Welcome!

• UBC guests: please ensure your full name shows
• All: Please use the “raise hand” function for questions
• Public forum is at approx. 11:40 a.m.
• We’ll do our best to address questions posted in the Chat
• Today’s presentation will be posted to the UBC webpage
• RSVP to ubc@sfsu.edu to attend UBC Office Hours tomorrow 10:00AM for Staff and Faculty/Mpps
Welcome
from UBC co-chairs

Jennifer Summit
Provost & Vice President
Academic Affairs

Jeff Wilson
Vice President & CFO
Administration & Finance
UBC Office Hours

- via Zoom
- typically day after each UBC meeting
- For Staff
- For Faculty & MPPs
- For Students (contact Joshua Ochoa, AS President for dates/times)

last 2021 UBC Office Hour:

tomorrow, Friday, December 17, 10:00am – 11:00am

- Staff hour hosted by Dylan Mooney
- Faculty/MPP hour hosted by Genie Stowers

RSVP to: ubc@sfsu.edu
Today’s Agenda:

• Member rollcall UBC staff
• Meeting Minutes approval (Nov 18)
• President’s Message
• Transparency topic: Salary Transparency
• Presentations:
  ➢ Lottery funds
  ➢ CEL funds
• Updates/Informational Item:
  ➢ IDC Workgroup update
  ➢ Chargeback Governance Committee update
• Action Item: Chargeback Governance Committee ratification
  • Member dialogue
  • Public comment
  • Member vote
• Public Forum
Member attendance and changes

• Member Roll call

• Change to UBC Faculty member-representative:
  ➢ Thanks to outgoing member: Kathleen Mortier
  ➢ Welcome back: Nancy Counts Gerber
Approval of November 18 Meeting Minutes

(all past meeting minutes can be found on the UBC webpage)
President Lynn Mahoney
Transparency Topic:

Salary Transparency

Jeff Wilson
Vice President & CFO
Administration & Finance

Elena Stoian
Executive Director
Budget Administration & Operations
Administration & Finance
UBC: Requested Salary Data
December 16, 2021
1. SF State’s Budget Salary Types

2. SF State’s Salary Ranges in Budget Plan
## Workforce Planning Salary Types

<table>
<thead>
<tr>
<th>SALARY TYPES</th>
<th>DEFINITION</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Single Incumbent</td>
<td>Single Incumbent positions will utilize specific employee(s). Generally, 1-to-1 but including occasional exceptions, these single incumbent positions will represent the most detailed parts of personnel expenses.</td>
</tr>
<tr>
<td>2. Pools</td>
<td>Pooled positions are those types of positions that are planned by position/job code but are consolidated into a single employee grouping (Lecturer Faculty, Graduate Assistant, Student Assistant, Teaching Assistant, Temporary Help)</td>
</tr>
<tr>
<td>3. Natural Account Compensation</td>
<td>Salary accounts that are budgeted at the GL (general ledger) account level and not position level and are additional pay into the salary accounts (shift differential, vacation payout, overtime, etc.)</td>
</tr>
</tbody>
</table>
## CONTINUATION DEFINITION

<table>
<thead>
<tr>
<th>CONTINUATION</th>
<th>DEFINITION</th>
</tr>
</thead>
<tbody>
<tr>
<td>Headcount</td>
<td>It is an inventory of staff, faculty, or students in a group taken by counting individuals.</td>
</tr>
</tbody>
</table>
| Full Time Equivalent (FTE)          | It is the total of all positions using the percentage of the appointment rather than the number of individual employees. This is what the headcount looks like for the same employees using each measure:  
  
  Employee A - .5 appointment  
  Employee B - 1.0 appointment  
  Employee C - .6 appointment  
  Employee D - .4 appointment  

Using Headcount, there are 4 employees  
Using FTE, there are 2.5 employees (.5 + 1 + .6 + .4 = 2.5) |
FY2021-22 General Fund Budget-Salaries

By Account Category

- $115; 55%
- $64; 31%
- $26; 12%
- $4; 2%

Total= $211 million

By Workforce Type

- $169; 80%
- $40; 19%
- $2; 1%

- Management and Supervisory
- Support Staff
- Natural Accounts
- Single Incumbent
- Pools
- Instructional Faculty
- Department Chair.
- Single Incumbent Pools
FY 2021-22 Budgeted Single Incumbent-$169 million

<table>
<thead>
<tr>
<th>Category</th>
<th>Headcount</th>
<th>FTE</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Faculty</td>
<td>803</td>
<td>727</td>
<td>$77</td>
</tr>
<tr>
<td>Department Chair</td>
<td>62</td>
<td>32</td>
<td>4</td>
</tr>
<tr>
<td>Management &amp; Supervisory</td>
<td>208</td>
<td>202</td>
<td>26</td>
</tr>
<tr>
<td>Support Staff</td>
<td>989</td>
<td>929</td>
<td>62</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>2,062</strong></td>
<td><strong>1,890</strong></td>
<td><strong>$169</strong></td>
</tr>
</tbody>
</table>
## FY2021-22 Budgeted Single Incumbent-$169 million

Ranges based on the **budgeted** FTE

<table>
<thead>
<tr>
<th></th>
<th>MAX</th>
<th>MIN</th>
<th>MEDIAN</th>
</tr>
</thead>
<tbody>
<tr>
<td>Faculty</td>
<td>$188,052</td>
<td>$44,765</td>
<td>$106,913</td>
</tr>
<tr>
<td>Department Chair</td>
<td>175,117</td>
<td>108,552</td>
<td>137,936</td>
</tr>
<tr>
<td>Management &amp; Supervisory</td>
<td>378,721</td>
<td>68,304</td>
<td>129,140</td>
</tr>
<tr>
<td>Support Staff</td>
<td>135,912</td>
<td>33,744</td>
<td>65,040</td>
</tr>
<tr>
<td><strong>Range</strong></td>
<td><strong>$378,721</strong></td>
<td><strong>$33,744</strong></td>
<td><strong>$90,039</strong></td>
</tr>
<tr>
<td>BUDGETED AMOUNT</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>------------------</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Graduate Assistant</td>
<td>$322,500</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Temporary Help</td>
<td>142,400</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Student Assistant</td>
<td>1,225,354</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Teaching Associates</td>
<td>1,633,620</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Lecturer</td>
<td>30,955,902</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Summer Session</td>
<td>5,568,778</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$39,848,554</strong></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Presentation:

Lottery Funds

Jeff Wilson
Vice President & CFO
Administration & Finance

Elena Stoian
Executive Director
Budget Administration & Operations
Administration & Finance
Contents

1. Background
2. Historical trends
3. How the funds have been used at SF State
4. Dialogue
1. Background

- CSU lottery policy is aligned with the provisions of the California State Lottery Act of 1984, Section 8880 of the California Government Code.

- The intent of lottery funds is to provide monetary support aligned with an instructional purpose for the education of pupils and students.

- Government Code Section 8880.1 declares the intent of the People of the State of California that "net revenues of the California State Lottery shall not be used to substitute funds but rather shall supplement the total amount of money allocated for public education in California."
1. Background (continued)

Limitations

• Lottery funds shall not be used to substitute funds but rather shall supplement the total amount of money allocated to the CSU Operating Fund.

• Lottery funds shall not be used to finance increases in the contracted rate of state-funded compensation paid through the CSU Operating Fund to existing staff.

• Lottery funds shall not be used to pay faculty salaries or salary-related expenses for state-funded classroom instruction.

• Lottery funds may not be used for meritorious state-funded service (e.g., to finance general employee compensation increases or to distribute monetary awards such as bonuses, stipends, grants, honoraria).
1. Background (continued)

Limitations (continued)

• The creation and/or maintenance of campus lottery endowment accounts may not occur.
• Lottery funds cannot be used for construction of facilities but…”Equipment and supplies that complement the construction of a building and are used for instructional purposes that benefit the education of students within a facility are not restricted and may be funded with lottery revenue.”
• Lottery funds cannot be used to finance research but…”the definition of "financing research" does not include expenses that support student travel or attendance to a research symposium, conference or sponsored program that is directly related to student education.”
Lottery Funds

1. Background (continued)

Reporting
## Lottery Funds

### 2. Historical Trends – Lottery Fund Allocations

<table>
<thead>
<tr>
<th>Fiscal Year</th>
<th>CSU</th>
<th>SF State</th>
</tr>
</thead>
<tbody>
<tr>
<td>2017-2018</td>
<td>$32,552</td>
<td>$2,091</td>
</tr>
<tr>
<td>2018-2019</td>
<td>32,552</td>
<td>2,091</td>
</tr>
<tr>
<td>2019-2020</td>
<td>35,552</td>
<td>2,342</td>
</tr>
<tr>
<td>2020-2021</td>
<td>35,552</td>
<td>2,342</td>
</tr>
<tr>
<td>2021-2022</td>
<td>$35,552</td>
<td>$2,342</td>
</tr>
</tbody>
</table>

(In thousands)
## 2. Historical Trends – Lottery Fund Campus Allocations

<table>
<thead>
<tr>
<th>Program Type</th>
<th>FY2019-20</th>
<th>FY2020-21</th>
<th>FY2021-22</th>
</tr>
</thead>
<tbody>
<tr>
<td>Education Programs</td>
<td>$664</td>
<td>$684</td>
<td>$875</td>
</tr>
<tr>
<td>General Campus Based Program</td>
<td>1,678</td>
<td>1,658</td>
<td>1,467</td>
</tr>
<tr>
<td>Total</td>
<td>$2,342</td>
<td>$2,342</td>
<td>$2,342</td>
</tr>
</tbody>
</table>
## 2. Historical Trends – Lottery Fund Campus Allocations by Programs

<table>
<thead>
<tr>
<th>Education Programs</th>
<th>FY2019-20</th>
<th>FY2020-21</th>
<th>FY2021-22</th>
</tr>
</thead>
<tbody>
<tr>
<td>Future Scholars Program</td>
<td>$30</td>
<td>$80</td>
<td>$80</td>
</tr>
<tr>
<td>Outreach High School</td>
<td>25</td>
<td>99</td>
<td>99</td>
</tr>
<tr>
<td>Outreach-Community College</td>
<td>50</td>
<td>75</td>
<td>75</td>
</tr>
<tr>
<td>Community Access-Student Affairs</td>
<td>23</td>
<td>40</td>
<td>40</td>
</tr>
<tr>
<td>EOP Summer Bridge / Mentor Program</td>
<td>78</td>
<td>58</td>
<td>58</td>
</tr>
<tr>
<td>SSS / TRIO Student Support Program</td>
<td>32</td>
<td>50</td>
<td>50</td>
</tr>
<tr>
<td>Undergrad Ed &amp; Academic Planning</td>
<td>237</td>
<td>282</td>
<td>283</td>
</tr>
<tr>
<td>Teacher Division Math and Science Initiative</td>
<td>190</td>
<td>-</td>
<td>190</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$664</strong></td>
<td><strong>$684</strong></td>
<td><strong>$875</strong></td>
</tr>
</tbody>
</table>
# Lottery Funds

(In thousands)

<table>
<thead>
<tr>
<th>General Campus Based Program</th>
<th>FY2019-20</th>
<th>FY2020-21</th>
<th>FY2021-22</th>
</tr>
</thead>
<tbody>
<tr>
<td>Academic Affairs Admin</td>
<td>1,678</td>
<td>545</td>
<td>657</td>
</tr>
<tr>
<td>College of Liberal and Creative Art</td>
<td>-</td>
<td>172</td>
<td>232</td>
</tr>
<tr>
<td>College of Business</td>
<td>-</td>
<td>50</td>
<td>50</td>
</tr>
<tr>
<td>College of Ethnic Studies</td>
<td>-</td>
<td>26</td>
<td>16</td>
</tr>
<tr>
<td>College of Science &amp; Engineer</td>
<td>-</td>
<td>203</td>
<td>202</td>
</tr>
<tr>
<td>Graduate College of Education</td>
<td>-</td>
<td>67</td>
<td>67</td>
</tr>
<tr>
<td>Health and Social Sciences College</td>
<td>-</td>
<td>52</td>
<td>12</td>
</tr>
<tr>
<td>Library</td>
<td>-</td>
<td>168</td>
<td>58</td>
</tr>
<tr>
<td>Undergrad Ed &amp; Academic Planning</td>
<td>-</td>
<td>375</td>
<td>173</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>$1,678</td>
<td>$1,658</td>
<td>$1,467</td>
</tr>
</tbody>
</table>
3. How have Lottery Funds been used at SF State?

<table>
<thead>
<tr>
<th>Fiscal Year</th>
<th>Compensation</th>
<th>IT Equipment</th>
<th>Instructional Equipment</th>
<th>Other</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>2017-2018</td>
<td>$509</td>
<td>$310</td>
<td>$113</td>
<td>$917</td>
<td>$1,849</td>
</tr>
<tr>
<td>2018-2019</td>
<td>565</td>
<td>390</td>
<td>381</td>
<td>760</td>
<td>2,097</td>
</tr>
<tr>
<td>2019-2020</td>
<td>610</td>
<td>741</td>
<td>200</td>
<td>581</td>
<td>2,132</td>
</tr>
<tr>
<td>2020-2021</td>
<td>852</td>
<td>256</td>
<td>877</td>
<td>409</td>
<td>2,394</td>
</tr>
<tr>
<td>2021-2022</td>
<td>$385</td>
<td>$58</td>
<td>$1</td>
<td>$92</td>
<td>$536</td>
</tr>
</tbody>
</table>
Lottery Funds

3. How have Lottery Funds been used at SF State? - Compensation

( In thousands)

- Student Assistants Wages
- Other Salaries and Wages
- Benefits

<table>
<thead>
<tr>
<th>Year</th>
<th>Student Assistants Wages</th>
<th>Other Salaries and Wages</th>
<th>Benefits</th>
</tr>
</thead>
<tbody>
<tr>
<td>2017-2018</td>
<td>383</td>
<td>78</td>
<td>48</td>
</tr>
<tr>
<td>2018-2019</td>
<td>461</td>
<td>60</td>
<td>44</td>
</tr>
<tr>
<td>2019-2020</td>
<td>507</td>
<td>61</td>
<td>42</td>
</tr>
<tr>
<td>2020-2021</td>
<td>756</td>
<td>55</td>
<td>40</td>
</tr>
<tr>
<td>2021-2022</td>
<td>332</td>
<td>30</td>
<td>23</td>
</tr>
</tbody>
</table>
3. How have Lottery Funds been used at SF State? - Equipment

<table>
<thead>
<tr>
<th>Year</th>
<th>IT Equipment</th>
<th>Instructional Equipment</th>
<th>Other Equipment</th>
</tr>
</thead>
<tbody>
<tr>
<td>2017-2018</td>
<td>113</td>
<td>310</td>
<td>128</td>
</tr>
<tr>
<td>2018-2019</td>
<td>381</td>
<td>390</td>
<td>85</td>
</tr>
<tr>
<td>2019-2020</td>
<td>200</td>
<td>741</td>
<td>5</td>
</tr>
<tr>
<td>2020-2021</td>
<td>877</td>
<td>256</td>
<td>19</td>
</tr>
<tr>
<td>2021-2022</td>
<td>1</td>
<td>58</td>
<td></td>
</tr>
</tbody>
</table>
## Lottery Funds

### 3. How have Lottery Funds been used at SF State? – Other Operating Expenses

<table>
<thead>
<tr>
<th>Year</th>
<th>Supplies and Service</th>
<th>Travel</th>
<th>Scholarship</th>
</tr>
</thead>
<tbody>
<tr>
<td>2017-2018</td>
<td>520</td>
<td>238</td>
<td>30</td>
</tr>
<tr>
<td>2018-2019</td>
<td>569</td>
<td>46</td>
<td>60</td>
</tr>
<tr>
<td>2019-2020</td>
<td>477</td>
<td>18</td>
<td>80</td>
</tr>
<tr>
<td>2020-2021</td>
<td>310</td>
<td></td>
<td>80</td>
</tr>
<tr>
<td>2021-2022</td>
<td></td>
<td>111</td>
<td></td>
</tr>
</tbody>
</table>

(All figures in thousands)
Lottery Funds

4. Dialogue
Presentation:

C.E.L. Funds

Alex Hwu
Dean, College of Extended Learning
• CEL is 100% self-support College, no general fund support
• CEL follows all SF State and CO policies
  • CSU Policy 1099
  • https://calstate.policystat.com/policy/6741737/latest/
• CEL must reimburse all state-supported services
• General Business Model
  • Six months reserve target – economic uncertainty (3 months minimum required by CO)
  • Cost Recovery - 5% for SF State and 5% for CO
  • CEL keeps 28% total revenue (Academic credit bearing program)
    • 28% for overall operation cost
    • 50/50 net revenue sharing
  • Open-U: Colleges 31% and CEL 69%
  • Winter & Special Session: Colleges 8% and CEL 92%
  • Non-Credit Programs: CEL 100%
College of Extended Learning

San Francisco State University

CEL Five Year Revenue

<table>
<thead>
<tr>
<th>Year</th>
<th>Revenue</th>
</tr>
</thead>
<tbody>
<tr>
<td>16-17</td>
<td>15,337,88</td>
</tr>
<tr>
<td>17-18</td>
<td>15,485,23</td>
</tr>
<tr>
<td>18-19</td>
<td>14,048,73</td>
</tr>
<tr>
<td>19-20</td>
<td>16,077,84</td>
</tr>
<tr>
<td>20-21</td>
<td>13,321,79</td>
</tr>
</tbody>
</table>

FY 20-21 exclude $2.6M HEERF
College of Extended Learning

CEL REVENUES FOR 2020-21

- $13,321,795 TOTAL REVENUE
- $6,840,359 Academic Programs (51%)
- $471,848 Other Revenue (3%)
- $1,419,030 Winter Session (11%)
- $1,841,901 Professional Development Programs (14%)
- $228,862 International Programs (2%)
- $2,519,795 Open University (19%)

San Francisco State University
College of Extended Learning

CEL Five Year Expenditures

<table>
<thead>
<tr>
<th>Year</th>
<th>Expenditures</th>
</tr>
</thead>
<tbody>
<tr>
<td>16-17</td>
<td>18,409,594</td>
</tr>
<tr>
<td>17-18</td>
<td>17,402,651</td>
</tr>
<tr>
<td>18-19</td>
<td>17,517,472</td>
</tr>
<tr>
<td>19-20</td>
<td>14,018,274</td>
</tr>
<tr>
<td>20-21</td>
<td>13,515,056</td>
</tr>
</tbody>
</table>
Revenue contributions to SFSU and CSU 20-21
College of Extended Learning

ENROLLMENTS BY COLLEGE

44%
COLLEGE OF SCIENCE AND ENGINEERING

21%
COLLEGE OF LIBERAL & CREATIVE ARTS

21%
LAM FAMILY COLLEGE OF BUSINESS

7%
COLLEGE OF HEALTH & SOCIAL SCIENCES

San Francisco State University
Updates/Informational Item:

**IDC** (Indirect Cost Recovery)

*Workgroup Update*

**Eugene Sivadas**
Dean, Lam Family College of Business
The Workgroup

• Dwayne Banks, Vice-Provost for Academic Resources
• Jennifer Daly, Personnel Manager, College of Liberal & Creative Arts
• Michael Goldman, Professor of Biology
• Eugene Sivadas, Dean, Lam Family College of Business (Lead)
• Elena Stoian, Executive Director, Budget Administration & Operations
Action Plan

• Listening and Fact Finding Sessions
• We hope to incorporate multiple perspectives and get a complete picture.
• Will wrap up interviews in February and then do sensemaking
• Final Report Due: April 21, 2022
Meeting Plan

• Michael Scott, AVP of Research and Sponsored Programs
• Sylvia Piao, University Controller
• Crystal Kam, CBO, CoSE and John Elia, Associate Dean, HSS
• College Deans
• Gretchen Le Buhn, Professor of Biology & Chair, URISCA
• Faculty Focus Group focus on faculty acting as PI.
• College Deans
• Dr. Ganesh Raman, Chancellor’s Office, AVC for Research
• Tammie Ridgell, Associate VP of University Corporation
• Faculty Open House & Office Hours
What we have learnt so far

• It is expensive to do funded research at SF State.
• Our 55 percent IDC rate is much higher than at most other universities.
• IDC rates are federally negotiated.
• However, effective IDC rate is 18% as many grants are small and many foundation and private grants do not allow for high IDC rates.
• Some grants only generate 0-8% IDC rate.
• Grants are not just about money.
• 25% of IDC goes back to the colleges.
• The bulk of grant funding and IDC is generated by CoSE—a case of two numbers.
  • Share of total grants versus share of IDC
  • Start up costs of CoSE faculty.
  • Subsidy of Tiburon Center

• We are one of two CSU Campuses generating substantial IDC that have state side ORSP. Few smaller CSU’s have stateside ORSP too (another 3?).
• We have some expensive operations that have to be funded from IDC (Tiburon Center, DTC Rent)
Learning (continued)

• 25% of IDC is returned to the college and there is a three-way split of this between the college, the department, and the faculty member.
• There may be some variation even within a college of how the monies are split across the three parties.
• Since grant funding is unpredictable, faculty do use their portion of the IDC to tide over drought seasons.
• IDC rebates are used by colleges to address funding gaps?
• The role of research at SF State.
Updates/Informational Item:

Chargeback Governance Committee
next steps

Jeff Wilson
Vice President & CFO
Administration & Finance
Recommendation to President Mahoney to charge VP of Administration & CFO to create a Chargeback Governance Committee
Feedback from November meeting:

• Remove language about divisional budget neutrality as that may not be possible

• Provide recommended membership
• Remove language about divisional budget neutrality as that may not be possible

A commitment to budget accountability and transparency: the committee should not advance or approve practices negatively affecting the campus’s or divisions’ overall budgets.

A commitment to budget accountability and transparency: the committee should not advance or approve practices negatively affecting the campus’s overall budget.
• Provide recommended membership

An inclusive membership of students, faculty, staff, and administrators.

An inclusive membership of students, faculty, staff, and administrators (see attached recommendation).
Chargeback Governance Committee

• Provide recommended membership

Executive Sponsor: Vice President for A&F and CFO

Steering Committee (8 total):
- UBC Liaison
- Committee Chair (elected by committee)
- AVP Facilities Services
- Executive Director, Budget Administration & Operations
- Committee-elected member (4)
  - Department Chair (1)
  - Building Coordinator (1)
  - Department Administrative Staff or AOC (1)
  - College Business Officer (1)
Chargeback Governance Committee

- Provide recommended membership

  - Executive sponsor (VP & CFO) *
  - UBC Liaison
  - Facilities Representative (AVP Facilities Services) *
  - Facilities Services Job Estimator/Billing
  - Academic Building Coordinators (or similar) (2)
  - Non-academic Building Coordinator (or similar) (2)
  - College Business Officers (3)
  - Academic Office Coordinators (2)
  - SAEM Business Officer
  - Student Representative
  - Department Chairs (2)
  - Faculty (2)
  - Dean
  - Advancement Representative
  - CPDC Representative
  - ITS Representative
  - Budget Administration (Executive Director) *
  - University Accounting (Controller)*

*Ex-officio members; number indicate number of members for same role (e.g. three college business officers)
Action Item:

Chargeback Governance Committee
Member vote

Mary Menees
UBC Staff Representative
Grad Studies, Academic Affairs

Jeff Wilson
Vice President & CFO
Administration & Finance
UBC (voting) members only:

Please respond to the Poll to proceed with the Chargeback Governance Committee as proposed

• In Favor
• Against
• Abstain
PUBLIC FORUM

Open to all guests and UBC members

Please:

✓ “Raise your Hand” *(found on your Reactions menu, lower right corner)*
  Unmute yourself when called upon to speak. For transparency, please begin with your name, title/department. Mute when finished to reduce noise.

✓ Limit to one question, so everyone has a chance to speak.
  You can “Raise your Hand” again with a follow up question, if time allows.

✓ Thank you for sharing this space respectfully with our community members ~
Check our UBC webpage for information, past meeting materials, meeting updates and how to contact the UBC:

https://adminfin.sfsu.edu/ubc

We appreciate your interest in our University’s budget process and the service of our UBC members and guests, in support of our students, and all our Gator families.