



University Budget Committee Meeting Minutes

Meeting Date: Thursday, March 21, 2024, via Zoom

Voting Members Present: Afitap Boz, Robert Collins, Jennifer Daly, Deborah Elia, Iese Esera, Daniel Gabriner, Michael Goldman, Mari Hulick, Jeff Jackanicz, Crystal Kam, Gretchen LeBuhn, Mary Menees, Dylan Mooney, Jamillah Moore, Tiffany O’Shaughnessy, Irina Okhremtchouk, Shrey Patel, Irving Santana, Eugene Sivadas, Genie Stowers, Venesia Thompson-Ramsay, Alaric Trousdale, Jeff Wilson

Non-voting members present: Deborah Elia, Christine Hintermann, Chanda Jensen, John Kim, Katie Lynch, Cesar Mozo, Lynn Mahoney, Tammie Ridgell, David Schachman, Jamil Sheared, Elena Stoian, Sep Mondrek (for Brad Erickson), Venesia Thompson-Ramsay

Guest presenters: Mike Beatty, Sutee Sujitparapitaya, Lori Beth Way

Members Absent: Emiliano Balistreri, Ashkan Forouhi, Tim Jenkins, Amy Sueyoshi

Meeting coordination: Nancy Ganner, Mariela Esquivel

Accompanying presentation can be found here: [UBC Presentation March 21, 2024](#)

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

Agenda topic # 1 – Welcome from Co-Chairs and Agenda review

- Jeff Wilson welcomed committee members and guests.
- Agenda reviewed, guests reminded of the ways to contact UBC including Office Hours on March 22nd.

Agenda topic # 2 – Member roll call

- Quorum established.

Agenda topic # 3 – Approval of minutes from March 21, 2024 UBC meeting

- Minutes approved as submitted.

Agenda topic # 4 – President’s Message

- President Mahoney acknowledged the 211+ attendees and thanked all for the participation and engagement with the budget process. No other university offers the multiple ways to participate, and this gives her confidence for the collaborative work that needs to be done.
- Spoke about advocacy needed to let California know the CSU compact needs to hold permanently. Is hopeful the unions and student orgs will join advocacy efforts in Sacramento. Has been asked a few times for a template anyone can use to send to their legislators as citizens; is waiting on the Chancellor’s office to send. Asked everyone to encourage their colleagues to attend UBC meetings, or view presentations on the website so they understand the debt data, to move forward and work on this together.
- The enrollment update will show SF State’s enrollment is down further than expected. Even if the compact holds and with the tuition increase, funding is still needed to cover mandatory costs as well as absorbing the reduction in State allocation. Acknowledged it feels overwhelming to hear all the negativity, but has been reorienting herself and advised others to do the same: the current state is not what defines the campus in its mission to

provide a transformative education to students, with the support and belongingness they need. This has not changed.

- Has followed SF State's enrollment efforts on social media in SoCal to bring students/families together at receptions to learn about the campus; a joint effort from Housing, ResLife, Admissions and Financial Aid. Other efforts on campus include the one-stop advising center, removing administrative barriers, and Chairs/faculty building schedules of classes that meet what students need (with fewer sections due to fewer students). There's other good work happening, such as Art History reducing the number of units to degree (many CSU degrees require too many units above the national average for their disciplines).
- There will be painful points along the way to resizing the campus, such as lecture faculty with reduced workloads or less employment due to the decline in students. This is the same campus, but it will come out stronger than before. Eight (8) CSU campuses are going through the same processes, and others may follow in the next decade. All university campuses are experiencing some kind of financial challenge. Encouraged all to reorient their thinking to be able to move forward together.

Agenda topic # 5 – Enrollment Update

- **Sutee Sujitparapitaya, Katie Lynch and Lori Beth Way** shared an enrollment update.
- (see slides)
- **Katie Lynch** replied to a question in the Chat asking if there's outreach to students that have stopped-out for follow up. Academic advisors in the Undergraduate Advising Center (UAC) continuously do outreach to students that have stopped-out, and they also do campaigns using a new tool. A new chatbot can do interactive campaigns and they have also engaged in a new partnership; Margo Landy secured a grant to do a trial with Modomatic, which does digital marketing to students who have stopped-out and they've seen great results that will be shared soon with Cabinet. (a list of recruitment efforts can be found on page 16 of the slideshow here [\(link\)](#) and a list of retention efforts can be found here [\(link\)](#)).
- **Lori Beth Way** added there are two different campaigns; retention and re-enrollment. They try to get students before they leave, if they haven't registered within their priority registration period. The retention team starts messaging them. For the re-enrollment campaign, if they weren't registered by census, they do both.
- **Mari Hulick** acknowledged the definition of "stopped-out" in the Chat, and noted it would be good to look at programs that are retaining the most students (as well as those who lost the most), to see what they're doing. Looking at successes is another way of looking at the figures, and requested a deep dive into units earned for juniors vs. seniors.
- **Lori Beth Way** noted they highlighted program successes at a Chairs committee meeting recently where they looked at data over the last 5 years of departments who not only did well on retention, but also did well on Latinx and Black student gaps. This is detailed in the document "Collectively Closing the Equity Gaps" ([link](#)). Re: the students who stopped out: the report won't show exactly how many major units they have, but it can provide general units. Re: why students leave; money matters and the cost- of-living here are always included, but when looking at reenrollment campaigns it's not as much as originally assumed. 60% of them had no financial holds to be able to register. The "collectively closing the equity gap document" talks about the students who stay who say the same thing: they stay because they know someone cares about them. Most often it's not the faculty member, but it can be a staff member. They stay because they find something they love doing and because they think it's meaningful. If they don't have these things, they're at risk of leaving. That's why they listed recommendations to increase retention. Students who leave don't tend to reply – only if they come back, then they'll share why.
- **Mike Goldman** wondered about the 5% drop to Spring and how it compares with what's going on (statewide trends, etc.). Asked if there are concrete figures from other CSU campuses or the CO that informs whether it's an SF State issue or just part of continuing trends.
- **Katie Lynch** replied the College Opportunities Report that Lori Beth posted in the Chat ([link](#)) has graphics to help illustrate where students are choosing to go, and also the UC effect on CSU enrollment. Encouraged everyone to

read it and ask her/Lori Beth any questions, or pose discussion points that can be made actionable through incoming student operations and retention operations. The report also provides recommendations for campus leaders, CSU leadership and statewide policymakers. It's a great catalyst for conversations about what needs to be done differently, what doesn't need to be done anymore and where success can be found in the data it offers.

- **Gretchen LeBuhn** commended all the interventions being taken and asked if there's been analysis of how effective those are in terms of where faculty and departments should be putting their efforts. Asked if two were to be chosen, which would be best. Also, asked if the data shows more loss from Fall to Spring or from Spring to Fall.
- **Katie Lynch** responded they've analyzed all efforts for new and returning students and as an example, regional receptions had not been done since the pandemic but now they're back to doing them. Will develop baseline metrics to see results of getting students to Explore SF State, accepting their admission offers and enrolling. As to what is most impactful that can be done right now: connecting with admitted students through the yield calling campaign. Doesn't have the exact percentage on hand from phone call-to-enrolled, but knows it's been a proving indicator of getting students to both the event and accepting their admission offer. Students and families are looking for that connection, feeling like someone cares about them so whether calling or talking to a student on a tour or at Explore SF State, they're looking for that connection Lori Beth described as to what students retain. This is the moment to make that connection for prospective students to say "Wow! SF State made time to call me... No one else called me... I had a really great conversation with a faculty member who teaches a class that I'm going to take someday and they talked to me..." All those things are very important and it's what everyone can do right now to help. 66% of those that attend Explore SF State end up enrolling.
- **Gretchen LeBuhn** asked how many students enroll prior to arriving at Explore SF State.
- **Katie Lynch** noted it's unknown until census happens for the semester they're admitted.
- **Lori Beth Way** clarified she meant AAO (Accepted Admissions Offer).
- **Katie Lynch** added it's a small percentage, because the majority of AAO's accept in the 10 days prior to the deadline, which is true across the nation. There is a trickle of accepted offers along the way, and then in the final 2 weeks to 10 days is where the big push comes.
- **Sutee Sujitparapitaya** answered the question about retention from Fall to Spring/Spring to Fall: the Spring to Fall loss is larger in both percentage and head counts of students who stop out. True for juniors and seniors as well, but in particular, first-time freshman from Fall to Spring on slide 8 slide is nearly 11%. That's about 3% higher, and the head count also depends on the cohorts.
- **Dylan Mooney** asked if the lists of students who stopped out has been cross-referenced with sections that were closed by major recently. Also, what was the average percentage of students who stopped out in prior years, and those who took a semester off and came back.
- **Sutee Sujitparapitaya** replied when compared with historical data the stopped-out percentage is the same but as the head count is smaller every year, while retention and attrition numbers are different. As far as the data for the stopped-out percentages per the closed-out majors, he doesn't have the data on hand.
- **Robert Collins** asked if the outreach strategies hold true for international students as well.
- **Katie Lynch** replied she's been working with her teams on developing an internationally-specific strategic Enrollment Management plan which will run parallel to the overall institutional strategic enrollment management plan, the graduation plan, the retention plan and the recruitment plan. The goal is to present to Cabinet where opportunities are seen where resources are needed to align to grow international education. One thing that jumped out in the College Opportunities Report ([link](#)) was that SF State has not seen the same precipitous decline in international student enrollment as other CSU's have, probably because San Francisco is still a destination city for the international population. Tactics for international recruitment differ from domestic recruitment. While the personal connection is important, the distance also makes it very expensive. It's something they'll be sharing with Cabinet shortly, and similarly Amanda Segura is leading an effort to look at the Western Regional Graduate Program ([link](#)), an out-of-State partnership that helps recruit students from Western States that are not California

residents. As mentioned here many times, California demographics are not favorable to enrollment, so there is a need to look out of State to see how to best stabilize.

- **Aaron Kerner** asked what can be expected from pipelines now, referring to a comment he heard about City College enrollment being down nearly 50%.
- **Katie Lynch** replied they met recently with one of the City College deans and they're rebounding, which is good for SF State. Same for San Mateo. Their official census numbers for Spring aren't out yet but she believes they saw 10% growth this semester. As community college enrollment stabilizes, it's beneficial to SF State a few years down the road. While also competing with community colleges, they are great partners as well. SF State recruitment teams are constantly hosting events at their transfer centers. Yesterday they met to focus on how to be better partners for veteran student enrollment and growth. However, students who didn't attend any school during the pandemic who are now going to community college will help feed the transfer pipeline down the road.
- **Ron Marzke** asked Sutee about the decline in majors by college – remarked it would be helpful to show the 5-year trend as a number so colleges could be compared to each other.
- **Chanda Jensen** asked about efforts focused on non-traditional students who may have stopped out - not necessarily at SF State, but had to join the workforce to support their family.
- **Katie Lynch** responded they've been doing a lot of reading on this, and some articles say there's over a million students waiting to go back to college and others say they're choosing not to go back. They've considered where to put their efforts; specific populations require different strategies and resources. Typical recruitment efforts are for undergraduates, and aren't the same for other groups. They've realized where resources need to be deployed to get the highest number of enrollments. Also, the campus has to be ready to serve an adult population so they're successful. It's more than just having a course available for them to take – is about the student services tailored to their needs and the student engagement they'd expect, similar to international or graduate or 2nd bachelor's enrollment. Campus needs to put its limited resources into places that will net the best results. If spread too thin to try to hit every audience, they will lose momentum on some opportunities to gain the biggest yield.
- No further questions received.

Agenda topic # 6 – Budget Update

- **Jeff Wilson** presented a campus budget update.
- (see slides).
- **Mary Menees** asked if the 5% increases were included in the slides.
- **Jeff Wilson** confirmed they were.
- **Gretchen LeBuhn** asked when looking at the comparison between the two planning scenarios, the second planning scenario suggests a total of undesignated and designated carryforward of about \$29M. Asked what these funds are and was surprised there's that much for the next 3 years in carryforwards.
- **Jeff Wilson** referred to February's presentation on reserves and carryforwards ([link](#)). Across the university there's an estimated \$34M in carryforwards the campus has control over, with some contractually or legally committed. For the 2024-2025 budget, has asked the Cabinets to review those balances. Ex: if funds for a 1-year project initiated in 2019-2020 have not been used, those funds could be better deployed to support the campus deficit. That's an example of where those funds are.
- **Danny Gabriner** noted the reallocation of designated balances compared to undesignated carryforwards and it seems both will be used. Asked how the reallocation of funds designated for another purpose would go and why not use undesignated first. Also noted all available reserves and carryforwards would be used in three years yet a deficit of \$12M remains – asked what would happen in year four.
- **Jeff Wilson** replied undesignated carryforward is a smaller amount than designated, and by year four into year five, the campus begins to achieve equilibrium -- costs and resources begin to get closer together. After \$36M of

reductions and using approx. \$29M one-time funds, it's on the path towards balance. There will probably be some one-time funds available but may not be needed since costs would be closer to resources.

- **Dylan Mooney** asked about funds set aside for VSIP (Voluntary Separation Incentive Program) and the assumption those funds will be exhausted when fully implemented. If not, asked how that adjusts the numbers.
- **Jeff Wilson** replied if there are less savings from VSIP, more funds will need to be taken from carryforwards.
- No further questions received.

Agenda topic # 7 – Riskpool Costs, Challenges and Successes

- **Jeff Wilson** remarked this topic came up during UBC office hours and demonstrates UBC's commitment to budget literacy. Insurance costs are \$9M/year and represents a portion of expenditures (not often discussed, unlike wages/benefits). It's a significant number and one in that everyone can make a difference on campus.
- **Mike Beatty** provided information about program successes and challenges.
- (see slides)
- **Genie Stowers** asked for clarification about where claims are paid if something happens on another campus – if the riskpool is held central or each campus manages their own.
- **Mike Beatty** replied it depends on the line of coverage. In general, the CSURMA sets the size of the riskpool "pie" and through rating plans, each campus is allocated a "slice". When a campus has a claim, it increases the size of the pie so the slices are larger. The proportion may be the same but the pie is bigger, so the cost is more. The campus shares risks on every program except for the deductibles - different programs have different deductibles, and the campus is responsible up to \$10M. That's the riskpool size – that's the shared risk.
- **Genie Stowers** asked if the CSU requires individual campuses do climate change planning, to plan for flooding on a regular basis as groundwater increases. Asked what's being done to prepare in the long run.
- **Mike Beatty** replied much of that comes from the CO. The riskpool helps mitigate risks, and climate change is one but is constrained by insurance. Shared the example of when CSUSB had two floods in the same building. Campuses are encouraged to do what they can do to help mitigate those claims but after two times in the same building, the riskpool decided they would have to accept a higher deductible because they hadn't initiated the mitigation process. The CO does what they can to encourage campuses to do what they can, and the riskpool does what they can to handle the risk.
- **Danny Paz Gabriner** asked how much room there is to change the levers in terms with campus individual insurance policies, like changing the coverage limits or deductibles to affect the premiums. Asked if there is maneuverability or if its set at the CSU level.
- **Mike Beatty** gave an example of three programs: work comp has statutory limits so nothing can be done as the deductible is across the industry. With property, the campus has never been able to change the deductible above \$100K but starting July 1, campuses are offered the opportunity to increase the deductible as a way to bring down upfront cost. He does not suggest the campus do that primarily due to the age of campus infrastructure, buildings and loss history. It's a discussion that will continue to be had. With liability, the deductible can be changed every 3 years and from that slide showing the loss numbers, the campus increased its deductible from \$250K per claim when there were several claims, then increased it to \$500K with better success, and now its \$750K per claim, which includes lawsuits and settlements, as one of the questions in the Chat asked.
- **Dylan Mooney** asked about the incidents from lost campus master keys which cost the campus \$2M, and it seems the situation has not changed to prevent it from happening again. Asked what had been done to mitigate that risk: if less master keys are handed out or if more electronic keycard systems are being installed.
- **Mike Beatty** replied it doesn't fall under his purview but has been involved in those discussions and is aware of restricted use of master keys. It should also be noted one of those incidents was actually theft of a master key when the employee was mugged which was unfortunate, but those keys should not be carried off-campus. There has been on-going education about master key use, and proving those concrete steps have been taken to ensure

those types of losses won't happen again have been used to request CSURMA remove the exclusion (noted that until then, the exclusion is still there).

- **Mike Goldman** asked if commercial insurance is used and what happens with issues that fall under the deductible. There are some disasters that occur regularly but not to the level as shown on the slides. Asked if such claims are filed with Risk & Safety Services (RSS) directly and what happens afterwards.
- **Mike Beatty** acknowledged these claims may be about equipment coverage or something the campus purchases, which is called 'inland marine insurance' or, equipment insurance. Departments can contact RSS and insure the equipment on their own. Campus ensures everything at a \$100K deductible, but departments are able to buy at a \$1,000 deductible. Annually over summer, RSS sends a reminder to Academic Affairs to let them know about this availability. There are microscopes at CoSE that are insured under this program and the department is responsible for paying the premium. There's a button on the RSS website that shows [how to file a claim](#).
- No further questions received.

Agenda topic # 8 – IDC policy workgroup – 1st reading

- **Eugene Sivadas** shared slides showing the IDC policy workgroup members and explained the presentation is a proposal for an IDC policy, in first reading, which follows the work of the prior workgroup that completed the factfinding (current draft policy can be found on the UBC website ([link](#))).
- (see slides)
- **Mike Goldman** asked if there's any detail on the part that instructs the colleges and departments to give a detailed report on how they were actually spending the money, and what level of detail is expected.
- **Eugene Sivadas** replied it's a basic report on how it was spent and any balances, so it's transparent.
- **Tiffany O'Shaughnessy** shared her experience as a faculty member who writes grants but did not know where most of the money went until serving on this workgroup. While some goes to start-up costs, etc., they noted allocation differs across colleges. CoSE brings in 80% of the grants and has specific ways they manage allocation across their departments and that seems to work well for them. At CHSS, it looks quite different as the needs are different, so the reporting differs also. Some grants give 100% of the funds to the PI (Principal Investigator). This effort is a push for transparency since it isn't easy to figure out what works for everyone.
- **Dylan Mooney** asked when funds are given to the PI, if that counts as income, and/or, since they're administering the grant, they receive a percentage to hold/use the funds. Also, the 75% percentage held centrally in ORSP used for start-up funds may need more transparency as well, given the CoSE example.
- **Eugene Sivadas** responded those funds support the research activity not as income, but the budget goes back to further the research and hopefully they'll be incentivized to write more grants.
- **Michael Scott** clarified Academic Resources doesn't sit on the 75% - it's all budgeted out at the beginning of the year. The ORSP budget year starts with a negative balance, and fills as IDC money is given from grants. ORSP gives \$1.25M to A&F ([Administration & Finance cabinet](#)) for expenses incurred running the grants. There is not a pool of money sitting as its been allocated. Some funds run the ORSP office and pays for things like the Tiburon campus ([EOS link](#)), a historical agreement from 40 years ago the university decided IDC funds would support.
- **Tiffany O'Shaughnessy** added the Tiburon support was a huge point of conversation on the workgroup. As a non-CoSE member she learned about the support. Per the agreement drafted by Academic Affairs for commitments to start-up costs, Tiburon, A&F, ORSP - if the money that comes from IDC is insufficient then the 25% allocated to the colleges would not go back to them.
- **John Kim** commented about increasing transparency and as noted on the slide, there will be levels of transparency; one is that the colleges/departments have to report how they use the money, then Academic Resources will report on its website the amount of IDC generated by each college with a detailed report on how IDC is retained there (they don't actually "retain" it but they load department budgets so they can do what they

need with it). All fixed costs listed in the draft policy document would be part of the transparency that would show on the Academic Resources website. This won't include justifications for the fixed costs, but it will be transparently documented annually.

- **Alaric Trousdale** asked about the variance between the college-split policies. CLCA retains 100% of their IDC, CHSS retains 25%, LFCOB 100%, etc. Each college is allowed their own percentage, and wonders if the workgroup gave thought to consistency. Asked what the benefits may be in allowing each college to determine their own percentage and the benefits of more consistency.
- **Gretchen LeBuhn** replied the workgroup realized colleges have different costs; in CoSE, there's lots of equipment and maintenance costs in labs, which may be different from most of CHSS. Also some colleges have big endowments that can be used to fund things while others do not. Colleges have a better understanding of what their needs are for IDC than the workgroup does, so flexibility is needed. She hopes by daylighting the different policies it gives those affected by this policy the knowledge they need to make any changes and will bring departments and stakeholders together to make informed decisions.
- **John Kim** added another factor is the actual amount of IDC that returns to the college to be split among the units within the college varies a lot. Some of the ways they do things depends on whether it makes any sense to distribute the money at all. I.e., if a college is getting \$1,000 in IDC, it may not make sense to split such a small amount as the departments would receive very little. Colleges that retain a lot of their IDC may reflect the amount being received. That will be better understood once the information is on the website. This draft policy also includes the plan to revisit it in about 3 years so there's been a chance to better understand what's working and revise what is not.
- **Irina Okhremtchouk** asked about how IDC funds were used last year and if someone from the workgroup would be available during UBC Office Hours to talk with faculty on this topic.
- **Eugene Sivasdas** confirmed he would be available to respond to questions and feedback during Office Hours, and anyone can also email feedback to ubc@sfsu.edu.

Agenda topic # 9 – Public Forum

- **Ron Marzke** commented on the transparency of IDC fixed assets, and the amount of work largely done by staff that should be considered a limited asset rather than an infinitely elastic quantity, to make room for that work. ORSP has to report out to Federal agencies, state and local agencies, etc. what is being done with the money and staff work hard on that, so that overhead is there to provide that reporting. Summarized it seems inconsistent to keep overhead fractions fixed when acknowledgement of time to support transparency is needed.
- **Eugene Sivasdas** emphasized the reporting is being done now, but with transparency it will now be shared so it should not affect workload that much. Commenting on whether the 25% back to the colleges to cover such costs should be increased is largely contingent on the amount of IDC not already committed.
- **Ron Marzke** remarked that being in a college with limited IDC, it may not be a very big reporting duty but the question is the level of reporting. If everything purchased with IDC needs to be reported it can be a significant burden on colleges that do not have a very large share of IDC.
- **Julie Chronister** commented that research for colleges outside of CoSE can be a struggle. It seems a large grant can bring more support, but if 75% goes to the whole university, asked how it trickles down to having the resources they need to support those grants. There seems to be rationale for supporting CoSE and Tiburon but for other colleges it's difficult getting, receiving and executing grants. Instead of IDC funds going towards the research infrastructure, asked how the university will support research and what this will mean for those 'boots on the ground', whether it means supporting Procurement to help the grants run or with contracts, there does not seem to be the same rationale, and supporting grants is what IDC is about.

- **Jeff Wilson** replied that discussion could be part of a future presentation.
- **Danny Paz Gabriner** asked about the budget planning scenarios and requested more detailed views of the revenues and expenditures for the next 3 years by colleges/divisions or other breakdowns of those revenues.
- **Jeff Wilson** replied that will be done at the May UBC meeting, after the Governor's May revision is received, as that's when the planning scenario will become the basis of the campus 2024-2025 budgeting.
- No further comments received.

Co-Chair adjourned the meeting approximately 12:13 PM

- Next meeting: Thursday, May 16, 2024 from 10:00 AM – 12:00 PM via Zoom

-end (nrg)

From the Chat:

From Member Gretchen LeBuhn: Spring 23 vs 24 new students down 12.8%

From Member Gretchen LeBuhn: Spring 23 24 FTES down 5.4 percent (18,391)

From Lori Beth Way: FYI target is just based on CA residents

From Lori Beth Way: Decline in undeclared is so steep because no more pre-majors since we've taken so many programs off of impaction.

From Jamil Sheared: thanks for the context

From Lori Beth Way: Note that are target has remained flat for five years.

From Katie Lynch: in 2025-2026 Nursing will be the only impacted program. Many thanks to those who helped remove impaction recently!

From Erika Dyquisto: The other day, a student at a local high school told me "people just forget about San Francisco State because they are thinking about all the schools that everyone applies to -- the UCs, SDSU, and Long Beach.

From Chris Bettinger: LBWay, does that mean the college declines are really larger than depicted (because formerly undeclared re now in a program)?

From Lori Beth Way: @Chris Bettinger - I'm not sure. Hard to say.

From Lori Beth Way: Pre-majors were never counted in colleges so I don't think so actually

From Member Mari Hulick: Do we know how the mandate to the UCs to increase California residents has affected us?

From Lori Beth Way: @Member Mari Hulick (she/her) has no doubt had a major impact. Report coming in next chat.

From Member Christine Hintermann: Replying to "2023_CSU_EnrollmentReport.pdf" Does this include Senior HS students not ready for college readiness too? as well as the FASA glitch?

From Lori Beth Way: Earlier admissions also allows us to keep them engaged with the campus and encourage them to accept their offer!

From Lori Beth Way: Replying to "2023_CSU_EnrollmentReport.pdf" That report doesn't, but surely those factors are decreasing college-going rates.

From Member Christine Hintermann: Replying to "2023_CSU_EnrollmentReport.pdf" Agreed

From Member Chanda Jensen: What about reaching out to the 8th graders to get them to start thinking about college especially those in AVID classes.

From Amanda Segura | SF State: If you'd like to participate in Yield Calls, just email me: amandasegura@sfsu.edu. We appreciate you all!

From Member Katie Lynch: Explore Showcase (tabling for student life/support or your academic department):

https://docs.google.com/forms/d/e/1FAIpQLSdoF2hqlIW8MdgVRsTAYjkRd7BsFeNJUQiPbeUHvB_SmBWzjA/viewform

From Member Katie Lynch: Explore SF State Ambassador: https://sfsu.co1.qualtrics.com/jfe/form/SV_eFl7MvRPdTsYyBo

From Member Gretchen LeBuhn: Can you define stop-out?

From Member Katie Lynch: Replying to "What about reaching ..." Hi Chanda, we do a lot of work with middle schools and do focus on AVID. Let us know if you had a specific school in mind so we can be sure to connect

From Member Mari Hulick: Replying to "Can you define stop-..." Thank you

From Member Katie Lynch: Campus Tour Content Input: https://sfsu.co1.qualtrics.com/jfe/form/SV_4VDzmiaXUcv9HZY

From Member Irina Okhremtchuk: I am interested in "stepped-out" numbers for GCOE please, if possible broken down by department/program

From Sutee Sujitparapitaya: Yes .. the breakdown of stopped outs by department and programs will be available to you

From Nancy Ganner: someone sent me their question: "Is there outreach to the stop-out students for follow-up?"

From Lori Beth Way: @Nancy Ganner - Yes! Tons!

From renee e stephens: Thank you-very helpful!

From Member Chanda Jensen: Replying to "What about reaching ..." Cunha Intermediate in Half Moon Bay

From Member Katie Lynch: Replying to "What about reaching ..." great, thank you!

From Member Mary Menees: Are we making different/extra effort to recruit international students?

From Member Gretchen LeBuhn: You could do the analysis by looking at how many units they came to SFSU with.

From Member Katie Lynch: Replying to "Are we making differ..." @Mary, Marilyn and I are working on a Strategic Enrollment Management Plan for International Students specifically- this will be presented to Cabinet to help determine where resources will be best spent. But, her team has been working incredibly hard with the resources they have to increase enrollment

From Member Jennifer Daly: Information provided to Chairs in Chairs Council never seems to make it to Staff. Can Staff receive minutes from those meetings? Or at very least agendas of topics covered so we can follow up for more information when appropriate?

From Member Gretchen LeBuhn: Regress retention rate on units student arrived with.

From Burcu Ellis: May we be allowed more online classes to re-attract some of the students who have left? At least for departments where online courses make sense?

From Member Mary Menees: Replying to "Are we making differ..." Thank you, Katie!

From Member Katie Lynch: Replying to "Are we making differ..." thanks goes to Division of International Education for their hard work!

From Burcu Ellis: Replying to "Are we making differ..." Katie, International Relations Department would like to be included in your efforts with strategic enrollment of International Studies. Please loop me in!

From Lori Beth Way: And there is more of a retention issue in several CSUs; report discusses that

From Member Chanda Jensen: Many of those international students are in dire need for on campus employment in order afford being here. We have hired over 30 international students in the Campus Recreation Department.

From Lori Beth Way: Love this question!

From Maricel G. Santos: Replying to "Are we making differ..." @Burcu Ellis @Member, Katie Lynch (she/her/hers) English Dept too! Thank you.

From Member Chanda Jensen: I would love to help with the calling campaign. Will this being Campus Memo to ask for volunteers to help?

From Lori Beth Way: We're also using yield and melt studies from Sutee to decide what we can stop investing in.

From Member Mari Hulick: The highest number of Stopped Out students is among the Freshmen. I suspect this is due at least in part to a lack of college readiness. With our high acceptance rate, what do we have in place to help those student actually be ready for higher education.

From Maricel G. Santos: Replying to "We're also using yie..." Is there a place where we can synopses of these yield and melt studies (by college and dept)? Thanks.

From Lori Beth Way: Sutee's done a regression analysis on all these variables so that we can answer what variables matter most.

From Amanda Segura | SF State: Replying to "I would love to help..." Feel free to email me directly and we can get you set up for calls: amandasegura@sfsu.edu. Thanks!

From Member Katie Lynch: we should be able to share that shortly - we are still working on the presentation

From Lori Beth Way: @Member Mari Hulick (she/her) we've starting looking at how our students are doing in the Golden Four and how that correlates with their "category" that indicates how much support the CSU thinks they need.

From Jane DeWitt: How can faculty be supported in supporting our freshmen admits to be successful?

From Erika Dyquisto: Is there any way to re-open applications for first time students after May 1 so that we can perhaps capture those who didn't get in anywhere because they restricted themselves to the schools to which most students apply?

From Member Katie Lynch: Replying to "How can faculty be s..." a full training is provided, as well as a script and some resources

From Member Katie Lynch: Replying to "How can faculty be s..." folks wanting to assist that haven't signed up yet can email amandasegura@sfsu.edu

From Member Katie Lynch: Replying to "Is there any way to ..." we extended our deadline to March 30 this year- the latest we have ever gone. We will always accept a late applicant but cannot re-open the app generally because we would not be able to set those students up for success with the processes that need to take place before orientation and the start of classes. we instead outreach to these students for a spring start

From Lori Beth Way: Basically there is a cumulative effect of smaller classes the past several years

From Member Mary Menees: Thank you all so much for a great presentation and the document dropped in the chat - it's quite interesting.

From Frederick Smith: Great presentation and information. Thank you!

From Mike Beatty: 100 high school students walking by my window just now. Go Enrollment Management and Outreach!

From Member Mari Hulick: One of the populations who are almost guaranteed to be successful students are those seeking second undergraduate degrees. This is a difficult process on our campus, and we should open these doors so that these students can come here with greater ease. We have 3 who just started the program and they are already making a mark for themselves. Can we ease the road for these people to join our campus? Where would this process start?

From Lynn Mahoney: I heard yesterday that San Mateo CCs also rebounding.

From Matt Itelson: Replying to "I heard yesterday th..." San Mateo County in the house!

From Lori Beth Way: Replying to "We're also using yie..."

Hmmm. We haven't done yield and melt by college and department because we don't expect college or department interventions at that stage. Yield = admitted to accepted offer; Melt = accepted offer to actually enroll. I can ask Sutee if we can break this down, but numbers would be quite small, I think.

From Maricel G. Santos: Replying to "We're also using yie..." Ok thanks for the reply

From Member Katie Lynch: Replying to "One of the populatio..." @Mari- a group is looking at the processes around 2nd Baccs to determine what can change easily and what we can pilot for process improvement

From Member Mari Hulick: @Ron Marzke, excellent point.

From Lori Beth Way: They don't always want to go back or see the value in going back. There was a good article in the Chronicle of Higher Education about a week ago.

From Burcu Ellis: Students I called this week were asking if they could come to SF State first and transfer to UCs after.

From Jackson Wilson: Over the 5-year period change in major headcount by college: COSE 0% change, GCOE 10% decrease, CHSS 15% decrease, CoES 22% decrease, LFCOB 25% decrease, LCA 30% decrease

From Lori Beth Way: @Burcu Ellis - the answer is, of course, yes, but we'll convince them not to leave once they get here, right?!

From Grace Key: Thank you Katie, Sutee and Lori Beth!

From Burcu Ellis: @Loribeth that was exactly my response to those students!

From Member Chanda Jensen: Thank you Katie for your response.

From Lori Beth Way: Thank you Burcu!

From Member Katie Lynch: Replying to "Thank you Katie for ..." thank you for always thinking of opportunities!

From Member Danny Paz Gabriner: Are the detailed views of these scenarios available?

From Corrine Cheung: the carryforward that Jeff said school have control is included those TH Funds' carryforward?

From Member Elena Stoian: Replying to "the carryforward tha..." No

From Corrine Cheung: thank you

From Member Mary Menees: will consider VSIP in future years?

From Member Dylan Mooney: Rocketry!

From Burcu Ellis: Replying to "the carryforward tha..." @Frederik Green, he/him (SFSU) Amanda Segura at Katie's office kindly organizes phone call lists for departments (students who applied to our own programs). You can note the faculty who would like to

participate, and they divide the list in between the folks who are ok making phone calls. It is an awesome program and quite the eye-opener when you hear things from the 18 year old straight up!

From Member Sep Modrek, CFA designee: Does the liability includes lawsuit obligations?

From Member Mari Hulick: Replying to "Does the liability i..." Good question....

From Jesus Garcia: Great presentation, Mike. Can you elaborate why our liability claims are improving over time?

From Sandra Henao: great presentation, thanks!

From Member Mary Menees: Thank you, Mike for a great presentation!

From Member Michael Goldman: Thanks for the informative presentation!

From Jay Ward: Thanks for the excellent presentation Mike! Very informative!

From Member Mari Hulick: @Member Genie Stowers Excellent question.

From Gabriela Segovia-McGahan: Replying to "They don't always wa..." Link?

From John Gates: We are also moving to an electronic key solution for the new WCG dorm project.

From Member Dylan Mooney: Replying to "We are also moving t..." We need this for all buildings.

From John Gates: Replying to "We are also moving t..." Baby steps

From Nancy Ganner: I'll send a link to the slideshow to everyone later, along with the enrollment document posted in the Chat earlier, if you missed it. The UBC website has all past slideshows and minutes to meetings, if needed.

From Member Tiffany O'Shaughnessy: I missed that our opening slide had my department wrong 😊 I'm an Associate Professor in the Department of Counseling

From Chris Bettinger: Replying to "I missed that our op..." If you ever want to defect, we're just up a floor.

From Member Dylan Mooney: Only for new faculty hires in COSE?

From Nancy Ganner: Replying to "I missed that our op..." @ Tiffany: I'll make that change before I post slides = thanks

From Member Tiffany O'Shaughnessy: Replying to "I missed that our op..." I'm affiliate faculty with Sexuality Studies...but I love it over in Burk Hall

From Member Tiffany O'Shaughnessy: Replying to "Only for new faculty..." Yes

From Mike Beatty: Replying to "Great presentation, ..." In 2018, we formed a "claims improvement group" to identify trends and causes of loss and provide recommendations for reducing claim costs. For property, student residents were required to purchase renters insurance as part of their housing fee. Also, we installed fire safety blankets in each dorm with a kitchen. For WC, we had a staff member certified as an ergonomist. For liability, we enhanced the collaboration between HR, faculty affairs, WC, ERM and university counsel to better align our approach to employee grievance/claim management.

From Member Gretchen LeBuhn: Previously start up for faculty in COSE came from other funds at the University. Some time recently, it was moved to IDC. Not sure why...

From Member Genie Stowers: Mike, those are great improvements-- good job on being proactive! Thanks again for the informative presentation.

From Julie Chronister: To be clear, if a department (non-COSE) gets a grant, a % of the IDC goes to COSE and Tiburon versus the department/college that received the grant?

From Member Dylan Mooney: Replying to "To be clear, if a de..." That's what I was wondering too.

From Mike Beatty: Replying to "Does the liability i..." If the lawsuit is the result of a covered peril, i.e., not excluded, then yes.

From Julie Chronister: It would be helpful if this process/policy could be explained and the rationale behind it, particularly given the amount of time/commitment involved in getting and managing a grant in a campus context that has limited resources and supports for those with large grants.

From Michael Scott: Replying to "To be clear, if a de..." Everyone that generates any idc gets 25% back. If your IDC rate is 10 on an LCA proposal, you get 25% of it back.

From Member Gretchen LeBuhn: My understanding is that SFSU gets funds for Tiburon that goes to general fund but those funds don't get given to Tiburon. Instead, Tiburon gets their IDC back. If they generate less than is needed from their grants, their operating budgets are supplemented from the 75% of IDC retained by Academic Resources.

From Member Gretchen LeBuhn: Typically, 80% of IDC is generated by COSE.

From Michael Scott: We track IDC carefully but it's difficult to predict given variability. See details attached

From Member Gretchen LeBuhn: IF someone in HSS gets a grant, 75% goes to Academic Resources and 25% goes to HSS. Academic Resources then decides how to allocate the 75%.

From Nancy Ganner: Everyone: its likely this meeting will run overtime a little past 12PM (but thanks for the active engagement) so if you can hang on, we might get thru the remaining slides and open the public forum for any-topic questions. If you can't stay and wished to ask something, you can post to the Chat or email ubc@sfsu.edu to address at the April or May meeting. You will receive notice when these slides have been posted. Thank you-

From Member Gretchen LeBuhn: And that is true for any college, including COSE.

From Julie Chronister: It would be helpful if we could better understand why IDC (irrespective of whether it is the 75% to AR or 25% to college) that comes from a non-COSE department would go to COSE or Tiburon?

From Michael Scott: CoSE generates 80% of the campus iDC.

From Member Sep Modrek, CFA designee: IDC is meant to seed future grants

From Julie Chronister: Yes, I understand that COSE generates 80% of the IDC, but I am still trying to understand why Non-COSE departments are paying COSE start up and Tiboron? Why do other colleges have to use part of their 75% IDC to COSE ? Just trying to understand this.

From Member Gretchen LeBuhn: @Julie Chronister (she/her) The CSU gives SFSU money for the Tiburon campus but rather than using that, they use IDC which does seem odd.

From Member Gretchen LeBuhn: Academic Resources gets the \$\$\$. Not, ORSP

From Chris Bettinger: Sorry to ask questions and leave before the answers are offered, but if no one else asks, can we know (1) if we are assuming that all future RSUs will be housed in colleges, and (2) if the 3 year review includes specific metrics to track if this proposal is "working"? Great report and work. Thank you all.

From Member Gretchen LeBuhn: It wouldn't come back to any of the colleges.

From Julie Chronister: It is concerning that funds from IDC are paying for Tiburon. We need some transparency around this.

From Michael Scott: We already report the data here <https://research.sfsu.edu/annual-facilities-administrative-report> . The last 4 years can be viewed.

From Michael Scott: Apologies. Drupal doesn't cooperate. See <https://research.sfsu.edu/grants-and-contracts>

From Member Gretchen LeBuhn: @Julie Chronister (she/her) I think the question is why doesn't the funding from the CSU for the facility get used instead of having it come from IDC. Then again, IDC goes into the general fund.

From Member Michael Goldman: Much of the Tiburon cost is facilities related, including utilities, I believe; these are items usually covered campus-wide for on-campus facilities.

From Member Mary Menees: I'd love to see a flow chart on where the money comes in and goes out.

From Michael Scott: IDC covers the running cost of the Tiburon campus. It covers elevator repair, tree trimming, road repair, maintenance etc. No college has to pay for these things

From Gabriela Segovia-McGahan: Thank you for this presentation/meeting. I have to leave.

From Member Crystal Kam: COSE, at college and department levels, utilizes IDC very differently between departments with wet labs and those who don't. COSE leadership reviews use of these funds with departments a few times a year to ensure proper uses of the IDC funds.

From Nancy Ganner: re: IDC - you can post comments/questions here if we don't get to you and I'll forward to the IDC workgroup also - you can also email ubc@sfsu.edu

From Michael Scott: Last year IDC distribution can be seen here

From Nancy Ganner: @Member, Irina Okhremtchuk I'll forward you the Office Hour zoom link tomorrow so you can forward to anyone interested. Anyone can attend Faculty or Staff Office hour tomorrow, Fri, 11-12pm by emailing ubc@sfsu.edu

From Member Mary Menees: Replying to "FY2022_IDC_Return_Distribution_Rpt.xlsx" Thank you, Michael.

From Member Dylan Mooney: Thanks, Ron!

From Member Crystal Kam: Replying to "IDC covers the runni..." And Tiburon campus that houses classes and research activities like the rest of the main campus, pays for many other things like internet and basic facility expenses like bathroom supplies etc. which are generally covered by the campus general funds.

From Member Gretchen LeBuhn: I have to leave. Thank you.

From Michael Scott: Replying to "IDC covers the runni..." They even have to pay the alarm company

From Member Sep Modrek, CFA designee: Is this policy going forward?

From Member Sep Modrek, CFA designee: Or will it be retroactive?

From Lori Beth Way: @Member Sep Modrek, CFA designee - I believe this is in 1st reading. Would need to be seen again in 2nd reading and changes can be made in between readings.

From Michael Scott: For the last 7 years, we've distributed out 25% of the IDC to PIs.

From Michael Scott: There is no change in the faculty distribution plan

From Nancy Ganner: I just sent a bunch of you the Zoom link for faculty Office Hour - attend if you wish.

From Laura Epstein: I need to go to class. Thank you so much! I learned a lot today!!

From Member Sep Modrek, CFA designee: @Michael Scott For institutes the required spending in 3 years might be problematic. Will that be going forward? Or is that retroactive?

From Member Tiffany O'Shaughnessy: Thanks Julie

From Member Sep Modrek, CFA designee: Thank you, Julie!

From Mike Beatty: Thanks for this opportunity. Feel free to reach out to further discuss.