

**AGENDA
CFAC Meeting**

**April 30, 2021
12:00 P.M.**

<https://SDSU.zoom.us/j/86245604703>

Meeting ID: 862 4560 4703

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86245604703@zoomcrc.com

- 1. Review and Approval of April 16, 2021 Meeting Minutes**
(Attachment 1)
- 2. Action Items**
 - a. 2021-22 IRA Budget Proposal (Attachment 2)
 - b. Extension of Emergency Spring Funding for Research Funds
(Attachment 3)
- 3. Informational Items**
 - a. CAT V – Global Campus Student Success and Technology Fees
(Attachment 4)
- 4. Requests**
 - a. None
- 5. New Business**
- 6. Public Comment**
- 7. Reminder – Next Meeting will be Fall 2021**

CAMPUS FEE ADVISORY COMMITTEE

April 16, 2021

MINUTES

ATTENDEES

Members:	David Ely	Christian Holt
	Mary Anne Kremicki	Abi Tamayo
	Rashmi Praba	Armando Sepulveda
	T'Ante Sims	Victor Penea
	Mark Bruno	Crystal Sanchez
	Mikhail Portnoy	Jocelyn Chen
	Dorian Diaz del Castillo	

Guests: Matias Farre
 Crystal Little

The meeting was called to order at 12:04PM. by T'Ante Sims, CFAC Chair

Review and Approval of April 2, 2021 Meeting Minutes

Mr. Sims asked if there was any discussion or questions regarding the April 2nd meeting.
Mr. Sims motioned to approve. Ms. Kremicki second. Meeting minutes approved.

Informational Items

- a. None

Requests

- a. 2021-22 IRA Budget Proposal

Ms. Little introduced the IRA Budget Proposal. She explained that every year they go through a process for how those dollars will be allocated. She then noted that the second page of the proposal provided better context of the fee in its entirety. Ms. Little explained that the IRA fee is comprised of various iterations of approvals. The one that is being focused on today is called IRA1 which is the base/ starting point for the implementation of an IRA fee. She then explained that there were subsequent increases to the fee in the IRA2, 3, and 4. Those increases clearly articulated how those funds would be used, which is provided in the chart in attachment 2 (page 2). She then stated that the IRA2 supports Athletics, when that fee was implemented, there was some realignment of state allocation between Athletics and Academic Affairs, so that the 50% of what athletics received in that fee became a reduction in their operating fund with a reallocation to Academic Affairs. The below gray box noted the \$3.2 million that has been collected since the fee has been implemented is redirected from Athletics operating fund allocation to Academic Affairs. IRA3 provided some additional funding to some of the activities that the IRA1 supported as well as an additional allocation for Athletics to support specific initiatives and regulations that needed to be resolved as well as an allocation to sports clubs. Ms. Little then explained that the IRA4, the most recent increase, supports the success and cultural centers on campus. She then noted that the IRA 2, 3, and 4 fees specifically upon approval will designate how those funds will be utilize so there is no need to go through an annual process to allocate those resources, however, for the IRA1, there is a variety of things those funds are used for, therefore, annually, these are discussed with CFAC. Before Ms. Little explained the first page of the proposal, she opened it up for questions.

Ms. Tamayo asked if the two Main Campus fees listed on the second page of the proposal includes the Main SDSU Campus and Imperial Valley Campus. Ms. Little explained that the first \$1.2 million represents the legacy fee, when the fee was first implemented. She continued that when the IRA3 was

presented there were some cost increases that the IRA1 funds historically was used for, but could no longer or struggled to support, therefore there was an additional increase of the total fee that was approved that would allow for additional resources to go back to what the IRA1 was being used for to cover those costs. Ms. Little then noted that IVC currently has its own IRA fee which will be explained once Ms. Little goes through the budget proposal. Ms. Tamayo asked to clarify that the main campus fee is essentially \$20 but going into two different IRAs. Ms. Little confirmed and said the \$20 is what will be discussed today. Mr. Bruno asked what category the IRA fee goes under. Ms. Little responded that it is a Category II – Mandatory Fee. Mr. Bruno then asked why the budget proposal starts off with a deficit instead of a balanced budget. Ms. Little noted there are reasons why the budget does not balance and has a deficit which she will go over when explaining the first page of the proposal.

Ms. Little then presented the IRA Budget Proposal. She began by noting that this is focusing on the \$20 fee, and to Ms. Tamayo's question, you can see the main campus revenue vs. IVC. The main campus revenue of \$1.3 million is reflective of what was explained on page 2 of the proposal, the breakdown of the IRA fee. The revenue generated by the students from IVC is separate, and a much smaller fee, is projected to generate approximately \$30K. She then noted that anything generated by IVC goes directly back to them and the proposal will show how that carves out. Ms. Little then explained that the green column represented the approved budget for 2020/21. To Mr. Bruno's question about the deficit, Ms. Little stated that the budget for the current year was a reduced budget because at the point in time of planning the budget, they had anticipated reductions in enrollment based off the current COVID situation and the impact that would have on the non-resident population. With the thought that anticipated revenues would be down, additionally, they had proposals from the Daily Aztec and KCR College Radio to fund those as part of this budget. Ms. Little explained that they were trying to spend down the reserves they had in this budget that has been growing, which supported their approval to fund the Daily Aztec and KCR. They decided to go on and approve a budget that would fall into a negative because it promoted a couple programs that needed some resources while they restructure and rebuild and because they had the reserve resources that needed to be spent. Ms. Little then moved on explaining that the second column showed the actuals, the third column showed what the projected expenses would be through year end, and the column being focused on the most today is the fourth column where it has the 2021/22 proposed budget. Ms. Little then explained that at the end of last fiscal year, their reserves held just under \$400K. She then pointed to the bottom line of the 2020/21 projections and noted that based on some under expenditures from budget in some areas as well as additional revenues given enrollment ended up being much better than their conservative projection, they ended up in a positive deficit instead of the predicted -\$174K. Therefore, the \$400K reserve from the prior year plus the projected surplus in the current year, leaves reserves to be just over \$500K. She then reiterated that the goal is not grow the reserves, but to have a plan to use these funds. Focusing back on the 2021/22 proposed budget, Ms. Little stated that with the \$1.36 million from main campus plus some additional revenue from interest income that was received through from balances being available for investment through the CSU investment pool plus the revenue from IVC, you get the total revenue. She then went through the commitments that the University has historically funded. She noted that these commitments have increased from year to year. Ms. Little noted that student travel was not used this past year but is projected to happen again this coming fiscal year. She then stated that there are overhead costs that this covers and the 6% is consistent with the campus rate. She then noted the IVC commitment mentioned earlier that any revenue received by IVC goes directly back to IVC as shown in the proposal. Ms. Little then explained that the program allocations start with Academic Affairs which in this past year they maintained the same allocation regardless of the anticipation that revenue would be lower. She then noted that they were unable to spend as much as they normally do due to the COVID environment. Another way these funds have been historically spent is through Athletics. She continued that we support Athletics in two different ways, one provides a general allocation through their operating budget to support their regular operations and two fund their athletics insurance. She noted that the insurance cost is not fully absorbed by the IRA fee, there is an operating fund allocation that partly supports that cost. She then provided more context as how Athletics has historically been given the same cost year to year except for this proposal as Athletics is getting \$721K. Ms. Little stated that the Athletics allocation had a reduction in their 2020/21 budget because revenues were expected to be lower than what they historically were, therefore, they reduced their allocation to account for that. What was realized in 2020/21 was revenue that was close to what would have been received in the prior year, which means they could have provided Athletics the full amount instead of the

reduction. What is being proposed for 2021/22 is that we bump up their allocation to what they would have received in the prior year as well as give them a one-time allocation of the delta of what they would have received in the current year had it not been for the projected revenue reductions. Next year, that allocation will drop to what it usually is. Ms. Little then explained that when they met with the Daily Aztec and KCR College Radio last year, their need is a three-year commitment. This current year is the start of that commitment. This is one-time support to provide them time for them to figure out alternative strategies to balance their budgets, because of the reserve funds of the IRA budget, we are able to help support this. She then noted that this was approved last year as a three-year planned commitment to those two programs but that it would go through the annual budget approval process.

Mr. Sepulveda stated that he noticed the Daily Aztec shows that actuals were \$62K and noted that they generally spend \$40K minimum on to run print on their issues. He asked if they could receive more information about allocation of funding and resources for both programs as well as information about what their plans toward a balanced budget and factoring in equitability because from his understanding, the Daily Aztec still lacks funding in certain areas especially when it comes to equipment and technology. Ms. Little noted that they had provided proposals last year and we will share with the committee via email. She continued by saying that this fee does not have to be voted on today and that we will provide the documentation from that meeting as well as reach out to any representatives to attend the next meeting to provide context to any questions anyone may have. Mr. Holt asked that with last year's commitment, was this just the subsequent year of funding to what they already had from previous years. Ms. Little confirmed that was correct and added that the intent was a three-year commitment, as they had requested, and they provided a budget presentation outlining why there was a need. She continued that there was an expectation that they would continue to work through AS and the college leadership to figure out a strategy so that this would not be an ongoing need from the IRA funds, but it would buy them the time to revisit their budget to see if they had alternative strategies to be able to have a sustainable business model in hopes that no longer need to rely on the IRA funds and the funding they received from AS. Mr. Holt confirmed that AS provided additional funding to this 3-year plan.

Ms. Little continued to explain that the deficit balance is intentional in order to try to maintain reserves at reasonable levels. The Daily Aztec and KCR were an intentional use of the reserves and providing Athletics the funds that were originally cut in the prior year based on the projected reduced revenue were in line with this. Ms. Little then opened it up for questions or discussion. Mr. Bruno asked for clarification on if the reserve account is not allocated for anything, it is just money left from year to year. Ms. Little confirmed that is correct. She added that they have been able to increase budget and allocate to others due to the increase of reserves in the IRA budget.

Action Items

- a. None

New Business

None

Public Comment

None

Mr. Sims adjourned the meeting at 12:28 P.M.

Reminder: Next meeting is scheduled for Friday, April 30, 2021 at 12:00P.M. via Zoom

SAN DIEGO STATE UNIVERSITY
Proposed 2021/22 IRA BUDGET

	2020/21 Approved BUDGET	2020/21 3/8/2021 ACTUAL	2020/21 Est. 6/30/21 PROJECTIONS	2021/22 Proposed BUDGET
REVENUE:				
FEEES - MAIN CAMPUS	\$1,107,395	\$1,198,753	\$1,322,238	\$1,360,046 [a]
FEEES - IVC	28,930	28,915	28,915	28,915 [a]
SUBTOTAL	\$1,136,325	\$1,227,668	\$1,351,153	\$1,388,961
INTEREST INCOME/OTHER	10,000	14,702	15,000	15,000 [b]
TRANSFER IN/(OUT) - RESERVE				
TOTAL REVENUE:	\$1,146,325	\$1,242,370	\$1,366,153	\$1,403,961
COMMITMENTS:				
MUSIC-LICENSING FEES	30,000	39,011	39,011	40,000 [c]
STUDENT TRAVEL INSURANCE	1,300	0	0	1,300 [c]
OVERHEAD (6% OF EXPENSES)	74,774	74,774	74,774	86,653
IVC	28,930	3,809	28,930	28,915
SUBTOTAL COMMITMENTS:	\$135,003	\$117,594	\$142,714	\$156,868
NET AVAILABLE AFTER COMMITMENTS:	\$1,011,322	\$1,124,776	\$1,223,439	\$1,247,093
PROGRAM ALLOCATIONS:				
ACADEMIC AFFAIRS	\$294,000	\$73,605	\$200,000	\$294,000
ATHLETICS	533,000	533,000	533,000	721,000 [d]
ATHLETICS - INSURANCE	265,000	265,000	265,000	265,000
The Daily Aztec	62,000	62,000	62,000	62,000 [e]
KCR College Radio	32,000	32,000	32,000	32,000 [e]
SUBTOTAL ALLOCATIONS:	\$1,186,000	\$965,605	\$1,092,000	\$1,374,000
TOTAL EXPENSES	\$1,321,003	\$1,083,199	\$1,234,714	\$1,530,868
BALANCE:	(\$174,678)	\$159,171	\$131,439	(\$126,907)

EST RESERVE STATUS 2020/21	CAMPUS
RESERVE AS OF 6/30/20	\$395,290
2020/21 ALLOCATION	131,439
EST RESERVE AS OF 6/30/21	\$526,729

EST RESERVE STATUS 2021/22	CAMPUS
EST RESERVE AS OF 6/30/21	\$526,729
2021/22 ALLOCATION	0
2021/22 BALANCE	(126,907)
EST RESERVE AS OF 6/30/22	\$399,822

[a] Revenues projection based on enrollment estimate provided by Academic Affairs on 3/1/21.

[b] Interest earnings estimate based on historical trend.

[c] Budget is based on historical trend.

[d] Restored to pre-COVID (2019/20) allocation and one-time increase to make up for prior year reduction.

[e] Second year of 3-year plan to subsidize operating expenses for The Daily Aztec and KCR College Radio.

Information Only - Total Projected 21/22 IRA Fee Distribution

	IRA1 (Base)	IRA2 (Spr 04)	IRA3 (Fall 09)	IRA4 (Fall 20)
IRA Fees - Main Campus (\$18 IRA1)	1,224,041			
IRA Fees - Main Campus (\$2 IRA3)			136,005	
Athletics (IRA2 - \$95)		6,541,898		
Athletics (IRA3 - \$86.50)			5,589,395	
Sports Clubs (IRA3 - \$6.50)			420,012	
ASC (IRA4 - \$41)				2,708,178
Total	1,224,041	6,541,898	6,145,412	2,708,178

Amount permanently transferred from Athletics
 UOF to Academic Affairs UOF
 (50% of IRA2)

3,270,949

To: Campus Fee Advisory Committee
From: Luke Wood, VP Student Affairs and Campus Diversity
Hala Madanat, Interim VP Division of Research and Innovation
RE: Extension of Emergency Spring Funding for research funds

Date: 4/22/21

A one-time allocation of Student Success Fee (co-curricular) was requested to support research-based opportunities for students in March-May 2021 through the 2021 Emergency Spring Funding program. The 2021 Emergency Spring Funding program funded 41 of 72 applications (57%) and 94 students were able to participate in paid research opportunities. Applications focused on border-connected, Hispanic serving and Indigenous scholarship as well as those focused on anti-Blackness were prioritized--representing 83% of the applications funded. This program was administered by the Division of Student Affairs and Campus Diversity in partnership with the Division of Research and Innovation.

A total of \$330k was allocated to fund this program. At this time some student teams have not been able to spend their stipends because it took some time to set up accounts and some students worked fewer hours than expected. We are requesting to extend the use of the 2021 Emergency Spring program funds through summer 2021 so that all students have the opportunity to complete their paid research experiences.

Thank you for considering this request.



SAN DIEGO STATE
UNIVERSITY


Business and Financial Affairs
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Tel: 619-594-5631
Fax: 619-594-6022
Email: awongnickerson@sdsu.edu

Agnes Wong Nickerson
Interim Vice President and CFO

MEMORANDUM

DATE: April 22, 2021

TO: Adela de la Torre
President

FROM: Agnes Wong-Nickerson 
Interim Vice President for Business and Financial Affairs & CFO

SUBJECT: Recommendation for Approval of Category V Fee for Global Campus
Student Success and Technology Fees

Please find attached for your approval the Category V fee requests from Academic Affairs on behalf of Global Campus per Executive Order 1102. These requests are to establish (1) a Student Success Fee and (2) a Technology Fee for Global Campus students. These fees will provide enhanced services to Global Campus students in the areas of student engagement and technology support as provided in the attached documentation.

Please let me know if you have any questions. I approve this recommendation.

Attachments

Category V Fee Request

April 22, 2021

RECOMMENDATION

Approve Category V Global Campus Fees effective Fall 2021 as follows:

Category V Fee	Fee Amount
Global Campus Student Success Fee	\$21 per unit
Global Campus Technology Fee	\$21 per unit

Note: Fee will be implemented for newly enrolled students; students currently enrolled in existing cohorts will be exempt from these fees.

Approved 
Adela de la Torre

Date: 4/23/21



Request to Establish or Revise Student Fee

Contact extension 4-4578 for assistance with completion of form. Send completed form electronically to Budget & Finance.

budget@mail.sdsu.edu

Required Fields
 Budget & Finance Use Only

Name of Requestor: Request Number:

Organization/Department Name:

Requestor's Email:

Requestor's Phone Number:

Purpose or Name of Student Fee:

Revision to an Existing Student Fee Proposed Revised Fee Amount:

Establish a New Student Fee Proposed New Fee Amount:

Effective Date:

See attached memo from Radhika Seshan to President de la Torre dated 7/31/2020.
 Note: Fee will be implemented for newly enrolled students only; students currently enrolled in existing cohorts will not pay the fee.

JUSTIFICATION for new fee
or to revise existing fee:

Statement of Revenues & Expenditures is attached (REQUIRED)

Additional documentation is attached
(attached additional documentation as necessary to justify proposed fee)

Please refer to SDSU Fee Policy & Procedures tab for further information and guidance.

APPROVALS:

Joe Wolfman
 Requestor

 Date

Radhika Seshan
 Dean/Administrator

 Date

Mary Anne Kremicki (Apr 21, 2021 17:35 PDT)
 Mary Anne Kremicki (VP designee)
 Provost or Vice President

 Date

Budget & Finance Use Only

Fee Category:	Category II Category III	Category IV X Category V
Action Items:	Student Fee Referendum/AI CFAC recommendation President's Approval Chancellor's Office Approval	X President's Approval X CFAC information Item

Crystal Little (Apr 21, 2021 17:36 PDT)
 Crystal Little
 Budget & Finance

 Date



SAN DIEGO STATE UNIVERSITY

Request to Establish or Revise a Student Fee

Contact extension 4-4578 for assistance with completion of form. Send completed form electronically to Budget & Finance. budget@mail.sdsu.edu

Purpose or Name of Student Fee: **GC Student Success Fee**

STATEMENT OF REVENUES & EXPENDITURES

Please provide one year of current revenues and expenditures (if applicable) and two years of projected revenues and expenditures

	ACTUAL	Projected YEAR ONE	Projected YEAR TWO
Fiscal/Calendar Year	20/21	21/22	22/23
Number of Units Paid by Students:		15,000	22,500
Fee Amount:	0.00	21.00	21.00
Revenues	0.00	315,000.00	472,500.00
TOTAL REVENUES:	\$ -	\$ 315,000.00	\$ 472,500.00

Faculty Salary & Benefits	0.00	0.00	0.00
Staff/Management Salary & Benefits	199,686.00	275,907.00	400,699.00
Student Salary & Benefits	0.00	7,609.00	7,609.00
Supplies	15,000.00	15,055.00	25,000.00
Services	0.00	16,429.00	39,192.00
Equipment	0.00		
Other			
Other			
Other			
Other			
Other			
TOTAL EXPENSES:	\$ 214,686.00	\$ 315,000.00	\$ 472,500.00

Additional Information:

See attached memo from Radhika Seshan to President de la Torre dated 7/31/2020.

Additional documentation is attached
 (attached additional documentation as necessary to justify proposed fee)



Request to Establish or Revise Student Fee

Contact extension 4-4578 for assistance with completion of form. Send completed form electronically to Budget & Finance.

budget@mail.sdsu.edu

Required Fields
Budget & Finance Use Only

Name of Requestor:
 Organization/Department Name:
 Requestor's Email:
 Requestor's Phone Number:

Request Number:

Purpose or Name of Student Fee:

Revision to an Existing Student Fee Proposed Revised Fee Amount:
 Establish a New Student Fee Proposed New Fee Amount:
 Effective Date:

See attached memo from Radhika Seshan to President de la Torre dated 7/31/2020.

JUSTIFICATION for new fee
or to revise existing fee:

Note: Fee will be implemented for newly enrolled students only; students currently enrolled in existing cohorts will not pay the fee.

- Statement of Revenues & Expenditures Is attached (REQUIRED)
- Additional documentation is attached
(attached additional documentation as necessary to justify proposed fee)

Please refer to SDSU Fee Policy & Procedures tab for further information and guidance.

APPROVALS:

Requestor
 Date

Dean/Administrator
 Date

Mary Anne Kremicki (Apr 21, 2021 17:35 PDT)
 Provost or Vice President
 Date

Budget & Finance Use Only

Fee Category: Category II Category IV
 Category III X Category V

Action Items: Student Fee Referendum/AI X President's Approval
 CFAC recommendation X CFAC Information Item
 President's Approval
 Chancellor's Office Approval

Crystal Little (Apr 21, 2021 17:36 PDT)
 Budget & Finance
 Date



SAN DIEGO STATE UNIVERSITY

Request to Establish or Revise a Student Fee

Contact extension 4-4578 for assistance with completion of form. Send completed form electronically to Budget & Finance. budget@mail.sdsu.edu

Purpose or Name of Student Fee:

Technology
~~GC Student Success Fee~~

STATEMENT OF REVENUES & EXPENDITURES

Please provide one year of current revenues and expenditures (if applicable) and two years of projected revenues and expenditures

	ACTUAL	Projected YEAR ONE	Projected YEAR TWO
Fiscal/Calendar Year	20/21	21/22	22/ 2
Number of Units Paid by Students:		15,000	22,500
Fee Amount:	0.00	21.00	2 100
Revenues	0.00	315,000.00	472,500.00
TOTAL REVENUES:	\$ -	\$ 315,000.00	\$ 472,500.00


Faculty Salary & Benefits	12,110.00	12,473.00	12,848.00
Staff/Management Salary & Benefits	71,295.00	117,494.00	181,528.00
Student Salary & Benefits	10,833.00	17,852.00	27,570.00
Supplies	3,500.00	5,880.00	9,261.00
Services	2,000.00	3,360.00	5,292.00
Equipment	43,250.00	72,660.00	114,440.00
Other <u>Ln Tech Software</u>	51,987.00	88,057.00	147,558.00
Other			
Other			
Other			
Other			
TOTAL EXPENSES:	\$ 184,975.00	\$ 317,776.00	\$ 488,497.00

Additional Information:

These expenses are based on a 5% estimate which is informed by historical Global Campus LMS usage relative to State-side course offerings and increasing over time as Global Campus adds new and expands existing programs. The Projected Year One and Projected Year Two Expenses is based on the 5% increase that we typically see from software and other vendors, and Projected Year One and Projected Year Two Staff/Management and Student Salary and Benefits is based on 3% increase that we might expect given bargained salary increases and increases in employee benefit costs. See attached memo from Radhika Seshan to President de la Torre dated 7/31/2020.

X Additional documentation is attached
 (attached additional documentation as necessary to justify proposed fee)

INTEROFFICE MEMORANDUM

TO: ADELA DE LA TORRE 

FROM: RADHIKA SESHAN

SUBJECT: FEES FOR SCALED SERVICES TO GLOBAL CAMPUS STUDENTS

DATE: JULY 31, 2020

CC: HECTOR OCHOA, AGNES WONG NICKERSON

Dear President de la Torre,

This memo is regarding the addition of fees for Global Campus students to provide enhanced “concierge” style services, needed at scale for new programs that are being launched in Spring 2021 – specifically to provide enhanced services in the areas of student engagement and technology support.

As Global Campus launches a dozen programs in the coming year, starting Spring 2021, there is a need for significant new investment in these areas. These fees are intended to cover our collective investment and costs of providing these services.

Student Services such as Financial Aid, Ombudsperson, Student Ability Success Center, Student Life and Leadership, Veterans’ Affairs, Career Services and other services tailored to the needs of these learners are being planned, in partnership with the Division of Student Affairs & Campus Diversity.

In terms of Technology, support for the Learning Management System (BlackBoard, Canvas), including 24x7 learner support for Canvas, PeopleSoft, core infrastructure and services platforms such as ServiceNow, GradeScope, Respondus, etc.

We propose that the following additional fees are included in each *new* program that is being launched in Spring 2021 for the first time. Each student will pay a total of \$42/unit in addition to their per unit tuition/fee for each program. The program fee varies with the nature of the program and has been competitively assigned after market research. These fees will ensure that all students (regardless of the program) will receive the services and support promised by the Global Campus student experience model. More importantly, this will ensure that they have a sense of belonging, and that these students engage and access various support services, and therefore, succeed and thrive in our extended campus community.

The essential foundation for the Global Campus experience of personalization and responsiveness is built on a rich ecosystem of technology, infrastructure and services. This foundation also provides data-informed decision-making across learner lifecycle that is critical to student recruitment and retention

A list of services provided by the Division of Student Affairs and Campus Diversity is found in Appendix A.

Assignment of revenues from the fees: We propose that the revenue from the \$42/unit fee is split along the following lines.

For Student Services: 50% (\$21/unit) will be utilized toward cost recovery for the resources provided by Student Affairs & Campus Diversity.

For Technology: Currently, Global Campus provides \$360/section to ITS for all classes held online. It is expected that the use of customized technology will create personalized experiences and provide the responsiveness that is an essential element of the student's experience with SDSU Global Campus.

From the student's perspective, there are two fees charged:

Student Success fee: \$21/unit to provide the range of services listed in Appendix A.

Technology Services fee: \$21/unit to support the infrastructure and instructional technologies that are part of the student experience (with ITS and with Global Campus).

Appendix A:

Career Services- SSPIII
DDI- SSPIII (training/programming)
Financial Aid- SSPIII
Financial Aid- SSPIII
Financial Aid- SSPIII (existing)
New Student Parent Programs- SSPIII
SASC- Hourly Interpreter
SASC- SSP III
Student Assistants/Grad Assistants/ISA
Student Life and Leadership-SSPIII
Student Ombuds
Student Rights and Responsibility Conduct & Title IX
Veterans Center SSPIII
Veterans Center SSPIII
PROGRAMMING
ECRT- Basic Needs
Handshake (\$20K annual fee +10K virtual career fair)
New Student Parent Programming
SASC alt media/Deaf/HOH/captioning
VMOCK Access