



University Budget Committee Meeting Minutes

- Meeting Date: Thursday, March 20, 2025, via Zoom
- Voting Members Present: Robert Collins, Jennifer Daly, Laura Epstein, Brandon Foley, Michael Goldman, Mari Hulick, Jeff Jackanicz, Crystal Kam, Lorena Mejia, Mary Menees, David Miller Shevelev, Jamillah Moore, Dylan Mooney, Tiffany O’Shaughnessy, Daniel Paz Gabriner, Eugene Sivasdas, Genie Stowers, Amy Sueyoshi, Alaric Trousdale, Jackson Wilson, Jeff Wilson
- Non-voting members present: Deborah Elia, Brad Erickson, Christine Hintermann, Chanda Jensen, Katie Lynch, Lynn Mahoney, Cesar Mozo, Tammie Ridgell, David Schachman, Michael Scott, Jamil Sheared, Elena Stoian, Venesia Thompson-Ramsay
- Guest presenters: Sutee Sujitparapitaya
- Members Absent: Emiliano Balistreri, Ashkan Forouhi, Tim Jenkins
- Meeting coordination: Nancy Ganner, Mariela Esquivel

Accompanying presentation can be found here: [UBC Presentation Mar. 20, 2025](#)

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UBC co-chairs called the meeting to order at approximately 10:05 A.M.

### Agenda topic – Welcome from Co-Chairs and Agenda review

- **Co-chairs** welcomed committee members and guests.
- Noted the increase of Zoom capacity to allow more meeting attendees.

### Agenda topic – Member roll call

- Quorum established.
- Welcomed new member Laura Epstein.
- Mentioned faculty/staff member seats opening on UBC.

### Agenda topic – Minutes approval

- Minutes approved as submitted.

### Agenda topic – President’s Remarks

- **President Mahoney** reported from her trip to Sacramento, commending Associated Students President Brandon Foley for his urgent speech on the impact of proposed California budget cuts, limiting access to classes and damaging student pipelines to the CSU. Meetings went well as the value of the CSU is felt locally and regionally. UC alums among staff shared same concerns: California has not been adequately funding either of its systems.
- **Brandon Foley** added their staff (UC alum) shared similar concerns specifically around course availability. With enrollment challenges, the 8% (7.95%) budget cuts, if implemented, would be devastating especially for upper division electives, which students need if they want to get into specific career fields.
- **President Mahoney** continued they had an opportunity to meet with Senator Weiner, chair of the Budget Committee, the CSU Chancellor, the head of the Statewide Senate, the head of CalState Student Assoc. (an SFSU alum) and head of the Alumni Association, all harnessing the same message. SFSU can resize and still serve students, but cannot keep taking reductions in per-student funding and serve them well. SFSU is experiencing less

students, less funding and unfunded costs. An 8% cut would be catastrophic, which would translate layoffs or non-retention of hundreds of employees (faculty, staff and administrators). Hopes they will scale down the 8% cuts, but wants UBC to think about a budget scenario to plan for the funding cuts.

- **Tiffany Oshaughnessy** read about universities backing away from requiring diversity statements for hiring, assuming it's in relation to threats of Federal funding cuts. Asked if the CSU will follow.
- **President Mahoney** replied the CSU is complying with Prop 209 and State / Federal civil rights law. Language in all materials needs to be fully compliant. Conversations had with Senator Weiner have his strong support for academic freedom and freedom of expression. Also recently met with SF's Mayor Lurie who was on campus recently, invited to speak to a student group at Marcus Hall. They spoke about the high cost of SF housing as enrollment is affected by this, and the city's reputation. He's making that a priority for his administration.
- **Robert Keith Collins** asked about the years of unfunded mandates on the CSU and if the legislature acknowledged them, along with expectations to increase enrollment. Also asked about the impact of cuts on student basic needs and if it was part of their formulation to reduce the cuts.
- **President Mahoney** replied on this trip they focused on the pending cuts, but at some point it would be good to argue for restorations of unfunded mandate costs. For student's basic needs, Brandon Foley has been advocating for them but in the past when they've reduced the cuts, they've mandated part of remaining funding should be allocated to basic needs, but then that cuts back other needs. This trip, they're just focused on the reducing the 7.95% cuts, as this funding cliff for CA higher ed has not been seen since the great recession.
- No further questions received.

#### Agenda topic – 2024-2025 Enrollment Update and 2025-2026 Projection

- **Katie Lynch and Sutee Sujitparapitaya** presented post-census Spring enrollment and projections for next year, beginning with an overview of the overall landscape for higher education enrollment.
- (see slides)
- **Jackson Wilson** remarked the three budget scenarios showed a 3% reduction but the projection for CA residents next year was 17,687, which is a 4.4% reduction.
- **Katie Lynch** commented there are moving targets with enrollment and they're now projecting a 4.4% decline in enrollment. The CSU confirmed a 3% target reduction vs. 5% just a few weeks ago, and they will continue to update enrollment as accepted admission offers come in to see if that will change.
- **Laura Epstein** noting comments in the Chat about the dip after the first year, offered that a lot of majors classes are upper division-only, and if they can be offered in lower-division, students can connect with their major earlier.
- **Amy Sueyoshi** remarked a number of baccalaureate programs count courses in lower division towards their major and departments often do this. Students taking a GE course in that department might discover they really like it and it will count towards their major. It's up to departments to make revisions. In the past, some departments have been hesitant to put in GE courses even in their department as part of their degree requirement. Encourages departments to do this as there are studies show that if students engage in courses during their 1<sup>st</sup>/2<sup>nd</sup> year, it may help with retention.
- **Brad Erickson** asked about exit interviews to find out why students leave or transfer. Without that information it's difficult to act strategically to try to prevent it.
- **Katie Lynch** acknowledged the past studies posted on the IR website, but when students decide to leave it's difficult to get them to communicate as to why; they stop checking emails and don't respond to chatbots. Her team is focusing on why students stay and how to incorporate more of the student experience. Info they've learned from the Mashouf Wellness Center shows if they're a member of clubs or organizations, they're more likely to stay. Looking at different variables, they can do more of what drives students to stay.
- **Mari Hulick** echoed Brad's comment about exit interviews. There are high impact practices known to retain students, but the campus is cutting numerous high impact practices to reduce the budget. Has been thinking

about how to change the current budget conversation to considering where public education is today. The pandemic changed the way education is being offered. Agrees with Laura it's time to get involved in GE lower-division processes. Has been hearing about empty seats in GE classes so has been hesitant to bring forward any potential classes in GE. Suggested university-wide conversations about this.

- **Katie Lynch** shared gratitude for everyone thinking about what can be done in student life and in the classroom.
- **Amy Sueyoshi** agrees everyone needs to rethink the meaning of higher education, but the campus also needs to focus on areas of declining enrollment. Ex: what it means to have a humanities program, how to make it relevant to students. Gen Z students want degrees that specifically apply to jobs and careers, so curriculum has to match. Even showing up to class on time is training for showing up for a job on time. All these conversations should be happening at the department and college levels. Empowered departments to do this work. Reductions are not simply made to save money – they're to help make the university more relevant and more efficient for the 21<sup>st</sup> century student. Gen Z is quite different from previous generations; more aware of their mental health. Educational forums note that 90% of jobs four years from now haven't even been created yet. Technology changes quickly so students have to be taught how to learn, unlearn and relearn quickly. It's less about skills-based and more about the ability to thrive in a fast-paced economy. Refining higher ed and the way students are served goes hand-in-hand with reducing expenses because of the defunding of public higher education.
- **David Miller Shevelev** asked about the SFSU student turnover rate as compared with other CSUs, UCs and comparable schools in other states.
- **Katie Lynch** referred to the Chat where Margo Landy posted the [CSU dashboard](#) that shows retention rates they're tracking in comparison to other campuses and nationally.
- **Frederik Green** remarked he participates in phone call drives where students share they had a wonderful time at SFSU and are grateful to their professors and staff, but two things he's heard a few times is that they're moving to a UC, or that cost of living is a factor. Those who move out-of-state ask if they can complete their degree online or participate without out-of-state fees. LCA is having conversations rethinking the first-year experience, including GE curriculum, to create more meaningful experiences so students are exposed to the whole breadth the campus has to offer. Suggested it has to be done across all colleges.
- **Amy Sueyoshi** agreed and suggested he chat with Lori Beth Way in terms of online degree completion, as it's up to the departments and depending on where the student left off. If they have a lot of units to take, they could do that via CPaGE, where the online Psychology degree program has tripled. The campus is considering all these issues, trying to be flexible and creative where they may not have any structural restrictions.
- **Katie Lynch** acknowledged the cost of living and housing in SF are top reasons students leave. Many are working hard to find solutions, including talks President Mahoney is having with the City to find other opportunities through scholarships to help reduce the cost of living for students. This is the first CSU to have an affordable housing program. For those students transferring to a UC, remarked her team is focusing on students having a great experience at SFSU so they want to stay.
- **Amy Sueyoshi** clarified if students leave for other reasons, it's her understanding they typically do not continue to pursue a degree elsewhere.
- **Katie Lynch** noted on her slides that 14% of the cohort that left went on to enroll in a 2-year school, while 12% enrolled at a 4-year school. It's something to keep in mind that some students leave because they decide college isn't worth it or they can't afford it. Students who choose to go elsewhere are the biggest opportunity because they want to continue.
- **Aaron White** reiterated what he hears people saying about the usefulness of hearing from students directly and focus should be on collecting that data in every possible way, acknowledging the difficulty of getting students to respond. Also noted on the [document about efforts to improve retention](#), there is mention of support for high-failure courses: at CoSE they had supplemental instruction that was specifically designed to support students in their high failure courses, but they didn't offer them last semester because the funding was cut. Emphasized the importance of making strategic cuts when trying to retain students by keeping these kinds of opportunities open.

- **Amy Sueyoshi** commented cuts are happening at the college level, not centrally, and encouraged conversations with his Dean. Every college should be thinking about where there's high-retention and think about where they can make strategic cuts. There are expenses to consider and those have to be reduced, and discussions at colleges should be had about preserving retention while reducing costs.
- **Katie Lynch** added legislative decisions impact the ability to enroll students, recalling when the legislature placed caps on UCs international student enrollment, which just increased competition for in-state students. To Aaron's point about collecting data, admitted getting responses is difficult but they do collect the data from students who respond. They now have different tools available and one of those is through their Alli chatbot to leverage how students communicate now. They're trying to have responses be more specific; if a student answered they left for financial reasons, they try to get more insight. Even graduating students have low responses rates despite raffles and trying everything to get responses. It's a challenge but they're doing their best.
- **Alex Sanchez** asked what role grants/scholarships awarded by colleges and academic departments play in proposed solutions.
- **Katie Lynch** confirmed anytime dollars are leveraged, it has a positive impact for students. They've been piloting retention grants over the last several years, adapting some one-time funds received from the Chancellor's Office. This gives ability to learn more about student behavior, focusing on outcomes to see if students persist to the next semester. Advancement works very hard to increase the number of scholarships, and the earlier they can be awarded in the student lifecycle, then they're incentivized to keep up the criteria to maintain the scholarship. These are high impact practices they continue they will continue to monitor.
- **Katie Murphy** asked if there was any data on what types of clubs or student activities help with retention.
- **Katie Lynch** referred to the work Evan Jaynes does, overseeing student activities area and student life and changes they've made to that area, such as having coordinators for clubs and organizations and building upon community similar to those at residence halls to support high impact practices towards student belonging.
- **Evan Jaynes** added the student activities office has been rebuilding orientation and new student programming for incoming Fall and Spring cohorts. They're encouraging students to create clubs paired with academic disciplines, like Model UN and Moot Court. Similarly, they're encouraging faculty to invest time in these clubs as academic advisors. As they rebuild student activities, they will have a more robust presence to contribute to the student involvement and activity components of the SFSU student experience.
- **Amy Sueyoshi** reminded faculty/staff can encourage students to take advantage of their membership at the Mashouf Wellness Center to promote belonging.
- **Chanda Jensen** echoed encouraging students, staff/faculty to use the Mashouf Wellness Center.
- No further questions received.

#### **Agenda topic – Budget Update: '25-'26 Scenario Planning / Member Vote**

- **Jeff Wilson** began by reviewing the budget timeline.
- (see slides)
- **Jackson Wilson** asked why a mid-point like 6% for the State reduction was used, and if potential job losses as mentioned by the President were estimated in the scenarios.
- **Jeff Wilson** replied 4% was the mid-point to the 8% cuts, so 5% was used as the medium scenario. Re: job losses, estimates were used for advocacy purposes and based on average salaries of positions that may be impacted.
- **Michael Goldman** inquired why use 5.5% for tuition reduction vs. a range, and what might change in May when the estimated budget is received – if employees would be notified of potential layoffs over summer if measures are as drastic as predicted.
- **Jeff Wilson** responded they use enrollment as the variable and rely on the latest information from the enrollment team. As enrollment is updated and information on the California budget becomes clearer after the May budget revise, scenarios will be adjusted. However, last year the Governor's office was still negotiating its budget through

June so they may not know the final budget until the end of June. As to any potential layoffs, if the full 8% is cut, believes a workforce reduction may be a consideration.

- **Genie Stowers** commented about the scenario-recommendation (that will take place in this meeting) using a straw poll vs. a member making a motion. Also asked about the how benefits can be cut by \$8.5M in Scenario 2 without significant workforce reductions.
- **Elena Stoian** explained the campus budget is mostly personnel and when a position is vacant or eliminated, there are no benefits being paid but the budgeted funds stay at cabinet levels.
- **Danny Paz Gabriner** asked for the status of campus reserves, noting the scenarios use different amounts.
- **Jeff Wilson** remarked the forecast for available central reserves is to be \$15M - \$20M. The reason they hold some back in Scenarios 2 or 3 is that SFSU will still be facing budget challenges in 2026, 2027, so they're being cautious. As Fall curriculum is already planned, there isn't flexibility to make changes without being disruptive. Mid-year reductions may be needed for portions of the budget that exceed resources in Fall, which will be made in Spring.
- **Amy Sueyoshi** echoed they're conservatively scheduling courses this Fall; colleges will offer the leanest schedule possible for Tenured/Tenure-Track to teach first, and have courses hidden ready to open if needed.
- **Alaric Trousdale** asked why UBC is being asked to recommend a scenario this meeting instead of May.
- **Elena Stoian** stated they do need a preferred scenario to be able to take budget-planning actions. The closer it is to the final budget the less time they have to plan and to communicate changes. It's an iterative process with several phases that begins in April and ends in June when the CA budget is finalized.
- **Amy Sueyoshi** added budget-planning is done in the spirit of governance. When the May budget revise is announced they'll be able to make adjustments.
- **Brandon Foley** stated he'd prefer making a motion vs. a straw poll for the scenario recommendation. Asked if possible to amend the scenarios with how much of the reserves to use before they vote.
- **Jeff Wilson** noted they can't use more than \$15M of reserves, and the scenarios were built around where they think reserves will be based on the information they have. If a UBC member does not wish to support any of the scenarios they can abstain.
- **Genie Stowers** expressed concern about midyear cuts that could happen in Spring.
- **Amy Sueyoshi** explained it's not necessarily that reductions will happen in Spring. Offered a hypothetical; with a 0% reduction from California, then they'll add courses to the schedule. They'll make adjustments as needed.
- **Jennifer Daly** asked if possible to amend the 2<sup>nd</sup> scenario to make it a bit more conservative.
- **Jeff Wilson** advised it wasn't possible to modify the scenarios and readjust the calculations.
- **David Miller Shevelev** spoke in favor of using a poll vs. making a motion for a scenario recommendation as it limits options to either support a specific motion or not, or debate it. This way members can express their opinion for each of the options without having to approve/disapprove a specific option. It's the difference between First Past the Post and Proportional Representation.
- No further questions received.
- **Member poll was launched:** UBC Members were asked to choose which budget scenario should be recommended to President Mahoney for her consideration: Scenario 1, 2, 3 or abstain. Poll outcome, of the 18 voting members present: Scenario 1 = 1, Scenario 2 = 12, Scenario 3 = 4, Abstain = 1. Scenario 2 received the most.

#### Agenda topic – Aligning Expenditures with Student Demand: CPaGE

(postponed due to time)

#### Agenda topic – Aligning Expenditures with Student Demand: GCoE

(postponed due to time)

### Agenda topic – Public Forum

- **Aaron Kerner** shared some skepticism for California reducing funding cuts given the backfilling due to the Federal cuts and the current political national environment.
- **Hossain Jahani** asked if the recently approved CSUEU steps would be renegotiated due to the anticipated cuts.
- **Ingrid Williams** acknowledged concern for step implementation and encouraged he speak to CSUEU leadership.
- **Danny Paz Gabriner** asked if it comes to having to make employee reductions, as it has been happening with the reduction in classes/faculty reductions, what a process might entail if needing to reduce staff/administrators.
- **Amy Sueyoshi** explained they have on average 35-40 tenured faculty retire/depart along with others who may leave annually, and that will save \$2M-\$3M. They're not replacing staff positions unless critical; along with reducing expenses through shared services, technology and finding lower-cost alternatives such as switching from DocuSign to AdobeSign, there will also be a reduction in the number of sports in Athletics. Academic Affairs is a large part of the budget, mostly in salaries, and efforts like these will save a significant amount of money. The campus is doing everything it can to reduce expenses.
- **Alesha Sohler** asked if planning for further California funding reductions has begun and what it might look like, given enrollment reduction. Announced the Senate's University Town Hall happening after this UBC meeting.
- **Amy Sueyoshi** added another concern is that Gov. Newsom's term ends in 2026 so there will be a new Governor.
- **Jeff Wilson** explained the budget presentations reflect a multi-year budget-reduction plan, which was scheduled to end next year so by fiscal year 2027-2028, and the campus was to have a balanced budget. There's already another year of California reductions planned for 2026-2027, and if there are additional reductions or continued unfunded mandates, reduction plans will continue to grow. They've been to find some savings to replenish the reserves, so hopefully future reductions can be offset by savings so as not to deplete reserves. The campus has to have a balanced budget.
- **Burcu Ellis** asked if there's a date set for having a balanced budget, and if another Voluntary Separation Incentive Program might be an option as the environment, especially for faculty, is very different now than when the program ran last year.
- **Jeff Wilson** replied the budget has to be balanced every year, either by using one-time funds, reserves, or reductions. At the end of every July, they send the campus budget to the Chancellor's Office. The long-term strategy is not to use one-time funds or reductions, but to have alignment between resources and costs for a healthy budget. Currently there are no plans for an additional Voluntary Separation Incentive Program.
- **Amy Sueyoshi** commented on a Chat post about "ripping off the Band-aid" which would make drastic reductions now, but that may not be necessary so they're erring on the side of caution. Stressed they do need departments/divisions to think about ways they're serving students. [IRC](#) was formed, and if the campus is not using resources in the best way possible, urges change to be initiated to make every effort to reduce costs.
- **Alesha Sohler** commented if there have to be mid-year layoffs, the CBA's state 60-day notice is needed for staff, 180 days for faculty, so that would impact the following academic year's budget. Asked how that might work.
- **Amy Sueyoshi** stated CBA policies would be followed around noticing. Fall planning is already impacted as colleges and department have to operate very lean.
- No further questions received.

### Co-Chairs adjourned the meeting approximately 12:12PM

- Next meeting: Thursday, April 24, 2025 from 10:00 AM – 12:00 PM via Zoom

-end (nrg)

### From the Chat:

From Anna Lebedeff: Happy first day of spring!

From Alesha Sohler (She/Her): Campus Town Hall Today, 2pm-3pm.

<https://sfsu.zoom.us/j/82161591754?pwd=2lktSJ6xMJ1dJoMTrhBaEJvBhs1zly.1>

From Member, Tiffany O'Shaughnessy, PhD (she/her): Welcome Laura!

From Member Christine Hintermann: Replying to "Campus Town Hall Today, 2pm-3pm. <https://sfsu...>": Can you please send me the link on Teams? Zoom wont let me copy and paste

From Member Laura Epstein she/her/ella: Thank you!!!!

From Member Laura Epstein she/her/ella: And hello!

From Member Mary Menees: Replying to "Campus Town Hall Today, 2pm-3pm. <https://sfsu...>": I also can't copy the link

From Elaine Musselman: Replying to "Campus Town Hall Today, 2pm-3pm. <https://sfsu...>": I would also like a copy of the link

From Alesha Sohler (She/Her): Replying to "Campus Town Hall Today, 2pm-3pm. <https://sfsu...>": I will forward it to you via email right now 😊

From Member Mary Menees: Replying to "Campus Town Hall Today, 2pm-3pm. <https://sfsu...>": Could I have it as well via email? mmenees@sfsu.edu

From Member Mary Menees: Replying to "Campus Town Hall Today, 2pm-3pm. <https://sfsu...>": Thank you

From Member, Tiffany O'Shaughnessy, PhD (she/her): Thank you Brandon & Andrea, so important and helpful!

From Alesha Sohler (She/Her): Replying to "Campus Town Hall Today, 2pm-3pm. <https://sfsu...>": Just forwarded it to each of you. For anyone who needs it, I am happy to send it to you directly, and it is also posted in the weekly Friday message from Jackson Wilson.

From Member Jackson Wilson (he, him, his): Thank you for your advocacy at the state and local levels.

From Member, Chanda Jensen: Replying to "Campus Town Hall Today, 2pm-3pm. <https://sfsu...>": Please send me the link to the town hall via email as well, My email is cjensen@sfsu.edu

From Alesha Sohler (She/Her): Replying to "Campus Town Hall Today, 2pm-3pm. <https://sfsu...>": @Member, Chanda Jensen I'll send it to you right now 😊

From Co-Chair Jeff Wilson: WICHE = Western Interstate Commission for Higher Education

From Sutee Sujitparapitaya: First-time Full-time Freshmen

From Savi Malik (she/her): We might want to look at how Metro impacts these numbers for first and second year retention

From Margo Landy: What we've done and/or are doing to improve retention document:

<https://sfsu.app.box.com/s/c618g7eqf715jf09mptolmk6vqooniz9>

From Savi Malik (she/her): @Margo Landy, could we find a way to include Metro in the document you shared? Thank you so much

From Member Jamil Sheared: Wouldn't 2020 correspond with COVID...isn't that why they left?

From Margo Landy: Replying to "@Margo Landy, could we find a way to include Metro...": Absolutely!

From David Woo: I would agree, not only Metro, but other hi touch programs like EOP and TRIO

From Margo Landy: Replying to "Wouldn't 2020 correspond with COVID...isn't that w...": 2020 definitely had an impact, but we see similar attrition in other cohorts as well.

From Deborah Curtis: I wonder what % of those students who went to another 4-year school went to another CSU, perhaps closer to home.

From Savi Malik (she/her): Replying to "I would agree, not only Metro, but other hi touch ...": YES! EOP and TRIO too also not reflected in the doc

From Sandra Henao: Katie: Isn't location (wanting to be closer to home) a major reason why some of those students who leave end up enrolling in another 4-year university?

*From Margo Landy: Replying to "I would agree, not only Metro, but other hi touch ...": We do mention EOP, but that said, definitely welcome any additional ideas to incorporate!*

*From Deepika Ahuja (she/her): Replying to "I wonder what % of those students who went to anot...": Or whether was a gap in their enrolling elsewhere*

*From Burcu Ellis: Please make returns to school easier. We have to work through numerous loops just to return one student back to campus! We would appreciate more flexibility and fewer requirements!*

*From Alex Sanchez: what role do retention grants and scholarships awarded by colleges and academic department play?*

*From Alesha Sohler (She/Her): I wonder what kind of community the students who go elsewhere are looking for*

*From Meredith Safran: For data gathering:*

*--Is there systematic outreach to students who leave, to ask them why?*

*--Can there be systematic outreach to staff and faculty who taught students who leave, to ask if there were any flags?*

*From Denise Miyajima: Replying to "I wonder what kind of community the students...": A more affordable area to live?*

*From Dai To. Ph.D. - AVP Disability Access Student Well-Being: katie can you talk about top reasons for why students are leaving?*

*From Margo Landy: Replying to "Please make returns to school easier. We have to w...": This is definitely something we are looking at. Admissions has launched a "welcome back" form so many students don't need to go through readmission. We are also looking at extending the stop out period so that students who are gone for up to 2 semesters don't need to go through readmission OR the welcome back form.*

<https://registrar.sfsu.edu/reenroll>

*From Member Lorena Mejia: Replying to "I wonder what kind of community the students who g...": an active student life is important for students to have*

*From co-chair Amy Sueyoshi: Replying to "For data gathering: --Is there systematic outreach...": Yes, there's a number of studies in SAEM. We've also done studies on why students stay.*

*From Burcu Ellis: Current students don't know that they can still register if they simply bring their debt to school below \$1,000. They think I am lying every time I tell them. Please reach out to students that their debts don't need to stall their education!*

*From Member Mari Hulick (she/her): @Member Brad Erickson (he/him) is correct. Qualitative data is essential*

*From David Woo: Replying to "Please make returns to school easier. We have to w...": I would also add that UAC has a robust process in place to support students interested in returning: <https://advising.sfsu.edu/returning-students-advising>*

*From Sutee Sujitparapitaya: <https://ir.sfsu.edu/surveys-and-studies>*

*From Member, Tiffany O'Shaughnessy, PhD (she/her): It's sometimes hard to get my students that are enrolled in my class to reply to my email, so I can only imagine the ghosting that happens when someone leaves 😊*

*From Alesha Sohler (She/Her): Replying to "I wonder what kind of community the students who g...": More affordable, but I also wonder if they are looking for that college-town experience.*

*From Guest Jane DeWitt: Good point! Do more of what makes students stay.*

*From Maryssa K. Mitsch: Great question/comment, Laura!*

*From Member David Miller Shevelev: Do we know what the "leave" rate is for other CSUs? To what degree is this turnover unique to us and how much of it is standard to the CSU experience?*

*From Jess Robinson (she/her): In Residential Life and in Student Housing we do pull data when they request to leave. Additionally, in Residential Life we look at any roommate mediation as a way to help students find a way forward to stay here at SF State. In the last year we've been able to help over 80 students avoid leaving due to roommate issues.*

*From Member, Tiffany O'Shaughnessy, PhD (she/her): Replying to "Do we know what the "leave" rate is for other CSUs...": Great question!*



From Guest Jane DeWitt: Freshman students who come in as a major think that they are majors. The departments need to treat these students as majors, and not think only of upper division students as majors.

From Member Jackson Wilson (he, him, his): Replying to "Good point! Do more of what makes students stay.": I appreciate the link between participation in Campus Recreation and student clubs and retention. Building community is an important part of student retention.

From Burcu Ellis: IR (International Relations) improved retention by creating 200-level courses GE courses, and students benefit from 200 level courses that they find exciting.

From Margo Landy: Replying to "Do we know what the "leave" rate is for other CSUs...": The CSU student success dashboards have this (and lots of other!) information: <https://csusuccess.dashboards.calstate.edu/graduation-initiative/students-who-leave>

From Jess Robinson (she/her): Replying to "I wonder what kind of community the students who g...": Yes.. I've had a few family members recently go through tours/searches for CSU's and that's the biggest thing they are looking for. A place to be involved and feel "at home"

From Katie Murphy: It's exciting to hear that participation in 2 or more clubs increases retention. Do we have data on what kind of clubs students are interested in? We may be able to offer new clubs to meet student interest/need.

From Member Brad Erickson (he/him): Qualitative

From Fang-yu Chou: Replying to "Good point! Do more of what makes students stay.": college experience and a sense of belonging, especially for young adults.

From Cynthia Grutzik (she/her/hers): Replying to "It's exciting to hear that participation in 2 or m...": GCOE Ed Club coming soon!

From Jenny Lederer: Hasn't our overall retention improved over the last ten years? Or is it now lower on our campus compared to our campus 10 years ago?

From co-chair Amy Sueyoshi: We also found in the students-who-stay survey that a faculty member with whom students have a connection helps them overcome financial and other difficulties.

From Grace Yoo (she/her): We did a study in 2017 on why students have left. Telephone/email survey to those left.

From Grace Yoo (she/her): Fall 2017 Students Who Left Study - January 2020.pdf

From Sutee Sujitparapitaya: {535945E4-CA97-414B-A5AE-290811057095}.png

From Jenny Lederer: Replying to "We also found in the students-who-stay survey that...": Doesn't this suggest we need to reduce online courses, especially at the lower division?

From Fang-yu Chou: Replying to "We also found in the students-who-stay survey that...": advising

From Santhi Kavuri-Bauer: Thanks Mari!

From Member Danny Paz Gabriner: Replying to "Hasn't our overall retention improved over the las...": 1 year retention is very similar to where it was 10 years ago:  
[https://webfocus.sfsu.edu/ibi\\_apps/run.bip?BIP\\_REQUEST\\_TYPE=BIP\\_RUN&BIP\\_folder=IBFS%253A%252FWFC%252FRepository%252FPublic%252FR&BIP\\_item=TRAD\\_RETN1.htm&windowHandle=610120&IBI\\_random=964.0579445613939](https://webfocus.sfsu.edu/ibi_apps/run.bip?BIP_REQUEST_TYPE=BIP_RUN&BIP_folder=IBFS%253A%252FWFC%252FRepository%252FPublic%252FR&BIP_item=TRAD_RETN1.htm&windowHandle=610120&IBI_random=964.0579445613939)

From Dai To. Ph.D. - AVP Disability Access Student Well-Being: thank you sutee and grace for into

From Member Eugene Sivadas: So the top 5 reasons are not in our control. Class availability, housing, belonging, and academic difficulties seem like things we can address

From Gabriela Segovia-McGahan (Administrative Analyst/Specialist): Replying to "I wonder what kind of community the students who g...": Students are rethinking what student life means outside of academics. But academics are the priority For example, cited among the possible reasons (in the article linked below) for the campus pub closing is that students are sober curious. What is already in place for students to build community? Another Bay Area College Bar Is Closing: San Francisco State University's the Pub Shuts Down - Eater SF

From Member, Dylan Mooney: Please remember that Academic Affairs has been operating with a structural deficit of \$8-12 million annually since before 2016.

From Irina Simon: Perhaps providing small incentives to students to complete exit interviews? And them getting prompted to complete one throughout their exit processes/procedures e.g. requesting their transcripts, transferring their credits/requesting credit transfer, etc.

From Fang-yu Chou: Replying to "I wonder what kind of community the students who g...": Besides studying hard, having fun is important too

From Margo Landy: Here's the link to the CSU dashboards: <https://csusuccess.dashboards.calstate.edu/graduation-initiative/students-who-leave>

From David Hellman: If questions aren't answered in the chat people can always take them to the UBC office hours tomorrow...

From Margo Landy: Replying to "Here's the link to the CSU dashboards: https://csu...":

You can select campuses (and CSU overall) in the drop-down in the top selection bar.

From Member Mari Hulick (she/her): Replying to "Here's the link to the CSU dashboards: <https://csu...>": @Margo Landy Yes - this is some eye-opening information.

From Burcu Ellis: They are moving into the UCs but UCs do not always support them once they are in. It would help a lot to have a way for students dropping out of UCs in our area to know they are welcome in SF State.

From Member Mari Hulick (she/her) to Everyone: @Frederik Green, he/him (SFSU) is also right on point! We need to reach across the entire campus.

From Gabriela Segovia-McGahan (Administrative Analyst/Specialist): Replying to "I wonder what kind of community the students who g...": Access to free food seems to be what I commonly hear about from individual students. Basic Needs programs help but I also highly recommend that when we have events, we use Gator Grub Alerts:

<https://basicneeds.sfsu.edu/gator-grub-alert>

From Anna Lebedeff: BSBA Criminal Justice Studies Psychology Application deadline for fall is April 1

From Burcu Ellis: Modality does not seem to be flexible when we can only offer one section of core, required classes.

From Alex Hwu (he/him/his): Yes, we are seeing significant growth in Psyc. Degree Completion

From Lawrence Sahagun (he/him): I have seen more students recently enter as a first year but are technically soph/junior standing because of dual enrollment opportunities in high school and will naturally graduate early. 😊

From co-chair Amy Sueyoshi: Lawrence this is great! Lets' connect. we're trying to create pathways for 3 year degrees.

From Guest Jane DeWitt: CSU Online has courses across the system. That could be another source of online course that could count towards SFSU degrees, if the appropriate course can be found.

From Guest Jane DeWitt: <https://online.calstate.edu/Spring-Fall-Single-Courses>

From Fang-yu Chou: Replying to "I have seen more students recently enter as a firs...": They can do the same for UCs too.

From Member Eugene Sivadas: so 61% go to another higher ed institution

From Meredith Safran: How do we expect the Stonestown Galleria plan to impact students? Will any of the housing be a) affordable and b) open to SFSU students?

From Member Eugene Sivadas: And 39% do not go to another higher ed

From Member Eugene Sivadas: And presumably some of the 39% could be joining the military etc.

From Member Jackson Wilson (he, him, his): Replying to "I have seen more students recently enter as a firs...": Dual enrollment programs may offer some incredible opportunities for SFSU.

From Sutee Sujitparapitaya: Fall 2018 First-time Full-time Freshmen:

From Sutee Sujitparapitaya: {CA943E3E-36D9-4AF4-B76D-9BE5874B4668}.png

From Member Mari Hulick (she/her): We are cutting the wrong things

*From Member Jackson Wilson (he, him, his): Replying to "CSU Online has courses across the system. That cou...": CSU Fully Online is an important system-wide resource. It also has some very inflexible rules that limit its value.*

*From co-chair Amy Sueyoshi: Replying to "How do we expect the Stonestown Galleria plan to i...": Yes Meredith, I think there is a proposal for housing for SF Unified, City College, SFSU faculty.*

*From Member, Chanda Jensen: Replying to "Good point! Do more of what makes students stay.": @Member Jackson Wilson (he, him, his) We need to key into ways to reach every student on campus.*

*From Meredith Safran: Replying to "How do we expect the Stonestown Galleria plan to i...": SF Chron says project requires 20% of units to be affordable, one way or another*

*From David Fierberg: my band's name*

*From Member Mari Hulick (she/her): We need to move beyond the colleges. Keeping these decisions siloed is helping no one.*

*From Member, Tiffany O'Shaughnessy, PhD (she/her): Replying to "We need to move beyond the colleges. Keeping these...": I can't imagine a centralized decision making process would be able to factor in all of the unique details held by each of the departments*

*From Jenny Lederer: If we are moving away from a regional, commuter school, to a model based more on attracting students from other parts of the state, then we have to make the campus busier. More students, faculty, and staff on the physical campus. Students simply want a place that looks fun, and is filled with kids their age.*

*From Alex Hwu (he/him/his): Replying to "We need to move beyond the colleges. Keeping these...": I don't think we are being siloed especially we are having discussion here at UBC. What we have not done is to reduce our cost like 10 yrs ago*

*From Member David Miller Shevelev: Whether it's part of our mission or not, I think many students do think of the CSU as a pathway to the UC. I went to high school here in sf and going to a CSU to transfer to a UC was a common refrain. I wonder what portion of students who planned to go to a CSU to transfer to a UC actually did so.*

*From Burcu Ellis: Please continue to fund IRA student activities such as MModel UN, Model EU, Moot court and others. These kind of competitions are excellent for student retention!*

*From Worth Freeman: Decisions that the legislature make that contradict their demands of the CSU - enabling community colleges to grant Baccalaureate degrees - thats just introducing competition that undermines that higher enrollment demand.*

*From Burcu Ellis: Is there any effort to reach out to out-of-state students? The declines in other states are not as deep as in CA.*

*From Nancy Gerber: Replying to "Whether it's part of our mission or not, I think m...": As the parent of two kids who went to community college, I can tell you most of the high schools make it clear that it's much easier to get into a UC from a CCC than an CSU. For those not immediately competitive for a UC most choose a community college.*

*From Member Katie Lynch (she/her/hers): Replying to "Is there any effort to reach out to out-of-state s...": Absolutely. We now are members of the Western Undergraduate Exchange and are recruiting more out of state. However, our primary focus is in-state because that also impacts our funding from the CSU*

*From co-chair Amy Sueyoshi: Replying to "Whether it's part of our mission or not, I think m...": It's something like 12% or 14% of student who leave. If we know that 46% of our students leave, can you do the math? My apologies, I can't.*

*From Nancy Gerber: Replying to "Whether it's part of our mission or not, I think m...": Should be around 5% or so are going to another 4-year and the rest are not.*

*From Jess Robinson (she/her): The Dean on Call Program is also a really great resources to send students to if they are looking for assistance in finding connection or are struggling*

*From Cynthia Grutzik (she/her/hers): The programming at Mashouf is pretty impressive. And so inclusive.*

*From Jess Robinson (she/her): Replying to "The programming at Mashouf is pretty impressive. A...": They do a fantastic job!!*

*From Member Jackson Wilson (he, him, his): And a great climbing wall!*

*From Member Michael Goldman: Thank you, Katie & Sutee!*

*From Evan Jaynes (SFSU): I also want to highlight GatorXperience which you look through yourself and see the robust list of clubs and orgs our students are facilitating.*

*From Margo Landy: Here is the information about retention & Mashouf visits. 2025-03-20\_11-15-50.png*

*From Nancy Ganner: We will restart at 11:21AM*

*From Jenny Lederer: Does the campus ever rent out auditorium space for external concerts, parties, etc.? Having more nighttime events that are cost neutral, as other universities have, might help to increase the desirability of our campus.*

*From Evan Jaynes (SFSU): Replying to "Does the campus ever rent out auditorium space for...": Frequently Via LCA Live and Housing, Dining & Conference Services.*

*From Jesse Garnier: Replying to "Is there any effort to reach out to out-of-state s...": SUNY encourages out of state students by granting back to them nearly all of the premium attached to non-resident tuition. Residents pay \$295/unit, Out of State end up paying \$353/unit (just a \$58/unit premium). Here at SFSU, non-residents pay \$420/unit premium, 7x more than SUNY. Out of touch with the market IMO.*

*From Hossain Jahani: Replying to "Does the campus ever rent out auditorium space for...":Hi Jenny, Yes, my colleague Isabel Magat and I coordinate and contract underutilized campus facilities to external organizations. If you have any external orgs, or even if you are a member of a professional association looking for event space such as performance halls, conference centers, classrooms, please reach out using the emails below. Hossain@sfsu.edu Magat@sfsu.edu*

*From Alesha Sohler (She/Her): Friendly reminder! Campus Town Hall Today, 2pm-3pm via Zoom. The link was emailed out in the Friday email from Academic Senate Chair, Jackson Wilson. If you would like, I am happy to re-share the link with you via email. Please let me know here.*

*From Member Katie Lynch (she/her/hers): Replying to "Is there any effort to reach out to out-of-state s...": Student in the Western Undergrad Exchange program will now pay in-state tuition- it will help us be competitive in this market. This is new and being rolled out. We will still get increase revenue in housing, dining, participation on campus, etc.*

*From Hossain Jahani: Replying to "Does the campus ever rent out auditorium space for...": You can also direct any inquiry to our website ces.sfsu.edu*

*From co-chair Amy Sueyoshi: Replying to "Does the campus ever rent out auditorium space for...": Also just something to note, is that the city itself is suffering from emptiness in terms of night life and day life. The SR Chronicle wrote that there's been a significant outmigration of twenty something year olds who are the folks who tend to go out. Hence businesses are struggling to stay open. The best thing that we can do as a campus to feel like a busy campus is to come to work and then walk around campus during our breaks!*

*From Jenny Lederer: Replying to "Does the campus ever rent out auditorium space for...": I don't have contacts, but would be great for students to have weekly concerts from popular young artists on campus.*

*From Burcu Ellis: Replying to "Is there any effort to reach out to out-of-state s...": This is great, Katie. Do you mind sending this out to me in more detail because there are IR-oriented students that may be interested.*

*From Member Christine Hintermann: Replying to "Does the campus ever rent out auditorium space for...": Another Bay Area College Bar Is Closing: San Francisco State University's the Pub Shuts Down - Eater SF support Amy's point even Campus life has been impacted in regards to hang out locations.*

*From Member Katie Lynch (she/her/hers): Replying to "Is there any effort to reach out to out-of-state s...":*

<https://future.sfsu.edu/western-undergraduate-exchange>

*From Member Mary Menees: are these the same percentage cuts across the board?*

*From Burcu Ellis: Would the university consider a second voluntary retirement program with any of these scenarios?*

*From Member Christine Hintermann: Replying to "Does the campus ever rent out auditorium space for...": @Hossain Jahani are those events from outside campus advertised on campus? I just saw one event that passed but did not hear*

about it on campus memo, would of made a note to attend, if it still had seats for. once again engaging and tying to the campus community.

From Tess SF State: Do we know what departments these job losses will be coming from?

From co-chair Amy Sueyoshi: Replying to "Do we know what departments these job losses will ...": No Tess, we do not. We also must wait until May to even see what the state's reduction will be.

From Gabriela Segovia-McGahan (AA/S, Guest): Replying to "Does the campus ever rent out auditorium space for...": @Member Christine Hintermann I think we could all do a better job of posting in Campus Memo and the University calendar.

From Hossain Jahani: Replying to "Does the campus ever rent out auditorium space for...": No, they are not. Most of these are private events.

From Gabriela Segovia-McGahan (AA/S, Guest): Replying to "Does the campus ever rent out auditorium space for...": How to submit to Campus Memo: [https://sfsu.co1.qualtrics.com/jfe/form/SV\\_ouodjOkfyhu3GIK](https://sfsu.co1.qualtrics.com/jfe/form/SV_ouodjOkfyhu3GIK)

From Gabriela Segovia-McGahan (AA/S, Guest): Replying to "Does the campus ever rent out auditorium space for...": How to submit to University Calendar: <https://webapps.sfsu.edu/apps/webcal/submitevent>

From Member Michael Goldman: Thank you, VP Wilson!

From Member Mari Hulick (she/her): @Member Genie Stowers Thank you for bringing up the process.

From David Hellman: @Member Genie Stowers Thanks for asking the benefits question... I was going to ask that question myself as a non-member because I was wondering and you saved me the time 🙌

From Member, Chanda Jensen: Thank you Danny for asking that question.

From Member Genie Stowers (she/her) on Bay Miwok lands: Replying to "@Member Genie Stowers (she/her) on Bay Miwok lands...": Got it, David. Thanks...

From Tess SF State: Replying to "Do we know what departments these job losses will ...": Thank you Chair Sueyoshi.

From Burcu Ellis: Excellent question about timing, Alaric!

From Member Mari Hulick (she/her): @Member Alaric Trousdale Thank you!

From Andrea Misthos: I'm curious why we are still actively hiring positions when other institutions are implementing freezes, especially given layoffs are not off the table.

From Nancy Ganner: Everyone, this meeting will run past 12PM today. Hang in if you're able, if not email [ubc@sfsu.edu](mailto:ubc@sfsu.edu) and I'll send you the recording afterwards. Also include in your email if you'd like to attend Faculty/mpp or Staff Office Hours tomorrow, Fri 11AM and I'll send you the link directly. Thanks-

From Member Genie Stowers (she/her) on Bay Miwok lands: I understand the argument that we don't want to send out layoff notices and all that anxiety unless we need to. But mid-year cuts are also stressful and disrupting. And how will be able to provide input on those?

From Member, Tiffany O'Shaughnessy, PhD (she/her): Just as a counterpoint, I'm appreciating trying the straw poll process - I'm curious how our members will vote when given the option to choose between all 3 scenarios presented

From Member Michael Goldman: Mid-year restorations

From co-chair Amy Sueyoshi: Replying to "I'm curious why we are still actively hiring posit...": Hi Andrea, We are only hiring in critical areas and then doing some of that hiring internal only. This means we are trying not to add to our workforce.

From Alex Hwu (he/him/his): We can simply use less or more University reserve for different scenarios

From Alex Hwu (he/him/his): Instead of adjusting %

From Ryan Smith: non-members can vote FYI???

From Cynthia Grutzik (she/her/hers): No problem, and thanks to so many GCOE staff and faculty for being here today 🙌

From Evan Jaynes (SFSU): If you are not a member, just don't click anything?

From Aaron Kerner - Director of the School of Cinema: And this is ONLY for members, correct?

*From Member Eugene Sivadas: Non members please do not vote*

*From Member Genie Stowers (she/her) on Bay Miwok lands: we are no longer doing DocuSign?*

*From Ingrid C. Williams (she/her/hers): For clarity: It is my understanding that the Step Implementation process for CSUEU will proceed. I am not sure about the Step Placement based on the funding. Please discuss with CSUEU Leadership.*

*From David Hellman: And I'd finally gotten used to DocuSign...*

*From Christopher Weinberger: Has anyone looked into costs of landlines and alternatives?*

*From Gabriela Segovia-McGahan (AA/S, Guest): Thank you! I need to leave.*

*From Claude Bartholomew: Moving to an Adobe option, Genie*

*From Member Genie Stowers (she/her) on Bay Miwok lands: Replying to "Moving to an Adobe option, Genie": Got it, thanks!*

*From Member Mary Menees: can we see the poll results again?*

*From Member Jackson Wilson (he, him, his): Replying to "And I'd finally gotten used to DocuSign...": The relative costs of DocuSign vs. Adobe makes a compelling case for the change.*

*From Member, Tiffany O'Shaughnessy, PhD (she/her): Oh no! When do we lose access to DocuSign? We've built so many of our processes into this, that's a literal nightmare for our department*

*From Mona Sagapolutele: Replying to "Moving to an Adobe option, Genie": Migration to Adobe Sign | Quality Assurance*

*From Joe Barranco (PHYS/ASTR): The "cautious optimism" is still too optimistic. We need to plan NOW that we have the worst-case scenario rather than dragging this out... rip the band-aid off quickly and not drag it out slowly. Let's be real, with what is happening at the national level, the state is not going to be able to swoop in and save us.*

*From Alesha Sohler (She/Her): Thank you*

*From David Hellman: Timing on DocuSign ending? I'm asking as an RTP member who relies on that heavily and as someone in a unit where it is critical to our day to day work. I'm assuming next FY but I'm curious if it is before then because that could be disruptive. Thanks*

*From Robyn Ollodort: Replying to "Timing on DocuSign ending? I'm asking as an RTP me...":*

<https://qaservices.sfsu.edu/adobesign-migration>

*From Member, Tiffany O'Shaughnessy, PhD (she/her): Replying to "Timing on DocuSign ending? I'm asking as an RTP me...": The amount of labor this is going to take for us to transition away from DocuSign is making my head explode*

*From Hossain Jahani: Replying to "For clarity: It is my understanding that the Step...": Thank you Ingrid*

*From Member Genie Stowers (she/her) on Bay Miwok lands: Replying to "can we see the poll results again?": Yes, can we see the results?*

*From David Hellman: Replying to "Timing on DocuSign ending? I'm asking as an RTP me...": @Member, Tiffany O'Shaughnessy, PhD (she/her) and that "labor" also costs money...*

*From Member Mari Hulick (she/her): Replying to "The "cautious optimism" is still too optimistic. ...":*

*@Joe Barranco (PHYS/ASTR) YES! No one is going to save us but ourselves. Yes, we need to plan for the worst case budget, I agree. But towards what purpose? What will be left? What will this university look like? This is not being dealt with at all.*

*From Worth Freeman: Replying to "Oh no! When do we lose access to DocuSign? We've b...": The email said over 10 months so its a ways off and a team will be out there and around to support the transition.*

*From Robyn Ollodort: Replying to "Oh no! When do we lose access to DocuSign? We've b...":*

<https://qaservices.sfsu.edu/adobesign-migration>

*From Member Mary Menees: non reappointment of lecturer faculty is not considered a layoff*

*From Yuri Kasinsky: Replying to "Timing on DocuSign ending? I'm asking as an RTP me...": Most CSUs including CO uses Adobe Sign. It's not a bad option at all just requires a major switch. The costs of doing things different than most other CSUs can be high. I will miss DocuSign more than most.*

*From Member, Tiffany O'Shaughnessy, PhD (she/her): I need to rush away soon, are the poll results available?*

*From Member Mari Hulick (she/her): I need to run. Have a good break, everyone.*

*From Member Genie Stowers (she/her) on Bay Miwok lands: Replying to "Timing on DocuSign ending? I'm asking as an RTP me...": As long as there will an alternative, OK. Programs at the Downtown Campus really rely on remote signatures...*

*From Nancy Ganner: Budget Scenario poll outcome of 18 voting members present: Scenario 1 = 1, Scenario 2 = 12. Scenario 3 = 4, Abstain = 1. Scenario 2 received the most.*

*From David Hellman: Replying to "And I'd finally gotten used to DocuSign...":*

*@Member Jackson Wilson (he, him, his) Thanks, Jackson, but it is a big shift and this is the first I've heard about it. I'm glad there's a lengthy transition process.*

*From David Hellman: Thank you for keeping these meeting open and transparent!!*