCSD is one of the most elite universities in the country and it's sad they see their own students that way. Pointed out that with some students, it may not be learning issues as much as interpersonal skills issues the pandemic may have disrupted. Agreed that student engagement, behavior in the classroom and absenteeism are consequences that need to be addressed, but while SFSU is not Stanford or UCLA, its students deserve support and SFSU is still a great place to learn.
- **Ryan Howell** asked about TT density and how it impacts departments that continue to grow (like Psychology). Remarked their TT density is up to nearly 80% because their lecture faculty have not been retained. Asked for solutions for TT density costs rising, as some departments with less demand are also having similar issues. Suggested a dual-affiliation, where TT faculty can be affiliated in their home department but also have an affiliation with another dept. Shared an example: as of that morning, almost all of their GWAR classes are full, so TT faculty may be able to teach some of those classes. As TT density rising isn't always a reflection of demand, this can help in other areas where demand is growing.
- **Amy Sueyoshi** replied the university's overall student population is declining, so there are less classes that are not major-specific. Explained this is part of the reason her team is asking high-demand majors to take themselves out of the GE so they can better use their resources. Included she continues to appreciate his inquisitiveness and efforts to offer solutions.
- **President Mahoney** added in an ideal academic world, high tenure density is a good thing. Full-time TT faculty are recruited and are deeply invested in their program. Explained the CSU is not funded to have

high TT density – it's funded to have a lower concentration of TT density with lots of lecturer faculty. Commented many lecturers are spectacular and this serves SFSU because students love them, but their hiring follows demand and due to budget, SFSU substantially reduced lecturer faculty by hundreds in the last two years which forces TT density up. Admitted this model is too costly for some departments, where they like the flexibility of lecturer faculty as they can do things TT faculty cannot (such as professional programs). Added SFSU's TT density has stayed consistent since 2019, and having less TT faculty is where a strategic voluntary separation program could help the university by maintaining the TT density in departments with higher demand and helping those with lower demand.

- **Mari Hulick** remarked she's happy to hear the word 'strategic' for another voluntary separation program. The first plan was so voluntary that departments like Facilities lost 18 staff and the effects of this are still evident. Shared hope departments are able to have lecturers in key areas where they actually fit well, like in her own department.
- **Burcu Ellis** remarked she's glad for the voluntary separation option but asked if Chairs can be advised in some way so they can better prepare. With the prior program it was difficult to find out late into the semester that they would lose five faculty.
- **President Mahoney** promised to do her best, with the understanding they have to work closely with the unions and HR for that.
- No further questions asked.

#### **Agenda topic – Institutional Resilience Project: Advancement**

- **Jeff Jackanicz** presented the opportunities Huron Consulting identified within University Advancement. Shared steps they're taking to capitalize on those opportunities and noted progress.
- (see slides)
- **Danny Gabriner** asked if the incoming funds are restricted to specific purposes and what opportunities there might be to use funds towards student enrollment-growth.
- **Jeff Jackanicz** replied a small percentage of philanthropic funds are unrestricted – about 10% in any given year, and "Unrestricted" can take a number of different forms: purely unrestricted funds are used to support Advancement work and also provide student emergency support for the Hope Crisis Fund, as an example of how they're used. Next: "moderately" unrestricted funds are used for things like a dean's fund within a particular college, to be used at their discretion. Advised those are modest amounts and there's generally an established history of how they've been used. Lastly, shared his team is focused on finding ways to give donors opportunities to give to a specific area, largely around naming opportunities. Concluded that donors focus on particular areas and tend not to want to give purely unrestricted dollars.
- **Rob Collins** asked what role alumni play in this campaign and how faculty can help.
- **Jeff Jackanicz** stated alumni are at the heart of this campaign, both in terms of being a crucial, if not primary, donor population and they also help Advancement host events. Noted a significant percentage of SFSU Foundation board members are alums and are well-positioned to make meaningful gifts along those lines. Shared Advancement is also recruiting for a director to create a workplace program for alumni, offering programming at workplaces where alumni are. Stated his team has done a deep dive on where the most target-rich environments are in terms of companies in public/private sectors where alums may not even know each other, called the "Alumni at Work" program and they're excited about the possibilities as alumni retain a stronger connection to their college/major than the institution as a whole, usually because there's faculty with whom they've had a transformative academic experience.

Encouraged everyone to share with Alumni Relations when they find interesting alumni who may be able to make a gift or would be meaningful to have come back to campus to speak to students.

- **Jackson Wilson** noted there's always interest in funding new buildings and asked if there's ever funding for maintenance.
- **Jeff Jackanicz** replied donors see things like deferred maintenance and campus beautification as being a core responsibility of the institution, no matter the degree of financial challenges it faces. Advancement periodically receives small gifts to plant trees in a particular area: after some trees were removed from the AIDS Memorial Grove (near the front of the gymnasium) they were able to use a gift to replant trees there. Shared that core functions like these are not particularly attractive to donors, as the prospect donor pool's capacity for this campaign is deployed in non-capital ways.
- **Anarose Schelstrate** asked if funds can be earmarked for retention, scholarships or faculty support.
- **Jeff Jackanicz** confirmed all donations support students in some way: they bring it to the attention of prospective donors with priority on lowering the total cost of attendance such as living expenses, housing and other expenses associated with attendance working within any restrictions a donor might desire such as area of study or transfer students. Added a few weeks ago while traveling with President Mahoney on the East Coast, they received a commitment of \$250K to establish a student retention fund to be administered by the Financial Aid Office so that if a student is at risk of stopping out due to financial hardship that a few hundred dollars can prevent, they would be eligible. Shared they've piloted this approach with great success so far so they've decided to institutionalize this, and this gift will provide a seed endowment of \$500K they will invite others to give to.
- **Venesia Thompson-Ramsey** added the SFSU Foundation approves \$6.5M annually from the endowment to campus, with about 70% of that for scholarships.
- **Sandra Henao** noted scholarships are also a powerful tool for student recruitment. Shared an example from SJSU and asked how frequently donors are informed about the flexibility of scholarships as an important attraction to prospective students.
- **Jeff Jackanicz** replied they're working on a goal of about \$75M in scholarships for this campaign. Would love ideas on how they can better leverage scholarships in the recruitment process. Stated they're doing what they can to raise funds to help make it possible for the financial aid office to synchronize awarding of scholarships with admissions decisions.
- **Katie Murphy** asked if there's any flexibility to endowed chair positions to help meet student needs. There may be more students in a program without sufficient support as compared to having that faculty.
- **Jeff Jackanicz** replied that kind of flexibility is possible but Academic Affairs might figure out the balance between where an endowed chair resides and what enrollment looks like in that particular area. Added if there comes a point where SFSU is unable to honor the original intent of the endowed chair, the university will work in good faith to redirect the chair towards the next closest use, which would be looking closely at the adjacent academic program.
- No further questions received.

#### Agenda topic – SF Bay Area Region Network (SFBRN)

- **Jeff Wilson** acknowledged this presentation may be repetitive for those who saw it elsewhere, but he wanted to provide updates on the SFBRN to as broad an audience as possible.
- **Karen Moranski** shared the SFBRN is a shared administrative network for three CSU campuses: San Francisco State, Sonoma State, and CSU East Bay; it's a shared-services infrastructure that reduces

duplication and intends to strengthen service quality. Stressed that it's not a traditional merger like CalPoly SLO and Maritime, and it's not an academic consolidation: emphasized it's focused on administrative functions within Administration & Finance's back-office processes that are not front-facing, with its Phase 1 to go live on January 30<sup>th</sup>, 2026. Areas involved include Information Technology, Procurement and Accounts Payable. Added Human Resources will occur in Spring and other areas are in discussion. With the Common Human Resource System (CHRS) project, implementation will move closer to May 2026.

- (see slides)
- **Jackson Wilson** asked if this process has saved any money, or where they are with expectations. Noted a lot of resources are being invested in this and a lot of reorganizing is happening, so assumes there has been a model created for when it'll break even and how much it'll save over time.
- **Jeff Wilson** replied for fiscal year 2025-2026, they've already realized about \$1.5M in savings. Shared an example of having a CFO for each campus and now there's only one for all three. Predicted that long-term permanent savings with the ITS and Procurement functions that launch on January 30<sup>th</sup> are forecasted about \$4.2M to be shared among the three campuses. Confirmed as additional functions are rolled out and efficiencies are achieved there will be larger savings expected.
- **Karen Moranski** added cost savings will come in different forms, such as the standardization of 700+ processes between 3 campuses that will save money in systems and consolidated contracts.
- **David Hellman** asked what many are also asking: how this will directly impact their work. Noted he's looked through the SFBRN website and documents and is not sure how it will impact most.
- **Karen Moranski** replied for most students, faculty and staff, the impact will be in the service components of the network: they're focused on front-facing portals that many go to for service. Predicted a key performance indicator for the success of the network is whether or not that service is better, faster and more streamlined for users of these services. Shared an example that procurement impacts a lot of users across campuses and CSUBuy and the people serving those contracts will get better and faster service.
- **Michael Goldman** acknowledged his understanding that network employees will stay on their current campuses, but asked who their president would be or who would sign off on new hire paperwork. Also asked how systems that may be different at other campuses with different financial conditions will see savings at the systemwide level.
- **Karen Moranski** replied network employees still belong to their home campus so their campus president will not change, although their supervisor may change as they serve the three campuses. Confirmed they are working with the CO and Labor Relations on employee inter-campus supervision to ensure employees have the support they need to do their jobs effectively.
- Moving forward, stated the SFBRN will look at other back-office processes like financial services and may branch out from there, but it will primarily be at infrastructure rather than front-facing services provided to students, faculty, and staff. Noted this is a model for the CSU, breaking new ground for other campuses that may want to do this. Added they are thoroughly documenting processes if others wish to do the same, while simultaneously there's also the Multi-U project happening at the system level for all 22 campuses for systems (like cybersecurity and benefits consolidation).
- **Alesha Sohler** asked what the savings may be per campus and, and which president will sign off on new hires for the those in the network - and how will that cost be divided between the campuses.

- **Karen Moranski** replied that new network hires will be assigned to a home campus and collaborate with people across the three, with their goal of retaining current employees.
- **Jeff Wilson** added they're working towards allocating costs based on student headcount, which places SFSU at about 50%, 30% for East Bay and 20% for Sonoma with some percentage point swings occasionally. Added every year during the budget process, they will reconcile to make sure that whatever numbers they've used will align with actual costs.
- **Dylan Mooney** asked about shared governance and budget transparency at other campuses, as cost recovery is already problematic at SFSU, and how that will be managed between three campuses. Also as SFSU is already low on staff support (such as Facilities), if hiring will reinvest in the areas needed.
- **Karen Moranski** shared the December monthly SFBRN update will primarily be about governance framework and mechanisms for the network. Added that each campus has a Budget committee, Senate and two have staff Councils that are engaged in this process. SFBRM leadership also met with AS leadership to engage students in the shared governance process. Cost recovery is still a work in progress.
- **Chanda Jensen** asked if all three campuses have "HR liaisons" (she is one) who do similar work but are outside those departments. If so, who will train these outside-HR staff on the new processes.
- **Karen Moranski** replied that similar to what's happening in ITS and Procurement, those outside those departments doing similar work will be part of ongoing conversations as to what fits the scope of the network and what doesn't and whatever needs to stay local/campus-based will be reviewed on a case-by-case basis. Added the timeline for implementation is by January 30<sup>th</sup>.
- **Jennifer Waller** asked if SJSU was invited to join the network.
- **Karen Moranski** replied they're in a different financial/enrollment situation than the three campuses.
- **Rana Tawfik** asked where the Senior Director of Learning and Development fits into the SFBRN organizational structure.
- **Karen Moranski** replied the Learning & Development Senior Director and the Head of the Network Support Center will both report to her, with the goal of ensuring a cohesive connection between training, development and the service components of the network.
- No further questions received.

#### **Agenda topic – Institutional Resilience Project: Procurement**

- *(postponed to next meeting due to time)*
- No questions received.

#### **Agenda topic – Public Forum**

- No questions received.

#### **Co-Chairs adjourned the meeting approximately 12:00 PM.**

- Next UBC meeting: Thursday, December 18, 2025 from 10:00 AM – 12:00 PM via Zoom

-end (nrg)

#### **From the Chat:**

2025-11-20 10:06:59 From Member Danny Paz Gabriner: Do come to UBC Office Hours! Plenty of opportunity to talk budget and UBC.

2025-11-20 10:09:56 From Stephanie Sisk-Hilton: Jackson I wait for those every Friday!

2025-11-20 10:09:45 From Marilyn Jackson: hahahaha

2025-11-20 10:10:30 From Jennifer Waller: 😊

2025-11-20 10:10:40 From Bob Bonner: Jackson: that joke was trashy

2025-11-20 10:10:49 From Burcu Ellis: We Turks get terrible turkey jokes all of next week!

2025-11-20 10:11:36 From Marilyn Jackson: Replying to "We Turks get terrible turkey jokes all of next wee...": Hang in there Burcu

2025-11-20 10:13:08 From Member Alesha Sohler (She/Her): That is concerning, considering the sell-off from some of the billionaires of Nvidia stock..

2025-11-20 10:14:47 From Member Christine Hintermann: Replying to "That is concerning, considering the sell-off from ...": The billionaires love to undercut their own.

2025-11-20 10:15:05 From Member Danny Paz Gabriner: Look to Metro!

2025-11-20 10:15:08 From Jennifer Waller: Talk with them and provide snacks.

2025-11-20 10:16:11 From Savi Malik (she/her): Replying to "Look to Metro!": We can help with retention!!

2025-11-20 10:18:27 From co-chair Jeff Wilson: <https://lao.ca.gov/Publications/Report/5091>

2025-11-20 10:19:42 From Jennifer Waller: Please distribute the retention toolkit to staff if you will.

2025-11-20 10:20:15 From Claude Bartholomew: Closing Equity Gaps Doc: <https://sfsu.box.com/s/3vbebkod6pgutiwyvd2szgomuyez2mgr>

2025-11-20 10:20:34 From Jennifer Waller: Replying to "Closing Equity Gaps Doc: https://sfsu.box.com/s/3v...": Thanks Claude!

2025-11-20 10:20:51 From Lori Beth Way: Replying to "Closing Equity Gaps Doc: https://sfsu.box.com/s/3v...": Thank you! You're always much quicker than me. I appreciate it.

2025-11-20 10:21:24 From Bobby King: <https://www.calstate.edu/csu-system/news/Pages/2025-Economic-Impact-Report.aspx>

2025-11-20 10:21:34 From Lori Beth Way: Sure. One second

2025-11-20 10:21:39 From Bobby King: <https://news.sfsu.edu/news/san-francisco-state-university-shines-latest-cal-state-economic-impact-report>

2025-11-20 10:22:27 From Lori Beth Way: <https://ir.sfsu.edu/retention-and-graduation>

2025-11-20 10:22:47 From Jane DeWitt: <https://csusuccess.dashboards.calstate.edu/departments-dashboard>

2025-11-20 10:22:50 From Member Mari Hulick (she/her): Thank you @Member David Hellman!

2025-11-20 10:23:23 From Jane DeWitt: Replying to "https://csusuccess.dashboards.calstate.edu/departm...": CSU dashboard about student progress in departments and majors.



2025-11-20 10:24:07 From Burcu Ellis: This is how we look online, just fyi <https://www.niche.com/colleges/san-francisco-state-university/>

2025-11-20 10:24:33 From Member Michael Scott: Our T/TT density in Fall 2025 was 73%

2025-11-20 10:25:43 From Isabel Seiden: How many staff positions is this campus expected to lose as a result of the Bay Area Regional Network?

2025-11-20 10:27:02 From Karen Moranski: Replying to "How many staff positions is this campus expected t..." We can address that shortly in the presentation.

2025-11-20 10:27:03 From Member Katie Lynch (she/her/hers): @Burcu, we are very familiar with Niche, Reddit, etc. This is why we need folks to be boosters of the institution and encourage students to share their positive experiences.

2025-11-20 10:29:07 From Guest Carleen Mandolfo: I think it's important to remember that if we rebalance our faculty then workload will balance out as well. Hopefully we can do it kindly, as president Mahoney mentioned.

2025-11-20 10:30:04 From Rana Tawfik: As an SF State Alumni and a UC San Diego Alumni, SFSU is waaaaay more catered to student retention. I also dislike this study very much so.

2025-11-20 10:30:07 From Susanna Jones SFSU: Our students are remarkable and deserve us to believe they are not only capable but have rich potential.

2025-11-20 10:30:18 From Jennifer Waller: How does admitting the top third dovetail with guaranteed admission. I am a little confused, forgive me.

2025-11-20 10:30:41 From Jennifer Waller: Replying to "Our students are remarkable and deserve us to beli...": Absolutely.

2025-11-20 10:31:17 From Tess Stevens: People also have financial issues, get tired, have to go home to work, etc. Sometimes just paying attention to a student can help (this is feedback I've seen on our social platforms)

2025-11-20 10:31:19 From Member Katie Lynch (she/her/hers): Replying to "How does admitting the top third dovetail with gua...": There are still students in that mix that feel like they aren't admissible or that college isn't for them. They may be scared or uncertain and we want to provide more confidence in the process

2025-11-20 10:31:19 From co-chair Amy Sueyoshi: Replying to "How does admitting the top third dovetail with gua...": To be CSU eligible you have to have a certain GPA and completed A-G requirements which is top third.

2025-11-20 10:31:25 From Anoshua Chaudhuri: We forget that students at SFSU get direct faculty attention and are taught directly by our amazing faculty unlike in the UCs where first year students get taught mostly by graduate students - we need to highlight our world class faculty caliber to our students and potential students

2025-11-20 10:33:23 From Rana Tawfik: Replying to "We forget that students at SFSU get direct faculty...": Again, as an Alumni of both SFSU and UCSD, this is 100% right in my opinion. It was almost impossible to get time with faculty during my undergrad at UCSD. That was not my experience here for my masters.

2025-11-20 10:33:25 From Member Mari Hulick (she/her): @Ryan Howell, PSY Excellent!

2025-11-20 10:33:25 From Bob Bonner: To be honest, that sort of deficit thinking is what makes students feel ostracized. If their faculty think they are bottom of the barrel then what should they think of themselves? I remind my students that the UC students are being taught by grad students and faculty who think teaching gets in the way of research lol

2025-11-20 10:33:42 From Member David Hellman: The T/TT density in the library is one of the worse in the CSU. The library did a detailed workforce study that reflected this a couple of years ago. We literally survive on the work of our lecturers. We cannot afford to lose any lecturers and this isn't a matter of doing less with less, but rather a matter of supporting core library functions.

2025-11-20 10:34:26 From Member Michael Scott: If our current ratio of students to T/TT were the same as in 2019, we would have 106 fewer tenure/tenure-track faculty today. We would then have funding for many lecturers.

2025-11-20 10:36:03 From Member Michael Scott: With 106 less TT, we could afford to hire 178 lecturers.

2025-11-20 10:37:28 From Member Michael Scott: 178 lecturers teach 890 sections each semester. 106 T/TT teach 318 (GCoE more).

2025-11-20 10:38:21 From Ryan Howell, PSY: Design TD for Fall: 84.1%

2025-11-20 10:38:36 From Member Mari Hulick (she/her): Replying to "Design TD for Fall: 84.1%": Thank you!

2025-11-20 10:39:41 From Ryan Farquhar: Replying to "We forget that students at SFSU get direct faculty...": Interesting, I am alum and still teaching at UCB and SFSU but that wasn't my experience. But, I feel it was more major dependent there but my faculty were super accessible

2025-11-20 10:43:24 From Rana Tawfik: Replying to "We forget that students at SFSU get direct faculty...": Yeah that makes sense Ryan. I had changed my major at UC San Diego multiple times and across the board tenured faculty in particular at UCSD during the years I attended were mostly not accessible and more focused on research than on supporting students. They outsourced most office hours and emails to TAs.

2025-11-20 10:45:29 From Jennifer Waller: It would be amazing to have a donor board out on the 19th avenue side so everyone sees this info and support

2025-11-20 10:46:15 From Leyla Ozsen: Replying to "We forget that students at SFSU get direct faculty...": My experience at R1 institutions really varied; in some departments, the classes had around 200 students, so it was almost impossible to get any individual attention. In others, the smaller class sizes made it much easier to connect and get help. So I think the size of the departments and the size of the classes make a difference. At least in my experience.

2025-11-20 10:46:43 From Jennifer Waller: Replying to "It would be amazing to have a donor board out on t...": Everyone driving by that is. And not too flashy. Subtle and full of gratitude.

2025-11-20 10:55:32 From Anarose Flores Schelstrate: How much of these funds go to scholarships? to retain students?

2025-11-20 10:58:01 From Member David Hellman: @Member Rob K Collins hold him to that \$20 😊

2025-11-20 10:59:54 From Sandra Henao: Hi Jeff: How are scholarships prioritized? One of the top reason students stop-out is their inability to pay for their education & living costs, and it's also one of the top reasons admitted students end up

*not enrolling here - they get impactful scholarships from other universities or they end up enrolling closer to home to reduce living/commuting expenses.*

*2025-11-20 11:02:32 From Member, Dylan Mooney: Which is exactly why it's important that we prioritize general fund dollars for campus maintenance.*

*2025-11-20 11:03:32 From Member David Hellman: @Member Jeff Jackanicz donors need to know that infrastructure is often the first thing to be impacted by budget cuts. I know they want to donate to more glamorous things but that is the reality and the impact on students and everyone on campus is so important. Call it "beautification" if you must.*

*2025-11-20 11:05:47 From Katie Murphy: Replying to "@Member Jeff Jackanicz donors need to know that in...": I have to wonder what are we doing to educate our donors about the value of staff work re: infrastructure?*

*2025-11-20 11:05:50 From Jennifer Shea (she/her): On the topic of scholarships, haven't there been challenges in recent years in awarding them, at least those at the department-level and for smaller value scholarships?*

*2025-11-20 11:06:45 From Member Danny Paz Gabriner: Great to hear about the retention fund!*

*2025-11-20 11:07:11 From Member Katie Lynch (she/her/hers): Super appreciate all of advancements work to create additional opportunities for our gators and future gators*

*2025-11-20 11:09:25 From Bob Bonner: Replying to "We forget that students at SFSU get direct faculty...": Perhaps this varies by field so thinking about business schools... the point, as I tell our students, is that the faculty all come from similar doctoral programs, similar training, etc. We also have Stanford, MIT, Michigan, UC phd faculty. So the actual classroom education gap, at the undergrad level, isn't nearly as wide as the perception if you take away the prestige bias. It's unlikely that they are learning anything significantly different than they are at the "R1s" as evident by the fact that our faculty also come from the same PhD programs as their faculty. And many lecturers teach at both. Of course there are exceptional educators across all universities and programs with certain niches that aren't offered elsewhere because of a concentration of faculty. And the resources and networks aren't the same, etc. But the idea that the actual in class learning is that different is partly why the UCSD senare report about math preparation of their students is gaining so much traction.*

*2025-11-20 11:11:09 From co-chair Amy Sueyoshi: Replying to "We forget that students at SFSU get direct faculty...": There's a number of publications that support Bob's point above. (I don't have them at my fingertips but you can google it.)*

*2025-11-20 11:11:28 From Isabel Seiden: Replying to "We forget that students at SFSU get direct faculty...": I have a friend who went to Cal and was allowed to teach a mandatory intro class for like 200 pre-meds as a 19 year-old sophomore who took the course the previous semester. The idea that an R1 education is "better" is blind to the realities of those programs*

*2025-11-20 11:15:52 From Nancy Ganner: we'll come back at 11:20am*

*2025-11-20 11:16:12 From Shirin Khanmohamadi: Replying to "We forget that students at SFSU get direct faculty...": Reading through some of the Niche reviews (thanks, Burcu), I would say that the quality of instruction is consistently ranking highest in what students are happiest with. The biggest critique seems to be lack of campus cohesion and our*

*reputation of being a "commuter campus". I've been seeing more and different on-campus events lately, like that "Night Market" last week — I wish there was more of that!!*

*2025-11-20 11:19:54 From Member Chanda Jensen: Replying to "We forget that students at SFSU get direct faculty...": We need to break the "commuter campus" stigma.*

*2025-11-20 11:20:38 From Member Christine Hintermann: Replying to "We forget that students at SFSU get direct faculty...": @Member Chanda Jensen Life is a commute and standard norm for over 10 years now.*

*2025-11-20 11:21:45 From Matt Itelson: Replying to "We forget that students at SFSU get direct faculty...": Life is a traffic jam*

*2025-11-20 11:23:17 From Member Christine Hintermann:*

*Replying to "We forget that students at SFSU get direct faculty...": 10 Advantages of Long Commute to Work (Study, Meditate, Relax, and More!) - Self Development Journey I get to read more on a commute and planning the day, waking up still, etc. But when Bart is a hot mess, that's a whole different story.*

*2025-11-20 11:37:00 From Member Alesha Sohler (She/Her): What are the savings per university?*

*2025-11-20 11:38:00 From Member Alesha Sohler (She/Her): How are the costs being divided between the universities for those hired within this network?*

*2025-11-20 11:51:12 From Jennifer Waller: I wonder, was SJSU invited to join?*

*2025-11-20 11:54:25 From Member, Dylan Mooney: Thank you!*

*2025-11-20 11:54:39 From Member Jackson Wilson (he, him, his): It would be wonderful to have a Staff Council on each campus. My understanding is that CSUEB currently does not have one.*

*2025-11-20 11:54:55 From Member, Dylan Mooney: Replying to "It would be wonderful to have a Staff Council on e...": Correct.*

*2025-11-20 11:58:30 From Nancy Ganner: Please attend staff and faculty UBC Office Hours tomorrow Friday, 11-12pm to ask more questions, which come back to the UBC Steering Committee. I'll send the links out by email after this meeting.*

*2025-11-20 12:01:50 From Afitap Boz: Thank you*