



SAN DIEGO STATE
UNIVERSITY


Business and Financial Affairs
San Diego State University
5500 Campanile Drive
San Diego, CA 92182-1620
Tel: 619-594-5631
Fax: 619-594-6022
Email: awongnickerson@sdsu.edu

Agnes Wong Nickerson
Interim Vice President and CFO

MEMORANDUM

DATE: December 10, 2020

TO: Adela de la Torre
President

FROM: Agnes Wong Nickerson 
Chair, President's Budget Advisory Committee

SUBJECT: President's Budget Advisory Committee
Recommendation of December 10, 2020

Attached is the recommendation from the President's Budget Advisory Committee (PBAC) meeting on December 10, 2020 for approval of 2020/21 spring one-time funding requests totaling \$5,810,262.

Supporting materials are attached for your information. I recommend your approval.

If you have any questions, please let me know.

Attachments

PRESIDENT'S BUDGET ADVISORY COMMITTEE
December 10, 2020

RECOMMENDATION

Approve 2020/21 one-time spring funding requests:

Division	Request	Base	One-Time
AA	Summer 2020 Incentive		2,236,000
AA	Enrollment Growth (FTES) Funding for Spring		2,800,000
DRI	Assigned Time for RSCA		300,000
SACD	CARES Program (spring staffing)		75,000
SACD	Student Financial Aid (spring staffing)		104,542
IT	SDSU DataLake		42,000
IT	Blackboard Course Archive and Migration		49,000
IT	Antivirus Security Software		53,720
Cross	Strategic Planning		150,000
Total			5,810,262

Approved by:



Adela de la Torre, President

12/14/2020

Date

**President's Budget Advisory Committee
Meeting Agenda**

December 10, 2020

Via Zoom Call

<https://SDSU.zoom.us/j/95120665627>

Meeting ID: 951 2066 5627

+1 669-900-6833

95120665627@zoomcrc.com

I. Call to order

- Call for amendments to agenda

II. Information Item

- Enrollment Update
- 2021/22 Budget Update
 - EEP Update

III. Spring Budget Requests

- Academic Affairs (Attachment 1)
- Research & Innovation (Attachment 2)
- Students Affairs & Campus Diversity (Attachment 3)
- Information Technology (Attachment 4)
- Cross Divisional (Attachment 5)

IV. Reports

- No Updates

V. Watch List

- COVID-19
- Deferred Maintenance

VI. New Business

VII. Reminder

- Next Meeting Date – January 28, 2021 at 2:00 p.m. via Zoom call

2020/21 Spring Budget Proposals -- Consolidated

	2020/21 Base	2020/21 One-Time	2020/21 TOTAL
			(Cols 1 + 2)
Academic Affairs:			
Summer Incentive		\$2,236,000	\$2,236,000
Enrollment Growth (FTES) Funding		\$2,800,000	\$2,800,000
			\$0
Subtotal Academic Affairs	\$0	\$5,036,000	\$5,036,000
Research & Innovation:			
Assigned Time for Research, Scholarship and Creative Activities		\$300,000	\$300,000
			\$0
Subtotal Research & Innovation	\$0	\$300,000	\$300,000
Student Affairs & Campus Diversity:			
CARES Program		\$75,000	\$75,000
Student Financial Aid		\$104,542	\$104,542
			\$0
Subtotal Student Affairs & Campus Diversity	\$0	\$179,542	\$179,542
Business & Financial Affairs:			
			\$0
Subtotal Business & Financial Affairs	\$0	\$0	\$0
Information Technology:			
SDSU DataLake		\$42,000	\$42,000
Blackboard Course Archive and Migration		\$49,000	\$49,000
Antivirus Security Software		\$53,720	\$53,720
			\$0
Subtotal Information Technology	\$0	\$144,720	\$144,720
University Relations & Development:			
			\$0
			\$0
Subtotal University Relations & Development	\$0	\$0	\$0
Cross Divisional:			
Strategic Planning		\$150,000	\$150,000
			\$0
Subtotal Cross Divisional	\$0	\$0	\$0
Deferred Maintenance/Capital Projects:			
			\$0
			\$0
Subtotal Deferred Maintenance/Capital Projects	\$0	\$0	\$0
Total Budget Requests	\$0	\$5,810,262	\$5,810,262



PBAC

Budget Request Form

Request Date: 12/4/2020
Requestor Name: Academic Affairs

Proposal Title: Summer Enrollment Growth Incentive Program

Proposal Category:

- Divisional Choose an item. Cross Divisional
 Deferred Maintenance and Capital Projects

Proposal Background/Description:

Timely progress towards graduation is facilitated by a year round enrollment, which implies students taking summer courses. In the case of a higher than units requirement for graduation, summer enrollment is critical for timely graduation. In addition, the revenue generated through summer instruction is an important factor in the university's fiscal health. An incentive plan was put in place for the seven SDSU colleges and SDSU IV to incentivize summer enrollment.

Budget Request:

Base Request **Amount \$** Click or tap here to enter text.

Budget Detail (include itemized salary, benefits ^[1], and/or operating expense/equipment):
Click or tap here to enter text.

One-Time Request **Amount \$2,236,000**

Budget Detail (include itemized salary, benefits ^[1], and/or operating expense/equipment):
\$2,000 per FTES incentive over the target FTES (see attached)

Are matching (additional) funds available for this request? Will this request result in cost savings / efficiencies? If so, please explain.

No.

Is this a multi-year funding request? If so, please explain.

This is a recurring request.

What is the objective of this proposal and how will you evaluate progress in achieving this objective? A report may be requested to demonstrate how funds were used and if the objective of the proposal was met.

[1] Budget benefits as 50% of salary



PBAC

Budget Request Form

It is a key element supporting the strategy to grow summer enrollment.

How does this proposal benefit students?

Click or tap here to enter text.

How does this proposal help to advance the institution?

It supports the university mission to graduate students timely while also strengthening its fiscal health.

Is this request time sensitive? Explain why funding is needed at this time.

Yes – the Colleges are counting on the resources.

Is this a critical need? If so, please explain. If funding is not available at this time, what alternatives are available to accomplish similar goals?

Yes – it is critical to the university mission.

SUMMER 2020 ENROLLMENT INCENTIVE FUNDING

	SUMMER 2020				
	BASE FUNDED FTES (Established Sum. 2018)	TARGET FTES	CENSUS	Increase or Decrease from Target FTES	Enrollment Incentive Funding Adjustment based on Census FTES [3]
Arts & Letters	882	882	1116	234	\$468,000
Business Administration	389	416	484	68	\$136,000
Education	359	482	641	159	\$318,000
Engineering	197	227	305	78	\$156,000
Health & Human Services	270	325	438	113	\$226,000
Professional Studies & Fine Arts	460	411	498	87	\$174,000
Sciences	422	498	821	323	\$646,000
IVC	62	129	185	56	\$112,000
Undergraduate Studies	1	1	0.4	-1	\$0
Honors					
Total	3,042	3,371	4,488	1,117	\$2,236,000

Adjusted for Spring St. Abroad Waivers



PBAC

Budget Request Form

Request Date: 12/4/2020
Requestor Name: Academic Affairs

Proposal Title: Enrollment Growth – 1x Funding

Proposal Category:

- Divisional Choose an item. Cross Divisional
 Deferred Maintenance and Capital Projects

Proposal Background/Description:

Provide funds to cover instructional costs

Budget Request:

Base Request **Amount \$** [Click or tap here to enter text.](#)
Budget Detail (include itemized salary, benefits ^[1], and/or operating expense/equipment):
[Click or tap here to enter text.](#)

One-Time Request **Amount \$2,800,000**
Budget Detail (include itemized salary, benefits ^[1], and/or operating expense/equipment):
To cover the discrepancy between base funded FTES and realized enrollment. The amount approved for FY 20-21 was \$5,600,000. Half was funded for the Fall 20. This request is for Spring enrollment growth.

Projected unfunded FTES 2,150 – 57 Fulltime lecturers @ \$98,000 (salary and benefits)

Are matching (additional) funds available for this request? Will this request result in cost savings / efficiencies? If so, please explain.

No.

Is this a multi-year funding request? If so, please explain.

As long as there is unfunded enrollment, there will be needs to cover the cost.

What is the objective of this proposal and how will you evaluate progress in achieving this objective? A report may be requested to demonstrate how funds were used and if the objective of the proposal was met.

[1] Budget benefits as 50% of salary



PBAC

Budget Request Form

Funds needed to provide colleges with cost of instruction.

How does this proposal benefit students?

Instruction is the core mission of the university.

How does this proposal help to advance the institution?

Instruction is essential to institution.

Is this request time sensitive? Explain why funding is needed at this time.

Yes – colleges need funding to continue to support instruction costs.

Is this a critical need? If so, please explain. If funding is not available at this time, what alternatives are available to accomplish similar goals?

Yes – if funding is not available, colleges will need to shift all instruction to T/TT faculty.



PBAC

Budget Request Form

Request Date: Click or tap to enter a date.

Requestor Name: Division of Research and Innovation

Proposal Title: Assigned time for Research, Scholarship, and Creative Activities

Proposal Category:

- Divisional Choose an item. Cross Divisional
 Deferred Maintenance and Capital Projects

Proposal Background/Description:

The COVID-19 pandemic has significantly impacted the research, scholarship, and creative activity (RSCA) of many SDSU tenured/tenure track faculty members. For a period of over three months (mid-March through June), only a limited number of faculty could access their research labs or creative activity spaces on campus. And, despite some repopulation of faculty into research labs and creative activity spaces since July, the limited personnel density required to meet current public health requirements has continued to hinder faculty RSCA progress. It is anticipated full campus repopulation will not occur until next fall and some faculty are struggling to pivot to virtual learning while simultaneously trying to meet mentoring, professional, and familial obligations. Thus, SDSU faculty are in immediate need of additional time to ensure the successful commencement, continuation, or completion of RSCA projects.

In earlier consultations with the University Research Council this fall, assigned time was identified as the #1 research-related priority for faculty. Next spring (2021), DRI would like to fund \$300k in assigned time for RSCA with a priority placed on funding probationary faculty who are close to achieving tenure and promotion (e.g., beyond their third year of their faculty appointment). Given the likelihood of the pandemic negatively impacting RSCA at SDSU through the entirety of the 20-21 academic year, we are requesting one-time funds in spring 2021 for this assigned time program.

Budget Request:

Base Request Amount \$ Click or tap here to enter text.

Budget Detail (include itemized salary, benefits ^[1], and/or operating expense/equipment):
Click or tap here to enter text.

One-Time Request Amount \$300,000

[1] Budget benefits as 50% of salary



PBAC

Budget Request Form

Budget Detail (include itemized salary, benefits ^[1], and/or operating expense/equipment):

Assuming an average faculty replacement cost of \$10,000 for three WTUs, we expect to be able to fund approximately 30 assigned time applications. Funding will be awarded through a campus-wide competitive application process.

Are matching (additional) funds available for this request? Will this request result in cost savings / efficiencies? If so, please explain.

There are no matching or addition funds for this request. Although this request is not expected to result in cost savings or efficiencies, it is possible we will observe an increase in sponsored research dollars resulting from funded grant/contract proposals. This additional extramural funding could also result in increased dollars for paid undergraduate and graduate research experiences.

Is this a multi-year funding request? If so, please explain.

No.

What is the objective of this proposal and how will you evaluate progress in achieving this objective? A report may be requested to demonstrate how funds were used and if the objective of the proposal was met.

The objective of this request is to fund three WTUs of assigned time for research, scholarship, and creative activity (RSCA) in spring 2021 for tenured/tenure track faculty at all ranks and across all academic colleges. Faculty selected for funding will be required to provide a brief report on what they accomplished during their period of assigned time. Program success will be measured by what was accomplished by faculty members relative to the goals proposed in their assigned time applications. Metrics based on publications, grants proposal submissions, juried performances or installations could also be used for the long-term evaluation of this and other assigned time programs.

How does this proposal benefit students?

Undergraduate and graduate students will benefit directly from this proposal as additional time for faculty to engage in RSCA will result in increased opportunities for students to get involved in faculty projects. For undergraduates, involvement in RSCA activities is considered a high impact experience associated with greater student success. For graduate students, engaging in RSCA is a critical element of many degree learning outcomes and is essential for future career success. It is through the process of discovery our students can apply what they learn from their coursework to solve some of most pressing social problems of our time. The creation and

[1] Budget benefits as 50% of salary



PBAC

Budget Request Form

dissemination of new knowledge, art, and ways of thinking about the world is essential for institutions of higher learning. Faculty can use the classroom to connect discovery to program curriculum, thus affording students the opportunity to view the evolution of knowledge in real time.

How does this proposal help to advance the institution?

One of the five priorities of the new SDSU strategic plan is "Becoming a premier research university: A new HSI." The first goal associated with this priority is to position SDSU to ultimately achieve an R1 Carnegie designation. Thus, the success of our faculty in RSCA pursuits is directly related to the strategic plan. Faculty success in this arena increases our institutional reputation and helps to facilitate the continued recruitment and retention of diverse, high-caliber faculty, staff, and students.

Is this request time sensitive? Explain why funding is needed at this time.

Yes, it is time sensitive. Given the tenuous situation with the budget next year, it is possible funding for assigned time across the university could be reduced. Thus, it is imperative to continue offering assigned time for RSCA to faculty to ensure: 1) SDSU does not lose ground in this essential element of our institutional mission, and 2) we can successfully attain the goals outlined in the strategic plan focused on positioning SDSU to achieve R1 status.

Is this a critical need? If so, please explain. If funding is not available at this time, what alternatives are available to accomplish similar goals?

Yes, this is a critical need. As noted above, because of the precarious situation of the California and CSU budgets, it is critical DRI receive this emergency funding for assigned time or we risk compromising the gains our faculty have made in the RSCA enterprise since the economic downturn of 2008. There are no alternatives to help accomplish the goal outlined in this proposal.



PBAC

Budget Request Form

Request Date: 11/20/2020
Requestor Name: Luke Wood & Randy Timm

Proposal Title: CARES program

Proposal Category:

- Divisional Student Affairs Cross Divisional
 Deferred Maintenance and Capital Projects

Proposal Background/Description:

This proposal advances the implementation of an SDSU CARES program to address rising challenges facing students in the midst of the pandemic. The Campus Assistance, Response, Engagement & Support (CARES) Program will serve as an early support initiative that serves as a safety net to assist students who may be experiencing challenges inside or outside of the classroom. The program will provide comprehensive outreach services to identify and support students in managing all aspects of their wellbeing. The program will provide support including coordination, advocacy (when appropriate), referrals and follow-up services for students experiencing significant difficulties. Examples include academics (i.e., attendance, poor test scores, tutoring needs, at risk of failing course), behavioral (i.e., anxiety, loneliness, disruptive behavior, conduct), or personal challenges (i.e., family crisis, death in the family, death of a fellow student, significant life changes, financial concerns). The CARES Program will provide advocacy and support services that will increase student engagement, success, retention/persistence, and graduation. The CARES team will meet with students who experience challenges that may interfere with their academic pursuits. An online reporting system will be created for use by students, faculty and staff. Within 48 hours of receiving a report, the CARES team will reach out to the student, conduct an assessment, and develop an individualized plan for the student, including referrals or resources as needed. They will also follow up with the reporting party. The CARES team will coordinate student services and provide connections with campus departments as well as outside agencies and providers. They will assist students in identifying and navigating the resources both on and off campus to meet their specific needs. The team will work with the offices of the Dean of Students, Counseling & Psychological Services, Residential Education Office, Housing Office, Student Ability Success

[1] Budget benefits as 50% of salary



PBAC

Budget Request Form

Center, Student Health Services, Well-being and Health Promotion and the University Police, along with other academic or student service offices and community organizations as needed. The CARES team would be represented and/or collaborate with CIMT, CMAT and ECRT.

Vision: To serve the San Diego State University community by coordinating support efforts both on and off campus in order to assist students facing challenges, stressors, and barriers that impede academic and personal success.

Mission: To provide high quality, systems-based outreach and support services that assist and empower students in identifying and managing interpersonal, academic, and healthcare concerns. We do this by: responding to concerns from the SDSU community about students in distress; communicating with students to address their needs; connecting students to appropriate resources and services; providing a central point of contact for students facing a crisis or trauma; fostering resilience and self-advocacy in students to manage their responsibilities and work toward their goals; communicating across systems to keep the campus community and individuals safe and healthy; and advocating for students individually and systemically.

The CARES Program is overseen by the Dean of Students and is a cross divisional collaborative effort between many departments and offices across the university. The goal is to ensure that faculty, staff, students, and families have the resources available to them when a student requires extra assistance due to injury, illness, behavioral choices, or other concerns.

Budget Request:

Base Request

Amount \$ Click or tap here to enter text.

Budget Detail (include itemized salary, benefits ^[1], and/or operating expense/equipment):

Click or tap here to enter text.

One-Time Request

Amount \$75,000 (spring 2021 only)

Budget Detail (include itemized salary, benefits ^[1], and/or operating expense/equipment):

This request provides for funding to provide staffing (40k salary, 20k benefits) and programming (15k) for spring 2021 (spring).

[1] Budget benefits as 50% of salary



PBAC

Budget Request Form

Are matching (additional) funds available for this request? Will this request result in cost savings / efficiencies? If so, please explain.

Yes, if funded the division will ensure an addition 1.0 FTE to support the efforts of the CARE program.

Is this a multi-year funding request? If so, please explain.

Yes. Three years of funding is requested; future year funding will be submitted for 2021/22 budget process.

What is the objective of this proposal and how will you evaluate progress in achieving this objective? A report may be requested to demonstrate how funds were used and if the objective of the proposal was met.

Increased percentage of faculty who know where to refer students to when concerning behavior is present.

How does this proposal benefit students?

Providing enhanced and streamlined support for students in crisis.

How does this proposal help to advance the institution?

Responding to needs of students as articulated during the most recent Academic Senate meeting.

Is this request time sensitive? Explain why funding is needed at this time.

Yes. To begin effort in Spring of 2021.

Is this a critical need? If so, please explain. If funding is not available at this time, what alternatives are available to accomplish similar goals?

Yes. Students have indicated that there is a greater need for support in dealing with mental health, financial issues, and a general point of contact for these issues.



PBAC

Budget Request Form

Request Date: 12/2/2020
Requestor Name: Division of Student Affairs

Proposal Title: Student Financial Aid

Proposal Category:

- Divisional Student Affairs Cross Divisional
 Deferred Maintenance and Capital Projects

Proposal Background/Description:

Overview

The Office of Financial Aid and Scholarships (OFAS) plays a crucial role in the mission of San Diego State University. OFAS supports 60% of the students attending SDSU at all of the university's campuses - San Diego, Imperial Valley, and Global Campus. The OFAS determines student eligibility for federal, state, and institutional financial aid funds and private/institutional scholarship funds according to applicable statutes, regulations, and requirements, and coordinates the administration of these funds with numerous external sources. Over \$250 million in aid is processed for students each year. A highly trained staff of only 19 financial aid counselors currently carries out these responsibilities. The service level and operational efficiency we currently have is in large part due to automation made possible by our custom, home grown financial aid management system. Four out of the five current managers were directly involved with development and maintenance of the legacy system – a total of 102 years of experience. We have had great success supporting major campus initiatives, which include the development of an Athletic Grant processing system, the development of the first ECRT tracking system, the development of the HUD award tracking system, etc. Over the years OFAS has used technology to create efficiencies to support the campus and to ensure the delivery of financial aid and scholarships to our students in the timeliest and resource efficient way possible.

With the implementation of my.SDSU, financial aid and scholarship operational processes will be handled exclusively by the PeopleSoft Campus Solutions 9.2 financial aid module and other off-the-shelf products to sustain daily operations. While these are all capable systems and bring the benefits of enterprise wide data integration, they are complicated and do not offer the same level of flexibility that a custom developed system does.

Staffing History:

There is a growing concern about staffing levels necessary to comply with federal and state regulations. Most other schools across the country do *not* use custom systems. Based on the National Association of Student Financial Aid Administrators (NASFAA) staffing level guidelines, *an aid office supporting a campus the size of SDSU, should have at least 45-50 trained staff members.* On average across the

[1] Budget benefits as 50% of salary



PBAC

Budget Request Form

country, it takes 2.8 staff members to serve 1,000 financial aid applicants. Approximately 61% of the total student population receives some form of financial aid and/or scholarship award. +

Prior to 2014: 28-35 fulltime staff (included 4 OFAS IT staff)

2015 to 2017: 17 fulltime staff (4 OFAS IT staff were moved to SAIT)

2017 to 2020: 22 fulltime staff

2020-21: 19 full time staff (11 counselors, 1 director, 4 managers, 2 admin support, 1 tech support)

Staffing requests:

Moving into the 2021-22 financial aid and scholarship processing cycle with the PeopleSoft platform and with our current staff of 19, we, as a campus, need to acknowledge and plan for changes in the delivery of aid, specifically, the time it will take to process applications. OFAS will have 2 counselor retirements by December 2020. On average, a new counselor will require 3-12 months of training before being able to work independently within OFAS. Additional help will be needed to provide counseling and outreach to SDSU students. Current staff levels will make it difficult to provide additional services beyond application processing and oversight of operational tasks.

In the long run with enhancements, my.SDSU may prove to be an efficient platform for our students and staff. Meanwhile, the initial launch will bring a multitude of challenges. Additional Staff, staff training and robust campus communications will be critical to our success.

Budget Request:

Base Request

Amount

Budget Detail (include itemized salary, benefits ^[1], and/or operating expense/equipment):

One-Time Request

Amount \$104,542 (spring 2021 only)

Budget Detail (include itemized salary, benefits ^[1], and/or operating expense/equipment):

We are requesting onetime funding to bring on 3 additional Student Services Professionals (SSPIB) to ensure continued compliance and good service to students. The positions are one-time positions with immediate hiring to fulfill emergency needs.

Are matching (additional) funds available for this request? Will this request result in cost savings / efficiencies? If so, please explain.

No, matching funds are not available.

Is this a multi-year funding request? If so, please explain.

Yes. Three years of funding is requested; future year funding will be submitted for 2021/22 budget process.

[1] Budget benefits as 50% of salary



PBAC

Budget Request Form

What is the objective of this proposal and how will you evaluate progress in achieving this objective? A report may be requested to demonstrate how funds were used and if the objective of the proposal was met.

The funding request supports the university's obligation to provide students with timely financial aid service.

How does this proposal benefit students?

The funding request benefits students by providing the necessary funding to support timely financial aid support. This has been raised throughout the year by student leaders as a key concern.

How does this proposal help to advance the institution?

This proposal ensures that SA+CD has sufficient funding to support the provision of mandatory support services for students.

Is this request time sensitive? Explain why funding is needed at this time.

Yes, this request is time sensitive. Due to the limited number of financial aid counselors, there is a need to reduce time-to-service for students.

Is this a critical need? If so, please explain. If funding is not available at this time, what alternatives are available to accomplish similar goals?

Yes, this is a critical need.



PBAC

Budget Request Form

Request Date: 11/30/2020, modified after COVP 12/7/20

Requestor Name: Neal Linson and Jerry Sheehan

Proposal Title: SDSU DataLake FY 20/21

Proposal Category:

- Divisional Choose an item. Cross Divisional
 Deferred Maintenance and Capital Projects

Proposal Background/Description:

Administrators, faculty, and staff requested strengthened data systems, improved organizational relationships, and new governance infrastructure to ensure reliable information to support student success. The IT Division has built a data lake solution to transform data from disparate sources in a way that allows the data to be connected in order to allow users to utilize data to inform decision-making. A **data lake** is a centralized repository that allows SDSU to store all structured and unstructured data at any scale.

These funds will support the fixed costs related to the cloud data storage for the SDSU DataLake. This data storage will be for all 5 zones of the DataLake, Transient Zone, Raw Data Zone, Trusted Data Zone, Refinery Data Zone and Data Sandboxes.

Budget Request:

Base Request **Amount \$**

Budget Detail (include itemized salary, benefits ^[1], and/or operating expense/equipment):

One-Time Request **Amount \$42,000**

Budget Detail (include itemized salary, benefits ^[1], and/or operating expense/equipment):

Approximately \$7k/mo operating expense for data storage and Services. Click or tap here to enter text.

Are matching (additional) funds available for this request? Will this request result in cost savings / efficiencies? If so, please explain.

No

Is this a multi-year funding request? If so, please explain.

Yes. The data space that the SDSU DataLake will use will grow at a 50% growth rate year over year. The cost of \$.04/GB will continue to go down as well as management of active data will continue to become artificially more intelligent.



PBAC

Budget Request Form

What is the objective of this proposal and how will you evaluate progress in achieving this objective? A report may be requested to demonstrate how funds were used and if the objective of the proposal was met.

The objective of this proposal is to create Information Self-Service for Administrators, Faculty and Staff for certain repeatable questions. The following dashboard will be used to measure progress in conjunction with user surveys.

Data Lake Executive Reporting Dashboard





PBAC

Budget Request Form

How does this proposal help to advance the institution?

The AWS data space that this proposal provides to the SDSU DataLake will reduce the time and cost of decision making while concurrently allowing decisions to be data driven. Since Staff costs are our single greatest expense, leveraging staff time to create opportunities for more timely data driven decisions and better outcomes for students advances our institution.

Is this request time sensitive? Explain why funding is needed at this time.

The SDSU DataLake currently exists and is using credits from AWS. The credits are not available for FY 21/22.

Is this a critical need? If so, please explain. If funding is not available at this time, what alternatives are available to accomplish similar goals?

Information is power. We have a critical need in our Information Age to create Information Self-Service and make better decisions faster. At this time there is no solution that does not require funding.



PBAC

Budget Request Form

Request Date: 11/20/2020

Requestor Name: Dr. James Frazee, Chief Academic Technology Officer

Proposal Title: Blackboard Course Archive and Migration

Proposal Category:

- Divisional Choose an item. Cross Divisional
- Deferred Maintenance and Capital Projects

Proposal Background/Description:

SDSU is nearing the final semester of the three semester Learning Management System (LMS) transition from Blackboard to Canvas. Starting Spring 2021, Canvas will serve as the default LMS, with the ability to utilize Blackboard for one final semester - upon request.

Blackboard will be available for faculty to reference and download past course archives until the Blackboard contract comes to an end on June 30th, 2021. However, faculty have expressed strong interest in being able to access their existing and recent Blackboard courses in preparation for converting Fall 2021 and Spring 2022 courses in Canvas. Additionally, the SDSU Senate Policy section 3.3.2 states that:

“Instructors shall dispose of examinations, reports, and other graded work no later than the day after the last day of the semester (excluding summer session) after the semester during which the student was enrolled provided that no grievance has been filed with the Student Grievance Committee.”

Therefore, this PBAC request includes funding to archive approximately 50,000 courses spanning Summer 2019–Spring 2021 for the duration of Academic Year 2021–22 at a cost of \$2,000 per month (\$24,000 total).

Additional funding is requested to provide automated migration of select courses upon faculty request from the aforementioned archive to the Canvas LMS at a rate of \$25/course for up to 1,000 courses (\$25,000 total).

The proposed provider for both the course archive and migration service is K–16 Solutions:

Sam Yaghoubi
Vice President - K16 Solutions
ASU 1951@SkySong Affiliate
1475 North Scottsdale Road
Scottsdale, AZ 85257
480-235-3488



PBAC

Budget Request Form

Budget Request:

Base Request

Amount \$Click or tap here to enter text.

Budget Detail (include itemized salary, benefits ^[1], and/or operating expense/equipment):
Click or tap here to enter text.

One-Time Request

Amount \$49,000

Budget Detail (include itemized salary, benefits ^[1], and/or operating expense/equipment):

K-16 Solutions Course Archive service:

50,000 courses @ \$2,000/month for 12 months (July 1, 2021–June 30, 2022) = \$24,000

K-16 Solutions Course Migration service:

1,000 courses at \$25/course = \$25,000

Are matching (additional) funds available for this request? Will this request result in cost savings / efficiencies? If so, please explain.

This will result in savings of \$90,000 compared with Blackboard's estimate of \$139,000 to host the archives for the same AY 2021–22 timeframe.

Is this a multi-year funding request? If so, please explain.

No

What is the objective of this proposal and how will you evaluate progress in achieving this objective? A report may be requested to demonstrate how funds were used and if the objective of the proposal was met.

The objective is to provide faculty with access to their Blackboard course archives and to provide the option for faculty to request for courses to be migrated from Blackboard to Canvas. Success will be evaluated by a successful campus-wide transition from Blackboard to Canvas.

How does this proposal benefit students?



PBAC

Budget Request Form

The ability for faculty to have access to their archived courses benefits students by enabling a more seamless transition from Blackboard to Canvas, and therefore maintaining a high degree of course quality.

How does this proposal help to advance the institution?

This proposal enables a successful transition to Canvas, which the 2019–20 pilot indicated is a superior learning management system.

Is this request time sensitive? Explain why funding is needed at this time.

Yes, because the SDSU Blackboard contract expires on June 30th, 2021.

Is this a critical need? If so, please explain. If funding is not available at this time, what alternatives are available to accomplish similar goals?

Yes, because faculty have indicated they are reliant upon their course archives beyond the June 30th, 2021 end of the Blackboard contract.



PBAC

Budget Request Form

Request Date: 11/30/2020, modified 12/7/20 after COVP meeting.

Requestor Name: Jerry Sheehan, Vice President for Information Technology

Proposal Title: Antivirus Security Software Base Funding

Proposal Category:

- Divisional Information Technology Cross Divisional
 Deferred Maintenance and Capital Projects

Proposal Background/Description:

Antivirus security software is designed to detect, prevent and take action against malicious software, including viruses. Antivirus security software is an essential part of an information security strategy. SDSU contracts with Microsoft to provide antivirus security software licenses(Microsoft A5 Security) for all SDSU desktops and servers including Windows, MacOS, and Linux operating systems.

In FY 19/20 the IT Division paid \$100K while determining how to recover the cost of Microsoft A5 licenses. This included a 50% discount from the already discounted academic pricing available to the CSU chancellor's office and campuses. In FY 20/21 our Microsoft pricing discount decreased to 25% which increased the cost to \$150K. In FY 21/22 the discount will decrease to 12.5% with no discount in FY 22/23 and beyond.

Antivirus security is a reality of the current business and instructional environment and funds are needed to support this crucial security software.

Budget Request:

Base Request **Amount \$** Budget Detail (include itemized salary, benefits ^[1], and/or operating expense/equipment):

One-Time Request **Amount \$**53,720

Budget Detail (include itemized salary, benefits ^[1], and/or operating expense/equipment):

Microsoft A5 Security site license with a 3 year total term with a 25% discount FY 20/21. These discounts are in addition to the discounted academic pricing that Microsoft and the CSU chancellor's office have agreed on.

- FY 20/21: \$53,720 funding request. ITD funding \$100K with one time funds. \$153,720 total cost.

[1] Budget benefits as 50% of salary



PBAC

Budget Request Form

Are matching (additional) funds available for this request? Will this request result in cost savings / efficiencies? If so, please explain.

Although the IT Division is able to fund \$100K for FY 20/21 this is one time (1x) funding that doesn't cover the entire \$154K cost and will not be available in FY 21/22. This request does include savings of 25% in FY 21/22..

Is this a multi-year funding request? If so, please explain.

Yes, the total investment is a new on-going fixed cost.

- FY 21/22: \$179,340 funding needed
- FY 22/23 and beyond: \$204,960 funding needed.

What is the objective of this proposal and how will you evaluate progress in achieving this objective? A report may be requested to demonstrate how funds were used and if the objective of the proposal was met.

- Reduce SDSU information security risk profile by providing tools for IT divisions to monitor and respond to security threats and deploy automated tools to better detect and respond to security events.
- Meet CSU Decentralized IT Audit Requirements/Findings.
- Meet recommendations from Moran Report.

How does this proposal benefit students?

By providing antivirus security for lab and classroom computers, students will have safer systems to do their academic work. By managing and protecting faculty and staff computers, SDSU can better serve students, thus reducing the information security risk and increasing system availability.

How does this proposal help to advance the institution?

Antivirus security software is considered a core risk mitigation and reduction strategy. With continued growth in malware attacks, identity theft, data breach exposures, and vulnerable software, SDSU must modernize and strengthen its computer systems.

Is this request time sensitive? Explain why funding is needed at this time.

Yes, because the SDSU Microsoft A5 Security license contract expires on December 31st, 2020.

Is this a critical need? If so, please explain. If funding is not available at this time, what alternatives are available to accomplish similar goals?

[1] Budget benefits as 50% of salary



PBAC

Budget Request Form

It is a critical operation and information security need. Without a central Antivirus security system in place, SDSU is increasing the exposure of its systems and users to malware, identity theft, and to the risk of a data breach.

[1] Budget benefits as 50% of salary



PBAC

Budget Request Form

Request Date: 12/8/2020

Requestor Name: Agnes Wong Nickerson, Vice President for Business and Financial Affairs & J. Luke Wood, Vice President for Student Affairs and Campus Diversity and

Proposal Title: Strategic Planning Implementation

Proposal Category:

- Divisional Choose an item. Cross Divisional
 Deferred Maintenance and Capital Projects

Proposal Background/Description:

The San Diego State University Strategic Plan was developed over an eight-month period with input from over 4,000 students, faculty, staff, alumni, and community members. Based on the feedback from the SDSU community, five strategic priorities emerged: Becoming a premier public research university; a new kind of HSI; Resilience. Designed to thrive; We are SDSU; Equity and inclusion in everything we do; and Students at our core. Its five strategic priorities define the vision, mission and 54 key initiatives of the university during a five-year period that spans 2020-2025. Currently, there are over 228 people now formally designated as implementation team members. The SDSU community has rallied during these trying times to fully support the implementation of the strategic plan.

During the development phase of the new strategic plan, fiscal resilience and sustainability were recognized as critical principles to be incorporated across the five priorities. Considering the economic uncertainty associated with the coronavirus pandemic, it is even more important now to emphasize these principles. Despite the strong focus on diversifying funding streams and revenue generation, an investment to support the implementation of the plan is needed. Many costs can be supported from across the campus internally while there remains a considerable gap that cannot be met given SDSU's current fiscal climate.

Key initiatives that will be supported in this initial through this request:

[1] Budget benefits as 50% of salary



PBAC

Budget Request Form

Develop and launch a comprehensive brand strategy for SDSU, which will directly benefit our ability to create and generate new financial support for the university. This strategy should build on the strengths of SDSU Athletics, enhance public-private partnerships (PSs) and philanthropy, and would contribute to student recruitment.

Engage Arts Alive SDSU to display 10 permanent outdoor representations of diverse communities (such as statues, murals, sculptures) across the University campuses.

Identify areas to advance synergies for shared services across divisions and other units, and develop an organizational plan.

SDSU will invest in campus- wide technological and professional development support as the foundation for a coordinated campus approach to advising, teaching, and co-curricular support services.

Update the University Climate Action Plan, inclusive of all campus locations, with defined benchmarks until June 2025.

Budget Request:

Base Request

Amount \$ [Click or tap here to enter text.](#)

Budget Detail (include itemized salary, benefits ^[1], and/or operating expense/equipment):
[Click or tap here to enter text.](#)

One-Time Request

Amount \$150,000

Budget Detail (include itemized salary, benefits ^[1], and/or operating expense/equipment):
These monies will cover spring expenses.

Are matching (additional) funds available for this request? Will this request result in cost savings / efficiencies? If so, please explain.

No, matching funds are not available.

Is this a multi-year funding request? If so, please explain.

No, this is not a multi-year funding request.

[1] Budget benefits as 50% of salary



PBAC

Budget Request Form

What is the objective of this proposal and how will you evaluate progress in achieving this objective? A report may be requested to demonstrate how funds were used and if the objective of the proposal was met.

The funding request supports the university's obligation to support the implementation of the SDSU's strategic plan "We Rise We Defy" vision, mission, and key initiatives.

How does this proposal benefit students?

The strategic plan has initiatives spread across all five strategic priorities to support students, in particular students at our core. These initiatives range from supporting sustainability efforts, advising, on-boarding, and retention.

How does this proposal help to advance the institution?

This proposal ensures that the executive sponsors, co-chairs and other implementation team members has sufficient funding to support the implementation of the five strategic priorities, especially by demonstrating SDSU has a leader in teaching and research through its commitment to diversity, equity and inclusion.

Is this request time sensitive? Explain why funding is needed at this time.

Yes, this request is time sensitive. This funding supports the most time sensitive initiatives of the strategic plan.

Is this a critical need? If so, please explain. If funding is not available at this time, what alternatives are available to accomplish similar goals?

Yes, this is a critical need.

President's Budget Advisory Committee
Meeting Minutes
December 10, 2020

Voting Members Present	Area Budget Reps Present:	Staff Present:	Guests Present:
Hector Ochoa	Rashmi Praba	Nance Lakdawala	Thom Harpole
Agnes Wong Nickerson	Crystal Little		
Wil Weston	David Fuhriman		
Brittany Santos-Derieg	Tony Chung		
Hala Madanat	Mary Anne Kremicki		
Christian Holt	Sheryl Necochea		
Khaled Morsi	Leslie Levinson		
Jerry Sheehan			
Luke Wood			
Cyndi Chie			
Rebecca Lewison			
Sherry Ryan			

Voting Members Absent: **Area Budget Reps Absent**

Adrienne Vargas
Tom McCarron
Nola Butler-Byrd
Cassie Aaron

I. Call to order

- **Call for amendments to agenda** – Interim VP Wong Nickerson called the meeting to order at 2:00 p.m. She asked if there were any amendments to the agenda but there were none.

II. Information Items

- **Enrollment Update** – Interim VP Wong Nickerson said there was a press release from the Chancellor's Office and Fall 2021 planning will involve mostly in-person classes. The application deadline has been pushed back to December 15th. There is a decline in applications for incoming freshman (about 30%). Transfers are also down (43%). SDSU is doing better than other campuses. Provost Ochoa has been following enrollment trends. He said some students are not coming back for spring. We have admitted 300 transfer students for spring 2021. We have received 45,000 applications for fall for incoming freshmen. We have had more out of state applications this year than last year. There is a drop in our transfer applications so far. Graduate applications have exceeded last year

- up 73% in California applications, up 94% in out-of-state, and up 52% in international applications. We are very optimistic. Provost Ochoa thanked Student Affairs and Diversity for all their efforts, and his colleagues who have conducted virtual events to attract students.

- **2021/22 Budget Update** - At the November CSU Board of Trustees meeting, trustees approved a preliminary budget of \$556M - \$150M for graduate initiative 2025, \$57M for mandatory costs, \$50M for academic facilities and infrastructure. We can borrow up to \$90M to restore the general fund cut of \$299M. The Governor's Letter will be released January 10th and will give us a better idea of the budget. The Legislative Analyst Office (LAO) anticipates 1x funding with a \$26B windfall in tax revenue, not including the latest round of COVID costs. LAO anticipates a multi-year deficit until 2024-25. There are concerns about non-resident enrollment.

Early Exit Program - SDSU has a \$67M budget gap. We need to come up with base solutions. EEP has been finalized. The only way to generate savings is to not replace positions that are retiring. Interim VP Wong Nickerson thanked Thom Harpole and his staff for managing the program. Director Harpole gave some background on the EEP program. There is a \$9.4M savings including 20% backfill. There is a fairly proportional distribution - 67 employees retiring from Academic Affairs, 3 from Athletics, 30 from Business and Financial Affairs, 10 from Information Technology, 15 from Student Affairs and Campus Diversity, and 3 from University Relations and Development.

III. Spring Budget Requests - Interim VP Wong Nickerson said we normally go through this process in May, and in December for smaller requests/emergencies. These proposals have already been reviewed by UR&P.

- **Academic Affairs (Attachment 1)** - Mary Anne Kremicki reviewed requests.
- **Research & Innovation (Attachment 2)** - Hala Madanat reviewed the request which was the highest priority among the colleges.
- **Student Affairs & Campus Diversity (Attachment 3)** - Rashmi Praba reviewed the requests. 60% of students receive some financial aid so there is a lot of activity. We are very understaffed. Benefits are included in the request.
- **Information Technology (Attachment 4)** - Jerry Sheehan reviewed the requests. We have had a CSU audit and need to renew our antivirus security software.
- **Cross Divisional (Attachment 5)** - Crystal Little presented the request. Strategic planning teams have some needs to accomplish their goals. Khaled Morsi asked what resources we are talking about. Interim AVP Little said some consulting is needed to develop the branding.

Sherry Ryan said UR&P is in support of these requests. Agnes Wong Nickerson said we can wait until the next meeting to vote on the proposals or vote today. Khaled Morsi

moved to approve the recommendations, Cyndi Chie seconded, and the motion passed unanimously.

IV. Reports

- No update

V. Watch List

- **COVID-19** - No update
- **Deferred Maintenance** - No update

VI. New Business

VII. Reminder

- **Next Meeting Date** – Meeting adjourned at 2:45 p.m. Our next meeting is January 28, 2021 at 2:00 p.m. via Zoom

