



University Budget Committee Meeting Minutes

Date: Thursday, March 17, 2022
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, Joshua Ochoa, Nancy Gerber, 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, Sandee Noda, Mirel Tikkanen, Venesia Thompson-Ramsey, Tammie Ridgell, Jamil Sheared, Deborah Elia.

Members Absent: AS VP of Finance, Nia Hall, Jaime Haymond, James Martel, Lark Winner, UAPD rep

Committee Staff Present: Liesl Violante, Catherine Kim (Human Resources)

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

Accompanying presentation to view concurrently can be found here: UBC Presentation March 17, 2022

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..
Guests were reminded of the ways to contact UBC and upcoming Office Hours.
Agenda approved as submitted.

Agenda topic # 2 – member roll call and membership change

- Noted absent members: Nia Hall, Jaime Haymond, James Martel, Lark Winner
Welcome to new member Gretchen LeBuhn and thank you to Benjamin Kumli.

Agenda topic # 3 – Approval of minutes from February 10, 2022 meeting

- Jennifer Summit requested approval of meeting minutes. Minutes approved as submitted.

Agenda topic # 4 – President’s Message

- Lynn Mahoney met with CSU presidents and acting chancellor for an update on advocacy for the gap in funding between what is needed and what was given by the governor. There is consistent and unanimous support for the top priorities of fair and competitive compensation increases for all employees and more adequate funding for Graduation Initiative 2025 to serve our students.
Lobbying for one-time monies (\$900 million) for maintenance and lobbying locally for projects from HVAC to energy to student housing.
The state has restored most of the 2020 budget cuts, but enrollment has decreased and can be addressed by improving retention rates as well as outreach and recruitment efforts. It is important we work together in a focused way to improve enrollment.

- **Evrin Ozer** asked about the possibility of a free housing option.
- **President Mahoney** replied public universities do not offer free housing since it is run as a self-sustaining business with no state funding. CSU did allocate funding for building a residence hall for first- and second-year students. It is now in the state legislative process and could use advocacy for those who have state connections. Funding for renovations and an increase of beds for Mary Park and Mary Ward is also being requested. Together this could provide 1100 new beds. SAEM is hiring a housing coordinator for on and off location housing.
- **Nancy Ganner** asked about unused HEERF funding and if it could be allocated toward enrollment and recruitment efforts.
- **Lynn Mahoney** referred to **Jeff Wilson, VPAF** who responded that HEERF funding has been allocated fully with a portion toward direct student support. One provision is restrictive about using it for enrollment strategy and marketing. **Lynn Mahoney** mentioned that some of this funding was contributed to projects in enrollment services that will help improve processes.
- **Darlene Yee-Melichar** met with two legislative analyst officers and hope to work with the chancellor's office to address the campus cost of living differences. The state appropriations said it should be adjusted at the chancellor's office level which responded that adjustment for one campus must be done for all. Is there any way to get a subsidy for campuses in expensive geographical areas?
- **Lynn Mahoney** responded that she has not seen this request successfully addressed in her 20 years in higher ed administration. CSU campuses are underfunded, and many are in expensive geographical locations. Funding one would take from another so it would have to be equitable to all. The best action would be to advocate to bring up funding to adequately serve the current student population.
- **Genie Stowers** responded she would be willing to talk to her representatives if talking points were provided. Email addresses and sample letters with a website would need to be provided for a successful advocacy which the CSU has not provided.
- **Akm Newaz** asked if the city can help us with the housing problem?
- **Lynn Mahoney** replied the city is trying to help with the overall housing problem, and we are working on partnerships. A presentation can be prepared in the future to update the projects we are working on with the city.

#### **Agenda topic # 5 – Presentation: Enrollment Trends and Projections**

*(see slides 9-18)*

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

- **Nancy Gerber** asked about the calling campaign and how follow up to questions will be handled.
- **Katie Lynch** responded that the system that will be used has a place to input notes for responses and decisions so there can be follow up.
- **Darlene Yee-Melichar** expressed her appreciation for the data presented in the report and for the enrollment strategies created by the enrollment team. She also asked how much will each percent decrease cost us and since our campus is returning to more on campus courses, is there an opportunity to raffle or offer free parking passes to help with the financial difficulties students are facing with book and parking costs.
- **Katie Lynch** responded that there will be another round of HEERF funds released to students with messaging on budgeting for these additional costs. For future a new position will focus on financial literacy for families and students to provide up front information about these costs at the beginning of the enrollment cycle.
- **Jeff Wilson and Elena Stoian** will address the question about the financial impact of enrollment declines in the next presentation.
- **Gretchen LeBuhn** asked about the loss of juniors, seniors and grads affected by change in grad rate and what is the market research about why they are not coming back if not economic reasons?

- **Lori Beth Way** responded that the data was recent, and this is a new trend showing up with other CSU's as well and anticipate that more information will be available soon as to the reasons for the decline.

#### **Agenda topic # 6 – Presentation: 2022-2023 Preliminary Budget Planning**

*(see slides 19-32)*

***Presented by Elena Stoian***

- **Genie Stowers** suggested a worst-case scenario that is lower than presented to prepare if needed for the uncertainty and also asked how the worst case of a \$17,700,000 deficit was developed?
- **Elena Stoian** shared that the scenarios were developed with the enrollment figures, student fees, student data, and part time versus full time input into the revenue model.
- **Darlene Yee-Melichar** questioned the 3 % CFA compensation adjustment on slide 23 and asked for clarification on the CFA tentative agreement which was discussed at 4% increase.
- **Elena Stoian** shared that the percentage is based on a range (\$200-300 million) which is determined by the governor's allocation with 3% for the \$200 million range and 4% at the \$300 million range. Currently negotiations are at 3% (\$200 million) but could go up as negotiations continue.
- **Dylan Mooney** asked how reserves would play into these scenarios and how likely would layoffs happen with each?
- **Elena Stoian** explained the last 4-5 years were balanced with reserves and lay offs are not anticipated unless the enrollment numbers are not as projected, and the deficit is greater than the reserves can cover with the anticipated budget scenarios presented. Reserves can help with the first two scenarios but not the third.

#### **Agenda topic # 7 – Updates/Informational Item: IDC Workgroup and Chargeback Committee**

*(see slides 33-40)*

***Eugene Sivadas presented on IDC Workgroup Update***

- No questions were asked for the IDC Workgroup
- **Jeff Wilson** provided an update on the Chargeback Committee which is in the process of securing members. An organizing committee will be before the academic year end with the work to begin in the fall.

#### **Agenda topic # 9 – Action Item: First reading of Budget Scenarios**

*(see slides 29-30)*

- **Jeff Wilson** reviewed the budget scenarios and budget planning presented as a first reading and asked for feedback and questions to be addressed over the next month before offering the budget to President Mahoney.
- **Gretchen LeBuhn** asked if there were variable costs associated with enrollment and employment.
- **Jeff Wilson** explained that costs are fixed based on estimated enrollment numbers when budget planning each spring without a midyear reduction in costs to avoid disruption for department planning, but may be revisited if enrollment numbers are not close to what was anticipated closer to the start of the academic year.
- **Jennifer Summit** shared that this is monitored divisionally at the academic affairs level and lecturers are hired based on what is needed.
- **Gretchen LeBuhn** asked if there was an average cost per student variable used to modify cost expenditures to better reflect what numbers should be.
- **Jennifer Summit** replied the costs and budget is adjusted toward the end of summer if needed to reflect any enrollment changes.
- **Elena Stoian** further explained most of the cost is labor and adjusting for enrollment takes into account not only labor but rising costs in insurance and utilities.

- **Genie Stowers** said there could be variable costs in lecturers and number of reduced course costs. Negotiations with unions are not covered as well and agrees that some variable should be considered. A worst-case scenario to take into consideration the uncertainty of the time would be helpful.
- **Elena Stoian** replied that generic assumptions were made about negotiations and the information to date from the CO office. May revisions may offer more information to adjust the scenario planning.
- **Nancy Gerber** hoped the budget planning takes into consideration the many variables associated with Academic Affairs and the need to adjust last minute. Also, layoffs may have affected student service support which is now problematic for student enrollment success and retention and encourages SF State leadership to be cautious when making budgetary decisions that may impact student support such as with staff positions.
- **Jennifer Summit** agreed on the importance of focusing financial decisions on how to best service students in the future.

#### **Agenda topic # 10 – Public Forum**

- **Jennifer Summit** opened the public forum.
- **Akm Newaz** asked for college-based information on enrollment and retention.
- **Sutee Sujitparapitaya** responded to email him for department level information
- **Jennifer Summit** asked to share the link to the dashboards for everyone.
- **Dylan Mooney** shared that is important to have the hard conversations as a community about the 3/3 workload.
- **Jennifer Summit** shared that it is important to do everything we can to reduce instructional costs associated with the 3/3 teaching load and provide an understanding to faculty to determine how to make it sustainable.
- **Jerry Shapiro** provided a history of the 3/3 workload decision to include community service and outreach as a part of that workload and suggests looking at the programs that utilize that opportunity and have been able to develop the working relationships reflected in enrollment. Innovative brainstorming opportunities for people to share ideas and come up with opportunities to increase enrollment and tuition may be beneficial. The cost of instruction breakdown may help. Community relationships are important to build.
- **Katie Lynch** shared what the Strategic Enrollment Advisory Committee is currently working on a strategic enrollment management plan for a framework to be more agile moving forward while considering demographics, community college enrollments, community relationships, etc. Resources are needed to help process student enrollment financial aid and applications currently and as we grow enrollment numbers.
- **Mary Hulick** cautioned about 4/4 move and how it could impact faculty retention. The cost of living is already hard on faculty and due to staff cutbacks, they are called upon to cover many of the administrative duties left by vacated staff positions. Adding this additional workload may hurt more than help. Understanding how the 4/4 is calculated by other campuses with service incorporated would be important. Extending opportunities through CEL with workshops and certificate programs could be help financially.
- **Eugene Sivadas** mentioned that the 3/3 and 4/4 workload is an important conversation but is a bigger conversation that impacts what kind of university we want to be and should be addressed in the strategic planning process. Research at 4/4 institutions is not always the best and it could hurt attracting new faculty.
- **Akm Newaz** 4/4 would be the end of research on campus and agrees it would be difficult to recruit new faculty. Would there be a way to recruit more international students to attract to our campus.
- **Katie Lynch** replied that there has been a decline of non-residential enrollment of international students due to the pandemic. They are working hard with CEL to attract international students in new ways.

**Co-Chairs adjourned the meeting approximately 12:05 AM**

- Next meeting: Friday, April 22, 2022, 10:00 AM – 12:00 PM

-end (lv)

### **FROM THE CHAT:**

- 09:59:23 From renee e. stephens : Top of the morning... :) everyone
- 10:00:18 From Jennifer Summit : good morning, everyone!
- 10:00:47 From Alex Hwu (he/him/his) : Morning
- 10:01:36 From Maggie O'Brien : Happy St. Patrick's Day!! Slainte!!
- 10:01:54 From Liesl Violante : <https://www.youtube.com/watch?v=DBoCivKgLTw>
- 10:07:30 From Member - Darlene Yee-Melichar : Welcome to UBC, Gretchen! 🍀
- 10:08:31 From Liesl Violante : All voting members present except one student member.
- 10:08:43 From Gretchen LeBuhn (she / her) : @darlene @Michael Thank you. Delighted to be here.
- 10:09:17 From Member, Joshua Rudy Ochoa to Liesl Violante(Direct Message) : Here! Sorry for the delay.
- 10:28:28 From Member - S. Evrim Ozer (they/them/theirs) : This was updated two months ago: <https://govrel.sfsu.edu/> and it has some good bullets about what we're asking.
- 10:29:40 From Sandee Noda : Talking points - CSUEU folks we have done this before - write to your legislator!
- 10:30:23 From Member Genie Stowers (she/her) : Thanks-- now this should be updated with talking points on the ask we need to make, with supporting details and data. And sample letters, contact info for our local legislators-- can this be put on the Govt Relations site?
- 10:30:54 From Lori Beth Way : We're happy not to give depressing news. 😊
- 10:49:34 From Lori Beth Way : Lots of our current students are calling too!
- 10:53:35 From member, Katie Lynch (she/her/hers) : Link to help with calls:  
[https://sfsu.co1.qualtrics.com/jfe/form/SV\\_5pvhsgqbZ5vq3Zk](https://sfsu.co1.qualtrics.com/jfe/form/SV_5pvhsgqbZ5vq3Zk)
- 10:53:50 From member, Katie Lynch (she/her/hers) : Link to help on April 9:  
<https://docs.google.com/forms/d/e/1FAIpQLSddiKokctZTXgIQU8SAAw1rn-nXJFt2svgVETc25z6TXtj7Ag/viewform>
- 10:54:33 From Lori Beth Way : Claude Bartholomew! Many thanks!!!
- 10:54:52 From Jennifer Summit : Hooray for Claude!
- 10:55:11 From T Albiniak (he/him/his) : The one hour training was really helpful as well to orient to the tool and to the talking points in the calls
- 10:56:35 From Lori Beth Way : Thanks! We're definitely trying!
- 10:56:37 From member, Katie Lynch (she/her/hers) : Recordings of the trainings are available for anyone interested!
- 10:58:19 From Nancy Ganner : Project Connect offers free textbooks! Email [bookloan@asi.sfsu.edu](mailto:bookloan@asi.sfsu.edu)
- 11:00:48 From Member Michael Goldman : Thank you!!
- 11:03:33 From Member - Darlene Yee-Melichar : @Nancy Ganner; That's good to know- thanks! I will share with students.
- 11:15:04 From Lori Beth Way : But if we land at the worse case that would mean that none of our interventions would have worked. We still have hope that won't be the case.
- 11:15:57 From Member Gretchen LeBuhn (she / her) : I had the same question
- 11:16:15 From Member Genie Stowers (she/her) : we can hope all we want but it is best to plan for the worst possible case-- then we can be pleasantly surprised when the interventions work. But we know what to do if there are other issues emerging in the data.
- 11:18:11 From Member - S. Evrim Ozer (they/them/theirs) : These are the most recent figures CSU publishes on reserves: <https://csu.opengov.com/transparency#/27174/accountType=liabilities&embed=n&breakdown=oc216fcd-93a1-44c7-a54a-5907674f9ffd&currentYearAmount=false&currentYearPeriod=false&graph=bar&legendSort=desc&proration=true&sa>

ved\_view=184689&selection=012FDD091C44792D9C9FBA58A5B05593&projections=null&projectionType=null&highlighting=null&highlightingVariance=null&year=2021&selectedDataSetIndex=null&fiscal\_start=earliest&fiscal\_end=latest

- 11:18:51 From Sandee Noda : Ill ask my question later
- 11:26:20 From Elena Stoian : Hi Sandee- yes- based on what info we have available since not all the CBA are finalized.
- 11:31:21 From Member Michael Goldman : Sometimes it is hard to eliminate entire course sections in direct proportion to number of students lost.
- 11:35:15 From Mary Menees, Member : with an even worse case scenario - we would have to plan for layoffs.
- 11:35:30 From Sandee Noda : I think it is safe to assume that we are expecting AT LEAST what was given to CFA
- 11:36:23 From Mari Hulick (she/her) : @Nancy, excellent point. Staff are essential to student retention.
- 11:36:32 From Member, Dylan Mooney : YES! Thank you!
- 11:36:33 From Jamil Sheared : ball game
- 11:36:51 From Mary Menees, Member : Thank you, Dr. Gerber!
- 11:37:18 From Samantha Ward : YES! Thank you, Dr Gerber!
- 11:38:39 From Member, Dylan Mooney : It may be time to have a serious conversation about the extent to which we can offer a 3:3 workload for as many faculty as are being supported by the program currently.
- 11:40:10 From Member Gretchen LeBuhn (she / her) : Department level would also be useful.
- 11:41:50 From Sutee Sujitparapitaya : Student Enrollment: <https://ir.sfsu.edu/applications-and-enrollment>
- 11:42:31 From Sutee Sujitparapitaya : Spring 2022 Census Enrollment will be available tomorrow
- 11:43:46 From Mari Hulick (she/her) : There's 4:4 and 4:4. I strongly suspect that most campuses have "hidden" 3:3s. We're just honest about it.
- 11:44:11 From Member Michael Goldman : Yes, I think Mary is correct.
- 11:44:27 From Member Michael Goldman : \*Mari
- 11:46:05 From Member, Dylan Mooney : And I believe that it costs around \$8-9 million to implement annually.
- 11:46:06 From Member - Darlene Yee-Melichar : @Mari Hulick; perhaps other campuses have more assigned time and reimbursed release time allocations in lieu of 3:3 faculty workload assignments?
- 11:46:44 From Member Gretchen LeBuhn (she / her) : @Darlene Yee-Melichor. That is what we see in Biology departments.
- 11:47:14 From Member, Dylan Mooney : San Diego State is the other 3:3 university
- 11:47:27 From Mari Hulick (she/her) : @Darlene, that is one of the many things they offer that we don't. Supervisory courses are also counted differently and more classes have higher WTUs. They don't count classes per se they count WTUs.
- 11:47:36 From Member Nancy Gerber : Some campuses require faculty to apply for a 3-3 if they are research active (San Jose for example)
- 11:47:58 From Member, Dylan Mooney : That's the sort of we should consider Nancy!
- 11:56:13 From Member Gretchen LeBuhn (she / her) : And the tenure density means that there are increased obligations for advising, mentoring....
- 11:56:15 From Member, Dylan Mooney : I just want to be clear - I have not advocated for a 100% move to a 4:4. I'm advocating for accountability & responsibility.
- 11:57:44 From Member Nancy Gerber : Again, more staff support means faculty have more time to teach as they are spending less time doing admin/staff jobs.
- 11:58:26 From member renee e. stephens EOPP : not a question just my optimistic self: Thank you everyone for the important work we all do for the betterment of our amazing campus community
- 11:58:30 From Member Gretchen LeBuhn (she / her) : @nancygerber. Yes.
- 11:58:34 From Member, Dylan Mooney : I agree with Nancy!
- 11:58:53 From T Albiniak (he/him/his) : <https://sfsu.box.com/s/uxvm6jo2az59kfg9u6v2tagiapv44nzj>
- 11:58:58 From T Albiniak (he/him/his) : This is the Senate report
- 11:59:06 From T Albiniak (he/him/his) : And the following link is the resolution

- 11:59:12 From T Albiniak (he/him/his) : <https://senate.sfsu.edu/resolution/receipt-faculty-work-assignment-equity-task-force-report>
- 12:00:04 From Member, Dylan Mooney : And we don't have years to study this while we continue our \$8-9 million spending on this every year.
- 12:00:06 From Member Michael Goldman : 4/4 is probably not that good for students either.
- 12:01:58 From Member Michael Goldman : 0.5 WTU/grad student
- 12:02:31 From member renee e. stephens EOPP : similar with staff. We lost 2 admission counselors due to being unable to afford to live in bay area
- 12:03:27 From Jamil Sheared : yes renee...lots of staff positions available
- 12:04:03 From Member, Dylan Mooney : Come to the UBC office Hours!!!
- 12:04:12 From Member - Darlene Yee-Melichar : Thanks for an informative and productive UBC meeting. Enjoy a rewarding spring break!
- 12:04:26 From Mari Hulick (she/her) : Thank you for the information and transparency