



SAN DIEGO STATE
UNIVERSITY


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Tom McCarron
Vice President and CFO

MEMORANDUM

DATE: April 14, 2017

TO: Elliot Hirshman
President

FROM: Tom McCarron 
Chair, President's Budget Advisory Committee

SUBJECT: President's Budget Advisory Committee
Recommendation of April 13, 2017

Attached is the recommendation from the President's Budget Advisory Committee (PBAC) meeting of April 13, 2017 for approval of spring 2016/17 divisional one-time funding requests totaling \$1,300,000.

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

If you have any questions, please let me know.

Attachments

PRESIDENT'S BUDGET ADVISORY COMMITTEE
April 13, 2017

RECOMMENDATION

Approve 2016/17 One-time funding requests:

Academic Affairs

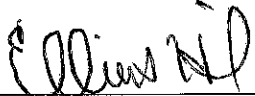
Advancing Student Success through Data-Informed Advising Initiative \$800,000

Institutional

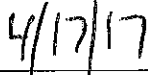
Painting \$500,000

2016/17 TOTAL \$1,300,000

Approved by:



Elliot Hirshman, President



Date

President's Budget Advisory Committee
Meeting Agenda
April 13, 2017
2:00p.m. @ MH-3318

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

- II. Information Item**
 - 2017/18 Budget Update
 - 2016/17 Revised PBAC Calendar (Attachment 1)

- III. Reports**
 - 2016/17 Revenues (Attachment 2)
 - 2016/17 Base Reserves (Attachment 3)
 - 2016/17 One-Time Reserves (Attachment 4)
 - Multi-Year Budget (Attachment 5)

- IV. Watch List**
 - Master Plan Costs
 - Unfunded Compensation Items
 - Campus Projects

- V. 2016/17 Funding Requests/Vote**
 - 2016/17 1x Request – AA (Attachment 6)
 - 2016/17 1x Request – INSTIT (Attachment 7)

- VI. 2017/18 Funding Requests**
 - 2017/18 SA Budget Proposals (Attachment 8)
 - 2017/18 URAD Budget Proposals (Attachment 9)

- VII. New Business**

- VIII. Reminder**
 - Next Meeting Date – April 27, 2017 at 2:00 p.m. in MH 3318

**PBAC
 2016-2017 Schedule**

Scheduled	Scheduled	Scheduled	Scheduled	Scheduled
Call for PBAC Agenda Items	BRAT Tuesdays @ 3:00 AD 225	Meeting Materials to AR&P - PBAC	AR&P Tuesdays @ 2:00 AD 225	PBAC Thursdays @ 2:00 MH 3318
August 29	September 6	September 9	September 13	September 15
September 12	September 20	September 23	September 27	September 29
September 26	October 4	October 7	October 11	October 13
October 24	November 1	November 4		November 10
November 28	December 6	December 9	November 29 December 13 (hold)	December 15 (hold)
January 9	January 17	January 20		January 26
January 30	February 7	February 10	January 31 February 14	February 16
February 27	March 7	March 10	February 28 March 14	March 16
March 13	March 21	March 24	March 28	March 30
March 27	April 4	April 7	April 11	April 13
April 10	April 18	April 21	April 25	April 27
April 24	May 2	May 5		May 11
May 8	May 16	May 19	May 16	May 25
May 15	May 23 (hold)	May 26	May 30 (hold)	June 1 (hold)
May 22	May 30 (hold)	June 2	June 6 (hold) June 13 (hold)	June 8 (hold)

Aug 22 - First day of Fall semester
 Aug 29 - First day of Fall classes
 Sep 21- Fall Census
 Jan 17 - First day of Spring semester
 Jan 18 - First day of Spring classes
 Feb 26- Spring census
 Mar 27 - 31 - Spring Break
 Division Presentations (URD, SA)
 Division Presentations (AA, BFA)
 May 4 - Last day of Spring classes
 2017/18 Allocation Vote
 May 8-11 - Commencement Days

SAN DIEGO STATE UNIVERSITY
2016/17 Revenue Estimates
As of April 13, 2017

	2015/16 Budget	2015/16 Actual	Over/(Under) Budget	% Over/(Under) Budget	2016/17 Budget	2016/17 Year to Date 4/4/2017	2016/17 Term End Estimate	Over/(Under) Budget	% Over/(Under) Budget
Basic Tuition Fee - Resident									
Summer	8,683,000	8,896,638	213,638	2.46%	7,969,000	7,732,475	7,732,475	(226,525)	-2.85%
Fall	73,766,000	75,272,814	1,507,814	2.04%	75,204,000	75,974,831	75,974,831	770,831	1.02%
Spring	67,526,000	69,103,275	1,577,275	2.34%	68,192,000	66,061,170	68,399,000	207,000	0.30%
Sub-Total Basic Tuition - Resident	149,974,000	153,272,726	3,298,726	2.20%	151,355,000	149,768,476	152,106,306	751,306	0.50%
Tuition Fee Discounts	(40,951,800)	(40,951,800)	0	0.00%	(41,243,800)	(41,243,800)	(41,243,800)	0	0.00%
Net Basic Tuition - Resident	109,022,200	112,320,926	3,298,726	3.03%	110,111,200	108,524,676	110,862,506	751,306	0.68%
Basic Tuition Fee - Non-Resident									
Summer	733,000	1,470,625	737,625	100.63%	983,000	1,532,681	1,532,681	549,681	55.92%
Fall	7,169,000	10,979,946	3,810,946	53.16%	7,662,000	11,964,478	11,964,478	4,292,478	56.02%
Spring	6,542,000	9,958,918	3,416,918	52.23%	6,931,000	10,178,518	10,485,000	3,554,000	51.28%
Sub-Total Basic Tuition - Non-Resident	14,444,000	22,409,489	7,965,489	55.15%	15,576,000	23,665,677	23,972,159	8,396,159	53.90%
Out-of-State Tuition									
Summer	485,000	731,127	246,127	50.75%	487,000	812,128	812,128	325,128	66.76%
Fall	6,634,000	10,505,131	3,871,131	58.35%	7,003,000	12,141,488	12,141,488	5,138,488	73.38%
Spring	5,890,000	9,400,585	3,520,585	59.87%	6,267,000	10,510,566	10,768,000	4,501,000	71.82%
Sub-Total Out-of-State Tuition	12,999,000	20,636,843	7,637,843	58.76%	13,757,000	23,464,183	23,721,626	9,964,626	72.43%
International Tuition									
Summer	827,000	1,085,496	258,496	31.26%	724,000	1,260,336	1,260,336	536,336	74.08%
Fall	5,879,000	9,143,743	3,264,743	55.53%	6,096,000	9,841,640	9,841,640	3,745,640	61.44%
Spring	5,528,000	9,554,761	3,026,761	54.75%	5,703,000	6,225,502	8,738,000	3,035,000	53.22%
Sub-Total International Tuition	12,234,000	18,784,001	6,550,001	53.54%	12,523,000	17,327,478	19,839,976	7,316,976	58.43%
TOTAL TUITION	148,699,200	174,151,258	25,452,058	17.12%	151,967,200	172,982,014	178,396,267	26,429,067	17.39%
Application Fee									
TOTAL APPLICATION FEE	2,294,000	3,420,630	1,126,630	49.11%	2,294,000	3,410,770	3,410,770	1,116,770	48.68%
TOTAL	150,993,200	177,571,888	26,578,688	17.60%	154,261,200	176,392,784	181,807,037	27,545,837	17.86%

[1] Term estimates are based on actual revenues.

[2] Term estimates are based on SAS Enrollment Report as of 4/4/2017 discounted based on prior year waiver/rollbacks experience.

Base Budget Reserve^[a]

2016/17 Beginning Base Budget Reserve Balance		<u>5,200,077</u>
	BL Allocations	13,780,000
	BL Mandatory Costs	(17,269,000)
	Campus Revenue Adjustments	3,268,000
2016/17 Base Budget Reserve		<u>4,979,077</u>
2016/17 Approved Base Funding Requests		
President's Office		
Academic Affairs	Red Cross Membership PBAC 5/26/2016	(10,000)
	Tenure and Promotion PBAC 5/26/2016	(324,817)
	Tenure Track Faculty Market Equity PBAC 5/26/2016	(70,000)
	Honors College PBAC 5/26/2016	(136,400)
	Library Funding PBAC 5/26/2016	(100,000)
	Zahn Center PBAC 5/26/2016	(200,000)
	Design Think Lab PBAC 5/26/2016	(40,000)
	Research Advancement PBAC 5/26/2016	(300,000)
	Math Learning Center PBAC 5/26/2016	(68,000)
	Arts Alive PBAC 5/26/2016	(27,800)
	Inter-Folio (online faculty recruitment) PBAC 5/26/2016	(70,000)
	MatLabs - Mathworks PBAC 5/26/2016	(60,000)
	Liberal Studies PBAC 5/26/2016	(36,000)
	IVC non-faculty funds PBAC 5/26/2016	(105,000)
	Sage Project PBAC 5/26/2016	(50,000)
	GREW PBAC 5/26/2016	(154,000)
	Undergraduate Summer Research Program PBAC 5/26/2016	(50,000)
	MRI Personnel PBAC 5/26/2016	(388,000)
	IVC Operations Budget PBAC 5/26/2016	(20,000)
	Adobe Software PBAC 5/26/2016	(98,000)
Student Affairs	Assist Director of International Programs PBAC 5/26/2016	(64,547)
	Aztec Mentor Program (AMP) software (Annual) PBAC 5/26/2016	(54,099)
	EOP Learning Support Center PBAC 5/26/2016	(20,000)
	One SDSU Community Program PBAC 5/26/2016	(65,000)
Business & Financial Affairs	Public Safety - Code Compliance Staff PBAC 5/26/2016	(75,000)
	Facilities Services - Second Shift Supervisor PBAC 5/26/2016	(130,800)
	Public Safety - Salary Costs (IRP, Shift Differential, OT) PBAC 5/26/2016	(313,358)
	Public Safety - Clergy and Emergency Services Coordinator PBAC 5/26/2016	(40,000)
	EHS - Industrial and Chemical Hygiene Officer PBAC 5/26/2016	(90,000)
	HR - Background Check PBAC 5/26/2016	(25,000)
University Relations & Development	National Branding & Marketing PBAC 5/26/2016	(100,000)
Institutional	Title IX Student Conduct Investigator PBAC 5/26/2016	(105,000)
Subtotal 2016/17 Approved Base Budget Funding Requests		<u>(3,390,821)</u>
2016/17 PENDING Base Funding Requests		
SubTotal 2016/17 PENDING Base Funding Requests		<u>0</u>
2016/17 Estimated Base Budget Reserve Balance		<u>1,588,256</u>
2016/17 Estimated Base Funding Available for Investment in the University	2016/17 Target Unallocated Base Budget Reserve	(4,000,000)
		<u>(2,411,744)</u>

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

One-Time Reserve [a]

2016/17 Beginning One-Time Reserve Balance

2016/17 Target Unallocated One-Time Budget Reserve

2016/17 One-Time Funding Available for Investment in the University

9,986,199
(8,000,000)
1,986,199

2016/17 Approved One-Time Funding Requests

Academic Affairs

Zahn Center	PBAC 5/26/2016	(80,000)
Writing Center	PBAC 5/26/2016	(50,000)
Arts Alive	PBAC 5/26/2016	(50,000)
Undergraduate Summer Research Program	PBAC 5/26/2016	(150,000)
T/TT Faculty Start-up (Areas of Excellence)	PBAC 5/26/2016	(1,200,000)
Graduate Student Support (Areas of Excellence)	PBAC 5/26/2016	(250,000)
New TT start-up equipment	PBAC 5/26/2016	(3,460,000)
GRF program	PBAC 5/26/2016	(96,000)
Faculty Bridge Funding	PBAC 5/26/2016	(150,000)
Research Faculty Assigned Time	PBAC 5/26/2016	(125,000)
Matching Grant Funds	PBAC 5/26/2016	(400,000)
Competitive Call - Shared Research Equipment	PBAC 5/26/2016	(150,000)
MRI Magnet	PBAC 5/26/2016	(1,500,000)
Summer SMART Technology Upgrades	PBAC 5/26/2016	(400,000)
Laboratory Renovations	PBAC 5/26/2016	(1,300,000)
EDU Technology Initiative for Teachers	PBAC 5/26/2016	(62,000)
Don Powell Sound Shell	PBAC 5/26/2016	(270,000)
GMCS Computer Lab	PBAC 5/26/2016	(69,600)
Replacement LS Server HVAC	PBAC 5/26/2016	(41,000)
Expand Student Research Symposium	PBAC 5/26/2016	(44,000)
Supplemental Instruction / Learning Analytics	PBAC 5/26/2016	(217,000)
Hostler - matching funds	PBAC 5/26/2016	(90,000)
Provost Milestone Award	PBAC 5/26/2016	(100,000)
Visiting Scholars	PBAC 5/26/2016	(75,000)
Recruitment/Retention of Underrepresented Faculty	PBAC 5/26/2016	(20,000)
2015/16 Resident Enrollment (244 FTES)	PBAC 5/26/2016	(459,800)
Non Resident Enrollment (1533 FTES)	PBAC 5/26/2016	(2,909,280)
DUS Student Achievement Initiatives	PBAC 5/26/2016	(52,000)
SDCC Funding	PBAC 5/26/2016	(150,000)
Software Licenses / Altirus Patching	PBAC 5/26/2016	(305,176)
Equip Maintenance Contracts	PBAC 5/26/2016	(300,152)
Library Subscriptions	PBAC 5/26/2016	(300,000)
Accreditation Fees	PBAC 5/26/2016	(203,100)
Enrollment Growth Support (551 res/404 non-res FTES)	PBAC 2/16/2017	(2,133,792)
MRI Magnet	PBAC 2/16/2017	(1,919,379)

Student Affairs

Aztec Mentor Program (AMP) software (Annual)	PBAC 5/26/2016	(13,999)
Aztecs Hiring Aztecs (AHA) Campaign	PBAC 5/26/2016	(108,100)
EOP Renovation	PBAC 5/26/2016	(750,000)
OFAS Renovation	PBAC 5/26/2016	(625,000)
Pride Center and Women's Resource Center Infrastructure	PBAC 5/26/2016	(33,650)

Business & Financial Affairs

Title IX Administrative Support (Student Success)	PBAC 5/26/2016	(5,000)
Title IX Case Management Software (Student Success)	PBAC 5/26/2016	(8,000)
Public Safety Dispatcher	PBAC 5/26/2016	(95,000)

University Relations & Development

National Branding & Marketing	PBAC 5/26/2016	(100,000)
Direct Mail	PBAC 5/26/2016	(100,000)
360 Magazine	PBAC 5/26/2016	(25,000)
Planned Giving Marketing Budget	PBAC 5/26/2016	(75,000)

Institutional

Staff Professional Development (across the University)	PBAC 5/26/2016	(250,000)
Enhancing Campus Climate and Culture (ECCC) Initiatives	PBAC 5/26/2016	(1,000,000)
SDSU Research Foundation	PBAC 5/26/2016	(1,000,000)
Worker's Compensaton	PBAC 5/26/2016	(700,000)
Painting	PBAC 5/26/2016	(500,000)
Campus Duress Phone Upgrade	PBAC 5/26/2016	(30,000)
EBA/College Ave Wall Replacement	PBAC 5/26/2016	(200,000)
Freedom of Expression Task Force	PBAC 2/16/2017	(25,000)
Chiller Plant Critical Repairs (Fowler)	PBAC 2/16/2017	(791,341)
Repair Sewer Line (Aztec Circle/GMCS)	PBAC 2/16/2017	(120,433)
Repair Storm Drain (near Children's Center)	PBAC 2/16/2017	(200,000)
Repair Fume Hood (PSFA)	PBAC 2/16/2017	(142,069)
Campus Lighting (safety)	PBAC 2/16/2017	(45,537)
Manchester Hall Alcove (smoke deterrent)	PBAC 2/16/2017	(24,508)
Reserve for FY 2017/18 Funding Gap	PBAC 2/16/2017	(5,000,000)
SubTotal 2016/17 Approved One-Time Funding Requests		(31,049,916)

2016/17 PENDING One-Time Funding Requests

Academic Affairs

Advancing Student Success through Data-Informed Advising Initiative (800,000)

Institutional

Painting (500,000)

SubTotal 2016/17 PENDING One-Time Funding Requests **(1,300,000)**

2016/17 Funding Sources

AA - Encumbered in 2016/17, Base in 2017/18 - available for one-time use in 2016/17	1,500,000
GF Base Compensation (15/16) withheld by CO - Faculty (2%)	2,424,000
2016/17 Student Success & Completion/Graduation Initiatives	254,000
2016/17 Student Success (\$35M CSU)	1,650,000
Estimated Tuition and Fee Revenues over Budget (Sum/Fall Only)	15,132,067
Estimated Tuition and Fee Revenues over Budget (Spring/Application Only)	12,413,770
Estimated One-Time Carry-forward of Base Budget Reserve	1,588,256

2016/17 Estimated One-Time Reserve Balance

12,598,376

2016/17 Target Unallocated One-Time Budget Reserve

(8,000,000)

2016/17 Estimated One-Time Funding Available for Investment In the University

4,598,376

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

SDSU Multi-Year Budget Plan

Institutional Base Reserve

	2013/14	2014/15	2015/16	2016/17 (B 2016-02)
Beginning Balance	11,525,283	4,236,929	2,675,762	5,200,077
Tuition Rollback/Buyback	9,844,000			
GF Base adjustments	5,408,000	1,612,400	8,093,800	4,134,000
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)
Student Success & Completion Initiatives (GF allocation)			982,000	170,000
Enrollment Growth funding	1,388,000	836,000	3,104,000	2,068,000
GF tuition fee discount adjustment based on campus relative student need	(4,100)		(155,000)	(96,000)
Basic Tuition Revenue (net of SUG tuition discounts)/Non-Resident Tuition	3,246,100	5,148,100	3,903,800	3,268,000
<i>PBAC allocations:</i>				
Est. Mandatory Costs	(10,259,000)	(2,718,500)	(8,093,800)	(4,134,000)
Est. Multi-Year Commitments [a]	(225,200)	(225,200)		
Divisional Allocation				
University Non-Divisional Reduction	(6,261,160)			
PRES Critical Support Needs				(10,000)
AA Strategic Initiatives	(880,982)	(803,528)	(1,096,706)	(2,180,017)
AA Critical Support Needs	(1,198,709)	(668,768)	(720,718)	(118,000)
SA Strategic Initiatives	(1,134,243)	(264,588)	(291,056)	(203,646)
SA Critical Support Needs		(25,000)		
BFA Strategic Initiatives	(488,000)	(20,000)	(140,000)	(75,000)
BFA Critical Support Needs	(1,500,000)	(433,013)	(602,500)	(599,158)
URD Strategic Initiatives	(143,000)	(97,240)	(200,000)	(100,000)
URD Critical Support Needs	(480,300)	(301,800)		
Instit Strategic Initiatives	(400,000)			(105,000)
Instit Critical Support Needs	(100,000)		(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)	
Unallocated Base Reserve	4,236,929	2,675,762	5,200,077	1,588,256
Target Unallocated Base Reserve			(4,000,000)	(4,000,000)
Base Funding Surplus/(Deficit) from Target Reserve			1,200,077	(2,411,744)

SDSU Multi-Year Budget Plan

Institutional One-time Reserve

	2013/14	2014/15	2015/16	2016/17 (B 2016-02)
Beginning Balance	8,797,124	10,844,769	9,065,498	9,986,199
Unallocated Institutional Base Reserve	4,236,929	2,075,762	5,200,077	1,588,256
Encumbered for Future Year AA Faculty hires - available for 1-time use in Current Year	5,099,760	2,300,030	1,500,000	1,500,000
GF Base Compensation (15/16) withheld by CO - Faculty (2%)				2,424,000
2016/17 Student Success & Completion/Graduation Initiatives				254,000
2016/17 Student Success (\$35M CSU)				1,650,000
Est. Fee Revenues over Budget (Spr/Fall) ^[b]	16,626,697	21,566,615	13,910,518	13,910,518
Est. Fee Revenues over Budget (Spr/application) ^[c]			12,668,170	12,668,170

PBAC Allocations:

Divisional Allocation				
AA Strategic Initiatives	(3,991,810)	(850,000)	(9,391,000)	(10,349,600)
AA Critical Support Needs	(10,736,016)	(3,118,428)	(4,169,032)	(4,679,508)
SA Strategic Initiatives	(492,815)	(137,810)	(451,000)	(1,530,749)
SA Critical Support Needs	(60,100)			
BFA Strategic Initiatives		(380,000)	(38,000)	(5,000)
BFA Critical Support Needs	(2,000,000)	(500,000)	(218,732)	(103,000)
URD Strategic Initiatives	(901,000)	(595,000)	(450,000)	(300,000)
URD Critical Support Needs	(862,000)			
Instit Strategic Initiatives	(260,000)	(1,250,000)	(1,250,000)	(1,250,000)
Instit Critical Support Needs	(1,212,000)	(1,777,000)	(1,900,000)	(2,430,000)
Encumbered for 2014/15 AA faculty start-up	(3,400,000)			
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				(10,402,059)
Pending 4/13/17 PBAC Allocation				(1,000,000)
Unallocated One-Time Reserve	10,844,769	9,065,498	9,986,199	12,598,376

Target Unallocated One-Time Reserve (8,000,000)
Est. One-Time Funding Surplus/(Deficit) from Target Reserve 1,986,199

[a] Faculty Promotion Funding Agreed upon formula = funding allocated for 70% of cost; estimated cost, data not available until late May.
 [b] 2016/17 estimated fee revenues over budget represents Summer/Fall semesters.
 [c] 2016/17 estimated fee revenues over budget represents Spring semester and application fees.

Academic Affairs – One-Time Funding Request

Advancing Student Success Through Data-Informed Advising Initiative -- \$ 800,000

One-time funds are requested to cover the projected costs of the hardware, software, and multifaceted activities needed to support undergraduate student advising. The functional goal of this project is to help the campus meet the University's strategic goals, achieve Graduation 2025 targets and inform activities aimed to advance student success through relevant, readily-available data.

In the initial phase, the funds will be used to upgrade Tableau to the most current version and to migrate Tableau to a more robust computing platform. Subsequent phases will be identified once these upgrades are completed and a comprehensive strategy has been developed to address the broader goals stated previously.

INSTITUTIONAL – 2016/17 Spring One-Time Funding Requests:

Painting Spring 2017 – \$500,000

To date, many of the campus exteriors have been given a fresh new look, including: Administration, Atkinson Hall, Education, ENS, Hepner Hall, Manchester, Music, North Education, Physics Astronomy, Physical Sciences (partial,) PSFA, Physics (partial,) South Art (partial,) South Life Sciences, Student Services East.

At the time of this request, Project Management is in the Procurement process for Student Services West, South Life Science (remainder), Music, and BioSciences. It is expected these projects will be completed this fiscal year.

Interior painting by Facilities Services staff has touched every building on campus. This includes: classrooms, restrooms, stairwells, hallways as well as many other interior public spaces throughout the entire campus. We have also been painting our benches, handrails and miscellaneous items in the public view. This “maintenance” painting is constant, often going 6 days a week to accommodate the weekly academic schedule.

These funds are also used to add / upgrade window tinting in many of the campus buildings, providing a more comfortable environment, energy savings and an improved, consistent exterior appearance.

All of this has led to a significant transformation of the campus appearance, both interior and exterior. As we request another \$500,000 FS plans to focus on interiors of Physics Astronomy (Dome) as well as repainting many of the stairwells (AH, EBA, GMCS) and hallways throughout campus. Exterior work will be on EBA and PSFA as well as the Pedestrian Bridge between Housing and the Conrad Prebys Aztec Student Union. Our in-house painting staff will also be focusing on refreshing many of the handrails, benches and miscellaneous items outside that make such a positive difference in our aesthetic appearance.

Student Affairs Budget Allocation Requests

FY 2017-18

	Amount	Notes
Strategic Initiatives -- Base Funding Request		
EOP Summer Bridge	\$ 47,000.00	Structural Deficit
International Student Transition & Retention	\$ 110,167.00	Institutionalize program budget
Peer Commuter Academic Mentoring Program	\$ 250,000.00	Institutionalize program budget
Total Base Funding Requests	\$ 407,167.00	
Strategic Initiatives -- One-Time Funding Request		
Black Resource Center Renovation	\$ 500,000.00	Space renovation for the Black Resource Center ¹
OFAS Renovation	\$ 800,000.00	Space renovation for Office of Financial Aid & Scholarships ²
Total One-Time Funding Requests (Strategic Initiatives)	\$ 1,300,000.00	
University Critical Support -- One-Time Funding Request		
ADA Mandatory Accommodations	\$ 208,000.00	Accommodations for Deaf and Hard of Hearing Students
Total One-Time Funding Requests (University Critical Support)	\$ 208,000.00	

(1) Amount is an estimate. We are currently working with Business & Financial Affairs and SDSU Foundation on the Estimate Phase of the renovation project.

(2) Amount is an estimate. We are currently working with Project Management on the Estimate Phase of the renovation project.

EOP Summer Bridge -- \$47,000

Background

The Educational Opportunity Program (EOP) at San Diego State University (SDSU) is the largest in California, providing services and academic support to low-income, first generation college students. EOP administers several programs, such as Summer Bridge to support the academic success of EOP students. Summer Bridge is a five-week transitional program for 100 first-time first-year EOP students with remediation where they are given an opportunity to get a head start on their academic career. Students participate in intensive academic studies designed to earn up to six academic units and to develop needed writing, math, and study skills focused toward meeting SDSU's writing and math competency requirements. Participants in the residential program live on campus, and those in the commuter program live at home, but still participate in all activities.

Challenge

Over the years, costs associated with the housing component of the program have continued to increase. Between the 2013-14 and 2015-16 academic years, costs increased from \$39,524 to nearly \$75,000; and is expected to continue to increase. Meanwhile, there has not been an increase to the funding of the program. As a result, the DSA has faced a shortfall in funding to support the program.

	Summer 2018 <i>(projected)</i>	Summer 2017	Summer 2016	Summer 2015	Summer 2014
Total Cost of Housing Component	\$86,418	\$74,821	\$74,821	\$64,902	\$52,191
Funding for Housing Component	\$39,524	\$39,524	\$39,524	\$39,524	\$39,524
Shortfall	(\$46,894)	(\$35,297)	(\$35,297)	(\$25,378)	(\$12,667)

International Student Transition and Retention – \$110,167

Background

The International Student Center (ISC) provides services that meet the diverse needs of the university's international student community. Since Fall 2011, international First-Time Full-Time (FT-FTF) student enrollment has increased by 151.3%, from 119 to 299. The university currently serves 2,739 international students, a 47.4% increase since the 2011-12 academic year (1,858).

The ISC provides resources and programs in direct support of the retention and academic success of our international students. An analysis on the Fall 2015 and Fall 2016 cohort of international FT-FTF students found that our international students face unique challenges when studying at the university.

- International FT-FTF students have a higher probation rate after their first year (12.6%) when compared to In-State Resident students (5.0) and the FT-FTF cohort in general (5.7%)
- International FT-FTF students have a lower second year return rate (85.8%) when compared to In-State Resident students (91.4%) and the FT-FTF cohort in general (89.7%).
- International FT-FTF students from China experiences the most significant academic challenges. At the end of Fall 2016, 44% of Chinese international FT-FTF students were on academic probation, which is higher when compared to the FT-FTF cohort in general (10.1%).

Data

In the 2016-17 academic year, ISC implemented several first-year advising programs that strategically engaged at-risk international students.

- In Fall 2016, 40.5% (121 out of 299) of international FT-FTF students enrolled in the International Student Mentor Program. At the end of Fall 2016, students enrolled in the program had an average semester GPA of 2.30, which is higher when compared to the average semester GPA of students not enrolled in the program (1.41).
- In Fall 2016, 43.1% (129 out of 299) of international FT-FTF students met with an international student advisor as part of the expanded First Semester Advising Program. At the end of Fall 2016, students who met with an advisor had an average first semester GPA of 2.88, which is higher when compared to the average semester GPA of students who did not meet with an advisor (2.52).

Cost

The program cost to support our international students.

• International Student Programs Coordinator	\$46,296
• Benefits (52.2%)	\$24,167
• Graduate Assistant	\$7,200
• Academic Tutoring	\$17,450
• International Student Mentor Program Training	\$12,054
• SMS Communication Platform	<u>\$3,000</u>
	Total: <u>\$110,167</u>

Peer Commuter Academic Mentoring Program -- \$250,000

Background

In Fall 2015, the division of Student Affairs developed a peer commuter academic mentoring program called "Sophomore Surge". This program is based on a mentoring model that moves students through their sophomore year by creating mentoring relationships with Junior, Senior or Graduate students. The need for this program was realized when we discovered that the Fall 2006 cohort of first-time full-time freshman (FT-FTF) students were comprised of approximately 40% commuter students, of which 59% left the institution with no degree. These commuter students were academically prepared, had a declared major, and did not change their majors during their time at the university. It is significant to note that commuter students were also over-represented in the number of students who were taking a leave-of-absence or a one-semester stop-out. Of the students with 150+ units in fall of 2014, 66% entered the university as a FT-FTF student.

Program

Students meet with their mentor a minimum of eight times each semester. The mentors receive training from the advising center, and focus on the students' academic success. Mentees are also introduced to high-impact practice opportunities such as student research, internships, leadership experiences, service opportunities, and the Aztec Mentor Program. In addition, the mentors guide students through key transition and retention conversations, individualized to the needs of the mentee. The topics of these conversations can include but not limited to balancing work and school responsibilities, resume writing, study habits, family balance, and wellness.

Data

In the 2016-17 academic year, 262 sophomore commuter students were paired with upper-division mentors. At the end of Fall 2016:

- Probation rate for Surge participants was 7.5%, which is 11.1% lower when compared to non-participants (18.6%)
- Continuation rate from Fall 2016 to Spring 2017 for Surge participants was 96.6%, which is 15% higher when compared to non-participants (81.6%).
- Surge participants who began as non-college ready ("remedial") freshmen in Fall 2015 are performing better than non-participants.
 - Average semester and overall GPA for remedial Surge participants were 2.78 and 2.96 respectively, which is higher when compared to non-participants (2.55 and 2.69).
 - Average semester and overall units completed for remedial Surge participants were 13.2 and 50.2 respectively, which is higher when compared to non-participants (13.0 and 46.0).

Cost

The program cost to support 500 second-year students.

• Graduate Assistant (1)	\$24,000
• Mentors (25)	\$180,000
• Educational and Campus Resource Seminars (3 per semester)	\$12,000
• Mentor Training (25 hours/year)	\$13,750
• Materials, Marketing and Promotions	<u>\$20,250</u>
Total:	<u>\$250,000</u>

Black Resource Center Renovation – \$500,000*

Background

During the fall 2016 semester the Afrikan Student Excellence Council (ASEC) met to discuss a plan to create a Black Resource Center (BRC) on campus to assist in the development, recruitment, retention, engagement, motivation and empowerment of African-American identified students, and to create a positive Black community. Although SDSU is an extremely diverse campus with no ethnic majority, African-American students make up just 4% of the overall campus community. That being the case, our African-American students have a desire and need to connect and be knowledgeable about the cultural opportunities on campus and in the San Diego Community. In addition, despite our African-American students' high academic performance and excellence, there is an "I'm the only one feeling," when in classes, at university events, and while participating in university initiatives.

The Division of Student Affairs, Associated Students, and the Division of Business and Financial Affairs have committed funds to hire staff, cover operational and program costs, and lease a location within the campus footprint to accommodate the BRC.

Challenge

The BRC will be located in what is currently a rental property on Lindo Paseo, owned and managed by the Foundation. The property will need extensive renovation to create a space appropriate to support the BRC's programming and services. Our goal in this renovation is to design a space that is intentional, functional, student centered, and encourages optimal work and organizational flow.

Space

The one-time funding will be utilized to renovate the existing space, to achieve the following:

- Create student programming spaces
- Create student organization meeting spaces
- Create study spaces
- Create staff office spaces
- Create space to implement programs and services which aid in the recruitment, retention, success and graduation of students who self-identify as African and African-American
- Promote and foster academic success, leadership, personal development and professional growth
- Cultivate community for students through the committed, collaborative effort and support of faculty, staff, and the greater San Diego community

() Amount is an estimate. We are currently working with Business & Financial Affairs and SDSU Foundation on the Estimate Phase of the renovation project.*

Office of Financial Aid & Scholarships Renovation -- \$800,000*

Background

The Office of Financial Aid and Scholarships (OFAS) determines student eligibility for federal, state, and institutional financial aid funds and private/institutional scholarships. The Office's broad range of responsibilities includes awarding over \$250 million of financial aid and scholarship funds coordinated and administered by the university each year, counseling students and parents about availability and eligibility criteria for all aid programs, coordinating reporting responsibilities with all funding sources, and managing aid delivery in a timely and accurate manner.

Approximately 61% of the total student population receives some form of financial aid and/or scholarship award. During the 2015-16 academic year, the OFAS assisted 27,331 students/parents at its service counter.

Current Space

The OFAS office is located on the third floor of the Student Services West building. Through the support of one-time PBAC funding in the 2016-17 academic year, the OFAS lobby was recently renovated to provide a welcoming, less crowded, student-centric space with expanded waiting area and programming space, and confidential meeting rooms for counseling sessions with students/parents. The interior offices, however, has not been renovated since it opened over 20 years ago. As well, some interior office space were utilized as part of the lobby expansion.

New Space

The one-time funding will be utilized to renovate the existing space, to achieve the following:

- Update staff office spaces to maximize work space
- Update staff meeting spaces
- Create secure storage (*previously existing storage room was utilized as part of the lobby expansion*)

Goals

The goals for the renovated space are:

- Provide a space for OFAS staff that enhances collaboration, communication, and efficiency.
- To remedy 20-years of wear-and-tear on interior office spaces.
- To finish spaces affected by lobby expansion, and complete the overall renovation project.

() Amount is an estimate. We are currently working with Project Management on the Estimate Phase of the renovation project.*

ADA Mandatory Accommodations -- \$208,000

Background

The Americans with Disabilities Act (ADA), the Rehabilitation Act, and related laws, provide for mandatory accommodation of deaf and hard of hearing students. The department of Student Disability Services (SDS) in the Division of Student Affairs (DSA) was charged to coordinate and facilitate the university's compliance with this legal mandate. The DSA was provided \$237,000 in base funding to annually support the provision of accommodation services associated with deaf and hard of hearing (Deaf/HOH) students.

Challenge

Over the years, costs associated with meeting this legal mandate have continued to increase; between the 2013-14 and 2015-16 academic years, costs increased from \$331,357 to nearly a half-million dollars. Meanwhile, the base budget allocation to DSA has remained flat at \$237,500. As a result, over the past three academic years, the DSA has faced a shortfall in funding to support the provision of accommodation services associated with Deaf/HOH students.

	2016-17 (projected)	2015-16	2014-15	2013-14
Total # of Deaf/HOH Students Registered	50	35	39	34
Total # of Deaf/HOH Students Seeking Accommodation Services	16	18	20	20
Total Cost for Accommodation Services	\$445,501	\$492,886	\$360,942	\$331,357
Funding for Accommodation Services	\$237,500	\$237,500	\$237,500	\$237,500
Shortfall	(\$208,001)	(\$255,386)	(\$123,442)	(\$93,857)

Increasing costs are primarily attributable to an increase in interpreter services and captioning. During this same period, the number of Deaf/HOH students registered with SDS has remained relatively constant as has the number of students within the total population of registered student seeking accommodations.

Some of the reasons for escalating cost associated with providing reasonable accommodations include the following:

- Growing demand for interpreter services in classes and for other required academic activities;
- Increased use of videos and streaming media by faculty in classrooms, which generally must be captioned to meet the legal requirement of providing effective communication for disabled students seeking accommodations;
- Greater awareness and advocacy by students and families of their rights and institutional responsibilities to provide disability accommodations.

University Relations and Development

PBAC Budget Requests - FY 2017/2018

One-Time and Base Budget Requests

Department	Description	Requested Amounts	
		One-Time	Base
Marcomm	Branding & Marketing	-	150,000
Marcomm	Institutional Television Spot	100,000	-
Planned Giving	Planned Giving Marketing	-	50,000
Total FY17/18 PBAC Requests:		100,000	200,000



SAN DIEGO STATE
UNIVERSITY

Marketing and Communications Requests

Branding and Marketing: \$150,000 base budget request

The San Diego State University national branding and marketing program has shown increased success each of the first three years of its implementation. We are on track in fiscal year 2016-17 to meet our goal of a 10 percent increase over last year's Facebook, Twitter and YouTube impressions and views.

The national branding and marketing program is intended to be a brand awareness and education campaign in support of several university initiatives. Those initiatives each have seen growing success over the last couple years as well. We believe the role branding and marketing has played in the success of each of these initiatives has been critical and should be sustained in the coming year:

- **The Campaign for SDSU:** By the end of the fiscal year, the campaign will have raised \$800 million.
- **Out-of-state recruitment:** Applicant numbers continue to rise. SDSU had an 8 percent increase in students from outside California applying this past fall than in the previous year, and as of March 24, 2017 there is a 93 percent increase in the number of out of state students who have submitted their intent-to-enroll. And applicants from markets that branding and marketing is specifically targeting have also seen an increase.
- **Rankings:** SDSU continues to climb a variety of national rankings. In 2016, SDSU climbed to #74 among national public universities in last year's U.S. News & World Report rankings (up 34 spots over the past five years) and made the Princeton Review best colleges list for the first time.

To continue to support those and other university initiatives, we request the following funds to maintain our current marketing and branding levels. Our goals for the coming year will be to increase all measurable metrics by at least 10% over the previous year.

For the past three years, PBAC has invested \$350,000 for national branding and marketing efforts. Last year, we moved \$200,000 into our base budget. We would like to move the remaining \$150,000 into our base budget this year as these efforts remain a critical resource. This sustained investment will allow our team to continue to increase exposure across all platforms and enhance efforts supporting our strategic plan goals.

Institutional Television Spot: \$100,000 one-time budget request

Marketing & Communications is currently developing a new institutional television spot that will begin running in fall 2017. It is the first new TV spot produced in more than three years. This one-time funding will allow us to air our institutional spot by doing traditional media/cable buys in key target markets.



SAN DIEGO STATE
UNIVERSITY

Planned Giving Request

Planned Giving Marketing: \$50,000 base budget request

To maintain the success of discovering and stewardship of planned gifts, this request of \$50,000 is for continued marketing budget after three consecutive fiscal years of receiving University Support (funding from PBAC). From this funding we have had success in discovering planned gifts and need to maintain the momentum of Legacy messaging to continue to offer planned gift options in building endowment beyond the Campaign and laying groundwork and pipeline for the next campaign.

- In this fiscal year alone, we have had tremendous success in responses, with the costs easily recouped within the same mailing.
 - 46% of planned gifts this year have come from donors who have received four or more mailings. Totaling \$16.5 million. 76% of these donors have received at least one mailing.
 - Frequency in marketing is critical to receiving planned gifts; we are above industry standard in that donors who have named SDSU in their estate on average will notify us by our fourth mailing to them; the industry standard is that it averages seven mailings for notification of their gift.
- The Planned Giving Office will expand their marketing efforts and continue Estate Planning 101 which was highly regarded and offer a Wills Workshop to provide educational seminars in estate and charitable planning.
- In efforts to be good stewards to donors who entrust us with their legacy; especially being documented as a beneficiary of a donor's trust or will. The Planned Giving Office will be keep the planned giving donors engaged through gatherings that will showcase the impact of giving and expand donor's access to campus events.

Direct Mail Campaigns

Your Legacy is Our Future – Campaign mailer
25,000 mailed

Cost \$13,392.52

- 107 replies
- 3 notices confirmed we are still included in estate (Eric Steen, Donna Kruggel, Kathryn Worley)
- Received two planned gifts totaling \$70,000
- Received \$19,329.97 in cash
- \$0.15 Cost per dollar raised



IRA Postcard

500 mailed

Cost \$500

- 2 replies (Deborah Dexter, Gary Hogue)
- Received \$53,581.13 cash from donor RMDs/IRAs

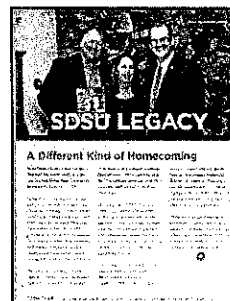


2016 Year-end Newsletter

10,000 mailed

Cost \$7,938.61

- 17 replies
- \$3,900 received in cash

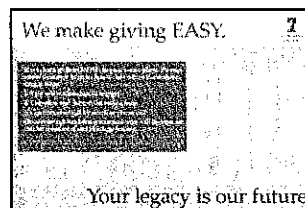


Online Gift Confirmation Form Postcard

500 mailed

Cost \$500

- We have received three planned gifts via online gift confirmation form since this mailing, totaling \$2.7 million



Total Planned Gifts received from above mailings: \$2,770,000

Total Cash Gifts received from above mailings: \$76,811

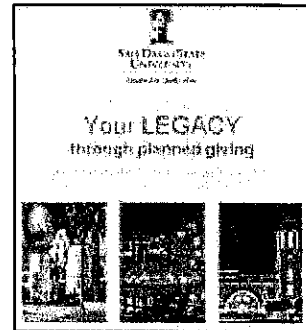
Total Gifts Received as a result of PG mailings above: \$2,846,811

- 46% of planned gifts this year have come from donors who have received four or more mailings, totaling \$16.5 million; 76% of these donors have received at least one mailing.

e-Marketing

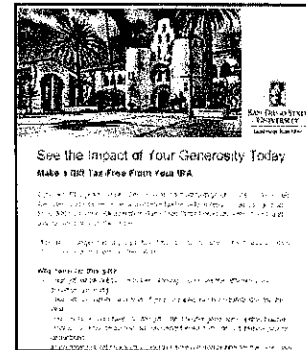
Monthly eNewsletters

- Our **monthly eNewsletters** which are sent via iModules are receiving a **48% open rate** (industry standard is 14%, *2016 M&R Benchmarks Study*), and a **5.3% click through rate** (industry standard is 0.43%, *2016 M&R Benchmarks Study*).



Quarterly e-Blast Announcements

- Stelter e-blast announcements are supplemental marketing messages we send each quarter. We are averaging an open rate of 21.6% and a 5.2% click through rate on these communication pieces.



Website

- Since the launch of our new website on 8/30/16, we have had 568 unique visitors to our website with 1,310 page views. 27% of visitors spend 1-5 minutes on our site and 24.3% of visitors spend between 5-30 minutes.



PRESIDENT'S BUDGET ADVISORY COMMITTEE

February 16, 2017

MINUTES

Voting Members Present:	Area Budget Reps Present:	Staff Present:	Guests Present:
Tom McCarron	Radmila Prislin	Crystal Little	
Jamie Miller	Agnes Wong Nickerson	Nance Lakdawala	
Marcie Bober Michele	Tony Chung		
Chukuka S. Enwemeka	Leslie Levinson		
Donna Conaty	Cezar Ornatowski		
Megan Collins			

Voting Members Absent: **Area Budget Reps Absent**
Eric Rivera
Mary Ruth Carleton

I. Call to order - VP McCarron called the meeting to order at 2:00 p.m. He inquired if there were any amendments to the agenda but there were none.

II. Information Items

- **2017/18 Budget** – VP McCarron said the Governor's budget is lower than the CSU budget request. It allows for a \$1.2B rainy day fund and \$1.5B in discretionary funds. The CSU has scheduled an Advocacy Day in March. The planned \$157M budget covers a portion of our mandatory costs – employee health benefits, utilities, current compensation agreements. It doesn't cover enrollment growth, graduate initiatives, and deferred maintenance. The Board of Trustees discussed tuition at their last two meetings. They will consider a \$270 annual tuition increase at the March meeting. The Academic Senate produced a resolution against a tuition increase. We should have an approved final budget by mid-June.

III. Reports

- **2016/17 Revenues (Attachment 1)** – VP McCarron said this is an accurate estimate of revenues for now. We are over budget by about \$27M which is consistent with our plan.
- **2016/17 Base Reserves (Attachment 2)** – There is no change in figures from our last meeting. We are \$2.4M below our target.
- **2016/17 One-Time Reserves (Attachment 3)** – We have \$5.3M in estimated one-time reserves. Our target is \$8M but we are awaiting a plan for some repairs at IVC.
- **Multi-Year Budget (Attachment 4)** – Director Little noted an error and provided a replacement sheet due to an error (please see attached).

funding, this gap amount would be unreserved. AR&P and BRAT were supportive.

- Dr. Conaty moved to approve all funding requests, Dr. Ornatowski seconded, and the motion passed unanimously.

VI. New Business – None. Meeting adjourned at 2:40 p.m.

VII. Reminder – Next Meeting Dates – March 16, 2017 at 2:00 p.m. in MH-3318.

PRESIDENT'S BUDGET ADVISORY COMMITTEE

April 13, 2017

MINUTES

Voting Members Present:	Area Budget Reps Present:	Staff Present:	Guests Present:
Eric Rivera	Radmila Prislin	Crystal Little	
Jamie Miller	Agnes Wong Nickerson	Nance Lakdawala	
Marcie Bober Michele	Tony Chung	Gina Jacobs	
Chukuka S. Enwemeka	Travis Clancy		
Donna Conaty			
Megan Collins			

Voting Members Absent:	Area Budget Reps Absent
Mary Ruth Carleton	
Tom McCarron	

I. Call to order - AVP Wong Nickerson called the meeting to order at 2:00 p.m. She inquired if there were any amendments to the agenda but there were none.

II. Information Items

- **2017/18 Budget Update** – AVP Wong Nickerson stated the Board of Trustees approved a \$270 fee increase and \$4M will be available for PBAC funding items next year. We will need to report back to the CSU how the increased funds are being used to support graduation initiatives. If the state fully funds the CSU request of \$168M, the fee increase will be rescinded.
- **2016/17 Revised PBAC Calendar (Attachment 1)** – AVP Wong said a revised schedule is in this package. We rescheduled the presentations one week earlier due to scheduling conflicts. Presentations are today and April 27th, and the vote will be in May or June latest.

III. Reports

- **2016/17 Revenues (Attachment 2)** – The revenues have increased by about \$670,000 as we have more finalized figures now.
- **2016/17 Base Reserves (Attachment 3)** – The figures are still the same. We are about \$2.4M short of our target.
- **2016/17 One-Time Reserves (Attachment 4)** – A couple of requests are being presented today. The one-time reserves will be about \$8M if the requests are approved.
- **Multi-Year Budget (Attachment 5)** – No significant changes.

IV. Watch List

- **Master Plan Costs** – No changes.

- **Unfunded Compensation Items**– No changes. The CSU is still negotiating with bargaining units whose contracts expire 6/30.
- **Campus Projects** – We have steam and electrical projects in process. We are also looking at HVAC systems. Some air handlers are over 50 years old and need to be replaced. The average lifespan is 30 years.

V. Funding Requests/Vote

- **2016/17 1x Request – AA (Attachment 6)** – AVP Prislín requested \$800,000 in one-time funds to upgrade the advising system, and perform multifaceted activities to support undergraduate advising. The CO is buying a system wide product so we will know what else we need in a few months.
- **2016/17 1x Request – INSTIT (Attachment 7)** – AVP Wong Nickerson requested \$500,000 for painting to focus on interiors of several buildings BRAT and AR&P supported this expenditure.

Associate Dean Conaty moved to support both funding items, Chief of Staff Collins seconded, and the motion passed unanimously.

VI. 2017/18 Funding Requests

- **2017/18 SA Budget Proposals (Attachment 8)** – AVP Chung presented several funding requests. *The EOP Summer Bridge* – This is for a 5-week program for 60 students that will be living on campus. This doesn't include meals, and costs are continuing to increase. We are working on aligning this program with housing so we don't have to keep asking for more funding. AR&P agreed this should be classified as core instead of conference.

International Student Transition and Retention – We want to create more programs for international students so they are more academically successful. The mentoring program is going well. We have been supporting this program with salary savings but that is not sustainable so we would like to request base funding.

Peer Commuter Academic Mentoring Program – We conducted a pilot program “sophomore surge” which has been very successful so we want to institutionalize it. We have been studying the freshman cohort of 2010 that didn't graduate – 26% - and have concluded that sophomores also need more support.

Black Resource Center Renovation – student initiative. The Afrikan Student Excellence Council is hoping to renovate the Black Resource Center to create a more positive community, and to recruit more African Americans to SDSU. This is our best estimate of costs. We also need to go thru the A.S. process for programming support.

Office of Financial Aid and Scholarships Renovation – Last year we completed the lobby expansion. This year we are hoping to renovate the internal spaces to

be more welcoming and provide more confidential rooms. This space hasn't been updated for more than 20 years.

ADA Mandatory Accommodations – Costs for accommodations have increased and we have a shortfall in the base budget. The costs vary, depending on the syllabi and professors' requirements. AR&P has more questions for a later meeting.

- **2017/18 URAD Budget Proposals (Attachment 9)** – Interim CFO Clancy presented two funding requests. *Branding and Marketing* – We are hoping to continue our campaign that has been supported the last few years. Initiatives are raising funds, out-of-state recruitment, and raising rankings.

Institutional Television Spot – We are replacing a spot that is over 3 years old and wish to air it by doing traditional media/cable buys in key target markets.

Planned Giving Marketing – We are asking for base funding as we are having a lot of success with obtaining planned giving. We averaged \$30M the past two years which is a good return on investment.

VII. New Business – None. Meeting adjourned at 2:50 p.m.

VIII. Reminder – Next Meeting Date – April 27, 2017 at 2:00 p.m. in MH-3318.