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President's Budget Advisory Committee
Meeting Agenda
March 16, 2023
Via Zoom Call
https://SDSU.zoom.us/skype/83585476309
Meeting ID: 835 8547 6309
83585476309@zoomcrc.com

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I. **Call to order**
- Call for amendments to agenda

II. **Information Item**
- 2023/24 Budget Update
- 2023/24 Budget Requests
   - Summary by Division (Attachment 1)
   - Academic Affairs (Attachment 2)
   - Research & Innovation (Attachment 3)
   - Information Technology (Attachment 4)
   - University Relations & Development (Attachment 5)

III. **Watch List**
- COVID-19
- Deferred Maintenance

IV. **New Business**

V. **Reminder**
- **Next Meeting Date – March 30, 2023 at 2:00 p.m.**

PBAC
Budget Request Form

Request Date: 3/1/2023
Requestor Name: Academic Affairs

Proposal Title: One-time funding for international student recruitment and retention. Cross-divisional request from Enrollment Services, International Affairs and Global Campus.

Proposal Category:
☐ Divisional Choose an item.   ☑ Cross Divisional
☐ Deferred Maintenance and Capital Projects

Proposal Background/Description:
This is Year 2 of a 3 year request. To increase international enrollment, retention and tuition revenue, the divisions of Enrollment Services and International Affairs requested one-time funding of $840,000 which will be distributed across the three academic years (2022-23, 2023-24 and 2024-25). Funds supported the hiring of two new staff members: a director of international recruitment (who will reside in Enrollment Services) and an international retention specialist (who will reside in International Affairs). Additional funds are going towards travel expenses, promotion and other incidental expenses. Global Campus will benefit from both positions in that SDSU's recruitment strategy will include pathway program study options for international students to improve their English proficiency in self-support programs and then matriculate on the stateside. The international retention specialist will support new student transitions to SDSU, creating a sense of community, belonging, and academic success for international students (whose retention and graduation rates are considerably lower than those of California residents). There was support for this proposal in order to foster SDSU's global reputation and improve the success rates of international students once enrolled at SDSU.

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

☑ **One-Time Request**   **Amount $280,000**
Budget Detail (include itemized salary, benefits [1], and/or operating expense/equipment):

[1] Budget benefits as 50% of salary

Director of international recruitment salary: ($130K/yr including benefits x 3)
International retention specialist ($75K/yr including benefits x 3)
International travel and promotion ($75K/yr x 3).

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

Yes, Enrollment Services will continue to fund four staff in international admissions, who will report up to the new director of international recruitment. Additionally, this investment will increase the capacity for Global Campus to invest more in its own international outreach and recruitment efforts, in coordination with Enrollment Services and International Affairs, to maximize enrollment and revenue generation impacts in self-support and stateside programs.

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

Yes – will need resources for Year 3.

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.

To increase international enrollments, retention and graduation rates, and tuition revenue, and optimize progress towards enrollment targets and projections. Progress will be evaluated through admissions and student success statistics.

How does this proposal benefit students?

Having international students will help diversify the campus community, and enrich the overall student experience. It will also increase SDSU's brand recognition across the world, opening more employment opportunities for our students (from California and elsewhere). Additionally, positive downstream impacts will benefit alumni and advancement via larger regional networks. International students will directly benefit from having an academic support staff member in International Affairs.

How does this proposal help to advance the institution?

It will increase SDSU visibility, attracting a greater applicant pool, while also generating additional revenue. It will also support progress towards GI 2025 graduation rate goals.

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

[1] Budget benefits as 50% of salary

Yes, this is time sensitive so that SDSU can continue to retain the staff hired during 2022-23. The additional time is necessary to fully evaluate the success of this initiative.

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 important for SDSU to continue to take action in order to build its international enrollment pipelines. In the coming years, the United States will face an "enrollment cliff" due to projected declines of high school graduates. This decrease of domestic high students will continue into the 2030 decade. It is critical that SDSU begin to establish its international presence before we reach this cliff.

[1] Budget benefits as 50% of salary

PBAC
Budget Request Form

Request Date: 3/1/2023
Requestor Name: Academic Affairs

Proposal Title: Faculty Promotion Based Salary Increases

Proposal Category:
☑ Divisional Choose an item.   ☐ Cross Divisional
☐ Deferred Maintenance and Capital Projects

Proposal Background/Description:
Funds are requested to cover the costs of the salary increase for a cohort of 67 faculty currently considered for promotion, who are funded from the GOF. Article 31.5 of the CFA CBA specifies that "Promotion shall be accompanied by advancement of at least nine percent (9%) on the salary increase"

Budget Request:
☑ **Base Request**   **Amount $650,000**
Budget Detail (include itemized salary, benefits [1], and/or operating expense/equipment):
The requested amount is for the contractually obligated 9% salary increase upon promotion based on current salaries for assistant professors promoted to associate professors and the 11% increase based on current salaries for associate professors promoted to full professors.

☐ **One-Time 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.

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.

[1] Budget benefits as 50% of salary

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 adjust the promoted faculty salaries per the CBA.

How does this proposal benefit students?

It supports faculty and keeps university in compliance with faculty contracts.

How does this proposal help to advance the institution?

The institution must meet its contractual obligations.

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

Yes – funds must be in place to support promotions effective 8/2023

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 – no alternatives available.

SAN DIEGO STATE UNIVERSITY

PBAC
Budget Request Form

Request Date: 3/1/2023

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):

See below and attached

☑ **One-Time Request**   **Amount $9,000,000**

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

To cover the discrepancy between base funded FTES and anticipated enrollment for 2023-24.
86 lecturers needed at $104,250 to include 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.

Funds needed to provide colleges with cost of instruction.

How does this proposal benefit students?

[1] Budget benefits as 50% of salary

PBAC
Budget Request Form

SAN DIEGO STATE UNIVERSITY

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: 3/1/2023

Requestor Name: Scott Walter, Dean, University Library

Proposal Title: Library Collection Funds

Proposal Category:

☑ Divisional Choose an item.   ☐ Cross Divisional

☐ Deferred Maintenance and Capital Projects

Proposal Background/Description:

I   Description

We are requesting an increase to the library collection base funding in the amount of $300,000. The increase would cover inflation which is approximately $150,000 a year and would help to avoid further cuts to collection materials. The balance would be applied toward additional subscriptions and one-time purchases to address current collection needs, including building a diverse and inclusive collection, and would support investment in new areas of academic program development. These funds are essential to meet the research needs of faculty and students in all colleges across the entire university as SDSU moves towards R1 status.

II   Background

The global economic crisis that began in 2008 brought strong downward pressure on library funding that has not been matched by a decrease in the cost of scholarly information. In light of reduced funding to maintain current levels of access to information, there has been significant demand by our faculty and graduate students for additional information resources across an increasingly wide range of formats, mirroring the growth of the SDSU research program and reflecting the strategic goal of developing new graduate degree programs. The need to increase support for scholarly and scientific research and grant writing using library resources represents a significant emerging need for our future.

These PBAC funds would allow us to build library collections that better address emerging faculty research needs, provide more online access to resources, complete an interrupted transition to electronic access (purchase digital archives of the print collection – increasing access and creating additional physical space), and tackle new demands for content by students (specifically, streaming content and increased ebook access).

While this amount will not meet all of the new collection needs or the longstanding budgetary shortfalls resulting from the recession and the following flat budget years; this will permit the library to improve access and build on the successes of collection access resulting from the library's pivot to greater focus on digital collections during the pandemic.

[1] Budget benefits as 50% of salary

In sum, the funding proposed for this PBAC represents the minimum necessary to allow us to address annual inflationary pressures without making significant reductions to the materials available to SDSU faculty and students while also providing a small amount of funding each year to invest in areas of strategic interest to the university or necessary to support new academic programs. In the absence of this new funding, any desired investments in new program areas can come only from re-allocation of existing resources away from current areas of investment.

Budget Request:

☑ **Base Request**   **Amount $300,000**

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

We will eventually run out of resources to continue supplementing the collections budget so heavily with library reserves and additional cuts to collections resources will be necessary in the future. This will occur at the same time we should actually be increasing collections resources to obtain R1 status.

☐ **One-Time 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.

Are matching (additional) funds available for this request? Will this request result in cost savings / efficiencies? If so, please explain.
Since the cost of collection materials increases, on average, approximately 6-7% per year due to inflation, even when the budget remains stable collection materials have to be cut to reallocate funds to meet inflationary pressures.

Is this a multi-year funding request? If so, please explain.
This request is for $300,000 – the Library continues to need these funds and would like them base funded in the future.

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.
See above.

How does this proposal benefit students?
Increases access to research materials for students in all colleges across the entire university, including providing more resources that can be electronically accessed. Increases ability for faculty to design and conduct research-centered teaching.

[1] Budget benefits as 50% of salary

How does this proposal help to advance the institution?

Access to the library's scholarly resources is necessary for student success and the advancement of faculty instruction and research, both of which are SDSU strategic initiatives. Without a strong collection the institution will have difficulty recruiting and retaining high quality faculty necessary for the expanding aspirations of the University. In addition, the current collection budget is significantly less than what is found at peer and aspirational institutions, including most of those that achieved R1 status for the first time in 2018. This investment will be essential to supporting an agile and expanding academic research program as part of the drive toward R1 status.

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

Because some of our collection resources are obtained through multi-year contracts or renewed on a calendar year (not academic year) basis, we will need to make renewal commitments each fall for funds in the 23/24 and 24/25 year, etc.

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?

Without an increase to base funds while inflation continues to grow and the library is spending down reserves we will have significantly less funding available for collections resources in the near future. This would result in cuts to core critical databases and research materials which support the strategic plan to become a premier research university with students at our core.

SAN DIEGO STATE UNIVERSITY

PBAC
Budget Request Form

Request Date: 3/2/2023

Requestor Name: Academic Affairs

Proposal Title: Faculty Support

Proposal Category:

☑ Divisional Choose an item. ☐ Cross Divisional

☐ Deferred Maintenance and Capital Projects

Proposal Background/Description:

New T/TT faculty are offered $10,000 towards the purchase or closing costs of their first San Diego home (applied for and received no later than the end of the 6th year of employment – other rules apply).

Hiring high-caliber, diverse T/TT faculty is increasingly challenging given our limited capacity to offer comptetitive salaries. The challenge is amplified by the fact that San Diego is a high cost-of-living area. To assist our T/TT faculty in buying their first homes, we seek funds for the faculty housing assistance program. Whereas rather symbolic given the high costs of real estate in the San Diego area, this $10,000 per faculty assistance is a very important recruitment tool and an expression of the SDSU commitment to attract faculty from diverse socio-economic backgrounds.

Budget Request:

☑ **Base Request**   **Amount $350,000**

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

On an ongoing basis, we would be able to support 35 faculty members with $10,000 awards to help purchase their first San Diego home.

☐ **One-Time 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.

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

No

[1] Budget benefits as 50% of salary

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

Funds are needed every year – base 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.

San Diego is a high cost area to buy a home. This assistance is important in recruiting the best faculty. This support for the faculty goes a long way toward recruiting faculty from the underprivileged socio-economic backgrounds, thereby facilitating our goal of making SDSU a welcoming environment to diverse, highly-qualified faculty.

How does this proposal benefit students?

The best faculty are of paramount importance in educating our students.

How does this proposal help to advance the institution?

Great faculty make a great institution. This support for the faculty goes a long way toward recruiting faculty from the underprivileged socio-economic backgrounds, thereby facilitating our goal of making SDSU a welcoming environment to diverse, highly-qualified faculty.

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

Yes –existing funds are depleted and faculty applying for the program need the commitment of funds.

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?

No alternatives for funding exist.

SAN DIEGO STATE UNIVERSITY

PBAC
Budget Request Form

Request Date: 3/1/2023
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 to 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 $1,000,0000**
Budget Detail (include itemized salary, benefits [1], and/or operating expense/equipment):
FTES incentive provided for each FTES over the target which is defined as the greater of 95% of Summer 22 or Summer 21, whichever is greater. The goal of is to grow Summer 23 by 10% over Summer 22 thus taking advantage of capacity on campus and targeting the courses that push students towards graduation..

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.

[1] Budget benefits as 50% of salary

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.

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

How does this proposal benefit students?

The access to courses needed for degree completion at a time when there is more capacity benefits the students and timely graduation plans.

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.

SAN DIEGO STATE UNIVERSITY

PBAC
Budget Request Form

Request Date: 3/1/2023
Requestor Name: Academic Affairs

Proposal Title: FERP Funding – 1x Funding

Proposal Category:
☑ Divisional Choose an item.   ☐ Cross Divisional
☐ Deferred Maintenance and Capital Projects

Proposal Background/Description:
To maximize the savings generated through retirements, which are used to fund new faculty lines, funds are requested to support faculty entering the FER program. These faculty continue to provide services to the university at a reduced workload. Funding the FERP salaries with one time funds releases base funds earlier, thus allowing the hiring of new faculty in a more timely manner. We are asking for funds to support faculty who entered FERP in 2019,2020, 2021, 2022 expected to enter for 2023.

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 $4,500,000**
Budget Detail (include itemized salary, benefits [1], and/or operating expense/equipment):
This request is based on the faculty salaries (only) for those who entered FERP in 2019, 2020, 2021, and 2022, as well as those anticipated for 2023.

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 – this is a multi year and recurring request. The request will be adjusted each year to maintain an adequate fund to support faculty in the program.

[1] Budget benefits as 50% of salary

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 maximize the funds available for hiring new faculty at the point FERPing faculty enter the program, rather than when they end it.

How does this proposal benefit students?

This enables the university to hire more new faculty, thereby improving tenure density and facilitating student success.

How does this proposal help to advance the institution?

This enables the university to hire more new faculty, thereby improving tenure density and facilitating student success.

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

Yes – needed to support compensation for the faculty in FERP

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 – our capacity to hire new faculty is critically relevant for the mission of the University. Failure to secure funds will result in hiring delays.

Request Date: 3/3/2023
Requestor Name: Academic Affairs

Proposal Title: Start Up Funding for New T/TT Faculty

Proposal Category:
☑ Divisional Choose an item.   ☐ Cross Divisional
☐ Deferred Maintenance and Capital Projects

Proposal Background/Description:
SDSU's ability to hire outstanding new faculty is dependent on its capacity to offer competitive start up packages. The funds are used to build and upgrade laboratory space, purchase equipment, provide TA support, provide course release so faculty can jump start their research, provide relocation funds, and other expenses as deemed critical and competitive by the Colleges. AA is applying one time savings to reduce this request. We are requesting the first year portion of the start up funds for 23-24, the second year of start up for the 22-23 hires, as well as the third year of start up for the faculty hired in 21-22. Typically, faculty have up to three to four years to draw down and spend their negotiated start up funds. We will ask for the funds remaining in future years.

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 $3,702,500
Budget Detail (include itemized salary, benefits [1], and/or operating expense/equipment):
A variety of expenditures including salaries for graduate assistants, faculty course release, equipment, professional development and travel. $1,375,000 for faculty who star in 23-24, $1,600,000 for faculty who started in 22-23, and $727,500 for faculty who started in 21-22.

Are matching (additional) funds available for this request? Will this request result in cost savings / efficiencies? If so, please explain.
No.

[1] Budget benefits as 50% of salary

San Diego State University

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

Yes – this only covers the anticipated startups that will be expended for the last three hiring cycles. These commitments are a contractual obligation so the balance of funds will be requested in subsequent years.. This will also be a future year 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.

The objective is to have the resources to attract outstanding new faculty.

How does this proposal benefit students?

It supports faculty and provides our students with top notch faculty to learn from.

How does this proposal help to advance the institution?

Start Up funds are necessary to attract top research faculty – thus advancing the institution towards R1 status.

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

Yes – funds must be in place to support newly hired faculty effective for the last 3 cycles.

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 – the need is critical. Otherwise we run the risk of needing to settle on candidates less likely to help us achieve SDSU aspirations for research and teaching.

PBAC

Budget Request Form

Request Date: 3/1/2023
Requestor Name: Academic Affairs

Proposal Title: Financial Aid/Pricing Optimization Consulting

Proposal Category:
☑ Divisional Choose an item.   ☐ Cross Divisional
☐ Deferred Maintenance and Capital Projects

Proposal Background/Description:
Funds are requested to hire EAB Consulting to perform a study for SDSU on Financial Aid and Price optimization. The consultant will work with historical SDSU data and information we provide to bulid an extensive data base. This statistical data will inform the university of its best use of student award packages to maximize yield and student retention. The model incorporates a four year net tuition revenue approach to inform a longer term approach.

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 $85,665**
Budget Detail (include itemized salary, benefits [1], and/or operating expense/equipment):
1/3 of a three year request for a total of $264,779 (clause for early termination).

Are matching (additional) funds available for this request? Will this request result in cost savings / efficiencies? If so, please explain.
Yes – this can aid in effective recruiting and retention, particularly for OOS and International students.

Is this a multi-year funding request? If so, please explain.
Yes, if the university chooses to continue EAB's services, the commitment is for three years of funding.

[1] Budget benefits as 50% of salary

San Diego State University

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 use data driven metrics to inform decisions regarding the most advantageous use of financial aid awards. These decisions will enhance campus diversity while enrolling the highest qualified students that we are most likely to retain.

How does this proposal benefit students?

This study will inform decisions that help bring in the highest caliber of students while promoting diversity and making maximum use of the university's resources.

How does this proposal help to advance the institution?

A proper enrollment strategy is one of the keys to promoting long term success of the university

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

Yes – the study needs to be launched so that we can make the best data driven decisions for the next admittance cycle.

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 – we need to leverage off the experts. Data informed enrollment and financial aid decisions are important as we continue to pursue our strategic goals and core mission.

[1] Budget benefits as 50% of salary

PBAC
Budget Request Form

SAN DIEGO STATE UNIVERSITY

Request Date: 3/1/2023
Requestor Name: Academic Affairs

Proposal Title: Graduate Student Support

Proposal Category:

☑ Divisional Choose an item.   ☑ Cross Divisional
☐ Deferred Maintenance and Capital Projects

Proposal Background/Description:

The College of Graduate Studies, in coordination with Academic Affairs and BFA, are seeking bridge funding of $1.5million for graduate student support while we transition to a new TA hiring model that will focus on time-base and benefit packages which will result in equity in hiring as well as recruitment and retention efforts across colleges.

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 $1,500,000**

Budget Detail (include itemized salary, benefits [1], and/or operating expense/equipment):
Combination of Salary and Tuition Waivers offset by savings garnered in restructure.

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.
Over time, the need for these funds will diminish as the new model is fully implemented.

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 College of Graduate Studies, in coordination with Academic Affairs and BFA, are seeking bridge funding for graduate student support while we transition to a new TA hiring model that will focus on time-base and benefit packages which will result in equity in hiring as well as recruitment and retention efforts across colleges. Programs

[1] Budget benefits as 50% of salary

are not able to recruit quality graduate students as they choose other programs that provide better compensation packages. SDSU offers far lower wages for teaching/research .

The grad student packages SDSU offers has implications beyond graduate students; with difficulty recruiting graduate students, programs find they have had to cancel sections, reducing the number of course offerings available to undergraduate students. This has impacted our progress towards 4-year graduation rates (GI 2025).

We wish to provide additional financial support to TAs while at the same time phase in a new hiring model that best reflects effort and supports programs by increasing recruitment with competitive offers which will allow programs to increase course offerings/sections for high demand undergraduate courses in support of GI 2025.

We are asking for bridge funding to support in-state tuition remission costs and increased full time monthly salaries for AY 23-24 for students with certain TA appointments. **This bridge funding will provide the much needed runway to implement changes to increase current TAs' net compensation, help with graduate recruitment and retention efforts, and address the critical service course shortages we are currently facing.**

How does this proposal benefit students?

Currently, graduate students hired in TA capacities at SDSU struggle to afford basic living and education expenses. If we can not retain and recruit high quality graduate students, programs will be forced to cancel sections, reducing the number of course offerings available to undergraduate students. This has impacted our progress towards 4-year graduation rates (GI 2025).

How does this proposal help to advance the institution?

The TA support undergraduate instruction and enable the research mission of the university to move forward.

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

This is time sensitive. We are currently packaging grad student offers for Fall 2023 and need to know what resources are available so we package them as competitively as possible.

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?

This is a critical need. Without this support we will continue to slip in our pursuit of the highest quality graduate student candidates and post docs.

SAN DIEGO STATE UNIVERSITY

PBAC
Budget Request Form

Request Date: 3/1/2023
Requestor Name: Academic Affairs

Proposal Title: Staffing to Support Enrollment Services/Support and Maintain "mysdsu"

Proposal Category:
☑ Divisional Choose an item.   ☐ Cross Divisional
☐ Deferred Maintenance and Capital Projects

Proposal Background/Description:
Enrollment Services and the College of Graduate Studies are requesting staff positions. Funds are requested to cover the costs of the salary and benefits for 11 positions – 10 in Enrollment Services and one in the College of Graduate Studies. All are related to the support needed for continued needs in Enrollment Services (graduate and transfer student application handling) as well as the needs of the mysdsu conversion and ongoing operation.

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 $792,900**
Budget Detail (include itemized salary, benefits [1], and/or operating expense/equipment):
11 positions – 10 in Enrollment Services, one in the College of Graduate Studies. (1 Business Analyst, 1 ASC I, 3 ASC II, 2 AAS I, 4 Evaluators)

$528,600 Salary plus $264,300 Benefits

Are matching (additional) funds available for this request? Will this request result in cost savings / efficiencies? If so, please explain.
No. This is a one time request currently – it will be a base request in the future.

Is this a multi-year funding request? If so, please explain.
This will need to be base funded going forward.

[1] Budget benefits as 50% of salary

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 adequate staffing to support the student enrollment growth, provide better support in the admittance of graduate students, and address the university's conversion to "MySDSU".

How does this proposal benefit students?

These resources support the services in Enrollment Services that are required to perform more and different services related to enrollment growth and the mysdsu conversion. ES had a lean staffing model due in part to the hiring chill during the pandemic and the loss of staff due to the Early Exit Program. Personnel are needed to manually process the historical records conversion, provide for grade changes, student leaves of absence, converting students from Pre-Major to Major, provide timely processing of graduate applications, handle the workflow for Transfer Admissions, and to support new processes required (Queries and Workflows). The College of Grad Studies will hire a Technical Analyst who will act as a liaison with the IT Division and provide the ongoing operational support needed for their unique operations. In addition there has been an ongoing need in Enrollment Services to process graduate applications more quickly and to handle the volume of transfer applications.

How does this proposal help to advance the institution?

Without these resources, it is likely SDSU will not meet its graduate admission targets, experience a loss of revenue from students seeking to reenroll, have difficulty processing transfers, and be unable to certify admissions decisions, degree evaluations, and handle day to day operations such as grade changes and major changes.
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Is this request time sensitive? Explain why funding is needed at this time.

Yes – funds must be in place to support the hiring immediately. Much work is currently being done for Fall 2023 admissions.

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 – no alternatives available. Without resources, there will be a dramatic service reduction jeopardizing new enrollment, support for continuing students, and potentially impact timely degree completion for students. The affected areas were already minimally staffed after suffering staff contraction related to the "hiring chill" and early exit program.

SAN DIEGO STATE UNIVERSITY

PBAC
Budget Request Form

Request Date: 3/3/2023

Requestor Name: Division of Research & Innovation

Proposal Title: Matching Funds for Grant Submissions

Proposal Category:

☑ Divisional Research & Innovation ☐ Cross Divisional

☐ Deferred Maintenance and Capital Projects

Proposal Background/Description:

Many federal programs require that the University match grants with a fixed percentage defined in the grant application (e.g. equipment grants from NSF) given the high costs of the equipment and the need for additional support beyond just the purchase of the equipment. Similarly, many federal programs request institutional investments for large institutional grants (e.g. the HealthLink Grant (U54) and the Cancer Partnership (U54)) to be competitive within the grant proposal process. Faculty scholarship in some fields is heavily dependent on external funding sources that sometimes require institutional matching funds as a mandate for submission or to be considered as a competitive proposal. These funds can be quite large since they typically are required from programs with limited submissions (campus level sponsored required) or in areas with high equipment costs.

Budget Request:

☑ **Base Request** **Amount $300,000 1X Pending Future Base**

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

Click or tap here to enter text.

☐ **One-Time 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.

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

[1] Budget benefits as 50% of salary

Yes. An additional $300,000 will be provided through the SDSU Research Endowment. 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.

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 goal of this proposal is to have these funds available for our faculty when they apply for external funding and the granting agencies have explicit matching requirements or request evidence of institutional commitment to a funding opportunity. We can provide a record of how the funds were allocated but given the sometimes significant time lag between proposal submission and funding, short-term ROI will be difficult to gauge.

How does this proposal benefit students?
Students often participate directly in faculty led research and scholarship as either undergraduates or graduate students. Similarly, both undergraduate and graduate students are often paid from these grants or are direct users of the equipment purchased. In fact, for a recent U54 submission, matching funds were provided to directly support under-represented students to participate in the mentored research associated with the grant submission.

How does this proposal help to advance the institution?
The ability to provide matching funds for extramural funding proposals is critical to the research mission of SDSU. Without these funds, faculty cannot apply for specific types of grants that require institutional matching funds—e.g., collaborative grants (U54) or NSF/NIH grants for large pieces of scientific equipment. Faculty who submit subcontract grant applications may also be required to provide institutional matching funds if the prime or lead institution is providing matching dollars. Lastly, many foundation funding agencies require institutional matching funds. To remain competitive for these extramural funding opportunitities, DRI must have access to these types of funds.

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

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[1] Budget benefits as 50% of salary

Grants are submitted continuously throughout the year by our faculty. Matching funds are uniquely difficult to predict and shepherd over time since the success or rejection of a grant is both the product of a lengthy process up to more than 1 year and very difficult to predict. As such, funds that are committed to a specific grant at some point need to be encumbered until final decisions on the grant are made. Given the size of these types of grants, we are forced to sometimes overcommit in some years if multiple grant applications need to be matched within a single year. Additionally, securing these types of prestigious grants will assist with our institutional efforts of becoming an R1 institution.

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?
Without this funding, SDSU faculty are not eligible to submit for grants that require matching dollars. Matching dollars can also increase the competiveness of large institutional grants that consider institutional matching as review criteria.

SAN DIEGO STATE UNIVERSITY

PBAC
Budget Request Form

Request Date: 3/3/2023
Requestor Name: Division of Research and Innovation

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

Proposal Category:
☑ Divisional Research & Innovation   ☐ Cross Divisional
☐ Deferred Maintenance and Capital Projects

Proposal Background/Description:
In earlier consultations with the University Research Council, assigned time was identified as a top research-related priority for faculty. Last AY DRI provided $650,000 in assigned time for research, scholarship, and creative activities. This has translated into a 17% increase in extramural funding dollars from the previous fiscal year.

Budget Request:
☑ **Base Request**   **Amount $650,000 -1X Pending Future Base**
Budget Detail (include itemized salary, benefits [1], and/or operating expense/equipment):
Click or tap here to enter text.

☐ **One-Time 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.

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 additional funds for this request. Although this request is not expected to result in cost savings or efficiencies, the program has demonstrated a significant increase in proposals written by SDSU faculty as well as an increase in requested funding amounts. This additional extramural funding could also result in increased dollars for paid undergraduate and graduate research experiences. **However, if the Out of State & International Student Fee is implemented, revenues from that fee will fund Assign Time.

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

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[1] Budget benefits as 50% of salary

SAN DIEGO STATE UNIVERSITY

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 reseach, scholarship, and creative activity (RSCA) 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 enagage 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 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 insutional reputation and helps to facilitate the continued recruitment and rention 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 so that SDSU does not lose ground in this essential element of our institutional mission, and 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 to support the efforts of our faculty to conduct research and write extramural grants for funding.

[1] Budget benefits as 50% of salary

SAN DIEGO STATE UNIVERSITY

PBAC
Budget Request Form

Request Date: 3/3/2023

Requestor Name: Division of Research & Innovation

Proposal Title: Large Grant Development Support

Proposal Category:

☑ Divisional Research & Innovation   ☐ Cross Divisional

☐ Deferred Maintenance and Capital Projects

Proposal Background/Description:

The development of large, inter-college or cross-unit grant proposals (e.g., collaboraborative grants, center grants or pre-doctoral training grants) often requires significant time, organization, and collaboration for PIs to produce funding. For some submissions, such as major equipment proposals or training grants (e.g., NIH T32 training grants), PI(s) may invest a significant amount of time and effort for a proposal that delivers limited return on investment to the PI(s) but significant return to a larger group such as students or a core research facility used by multiple faculty. Thus, it can be difficult for individual PI(s) to justify this amount of time without significant grant support for these endeavors. The funds being requested to support large grant submissions will be used to provide an array of support to faculty. For example, these funds could be used for outside grant writing consultants, grant reviews, technical and graphic support, or assigned time for grant writing.

Budget Request:

☑ **Base Request**   **Amount $300,000 X1 Pending Future Base**

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

Click or tap here to enter text.

☐ **One-Time 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.

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 additional 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

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[1] Budget benefits as 50% of salary

sponsored research dollars resulting from funded grant/contract proposals.

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 proposal is to provide support for large grant submissions that will increase the likelihood of the application being funded. Given the lag in time between an application submission and grant funding (sometimes upwards of 18 months), it may take time to evaluate the progress for achieving this objective. However, we believe this type of financial investment could increase the funding potential of these larger grant proposal submissions.

How does this proposal benefit students?
These large grant submissions often provide funding for the training of graduate students (e.g., T32 NIH pre-doctoral training grants). As such, there are direct financial and educational benefits to students. Furthermore, funded research projects provide research and experiential learning opportunities for students at all levels. These opportunities increase the probability of undergraduate and graduate students and postdocs of being accepted to graduate programs or professional positions.

How does this proposal help to advance the institution?
Increased extramural funding at SDSU serves our strategic goal of moving towards an R1 Carnegie Designated institution in the future. Furthermore, successful extramural funding can significantly contribute to the career trajectory of SDSU faculty and provide students with opportunities to engage in important high impact practices.

Is this request time sensitive? Explain why funding is needed at this time.
Yes. Funding announcements for large grants are announced throughout the calendar year. Thus, having these funds available when opportunities arise is a critical.

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. Without this type of funding, it may be more difficult for faculty to

[1] Budget benefits as 50% of salary

submit these types of large proposals. These types of funding opportunities are essential to SDSU's research mission as well as our aspirations to becoming an R1 institution.

PBAC
Budget Request Form

Request Date: 3/3/2023

Requestor Name: Division of Research and Innovation

Proposal Title: Funding for shared equipment and core facilities

Proposal Category:

☑ Divisional Research & Innovation   ☐ Cross Divisional

☐ Deferred Maintenance and Capital Projects

Proposal Background/Description:

This proposal will provide funding to maintain and improve shared campus core facilities such as the Electron Microscope (EM) facility and the Biopod core that serve multiple faculty across multiple departments/schools and colleges. Funding priority will be given to facilities that serve a larger number of faculty across several units, provide facilities that are currently limiting faculty scholarly success, or provide a key piece of equipment that allows faculty to approach research questions in a new way that was previously limited without this equipment. A lack of shared equipment/facilities infrastructure is frequently highlighted by our faculty as an area that limits our ability to compete for large national funding opportunities.

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 X1 Pending Future Base**

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

There are no matching or additional funds for this request. Although this request is not expected to result in cost savings or efficiencies, we will expect to see increased research and scholarship by faculty utilizing these shared facilities. Furthermore, it is possible we will observe

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[1] Budget benefits as 50% of salary

an increase in sponsored research dollars resulting from funded grant/contract proposals that utlize these shared facilities.

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 proposal is to support faculty research and scholarhship by providing the infrastructure to support shared and interdisciplinary research interests and collaborations. Program success can be measured by the number of users of these facilities (e.g., faculty, students), resulting scholarship, and the number of extramural funding applications proposing to utilize these facilities.

How does this proposal benefit students?
Facilities and equipment are important elements of our campus infrastructure that support both our undergraduate and graduate research and scholarship. Like faculty, our students need access to current equipment, technology, and facilities to be competitive for the job market, graduate school, and student-focused funding opportunities. In previous equipment/facilities funding efforts, students have benefited from enhancements ranging from art-based facilities to shared chemistry equipment.

How does this proposal help to advance the institution?
Funding for facilities upgrades or the purchase for large shared equipment is difficult to secure from extramural funding sources because of the extremely competitive funding environemnt and the unpredictability of funds available from year-to-year. Moreover, outside agencies often expect campuses to provide these types of core facilities and shared equipment as resources campuses always provide. Without modern facilities and equipment, SDSU faculty may not be able to conduct the cutting-edge research necessary to put forth the most competitive extramural funding proposals.

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

Yes, this is a critical need because it supports the maintenance of core facilities which reduces the cost of individual faculty equipment purchases.

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 because it supports the maintenance of core facilities which reduces the cost of individual faculty equipment purchases.

SAN DIEGO STATE UNIVERSITY

Request Date: 3/3/2023

Requestor Name: Division of Research and Innovation

Proposal Title: Staffing to support RSCA growth—Director of Strategic Partnerships

Proposal Category:

☑ Divisional Research & Innovation   ☐ Cross Divisional

☐ Deferred Maintenance and Capital Projects

Proposal Background/Description:

Click or tap here to enter text.

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 $190,000**

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

We are requesting $190k for a pilot for a Corporate/Foundation Relations position to support the growth of the research enterprise.

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.

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.

[1] Budget benefits as 50% of salary

The objective of this proposal is to provide fundraising from corporate and foundation sources for student and faculty RSCA support (e.g., support for the SDSU Student Symposium, graduate student research endowment).

How does this proposal benefit students?

Provides additional resources to support student engaged RSCA efforts.

How does this proposal help to advance the institution?

The first priority of the new SDSU strategic plan focuses on becoming a premiere public research university (R1 status) with HSI status. This fits directly into this goal.

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

Yes, this request is time sensitive. We need staff support for student research or SRS. The growth of our research enterprise is necessary to meet R1 goal. The type of proposals our faculty are seeking to apply for require a significant amount of staff support. Finally, our research fellows are fundamental to engage our faculty in RSCA across the entire campus.

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, and no other funding is available.

PBAC
Budget Request Form

Request Date: 3/3/2023

Requestor Name: Division of Research and Innovation

Proposal Title: Staffing to support RSCA growth

Proposal Category:

☑ Divisional Research & Innovation ☐ Cross Divisional

☐ Deferred Maintenance and Capital Projects

Proposal Background/Description:

Click or tap here to enter text.

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 $177,040 X1 Pending Future Base**

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

We are requesting $100k for a non-technical grant writer and $77,040 for an admin assistant.

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

The non-technical grant writer is supporting the submission of large institutional grants by supporting the non-technical side of the grant submission such as letters of support, biosketches, etc. The Administrative Assistant is to support the SRS and all student research initiatives with DRI as well as the assisting the AVP for research operations in administrating DRI programs.

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

The non-technical grant writer and administrative will be a future base request (or recurring one-time depending on availability of base funds).

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[1] Budget benefits as 50% of salary

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 provide the research infrastructure needs necessary to faculty research across all disciplinary areas of the campus as well as promote student research engagement.

How does this proposal benefit students?

This proposal directly benefits students in many ways. First, the admin assistant will support the annual SDSU Student Symposium, the Summer Undergraduate Research Symposium, and all other student research activities. Second, the growth of our research enterprise is necessary to continue to provide meaningful student experiences in research, scholarship, and creative activities.

How does this proposal help to advance the institution?

The first priority of the new SDSU strategic plan focuses on becoming a premiere public research university (R1 status) with HSI status. This fits directly into this goal.

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

Yes, this request is time sensitive. We need staff support for student RSCA or SDSU Student Symposium. The growth of our research enterprise is necessary to meet R1 goal. The type of proposals our faculty are seeking to apply for require a significant amount of staff support. Finally, our research fellows are fundamental to engage our faculty in RSCA across the entire campus.

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, and no other funding is available.

[1] Budget benefits as 50% of salary

SAN DIEGO STATE UNIVERSITY

PBAC
Budget Request Form

Request Date:　　3/1/2023
Requestor Name:　Jerry Sheehan, Vice President for IT and Chief Information Officer
Proposal Title:　 my.SDSU Training and Support Resources, One Time, Pending Base

Proposal Category:

☒ Divisional　　　　☒ Cross Divisional
☐ Deferred Maintenance and Capital Projects

Proposal Background/Description:
X **One-Time Request – Pending Base funding**
　　　　Amount $225,000
The following two positions are requested as a one-time immediate funding need requiring future base. Budget Detail (include itemized salary, benefits [1], and/or operating expense/equipment):

Need	Description	Annual Cost
my.SDSU Training & Support Manager	The my.SDSU Training & Support Manager provides support for students, faculty, staff usage of my.SDSU and supervises the my.SDSU Training, Support & Communications Specialist - overseeing training and support that builds our campus community's capacity to meet my.SDSU support competencies. This includes, but is not limited to, development/implementation of uniform practices and documentation across teams including service design and delivery, establishment of key performance metrics, and communication of support services. This work is completed in consultation with functional and technical leaders (in particular the AVP for ERP Systems, AVP for Enrollment Management, AVP for Student Financial Resources, Manager for Student Account Services), as well as SDSU administrators, faculty, staff and students.	$135,000
my.SDSU Training, Support & Communications Specialist	Under general supervision of the my.SDSU Training & Support Manager, the my.SDSU Training, Support & Communications Specialist will develop training materials, user guides, and communication strategies associated with support of my.SDSU and associated ERP and student information systems..	$90,000
	TOTAL	**$225,000**

[1] Budget benefits as 50% of salary

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

No additional funding, training and user support will increase the effective use of the my.SDSU infrastructure and thus is inherently efficient.

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

Yes, each of the staff members included in this request is needed to provide user support and training, this is an on-going need.

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 provide sustained funding for critical staff necessary to support our student information system ecosystem, which is a mission critical resource for students, faculty and staff.

How does this proposal benefit students?

All of the staff in this proposal are directly providing services to SDSU students as they are dedicated to supporting the student information system.

How does this proposal help to advance the institution?

Provides continued support for the foundational my.SDSU student information system that supports the instructional mission of the university.

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

Yes, these staff are essential, the transition introduces a fundamental need for training and support for new business processes related to the new system.

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 rely on these technologies for teaching and learning.

SAN DIEGO STATE UNIVERSITY

PBAC
Budget Request Form

Request Date: 03/16/2023
Requestor Name: Jerry Sheehan, Vice President for IT and Chief Information Officer

Proposal Title: Funding for Software Previously PBAC or HEERF Approved.

Proposal Category:

☐ Divisional   ☒Cross Divisional
☐ Deferred Maintenance and Capital Projects

Proposal Background/Description: Faculty and students are more reliant than ever on software to provide an interactive learning environment—particularly because of the massive increase in adoption following COVID-19.

In the last year, one-time PBAC and or HEERF funding provided that support. These tools which are foundational to our academic and instructional mission, require additional yearly investment to support our licensing needs. On behalf of the campus, the IT Division is requesting funding of $1,862,554 to be allocated for the software costs for the instructional and academic, research, and IT security software on which SDSU faculty and students depend.

Budget Request:

☒**One-Time Request**   **Amount $1,862,554**
The following items were funded last year via one-time dollars either from prior PBAC or from CARES and HEERF. Budget Detail (include itemized salary, benefits [1], and/or operating expense/equipment):

Learning Technology	Description	Annual Cost
Canvas LMS Academic Affairs	This dollar amount covers the license and extends to provide 24*7*365 support to our students.	$360,000
Gradescope Academic Affairs	Gradescope provides assessment tools for variable-length assignments (problem sets & projects) as well as fixed-template assignments (worksheets, quizzes, or exams).	$63,000
Mediasite Capture System	The Mediasite Capture System enables instructors to automatically capture, stream and distribute recordings through a student-centered video player	$95,000

[1] Budget benefits as 50% of salary

Academic Affairs	through which students focus on the content that is most relevant to them. This request includes the annual license fee, as well as funding for hardware refresh per refresh cycle.	
Qualtrics Academic Affairs	Faculty, staff and students can use Qualtrics to create and distribute web-based surveys for academic, administrative and research purposes.	$19,000
Explorance Blue Academic Affairs	Senate policy requires course Evaluations (Student Feedback Forms) to allow students to provide feedback about their classes, and this data can provide valuable insight about the student experience that contributes to effective teaching and learning.	$81,990
Impact (formerly Eesysoft) Academic Affairs	Impact (formerly Eesysoft) enables targeted communication to faculty and students based on role, activity, and other needs to provide just-in-time training resources.	$45,000
Zoom – Phone Academic Affairs	Zoom Phone (Voice over IP) pilot for select areas of SDSU.	$108,000
Endnote Academic Affairs	Endnote helps researchers gather, manage, and cite references to scholarly literature and materials (e.g., journal articles, books, maps, reports, artwork, etc.) and is also used by faculty, staff and students to create bibliographies, as well as to annotate documents.	$25,000
Respondus Monitor, Lockdown Browser, and 4.0 Academic Affairs	Respondus Monitor is an exam monitoring software. Respondus LockDown Browser is a custom web browser that locks down the testing environment within the Canvas LMS. Respondus 4.0 is a tool for creating and managing exams that can be printed to paper or published directly to Canvas.	$60,000
EAB Navigate Academic Affairs	Tool to help advisors track academic progress of students, which is critical to making sure any remediation needs are identified and addressed.	$160,000
Nuventive Academic Affairs	SDSU uses Nuventive's Assessment Management System (AMS) to support University-wide learning outcomes assessment, strategic planning, and WASC accreditation. Academic Affairs also uses the system to document unit-level plans and align plans with University-level outcomes. Academic programs use the AMS to document their Program Learning Objectives (PLOs), create curriculum maps, plan program assessment efforts, and report results.	$38,664
Academic Analytics Research	This Is a powerful database that will provide multiple divisions on critical campus information that can be used to Inform numerous strategic initiatives. The Benchmarking module focuses on comparative analytics (e.g., How do my faculty compare to their peers? What are the disciplinary norms? Are there underrecognized faculty?) and the Research Insight module revolves around faculty development. We believe that this would be a critical tool in support of strategic planning for Institutional advancement,	$103,000

	faculty development, program or department review, and analyzing graduate placement In academia.	
Zoom – Video Conference Cross Divisional	Zoom serves as the web conference service for all SDSU faculty, staff, and students - allowing users to connect via video, audio, and/or screen sharing remotely from any location. Faculty can use Zoom to teach an entire class synchronously online, or to facilitate breakout meetings with one or more students. Additionally, students and staff can utilize Zoom to facilitate meetings with peers, colleagues, and other campuses locally, nationally, or internationally.	$126,000
OU Campus Cross Divisional	The campus infrastructure for publishing information on the Web. SDSU's use of Omni CMS also supports key objectives to improve compliance with Federal and State web accessibility guidelines, promote consistent visual branding across over 150 SDSU campus websites and simplify management and support of campus websites via a common platform.	$78,000
Google Workspace Cross Divisional	Google Workspace provides secure collaboration and productivity apps, including Gmail, Docs, Sheets, Slides, and Drive.	168,000
MetaBIM Business and Finance	MetaBIM is a facilities information system (database) that SDSU uses to manage instructional, research and office space. All facilities and space on our campus has been entered into this database and is used by various departments for tracking a variety of information.	$45,900
Duo Multi-Factor Authentication for students IT/Academic Affairs	Duo verifies students, using a second factor (e.g., a phone or other mobile device) to prevent fraud. This is licensing for just the student portion of the SDSU implementation.	$56,000
Globus Information Technology	Globus is a Software as a Service (SaaS) data management solution used by many Research Institutions. The web-based interface offers reliable, secure, high-performance research data management capabilities to users and their collaborators, directly from SDSU storage systems.	$75,000
Log Management Information Technology	CSU policy requires, but does not fund, the campuses to implement appropriate controls on the monitoring of information systems and network resources. Data generated by monitoring must be retained for a period of time that is consistent with effective use, CSU records retention schedules, regulatory, and legal requirements such as compliance with litigation holds.This proposal is for fundings to implement a baseline of log monitoring.	$155,000
	TOTAL	**$1,862,554**

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, each resource is a persistent software used by SDSU which requires on-going base allocation of resources.

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 provide sustained funding for critical software used to support our instructional technology ecosystem, which is a mission critical resource for students and faculty.

How does this proposal benefit students?

All of the elements of this proposal are directly providing software and services to SDSU students.

How does this proposal help to advance the institution?

Provides continued support for existing software that the instructional mission of the university has become reliant upon.

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

Yes, these technologies are currently paid with one-time funding.

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, faculty, and staff rely on these technologies.

PBAC
Budget Request Form

Request Date: 2/14/2023
Requestor Name: Jerry Sheehan, Vice President for Information Technology

Proposal Title: 2024 Learning Environments (Centrally-Scheduled, All-College Classroom) Upgrades

Proposal Category:
☐ Divisional Choose an item.   X Cross Divisional
☐ Deferred Maintenance and Capital Projects

Proposal Background/Description:
The IT Division is entering phase six of the previously approved 10-year plan for the upgrade of centrally-scheduled/general-assignment learning environments. During AY 2018/19, ITS began utilizing the EDUCAUSE Learning Space Rating System (LSRS) by creating a classroom needs analysis to inform a roadmap for our future planning. All general-assignment classrooms on campus were scored using the LSRS. In 2021, ITS updated the ratings of all classrooms using the new LSRS version 3. The LSRS is playing a key role in developing and evolving the 10-year Learning Environment Assessment Plan (LEAP). ITS will utilize several other data points including the EDUCAUSE Center for Applied Research (ECAR) Faculty and Student Survey in Spring 2021, the Fall 2021 and Fall 2022 SDSU Classroom Usage survey, as well as ServiceNow tickets to inform prioritization. This request is to continue making progress with LEAP. Due to past budget shortfalls, the proposed 10-year plan is currently on track to be completed in 12 years.

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 $798,550**
Budget Detail (include itemized salary, benefits [1], and/or operating expense/equipment):
- In collaboration with Project Management and Facilities Services, ITS has identified specific projects that will allow us to continue moving forward on our 10-year plan. Moving forward with these projects reduces the possibility of falling further behind on a plan that enhances the learning experience on campus, and provides students and staff with access to more advanced and (in light of COVID 19) hygienic technology.
- AV Costs include the following:

[1] Budget benefits as 50% of salary

- o Extron audio/video/control equipment
- o Visual displays and device connectivity
- o Zoom-ready equipment
- o Computer upgrades
- Construction Costs include the following:
  - o LVT floor upgrade
  - o Wall patch/paint
  - o Ceiling/light upgrade
  - o Window treatment (if applicable)
  - o Asbestos removal (if applicable)
  - o Electrical

Room	SQFT	AV Costs	Construction Costs	Total Project Costs
AH 2111	450	$57,000	$31,500	$88,500
AL 102	917	$59,000	$64,190	$123,190
E 300	931	$57,000	$65,170	$122,170
GMCS 325	622	$57,000	$43,540	$100,540
LH 254	625	$57,000	$43,750	$100,750
LL 408	1013	$59,000	$70,910	$129,910
SSW 2650	632	$57,000	$44,240	$101,240
TOTAL	N/A	$403,000	$363,300	$766,300

Out-of-Warranty PC Replacement:
Quantity: 17
Cost: $22,100

Out-of-Warranty Mac Replacement:
Quantity: 7
Cost: $10,150

[1] Budget benefits as 50% of salary

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

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

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 prevent loss of instructional time for faculty due to slow, outdated (incompatible) and security vulnerable equipment. Issues experienced due to older equipment cause frustration for faculty and delays in teaching when components need to be repaired and/or replaced. Additional funding for audio/video hardware, and Connected Classroom technology (course capture, streaming and Zoom technology) ensures classrooms to stay up-to-date with minimal technical issues and minimize impact to instructional time in the coming years. ServiceNow, faculty surveys, and additional LSRS assessments will be used to evaluate the success of the objective.

How does this proposal benefit students?
This is a direct benefit to students that take classes in any of the 171 general assignment classrooms. With this funding, ITS can ensure classrooms stay up-to-date with minimal technical issues and minimize impact to instructional time in the coming years. Updated technology provides better options for visually-engaging presentations and promotes student collaboration.

How does this proposal help to advance the institution?
This proposal will help promote learning and innovation that includes faculty development, research support, and technology solutions. Further, the classroom upgrades contribute to three of the five strategic priorities set by the university in 2020:

1. Resilience. Designed to Thrive - With reliable Connected Classroom technology, allowing for more flexible teaching and learning, the university provides an opportunity to reduce the carbon footprint on campus resulting from student commuting requirements.
2. Equity and Inclusion in Everything We Do - The added technology serves a diverse population and provides greater equity to at-risk students through the synchronous streaming as well as asynchronous capture of course content.
3. Students at our core - Students are introduced to technology that is increasingly being used across industries as a result of the pandemic. As a result, students will have a lower barrier to entry in the job market.

[1] Budget benefits as 50% of salary

Is this request time sensitive? Explain why funding is needed at this time.
Yes, we are currently approaching year six of the proposed 10 year plan. Given university procurement policies and deadlines, it is critical to begin the procurement process in order to meet deadlines to complete projects on time and prior to the start of the Fall 2024 semester.

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?
This is a critical need due to outdated existing equipment in these classrooms. If funding is not available, equipment failure may occur, causing periodic negative instructional impact to faculty and students.

PBAC
Budget Request Form

Request Date: 03/16/2023

Requestor Name: Jerry Sheehan, Vice President for IT and Chief Information Officer

Proposal Title: OneIT Leadership

Proposal Category:

☐ Divisional   ☒Cross Divisional

☐ Deferred Maintenance and Capital Projects

Proposal Background/Description: As a foundation for IT shared services, the University has asked College IT leaders to assume additional leadership responsibilities within their academic homes, in support of both institutional and research needs.

The College IT lead is the primary point of contact for learning about the college's work, promoting two-way communication between the college and the IT community, and developing a strategic understanding of the college's instructional, research and operational needs. They serve as a part of each of their assigned Dean's leadership teams while also serving as a part of the IT Community Senior Leadership Team. Each of these individuals serve in this capacity in an annual role which is renewable at the beginning of the fiscal year.

This is a list of expectations that will be realized throughout the year:

- In collaboration with academic leadership, identify and prioritize the IT work.
- Using existing IT resources, conduct the work required to support the unit.
- Leverage the use of institutional infrastructure and services. While eliminating non-value-added work tasks.
- Identify and communicate work gaps that exist to both academic and IT leaders.
- Act as a liaison between faculty, students, staff, and IT personnel both within the academic unit and the IT Division.
- Serve as a part of the Senior IT Community Leadership Team bringing ideas and solutions that will offer more consistency in solutions impacting cost effectiveness.
- Engage in ad-hoc cross-divisional teams to resolve prioritized project work that needs to be completed for the institution. Work locally while thinking institutionally.
- Identify professional development needs for technical staff and help arrange and provide training opportunities and knowledge sharing.
- Contribute to developing consistent IT policies and practices and help implement them within their respective areas and across all the OneIT Community.

[1] Budget benefits as 50% of salary

Budget Request:

☒**One-Time Request**   **Amount $135,000**

The following items were funded last year via one-time dollars either from prior PBAC or from CARES and HEERF. Budget Detail (include itemized salary, benefits [1], and/or operating expense/equipment):

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

No matching funds, the essence of the OneIT model is to leverage our existing investment in college IT staff to support cross divisional needs and as such is inherently more efficient.

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.

As stated earlier, the OneIT Community Leader is the primary point of contact for learning about the college's work, promoting two-way communication between the college and the IT community, and developing a strategic understanding of the college's instructional, research and operational needs. They serve as a part of each of their assigned Dean's leadership teams while also serving as a part of the IT Community Senior Leadership Team.

How does this proposal benefit students?

The students will benefit by having consistent IT support and engaged IT resources to serve the individual colleges. More services are provided then if colleges alone were left to their personnel resources.

How does this proposal help to advance the institution?

Shared Services are a goal of the University Strategic plan and are currently a priority in the CSU system.

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

The request is time sensitive to not cause a gap in support for the IT Shared Services model given that prior one-time PBAC funding expires at the end of the current fiscal year.

[1] Budget benefits as 50% of salary

 SAN DIEGO STATE UNIVERSITY

PBAC
Budget Request Form

Request Date: 3/3/2023
Requestor Name: Adrienne Vargas

Proposal Title: Fundraising Expansion

Proposal Category:
☑ Divisional University Relations & Development   ☐ Cross Divisional
☐ Deferred Maintenance and Capital Projects

Proposal Background/Description:
With our current and expanding donors, our success at helping meet donor needs, and the momentum at San Diego State, there is a lot of opportunity to fundraise. However, in order to effectively fundraise, URAD needs more fundraisers to build relationships with donors. This request helps fund 6 new frontline donors, 3 new support staff, and related expenses. This money will build capacity while TCF builds up self-sustaining revenues to help sustain the fundraiser efforts.

In May 2021, the university committed to a multi-year plan to support URAD/TCF to build a self-sustaining revenue model to expand fundraising capabilities. FY 2023/24 is the third year of this commitment.

2021/22 $2,100,000
2022/23 $900,000
2023/24 $670,000
2024/25 $1,000,000
2025/26 $650,000

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 $670,000**
Budget Detail (include itemized salary, benefits [1], and/or operating expense/equipment):

[1] Budget benefits as 50% of salary

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.

This funding is to expand additional fundraising capabilities. It will increase the cost basis and also increase overall revenue to the university. Additionally, self-supporting fees will support these positions long-term, which is why one-time funding is appropriate.

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

Yes. This continuing request with, $1m in 24/25, and $650k in 25/26

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.

This funding is to expand additional fundraising capabilities. Each fundraiser is provided with annual goals and related metrics to track progress. URAD can provide annual metrics and actual results. We anticipate each frontline fundraiser to take a two year cycle to build relationships and fundraise at the desired level.

How does this proposal benefit students?

This proposal benefits students directly by increasing the dollars funded through scholarships. It also benefits students by providing the university with additional funds to support endowed chairs and other infrastructure priorities.

How does this proposal help to advance the institution?

This proposal is designed to increase fundraising by $161M in new money over the next 10 years. This funding supports endowments and current funds available to the university to spend on priority areas.

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

Yes. University Relations and Development is currently in the middle of the cycle of building capacity.

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

URAD considers this a critical need. If funding is not available, there is an estimated $161M in available philanthropic donations over the next 10-years that we will not have the ability to create relationships to understand and help donors make investments into the university.