



University Budget Committee Meeting Minutes

Date: Thursday, March 18, 2021

Location: via Zoom

Members Present: Voting members present: Interim VP & CFO Jeff Wilson, Co-Chair, and Provost & VP Jennifer Summit, Co-Chair, Interim VP Beth Hellwig, VP Jeff Jackanicz, VP Jason Porth, Dean Amy Sueyoshi, Jennifer Daly, Mary Menees, Dylan Mooney, Evrim Ozer, Renee Stephens, A.S. President Andrew Carrillo, AS Rep Carter Paulina Roa, Ian Dunham, Andrew Ichimura, Kathleen Mortier, Gitanjali Shahani, Jerry Shapiro, Genie Stowers, Senate Chair Teddy Albinak, Michael Goldman. Non-voting members present: Elena Stoian, Dwayne Banks, Katherine Lynch, Cesar Mozo, Mirel Tikkanen, Venesia Thompson-Ramsey, Tammie Ridgell, Deborah Elia, Jaime Haymond, James Martel, Jamil Sheared, Sandee Noda.

Members Absent: President Lynn Mahoney, Darlene Yee-Melichar, Lark Winner, UAPD representative

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

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

Accompanying presentation to read concurrently and can be found here: [UBC Meeting Presentation Mar. 18, 2021](#)

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UBC co-chairs called this meeting to order at approximately 10:00 A.M.

### **Welcome from Co-Chairs**

- **Jeff Wilson** welcomed and thanked everyone for adjusting their calendars for this 3<sup>rd</sup> week/afternoon meeting, shifted due to Spring Break. Also shared budget transparency resources/links mentioned at last meeting, reminded of upcoming UBC member-hosted "office hours" and showed the Feedback link on UBC webpage.
- **Jennifer Summit** welcomed committee members and guests. Gave brief update about Academic Affairs budget realignment process, resulting in the directive memo released end of January. As budget situation changed since then, memo has been taken off the table. Her remarks posted on Academic Affairs website.

### **Agenda topic # 1 – Approval of minutes from Feb. 25, 2021 meeting**

- **Jeff Wilson** requested approval of the meeting minutes. (past meeting minutes found here: [UBC webpage](#))
- Reminded UBC Steering Committee develops UBC agenda and anyone can contact them to recommend a topic for presentation. Send email suggestions to those members (as noted on UBC webpage) or to [ubc@sfsu.edu](mailto:ubc@sfsu.edu).
- No corrections to minutes requested. Voting members motioned to approve as amended; seconded and passed.

### **Agenda topic # 2 – Opening Remarks from President Mahoney (via recorded message)**

- **President Mahoney** thanked all for attending the meeting to learn about university's budget plans. Budget news is better since last meeting to address deficit, depending on enrollment. Cabinets are now planning for next year 2021-2022, but at least two Cabinets - Academic Affairs and Student Affairs & Enrollment Management, have recurring costs exceeding their recurring funding, and it's not sustainable. With small adjustments over the years, they may be able to align, while providing the classes and services students need. Budget planning should not be so vulnerable to enrollment. The university continues to work on improving student retention and implement a strategic enrollment plan to stabilize enrollment. Enrollment likely to

remain volatile for the next few years as the pandemic winds down, with smaller freshman classes making their way to degrees. Expressed gratitude for federal Higher Ed funds received that will help make gradual changes to align expenses with funding. Most important, to help prepare for Fall.

- Reminded all per her recent campus-wide email, the university has to get students back to campus for some face-to-face instruction this Fall, balancing multiple priorities with the continued need to protect the physical health of the community, its educational mission, and the impact of remote learning to the mental health of students.
- Reaffirmed the university's role as an engine of educational equity that has to be protected: as students decline to attend or opt out, their upward mobility is impacted. Federal relief funds will help balance these priorities, and also safe return to campus gradually, beginning this summer, for in-person instruction and services and allow for long-term improvements in learning and working environments based on what was heard recently in campus listening sessions and surveys (such as HVAC systems, better access to technologies, reconfiguring classrooms and professional development for faculty, staff and administrators).
- Summarized that although not all agree about the budget and enrollment challenges faced, hopes the focus remains on shared common goals of hybrid instruction for new and future students to help them succeed, and to provide a satisfying work environment for faculty, staff and administrators.
- Emphasized that although some may be tired of talking about the budget, focus should be on the vibrancy of San Francisco State as an intellectual community, an academic community, and a community of people devoted to the same goals. Acknowledged the work has been difficult and complex, and thanked the UBC for their effort in developing budget transparency so all can work together to meet those shared goals.

### **Agenda topic # 3 – Budget Transparency topic: Carryforwards and Reserves**

(see slides 9-41)

- **Elena Stoian** began her presentation with an outline:
  - *(see slides for graphs and details)*
  - Clarified Terminology:
    - Carry-Forward Balance
    - Designated Balance & Reserve
  - Showed Reporting Hierarchies:
    - CSU Fund
    - Campus Fund
    - Units (Departments)
  - Defined Designated Categories:
    - Designated Categories
      1. Short Term Obligations
      2. Capital
      3. Catastrophic Events
    - Reserves
      1. Reserves
  - Shared 3 Yrs. of Data by Cabinet:
    - Academic Affairs
    - Administration & Finance
    - Office of the President

- Student Affairs & Enroll Management
  - University Advancement
  - University Enterprise
  - University-wide
- **Michael Goldman** asked why financial aid and encumbered funds show up in both designated funds and carryforwards.
  - **Elena Stoian** replied carryforwards show the whole balance; some are designated for encumbrances, such as contractual commitments that have to be honored in the next year because they cross fiscal years, and some are designated for reserves. Financial aid has to be spent prior year so it gets carried over to the next year. Same for capital projects, which may run several years and may be adjusted for expenditures.
  - **Genie Stowers** asked (re: slide 29) about the increase shown for Advancement's 'outstanding commitments', and what kinds of commitments these might be.
  - **Elena Stoian** replied they may be marketing or programming costs.
  - **Genie Stowers** referring to the proposed carryforwards policy reviewed in first reading at the last meeting, where UBC members felt they didn't have the context or data needed to make decisions; if using that policy context now for the 1% - 4% of carryforwards of last year's expenditures, could she comment on the percentages shown on the slide with all the Cabinets (slide 20).
  - **Elena Stoian** responded that at the Cabinet level, its 1% - 4% of the operating expense. The percentage is not associated with the prior year carryforward, but with the operating expense.
  - **Genie Stowers** asked what the percentage that was for Academic Affairs FY2019-2020 (slide shows \$22,610,000).
  - **Elena Stoian** replied she would get back to her later with that figure.
  - **Genie Stowers** thanked her and remarked it would be useful to show how that (policy) would be applied.
  - **Ian Dunham** noted slide 12 says that the carryforwards are attributable to the individual colleges, etc. where it seems they are held, but in slide 15 with the hierarchies. Asked if the carryforwards become designated reserves through a process, or do the units or colleges hold them.
  - **Elena Stoian** replied they are carried forwards as a lump sum at year-end – they are unspent budget funds. At year end, they need designation to move this balance to the next year, and that is done at the college level using codes provided by the policy. In the Academic Affairs carryforwards, it's nearly the same amount in their designation (FY2017-18 \$24M, FY2018-19 \$23M, FY2019-20 \$22M). Her budget office works with the Cabinets, but that designation is likely done at the individual depts. or colleges before that. Carryforwards stay in the same CSU fund, and all fund balances are reported to the CO.
  - **Ian Dunham** observed the university currently does not have a carryforward policy, which is problematic. Asked Jeff Wilson how this new (proposed) carryforward policy is going to improve the situation.
  - **Jeff Wilson** responded the policy will provide some structure around analyzing the numbers. As an example: the questions Genie Stowers posed earlier – currently there is no data to compare to. Elena reports the carryforwards and reserves at the end of the year, but they're only being technically recorded, and there are no strategic decisions being made on how to use the funds. Applying the policy will give the ability to look at the numbers and have something to measure against. If a department is consistently carrying above the 1%- 4% threshold over years, that might show their budgets are too high or may show budget inefficiency. Those are the benefits of the (proposed) policy.
  - **Gitanjali Shahani** asked if we had comparative policy from other CSU's and what percentages they use.

- **Jeff Wilson** replied they reviewed about 12-13 other CSU policies, and outside CSU as well. Although the CSU's did not have a percentage around carryforwards, some non-CSU's had percentages related to state reporting requirements. Some CSU's had policies at a very high level and only intended to comply with the CSU policy.
- **Jennifer Daly** requested clarification of the carryforwards for stated Fiscal Years – if they were carried *from* those years, or *to* those years from the prior year.
- **Jeff Wilson** replied they are recorded at the end (June 30<sup>th</sup>) of each Fiscal Year.
- **Evrin Ozer** asked if input from the department budget/accounting offices had been solicited about this policy, and if they anticipate any significant impact or change with it.
- **Elena Stoian** responded she's not on the Policy workgroup but those offices are the drivers of designation classifications, and can provide additional insight into the designations. A few years ago when her office proposed mechanics for tracking these investments by designation, it wasn't popular because it meant more accounting work. 'Outstanding commitments' is too generic, so the units were asked to provide project information for specific investment designations, but that wasn't popular either.
- **Evrin Ozer** clarified it seems this process would make things easier moving forward.
- **Elena Stoian** agreed.
- **Michael Goldman** inquired as to which CSU's were used as for policy research, even though they didn't have the same policy. Also asked what policies they had.
- **Jeff Wilson** responded he listed all the campuses and findings at last month's UBC: (see this link, slide 65: [UBC Meeting February 25, 2021](#)) There is some informal management of reserves and carryforwards, but not necessarily through policy and may not be documented, so details may not have been provided.

#### **Agenda topic # 4 – Enrollment Update**

(see slides 42-55)

- **Jennifer Summit** introduced his presentation by emphasizing the role of enrollment in budget projections, and it's important to understand the trends as well as the projections.
- **Sutee Sujitparapitaya** presented his data on:
  - *(see slides for graphs and details)*
  - Fall Total Headcount Trend – Pre and During COVID
    - The university already faced an enrollment decline of about 4.5%
    - when Covid hit, it further declined to 6.3% overall, mostly undergrad
  - New Student Headcount Trend – Pre COVID-19
    - In the last three years, new students were typically 30% of enrollment, now declining in First-Time-Freshman and transfers
  - CA Resident Enrollment (FTES)
    - The CO provides CSU campuses with enrollment targets for California resident enrollment, but SF State's has dropped
  - Non-Resident Enrollment (Non-resident Domestic and Internationals)
    - Non-resident and international student enrollment has also significantly dropped. 50% of revenue comes from tuition fees, and this has a strong impact on the budget
  - Fall 2021 First-time Freshman Applications (Bay Area campuses)
    - Showed comparative data to nearby CSU Bay Areas campuses, showing similar trends in decline; East Bay is the most similar
    - Many high school grads chose more affordable community colleges due to cost increases, and high school graduations are also declining, which will affect First-Time-Freshmen

- Fall 2021 New Undergrad Transfer Applications (Bay Area Campuses)
  - Similar trends reported for transfer students at nearby CSU's
- Fall 2021 Applications and Admissions
  - Compared to last Fall, most declines are for First-Time-Freshman and Transfer, but improved for graduate students
- **Katie Lynch** presented Incoming Student Challenges and Opportunities:
  - Immediate: Incoming Student Challenges and Opportunities
    - Challenges
      - Decline in freshman student applications
      - COVID effect on college going behavior
      - Lack of predictability tools and benchmarking
    - Opportunities
      - Process Reengineering
      - Increased outreach and yield activities to drive enrollment
      - Summer melt prevention
  - Long Term: Incoming Student Challenges and Opportunities
    - Challenges
      - Demographic shifts over time
      - Dwindling community college enrollment
      - Lingering pandemic effects
      - Threat of rebenching to CO targets
    - Opportunities
      - Development of Strategic Enrollment Management Plan
      - Market research and branding
      - Improved use of data in the recruitment and support planning
      - Student Retention - First-time Full-time Freshmen
- **Lori Beth Way** presented retention efforts to keep and graduate current students:
  - Retention Efforts:
  - Substantial advising changes
    - All first year students provided an assigned advisor
    - Use of predictive analytics
    - Re-enrollment campaigns
    - Support for faculty advising
  - Increased tutoring/academic assistance
  - Reduced registration barriers
  - Improved course planning tools
    - Degree planner implementation
    - Electronic graduation process
  - Everyone can all help with retention:
    - College SSGI plans reviewed by campus-wide SSGI committee
      - Other units' plans?
    - Faculty engagement
      - Contact outside of class
      - Clear and regular communication

- Attention to equity gaps in their courses
  - Helping students see life after graduation
- Staff training being planned
  - FYE Faculty Director, Grace Yoo (DUEAP) and Interim Assistant Dean, Chris Trudell lead campus FYE Committee
- **Jerry Shapiro** asked if HEERF funds might be used to create an ad hoc campus-wide committee to brainstorm immediate, innovative ways to address enrollment; perhaps to support students exploring returning to campus, some 1-2 unit courses that that might draw students back, etc. There are tremendous resources around campus, and many faculty have established working relationships with not only community colleges, but workforce environments such as community-based partner agencies. Those working relationships can refer family members and friends to SFSU based on their positive experiences. Asked if those conversations can be utilized to explore how short-term and long-term enrollment increases can help address concerns about the CO enrollment targets.
- **Kathleen Mortier** observed that keeping undergrads encourages enrollment in grad programs, and the SFSU Scholars is doing a great job of initiating those kinds of thought processes. Thanked the graduate college for these opportunities to keep students on campus, as there are many great grad programs here.
- **Michael Goldman** questioned enrollment at San Jose State, where it's often heard they're doing well in this downturn for a Northern California campus, but the data showed the opposite and their decline is parallel with this campus. Asked for comment on that, and for past years data, when reviewing the campus comparisons showing SFSU's increasing enrollment for several years leading to impaction of several programs. Lastly, asked why the CO enrollment targets kept rising despite falling enrollment, as it seems to be a mismatch.
- **Sutee Sujitparapitaya** responded the data shown for other campuses is for applications, and San Jose State has been able to increase their yield than other campuses, and they came in above their target. They are able to engage their students, and SFSU is working on this as well, to become a destination campus. In response to the past enrollment growth question, deferred to others as that time preceded his employment here, but there was better incoming undergrad enrollment, and a decline in this negatively affects continuing students numbers. Bringing in new students is critical to retention and graduation rates. Lastly, with the rising enrollment targets during enrollment decline, targets are set CSU-wide – whether enrollments are increasing or decreasing at each individual campus, it is tied to funding to show the CSU is improving, and does not run the risk of returning funds.
- **Katie Lynch** added that campuses are funded according to targets, and if targets are adjusted down means having to do with less funding, so it's important to get positive returns on current funding to meet those targets.
- **Gitanjali Shahani** thanked Lori Beth for emphasizing the advising component on retention, and commented in some departments, the interface they're using has hampered their ability to advise effectively. Asked how this might be handled.
- **Lori Beth Way** replied change management efforts are being made, and all is very new. They're working on trainings with the Registrar's Office to help assess and adapt.

#### **Agenda topic #5 – University Enterprises proposed 2021-2022 Budget**

(see slides 56-72)

- **Jeff Wilson** explained that Cabinet division budgets are a highly-requested agenda item, so UBC is beginning with University Enterprises today, and remaining Cabinets in April and May.
- **Jason Porth** commented that University Enterprises ("UE") is a small division and will show what the division is comprised of, for those who may not be that familiar. Will also show their budget for last year as comparison for this coming year 2021-2022. UE is (shown with their employees):
  - Capital Planning, Design & Construction (15)

- Real Estate Development (1)
- Sustainability & Energy (2)
- Downtown Campus Operations (1)
- Office of the Vice President (2)
- University Corporation (18)
- An important distinction for UCorp (University Corporation) employees is that even though they are university employees, the full cost of employing them is born by UCorp as a separate non-profit. Nearly 100% of their salary may be reimbursed by UCorp depending on how much time they spend working with the auxiliary. Today's presentation is focused on the General fund portion.
- They also spend a lot of their time working with self-funded projects, where the General Fund is not providing resources. An example is the Mashouf Wellness Center (not funded by General Fund). The cost of the building included reimbursing the General Fund for the cost of employing people who worked on that project.
- **Tammie Ridgell** introduced the presentation on mostly the General-Funded units of UE, and for transparency, a high-level overview of UCorp, even though it's a separate not-for-profit entity under UE, with a Board that approves its budget and provides oversight and direction (see more detail on slide 60).
- Reviewed University Enterprises Cost Reductions.
- Reviewed University Enterprises Assumptions and Planning.
- Reviewed University Enterprises 2020-2021 Budget Review.
- **Jason Porth** presented University Enterprises 2021-2022 Budget Plan, remarking they are planning for a flat budget – no increases in salaries and costs on the General Fund side, and anticipate keeping operating expenses the same as last year. Reviewed slides going unit by unit: CPDC, and noting the hiring of the one MPP is a cost-savings vs. hiring a consultant for the Science Building project.
- Continued reviewing slides unit by unit: Downtown Campus, Sustainability & Energy.
- **Tammie Ridgell** confirmed as in the earlier carryforwards discussion, pointed to the increase in carryforwards due to unfilled positions. They also allocated modestly for forecasting expenses related to the Downtown Campus space acquisition and relocation expenses associated with the move, as well as Romberg-Tiburon campus (Estuary & Ocean Science center) planning project completion and surge projects, as space is needed. Presidential approval is required to use these funds to move forward, so funding does not fall onto other units.
- **Jason Porth** showed the list of UE's 2021-2022 priorities; offered as rationale for their budget planning. Also shared charts showing the Expenditure Components of their budget; flat since 2019-2020.
- **Ian Dunham** asked if confirmed that the lease at the current Downtown Campus was not being renewed, and if information about the new location can be shared.
- **Jason Porth** replied the lease at 835 Market, 125,000 s.f. held for 15 years, expires in December 2021. After extensive analysis of space needs, they've been in active negotiations with the UC Berkeley Extension to sublease office space; need only 22,000 s.f. with shared use among different departments. The cost to stay at the current location would have been significant with the existing landlord. A non-binding LOI has been signed while a seismic review of the building per CSU standards is completed. It's not a done-deal yet, but they may be able to confirm a new location as soon as July 1 of this year.

### **Agenda topic # 6 – Federal Funding Update**

(see slides 74-81)

- **Jeff Wilson** remarked that federal funding support for Higher Ed is unprecedented, showing the three streams of funding totaling nearly \$3.1B for the CSU systemwide, to help deal with the impact of the pandemic (SFSU's portion is \$169M in one-time funding, with an expiration date).
- Categories for the funding are Health and Safety, Instruction, Technology, Short-term Financial Stability and Resilience, with examples of potential expenses given for each category.
- Next steps will be to identify how these funds can be used with surveys campus-wide.

### Public Forum

- **Jeff Wilson** opened the public forum.
- **Katie Murphy** stated that prior to the directive memo, the university laid off 69 staff, mostly from Academic Affairs. In light of a brighter budget outlook for Academic Affairs, asked Provost Summit when she plans to bring back laid off staff.
- **Jennifer Summit** replied Academic Affairs is in the process of assessing available salary savings and comparing that with critical staff hiring needs. They will then issue staff hiring requests with their budget proposal and anticipate being able to add critical staff positions for the upcoming fiscal year. Divisions that have urgent staffing needs are filling those with e-hires.
- **Elizabeth Post Musgrove** asked Provost Summit if there is still a deficit in Academic Affairs and small adjustments need to be made to meet needs and budget, then why was the directive memo, which addressed not only the deficit but ongoing issues related specifically to tenured and tenure-track faculty, taken off the table. Among permanent employees, it seems the Academic Affairs budget deficit continues to be a burden shouldered overwhelmingly by staff.
- **Jennifer Summit** responded the directive memo was issued when they were anticipating permanent 10% cuts to overall operations. They could cover the gap with carryforwards, but the accretion of carryforwards of has been the biggest source of the internal funding gap; carryforwards accrued in units, but they haven't been available for redistribution across Academic Affairs to meet division-wide needs, for example, in instruction. She anticipates the new carryforwards policy, when adopted, will go a long way towards rebalancing the Academic Affairs budget to address both instructional and operational needs, one of the areas of significant imbalance. Instructional funding was not reliably budgeted and because funds were accruing in carryforwards, units needed to issue budget transfers from one area to another to meet short term needs, with the absence of long-term budget planning. This was an ongoing challenge for many years, as noted in the carryforwards presentation; where funds are landing and how to better align them with critical needs, particularly instruction and operations.
- **Danny Paz Gabriner** asked about scenario-planning and the expectations around enrollment. All three scenarios had average enrollment rates at 7.2% below the CO targets, so is the expectation to hit those targets? It seems in the best case scenario, there may be a multimillion surplus.
- **Jeff Wilson** replied those numbers were for budget planning purposes, and it's too early to learn about enrollment yet, but as it occurs, the scenarios will change.
- **Katie Lynch** added there's a lot of volatility in enrollment. They seem to be trending better than Fall '20, but not to Fall '19 rates. Will keep updating UBC as they learn more about student behavior and enrollment.
- **Sutee Sujitparapitaya** also added the scenarios were based on Spring 2020, and even with admitting more student applications than previous years, much is unknown still.
- **Joseph Chen** expressed concerns about carryforwards, as he works at COSE and there is more cost involved in running labs and maintaining equipment in case it breaks down. He hopes that colleges and departments will not have to pay for these by themselves and hopes they can participate in the carryforwards discussions.



- **Jennifer Summit** emphasized that one reason carryforwards were accruing was that operating expenses were not efficiently budgeted, and when efficiently budgeted in advance, there is less anxiety driving the need for accruing carryforwards.
- **Sandee Noda** observed there are seven MPP positions posted since January, among other positions (although four are current positions: VP & CFO, VP of SAEM, Chief of Staff and President's Executive Assistant). Asked if the university has funds to hire MPPs, then when will staff be hired back. Over 40 staff are on the reemployment list. Stated that if the university wants to get students back, then frontline staff who were laid off need to be brought back.
- **Jeff Wilson** responded that all divisions are going through the same process noted by Provost Summit for Academic Affairs; identifying critical positions. With the restoration of funds from the State of California and with optimistic enrollment, based on current knowledge, there may be opportunity to reinstate staff positions on a permanent basis. However, funding, in any amount, is not certain until July 1.

**Meeting adjourned approximately 12:00pm**

- Next meeting: Thursday, April 29, 2021 from 10:00AM – 12:00PM

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**NOTED COMMENTS AND LINKS FROM THE CHAT:**

- 00:31:49 Member, Voting, T Albinak (he/him/his): They will be shared (at Senate) tomorrow in full in our week-in-review
- 00:55:22 Member, voting, Ian M Dunham (he/his), MBA, PHD: So carryforwards become designated reserves? Or, do carryforwards remain as an independent designation, separate from designated reserves?
- 01:10:05 Member, voting, Ian M Dunham (he/his), MBA, PHD: Apologies if this is a somewhat naïve question. Jeff, can you please remind us again of the current (lack of) policy on carryforwards and why a change is needed?
- 01:10:41 Member, Voting, Genie Stowers (she/her): Thank you for all this work, Elena! This was so helpful!
- 01:13:17 Member, voting, Ian M Dunham (he/his), MBA, PHD: Thank you Elena and Jeff. Great work elaborating on everything, with data!
- 01:16:21 Member, voting, Ian M Dunham (he/his), MBA, PHD: Good point. It will be useful to hear from the Deans and finance experts from each College.
- 01:16:41 Jeff Wilson: To move through the agenda, we'll move to the next topic when Elena finishes.
- 01:34:00 Guest, Lori Beth Way: Now for some good news!
- 01:34:55 Member, voting, Ian M Dunham (he/his), MBA, PHD: Interesting to hear that even with free tuition in SF, community college enrollments are declining... Demographic changes are real. Are there any sociologists/demographers/geographers in this meeting that care to comment at the Q&A at the end of this meeting? I am grateful that we are discussing this. Also, could we potentially revise our enrollment goals based on this information?
- 01:35:30 Member, Voting, Amy Sueyoshi: #retention!
- 01:36:49 Guest, Yvonne Bui: Suttee, do you think the increase in retention in 2018 was related to the CO one-time funds we were given that year to offer more classes? Students were able to take more courses towards graduation.
- 01:38:25 Member, Voting, Dylan Mooney: That's Awesome!
- 01:38:36 Member, Voting, Beth Hellwig (she/her/hers): Wonderful presentation...thank you

01:38:53 Member, voting, Ian M Dunham (he/his), MBA, PHD: Great work addressing retention, equity gaps, data-driven analytics, and faculty responsibilities, Dean Way!

01:39:14 Member, Voting, renee e. stephens: Excellent presentation. Thank you..

01:39:15 Guest, Lori Beth Way: @Yvonne - definitely our ability to offer the courses students need affect our retention! Thanks for the question.

01:39:19 Member, Voting, Genie Stowers (she/her): Suttee, Katie, Lori Beth-- this was so great! Love the data and clear communication about challenges and opportunities. Thanks for synthesizing so much material.

01:39:39 Guest, Katie Murphy: The capacity for staff to support first-year students at the department-level has decreased due to layoffs.

01:41:14 Member, Voting, Genie Stowers (she/her): Lots of local CC staff are \*\*students\*\* here-- in EdD and MPA program, probably also in MBA program. Build on those relationships, too.

01:41:20 Jennifer Summit: Thanks, Sutee, Lori Beth, and Katie—that was a great and very helpful report, drawing on exemplary cross-cabinet collaboration

01:41:56 Guest, Lori Beth Way: @Genie - definitely!

01:43:07 Member, Voting, Genie Stowers (she/her): I had 2 CC (College of San Mateo, another) staff just in my class last night.

01:44:43 Guest, Elizabeth Post Musgrove: Department staff have always worked directly with both incoming freshman and transfer students with little to no guidance. The ability to continue to do so is incredibly limited with the layoff of 69 staff members that were mostly in academic units. If the university expects staff to assist in the effort to assist new students and retain current students than staffing levels need to reflect that goal.

01:45:28 Member, Voting, Genie Stowers (she/her): the impact of summers shifting to General Fund. When did that happen?

01:45:30 Member, voting, Ian M Dunham (he/his), MBA, PHD: Back to Mike's question, can we request the CSU enrollment target figures to be revised (e.g. based on this excellent data driven work and the demographic factors)?

01:45:55 Guest, Lori Beth Way: Target = funding; we don't want them to reduce our target!

01:46:05 Guest, Lori Beth Way: That's the super simple reason

01:46:41 Member, voting, Ian M Dunham (he/his), MBA, PHD: Thanks, Dean Way. Good point. So, what happens if we don't meet the target?

01:47:55 Member, Voting, Michael Goldman: Thank you!!

01:48:13 Jennifer Summit: @Genie, we took summer stateside (from CEL) in 2015, I believe

01:50:24 Member, voting, Ian M Dunham (he/his), MBA, PHD: Great image of campus on that first slide!

02:06:31 Member, voting, Ian M Dunham (he/his), MBA, PHD: Thank you, Tammie and Jason. So is it confirmed that the DTC is moving? Can you just say a brief word about the (relative lease cost, facility details, etc.) new location?

02:06:57 Member, Voting, Genie Stowers (she/her): Thanks Jason and Tammie! This was so helpful!

02:07:07 Member, Voting, renee e. stephens: Thank you Tammy and Jason. This is helpful to see the carry forward in action.

02:08:35 Member, voting, Ian M Dunham (he/his), MBA, PHD: Thanks. I'm hopeful that the new space will be more appropriate.

02:09:12 Member, Voting, Genie Stowers (she/her): I hope that the new space will include some spaces for students to gather and hang out, like current DTC.

02:12:52 Guest, Alex Hwu (he/him/his): Gene, CEL is planning a student space in new location

02:16:57 Member, Voting, Ian M Dunham (he/his), MBA, PHD: Great meeting today. Very informative. I can't wait until we are all vaccinated and can safely return to our beautiful campus. Until then, stay safe everyone.

02:29:14 Guest, Elizabeth Post Musgrove: All staff that were laid off are critical, other wise they wouldn't have had positions at the university.

02:29:35 Member, Voting, Kathleen Mortier: Thank you for all the very informative presentations!

02:30:30 screen share - Edwin Critchlow: The next meeting will be April 29 at 10 a.m.