



University Budget Committee Meeting Minutes

Date: Thursday, May 18, 2023, via Zoom

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

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

Guest presenters: (n/a)

Members Absent: Genie Stowers, Venesia Thompson-Ramsey, reps from SUPA, Teamsters, UAW, UAPD

Meeting Coordination: Nancy Ganner, Mariela Esquivel

Accompanying presentation can be found here: [UBC Presentation May 18, 2023](#)

UBC co-chair VP Wilson called this meeting to order at approximately 10:02 A.M.

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

- Amy Sueyoshi and 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. New committee members noted and outgoing members thanked.

Agenda topic # 3 – Approval of minutes from April 18, 2023 UBC meeting

- Minutes approved as submitted.

Agenda topic # 4 – President’s Message

- Lynn Mahoney shared an update on the Governor’s [budget deal with the CSU’s and UC’s](#) to provide more funding in exchange for increased enrollment, higher graduation rates and closing the equity gap. While new funding for CSUs is good, it doesn’t address [Mercer Study findings](#) and ongoing funding needs for employees.
- Next year’s budget, as shown today, is a ‘best case scenario’. She supports all unions to healthy compensation increases but this budget is unlikely to meet it. There may be unfunded compensation needs next year.
- Budgets for next year are trying to come in flat to absorb enrollment tuition losses. There’s a possibility of using a significant portion of the reserves to fund compensation increases, with no wiggle room in preparation for the CSU budget reallocation that begins the following Fall.
- Everyone has an obligation to balance the budget in real ways, by not relying on carryforwards, etc., as its likely there will be more expenses this next academic year. Asked all to think conservatively about next year’s budget.

Agenda topic # 5 – SF State budget update

- Jeff Wilson provided a budget update (see accompanying slideshow).

Agenda topic # 6 – Designated Balances, Reserves and Carryforwards DRAFT Policy – 2nd reading

- **Jeff Wilson** noted this item was on the UBC agenda for the past two meetings but was not presented due to time. The draft policy has been circulating since last Fall and today's second reading will provide the basis for an action item (see accompanying slideshow).
- **Alaric Trousdale** spoke in favor of the policy as it will encourage more consistent and responsible budgeting across the university as it enters an unstable period of support from the State.
- **Darlene Yee-Melichar** also spoke in favor of the policy noting its comprehensive and well-written, with the clarifications made by VP Wilson.
- **Gabriela Segovia-McGahan** asked if there is a plan to implement the policy.
- **Amy Sueyoshi** replied the next step is to approve the policy at UBC then forward their recommendation to the President, then begin implementation.
- **Amy Sueyoshi** asked voting members to move the policy forward.
- **Gretchen LeBuhn** moved it forward.
- **UBC coordinator** called voting member names to respond "yes" or "no" whether to forward the policy to President Mahoney with a recommendation for approval. Consensus was met as all 19 present voting members replied "yes" unanimously.

Agenda topic # 7 – Cost Recovery (Chargeback) Governance Committee

- **Mari Hulick** shared an update that "Chargebacks" will now be called "Cost Recovery" and outlined the goals for the committee (see accompanying slideshow).
- **Michael Goldman** asked if the policy noted scheduled maintenance projects vs. requested/optional projects.
- **Mari Hulick** explained the policy currently doesn't include that level of detail as its about establishing the mechanism for the process. Once that's complete the committee will review details.
- **Dylan Mooney** added the policy will not mandate those specifics, but it will specify units that need to make the information known and set a standard of service as to what is above and beyond that requires a chargeback.
- **Mari Hulick** added there will be an appeal process if the department or unit charged disagrees with the amount.
- **Eugene Sivasdas** asked Mari to outline a few important points of the policy in case members had not read it yet.
- **Mari Hulick** shared the main point to the policy is transparency and setting baselines. Shared an example about a broken window that is not the fault of the department, but often the department would typically be charged for that. However, that might be a university expense rather than a department expense.
- **Tony Robbins** asked where the policy can be found and where feedback can be given.
- **Mari Hulick** shared the link in the Chat: <https://adminfin.sfsu.edu/draft-under-review>
- **UBC coordinator** noted this presentation was also offered at the May Leadership and Staff Forums.
- **Michael Scott** noted some chargebacks involve external users and that rate is different than internal, but the policy currently does not note this.
- **Mari Hulick** replied they're aware there are costs such as instruments, space rental, etc. Thanked all for their feedback and directed to the policy page so feedback can be organized on one place. Stated May 20th is the end of public comment period so they can take next steps and deliver a draft to VP Wilson in early June.

Agenda topic # 8 – Divisional Budget Strategies: Academic Affairs

- **Amy Sueyoshi** referred to the budget briefings provided across campus last Fall in an effort to educate the campus community around the budget and the enrollment challenges that will require adjustments. Today's presentation is a summary for Academic Affairs on where things are headed.
- Reminded these are not finalized budget items, but the process of budget planning.

- **Dwayne Banks** introduced the budget planning comparisons of 2022-2023 to 2023-2024. Typically the final budget is ready about 3rd week of May, following guidelines set by A&F (see accompanying slideshow).
- **Danny Paz Gabriner** asked for clarification of the mention of a \$5M reduction goal in staff salaries, with about \$2M already made.
- **Dwayne Banks** stated the targeted permanent reduction goal of about \$5M, relative to the prior fiscal year on the salary and wage expense line. Currently they're at about \$3M in reductions with roughly \$2M left, in order to meet permanent budget reduction goals as specified by the university.
- **James Martel** noted that in every college the lecture faculty was reduced by the same amount (6.6%), and asked if that was because it wasn't broken down by college or if that's an actual 6.6% loss of lecturers.
- **Dwayne Banks** replied it has to do with the methodology used to budget plan for each college. The amount is probably due to FTES being fairly flat in looking at 2022-2023 vs. 2023-2024. FTES are used in the measure based on data from Sutee ([Institutional Analytics](#)).
- **Amy Sueyoshi** added they're looking at the demand to strategically reduce low-enrolled classes.
- **Mari Hulick** thanked for the broad overview and asked if there are specifics within colleges and departments where FTES may not be a solid metric. Some departments can only survive with smaller class caps. The FTE model would use force larger class caps on faculty. A few years ago there was agreement to allow higher enrollments but there weren't enough rooms to hold them in. There needs to be a more nuanced analysis.
- **Amy Sueyoshi** noted Mari's point and explained Deans work with departments to review academic need. Shared an analogy of a class where students might use chainsaws and intentionally not packing that classroom too tightly. Appropriate adjustments will depend on the pedagogy vs. a one-size-fits-all analysis. Analysis may include historical enrollment data and projections, how many students on campus and classes they make be taking that day, etc. That's the kind of data Dwayne was talking about working with Sutee on.
- **Alaric Trousdale** noted with the exception of GCOE, the budget for department chairs rose.
- **Dwayne Banks** replied it varies by college and adjustment made to time base. Deans could better respond to details about changes to their college budgets.
- **Amy Sueyoshi** referred to a question in the Chat about enrollment projections and Katie replied they've shared 5-year projections at a prior meeting, which included next year. Those are adjusted after accepted admission offers on June 1.
(<https://adminfin.sfsu.edu/sites/default/files/documents/UBC%20Presentation%20Nov.%202022%20shared.pdf>)
- **Katie Lynch** added she works with Sophie and Lori Beth to revise projections as needed.
- **Dylan Mooney** asked about the academic Deans who may have retreat rights or who also teach, when looking at the FTE - do they show up in the MPP category or show in tenure-TT numbers also? And, on the "other units in Academic Affairs" slide, showed an FTE in budget and labor categories but only for current year/no comparison year. Asked if there was no change last year or for next year.
- **Dwayne Banks** replied 2022-2023 was not on the slide. Responding to the Dean question, explained when someone is reassigned to a non-teaching role the differential and salary for that role will be paid by the particular unit on campus, so there's no double-dipping. They're not receiving their 10-year tenure track salary plus current salary but their position remains vacant and budgeted.
- **Amy Sueyoshi** added Deans are solely in the MPP category.
- **Elena Stoian** asked about planning for operating expenses; some colleges don't have operating expenses as a line item in their budget. Wondered what plans were to bring those into the budget.
- **Dwayne Banks** replied when he began, one of his policies was to bring operating expenses into the budget, but based on declining enrollment and reducing expenditures, they took them out of the general fund and funded them with carryforwards (about \$11M at the time). The plan was to spend that down while engaging in budget reduction efforts. Permanent reductions in labor categories should've been more planned to show multiyear declines in demand for various labor categories, as those are permanent ongoing reductions. Once carryforward

amounts are reduced they should be able to move some of the operating expenses onto the general fund for budgeting. Discussions with Deans have been ongoing for a few years about reducing labor expenses by implementing changes within the colleges. Labor can be reduced through more effective scheduling, reducing assigned time and adjusting any levers that impact demand for labor.

- **Elena Stoian** followed up her question noting reductions are a 4-5 year plan, and the largest part of a budget is salaries and benefits. The plan to bring back operating expenses into the general fund later competes with overall reduction efforts.
- **Dwayne Banks** agreed it's a challenge he inherited and is trying to correct, working with the units to resolve. It'll take structural change within each unit and requires engagement from his and the Provost's office to achieve it.
- **Jeff Wilson** commented the budget targets were not set by A&F as Dwayne mentioned, but rather they were mutually agreed-upon targets based on the reductions the campus needs to make in the operating fund. Targets were included in the budget call memos that went to the divisions. Appreciated the reduction in salaries achieved in 5 months but shared concern for the comment about finding the other \$2.1M in a week.
- **Dwayne Banks** responded the budget savings expected to be able to reduce salary lines by a number of positions should have been deactivated in the pbc's (Planning & Budgeting Cloud System) but were presented as positions that had budgets associated but realized a few months ago. Clarified his statement about A&F were in reference to the budget call memo.
- **Jeff Wilson** addressed the UBC and emphasized the importance of the policy they just approved (Designated Balances, Reserves and Carryforwards policy) which will be forwarded to the President. What Academic Affairs is facing with its operating expenses explains the need for it. Carryforwards are going away and he is not convinced Academic Affairs has a plan to fund its operating expenses after next year, and it's something the UBC should follow closely in 2023-2024.
- **Sandee Noda** commenting on the staff line item, asked if the vacant positions posted would be hired. In March they were advised of 129 vacant positions and between those vacant and those posted, many are in Academic Affairs. Remarked that staff are suffering.
- **Amy Sueyoshi** responded that if the position is posted they will be hired. Unsure of current vacant positions but was 108 university-wide last time checked. A staffing plan was laid out by the last Provost but it will be revisited moving forward. Doesn't mean there will be layoffs, they just need to review the vacancies and see if job definitions might be changed to reallocate and redistribute the work. There are a number of university tasks that are no longer as labor-intensive as they used to be. Ex: RTP files are no longer collected by hand but now using Interfolio, DocuSign has been used since Covid, and there are other ways staff administrative duties have changed. Is aware the staff are hurting and they are thinking very strategically about how to restaff vacancies.
- **Sandee Noda** asked if the vacant positions are included in the staff lines items.
- **Dwayne Banks** replied that any vacant position that is approved and budgeted is included.
- **Danny Paz Gabriner** asked what happens to the budget for those posted position as year-end approaches, whether they turn into carryforwards to be used later, or, is there an expectation of how many vacancies there may be in the budget so that might be considered a savings.
- **Dwayne Banks** replied as they do mid-year budget reviews they look at what was budgeted and coming expenditures, and the difference is filled with carryforwards which traditionally was used to fund operations outside the general fund and specifically as discussed today, operating expenses. Prior to 2019, operating expenses were not included in the general fund but were added in 2021-2022. Now they're no longer included so they rely on the carryforward to fund those gaps.
- **Danny Paz Gabriner** clarified that as Academic Affairs tries to rectify operating expenses in the budget, do they plan for any anticipated vacancy rate, like 5%, that could be budgeted.
- **Dwayne Banks** shared an example from the 2023-2024 budget; if a position is vacant, not approved for hiring and there's no commitment to anyone, that position budget will be zeroed out the following fiscal year and that

will be a savings. They do typically estimate how many faculty retire or resign in a given year and its usually about 39, so approx. 30 that will be used to determine budgetary needs. In 2022-2023 they saved nearly \$500K in permanent reductions in a T-TT faculty line.

Agenda topic # 9 – Alternative Revenue Working Group

- **Jeff Wilson** shared with the budget challenges discussed, this workgroup is an area for growth that will begin in Aug/Sept 2023-2024. Members are a cross-campus representation of self-nominated and individuals nominated by their divisions who are staff and faculty, with students members to be determined. This workgroup will build a framework for how to approach alternative revenue, which will align with the university mission, values and students. Shared appreciation for those willing to serve on the committee. Along with the Cost Recovery committee, this group will provide updates to UBC throughout the year.

Agenda topic # 10 – Divisional Budget Strategies: University Enterprises

- **Jason Porth** and **Tammie Ridgell** presented (see accompanying slideshow).
- **Michael Goldman** asked about hiring an in-house Inspector of Record vs. using a contractor, and, what mechanism might be used for consideration of staff time involved in these projects. Shared an example of cost recovery in ORSP.
- **Jason Porth** replied the Inspector of Record serves as an agent for the client in the event an issue arises; a contracted Inspector working for the general contractor may have a significant conflict of interest. In this case, the campus Inspector would be on the jobsite inspecting work carried out by the general contractor to ensure it meets what was paid for; ex: concrete poured meets specifications, concrete trucks pull up to West Campus Green are temp checked, etc. This is the person on the jobsite ensuring the client needs are met. Also, the cost of contracting an Inspector is approx. 3x higher than the payroll cost.

Agenda topic # 11 – Public Forum

- **Mari Hulick** spoke in looking to budget challenges, asked all to consider conversations happening at the ground level. Conversations had in this meeting are not necessarily reflected in the reports, as they are very broad -- but to the people facing potential budget cuts these issues are very real. Faculty and staff are feeling overstretched as talks of more cuts continue, but the "writing has been on the wall" for a long time. It comes to the question of how the campus manages expectations and change, and creates shared understandings. Recently she spoke with faculty in her department and responses included stories of CSU's hiring VPs and laying off faculty. While unsure where these reports come from, there is currently no simple solution. Encouraged an understanding of how people feel now and would like more emphasis what is right for the education of students. Not simply student support, but meeting students where they are and getting them to where they can be. Understanding the nuances of a truly student-centered education is needed, and figuring out how to converse with each other. Firmly believes the way out of the enrollment challenge is through excellence and offering a great education with outstanding faculty and dedicated staff. All need to ensure, support and expand ongoing excellence. That's what will bring and keep students at SF State.
- **Alesha Sohler** asked about the plan to meet staffing reductions.
- **Amy Sueyoshi** shared Academic Affairs is working on plans to meet the reductions, "levers they can pull", which are not all staff-side, although staffing strategically is part of it. Increasing class caps on those with 30-40 sections, where increasing by only one student would result in savings. Looking at assigned time (when faculty get a course-release for things not tied to grants or prof. dev, such as for publication) and things like that which are not necessary tracked. Also looking at cost recovery (when external funding such as grants have "IDC" Indirect Recovery Cost) that should go towards operating expenses. Testing one thing at a time will solve this, but looking at multiple options and adjusting them by a little will help get there. Consulting with the Deans they've built worksheets and are brainstorming and estimating how much savings would be attached to each "lever" pulled.

They've been working on this for at least a year and that's why there are already reductions, and the work will continue, together.

- **Sandee Noda** asked VP Wilson when he'll know which vacant positions were budgeted.
- **Jeff Wilson** replied the final 2023-2024 budget "snapshot" will be mid-June and that's when those numbers would be recorded. Final communication from the State and CSU comes late July/August so it may adjust slightly.
- **Sandee Noda** echoed Mari Hulick's comments about the real conversations happening. It's great that UBC meets and the information is transparent, but staff are concerned there will be layoffs next year. President said many times there won't be staff layoffs, but wondered when that might expire.
- **Jeff Wilson** said he can't speak for the President but there are no plans for staff layoffs in 2023-2024.
- **President Mahoney** commented there are millions of dollars in vacancies and the plan is to not engage in layoffs, but all will have to engage in workforce planning. Some departments are sizably smaller than they used to be and in many others, the work has changed. All need to re-look at everything and reshuffle the organization. Remains adamant this budget challenge can get done without layoffs. What's clear in listening to today's conversations is the need to arrive at solutions faster to reduce any anxiety - the work being done has to be expedited. All have to engage in this with greater effort in the Fall.
- **Sandee Noda** asked if staff can be included in workforce planning.
- **President Mahoney** agreed and added that many processes must be reviewed including curriculum and on the instructional side, use of lecturers.
- **Michael Goldman** referring to Mari Hulick's point about excellence when considering enrollment challenges includes keeping the campus reputation for excellence visible in the community. Recent marketing efforts have been successful, and more is needed. Marketing directed towards raising the campus profile everywhere is also needed, not just in outreach to potential students. That's why students come to SF State: its reputation. The [Wall Street Journal](#) recently listed SF State on its list of top public colleges for high-paying accounting jobs, and there are also highly-rated programs in business and engineering as well as [RSCA](#) that need emphasis as well.
- **President Mahoney** reminded all that this is not a budget cut like in 2009, which was serving the same number of students with less money. SF State is spending tuition funding it did not collect. All the CSUs that are above or over target are serving more students with less funding. This campus has to provide the same excellence for the tuition funds it collects, and prepare for re-benching.
- **Akm Newaz** agreed the common central goal is to offer an excellent education, and enrollment is the way to get out of this situation. Encouraged colleagues this summer to think of how they can help increase enrollment and retain students.
- No further questions asked.

Co-Chair adjourned the meeting approximately 11:58 AM

- Next meeting: Thursday, August 31, 2023 from 10:00 AM – 12:00 PM via Zoom

-end (nrg)

From the Chat:

09:58:01 From Nancy Ganner to Everyone: who recognizes this tune?

09:58:17 From Amy Sueyoshi to Everyone: George Winston?

09:58:33 From Nancy Ganner to Everyone: RENT!!

09:59:21 From Mari Hulick (she/her) to Everyone: Did you see the theater production this year?

10:00:16 From Nancy Ganner to Everyone: Of course!! Our students are AMAZING!

10:07:24 From Member Darlene Yee-Melichar to Everyone: Welcome to all new UBC members, and thanks to those rotating off too!

10:14:11 From Member Michael Goldman to Everyone: Thank you!

10:19:16 From Matt Itelson to Everyone: Reacted to "Welcome to all new U..." with ❤️

10:21:37 From Gabriela Segovia-McGahan (Administrative Analyst/Specialist) to Everyone: Is there a plan to implement this?

10:27:02 From co-chair Amy Sueyoshi to Everyone: Just to follow up more specifically to Gabbie's question, after the President approves, the UBC Steering Committee will determine the next steps for advancing a campus policy for Carryforwards and Reserves.

10:27:17 From Gabriela Segovia-McGahan (Administrative Analyst/Specialist) to Everyone: Reacted to "Just to follow up mo..." with 👍

10:27:20 From Ocean LaLuce d'Luna to Everyone: Reacted to "Just to follow up mo..." with 👍

10:31:00 From Member Michael Goldman to Everyone: Also, WHEN the charges clear

10:31:19 From Member, Dylan Mooney to Everyone: When is addressed as well.

10:32:02 From Member Steven Lee to Everyone: <https://adminfin.sfsu.edu/draft-under-review>

10:32:36 From Member, Dylan Mooney to Everyone: And Academic Senate

10:33:07 From Cynthia Grutzik (she/her/hers) to Everyone: Can you restate the timeline for feedback? Thanks.

10:34:02 From Cristal Wallin (she/her) to Everyone: May 23rd

10:34:14 From Cristal Wallin (she/her) to Everyone: More info in the Campus Memo: <https://campusmemo.sfsu.edu/april-24-2023>

10:34:59 From Nancy Ganner to Everyone: these slides will be posted to the UBC webpage this afternoon

10:37:00 From Gabriela Segovia-McGahan (Administrative Analyst/Specialist) to Everyone: Reacted to "these slides will be..." with 👍

10:49:35 From Member Elena Stoian to Everyone: What are the plans for budgeting for OE expenditures for 2023-24 and future years?

10:49:54 From Member, Dylan Mooney to Everyone: ^^ Yes! This question!

10:50:34 From Member Mari Hulick (she/her) to Everyone: Have we gotten enrollment projections for Fall yet?

10:51:06 From Member Mari Hulick (she/her) to Everyone: @Alaric - speaking for the Chairs, we're still not being paid enough :-)

10:51:10 From Member Michael Goldman to Everyone: Chair time base

10:51:18 From member, Katie Lynch (she/her/hers) to Everyone: @Mari, we've shared 5 year of projections which included next year. We will be updating, if needed, after June 1

10:51:43 From member, Katie Lynch (she/her/hers) to Everyone: i'll find the link

10:51:50 From Alesha Sohler (She/Her) to Everyone: How does the university plan and/or propose a reduction in workforce?

10:52:19 From Member Mari Hulick (she/her) to Everyone: Thank you Katie!

10:55:37 From member, Katie Lynch (she/her/hers) to Everyone: Link: <https://adminfin.sfsu.edu/sites/default/files/documents/UBC%20Presentation%20Nov.%202022%20shared.pdf>

10:58:09 From co-chair Amy Sueyoshi to Everyone: To be clear, the non college units have been steadily trimming down which is not evident in this snap shot. For example Grad and Career just reduced by one MPP this past month.

10:59:40 From Member Michael Goldman to Everyone: I don't remember a time when we had a general fund budget for O&E at department level.

11:03:28 From Member, Dylan Mooney to Everyone: YES! This is concerning.

11:04:30 From Gabriela Segovia-McGahan (Administrative Analyst/Specialist) to Everyone: Reacted to "YES! This is concer..." with 👍

11:07:02 From Gabriela Segovia-McGahan (Administrative Analyst/Specialist) to Everyone: I remember a presentation where I heard that innovation in organizations must include the concept of working smarter (devise sustainable workflows) and not harder (creating more work for staff). There is only such much automation can support. At some point, there needs to be someone to evaluate/analyze/organize the data/work/results.

11:09:48 From Member Sandee Noda to Everyone: FYI - From our information requests in March (not including April) CSUEU had 129 vacant positions.

11:10:53 From Member Mari Hulick (she/her) to Everyone: Reacted to "I remember a present..." with 👍

11:11:13 From Member, Dylan Mooney to Everyone: Reacted to "I remember a present..." with 👍

11:17:50 From Christine Hintermann to Everyone: Reacted to "I remember a present..." with 👍

11:18:45 From Member Sandee Noda to Everyone: The President has said on more than one occasion that there will be no staff layoffs - when does this expire?

11:38:08 From Nancy Ganner to Everyone: As a reminder, tomorrow, Friday we offer UBC "Office Hour" for Staff (hosted by Mary & Dylan), and also for Faculty/MPPs (hosted by Michael Goldman). Friday, May 19 from 11am - 12pm via Zoom. Anyone can attend. All feedback is brought to UBC. Email ubc@sfsu.edu to attend. Alternatively, you can simply email ubc@sfsu.edu to forward any comments, or, just contact any UBC member as well.

11:39:50 From Member Mary Menees to Everyone: UBC Staff Office Hour tomorrow from 11-12 Join Zoom Meeting <https://sfsu.zoom.us/j/84816533577?pwd=NVdleSgYY2RGQ3BxRWNOs1VGsJfQQTog>

11:39:57 From Ocean LaLuce d'Luna to Everyone: Reacted to "As a reminder, tomor..." with 👍

11:42:01 From Member, Dylan Mooney to Everyone: YES! Thank you, Mari!

11:43:55 From Gabriela Segovia-McGahan (Administrative Analyst/Specialist) to Everyone: I agree. Thank you, Mari!

11:44:15 From Samantha Ward to Everyone: Well said, Mari, thank you!

11:44:51 From Gabriela Segovia-McGahan (Administrative Analyst/Specialist) to Everyone: Beautifully put!

11:46:08 From Member, Dylan Mooney to Everyone: Well said, Mari!

11:46:24 From Member Mari Hulick (she/her) to Everyone: Sorry for killing the conversation!

11:50:56 From Member, Dylan Mooney to Everyone: Mari - You did not kill the conversation

11:51:23 From Member, Dylan Mooney to Everyone: I heard some concrete things that can be addressed including looking at the Assigned Time Coding issue.

11:52:28 From Member Mari Hulick (she/her) to Everyone: Well Said, Sandee. We need to redirect our focus in order to find solutions and the best communications.

11:52:54 From Member Mari Hulick (she/her) to Everyone: And, when we talk about student retention, staff are completely essential.

11:54:02 From Gabriela Segovia-McGahan (Administrative Analyst/Specialist) to Everyone: Reacted to "Well Said, Sandee. W..." with 👍

11:54:07 From Gabriela Segovia-McGahan (Administrative Analyst/Specialist) to Everyone: Reacted to "And, when we talk ab..." with 👍

11:54:08 From Member, Dylan Mooney to Everyone: Thank you for that clarification President Mahoney!

11:55:31 From Member Mari Hulick (she/her) to Everyone: Hear hear, Micheal!

11:56:48 From Member Eugene Sivasdas to Everyone: Thank you Michael

11:58:46 From Member, Dylan Mooney to Everyone: Yes, so let's start having these real, frank conversations.

11:59:31 From Gabriela Segovia-McGahan (Administrative Analyst/Specialist) to Everyone: Reacted to "Yes, so let's start ..." with 👍

11:59:37 From Member Mari Hulick (she/her) to Everyone: Have a great summer!

11:59:38 From Gabriela Segovia-McGahan (Administrative Analyst/Specialist) to Everyone: Thank you, all!

11:59:40 From Member Mea Montañez to Everyone: Have a great day. Thank you all.

11:59:41 From Member Jamillah Moore to Everyone: Thank you!

11:59:42 From Guest, Teddy Albiniaak (he/him/his) to Everyone: Thank you

11:59:43 From Member Irving Santana to Everyone: Have a great Summer!

11:59:47 From Member, Lufei Ruan to Everyone: Thank you