



## **University Budget Committee Meeting Minutes**

**Date:** Thursday, December 15, 2022  
**Location:** via Zoom

**Voting Members Present:** Jeff Wilson, Amy Sueyoshi, Jeff Jackanicz, Jamillah Moore, 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, Darlene Yee-Melichar

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

**Guest:** Sutee Sujitparapitaya, Associate Provost of Institutional Research

**Voting Members Absent:** Jason Porth, Tammie Ridgell, Ersu Rao/AS, James Martel/CFA, reps for SUPA, UAPD, UAW

**Committee Staff Present:** Nancy Ganner, Mariela Esquivel

Accompanying presentation to view concurrently can be found here: [UBC Presentation December 15, 2022](#)

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UBC co-chairs called this meeting to order at approximately 10:02 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 topic # 2 – Member roll call**

- Quorum established.

### **Agenda topic # 3 – Approval of minutes from November 17, 2022 meeting**

- Minutes approved as submitted.

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

- **Lynn Mahoney** shared CSU will move forward with reallocation plan to fund campus’s with enrollment demand and move funding away from those who don’t meet their enrollment targets, beginning 2024/2025.
- Chancellor is in listening mode as to how that process might work. In Spring, President’s Cabinet will share what the loss of enrollment funding does to SF State’s budget.
- SF State will be a smaller university: large compared to most, but smaller than it has been in the past (i.e., less than 30,000 students). Expenses will be reduced to align with enrollment. Some progress has been made in the last few years to catch up with the levels of tuition funding received, but still more work to do.
- Confident the UBC structure has the engagement, transparency and participation needed to advise.
- Leadership will work collaboratively and transparently to own the decisions that have to be made.
- State budget update: despite the news of surplus-to-deficit, hopes Governor will hold promise for additional State funding next year to CSU. Employee compensation may not be part of it, but CSU will continue to advocate.
- Governor will release State budget in January, then with legislative adjustments, final budget announced in May.
- Campus already expects a gap in tuition revenue, so will plan for the realignment expected.

- **Darlene Yee-Melichar** acknowledged Governor announcement State revenues were down and convened a special session to discuss oil and gas severance tax (penalty). Past Senate resolutions called for some of those funds to support higher education. As President Mahoney mentioned, CSU campuses will resize themselves based on population demographics. Asked President Mahoney if CSU leadership will advocate for any portion of those oil and gas funds, and what faculty and staff can do to help (like Prop 98 did for K-12 education).
- **President Mahoney** replied she had not heard yet if any funds would be directed to higher ed and may bring an update next meeting. Confirmed everyone should advocate for the CSU: specifically, more funding is needed per student. The CSU value has provided growth and access, but now must pivot to funding per student and for employees. For now, all should advocate for what the trustees have requested focused on 1) employee compensation 2) funds for student success and 3) funding for infrastructure.
- **Darlene Yee-Melichar** shared Academic Senate is looking to draft a resolution about the oil and gas tax and thanked for a future update.
- **Genie Stowers** asked for clarification about what she meant: quantifying reliance on tuition funding or targeting a specific enrolled number of students, such as 25,000.
- **President Mahoney** explained she meant all of it. At the last UBC meeting, Katie, Lori Beth and Sutee shared 5-year enrollment projections, so with what's known of lost tuition along with any possible gains, plus and the CSU reallocation, this will allow for a 5-year model to be built. What's unpredictable is the vagaries of the State budget.

#### **Agenda topic # 5 – CLCA Budget Presentation**

- **Sophie Clavier and Ly Chau** presented their slides (see accompanying presentation).
- **Genie Stowers** asked how budget decision-making happens in the college; are funds distributed to departments to make decisions or does the college hold funds as departments request their needs/expenditures to the Dean's office.
- **Ly Chau** replied budgets are handled centrally – Deans and Assoc. Deans review what's needed across departments using historical benchmarks, using any limits or cutbacks.
- **Sophie Clavier** responded some departments receive some funds from UCorp and other places but funds held centrally support curriculum delivery and cost of instruction.
- **Genie Stowers** shared appreciation for the detailed presentation and remarked the colleges are typically discreet about how financial decisions are made, and the processes are as important as the content.
- **Darlene Yee-Melichar** commented in reference to slide 17 about the budgeted activities fund that would carry forward funds for lecturer expenses, listed at \$0. Asked what happens to courses needed for student completion as called for in budget implementation strategies on slides 20-21. Shared worries for student success if there aren't enough classes for students.
- **Sophie Clavier** replied the \$0 does not reflect lack of funding but it comes from a different source. The question may be more fundamental, as colleges debate what should be on the schedule and at what cost. All colleges face the same issue: a drop in FTES enrollment doesn't mean classes in an entire section can be cancelled. Even those (est.) 25-35 students still need that curriculum. The challenge is how do you optimize curriculum with less funding. Some sections can be consolidated that fit the same learning outcome so there aren't two sections of the same course. Other considerations are substitutions that may improve the student experience, which may make their path to graduation faster. Some courses have specialties, such as an instructor teaching tuba cannot teach piano, and the same with modern languages. Additionally, modality of instruction is affected; while face-to-face instruction may be the best, students still have a need for remote learning. Remote courses can cannibalize face-to-face sections with low enrollment. They're looking at granular details and trying to be as judicious as possible.
- **Darlene Yee-Melichar** acknowledged campus should be mindful about flexibility and using core substitutions as needed, moving forward. There are still challenges filling classes and there may be opportunities in some

collaboration of classes. Also asked about how the amount of assigned time is determined, referring to slide 15 and the equity/inclusion perspective in terms of FTE count between MPPs and Chairs:

- **Sophie Clavier** shared that historically Chair assigned time is based on the size of the department; greater assigned time for larger departments. This is being reviewed by AVP Mandolfo at Faculty Affairs, as Chairs are requesting more assigned time for their workloads. Noted MPP numbers decreased by one in that category.
- **Ly Chau** added that some MPP positions may have been conversions due to reorgs, and gave an example of her own role from converting from staff to MPP.
- **Darlene Yee-Melichar** asked about slide 13 and the 12 Centers and Institutes listed: asked if they are currently self-sustaining. If not, will the college be able to sustain their work in the coming year.
- **Ly Chau** replied they are not all self-sustaining, such as the Documentary Film Institute and the Global Museum, which is funded with the General Fund and may have additional funding from UCorp or ORSP.
- **Sophie Clavier** added that as far as continuing to support Centers and Institutes, they will do as much as possible to fulfill the mission of the university. The Poetry Center, for example, is not self-sustaining but over time, sustainability depends on LCA funds. Shared her personal opinion that Centers and Institutes serve an important role on campus and are important to the university mission.
- **Danny Paz Gabriner** inquired as to the carryforward for lecturers went from half a million down to \$0, and what that may reflect, moving forward. Also asked about work-study funds and what happens to those if unused.
- **Ly Chau** responded most are funded through operating funds but for those two years, funds from Academic Affairs were shared. It's not the entire balance, its partial funding. For any remaining work-study funds, announcements go to other units in Academic Affairs to use. As they are federal funds, they need to be used or they're returned. Funds are held centrally with AVP Banks to be reallocated.

#### **Agenda topic # 6 – CPaGE Budget Presentation**

- **Alex Hwu** presented his slides (see accompanying presentation).
- **Michael Goldman** asked if CPaGE students could be matriculated Stateside; does CPaGE compete for same students, and can a dollar value be placed on a CPaGE student vs. Stateside student in terms of fees received to the university.
- **Alex Hwu** replied the targeted student population of CPaGE is a non-matriculated, adult learner. The population that can be matriculated Stateside is very small. CPaGE serves as a compliment to the Stateside education, and they are careful not to compete. They work with the colleges to build pathways, including the first pathway for international students. This Summer, 21 CPaGE international students will move over to Stateside. Noted also that if there are Stateside students who wish to continue at SF State and cannot attend face-to-face classes, they can continue via CPaGE. CPaGE is committed to capturing any student the university may lose with offering as many options as possible. In response to the question about comparing dollar-values per student, it's difficult due to a 2-week program spent at CPaGE vs. a full semester Stateside. In general, if a student spent one semester, it's about \$7500 plus revenue from housing if the university hosts it, with the hope they eventually matriculate. Also, the graduate pathway program will increase the contribution back to Stateside as well. Degree-completion programs are based on a different tuition model, and to compare what student pays Stateside vs. what students pay for Ethnic Studies or Criminal Justice units online can be found on the [CPaGE website](#).
- **Genie Stowers** congratulated Dean Hwu on turning a deficit into a surplus, which several had tried over the years, thanks to his new ideas and energy. Asked if there are other online degree programs pending at CPaGE.
- **Alex Hwu** responded there are a couple other pathway programs that may not be online. The targeted population is the adult-learner so they're exploring a fully asynchronous online degree-completion program. Also, many international students want a hybrid program where they can do a year or 75% online and the rest face-to-face, so they plan to tailor programs like that. They're also looking at an engineering management program and computer science masters for professionals. The academic programs bring about \$7M and that can be doubled working hard, collectively. That's the same size as San Jose, Northridge and San Marcos' programs.

- **Darlene Yee-Melichar** commented about slide 31 with the “some college-no degree” data, and as Lori Beth and Katie discussed recently, that may be a program worth expanding. Asked about Artificial Intelligence in the workplace, perceived as taking over some jobs and forcing employees to retool for new jobs. Sees an innovative way to create a pathway-- maybe reaching out to alum who may wish to return and retool with added courses and certificates that may help them step up in their workplace.
- **Alex Hwu** replied they’re working on that. Explained when he began, CPaGE didn’t have the resources to chase students and when they did, they could not deliver. Now, with their online degree-completion programs, faculty support and collaboration, they’re beginning to reach out to students who stepped away and never returned to SF State. They want to ensure CPaGE tuition costs are affordable but not the bottom, as some students associate the quality of education with cost. They will continue to reach out to them, and also work with successful alum and short stories like the “My Story” campaign. Now, they have money to do the marketing to share what they do. CSUN and SJSU spend 10% on marketing, and SF State spends about 3% and can do better. Now, CPaGE has more international students that want to take online courses than they have available seats, but these are good problems to have because he can work with Chairs to solve it. They are being cautiously aggressive, so they can take care of the students they have first.
- **Darlene Yee-Melichar** also asked if CPaGE is considering CPL (Credit for Prior Learning), as this is being discussed at the CO (Chancellor’s Office). This is credit given to things learned in life or the workplace.
- **Alex Hwu** responded this is underway, and SF State is one of five campuses starting this with self-support. CPaGE is ready to seek CPL program approval for various programs to have the mechanism in place to balance a student’s full portfolio of skills.
- **Gretchen Le Buhn** asked about the percentage of some-college/no degree student data at CPaGE.
- **Alex Hwu** responded they now have that analytical data, which is about 40% of CPaGE, whereas SJSU has about 65%, due to the huge array of their degree-completion programs not only in undergrad, but graduate as well.
- **Gretchen Le Buhn** inquired as to how decisions to choose degree-completion programs are made. Also, what happens if the student wishes to switch to Stateside, for example, in their Psychology program.
- **Alex Hwu** responded his background is in online learning, and its always hard to find the first program to go online with. At SF State, Ethnic Studies was the first that gave them the confidence and the faculty credibility and that worked, so now they can follow up with others strategically where the students are, such as Criminal Justice, Psychology and BSBA. Business is huge – at East Bay, they have about 1,000 students in their degree-completion program and are not even fulfilling the need. That’s going to take collaborative leadership from Dean Sivadas to get it going. Computer Science is also really hot but there’s faculty constraints, so CPaGE has to balance what’s out there, what can be done and what the capacity is. SF State has wonderful programs in School of Design and BECA and CPaGE wants to change the narrative on capacity. Does not want to saturate the market with programs already offered through other CSUs and is reviewing the ROI for the next 3 years, how long it will take to mature a program. Psychology is such a generalized degree program and there’s only one in SoCal, so is eager to launch that and BSBA. Next will be SBA, Psychology and Computer Science at the Master level.
- **Gretchen Le Buhn** asked further how to ensure Stateside students such as juniors don’t jump ship from being matriculated to finishing their degree online.
- **Alex Hwu** answered there’s a firewall to prevent that, but, there can be an agreement for students to switch as needed. Students 18-24 aren’t CPaGE’s target audience, and the courses are set different than Stateside. However, these are options for students that just can’t attend in-person classes to complete their degree. It’s imperative to make ways to keep from losing any SF State students, so the university will be with them for a lifetime.
- **Katie Murphy** asked about CPaGE having “lean staff” when reducing their budget and how they’ve done that while providing a positive work environment
- **Alex Hwu** explained “lean staff” was required to sustain CPaGE or its future was uncertain. Staff distribution needs were aligned with program demands. Staff is lean as compared to other self-supports in terms of the dollar

amounts and the number of students served. At the same time, he is focused on professional development of CPaGE staff twice a year. They had 25 staff and are going back up to 39; higher than it was and more diverse with culture-changing to fit where students can be better served. Culture shifts take a long time and they are collectively doing that, and positions advertised are targeted to increase the BIPOC population at CPaGE.

#### **Agenda topic # 7 – Designated Balances, Reserves and Carryforwards DRAFT Policy**

- **Jeff Wilson** stated this is follow up from last meeting, but since little feedback has been received, nor recommendations for substantive changes, the feedback window will remain open. Topic will be brought back to February meeting for 1<sup>st</sup> reading, then to an action item at the March meeting. Shared ways to contact UBC and submit feedback.

#### **Agenda topic # 8 – SF State Alternative Revenue UBC Workgroup**

- **Jeff Wilson** announced this opportunity for UBC members and guests to participate in a group to focus on increasing campus revenues with other revenue alternatives. By regularly attending UBC, members and guests are aware that almost 100% of SF State revenue and resources come from the General Fund allocation from the State, and from student tuition and fees. This small group will seek funding alternatives. It will convene sometime in early Spring, and hopefully will have recommendations for the UBC for consideration at end of the Spring semester and establishing a framework to ensure those alternatives align with the mission and values of the university. UBC members will receive a survey after winter break to express interest in serving on this committee.

#### **Agenda topic # 9 – Public Forum**

- **Danny Paz Gabriner** asked if the 2022-2023 budget was available for sharing yet.
- **Elena Stoian** replied it should be available in January. They moved to a new visualization tool which gives opportunities to query information and go back and forth. Her team has been learning to develop it and are targeting end of January for publishing.
- **Jeff Wilson** agreed it's a great tool that shows comparisons in real time vs. the static report they've had.
- **Genie Stowers** announced Office Hours tomorrow for Staff, Faculty/MPPs.
- **Darlene Yee-Melichar** asked about page 5 on the Designated Balances, Reserves and Carryforwards DRAFT Policy and in the object codes, where the expense for unexpected litigation and risk management payouts fall. Also, does the campus make the payout or does the CO pay it.
- **Elena Stoian** explained those expenses are included in the designated carryforwards and established at the university-wide level before reserves are rebuilt for economic uncertainty. The CO makes the payout and the campus must reimburse the CO.
- **Michael Beatty** noted the university has a \$500K deductible for each liability claim, which the campus is responsible for. Additionally, the campus made a decision to increase the deductible for the coming policy year to \$750K per liability claim, as a result of fairly significant success managing claims in collaboration with Human Resources, University Counsel, Faculty Affairs and Risk Management.
- **Jeff Wilson** 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, February 23, 2023 from 10:00 AM – 12:00 PM via Zoom

-end (nrg)

**From the Chat:**

00:30:49 Alex Hwu (he/him/his): Morning

00:31:08 Nancy Ganner: morning!!

00:38:00 Member, Mary Menees: Staff UBC Office Hour Zoom Link:  
<https://sfsu.zoom.us/j/84594969726?pwd=Qnp6bkhDZzlmMkRJK2loV1NrQnJBUTo9>

00:51:02 Michael Goldman, Member: Thank you!

01:09:47 Member, Mary Menees: Thank you for a great presentation!!

01:10:10 Alex Hwu (he/him/his): Well done Ly and Sophie

01:22:30 Michael Scott: RSO no longer officially exist according to Academic Senate policy. They are now centers and institutes

01:26:15 Michael Goldman, Member: Thanks Sophie and Ly!!

01:26:21 Member, Tiffany O'Shaughnessy, PhD (she/her): Thank you!

01:26:21 Amanda Todd: Thank you Sophie and Ly!

01:26:29 Mari Hulick (she/her): Thank you Sophie and Ly

01:26:37 Alvin Alvarez: Well done Sophie & Ly!!

01:28:58 Janet Remolona (she/her/goddess): Great job, you two. And whew, now you're done. Thank you for kicking those budget presentations off for us.

01:54:51 Cynthia Grutzik (Guest): Great presentation, Alex!

01:57:14 Member, Mary Menees: Thank you for a wonderful presentation, Dean Hwu!

01:58:40 Michael Goldman, Member: Thanks, Alex!

02:06:30 Member, Darlene Yee-Melichar: Here is an interesting article regarding SCND (some college, no degree) FYI: <https://www.highereddive.com/news/inside-track-plan-reenroll-california-reconnect/638370/>

02:10:10 co-chair Amy Sueyoshi: I'm always happy to jump in the pool (not the fire) with you Alex!

02:15:46 Alex Hwu (he/him/his): CPaGE was 45 FTEs now is 39 FTEs

02:23:14 Member, Darlene Yee-Melichar: Thank you Mike; good information to know

02:24:14 Cynthia Grutzik (Guest): Congratulations Jay - we will miss you!

02:24:21 Member, Tiffany O'Shaughnessy, PhD (she/her): Congrats

02:24:27 Member, Darlene Yee-Melichar: Thank you Jay! Enjoy happy, healthy holidays everyone!

02:24:28 Member, Jamillah Moore: Congrats Jay! Thank you!!

02:24:30 Alex Hwu (he/him/his): Jay, you will be missed

02:24:39 Chanda Jensen: Congrats on your retirement Jay!

02:24:57 Anoshua Chaudhuri: Happy Holidays everyone