



University Budget Committee Meeting Minutes

Date: Thursday, April 20, 2023, via Zoom

Voting Members Present: Jeff Wilson, Jamillah Moore, Jason Porth, Eugene Sivadas, Jennifer Daly, Mary Menees, Dylan Mooney, Daniel Paz Gabriner, Irving Santana, Mea Montañez, Mari Hulick, Gretchen LeBuhn, Akm Newaz, Lufei Ruan, Genie Stowers, Michael Goldman, Alaric Trousdale, Darlene Yee-Melichar

Non-voting members present: Lynn Mahoney, Elena Stoian, Dwayne Banks, Katie Lynch, Cesar Mozo, David Schachman, Venesia Thompson-Ramsey, Tammie Ridgell, Sandee Noda, Jamil Sheared, James Martel

Guest presenters: Carmen Domingo and Crystal Kam, CoSE, Nathan Evans and Jeni Kitchell, CSU Chancellors Office

Members Absent: Amy Sueyoshi, Jeff Jackanicz, Deborah Elia, Steven Lee

Committee Staff Present: Nancy Ganner, Catherine Kim

Accompanying presentation to view concurrently can be found here: [UBC Presentation April 20, 2023](#)

UBC co-chair VP Wilson called this meeting to order at approximately 10:04 A.M.

Agenda topic # 1 – Welcome from Co-Chair Sueyoshi and Agenda review

- **Jeff Wilson** welcomed committee members and guests.
- Agenda reviewed and guests reminded of the ways to contact UBC, including upcoming Office Hours.

Agenda topic # 2 – Member roll call

- Quorum established. Open committee seats noted with new member election outcome next month.

Agenda topic # 3 – Approval of minutes from March 16, 2023 UBC meeting

- Minutes approved as submitted.

Agenda topic # 4 – President’s Message

- **Lynn Mahoney** deferred her enrollment and budget update to the following UBC presenters.
- Spoke of the recent April 6th event where a student org for TPUSA invited Riley Gaines to campus to speak against transwomen inclusion in NCAA sports. SF State students rallied against this exclusion and the Time, Place, Manner committee worked hard to ensure the event occurred. The speaker was able to speak and her rep said the conversation was polite, but some student protestors got past police and made it difficult to remove her from the building. The event is being exaggerated in the press – there weren’t 1,000 in attendance; there were less than 50. She doesn’t excuse the protestors behavior but encouraged people to take what they see and read with a grain of salt. Legal matters are being handled by UPD and any student behavior that violates the code of conduct is referred to Student Affairs. It ended with opposing sides shaking hands but that likely won’t be reported in the news. Applauded faculty and staff who rallied and hosted alternative events such as Earth Day celebrations and teach-ins, and those students who protested peacefully.
- **Darlene Yee-Melichar** mentioned she attended the Board of Trustees meeting where SF State’s West Campus Green student housing was noted, and asked about the build-out timeline.
- **Lynn Mahoney** commended the historic residence hall project, which state-support covers about 65% of the construction, will open to students in August 2024. The dining hall, student life and student health services building will open January 2025. This will increase campus housing options up to 5,000 and will integrate all

health services into one location. Comments on social media asked why not improve current housing stock or academic buildings, but funding was given for these specific projects and turning any state funding down would not be in the best interest of the campus.

- Introduced presenters Nathan Evans and Jeni Kitchell for a systemwide enrollment report, attending upon the request of student-UBC member Steven Lee.

Agenda topic # 5 – Enrollment Presentation

- **Nathan Evans** and **Jeni Kitchell** presented the CSU Enrollment Target and Budget Reallocation Plan (see slides in accompanying presentation).
- **Gretchen LeBuhn** asked what impact of Humboldt becoming a CalPoly has had on its enrollment, considering an investment like that into a university experiencing decline as opposed to a 15% budget cut.
- **Nathan Evans** explained Humboldt was in a unique situation and their decline trend had been longer than most, considering demographic shifts and migrations in far NorCal. Also recognized political pressure that there wasn't a CalPoly in the northern part of the State. It was a confluence of opportunity at the State level and advocacy in their particular situation. The campus is changing their academic portfolio to become more geared towards polytechnic disciplines and they have been able to invest, as all institutions can, in marketing and outreach. While that was an unprecedented investment, it was about addressing the larger political issue in the State. Humboldt has seen increases in applications and are trying to determine how that will reflect in yield. While it slowed decline, this has not yet transpired into a change in FTES. Headcounts increased slightly, but their FTES still declined so simply adding resources doesn't change some of the realities.
- **Jeni Kitchell** added their investments have been mostly in planning and aligning their community efforts towards growth, more than fiscal investments. They had some funding support for marketing and outreach, but they have not invested in the programs yet.
- **Darlene Yee-Melichar** asked if the CSU budget reallocation plan took into consideration where the campuses are located in terms of cost of living. SF State is in one of the most expensive parts of California and it's challenging for students to attend, given affordable housing and basic needs.
- **Nathan Evans** replied the formula looked at universities with multiyear, below-target realities for CA residents. In terms of reasons for those declines, there were conversations about cost-of-living. Translating these changes to the "traditional student" population pipeline of 18-24 creates space for universities to consider a variety of different responses to reflect local realities. While the Bay Area peninsula may be the highest, most California campuses have a very expensive cost of living compared to the national metric. Responses to this might include localized efforts such as expansion of hybrid programs, local partnerships, and dual enrollments with high schools. Setting those (budget) thresholds was about looking at a multiyear horizon where they saw trends, and, reconsidering other areas of the State that are still turning away thousands of students. Navigating from the macro level drew the line in terms of setting this multiyear plan.
- **Jeni Kitchell** also shared that the [affordable housing grant](#) SF State was awarded could help address the cost of living issue that impacts NorCal campuses regionally. They do take the difference in funding on the marginal cost of instruction at each campus, as there is variation there.
- **Darlene Yee-Melichar** asked about the Governor's call for an [oil/gas gauging penalty](#). In response, the Academic Senate called for an Executive Order for excess profits to support public higher education. Asked if she knew if the CSU would have an opportunity to sit with the Governor and Legislature to advocate for some of this new State revenue source.
- **Nathan Evans** replied this would be folded into ongoing advocacy in coming budget hearings and can follow up with details how that might be embedded into the strategy.
- **Mari Hulick** asked about the importance of retention and the "15-unit" messaging. As a department chair she signs many withdrawals, as students often work 30-40 hrs a week and 15 units are too much for them. The SSGI stresses 4-year grad rates but messaging to students should be flexible and that their financial aid could be

extended. Taking fewer units would reduce withdrawals. Students working a full-time job and taking 15-18 units to get out in 4 years leads to anxiety and depression. They are often overwhelmed due to the messaging to graduate fast. Enrollment should be coordinated with retention messaging.

- **Nathan Evans** appreciated the feedback and shared the CO empaneled a strategic workgroup around enrollment and another for the next phase of SSGI. Success needs to be defined along multiple measures and metrics, not only 4 – 6 yr graduation rates. Navigating that need with succinct messaging will help students feel encouraged. SF State's state-supported summer and access to financial aid broadens the support needed to create multiple opportunities. The narrow focus on grad rates has been heard.
- **Michael Goldman** acknowledged the high cost of living in San Francisco, and noted SF State's marginal cost of instruction seems to be about \$7,900 per student, not in the higher range as anticipated. Understands it might have something to do with campus size (i.e., 25,000 students vs. 5,000 students). Penalty consideration should also include a challenging urban location, which includes personnel challenges. Has lost five colleagues in his own department to more financially feasible positions at other institutions just in the last year, still pining in comparison to how many staff have been lost or SF State has been unable to hire. Asked what the penalty rate will be when the 5% decrease in enrollment funding hits and what's still up in the air for discussion?
- **Jeni Kitchell** replied SF State already has multiyear budget plans in place and can see what the fiscal impact will be. Enrollment has been in decline for at least four (4) years. The operating fund has two sources of revenue: students and State-support. At a 10% threshold by about 2425, the reduction would be approx. \$10M/year, in addition to any tuition declines projected based on enrollment. If that continues over three (3) years, that's \$30M of State-support reduction.
- **Michael Goldman** clarified if the marginal cost is \$7,900 per FTES or if there will be a larger reduction.
- **Jeni Kitchell** responded the marginal cost of instruction is what it costs to educate each student marginally, and it's about \$14,500 per student in tuition and State-support. This varies by campus for several reasons, including the student mix (P/T, F/T, credential and waivers) and the variation is made up in the amount of tuition collected.
- **Jeff Wilson** thanked Nathan Evans and Jeni Kitchell.

Agenda topic # 6 – SF State budget update

- **Jeff Wilson** provided a verbal and brief budget update as the remaining meeting time was limited: The budget is in between periods; with the Governor's January budget proposal, then the Legislature, its constituents and the Governor will legislate it, then a May revision will be received within the first few weeks of May and a final budget in June.
These slides, though not presented, will be included in the posting of the UBC slideshow for this meeting on the [UBC webpage](#).

Agenda topic # 7 – College of Science and Engineering Budget Presentation

- **Carmen Domingo** and **Crystal Kam** presented their budget slides (see slides in accompanying presentation).
- **Gretchen LeBuhn** asked about the balances in the course fee and Ira accounts. Understands funds are necessary for equipment maintenance and new faculty support but was surprised to see a balance.
- **Carmen Domingo** explained this was due to the slowdown during the pandemic for expenditures but now there's an uptick. The Ira fund balance is because they didn't hold a student showcase, and spending has now re-started with the first project showcase last year.
- **Crystal Kam** added the labs were offered virtually during the pandemic and they had prepared to purchase supplies but that was put on hold because supplies cannot last. Funds accumulated but most will be spent down next year.
- **Genie Stowers** shared during UBC Office Hours she heard feedback that the college presentations were very useful but the Deans were not specific as to how they would deal with the upcoming required budget cuts. Asked about any preparations COSE is making for the coming years.

- **Carmen Domingo** shared they meet with their department and associate chairs and AOC's every Fall and Spring to review their accounts, allocations, any supplemental funds and their budget to actuals from the prior year, using university resources and COSE-wide resources so the departments will have a clear strategy on how to meet their needs. This is particularly important with coming budget cuts. There are areas they know they will not have sufficient funds for, so they'll review carryforwards to meet the needs for the next academic year. Another budget mitigation strategy will be to reduce low-enrolled courses.
- **Akm Newaz** asked if student numbers are stable but FTES are lower, and how that will be handled.
- **Carmen Domingo** shared that COSE enrollments have grown over the years and recently stabilized. COSE serves all students across campus so if campuswide enrollment declines they are also impacted. They've established partnerships across campus and are excited about the new science building that will attract interest and future students interested in the sciences. They're doing their best to retain their students with high quality learning experiences and being a good partner to student recruitment efforts.

Agenda topic # 8 – Cost Recovery (Chargeback) Governance Committee

- **Mari Hulick** introduced the committee charge for chargeback practices and procedures, known as "cost recovery" to create a policy to promote transparency on processes involving a variety of campus units. It's a large committee spanning many departments with representation from staff and faculty from both academic and non-academic units. Its steering committee created the draft policy, and seeks public feedback on it. Shared a timeline for public review which may be slightly adjusted. They will also seek feedback from the Academic Senate. The policy will be distributed soon and they hope to deliver a completed policy to VP Wilson in early June.
- **Michael Goldman** asked for examples of types of chargebacks.
- **Mari Hulick** explained the most familiar chargebacks are from Facilities (painting, electricians, carpentry, etc.) as well as Housing, Dining & Conf Services and others.
- **Dylan Mooney** added this policy is a bit of a meta policy that will govern policies in other areas; those policies will be conforming to this one. An example might be if Facilities had its own cost recovery policy, then it would need to conform to this new policy. Departments that use cost recovery need to conform to this policy.
- **Mari Hulick** also added areas will need to have a transparent and informative cost recovery process.

Agenda topic # 8 – Designated Balances, Reserves and Carryforwards DRAFT Policy – 2nd reading

- (Postponed to next meeting due to lack of time)

Agenda topic # 9 – Public Forum

- **Alesha Sohler** shared appreciation for the CO's enrollment presentation and asked about recent public opinion about the "value" of a baccalaureate degree and if SF State has any plan to address this. It's been addressed in the past by targeting adult learners and returning students. Inquired if there will be messaging that can be used in response to this narrative.
- **Katie Lynch** replied Enrollment Management is working with Academic Affairs and Strategic Marketing & Communications to ensure "value" is one of the pillars of communication planning, with different meanings and reasons; value of an investment into an education, including any debt one may or may not have and the outcomes of joining the workforce with a degree. It'll address the value of this campus, its location and its specific degree programs with stellar faculty and campus support services. Messaging of "value" will be intentional, and they'll continue to work with academic departments to move into the next phase of marketing development to highlight specific value statements for flagship programs that might be most enticing to prospective students and their families. They also need to include value into communications about retention, explaining to students why they should register for their next semester and stick to their program.

- **Lynn Mahoney** also added this relates to earlier comments about unit accumulation and time to degree, as there seems to be a growing momentum for certificates and alternate routes. Recently had a conversation with an alumna in D.C. who's son is about to embark on a certification through a corporation and she gently reminded that he may hit a ceiling, compared to a degree from institutions such as Stanford or Cal. SF State has to find a way to assert its value, and discussion about topics such as critical thinking isn't doing it anymore. With the cost of living in San Francisco, its almost ethical to graduate on time, while resisting any language about "quick" as most can finish in 4 years. The messaging is not just about marketing, but about what and how the value is offered.
- **Alesha Sohler** shared she is working on her 2nd Masters and as executive administrator for the EdD program, and offered support to EM and SMC in any way needed.
- **Sarah Cohen** shared her experience as a parent of a potential transfer student and inquired as to why transfer students from City College receive late responses from SF State; approx. a month later than other CSUs including CSUMB, Sonoma, etc. They've received lots of mailings and encouragement from other campuses but nothing from SF State, and asked if that could be changed.
- **Katie Lynch** replied the Admissions team has been rebuilt this past year and Camille Rieck-Armstrong is the new permanent director of Undergrad admissions, who has done a great job alot of vacancies to get decisions out as quickly as possible. They're doing the best they can but know they can do better. Also while CSUMB and Sonoma get their letters out very early, SF State was recognized for getting the fastest financial decisions out, working with Financial Aid to make sure families have all the decision-making points in their hands at the right time to make an informed decision.
- **Lynn Mahoney** echoed Katie's appreciation as Nathan Evans shared at another meeting the speed and communication work of SF State's Enrollment Management and Financial Aid teams, now also as a parent pursuing institution responses.
- No further questions asked.

Co-Chair adjourned the meeting approximately 12:10 PM

- Next meeting: Thursday, May 18, 2023 from 10:00 AM – 12:00 PM via Zoom

-end (nrg)

From the Chat:

00:41:05 *Mea Montañez: Good morning, everyone 🌻*

00:41:11 *John Gates: Welcome Jeni*

00:41:19 *Mari Hulick (she/her): I was fortunate to have lived in Paris for a year. Every day that I walked around that beautiful city, I heard, "Heaven, I'm in Heaven...."*

00:41:33 *Jeni Kitchell | Chancellor's Office: Thanks, John! Good to be here.*

00:41:41 *Nancy Ganner: Welcome! Member, please take a moment to rename yourselves with Member before your name please*

00:41:53 *Jeff Wilson: Good morning everyone. We'll give everyone a couple of minutes before starting.*

00:42:15 *Lynn Mahoney (she, her, hers): Nancy, thanks for the music!*

00:43:33 *Jamillah: Hello Nathan! Welcome to SFSU!*

00:43:39 *Bonnie Feinberg: Yes, thanks so much Nancy- music is always a nice warm up.*

00:43:55 *Chanda Jensen: Good morning all! - I am loving this music. It has such an uplifting effect to this sunny morning.*

00:44:56 *Michael Liles (He/Him): Thanks for the music, Nancy!*

00:55:07 Member Michael Goldman: Thanks TPM, staff, faculty & students!!

00:55:38 Alex Hwu (he/him/his): Truly

00:55:54 guest, Carleen Mandolfo (she, her): TPM is remarkable. And the teach-in was a packed house. Such a positive rejoinder.

00:56:01 Member Irving Santana, Music AOC (he/him/friend): Thank you for the update!

00:56:11 Guest: Tara Lockhart (she/they): Reacted to "TPM is remarkable. ..." with 

00:56:18 Matt Itelson: Really appreciate your remarks, President Mahoney!

00:56:20 Alex Hwu (he/him/his): Just glad everything went smoothly yesterday

00:57:11 Doris Flowers: Thank you for the followup President Mahoney.

00:58:16 Alex Hwu (he/him/his): Yes! It will help us to increase our enrollment and attract international students as well

00:59:02 Member, Dylan Mooney: Thank you ASI!


00:59:06 Jessica Perkinson: Thank you President Mahoney! Very impressed with how our campus handled that situation with TPUSA.

01:16:47 Member Gretchen LeBuhn (she / her): Could you speak to what has happened to Humboldt now that it is designated as a

01:16:54 Member Gretchen LeBuhn (she / her): Cal Poly?

01:17:34 Bonnie Feinberg: Reacted to "Could you speak to w..." with 

01:18:07 Alesha Sohler (She/Her): How are we addressing the shift in behavior, and more specifically, the changes in individuals pursuing degrees versus those going out into the world and getting jobs that do not require a degree. A second part to this is how is the CSU system planning to address the "value" of the baccalaureate?

01:18:30 Matt Itelson: Replying to "Could you speak to w..." Home of the Lumberjacks! 


01:35:55 Member, Katie Lynch (she/her/hers): thank you Jeni and Nathan for your ongoing partnership!

01:35:59 Member Michael Goldman: Great presentation - Thank you!

01:37:06 Matt Itelson: Thank you for the presentation and go 'Jacks!

01:53:30 Member Darlene Yee-Melichar: We appreciate your informative presentation on the CSU Enrollment Target and Budget Reallocation Plan-- many thanks Nathan and Jeni!

01:55:03 Nathan Evans: Thank you for this opportunity. Below is our contact information:
Nathan Evans, Associate Vice Chancellor & Chief of Staff
Academic and Student Affairs, nevens@calstate.edu
Jeni Kitchell, Executive Budget Director
System Budget jkitchell@calstate.edu

01:55:23 Member Mea Montañez: Reacted to "Thank you for this o..." with 

01:55:25 Jeni Kitchell | Chancellor's Office: Thanks for the invite!

01:55:31 Member Jamillah Moore: Thank you so much!

01:55:37 Ly Chau: Thank you!

02:12:22 Grover Rudolph: QUESTION: IDC's What are they? How do IDC's work?

02:13:52 Carmen Domingo (she/ella): IDC- is the indirect costs associated with a grant. This provides funds to the university to cover costs incurred by the grant-funded project.

02:21:51 Member Michael Goldman: Thank you, Carmen & Crystal!!

02:22:06 Member Darlene Yee-Melichar: Thanks to Dean Domingo and Crystal Kam for the COSE Budget Report! And, kudos to our COSE faculty on their grant funding!

02:22:07 Alex Hwu (he/him/his): Great presentation- Thanks

02:22:15 Cathy Tong: Thank you Carmen and Crystal. Great Presentation!!

02:22:35 Member Mari Hulick (she/her): Thank you Carmen and Crystal!

02:23:19 Member Newaz: Thanks Carmen and Crystal!! Great presentation!!

02:23:19 Member Michael Goldman: Some fees come in at the end of the semester...

02:24:17 Jack Mao: Great presentation, Carmen and Crystal!

02:24:21 Nancy Ganner: UBC members and guests, our meeting may run a little bit past 12pm. Please stay on if you're able so we can get to the public forum. Thank you

02:37:04 Member Michael Goldman: And maybe timely...

02:37:28 Member, Dylan Mooney: I'll present the policy at Staff Council as well.

02:39:02 Member Darlene Yee-Melichar: Thanks Mari! Very clear update on cost recovery work group.

02:44:31 Sarah Cohen: An anecdotal observation—SFSU gives transfer acceptances from local community colleges over a month later than CSUMB and SSU. I fear we could be losing students who need to know sooner about their options.

02:44:47 Member Mari Hulick (she/her): Reacted to "An anecdotal observa..." with 👍

02:45:48 Member, Dylan Mooney: I've noticed flyers for CSU MB on our campus recently.

02:47:48 Sarah Cohen: thank you so much for your thoughtful attention on this, Katie

02:47:56 Alesha Sohler (She/Her): Thank you everyone!

02:48:09 Member Mari Hulick (she/her): Thank you everyone! I'm glad to be here.

02:48:21 Member, Katie Lynch (she/her/hers): @sarah, absolutely. and if you have any materials your student no longer wants (brochures, letters, etc.) please share with me!

02:48:53 Sarah Cohen: Sure, Katie!

02:48:57 Member, Katie Lynch (she/her/hers): Reacted to "Sure, Katie!" with ❤️

02:49:03 Member, Katie Lynch (she/her/hers): happy to pick them up from you!