

Academic Realignment and Workload Sustainability Plan

San Francisco State University is taking proactive steps to ensure long-term academic excellence and financial stability. We will safeguard the university's mission as an engine of social mobility, create new and innovative workforce-driven programs, and create a more sustainable future for faculty and students alike by realigning our academic structures and optimizing resources. Workforce rebalancing will be necessary to achieve these goals. In this effort SF State is offering a generous voluntary separation incentive program specifically to tenured and tenure-track faculty who meet the eligibility requirements. We also commit to working as we have been—transparently and collaboratively centered in shared governance.

Academic Affairs Work Assignment Sustainability Plan (2025–2029): Key Highlights

- **Context & Urgency**
 - SFSU faces a significant budget deficit due to declining enrollment and reduced state funding.
 - The current faculty workload and curricular model is unsustainable; a strategic realignment is essential.
- **Major Actions**
 - **Faculty Work Assignment Rebalancing**
 - Transition to a 12WTU (typically 4-4) teaching load for tenured faculty by Spring 2027.
 - Equitable instructional contributions and alignment with institutional capacity.
 - Work with Academic Senate to create a process for awarding WTUs for RSCA as budget allows.
 - **Curricular Realignment & Program Consolidation**
 - Merge complementary programs/departments to reduce duplication and overhead;
 - Update curricula to meet the workforce needs of students.
 - Launch new, workforce-aligned programs to attract students.
 - **Class Size Optimization**
 - Establish standard class sizes based on demand, quality, and accreditation.
 - Revise GVAR policy for efficiency and interdisciplinary options.
 - Require minimum fill rate per section; consolidate low-enrolled sections.
 - **Faculty Instructional Reassignment**
 - Redirect teaching to high-demand programs and service courses.
 - Coordinate interdisciplinary and elective offerings to maximize course availability.

- **Administrative Streamlining**
 - Eliminate duplicative administrative layers and consolidate resources.
- **Faculty Reductions**
 - Offer voluntary separation incentive program for eligible tenured and tenure-track faculty.
 - Layoffs, contingent on 206-27 state budget and enrollment.
- **Strategic Growth & Investment**
 - Shift resources to programs positioned for growth.
 - Invest in faculty and infrastructure where student demand is strong.
- **Expected Outcomes (2025–2028)**
 - Align curriculum with student demand and resources.
 - Sustainable teaching loads and class sizes.
 - Leaner, more focused academic offerings.
 - Higher average course fill rates.
 - Budget stability and preservation of academic quality.
 - Faculty numbers aligned with student demand.

These changes are designed to strengthen SFSU's academic mission, support faculty and students, and ensure the university's continued success in a challenging fiscal environment and changing higher education landscape. The engagement and collaboration of administrators, faculty and staff is vital as we move toward impactful change. It is equally important that we manage and message this in ways that encourage students to have continued confidence in SFSU or risk further diminishing our enrollment.