



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: December 15, 2014

TO: Elliot Hirshman
President

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

SUBJECT: President's Budget Advisory Committee
Recommendation of December 11, 2014

Attached is the recommendation from the President's Budget Advisory Committee (PBAC) meeting of December 11, 2014 for approval of 2014/15 one-time funding requests totaling \$5,000,000 and repurpose of out-of-state recruiter funds in the amount of \$62,832 to instead fund an assistant director (SSPIV) to support specialized recruitment/admission groups. 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

December 11, 2014

RECOMMENDATION

Approve 2014/15 one-time funding requests:

Institutional

Engineering and Interdisciplinary Sciences (ENIS) Building 5,000,000

2014/15 TOTAL 5,000,000

Approve 2014/15 base funding requests:

Academic Affairs

Repurpose 5/29/2014 approved base allocation of \$62,832 for out-of-state recruiter to instead fund an assistant director (SSPIV) to manage specialized recruitment/admission groups.

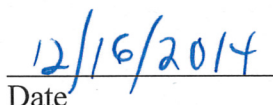
Institutional

In addition, I approve \$75,000 to support ongoing initiatives of the Sexual Violence Task Force. These funds are renewable to support successful initiatives.

Approved by:



Elliot Hirshman, President



Date

President's Budget Advisory Committee

Meeting Agenda

December 11, 2014

2:00p.m. @ MH-3318

I. Call to order

- Call for amendments to agenda

II. Information Item

III. Reports

- 2014/15 Revenues (Attachment 1)
- 2014/15 Base Reserves (Attachment 2)
- 2014/15 One-Time Reserves (Attachment 3)

IV. Watch List

- Master Plan Costs
- SUF Class Action Suit
- Unfunded Compensation Items

V. Funding Requests

- Engineering & Interdisciplinary Sciences Building - \$5M (Attachment 4)
- Change in Funding Purpose - \$62,832 (Attachment 5)

VI. Multi-Year Budget (Attachment 6)

VII. Voting Items

VIII. New Business

IX. Reminder

- Next Meeting Date – January 29, 2015 at 2:00 p.m. in MH 3318

SAN DIEGO STATE UNIVERSITY
2014/15 Revenue Estimates
As of December 1, 2014

	2013/14 Budget	2013/14 Actual	Over/(Under) Budget	% Over/(Under) Budget	2014/15 Budget	Year to Date as of 12/1/2014	Term End Estimate	Over/(Under) Budget	% Over/(Under) Budget
Basic Tuition Fee - Resident									
Summer	9,891,223	9,846,972	(44,252)	-0.45%	9,773,574	8,993,322	9,297,213	(476,361)	-4.87%
Fall	73,124,671	74,589,065	1,464,394	2.00%	72,765,955	70,973,840	74,761,480	1,995,524	2.74%
Spring	66,653,619	68,421,495	1,767,876	2.65%	66,525,656		66,525,656	0	0.00%
Sub-Total Basic Tuition - Resident	149,669,513	152,857,531	3,188,018	2.13%	149,065,185	79,967,162	150,584,348	1,519,163	-2.13%
Tuition Fee Discounts	(41,381,900)	(41,381,900)	0	0.00%	(40,506,800)	(40,506,800)	(40,506,800)	0	0.00%
Net Basic Tuition - Resident	108,287,613	111,475,631	3,188,018	2.94%	108,558,385	39,460,362	110,077,548	1,519,163	1.40%
Basic Tuition Fee - Non-Resident									
Summer	888,777	960,296	71,519	8.05%	1,004,427	1,140,806	1,170,368	165,941	16.52%
Fall	6,929,329	7,862,436	933,107	13.47%	8,487,045	8,764,358	9,228,124	741,080	8.73%
Spring	6,512,381	7,188,154	675,772	10.38%	7,736,344		7,736,344	0	0.00%
Sub-Total Basic Tuition - Non-Resident	14,330,487	16,010,885	1,680,398	11.73%	17,227,816	9,905,164	18,134,837	907,021	5.26%
Out-of-State Tuition									
Summer	389,333	529,292	139,959	35.95%	384,600	631,373	657,012	272,412	70.83%
Fall	5,216,408	8,041,131	2,824,723	54.15%	5,848,000	8,694,875	9,091,033	3,243,033	55.46%
Spring	4,705,271	7,175,772	2,470,501	52.50%	5,218,000		5,218,000	0	0.00%
Sub-Total Out-of-State Tuition	10,311,012	15,746,195	5,435,183	52.71%	11,450,600	9,326,249	14,966,044	3,515,444	30.70%
International Tuition									
Summer	428,531	685,224	256,693	59.90%	429,600	796,221	819,055	389,455	90.66%
Fall	3,195,795	5,822,752	2,626,957	82.20%	3,651,000	6,739,485	7,533,632	3,882,632	106.34%
Spring	3,073,862	5,546,308	2,472,446	80.43%	3,478,000		3,478,000	0	0.00%
Sub-Total International Tuition	6,698,188	12,054,284	5,356,096	79.96%	7,558,600	7,535,706	11,830,687	4,272,087	56.52%
TOTAL TUITION	139,627,300	155,286,996	15,659,696	11.22%	144,795,400	66,227,481	155,009,116	10,213,716	7.05%
Application Fee									
	2,294,000	3,261,001	967,001	42.15%	2,294,000	1,092,405	2,294,000	0	0.00%
TOTAL APPLICATION FEE	2,294,000	3,261,001	967,001	42.15%	2,294,000	1,092,405	2,294,000	0	0.00%
TOTAL	141,921,300	158,547,997	16,626,697	11.72%	147,089,400	67,319,886	157,303,116	10,213,716	6.94%

[1] Campus Basic Tuition Fee Calculation:

B 2014-01	166,552,988
SDSU Adjustments (a)	1,827,326
Designated for DPT program	(2,107,314)
	166,273,000

(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 10/1/2014 discounted based on prior year waiver/collections experience.

[4] Term estimates are based on Net Collections/Receivables from Cashier's Enrollment Report as of 11/13/2014 discounted based on prior year waiver/collections experience.

[5] Term estimates are based on budgeted revenues.

Base Budget Reserve^[a]

2014/15 Beginning Base Budget Reserve Balance			4,236,929
	Net Campus and BL Adjustments		2,652,800
	Increase in Non-Resident Tuition Budget		2,000,000
2014/15 Base Budget Reserve			8,889,729
2014/15 Approved Base Funding Requests			
Academic Affairs			
	Academic Advising Center - Increase the Number of Advisors	5/29/14 PBAC	(192,984)
	International Recruitment	5/29/14 PBAC	(155,584)
	Honors College	5/29/14 PBAC	(253,480)
	On-line Course Development	5/29/14 PBAC	(201,480)
	GRA IT	5/29/14 PBAC	(193,616)
	Communications Director (Enrollment Services)	5/29/14 PBAC	(104,720)
	Out-of-state Recruiter	5/29/14 PBAC	(62,832)
	JDP fees w/UCSD	5/29/14 PBAC	(98,000)
	IT Share-support	5/29/14 PBAC	(60,000)
	Research Technicians	5/29/14 PBAC	(149,600)
Academic Affairs - <u>Encumbered in 2014/15, Base in 2015/16</u>			
	Tenure/Tenure Track Faculty (cross unit and multi-disciplinary collaborations)	5/29/14 PBAC	(1,066,680)
	2014/15 Resident Enrollment Growth of 175 FTES	5/29/14 PBAC	(1,233,350)
Student Affairs			
	Internship and Employment Specialist	5/29/14 PBAC	(83,175)
	Recruitment and Retention of Underrepresented Students	5/29/14 PBAC	(64,000)
	AOD Strategic Plan Task Force 2014/15 Resource Request	5/29/14 PBAC	(46,363)
	Evening Cart Service Expanded Hours	5/29/14 PBAC	(25,000)
	Women's Resource Center	5/29/14 PBAC	(71,050)
Business & Financial Affairs			
	President's Climate Commitment Administration	5/29/14 PBAC	(20,000)
	Athletics	5/29/14 PBAC	(80,000)
	Conversion of EO Specialist to ER Manager	5/29/14 PBAC	(37,000)
	Address vulnerabilities in plumbing & electrical systems	5/29/14 PBAC	(181,373)
	Construction Administrator	5/29/14 PBAC	(134,640)
University Relations & Development			
	Videographer	5/29/14 PBAC	(97,240)
	Director of Development, CBA	5/29/14 PBAC	(127,160)
	Sr. Director of Regional Relations & Events within Development	5/29/14 PBAC	(134,640)
	Annual Wealth Screening	5/29/14 PBAC	(25,000)
	Donor Relations Stewardship Events	5/29/14 PBAC	(15,000)
2014/15 Estimated Base Budget Reserve Balance			3,975,762

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

One-Time Reserve ^[a]

2014/15 Beginning One-Time Reserve Balance			10,844,769
2014/15 Approved One-Time Funding Requests			
Academic Affairs			
	Honors College	5/29/14 PBAC	(30,000)
	Community Arts Events	5/29/14 PBAC	(85,000)
	Learning Analytics	5/29/14 PBAC	(70,000)
	International Programs	5/29/14 PBAC	(100,000)
	Undergraduate Research	5/29/14 PBAC	(65,000)
	Zahn Center (SDSU match)	5/29/14 PBAC	(250,000)
	2014/15 Resident Enrollment Growth of 175 FTES	5/29/14 PBAC	(320,381)
	Non-Resident Enrollment Growth of 448	5/29/14 PBAC	(881,047)
	SDCC funds to offset instructional costs of SDSU non-resident remedial students	5/29/14 PBAC	(150,000)
	GRA IT	5/29/14 PBAC	(300,000)
	Lottery Restoration	5/29/14 PBAC	(417,000)
	Summer SMART Upgrades	5/29/14 PBAC	(450,000)
	Lab Renovations	5/29/14 PBAC	(600,000)
	Corky McMillan Real Estate Center	5/29/14 PBAC	(250,000)
Academic Affairs - <u>Encumbered in 2014/15, One-time in 2015/16</u>			
	New Tenure/Tenure Track Faculty Start-Up	5/29/14 PBAC	(2,240,000)
	The Brazil Program	10/16/14 PBAC	(500,000)
	Critical Academic Needs (Support for Faculty)	10/16/14 PBAC	(2,250,000)
	Enrollment Growth (405 FTES Fall 2014)	10/16/14 PBAC	(293,440)
Student Affairs			
	Aztec Mentor Program	5/29/14 PBAC	(38,000)
	AOD Strategic Plan Task Force	5/29/14 PBAC	(99,810)
Business & Financial Affairs			
	Community Policing Enhancements	5/29/14 PBAC	(300,000)
	Celebrating Aztec Faculty & Staff	5/29/14 PBAC	(40,000)
	President's Climate Commitment Administration	5/29/14 PBAC	(40,000)
	Facility Painting Initiative	5/29/14 PBAC	(500,000)
University Relations & Development			
	Branding & Marketing - Year 2	5/29/14 PBAC	(495,000)
	SIMS Lost Alumni Project	5/29/14 PBAC	(100,000)
Institutional			
	Staff Professional Development	5/29/14 PBAC	(250,000)
	Enhancing Campus and Culture (ECCC) initiatives	5/29/14 PBAC	(1,000,000)
	SDSU Research Foundation	5/29/14 PBAC	(1,117,000)
	Destination SDSU	5/29/14 PBAC	(260,000)
	Engineering Addition & Renovation - Concept Design Services	5/29/14 PBAC	(400,000)
SubTotal 2014/15 Approved One-Time Funding Requests			(13,891,678)
2014/15 PENDING One-Time Funding Requests			
Institutional			
	Engineering & Interdisciplinary Sciences Building		(5,000,000)
SubTotal 2014/15 PENDING One-Time Funding Requests			(5,000,000)
2014/15 Funding Sources			
AA - Encumbered in 2014/15, Base in 2015/16 - available for one-time use in 2014/15			2,300,030
Estimated Tuition and Fee Revenues over Budget			10,213,716
Estimated One-Time Carry-forward of Base Budget Reserve			3,975,762
2014/15 Estimated One-Time Reserve Balance			8,442,599

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

Institutional One-Time Funding Request

Total Request: \$5,000,000

Engineering and Interdisciplinary Sciences (ENIS) Building

This project is designed to boost Engineering research and teaching, foster research synergies, create new interdisciplinary opportunities, and to invest in the future of the university. The building will include spaces for teaching laboratories, faculty research space and thematic areas such as: MRI imaging, Entrepreneurial, Biomedical, Phage Medicine, Renewable Energy Systems and Wireless technology. While no firm decisions have been made the ideas above are examples of how SDSU can move forward and become leaders in these areas.

Many aspects of the building have been moving forward including feasibility studies, design studies and interviews, relocation planning for displaced IT and E-lab facilities, and plans for "swing space" which refers to temporary locations for laboratories and teaching facilities during the construction phase of the project. Academic Affairs would like to request \$5,000,000 in one-time funding to cover the initial expenses of the project. The total project cost is estimated at \$90 million.

Itemized expenses associated with the ENIS building to be supported by the request:

CEQA Documentation and Survey Work	\$ 475,000
Relocation Planning	\$ 400,000
RFP for Builders	\$ 200,000
Construction of swing space building	\$ 3,000,000
Begin internal build-out of swing space (labs, etc.)	\$ 925,000
Total request:	\$ 5,000,000

Academic Affairs request – December 2014

Change of funding purpose

Request:

As part of the 2014-15 Academic Affairs budget, Enrollment Services received funding to hire an out-of-state Recruiter (\$62,832). Based on the non-resident (out of state) and international enrollment targets for 2014-15, Enrollment Services feels confident that we can achieve the international enrollment target with the current staff funding.

Enrollment Services would like to redirect the funds to provide support in the area of specialized recruitment groups (international, out of state, high achieving, Merit Scholars, Compact for Success, Barrio Logan, Reality Changers, etc.), and the increased number of admission appeals (over 1700 for fall 2014), the admissions managers believe that their office would be best served with an assistant director (an SSPIV) to manage these specialized admission groups.

Rationale:

In the last ten years, the number of undergraduate admission applications has grown from 44,058 in fall 2004 to over 78,000 in fall 2014. The number of staff in the Office of Admissions (excluding graduate admissions which Enrollment Services acquired from Graduate Affairs in 2005), has decreased by 1 in the Admissions Eligibility Unit and increased by only 4 in the Admissions Processing Unit (this due to increased reliance on technology in our processes). During this time the office has maintained the same number of managers (2). The imminent retirement of the Director of Admissions (in early October) will provide Enrollment Services the opportunity to restructure of the Office of Admissions to align with the strategic plan priorities.

SDSU Multi-Year Budget Plan

	2012/13	2013/14	2014/15	2015/16
Institutional Base Reserve				
Beginning Balance	209,533	11,525,283	4,236,929	3,975,762
Tuition Rollback/Buyback	(9,381,000)	9,844,000		
GF Base adjustments	3,991,300	6,408,000	1,612,400	
Resident Growth:				
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	
Non-Resident Growth:				
Non-Resident Tuition Budget		2,000,000	2,000,000	
PBAC allocations:				
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)		(803,528)	
AA Critical Support Needs	(1,198,709)		(668,768)	
SA Strategic Initiatives	(1,134,243)		(264,588)	
SA Critical Support Needs		(25,000)		
BFA Strategic Initiatives	(488,000)		(20,000)	
BFA Critical Support Needs	(1,500,000)		(433,013)	
URD Strategic Initiatives	(143,000)		(97,240)	
URD Critical Support Needs	(480,300)		(301,800)	
Instit Strategic Initiatives	(400,000)			
Instit Critical Support Needs	(100,000)			
Encumbered for 2014/15 AA Faculty hires		(5,099,760)		
Encumbered for 2015/16 AA Faculty hires			(2,300,030)	
Unallocated Base Reserve	11,525,283	4,236,929	3,975,762	3,750,562

Institutional One-time Reserve

	2012/13	2013/14	2014/15	2015/16
Beginning Balance	7,361,340	8,797,124	10,844,769	8,442,599
Unallocated Institutional Base Reserve	11,525,283	4,236,929	3,975,762	3,750,562
Encumbered for 2014/15 AA Faculty hires - available for 1-time use in 2013/14		5,099,760	2,300,030	
Est. Fee Revenues over Budget [b]	10,266,172	16,626,697	10,213,716	
PBAC Allocations:				
Divisional Allocation	(3,000,000)			
AA Strategic Initiatives	(1,000,000)	(3,991,810)	(850,000)	
AA Critical Support Needs	(4,931,341)	(10,736,016)	(3,118,428)	
SA Strategic Initiatives	-	(492,815)	(137,810)	
SA Critical Support Needs	(249,391)	(60,100)		
BFA Strategic Initiatives	-		(380,000)	
BFA Critical Support Needs	(4,413,779)	(2,000,000)	(500,000)	
URD Strategic Initiatives	(500,000)	(901,000)	(595,000)	
URD Critical Support Needs	(260,000)	(862,000)		
Instit Strategic Initiatives			(1,250,000)	
Instit Critical Support Needs	(6,261,160)	(1,212,000)	(1,777,000)	
Encumbered for 2014/15 AA faculty start-up		(3,400,000)		
Encumbered for 2015/16 AA faculty start-up			(2,240,000)	
10/16/14 PBAC Allocation			(3,043,440)	
Pending PBAC allocations			(5,000,000)	
Unallocated One-Time Reserve	8,797,124	10,844,769	8,442,599	12,193,161

[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

**PRESIDENT'S BUDGET ADVISORY COMMITTEE
DECEMBER 15, 2014
MINUTES**

Voting Members Present:	Area Budget Reps Present:	Staff Present:	Guests Present:
Tom McCarron	Kathy LaMaster	Crystal Little	
Andrea Dooley	Agnes Wong Nickerson	Nance Lakdawala	
Douglas Deutschman	Linda Lewiston		
Mary Ruth Carleton			
Chukuka S. Enwemeka			
Eric Rivera			
David Ely			
Cezar Ornatowski			

Voting Members Absent:
Alex Padua

- 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
- II. Information Items** - None
- III. Reports**
- **2014/15 Revenues (Attachment 1)** – VP McCarron presented the revenues which are about \$200,000 higher because of updated tuition figures.
 - **2014/15 Base Reserves (Attachment 2)** – VP McCarron said there was no change since the previous meeting.
 - **2014/15 One-Time Reserves (Attachment 3)** – VP McCarron said the attachment includes the funding requests that were approved at our last meeting. There was some discussion about reserves and everyone agreed we want to keep a minimum of \$7M. VP Carleton said the 3-year funding requests have worked well in that regard. Divisions should also review what can be repurposed. VP McCarron mentioned we will have a funded resident enrollment increase next year of .75%.
- IV. Watch List**

- **Master Plan Costs** – We may be submitting a supplemental brief to the Supreme Court because of the changes in capital funding authority. We will incur some legal costs as we are using an outside firm.
- **SUF Class Action Suit** – No update.
- **Unfunded Compensation**– No update.

V. Funding Requests

- **Engineering & Interdisciplinary Sciences Building (Attachment 4)** – Funding was requested to cover the initial expenses of the project. BRAT supports the project. AR&P supports it as long as we are tracking the costs and sources of funding. It would be beneficial to be able to show progress to potential donors and faculty being recruited.
- **Change of Funding Purpose (Attachment 5)** – AVP LaMaster said Academic Affairs had previously received funding for an out-of-state recruiter but would like to redirect the funding for specialized recruiting and handling admission appeals instead. Provost Enwemeka said targeted recruiting is more successful and retention rates are higher. AR&P was supportive of this funding request after its questions were answered.

VI. Voting Items – VP Carleton moved to approve the Change of Funding Purpose funding request, Dr. Ornatowski seconded, and the motion passed unanimously. VP Rivera moved to approve the Engineering & Interdisciplinary Sciences Building request, VP Carleton seconded, and the motion passed unanimously.

VII. New Business – None.

VIII. Reminder – The meeting was adjourned at 2:40 p.m. Our next meeting is scheduled for Thursday, January 29th, 2014 at 2:00 p.m. in MH-3318.