



SAN DIEGO STATE
UNIVERSITY


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

Thomas McCarron
Vice President and CFO

MEMORANDUM

DATE: October 25, 2013

TO: Elliot Hirshman
President

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

SUBJECT: President's Budget Advisory Committee
Recommendation of October 24, 2013

Attached is the Recommendation from the President's Budget Advisory Committee (PBAC) Meeting of October 24th, 2013 for approval of University Relations & Development one-time funding request in the amount of \$305,000 to support a national branding and marketing program. 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
October 24, 2013

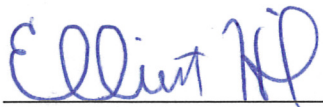
RECOMMENDATION

Approve 2013/14 one-time funding requests:

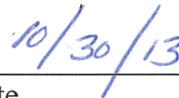
University Relations & Development

National Branding and Marketing Program	305,000
TOTAL	305,000

Approved by:



Elliot Hirshman, President



Date

President's Budget Advisory Committee
Meeting Agenda
October 24, 2013
2:00p.m. @ LA-4450

I. Call to order

- Call for amendments to agenda

II. Information Item

III. Reports

- 2013/14 Revenues (Attachment 1)
- 2013/14 Reserves (Attachment 2)

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

- URD - \$305,000 (Attachment 3)

VI. Voting Items

VII. New Business

VIII. Reminder

- Next Meeting Date – November 14, 2013 at 2:00 p.m. in MH 3318

SAN DIEGO STATE UNIVERSITY
2013/14 Revenue Estimates
As of October 21, 2013

		2012/13 Budget	2012/13 Actual	Over/(Under) Budget	% Over/(Under) Budget	2013/14 Budget	Year to Date as of 10/21/2013	Term End Estimate	Over/(Under) Budget	% Over/(Under) Budget
Basic Tuition Fee										
	Summer	11,405,000	11,468,965	63,965	0.56%	10,780,000	10,663,201	10,663,201	(116,799)	-1.08%
	Fall	79,390,000	79,774,885	384,885	0.48%	80,054,000	77,332,991	80,902,623 ^[3]	848,623	1.06%
	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>73,166,000</u> ^[4]	0	0.00%
	Sub-Total Basic Tuition	162,350,000	164,131,279	1,781,279	1.10%	164,000,000 ^[1]	87,996,192	164,731,724	731,724	0.45%
	Tuition Fee Discounts	<u>(40,978,000)</u>	<u>(40,978,000)</u>	0	0.00%	<u>(41,381,900)</u>	<u>(41,381,900)</u>	<u>(41,381,900)</u>	0	0.00%
	Net Basic Tuition	121,372,000	123,153,279	1,781,279	1.47%	122,618,100	46,614,292	123,349,824	731,724	0.60%
Non-Resident Tuition										
	Summer	385,358	508,491	123,133	31.95%	389,333 ^[2]	521,634	521,634	132,301	33.98%
	Fall	4,636,763	6,812,927	2,176,164	46.93%	5,216,408 ^[2]	7,515,840	7,996,259 ^[3]	2,779,851	53.29%
	Spring	<u>4,108,891</u>	<u>6,145,352</u>	<u>2,036,461</u>	<u>49.58%</u>	<u>4,705,271</u> ^[2]		<u>4,705,271</u> ^[4]	0	0.00%
	Sub-Total NR Tuition	9,131,012	13,466,770	4,335,758	47.48%	10,311,012	8,037,474	13,223,164	2,912,152	28.24%
International Tuition										
	Summer	300,225	593,712	293,487	97.76%	428,531 ^[2]	682,992	682,992	254,461	59.38%
	Fall	2,869,625	4,427,643	1,558,018	54.29%	3,195,795 ^[2]	4,531,702	5,711,197 ^[3]	2,515,402	78.71%
	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>3,073,862</u> ^[4]	0	0.00%
	Sub-Total International Tuition	5,878,188	9,280,064	3,401,876	57.87%	6,698,188	5,214,694	9,468,051	2,769,863	41.35%
TOTAL TUITION		136,381,200	145,900,114	9,518,914	6.98%	139,627,300	59,866,459	146,041,039	6,413,739	4.59%
Application Fee		2,294,000	3,041,258	747,258	32.57%	2,294,000	304,665	2,294,000 ^[4]	0	0.00%
TOTAL APPLICATION FEE		2,294,000	3,041,258	747,258	32.57%	2,294,000	304,665	2,294,000	0	0.00%
TOTAL		138,675,200	148,941,372	10,266,172	7.40%	141,921,300	60,171,124	148,335,039	6,413,739	4.52%

[1] Campus Basic Tuition Fee Calculation:

B 2013-02	163,254,000
SDSU Adjustments (a)	748,000
	<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 10/17/2013 discounted based on prior year waiver/collections experience.

[4] Term estimates are based on budgeted revenues.

Base Budget Reserve

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	(6,261,160)
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 - <u>Encumbered in 2013/14, Base in 2014/15</u>		
	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)
2013/14 Estimated Base Budget Reserve Balance		4,236,929

One-Time Reserve

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)

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)

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)

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)

2013/14 PENDING One-Time Funding Requests

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 [a]	6,413,739
Estimated One-Time Carry-forward of Base Budget Reserve	4,236,929

2013/14 Estimated One-Time Reserve Balance

7,626,811

SDSU Multi-Year Budget Plan

Institutional Base Reserve		2011/12	2012/13	2013/14	2014/15	2015/16
Beginning Balance		209,533	209,533	11,525,283	4,236,929	4,011,729
Trigger		(20,696,750)	20,696,750			
Tuition Rollback/Buyback			(9,381,000)	9,844,000		
GF Base adjustments		3,991,300				
GF Base Increase ^[a]				6,408,000	6,728,000	6,997,000
Resident Growth:						
311 FTES - Enrollment Growth funding				1,388,000		
GF tuition fee discount adjustment based on campus relative student need				(4,100)		
Basic Tuition Revenue (net of SUG tuition discounts)				1,246,100		
Non-Resident Growth:						
Non-Resident Tuition Budget				2,000,000		
Est. Mandatory Costs/Multi-Year Commitments		(1,830,200)		(10,484,200)	(6,953,200)	(7,222,200)
Divisional Base Allocation		12,274,490				
University Non-Divisional Base Reduction		6,261,160		(6,261,160)		
Strategic Planning/Critical Support Needs Base Allocation				(6,325,234)	-	-
2013/14 Funds encumbered for succeeding year base purposes, available for current year one-time purposes				(5,099,760)	5,099,760	
2013/14 Succeeding year expenditure purposes					(5,099,760)	
Ending Balance		209,533	11,525,283	4,236,929	4,011,729	3,786,529
Institutional One-time Reserve		2011/12	2012/13	2013/14	2014/15	2015/16
Beginning Balance		4,610,156	7,361,340	8,797,124	7,626,811	18,052,279
Unallocated Institutional Base Reserve		209,533	11,525,283	4,236,929	4,011,729	3,786,529
Funds encumbered for succeeding year base purposes, available for current year one-time purposes				5,099,760	-	-
Current year expenditure purposes ^[b]				(5,484,648)	-	-
Est. Fee Revenues over Budget		6,432,194	10,266,172	6,413,739	6,413,739	6,413,739
PBAC Allocations:						
University Non-Divisional Base Reduction			(6,261,160)			
AA Equip/Software (Lottery Reduction)		(417,000)	(417,000)			
AA Out-of-State Recruitment		(175,673)	(175,673)			
AA International Recruitment			(144,500)			
SA International Recruitment		(151,920)	(156,328)			
AA Univ Grant Program (RSCA)		(194,168)	(194,168)			
BFA IVC earthquake, Don Powell ADA, Storm/Nasatir modulars		(2,466,782)				
Professional Development, CSU Online, VA repayment		(485,000)				
Divisional Allocations			(3,000,000)			
Mar2013 1X allocations			(10,006,842)			
Strategic Planning/Critical Support Needs Allocation 6/13/13				(11,436,093)	-	-
Ending Balance		7,361,340	8,797,124	7,626,811	18,052,279	28,252,547
Support Budget		2011/12	2012/13	2013/14	2014/15	2015/16
State General Fund Allocation		133,941,246	124,792,196	143,411,096		
Basis Tuition Fee (net of SUG tuition discounts)		118,731,200	121,937,180	123,926,088		
Other Fee Revenue		36,690,122	37,235,037	38,877,351		
Other Revenue and Cost Recovery		16,278,325	23,633,422	22,218,752		
Total Support Budget		305,640,893	307,597,835	328,433,287		

[a] CSU GF base will increase by 5% in 2013/14 and 2014/15 and by 4% in 2015/16 and 2016/17. Allocation to campus includes mandatory costs and compensation. Funding for resident enrollment growth is listed separately under Resident Growth. Additional funding may be allocated to campus via the RFP process to support state and systemwide initiatives (i.e. technology and student success).

[b] 2013/14 one-time allocations include resident & non-resident enrollment growth, writing center, student computing labs, renovation of Adams Humanities, engineering aerospace lab renovation, sciences labs, equipment, international student recruitment student assist. & travel, SWAG SAT prep academy, indigenous scholars & leaders program and MarComm Art Center renovations - PBAC approved 9/12/2013.

**University Relations and Development
Marketing and Communications
PBAC 2013/2014 One-time Funding Request**

SDSU Marketing & Communications is proposing a national branding and marketing program to support and complement the ongoing marketing efforts of several university initiatives including The Campaign for SDSU, National Recruiting, International Recruiting and Extended Studies, by raising the perception and awareness of the quality and excellence of San Diego State University across the country. The program targets current students, faculty and staff, as well as focuses on alumni, donors, and prospective students and their parents in select markets around the country, as determined by Enrollment Services and Development's outreach goals; and internationally in coordination with CES and Enrollment Services. The plan, managed by SDSU's Marketing & Communications departments, includes advertising on a combination of media including traditional print and television. The majority of the program will be digital advertising on Facebook, Twitter, YouTube and more, to help raise the profile of San Diego State University among these various constituencies.

This request is for one-time funding for the 2013/2014 budget year to support advertising costs. The program will be evaluated on a weekly, biannual and annual basis to ensure it is helping the above referenced university initiatives. Based upon the evaluation of the 2013/2014 program, Marketing & Communication may come back to PBAC with a base funding request for 2014/2015.

Annual Cost: \$305,000

**PRESIDENT'S BUDGET ADVISORY COMMITTEE
OCTOBER 24 2013
MINUTES**

Voting Members Present:	Area Budget Reps Present:	Staff Present:	Guests Present:
Tom McCarron	Linda Lewiston	Crystal Little	Mariah Kelly
Andrea Rollins	Lorretta Leavitt	Nance Lakdawala	Greg Block
Bill Eadie	Kathy LaMaster		
Ghada Osman			
Eric Rivera			
Douglas Deutschman			
Nancy Marlin			
Mary Ruth Carleton			

Voting Members Absent:

Josh Morse

I. Call to order - VP McCarron called the meeting to order at 2:05 p.m. VP McCarron inquired if there were any amendments to the agenda but there were none.

II. Information Items

- **Meet and greet new members** – VP McCarron introduced and welcomed Douglas Deutschman, the new Academic Resources and Planning (AR&P) Chair.

III. Reports

- **2013/14 Revenues (Attachment 1)** – VP McCarron presented the 2013/14 Revenues. A few adjustments were made since our last meeting. These figures include census data. We are currently exceeding our budget by about \$6.4M.
- **2013/14 Reserves (Attachment 2)** – VP McCarron presented the 2013/14 Reserves. The figures include the approved items from our previous meeting. Director Little explained the multi-year budget plan that ties back to our base budget.

IV. Watch List

- **Master Plan Costs** – No update.
- **SUF Class Action Suit** – We have received a recent request for more information.
- **Unfunded Compensation**– No update.

V. Funding Requests

- **URD - \$305,000 (Attachment 3)** – Director Block presented this item. SDSU Marketing and Communications is proposing a national branding and marketing program to support several initiatives. The program would target current students, faculty and staff, as well as alumni, donors, and prospective students and their parents. The excellence of SDSU needs to be more widespread. AR&P Chair Deutschman asked which metrics would be used to evaluate effectiveness and prioritize markets. Director Block responded they will be using various digitization tools to track the information. VP Kelly stated it is important for current students to be knowledgeable about SDSU's excellence so they can communicate it to others. Interim VP Rivera said these tools would be beneficial to internships. Director Block stated the information we want to communicate is regarding academics.

VI. Voting Items – Provost Marlin moved to approve the funding request item at today's meeting, VP Carleton seconded, and the motion passed unanimously.

VII. New Business – Senate Chair Eadie stated the California Faculty Association (CFA) had sent a memo to President Hirshman regarding reopening salary adjustments. VP McCarron stated that PBAC does not review proposals directly from constituent groups. Initiatives must be vetted prior to presentation to PBAC. They are reviewed in advance by the Budget Resource Advisory Team (BRAT) and AR&P, and presented to the appropriate Vice President who ensures they compliment the strategic plan, and presents the item to PBAC. Members agreed with this position. Chief of Staff Rollins said President Hirshman always wishes to increase compensation but has to balance it with all of SDSU's obligations.

AVP Leavitt explained the procedure for compensation increases for MPPs and Confidential employees. BRAT will meet to discuss the compensation pool.

VP McCarron explained the CSU is working on a budget request for 2014/15 and is hoping to provide a larger compensation plan for next year.

VIII. Reminder –Our next meeting is scheduled for Thursday, November 14, 2013 at 2:00 p.m. in MH-3318. The meeting was adjourned at 2:40 p.m.