Welcome!

UBC guests: Please ensure your full name shows

◊ Please use the “raise hand” function for questions
◊ We’ll do our best to address questions posted in the Chat
◊ Public forum is at approximately 11:30 AM
◊ Today’s presentations will be posted to the UBC webpage soon

RSVP to ubc@sfsu.edu to attend UBC “Office Hours” tomorrow, Friday via Zoom:
(for Faculty and MPPs, 10:00AM – 11:00AM, for Staff: 11:00AM – 12:00PM)

Next UBC meeting
Thursday, February 23, 2023, 10:00AM – 12:00PM via Zoom
Welcome
from UBC Co-Chairs

Amy Sueyoshi
Provost & Vice President
Academic Affairs

Jeff Wilson
Vice President & CFO
Administration & Finance
Share Your Thoughts

<table>
<thead>
<tr>
<th>UBC Meetings</th>
<th>UBC Office Hours</th>
<th>By Email</th>
<th>Personally</th>
<th>UBC Webpage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Attend</td>
<td>Virtual</td>
<td><a href="mailto:UBC@sfsu.edu">UBC@sfsu.edu</a></td>
<td>Reach out to a member and they can share their knowledge or bring your input back to UBC</td>
<td><a href="https://adminfin.sfsu.edu/ubc">https://adminfin.sfsu.edu/ubc</a></td>
</tr>
<tr>
<td>And participate in the public forum</td>
<td>UBC member &amp; peer-hosted on Fridays after UBC</td>
<td><a href="mailto:UBC@sfsu.edu">UBC@sfsu.edu</a> shared with UBC Steering Committee</td>
<td></td>
<td>Click on the Feedback and Questions button</td>
</tr>
</tbody>
</table>
Members of the University Budget Committee (UBC) invite you to attend UBC office hours to provide your feedback on meeting presentations, to suggest topics for future meetings, to discuss university budget-related questions, etc. This is an opportunity to dialogue directly with your UBC member-peers, as sessions are offered specifically for staff and faculty/MPPs.

<table>
<thead>
<tr>
<th>UBC OFFICE HOURS</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Friday, December 16, 2022</strong></td>
</tr>
<tr>
<td>Faculty &amp; MPP: 10:00 AM – 11:00 AM</td>
</tr>
<tr>
<td>Staff: 11:00 AM – 12:00 PM</td>
</tr>
</tbody>
</table>

**RSVP to:** ubc@sfsu.edu

*All meetings take place via Zoom*
Welcome/Office Hours/Agenda Review

Member rollcall

Minutes Approval (UBC Nov. 2022 meeting)

President’s Message

College of Liberal and Creative Arts Budget Presentation
AGENDA

BREAK (5 min)

College of Professional and Global Education Budget Presentation  Hwu

Updates/Informational Items  Wilson
  • Designated Balances, Reserves and Carryforward Policy
  • SF State Alternative Revenue UBC Working Group

Public Forum  ALL
Member Rollcall
Approval of Minutes
from UBC meeting November 17, 2022

All past meeting minutes can be found on the UBC Webpage
President’s Message
Budget Presentation:
College of Liberal and Creative Arts

Sophie Clavier, Interim Dean
Ly Chau, Director of Finance
College of Liberal and Creative Arts

• Departments
  • Anthropology
  • Broadcast and Electronic Communication Arts
  • Classics
  • Communication Studies
  • Creative Writing
  • English Language and Literature
  • History
  • Humanities and Comparative World Literature
  • International Relations
  • Jewish Studies
  • Journalism
  • Modern Languages and Literatures
  • Philosophy
  • Political Science
  • Women and Gender Studies

• Schools
  • Arts
  • Cinema
  • Design
  • Liberal Studies
  • Music
  • Theatre and Dance
College of Liberal and Creative Arts

- RSOs
  - Center for Iranian Diaspora Studies
  - DesignSpace
  - Documentary Film Institute
  - Fine Arts Gallery
  - Global Museum
  - Michael D. Palm Center for Research Translation and Public Policy
  - Morrison Chamber Music Center
  - Osher Lifelong Learning Institute (OLLI)
  - Paul K. Longmore Institute on Disability
  - Poetry Center
  - Queer Cinema Project
  - Veteran Documentary Corps
## FY2020-2021, 2021-2022 Review and FY2022 – 2023 Initial

<table>
<thead>
<tr>
<th></th>
<th>FY2020-21 Budget</th>
<th>FY2020-21 Actuals</th>
<th>FY2021-22 Budget</th>
<th>FY2021-22 Actuals</th>
<th>FY2022-23 Budget</th>
<th>FY22 Budget to FY21 Budget % Changes</th>
<th>FY22 Budget to FY21 Actuals % Change</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Revenues</strong></td>
<td>($700)</td>
<td>($933)</td>
<td>($700)</td>
<td>($810)</td>
<td>($625)</td>
<td>-10.70%</td>
<td>-22.80%</td>
</tr>
<tr>
<td><strong>Salaries and Wages</strong></td>
<td>42,638</td>
<td>42,715</td>
<td>43,220</td>
<td>43,701</td>
<td>43,057</td>
<td>-0.38%</td>
<td>-1.50%</td>
</tr>
<tr>
<td><strong>Operating Expenses</strong></td>
<td>223</td>
<td>197</td>
<td>0</td>
<td>90</td>
<td>0</td>
<td>----</td>
<td>-100.00%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>$42,161</td>
<td>$41,979</td>
<td>$42,520</td>
<td>$42,980</td>
<td>$42,432</td>
<td>-0.39%</td>
<td>-1.30%</td>
</tr>
<tr>
<td>FTE</td>
<td>FY 2020-21</td>
<td>FY 2021-22</td>
<td>FY 2022-23</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>-----------</td>
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<td>------------</td>
<td>------------</td>
<td></td>
<td></td>
<td></td>
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</tr>
<tr>
<td>Faculty T/TT</td>
<td>254.65</td>
<td>253.13</td>
<td>245.95</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Lecturer Faculty *</td>
<td>129.43</td>
<td>142.32</td>
<td>129.42</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Department Chair</td>
<td>8.64</td>
<td>9.00</td>
<td>8.80</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>MPP</td>
<td>9.00</td>
<td>8.00</td>
<td>8.00</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Staff - Departmental</td>
<td>52.75</td>
<td>52.11</td>
<td>53.46</td>
<td></td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>Staff - Dean’s **</td>
<td>23.10</td>
<td>23.10</td>
<td>23.60</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>477.57</strong></td>
<td><strong>487.66</strong></td>
<td><strong>469.23</strong></td>
<td></td>
<td></td>
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<td></td>
</tr>
</tbody>
</table>

* FTE is reflective at vacant replacement rate and not actual salary.
** Three advisors in Dean’s Staff will be moving to DUEAP effective January 1, 2023.
## College of Liberal and Creative Arts
(Enrollment Summary)

### FY2020-2021, 2021-2022 and FY2022 – 2023 Initial

<table>
<thead>
<tr>
<th>FTES</th>
<th>Fall 2020¹</th>
<th>Spring 2021¹</th>
<th>Fall 2021¹</th>
<th>Spring 2022¹</th>
<th>Fall 2022¹</th>
<th>Spring 2023⁴</th>
</tr>
</thead>
<tbody>
<tr>
<td>Undergraduate</td>
<td>6,734.4</td>
<td>5,772.7</td>
<td>6,087.0</td>
<td>5,385.7</td>
<td>5,982.4</td>
<td>2,313.5</td>
</tr>
<tr>
<td>Graduate</td>
<td>371.6</td>
<td>348.2</td>
<td>382.1</td>
<td>367.0</td>
<td>393.3</td>
<td>199.3</td>
</tr>
<tr>
<td>LCA Totals</td>
<td>7,106.0</td>
<td>6,120.9</td>
<td>6,469.1</td>
<td>5,752.7</td>
<td>6,375.7</td>
<td>2,512.8</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Headcount</th>
<th>Fall 2020²</th>
<th>Spring 2021²</th>
<th>Fall 2021²</th>
<th>Spring 2022²</th>
<th>Fall 2022³</th>
<th>Spring 2023⁴</th>
</tr>
</thead>
<tbody>
<tr>
<td>Undergraduate</td>
<td>33,431</td>
<td>28,362</td>
<td>30,084</td>
<td>26,590</td>
<td>29,836</td>
<td>11,505</td>
</tr>
<tr>
<td>Graduate</td>
<td>1,569</td>
<td>1,459</td>
<td>1,624</td>
<td>1,534</td>
<td>1,600</td>
<td>807</td>
</tr>
<tr>
<td>LCA Totals</td>
<td>35,000</td>
<td>29,821</td>
<td>31,708</td>
<td>28,124</td>
<td>31,436</td>
<td>12,312</td>
</tr>
</tbody>
</table>

---

1. Data obtained from Institutional Research > Course Data > Curriculum and Instruction > Course Enrollment (FTES) by College
2. Data obtained from Institutional Research > Course Data > Curriculum and Instruction > DIY Course Enrollment Report
3. Data obtained from Institutional Research > Course Data > Curriculum and Instruction > Daily Course Enrollment (Unofficial): > Fall 2022
4. Data obtained through CS Query [SFO_CS_AR_CLASS_SCHED] and analyzed in AirTable as of December 2, 2022
<table>
<thead>
<tr>
<th></th>
<th>20-21</th>
<th>21-22</th>
<th>22-23</th>
</tr>
</thead>
<tbody>
<tr>
<td>Operating expenses</td>
<td>$406</td>
<td>$776</td>
<td>$776</td>
</tr>
<tr>
<td>Lecturer expenses</td>
<td>$621</td>
<td>$422</td>
<td>$0</td>
</tr>
<tr>
<td>Open Commitments:</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Faculty Awards &amp; Grants</td>
<td>$79</td>
<td>$178</td>
<td>$232</td>
</tr>
<tr>
<td>Facilities projects/recharges</td>
<td>$130</td>
<td>$172</td>
<td>$162</td>
</tr>
<tr>
<td>Summer student help/peer advising</td>
<td>$16</td>
<td></td>
<td>$10</td>
</tr>
<tr>
<td>Delayed IER purchases/HR payments</td>
<td>$96</td>
<td>$81</td>
<td></td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$1,348</strong></td>
<td><strong>$1,629</strong></td>
<td><strong>$1,180</strong></td>
</tr>
</tbody>
</table>
## Other Funds

### (Fund Summary)

### FY2020-2021, 2021-2022 Review and FY2022 – 2023 Initial

<table>
<thead>
<tr>
<th></th>
<th>Budget</th>
<th>Actual</th>
<th>Balance</th>
<th>Budget</th>
<th>Actual</th>
<th>Balance</th>
<th>Budget</th>
<th>Actual</th>
<th>Balance</th>
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</thead>
<tbody>
<tr>
<td><strong>20-21</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>TSxxx - Course Fees</td>
<td>$176</td>
<td>$80</td>
<td>$96</td>
<td>$145</td>
<td>$104</td>
<td>$41</td>
<td>$200</td>
<td>$51</td>
<td>$149</td>
</tr>
<tr>
<td>TAxxx - IRAs</td>
<td>$337</td>
<td>$159</td>
<td>$178</td>
<td>$348</td>
<td>$141</td>
<td>$207</td>
<td>$314</td>
<td>$67</td>
<td>$247</td>
</tr>
<tr>
<td>TL310 - Lottery</td>
<td>$417</td>
<td>$214</td>
<td>$203</td>
<td>$465</td>
<td>$217</td>
<td>$248</td>
<td>$503</td>
<td>$100</td>
<td>$403</td>
</tr>
<tr>
<td>NR101 - RRTs</td>
<td>$70</td>
<td>$69</td>
<td>$1</td>
<td>$70</td>
<td>$70</td>
<td>$0</td>
<td>$70</td>
<td>$0</td>
<td>$70</td>
</tr>
<tr>
<td>NG001 - Work Study</td>
<td>$169</td>
<td>$82</td>
<td>$87</td>
<td>$180</td>
<td>$159</td>
<td>$21</td>
<td>$189</td>
<td>$20</td>
<td>$169</td>
</tr>
<tr>
<td>**22-23 *</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

*On-going*
## Other Funds - cont.
(Fund Summary)

### FY2020-2021, 2021-2022 Review and FY2022 – 2023 Initial

<table>
<thead>
<tr>
<th>Fund Code</th>
<th>20-21</th>
<th>21-22</th>
<th>22-23 *</th>
</tr>
</thead>
<tbody>
<tr>
<td>NR201 - IDC</td>
<td><strong>Budget</strong></td>
<td>Actual</td>
<td>Balance</td>
</tr>
<tr>
<td>NR201 - IDC</td>
<td>$181</td>
<td>$63</td>
<td>$118</td>
</tr>
<tr>
<td>TCxxx - CPaGE **</td>
<td><strong>Budget</strong></td>
<td>Actual</td>
<td>Balance</td>
</tr>
<tr>
<td>TCxxx - CPaGE **</td>
<td>$619</td>
<td>$53</td>
<td>$567</td>
</tr>
</tbody>
</table>

* On-going
** Revenue sharing, formerly CEL
• Curriculum Delivery
  • We study curricular revision to avoid duplication across departments but also to facilitate substitutions and progress to degree.
  • We want to nurture new programs (Bilingual Journalism, Video Games Studies) which may mean keeping some low enrolled courses as we expect them to surge at some point.
• Student Success
  • We have several initiatives to study factors behind student attrition and equity
    GAP - need to be able to give stipends, assigned time, etc.
  • Some money comes from other sources and do not impact our budget.
Member Forum
Public Forum
5 Minute Break
Budget Presentation:
College of Professional and Global Education

Alex Hwu, Dean
College of Professional & Global Education (cpage.sfsu.edu)

By Alex Hwu
The Population

- America’s “some college, no degree” (SCND) population—those who started at a 2-year or 4-year college and stopped out before completing a degree or certificate—has grown to 39 million people, up nearly 9 percent in just two years.
  - There are 6.24 million SCDN as of 2020, 16% of the total live in CA
  - 3.9 million - 10% of this population are “potential completers” who have made at least two years’ worth of academic progress up until their last enrollment. Potential completers were found more likely than other former students to re-enroll and finish college.
    - 624,000 potential degree completers in CA 2020
    - 220,000 plus in the Bay Area
### Five Most In-Demand Hard Skills

<table>
<thead>
<tr>
<th>Skill</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strategic Thinking &amp; Analytical Skills</td>
<td>48%</td>
</tr>
<tr>
<td>Computer Skills</td>
<td>46%</td>
</tr>
<tr>
<td>Project Management</td>
<td>32%</td>
</tr>
<tr>
<td>Language Skills</td>
<td>24%</td>
</tr>
<tr>
<td>Engineering</td>
<td>23%</td>
</tr>
</tbody>
</table>

### Five Most In-Demand Soft Skills

<table>
<thead>
<tr>
<th>Skill</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Leadership Ability</td>
<td>39%</td>
</tr>
<tr>
<td>Ability to Adapt to Change</td>
<td>36%</td>
</tr>
<tr>
<td>Communication</td>
<td>36%</td>
</tr>
<tr>
<td>Positive Attitude</td>
<td>27%</td>
</tr>
<tr>
<td>Teamwork</td>
<td>20%</td>
</tr>
</tbody>
</table>

### Five Most In-Demand College Majors

<table>
<thead>
<tr>
<th>Major</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Computers &amp; IT</td>
<td>44%</td>
</tr>
<tr>
<td>Business</td>
<td>42%</td>
</tr>
<tr>
<td>STEM</td>
<td>32%</td>
</tr>
<tr>
<td>Health &amp; Medicine</td>
<td>23%</td>
</tr>
<tr>
<td>Education &amp; Teaching</td>
<td>19%</td>
</tr>
</tbody>
</table>
High Success Rate

• **940,000** students identified as *Some College, No Degree* in 2013, have since re-enrolled and are now new completers.
  - **1 million** more are still enrolled as of December 2018 with a success and progress rate of 54 percent.

• Completers re-enroll in public universities rather than private institutions and most of them finish in two year and in the **same state where they last enrolled**.
CPaGE Programs – What We Offers

• Academic Credit Programs
  • Online Programs (Criminal Justice, Ethnic Studies, BSBA and Psychology)
  • Open-U
  • Winter Session
  • Nursing

• Career Focus - Professional Certificates
  • Academic Credit (iBUS, Pre-Health, CLS, Paralegals and others)
  • Continue Education Credit (Medical Assistant, Construction, HRM and others)

• International Programs (Faculty Led Study Aboard, Pathway, Semester@SF)
CPaGE Programs – Degrees Conferred Since 2005

Noncredit Certificates
5525

Academic Credit Certificates
2403

Bachelor’s Degrees
678

Master’s Degrees
711
Self-Support vs. State-Support

• Self-Support Programs
  • Follows all CSU and SF States Policies and Procedures
  • Funded 100% from student fees
  • CSU Policy 1099 and Enrollment based faculty compensation (classification 2322)
• CPaGE Student Population (Non-Matriculated)
  • Academic program participants qualify for federal financial aid
  • No CA State Grant
  • International students must pay full tuition/fees and no financial aid
CPaGE Administrative Cost

- CPaGE Cost Recovery – 38%
  - 5% to CO and 5% to SF State Cost Recovery
  - 28% to cover all CEL staff costs, marketing, recruitment, rent

- Campus Partner Revenue Sharing
  - Open University – 31% of gross or $122.5 unit/enrollment
  - Special Sessions – 8% of gross
  - Academic programs net revenue sharing – 50/50%

- CPaGE Self-Support Reserve Target – 6 months of annual expenditure
  - Economic Uncertainty
  - Future Program Development
CPaGE Operations Realignment

• Balancing the Budget
  o Reduced expenditures by $4M since 2018
  o Restructured staffing to meet future demands
  o Increased revenue by $2M

• Provide pathway to all non-matriculated students

• Support Bay Area Community
  o Courses for Causes
  o Empowerment Certificate – Incarcerated Youth
  o Teacher Training in Computer Sciences and Ethnic Studies
  o Inclusion Pilot Program

• Stackable Academic Programs – 8 Week Terms, Online and On-Site
CPaGE Fund Types

- TC001 CPaGE Trust Fund
- TC004 Early Start
- TC006 CPaGE Dean
# FY2021-2022 and FY2022 – 2023 Initial

<table>
<thead>
<tr>
<th></th>
<th>FY2021-22 Budget</th>
<th>FY2022-23 Budget</th>
</tr>
</thead>
<tbody>
<tr>
<td>FAC</td>
<td>275</td>
<td>281</td>
</tr>
<tr>
<td>MPP</td>
<td>6</td>
<td>8</td>
</tr>
<tr>
<td>Staff</td>
<td>26</td>
<td>40</td>
</tr>
<tr>
<td>Total</td>
<td>307</td>
<td>329</td>
</tr>
</tbody>
</table>
CPaGE Revenue and Expenses – Five Years

<table>
<thead>
<tr>
<th>Year</th>
<th>Total Revenues</th>
<th>Total Expenses</th>
</tr>
</thead>
<tbody>
<tr>
<td>17/18</td>
<td>$15,485,231</td>
<td></td>
</tr>
<tr>
<td>18/19</td>
<td>$17,402,651</td>
<td>$14,048,732</td>
</tr>
<tr>
<td>19/20</td>
<td>$17,517,472</td>
<td>$16,077,848</td>
</tr>
<tr>
<td>20/21</td>
<td>$15,518,274</td>
<td>$13,321,796</td>
</tr>
<tr>
<td>21/22</td>
<td>$15,993,751</td>
<td>$13,515,056</td>
</tr>
</tbody>
</table>

Total Revenues: $87,992,987
Total Expenses: $80,972,331
CPaGE Revenue Break Down
**Revenue Breakdown by Programs 2019-20**

- **Academic Programs**: $7,663,811
- **Other Revenue**: $386,621
- **Total CEL Revenue**: $16,077,848

**Expenses 2019-20**

- **CSU Chancellor’s Office & Campus Overhead**: $1,552,046
- **CEL Staff Salaries & Benefits**: $4,610,228
- **College Allocations**: $1,076,421
- **Total CEL Expenses**: $14,018,274

CEL reduced expenses, without reducing services to students, by creating efficiencies in operations.
Total Contribution Amount: $5.3M

- Lam Family College of Business: $636,948 (12%)
- Graduate College of Education: $23,580 (0%)
- College of Ethnic Studies: $137,440 (3%)
- College of Health & Social Sciences: $2,422,384 (46%)
- College of Liberal & Creative Arts: $690,307 (6%)
- College of Science & Engineering: $705,452 (13%)
- Chancellor's Office: $393,511 (7%)

Cost Allocation to Campus: 7%
Financial Budget Review for Fall 2022

• CPaGE course revenue has increased by 18.2% to $6.8M compared to $5.7M last year after the first quarter. International student related revenue will be around $3.5M vs. $860K last year.

• CPaGE overall expense has increased by 135% to $6M compared to $2.5M in FY21/22 after the first quarter. There was a $3M transfer from TC001 to TC006 to reduce the negative carryforward balance in FY22/23. There were salary and benefits increased from refilled vacant positions, a 7% salary increase and a $3,500 one time bonus received in FY22/23.

• Based on our estimated budget projection for FY22/23, total revenue will be $15.5M. We’ll continue to have a small net revenue ($350K) this year.
College Of Professional & Global Education (CPaGE)

**Our Mission**
To mobilize the resources and expertise of San Francisco State University and its partners to meet the educational and professional needs of diverse communities and industries.

**Our Vision**
To be a leading education model in expanding access to innovative programs that prepare and inspire individuals to transform local and global communities and industries.

**Strategic Priority: Clarified CPaGE Narrative**
Position CPaGE internally as a good partner and innovation hub; externally as a top-quality College.

**Strategic Priority: Optimized Student Success**
Provide students with the knowledge, skills, and tools they need to thrive both inside and outside the classroom.

**Goal:**
- Develop communications assets that clearly articulate the CPaGE story and a plan to launch and sustain the story with key internal and external stakeholders.
- Build more positive, seamless working relationships with University faculty and support services/administration.
- Deepen and extend relationships with external partners in the Bay Area.
- Reduce academic and services support barriers to student success across the University – from initial inquiry to alumni.
- Capture, analyze, and gain insights from data that will enable data-driven decisions around programming.
- Assess and refresh the CPaGE culture to enable and inspire collaboration, appreciation, professional growth, innovation, and accountability.

**2023-2025 Strategic Plan**
- Mutually Beneficial Partnerships: Partner with internal and external stakeholders for the benefit of all SFSU students.
- Enhanced Employee Experience: Foster a diverse and inclusive workplace that inspires excellence and innovation.
Q and A

alexhwu@sfsu.edu
Member Forum
Public Forum
Carryforward, Reserves, and Designated Balances Policy

Jeff Wilson, Vice President of Administration & Finance and CFO
Member Forum
SF State
Alternative Revenue
UBC Working Group

Jeff Wilson, Vice President of Administration & Finance and CFO
Member Forum
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
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.

Check our UBC webpage for information, past meeting materials, meeting updates and how to contact the UBC

https://adminfin.sfsu.edu/ubc