



University Budget Committee Meeting Minutes

Date: Wednesday, October 26, 2022

Location: via Zoom

Voting Members Present: CFO & VP Jeff Wilson, Co-Chair, and Provost & VP Amy Sueyoshi, Co-Chair, VP Jeff Jackanicz, VP Jamillah Moore, VP Jason Porth, Dean Eugene Sivadas, Jennifer Daly, Mary Menees, Dylan Mooney, Daniel Paz Gabriner, Irving Santana, Akm Newaz, Genie Stowers, Senate Chair Michael Goldman, SIC Chair Alaric Trousdale, ASCSU Representative Nancy Gerber
Non-voting members present: President Lynn Mahoney, Dwayne Banks, Cesar Mozo, David Schachman, Sandee Noda, Venesia Thompson-Ramsey, Jamil Sheared, Deborah Elia.

Voting Members Absent: Gretchen LeBuhn, Tiffany O’Shaughnessy

Committee Staff Present: Liesl Violante, Catherine Kim

Guests Present: (list of all guests furnished upon request)

Accompanying presentation to view concurrently can be found here: [UBC Presentation September 20, 2022](#)

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UBC co-chairs called this meeting to order at approximately 10:03 A.M.

### **Agenda topic # 1 – Welcome from Co-Chairs**

- **Amy Sueyoshi** and **Jeff Wilson** welcomed committee members and guests..
- Guests were reminded of the ways to contact UBC and upcoming Office Hours.
- Agenda was approved as submitted

### **Agenda topic # 2 – Member roll call**

- Quorum established

### **Agenda topic # 3 – Approval of minutes from September 20, 2022 meeting**

- **Jeff Wilson** requested approval of meeting minutes. Minutes approved as submitted.

### **Agenda topic # 4 – President’s Message**

- **Lynn Mahoney** shared what possibly could be the first time the California State University did not make our funding target which is projected to be 7.5% below the funded target. The Chancellor's office is meeting now with the Department of Finance and others to see if they'll cut our funding mid-year. We can expect campuses which have consistently fallen short of their funded target to receive reduced funding as soon as 2023-2024. The Chancellor’s office had hoped to give a 2-3 year opportunity to get within 5% of our funded target.
- SF State enrollment report shows we are 17% below our funded target which may take us into the worse case scenario instead of the middle case scenario we used for budgeting. This is due to the smaller classes we enrolled during the pandemic, so a chunk of it is still pandemic related, but we are recovering from some of that, particularly with freshmen. Some is due to declines in retention rates at the upper division for us and across the State, and some is due simply to the changing demographics of California. There are far fewer students in the age group that would be joining us. It is compounded by the news that the System Hasn't made its enrollment targets, and so we can expect a reduction in our funded allocation next year.

- The bad news is that the runway to a reduced state allocation is now shorter than we'd hoped. But the good news is that we have been somewhat conservative in our planning, and we were able to restore some of our reserves thanks to the HEERF funding. We've generated a lot of carry forward from the many vacancies we have, so this should enable us to build our own 2-3 year runway, to align our spending with our reduced revenues.
- The demographics of California suggest that we may never be as large due to migration, decline in birth rates, and an increase in deaths. The type of growth that has sustained the CSU system may be gone. We have to adjust to a smaller population. We are funded for about 24,000 FTS and we're at about 20,000. It is expected to come up from where we are to about 22,000 FTS. That's still a large university.
- **Lynn Mahoney** assured that San Francisco State will be here for generations to come, but in the short term we must right size our spending and align it with our resources from tuition revenue and state allocation. Tuition revenue has declined significantly and it will decline further. We've been protected from a State allocation cut but we are going to be looking at that as they start to reallocate the FTS dollars to where the students are enrolled.
- We must protect the schedule of classes and the enrollment management work that we're already doing to increase our retention rates and serve our students. Retention efforts are key to retaining the students we have.
- We're going to build our enrollments. We're going to build our budgets. We're going to grow our revenues, and from there we'll have success.
- We will not do this on the backs of our staff by resorting to layoffs again. We've built our own ability to have a 2-3-year runway to have a soft landing toward aligning our spending, to continue to support our faculty's, research and creative activities with a 3/3 teaching load.
- **Lynn Mahoney** is calling for all to think and behave differently, to protect the schedule of classes, our enrollment management work, our staff, and support our faculty. No more silos, no more protecting turf, no hoarding money, no more resistance to small changes that add up to real savings, and a real sense of collective thinking.
- The Chancellor is doing the same and asking the Southern California campuses to do what we've been doing in Northern California to grow enrollments, unimpact programs, admit more students, remove obstacles to registration, and put summer on state side. So she's asking them to put aside their own self-interest to help the system.
- **Lynn Mahoney** encouraged to work bravely and altruistically together to prioritize, saying no or later to things that may be good, but not machine critical. Embrace a collective vision of our mission as outlined in the strategic plan to first and foremost serve our students. We'll align our spending with our revenues to protect our core mission which will protect our staff and our faculty.
- **Lynn Mahoney** will work tirelessly on the big issues advocating for greater funding for employee compensation and student success. Greater funding for FTS. We receive about \$6,000, less per student than comparable institutions in other states. Plus, advocate for State supported housing projects. We were incredibly successful last year, because we all worked together and received \$160,000,000 for the new student housing project on West Campus Green. Groundbreaking will start this year. Next, we're going to turn our advocacy to state supported housing for our employees. We are working with San Francisco Unified, and City College on a proposal for a State supported educators village here on campus that would house educators and employees at our three institutions.
- **Genie Stowers** asked if there are any institution in the CSU who are meeting their enrollment targets and which ones shifted to contribute to this downturn?
- **Lynn Mahoney** responded that it is mostly driven by disruption in the transfer pipeline. San Jose did not make their target and most Southern California campuses, if not all, made their target. They used to make their target at 199% of their target. They have floated us for years and now they couldn't. And so that's why the Chancellor

has specifically said to those of us who have been consistently under enrolled that we should expect a budget reallocation. Southern California campuses are making their targets but cannot float us anymore.

- **Danny Paz Gabriner** asked how much of the possible plan is to invest more in retention and outreach to actually increase our possible budget versus just knowing that we have to make cuts, and if so, where would those cuts possibly come from? And where would the reductions come from?
- **Lynn Mahoney** responded we will need to work collaboratively over the next two years to protect enrollment management, our schedule of classes, and advising. We may not be able to grow their budgets, although there are grant opportunities to help us augment that. But we will have to pause some initiatives and projects we may have held sacred in the past which do not align with our mission and come back to it after three years when our enrollment improves. The move to one stop advising is a critical important thing we're doing, and we've got to make sure that goes well. I'm going to ask people to suspend their own self-interest and to behave altruistically.
- **Sandee Noda** mentioned in the chat Sonoma offered an "early exit program" for faculty and staff.
- **Lynn Mahoney** mentioned this is on the table and Jeff is investigating it now as well as asking Jeff, Amy, and Jamillah to reach out to their counterparts at East Bay and Sonoma for shared services. We could save some of the smaller academic programs. If we all work together since zoom now enables that you can be in Sonoma and take a class of San Francisco State, or you could be at San Francisco State and take a class at East Bay without having to cross the bridge! And then there's the possibility of shared services such as with Title IX, and perhaps some administrative services.
- Jeff Wilson asked that any ideas please share with the UBC Steering Committee or a UBC member for consideration.

#### **Agenda topic # 5 – Carryforwards, Designated Balances, and Reserves**

***Presented by Jeff Wilson (see presentation on the [UBC webpage](#))***

- **Danny Paz Gabriner** asked do outstanding commitments have restrictions, or how much of it is has to be spent in a particular way versus It's more flexible?
- **Jeff Wilson** replied that it is a gray area since some are more highly restricted and some are judgment based on the division in the unit or college for future commitments.
- **Genie Stowers** asked what constitutes an emergency to use these funds considering all restrictions?
- **Jeff Wilson** responded these funds will allow us to have a glide path, as President mentioned for a softer landing. These funds cannot be used over and over because these funds are going to exhaust themselves, but if an emergency or critical need comes up, that's what these funds are for.
- **Genie Stowers** stated that having some guidelines and/or a list of best practices to guide altruistic, non-siloed and transparent behavior would be beneficial.
- **Jeff Wilson** replied that he would mention for the strategic plan and in the committee, he is co-chairing as this fits into priority number five regarding transparency and would make it a university wide principle all could embrace.
- **Michael Goldman** asked for clarification on the continuing education funds and the lottery education funds and the degree to which they are or are not flexible.
- **Jeff Wilson** replied the continuing education for the professional and global education funds are restricted for that programming use. So those sit in a separate fund completely from the general operating fund. California Lottery funds are allocated to the CSU, and then from the CSU to the campuses. When that law was passed there was very clear language about how that was not to be used to supplant cost that the University was already incurring. It was to be used to enhance. I gave a presentation on this either last year or the year before with a list of items that we can't use those funds for, and one of them is employee salaries for example.
- **Dylan Mooney** suggested designations should be supported with reasonably documented plans which is currently not a requirement. Making that requirement a policy through UBC would be a good first step. Also

supporting Genie's suggestions for transparency at the lower division levels with presentations from the colleges for more granularity in discussions.

- **Dylan Mooney** asked what would be the projected CSU funding in the next two to three years and how much reserve would we need use initially and then later in year two and three?
- **Jeff Wilson** commented that the UBC could take that up as a possible topic for laying out that type of planning in a future meeting.
- **Lufei Ruan** asked how have we analyzed how we decrease the spending as it relates to spending on expenses per student. Do they have variable and fixed costs we can analyze to see what cost can be cut in the short and long term. Are there unprofitable programs that could be closed for long term? Should we reduce class size to decrease the spending proportionally?
- **Amy Sueyoshi** replied we are looking to see where we can reduce spending such as in better course planning to see if we could look at lower enrolled courses and plan a schedule to meet the demand of the number of students who are on campus for relatively full classes. That will obviously reduce lecture costs, which is one of the most fungible things that we can do. We are committed to lecturers and want them to be fully employed, but it might mean that for a time we don't hire new lecturers and possibly offer fewer classes. Dwane is doing an analysis on the different costs and what we can do to try to reduce these.
- **Dwayne Banks** responded that they are currently looking at the largest variable cost of labor and wages and the fixed factors that we can measure such as depreciation of equipment.
- **Lufei Ruan** suggested departments predict trends in class offerings to see if offering one class will affect the offering of the future class. Also looks forward to shared course offerings with East Bay and Sonoma in the future.

#### Agenda topic # 6 – Enrollment Update

*Presented by Katie Lynch, Sutee Sujitparapitaya, Lori Beth Way*

- **Jeff Wilson** asked if they have heard what is driving community college enrollment declines. Is it social factors, the pandemic, or demographics? Anything specific?
- **Katie Lynch** replied that they are doing market research in partnership with The College Futures Foundation and CSU East Bay and invited all the Bay Area community colleges to join. Leadership expressed the challenges they're seeing, namely, the pandemic. They are seeing students that enroll in community colleges have been disproportionately impacted by the pandemic financially, and health wise and in the need to care for families. But they're also seeing this driving pressure from the workforce. There are jobs available for potential students, So students are in instead going into the workforce, especially from Silicon valley where they are losing students because they're getting job offers from Google and tech companies that only require a high school diploma. That's new with industry partners that we haven't historically seen before. This lends us to think about, how do we, then, partner with industry to make sure that we're creating opportunities for them to be educated at the same time?
- **Sutee Sujitparapitaya** added that high school graduation numbers continue to decline as well.
- **Dylan Mooney** asked how are we looking at junior and senior level needs of a student to understand the decline in retention compared to the increase in the freshman numbers. What have we lost because of our focus on the on the early experience? What have we stopped doing for the upper division, or those juniors and seniors that we used to emphasize a little more? What happens to those students, those juniors and seniors? Are they going to other institutions, or are they just leaving higher education? Are they going into the workforce? What do we understand about that transition and how can we meet their needs with online versus in person classes which more freshman want? How are we reaching potential students with our continuing education program with credit extended for workplace experience?
- **Lori Beth Way** replied the CSu is mandating more credit for prior learning with a policy that says a student should be able to challenge any required class they want. Institutions must provide an exam. We are looking at that policy right now and will be coming to Senate very soon. We have increased transfer support over the last

few years with peer mentors and a GE course and this will be the first year I've seen transfer retention go down. It is recent information and we have yet to discover why. To understand how the student changes over time, we are seeing juniors and seniors become more focused on their major and their feelings about their faculty and how they feel supported and are given the opportunity to do what they love. Faculty need space to make those relationships with students.

- **Jamillah Moore** stated that community college students do not need to go to school full time and are taking less classes while working which increased over the pandemic so it's taking them longer to transfer. Also, community colleges have been declining due to the cost of living and the need to work.
- **Akm Newaz** asked if the CCSF 56% reduction in endowment numbers is credit or non-credit? And also when is the downturn in enrollment expected to level off.
- **Katie Lynch** responded that the CCSF reduction in numbers is the credit side.
- **Sutee Sujitparapitaya** responded that that they are working on a model to look at the transfer pipeline with other factors such as birth rate and high school graduation rates, but at this time we do not know.
- **Katie Lynch** added we will be tracking early indicators on some of the initiatives that we're putting into place. So, for example, The My Story campaign has been out for about two months now. We have a request for information on the webpage specific to the My Story campaign. If we look at this year compared to last year, we doubled our request for information in that two-month period that we've been running the My Story campaign. So, we're looking at things like that that are building momentum and could help us have a more realistic picture of what the future might look like. Similarly, when we make some of these efforts to increase the top of the enrollment funnel, and improve the number of inquiries and prospects, then we start seeing some indicators of their behavior towards us. Then we'll be able to better predict what we can anticipate for growth and freshman and if we could stop some of the bleeding with transfer.
- **Eugene Sivadas** asked what's the short term, three to five years solution, for those who are extending their time in community colleges with online courses and fewer courses and also for targeting those potential students out of state with SF as a selling point?
- **Katie Lynch** responded we will continue to try to attract, transfer, particularly lower division transfer. That's an area where we've seen some growth, and the number has been small, but we think of those students much more akin to our first time Freshman than a traditional transfer population. They're looking for those same experiences, some coming to us with just one semester community college. As far as the offering of online courses, I defer to the Provost, Lori Beth and Dwayne on some of that, but we also know where our students have been successful, and even though there's seemingly a demand at time for online courses, we haven't necessarily seen the success in those courses that we hope to see. And so, I think that that's also an institutional responsibility that we have to balance
- **Sutee Sujitparapitaya** added we have a preliminary study showing freshmen and sophomore suffer more than the others in terms of doing online classes. We have more details coming up later.
- **Nancy Gerber** pointed out that some courses are not suited to online learning such as Chemistry which requires in person touch with their instructor and the ability to work with other students. Student level and discipline should be considered when determining online offerings.
- **Akm Newaz** stated in agreement that some online classes such as social analysis and decision making (SDM) are not effective.

#### Agenda topic # 7 – UBC Steering Committee Election Results

- **Jeff Wilson** announced the UBC Steering Committee elected members for 2022-2023 as follows:
  - Co-chairs: Amy Sueyoshi and Jeff Wilson
  - Dean Representative: Eugene Sivadas
  - Faculty Representative: Genie Stowers

- Staff Representative: Mary Menees
- "At Large" Representative: Michael Goldman

## Agenda topic # 8 – Public Forum

### Co-Chairs adjourned the meeting approximately 11:50 AM

- Next meeting: Thursday, December 15, 2022 from 10:00 AM – 12:00 PM via Zoom

-end (lv)

### Chat:

00:22:20 Mary Menees, Member: UBC Staff Office Hours this Friday, Oct 28, 11-12. Join Zoom Meeting <https://sfsu.zoom.us/j/85150149338?pwd=VkFoNFFFdElkQ2ZkWldldzBRcmVwdz09>

00:25:46 Liesl Violante: MPP and Faculty UBC Office Hours

When: Friday, October 28, 2022 10:00 AM-11:00 AM .

Where: <https://sfsu.zoom.us/j/82409129392?pwd=cUNicjldZ2RQbXlPVUJlBQVEzRHZSdz09>

00:39:26 Sandee Noda: Sonoma offered an "early exit program" for faculty and staff

00:40:32 Member Amy Sueyoshi: Your deans are working hard with the departments and faculty to improve retention!

00:41:27 Member Amy Sueyoshi: Enrollment Management has been working hard to recruit students who stopped out to come back.

00:42:45 Member Michael Goldman: Thank you for the presentation and work!

00:43:27 ren e. steph/member -ze: we r remarkable! Thank you, Prez. Mahoney.

01:09:42 Member Amy Sueyoshi: If it's not clear from Jeff's answer to Genie, yes we ARE using the unrestricted carry forward to patch in for the decreased revenue, but we also need to also decrease our spending incrementally for our fewer students in the long term.

01:14:59 Guest Lori Beth Way: Lottery allocations must be instructionally related.

01:23:52 Member, Dylan Mooney: We could save a lot of money (little bits over time) if we purchase fewer Apple products and, instead, use equal performance quality products at a lower cost.

01:25:36 Guest Lori Beth Way: @Dylan - yes, Andrew Roderick has convinced me to agree that none of DUEAP new staff will receive Apple computers. Trying to do my part ;)

01:26:16 Member Amy Sueyoshi: @Lufei's second comment, Lori Beth can speak more to this, but we are trying to have students enroll in 30 units a year and summer does count toward FTES since it's state side. So it's okay to enroll students during the summer to help them graduate. We just may have to offer fewer classes during the semester if they aren't filling.

01:27:01 Guest Lori Beth Way: @Provost Sueyoshi - yes, I'll talk about the Think 30 campaign briefly in our presentation

01:28:50 Liesl Violante: Members please raise your hand when you return. Thank you!

01:30:40 Liesl Violante: Thank you members. We have a quorum and hands can be lowered.

01:31:42 Member, Dylan Mooney: @Lori - Thank you!

01:39:59 Burcu Ellis: Thank you for all you do Katie!

01:45:31 Katie Lynch, member, non-voting: @Burcu, thank you :)

01:50:53 Katie Lynch, member, non-voting: thank you to those who have already made their calls! A final push is needed here!

01:51:10 Burcu Ellis: Thanks to Lori Beth for all your initiatives!

01:53:05 Member Amy Sueyoshi: <https://hechingerreport.org/its-just-too-much-why-students-are-abandoning-community-colleges-in-droves/>

01:55:51 Nancy Gerber, Member: Credit by Evaluation for Experiential Learning (CEEL)

01:59:14 ren e. steph/member -ze: #2...

01:59:29 Member Irving Santana: Housing rates and unbalanced wages in the Bay Area are playing a major role in retaining students and new enrollments. Hopefully all this improves with the new housing at SF State and scholarships and part time jobs we offer to students.

02:01:33 Nancy Ganner: I think we need to evaluate the cost/availability of campus parking for students who balance work and class = commute to campus and need to get here and leave fast. Public transportation for those students is not always possible

02:03:00 Member Amy Sueyoshi: Our best path forward is to retain the students that we have, and build on good work Enrollment Management has done. Faculty are crucial for this!

02:03:35 Chanda Jensen: Good point Nancy! We have students that work for us in Campus Rec that only come to campus when they have to because of the cost of the commute.

02:04:21 nanettedavy: We need more online course and degrees. We need to modernize our classrooms with monitors turning the classroom ready for online and in person simultaneously. I understand that SoCal CSUs, SJSU and even Chico have done this. I may be mistaken but I am pretty sure that other CSU campuses have done this.

02:04:36 Burcu Ellis: I second the Eugene's point on the need for online classes!

02:05:47 Nancy Gerber, Member: Although I'll add that in some disciplines (Chemistry for example) online classes, especially for labs, simply don't work. My son is a physics major at SJSU and has never had an online class other than the 2020-21 academic year. They have been fully in person for the past two years.

02:06:19 Guest Lori Beth Way: @Nancy - Yes, I understand the other CSUs are now more in person than we are.

02:07:12 Member, Dylan Mooney: I agree with Nancy - we need to nuanced.

02:07:25 nanettedavy: Could there not be a balance for online and in person?

02:08:05 Nancy Gerber, Member: In chemistry, for some courses yes, but others no. General Chemistry in particular seems to suffer quite a bit online, no matter who is teaching it.

02:08:13 Guest Lori Beth Way: The Provost and President have asked departments to offer 75% of their classes fully in person or as a weekly hybrid. 25% online is much much higher than we were pre-pandemic.

02:08:37 Burcu Ellis: Is there a link to the recording for this highly informative meeting?

02:09:16 Guest Lori Beth Way: CoSE's spring schedule is at over 80% in-person.

02:09:26 Nancy Gerber, Member: 👍

02:09:40 Liesl Violante: @Burcu a link can be provided if you email [UBC@sfsu.edu](mailto:UBC@sfsu.edu).

02:10:01 Liesl Violante: Information on the Chargeback Governance Committee can be found here: <https://adminfin.sfsu.edu/chargeback-governance-committee>

Please mark your calendars for future meeting dates found here: <https://adminfin.sfsu.edu/ubc>  
Invites will be sent soon.

02:10:07 Member Amy Sueyoshi: *Just a heads up that Sutte is working on a study on when online works well and when it doesn't so we are working on building nuanced and balanced recommendations. The national reports clearly show that it's not so great for BIPOC students.*

02:10:22 Katie Lynch, member, non-voting: *thank you everyone who is coming out to support the Discover SF State event this Saturday from 9-12!*

02:10:29 Member, Genie Stowers (she/her): *Pass on the word about UBC office hours this Friday!*

02:10:35 Member Eugene Sivadas: *Thank you*