

# **President's Budget Advisory Committee**

## **Meeting Agenda**

December 14, 2017  
2:00p.m. @ MH-3318

### **I. Call to order**

- Call for amendments to agenda

### **II. Information Item**

- 2018/19 Budget Update

### **III. Reports**

- 2017/18 Revenues (Attachment 1)
- 2017/18 Base Reserves (Attachment 2)
- 2017/18 One-Time Reserves (Attachment 3)
- 2017/18 Multi-Year Budget (Attachment 4)

### **IV. Watch List**

- Master Plan Costs
- Unfunded Compensation Items
- Campus Projects
  - Mission Valley

### **V. 2017/18 Funding Requests**

- 2017/18 Base Funding Requests – Summary (Attachment 5)
- 2017/18 Base Funding Requests – AA (Attachment 6)
- 2017/18 Base Funding Requests – SA (Attachment 7)
- 2017/18 Base Funding Requests – BFA (Attachment 8)
- 2017/18 Base Funding Requests – URAD (Attachment 9)
- 2017/18 Base Funding Requests – INSTIT (Attachment 10)

### **VI. New Business**

### **VII. Reminder**

- **Next Meeting Date – January 18, 2017 at 2:00 p.m. in MH 3318**

**SAN DIEGO STATE UNIVERSITY**  
2017/18 Revenue Estimates  
As of December 14, 2017

	2016/17 Budget	2016/17 Actual	Over/(Under) Budget	% Over/(Under) Budget	2017/18 Budget	2017/18 Year to Date 12/11/2017	2017/18 Term End Estimate	Over/(Under) Budget	% Over/(Under) Budget
<b>Basic Tuition Fee - Resident</b>									
Summer	7,959,000	7,970,017	11,017	0.14%	7,571,000	8,861,503	8,861,503 <sup>[1]</sup>	1,290,503	17.05%
Fall	75,204,000	76,796,664	1,592,664	2.12%	78,130,000	78,475,900	78,514,803 <sup>[2]</sup>	384,803	0.49%
Spring	68,192,000	70,711,890	2,519,890	3.70%	71,823,000	0	71,823,000 <sup>[3]</sup>	0	0.00%
<b>Sub-Total Basic Tuition - Resident</b>	<b>151,355,000</b>	<b>155,478,570</b>	<b>4,123,570</b>	<b>2.72%</b>	<b>157,524,000</b>	<b>87,337,404</b>	<b>159,199,307</b>	<b>1,675,307</b>	<b>1.06%</b>
Tuition Fee Discounts	(41,243,800)	(41,243,800)	0	0.00%	(43,657,800)	(43,657,800)	(43,657,800)	0	0.00%
<b>Net Basic Tuition - Resident</b>	<b>110,111,200</b>	<b>114,234,770</b>	<b>4,123,570</b>	<b>3.74%</b>	<b>113,866,200</b>	<b>43,679,604</b>	<b>115,541,507</b>	<b>1,675,307</b>	<b>1.47%</b>
<b>Basic Tuition Fee - Non-Resident</b>									
Summer	983,000	1,317,453	334,453	34.02%	1,009,000	1,849,017	1,849,017 <sup>[1]</sup>	840,017	83.25%
Fall	7,662,000	11,202,228	3,540,228	46.21%	8,776,000	12,907,545	12,913,944 <sup>[2]</sup>	4,137,944	47.15%
Spring	6,931,000	10,190,746	3,259,746	47.03%	7,915,000	0	7,915,000 <sup>[3]</sup>	0	0.00%
<b>Sub-Total Basic Tuition - Non-Resident</b>	<b>15,576,000</b>	<b>22,710,427</b>	<b>7,134,427</b>	<b>45.80%</b>	<b>17,700,000</b>	<b>14,756,563</b>	<b>22,677,961</b>	<b>4,977,961</b>	<b>28.12%</b>
<b>Out-of-State Tuition</b>									
Summer	487,000	812,554	325,554	66.85%	508,000	1,114,275	1,114,275 <sup>[1]</sup>	606,275	119.35%
Fall	7,003,000	12,136,563	5,133,563	73.31%	9,221,000	14,334,136	14,351,198 <sup>[2]</sup>	5,130,198	55.64%
Spring	6,267,000	11,023,497	4,756,497	75.90%	8,293,000	0	8,293,000 <sup>[3]</sup>	0	0.00%
<b>Sub-Total Out-of-State Tuition</b>	<b>13,757,000</b>	<b>23,972,614</b>	<b>10,215,614</b>	<b>74.26%</b>	<b>18,022,000</b>	<b>15,448,411</b>	<b>23,758,473</b>	<b>5,736,473</b>	<b>31.83%</b>
<b>International Tuition</b>									
Summer	724,000	1,262,568	538,568	74.39%	757,000	1,356,523	1,356,523 <sup>[1]</sup>	599,523	79.20%
Fall	6,096,000	9,868,044	3,772,044	61.88%	6,829,000	10,389,809	10,402,096 <sup>[2]</sup>	3,573,096	52.32%
Spring	5,703,000	8,969,163	3,266,163	57.27%	6,252,000	0	6,252,000 <sup>[3]</sup>	0	0.00%
<b>Sub-Total International Tuition</b>	<b>12,523,000</b>	<b>20,099,775</b>	<b>7,576,775</b>	<b>60.50%</b>	<b>13,838,000</b>	<b>11,746,332</b>	<b>18,010,619</b>	<b>4,172,619</b>	<b>30.15%</b>
<b>TOTAL TUITION</b>	<b>151,967,200</b>	<b>181,017,587</b>	<b>29,050,387</b>	<b>19.12%</b>	<b>163,426,200</b>	<b>85,630,909</b>	<b>179,988,560</b>	<b>16,562,360</b>	<b>10.13%</b>
<b>Application Fee</b>	<b>2,294,000</b>	<b>3,426,555</b>	<b>1,132,555</b>	<b>49.37%</b>	<b>2,294,000</b>	<b>3,025</b>	<b>2,294,000</b> <sup>[3]</sup>	<b>0</b>	<b>0.00%</b>
<b>TOTAL APPLICATION FEE</b>	<b>2,294,000</b>	<b>3,426,555</b>	<b>1,132,555</b>	<b>49.37%</b>	<b>2,294,000</b>	<b>3,025</b>	<b>2,294,000</b>	<b>0</b>	<b>0.00%</b>
<b>TOTAL</b>	<b>154,261,200</b>	<b>184,444,142</b>	<b>30,182,942</b>	<b>19.57%</b>	<b>165,720,200</b>	<b>85,633,934</b>	<b>182,282,560</b>	<b>16,562,360</b>	<b>9.99%</b>

[1] Term estimates are based on actual revenues.

[2] Term estimates are based on SAS Enrollment Report as of 11/6/2017 discounted based on prior year waiver/collections experience.

[3] Term estimates are based on budgeted revenues.

**Base Budget Reserve <sup>[a]</sup>**

<b>2017/18 Beginning Base Budget Reserve Balance</b>		<b>1,588,256</b>
	BL Allocations	<b>10,596,000</b>
	BL Mandatory Costs	<b>(17,346,000)</b>
	Campus Revenue Adjustments	11,459,000
	SDSU Compensation Pool - Surplus Base (projected vs actual bargained increases)	2,500,000
<b>2017/18 Base Budget Reserve</b>		<b>8,797,256</b>
<b>2017/18 Approved Base Funding Requests</b>		
<b>Academic Affairs</b>		
	Tenure-Track Faculty Hiring PBAC 4/27/2017	(1,500,000)
	Tenure and Promotion PBAC 4/27/2017	(399,055)
	Library Funding PBAC 4/27/2017	(100,000)
	CES-Funded Faculty PBAC 4/27/2017	(271,000)
	IVC Operations Budget PBAC 4/27/2017	(20,000)
	Instructional Student Assistants PBAC 4/27/2017	(500,000)
	University Graduate Fellowship (UGF) PBAC 4/27/2017	(500,000)
	Supplemental Instruction PBAC 4/27/2017	(245,000)
<b>Student Affairs</b>		
	EOP Summer Bridge PBAC 4/27/2017	(47,000)
	International Student Transition & Retention PBAC 4/27/2017	(110,167)
	Peer Commuter Academic Mentoring Program PBAC 4/27/2017	(250,000)
<b>Business &amp; Financial Affairs</b>		
	Public Safety - CRO PBAC 4/27/2017	(136,500)
	Public Safety - Threat Assessment PBAC 4/27/2017	(133,160)
	Public Safety - Dispatch Equity PBAC 4/27/2017	(51,000)
	Public Safety - SUPA Equity PBAC 4/27/2017	(36,000)
	Emergency Preparedness - Director & OE&E PBAC 4/27/2017	(200,000)
	Facilities Services - Maintenance Contracts PBAC 4/27/2017	(100,000)
	Facilities Services - Buyer/Analyst PBAC 4/27/2017	(100,000)
<b>University Relations &amp; Development</b>		
	National Branding & Marketing PBAC 4/27/2017	(150,000)
	Planned Giving Marketing PBAC 4/27/2017	(50,000)
<b>Institutional</b>		
	SSF ARP Coordinator PBAC 4/27/2017	(82,188)
<b>Subtotal 2017/18 Approved Base Budget Funding Requests</b>		<b>(4,981,070)</b>
<b>2017/18 PENDING Base Funding Requests</b>		
<b>Academic Affairs</b>		
	Faculty Retention PBAC 12/14/2017	(550,000)
	AVP - IT PBAC 12/14/2017	(130,000)
	EAB Personnel PBAC 12/14/2017	(145,000)
	EO 1110 Base Costs PBAC 12/14/2017	(350,000)
<b>Student Affairs</b>		
	ISC Study Abroad Inbound (0.5 FTE) PBAC 12/14/2017	(51,954)
	ISC Study Abroad Outbound (1.0 FTE) PBAC 12/14/2017	(77,184)
<b>Business &amp; Financial Affairs</b>		
	Additional Custodians (restrooms) PBAC 12/14/2017	(650,000)
	Employee Relations & Compliance Labor Relations Manager PBAC 12/14/2017	(127,500)
<b>University Relations &amp; Development</b>		
	Development Officer PBAC 12/14/2017	(37,500)
<b>Institutional</b>		
	EIS - Maintenance to APPA Level 3 PBAC 12/14/2017	(61,000)
	EIS - Maintenance to APPA Level 2 PBAC 12/14/2017	(185,500)
	EIS Staff PBAC 12/14/2017	(37,500)
	Senate Staff Support PBAC 12/14/2017	(72,000)
<b>SubTotal 2017/18 PENDING Base Funding Requests</b>		<b>(2,475,138)</b>
<b>2017/18 Estimated Base Budget Reserve Balance</b>		<b>1,341,048</b>
	2017/18 Target Unallocated Base Budget Reserve	(4,000,000)
<b>2017/18 Estimated Base Funding Available for Investment in the University</b>		<b>(2,658,952)</b>

[a] All allocations for position funding are inclusive of average benefits costs.

**One-Time Reserve <sup>[a]</sup>**

<b>2017/18 Beginning One-Time Reserve Balance</b>		<b>15,337,595</b>
	2017/18 Target Unallocated One-Time Budget Reserve	<b>(8,000,000)</b>
	<b>2017/18 One-Time Funding Available for Investment in the University</b>	<b>7,337,595</b>
<b>2017/18 Approved One-Time Funding Requests</b>		
<b>Academic Affairs</b>		
	Matching Grant Funds PBAC 4/27/2017	(400,000)
	Research Faculty Bridge Funding PBAC 4/27/2017	(150,000)
	Research Faculty Assigned Time PBAC 4/27/2017	(125,000)
	Graduate Research Grant Writing Program PBAC 4/27/2017	(50,000)
	Undergraduate Research Program PBAC 4/27/2017	(200,000)
	Expansion of Student Research Symposium PBAC 4/27/2017	(44,000)
	Supplemental Instruction PBAC 4/27/2017	(100,000)
	Library Outdoor Seating PBAC 4/27/2017	(250,000)
	T/TT Faculty Start-up (Areas of Excellence) PBAC 4/27/2017	(2,000,000)
	Summer SMART Technology Upgrades PBAC 4/27/2017	(500,000)
	Classroom/Teaching Laboratory Renovations PBAC 4/27/2017	(2,500,000)
	Provost Milestone Award PBAC 4/27/2017	(100,000)
	Visiting Scholars PBAC 4/27/2017	(75,000)
	Provost Undergraduate Mentoring Program PBAC 4/27/2017	(50,000)
	General Education Program Reform PBAC 4/27/2017	(45,600)
	New Registration Timeline Support PBAC 4/27/2017	(249,600)
	2016/17 Enrollment Growth (1400 FTES) PBAC 4/27/2017	(2,940,000)
	University Graduate Fellowship (UGF) PBAC 4/27/2017	(500,000)
	DUS Student Achievement Initiatives PBAC 4/27/2017	(32,500)
	SDCC Funds for Remedial Instruction PBAC 4/27/2017	(150,000)
	Library Subscriptions PBAC 4/27/2017	(400,000)
	NCFDD Memberships and IHE Subscription PBAC 4/27/2017	(116,000)
	Equipment Maintenance PBAC 4/27/2017	(311,000)
	Center for Teaching & Learning PBAC 4/27/2017	(59,000)
<b>Student Affairs</b>		
	Black Resource Center Renovation PBAC 4/27/2017	(500,000)
	OFAS Renovation PBAC 4/27/2017	(800,000)
	ADA Mandatory Accommodations PBAC 4/27/2017	(208,000)
<b>Business &amp; Financial Affairs</b>		
	EH&S - Chemical Inventory Tracking Software PBAC 4/27/2017	(75,000)
	Public Safety - CSO PBAC 4/27/2017	(100,000)
	Public Safety Dispatcher PBAC 4/27/2017	(95,000)
	New Registration Timeline Support PBAC 4/27/2017	(120,000)
<b>University Relations &amp; Development</b>		
	Institutional Television Spot PBAC 4/27/2017	(100,000)
<b>Institutional</b>		
	Staff Professional Development (across the University) PBAC 4/27/2017	(250,000)
	Enhancing Campus Climate and Culture (ECCC) initiatives PBAC 4/27/2017	(500,000)
	SDSU Research Foundation PBAC 4/27/2017	(1,000,000)
	Worker's Compensaton (Year 3 of 4) PBAC 4/27/2017	(700,000)
	Painting PBAC 4/27/2017	(500,000)
	Window Washing PBAC 4/27/2017	(75,000)
	HVAC Replacement - North Life Sciences/Education PBAC 4/27/2017	(2,500,000)
	Alley behind OHA PBAC 4/27/2017	(500,000)
	Veteran House - Rent (for 4 years) PBAC 4/27/2017	(90,000)
<b>SubTotal 2017/18 Approved One-Time Funding Requests</b>		<b>(19,460,700)</b>

2017/18 PENDING One-Time Funding Requests

SubTotal 2017/18 PENDING One-Time Funding Requests

0

2017/18 Funding Sources [b]

2017/18 Student Success & Completion/Graduation Initiatives	744,000
Estimated Tuition and Fee Revenues over Budget (Sum/Fall Only)	16,562,360
Estimated Tuition and Fee Revenues over Budget (Spring/Application Only)	
Estimated One-Time Carry-forward of Base Budget Reserve	1,341,048
<b>2017/18 Estimated One-Time Reserve Balance</b>	<b>14,524,303</b>
2017/18 Target Unallocated One-Time Budget Reserve	(8,000,000)
<b>2017/18 Estimated One-Time Funding Available for Investment in the University</b>	<b>6,524,303</b>

[a] All allocations for position funding are inclusive of average benefits costs.

[b] Additional \$5M held for 2017/18 funding gap as approved by PBAC on 2/16/2017

**SDSU Multi-Year Budget Plan**

**Institutional Base Reserve**

	2014/15	2015/16	2016/17 (B 2016-02)	2017/18 (B 2017-03)	2017/18 (B 2017-05)
<b>Beginning Balance</b>	<b>4,236,929</b>	<b>2,675,762</b>	<b>5,200,077</b>	<b>1,588,256</b>	<b>1,588,256</b>
Tuition Rollback/Buyback					
GF Base adjustments	1,612,400	8,093,800	4,134,000	9,985,000	10,596,000
GF Base Compensation (15/16) - Faculty (2% each year)			2,424,000		
GF Base Compensation (16/17) - Faculty (2% each year)			2,537,000		
Est. Compensation Costs - Faculty (7%)			(9,100,000)		
GF Base Compensation (16/17) - Staff/Mgmt (2%)			2,593,000		
Est. Compensation Costs - Staff/Mgmt (3%)			(4,035,000)		
Est. Compensation Costs (17/18)				(14,392,000)	(14,392,000)
Adjust Compensation Pool for Projected vs Actual Bargained Increases					2,500,000
Student Success & Completion Initiatives (GF allocation)		982,000	120,000		
Enrollment Growth funding	836,000	3,104,000	2,068,000		
GF tuition fee discount adjustment based on campus relative student need		(155,000)	(96,000)		
Basic Tuition Revenue (net of SUG tuition discounts)/Non-Resident Tuition	5,148,100	3,903,800	3,268,000	11,459,000	11,459,000
<i>PBAC allocations:</i>					
Est. Mandatory Costs	(2,718,500)	(8,093,800)	(4,134,000)	(2,947,000)	(2,954,000)
Est. Multi-Year Commitments [a]	(225,200)	-	-		
Divisional Allocation					
University Non-Divisional Reduction					
PRES Critical Support Needs			(10,000)		
AA Strategic Initiatives	(803,528)	(1,096,706)	(2,180,017)	(1,999,055)	(1,999,055)
AA Critical Support Needs	(668,768)	(720,718)	(118,000)	(1,536,000)	(1,536,000)
SA Strategic Initiatives	(264,588)	(291,056)	(203,646)	(407,167)	(407,167)
SA Critical Support Needs	(25,000)	-		-	-
BFA Strategic Initiatives	(20,000)	(140,000)	(75,000)	(136,500)	(136,500)
BFA Critical Support Needs	(433,013)	(602,500)	(599,158)	(620,160)	(620,160)
URD Strategic Initiatives	(97,240)	(200,000)	(100,000)	(200,000)	(200,000)
URD Critical Support Needs	(301,800)	-		-	-
Instit Strategic Initiatives			(105,000)	(82,188)	(82,188)
Instit Critical Support Needs		(107,400)		-	-
Encumbered for 2014/15 AA Faculty hires					
Encumbered for 2015/16 AA Faculty hires	(2,300,030)				
4/16/15 PBAC Allocation	(1,300,000)				
11/19/15 PBAC Allocation		(652,105)			
11/19/15 PBAC Allocation Encumbered for 2017/18 (was 2016/17) Faculty hires		(1,500,000)			
Pending Base Request PBAC 12/14/2017					(2,475,138)
<b>Unallocated Base Reserve</b>	<b>2,675,762</b>	<b>5,200,077</b>	<b>1,588,256</b>	<b>712,186</b>	<b>1,341,048</b>
Target Unallocated Base Reserve		(4,000,000)	(4,000,000)	(4,000,000)	(4,000,000)
<b>Base Funding Surplus/(Deficit) from Target Reserve</b>		<b>1,200,077</b>	<b>(2,411,744)</b>	<b>(3,287,814)</b>	<b>(2,658,952)</b>

**SDSU Multi-Year Budget Plan**

<b>Institutional One-time Reserve</b>		<b>2014/15</b>	<b>2015/16</b>	<b>2016/17 (B 2016-02)</b>	<b>2017/18 (B 2017-03)</b>	<b>2017/18 (B 2017-05)</b>
<b>Beginning Balance</b>		<b>10,844,769</b>	<b>9,065,498</b>	<b>9,986,199</b>	<b>15,337,595</b>	<b>15,337,595</b>
Unallocated Institutional Base Reserve		2,675,762	5,200,077	1,588,256	712,186	1,341,048
Encumbered for Future Year AA Faculty hires - available for 1-time use in Current Year		2,300,030	1,500,000	1,500,000	-	-
GF Base Compensation (15/16) withheld by CO - Faculty (2%)				2,424,000		
Student Success & Completion/Graduation Initiatives				254,000		744,000
2016/17 Student Success (\$35M CSU)				1,650,000		
Est. Fee Revenues over Budget (Sum/Fall)		21,566,615	13,910,518	15,248,090	11,500,000	16,562,360
Est. Fee Revenues over Budget (Spr/application)			12,668,170	14,934,851		
<i>PBAC Allocations:</i>						
Divisional Allocation						
AA Strategic Initiatives		(850,000)	(3,391,000)	(10,349,600)	(6,544,000)	(6,544,000)
AA Critical Support Needs		(3,118,428)	(4,169,032)	(4,679,508)	(4,803,700)	(4,803,700)
SA Strategic Initiatives		(137,810)	(451,000)	(1,530,749)	(1,300,000)	(1,300,000)
SA Critical Support Needs			-		(208,000)	(208,000)
BFA Strategic Initiatives		(380,000)	(38,000)	(5,000)	-	-
BFA Critical Support Needs		(500,000)	(218,732)	(103,000)	(390,000)	(390,000)
URD Strategic Initiatives		(595,000)	(450,000)	(300,000)	(100,000)	(100,000)
URD Critical Support Needs			-		-	-
Instit Strategic Initiatives		(1,250,000)	(1,250,000)	(1,250,000)	(750,000)	(750,000)
Instit Critical Support Needs		(1,777,000)	(1,900,000)	(2,430,000)	(5,365,000)	(5,365,000)
Encumbered for 2014/15 AA faculty start-up						
Encumbered for 2015/16 AA faculty start-up		(2,240,000)				
Encumbered for 2016/17 AA faculty start-up			(1,617,000)			
10/16/14 PBAC Allocation		(3,043,440)				
12/11/14 PBAC Allocation		(5,075,000)				
2/12/15 PBAC Allocation		(855,000)				
4/16/15 PBAC Allocation		(8,500,000)				
11/19/15 PBAC Allocation			(10,531,500)			
2/25/16 PBAC Allocation			(6,220,000)			
4/14/16 PBAC Allocation			(2,121,800)			
2/16/17 PBAC Allocation				(5,402,059)		
<b>2/16/17 PBAC Allocation - HOLD for 17/18 Funding Gap</b>				<b>(5,000,000)</b>		
4/13/17 PBAC Allocation				(1,300,000)		
Project Balances for Completed PBAC Projects				102,115		
<b>Unallocated One-Time Reserve</b>		<b>9,065,498</b>	<b>9,986,199</b>	<b>15,337,595</b>	<b>8,089,081</b>	<b>14,524,303</b>
Target Unallocated One-Time Reserve			(8,000,000)	(8,000,000)	(8,000,000)	(8,000,000)
<b>Est. One-Time Funding Surplus/(Deficit) from Target Reserve</b>			<b>1,986,199</b>	<b>7,337,595</b>	<b>89,081</b>	<b>6,524,303</b>

[a] Faculty Promotion Funding Agreed upon formula = funding allocated for 70% of cost; estimated cost, data not available until late May.

SDSU  
 FY1718 Base Requests (Proposed/First Draft)  
 For Internal Discussion Only

Proposed:		Proposed Amount	Additional FY1718 Base Request	Roll-over 18/19	Expected FY1819 Base Requests
<b>AA</b>	<b>Faculty retention</b>	\$750,000	\$ 550,000.00	\$ 250,000	
AA	Graduate fellowship (year 2 of 2?)	\$500,000		\$	500,000
AA	Library (yr. 4 of 4)	\$100,000		\$	100,000
AA	IVC operations (yr. 3 of 5)	\$20,000		\$	20,000
AA	TA	\$500,000		\$	500,000
AA	Additional staffing				
	<b>AVP- IT</b>	\$255,000	\$ 130,000.00	\$ 125,000	
	Stepsay post doc - benefits	\$25,000		\$	25,000
	<b>EAB personnel</b>	\$350,000	\$ 145,000.00	\$ 205,000	
	Faculty hiring (year 5 of 5 -strategic plan hiring 300 faculty)			\$	1,500,000
	Faculty promotion			\$	400,000
AA	Other				
	EAB annual costs ( CSU)	\$45,000		\$	45,000
	<b>EO 1110 Base Costs</b>	\$480,000	\$ 350,000.00	\$ 130,000	
<b>BFA</b>	<b>Hire additional custodians to keep restroom at APPA level 2</b>	\$1,300,000	\$ 650,000.00	\$	650,000
BFA	University Police				
	Administrative Lieutenant (eliminated in 2009; will focus on management of threats assessment and mitigation)	\$197,000		\$	197,000
BFA	Facilities -project manager	\$180,000		\$	180,000
<b>BFA</b>	<b>Employee Relations and Compliance - Labor Relations Manager</b>	\$127,500	\$ 127,500.00		
BFA - Athletics	RealRecruit	\$16,400			
	Compliance Assistant	\$23,958			
SA	Programmatic support - SOCIA	\$67,000			
SA	Staff retention				
	<b>ISC Study Abroad Advising</b>	\$51,954	\$ 51,954.00		
	<b>ISC Student Advising</b>	\$77,184	\$ 77,184.00		
URAD	Writer/copy Editor	\$90,000			
	<b>Development Officer,</b>				
	<b>Diversity Prospect Development</b>	\$75,000	\$ 37,500.00		
Institutional	Staff	\$1,500,000		\$	500,000
Institutional	<b>EIS - Additional maintenance to APPA level 3</b>	\$122,000	\$ 61,000.00	\$ 61,000	
	<b>- Upgrade to level 2</b>	\$371,000	\$ 185,500.00	\$ 185,500	
	<b>EIS staff</b>	\$75,000	\$ 37,500.00		
Institutional	<b>Senate staff support</b>	\$72,000	\$ 72,000.00		
Institutional	Federal aid administrative allowance funding gap				
Requests		\$7,370,996	\$ 2,475,138.00	\$ 956,500	\$ 4,617,000.00
Funds available		\$2,500,000			



## AA Base Request for FY 2017-2018

Faculty retention

\$550,000

Funds are requested to support retention of T/TT faculty through salary adjustments in response to market considerations. SDSU has made hiring T/TT faculty a major strategic initiative in service of student success and we have invested significant resources toward that goal. However important, hiring new faculty will not be sufficient to rebuild faculty lines if we do not provide resources to retain existing faculty. We are facing increasing challenges in retaining existing faculty whose professional credentials make them highly sought-after. Losing such strong faculty is costly on many grounds – we lose colleagues whose research, teaching, and citizenship are critical to our mission and we also lose the “investments” into them over their years at SDSU. Responding to the offers such faculty receive from our competitor-school, much less “preventing” them from seeking such offers by addressing market-based salary lags requires significant resources. Funds are requested to form a faculty retention fund which will be used to address requests for market-based increases as defined by the CBA 31.35, which states: “The President may grant a salary increase to a probationary or tenured faculty unit employee to address market considerations. Such increases shall not be bound by the eight (8) service increases referenced in provision 31.18. Applications for market adjustments shall be submitted by the faculty member to the department chair, with a copy to the President or designee, on forms provided by the President or designee. Applications for market-based increases shall normally be accompanied by documentation supporting the market-based salary lag or a bona fide offer of employment from another college or University. Applications shall be reviewed separately by a department committee of tenured faculty and the department chair, with the department chair forwarding both recommendations to the President or designee. The decision to grant an exceptional market adjustment and the amount of the increase to be granted shall not be subject to grievance procedure.”

Implementation of the EO 1110

\$ 350,000

Funds are requests to support immediately needed hires and activities to implement Chancellor’s Executive Order (EO) 1110. This EO regulates assessment of academic preparation and placement in first-year general education Written Communication and Mathematics/Quantitative Reasoning courses. Students whose placement indicates that they need additional academic support for successful completion of the written communication and mathematics/quantitative reasoning requirements will no longer take remedial courses, which, until now, have been taught by the City College faculty. Rather, these students shall enroll in college credit-bearing courses that will provide the skills development needed for them to successfully complete the written communication and mathematics/quantitative reasoning requirements. These new, credit-bearing courses will include courses taught over two semesters (“stretch” format courses), courses that include co-requisites, and/or supplemental instruction.

Department of Mathematics and Statistics will hire a mathematics professor, specializing in mathematics education, who also will serve as Associate Director of the Mathematics and Statistics

Learning Center. In addition to teaching, the incumbent will initially lead the effort to develop the needed courses, and subsequently oversee the teaching and teaching effectiveness of the mathematics/quantitative reasoning courses needed to implement the EO 1110. Moreover, within the Mathematics and Statistics Learning center, new learning communities will be created to support these efforts. This is a data-informed solution, which is supported by the finding that first-time freshmen taking introductory mathematics courses (Math 141, 150, and 151) during the Spring 2016 through Spring 2017 semesters, who attended the Mathematics Learning Center had a significantly lower chance of failing their mathematics courses when compared to the students who did not attend the Center. The anticipated costs of the new position, which includes a 12-month salary and benefits is \$172,500. Additional and recurring costs include the costs of instruction and supporting activities for the newly developed courses in mathematics and written communication (Linguistics, Rhetoric and Writing). Multiple sections of these courses will be first offered in Summer 2018.

AVP IT \$130,000

Funds are requested for a new position of Assistant Vice President of Academic Affairs for Information Technology. Division of Academic Affairs hosts a complex, decentralized system of information technology but without qualified leadership to oversee, integrate, and further improve the system. The AVP IT will serve as a member of the Provost's administrative team and will have a primary responsibility for information technology throughout the Division of Academic Affairs. The AVP IT will oversee implementation of all information technology processes, policies, and procedures and will provide counsel and advice to the Provost on all information technology matters. The incumbent will provide leadership to develop new information technology policies and procedures for Academic Affairs, while coordinating with the counterparts in other divisions of the university to ensure a coordinated approach to information technology across the university. This coordinated approach within the division and across the university will ensure optimal, cost-effective information technology solutions. Funds are requested to cover the costs of the first six months of the position (salary + benefits) with the understanding that additional funds (\$125,000) will be needed for the remaining 6 months. These funds will be requested for the FY 2018-19 PBAC allocation cycle.

EAB Development Programmer/Analyst \$145,000

Funds are requested for a new position (salary + benefits) to support implementation of EAB – a new student success management system, which provides predictive analytics that allows advisors and faculty to identify students in need of additional support to succeed and connect them to campus resources that provide such support. CSU has obtained a system-wide license for EAB and is currently piloting it at several campuses. An early implementation of the system aligns with the SDSU strategic initiative of fostering student success, with student advising being a critical component toward success. Thus, our campus has volunteered to be an early adopter of the EAB system. The Enrollment Services IT group is currently engaged at a full capacity on many projects, some of which are mission critical. Thus, a new position is needed to ensure successful initial installation and launch of the EAB system and its subsequent maintenance. Specifically, EAB will be a high profile and impactful production environment. The software will have over 100 data fields and will only pull data from a single source which in this case

will be SIMS/R. Therefore, the development and support will need to be coordinated and accounted for through every SIMS/R product adjustments. Moreover, any new patching with EAB or SIMS/R will require testing in EAB for production changes. EAB is not a stand-alone self-regulating software. There will be changes, adjustments, testing and support throughout its lifespan, which requires a permanent support person much as it is the case with other platforms (e.g., AdAstra, CurricUNET, UC4, OnBase) to work on the data, functionality, integration, end user support and reporting of the software. Finally, the vendor and University clients have indicated that a programmer is needed not only for deployment (expected to take 6-9 months), but also for post- production, maintenance, and troubleshooting. Thus, a permanent programmer/analyst position is needed for the deployment and support of campus-wide EAB.

Division of Student Affairs – Base Funding Request (FY 2017-18)

Base Funding Request	Amount	Notes
International Study Abroad Advising	\$ 51,954.00	Institutionalize current personnel
International Student Advising	\$ 77,184.00	New position
<b>Total Base Funding Requests</b>	<b>\$ 129,138.00</b>	

## International Study Abroad Advising -- \$51,954

### Background

The International Student Center (ISC) provides services that meet the diverse needs of the university’s international student community, and preparing domestic students to study abroad. The ISC provides resources and programs in direct support of the complex issues critical to the safety and success of our students pursuing international study on increasingly diverse types of programs. Since 2012, the university has risen 13 spots to number 8 in the nation for students studying abroad. Since the 2013, the number of students studying abroad has increased by **68%**, and current advisor to student ratio is 756:1.

The team of *Study Abroad Advisors* at the ISC helps students navigate over 600 programs choices, and plays an important role in helping larger numbers of students going abroad. This includes sending new, underrepresented populations of students abroad, and providing support for students going abroad on new types of programs, such as international service learning opportunities and international internships. As well, the team of *Study Abroad Advisors* anticipates and mitigates high-risk situations that could be encountered by students, faculty and staff before they travel internationally. With an ever-changing global climate, and more students studying in more locations, the number of international incidents advisors have had to address in recent years has increased.

### Cost

The program cost to support our students studying abroad.

- |  |                        |
|--|------------------------|
| • International Student Advisor (SSP II) | \$48,636               |
| • Benefits (50.0%)                       | \$24,318               |
| • Office of International Programs       | <b>(\$21,000)</b>      |
| <b>Total:</b>                            | <b><u>\$51,954</u></b> |

## International Student Advising -- \$77,184

### Background

The International Student Center (ISC) provides services that meet the diverse needs of the university's international student community. The ISC provides resources and programs in direct support of the retention and academic success of our international students. Since 2012, the international student population enrolled in classes has increased by **83.2%**, from 1,424 students to 2,609 in fall 2017. When including all current international students in the university's *Student Exchange Visitor Information System* (SEVIS), which includes students on *Optional Practical Training* (OPT), the total service load of international students has increased by **75.4%** in the past five years from 1,873 to 3,286 in fall 2017.

An analysis of student data found that our international students face unique challenges when studying at the university. For the Fall 2016 cohort:

- International FT-FTF students have a lower second year return rate (86.5%) when compared to In-State Resident students (91.1%) and the FT-FTF cohort in general (86.5%).
- International FT-FTF students have a higher probation rate after their first year (8.8%) when compared to In-State Resident students (4.5%) and the FT-FTF cohort in general (5.2%).
- International FT-FTF students have a higher disqualification rate after their first year (8.8%) when compared to In-State Resident students (3.4%) and the FT-FTF cohort in general (3.8%).

The team of *International Student Advisors* at the ISC supports the academic success and retention of our international students. In part, ISC works all first-time international freshmen students meet 1:1 with an advisor within the first four weeks of the fall semester.

As of September 22, 2017, **76.2%** (250 out of 328) of international FT-FTF students met with an international student advisor as part of the expanded *First Semester Advising* program. This advising strategy proved effective in improving student success in Fall 2016, as students who met with an advisor had an average first semester GPA of **2.88**, which was higher when compared to the average semester GPA of 2.52 for students who did not meet with an advisor.

The ISC needs an additional *International Student Advisor* to assist in addressing the immigration, academic and interpersonal needs of international students, as well as help reduce the overall workload of the current team. The current advisor to student ratio is 750:1; and addition of an advisor would adjust the ratio to 597:1.

### Cost

The program cost to support our international students.

- |   |                        |
|---|------------------------|
| • International Student Advisor (SSP III) | \$51,456               |
| • Benefits (50.0%)                        | <u>\$25,728</u>        |
| <b>Total:</b>                             | <b><u>\$77,184</u></b> |

## Business & Financial Affairs – 2017/18 Budget Requests

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### **BASE FUNDING REQUESTS:**

**Labor Relations Manager** - \$127,500 base critical need  
(\$85,000 salary plus benefits @50%)

With the increasing requirements relating to Title IX and Discrimination, Harassment, and Retaliation (DHR) policies, as well as the changing landscape of the university's labor environment, a labor relations manager is necessary to ensure that the Office of Employee Relations and Compliance (OERC) continues to be able to address employee relations, labor relations and compliance issues in a proactive manner. The position will report directly to the Director of OERC and will have primary responsibility for handling labor issues and disciplinary issues.

Currently, the Director of OERC is responsible for the above duties, as well as handling Title IX and DHR investigations, meeting with employees who are seeking assistance with workplace disputes and interpersonal relationship issues, coaching managers on how to address employee issues (including performance and conduct), overseeing the ADA accommodation process, liaising with the Chancellor's Office on labor issues, DHR and Title IX issues, and legal issues, overseeing the Labor Management Committees, proactive outreach to employees and union leadership to ensure positive relationships, and management of the EEO Specialist and the DHR/Title IX Investigator. Labor relations at SDSU requires a high level of attention and interaction with local labor representatives which further compounds the Director's workload

**Custodians (restrooms)** - \$650,000 base critical need  
(includes salary plus benefits @50%)

There are 317 restrooms in our campus academic buildings. A large concern for SDSU is the state of restroom cleanliness during the day. A budget enhancement of \$650,000 would allow hiring of 10 custodians, \$33,000 in supplies and one MPP Supervisor. The hours of operation would be approximately 10:00am to 6:30pm which cover the most used time of the day.

The 10 custodians, averaging 4 restrooms per hour would normally be able to cover all academic restrooms during the day.

Non-academic buildings will be addressed with a 2018/19 base funding request.



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**University Relations & Development Request for  
Development Officer, Diversity Prospect Development**

**Base Support Requested from PBAC: 37,500**  
**TCF Provided Support: 37,500**  
**Total Annual Salary & Benefit Cost: 75,000**

This position will be responsible for working in concert with the academic leaders and development officers from throughout the university to secure financial support from individuals, foundations and corporations in support of diversity initiatives. The position will focus on key diversity areas that are developed within academic affairs, student affairs and other pertinent campus groups.

## Institutional – 2017/18 Budget Requests

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### **BASE FUNDING REQUESTS:**

**EIS – Maintenance to APPA Level 3** - \$61,000

**EIS – Maintenance to APPA Level 2** - \$185,500

(salary plus benefits @50%)

The new Engineering Interdisciplinary Sciences (EIS) building has 122,434 SF. The CSU uses \$11.07/SF for fiscal 17/18 (<https://www2.calstate.edu/csu-system/about-the-csu/budget/2017-18-support-budget/supplemental-documentation/Pages/maintenance-of-new-facilities.aspx>.)

The CSU calculation includes money for Physical Plant Administration, Building Maintenance, Custodial Maintenance, Landscape Maintenance, Security and Safety, Information Technology and Utilities. This amount is for an average (office/classroom) building in the CSU maintained to average (Level 3) standards. The EIS Building is much more complex than the average office/classroom building so the standard CO space funding falls short of what is needed to maintain APPA Level 3.

Assuming the CSU fully funds the EIS building, the allocated budget for the above identified costs would be \$1,355,344.

Based on an APPA Level 2 standard the actual costs to support the EIS building are as follows:

Custodial (8 FTE) including supplies and materials	\$410,000
Landscape Services (1 FTE) including supplies and materials	\$095,000
Maintenance Services (4 FTE) including supplies and materials	\$540,000
Other Expenses Included in CO Allocation Formula <sup>[a]</sup>	\$803,000
Total Annual Costs to Operate & Maintain EIS at APPA Level 2 <sup>[b]</sup>	\$1,848,000
Estimated CO Allocation based on square footage estimates:	\$1,355,000
Shortage needing from local funding <sup>[c] [d]</sup> :	\$493,000

[a] Includes Physical Plant Administration, Building Security and Safety, Information Technology and Utilities

[b] Note: Total annual costs for APPA Level 1 is \$2,218,000.

[c] If CO allocation is less than \$1,355,000 then additional local funding will be needed.

[d] EIS opens in January 2018 so half of the funding is requested for 2017/18 and the remaining half will be requested for 2018/19.

*Reference: EIS Building Maintenance Budget (draft) October 23, 2017*



## Institutional – 2017/18 Budget Requests

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### **EIS – Meeting Space Support Technician** - \$37,500 (salary plus benefits @50%)

New Engineering and Interdisciplinary Science (EIS) complex has multiple spaces intended for use by all occupants of the building. Funds are requested for a full-time technician who will provide technical, operational, and scheduling support to conference rooms, collaborative spaces, and digital signage in the EIS complex. The incumbent will be responsible for AV support, computer support, and video conferencing support in EIS conference rooms and collaborative spaces. Additional responsibilities will include the basic training and orientation for supported technologies in these spaces, including individual training sessions as needed for faculty and visitors, serving as the main contact/liaison to College of Engineering and College of Sciences faculty and staff for scheduling and use of EIS conference rooms and collaborative spaces, and fielding inquiries regarding room/space availability and capability, proactively identifying and resolving scheduling conflicts, publishing and maintaining schedule within an appropriate online tool, preparation of periodic reports analyzing room usage and directing inquiries about other aspects of the EIS complex use to appropriate sources. Funds are requested to cover the costs of the first six months of the position (salary + benefits) with the understanding that additional funds (\$37,500) will be needed for the remaining 6 months. These funds will be requested for the FY 2018-19 PBAC allocation cycle.

### **Senate Staff Support** - \$72,000 base critical need (salary plus benefits @50%)

The University Senate is delegate-based assembly for shared-governance at SDSU. The functions of the University Senate include: (1) Reviewing established policies, consider new policies, and study matters of concern to the students, staff, and faculty of the university; (2) formulating educational policy (including admissions, curricula, and criteria for the granting of degrees), analyze established and proposed policies of instruction, and consider variations in policy in exceptional cases; (3) advising the President in the selection of administrative personnel and maintain adequate communication between the faculty, staff, and administration; (4) providing a means for students, staff, and faculty to transmit for discussion and possible action topics coming under the jurisdiction of the Senate; and (5) appointing committees and establish rules and procedures for these committees as well as the University Senate itself.

Our current staff person holds a split position. She works for the Senate about 40% of the time, and with the Division of Academic Engagement and Student Achievement for about 60% of the time. The current staff only has enough time to manage a small proportion of the activities noted in the job description. This request is to add an additional 1.0 FTE staff position.