



University Budget Committee Meeting Minutes

DATE: Wednesday, Feb. 3, 2020

LOCATION: ADM 560 (NEC Room)

MEMBERS PRESENT: President Lynn Mahoney, Co-Chair, Interim VP & CFO Jeff Wilson, Co-Chair, Provost & VP Jennifer Summit, Interim VP Beth Hellwig, VP Jason Porth, Interim VP Venesia Thompson-Ramsay, Dean Amy Sueyoshi, Senate Chair Nancy Gerber, Andrew Ichimura, Kathleen Mortier, Jerry Shapiro, Genie Stowers, Dwayne Banks, Maria Martinez, Elena Stoian, Sutee Sujitparapitaya

Absent: Andrew Carrillo, Ian Dunham, Gitanjali Shahani, Phonita Yuen

Guests Present: Jesus Garcia, Shae Hancock, Romel Harmon, Interim Dean Alex Hwu, Vicky Lee, Bonnie Li Victorino, Anna Lim, Dylan Mooney, Carleen Mandolfo, Cesar Mozo, Jay Orendorff, Sylvia Piao, Tammie Ridgell

Committee Staff Present: Nancy Ganner

Accompanying PowerPoint presentation for this meeting can be found here:

<https://adminfin.sfsu.edu/sites/default/files/documents/UBC%20Presentation%20Feb%202020.pdf>

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UBC Co-Chairs called this meeting to order at 10:00 A.M.

❖ **Agenda topic # 1 - Welcome and Announcements**

- **Jeff Wilson** welcomed Committee members and guests.
- **Acknowledged** several committee member absences, and recognized Romel Harmon, Education Representative from Associated Students representing Andrew Carrillo
- Added an agenda item from guest Dylan Mooney, Chair of Academic Senate's Strategic Issues Committee.

❖ **Agenda topic # 2 – Approval of Minutes from December 3, 2019 meeting**

- **Jeff Wilson** requested approval of the December 3<sup>rd</sup> meeting minutes.
- They were approved, seconded and passed.

❖ **Agenda topic # 3 – Update from President Mahoney:**

- Commented the Governor's proposed CSU budget for 2020-2021 may not meet our mandatory costs or even Graduate Initiative 20205, but acknowledged there's still time until the May revise for changes.

- Spoke about strengthening this University Budget Committee. This committee is supposed to advise the president on issues related to budget, in times when there's money to distribute to help align funding with priorities, but also very important during periods of downturn and funding challenges.
- Shared that when she was at Long Beach during the 2008 recession, their budget advisory committee helped the university transparently handle a difficult transition period when decisions were made; even if not everyone agreed with them, it helped create a shared understanding.
- The role of an advisory committee is important when going through challenging times. To prepare for a recession, she'd like this committee to be as high-functioning, transparent and collaborative as possible, to help our campus through those times.
- Jeff Wilson and Jennifer Summit will work with the committee to reimagine its role as advisory to the president. If it's advisory to the president, the president should not be co-Chairing. One of the items to be discussed today will be changing the co-Chair structure to be the Provost and the VP & CFO of Administration & Finance. That's a common model, and then it'll truly be advisory to the president.
- Noted that the committee members and guests who regularly attend the meetings make this a one of the most important committees on campus. It should play a deeply impactful role in how we align our resources with our priorities, especially when we have to make difficult decisions.
- **Genie Stowers** commented that it makes sense, and applauded the analysis and the president's willingness to move forward to make the needed changes.
- **Andrew Ichimura** asked for clarification if President Mahoney won't attend future meetings
- **President Mahoney** confirmed she would attend on occasion, and as invited.
- **Andrew Ichimura** recommended that sometimes the discussion is worth hearing first-hand.
- **President Mahoney** responded that some have implied the presence of the president might 'color' the discussion. Recommended all these questions be discussed amongst the committee, and left the meeting.

❖ **Agenda topic # 4 – 2020-2021 Budget Update:**

- **Jeff Wilson** introduced the 2020-2021 Governor's proposed budget
- Presented the budget timeline, the preliminary budget for the CSU and next steps (see slides p. 7 – 14).
- Noted on page 12 slide: the CSU request on the left side, and the Governor's proposed on the right, and how the proposed barely covers the Mandatory costs and the Salary & Benefits.
- No questions were asked.

❖ **Added Agenda topic: guest Dylan Mooney, member of Academic Senate's Strategic Issues Committee ("SIC"):**

- Dylan Mooney introduced himself and read the SIC letter aloud (attached) and its request for collaboration.

- Further commented on his personal experience as a former SF State student, college technology staff on campus, his work while on the SIC and the Academic Affairs Budget Advisory Council, and his interest in the budget process. All this community participation helped him understand of the budget from the perspective of a campus community member at-large.
- He gave his recommendation for campus budget-communication strategies:
  - UBC membership might include more “lower-ranked” community members to the committee, such as budget analysts, more represented staff, lecturers -- those that are not in budget-related or leadership positions.
  - In turn, these new UBC members will have a wider variety of budget experience and would be able to explain the budget process to their own constituents and peers, to create a broader level of understanding. This way, all levels are communicating the same message about the budget.
- No questions were asked.
- **Jeff Wilson** requested the committee’s consideration and thanked Dylan for his presentation.

❖ **Agenda topic # 5 – Reimagining the UBC:**

- **Jeff Wilson** opened the presentation and explained how the meeting’s interactive activity was to proceed, inviting the committee members and present guests to participate as three groups, answer three questions proposed, then consolidate their responses to present at the end of the activity.
- **Jennifer Summit** thanked Dylan Mooney for his comments and acknowledged this committee has been meeting as information-sharing meetings, but needs a more active role in the deliberation, consultation and the communication part of its role.
- **Jerry Shapiro** added that collaboration and team-building must be part of the effort as well. The conversations should begin with the backdrop of the Campus Climate Report and how to operationalize inclusivity. This is how the campus will approach financial challenges together. He has seen wonderful examples of this collaboration in SIC.
- **Jeff Wilson** added that he researched budget committees at other her universities, and the majority are similar to the current UBC model. Advised this is a good opportunity to lead in the CSU, and to form a committee that encompasses all suggested models.
- **Jeff Wilson** asked for six groups to separate into separate areas and discuss the three questions assigned to them. The activity proceeded with members and guests, and when they reconvened, the consolidated responses were:
  - Groups 1 and 6 question: How can the UBC be reimagined to promote budget literacy, transparency, and clarity for the campus?
    - Response presented by Venesia Thompson-Ramsay and Romel Harmon

- Define literacy and transparency to the various constituent bodies the committee serves. Similar to explaining something to a family member in a way they can understand it, as they process information differently. For example: when someone views slide 12 showing the two columns (budget as requested, budget as proposed), they will form their own interpretation of how that affects their group.
- Action items recommended:
    1. Over the next few months, a UBC subcommittee should identify specific groups on campus to help define literacy and transparency, including process and clarity. The subcommittee(s) may need their own charges.
    2. For the UBC, clarity is needed on what matters the committee might advise on, if, as it's been said, 99% of the budget decisions are already made. That needs explanation, otherwise members will not feel heard.
  - Groups 2 and 4 question: What budget-related topics should the UBC be asked to consider and to recommend resolutions to the president that would promote budget literacy, transparency, and clarity?
    - Response presented by Jason Porth:

Insuring the university budget is a good representation of our priorities.
    - Action items recommended:
      1. Change the structure of the UBC
      2. Identify priorities for the budget, i.e., looking to the Spring budget phase: what are the foundational pillars being used for assumptions in creating the budget, and how do we ensure they're representative of what we hope they would be?
      3. Recognize the importance of literacy training and accessibility, which can be done through more workshops
      4. Ensure people know where to find information about the budget, which should be accessible and available for people to dig into the numbers if they wish to
      5. Ensure proper communications channels; alluded to the great work being done on other committees, such as the SIC and other enrollment committees, and together review the impact budget has on decisions across campus.
      6. Ensure the information and priorities identified in those groups also make it back to UBC, as the budget is being built and implemented
  - Groups 3 and 5 question: If the University is in a difficult budget year which requires reductions to the university's budget, what are examples of difficult decisions that might be necessary and how should the UBC address those decisions with the president?
    - Response and recommended action items presented by Nancy Gerber:

1. Advised the starting point is in defining the university's strategic priorities
  2. Reiterated the need for subcommittees because the UBC does not meet often enough
  3. Review what we're already spending, at the micro level, to determine if it's an effective use of funds, so that if in a budget crisis the committee can plan ahead for them. Alluded to the last budget crisis where everything was simply reduced by 10% off the top, because specific plans were not made, which was not strategic and created havoc all over the university
  4. Recommended reconstruction of the UBC and insure the right people are in the room. Instead of volunteer members from the faculty side, for example, we need to identify specific positions, such as the current Chair of the SIC, Department Chair(s), more Deans and CBOs as voting members at the table
- **Jeff Wilson** thanked the UBC members and guests for their participation in the activity and from this, suggested the following recommendations for the committee to address in the coming months:
    1. Restructure the committee membership
    2. Prioritize the committee's strategic priorities
    3. Plan for budget communication events:
      - Promote literacy, transparency, clarity
      - Begin by addressing misconceptions (i.e., building new college buildings vs. housing)
      - Define terminology/budget concepts (such as allocations, expenditures)
      - Identify common FAQs
      - Identify specific venues or opportunities to do this, in and out of the colleges
  - **Jason Porth** mentioned the upcoming election's Prop 13 bond initiative, and how important it is to our campus's financial well-being. Having this group promote its importance, knowing how much those funds can mean, such as a new campus building. Most on our campus don't understand the connection and its impact, and committee members should be taking any opportunity to educate our community about it.
  - **Amy Sueyoshi** suggested AS take Prop 13 on as an opportunity to inform students about how budgets operate, how their vote impacts their local community, and hold their own budget forums to promote budget awareness. Create a student movement around budget literacy.
    - **Romel Harmon** agreed and will relay this back to AS's VP of Finance, to have some student Town Halls and develop language that's accessible to students. AS would be the mechanism for developing the vocabulary to use in that setting.
  - **Jeff Wilson** stated that although we can present the Prop 13 facts and the outcomes if it passes or fails, but we're not allowed in our capacity as a university to advocate one way or the other about how to vote.
  - **Jennifer Summit** addressed the need to revise the UBC charge. Noted we have few meetings left for the Academic year, but we are identifying several goals and objectives. Asked for UBC member volunteers to serve

as part of a working group to draft a revision to the UBC charge. Jeff Wilson directed any self-nominations to UBC staff Nancy Ganner.

- **Jerry Shapiro** requested Dylan Mooney be part of working group, even though not a member of this committee.
- **Jennifer Summit** suggested rather than one person in particular, the charge-revision working group take their final draft to other committees, such as the Senate's SIC and student committees, and other Councils, for their input in order to increase transparency and literacy.
- **Genie Stowers** asked for all the ideas discussed today to be recorded, and noted her hope that this is a first step in an overall revision of budget processes and better coordination on campus.
- Also suggested the Senate Chair be on the Cabinet where the budget decisions are made and be part of it. At community colleges, their Academic Senate has a budget committee and that's where the decisions are made and who actually gets faculty positions. We have only shared governance up to a point, but where the decisions are happening there is no shared governance – there's only the Cabinet. Perhaps there's another process she's unaware of, but it would be good to know.
- **Jennifer Summit** commented there are conversations happening around that as discussed with Senate Chair Nancy Gerber.
- **Dwayne Banks** asked where he could find minutes for this or future meetings, and he was directed to the public UBC webpage on the university website, under the Administration & Finance main page <https://adminfin.sfsu.edu/ubc?>
- **Jeff Wilson** thanked everyone for their participation and comments.

❖ **Agenda topic # 7- Open Forum**

- ❖ **Jeff Wilson** asked if there are any speakers present. None noted.

❖ **Meeting adjourned at 11:45am.**

- Next meeting: April 2020

Encl: Letter from SIC to UBC

Also see separate document: Summary of ideas for "Reimagining the UBC"

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*(Letter to UBC on February 3, 2020, during the meeting's Open Forum, read by Dylan Mooney)*

February 3, 2020

University Budget Committee,

The Strategic Issues Committee (SIC) of the Academic Senate considers budget concerns as a part of its charge. Most recently, the SIC has focused on budget transparency and we would like to be more involved in planning/strategy discussions. We understand that the shape and possible function of the University Budget Committee (UBC) is evolving – we applaud this evaluative process and ask, how can the SIC be involved to help inform the future of the UBC and budget planning on our campus? This feels like a critical moment for the various budget minded groups on campus to come together to discuss both our individual and collective roles so that we can all reach our strategy and transparency goals as both the Academic Senate and the Academic Affairs Budget Advisory Council also reflect upon their shapes & functions. Is it possible to bring these three groups together for a discussion? Or is it possible to schedule an additional UBC meeting to continue this discussion beyond the February 3<sup>rd</sup> meeting?

Here are links to the SIC charge (the most recent update that added 'budget' has not yet been posted online) and the Academic Senate resolutions related to budget transparency:

<https://senate.sfsu.edu/constitution/bylaws#3F%20Strategic%20Issues%20Committee>

<https://senate.sfsu.edu/resolution/support-budget-transparency>

<https://senate.sfsu.edu/resolution/implementing-budget-transparency>

Thank you for your consideration on behalf of the members of the Strategic Issues Committee.

Dylan Mooney  
Chair, Strategic Issues Committee  
Academic Senate  
San Francisco State University