

College of San Mateo – Finance Committee

October 24, 2025 2pm-3pm

Building 18 Room 206

Attendees

Name	Representation/Position	In Attendance
Gerardo Ramirez	Vice President of Administrative Services/Chair	Y
David Crafts	Dean of Enrollment and Student Support/ At-Large Member of IPC	Y
Makiko Ueda	Academic Senate Treasurer	N
Moe Thanzin Cho	ASCSM Student Representative	Y
Kohya Lu	Ombudsperson, At-Large Member of Management Council	Y
Steven Lehigh	At-Large Member of Academic Senate	Y
Daniel Keller	President, Academic Senate	Y

Support Staff/Ex Officio

Name	Representation/Position	In Attendance
Kim Lantz	Executive Assistant, V.P. of Administrative Services Office	Y
Victoria Lin	Chief Business Officer	N

Guests

Name	Representation/Position	In Attendance
Christopher Walker	Acting Vice President of Instruction	Y
Edgardo Molina Carlos	Administrative Assistant, PRIE	Y

Minutes

Committee reviews and approves minutes from September meeting.

Budget Forum Ideas

Gerardo wants the format be more interactive. Goal is to show specific strategies that have helped departments.

Committee says that the campus would likely benefit from seeing our progress so far—are things we have been doing making a difference—confirmation of this or even a truthful “reality check” can assuage anxieties on campus, and enhance trust in College leadership.

Gerardo says that he will present any financial information through end of October 2025 to get a fairly accurate review of first half of the fiscal year. However, many expenses come in the Spring semester.

Steven Lehigh says there’s a lot of word-of-mouth among faculty regarding potential schedule changes, and that more transparency is needed earlier. Having a reason why will help get faculty on-board. What and why the cuts are happening. Daniel Keller reiterates that the word-of-mouth needs to be combated with clarity around what is happening, what cuts may be made, etc.

The Committee agrees that the next budget forum should focus more on possible strategies that departments can take, and should focus on the solutions instead of what’s going wrong—balance talking about consequences with strategies to increase confidence. College administrators may also need to address apparent contradictions such as offering Free College while being in a deficit.

Specific concerns about CSM spending more per student without the student learning outcomes to match.

The College has taken the overall approach of communicating to avoid blind spots, get feedback, and not make unilateral changes. Unilateral changes would alienate the staff and faculty, and would potentially have negative consequences on programs.

The Committee would like the following to be addressed at the budget forum on December 4, 2025:

- Provide more time for audience to participate in an interactive question and answer format (liked idea of having a panel of speakers/leaders to answer questions)
- Provide update on progress to date vs. our financial target, even if the news are not all positive and possible consequences of not meeting target
- Elaborate on specific examples of strategies and changes occurring in both instruction and non-instructional areas that are helping us achieve the financial targets
- Clarify why messages from District are different from CSM messages regarding our financial situation

Presentation

Christopher Walker presented to the Committee regarding spring scheduling.

Scheduling goals for the spring semester:

- appropriate frequency of classes required for degrees
- variety of days, times, modalities
- follow enrollment trends

- conforms to Title V and District policies (such as the minimum class size policy as it changes due to extenuating circumstances such as the COVID-19 pandemic; currently policy is minimum 15 for in-person and 20 for online classes)

FTES and FTEF

- full-time equivalent students & full-time equivalent faculty
- based on 15 units worth of courses
- these determine efficiency
- currently responding to changes in efficiency in the relationship between FTES and FTEF

LOAD

- another efficiency measurement related to the student-to-teacher ratio
- fall load tends to be higher than spring
- load is still lower than 2020-2021 even though enrollment is up from the COVID years

Fall 2025 scheduling saw lower enrollment, many classes cancelled due to low enrollment; 6.8% drop in the schedule resulted. The College decided to reduce the schedule to try to improve load efficiency, and since it is expected that enrollment will be lower in spring as is the usual trend. Deans looked at each of their departments to determine what sections could be kept. VPI plans to do a similar analysis for Fall 2026.

Efficiency helps with the financial situation we are in. A comparable college's size has a significantly higher efficiency as described by load. This efficiency directly impacts finances due to working hours reduced. The District has a lot of money, but efficiency is still the goal to best use these funds.

Documents & Presentations