

# **President's Budget Advisory Committee**

## **Meeting Agenda**

January 18, 2018  
2:00p.m. @ MH-3318

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

- Call for amendments to agenda

### **II. Information Item**

- 2018/19 Budget Update

### **III. Reports**

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

### **IV. Watch List**

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

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

- 2017/18 Base Funding Requests – Summary (Attachment 5)

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

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

### **VII. New Business**

### **VIII. Reminder**

- Next Meeting Date – February 15, 2018 at 2:00 p.m. in MH 3318

**SAN DIEGO STATE UNIVERSITY**  
**2017/18 Revenue Estimates**  
**As of January 18, 2018**

		<u>2016/17</u>	<u>2016/17</u>	<u>Over/(Under)</u>	<u>%</u>	<u>2017/18</u>	<u>2017/18</u>	<u>2017/18</u>	<u>Over/(Under)</u>	<u>%</u>
		<u>Budget</u>	<u>Actual</u>	<u>Budget</u>	<u>Budget</u>	<u>Budget</u>	<u>Year to Date</u>	<u>Term End</u>	<u>Budget</u>	<u>Budget</u>
							<u>1/11/2018</u>	<u>Estimate</u>		
<b><u>Basic Tuition Fee - Resident</u></b>										
	Summer	7,959,000	7,970,017	11,017	0.14%	7,571,000	8,947,624	8,947,624 <sup>[1]</sup>	1,376,624	18.18%
	Fall	75,204,000	76,796,664	1,592,664	2.12%	78,130,000	79,181,758	79,181,758 <sup>[1]</sup>	1,051,758	1.35%
	Spring	<u>68,192,000</u>	<u>70,711,890</u>	<u>2,519,890</u>	<u>3.70%</u>	<u>71,823,000</u>	51,160,446	<u>71,823,000</u> <sup>[2]</sup>	0	0.00%
	<b>Sub-Total Basic Tuition - Resident</b>	151,355,000	155,478,570	4,123,570	2.72%	157,524,000	139,289,829	159,952,382	2,428,382	1.54%
	Tuition Fee Discounts	<u>(41,243,800)</u>	<u>(41,243,800)</u>	0	0.00%	<u>(43,657,800)</u>	<u>(43,657,800)</u>	<u>(43,657,800)</u>	0	0.00%
	<b>Net Basic Tuition - Resident</b>	<b>110,111,200</b>	<b>114,234,770</b>	<b>4,123,570</b>	<b>3.74%</b>	<b>113,866,200</b>	<b>95,632,029</b>	<b>116,294,582</b>	<b>2,428,382</b>	<b>2.13%</b>
<b><u>Basic Tuition Fee - Non-Resident</u></b>										
	Summer	983,000	1,317,453	334,453	34.02%	1,009,000	1,866,987	1,866,987 <sup>[1]</sup>	857,987	85.03%
	Fall	7,662,000	11,202,228	3,540,228	46.21%	8,776,000	13,023,643	13,023,643 <sup>[1]</sup>	4,247,643	48.40%
	Spring	<u>6,931,000</u>	<u>10,190,746</u>	<u>3,259,746</u>	<u>47.03%</u>	<u>7,915,000</u>	<u>8,414,759</u>	<u>7,915,000</u> <sup>[2]</sup>	0	0.00%
	<b>Sub-Total Basic Tuition - Non-Resident</b>	<b>15,576,000</b>	<b>22,710,427</b>	<b>7,134,427</b>	<b>45.80%</b>	<b>17,700,000</b>	<b>23,305,389</b>	<b>22,805,630</b>	<b>5,105,630</b>	<b>28.85%</b>
<b><u>Out-of-State Tuition</u></b>										
	Summer	487,000	812,554	325,554	66.85%	508,000	1,119,828	1,119,828 <sup>[1]</sup>	611,828	120.44%
	Fall	7,003,000	12,136,563	5,133,563	73.31%	9,221,000	14,529,586	14,529,586 <sup>[1]</sup>	5,308,586	57.57%
	Spring	<u>6,267,000</u>	<u>11,023,497</u>	<u>4,756,497</u>	<u>75.90%</u>	<u>8,293,000</u>	<u>5,652,150</u>	<u>8,293,000</u> <sup>[2]</sup>	0	0.00%
	<b>Sub-Total Out-of-State Tuition</b>	<b>13,757,000</b>	<b>23,972,614</b>	<b>10,215,614</b>	<b>74.26%</b>	<b>18,022,000</b>	<b>21,301,564</b>	<b>23,942,413</b>	<b>5,920,413</b>	<b>32.85%</b>
<b><u>International Tuition</u></b>										
	Summer	724,000	1,262,568	538,568	74.39%	757,000	1,374,875	1,374,875 <sup>[1]</sup>	617,875	81.62%
	Fall	6,096,000	9,868,044	3,772,044	61.88%	6,829,000	10,491,483	10,491,483 <sup>[1]</sup>	3,662,483	53.63%
	Spring	<u>5,703,000</u>	<u>8,969,163</u>	<u>3,266,163</u>	<u>57.27%</u>	<u>6,252,000</u>	<u>1,374,875</u>	<u>6,252,000</u> <sup>[2]</sup>	0	0.00%
	<b>Sub-Total International Tuition</b>	<b>12,523,000</b>	<b>20,099,775</b>	<b>7,576,775</b>	<b>60.50%</b>	<b>13,838,000</b>	<b>13,241,232</b>	<b>18,118,358</b>	<b>4,280,358</b>	<b>30.93%</b>
<b>TOTAL TUITION</b>		<b>151,967,200</b>	<b>181,017,587</b>	<b>29,050,387</b>	<b>19.12%</b>	<b>163,426,200</b>	<b>153,480,214</b>	<b>181,160,984</b>	<b>17,734,784</b>	<b>10.85%</b>
<b>Application Fee</b>		2,294,000	3,426,555	1,132,555	49.37%	2,294,000	3,450,425	3,450,425 <sup>[1]</sup>	1,156,425	50.41%
<b>TOTAL APPLICATION FEE</b>		<b>2,294,000</b>	<b>3,426,555</b>	<b>1,132,555</b>	<b>49.37%</b>	<b>2,294,000</b>	<b>3,450,425</b>	<b>3,450,425</b>	<b>1,156,425</b>	<b>50.41%</b>
<b>TOTAL</b>		<b>154,261,200</b>	<b>184,444,142</b>	<b>30,182,942</b>	<b>19.57%</b>	<b>165,720,200</b>	<b>156,930,639</b>	<b>184,611,409</b>	<b>18,891,209</b>	<b>11.40%</b>

[1] Term estimates are based on actual revenues.

[2] Term estimates are based on budgeted revenues.

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

<b>2017/18 Beginning Base Budget Reserve Balance</b>	<b>1,588,256</b>
BL Allocations	10,596,000
BL Mandatory Costs	(17,346,000)
Campus Revenue Adjustments	11,459,000
SDSU Compensation Pool - Surplus Base (projected vs actual bargained increases)	2,500,000
<b>2017/18 Base Budget Reserve</b>	<b>8,797,256</b>

**2017/18 Approved Base Funding Requests**

**Academic Affairs**

Tenure-Track Faculty Hiring	PBAC 4/27/2017	(1,500,000)
Tenure and Promotion	PBAC 4/27/2017	(399,055)
Library Funding	PBAC 4/27/2017	(100,000)
CES-Funded Faculty	PBAC 4/27/2017	(271,000)
IVC Operations Budget	PBAC 4/27/2017	(20,000)
Instructional Student Assistants	PBAC 4/27/2017	(500,000)
University Graduate Fellowship (UGF)	PBAC 4/27/2017	(500,000)
Supplemental Instruction	PBAC 4/27/2017	(245,000)

**Student Affairs**

EOP Summer Bridge	PBAC 4/27/2017	(47,000)
International Student Transition & Retention	PBAC 4/27/2017	(110,167)
Peer Commuter Academic Mentoring Program	PBAC 4/27/2017	(250,000)

**Business & Financial Affairs**

Public Safety - CRO	PBAC 4/27/2017	(136,500)
Public Safety - Threat Assessment	PBAC 4/27/2017	(133,160)
Public Safety - Dispatch Equity	PBAC 4/27/2017	(51,000)
Public Safety - SUPA Equity	PBAC 4/27/2017	(36,000)
Emergency Preparedness - Director & OE&E	PBAC 4/27/2017	(200,000)
Facilities Services - Maintenance Contracts	PBAC 4/27/2017	(100,000)
Facilities Services - Buyer/Analyst	PBAC 4/27/2017	(100,000)

**University Relations & Development**

National Branding & Marketing	PBAC 4/27/2017	(150,000)
Planned Giving Marketing	PBAC 4/27/2017	(50,000)

**Institutional**

SSF ARP Coordinator	PBAC 4/27/2017	(82,188)
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<b>Subtotal 2017/18 Approved Base Budget Funding Requests</b>	<b>(4,981,070)</b>
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**2017/18 PENDING Base Funding Requests**

**Academic Affairs**

Faculty Retention	PBAC 12/14/2017	(550,000)
AVP - IT	PBAC 12/14/2017	(130,000)
EAB Personnel	PBAC 12/14/2017	(145,000)
EO 1110 Base Costs	PBAC 12/14/2017	(350,000)

**Student Affairs**

ISC Study Abroad Inbound (0.5 FTE)	PBAC 12/14/2017	(51,954)
ISC Study Abroad Outbound (1.0 FTE)	PBAC 12/14/2017	(77,184)

**Business & Financial Affairs**

Additional Custodians (restrooms)	PBAC 12/14/2017	(650,000)
Employee Relations & Compliance Labor Relations Manager	PBAC 12/14/2017	(127,500)

**University Relations & Development**

Development Officer	PBAC 12/14/2017	(37,500)
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**Institutional**

EIS - Maintenance to APPA Level 3	PBAC 12/14/2017	(61,000)
EIS - Maintenance to APPA Level 2	PBAC 12/14/2017	(185,500)
EIS Staff	PBAC 12/14/2017	(37,500)
Senate Staff Support	PBAC 12/14/2017	(72,000)

<b>SubTotal 2017/18 PENDING Base Funding Requests</b>	<b>(2,475,138)</b>
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<b>2017/18 Estimated Base Budget Reserve Balance</b>	<b>1,341,048</b>
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2017/18 Target Unallocated Base Budget Reserve	(4,000,000)
<b>2017/18 Estimated Base Funding Available for Investment in the University</b>	<b>(2,658,952)</b>

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

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

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

**2017/18 PENDING One-Time Funding Requests**

**Academic Affairs**

Spring FTES Funding	PBAC 1/18/2018	(2,940,000)
Biology Lab Renovations	PBAC 1/18/2018	(2,950,000)
Physics Lab Renovations	PBAC 1/18/2018	(1,000,000)
Other Classroom Renovations	PBAC 1/18/2018	(1,000,000)
Advising Staff (3 years)	PBAC 1/18/2018	(2,520,000)
Enrollment Services - Application Evaluator (3 years)	PBAC 1/18/2018	(250,000)
IT Staff	PBAC 1/18/2018	(200,000)
EO 1110 Costs	PBAC 1/18/2018	(150,000)

**Business & Financial Affairs**

Radio Equipment Replacements	PBAC 1/18/2018	(307,000)
Records Support/Crime Analyst	PBAC 1/18/2018	(90,000)
Access Control Review (3 years)	PBAC 1/18/2018	(141,000)

**University Relations & Development**

Donor Database Conversion	PBAC 1/18/2018	(750,000)
Web Communication Technology (3 years)	PBAC 1/18/2018	(150,000)

**Institutional**

IVC Renovation	PBAC 1/18/2018	(400,000)
IVC Security (3 years)	PBAC 1/18/2018	(300,000)
IVC North Classroom	PBAC 1/18/2018	(200,000)
Painting	PBAC 1/18/2018	(500,000)
ECCC	PBAC 1/18/2018	(500,000)
Bonus \$650	PBAC 1/18/2018	(450,000)

**SubTotal 2017/18 PENDING One-Time Funding Requests**

**(14,798,000)**

**2017/18 Funding Sources [b]**

2017/18 Student Success & Completion/Graduation Initiatives	744,000
Estimated Tuition and Fee Revenues over Budget (Sum/Fall Only)	17,734,784
Estimated Tuition and Fee Revenues over Budget (Spring/Application Only)	1,156,425
Estimated One-Time Carry-forward of Base Budget Reserve	1,341,048

**2017/18 Estimated One-Time Reserve Balance**

**2,055,152**

2017/18 Target Unallocated One-Time Budget Reserve

**(8,000,000)**

**2017/18 Estimated One-Time Funding Available for Investment in the University**

**(5,944,848)**

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

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

## SDSU Multi-Year Budget Plan

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

### SDSU Multi-Year Budget Plan

#### Institutional One-time Reserve

	2014/15	2015/16	2016/17 (B 2016-02)	2017/18 (B 2017-03)	2017/18 (B 2017-05)
<b>Beginning Balance</b>	<b>10,844,769</b>	<b>9,065,498</b>	<b>9,986,199</b>	<b>15,337,595</b>	<b>15,337,595</b>
Unallocated Institutional Base Reserve	2,675,762	5,200,077	1,588,256	712,186	1,341,048
Encumbered for Future Year AA Faculty hires - available for 1-time use in Current Year	2,300,030	1,500,000	1,500,000	-	-
GF Base Compensation (15/16) withheld by CO - Faculty (2% )			2,424,000		
Student Success & Completion/Graduation Initiatives			254,000		744,000
2016/17 Student Success (\$35M CSU)			1,650,000		
Est. Fee Revenues over Budget (Sum/Fall)	21,566,615	13,910,518	15,248,090	11,500,000	17,734,784
Est. Fee Revenues over Budget (Spr/application)		12,668,170	14,934,851		1,156,425
<i>PBAC Allocations:</i>					
Divisional Allocation					
AA Strategic Initiatives	(850,000)	(3,391,000)	(10,349,600)	(6,544,000)	(6,544,000)
AA Critical Support Needs	(3,118,428)	(4,169,032)	(4,679,508)	(4,803,700)	(4,803,700)
SA Strategic Initiatives	(137,810)	(451,000)	(1,530,749)	(1,300,000)	(1,300,000)
SA Critical Support Needs		-		(208,000)	(208,000)
BFA Strategic Initiatives	(380,000)	(38,000)	(5,000)	-	-
BFA Critical Support Needs	(500,000)	(218,732)	(103,000)	(390,000)	(390,000)
URD Strategic Initiatives	(595,000)	(450,000)	(300,000)	(100,000)	(100,000)
URD Critical Support Needs		-		-	-
Instit Strategic Initiatives	(1,250,000)	(1,250,000)	(1,250,000)	(750,000)	(750,000)
Instit Critical Support Needs	(1,777,000)	(1,900,000)	(2,430,000)	(5,365,000)	(5,365,000)
Encumbered for 2014/15 AA faculty start-up					
Encumbered for 2015/16 AA faculty start-up	(2,240,000)				
Encumbered for 2016/17 AA faculty start-up		(1,617,000)			
10/16/14 PBAC Allocation	(3,043,440)				
12/11/14 PBAC Allocation	(5,075,000)				
2/12/15 PBAC Allocation	(855,000)				
4/16/15 PBAC Allocation	(8,500,000)				
11/19/15 PBAC Allocation		(10,531,500)			
2/25/16 PBAC Allocation		(6,220,000)			
4/14/16 PBAC Allocation		(2,121,800)			
2/16/17 PBAC Allocation			(5,402,059)		
<b>2/16/17 PBAC Allocation - HOLD for 17/18 Funding Gap</b>			<b>(5,000,000)</b>		
4/13/17 PBAC Allocation			(1,300,000)		
Project Balances for Completed PBAC Projects			102,115		
Pending Base Request PBAC 1/18/2017					(14,798,000)
<b>Unallocated One-Time Reserve</b>	<b>9,065,498</b>	<b>9,986,199</b>	<b>15,337,595</b>	<b>8,089,081</b>	<b>2,055,152</b>
Target Unallocated One-Time Reserve		(8,000,000)	(8,000,000)	(8,000,000)	(8,000,000)
<b>Est. One-Time Funding Surplus/(Deficit) from Target Reserve</b>		<b>1,986,199</b>	<b>7,337,595</b>	<b>89,081</b>	<b>(5,944,848)</b>

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

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

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



SDSU  
Additional FY1718 1X Requests (Proposed)

Divisions		Proposed	Jan 18 Requests	Roll-over FY 18/19	Expected FY1819 Requests
(1) Additional FY17/18 requests					
AA	Spring FTES funding	2,940,000	2,940,000		2,800 FTES are not base funded. 1X fund will hire 63.6 (FTEF) lecturers assuming class size of 44 and salary/benefits at 92K. More info in detailed write-up. This is the spring allocation.
	Biology labs renovations	2,950,000	2,950,000		Four lab renovations in North Life Sciences . See attached for more details
	Physics labs renovations	1,000,000	1,000,000		Upgrades and modernization primarily lab equipment of four labs. See attached for more details
	Other classroom renovation	1,000,000	1,000,000		Upgrades/renovation of instructional spaces. See attached for more details
	Advising staff (3 years funding)	2,520,000	2,520,000		Seven 12-month advising positions to be distributed to colleges on a competitive basis
	Enrollment Services - Application Evaluator (3 years)	250,000	250,000		Application evaluation unit support person plus travel support for non-resident enrollment.
	IT staff	200,000	200,000		Meet IT needs such as website update
	EO 1110 1X costs	150,000	150,000		Support development of new courses via assigned time to faculty
BFA	University police:				
	Radio Equipment replacements	307,000	307,000		SDSU is a partner of the Regional Communication Systems (RCS) and must be compliant with the new radio system referred to as P25. The upgrade must be completed by mid 2018
	Records support/crime analyst (1 year)	90,000	90,000		The position was eliminated in 2009. Currently dispatchers work overtime to fulfill the responsibilities. 40% of this position will focus on records work. 60% will focus on crime statistics analysis and social media analysis to support Intelligence Led Policing.
	Access control Review (3 year)	141,000	141,000		Add a position which will allow for in depth review of access control technology in order to improve safety/security and efficiency on campus. For example, more than 40 buildings still rely on hard key access which is inconsistent with best practices with respect to emergency preparedness.

Divisions		<u>Proposed</u>	<u>Jan 18 Requests</u>	<u>Roll-over FY 18/19</u>	<u>Expected FY1819 Requests</u>
	Escort program (3 year)	150,000			To increase resources in order to meet the increasing demand of the escort program. There are 150,000 several proposals being discussed. Delay to 1819
SA	ADA Mandatory Accommodation	250,000			250,000 Funding gap for accommodations for deaf and hard of hearing students
URAD	Donor data base conversion	750,000	750,000		The existing University donor database will no longer be serviced and is required to be replaced prior to beginning the next Campaign. URD is requesting half the funding and TCF is offering to fund the other half of the cost.
	Web communication technology (3 years)	150,000	150,000		Marketing and Communications needs this inbound marketing software platform which helps us attract visitors, convert leads, and close stakeholders (ie donors, alumni, students).
Institutional	IVC - Renovation	400,000	400,000		IVC admin refresh, faculty west refresh and removal of modulars and site restoration.
	IVC security - 3 years of \$100K	300,000	300,000		Increase the hours of providing unarmed security services in Callexico and Brawley. See detailed write-up for other higher cost options.
	IVC North Classroom	200,000	200,000		Project addresses exterior and interior building deficiencies caused by the 2010 earthquake. \$1,822,000 funded by CSU, balance \$200,000 is required campus contribution to project.
	Painting	500,000	500,000		Support additional painting (North & South Art complex, Engineering bldg, heavily trafficked interiors)
	ECCC	500,000	500,000		Focus on ADA issues
	Bonus \$650	450,000	450,000		50% of bonus payments in FY1718 per CBA. 50% will be funded by CSU
Total requests		15,198,000	14,798,000	0	400,000

## AA Requests for One-Time Funds Allocation for 2017/18

Enrollment Growth in AY 2016-17 (1400 FTES) \$2,940,000

In AY 2016-2017, student enrollment grew by 2800 FTES above the already (base) funded enrollment. Marginal costs of this additional (not funded) enrollment is \$5.88M, assuming that 63.6 lecturers were needed to teach additional sections with 44 students in each section and each lecturer's cost (salary plus benefits) \$92K. Half of the total \$5.88M cost (1400 FTES) was funded in the first round of PBAC allocations for FY 2017/18 made in April 2017, when it was agreed that a second half was to be requested for Spring 2018. This represents a request for the second half of the funding needed to cover marginal costs of the remaining 1400 unfunded FTES.

Biology Instructional Laboratories Renovation \$2,950,000

Funds are requested to renovate four spaces in the North Life Sciences building (NLS 122, NLS 126, NLS 218, NLS 219), which house multiple instructional laboratories. Specifically, these spaces are used for laboratory portions of five undergraduate courses (Biol 101, Bio 203, Biol 204, Biol 215, Biol 354) and three 500-level courses (Biol 526, Biol 568, Biol 597A). In recent years, these laboratory courses are taken by over 2,500 students, most of whom are biology majors but also students from the College of Health and Human Services majoring in Kinesiology and Nursing. Importantly, all majors have seen significant enrollment growth in the recent years, which necessitates additional laboratory sections.

All four spaces have been only minimally modified since NLS was built in the 1960s and either do not meet or barely meet current requirements for biology laboratory space. As a result, major renovation is needed, which among others, will include reconfiguration to expand capacity, ceiling replacement, cabinetry, redesign to accommodate computer workstations, and in two cases, installment of a running sea water system needed to provide life support systems to a multitude of live marine organisms examined in the laboratories (all costs apply to construction). The purpose of these renovations is two-fold: Brining biology instructional laboratories up to contemporary standards and greater space functionality. The latter includes expanding capacity to offer additional laboratory sections, especially in NLS 122 and NLS 218, as well as more efficiency in the computer laboratory.

Physics Instructional Laboratories Upgrade \$1,000,000

Funds are requested to upgrade and modernize four instructional laboratories associated with the following physics courses: PHYS 182A, 182B, 195L, and 196L. The primary resource required is in procuring new laboratory equipment as the existing equipment is woefully dated. Additional needs include 48 laboratory stations (across the four aforementioned laboratories), computers, a special interface for data collection and "smart classroom" upgrades. The purpose of the proposed modernization is two-fold : Improving instruction through a more efficient teaching of concepts and skills needed across majors and increasing capacity, both of which should ultimately facilitate students' graduation and preparation for workforce and/or further educational development.

The proposed upgrades and modernization will improve instruction for about 3000 students per year. Importantly, students who take foundational with a laboratory component in physics come from many majors in the College of Sciences and the College of Engineering. With the estimated \$1M cost of the

proposed modernization, which should be functional for the next ten year or so, on a per capita basis, the cost amounts to roughly \$33 per student.

Other Instructional Space Renovations \$1,000,000

Needs for upgrade/renovation of instructional spaces are best illustrated by recent requests for \$7.8M, which AA units submitted in the Fall 20-17 Supplemental Funding cycle. Of the \$7.8M requested, AA was able to fund \$2.2M from its reserves, leaving many needs unmet. Thus, funds are requested to respond to the most urgent of the existing needs for instructional space upgrades to purchase instructional equipment, including computers in instructional laboratories, furniture, and/or whiteboards.

Advising staff (3-year funding) \$2,520,000

Academic advising is a critical component of students' experience, essential for their success and timely graduation. Whereas some advising structure exists in all colleges, it is uniformly lacking in staff. Thus, funds are requested for three years of funding for eight 12-month advising positions, each at \$105K, which reflects a full-time average lecturer's salary plus benefits. These positions, at varying appointment levels (e.g., .2, .5, 1.0) will be distributed among all colleges on a competitive basis, which would include advising needs assessment (e.g., number of majors, current advising staff and services).

Application Evaluator in Enrollment Services (3-year funding) \$250,000

The number of non-resident admission applications continues to increase (+700 since 2015). These applications require a specialized review. Additionally, the timeliness of the review is critical. Currently, out-of-state students are admitted in December (rather than March) to allow the recruitment team time to engage and convert admits to enrollees. This request is for three years of funding for one Application Evaluation Unit support person (\$225K for salary and benefits). Additionally, one-time funding of \$25K is requested to cover the costs of travel to expanded territories for visits to high school, including private high schools with high international non-resident enrollment within the USA, NACAC fairs, and possible receptions.

IT Technical Support \$200,000

AA needs for IT support have grown exponentially as we approach realization of our strategic goal of hiring 300 new TT faculty. The most immediate needs include web-developer and help-desk support to enable our new faculty but also current faculty to set up their operations, including faculty web-pages with updated information about their research and creative endeavors, including student involvement in faculty scholarship, and teaching. The requested funds, which amount to three positions at \$45K+ benefits for one year, will be distributed to colleges on a competitive basis at varying appointment levels (e.g., 2, .5, 1.0) to address the most urgent web-developer and help-desk needs.

EO 1110

\$150,000

Implementation of the EO 1110 requires curriculum changes and development of new for-credit courses for those students who need additional support for successful completion of the written communication and mathematics/quantitative reasoning requirements. Funds are requested to support development of new courses via assigned time to faculty, revision of diagnostics, faculty learning communities, workshops to train faculty to teach newly developed courses, professional development and conference travel related to the issues pertinent to EO 1110.

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

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### **ONE-TIME FUNDING REQUESTS:**

#### **Radio Equipment Replacements - \$307,000**

This replaces 24 mobile (vehicle) police radios, 6 mobile (vehicle) parking radios, 2 portable (handheld) parking radios, 2 console radios (used for back-room recording) and 3 dispatch radio consoles (used by dispatchers to dispatch from the Communications Center). As a current partner with the Regional Communications System (RCS), our agency must be compliant with the new radio system referred to as P25. These equipment upgrades are a necessity and are required to be completed by mid to late 2018. After these required radio equipment purchases University Police, in collaboration with their divisional budget coordinator, are establishing a phased radio equipment replacement plan to lessen the fiscal impact of such costs.

#### **Crime Analyst Specialist – Records Division (1 year) - \$90,000**

(includes salary plus benefits @50%)

This position was eliminated around 2009 in response to the financial crisis. Nearly 8 years later, this position remains unfilled. Currently, dispatchers work overtime on a regular basis (approx. 30-45 hours a week) assuming these records duties. This position will focus 40% on records work, such as: crime report preparation for District Attorney case filings, PRA's, subpoenas, managing body worn camera digital evidence requests, maintaining statistical data for monthly reports to DOJ, FBI, and the CO, and providing a back-up/redundancy to our only property and evidence clerk.

Additionally, 60% of this position will include analyzing crime statistics and crime trends in order to provide current and relevant data to the patrol and administrative lieutenant to operationalize crime mitigation strategies consistent with intelligent led policing (ILP). Currently, we have no mechanism or position to provide this crucial data/information in an effort to help patrol teams address crime-related and quality of life issues impacting our community.

Likewise, we currently lack resources to utilize open source information (social media and other programs) that contribute to our safety and security assessments and analysis with respect to events and venues. In other words, this position's focus would include researching and evaluating known threats and allowing for police planning with respect to predicting and preparing for potential threats to group organizers, participants, and sponsors. The crime analyst position is now considered a best practice given our changing threat landscape.

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

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### **Access Control Systems Holistic Technology Review (3 year) - \$141,000**

(includes salary plus benefits @50%)

The campus Access Control Coordinator is currently responsible for Access Control and Key Issue for the entire campus community. This includes managing the actual access control systems and software, policies and procedures related to access control, and serving customers at the walk-up windows in the office. The Access Control and Key Issue office is currently staffed with part-time students who provide service to customers requesting keys and/or swipe card access to campus buildings. The responsibilities and service needs of this division are rapidly growing with the steady increase of campus improvements and expansions.

As with any technology, many advances have been realized in the area of Access Control. With the addition of this position, the Access Control Coordinator position will be better suited to shift its focus toward an extensive and thorough examination of new technology related to Access Control, both improving safety/security and efficiency.

Currently, more than 40 campus buildings out of 90 campus buildings still rely on hard key access and are not on swipe card access. This creates a dynamic that is inconsistent with best practices with respect to emergency preparedness, building lockdowns, and responses to a variety of other emergency preparedness criteria, including active shooters. Part of the technology review will include what systems exist that will allow the entire campus to operate via swipe access and become less reliant on hard key access. The requested position will also allow for the exploration and identification of the best avenue for employing technology for tracking and issuing hard keys. Currently, the Access Control Office underutilizes possible technological solutions. This potentially creates longer-term cost saving measures by streamlining positions and processes via the use of good, sound technology.



## **University Relations & Development Request for Donor Database Conversion Assistance**

**One-Time Support Requested from PBAC: 750,000**  
**TCF Provided Support: 750,000**  
**Total Estimated Cost of Conversion: 1,500,000**

The existing donor database managed by University Relations & Development is a critically important tool that manages the entire fundraising activity for SDSU. The system currently tracks around 755,000 entities, including 452,000 alumni and over 171,000 donors. The existing system has been in place for over twenty years now and has come to the end of its useful life. The current platform is no longer being enhanced with new features or evolving industry standards and due to this we are falling behind in our technical capabilities to fundraise.

It is critical for this conversion to take place immediately so that the new database can be up and running before the next Campaign begins. The continued success of fundraising for SDSU relies on this conversion.

This one-time request fits both a critical support need for the University as well as supporting the strategic plan initiatives.





**Division of University Relations and Development  
Department of Marketing and Communications**

**Overview of Marketo: Marketing Automation Software Tool**

**One-Time Support Request of \$150,000 (Three year funding at \$50,000/year)**

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**Recommendation**

Marketing and Communications (MarComm) recommends the selection of **Marketo** as its *marketing automation software*. MarComm will serve as the principal vendor relationship manager and will be trained to utilize this platform as it leads the planning, coordination and implementation of integrated marketing and communication strategies that support the mission of SDSU.



Additionally, MarComm recommends this platform to be utilized as a central marketing automation tool across campus and leveraged by key stakeholders.

**Situation Analysis**

Currently, we update a web page, send an email, post to social media and manage events in separate tools with limited analytics and then manually deduce how successful (or not) a particular content campaign or effort is with a certain target audience.

Marketo gives us the ability to customize web landing pages with calls to action, automate email marketing campaigns based on web traffic and behavior, post and measure social media efforts, and sync all event engagement together in a truly integrated way from one place.

**What is Marketo?**

Marketo is a leading marketing automation software platform across industries that helps clients attract visitors, convert leads, and engage/close customers. Recognized as a leader in the industry by Gartner, Forrester, and SiriusDecisions, Marketo's suite of products and solutions include:

- Marketing automation
- Lead management
- Account-based marketing
- Email marketing
- Mobile marketing
- Social marketing
- Digital ads management and tracking
- Web campaigns, landing pages, and tracking
- Event and engagement management

## The Importance of Inbound Marketing and Marketo



Inbound marketing is a marketing strategy that involves the creation and distribution of relevant content that your audience will find valuable, and is employed with specific goals in mind. In other words, instead of selling a product, service, or, in our instance, a college or university education through traditional advertising methods that you push out to a target audience, *you produce and publish a range of content that people want to find—because it provides real value to them and meets their immediate needs.*

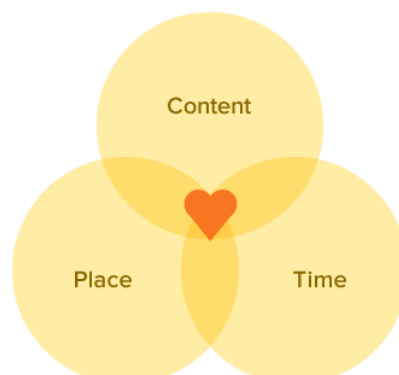
### What Content Looks Like

- Online newsletters
- Social media posts
- Surveys
- Webinars
- Videos
- Whitepapers
- Emails
- Blog posts
- Infographics
- Microsites
- Guides
- Ebooks

### Where Our Audience Might Find Our Content

- On our website
- On our landing pages
- In emails sent to our audience
- On our social streams
- On national, regional, and international publication's website
- As a guest post on a blog site
- On paid advertising

By publishing the ***right content in the right place at the right time***, our marketing becomes relevant and helpful to our audience, not interruptive.



## Institutional – 2017/18 Budget Requests

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### **ONE-TIME FUNDING REQUESTS:**

#### **IVC Renovation - \$400,000**

Student Affairs at SDSU-IV provides centralized services and programs to include: academic advising, international programs, Associated Students, Student Health Services, Career Services, Veterans Services, Student Life and Leadership, Students Rights and Responsibilities, Testing, Financial Aid and Scholarships, Transfer Center, Enrollment Services, Imperial Valley University Partnership, Student Disability, and EOP. Student Affairs was housed in 3-piece 15 year-old modular building. The building was out of compliance for ADA access and emergency exits, had serious structural deficiencies (as noted by SD Campus personnel), and persistent roof leaks. The design of the interior space was not as functional as it could be to best support the services provided to students. The goal of this request is to fund the Student Affairs unit with new space that addresses these issues to help provide better services to students. This request includes a refresh of the Administration Building and the Faculty West Office Building to accommodate relocation of Student Affairs staffing, removal of existing modular buildings and site restoration.

#### **IVC Security (3 years) - \$300,000**

Prior to the summer of 2017, SDSU IV unarmed security monitoring services costs totaled \$32,000 a year (Calexico 34 hours a week at \$22,000 and Brawley 15-20 hours a week at \$10,000). Services in Calexico were typically Monday to Thursday 4:30 pm to 10:30 pm, Friday 5:00 pm to 9:00 pm, and Saturday 7:30 am to 12:30 pm. Services in Brawley were typically 5:30 pm to 10:30 pm, Monday to Thursday as needed dependent on the scheduling of classes.

IVC has a Purchase Order with the security company and pays on a monthly basis based on services rendered. IVC typically uses monies from the rental accounts to cover this expense. Given they had to increase security services this past summer and current fall semester, they will have expended all \$32,000 by the end of the month in December.

Faculty, staff, students and administrators have shared with the Dean their concerns as it relates to their safety on campus. They have had issues (unruly and at time aggressive non-SDSU visitors; members of public insisting staff hand over university equipment that 'belongs' to them; students wanting to be walked to car; students being asked for money; unruly former students visiting campus; etc.) over this time period which requires an increase in security services. For Calexico, IVC is requesting services be provided Monday to Thursday 6:00 am to 10:30 pm, Friday 6:00 am to 9:00 pm, and Saturday from 7:30 am to 5:30 pm. For Brawley IVC is requesting services be provided Monday to Thursday 12:00 to 10:30 pm.

After considering different options it is recommended to continue hiring an unarmed monitoring services provided by a private company (annual cost less IVC's current budget of \$26,000 = \$100,000 annually).

## Institutional – 2017/18 Budget Requests

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### **IVC North Classroom - \$200,000**

The IVC North Classroom project addresses exterior and interior building deficiencies caused by the 2010 earthquake. After initial investigation, it was determined the most cost effective option was to repair the existing structure. The project is in design and renovation to other building systems and finishes is being evaluated to determine what level of renovation can be accomplished within the project budget. The total project budget is \$2,022,000 with \$1,822,000 funded by the CSU and the balance \$200,000 is the required campus contribution to the project.

### **Painting - \$500,000**

A significant number of buildings have been painted and there remain a handful of buildings left to paint. In addition, this funding has made it possible to paint common area spaces such as hallways, stairwell, lobbies and classrooms. Painting has also been accomplished on exterior handrails and benches which add to the refreshed look of the outside campus environment. Through the remaining FY17/18 year, FS plans on painting the Education Business Administration, North Life Sciences, Music and Facilities Services buildings thus adding to the overall look of the campus showing students, staff and visitors alike how beautiful the SDSU campus truly is.

With an additional \$500,000, FS plans to paint the North and South Art complex and the Engineering building. The Art complex can be seen from the I8 freeway and is in need of a refresh. The Engineering building is adjacent to the soon to be completed Engineering Interdisciplinary Sciences or EIS building. The Engineering building is in need of painting and will be made more apparent next the new EIS building.

As with the previous year, effort will be spent in the heavily trafficked interior areas such as classrooms, hallways, labs, stairwells and restrooms. When this program was started, attention to the interior areas was performed. These areas have experienced up to four years of heavy use and now require repainting.

The in-house capacity to perform this painting has been supplemented with temporary painters. During FY16/17 period, FS used two PBAC funded painters to perform the interior painting work. FS plans to continue this strategy in FY17/18 and focus the work of these painters to interior areas.

## Institutional – 2017/18 Budget Requests

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### **ECCC - \$500,000**

This allocation will accomplish a variety of barrier removals across the campus and will augment projects to leverage other funds for infrastructure improvements.

#### **Campus Wide Site Access**

Repair or replace pavers along Centennial Mall which are causing barriers.

Design and preconstruction for second path of travel identified in the campus survey.

#### **Campus Map Improvements**

Improve accessibility of map through new functionality such as voice navigation.

The specific scope of each of these projects will be coordinated with the campus groups below to both ensure major issues are identified and prioritized, as well as the ensuring the specific projects accomplished address immediate priority needs for campus access.

- Enhanced Campus Climate and Culture for Persons of Varying Abilities working group (ECCC), which is also working on surveys, training and events related to the current campus culture and awareness
- Disability and Accessibility Compliance Committee
- Student Disabilities Services staff and the Advisory Council

By August, 2018, (ECCC Annual Retreat) we provide an update on projects accomplished with past funding.

### **CSUEU \$650 Bonus - \$450,000**

Following the ratification of the CSUEU collective bargaining agreement by the CSU Board of Trustees, there shall be a one-time bonus payment of \$650 for each employee in active pay status, or on leave, as of the date of ratification. Payment shall be made pro rata for employees in less than full-time (1.0) appointments. The estimated cost of this one-time recognition bonus is \$900,000. The CSU will fund half of this cost and this request is to fund the other half.