University Budget Committee Meeting Minutes

Meeting Date: Thursday, December 18, 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, Irina Okhremtchouk, Mary Menees, Dylan Mooney, Jamillah Moore, Daniel Paz Gabriner, Alesha Sohler, Genie Stowers, Amy Sueyoshi, Alaric Trousdale, Jackson Wilson, Jeff Wilson

Non-voting Members present: Deborah Elia, Brad Erickson, Christine Hintermann, Chanda Jensen, Katie Lynch, Lynn Mahoney, Tammie Ridgell, Michael Scott, Jamil Sheared, Elena Stoian

Guest presenters: Steven Chang, Carleen Mandolfo, Michael Scott, Ingrid Williams

Members Absent: Emiliano Balistreri, Ashkan Forouhi, Tim Jenkins, Crystal Kam, Cesar Mozo, David Schachman, Venesia Thompson-Ramsay

Meeting coordination: Nancy Ganner, Mariela Esquivel

Accompanying presentation can be found here: UBC Presentation December 18, 2025

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UBC co-chairs called the meeting to order at approximately 10:03 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 Manohey** remarked on the 377 attendees in this last week of the semester and thanked for the participation. Is waiting on the Governor's proposed budget release in January; has heard nothing yet from the CSU but there' s worry about the CA budget deficit. Added the January UBC meeting will offer some indication about the CA budget, but reminded everyone it's just the beginning of the budget process and there's time to engage together in months of advocacy. With a potential $19M reduction to the CSU and so much cost reduction work already done, it's time for SFSU to restructure to reimagine itself as an institution of $15,000 - 20,000 students. Emphasized SFSU cannot continue to operate as it did when it had 30,000 students. Observed positions are being left open, lecturer faculty have been reduced and hiring has slowed, and it's time to restructure to continue to meet the university mission.

- Thanked VP Jeff Wilson, CIO Nish Malik, HR SAVP Ingrid Williams and others for their efforts on the SF Bay Area Region Network (SFBRN). The first set of integrations will go live in January and the SFBRN will keep campus updated on its progress on restructuring those areas.
- Reported she and Provost Sueyoshi had a CFA-facilitated conversation this week with a large number of faculty and there were many questions about teaching loads, class sizes, RTP. Shared one response she gave at the meeting which she's certain felt unsatisfying: pretty much everything has to change. Stressed that restructuring will be hard and there's a lot to do for all campus units to be engaged in this work. Acknowledged Academic Affairs has held meetings about merging departments, programs and curriculum: merging curriculum is the most important to be able to offer robust student programming; in some instances, reinventing curriculum is needed to reflect 21st century needs. Shared gratitude to the Senate who launched the Institutional Review Committee (IRC) last year to provide guidelines to do this.
- Commented that structural changes and reimagining programs will be attractive to students who want a high-quality educational experience aligned with 21st century needs; it will put SFSU at the front line of demographic decline. These changes will be made with shared governance with the Senate and working with department chairs. Repeated these changes have to be done with urgency, as universities are infamous for taking a long time to change - 2020 proved it can be done when learning was moved online within a week.
- Recommended everyone rest over the winter break to feel rejuvenated and ready for this work in Spring.
- **Robert Collins** asked for advocacy points nuanced to SFSU to relay the "building for the 21st century" message, as the CSU Academic Senate will meet before the semester begins to engage in discussions of advocacy for full funding of the CSU.
- **Lynn Manohey** replied the return on investment is true for the entire system, and CSU produced a study on how much the state gains region by region, of which one is for Bay Area campuses. SFSU's budget has to match its current enrollment, which would have produced a balanced budget this year. Legislators have to understand funding cuts will specifically hurt the Bay Area as this region is particularly vulnerable to the consequences of defunding the CSU.
- **David Hellman** asked how AI fits into all of this, referring to an article by SFSU faculty Ronald Purser about AI destroying the university. Noted he worries about the campus getting into a scenario where "the cart leads the horse". Wonders if SFSU should become the 'anti-AI university' to offer students something different than what others are offering.
- **Lynn Mahoney** replied if SFSU were to do that, it's certain to become even smaller than 15,000 students. Stressed that SFSU students have to be critical users and embracers of AI - the change can be incremental, but leaders in industries across the city say students won't lose jobs to AI but to someone who knows how to use it. Remarked similar to the campus budget situation, it's one of those things everyone has to lean into together, and students will learn to use AI in positive ways that still drive student learning.
- **Michael Goldman** considered how many faculty have left the university in recent years, adding it seems important to step back to review how the campus arrived at its current situation to avoid making the same mistakes moving forward. Mentioned when the campus was over-enrolled as many SoCal CSU's are now, it feels it's important to share with them what could happen when they arrive at the same demographic cliff. Suggested a taskforce could work on looking at what can be learned from how the campus responded to situations in the past to better prepare for the future.

- **Lynn Mahoney** agreed SFSU has to plan for the future but the campus does not need a task force to look back. Restated the focus is on the future, with an ambitious STEM plan that Enrollment Management will unveil soon, and a retention plan which requires surgical precision. Emphasized the campus has to work together on this, department by department, college by college, to merge curriculum in ways that allows vigorous programming to best anticipate what students will need.
- **Mari Hulick** expressed she's happy SFSU is planning for change, and faculty across campus are beginning to talk across colleges about potential futures, sharing great ideas for moving forward. Stated this needs to be supported structurally with interdisciplinarity across colleges. Noted East Bay received a $50M grant from MacKenzie Scott and Sonoma will receive $45M from the CSU and even though there are many strings attached to those, SFSU needs similar funding.
- **Lynn Mahoney** agreed about interdisciplinarity and to Michael's comment on the loss of lecturer faculty in past years, but there's a pressing need to reduce tenure-line faculty as Ingrid Williams will present. Restated there are only two choices: to continue what's currently being done with less people and spreading resources thinner and thinner, or looking across departments and colleges to create course schedules drawing on each other, not just traditional disciplines. SFSU is more successful than East Bay and Sonoma at philanthropy and assured there has been tremendous success as the campus is close to meeting its annual fundraising goal. Remarked East Bay was incredibly lucky and there is no pattern as to who gets Mackenzie Scott's attention - she's very focused on access institutions. Confirmed SFSU is looking at many philanthropical opportunities.
- **Lynn Mahoney** responded to Kendra Van Cleve's comment in the Chat: SFSU has had two different budget reductions in the last 3 years: one driven by lower enrollment, and the other is driven by budget cuts from the state - both experienced at the same time.
- **Darleen Franklin** thanked President Mahoney for the reality check. Added that in addition to losses of lecturer faculty, the campus also lost vital staff in positions and areas where enrollment is growing, asking how staff loss can be transformed.
- **Lynn Mahoney** explained restructuring will cover critical areas but funds have to be freed from areas that aren't. The Provost will announce plans to do that in Spring.
- **Laura Moorehead** asked what shared governance looks like under a state of a financial emergency. A voluntary separation program sounds like a potential for layoffs, and is curious about the tension between universities needing to move quickly and financial crisis.
- **Lynn Mahoney** noted there are universities outside California where a financial emergency changes shared governance, but in the CSU financial exigency/financial emergency doesn't exist on any other campus but SFSU. Explained that having declared a financial emergency last year was to be able to form the IRC as part of shared governance. Declaration was required but does not change the shared governance model of academic policies and collective bargaining. Explained SFSU notified CFA it may have to engage in layoff of full-time faculty. Stressed that everyone worked very hard, both within the university and outside, to not have to do that, but the first step will be a voluntary separation program so as to not engage in layoffs. Concluded that at the end of the day, the campus has to have a balanced budget and cannot have faculty for whom there isn't enough work. Collective bargaining and all Academic Senate policies are still in effect and will be complied with.
- No further questions asked.

Agenda topic – Institutional Resilience Project: Procurement

- **Jeff Wilson** introduced the presentation explaining this is part of the Institutional Resilience Project, where SFSU partnered with Huron Consulting to research and identify financial savings opportunities across administrative areas, including Procurement. Added that during the engagement with Huron, there was a change in leadership in the Procurement office and thanked Steven Chang for stepping up to lead this part of the Institutional Resilience Project.
- **Steven Chang** presented goals for Procurement optimization.
- (see slides)
- **Genie Stowers** asked how this will work for SFBRN campuses: if services will be organized by function where each campus is responsible for providing a particular kind of service to the other campuses, or will there be designated people across all the functions.
- **Steven Chang** replied the primary charge for this project was SFSU-based; when Procurement moves into the network it will try to implement these practices into the other two campuses.
- **Jeff Wilson** added an example is the public works projects; large capital projects are currently organized that each campus has an administrator who is a subject matter expert for public works - that person will lead the effort of staff to support the procurement functions on the other two campuses for their public works contracts. There will be an expert for general procurement day-to-day functions, similar to accounts payable.
- **David Hellman** described how he's been able to save the campus hundreds of thousands by being able to negotiate directly with some vendors and worries about vendors being consolidated into P2P. Explained as he works with hundreds of specialty vendors at the library, those savings opportunities may be lost in consolidating efforts without the flexibility needed for specific vendors.
- **Steven Chang** advised for SFSU they will first target Facilities primarily through competitive bidding to allow for state regulatory requirements and to introduce more competition to campus, as it generally offers better pricing. Added there's also a component for utilizing CSU agreements within Facilities areas where purchasing can net incentives/rebates back to campus. Shared that it's understood consolidation may not be possible for some areas such as the library for niche specialty items.
- **Alaric Trousdale** inquired about the financial impact of SFBRN with Procurement and if by end of fiscal year he might be able to speculate how much money could be saved. Also asked if he anticipates more one-time cost-savings vs. continuous.
- **Steven Chang** explained other campuses have been able to measure cost savings prior to implementation as a baseline and after implementing P2P – is hopeful SFSU can do the same. Also, as the team begins to standardize and consolidate vendors, is hoping for multi-year agreements that may allow campus to build relationships with select vendors to create ongoing partnerships.
- **Jackson Wilson** observed Procurement cost savings would serve as metric of success, but has heard concerns from users around campus that saving time is as important (response time, time to acquisition, etc.) which might be added as another measure of success in providing quality service.
- **Steven Chang** agreed time is one of the traits of the P2P implementation they're looking forward to with more end-user transparency, as they'll be able to analyze when something was entered, approved, current status, how long its taken; his team will be able to follow actions and timelines.
- **Alex Hwu** echoed what Jackson mentioned; CPaGE has struggled to get requests moving in a timely manner – 60 to 90 days sometimes, and they have had Procurement requests taking over 6 months. Agreed time is an important measure, transparency, optimization, process streamlining is needed so

they can anticipate how long it will take so they can work with their vendors. Explained its difficult for CPaGE to engage with vendors due to this. Emphasized time would be the top measure of success for this new program as it affects any potential cost savings if they lose vendor opportunities.

- **Steven Chang** agreed and hopes to begin to baseline current practices against the CSUBuy system to see how long it takes, particularly for complex software or IT agreements vs. common goods.
- No further questions received.

Agenda topic – Voluntary Separation Incentive Program (VSIP)

- **Ingrid Wiliams** presented the VSIP program for tenured and tenure-track (T/T) faculty.
- (see slides)
- **David Hellman** asked if librarians would be eligible, and if there's any offer of service credits.
- **Ingrid Williams** advised this program is not intended for librarians or counselors, given that tenure density is low; its for faculty tenure density, and no service credits are offered.
- **Jackson Wilson** asked about a mention in the email that went to faculty that said there would be links to Social Security for CalPERS and if that information can be sent directly to the T/TT faculty to help them make a decision, which might increase participation in VSIP. Explained it takes a lot of effort to gather information from Social Security and CalPERS and do the various calculations. Also asked if someone who applies for VSIP for a June separation can back out after March 13th.
- **Ingrid Williams** replied she does send specific information to those T/TT faculty along with relevant links they can utilize. Added if someone wishes to back out, that deadline allows SFSU an appropriate amount of time to make adjustments to classes, coursework, etc., if necessary.
- **Danny Paz Gabriner** noted the last VSIP had a specific budgeted amount and asked what the limits/expectations were this time. Also asked when departments would be notified.
- **Ingrid Williams** responded SFSU set aside about $7M in reserves to address this VSIP, which could change depending on the departments and faculty. Shared the university is hoping for anywhere from 60 to 75 faculty to consider this. Added there's nothing preventing a faculty member from notifying their dean they're interested in the program, and she promises to work as diligently as possible once applications are approved to notify the dean and provost.
- **Alesha Sohler** asked if there's a targeted number of faculty that would place SFSU in a more positive fiscal situation, acknowledging the program can hopefully serve 60 to 75 faculty.
- **Michael Scott** advised they're hoping for the mid-60's, as that's the max budget but it all depends on who takes it as there are limited funds coming out of reserves to cover it.
- **Amy Sueyoshi** added there may be some faculty on FERP who are ending it so that will be taken into account, so there isn't a fixed number yet. They're hoping for up to 75 but they want to welcome as many faculty to take advantage of this program.
- **Ingrid Williams** responded to a Chat comment re: CalPERS retirement presentations that were offered this Fall, but turnout was very low. Mary Saw on the HR Benefits team will meet individually with employees as she has in past years. CalPERS will offer 1-2 presentations in Spring 2026, and even though they are 3 hours long, important information is shared in these presentations.
- **Alaric Trousdale** reviewed the excluded departments due to potential issues of accreditation as mentioned, as it seems to match the list in the IRC's final report (on page 6) in FTES deficit and wondered if it contributed to this list.

- **Michael Scott** replied the excluded departments listed are those where maintaining tenure density is crucial, such as nursing where there are very few T/TT nursing faculty and many lecturers.
- **Brad Erickson** inquired about the caps which could disincentivize some of the highest paid faculty from taking advantage of the program, and as its roughly half as much to retire now. Asked whether some faculty who were planning to retire at end of this semester might delay another semester to get almost double the benefit.
- **Michael Scott** explained the amount was chosen due to concerns about sufficient budget. If all highest-paid faculty were to leave, funds would run out quickly.
- **Amy Sueyoshi** added they're trying to strike a balance by making the opportunity available to as many as possible, with the restrictions of how much money is in reserves. If the amounts offered were higher it would have to be offered to fewer people.
- **Laura Moorehead** inquired further about excluded departments, as there are others with accreditation that if multiple faculty were to FERP or accept buyouts they'll also have same concerns in fulfilling student obligation. Noted it does seem to map to IRC and some with enrollment concern, and she heard there's a goal of about 175 separations through FERP or buyouts. Added she knows some who opted to FERP but haven't started yet; some who began as students and came back with their PhDs who may be excluded from VSIP and asked if they might be the first to be laid off, as it seems mean-spirited.
- **Amy Sueyoshi** clarified the primary driver of selecting departments was tenure density. Accreditation was taken into account, and those departments that teach a lot of GE will offer fewer classes, as there are overall fewer students (the proportion of transfer students are increasing while first-time freshmen are decreasing). Explained departments with a 65% or higher tenure density were considered based on the CSU funding model: ideal tenure density is about 54%. Addressed "a goal of 175 separations" is probably a rumor which could be based on Michael Scott saying if SFSU had the same tenure density in 2018, it would need 100 less tenure stream faculty, plus the VSIP offering up to 75… the numbers could have been guessed at 175. Emphasized their primary responsibility is to keep the institution financially healthy, through shared governance, and to consider what levers can be utilized to meet this in the most humane way possible that's financially feasible. Expressed that as painful as things may be, they're trying to do the best they can to reduce the largest expenses.
- **Joseph Barranco** asked about faculty who are currently on sabbatical and leave and their eligibility to participate in VSIP: shared an example of faculty going on sabbatical in Spring and another who's on a leave with difference in pay for this whole academic year, but the CSU requires they return next Fall.
- **Amy Sueyoshi** suggested they have discussions on an individual basis, if they want to retire. They can reach out to Ingrid Williams.
- **Ryan Howell** commented tenure density sometimes rises because of lecture faculty layoffs: in Psychology they've had 55% tenure density for years and even with the largest major, they had their lecture faculty budget cut by over 50% pushing their tenure density higher. Noting about half their faculty would be eligible, asked if it's "first come, first served". If many retire, asked what the plan would be to serve students in the Fall.
- **Amy Sueyoshi** replied if many were to retire lowering tenure density, they'd be able to hire lecturers.
- **Ryan Howell** clarified he's hearing a commitment that potentially, in departments where T/TT faculty do retire or take part in VSIP, lecture faculty will be hired primarily in those departments.
- **Amy Sueyoshi** emphasized if there's student demand for those classes.

- **Ingrid Williams** added one of the things they'd take into consideration is if everyone eligible decided they wanted to opt into the program, then it may be delayed.
- **Cristina Azocar** asked if there are faculty who opt-in and the department becomes ineligible for accreditation or faculty numbers are low, how do they teach out what they brought students in to learn.
- **Amy Sueyoshi** responded that's hypothetical as they don't know how many will opt-in, but it's a curricular question that can be discussed with Lori Beth Way if it actually happens. The aim is to lower tenure density so SFSU can hire lectures for classes that students need in high-demand programs.
- **Lynn Mahoney** commented they're replacing very few faculty - some departments with lower student enrollment can no longer run the curriculum they used to have. Stressed it's something departments have to work on this Spring; to merge curriculum and in some cases, merge programs. Some departments can use majors from across other departments and colleges to begin to change the curriculum to fit current student demand.
- No further questions received.

Agenda topic – Institutional Resilience Project: Student Faculty Ratio & Faculty Capacity

- **Michael Scott and Carleen Mandolfo** presented the Academic Realignment and Work Assignment Sustainability Plan. Began by explaining the enrollment challenges chart.
- (see slides)
- **Jackson Wilson** asked about the 12 WTUs of teaching (a.k.a. 4:4) as recommended by the IRC: appreciated the inclusion for reduction based on significant RSCA (Research, Scholarship and Creative Activities), but noted IRC stated it was significant RSCA "and/or service". Observed department RTP criteria will need to be modified based on these changes in allocation of time for teaching vs. RSCA or service within the department, which requires time and effort from the dean's offices and Carleen Mandolfo's office. Explained in his experience, there's a lot of time in the process for those two administrative steps and wonders how it can be more efficient with fewer steps to modify RTP.
- **Carleen Mandolfo** confirmed it's been discussed a lot and there will be continued conversations. For now, probationary faculty will not be included in the increased teaching load as they entered SFSU with certain RTP criteria for tenure and will remain under the loads they came in with for the duration of their probation through tenure. Advised there is still promotion to full to be reviewed and a lot of other details to work through with more conversations with chairs. Regarding the IRC recommendation, stated they're still working on this and it's not confirmed but there could be faculty who are doing exceptional amounts of service which could be taken into consideration.
- **Michael Goldman** remarked when he visits other CSU's with 4:4, actual time in the classroom looks similar to SFSU which results from assigned time, externally funded buyout, supervisory units for larger class sizes consistent with the way the system runs. Asked what may be different when the 4:4 takes effect. Also, as SFSU doubles-down on the idea of minimum class sizes, how will faculty be reassigned at the last minute across departments if courses don't fill.
- **Amy Sueyoshi** replied there will be a process to determine whether faculty get course release for RSCA in conversation with Senate. Commented other CSU campuses she's spoken to, including SDSU which is not an automatic 3:3, faculty apply for course release and it's determined at the college level. The new SFSU process will be committee-driven at the college level with faculty who'll help decide what kinds of activities are legitimately RSCA and should be allotted course release. Added that actual course load may not change that much depending on factors such as course scheduling. Advised they've been trying

to create course schedules that do not need cancelling at the last minute, and departments are producing lean schedules projecting how many students are likely to enroll to minimize cancellation. Shared they've had success with leaner schedules than they did 5 years ago and are redeploying faculty that may not have enough students in their own departments to teach in other departments - particularly GE (Psychology uses this model for GWAR). Emphasized its about where student demand is.

- **Alesha Sohler** inquired where questions can be asked during this process, as town halls were offered in the past through Senate.
- **Amy Sueyoshi** remarked this is the beginning of 'planting seeds' and nothing is set yet. It's been known the campus had to go back to the 12 WTU of teaching. Conversations with deans and Senate need to continue re: best practices/process and hopes Senate can also reach out to other campuses to see how they do it. Feedback is welcome and opportunities will be announced after it goes through shared governance.
- **Dylan Mooney** agreed this has been considered for nearly 10 years and applauded the efforts. Asked about the 2027 implementation whether Spring or Fall.
- **Carleen Mandolfo** confirmed Spring 2027.
- **Kai Burrus** asked about VSIP and senior faculty considering whether to FERP or opt into VSIP, and if anyone has analyzed the risk of deciding whether to FERP or not.
- **Amy Sueyoshi** offered it depends on how many opt for VSIP. If only 20 faculty accept VSIP, then the campus would lean more towards layoffs by the order in the CBA. If 65-70 accept VSIP, it'll mitigate the need for layoffs.
- **Kai Burrus** clarified if they were trying to make a decision they won't have that data in time to decide. Asked how they might help faculty trying to decide.
- **Michael Scott** suggested as the budget for 2026-2027 is still unknown; perhaps the AI boom could mean the Governor will give the CSU more funding than anticipated, or, cut the budget even more. It will be released mid-January.
- **Amy Sueyoshi** advised retirement is a personal decision, to be made with personal priorities in mind with as little contingency on external factors that can't be controlled and are difficult to predict. There might be faculty on FERP now who may decide they want to end their FERP too. With the projected enrollment, the budgetary problems are not likely to be solved at the last minute.
- No further questions received.

Agenda topic – Public Forum
- No questions received.

Co-Chairs adjourned the meeting approximately 12:00 PM.
- Next UBC meeting: Thursday, January 29, 2026 from 10:30 AM – 12:00 PM via Zoom

-end (nrg)

From the Chat:

2025-12-18 09:51:37 From Member Michael Goldman: Good morning!

2025-12-18 09:51:59 From Nancy Ganner: Welcome everyone!

2025-12-18 09:55:33 From Iese Esera, MPA - OOP: Good morning, Gators!

2025-12-18 10:02:20 From Nancy Ganner: yes its the Charlie Brown holiday playlist

2025-12-18 10:02:29 From Co-chair Amy Sueyoshi: There's been some awesome peanuts dancing on Instagram...

2025-12-18 10:02:57 From Kenzie Anne Harris: I can see the movie as I hear the music.

2025-12-18 10:03:47 From Anna Lebedeff: Peanuts Zoom dance contest?

2025-12-18 10:04:00 From Susanna Jones SFSU: I'm in!!

2025-12-18 10:04:14 From Darleen Franklin(she/her): Replying to "I'm in!!": Same here!

2025-12-18 10:04:17 From Dr. Eileene Tejada (she/ella): Replying to "Peanuts Zoom dance contest?": I am in!

2025-12-18 10:07:22 From Member David Hellman: I'm off video because no one wants to see me eat an apple

2025-12-18 10:08:08 From Member Alesha Sohler (She/Her): Replying to "I'm off video because no one wants to see me eat a...": Amy's raccoon :)

2025-12-18 10:11:22 From Member Brad Erickson: I'm here

2025-12-18 10:15:43 From Alexander Dursin (SF State): I can put in chat!

2025-12-18 10:16:06 From Alexander Dursin (SF State): Economic Impact Report_San Francisco_FINAL_ACC_READY TO POST ONLINE.pdf (see attached to email)

2025-12-18 10:16:34 From Alexander Dursin (SF State): And this is the full report California State University_Economic Impact Report_Oct 17 2025.pdf (see attached to email)

2025-12-18 10:16:49 From Member Rob K Collins: Replying to "And this is the full report California State Unive...": Thank you!

2025-12-18 10:17:26 From Alexander Dursin (SF State): Replying to "And this is the full report California State Unive...": @Rob K Collins I will also share with @Member Jackson Wilson (he, him, his) to distribute to faculty senate

2025-12-18 10:17:45 From Gabriela Segovia-McGahan (Administrative Analyst/Specialist): @Member David Hellman I took the classes for the digital badge. The human element is a MUST.

2025-12-18 10:17:46 From Member Rob K Collins: Replying to "And this is the full report California State Unive...": Thank you!

2025-12-18 10:18:42 From Member David Hellman: @Lynn Mahoney (she, her, hers) thank you for your caution

2025-12-18 10:18:54 From Kai Burrus: While I love the anti-AI position myself, I also note that every billboard in downtown SF is about AI. I think we have to train students to be responsible users and generators of AI. We need our diverse students to be making the AI decisions rather than the 1% of billionaires.

2025-12-18 10:19:05 From Co-chair Amy Sueyoshi: Sending along additional link that Dean of COSE Carmen Domingo posted about America's best college for women. https://www.linkedin.com/posts/carmen-domingo-26067bb_americas-best-colleges-for-women-2026-activity-7405373477576175616-f4nB?utm_source=share&utm_medium=member_desktop&rcm=ACoAAAruiNgBja5IFc99LKFBI2o355PN3bpkAyU

2025-12-18 10:19:26 From Katie Murphy: How can we train our students to be the people who fact-check AI? There is a need for that.

2025-12-18 10:20:23 From Anoshua Chaudhuri: Replying to "While I love the anti-AI position myself, I also n...": and I love that our faculty are using their agency to put out diverse perspectives that behooves a higher ed institution.

2025-12-18 10:20:47 From Guest Rick Harvey: The Chancellors office has professional development course training in using AI tools: Training in Using AI Tools: AI Tools For Teaching & Learning (For Faculty/Lecturers) – Register   AI Tools for Higher-Ed Professionals/Staff – Register https://ocs.calstate.edu/courses

2025-12-18 10:21:09 From Member Christine Hintermann: Replying to "How can we train our students to be the people who...": California to Teach Media Literacy in Every Grade | Official Website - Assemblymember Marc Berman Representing the 23rd California Assembly District I wonder if this will fall into it.

2025-12-18 10:21:26 From Jennifer Waller: Absolutely. Could that be a grant funded project?

2025-12-18 10:22:03 From Jennifer Waller: Replying to "How can we train our students to be the people who...": Or do epistemic clean up!

2025-12-18 10:22:24 From Member Dylan Mooney: We're missing a great opportunity to approach AI from a skeptical perspective. Not Anti-AI, but critically dissecting the many facets of it's implications.

2025-12-18 10:22:39 From Co-chair Amy Sueyoshi: Replying to "How can we train our students to be the people who...": The CSU has two AI certificates, one for students and the other for faculty and staff, which engages in the need for critical use. Also LCA is developing Critical AI certificate in the Humanities for undergraduates!

2025-12-18 10:22:47 From Jenny Lederer: There are very few well-paid jobs for non-CS majors working IN AI (rather than WITH AI). For any of you who have non-CS students interested in working IN AI, please let them know that the Linguistics Program in the English department has a certificate in Computational Linguistics that teaches the fundamentals of the linguistic theory needed to understand the back end of LLMs.

2025-12-18 10:22:50 From Member Michael Goldman: Thank you!!

2025-12-18 10:23:10 From Member David Hellman: I think historiography is a meal best served in small seminars...

2025-12-18 10:23:20 From Ryan Howell, Chair PSY: I read something over the summer that I keep coming back to with AI: using it well depends on your ability to frame the right prompt, provide the right context, and know how to iterate on the output. And all of that requires real subject-matter expertise—without it, you're far more likely to end up using AI poorly.

2025-12-18 10:23:35 From Member Dylan Mooney: Replying to "How can we train our students to be the people who...": AT is providing programming as well.

2025-12-18 10:23:53 From Member Christine Hintermann: AS well as CSUN $50 M

2025-12-18 10:23:55 From Jennifer Waller: Replying to "There are very few well-paid jobs for non-CS major...": It would be great to have a flyer about this to post (in Philosophy).

2025-12-18 10:24:05 From Kendra Van Cleave (she/her): Replying to "I read something over the summer that I keep comin…": I just really started engaging with AI and I can tell you that is SO true. You have to constantly correct and redirect it. But it's great at things like spreadsheets, which I am terrible at!

2025-12-18 10:24:08 From Luis De Paz Fernandez (He/His): Replying to "AS well as CSUN $50 M": $63 M

2025-12-18 10:24:41 From Kendra Van Cleave (she/her): I think my question is too obvious to everyone else to bother with! Lowering my hand

2025-12-18 10:24:52 From Member Christine Hintermann: Replying to "AS well as CSUN $50 M": Ah! Folks keep thinking it was just Eastbay and that's the number that is sticking in my head. Thank you.

2025-12-18 10:25:02 From Joe Agosto: Replying to "I read something over the summer that I keep comin…": Bingo.

2025-12-18 10:25:27 From Kendra Van Cleave (she/her): My question is, I thought our budget crisis WAS because of our enrollment problems. Can someone clarify the comment that our enrollment decline is made worse by our budget problems?

2025-12-18 10:25:32 From Kai Burrus: There is a firewall between Mackenzie Scott and everyone. You cannot approach her.

2025-12-18 10:25:47 From Gabriela Segovia-McGahan (Administrative Analyst/Specialist): Will one of the moderators be collecting shared links in the chat and including them with the post-meeting email? Thanks!

2025-12-18 10:26:08 From Nancy Ganner: Replying to "Will one of the moderators be collecting shared li…": yes

2025-12-18 10:26:08 From Member Genie Stowers (she/her) on Bay Miwok lands: Mackenzie Scott has given away 7 $Billion this year.   Given her interest in access, I sure thought we would have received something from her.

2025-12-18 10:26:16 From Kai Burrus: Well done to Jeff J and his team!

2025-12-18 10:26:18 From Cynthia Wilczak: Donors are about cultivation and attracting that attention.

2025-12-18 10:26:37 From Member Jeff Jackanicz: I'd also offer that thinking about billionaire gifts as a means of "rescuing" the institution is anathema to what motivates big gifts. My 2 cents.

2025-12-18 10:26:41 From Jenny Lederer: Replying to "There are very few well-paid jobs for non-CS major…": CL Certificate Flyer.jpg

2025-12-18 10:27:02 From Jennifer Waller: Replying to "There are very few well-paid jobs for non-CS major…": Beautiful. Thank you.

2025-12-18 10:27:15 From Leyla Ozsen: Replying to "There are very few well-paid jobs for non-CS major…": Yes, great class. We have been sending our DS and MSBA students your way for years now. And the feedback has always been positive.

2025-12-18 10:27:29 From Kendra Van Cleave (she/her): Thanks that makes sense! I was worried I'd totally missed something

2025-12-18 10:27:49 From Kai Burrus: What is the outlook for FERPing faculty? Are they at risk of getting laid off?

2025-12-18 10:28:35 From Joe Agosto: Replying to "I read something over the summer that I keep comin...": In the right hands it's a fantastically useful productivity tool and the potential to learn with it is hard to overstate. In the wrong hands it's a clunky mess.

2025-12-18 10:28:35 From Kai Burrus: Replying to "What is the outlook for FERPing faculty? Are they ...": Is a thumbs up a "yes"?

2025-12-18 10:28:37 From Anoshua Chaudhuri: Replying to "How can we train our students to be the people who...": CEETL has been advocating for critical AI the last 2 years and even in its teaching squares this fall. See the resources provided for faculty in https://ceetl.sfsu.edu/teaching-generative-ai Also, See this workshop back in Spring 2024:View the Spring 2024 Critical AI Workshop Slides. In this workshop, Fatima Alaoui and Kira Donnell focused on defining Critical AI and on developing students' critical AI literacy. Takeaways include: Critical AI literacy should be taught to help students and educators assess AI's ethical implications and understand its potential biases and transparency issues. Critical AI in the classroom involves honing students' critical thinking, using critical pedagogy classroom methods, and developing students' critical information literacy. Academic integrity should focus on teaching, not policing, and integrating AI tools as part of professional learning.

2025-12-18 10:29:14 From Member Genie Stowers (she/her) on Bay Miwok lands: Replying to "How can we train our students to be the people who...": CEETL's set of courses are really great. I loved them.

2025-12-18 10:29:44 From Kai Burrus: AI also has devastating environmental impacts. We should teach people to be knowledgeable users of AI.

2025-12-18 10:29:51 From Nancy Gerber: Replying to "What is the outlook for FERPing faculty? Are they ...": No, it's an "I'm interested in the answer too"

2025-12-18 10:29:54 From Kai Burrus: Replying to "AI also has devastating environmental impacts. We ...": Power and water.

2025-12-18 10:30:11 From Jennifer Waller: Replying to "AI also has devastating environmental impacts. We ...": And living space for people who are dislocated!

2025-12-18 10:30:24 From Joe Agosto: Replying to "How can we train our students to be the people who...": This really should be just an extension of the critical thinking skills that we should already be instilling in our students.

2025-12-18 10:30:45 From Member Genie Stowers (she/her) on Bay Miwok lands: Replying to "AI also has devastating environmental impacts. We ...": Absolutely! More and more cities are declining to have data and AI centers because of the energy and water requirements.

2025-12-18 10:30:48 From Kai Burrus: Replying to "AI also has devastating environmental impacts. We ...": @Jennifer Waller Absolutely - the impact on frontline communities is devastating.

2025-12-18 10:30:57 From Jennifer Waller: Replying to "AI also has devastating environmental impacts. We ...": Apparently sound pollution is becoming a bigger issue, as well as using local water supplies.

2025-12-18 10:34:41 From Gabriela Segovia-McGahan (Administrative Analyst/Specialist): Replying to "AI also has devastating environmental impacts. We ...": @Jennifer Waller Yes, displacement is already an issue without the AI component.

2025-12-18 10:37:31 From Katie Murphy: Replying to "How can we train our students to be the people who...": Love to hear everything that is being done. My hope is that when our students are looking for work, hiring managers will see they went to SF State and know they won't embarrass their organization through improper use of AI. (For example, by submitting a legal brief riddled with AI hallucinations.)

2025-12-18 10:42:45 From Jenny Lederer: Replying to "How can we train our students to be the people who...": The best way to prepare for the workforce is for students to NOT use AI their classes. Students who use AI to replace their own thinking and writing will be beat out in the job market by students who can perform fundamental skills like clear writing, clear oral communication, critical thinking, high levels of literacy, etc.

2025-12-18 10:45:02 From Joe Agosto: Replying to "How can we train our students to be the people who...": @Jenny Lederer It depends on how they use it. If they use it in the way you describe, sure that's bad news. But it's extremely possible to use it as a learning tool. Sort of an expert sidekick that can lead you through the learning process. It's up to us to teach them the difference I think.

2025-12-18 10:45:29 From Jennifer Waller: Replying to "I read something over the summer that I keep comin...": The humanities are ever more precious in the face of AI. My final paper in the AI seminar argued for a complete disassociation from AI in the humanities as a strong statement about how foundational and important they are. In my argument AI education can take place in courses external and supplemental to the major.

2025-12-18 10:47:50 From Member Dylan Mooney: Replying to "How can we train our students to be the people who...": AI is also an excellent tool for testing critical thinking skills. Can you see through the AI output and point out the fallacies? Compare AI output to known data and back-hack the AI output to figure out how/why hallucinations were developed.

2025-12-18 10:49:23 From Joe Agosto: Replying to "How can we train our students to be the people who..." @Member Dylan Mooney Exactly. This skill should be applied to journalism as well. These are skills we should already be teaching.

2025-12-18 10:49:28 From Jennifer Waller: Replying to "How can we train our students to be the people who...": Absolutely.

2025-12-18 10:50:21 From Member Dylan Mooney: Replying to "How can we train our students to be the people who...": We do not need to "accept" or "reject" AI, but we can/should think critically about it.

2025-12-18 10:50:27 From Co-chair Amy Sueyoshi: Replying to "I read something over the summer that I keep comin...": This is probably obvious but some disciplines will be compelled to keep up with AI while others may not. Computer Science for example will have to keep their delivery and content updated, whereas theater and history less so. Thus one brush will not work for all. And, we should obviously keep this reality in mind.

2025-12-18 10:50:37 From Member Genie Stowers (she/her) on Bay Miwok lands: Jackson, great idea!

2025-12-18 10:50:46 From Jenny Lederer: Replying to "How can we train our students to be the people who...": @Joe Agosto Tutors at TASC, classmates, roommates, professor office hours, library searches, thousands of existing educations tools online are excellent resources and learning tools. We all benefited from the incidental learning that occurred when we tried to figure things out the old way. We don't want to deprive our students of this. Also, our students are not currently using AI in thoughtful ways.

2025-12-18 10:52:18 From Joe Agosto: Replying to "How can we train our students to be the people who...": @Jenny Lederer That last statement was pretty sweeping. Are you sure about that? Is that true of ALL students that use AI? Either way, it seems to me that thoughtful use of AI should be part of the curriculum.

2025-12-18 10:52:35 From Isabel Seiden: Replying to "How can we train our students to be the people who...": I am sure.

2025-12-18 10:53:28 From Member David Hellman: @Member Alex Hwu (he/him/his) exactly, this is critical to collections in the library

2025-12-18 10:54:07 From Jenny Lederer: Replying to "How can we train our students to be the people who...": Me too … dive into the journalism and new ed research about this. It's rampant in HS, even MS.

2025-12-18 10:54:46 From Bob Bonner: Replying to "How can we train our students to be the people who...": It depends on the field and how it's done. We have a paper exploring this:

https://journals.sagepub.com/doi/abs/10.1177/10525629241230357

2025-12-18 10:56:59 From Nancy Ganner: we will restart at 11:59am

2025-12-18 10:59:04 From co-chair Jeff Wilson: 10:59

2025-12-18 10:59:08 From Member Dylan Mooney: We have plenty of AI learning opportunities (AT, CEETL, Chancellor's Office) - would there be any interest in organizing a less structured/informal discussion around the use of AI?

2025-12-18 11:06:40 From Joe Barranco (PHYS/ASTR): What about tenured faculty who are on LWDIP this year or are on sabbatical in Spring 2026… current rules require that they return next academic year. Will this restriction be waived?

2025-12-18 11:11:45 From Kai Burrus: Will faculty who choose to do this be eligible for FERP? And are FERPing faculty at increased risk for being laid off?

2025-12-18 11:11:52 From Sepideh Modrek: Can you explain the first eligibility requirement more. You mentioned an age of 50?

2025-12-18 11:11:54 From Joe Agosto: Replying to "We have plenty of AI learning opportunities (AT, C...": We started hosting a series of AI literacy sessions at the EOS Center for our community. There's TONS of interest among our faculty and staff. I'd imagine there's broader interest across the University.

2025-12-18 11:12:23 From Joe Barranco (PHYS/ASTR): Replying to "Will faculty who choose to do this be eligible for...": They explicitly said FERP faculty are not eligible, nor faculty who want to join FERP.

2025-12-18 11:12:35 From Jennifer Waller: Replying to "We have plenty of AI learning opportunities (AT, C...": If you send announcements of those meetings to phlsphr@sfsu.edu I imagine our faculty and students would be very interested as well.

2025-12-18 11:12:40 From Corrine Cheung: is faculty has to be 1.0 FTE or partime can be apply for this separation?

2025-12-18 11:13:05 From Member Michael Goldman: The SFSU Retirement Association is open to all retired (or nearly-retired) faculty, staff and administrators. Please let me know if you are interested. goldman@sfsu.edu

2025-12-18 11:13:30 From Corrine Cheung: Thank you

2025-12-18 11:13:54 From Member Brad Erickson: There are 4 full-time counselor faculty and 4 part-time

2025-12-18 11:14:02 From Co-chair Amy Sueyoshi: Replying to "is faculty has to be 1.0 FTE or partime can be app...": This is only for tenure stream faculty.

2025-12-18 11:14:03 From Kai Burrus: Replying to "Will faculty who choose to do this be eligible for...": Ah... I heard the first part, I did not hear the second part. So, you cannot enter into FERP with this VISP, correct?

2025-12-18 11:14:07 From Leyla Ozsen: I know some faculty are hesitant to retire because of lack of clear answers from CALPERS side on the eligibility of the dependents for healthcare, specially for kids 26 and under

2025-12-18 11:14:22 From Member Brad Erickson: Replying to "There are 4 full-time counselor faculty and 4 part...": Down from 12 FT a few years ago

2025-12-18 11:14:36 From Co-chair Amy Sueyoshi: Replying to "Can you explain the first eligibility requirement ...": That's correct!

2025-12-18 11:15:14 From Member Michael Scott: Replying to "Will faculty who choose to do this be eligible for...": Participants in this program are ineligible to FERP.   People can still FERP but they will not receive the incentive.

2025-12-18 11:15:37 From Kai Burrus: Replying to "Will faculty who choose to do this be eligible for...": Thanks...

2025-12-18 11:15:46 From Member Michael Scott: Replying to "Can you explain the first eligibility requirement ...": Must be of CalPERs retirement age.

2025-12-18 11:16:05 From Member, Mary Menees: Replying to "Can you explain the first eligibility requirement ...": with at least 5 years of service

2025-12-18 11:16:20 From Burcu Ellis: How many VSIPs will be granted?

2025-12-18 11:16:33 From Jenny Lederer: What was the application deadline for the June separation? Just asking because the fall schedules need to finalized in departments in late January, early Feb.

2025-12-18 11:16:36 From Sarita Cannon: Replying to "Can you explain the first eligibility requirement ...": @Member Michael Scott 50 by June 30, 2026, yes?

2025-12-18 11:16:43 From Daniel Ciomek: Maybe this would be good to bring the HR retirement Mary back for an ad hoc retirement webinar or so. Just a thought.

2025-12-18 11:17:24 From Member Michael Scott: Replying to "Can you explain the first eligibility requirement ...": People in this situation should consult with CalPERS to see

2025-12-18 11:17:26 From Joe Barranco (PHYS/ASTR): Replying to "What was the application deadline for the June sep...": They said March 13.

2025-12-18 11:18:00 From Lori Beth Way: Replying to "What was the application deadline for the June sep...": But could apply as early as 1/21, the first faculty work day of the semester

2025-12-18 11:18:10 From Jenny Lederer: Replying to "What was the application deadline for the June sep...": hmmm ... so how is that going to work for fall scheduling?!

2025-12-18 11:18:48 From Co-chair Amy Sueyoshi: Replying to "What was the application deadline for the June sep...": We are hoping to extend college access to schedule building, however you are correct that departments will no longer have access to OSB in mid March. We wanted to give as much time as possible for faculty to think about this.

2025-12-18 11:19:01 From Member Michael Scott: Replying to "What was the application deadline for the June sep...": The fall schedule must be finalized by the end of March.

2025-12-18 11:19:46 From Nancy Ganner: Replying to "Maybe this would be good to bring the HR retiremen...": Anyone can email Mary Saw msaw@sfsu.edu to make an appt - she does not do presentations anymore but I offered two direct CalPERS sessions this semester. I will create another for Spring.

2025-12-18 11:20:14 From Jenny Lederer: Replying to "What was the application deadline for the June sep...": But in our departments the deadline is way earlier because the overall college scheduling is so complex.

2025-12-18 11:20:50 From Member Alesha Sohler (She/Her): What are the implications if we do not hit this target?

2025-12-18 11:21:13 From Ryan Smith: There is no age restriction (apart from being CALPERS retirement age) for taking up this VSIP? Meaning older faculty can still take up this scheme?

2025-12-18 11:21:23 From Member Alaric Trousdale: Replying to "What are the implications if we do not hit this ta...": Michael Scott will speak to this shortly.

2025-12-18 11:21:35 From Jenny Lederer: Replying to "What was the application deadline for the June sep...": Maybe there could at least be communications about how much an earlier decision is very helpful to us who have to build the schedules?

2025-12-18 11:21:38 From Member Brad Erickson: Replying to "What are the implications if we do not hit this ta...": Lay offs under article 38

2025-12-18 11:21:46 From Jose Acacio de Barros - SFSU: Could someone explain why it's capped at $110k? It seems like not getting the best paid faculty.

2025-12-18 11:21:55 From Member Alaric Trousdale: see page 6 for the context of my question. IRC final report (final) v5-1.pdf (see attached to email)

2025-12-18 11:21:55 From Co-chair Amy Sueyoshi: Replying to "There is no age restriction (apart from being CALP...": Yes!

2025-12-18 11:22:51 From Member Brad Erickson: Replying to "Could someone explain why it's capped at $110k? It...": I'm going to ask

2025-12-18 11:23:16 From Nicole Watts (she/her): So, what if a lot of people apply and you lose more people than you can stand to lose, either financially or in terms of maintaining dept integrity. Is it a "first come, first serve" sort of situation? I would imagine maintaining dept and curricular integrity could be a big challenge for some depts

2025-12-18 11:23:41 From Ryan Howell, Chair PSY: FWIW: Psych is in FTES deficit, but not on the list.

2025-12-18 11:26:54 From Member Jackson Wilson (he, him, his): What are the criteria for choosing who can participate if there are more eligible applications than available funds?

2025-12-18 11:28:11 From Ingrid C. Williams (she/her/hers): Replying to "What are the criteria for choosing who can partici...": First come, first serve ultimately.

2025-12-18 11:28:29 From Nicole Watts (she/her): Replying to "What are the criteria for choosing who can partici...": @Ingrid C. Williams (she/her/hers) thanks for the info

2025-12-18 11:28:38 From Leyla Ozsen: Replying to "What are the criteria for choosing who can partici...": Who decides that the curriculum can't be delivered?

2025-12-18 11:29:29 From Nancy Ganner: We're running behind on time - please hold any other questions until public forum please or post to the Chat

2025-12-18 11:29:47 From Ryan Smith: Replying to "What are the criteria for choosing who can partici...": @Leyla Ozsen It's all about $$$$

2025-12-18 11:32:12 From Nicole Watts (she/her): @ Ryan, yes that's similar to my question about curricular integrity and being able to still serve our students

2025-12-18 11:32:13 From Member Mari Hulick (she/her): @Ryan Howell, Chair PSY , Excellent questions

2025-12-18 11:32:22 From Michael Anderson: The timing of VSIP vs. layoffs puts folk who fear that they might be first in line to be laid off in a tough situation, effectively forcing them to opt in to this program, lest they miss out and end up being laid off anyway. First come first served makes this problem even more acute. Can this situation be resolved through greater communication to people in that situation?

2025-12-18 11:32:36 From Nancy Ganner: This meeting may run a little past 12pm. If you have to leave, email ubc@sfsu.edu and I'll send you the recording later today.

2025-12-18 11:32:45 From Maricel G. Santos: for transparency, it would help to provide us with the criteria and the data used to generate that excluded-departments list.

2025-12-18 11:33:38 From Carleen Mandolfo (she, her): Replying to "The timing of VSIP vs. layoffs puts folk who fear ...": I don't fully understand your question, Michael, so please reach out after the meeting for more conversation.

2025-12-18 11:34:15 From Maricel G. Santos: Replying to "for transparency, it would help to provide us with...": Can we get a commitment and timeline for this sharing of information?

2025-12-18 11:34:20 From Member Michael Scott: Replying to "for transparency, it would help to provide us with...": It was based on tenure density in departments.

2025-12-18 11:34:53 From Co-chair Amy Sueyoshi: Replying to "for transparency, it would help to provide us with...": tenure density greater than 65% are eligible

2025-12-18 11:35:05 From Lori Beth Way: Replying to "for transparency, it would help to provide us with...": The Provost said programs less than 65% TT density were excluded.

2025-12-18 11:35:06 From Member Michael Scott: Replying to "for transparency, it would help to provide us with...": I presented theT/TT data at all the IRC college meetings

2025-12-18 11:35:10 From Jenny Lederer: Replying to "for transparency, it would help to provide us with...": Were GTA staffed classes used in the tenure density calculation?

2025-12-18 11:35:20 From Member Michael Goldman: The SFSU Retirement Association is open to all retired (or nearly-retired) faculty, staff and administrators. Please let me know if you are interested. goldman@sfsu.edu

2025-12-18 11:35:25 From Member Brad Erickson: There were four new tt faculty hired this semester, one of them an encumbent lecturer faculty member

2025-12-18 11:35:39 From Michael Anderson: Replying to "The timing of VSIP vs. layoffs puts folk who fear ...": Will do - thank you!

2025-12-18 11:36:21 From Nancy Ganner: today's slideshow will be posted to the UBC website today

2025-12-18 11:36:54 From Jace Allen: What is "Made with GAMMA"?

2025-12-18 11:37:07 From Member Alesha Sohler (She/Her): That 5% is painful

2025-12-18 11:37:34 From Anoshua Chaudhuri: Replying to "What is "Made with GAMMA"?": slide maker tool

2025-12-18 11:37:54 From Jace Allen: Replying to "What is "Made with GAMMA"?": An AI slide maker tool?

2025-12-18 11:39:29 From Member Alesha Sohler (She/Her): Which of these CSU's are on 4:4 v 3:3 workloads?

2025-12-18 11:42:22 From Meg Schoerke: To what extent is this tenure density crisis self-imposed due to the mass layoffs of lecture faculty over the past two years?

2025-12-18 11:43:13 From Member Michael Scott: Replying to "What is "Made with GAMMA"?": I didn't use Gamma but the rest of the slides did

2025-12-18 11:43:25 From Member David Hellman: Replying to "What is "Made with GAMMA"?": @Jace Allen yep...

2025-12-18 11:43:26 From Co-chair Amy Sueyoshi: Replying to "To what extent is this tenure density crisis self-...": Meg, just a reminder that we could not reappoint lecturers since there were not enough students to teach. And now with even less students we have too many tenure stream faculty.

2025-12-18 11:43:29 From Ryan Howell, Chair PSY: TD is really just a function of how much LF are hired in a college/department. PSY this fall had 23 T/TT (non-FREP) with 6.62 LF FTE (with a a 67-1 SFR for T/TT). Our TD has gone up only because of our LF cuts. If our LF FTE had been closer to 11 our TD would have been more in line with the past. I just want us to recognize that TD sometimes goes up because of lose of students and sometimes goes up because of a lose of LF even when a department grows.

2025-12-18 11:43:31 From Jennifer Waller: A general question: as a front office worker, students have been asking me why our enrollment is down. I generally give the demographic answer, but what is the best, most simple answer?

2025-12-18 11:45:05 From Member Danny Paz Gabriner: Replying to "A general question: as a front office worker, stud...": This is an extremely important question

2025-12-18 11:45:28 From Jenny Lederer: Sounds like the high tenure density (for now) could be used as a good marketing tool, especially since we compete with SJSU and other CSU campuses.

2025-12-18 11:45:35 From Member Genie Stowers (she/her) on Bay Miwok lands: Replying to "A general question: as a front office worker, stud...": add in the high costs of housing here...

2025-12-18 11:45:47 From Bob Bonner: Why isn't a failure of the CSU Chancellor's office and the State government that they aren't willing to fund a high tenure density university? What is the argument that CSUs should have low tenure density as a matter of practice rather than circumstance if growth exceeds the ability to hire T/TT?

2025-12-18 11:46:04 From Jennifer Waller: Replying to "A general question: as a front office worker, stud...": I do that too, but the counter is that housing is expensive in San Jose too...

2025-12-18 11:46:15 From Co-chair Amy Sueyoshi: Replying to "A general question: as a front office worker, stud...": yes demographic decline and also the fact that two thirds of the state live in the bottom third of the state. we also now have highest cost of living in SF according to New York Times.

2025-12-18 11:46:28 From Kenzie Anne Harris: Replying to "A general question: as a front office worker, stud...": 2005-2009 birthrates were affected by hundreds of thousands of young adults in the armed services

2025-12-18 11:46:36 From Bob Bonner: Replying to "Sounds like the high tenure density (for now) coul...": exactly what I was capturing in my comment below haha So, CSU is mad we have the audacity to not use GAs, etc. to teach students?

2025-12-18 11:46:45 From Kai Burrus: Replying to "A general question: as a front office worker, stud...": People with kids moved out of Bay Area...

2025-12-18 11:47:09 From Member, Katie Lynch (she/her/hers): Replying to "A general question: as a front office worker, stud...": Enrollment is down from a combination of factors. Largely, decreased demographic of college going students in the immediate geographical area and increased competition. As Genie mentioned, the high cost of living also comes in to play- particularly as we aim to attract students from SoCal. As President Mahoney mentioned, we need to do things differently and we will roll out a new strategic enrollment management plan in the spring to address this.

2025-12-18 11:47:18 From Jennifer Waller: Replying to "A general question: as a front office worker, stud...": @Kai Burrus But why would SJSU be thriving in comparison? (This is a question I get).

2025-12-18 11:47:23 From Kendra Van Cleave (she/her): I hope that departments lower their RSCA tenure/promotion expectations as a result.

2025-12-18 11:47:48 From Member Brad Erickson: Replying to "I hope that departments lower their RSCA tenure/pr...": We will need to demand that collectively

2025-12-18 11:48:25 From Member Michael Scott: Replying to "Why isn't a failure of the CSU Chancellor's office...": Everyone agrees that having a high tenure density is generally beneficial. Unfortunately, the California Master Plan did not envision the CSU system maintaining high tenure density. Our current state funding simply doesn't support it, and this has been a challenge for decades. The UC system receives roughly twice the state allocation per student, and their tuition is about double ours.

2025-12-18 11:48:42 From Co-chair Amy Sueyoshi: Replying to "I hope that departments lower their RSCA tenure/pr...": Keep in mind that departments already decide their own RTP criteria.

2025-12-18 11:48:57 From Kai Burrus: Replying to "A general question: as a front office worker, stud...": Well, I think that SFSU made a strategic investment in marketing a number of years ago... they really lean on their Silicon Valley proximity. We could leverage Biotech, Medical Hub, AI connections way more than we do. and they have far more active campus community. Just my 2 cents.

2025-12-18 11:49:23 From Member Michael Goldman: Replying to "A general question: as a front office worker, stud...": And their 3/3.

2025-12-18 11:50:31 From Bob Bonner: Replying to "A general question: as a front office worker, stud...": @Jennifer Waller Branding is a big issue. There is a gap between our value and what many people perceive as our value. Santa Clara is a big county and a county that they embraced in a practical way. I did an informational interview with them when I was on the soft market a decade or so ago and they hammered in all of their flyers that they were the number one employer of SV (based on one survey).

2025-12-18 11:50:56 From Member Brad Erickson: Replying to "Why isn't a failure of the CSU Chancellor's office...": None of this is inevitable. It is the structural racism of the state to divest from the CSUs that serve working class families and the artificial austerity of the Chancellor's office that siphons billions to an unprecedented investment portfolio in pursuit of financial ratings.

2025-12-18 11:51:01 From Kai Burrus: Replying to "A general question: as a front office worker, stud...": Also, I think that this has been fixed now, but for awhile, we were one of only 3 campuses charging above the market rate for housing. And communication with parents of accepted students was nominal in the past (I say this from personal experience).

2025-12-18 11:51:28 From Kendra Van Cleave (she/her): Replying to "Why isn't a failure of the CSU Chancellor's office..." I truly believe the entire calculations of how the CSU is funded are completely out of whack.

2025-12-18 11:51:53 From Ryan Howell, Chair PSY: As part of the 12 WTUs how will LL (120 caps) count towards the 12 WTUs of direct instruction?

2025-12-18 11:52:01 From Kai Burrus: Replying to "Why isn't a failure of the CSU Chancellor's office...": It does seem that the Chancellor's office could implement guidelines that would redistribute students between campuses more effectively.

2025-12-18 11:52:12 From Kendra Van Cleave (she/her): Replying to "Why isn't a failure of the CSU Chancellor's office...": The whole "marginal cost" calculation doesn't account for a changing world of expectations of student support services, teaching methods, etc.

2025-12-18 11:52:40 From Kai Burrus: I'm curious about how much at risk FERPing faculty will be? Will this depend on the Department?

2025-12-18 11:54:07 From Member Brad Erickson: Article 38 of our Collective Bargaining Agreement details the order of layoff should they be implemented as Carleen suggests they may.

2025-12-18 11:54:09 From Kai Burrus: I think that growth of successful programs may need to precede financial stability (not come after financial stability)…

2025-12-18 11:54:18 From Bob Bonner: Replying to "Why isn't a failure of the CSU Chancellor's office…": @Member Michael Scott I guess the question is… is there no agency in this (this is a genuine question)? They spend billions of dollars building roads to nowhere, I would imagine they could adjust their budget allocation model if they really wanted to.

2025-12-18 11:54:56 From Sepideh Modrek: Replying to "Article 38 of our Collective Bargaining Agreement …": It also has alternatives to layoffs: 38.6 The following voluntary programs to avoid layoff shall be made available pursuant to this Agreement and program requirements. Such programs shall include but not be limited to:

> *a. leaves of absence without pay, pursuant to Article 22;*
>
> *b. voluntary reduced time base;*
>
> *c. temporary reassignment, full or partial;*
>
> *d. visiting appointments on another campus;*
>
> *e. extension appointments to augment reduction in time base;*
>
> *f. voluntary retirement;*
>
> *g. early entry in the PRTB, pursuant to Article 30;*
>
> *h. difference in pay leaves, pursuant to Article 28;*
>
> *i. sabbaticals, pursuant to Article 27.*

2025-12-18 11:55:12 From Kai Burrus: Replying to "Article 38 of our Collective Bargaining Agreement …": Yes, I am aware that FERPing faculty are very susceptible based on the CBA; just curious whether people are thinking that this is a likely reality.

2025-12-18 11:56:12 From Tara Lockhart (she/they): Replying to "Article 38 of our Collective Bargaining Agreement …": Early entry into PRTB is a great solution I've been suggesting wherever I can

2025-12-18 11:56:26 From Fang-yu Chou: Replying to "I hope that departments lower their RSCA tenure/pr…": My humble two cents is that, in addition to excellent teaching, faculty RSCA help putting ourselves to be, hopefully, the world class faculty

2025-12-18 11:57:33 From Nancy Ganner: Today's slideshow will be posted to the UBC website today. This meeting may run a little past 12pm. If you have to leave, email ubc@sfsu.edu and I'll send you the recording later today. Tomorrow Fri/, 11AM-12PM is Faculty/Mpp Zoom UBC Office Hours if you want to bring your questions for your peer UBC faculty members. Staff have their Office Hour too. I'll email all the links when we close the meeting.

2025-12-18 11:58:34 From Member Michael Scott: Replying to "Article 38 of our Collective Bargaining Agreement ...": There are only three departments that currently have FERP faculty and zero lecturer faculty.

2025-12-18 11:59:35 From Kai Burrus: Replying to "Article 38 of our Collective Bargaining Agreement ...": But, how does that translate to the impact on FERPing faculty?

2025-12-18 11:59:59 From Kai Burrus: Replying to "Article 38 of our Collective Bargaining Agreement ...": I wouldn't choose to FERP if I thought I was going to get laid off.

2025-12-18 12:00:02 From Kendra Van Cleave (she/her): Replying to "Article 38 of our Collective Bargaining Agreement ...": I think because layoffs are done within the department, I.e. specific departments would be identified for layoffs?

2025-12-18 12:01:12 From Kai Burrus: Replying to "Article 38 of our Collective Bargaining Agreement ...": That's my guess... so how would a faculty member in a given department assess their risk?

2025-12-18 12:01:35 From Member David Hellman: I have another meeting to attend. Thank you for the presentations and questions answered.

2025-12-18 12:03:24 From Carleen Mandolfo (she, her): I also want to say that last time we looked our average load was closer to 7 WTUs, and at 4-4 campuses the teaching load is closer to 9-10. So AT always lowers teaching load no matter the base, of course.

2025-12-18 12:04:46 From Fang-yu Chou: Replying to "I hope that departments lower their RSCA tenure/pr...": To be frank--If we have to revise the RTP policy again, the work will be likely shouldered by the tenured folks. So. more teaching and service work expected the tenured folks to do, while we were reviewed under higher expectation of RSCA to receive tenure back then.

2025-12-18 12:05:19 From Bob Bonner: T/TT salaries are fixed, so in some ways the 4-4 might make it more feasible to allow a few low enrolled courses in certain situations where an immediate redeploy makes sense (IMO) (typo, where it doesn't make sense to redeploy vs having a critical class for students' schedule)

2025-12-18 12:06:35 From Carleen Mandolfo (she, her): The President and Provost have offered to meet with all the chairs at the UCC I convene. We also discussed having a joint meeting with chairs, deans, and president and provost. No plans yet, but we know we need to have lots of conversations!

2025-12-18 12:09:05 From Member Alesha Sohler (She/Her): Replying to "The President and Provost have offered to meet wit...": I know that this is a lot to unpack and that there will be more to come. I figured with the number of questions in the chat alone that I'd jump many steps ahead

2025-12-18 12:09:06 From Bob Bonner: Replying to "Article 38 of our Collective Bargaining Agreement ...": @Kai Burrus I think this is partly why the voluntary separation is a good option for people hoping to do FERP (good meaning, part of their risk analysis)

2025-12-18 12:09:07 From Carleen Mandolfo (she, her): The truth is that folks making this decision just can't have all the info they would like to have.

2025-12-18 12:09:33 From Kai Burrus: Replying to "The truth is that folks making this decision just ...": Yes, but this feels like a black hole...

2025-12-18 12:09:51 From Member Genie Stowers (she/her) on Bay Miwok lands: Note-- some are already predicting a bust of the AI bubble in the near future... let's not assume that AI is going to create budget increases

2025-12-18 12:09:54 From Carleen Mandolfo (she, her): Replying to "The truth is that folks making this decision just ...": Understood.

2025-12-18 12:09:55 From Nancy Ganner: The UBC January 29th meeting will address the CA budget release. Please plan to attend. Starts at 10:30am

2025-12-18 12:10:50 From Bob Bonner: They might want to talk to their financial advisor. There are calculations you can use to assess the voluntary separation dollar amount to probability of layoffs. It won't be perfect but it can get a sense of a number

2025-12-18 12:10:56 From Kai Burrus: Replying to "The UBC January 29th meeting will address the CA b...": Send me a link please?

2025-12-18 12:10:57 From Member Mari Hulick (she/her): Happy Holidays!

2025-12-18 12:11:05 From Member Jamillah Moore: Thank you!

2025-12-18 12:11:06 From Member Danny Paz Gabriner: Come to UBC Office Hours tomorrow if you can!

2025-12-18 12:11:12 From Marciana Flores (SFSU) (she/her): happy holidays all, get some rest!

2025-12-18 12:11:12 From Member Rob K Collins: Thank you! Happy Holidays!

2025-12-18 12:11:17 From Afitap Boz: Thank you, all! Happy Holidays.

2025-12-18 12:11:22 From Jennifer Waller: Thank you all!

2025-12-18 12:11:22 From Marisa Jimison (she, her): Thank you! Very informative