University Budget Committee
Jeff Wilson, CFO & Vice President, Co-Chair
Amy Sueyoshi, Provost & Vice President, Co-Chair
UBC webpage: https://adminfin.sfsu.edu/ubc
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University Budget Committee Meeting Minutes

Meeting Date: Thursday, Sept. 24, 2026, via Zoom
Voting Members present: Anjali Billa, Robert Keith Collins, David Hellman, Alex Hwu, Larry Low, Irina Okhremtchouk, Mary Menees, Jamillah Moore, Danny Gabriner, Tiffany O'Shaughnessy, Olivia Razaiarivelo, Karla Santiago-Reyes, Isabel Seiden, Alesha Sohler, Genie Stowers, Amy Sueyoshi, Alaric Trousdale, Jackson Wilson, Jeff Wilson, Mike Young
Non-voting Members present: Deborah Elia, Christine Hintermann, Chanda Jensen, Cesar Mozo, Tammie Ridgell, Michael Scott, David Schachman, Jamil Sheared, Elena Stoian, Venesia Thompson-Ramsay
Members Absent: Emiliano Balistreri, Brad Erickson, Ashkan Forouhi, Tim Jenkins, Katie Lynch, Lynn Mahoney
Guest presenters: Carleen Mandolfo, Associate Provost of Faculty Affairs and Professional Development
Meeting coordination: Nancy Ganner, Mona Sagapolutele
Accompanying presentation can be found here: UBC Presentation Sept. 24, 2026

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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

- **Amy Sueyoshi and Jeff Wilson** welcomed committee members and guests.
- Reminded of ways to contact UBC including Office Hours.
- Welcomed new UBC Faculty member Michelle Sinapuelas, Assistant Professor, Chemistry and Biochemistry Department, College of Science & Engineering

Agenda topics – Member roll call, Meeting Minutes approval

- Quorum established.
- Minutes approved as submitted.

Agenda topic – SFSU Budget 101

- **Genie Stowers and Danny Gabriner** began the presentation referring to their "UBC 101" introduction at the last meeting, and today would share an overview of the budget process for those who might be new to university budgets so everyone can meaningfully participate. They'll share budget basics, language terminology and the budget cycles. Acknowledged Elena Stoian and Jay Orendorff for their support and slide materials.
- (see slides)
- **David Hellman** asked about the operating deficit and how to manage around it.
- **Genie Stowers** stated what VP & CFO Jeff Wilson has said: spending has decreased so there are less expenses to cover, and reserves are used to cover the rest.
- **Jeff Wilson** added for the past few years, SFSU made a deliberate plan to address the deficit over time rather than trying to address the total deficit in one budget period. This is to prevent severe disruptions
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in operations. The deficit is managed between use of one-time resources like reserves, savings from the prior year, and being deliberate in planning to address the deficit.

- **Rick Paradis** asked what the total projected revenue is for 2026-2027, the state allocation, and the reserves balance.
- **Jeff Wilson** stated total revenues were $337M: $211M of that was the state appropriation, $114M was from tuition and fees net, and other revenue of about $13M. That's the current budget for 2026-2027.
- **Jennifer Shea** commented it would be good to understand the relationships among the organizations that are part of the university, including UCorp, a 501c3 nonprofit and the SFSU Foundation. Asked for clarification on how revenues from those organizations do or don't feed into the budget process.
- **Amy Sueyoshi** referred to a comment in the Chat from Ardo Puder about the budget situation at Sonoma State and CSU East Bay.
- **Jeff Wilson** responded that while he doesn't have details for East Bay, he was interim CFO for Sonoma, which is struggling budget-wise due to enrollment challenges as they lost a significant number of students between 2025-2027. East Bay is in a similar situation because of their enrollment challenges. All three Bay Area campuses have been dealing with the consequences of the CSU reallocation plan where funds have been allocated away from campuses that have not achieved their enrollment targets, to campuses that have exceeded theirs. Sonoma is probably in the worse situation as East Bay and SFSU have been doing better these past few years, but all still have a way to go to address structural deficits.
- **David Flin** asked what changed since 2000 to now that has greatly increased SFSU expenses.
- **Jeff Wilson** replied generally all costs have increased, particularly in employee compensation. Currently the CSU is in negotiations with the employee unions, but also employee benefits continue to increase, operating costs like utilities, insurance, etc. The cost of doing business has increased overall due to global economic pressures like inflation, supply and demand. Compensation and operating costs and the main drivers of increases.
- **David Flin** clarified if that's the case for San Francisco or state-wide.
- **Jeff Wilson** commented some of it has to do with being in San Francisco, but it's statewide and national - especially due to inflation which is global.
- **Katie Murphy** asked about the difference between the budget and actuals.
- **Genie Stowers** stated an organization's budget has to be approved; at SFSU it starts with the units that have gathered what their needs are, then the Budget Administration & Operations office pulls it together. UBC presents the budget, members comment then the President then has to approve it.
- **Jeff Wilson** added as the year progresses, they'll present budget scenarios to serve as guiding numbers to develop the budget with information from the unit level up to the university level.
- **Genie Stowers** continued that one difference at SFSU is the existence of this committee, and the leadership of this President to insist the information should be transparent to the campus. That's unusual. Also the cooperation and hard work of SFSU's Budget Administration & Operations office and the Administration & Finance oversight that ensures this actually happens, so this community can see the information and know what's going on. Explained she has been to other campuses and this is definitely not the case at those. Remarked at the 290 attendees of this meeting is very different than what happens elsewhere.
- **Amy Sueyoshi** read Deepika's question from the Chat: "does the base amount from the state depend on leadership, i.e, who the California Governor is, or what the CSU Chancellor determines?"

- **Genie Stowers** replied it's both: the state legislature receives the budget from the Governor and the continue to work on it and after they've approved it, the Governor signs it, and this includes the base base budget that goes to the CSU. The CSU has its process for distributing the funds to each campus.
- **Cole Fowler, GGX** asked if anyone could speak to funds that are placed in restricted vs. unrestricted reserves, and how that money is spent.
- **Jeff Wilson** explained restricted assets and unrestricted assets have a particular meaning when discussing endowments, but all funds are restricted in some way: there are different levels of flexibility and discretion at the campus level for how funds can be spent. Self-support funds are restricted for the uses and purposes of those self-supports. Clarified that general funds from the state flow through the operating fund and are restricted to supporting the mission of the university, so they can't be used to for self-support operations - they cannot be mixed. Summarized there are complex and specific ways of tracking funds to ensure they aren't commingled, with detailed reports sent to the CSU and the state and this is a large part of what happens in the accounting and finance departments.
- No further questions received.

Agenda topic – UBC Work Groups

- **Jackson Wilson** shared an update on the Alternative Revenue Work Group
- (see slide)
- **Irina Okhremtchouk** shared an update on the Cost Recovery Oversight Work Group
- (see slide)
- **Danny Gabriner** shared an update on the UBC Charge Revision Work Group
- (see slide)
- **Cole Fowler, GGX** asked for the definition of cost recovery.
- **Elena Stoian** explained cost recovery, mandated by the state, is when general fund monies are used for services where funds may be restricted so they have to be reimbursed. Shared an example: Facilities provides services to a self-support unit (such as student housing), so those fees have to be recovered to replace funds in the operating fund (general fund). Costs are mostly related to employee salaries that provide those services.
- **Amy Sueyoshi** further explained if a doorknob in student housing needs repair (housing is a self-support unit), the service is provided from Facilities (funded by the general fund) so the repair fees are recovered to put back into the general fund.
- **Elena Stoian** agreed and further explained these are policies from the Chancellor's Office that are implemented on all campuses. The Cost Recovery Oversight Committee would ensure these policies are followed through.
- **Irina Okhremtchouk** added there may also be a dispute about those costs, in terms of what the unit should be paying or whether the service is provided or not provided. The committee would help resolve those disputes between the units.
- No further questions received.

Agenda topic – Department Chair Time Base

- **Carleen Mandolfo and Michael Scott** began their presentation by noting they will speak to the topic as it affects the budget.
- (see slides)

- **Jackson Wilson** asked about the formula in the steps used to calculate FTE.
- **Michael Scott** explained the formula.
- **Tiffany O'Shaughnessy** expressed it's helpful to see the work that goes into trying to come up with an equitable solution, but the challenge is that it doesn't work for some departments. With release time being cut across all areas in efforts to save money, there is no analysis being done on the amount of work required to be a department chair. Understands there are less students, but with the labor and what's expected it may not fit into this formula and leaves out considerations for graduate programs. Requested the actual workload to be adequately reflected, as this may put off potential candidates from applying – even with a bump up for accreditation.
- **Genie Stowers** built on Tiffany's point that the assumption is if enrollment is cut by 28%, then chair time base should be cut by an equal amount as a quantitative analysis, but this ignores the reality on the ground -- the qualitative part. When enrollment goes down, it is the chairs that implement changes in their departments, not the deans, not the AVPs nor the budget directors. Their workload has gone up and they have to deal with an incredibly complex system. Reiterated that the assumption that because enrollment has dropped there is less work, is flawed. Suggested there needs to be a rubric, as they use with teaching, for when major decisions are being made.
- **Larry Low** asked for confirmation about the formula rounding.
- **Michael Scott** confirmed the process.
- **Michael Bar** remarked that chair elections for his Economics department, according to Senate policy, were supposed to be held in Spring and this information will impact the pool of candidates for chair. Stated the Economics department would not have delays if this information was available. Also asked about programs shared by three departments, as he noticed that all the students were attributed to one of the sharing departments and there's nothing in the policy for this according to the slides.
- **Michael Scott** clarified he met with all the chairs in May and presented the simple formula, and included there was a chance it had to be corrected. Added that the more complicated Excel-friendly model was released later, but the simplified model was presented to the chairs back in May.
- No further questions received.

Agenda topic – CPaGE Annual Report 2025-2026

- **Alex Hwu** presented CPaGE's annual review starting with an explanation that CPaGE is different than the other colleges as it is a self-support unit; they do their own cost recovery to account for every dollar they receive.
- (see slides)
- **Jackson Wilson** noted CPaGE's enrollment has increased over the last 4-5 years and asked if that is expected to continue and why.
- **Alex Hwu** replied the increase is twofold: one is the market demand focused on degree completion online, and it depends on the program: psychology is doing well because they're the only ones offering it in Northern California and the psychology department has great faculty. CPaGE ensures the curriculum fits what their students want, and they are also exploring minimum units for degree completion and career readiness. Added that in the medical field, they're going to offer a Master's in Clinical Lab Science starting next Fall, and they're not giving up on international students because San Francisco is a destination city - there's never a need to explain where it is, unlike other campuses like Humboldt. Also added for the first time, CPaGE status allows them to issue an F1 visa to any student who wants to come

to SFSU to study for a semester, which will help. Shared appreciation for the collaboration with the academic colleges and their faculty support without whom their programs could not be successful.

- **Danny Paz Gabriner** asked if CPaGE's budget projections for 2026-2027 are similar to last year's in the surplus that was generated.
- **Alex Hwu** acknowledged they budget conservatively and are careful with expenditures so they expect so, as online education continues to perform better than expected. They continue to build towards their $9M reserve.
- **Alaric Trousdale** asked about the fees CPaGE gives to the Chancellor's Office and what it's for.
- **Alex Hwu** responded some contributions go towards CPaGE employee retirement through CalPERS, but he's asked for specific calculations and hasn't received a clear reply. All self-support colleges like CPaGE have to pay these Chancellor's Office fees.
- No further questions received.

Agenda topic – Public Forum

- **Katie Murphy** asked whether UBC had an update about the transition around scholarships, and if they will be awarded this semester as the platform was to go live on Sept. 1st but hasn't yet.
- **Denise Peña** replied as the Director of Financial Aid: they are awarding scholarships right now. The new platform will go live in January but they have a transition year with AcademicWorks.
- **Amy Sueyoshi** added that scholarships help students fund their education and oftentimes there aren't enough students applying for scholarships. Asked everyone to encourage their students to apply.
- **Julie Chronister** asked how the Chair time base formula measures actual chair workload vs. size.
- **Carleen Mandolfo** replied it was discussed at Chairs Council and it's a formula used by many CSU campuses. The assumption is those size numbers translate to workload and acknowledged it may not be the case for every department as it's hard to quantify how each department is different to develop a formula that takes everything into account. Primary factors are based on the number of majors, faculty and staff and the number of students moving through the programs, among other things. Admits it's not perfect but it captures the basics and it's a system that can be measured and distributed across campus in a more equitable way, and there isn't any way to capture all the nuances of work in any given job so this is the best plan they have.
- **Jenny Lederer** asked why a campus-wide audit of chair course release time-base didn't include department course-release time for administrators, rather than just chairs (such as program coordinators). Explained this is where a lot of inequity comes in across the colleges as that distributes some work away from chairs. Noted the original 2019 audit was supposed to be around an equitable distribution of course releases for all administrative work that happens within a department, not just at the chair level. Added that over the last two years, the English department has had 6-7 course releases removed from lower levels of administrative work and now there's only course release for the chair and this calculates equity across departments and implements some equitable distribution for a whole department, not just the chair position.
- **Carleen Mandolfo** replied that was done at the college level, and her mandate was to manage the chair time base and salary and come up with a formula.
- **Amy Sueyoshi** advised they can revisit this with the CLCA dean.
- No further questions received.

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

- Next UBC meeting: Thursday, October 22, 2026 from 10:00 AM – 12:00 PM via Zoom

-end (nrg)

From the Chat:

- *From Member Mike Young to Everyone: Luv this UBC 101!*
- *From Hope Kaye (SF State) to Everyone: Replying to "Luv this UBC 101!": Agree - this is extremely helpful!!*
- *From Member Christine Hintermann to Everyone: Replying to "Luv this UBC 101!": Can't wait till it's a youtube video we can send to new community members.*
- *From Member Mike Young to Everyone: Replying to "Luv this UBC 101!": I wonder if it should be required for review to comment?*
- *From Member Christine Hintermann to Everyone: Replying to "Luv this UBC 101!": It can be linked here, sent in an email, and campus memo as a review before you go thing.*
- *From Member, Tiffany O'Shaughnessy, PhD (she/her) to Everyone: Replying to "Luv this UBC 101!": I think it's important for our campus community to be able to comment regardless of their knowledge of the ins and outs of the budget*
- *From Jennifer Waller to Everyone: Replying to "Luv this UBC 101!": The state budget is not intuitive. Some uninformed comments actually motivate curiosity.*
- *From Jennifer Shea (she/her) to Everyone: This is a really useful presentation! We might replicate it in other venues/meetings, for those unable to be here today and without expecting folks to spend time outside of their usual obligations to learn these things. Also, loving the transparency!*
- *From Member, Mary Menees to Everyone: Great presentation Genie and Danny!*
- *From Member Mike Young to Everyone: Replying to "Luv this UBC 101!": Agreed - in principle. But I think in some sense there's a connection to why folks suffer so much from Dunning-Krieger*
- *From Rick Paradis to Everyone: What is our state allocation for 26-27? Total projected revenue? How much do we have in reserves?*
- *From Member Alaric Trousdale to Everyone: Example of a university trying to solve a deficit too quickly = Sonoma.*
- *From Member David Hellman to Everyone: Thank you Genie and Jeff!! That was a helpful answer*
- *From Arno Puder to Everyone: What is the budget situation at Sonoma and CSUEB?*
- *From Jennifer Waller to Everyone: Replying to "Luv this UBC 101!": Yeah, but that isn't for us to judge. All questions should be welcomed as part of community building.*
- *From Member Mike Young to Everyone: Replying to "Luv this UBC 101!": Indeed!*
- *From Member Mike Young to Everyone: I'm interested @Jennifer Shea (she/her)*
- *From Deepika Ahuja to Everyone: Does the base amount from the state depend on leadership e.g. who the governor is or what the CSU chancellor determines?*
- *From katynka martinez to Everyone: I'm not sure if this is the place to ask but here's my question: my understanding is that assigning lecturers to Spring courses is pending the budget approval for Spring 2027. Is there an estimated date by which the Spring 2027 budget will be approved?*
- *From Member Danny Paz Gabriner to Everyone: Replying to "What is our state allocation for 26-27? Total proj...": {200D9615-E25F-4424-899F-64C7AA211E4A}.png*
- *From Member, Mary Menees to Everyone: general inflation as well*

- *From Member Michael Scott to Everyone: Replying to "I'm not sure if this is the place to ask but here'...": You should discuss with your dean. There isn't a separate Spring budget.*
- *From Member Christine Hintermann to Everyone: State wide to national to global*
- *From Member Danny Paz Gabriner to Everyone: https://www.calstate.edu/csu-system/transparency-accountability/Pages/financial-statements.aspx*
- *From Member Danny Paz Gabriner to Everyone: Replying to "What is our state allocation for 26-27? Total proj...": {B090AD69-C2A6-4503-AAAD-6EB66992911A}.png*
- *From Andrew Roderick to Everyone: Replying to "general inflation as well": Technology costs are seeing significant inflation (chip shortage hits workstations, server and related component costs are almost exponential). Also, SaaS software service platforms will now be taxed by state for the first time this year (another 8.5%). Plan for your renewals.*
- *From Deepika Ahuja to Everyone: yes please read*
- *From Jennifer Shea (she/her) to Everyone: Thank you for that clarification, Jeff, in terms of Foundation assets vs. University assets.*
- *From Jennifer Shea (she/her) to Everyone: Thank you, Danny. Glad to hear those are in the charge.*
- *From Member, Tiffany O'Shaughnessy, PhD (she/her) to Everyone: I don't have a question, but did just want to say I love the change to allow Members to request a vote as well. Great idea.*
- *From Dylan Mooney (Guest) to Everyone: I LOVE that GGX is here asking questions! This is awesome!*
- *From Member Mike Young to Everyone: Appreciate the clarifications, cause Cost Recovery sounds kinda of Dogey*
- *From Dylan Mooney (Guest) to Everyone: Replying to "Appreciate the clarifications, cause Cost Recovery...": It used to be referred to as "charge backs"*
- *From Member Genie Stowers (she/her) to Everyone: Replying to "Appreciate the clarifications, cause Cost Recovery...": We DEFINITELY don't want to sound anything like DOGE...*
- *From Andrew Roderick to Everyone: Replying to "I LOVE that GGX is here asking questions! This is...": It will always be "the Golden Gater" to us former editors!*
- *From Nancy Ganner to Everyone: we will restart at 10:53am*
- *From Jennifer Shea (she/her) to Everyone: Thank you for this presentation, Carleen. As a newly re-elected Chair, I have never seen or heard a clear explanation about the relationship between Chair TB, expectations for teaching, and salary/stipend. It would be super helpful to have all of that laid out in appointment letters, and also to have a session about it in the annual Chairs retreat/training each August.*
- *From David Flin to Everyone: Higher FTE means what exactly?*
- *From Member Danny Paz Gabriner to Everyone: Replying to "Higher FTE means what exactly?": 1FTE is 1 full time equivalent salary*
- *From Jenny Lederer to Everyone: Question from guest about chair timebase: In the process of chair timebase allocation, were the removal of program coordinator releases taken into account? For example LCA has removed all releases for program coordinators and the Writing Program coordinator in English. The same administrative work within the department still needs to take place.*
- *From Sheldon Gen to Everyone: Replying to "Thank you for this presentation, Carleen. As a new...": Might be more timely to do such a session in spring, ahead of chair elections, so candidates understand what to expect?*
- *From Jennifer Shea (she/her) to Everyone: Replying to "Thank you for this presentation, Carleen. As a new...": Great suggestion, Sheldon. Or maybe a bit of both? Redundancy in education helps sometimes:)*
- *From Jennifer Waller to Everyone: Replying to "Higher FTE means what exactly?": "Full Time Equivalency"*

- *From katynka martinez to Everyone: Replying to "Thank you for this presentation, Carleen. As a new...": Or maybe a workshop in Fall, Spring & at the chairs retreat? LTNS is holding chair election this semester to allow the current chair to provide the incoming chair with a bit of process insight during the AY year before they become chair*
- *From Guest Carleen Mandolfo (she, her) to Everyone: Next year we are intending to move to a TB increment of .1 rather than .2, which will allow for more nuance. We considered it in our initial committee, but thought it would make documenting release unnecessarily complicated. In the end, after receiving feedback, we've decided the complications are worth it. Deans will have to track.*
- *From Valerie Soe, AAS, she/her to Everyone: This is a lot of math*
- *From Jennifer Shea (she/her) to Everyone: It is a lot of math, Valerie! Sadly, the math only accounts for program size, with multiple measures of that, and not departmental complexity (e.g., # of degree programs, certificates, graduate programs)*
- *From Guest Carleen Mandolfo (she, her) to Everyone: Counseling is receiving another .2 for accreditaition*
- *From Jenny Lederer to Everyone: Replying to "It is a lot of math, Valerie! Sadly, the math only...": I'd like to see an additional slide that shows how many releases for all department administration exist across the university. The chairs are not the only ones who do administrative work. Overall admin release is what the 2019 audit was supposed to address, not just chair release. Instead, at least in LCA, all of the non-chair release time has been removed.*
- *From Stephanie Sisk-Hilton to Everyone: Thank you, Tiffany, for expressing this. My department is completely demoralized by what this says about how our labor is valued.*
- *From David Flin to Everyone: What is it exactly that chairs are supposed to be spending their time doing? How should the chairs be maximizing efficiently their: .. ability to market the major? Provide resources for classes? How can the chair accomplish this with lesser time?*
- *From Jenny Lederer to Everyone: Fewer students actually means MORE administrative work.*
- *From Jennifer Shea (she/her) to Everyone: @David Flin - At least we get to teach more and account for RSCA, without being allowed to include Chair work as part of our service responsibilities*
- *From Carina Gallo to Everyone: I think this is important to consider the this was implemented together with the RSCA application. Many chairs have historically used research and service time for chair work to make the workload manageable. This will no longer be possible. Going forward, to receive an RSCA release, chairs will need to account for 8 hours of service outside of chair work, as well as 8 hours of RSCA, every week. This means that a 0.2 chair truly has only 8 hours per week allocated to chair work.*
- *From Member, Tiffany O'Shaughnessy, PhD (she/her) to Everyone: Also wanted to say that our Chair is the only person on a 12 month contract, so the only person managing student retention during the critical summer period when students are likely to "melt" because faculty are not on contract*
- *From Jennifer Shea (she/her) to Everyone: @Carina Gallo - To Tiffany's point, we just work way more than 40 or 50 hours a week. So it's fine.*
- *From Stephanie Sisk-Hilton to Everyone: Replying to "I think this is important to consider the this was...": Yes, and there was also no accounting for the fact that GCOE faculty are budgeted for 12 WTUs of teaching, no RSCA release. So a .4 chair in our college has to teach two courses.*
- *From David Flin to Everyone: Is this calculation supposed to reallocate funding across other departments?*
- *From co-chair Amy Sueyoshi to Everyone: Replying to "Is this calculation supposed to reallocate funding...": This is only for chair time base. This is not for allocation across the department.*
- *From Member David Hellman to Everyone: Talk about de-incentivizing departmental leadership on campus...* 😔
- *From Guest Carleen Mandolfo (she, her) to Everyone: I announced that at UCC. And I discussed with chairs that the process was ongoing. I acknowledged that it is frustrating, but we were trying to be responsive to concerns.*

- *From Venoo Kakar to Everyone: Econ should get 1/3 of the students in the Business Analytics concentration (as this concentration is shared among 3 departments). This needs fixing.*
- *From Jennifer Shea (she/her) to Everyone: Excellent question, Michael! Double-down on the question regarding implementation timeline.*
- *From David Flin to Everyone: Does the equation consider the interaction of other majors with one another. I.e, business majors must take ISYS and ECON classes?*
- *From Jennifer Shea (she/her) to Everyone: I'm as (maybe more) concerned with the implementation failures*
- *From Linda Platas to Everyone: Which semester were the calculations based on? And when will a more recent semester be included in the calculation and applicable for a revision of chair time base? Noting the 10% increase in enrollment in Fall 2026.*
- *From Michael Bar to Everyone: @Member Michael Scott. Was the grace period shared in May as well?*
- *From Jennifer Shea (she/her) to Everyone: @Michael Bar - I think they mentioned the "grace period" at some point in spring, but when I got my reappointment letter 4 days into the fall semester, it reflected my "new, reduced" TB of 0.2 (from 0.6), so clearly that message didn't make it to HR.*
- *From Member Michael Scott to Everyone: Replying to "@Member Michael Scott. Was the grace period shared...": That's a question for Carleen.*
- *From Lori Beth Way to Everyone: Replying to "Which semester were the calculations based on? And...": I'll let someone else answer when the calculations will be redone, but I just wanted to make sure to note that enrollment has not increased by 10%. The incoming class is larger than last year, but overall enrollment is up about 1%.*
- *From Lori Beth Way to Everyone: Replying to "Which semester were the calculations based on? And...": But super exciting that our incoming class is larger than last year!*
- *From Carina Gallo to Everyone: The system also strongly disincentivizes chairs from serving a second term. We are evaluated on RSCA activity during the two years before our current term, not the two years before we first became chairs. This means that chairs seeking a second term are evaluated on RSCA activity completed during their first term, when they are also learning the chair role and adjusting to the workload. My guess is that, going forward, we will see very few chairs serving a second term.*
- *From Member Michael Scott to Everyone: Replying to "Which semester were the calculations based on? And...": The data was from Fall 2025. We just had senses and enrollment is up 1% not 10%. 17,888 FTES in Fall 2026 vs 17,701 in Fall 2025*
- *From Member Michael Scott to Everyone: Replying to "Which semester were the calculations based on? And...": census*
- *From Jennifer Waller to Everyone: Replying to "Which semester were the calculations based on? And...": Where is the statement about enrollment being up 10% coming from?*
- *From Member Michael Scott to Everyone: Replying to "Which semester were the calculations based on? And...": Enrollment is up 1% - 17,888 FTES in Fall 2026 vs 17,701 in Fall 2025*
- *From Michael Bar to Everyone: @Guest Carleen Mandolfo (she, her). When was the "grace period" announced for the first time?*
- *From Member Anjali Billa to Everyone: This is a great presentation Alex and very helpful way to learn about CPaGE. Thank you. Impressive numbers!*
- *From Anna Lebedeff to Everyone: Replying to "This is a great presentation Alex and very helpful...": The full annual report will be ready before Thanksgiving.*
- *From Member Jamil Sheared to Everyone: 36%?*
- *From Nancy Ganner to Everyone: all slides will be posted to the UBC website this afternoon*
- *From Janet Alford to Everyone: This is fantastic progress!*

- *From Steve Blecha to Everyone: Replying to "@Michael Bar - I think they mentioned the "grace p...": @Jennifer Shea (she/her) Consult with HR happened after the appointment letters were distributed and is on-going. Once details are finalized, HR will key the adjustments into payroll.*
- *From Guest Carleen Mandolfo (she, her) to Everyone: Replying to "@Guest Carleen Mandolfo (she, her). When was the "...": Because of the complications of implementing salary manually we didn't consider the grace period until a couple chairs raised the concern in May. It was discussed over summer. Please note it's only a one-year, not one term grace period.*
- *From Ryan Howell to Everyone: Let's go Psychology!*
- *From Member, Mary Menees to Everyone: Great presentation, Dean Hwu!*
- *From Ryan Howell to Everyone: And a big thanks to the #CPaGE staff who work so hard and so well with our Online Degree completion program psychology students. They are awesome.*
- *From Michael Bar to Everyone: Replying to "@Guest Carleen Mandolfo (she, her). When was the "...": This is exactly what I offered in May, and repeatedly since. Specifically, I offered to serve as chair for one year under the previous TB.*
- *From Member Anjali Billa to Everyone: good move Alex - from Humboldt to SF !!*
- *From George Haris to Everyone: Thank you CPaGE staff! Congratulations on the new partnership with Taejae University!*
- *From Michael Bar to Everyone: Replying to "@Guest Carleen Mandolfo (she, her). When was the "...": Nothing like the grace period was offered to me.*
- *From Julie Chronister (she/her) to Everyone: Could those involved in developing the Chair TB formula respond to the concerns raised already that this formula appear to measure department size rather than actual chair workload? Specifically, how do faculty FTE, student FTES, and staff numbers translate into the actual functions and responsibilities of a chair? A few concrete examples would be very helpful.*
- *From Member Anjali Billa to Everyone: I can't answer but we have the same question. We have heard many colleges facing this right now.*
- *From Cole Fowler. GGX to Everyone: Replying to "Could those involved in developing the Chair TB fo...": Specifically pertaining to the BIOL/ISYS/ECON example given in the presentation would be great.*
- *From Katie Murphy to Everyone: To confirm, we are supposed to be running scholarships through AcademicWorks for this semester?*
- *From Alex Sanchez to Everyone: yes, it's policy right now*
- *From Jennifer Shea (she/her) to Everyone: As I teach my students, just because something is difficult to quantify, doesn't mean we can capture indicators of effectiveness, etc*
- *From Katie Murphy to Everyone: Replying to "yes, it's policy right now": I am not sure that information filtered down to all departments and colleges.*
- *From Maricel G. Santos to Everyone: Replying to "To confirm, we are supposed to be running scholars...": I have the same question as Katie. I understood that we will be asked to use NextGen to manage scholarships. Are there trainings available?*
- *From Member Genie Stowers (she/her) to Everyone: Yeah, I literally teach the course on developing measures and agree-- just because something is difficult, doesn't mean you ignore it and just say, OK, we;re done our best-- and give up. You take input and comments-- like from today-- and you make adjustments.*
- *From Julie Chronister (she/her) to Everyone: It seems that discussing what chairs do with chair before deciding on a quantitative formula that measures size not functions would have been as useful process.*
- *From Jennifer Waller to Everyone: Replying to "yes, it's policy right now": So we should be using Academic Works?*
- *From Rick Paradis to Everyone: Replying to "yes, it's policy right now": Yes*
- *(Meeting ended)*