

## **University Budget Advisory Council (UBAC)**

### **Meeting Minutes**

Date: February 19, 2026

Time: 11:45- 1:15

Location: Zoom Meeting

Co-chairs: Elisabeth Merkel Baghai, Michael Harrington, Kurt Keilhacker.

### **Members Attending:**

Elisabeth Merkel Baghai, Michael Harrington, Kurt Keilhacker, Sonia Caamano, Morgan Maich, Anneliese Mauch, Jeff Paris, Shannon Burchard, Shirley McGuire, Timothy Redmond, Brian Young, Sarah Blackburn, David Ferguson, Jenny Lee, William Vitagliano, Bethia Hormoz.

### **Absent & Excused:**

Anneliese Mauch, Morgan Maich. Additional website roster updates were discussed for Noemi Swerski and Julian Williams-Goldberg (see Section VIII).

### **Attended (noted):**

Stacy Lewis, Joe (Joseph) Henson.

## **I. Opening and Administrative Updates**

Elisabeth opened the meeting with attendance and approval of prior meeting minutes. The Council then proceeded to the primary agenda items focused on academic financial performance, enrollment trends, and budget planning for the upcoming fiscal year.

## **II. Contribution Margin Report and College Financial Profiles**

Joe (Joseph) Henson presented the contribution margin report and academic financial profiles for the university's colleges. The presentation reviewed revenue, financial aid, and non-financial-aid expense trends by college, and introduced the use of academic program financial profiles to allocate costs to individual programs within each college.

Council discussion emphasized appropriate interpretation of the metrics, including acknowledged limitations of the reporting framework, for example, exclusion of certain external costs such as facilities. A committee member noted the need to compare colleges with attention to scale and structural differences. Joe affirmed that college-to-college comparisons should be made with these contextual factors in mind.

### **III. Academic Program Resource Allocation Methodology**

Joe described the methodology used to allocate compensation and other costs across academic programs, including distribution of costs based on course units and student credit hours. Council members discussed the importance of using the profiles to identify trends over time and to integrate findings across programs, with particular attention to complexities within Arts and Sciences.

### **IV. Community Input, Cost-Reduction Ideas, and Cabinet Review**

The Council reviewed recent community input streams, including UBAC-related feedback and a university-wide cost reduction initiative that received 64 additional responses. Michael summarized the variability across submissions and noted that ideas can be useful even when not immediately actionable.

Stacy confirmed she would bring a synthesized summary of recent UBAC survey cost-reduction ideas to Cabinet for review. A committee member raised concerns about potential conflicts between short-term contracting approaches and accreditation considerations. Michael noted that some proposals may face legal, administrative, or contractual constraints, and encouraged review of the full set of ideas before determining feasibility.

The Council also noted the recent ASUSF Financial Town Hall, which was reported as well-received and co-facilitated by Bethia and a former student representative.

### **V. Budget Assistance Requests and Net Tuition Model Update**

Michael reviewed budget assistance requests and summarized outcomes approved by the President. He noted that some requests were funded below the requested levels, and that Stacy's comments were recorded alongside the decisions.

Joe reviewed the updated net tuition model. Key undergraduate inputs were described as unchanged, while graduate enrollment targets were adjusted slightly downward. The model also reflected a notable decline in units taught during intersession, which contributed to revised revenue expectations for future periods.

### **VI. Enrollment Trends, Academic Policy Change, and Student Cost Sensitivity**

The Council discussed enrollment trends, including observed declines in summer credit hours and intersession enrollments. Council discussion linked part of this pattern to the university's

shift from a 128-unit to a 120-unit graduation requirement, which appears to have reduced demand for summer and intersession coursework.

Members also discussed student cost sensitivity, including the role of fees, textbooks, and other direct costs. The Council noted these factors as relevant to both enrollment strategy and affordability assumptions within the tuition model.

## **VII. Fiscal Year Outlook, Deficit Forecast, and Fringe Rate Considerations**

The Council reviewed projected financial challenges for the next fiscal year, including a projected deficit referenced in the meeting summary. Michael also referenced a current budget imbalance figure under discussion and outlined potential savings and revenue sources under consideration.

The group discussed upcoming decisions related to fringe benefit rate assumptions and compensation adjustments for faculty and staff. Michael noted that any finalized changes to the fringe benefit rate would be communicated to the Law School once determined.

## **VIII. UBAC Membership Succession Planning and Onboarding**

The Council discussed succession planning for UBAC membership, including administrative and faculty representatives expected to roll off in the next cycle. Elisabeth requested input from current administrative representatives regarding interest in continuing service and noted that new appointments will be needed from the President and Provost as appropriate.

Elisabeth also noted coordination needs with the Staff Council regarding upcoming staff representative elections or appointments, including communication of vacancies and onboarding steps. Kurt agreed to notify relevant faculty groups regarding upcoming UBAC faculty representative openings and to coordinate with others to ensure awareness of openings for full-time faculty representation.

The Council discussed an onboarding plan for new members over the next several months, including the option to bring new members into late-year meetings or to engage them over the summer.

## **IX. Assignments and Next Steps**

- Stacy: Bring the summary of recent UBAC survey cost reduction ideas to the Cabinet meeting the following day for review and discussion.

- Michael: Communicate any changes to the fringe benefit rate to the Law School once determined.
- Michael: Message Tori and Student Housing to confirm details about summer housing rates and report back to David (and the group) as needed.
- Michael: Collect information from current administrative representatives about continued UBAC participation and coordinate with the President and Provost as needed for new appointments.
- Elisabeth: Coordinate with the Staff Council regarding staff representative elections or appointments for UBAC and onboarding of new members.
- Kurt: Notify the part-time faculty association about upcoming UBAC faculty representative openings and the need for new members.
- Kurt: Coordinate with others regarding full-time faculty UBAC representation to ensure awareness of upcoming openings.
- Elisabeth and the tri-chair team: Facilitate onboarding of new UBAC members over the next several months, possibly including participation in late-year meetings or engagement over the summer.

### **Adjournment**

The meeting adjourned at a time not recorded in the meeting summary.