Summary Memo – IBPC January Session

Date: February 3, 2025
To: IBPC Members
Subject: Summary Memo (January 20th Session)

A. Council Meeting Overview

This memo is intended to provide a brief summary of the topics discussed at the January 20th IBPC meeting, including feedback provided as part of a pre-work assignment. This summary is organized by agenda segments and includes the segment objective and a summary of discussion highlights.

- As part of the **pre-work** for the session, the group received the following documents:
  - Updated Budget Process Timeline
  - Revised Budget Reduction Proposal Form
  - Pre-Work Engagement Form
- In-Session Active Engagement Form
- Meeting attendance
- Meeting recording *(passcode:* .Q6Gw$RR*)*

B. Agenda Item – Opening Sequence

- ***Objective:*** *To provide an overview of the session and close the feedback loop from the December session.*

- ***Discussion Summary:*** *Members were reminded of the ongoing scope items and received an overview of the actions taken as a direct result of the feedback from the December session, namely the revision of the reduction proposal form and the reduction-specific principles. Additionally, online and in-person observers were welcomed into the session.*

C. Agenda Item – Review of the Budget Reduction Scenario Design Elements

- ***Objective:*** *To generate feedback on the approach for budget reductions.*

- ***Discussion Summary:*** *Members received an overview of the budget reduction scenario design elements, including context on the framework design, reduction scale, impact mitigation, distribution method, units impacted, timeframe, and base calculation, along with a breakdown of each of the CCSF reduction scenarios (2.5%, 3.75%, 5%).*

- **Member Feedback on the Scenarios and Elements:** *Members participated in a table talk to address key feedback prompts. Feedback highlights are included for each prompt below.*

  - **What is unclear?**

- Requested clarification on the difference between **"budget reduction" vs "spend reduction," base numbers and exclusions**, **reserves**, **contingency limitations**, and **what falls under each unit**.
- Need to acknowledge **what can and cannot shift** (e.g., contractual obligations).
- Explain the **relationship between the scenarios and the form**.
- Key **questions** posed by the group related to: **available funds**/funding sources, the purpose in increasing the **ending fund balance** at this time, whether or not **tuition increases** are accounted for, the savings that could result from not filling **vacant positions**, next steps for **broader community engagement**, and the methodology for determining when to add classes to **grow enrollment** and revenue.

- **Do the scenarios reflect the reduction-specific values?**
  - Acknowledgement that **Academic Affairs received the most protections**, which aligns with the values.
  - Need narrative explanation of **how cuts in each unit demonstrate stated values** to adequately trace how principles were applied to the scenarios.

- **What questions should we be considering as we think about rolling out communications?**
  - Suggested **topic areas for an FAQ** included impacts by unit, what is "untouchable," permanence of the reductions, timeline and immediacy, how principles translated to decisions, and the future budget landscape, along with next steps.
  - Suggested **consolidation** of the various principles into brief points placed in a central location, with visuals.

D. Agenda Item – Mapping the Decision Pathways for the Budget Reduction Process

- ***Objective:*** *To provide a platform for the group to signal any unresolved tensions related to the development of the budget reduction process.*

- ***Discussion Summary:*** *Members were reminded that one of the core elements of the shared governance report is clear decision pathways, and to model that, members were asked to reflect on a draft of a budget reduction process decision pathways map that included IBPC touchpoints, progress, and outstanding or unresolved tensions from feedback.*

- **Member Reflection Highlights on the Decision Pathways Map**
  - Named concerns regarding the **number of IBPC meetings left** in light of the scope of work, with suggestions to meet bi-weekly and rotate between in-person and remote.

- Noted desire for IBPC to **engage in more decision making**, particularly regarding whether or not it makes sense to have a higher ending fund balance this year.
  - Coupled with a **named uncertainty** regarding whether or not the group has the necessary knowledge base to understand the critical implications behind certain decisions, with suggestions for more education for members.
- Request for **vacant positions** to become permanent savings, with a voiced **tension point** that not all vacant positions can be put on the backburner, as some are critical service positions or legally required, and a conversation is needed about what is mission critical.
  - Need to highlight potential **bottlenecks** in this conversation (e.g., many of the vacant positions are faculty positions – need to ensure students have the classes they need).
- Named **concern** about moving forward with a reduction process that lacks clear priorities.

E. Agenda Item – Review the Revised Budget Reduction Proposal Form

- ***Objective:*** *To create space for IBPC members to share additional reflections on the revised budget reduction form.*

- ***Discussion Summary:*** *Feedback was primarily delivered through the pre-work, due to time constraints.*

- ***Member Feedback Highlights on the Budget Reduction Form***
  - Acknowledgement of **improvements in capturing the right dimensions for impact assessment** and addressing confusing language.
  - Correct spelling issues and spell out acronyms.
  - Make the **"supporting data" section mandatory** – even lack of data should be noted.
  - Provide **"norming"** for the numbers (e.g., how much do things like travel cost?). Include a tab of **built-in assumptions** people can review prior to filling out the form.
  - Provide an example of a **completed form** for reference.
  - Deliver more **process clarity** at the start of the form: who requires it, and who is required to complete it?
  - Use the **language from Workday** accounts, so people can easily map.
  - Consider the **institutional priorities** and strategic vision that will underpin decisions post-form distribution, and how trade-offs between different dimensions will be adjudicated (e.g., revenue risk vs. cost type).

- **Member Reflection Highlights on the Updated Budget Process Timeline:** *In the pre-work form, members also provided feedback on the updated budget process timeline.*
  - Revise the form to **ensure accuracy** (e.g., forms were not filled out from 1/5 to 1/15).
  - Include comprehensive **support data**, such as historical vacancy data, prior year yields, known commitments, and KPI snapshots.

- Ensure the **FSAP principles and reduction-specific principles are shared** at appropriate junctures within the timeline, along with the evidence of **how the principles were applied**.
- Consider including a **timetable for legislative leadership/PCC legislators** for budget reductions and planning for the '27 - '29 budget.

F. Naming Feedback Loops

The below ideas were pulled from throughout the meeting dialogue and feedback, and identified as potential agenda topics or activities for future sessions and/or resources the Council might develop.

- Develop a **learning series** for IBPC members that highlights topics that frequently appeared in the feedback, such as **revenue/tuition** and **reserves**.
- Update the **timeline** to ensure accuracy.
- Update the **decision pathways map** based on the January feedback.
- Share a more in-depth overview with the IBPC of how the Budget Office developed the **reduction scenarios** and the **methodology** behind them, along with a **survey** to assess the alignment between the budget reduction principles and the methodology.
- Due to the need to begin the process, the latest updated version of the **budget reduction proposal form** will move forward, and the additional form feedback provided will be incorporated into the next reduction cycle (along with any new feedback received from the form's usage in this current reduction cycle).

All feedback loop items from the previous sessions can be found in the summary memos from October, November, and December.

- Items addressed from the previous feedback loop sections:
  - Revised the budget reduction proposal form based on December feedback.
  - Revised the reduction-specific principles based on December feedback, and produced track change versions of both the reduction-specific principles and FSAP principles.