



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, August 28, 2025, via Zoom

Voting Members Present: Shivani Bokka, Robert Keith Collins, Jennifer Daly, Laura Epstein, Brandon Foley, Michael Goldman, David Hellman, Mari Hulick, Alex Hwu, Jeff Jackanicz, Crystal Kam, 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: Lynn Mahoney, Deborah Elia, Chanda Jensen, Katie Lynch, Tammie Ridgell, David Schachman, Michael Scott, Jamil Sheared, Venesia Thompson-Ramsay, Christine Hintermann

Guest presenters: Brandon Davis, Lori Beth Way, Sophie Clavier

Members Absent: Emiliano Balistreri, Brad Erickson, Ashkan Forouhi, Tim Jenkins, Cesar Mozo, Elena Stoian

Meeting coordination: Nancy Ganner, Mariela Esquivel

Accompanying presentation can be found here: [UBC Presentation Aug 28, 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.
- UBC 2025-2026 Steering Committee announced.

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

- Acknowledging 293 in attendance already, shared gratitude for a well-attended convocation last week with inspiring remarks. Recognized the difficult work over the last 3 years to support the campus budget by aligning expenses with revenue. Despite continued cuts from the State of California and with unfunded mandated costs, the SFSU deficit was reduced but not without painful cuts to lecturer faculty. Conceded it had to happen to continue to be stewards of the university. Thanked UBC members for their work towards these financial goals.
- Advised there's some confusion about the 3% state funding cuts seen as a funding restoration, which it's not. With a loan to assist CSU towards future funding restoration, and with the continued CSU reallocation plan, State funding cuts are still cuts, with only cautious promises towards future funding.
- Thanked the Institutional Review Committee (IRC) for its work rethinking how to meet the university's core mission while reducing expenses. Enrollment stabilization continues. Remarked that by 2040, California will have 140,000 fewer college-aged students.
- San Francisco is beginning to finally rebound to become the most popular city on the West Coast, and as the NYTimes noted, the capital of AI. With opportunities to consider, partnerships with key community colleges and school districts, SFSU is promoted as an engine of economic upward mobility and careers.

- No questions asked.

#### Agenda topic – Updates on Athletics

- **Jamillah Moore and Brandon Davis** provided a brief update on the SFSU Athletics program.
- (see slides)
- **Jamillah Moore** concluded by acknowledging challenges in the process as enrollment shifts, since the athletics fee is tied directly to enrollment numbers. Other universities making affiliation changes or eliminating programs altogether could alter the competitive landscape of athletics in the CSU system overall. Potential federal and state funding cuts could impact the university until athletics is fully funded and gets to self-sufficiency, as rental revenues are not meeting projections. They're keeping a close eye on these issues as they continue to move toward financial sustainability.
- **Jackson Wilson** noted the athletics fee would increase 5% per year starting in 2029-30 to maintain purchasing power over time. Supports this noting other fees should be set too, if not at 5%, perhaps based on the general increase in cost of living or inflation rate. Asked if there may be any issue implementing standardized increases, and the impact on students due to the reduction of baseball, soccer, and track & field.
- **Brandon Davis** replied there was disappointment with reductions in baseball, men's soccer and track & field. They didn't want to be in a situation like Sonoma State where programs disappeared entirely, as it's easier in the future to bring sports back when things improve. SFSU went through this years ago where women's volleyball was dormant a few years and then came back, so there's been precedence for returns.
- **Jamillah Moore** added SFSU is honoring the scholarships of students who may have been impacted, and transfers for those who want to go to another institution to play those sports. Regarding fee increases, timing weighed into that as the depth of the fiscal situation was not known at the time, creating significant debt that was unsustainable. Under President Mahoney's leadership, the Athletic Task Force was created and came up with recommendations on how to reach financial stability and they moved quickly to arrive at the 5%.
- **Brandon Davis** noting comments re: impact to students in the Chat, remarked they worked spring/summer to place student athletes who were impacted and nearly all found a campus to play at while others graduated.
- **Dylan Mooney** asked about the \$10 per student borrowed from campus rec, and when that would end and if it would be repaid. Asked if it's known how this situation happened to prevent it from happening again.
- **Brandon Davis** noted the agreement with Campus Rec runs through 2028-2029 and helped pay for building maintenance: Campus Rec was originally housed at the gym with Kinesiology and Athletics so when they moved to the Mashouf Wellness Center, they paid a new fee for that space but nothing was in place for the transition of athletics taking over the building maintenance. That fee will return to Campus Rec in '28-'29.
- **Jamillah Moore and Jeff Wilson** added the deficit happened because the fee didn't increase for 15 years but costs continued to rise dramatically, including faculty salaries, which led to a growing deficit.
- **Shivani Bokka** introduced herself as the VP of Finance for Associated Students and asked why there is still a cut in sports after the referendum to raise the fee to \$100 happened in March 2025.
- **Brandon Davis** replied the years of low fees didn't keep pace with expenses, and the referendum will help right-size the program; Athletics has the NCAA Division II minimum of 10 sports needed to participate.
- No further questions received.

#### Agenda topic – Update on the SF Bay Region Network

- **Jeff Wilson** explained the San Francisco Bay Region Network (SFBRN) is comprised of three CSU campuses: East Bay, San Francisco and Sonoma, in an effort to integrate administrative back-office functions to achieve cost savings and better delivery of administrative services. Operations in various areas will resize to align costs and revenues.

- In January 2026, it will involve three functions: Information Technology Services, Procurement (as part of the Purchase to Pay Initiative that's happening across the CSU and Human Resources (now delayed until Spring to account for the implementation of the Common Human Resources Management System, another CSU initiative).
- The [SFBRN website](#) we will have monthly updates about developments taking place in the network.
- **Sheldon Gen** asked how network savings will be distributed across the three campuses, since budgets are campus-based.
- **Jeff Wilson** replied that will continue to be refined, as savings will be proportional to the operations of the campus. SFSU will benefit most in terms of dollars, as it's the size of East Bay and Sonoma combined. It will be based on the function; for ex: procurement will be based on the level of procurement activity at the campus, and then those savings will be distributed based on the proportional activity at each campus.
- **Brandon Foley** asked if there is a savings goal, or if it's per campus.
- **Jeff Wilson** replied that experts in higher education and other industries where shared services has been common for decades put potential savings between 15% - 25% of costs. It varies by function, and even within that it varies by current staffing levels at each university. Where there is a full staffing model in place, there might be potential for greater savings. If staffing is lean already, the savings may not be the benefit of the network but the ability to collaborate and integrate operations to better support all three campuses will be the bigger impact and benefit.
- **Mari Hulick** asked if a report will be available on the dollar-figure savings, not just the percentages.
- **Jeff Wilson** replied it's not at the point yet where those estimates can be projected. The Chancellor's Office (CO) and Board of Trustees (BOT) will also expect that financial information. This will be a standing item for the UBC.
- **Genie Stowers** asked how this would work and how it will help. Understands purchasing savings, but in terms of HR if it would it be split by function or if each campus will have fewer people. Shared that HR service has improved in the last few years and hopes service standards are maintained, while at the same time cutting costs. Asked if it's the same for Information Technology Services (ITS).
- **Jeff Wilson** replied it's still a work in process, but the concept is to maintain service levels across the three campuses with different levels of staffing based on function. All should continue to have the same expectations in terms of services. Added that ITS is the top priority right now because HR has been deferred until Spring, and it will be by function. There are some back-office parts of ITS that all three campuses can standardize/share while maintaining the same level of service.
- **Genie Stowers** inquired if there would be a user oversight committee to provide feedback about how it's going as implementation happens. That may be important, especially for ITS. Should be bottom-up feedback about how it's working, over time.
- No further questions received.

#### Agenda topic – 2025-2026 University Budget update

- **Jeff Wilson** shared he will talk about the general operating fund for 2025-2026, not the other funds listed on the slide that are not part of the general fund, but are still part of SFSU consolidated budget of operations (capital, self-support activities, student fee-funded activities, grants & contracts and the 501c3 auxiliaries).
- (see slides)
- **Genie Stowers** asked how much is left in campus reserves. Danny found a state-wide database that said \$23M but asked if that was that before the \$7M was taken out.
- **Jeff Wilson** agreed, noting that figure would have been from June 2025 before the \$7M was withdrawn.
- **Jackson Wilson** asked why university-wide costs went up in the last year and what caused the increase.
- **Jeff Wilson** responded the two biggest components of the increase are utilities and insurance. California is an expensive place to buy insurance in general, and it also affects SFSU. Even as a state agency the campus still pays for insurance and utilities such as power and water continue to increase. Power increased nearly 20%.

- **Danny Paz Gabriner** asked about the change from the 5% reduction to 3% and what happens to the leftover 2% from the original plan for a 5% reduction.
- **Jeff Wilson** explained SFSU held firm on the multi-year budget reduction plan to plan for challenges it will face over the next few years. Divisions are responsible for achieving the 5% reductions that were in place in May, and in keeping with that, any savings means the campus doesn't have to use \$10M of its reserves, only \$7M.
- No further questions received.

#### Agenda topic – Romberg Tiburon Campus update

- **Michael Scott** introduced the Tiburon campus and discussed some of the challenges.
- (see slides)
- **Genie Stowers** asked about toxins left behind from the Navy Base.
- **Michael Scott** replied there were discussions about it but they hope the property's new owner can manage it. Some classes need renovation but most buildings have a lot of asbestos. Most buildings are ADA compliant.
- **Michael Goldman** asked if there is a projected timeline and what plans are in place if negotiations fail.
- **Michael Scott** replied they've spent 3 years looking at alternatives but there isn't a financial model that works. It's the only research facility on the San Francisco Bay so it's a very unique resource. Negotiations are at a delicate stage but he's hoping everything can be wrapped up by January 2<sup>nd</sup>. The turmoil in Washington is complicating efforts because they have to negotiate with NOAA, who are under a lot of pressure right now.
- **Michael Goldman** remarked that Tiburon campus may attract more students to SFSU than is known, and it's an association that benefits SFSU including its reputation. It also helps with community relations, especially around the Bay in Marin County. Wondered if the property transfer will allow the campus to keep a deep relationship with the facility so SFSU can continue to benefit. Also asked about the \$9M in deferred maintenance and how it compares to deferred maintenance on the main campus.
- **Michael Scott** replied SFSU has attended to some of the deferred maintenance by using university reserves, indirect cost return and some CO funds, but when these funds are used they're taken away from the main campus, where deferred maintenance is much higher. It's his hope that Kathy Boyer will still be able to work there as she needs access to seawater for research. Most faculty will move back to the main campus.
- **Alex Hwu** asked if the property transfer is successful, does SFSU still have to pay the \$2.8M to move forward.
- **Michael Scott** replied due to the uncertainties, faculty were advised SFSU will pay this to move them back to the main campus. Recognized Kathy Boyer who has been working so hard on this project nonstop for years, raising funds and seeking opportunities for a campus partner in order to save the site. Every stone has been lifted and nothing has been overlooked, but it's come to a point where something has to be done.
- **Mari Hulick** shared her appreciation for Kathy Bower. Remarked this property is part of drawing students to San Francisco and driving up enrollment, and reiterated the need for a campus vision as a destination. Asked how the property transfer might affect research.
- **Michael Scott** noted there are two tenure-track faculty at EOS vs. 620 on the main campus. That's a lot of resources for only 3 people. The Federal landscape implies it may be harder to generate indirect cost returns to fund the campus, so everyone else's grants are paying those costs, and Administration & Finance is subsidizing its staffing needs. Everyone is trying to protect the research as much as possible.
- **Amy Sueyoshi** added as President Mahoney shared at the Convocation, SFSU is trying to stabilize enrollment and hopefully increase by 1,000 students and more. This means investing in high-demand areas, reflected by the faculty lines that have been distributed to those areas. There's also curriculum redesign that students want; curriculum that relates explicitly to job outcomes. SFSU is trying to capitalize on San Francisco as the capital of AI, so the campus doesn't get left behind in the AI wave. Both Senate and CEETL are thinking about how to incorporate AI ethically into curriculum, as well as plan for efficiencies on campus. Stressed that other adjustments are happening; expenses have to match the student size. The focus is on building up enrollment.

- **Laura Epstein** remarked the GCoE has been working with EOS on interesting research and lamented the potential loss of future projects.
- No further comments received.

#### Agenda topic – Institutional Resilience Projects – Huron Update

- **Jeff Wilson** shared that the next three agenda items are follow-up to activity that took place 2024-2025.
- (see slides)

#### Agenda topic – Institutional Resilience Project – IRC recommendations

- (see slides)
- **Amy Sueyoshi** thanked IRC for their incredible work. The Provost's Leadership Council with Sophie Clavier, Dean of Grad Studies, reviewed the IRC recommendations and assigned priority to each category. They will be sharing that information publicly in consultation with Jackson Wilson. The deans have been made aware of the priorities and they're asking the colleges to think about how each of them can be implemented, reporting back what's doable and what isn't. Part of the goal is not just to save money, but to better serve students without necessarily increasing expenses. Sophie and Lori Beth will share the details of next steps.

#### Agenda topic – Institutional Resilience Projects – Academic Affairs Cost-Reducing Strategies

- **Lori Beth Way** shared the different projects that came out of the IRC work with Huron will be shared at UBC meetings. For hers, one of the recommendations was to review the Academic Affairs structure where there are more departments than other similarly situated universities. May be opportunities in structure and array of programs, done with shared governance. To implement IRC recommendations, they'll review academic programs and organization to make them more efficient. 33 recommendations were released in May, and the colleges have already started moving on some.
- (see slides)
- **Sophie Clavier** added the brevity of the slides reflects the work - alot is already being done, with strong support from the IRC. In Spring 2025, many majors already reduced their unit requirement while keeping the integrity of their programs. That helps students who still have 120 units to graduate and can fulfill them by taking an array of classes. Some programs have already completed the suspension process or have decided to start the discontinuance process. All of this has led to a reduction of sections that has been underway.
- **David Hellman** asked about IRC recommendations on slide 24 re: bringing related undergraduate programs, Liberal Studies and CAD, into the Graduate College of Education and rebranding them the College of Education, or the College of Education and Allied Professions (similar to CSU East Bay). Asked if people in Liberal Studies were consulted during the IRC process. Explained the last time there was a major reorg, some felt they were just thrown into a college which created discomfort for years afterwards. Doesn't see the automatic fit with Liberal Studies to the College of Education, but this made him think about possibilities. Asked if the IRC considered creating a College of Interdisciplinary Studies or similar, or thought in broader terms about bringing unrelated undergrad programs together.
- **Amy Sueyoshi** replied the recommendations are not decisions nor action items - merely recommendations made by the IRC after lots of thought and discussion and going back to the constituents in most cases. Some parts may be uncomfortable for some, and that's why the colleges are asked to think of what may be productive for them. College of Interdisciplinary Studies is interesting, and when reflecting on the university history of mergers and program consolidations its less about where the programs are housed and more about curriculum and degrees. Two departments could remain two departments but combine efforts to offer one degree that feels more relevant to students for post-college jobs. Market studies show that 95% of the jobs today will be different in 5 years due to fast-changing technology and industry. As a university, it may not be productive to keep the same degree for 15 or 20 years. SFSU needs to constantly rethink its degrees. Broad-based degrees and smaller certificates that

can be nimbly put into action. Certificates that relate to a job that would be useful for students as they graduate. These are the kinds of things that need to be considered.

- No further questions received.

#### **Agenda topic – Public Forum**

- **Danny Paz Gabriner** asked if/when the Huron consulting analysis will be shared with the campus.
- **Jeff Wilson** advised UBC will present updates each month from their recommendations. The full report will be made available as soon as it's fully released from Huron. They shared their initial recommendations which these updates were created from, and they're finalizing their report to release to a larger group.
- **Mari Hulick** followed Danny's Huron report request, asking for a breakdown of how much is spent on consultants over the last 3 years. Understanding CSU may contribute towards the cost, asked why SFSU faculty experts aren't being used with assigned time.
- **Jeff Wilson** agreed to add the consultants topic onto a UBC agenda item.
- **Sandee Noda** asked about the SFBRN and the possibility of layoffs and non-retention of MPP's.
- **Jeff Wilson** noted one of the founding principles of the SF Bay Region Network is not to have layoffs, but staff reductions may occur based on attrition, reassignment and any positions created as a result of the network, to be filled by staff. Budget actions due to State funding creating severe a budget crisis in the future may affect operations of the university and the operating budget, but it's important to keep the two things separate.
- No further questions received.

#### **Co-Chairs adjourned the meeting approximately 11:47 AM.**

- Next UBC meeting: Thursday, September 25, 2025 from 10:00 AM – 12:00 PM via Zoom

-end (nrg)

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

10:07:52 From Member Mari Hulick (she/her): Welcome All!

09:25:43 From Rob K Collins - member to Everyone: Good morning!

09:27:59 From Michael Goldman - member to Everyone: Good morning!

09:29:04 From Larry Birello (SF State) to Everyone: WOOHOOO!!

09:30:06 From Judy Yu to Everyone: Good morning!

09:33:05 From Nancy Ganner to Everyone: Welcome everyone to the first UBC meeting of the semester! we'll begin in a minute

09:33:26 From Laura Epstein she/her/ella to Everyone: Good morning!

09:33:41 From Alex Hwu (he/him/his) - Member to Everyone: Morning

09:34:13 From Annie Marlis (her/hers) to Everyone: Happy Thursday!

09:35:06 From Cynthia Ugarte (she, her, ella) to Everyone: Good morning!

09:41:52 From Ryan Howell to Everyone: Good morning everyone. All 293 of us.

09:42:51 From Lori Beth Way to Everyone: Ummmm. I might have put it out of my head. 😊

09:47:20 From Lori Beth Way to Everyone: With my team's help, I can say President Mahoney and I met with WASC commissioners in June 2023.

09:47:51 From Alex Hwu (he/him/his) - Member to Everyone: Thank you, Lori-Beth

09:53:23 From Deepika Ahuja (she/her) to Everyone: what is meant by rental revenue?

09:56:16 From Victor Eduardo Osorio Martinez to Everyone: Will we add new sports that attract more students? Martial Arts, Video Games, beach volley, bambigton, surf

09:56:18 From renee e stephens EOPP to Everyone: heard directly from a men's soccer player 2024-25... is now playing at CSULA with a scholarship

09:59:34 From Amy Sueyoshi - co-chair to Everyone: Replying to "Will we add new sports that attract more students?...": <https://campusrec.sfsu.edu/IMSports>

10:00:08 From Dylan Mooney - member to Everyone: Thanks.

10:02:59 From Victor Eduardo Osorio Martinez to Everyone: Replying to "Will we add new sports that attract more students?...": I am talking of competition athletes no recreation an hobby sport.

10:04:04 From Guest - T Albinak (he/him/his) to Everyone: I believe this is the website: <https://www.sfbn.calstate.edu/>

10:04:28 From Amy Sueyoshi - co-chair to Everyone: Replying to "Will we add new sports that attract more students?...": They actually compete! Scroll to Sport Clubs and you will find martial arts and E-sports. I used to attend SFSU Judo which competed as well.

10:06:14 From Victor Eduardo Osorio Martinez to Everyone: Replying to "Will we add new sports that attract more students?...": Can my son get a scholarship for Judo or E-sport?

10:08:24 From Christine Hintermann - member to Everyone: 100% agree with Genie

10:10:42 From Dylan Mooney - member to Everyone: Agreed!

10:17:56 From Brandon Davis to Everyone: Replying to "Will we add new sports that attract more students?...": Judo is not an NCAA sport so that falls outside our scope.

10:18:12 From Genie Stowers - member (she/her) on Bay Miwok lands to Everyone: How much do we have left in our reserves?

10:19:29 From Victor Eduardo Osorio Martinez to Everyone: What is the \$ in the "rainy day" account?

10:20:15 From Danny Paz Gabriner - Member to Everyone: \$23,123,279 it looks like [https://us-west-2.quicksight.aws.amazon.com/sn/accounts/840282890195/dashboards/8104df35-8175-41e5-8cba-90b249258c18/sheets/8104df35-8175-41e5-8cba-90b249258c18\\_5e54fe12-ed17-426c-b37f-844e223f8077](https://us-west-2.quicksight.aws.amazon.com/sn/accounts/840282890195/dashboards/8104df35-8175-41e5-8cba-90b249258c18/sheets/8104df35-8175-41e5-8cba-90b249258c18_5e54fe12-ed17-426c-b37f-844e223f8077)

10:20:57 From Mari Hulick - member to Everyone: Replying to "\$23,123,279 it looks like <https://us-west-2.quick...>": Thank you, Danny

10:22:27 From Leyla Ozsen to Everyone: Replying to "\$23,123,279 it looks like <https://us-west-2.quick...>": Sorry, I am not seeing that number in the link

10:22:28 From Victor Eduardo Osorio Martinez to Everyone: \$2.4 million for operation and maintenance?

10:22:32 From Jamillah Moore - member to Everyone: Replying to "Will we add new sports that attract more students?...": Amy is correct Sports Clubs can compete, but they are not eligible for university scholarships. Not all of our club teams compete.

10:22:35 From Jennifer Daly - member to Everyone: Is there a simple explanation why University Wide has gone up so much? Were some costs moved from another division into that one?

10:22:47 From Ryan Howell to Everyone: Why is the budget for UW going up this AY?

10:23:59 From Lori Beth Way to Everyone: Benefits likely

10:24:05 From Lori Beth Way to Everyone: Ah

10:26:20 From Victor Eduardo Osorio Martinez to Everyone: We can generate our own electricity with microturbines and use the cogeneration heat to preheat the water to the boilers, saving gas and \$.

10:39:18 From Gabriela Segovia-McGahan (Administrative Analyst/Specialist) to Everyone: Is there a reason why buildings that can't be occupied, that a red tagged can't be demolished, if can't be repaired? I understand that there can be some historical aspects to the "shells". This made me think of Verducci Hall. I think that was demolished in 1999.

10:41:15 From Katharyn Boyer (she/her) to Everyone: Six Pls use the bayewater system, and many of our graduate students

10:41:42 From Christine Hintermann - member to Everyone: Replying to "Is there a reason why buildings that can't be occu...": the cost to demolishing them. One building cost \$80K as MS mentioned.

10:42:02 From Sheldon Gen to Everyone: Replying to "Is there a reason why buildings that can't be occu...": Costs \$ to demolish a building. Also, red tagged buildings can be restored; they just can't be occupied in current condition.

10:44:47 From Katharyn Boyer (she/her) to Everyone: To be clear, we have to run a 53 ac campus on that IDC.

10:46:24 From Carmen Domingo to Everyone: The IDC allocated to EOS was largely if not exclusively generated by CoSE, including EOS faculty and scientists which generated most of the IDC allocated.

10:47:08 From Carmen Domingo to Everyone: No

10:47:08 From Deepika Ahuja (she/her) to Everyone: I understand the savings aspect of closing RTC. What about the research loss? What happens to all that work :-(

10:48:02 From Carmen Domingo to Everyone: If EOS faculty return to campus, then IDC that they generate would be shared with CoSE.

10:48:59 From Joe Agosto to Everyone: Replying to "I understand the savings aspect of closing RTC. Wh...": There are a few of us working to digitize and preserve the research that has been done at RTC so it can be surfaced and made available to the broader campus community.

10:49:46 From Andrew Oliphant to Everyone: There's a lot of unused piers and buildings from the Chase Center to Hunters Point. With a smaller footprint and cost, we might be able to continue some key research facilities there? Much easier student and faculty access from main campus too.

10:50:04 From Katharyn Boyer (she/her) to Everyone: Please mention custodial funds

10:51:29 From Sandra Henao to Everyone: I assume RTC leaders are talking to California Academy of Sciences about the property and possibly using/continuing the research that's been done to date.

10:53:19 From Katharyn Boyer (she/her) to Everyone: Thank you, Michael

10:53:38 From Rick Harvey to Everyone: Thank you, Kathy!

10:53:41 From Vance Vredenburg to Everyone: Thank you Kathy!

10:54:47 From Danny Paz Gabriner - Member to Everyone: "SF State has over \$500 million in deferred maintenance needs." <https://budget.sfsu.edu/transparency-accountability-our-commitments>

10:56:09 From Kendra Van Cleave to Everyone: Agreed X million, Mari!

10:57:34 From Mari Hulick - member to Everyone: We are High Demand and we offer real job futures. We are not being supported in Design.

10:57:40 From Victor Eduardo Osorio Martinez to Everyone: Replying to ""SF State has over \$500 million in deferred mainte...": It is a conservative number. Please consult Facility Managers for the next 5 year plan.

10:58:20 From Katharyn Boyer (she/her) to Everyone: We have a 1.8M, 3 year program working with 10 community colleges and 2 underserved communities, and tribes, on nature-based solutions to climate change — this is an educational pathways program to get students to SFSU...honestly, we have tried everything to show relevance to campus and to help with enrollment

10:58:30 From Lori Beth Way to Everyone: The Provost has awarded Design a TT faculty line funded by Mellon. It is one of less than a handful of TT lines being searched this year.

10:58:31 From Katharyn Boyer (she/her) to Everyone: 600K the last two year

10:59:29 From Vance Vredenburg to Everyone: To grow enrollment appearances matter: our campus is still lined by RVs, though there are fewer now. Is there a focus to try help these folks find a better place to live and make our campus a better place for our students?

11:00:14 From Amy Sueyoshi - co-chair to Everyone: Replying to "We are High Demand and we offer real job futures. ...": Just for folks to know Design will be searching for one of the five faculty positions this coming fall. If there are other issues Mari we should talk offline.

11:01:36 From Nancy Ganner to Everyone: we will restart at 11:05am

11:04:01 From Gabriela Segovia-McGahan (Administrative Analyst/Specialist) to Everyone: Appearances did seem to matter to the small group of 11 I guided for AU 110: Living in San Francisco. Many chose this campus because it is "in the city of San Francisco" and it is a desirable location. However, a lot of bookstores, restaurants, bars, nightclubs, retail shops, etc., have been closing down and it's a little tough to show students that we are still a thriving SF.

11:05:16 From Katie Murphy to Everyone: Replying to "To grow enrollment appearances matter: our campus ...": Do we have data on how seeing unhoused people affects student retention and recruitment? The RVs are brought up regularly at UBC meetings, but I don't recall any data on how exposure to a stigmatized population impacts student decisions.

11:05:48 From Vance Vredenburg to Everyone: Replying to "Appearances did seem to matter to the small group ...": The city and the bay area are amazing places and continue to be a big draw for us!

11:05:49 From Ryan Howell to Everyone: Replying to "We are High Demand and we offer real job futures. ...": May we have a list of the TT searches from last AY (24-25) and this AY (25-26).

11:06:59 From Amy Sueyoshi - co-chair to Everyone: Replying to "Appearances did seem to matter to the small group ...": Gabbie is correct. San Francisco is both a draw and NOT a draw according to the data coming from students outside the Bay. Its more of a draw for staff and faculty than students.

11:08:03 From Jace Allen to Everyone: Replying to "Appearances did seem to matter to the small group ...": Where can we see that data coming from students?

11:08:17 From Katie Murphy to Everyone: Replying to "Appearances did seem to matter to the small group ...": How did the students respond to the parks in the city?

11:08:52 From Sheldon Gen to Everyone: Replying to "We are High Demand and we offer real job futures. ...": 24-25: Asian American Studies, Physical Therapy, Social Work, Art

11:08:57 From Burcu Ellis to Everyone: International Relations (IR) would like to note that it has nothing to do with this IR!

11:09:16 From Sheldon Gen to Everyone: Replying to "We are High Demand and we offer real job futures. ...": 25-26: Computer Science, Design, Ethnic Studies, Nursing

11:09:36 From Lori Beth Way to Everyone: Replying to "We are High Demand and we offer real job futures. ...": Design and Ethnic Studies are the Mellon funded lines

11:09:40 From Sheldon Gen to Everyone: Replying to "We are High Demand and we offer real job futures. ...": and social work (25-26)

11:10:03 From Ryan Howell to Everyone: Hey @Amy Sueyoshi - co-chair: can I confirm I captured your operational priorities correctly? Stabilize enrollment across the university and within colleges. Grow enrollment by ~1,000 in the near term. Focus majors/degrees on clear pathways to jobs. Invest in TT lines where student demand is highest (five searches this year). Ensure our curricula prepare students for an AI-shaped world (and begin the needed curricular discussions).

11:10:04 From Michael Scott - member to Everyone: Replying to "We are High Demand and we offer real job futures. ...": Art person was hired in FY23-24 but deferred. AAC hire was endowed

11:10:06 From Genie Stowers - member (she/her) on Bay Miwok lands to Everyone: Replying to "We are High Demand and we offer real job futures. ...": Funded for how long?

11:10:32 From Jennifer Daly - member to Everyone: Replying to "We are High Demand and we offer real job futures. ...": The new hire in Art was actually from a 23-24 search rather than 24-25

11:10:35 From Michael Scott - member to Everyone: Replying to "We are High Demand and we offer real job futures. ...": Mellon will fund the entire costs for two years as well as the recruiting costs

11:12:12 From David Hellman - member to Everyone: Is any of the Huron "data" going to be shared with the entire campus? I ask because this is still very vague.

11:12:58 From Gabriela Segovia-McGahan (Administrative Analyst/Specialist) to Everyone: Replying to "Appearances did seem to matter to the small group ...": For the purposes of this course, guides took students to an assigned location (mine was The Castro) and we passed by Dolores Park to take a bus to get to Chinatown (location chosen by students as #2). I talked to them about Dolores Park being a bridge between the Mission and the Castro neighborhoods. They were less interested in the parks (for that day) and more into the food of Chinatown.

11:14:00 From Amy Sueyoshi - co-chair to Everyone: Replying to "Hey @Amy Sueyoshi - co-chair: can I confirm I capt...": Yes perfect! Keep in mind that growing enrollment could mean improving retention by just 0.5%. If we have 20K students and we know that half stop out, if just keep 1000 students who would've left that would be a vast improvement.

11:16:48 From Katie Murphy to Everyone: Replying to "Appearances did seem to matter to the small group ...": Our parks could do a better job at incorporating food vendors. India Basin Shoreline Park is leading the way with restaurant pop-ups.

11:17:03 From Ryan Howell to Everyone: Replying to "We are High Demand and we offer real job futures. ...": So...For context on TT hiring the last two years: 2024–25 hires: Asian American Studies (endowed), Physical Therapy, Social Work, Art (hire made in 23–24 but deferred). 2025–26 hires: Computer Science, Design (Mellon-funded), Ethnic Studies (Mellon-funded), Nursing. Note: Mellon lines cover full costs for two years, including recruiting.

11:19:17 From Sheldon Gen to Everyone: Replying to "We are High Demand and we offer real job futures. ...": Plus another social work search in 25-26

11:19:35 From Michael Scott - member to Everyone: Replying to "We are High Demand and we offer real job futures. ...": The chair left to become a Dean at CSUEB. Enrollment in SW has way up.

11:19:50 From Ryan Howell to Everyone: Replying to "We are High Demand and we offer real job futures. ...": Wait. So Social Work got two searchers?

11:20:07 From Ryan Howell to Everyone: Replying to "Hey @Amy Sueyoshi - co-chair: can I confirm I capt...": Then, I would write a vision statement something like: We will be a university where every student sees a clear path from enrollment to graduation to meaningful work. We will grow by welcoming more students into programs that prepare them for the future of work, including an AI-driven world, while remaining true to our mission of equity and access. Our faculty will expand in areas where students' needs are greatest, ensuring that our graduates are not only career-ready but also leaders in shaping the society of tomorrow.

11:20:09 From Michael Scott - member to Everyone: Replying to "We are High Demand and we offer real job futures. ...": They lost their chair this summer.

11:20:11 From Lori Beth Way to Everyone: Replying to "We are High Demand and we offer real job futures. ...": No. One last year and one this year because of departure.

11:20:18 From Lori Beth Way to Everyone: Replying to "We are High Demand and we offer real job futures. ...": Michael is correct

11:21:46 From Victor Eduardo Osorio Martinez to Everyone: We should have land surveyor program associated to CoSE

11:22:22 From Ryan Howell to Everyone: Replying to "We are High Demand and we offer real job futures. ...": So, SW got two searches in the last two years with one due to a chair departure?

11:23:20 From Lori Beth Way to Everyone: Replying to "We are High Demand and we offer real job futures. ...": Accreditation requirements also were an influence in the decisions.

11:25:00 From Michael Scott - member to Everyone: Replying to "We are High Demand and we offer real job futures. ...": Social work enrollment has doubled in comparison to pre-pandemic levels

11:35:20 From Mari Hulick - member to Everyone: David, excellent as always!

11:36:14 From Jace Allen to Everyone: So they are recommendations, but not requirements? Not action items?

11:36:47 From Jackson Wilson -member to Everyone: Whatever restructuring occurs is guided by the Policy on Restructuring Academic Units, #S25-290 <https://sfsu.policystat.com/policy/18020353/latest>

11:37:47 From Jace Allen to Everyone: Have those market studies been shared to be viewed in context with these recommendations?

11:38:23 From Jamil Sheared - member to Everyone: so we'll constantly be chasing the dragon on this. Changing every decade to keep up will not make us stronger in any one thing.

11:38:55 From David Hellman - member to Everyone: And interdisciplinarity is a very marketable skill set to have...

11:39:55 From Mari Hulick - member to Everyone: @Danny Paz Gabriner - Member - Thank you! I was just about to ask that.

11:39:58 From Amy Sueyoshi - co-chair to Everyone: Replying to "Have those market studies been shared to be viewed...": Hi Jace, We have market studies for specific programs when they ask if they should go fully online. There are other studies that are available on the web that talk about what students want today from a college degree.

11:40:52 From Jace Allen to Everyone: Replying to "Have those market studies been shared to be viewed...": Thank you for your reply.

11:41:20 From Victor Eduardo Osorio Martinez to Everyone: Yes, consultants versus in house work

11:41:29 From Amy Sueyoshi - co-chair to Everyone: Replying to "Have those market studies been shared to be viewed...": <https://www.insidehighered.com/news/student-success/life-after-college/2023/12/20/what-college-students-want-career-prep>

11:41:35 From Michael Scott - member to Everyone: ORSP hires many consultants with grant and state funds

11:41:41 From David Hellman - member to Everyone: As I understand Huron was paid for by the CO but I'm curious how much they were paid by them.

11:42:10 From Jace Allen to Everyone: Replying to "Have those market studies been shared to be viewed...": Thank you! This will be an interesting read.

11:42:18 From Dylan Mooney - member to Everyone: "in house" work vs. consultants risks internal biases

11:42:43 From David Hellman - member to Everyone: Replying to ""in house" work vs. consultants risks internal bia...": Good point

11:42:58 From Michael Scott - member to Everyone: We have three consulting veterinarians, The consultant requests needs to be narrowed to specific areas or it will create a lot of useless staff work

11:43:12 From Amy Sueyoshi - co-chair to Everyone: Replying to "Have those market studies been shared to be viewed...": Another one Jace! <https://www.thersa.org/rsa-journal/learn-unlearn-relearn/>

11:43:24 From Victor Eduardo Osorio Martinez to Everyone: Replying to ""in house" work vs. consultants risks internal bia...": Are public bids for the consultants?

11:43:36 From Danny Paz Gabriner - Member to Everyone: @Mari Hulick - member Costs at least per hour are shown here (2021): <https://controller.fiu.edu/wp-content/uploads/2021/01/PUR-03303HuronConsultingPriceSheet.pdf>

\$51M over 4 years for U of Wisconsin: <https://www.insidehighered.com/news/quick-takes/2024/12/17/report-u-wisconsin-system-paid-huron-51m-2019-23>

11:43:47 From Jace Allen to Everyone: Replying to "Have those market studies been shared to be viewed...": Genuinely, thank you. It is good to have this kind of context, especially as I am not a faculty member.

11:44:12 From Amy Sueyoshi - co-chair to Everyone: Replying to "Have those market studies been shared to be viewed...": For sure and hit me up via email anytime!

11:44:38 From Mari Hulick - member to Everyone: Replying to "@Mari Hulick - member Costs at least per hour are ...": THANK YOU!

11:44:46 From Michael Goldman - member to Everyone: Thank you!

11:44:48 From Mari Hulick - member to Everyone: Bye Bye!