



University Budget Committee Meeting Minutes

Date: Thursday, December 16, 2021

Location: via Zoom

Members Present: Voting members present: CFO & VP Jeff Wilson, Co-Chair, and Provost & VP Jennifer Summit, Co-Chair, VP Jeff Jackanicz, VP Jamillah Moore, VP Jason Porth, Dean Eugene Sivadas, Jennifer Daly, Mary Menees, Dylan Mooney, Evrim Ozer, Renee Stephens, Ben Kumli, Kathleen Mortier, Akm Newaz, Gitanjali Shahani, Genie Stowers, Senate Chair Teddy Albinak, SIC Chair Michael Goldman, ASCSU FGA Liaison Darlene Yee-Melichar. Non-voting members present: President Lynn Mahoney, Elena Stoian, Dwayne Banks, Katie Lynch, Cesar Mozo, Mirel Tikkanen, Venesia Thompson-Ramsey, Tammie Ridgell, Jamil Sheared, Deborah Elia.

Members Absent: A.S. President Joshua Ochoa, AS VP of Finance, Nia Hall, Jaime Haymond, James Martel, Sandee Noda, Lark Winner, UAPD rep

Committee Staff Present: Nancy Ganner, Edwin Critchlow (Budget Administration & Operations)

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

Accompanying presentation to view concurrently can be found here: [UBC Meeting Presentation December 16, 2021](#)

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

Agenda topic # 1 – Welcome from Co-Chairs

- **Jennifer Summit** and **Jeff Wilson** welcomed committee members and guests.
- Reminded guests re: ways to contact UBC and upcoming Office Hours

Agenda topic # 2 – member roll call and membership change

- Noted absent members: Joshua Ochoa, Nia Hall, Jaime Haymond, James Martel, Sandee Noda, Lark Winner, UAPD rep.
- Thanked member Kathleen Mortier for her service and welcomed member Nancy Gerber

Agenda topic # 3 – Approval of minutes from November 18, 2021 meeting

- **Jeff Wilson** requested approval of meeting minutes. Motion for approval made, seconded, passed.

Agenda topic # 4 – President’s Message

- Acknowledged the new Covid-19 variant and thanked those who assisted with bringing a vaccine/booster clinic back to campus recently, where over 700 community members participated. A January social media campaign will also encourage getting the booster shot. Campus remains vigilant for Spring following SFDPH guidance and continues to practice caution as it did for 2020/2021.
- Asked all to keep eyes on the Strategic Planning Committee (SPC) website, where presentations from meetings will be posted <https://planning.sfsu.edu/strategic-planning-committee> showing how the three campus challenges are intertwined; **declining enrollment:** Fall 2020 freshman class will keep enrollment down for the next 4 -5 years, same for the smaller Fall 2021 class. Even with new students, these small classes will remain small, which increases importance of retention to get them to graduate. This lends greater urgency to **student success and the Graduation Initiative (GI2025)**. Finally, **low enrollment has budget implications**.

- Currently SF State is funded for more students than it's educating, while SoCal campuses are funded for less than they're educating. Chancellor gave campuses that are not meeting their targets 3 years to come within 5% of their targets, or funding will be reallocated to campuses with greater demand.
- The strategic planning website showed what this campus would look like with less funding. The way campus resources are allocated and the strategic plan must be linked, as enrollment, budget, student success are linked.
- Chancellor Castro reviewed GI2025 when he took office; CSU is increasing graduation numbers, but not doing well in closing equity gaps, particularly in between black and white students. He convened a committee of faculty, administrators, two Presidents (she is one) and President of the CSU Student Association to advise what needs to be done to close this gap. Reviewed best practices with those campuses experiencing success and issued report outlining 5 – 6 areas that need to be focused on.
- SF State has done many of these, including targeting specific groups of students of particular racial/ethnic groups who left campus, recruiting them to return and keeping them engaged. Spring '22 will focus on the equity gap; success here will help solve enrollment issues, and budget issues as well.
- Will send out message in January re: the power of SF State to solve these issues. The all-University Retreat on Jan. 19th <https://ceetl.sfsu.edu/university-retreat-2022> will focus on a lot of these issues. The biggest challenge will be synchronizing our work, to work together and not in silos, to get where we need to be.
- **Evrin Ozer** asked about the employee fee waiver program which allows employees to take classes, and if they would count toward enrollment.
- **President Mahoney** replied if the employee is registered in a matriculated (state-side) degree program, then it does count. CEL classes and Open University classes do not count toward enrollment targets.
- **Evrin Ozer** thanked for her reply, as she often receives questions from new employees about taking classes during the workday. Might help to make that clear for new employees, and its useful for employee engagement.
- **Frances Wilkerson** asked if the enrollment gap is the same in Grad programs and if same efforts will be made.
- **President Mahoney** responded that focus should be the same for all students. Grad programs are 10% of our student population, while the CO is focused specifically on 90% undergrad population. Hopes Grad programs is focused equally on the success of its students as well.
- **Frances Wilkerson** commented that having worked with this population of grad students, they are a good way to bring in more undergrads as well, as they the first in their families to receive that level of education and they usually go back to volunteer in their community. This is a great advertising link for enrollment.
- **Ben Kumli** noted the 3-year timeline to get within 5% of the target, and asked how far SF State was from target.
- **President Mahoney** replied SF State is 10% below target (target is 24,582 FTES) and it will likely be lower next year due to the small '20 and '21 freshman classes. The SPC website has details. Planning.sfsu.edu

Agenda topic # 5 – Transparency Topic: Salary Transparency

- *(see slides 9 – 16)*
- **Jeff Wilson** explained this topic is presented by request from the last UBC meeting, related to salary transparency from a *budget* perspective; how SF State plans and budget resources and allocates them to salaries with the benefits. It's different from Human Resources information, which is around salaries and wages.
- (see slides)
- **Mary Menees** asked if the minimum, maximum and median shown is reflective to CSU salary ranges or this campus's salary ranges.
- **Elena Stoian** replied the information is pulled directly from the system based on the salary of active employees in the system. Employees are hired based on the CSU Salary schedule: <https://www.calstate.edu/csu-system/careers/compensation/Pages/salary-schedule.aspx#-ClassNum=2358-Class=0-Date=1-PLYear=2021-PLNumber=2104-Recs=15>

- **Mike Goldman** remarked the faculty salary surprised him on both ends: min and max. Asked if these were typical 9-month General Fund full-time salaries, part-time, and also those more than 9 months?
- Was hoping to see similar ranges for lecturers. Asked if there could be a similar HR-side presentation.
- One thing both faculty and staff often want is access to information of other people in their classification or departments for comparative purposes to ensure equity with people of similar seniority and responsibility.
- **Jeff Wilson** replied Ingrid Williams could not attend today's meeting but will make a similar presentation from an HR-perspective in the Spring.
- **Dylan Mooney** echoed Michael Goldman's concern re: the min/max and was surprised and concerned at the minimum and median for support staff.
- Also for the Dept. Chair and faculty allocations; since Dept. Chairs are also faculty – requested clarification if this was only their Dept Chair portion, assuming the faculty portion was included in the faculty total.
- Lastly, on the last slide, understands the other positions such as Grad Assts, Student Assts, temporary help, but asked what was in the Summer Session portion; if lecturers, temp help, etc. Would like that broken down at the future HR presentation.
- **Jeff Wilson** responded his assumption is correct; Dept. Chair salary is split between their Dept. Chair portion and their faculty salary in the faculty portion.
- Summer Session reflects the summer instructor pool, budgeted and tracked separately since they're not part of the academic year. There's no assigned members to that pool since they're not yet hired.
- **Dylan Mooney** asked for clarification if the pool is an assortment of employee positions.
- **Jeff Wilson** confirmed it is.
- **Ben Kumli** asked since SF State is a government entity, but is in San Francisco, if it's subject to city minimum wage, approx. \$16/hr. Noted what's presented appears to be at or above than city minimum wage.
- **Jeff Wilson** replied that some minimums shown are for part-time employees, so when doubled for full-time the minimums would be different. Additionally, as a state agency, SF State is subject to minimum wage requirements for the City and County of San Francisco. Deliberate efforts have been made to be at or higher above those ranges for all employees, including student assistants.
- **Elena Stoian** reiterated the information is from the budget-planning process for pools of positions in a 12 month period, so it's not always per FTE.

Agenda topic # 6 – Presentation: Lottery Funds

(see slides 17-32)

- **Jeff Wilson** began this presentation with an emphasis on all-funds budgeting, not just the General Fund, including the upcoming CEL and lottery funds presentations. A portion of the California Lottery ticket sales come to the CSU.
- (see slides)
- **Darlene Yee-Melichar** asked if these funds have ever been used for curriculum development or library holdings for students and faculty.
- **Elena Stoian** replied there's a line item for the library; referred to Dwayne Banks re: how distributions are made.
- **Dwayne Banks** clarified library allocations are provided based on their instructional equipment needs, based on historical patterns, and invited Debbie Masters to clarify further.
- **Debbie Masters** confirmed it's typically based on instructional equipment, and as an example the 1,000 desktop computers in various spaces in the library for students including the research commons, study commons and the instructional classrooms for hands-on instruction. These need a refresh every 3-5 year cycle. Also, short-term and extended-loan laptops for students that would typically be purchased with lottery funds.

- **Darlene Yee-Melichar** also asked about using lottery funds for curriculum development, having just completed work for the Academic Master Plan focused on enrollment. In particular, programs included in that plan, such as the SF State Scholars, could benefit from lottery funds.
- **Dwayne Banks** replied he wasn't sure – would have to conduct further research.
- **Evrin Ozer** shared a link for SF State Scholars [SF State Scholars Program](#) and asked who flags campus expenditures that can be supported with lottery funds.
- **Elena Stoian** replied there is guidance on what expenditures lottery funds can be applied to (see slides) and offered more assistance by requesting through her office (budget@sfsu.edu). Campus has trust agreements for lottery funds and each has a scope for funds used with associated expenditures.
- **Genie Stowers** commented when she arrived to campus years ago, she understood lottery funds used to be distributed to departments and they could apply for funding for extra projects, but was advised funds had since dwindled. Observed funds actually seem not to have dwindled, but are centralized now in Academic Affairs and are not filtering down to departments. Having been through various campus budget crises over the years, wondered if those funds replaced funding that was lost elsewhere.
- **Dwayne Banks** replied funds are used for instructional equipment under the historical guidelines, based on prior year. Funds are tracked to make sure they're consistent with guidelines and policies shown in the presentation. They're allocated at the college level and then distributed to their departments.
- **Genie Stowers** remarked in the 90's, departments had more access to these funds but it seems they're now being used for centralized purposes. Once distributions happen in the colleges, it seems there's less funding available at the department level. Funds were used for instructionally-related projects and initiatives.
- **Jennifer Summit** shared an example of lottery-fund use: tutoring, where funding has been very important with the expansion of services, consistent with the guidance. There's a different focus on what students need now.

Agenda topic # 6 – Presentation: C.E.L. Funds

(see slides 33-40)

- **Alex Hwu** began his presentation emphasizing CEL is a self-supported college with no General Fund support.
- **Michael Goldman** asked to distinguish between Open University, special programs and non-credit programs, and what costs colleges/departments might recover from CEL if they incur expenses due to these programs.
- Also asked about the 8% return from winter and special sessions when CEL keeps 92%.
- Lastly, asked if CEL is still running at a deficit.
- **Alex Hwu** replied academic programs are a joint partnership with the colleges and CEL. Ex: nursing is a partnership between CEL and HSS, and CEL pays the faculty salary and expenses such as marketing efforts. Any remaining revenue is shared 50/50. CEL has to build a reserve for that particular program to weather economic uncertainty. Pre-health, pre-nursing and MBA program are partnerships with different colleges.
- Open University are state-side courses with extra seats CEL fills. CEL recruits students to those open seats and in return, shares 31% of total revenue. 69% actually covers all of the CEL costs of recruiting students, support services and registration. Special sessions are 100% CEL-operated, and pay faculty salaries according to the CBA. These sessions can be customized to certain students, such as international students or employees from a company that needs classes, with a percentage shared with the college to recognize the joint effort. If labs are used, then lab costs are covered.
- CEL used to run on a \$5M deficit, but as of July 1st will be the first time CEL is debt-free and can finally begin building a 6-month reserve.
- **Genie Stowers** requested confirmation that the 8% return used to be negotiated and it went directly to the department, but now it goes to the college to distribute.
- **Alex Hwu** confirmed it goes to the Dean's Office and they have authority over distribution.

- **Genie Stowers** commented her department shut down former cohort and non-profit administration certificate programs due to little funding received from the college. Other departments have done the same due to lack of proper compensation and there's no incentive to offer them anymore. There may be benefit in building programs if departments received more of the returns directly. As policies vary by college, it seems unfair when some departments seem to profit more from such partnerships.
- **Alex Hwu** confirmed he's working with the Deans and they've all been supportive, and this is how the new degree completion in Criminal Justice and Ethnic Studies was built. The goal for CEL is once the reserve has been met, the funding should all come back to the departments so the programs can grow to serve more students. He will continue to work with his colleagues to make sure programs are being supported.
- **Evrin Ozer** commented she attended CEL's Event & Meeting Planning program which helped her pass her CMP certification, and added it was expensive for an employee. Inquired if there are any discounts available for employees and also, for any alumni who may be interested. The Alumni Association can promote CEL to their members consistently to help with marketing.
- **Alex Hwu** replied since CEL is in a negative financial situation they have limited ability to incentivize programs for employees or alumni. CEL is not in the deficit they used to be, but they can look into what can be done to support employees and maybe create some scholarships. It's always CEL's intention to serve an underserved population and provide educational access, such as working with Ethnic Studies to support formerly incarcerated youth to re-enter the university. Added he's happy to look into how to increase efforts in diversity and inclusion equity to support employees.
- **Darlene Yee-Melichar** noted President Mahoney's comments about student enrollment and that CEL does not generate FTE's, but many students come through CEL to find courses that meet their academic and professional needs. Asked if there will be a strategy to redirect students back to the colleges as FTE's.
- **Alex Hwu** reported the average CEL student age is 35 or is an international student. In Fall 2022, CEL is creating a pathway for international students to attend CEL in the first-year, then matriculate stateside. If a student has less than 6 units to graduate, they can enroll in CEL and he will waive the fees, saving them an additional semester and cost-of-living costs.

Agenda topic # 7 – Updates/Informational Item: IDC Workgroup update

(see slides 41-47)

- **Eugene Sivadas** shared an update on the IDC workgroup (see slides).

Agenda topic # 7 – Presentation: Chargeback Governance Committee update

(see slides 48-55)

- **Jeff Wilson** shared he and Mary Menees worked on this together (see slides).

Agenda topic # 8 – Action Item: Chargeback Governance Committee

(see slides 56-57)

- **Mary Menees** reported this topic came from an Office Hours Staff session and is glad to see it moving forward. Stated chargebacks can affect a department's budget. The Facilities presentation last month was helpful, but a governance committee of some kind was suggested to create transparency and literacy.
- **Teddy Albiniak** asked to include "or equivalent" in Charge, referring to Dylan Mooney's comment.
- **Mary Menees** facilitated the Action Item: a member vote to make the recommendation to President Mahoney to charge VP of Administration & CFO to create a Chargeback Governance Committee (corrected wording thanks to **Genie Stowers'** point of order).
- A Zoom poll was launched, all 17 UBC voting members present voted In Favor of making the recommendation to President Mahoney.

- **Mary Menees** remarked on the process of bringing this item forward began as a conversation during the Staff Office Hours, then went to the UBC Steering Committee who moved the discussion forward.

Agenda topic # 9 – Public Forum

- **Jeff Wilson** opened the public forum.
- **Kathleen Mortier** asked about the IDC workgroup purpose and ultimate goal.
- **Eugene Sivadas** responded the purpose of the workgroup is to understand what State’s IDC policies should be, and may include specific recommendations. Will also be looking into how the funds are used.
- **Gretchen LeBuhn** asked if the Chargeback committee will also review use of research and arts facilities, as the composition of the committee only includes two faculty.
- **Jeff Wilson** replied the group might look at those recharge centers, but will begin with Facilities chargebacks. Regarding the committee composition, those who work with recharge centers will be involved.
- **Katie Murphy** inquired about CEL mention of reducing staff, and asked whether this would be through attrition or due to ending temporary appointments.
- **Jennifer Summit** replied for Alex Hwu (he had already left the meeting) and said he has been reducing staff levels for the last 5 years, mostly due to attrition and restructuring.

Co-Chairs adjourned the meeting approximately 11:42 AM

- Next meeting: Thursday, February 10, 2021, 9:00 AM – 11:00 AM

/nr-g

FROM THE CHAT:

0:14:45 From Member, T Albiniaak (he/him/his) to Everyone:

Register for the January 19 University Retreat: <https://ceetl.sfsu.edu/university-retreat-2022>

10:16:07 From Frances Wilkerson to Everyone:

With enrollment is any consideration made for graduate students or only undergraduates

10:17:47 From Alex Hwu (he/him/his) to Everyone:

Employee Fee Wavier does not apply to CEL Self-Support programs

10:18:09 From Member, Dylan Mooney to Everyone:

Let's enroll all of our staff in degree programs.

10:18:24 From member, Katie Lynch (she/her/hers) to Everyone:

Grad Studies has been doing the same reenrollment work

10:19:49 From member, Katie Lynch (she/her/hers) to Everyone:

current target 24,582

10:20:11 From Member, Ben Kumli (he/him) to Everyone:

Thank you

10:29:37 From Member, Mary Menees to Everyone:

can we go back to the salary range slide?

10:31:01 From Member, Darlene Yee-Melichar to Everyone:

Could Elena upload her powerpoint and share with us in the UBC BOX?

10:32:11 From Nancy Ganner to Everyone:

was sent to all members - will resend 😊

10:32:18 From Jihad Alexander Totah to Everyone:

My understanding of the presentation is that the Max & Min's included appointments of all FTE's. So it is not a comparison of everyone on full time. Is this correct?

10:34:49 From Gretchen LeBuhn (she / her) to Everyone:

\$16 per hour is 32K per year

10:34:55 From Gretchen LeBuhn (she / her) to Everyone:

Per year

10:35:41 From Chanda Jensen to Everyone:

Would that also include casual workers?

10:36:17 From Member, Ben Kumli (he/him) to Everyone:

Thanks for the explanation

10:36:32 From Member Michael Goldman to Everyone:

Thank you!

10:42:17 From Lori Beth Way to Everyone:

Undergrad Ed & Academic Planning (DUEAP) goes to tutor pay for students in the Tutoring and Academic Support Center (TASC)

10:47:49 From Member, Senem Evrim Ozer, Member, (they/them/theirs) to Everyone:

<https://grad.sfsu.edu/content/scholars-4-1-program>

10:48:27 From Member, Dylan Mooney to Everyone:

Great question!

10:50:49 From Member, Dylan Mooney to Everyone:

Staff often hear that there is no money for honorariums & stipends, but it sounds like there is an avenue to pay for some that qualify.

10:53:16 From Member, Jamil Sheared to Everyone:

thanks for maintaining some institutional memory

10:54:12 From Lori Beth Way to Everyone:

But the tutoring Lottery allocation has been the same since the 1990s. Our increase was from GI 2025 funding.

10:54:16 From Member, Jamil Sheared to Everyone:

things go through the cracks because no one is around who remembers why. Thanks for remembering why Genie

10:56:02 From Member, Dylan Mooney to Everyone:

Agreed Jamil! We need a better way of maintaining a historical memory than relying on institutional memory. So much is lost when long term folks leave, retire, etc.

11:05:38 From Member, Kathleen Mortier (she/her/hers) to Everyone:

Thank you for this presentation, Dean Hwu. I appreciate how CEL also supports projects that advance the university's mission but that are not profitable (e.g., the inclusion project)

11:12:55 From Nancy Ganner to Everyone:

UBC members, last question on this topic will be from Darlene, please, so we can move to the next presentation. Thanks.

11:13:32 From Mari Hulick (she/her) to Everyone:

Genie is making a very good point.

11:13:49 From Member, Eugene Sivadas to Everyone:

Policies vary by college.

11:13:54 From Member, Jamil Sheared to Everyone:

always on point

11:25:18 From Gretchen LeBuhn (she / her) to Everyone:

In Biology, no IDC is returned to the faculty member

11:30:56 From Member, Dylan Mooney to Everyone:

Looks good - Great work!

11:35:12 From Member, Dylan Mooney to Everyone:

Come to the office hours tomorrow!

11:35:24 From Nancy Ganner to Everyone:

17 voting members recommend this (100% of voters present)

11:36:22 From Member, Dylan Mooney to Everyone:

For tomorrow's staff office hours - let's talk about issues that you would like the UBC to discuss in 2022!

11:37:03 From Nancy Ganner to Everyone:

please email ubc@sfsu.edu to attend either the Staff, or Faculty/Mpp Office Hours - everyone is welcome!

11:38:20 From Member, Mary Menees to Everyone:

I'm sorry I won't be able to be at the staff office hours due to a long-standing appointment. Thank you, Dylan for solo hosting. I look forward to reading Dylan's notes.

11:42:09 From Member Michael Goldman to Everyone:

Thank you and happy holidays!

11:42:26 From Mari Hulick (she/her) to Everyone:

Thank you for an informative meeting.

11:42:30 From Member, Eugene Sivadas to Everyone:

Happy Holidays everyone

11:42:40 From Member, Jamillah Moore to Everyone:

Thank you! Great presentations today!

11:42:41 From Member, T Albinia (he/him/his) to Everyone:

Have a nice break all - happy new year

11:42:43 From Ruth Cortez to Everyone:

Thank you and Happy Holidays!

11:42:45 From Member, Darlene Yee-Melichar to Everyone:

Enjoy happy and healthy holidays!

11:42:45 From Mari Hulick (she/her) to Everyone:

Have a well-deserved rest all!

11:42:59 From Member, Kathleen Mortier (she/her/hers) to Everyone:

Thank you, I really enjoyed being a member of the UBC

11:43:05 From Member, Ben Kumli (he/him) to Everyone:

Happy winter break everyone.