



University Budget Committee Meeting Minutes

Date: Thursday, November 17, 2022
Location: via Zoom

Voting Members Present: Jeff Wilson, Amy Sueyoshi, Jeff Jackanicz, Jamillah Moore, Jason Porth, Eugene Sivadas, Jennifer Daly, Mary Menees, Dylan Mooney, Daniel Paz Gabriner, Irving Santana, Gretchen LeBuhn, Lufei Ruan, Akm Newaz, Tiffany O’Shaughnessy, Genie Stowers, Michael Goldman, Alaric Trousdale, Nancy Gerber

Non-voting members present: Lynn Mahoney, Elena Stoian, Dwayne Banks, Katie Lynch, Cesar Mozo, David Schachman, Venesia Thompson-Ramsey, Tammie Ridgell, Sandee Noda, Jamil Sheared, Deborah Elia.

Guest: Sutee Sujitparapitaya, Associate Provost of Institutional Research

Voting Members Absent: Ersa Rao/AS, James Martel/CFA, reps for SUPA, UAPD, UAW

Committee Staff Present: Nancy Ganner, Catherine Kim

Accompanying presentation to view concurrently can be found here: [UBC Presentation November 17, 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.
- Mary Menees noted time change of this meeting’s Staff Office Hours to 11:30AM – 12:30PM.

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

- Quorum established

### **Agenda topic # 3 – Approval of minutes from October 26, 2022 meeting**

- Minutes approved as submitted.

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

- **Lynn Mahoney** shared SF State is 17% below target for enrollment. Of the three UBC budget scenarios presented, this is the worst-case scenario. Good news is those scenarios were conservative, but SF State may drop further due to Fall 2020 class numbers before things can improve.
- A presentation by Ruffalo Noel Levitz recently showed the national landscape in higher ed changed dramatically. What was predicted would take 10-20 years happened overnight due to the pandemic.
- There are opportunities to grow. By improving retention, the student experience and other things like the new residence hall once completed in 2024 can guarantee more student housing, which helps with retention and recruitment. Sectors also growing include adult degree completion programs and increasing average unit loads.
- Is hopeful Academic Affairs will have conversations about how to redirect energies put into shrinking markets like transfer and graduate students, and consider how to serve returning adults State-side.
- These headwinds make it necessary to grow from where the university is now, and recognize it’s going to be a smaller university. Tuition revenue received during enrollment declines in the past will not last, and the Chancellor made it clear she’s going to be forced to right-size the budget. SF State needs to behave like a smaller university,

and spending must align with current size. This is not the cliff faced in 2020, it's a down-ramp, a "glide-path", and SF State needs to get there responsibly.

- Is hopeful Chancellor will right-size the budget slowly, so over time with conservative budget-planning, HEERF funds that replenished reserves and the unfortunate amount of staff vacancies will all help the budget.
- This is the 3<sup>rd</sup> time in history higher ed has had a contraction and this one is potentially permanent. Shared a recent statistic about community colleges: in 2010 across the US, there were 7.2M enrolled in community colleges. In 2020, it dipped to 4.7M, and there are no signs of this increasing. Community colleges are struggling, particularly in California. This is a demographic moment where there are fewer younger people than older people. Birth rates declined decades ago, so fewer high school graduates over the next 15 years lead to fewer students. For the first time in history, the CSU overall did not make its enrollment target. It is 7% below target.
- SF State needs to think about its primary audience and align spending with those enrollment numbers. First thing: catch up on lost revenue; the university is living on carryforwards and reserves to cover gaps in lost tuition revenue. All should work together to create a plan collaboratively and collegially to put undergraduate student retention first, as its 90% of the student body. That needs to be prioritized.
- Another consideration is the teaching load: GCOE teaches in 4/4, but most faculty teach a 3/3, and that's only sustainable if all rethink how that's done. For some, this is only a minor course correction. There are ways to achieve this while preserving the university's core mission, but it will require hard decisions on what cannot be done anymore.
- Programs will find ways to support themselves. Has charged a taskforce under VP Jason Porth and Chief of Staff Noriko Lim-Tepner to work with the Estuary & Ocean Science center (EOS) in Tiburon to help make it self-sustainable. They've been working hard to find revenue to do that. These are the kinds of conversations that need to be had to preserve the core mission and come out stronger. Asked all to think about the greater good.
- Reiterated this is a "glide path", not a cliff, and if done well over the next three years collegially and altruistically, things done in the past such as layoffs, can be avoided. SF State enters this period in a much stronger place than it did three years ago and is confident SF State can do this well.
- **Genie Stowers** asked about the taskforce mentioned.
- **President Mahoney** stated it began working about a year ago; it's university-wide and includes members from the Chancellor's Office to look at possible approaches to make EOS sustainable. (See [Marin IJ news story](#))

#### Agenda topic # 5 – Carryforward & Reserves Policy Introduction

- **Jeff Wilson** presented his slides (see accompanying slides)
- **Daniel Paz Gabriner** asked how this policy differs from current policy.
- **Jeff Wilson** replied there is no official policy for administering and managing carryforwards. Compliance does exist at the CSU level, and it's been a decentralized process historically. This would introduce specific requirements and oversight for managing balances and carryforwards centrally at SF State.
- **Mike Goldman** assumes what would happen as a result of this policy is that carryforwards currently housed in colleges would go to Academic Affairs and other units would go to their respective VP's. Wondered if there was a chance to hear from the colleges or AVPs on this policy draft, and whether that was taken into consideration.
- **Jeff Wilson** replied they had opportunity for input and shared feedback during policy development, which included reps from colleges and the current Provost (as Dean), as well as other Academic Affairs members who are also UBC members.
- **Dylan Mooney** asked if UBC members have permission to share this draft policy for feedback from others.
- **Jeff Wilson** responded sharing is fine as its part of public record. Reminded all feedback is needed on how to move forward with advancing this policy for the committee to adopt and recommend to the President. Showed slide with various ways to contact the UBC. This would become a university policy going through the normal process, open for comment from the public.

- **Dwayne Banks** recommended rather than another subcommittee be formed, all UBC members review in greater detail and discuss whether another subcommittee is needed.
- **Nancy Gerber** commented since this policy is not going through Academic Senate, UBC should proceed cautiously as there may be implications not understood right now. UBC should ensure plenty opportunity for public feedback and time for committee members to consult with their constituencies, then bring it back in Spring for discussion with any amendments.
- **Amy Sueyoshi** added when this policy was originally drafted the workgroup consulted with constituent groups and also researched details across higher ed institutions.
- **Danny Paz Gabriner** asked how best to move forward, as it seems much research already went into the policy, and if there was any opposition to the policy at the time. Asked if fund balances/carryforwards data noted in the policy is available to be seen publicly, to ascertain what's going on at that time.
- **Jeff Wilson** responded October's UBC presentation contains a lot of that information. The [CSU transparency portal](#) also provides data specifically across all of categories.
- **Gretchen LeBuhn**: thanked efforts to develop this policy and based on the analysis done, asked which areas might be the most strongly affected by these changes; who might see increases, and who might see decreases.
- **Jeff Wilson** replied that generally it won't necessarily affect funding, but availability of carryforwards for discretionary purposes. Those will be centralized to support the university's financial health. If a unit has a particularly high level of carryforwards, they may be more affected than a unit that doesn't have any, for example, University Advancement. Noted details were presented in [October's meeting](#).
- **Amy Sueyoshi** added that earmarked funds will be available and set aside, for example, funds promised for assistant professor professional development. Basically, it will affect unencumbered, unallocated funds.
- **Genie Stowers** suggested checking the policies section of [Government Finance Officers Association](#) as it has examples of best practices. Reminded UBC members and guests that the "carryforward" concept isn't found at many places, as it's generally not a good idea and that's why many don't do it. Its unique that we need a policy and it should be recognized as unusual, as is areas becoming dependent on carryforwards to get through the year.
- **Jeff Wilson** concluded the draft policy will be posted to the UBC website where comments are welcome via various sources listed on that page. Encouraged members to read it and provide feedback, as it will be back on the agenda in December. Showed the slide with ways for all to share feedback to UBC.
- **Amy Sueyoshi** confirmed if there is a lot of feedback or questions about the policy, UBC may reconvene the policy subcommittee.
- **Tiffany O'Shaughnessy** clarified her role as a member is to read it closely and share with people in her college and ensure they have an awareness of this policy, then bring any that feedback to the next session, or encourage folks to share in the next UBC meeting.
- **Amy Sueyoshi** underscored that when the policy was first discussed, many were concerned. This policy will affect discretionary funds that are not encumbered nor earmarked. An example is late invoices; those funds are already promised - encumbered - those have to be paid. Similar for promised funds for multi-year projects. All should read the document closely to see the 3% is calculated against the sum total after allocated, encumbered funds are deducted.
- **Jeff Wilson** noted the way to eliminate carryforwards is that all remaining balances are pulled centrally, as they are done at most institutions, but that's not the thrust of this policy.

#### **Agenda topic # 6 – 5-Year Enrollment Projections**

- **Katie Lynch and Sutee Sujitparapitaya** presented (see slides).
- **Genie Stowers** commented that local and national trends in enrollment decline cannot be turned around in a year and what may be more realistic is having a year or two of no further decline before predicting any increase. This

might be helpful when developing assumptions. Shared appreciation for the hard work done and the hopeful projections.

- **Katie Lynch** responded with appreciation for the feedback that they always revisit projections weekly based on what they're seeing in applications and trends across the CSU. They also take environmental impacts into consideration, such as all the tech layoffs, for marketing campaigns, communication strategies and use of technology in the offices that are doing this work.
- **Michael Goldman** shared Genie's concerns for assumptions if expecting high school populations to drop by 15% in the next ten years and the other half of our population, community colleges, are also experiencing declines.
- **Alaric Trousdale** asked about slide 29 re: incoming grad post-bac assumptions and the consideration for international growth.
- **Katie Lynch** replied the CSU will do a marketing campaign targeting increasing recognition abroad, especially for identifiable cities in CA such as San Francisco. Also the geopolitical landscape and Covid restrictions impacted international student momentum and growth, so OIP is back out participating in college fair engagement, so there is opportunity to rebound in these areas.
- **Danny Paz Gabriner** asked why the numbers for incoming freshmen for 2023 would be projected to be flat, as it seems we've increased over the last few years, and with all the efforts and moving out of the pandemic. Asked if there were warning signs or can the university push forward to jump next year.
- **Katie Lynch** replied the figures show a conservative approach and are doing a lot of things appealing to first-time freshman. There was some growth in Fall 2022 with fluctuations in the cycle. CSU is seeing the same trends so predictability becomes challenging. They are revisiting parent/guardian engagement and campus visits.
- **Lori Beth Way** added the university is doing better in some areas, but with a prediction of 13% below enrollment targets and with high school numbers dropping, reiterated that planning for this needs to match the budget.
- **Newaz Akm** suggested the university use local media more, as he sees less and less local students and the university seems to not be present to the local community.
- **Katie Lynch** responded that lower division transfers make up a small subset of the population, and the university is engaged in publicity campaigns and they're beginning to see positive returns and requests for info have doubled since August. The new affordable student housing and student stories are the types of things that get news will help boost our reputation.
- **Genie Stowers** suggested different scenarios for enrollment projections with all the uncertainties, so UBC can plan based on a different range of possible projections

#### Agenda topic # 7 – UBC Budget Implications of Enrollment/Tuition Revenue Projections

- **Jeff Wilson** and **Elena Stoian** presented (see slides)
- **Danny Paz Gabriner** asked that since revenue projections are down because enrollment is down, asked if there are similar projections on the expense side; what positions weren't filled, monies that weren't spent, etc.
- **Elena Stoian** replied the last day for campus to meet their projection is tomorrow, and she will have a snapshot of budget to actuals. Can bring findings to the next meeting.

#### Agenda topic # 8 – Process Improvement

- **Amy Sueyoshi** shared the Steering Committee discussed whether UBC should have presentations on process improvement; whether this is within their purview of UBC, or, if it saves money it should be presented here. Ex: how much money DocuSign saved.
- **Mary Menees** agreed one item discussed was the cost of buying Macs vs. Microsoft products is over \$100K/yr. Unsure if that's a purchasing or standardization question. If related to expenditures, could be useful to host these presentations.

- **Amy Sueyoshi** agreed we should have an initial presentation on how process improvements impact the budget, and how best to proceed, perhaps with a committee to look at suggestions and create priorities.
- **Jeff Wilson** agreed we can look into big expenditure categories like technology and others.

### Agenda topic # 9 – Public Forum

- **Katie Murphy** asked how undergrad enrollment affects grad enrollment, especially the pipeline from undergrad to grad and what is being done to mitigate the decrease.
- **Lori Beth Way** replied Noah Price and Sophie Clavier are working hard on the SF scholars blended program. SF State has more than other CSUs and that's a way to keep the pipeline filled and increase it.
- **John Cleary** asked about the President's (11/2/22 email) said about avoiding layoffs and the 3:3 teaching load, and whether that will be on the table. As some staff positions weren't replaced, so feels everything should be on the table.
- **Amy Sueyoshi** responded things can be done differently, more conscientiously, to maintain the 3/3 teaching load, such as adjustments around class size, reducing low-enrolled classes and in some classes to just increase the enrollment cap by one student could save money. Other CSUs are also operationally on 3:3 and make it work. It's up to all of Academic Affairs working together to get it done here.
- **John Cleary** added he spoke with other staff after receiving that email and seeing layoffs mentioned again was troubling. As most staff are trying to pull their weight, teaching loads is one of those things mentioned but seemingly not discussed, and asked what could happen with a 4:4.
- **Amy Sueyoshi** said Academic Affairs has discussed how much money that would mean in terms of expenditures not needed for lecture dollars, so they are aware of the financial burden the 3:3 imposes which all are working hard to cover.
- **Eugene Sivasdas** noted universities in general have loads from 3:0 to 4:4 and it changes and alters the nature of the university substantially. Reputation of the university may cascade into enrollment problems and other things, so it's not a very simple matter. A 4:4 university looks exactly the same as a 3:3 in terms of reputation, type of faculty, tracks, etc.
- **Nancy Gerber** encouraged discussion away from teaching load specifics. As someone from COSE, there are many classes like labs that do not fall under these.
- **Dylan Mooney** shared gratitude for having this conversation a little more publicly, as this decision would affect the entire campus. In his time as academic senator, he heard a lot of conversation about the \$8M - \$9M annually and how to finance it without relying on one-time funding, carryforwards and reserves. It was painful for staff during the layoffs to hear faculty arguments about social justice and equity when laying off lecturers without similar concern for staff. This is a conversation for the full community to discuss all options, as the deficit cannot be examined without the courage to pull it apart.
- **Amy Sueyoshi** agreed small class sizes cannot be argued to maintain a 3:3 on the backs of staff. This has been made clear in academic affairs when monitoring class size and thinking about enrollment. All professors can teach lower division classes where they can energize and attract students and reduce costs in hiring lecturers. Encouraged all to continue to voice these concerns so everyone can hear them.
- **Sandee Noda** commented there are 100+ staff open positions posted on the SF State website now, not including those waiting for approval. It's been said there are not going to be any layoffs for this year, but there are also temporary employees whose assignments will end, and that's not considered a layoff but still a loss. There has to be a better way to attract employees but we pay some of the lowest salaries. Hopes that will be taken into consideration. There are ways to lobby the legislature for more money as the State goes into a deficit.

- **Katie Murphy** commented it seems the discussion about 3:3 has been in silos and often behind closed doors, which has created division on campus. To move forward in the altruistic and united manner President Mahoney spoke of, what's needed is more open, transparent discussions and consensus building around this issue, so there are no underlying cracks in the foundation of our employee base.
- **Amy Sueyoshi** agreed and suggested perhaps a way to have more voice at the table would be at the Senate or via the staff unions and CFA. Encourages staff to ensure faculty hear their side. Repeated it will take everyone together to make this a better place to work.
- **Evrin Ozer** spoke of staff morale and engagement levels, which can depend on how appreciation they feel for their contributions. Loves living in campus housing but the annual 5% increase can keep morale low. Housing affordability is a serious issue when staff is asked to come back on campus.
- **Michael Goldman** thanked everyone for this open discussion, emphasized working together. Teaching responsibilities here are high compared to many other institutions, cost of living is high while salaries here are low. Everyone is doing their best to carry their weight at this institution.
- **Nancy Gerber** added the workload equity task force released a report last year with interesting ideas. Colleagues at the ASCSU shared the form they complete annually if they want to go down to a 3:3 – they don't get it automatically. Those in the Statewide Senate are eligible, significant research efforts can apply for it. Not everyone just gets it; it's not equitable. There are also equity issues in terms of the class sizes, and differences across colleges which adds to morale issues.
- **Mary Menees** suggested one of the Strategic Planning Coordinating Committees might work on this and include faculty and different employees across the university.
- **Michael Goldman** offered there are different ways of measuring workloads and might be helpful to establish norms that might be used across colleges for workload equity. He and Provost Sueyoshi co-chair a Coordinating Committee that is looking at academic issues, and it's possible to fold some of this discussion into that.
- **Mary Menees** asked if it can include other members from the community as well, not faculty.
- **Dylan Mooney** added he was on Senate when there was an Academic Affairs Budget Advisory Council, where they discussed standardizing the coding for research and service, as not every college or departments uses the same (shared an example as some areas coding office hours as service).
- **Akm Newaz** shared some concern for the 3:3 as there is much in-between work that happens between writing papers, grant research, etc. which goes unpaid but needs to be done to help the institution and students.
- **Amy Sueyoshi** thanked all for comments, and as no further questions asked, closed the public forum.

**Co-Chairs adjourned the meeting approximately 11:55 AM**

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

-end (nrg)

**From the Chat:**

10:04:29 From Member, Mary Menees To Everyone: UBC Office Hour tomorrow, Friday, Nov 18 11:30 to 12:30 via Zoom:

<https://sfsu.zoom.us/j/84828119227?pwd=a1VhVm51SUd3dlZjQVNhcFVJQ2pYdzog>

10:14:08 From Alex Hwu (he/him/his) To Everyone: Soon, CPaGE will launch two new online degrees completion in Psychology and General Business in Fall 2023

10:18:30 From Member Michael Goldman To Everyone: Thank you!

10:27:56 From Member, Dwayne Banks To Everyone: It's on the UBC webpage

10:28:31 From Mari Hulick (she/her) To Everyone: I know, I love the name change.

10:28:54 From Mari Hulick (she/her) To Everyone: Opps - that was meant for Alex :-)

10:32:14 From Member, Dylan Mooney To Everyone: The draft policy has been uploaded to the Staff Council box folder for review.

10:34:49 From Nancy Ganner To Everyone: October meeting:  
<https://adminfin.sfsu.edu/sites/default/files/documents/100722%20UBC%20Presentation%20October%2026%202022.pdf>

10:35:07 From Member | Irving Santana, Music AOC (he/him/friend) To Everyone: Thank you, Nancy!

10:41:48 From Member, Dylan Mooney To Everyone: I take Genie's point....how do we move away from a carryforward model entirely?

10:43:11 From Lori Beth Way To Everyone: I think the Provost means discretionary funds to support important strategic projects.

10:43:22 From Lori Beth Way To Everyone: = fun money

10:43:48 From Co-chair, Amy Sueyoshi To Everyone: Thanks LB!

10:53:47 From Co-chair, Amy Sueyoshi To Everyone: Yay to all staff and faculty who made the calls!

10:54:03 From member, Katie Lynch (she/her/hers) To Everyone: thank you to everyone who participated!

11:00:21 From Ryan Brown To Everyone: Do we know where these students are going (instead)?

11:00:48 From Alex Hwu (he/him/his) To Everyone: Does the international student number include Exchange students who are not paying tuition and fees?

11:00:51 From Sutee Sujitparapitaya To Everyone: Most first time freshmen went to UCs

11:01:00 From member, Katie Lynch (she/her/hers) To Everyone: @Ryan, many to the UCs

11:01:38 From Lori Beth Way To Everyone: By only 1%

11:02:50 From Chanda Jensen To Everyone: Good points Genie!

11:03:17 From Marilyn Jackson To Everyone: Exchange students take the place of the outgoing study abroad students. This is revenue neutral.

11:04:41 From Alex Hwu (he/him/his) To Everyone: Marilyn thank you for clarification

11:05:04 From Member, Jamillah Moore To Everyone: Thank you for the presentation!

11:05:57 From renee stephens de EOPP To Everyone: from Staff who represent SAEM fascinating to see the results of our hard work esp. while we are all understaffed due to cost of living in the bay area

11:06:31 From Lori Beth Way To Everyone: We accounted for that

11:07:53 From Co-chair, Amy Sueyoshi To Everyone: Just a heads up that the colleges have begun working super hard to improve retention rates which will also help with enrollment.

11:09:01 From Member Alaric Trousdale To Everyone: Thank you

11:09:09 From Alex Hwu (he/him/his) To Everyone: College of Professional & Global Education (CPaGE) is seeing growth in international students via our Pathway program

11:13:07 From Member Eugene Sivadas To Everyone: 24 students

11:13:23 From Sutee Sujitparapitaya To Everyone: @ Eugene ... Yes

11:15:55 From Member Alaric Trousdale To Everyone: Second that, Genie

11:16:31 From Robert Andrews To Everyone: is anyone working on what tomorrows educational model needs to be in order to attract new students differently then supporting the same pathways over and over? Not asking negatively but supporting a possible new direction?

11:17:06 From Lori Beth Way To Everyone: @Robert - yes, one example was degree completion degrees that the President mentioned

11:17:46 From Co-chair, Amy Sueyoshi To Everyone: @Robert, yes college deans including CPAGE are actively working to provide curriculum and in what modality for the new millennium!

11:19:25 From Alex Hwu (he/him/his) To Everyone: @Robert, CPaGE is doing a lots program development to attract adult learners and International students with all colleges

11:23:53 From Member, David Schachman To Everyone: Yes!!!

11:24:32 From Member, Tiffany O'Shaughnessy, PhD (she/her) To Everyone: If there are ways that we as a committee can support efficiency and process improvement within SF State, then yes, please, let's have those presentations and conversations here

11:25:04 From Guest, S. Evrim Ozer (they/them/theirs) To Everyone: Sorry, no longer a member, but I wanted to share: DocuSign is so awesome! But we need something that's helpful for project management like Asana, or similar too.

11:26:45 From Member Genie Stowers Bay Miwok lands (she/her) To Everyone: We could put out a request for ways to save money and we could report on those...

11:28:44 From John Cleary To Everyone: In the president's recent messaging on our budget she mentioned we can avoid layoffs and continue a 3:3 teaching load. As staff equating those two things in the same paragraph feels troubling, especially when we've been asked to do more and more work as staff recently and over the last several years. Can someone speak to how a 3:3 teaching load affects us when it comes to budget and how we're different from other CSU campuses in this regard?

11:29:04 From Jesus Garcia To Everyone: [https://sfsu.co1.qualtrics.com/jfe/form/SV\\_eP6gLEGDmXDoOxM](https://sfsu.co1.qualtrics.com/jfe/form/SV_eP6gLEGDmXDoOxM)

11:30:38 From Jesus Garcia To Everyone: The previous link is a good way to share Process Improvement ideas with the Quality Assurance team

11:31:08 From Member, Dylan Mooney To Everyone: Which other CSUs? I was only aware of SDSU (besides us).

11:31:48 From Member, Nancy Gerber To Everyone: SJSU allows faculty to apply for a 3-3 for the next academic year, but they have to justify why they need the 3-3.

11:32:11 From Guest, S. Evrim Ozer (they/them/theirs) To Everyone: I don't know there's enough clarity on campus about future enrollment projections at the University. Are we projecting declining enrollment going forward or a slight increase as transfer numbers fill up as we try to leave COVID-19 behind us? Or, are we aiming for a lower number than our usual going forward due to larger demographics and the cost of living in the Bay Area producing fewer future college students in general for our area?

11:32:24 From Nancy Ganner To Everyone: csufullyonline.com has no SF State courses. Would this be a good way to attract new students?

11:33:09 From Lori Beth Way To Everyone: @Evrin - please see our earlier presentation. We are at 17% under target and are projecting a 1% improvement for the next five years to get to 13% under target at that time

11:34:11 From Alex Hwu (he/him/his) To Everyone: Nancy, the CSUfully online is only for matriculated students not to attract new students

11:34:34 From Guest, S. Evrim Ozer (they/them/theirs) To Everyone: Thank you, Lori. That's more clear for me reading your response.

11:34:42 From Member Genie Stowers Bay Miwok lands (she/her) To Everyone: Thanks for that, Nancy-- excellent point.

11:35:48 From Member Genie Stowers Bay Miwok lands (she/her) To Everyone: Can we take down the PPT now while we are discussing?

11:36:42 From Member, Gretchen LeBuhn (she / her) To Everyone: Within COSE, we used to track meeting FTE goals rather than WTus.

11:37:29 From Nancy Ganner To Everyone: @Alex - thanks! Might it be a good way to attract transfer students, since they seem to be looking for online access to balance their work schedules. Would a Zoom camera in the classroom expand class space? Just a thought - was kinda surprised not to see us on there at all.



11:37:31 From Member, Mary Menees To Everyone: Thank you, Dylan!!

11:37:58 From Anarose Schelstrate To Everyone: Thank you, Dylan!

11:38:05 From Lori Beth Way To Everyone: @Nancy - their website is hard to navigate. We have 870 courses available via CSU Online

11:38:09 From Alex Hwu (he/him/his) To Everyone: Thank you, Dylan

11:38:28 From Member - Jennifer Daly To Everyone: Thank you, Dylan

11:38:47 From Samantha Ward To Everyone: Thank you, Dylan & John

11:39:06 From Lori Beth Way To Everyone: @Nancy - there's a match depending on what your home campus is. If at Maritime, you can take 870 from us; From Pomona it is 892

11:39:09 From Jisel Iglesias To Everyone: Thank you Dylan!

11:41:33 From Katie Murphy To Everyone: It seems like the 3:3 issue (or at least how the issue is spoken of) is a source of division on campus. Having more open and transparent discussion (and consensus-building) may prove essential in establishing the sense of unity required to move forward in the altruistic manner President Mahoney has described.

11:41:37 From Guest, S. Evrim Ozer (they/them/theirs) To Everyone: Thank you, Sandee and Dylan. I wonder how things are on the recruitment end as well. Morale of staff who are here is an important related issue your comments reminded me too.

11:42:37 From renee stephens de EOPP To Everyone: Thank you Sandee! not only pay enough - we don't help with providing realistic affordable housing utilizing housing already available with park merced and UPS/N

11:42:50 From Samantha Ward To Everyone: Great point, Katie

11:49:44 From Member, Dylan Mooney To Everyone: That system makes sense to me!

11:50:27 From Nanette Davy, Guest To Everyone: Come the new fiscal year July 1, 2023, could we please no longer have out of state employees? Hybrid work is fine, but we need taxes to return to CA and not another state.

11:50:59 From Member, Gretchen LeBuhn (she / her) To Everyone: Genie, it no longer happens in COSE.

11:51:12 From Katie Murphy To Everyone: The campus previously (back in the last century) had "Report on Use of Assigned Time" forms.

11:51:34 From Member, Mary Menees To Everyone: Could faculty workload be folded in to a Strategic Plan committee

11:51:50 From Member, Nancy Gerber To Everyone: I was referring to the drop of WTUs for larger courses that happened when CoSE went to the "3-3".

11:52:17 From Member, Gretchen LeBuhn (she / her) To Everyone: The idea was that it was up to departments to figure out how to meet their FTE targets.

11:53:17 From Member, Nancy Gerber To Everyone: @Gretchen Does your department distribute that FTES load amongst the faculty? So is there an individual target or is the burden largely on lecturer faculty?

11:53:28 From T Albinak (he/him/his) To Everyone: Presented to the Senate - Mike might share the policy stat link

11:53:36 From Member, Dylan Mooney To Everyone: I believe there may be an issue around standardizing coding for WTUs as well (if I recall an old issue correctly).

11:54:18 From Member - Jennifer Daly To Everyone: Yes, Dylan - that's an issue too

11:54:40 From Member, Gretchen LeBuhn (she / her) To Everyone: @Nancy. This no longer exists. It used to be that we had an FTE target and decided as a department how to distribute FTEs.

11:55:40 From Member Michael Goldman To Everyone: Yes, coding assigned time and WTU "weighting"

11:56:00 From Nancy Ganner To Everyone: You can express other thoughts into the UBC "Office Hour" tomorrow too, if you have lingering questions or comments... there's one for Staff and one for Faculty/Mpps... email [ubc@sfsu.edu](mailto:ubc@sfsu.edu) and I'll send you the links-