

PRESIDENT'S BUDGET ADVISORY COMMITTEE
MAY 22, 2014
MINUTES

Voting Members Present:	Area Budget Reps Present:	Staff Present:	Guests Present:
Tom McCarron	Kathy LaMaster	Crystal Little	Jonathan Cole
Andrea Rollins	Agnes Wong Nickerson	Jim Herrick	
Nancy Marlin	Sarah Slaughter	Donna Conaty	
Cezar Ornatowski		Nance Lakdawala	
Eric Rivera			
Bill Eadie			

Voting Members Absent:

Josh Morse
Mary Ruth Carleton
Douglas Deutschman

I. Call to order - VP McCarron called the meeting to order at 2:00 p.m. VP McCarron inquired if there were any amendments to the agenda but there were none. He welcomed Donna Conaty who is filling in for Douglas Deutschman. Jim Herrick and Sarah Slaughter are filling in for Mary Ruth Carleton. Jonathan Cole is filling in for Josh Morse.

II. Information Items

- **2014/15 B 2014-01 Budget (Attachment 1)** – VP McCarron presented the 2014/15 Budget and said the May Revise does not reflect any changes. The final budget is scheduled to be signed June 15th.

III. Reports

- **2013/14 Revenues (Attachment 2)** – No update.
- **2013/14 Reserves (Attachment 3)** – No update.

IV. Watch List

- **Master Plan Costs** – No update.
- **SUF Class Action Suit** – No update.
- **Unfunded Compensation**– No update

V. Funding Requests

- **2014/15 AA Budget Proposals (Attachment 4)** – Provost Marlin presented Academic Affairs’ funding requests which are explained in the attachment. Some requests involve multi-year funding. VP McCarron requested AVP LaMaster to add a footnote clarifying growth in non-resident enrollment (448 FTES growth from which fiscal year). VP McCarron also commented he would like to ensure employer paid compensation/benefits are properly reflected on check stubs.
- **2014/15 URD Budget Proposals (Attachment 5)** – CFO Slaughter, Campanile Foundation, presented University Relations and Development’s funding requests, as specified in the attachment.

AR&P is satisfied with information provided from all four divisions.

VI. Voting Items – None.

VII. New Business – None.

VIII. Reminder – Our next meeting is scheduled for Thursday, May 29, 2014 at 2:00 p.m. in MH-3318. We will vote on all funding requests presented at the May meetings. The meeting was adjourned at 2:40 p.m.

President's Budget Advisory Committee

Meeting Agenda

May 22, 2014

2:00p.m. @ MH-3318

I. Call to order

- Call for amendments to agenda

II. Information Item

- 2014/15 B 2014-01 Budget (Attachment 1)

III. Reports

- 2013/14 Revenues (Attachment 2)
- 2013/14 Reserves (Attachment 3)

IV. Watch List

- Master Plan Costs
 - Potential Court Appeal Costs – Est. Cost \$300,000
- SUF Class Action Suit – Est. Cost TBD
- Unfunded Compensation Items

V. Funding Requests

- 2014/15 AA Budget Proposals (Attachment 4)
- 2014/15 URD Budget Proposals (Attachment 5)

VI. Voting Items

VII. New Business

VIII. Reminder

- **Next Meeting Date – May 29, 2014 at 2:00 p.m. in MH 3318**

SAN DIEGO STATE UNIVERSITY

2014/15 State Budget
B 2014-01

ATTACHMENT 1
PBAC MAY 22, 2014 MEETING
Page 1 of 2

		B 2014-01
2013/14 Support Budget		
State General Fund Allocation	143,411,096	
AO 13-036 Final Compensation Allocation		
Basic (SUF) Tuition Fee (net of SUG tuition discounts)	123,926,088	
Other Fee Revenue	38,877,351	
Other Revenue and Cost Recovery	22,218,752	
2013/14 Support Budget	328,433,287	
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2013/14 Base Reserve		9,336,689
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2014/15 AA Faculty hires (strategic collaborations, enrollment growth) - PBAC approved 6/14/2013	SDSU	(5,099,760)
2013/14 Unallocated Base Reserve		4,236,929
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2014/15 Adjustments:		
2013/14 GF Base Adjustments		
Mandatory Retirement Adjustment	Attach B (2)	1,085,500
Mandatory Retirement Adjustment - benefit pool	Attach B (2)	(1,085,500)
		0
2014/15 GF Base Adjustments		
SDSU share of operating revenue interest assessment	Attach B (7)	92,600
SDSU share of operating revenue interest assessment - investment earnings	Attach B (7)	(92,600)
2013/14 Improviing Student Success/Reduction of Bottleneck Courses	Attach B (5)	290,300
2013/14 Improviing Student Success/Reduction of Bottleneck Courses - SA/UG	Attach B (5)	(290,300)
2014/15 resident enrollment growth (175 FTES @ 9,737 MC less net tuition fee increase)	Attach C (1)(5)	836,000
GF tuition fee discount adjustment based on campus relative student need	Attach B (8)	(1,106,100)
		(270,100)
2014/15 Estimated Revenue Adjustments		
SDSU tuition estimate (net of SUG tuition fee discounts) [1]	SDSU	3,148,100
Increase base budget for non-resident tuition	SDSU	2,000,000
		5,148,100
2014/15 Mandatory Costs		
CO funding for Health & Space	Attach C (2)(3)	1,163,000
CO Health (\$12.1M systemwide) - benefit pool	Attach C (2)	(891,000)
CO Space - Storm Hall West (\$1.6M systemwide) - utilities/custodial	Attach C (3)	(272,000)
Estimated CO Compensation funding	Estimate	4,400,000
Estimated SDSU prior year unallocated compensation	Estimate	3,400,000
Compensation Pool	Estimate	(7,800,000)
2013/14 Faculty Equity II (1/3 funded systemwide)	Attach B (4)	87,100
2013/14 Faculty Equity II (1/3 funded systemwide) - AA	Attach B (4)	(87,100)
		0
2014/15 Multi-year Commitments		
2014/15 Faculty Promotions (70% of cost) [2]	SDSU	(225,200)
		(225,200)
2014/15 Base Reserve		8,889,729
<hr/>		
2014/15 Planned Unallocated Base Reserve		(4,000,000)
2014/15 Base Funding Available for Investment in the University		4,889,729
<hr/>		
2014/15 Support Budget		
State General Fund Allocation	145,859,496	
AO 13-036 Final Compensation Allocation		2,796,000
Basic (SUF) Tuition Fee (net of SUG tuition discounts)	127,074,188	
Other Fee Revenue (estimate)	40,877,351	
Other Revenue and Cost Recovery (estimate)	22,218,752	
2014/15 Support Budget	338,825,787	

[1] Tuition estimated based on enrollment data provided by AA 3/25/2014 and includes BL SUG tuition fee discount adjustments.

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

SDSU Multi-Year Budget Plan

Institutional Base Reserve		2012/13	2013/14	2014/15	2015/16
	Beginning Balance	209,533	11,525,283	4,236,929	4,000,000
	Tuition Rollback/Buyback	(9,381,000)	9,844,000		
	GF Base adjustments	3,991,300	6,408,000	1,612,400	
<i>Resident Growth:</i>					
	Enrollment Growth funding		1,388,000	836,000	
	GF tuition fee discount adjustment based on campus relative student need		(4,100)		
	Basic Tuition Revenue (net of SUG tuition discounts)		1,246,100	3,148,100	
<i>Non-Resident Growth:</i>					
	Non-Resident Tuition Budget		2,000,000	2,000,000	
<i>PBAC allocations:</i>					
	Est. Mandatory Costs	(1,605,000)	(10,259,000)	(2,718,500)	
	Est. Multi-Year Commitments ^[a]	(225,200)	(225,200)	(225,200)	(225,200)
	Divisional Allocation	12,274,490			
	University Non-Divisional Reduction	6,261,160	(6,261,160)		
	AA Strategic Initiatives		(880,982)		
	AA Critical Support Needs		(1,198,709)		
	SA Strategic Initiatives		(1,134,243)		
	SA Critical Support Needs				
	BFA Strategic Initiatives		(488,000)		
	BFA Critical Support Needs		(1,500,000)		
	URD Strategic Initiatives		(143,000)		
	URD Critical Support Needs		(480,300)		
	Instit Strategic Initiatives		(400,000)		
	Instit Critical Support Needs		(100,000)		
	Encumbered for 2014/15 AA Faculty hires		(5,099,760)		
	2014/15 Base Funding Available for Investment in the University			(4,889,729)	
	Unallocated Base Reserve	11,525,283	4,236,929	4,000,000	3,774,800

Institutional One-time Reserve		2012/13	2013/14	2014/15	2015/16
	Beginning Balance	7,361,340	8,797,124	9,871,379	19,371,379
	Unallocated Institutional Base Reserve	11,525,283	4,236,929	4,000,000	3,774,800
	Encumbered for 2014/15 AA Faculty hires - available for 1-time use in 2013/14		5,099,760		
	Est. Fee Revenues over Budget ^[b]	10,266,172	15,653,307	5,500,000	
<i>PBAC Allocations:</i>					
	Divisional Allocation	(3,000,000)			
	AA Strategic Initiatives	(1,000,000)	(3,991,810)		
	AA Critical Support Needs	(4,931,341)	(10,736,016)		
	SA Strategic Initiatives	-	(492,815)		
	SA Critical Support Needs	(249,391)	(60,100)		
	BFA Strategic Initiatives	-	-		
	BFA Critical Support Needs	(4,413,779)	(2,000,000)		
	URD Strategic Initiatives	-	(901,000)		
	URD Critical Support Needs	(500,000)	(862,000)		
	Instit Strategic Initiatives		(260,000)		
	Instit Critical Support Needs	(6,261,160)	(1,212,000)		
	Encumbered for 2014/15 AA faculty start-up		(3,400,000)		
	<i>Pending PBAC allocations</i>				
	Unallocated One-Time Reserve	8,797,124	9,871,379	19,371,379	23,146,179

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

[b] 2014/15 estimated fee revenues over budget represents Fall semester only.

SAN DIEGO STATE UNIVERSITY
2013/14 Revenue Estimates
As of May 16, 2014

	<u>2012/13 Budget</u>	<u>2012/13 Actual</u>	<u>Over/(Under) Budget</u>	<u>% Over/(Under) Budget</u>	<u>2013/14 Budget</u>	<u>Year to Date as of 5/16/2014</u>	<u>Term End Estimate</u>	<u>Over/(Under) Budget</u>	<u>% Over/(Under) Budget</u>
<u>Basic Tuition Fee</u>									
Summer	11,405,000	11,468,965	63,965	0.56%	10,780,000	10,804,775	10,804,775	24,775	0.23%
Fall	79,390,000	79,774,885	384,885	0.48%	80,054,000	82,410,136	82,410,136	2,356,136	2.94%
Spring	<u>71,555,000</u>	<u>72,887,429</u>	<u>1,332,429</u>	<u>1.86%</u>	<u>73,166,000</u>	<u>74,627,576</u>	<u>74,920,032</u> ^[3]	<u>1,754,032</u>	<u>2.40%</u>
Sub-Total Basic Tuition	162,350,000	164,131,279	1,781,279	1.10%	164,000,000 ^[1]	167,842,487	168,134,942	4,134,942	2.52%
Tuition Fee Discounts	<u>(40,978,000)</u>	<u>(40,978,000)</u>	<u>0</u>	<u>0.00%</u>	<u>(41,381,900)</u>	<u>(41,381,900)</u>	<u>(41,381,900)</u>	<u>0</u>	<u>0.00%</u>
Net Basic Tuition	121,372,000	123,153,279	1,781,279	1.47%	122,618,100	126,460,587	126,753,042	4,134,942	3.37%
<u>Out-of-State Tuition</u>									
Summer	385,358	508,491	123,133	31.95%	389,333 ^[2]	529,292	529,292	139,959	35.95%
Fall	4,636,763	6,812,927	2,176,164	46.93%	5,216,408 ^[2]	8,050,545	8,050,545	2,834,137	54.33%
Spring	<u>4,108,891</u>	<u>6,145,352</u>	<u>2,036,461</u>	<u>49.56%</u>	<u>4,705,271</u> ^[2]	<u>7,004,155</u>	<u>7,038,560</u> ^[3]	<u>2,333,289</u>	<u>49.59%</u>
Sub-Total Out-of-State Tuition	9,131,012	13,466,770	4,335,758	47.48%	10,311,012	15,583,993	15,618,397	5,307,385	51.47%
<u>International Tuition</u>									
Summer	300,225	593,712	293,487	97.76%	428,531 ^[2]	685,224	685,224	256,693	59.90%
Fall	2,869,625	4,427,643	1,558,018	54.29%	3,195,795 ^[2]	5,816,972	5,816,972	2,621,177	82.02%
Spring	<u>2,708,338</u>	<u>4,258,710</u>	<u>1,550,372</u>	<u>57.24%</u>	<u>3,073,862</u> ^[2]	<u>5,446,354</u>	<u>5,446,467</u> ^[3]	<u>2,372,605</u>	<u>77.19%</u>
Sub-Total International Tuition	5,878,188	9,280,064	3,401,876	57.87%	6,698,188	11,948,550	11,948,663	5,250,475	78.39%
TOTAL TUITION	136,381,200	145,900,114	9,518,914	6.98%	139,627,300	153,993,130	154,320,103	14,692,803	10.52%
Application Fee	2,294,000	3,041,258	747,258	32.57%	2,294,000	3,254,504	3,254,504	960,504	41.87%
TOTAL APPLICATION FEE	2,294,000	3,041,258	747,258	32.57%	2,294,000	3,254,504	3,254,504	960,504	41.87%
TOTAL	138,675,200	148,941,372	10,266,172	7.40%	141,921,300	157,247,634	157,574,607	15,653,307	11.03%

[1] Campus Basic Tuition Fee Calculation:

B 2013-02	163,254,000
SDSU Adjustments (a)	<u>746,000</u>
	<u>164,000,000</u>

(a) SDSU adjusts the CO fee calculation to account for campus discretionary fee waivers, student mix and enrollment projections.

[2] Includes \$2 million increase in budget; Non-Resident and International Tuition budget is allocated by tuition type and term based on prior year percentage of each tuition type revenue

[3] Term estimates are based on Net Collections/Receivables from Cashier's Enrollment Report as of 5/2/2014 discounted based on prior year waiver/collections experience.

Base Budget Reserve ^[a]

2013/14 Beginning Base Budget Reserve Balance		209,533
	Prop 30 Passed - B 2012-03 Funding	11,315,750
	B 2013-01 Funding Net of Mandatory Costs	8,397,800
	Increase Non-Resident Tuition Budget	2,000,000
	Univ. Non-Divisional Budget Reduction	<u>(6,261,160)</u>
2013/14 Base Budget Reserve		15,661,923
2013/14 Approved Base Funding Requests		
Academic Affairs		
	University Grant Program 6/13/13 PBAC	(350,000)
	Increase in Study Abroad 6/13/13 PBAC	(233,139)
	Academic Advising Center - Increase the Number of Advisors 6/13/13 PBAC	(154,433)
	On-line Course Development 6/13/13 PBAC	(143,410)
	2012/13 Non-Resident Enrollment Growth (310 FTES) - TAs 6/13/13 PBAC	(130,410)
	2013/14 Resident Enrollment Growth (311 FTES) - TAs 6/13/13 PBAC	(130,410)
	Out-of-State Recruitment 6/13/13 PBAC	(220,999)
	Graduate & Research Affairs IT 6/13/13 PBAC	(439,700)
	SIMS IT 6/13/13 PBAC	(277,190)
Academic Affairs - Encumbered in 2013/14, Base in 2014/15		
	Tenure/Tenure Track Faculty 6/13/13 PBAC	(1,065,320)
	Writing and Math Center - Writing 6/13/13 PBAC	(325,000)
	2012/13 Non-Resident Enrollment Growth (310 FTES) - Tenure/Tenure Track Faculty 6/13/13 PBAC	(1,854,720)
	2013/14 Resident Enrollment Growth (311 FTES) - Tenure/Tenure Track Faculty 6/13/13 PBAC	(1,854,720)
Student Affairs		
	Commuter Center Support Services 6/13/13 PBAC	(100,653)
	LGBT Resource Center 6/13/13 PBAC	(200,000)
	Campus Internship Coordinator 6/13/13 PBAC	(80,240)
	Financial Aid 6/13/13 PBAC	(171,037)
	International Recruitment - ISC 6/13/13 PBAC	(115,813)
	Recruitment & Retention of Underrepresented Students 6/13/13 PBAC	(250,000)
	Aztec Nights 6/13/13 PBAC	(211,500)
	Student Disability Services - Software License 6/13/13 PBAC	(5,000)
Business & Financial Affairs		
	Wireless Refresh 6/13/13 PBAC	(488,000)
	Custodians 6/13/13 PBAC	(1,000,000)
	Steam Technicians 6/13/13 PBAC	(300,000)
	Public Safety Retention/Recruitment 6/13/13 PBAC	(200,000)
University Relations & Development		
	Communications Writers - Digital and Written 6/13/13 PBAC	(143,000)
	TCF Staffing to Handle Increase in Gifts, Endowment Growth & Reporting (2 positions) 6/13/13 PBAC	(157,300)
	Alumni Engagement Call Floor Coordinator 6/13/13 PBAC	(57,200)
	PLF Development & Communications Writer (2 positions) 6/13/13 PBAC	(151,400)
	Director of Donor Relations 6/13/13 PBAC	(114,400)
Institutional		
	Staff Compensation 6/13/13 PBAC	(400,000)
	Institutional Shortfall (\$100k per year for 3 years) 6/13/13 PBAC	(100,000)
SubTotal 2013/14 Approved Base Funding Requests		(11,424,994)
2013/14 Estimated Base Budget Reserve Balance		4,236,929

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

One-Time Reserve ^[a]

2013/14 Beginning One-Time Reserve Balance		8,797,124
2013/14 Approved One-Time Funding Requests		
Academic Affairs		
Tenure/Tenure Track Faculty Start-up	6/13/13 PBAC	(1,900,000)
Recruitment & Retention of Underrepresented Faculty	6/13/13 PBAC	(100,000)
Support for Multi-disciplinary Research Proposals	6/13/13 PBAC	(1,000,000)
China International Student Recruitment	6/13/13 PBAC	(100,700)
Graduate International Student Transcript Evaluation/Recruitment	6/13/13 PBAC	(55,500)
Under-graduate International Student Transcript Evaluation/Recruitment	6/13/13 PBAC	(55,500)
Community Arts Events	6/13/13 PBAC	(50,000)
Expand Student Research Symposium	6/13/13 PBAC	(150,000)
Learning Analytics	6/13/13 PBAC	(70,000)
Zahn Center (SDSU match)	6/13/13 PBAC	(250,000)
SDCC funds to offset instructional costs of SDSU non-resident remedial students	6/13/13 PBAC	(150,000)
Graduate & Research Affairs IT	6/13/13 PBAC	(204,578)
Lottery Funds Restoration (instructional equipment and software)	6/13/13 PBAC	(417,000)
Library Books, Journals and Periodicals	6/13/13 PBAC	(500,000)
Cost of new FERP Faculty	6/13/13 PBAC	(3,100,000)
Enrollment Growth (621 FTES)	9/12/13 PBAC	(1,340,739)
2013/14 Projected Additional Non-Resident (347 FTES)	9/12/13 PBAC	(749,173)
Writing Center	9/12/13 PBAC	(260,110)
Benefits	9/12/13 PBAC	(500,000)
Student Computing Labs (ENG, PSFA, SCI)	9/12/13 PBAC	(860,517)
Renovation of Adams Humanities (faculty/staff offices)	9/12/13 PBAC	(750,000)
Engineering Aerospace Lab Renovation	9/12/13 PBAC	(500,000)
SCI Labs to Meet Enrollment Demand, Equipment	9/12/13 PBAC	(318,509)
Additional International Student Recruitment (stud assist, travel)	9/12/13 PBAC	(95,500)
North Life Sciences HVAC replacement & security enhancement	2/13/14 PBAC	(1,000,000)
Library – faculty requested publications	2/13/14 PBAC	(250,000)
New Tenure-track faculty start-up - College of Engineering (encumber to spend in 14/15)	2/13/14 PBAC	(1,000,000)
New Tenure-track faculty start-up - Enrollment Growth hires (encumber to spend in 14/15)	2/13/14 PBAC	(2,400,000)
Student Affairs		
Commuter Center Support Services	6/13/13 PBAC	(115,000)
International Recruitment - ISC	6/13/13 PBAC	(217,815)
Student Disability Services - Software	6/13/13 PBAC	(60,000)
Integrative Diversity Experiences for all Students	6/13/13 PBAC	(100,000)
SWAG SAT Preparatory Academy	9/12/13 PBAC	(25,000)
Indigenous Scholars & Leaders Program	9/12/13 PBAC	(35,100)
Business & Financial Affairs		
Painting Academic Buildings	6/13/13 PBAC	(500,000)
Accessibility Improvements to EBA (relocation of ARPE)	6/13/13 PBAC	(1,000,000)
Campus Painting	2/13/14 PBAC	(500,000)
University Relations & Development		
Alumni Volunteer Coordinator (\$60k per year for 3 years)	6/13/13 PBAC	(180,000)
360 Magazine, Other Media Materials	6/13/13 PBAC	(156,000)
SDSU Website Upgrades	6/13/13 PBAC	(150,000)
Improve and Enhance On-line Giving Capability	6/13/13 PBAC	(100,000)
Technology System Upgrades	6/13/13 PBAC	(250,000)
Increase Planned Giving Communication & Research to Identify Prospects	6/13/13 PBAC	(52,000)
Renovation of SDSURF Offices to Accommodate New Staff	6/13/13 PBAC	(60,000)
Space Planning and Architectural Rendering MH and PPGAC	6/13/13 PBAC	(20,000)
Marcomm Art Center Renovations	9/12/13 PBAC	(50,000)
National Branding & Marketing Program	10/24/13 PBAC	(305,000)
Legacy Leaders Program	2/13/14 PBAC	(50,000)
Wealth Screening on Parents (\$20k for 3 years)	2/13/14 PBAC	(60,000)
Direct Mail for Alumni Engagement	2/13/14 PBAC	(100,000)
Alumni Center - expanded storage area	4/17/14 PBAC	(120,000)
Branding & Marketing (Pandora/Southwest)	4/17/14 PBAC	(110,000)
Institutional		
Staff Professional Development	6/13/13 PBAC	(250,000)
Employee Satisfaction Survey	6/13/13 PBAC	(10,000)
Veteran's House Lease	6/13/13 PBAC	(112,000)
Destination SDSU planning/design	2/13/14 PBAC	(100,000)
ECCC ADA Access Improvements	2/13/14 PBAC	(1,000,000)
SubTotal 2013/14 Approved One-Time Funding Requests		(23,915,741)
2013/14 Funding Sources		
AA - Encumbered in 2013/14, Base in 2014/15 - available for one-time use in 2013/14		5,099,760
Estimated Tuition and Fee Revenues over Budget		15,653,307
Estimated One-Time Carry-forward of Base Budget Reserve		4,236,929
SubTotal 2013/14 Funding Sources		24,989,996
2013/14 Estimated One-Time Reserve Balance		9,871,379

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

Academic Affairs 2014-15 budget request

<u>BASE requests</u>	<u>One-Time requests</u>
\$3,772,326	\$5,958,428

Strategic Plan - Year Two

Area of Excellence - Phase II - encumber in 2014-15

\$1,066,680	\$2,240,000	ENCUMBER for 2015-16
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8 Tenure/track Faculty @ \$85,000	\$680,000	2013-14 multi-year budget request - approved
Benefits @ 45.1%	\$306,680	
Graduate Assistant/Research Assistants	\$80,000	
Start-up equipment	\$1,600,000	
Lab renovations	\$400,000	
Summer Stipends (\$30,000 each)	\$240,000	

Enrollment Services

Academic Advising

\$192,984	2013-14 multi-year budget request - approved
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3 advisors (SSP II @ \$43,000)	\$129,000
benefits @ 49.6 %	\$63,984

International Recruitment

\$155,584	
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Director SSP IV	\$70,000
benefits @ 49.6 %	\$34,720
International ASCII	\$34,000
benefits @ 49.6 %	\$16,864

Honors College

\$253,480	\$30,000	
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Associate Director	\$80,000	2013-14 multi-year budget request - approved
benefits @ 45.1%	\$36,080	
Advisor (0.5)	\$25,000	
benefits @ 49.6%	\$12,400	
Faculty course release (18 sections)	\$100,000	
Operating Costs	\$30,000	

Academic Affairs 2014-15 budget request

	<u>BASE requests</u>	<u>One-Time requests</u>	
On-line Course Development	\$201,480		
Instructional Design position	\$67,500		2013-14 multi-year budget request - approved
Benefits @ 49.6%	\$33,480		
Student Assistants	\$13,000		
Professional Staff Development	\$7,500		
Faculty Assigned Time - 16 courses	\$80,000		
Strategic Plan Working Groups			
Arts Alive		\$85,000	Funded in 2013-14 @ \$75,000
Learning Analytics		\$70,000	Funded in 2013-14 @ \$70,000
International Programs		\$100,000	
Undergraduate Research		\$65,000	
Zahn Center (SDSU match)		\$250,000	Second year of two years
Critical Needs Year Two			
Marginal FTES Funding 2014-15			modified marginal model (44)
FTES (175) - 5 lecturers (50 sections) @ \$55,200	\$400,000	\$220,800	40 sections @ 44 = 4 lect
FTES (448) - 13 lecturers (128 sections)	\$1,040,000	\$607,200	102 sections @ 44 = 11 lect
benefits for all above lecturers - 15 positions @ 45.1%		\$373,428	
Resident Enrollment Growth FTES funding (175 FTES)		\$1,233,350	ENCUMBER for 2015-16
10 Tenure-track positions @ \$85,000 each	\$850,000		
Benefits @ 45.1%	\$383,350		

Academic Affairs

Academic Affairs 2014-15 budget request	<u>BASE requests</u>	<u>One-Time requests</u>	
Non-Resident Enrollment Growth FTES funding (448 FTES)		\$0	reconcile with actual in 2015-16
25 tenure-track faculty @ \$85,000	\$2,125,000		\$3,083,375
Benefits @ 45.1%	\$958,375		
Funds to SDCC - remedial programs	\$150,000	\$150,000	ongoing commitment
Graduate Division IT Division - phase II		\$193,616	\$300,000
programmer/database hybrid position	\$96,000		2013-14 multi-year budget request - approved
benefits for position @ 49.6%	\$47,616		
Software licensing/programs	\$50,000		
project implementation consultants	\$160,000		
Service activation, equipment refresh	\$140,000		
Lottery Restoration	\$417,000	\$417,000	

New Requests - Critical Needs

Communication Director - Enr Serv		\$104,720	
Director	\$70,000		Position vacant due to budget reduction
benefits @ 49.6%	\$34,720		
Out of State Recruiter		\$62,832	
ASC I	\$42,000		
benefits @ 49.6%	\$20,832		
JDP agreement w/ UCSD	\$98,000	\$98,000	Ongoing commitment

Academic Affairs

Academic Affairs 2014-15 budget request	<u>BASE requests</u>	<u>One-Time requests</u>	
Summer SMART upgrades		\$450,000	
hardware, furniture & white boards	\$200,000		AA already funded \$400,000
Facilities Services	\$250,000		
Laboratory renovations - SCI to meet Chem demand	\$600,000	\$600,000	
IT share-support		\$60,000	
Tony Chung (60%)	\$60,000		
Research technicians staff support		\$149,600	HHS & SCI vacant positions
2 tech positions @ \$50,000	\$100,000		
benefits @ 49.6%	\$49,600		
Instructional Technology Services	\$123,335	\$0	Move to 2015-16 request
Math Center	\$167,600	\$0	Move to 2015-16 request
<hr/>			
2014-15 Base Request - Academic Affairs	\$3,772,326		
2014-15 One-Time Request		\$5,958,428	

Total TT hires = 53 [SSF (35), AoE (8), FTES (10)]

STRATEGIC PLAN – YEAR TWO

AREAS OF EXCELLENCE	Base funds are requested to hire the remaining 8 tenure-track faculty into the multi-disciplinary collaborative groups with corresponding graduate student support. Additionally, one-time funds are requested for start-up equipment, lab renovations and summer stipends which are all components of the start-up package. Academic affairs, colleges, and departments are also augmenting the start-up packages with one-time funds.
ACADEMIC ADVISING	Student success request - this is the second year of a two year request to hire advisers for support of first-time freshmen & transfer admission, orientations, MyMaps, degree evaluations, academic advising and our four-year graduation rate.
INTERNATIONAL RECRUITMENT	The transition of International recruitment to Enrollment Services requires a lead for the area. After two failed searches it was determined that we needed to increase the classification and also separate tasks from out-of-state recruiting. This request will provide the necessary infrastructure for international recruitment.
HONORS COLLEGE	The honors college has been approved by the Academic Senate and base funding is needed to create the infrastructure. Hiring an Associate Director to assist with recruitment, student programming and management is critical. To further support students the honors college adviser will transition from a 0.5 position in 2013-14 to a 1.0 position, continue faculty course release and operational costs.
ONLINE COURSE DEVELOPMENT	Students continue to seek innovative online experiences to augment their progress to degree. The course design institute has worked with over 20 faculty this academic year to transition their course to an interactive online course aimed at student success. Base funding is integral to this initiative to support ongoing implementation.
STRATEGIC PLAN WORKING GROUPS	ARTS ALIVE – this working group was very active in 2013-14 with solid plans for 2014-15. One-time funds are requested for events, supplies, marketing and student assistants. LEARNING ANALYTICS – determining how data can be used to inform student learning has been the focus of this working group, funding is for faculty release time and software. INTERNATIONAL PROGRAMS – (1) Hire a consultant to evaluate various databases to centralize campus study abroad data. (2) Go International, hiring a temporary employee to gather current resources and located them in a singular place for students to increase the ability of student to learn about study abroad experiences. UNDERGRADUATE RESEARCH – funds to advance the opportunities of faculty to work with undergraduates on innovative research projects.
ZAHN CENTER	Second year of a two year agreement to match funds to a donor gift for the Zahn Center.

CRITICAL NEEDS – YEAR TWO

MARGINAL FTES FUNDING	Campus FTES will increase by 175 FTES in 2014-15, it is essential to provide funds to the colleges on a one-time basis to cover course sections and meet student course demand.
RESIDENT ENROLLMENT GROWTH	Base funding is being sought to cover the permanent 175 FTES increase to the campus. Ten tenure-track faculty will be recruited during 2014-15 and will start in Fall 2015. These funds are being encumbered and not received until July 2015.
SDCC FUNDING	A cooperative agreement has been established with San Diego Community College to teach remedial courses at SDSU. These one-time funds pay for the community college faculty.
GRADUATE DIVISION IT SERVICES	This request represents year two of the development of a graduate IT division. Base funding for a hybrid programmer/database manager and annual licensing renewal fees. One-time funds are requested for consultants to transition databases and service contracts.
LOTTERY RESTORATION	The Chancellor's Office reduced Lottery allocations to SDSU by \$417,000. One-time funds are essential for the annual equipment and software purchases for our academic programs.

CRITICAL NEEDS – NEW REQUESTS

COMMUNICATION DIRECTOR	Base funding is being requested to hire this critical position to oversee and strategically implement recruitment communication (e-mail, web site copy, print pieces, video scripts, bullet messaging and social media campaigns).
OUT OF STATE RECRUITER	To increase our out-of-state recruitment an additional person is needed to travel to more cities and assist in this initiative.
JDP AGREEMENT	Our agreement with UCSD for JDP programs requires one-time funds to continue this arrangement and maintain the current agreement for our programs.
SUMMER SMART ROOM UPGRADES	Changes in technology and the evolution of our SMART classrooms requires that we upgrade a number of classrooms annually with ADA podiums, technology, & white boards
LAB RENOVATIONS	To meet student demand more labs are being upgraded and created.
IT SHARE SUPPORT	Student Services and Enrollment Services have agreed to cost-share an IT position.
RESEARCH TECHNICIANS	Providing support for the laboratories is one area of critical need that has gone unfunded due to budget reduction. One tech requested for SCI and one for HHS.

URAD PBAC FY14-15 PERMANENT FUNDING REQUESTS

Strategic Planning Initiatives	BASE requests	ONE-TIME Requests	TCF Funding	TOTAL
<i>Enhance Communication to Raise Awareness of our Excellence: Invest funds to sharpen SDSU's distinctive profile as a research-intensive public university through coordinated branding, marketing and targeted communication.</i>				
Videographer	65,000			65,000
Benefits @49.6%	32,240			32,240
<i>The Strategic Plan's Branding and Marketing Working Group is charge to "Invest funds to sharpen SDSU's distinctive profile as a research-intensive public university through coordinated branding, marketing and targeted communication."</i>				
Branding & Marketing - 2nd Year		495,000		495,000
<i>Community and Communication: The university will build on this foundation by enhancing our engagement with our alumni and our community supporters, continuing to support initiatives that advance the welfare of the broader San Diego region...</i>				
Government & Community Relations (Operational funding)			20,000	20,000
<i>The Campaign for SDSU has been extremely successful. We need to continue this momentum and continue to find lost alumni to accomplish the university's goal of raising \$100 million per year in private funding to support the Strategic Plan in it's entirety.</i>				
SIMS Lost Alumni Project, working with Office of the Registrar & Enrollment Services		100,000		100,000
Total Strategic Planning Initiatives				
	97,240	595,000	20,000	712,240

Critical Support Needs	BASE requests	ONE-TIME Requests	TCF Funding	TOTAL
Building the infrastructure required to raise \$100M per year and a \$500M Endowment				
Director of Development, CBA	85,000			85,000
Sr. Director of Regional Relations & Events (Development)	90,000			90,000
Benefits @ 49.6%	86,800			86,800
Annual Wealth Screening (20,000 records) (Year 2)	25,000			25,000
Donor Relations Stewardship Events	15,000			15,000
Prospect Researcher			50,000	50,000
Prospect and Database Specialist			50,000	50,000
Assistant Director for Planned Giving			65,000	65,000
Alumni Engagement Electronic Solicitation Manager			50,000	50,000
Development Coordinator (each Coordinator supports 3 Development staff)			40,000	40,000
Benefits @ 49.6%			126,480	126,480
Donor Relations Program			40,000	40,000
Total Critical Support Needs				
	301,800	-	421,480	723,280
Total FY 14-15 Funding				
	399,040	595,000	441,480	1,435,520

The Campanile Foundation Share of FY14-15 Funding			
Additional Gift Fee Income from increased cash gifts			150,500
Incremental Endowment Fee Income from increased endowment market value			290,980
Total Campanile Foundation Funding			441,480

UNIVERSITY RELATIONS AND DEVELOPMENT

URAD has both Strategic Planning Initiative needs and Critical Support needs to ensure the success of the Campaign and the extension. SDSU has almost reached our goal of raising \$500 million for our first comprehensive campaign. We may move immediately into an extension to raise an additional \$250 million within the next three years. The President has stated the need to raise \$100 million per year and to build the endowment to \$500 million. The One-Time funding of \$595,000 and Base Funding of \$399,040, totaling \$994,040, is explained below. Additionally, The Campanile Foundation will more than match the Base funding request of \$399,040 with revenue from the TCF one-time gift fee and the annual endowment management fee of \$441,480 of. The total URAD Strategic Planning and Critical Support funding needs is \$1,435,520. Please find the detail of the funding requests below identified by One-Time Requests, Base Budget requests, and TCF funded requests.

ONE-TIME REQUESTS

Branding & Marketing – Strategic Plan Initiative, Year Two **\$495,000**

SDSU's National Branding and Marketing Program is a first-of-its-kind national education and awareness campaign about the quality and excellence of academic opportunities and achievement at SDSU. The program is intended to support and complement ongoing marketing efforts of **several university initiatives**, including:

- ***National Recruiting***
- ***International Recruiting***
- ***The Campaign for SDSU***

The program also supports the **Strategic Plan's** Branding and Marketing Working Group charge to ***“Invest funds to sharpen SDSU's distinctive profile as a research-intensive public university through coordinated branding, marketing and targeted communication.”***

The target audiences for this program **include current students, faculty and staff; prospective students and their parents and alumni**. Markets the program reaches into are high priority markets for Enrollment Services as well as Development.

Campaigns are launched in markets strategically tying them to a college fair/recruiting event, alumni reception or major sporting event to take advantage of SDSU already having a presence in that market. The campaigns target specific audiences in specific markets, in short bursts of 3-4 weeks leading up to one of the aforementioned events, with some exceptions. We “flood the market” with our messaging, then move on to the next market. We come back to that market with follow up messaging several times after the initial campaign.

A part of the Branding and Marketing campaign's focus is supporting the effort to recruit out of state students. Early intent to enroll numbers show marked increases in nearly every key market targeted by our branding and marketing campaign. While there are many factors that contribute to these increases, our data indicates clear correlations between markets where we had the greatest engagement and impact, and where the intent to enroll increases between this year and last were greatest, including Texas (71% increase), Arizona (57% increase), and Washington (29% increase).

The following is the line-item budget totally \$495,000 to continue this strategy into year two.

Facebook	\$45,000
Twitter	\$45,000
YouTube	\$45,000
Google AdWords	\$35,000
Theater programs	\$30,000
In-Flight magazines (Southwest and Alaska)	\$150,000
Television	\$75,000
Merit Pages	\$10,000
Airport	\$40,000
Misc.	\$20,000

SIMS Locating Lost Alumni from 1970-1986 **\$100,000**

Working with Office of the Registrar & Enrollment Services

- The SIMS database within Enrollment Services (which Advance was created from) has digital records of alumni going back to 1987. Prior to that date, attendance records only exist in paper or microfiche files.
- In looking at Advance, there is an inconsistent pattern of growth from 1970-1987 which suggests we do not have all alumni from that time period.
- Graduates from that time period would be between 49-65 year old if they graduated at the age of 22. This age range would be prime for major gift prospect mining.
- The request from Development is that we find a solution to digitize these records and import them into Advance allowing us to locate contact information and screen these lost alums.
- Cost would be contingent on number of records to review. We have not had the time to do all our research but we are anticipating that this is a large project that would need a company or several part time employees over 6 months to complete.

TOTAL ONE-TIME REQUEST **\$ 595,000**

BASE REQUESTS

Staffing

Videographer (Base salary of \$65,000 and benefits of \$32,240) \$97,240

The videographer position will help SDSU's marketing and communications department more effectively tell the many stories of SDSU's students, faculty, staff and alumni to support national and international recruiting and The Campaign for SDSU. Video is a powerful medium that today's audiences expect to see. This position will support stories in 360 Magazine and SDSU NewsCenter as well as alumni engagement and development initiatives and appeals. We will also work with other divisions to assist them with their video needs as well.

Director of Development, CBA (Base salary of \$85,000 and benefits of \$42,160) \$127,160

This position will be responsible to raise major gifts (\$100,000+) to support strategic priorities and programs for the College of Business. The Director of Development will work with the Dean of the College, department directors, faculty, and CBA administrators and in collaboration with fellow development directors and other URAD staff. This is an additional position for fundraising for the College of Business due to the significant opportunities from those alumni. The addition of this position will increase the number of contacts with CBA prospects by 300 in the first year alone. This position will have a goal of securing new gifts in the amount of \$200K in year one, \$400K in year two, and \$1M or more in year three.

Sr. Director of Regional Relations & Events within Development (Base salary of \$90,000 and benefits of \$44,640) \$134,640

This position will work as a liaison with SDSU executives and administrators in student affairs, student recruitment, alumni engagement, URAD regional staff, and regional council volunteers. This position will ensure standardization of practices for regional council structures, meetings, materials, messaging, communications, events and activities. Regional council members will assist in attracting more out of state and high potential students through their interactions and personal connections.

In the last 18 months since we began the regional program, Development has added \$180 million in proposals for potential gifts from previously unassigned or early stage prospects. By adding this Senior Director position, it is anticipated that the regional team can contribute in excess of \$40 million through the campaign extension that would not otherwise be realized.

Operational Funding

Annual Wealth Screening, Year Two \$25,000

Wealth screening and donor research help to identify alumni and community supporters who have the capacity to become major donors to SDSU. With 46,500 donors out of our more than 320,000 member Aztec community of alumni, students, faculty, and staff, it is imperative we use current data analysis technologies to identify prospects who have the means and the interest to give to SDSU. This funding will continue this effort as we build the potential donor pool to accomplish raising \$100 million per year from private support.

Donor Relations/Stewardship Events \$15,000

The Campaign for SDSU has over 46,500 donors who have given more the 112,100 gifts. SDSU has received 90 \$1 million or more individual gifts. All of these donors are important to the continuation of the campaign and are critical to meeting the goal of raising \$100 million per year and building the endowment to \$500 million. Donor Relations/Stewardship events and

communication are ways to show our donors the impact of their gifts and in turn will encourage them to continue their support at higher levels.

The funding URAD is requesting for Donor Relations/Stewardship events is a result of significant growth in attendance of these important events.

- Scholarship Luncheon has grown 25% since 2011 when we had 160 attendees to 200 attendees this year.
- Tower Society and Heritage & Legacy Event Combined Annual Event thanks our 1,288 donors of \$50K plus for their current cumulative giving to SDSU and the 400 plus individuals who have named SDSU as a beneficiary of a planned gift or estate.
- Evening Celebrating Philanthropy thanks \$1 million plus donors to the University. The attendance went from 50 in 2011 to 90 in 2014.
- Regional events have tripled since 2011.
- The total number of Special Events has doubled from 100 to over 200 since 2011.

TOTAL BASE FUNDING REQUEST

\$ 399,040

THE CAMPANILE FOUNDATION FUNDING (Match of University Base Funding)

Staffing

Prospect Researcher (Base salary of \$50,000 and benefits of \$24,800) \$74,800

Our Prospect Research team supports over 20 Development Directors and Officers. The role of this team is to identify and track new prospects, which in turn, supports giving priorities that fall under the campaign extension goal and to support the increased research needs associated with our growing regional program. This addition will provide a Prospect Researcher for every 5 Development staff. Prospect Research has identified 19,000 alum with the capacity to give \$25,000 or more that have not been seen to date. This pool will increase with an additional staff member.

Prospect and Database Specialist (Base salary of \$50,000 and benefits of \$24,800) \$74,800

This is a specialized position that will conduct in-depth research on new and emerging giving prospects to support the major (\$100K or above) and principal gift (\$25 – 99K) efforts as well as analyze existing University data to identify trends, affiliations, and indicators of propensity to give among alumni that would drive greater support for Alumni Engagement solicitation efforts. This individual will also prepare briefings on high level prospective donors for the President and VP of University Relations and Development.

Assistant Director for Planned Giving (Base salary of \$65,000 and benefits of \$32,240) \$97,240

An Assistant Director of Planned Giving will increase the prospect pool for planned gifts to support SDSU long-term. This position's goals would be:

- Increase department's personal donor visits by 150% or 80-100 visits per year.
- Increase planned gifts to the Campaign by \$4 million in the first year, \$6 million the second year, and \$9 million the third year.

Since inception 24 years ago, The Office of Planned Giving has discovered over \$200 million in planned gifts, \$30 million has matured to date and about \$15 million is currently in the campaign pipeline. The industry standard is that for every one known gift named in an estate there are four unknown estate gifts. We have identified 1,500 prospects in the prime planned giving ages between 50-70 years who need to be visited in order to determine their planned gifts to the University.

SDSU have been averaging approximately \$7 million in planned gifts during non-campaign years and approximately \$17 million a year since the start of the campaign. Last year was a record-breaking year with over \$20 million booked for the fiscal year 2012-2013. Planned gifts represent 25% or \$125 million of the current campaign total. With the additional staff member, the department goal will be to \$30 million annually of Planned Gifts.

A few examples of the support we have or will receive from Planned Gifts are:

- \$2.4 million to support Faculty
- \$2.3 million to support students
- \$1 million for the Honors College

Alumni Engagement Electronic Solicitation Manager (Base salary of \$50,000 & benefits of \$24,800)\$74,800

The Electronic Solicitation Manager will have the ability to parley narrow “crowdsourcing” type university initiatives to specific demographic segments by utilizing email and social media. The Manager will coordinate multiple, simultaneous campaigns. This position will assist the Annual Fund efforts in building the base of entry level donors to San Diego State.

Some of the results we have seen this year that will only grow with a dedicated employee are:

- Cap and Gown Solicitation--4,500 emails were sent asking for donations to sponsor caps and gowns. This generated more than 150 gifts and \$15,000.
- Veterans Campaign--2,900 emails were sent which generated 67 on-line gifts and over \$5,000.
- Life Membership to Class of 2014--5,500 emails generated 105 memberships/gifts and over \$35,000.
- Commencement Information to Class of 2014--6,000 emails generated 2,200 text opt-ins. This enables us to share commencement information to their smart phones and to harvest cell phone numbers.

Development Coordinator (Base salary of \$40,000 and benefits of \$19,840) \$59,840

This position will support 2-3 development professionals, including meeting scheduling, travel logistics, expense reimbursement, production of materials for prospect visits, data entry for prospect management, communicating data updates, producing correspondence, email, web, and other materials.

Operational Funding (Match of University Base Funding)

Government & Community Relations \$20,000

This one staff department is responsible for engaging our elected officials to ensure they have the most up to date knowledge of SDSU, our vision, and our goals. Additionally, this position is responsible for ensuring the campus community and the residential communities improve relationships through all means of communications. This effort is a higher priority as stated in the Strategic Plan. As a result, a very small operational budget is needed. This budget will consist of:

Travel:

Two trips to DC (one SD Regional Chamber, one CSU) providing opportunities to engage with the local business community to advocate on issues of higher education and workforce to our congressional representation, and opportunity to advocate on behalf of SDSU’s federal research agenda with President Hirshman.

Six trips to Sacramento with CSU. These trips include

- Three Industry Advocacy Days - designed to increase the legislature’s knowledge of vital programs at the CSU and our contribution to California’s workforce
- One Joint Higher Education Day - partnering with the UC and Community Colleges to increase support and showcase partnerships between the higher education sectors
- One Legislative Advocacy Day – to advocate on bills affecting the CSU
- One Budget Advocacy Day - to advocate on budget decisions affecting the CSU.

Events:

- President's Service Award Annual Event honors a community member that has supported higher education and San Diego State.
- Two Neighbor Outreach Events to provide positive opportunities for the community to engage in on-campus activities and encourage the community to view San Diego State as a wonderful community resource.

Donor Relations/Stewardship Program \$40,000

The Donor Relations Program is being enhanced to better steward our 46,500 donors, particularly those who have given over \$10,000. The program not only involves the donor relations/stewardship events discussed above but also includes:

- Communication to inform our donors of the activities and events on campus to keep them involved and participating in campus events
- Improved gift acknowledgements to recognize multiple gifts
- Programmatic brochures
- Develop a recognition society to thank annual donors and recognize loyal donors.
- Develop a First Time Donor Package to thank donors for their first gift to the university and include them in engagement and communication opportunities.

TOTAL CAMPANILE FOUNDATION FUNDING \$ 441,480