

President's Budget Advisory Committee
Meeting Agenda

May 13, 2021

Via Zoom Call

<https://SDSU.zoom.us/j/92009577592>

Meeting ID: 920 0957 7592

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I. Call to order

- Call for amendments to agenda

II. Information Item

- 2021/22 Budget Update

III. Reports

- No Updates

IV. Watch List

- COVID-19
- Deferred Maintenance

V. 2021/22 Budget Requests

- AA Budget Requests (Attachment 1)
- DRI Budget Requests (Attachment 2)
- SACD Budget Requests (Attachment 3)
- ITD Budget Requests (Attachment 4)
- SENATE Request (Attachment 5)
- 2021/22 Consolidate Budget Requests (Attachment 6)

VI. New Business

VII. Reminder

- Next Meeting Date – May 20, 2021 at 2:00 p.m. via Zoom call

Request Date: 3/9/2021
Requestor Name: Academic Affairs

Proposal Title: Faculty Promotion Based Salary Increases

Proposal Category:

- ☒ Divisional Choose an item. ☐ Cross Divisional
☐ Deferred Maintenance and Capital Projects

Proposal Background/Description:

Funds are requested to cover the costs of the salary increase for a cohort of 50 faculty currently considered for promotion, who are funded from the GOF. Article 31.5 of the CFA CBA specifies that "Promotion shall be accompanied by advancement of at least nine percent (9%) on the salary increase"

Budget Request:

☒ **Base Request** **Amount \$450,000**

Budget Detail (include itemized salary, benefits ^[1], and/or operating expense/equipment):
The requested amount is for the contractually obligated 9% salary increase upon promotion based on current salaries.

☐ **One-Time Request** **Amount \$**Click or tap here to enter text.

Budget Detail (include itemized salary, benefits ^[1], and/or operating expense/equipment):
Click or tap here to enter text.

Are matching (additional) funds available for this request? Will this request result in cost savings / efficiencies? If so, please explain.

No.

Is this a multi-year funding request? If so, please explain.

This is a recurring request.

What is the objective of this proposal and how will you evaluate progress in achieving this objective? A report may be requested to demonstrate how funds were used and if the objective of the proposal was met.

The objective is to adjust the promoted faculty salaries per the CBA.

How does this proposal benefit students?

It supports faculty and keeps university in compliance with faculty contracts.

How does this proposal help to advance the institution?

The institution must meet its contractual obligations.

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Is this request time sensitive? Explain why funding is needed at this time.

Yes – funds must be in place to support promotions effective 8/2021

Is this a critical need? If so, please explain. If funding is not available at this time, what alternatives are available to accomplish similar goals?

Yes – no alternatives available.



PBAC

Budget Request Form

Request Date: 5/7/2021
Requestor Name: Hector Ochoa

Proposal Title: National Academy of Sciences – New Hire Benefits

Proposal Category:

- ☐ Divisional Choose an item. ☒ Cross Divisional
☐ Deferred Maintenance and Capital Projects

Proposal Background/Description:

The university is hiring two National Academy of Sciences professors (One in College of Arts and Letters and one in the College of Professional Studies and Fine Arts). This request is to cover the benefits portion of their compensation.

Budget Request:

☒ **Base Request** **Amount \$250,000**
Budget Detail (include itemized salary, benefits ^[1], and/or operating expense/equipment):
Click or tap here to enter text.

☐ **One-Time Request** **Amount \$**Click or tap here to enter text.
Budget Detail (include itemized salary, benefits ^[1], and/or operating expense/equipment):
Click or tap here to enter text.

Are matching (additional) funds available for this request? Will this request result in cost savings / efficiencies? If so, please explain.

No- ultimately this may bring additional grant resources to the university.

Is this a multi-year funding request? If so, please explain.

Yes – base request

What is the objective of this proposal and how will you evaluate progress in achieving this objective? A report may be requested to demonstrate how funds were used and if the objective of the proposal was met.

The NAS is a private, non-profit society of distinguished scholars. Established by an Act of Congress, the NAS is charged with providing independent, objective advice to the nation on matters related to science and technology. Scientists are elected by their peers to the NAS for outstanding contributions to research. The NAS is committed to furthering science in America, and

[1] Budget benefits as 50% of salary



SAN DIEGO STATE
UNIVERSITY

PBAC

Budget Request Form

its members are active contributors to the international scientific community. Approximately 500 current and deceased members of the NAS have won Nobel Prizes.

How does this proposal benefit students?

It supports the research mission of the university and provides our students with top notch faculty to learn from.

How does this proposal help to advance the institution?

It provides high profile top notch researchers for the university who can serve to provide support and mentorship to other research faculty. It places us among elite research universities which will increase grant opportunities as well as increase scholarly objectives.

Is this request time sensitive? Explain why funding is needed at this time.

Yes – two NAS faculty have committed to join SDSU in the Fall 2021 – resources must be available to cover their benefits.

Is this a critical need? If so, please explain. If funding is not available at this time, what alternatives are available to accomplish similar goals?

There is no alternative.

Request Date: 11/20/2020

Requestor Name: Scott Walter, Dean, University Library

Proposal Title: Library Collection Funds

Proposal Category:

- ☒ Divisional Choose an item. ☐ Cross Divisional
☐ Deferred Maintenance and Capital Projects

Proposal Background/Description:

We are requesting an increase to the library collection base funding in the amount of \$1.5 million dollars. This would be phased in with \$250,000 increases each year for six consecutive years. The increase would cover inflation which is approximately \$150,000 a year and would help to avoid further cuts to collection materials. The balance would be applied toward additional subscriptions and one-time purchases to address current collection needs, including building a diverse and inclusive collection, and would support investment in new areas of academic program development. These funds are essential to meet the research needs of faculty and students in all colleges across the entire university as SDSU moves towards R1 status.

Budget Request:

☒ **Base Request** **Amount \$250,000/yr for 6 yrs, totaling \$1.5MM**

Budget Detail (include itemized salary, benefits ^[1], and/or operating expense/equipment):

This request is for the purchase of library resources including databases, journals, and books. In 19/20 we received \$250k in additional one-time funds from PBAC to support collections and were scheduled to receive another \$250k in 20/21 but the funds were not received due to the impact of the pandemic on the budget. In 19/20 the library contributed \$200k from carry forward to collections spending, resulting in a total spend of approximately \$3.2 million in 19/20.

In 20/21 the library is able to contribute about \$150k from carry forward to collections, down slightly from prior year. Due also to the loss of the expected \$250k one-time PBAC funds, 20/21 collection spending will be down more than \$300k versus prior year to \$2.9 million, resulting in the need for cuts to resources. Of this \$2.9 million, less than \$2 million comes from base state funds. With a requirement to spend down carry forward reserves, we will run out of resources to continue supplementing the collections budget with library funds and additional cuts to resources will be necessary in the future.

☐ **One-Time Request** **Amount \$** [Click or tap here to enter text.](#)

Budget Detail (include itemized salary, benefits ^[1], and/or operating expense/equipment):

Click or tap here to enter text.

Are matching (additional) funds available for this request? Will this request result in cost savings / efficiencies? If so, please explain.

Since the cost of collection materials increases, on average, approximately 6-7% per year due to inflation, even when the budget remains stable collection materials have to be cut to reallocate funds to meet inflationary pressures.

Is this a multi-year funding request? If so, please explain.

This request is for \$250,000 each year for six consecutive years for a total of \$1.5 million (base).

What is the objective of this proposal and how will you evaluate progress in achieving this objective? A report may be requested to demonstrate how funds were used and if the objective of the proposal was met.

See above.

How does this proposal benefit students?

Increases access to research materials for students in all colleges across the entire university, including providing more resources that can be electronically accessed. Increases ability for faculty to design and conduct research-centered teaching.

How does this proposal help to advance the institution?

Access to the library's scholarly resources is necessary for student success and the advancement of faculty instruction and research, both of which are SDSU strategic initiatives. Without a strong collection the institution will have difficulty recruiting and retaining high quality faculty necessary for the expanding aspirations of the University. In addition, the current collection budget is less than half of what would be expected for an R1 university, and this planned investment will be essential to supporting an agile and expanding academic research program as part of the drive toward R1 status.

Is this request time sensitive? Explain why funding is needed at this time.

Because some of our collection resources are obtained through multi-year contracts or renewed on a calendar year (not academic year) basis, we will need to make renewal commitments each fall for funds in the 21/22 and 22/23 year, etc. The first two installments of this increase would be used to move current collection expenses from one-time to base

funding. In the remaining years we would begin to purchase additional resources to support areas of need.

Is this a critical need? If so, please explain. If funding is not available at this time, what alternatives are available to accomplish similar goals?

Without an increase to base funds while inflation continues to grow and the library is spending down reserves we will have significantly less funding available for collections resources in the future. This would result in cuts to core critical databases and research materials which support the strategic plan to become a premier research university with students at our core.

Request Date: 1/20/2021
Requestor Name: Academic Affairs

Proposal Title: Summer Enrollment Growth Incentive Program

Proposal Category:

- ☒ Divisional [Choose an item.](#) ☐ Cross Divisional
☐ Deferred Maintenance and Capital Projects

Proposal Background/Description:

Timely progress towards graduation is facilitated by a year round enrollment, which implies students taking summer courses. In the case of a higher than units requirement for graduation, summer enrollment is critical for timely graduation. In addition, the revenue generated through summer instruction is an important factor in the university's fiscal health. An incentive plan was put in to place for the seven SDSU colleges and SDSU IV to incentivize summer enrollment.

Budget Request:

☐ **Base Request** **Amount \$** [Click or tap here to enter text.](#)

Budget Detail (include itemized salary, benefits ^[1], and/or operating expense/equipment):
[Click or tap here to enter text.](#)

☒ **One-Time Request** **Amount \$2,000,000**

Budget Detail (include itemized salary, benefits ^[1], and/or operating expense/equipment):
\$1,500 per FTES incentive over the target FTES

Are matching (additional) funds available for this request? Will this request result in cost savings / efficiencies? If so, please explain.

No.

Is this a multi-year funding request? If so, please explain.

This is a recurring request.

What is the objective of this proposal and how will you evaluate progress in achieving this objective? A report may be requested to demonstrate how funds were used and if the objective of the proposal was met.

It is a key element supporting the strategy to grow summer enrollment.

How does this proposal benefit students?

Click or tap here to enter text.

How does this proposal help to advance the institution?

It supports the university mission to graduate students timely while also strengthening its fiscal health.

Is this request time sensitive? Explain why funding is needed at this time.

Yes – the Colleges are counting on the resources.

Is this a critical need? If so, please explain. If funding is not available at this time, what alternatives are available to accomplish similar goals?

Yes – it is critical to the university mission.

Request Date: 3/9/2021
Requestor Name: Academic Affairs

Proposal Title: Enrollment Growth – 1x Funding

Proposal Category:

- ☒ Divisional Choose an item. ☐ Cross Divisional
☐ Deferred Maintenance and Capital Projects

Proposal Background/Description:

Provide funds to cover instructional costs

Budget Request:

☐ **Base Request** Amount \$Click or tap here to enter text.

Budget Detail (include itemized salary, benefits ^[1], and/or operating expense/equipment):
Click or tap here to enter text.

☒ **One-Time Request** Amount \$8,300,000

Budget Detail (include itemized salary, benefits ^[1], and/or operating expense/equipment):
To cover the discrepancy between base funded FTES and realized enrollment. See attached
back up – this request does not include the loss in FTES realized from the Early Exit Program.

Projected unfunded FTES 3,181 – 84 Fulltime lecturers @ \$99,000 (salary and benefits)

Are matching (additional) funds available for this request? Will this request result in cost savings / efficiencies? If so, please explain.

No.

Is this a multi-year funding request? If so, please explain.

As long as there is unfunded enrollment, there will be needs to cover the cost.

What is the objective of this proposal and how will you evaluate progress in achieving this objective? A report may be requested to demonstrate how funds were used and if the objective of the proposal was met.

Funds needed to provide colleges with cost of instruction.

How does this proposal benefit students?

Instruction is the core mission of the university.

How does this proposal help to advance the institution?

Instruction is essential to institution.

Is this request time sensitive? Explain why funding is needed at this time.

Yes – colleges need funding to continue to support instruction costs.

Is this a critical need? If so, please explain. If funding is not available at this time, what alternatives are available to accomplish similar goals?

Yes – if funding is not available, colleges will need to shift all instruction to T/TT faculty.

Request Date: 1/20/2021
Requestor Name: Academic Affairs/SDSU Global Campus

Proposal Title: Relief from \$3M of cost shifting

Proposal Category:

- ☐ Divisional [Choose an item.](#) ☐ Cross Divisional
☐ Deferred Maintenance and Capital Projects

Proposal Background/Description:

SDSU Global Campus is asking relief from our cost shifting obligations.

Global Campus is involved in a major transformational phase. As we develop a range of new programs online for adult learners, and build access pipelines for site-bound transfer students, we recognize that there is a need for investing in content development and student services (infrastructure and roles).

Without relief from cost shifting for the next year, it will be nearly impossible to build a successful, thriving self-support college that can deliver access to high quality programs and generate healthy surpluses.

This is a foundational moment for the Global Campus, and this request is based on a detailed strategic plan.

Budget Request:

☐ **Base Request** **Amount \$** [Click or tap here to enter text.](#)

Budget Detail (include itemized salary, benefits ^[1], and/or operating expense/equipment):
[Click or tap here to enter text.](#)

☒ **One-Time Request** **Amount \$3,000,000**

Budget Detail (include itemized salary, benefits ^[1], and/or operating expense/equipment):
Originated during the Great Recession, the historical shifting from Global Campus has served to close a shortfall in the University general fund to support operating budget in the AA units.

Are matching (additional) funds available for this request? Will this request result in cost savings / efficiencies? If so, please explain.

No.

Is this a multi-year funding request? If so, please explain.

No – although relief in the same amount was granted in two prior years.

What is the objective of this proposal and how will you evaluate progress in achieving this objective? A report may be requested to demonstrate how funds were used and if the objective of the proposal was met.

Global Campus is embarking on a strategic plan to grow our Degree programs from \$5M to over \$100M within a decade. The surpluses to SDSU will be in the tens of millions once we achieve the rapid growth planned.

How does this proposal benefit students?

We will provide students access to education that SDSU is uniquely positioned to deliver through Global Campus. Particularly, SDSU Global Campus will make it possible for many more qualified and transfer-eligible students to complete SDSU undergraduate or graduate degrees through on-line programs which:

- Fully implement regular SDSU major and GE curricular requirements,
- Meet academic standards set by SDSU tenured / tenure-track faculty sponsors selected by academic departments,
- Are taught by highly-qualified instructors from our campus community or from your extended professional networks of highly-qualified colleagues nationwide,
- Provide customized advising for adult learners that (for community college programs) provide face-to-face support at innovative “micro-sites” located on community college campuses.

How does this proposal help to advance the institution?

Global Campus has provided over \$50M to SDSU over the past ten years. These CERF funds have provided funding for new buildings, program innovation, faculty professional

development, support hiring of staff and lecturers and other strategic initiatives such as library and international programs.

Is this request time sensitive? Explain why funding is needed at this time.

Yes. This funding request is time sensitive because the reduction in Global Campus revenues from international programs will cause Global Campus to be in a greater than \$3M deficit if the cost shifting burden were continue to be imposed for FY21-22. New programs take time to develop and mature to the point where significant surpluses are generated. Current new programs do not allow the \$3M of cost shifting for Globald Campus' self-support model.

Is this a critical need? If so, please explain. If funding is not available at this time, what alternatives are available to accomplish similar goals?

Yes, this is a critical need. Without this relief, Global Campus will be unable to balance our operating budget, with a deficit of greater than \$3M in the coming year. There are no alternatives to achieve this goal of reducing cost shifting, without incurring crippling deficits that will limit SDSU's capability to generate revenues for the years to come.

Request Date: 3/9/2021
Requestor Name: Academic Affairs

Proposal Title: FERP Funding – 1x Funding

Proposal Category:

- ☒ Divisional Choose an item. ☐ Cross Divisional
☐ Deferred Maintenance and Capital Projects

Proposal Background/Description:

To maximize the savings generated through retirements, which are used to fund new faculty lines, funds are requested to support faculty entering the FER program. These faculty continue to provide services to the university at a reduced workload. Funding the FERP salaries with one time funds releases base funds earlier, thus allowing the hiring of new faculty in a more timely manner. We are asking for funds to support faculty who entered FERP in 2019, 2020, and expected to enter for 2021.

Budget Request:

☐ **Base Request** **Amount \$** Click or tap here to enter text.

Budget Detail (include itemized salary, benefits ^[1], and/or operating expense/equipment):
Click or tap here to enter text.

☒ **One-Time Request** **Amount \$2,750,000**

Budget Detail (include itemized salary, benefits ^[1], and/or operating expense/equipment):
This request is based on the faculty salaries (only) for those who entered FERP in 2019 and 2020, as well as anticipated for 2021.

Are matching (additional) funds available for this request? Will this request result in cost savings / efficiencies? If so, please explain.

No.

Is this a multi-year funding request? If so, please explain.

Yes – this is a multi year and recurring request. The request will be adjusted each year to maintain an adequate fund to support faculty in the program.

What is the objective of this proposal and how will you evaluate progress in achieving this objective? A report may be requested to demonstrate how funds were used and if the objective of the proposal was met.

The objective is to maximize the funds available for hiring new faculty at the point FERPing faculty enter the program, rather than when they end it.

How does this proposal benefit students?

This enables the university to hire more new faculty, thereby improving tenure density and facilitating student success.

How does this proposal help to advance the institution?

This enables the university to hire more new faculty, thereby improving tenure density and facilitating student success.

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Is this request time sensitive? Explain why funding is needed at this time.

Yes – needed to support compensation for the faculty in FERP

Is this a critical need? If so, please explain. If funding is not available at this time, what alternatives are available to accomplish similar goals?

Yes – our capacity to hire new faculty is critically relevant for the mission of the University. Failure to secure funds will result in hiring delays.

Request Date: 3/9/2021
Requestor Name: Academic Affairs

Proposal Title: Start Up Funding for New T/TT Faculty

Proposal Category:

- ☒ Divisional [Choose an item.](#) ☐ Cross Divisional
☐ Deferred Maintenance and Capital Projects

Proposal Background/Description:

SDSU's ability to hire outstanding new faculty is dependent on its capacity to offer competitive start up packages. The funds are used to build and upgrade laboratory space, purchase equipment, provide TA support, provide course release so faculty can jump start their research, provide relocation funds, and other expenses as deemed critical and competitive by the Colleges. In the past, 1x salary savings were used to fund start up packages, but those resources were relinquished in order to balance the university's 20-21 operating budget. We are requesting only the first year portion of the start up funds. Typically, faculty have up to three years to draw down and spend their negotiated start up funds. We will ask for years two and three in the amount of \$1,455,000 in 21-22 and 22-23 respectively.

Budget Request:

☐ **Base Request** **Amount \$** [Click or tap here to enter text.](#)

Budget Detail (include itemized salary, benefits ^[1], and/or operating expense/equipment):
The requested amount is for the contractually obligated 9% salary increase upon promotion based on current salaries.

☒ **One-Time Request** **Amount \$1,940,000**

Budget Detail (include itemized salary, benefits ^[1], and/or operating expense/equipment):
[Click or tap here to enter text.](#)

Are matching (additional) funds available for this request? Will this request result in cost savings / efficiencies? If so, please explain.

No.

Is this a multi-year funding request? If so, please explain.

Yes – this only covers 40% of needed startups for current year faculty hires – the balance will be requested in subsequent years. In addition, the College of Sciences has had to use accumulated, but unspent start up funds to support current year needs and budget cuts. This will also be a future year request.

What is the objective of this proposal and how will you evaluate progress in achieving this objective? A report may be requested to demonstrate how funds were used and if the objective of the proposal was met.

The objective is to have the resources to attract outstanding new faculty.

How does this proposal benefit students?

It supports faculty and provides our students with top notch faculty to learn from.

How does this proposal help to advance the institution?

Start Up funds are necessary to attract top research faculty – thus advancing the institution towards R1 status.

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Is this request time sensitive? Explain why funding is needed at this time.

Yes – funds must be in place to support newly hired faculty effective 8/2021

Is this a critical need? If so, please explain. If funding is not available at this time, what alternatives are available to accomplish similar goals?

Yes – the need is critical. Otherwise we run the risk of needing to settle on candidates less likely to help us achieve SDSU aspirations for research and teaching.

Request Date: 4/21/2021
Requestor Name: Research and Innovation

Proposal Title: Interim Research Endowment Supplement

Proposal Category:

- ☒ Divisional Research and Innovation ☐ Cross Divisional
☐ Deferred Maintenance and Capital Projects

Proposal Background/Description:

The Division of Research and Innovation provides support and oversight of federally mandated program areas such as human subjects research (IRB), animal care oversight (IACUC), export control, and biosafety. Other services also include oversight of the student research symposium, the AWJ research awards, and the mechanics of the UGP grant program. Funding for these program was shifted to the Research Foundation during a period of economic stress for the campus. In recent years, the cost shifting has been approximately \$650K.

In a related issue, the campus has over the past 6 years been able to build a research endowment to a total of ca. \$15M, which at 4% rate of payout resulted in \$600K annually. These funds have been used to support faculty or students over the past 6 years, with the endowment most recently being used to address a portion of the \$3M unmet need for equipment or research support facilities.

Recent opportunities developing Mission Valley have required the investment of the corpus of the endowment as matching for off-campus funding. Matching funds were provided at a 2:1 ratio, generating \$30M in additional funds from the CSU system. Because the campus has committed to re-funding the Research Endowment over time, the loss of the funding is expected to be temporary. These funds have been used for a multiple of research issues such as 1) either require immediate solutions to emerging issues (bridge funding, additional grant matching, unexpected issues with health care, equipment purchases, faculty retention or recruitment of senior faculty members.

This proposal has 2 elements: 1) the elimination of the cost shifting to the Research Foundation for the staffing of the Division of Research and Innovation by appropriate of base dollars and 2) the reallocation \$600K of the Research Foundation dollars to offset the temporary revenue loss

due to the investment of the Research Endowment. As such, the investment in base funding for Research and Innovation provides a stable funding stream for programs mandated by federal agencies as well as support for research oversight. Similarly, relieving the Research Foundation of the cost burden of Research and Innovation provides an alternative funding stream to offset the temporary loss of research funding with the investment of the Research Endowment.

Budget Request:

☒ **Base Request** **Amount \$300,000**

Budget Detail (include itemized salary, benefits ^[1], and/or operating expense/equipment):
\$300k base and \$300k one-time was funded in 2020/21. This \$300k in base funds the full \$600k base request.

☐ **One-Time Request** **Amount \$**

Budget Detail (include itemized salary, benefits ^[1], and/or operating expense/equipment):
See above.

Are matching (additional) funds available for this request? Will this request result in cost savings / efficiencies? If so, please explain.

No.

Is this a multi-year funding request? If so, please explain.

Yes. \$600k base funded was requested in 2020/21. \$300k was based funded in 2020/21. This \$300k in base funding brings the total base funding to the \$600k requested.

What is the objective of this proposal and how will you evaluate progress in achieving this objective? A report may be requested to demonstrate how funds were used and if the objective of the proposal was met.

The funds are used to support the scholarship of our faculty across the entire campus and will be used at the discretion of the VPR. Activities might include 1) bridge funding 2) direct student support 3) creation of pilot grant programs (e.g. the cancer pilot programs in 2019) 4) faculty retention or 5) recruitment of senior faculty members relative to startup costs.

How does this proposal benefit students?

Engagement of faculty with their scholarship provides both direct and indirect benefits to our students. SDSU takes great pride in our direct engagement of our undergraduate and graduate

students in our research and creative activities. The literature has shown that undergraduate research is one of the high impact practices that help predict student success across the country. Similarly, creation of new knowledge and ways to interpret our world are one of the pillars of any university and students are an integral part of that mission. Graduate students in many majors and disciplines are expected to generate new information, approaches, creative outcomes, or ways of tackling societal issues. A direct benefit to our faculty and an indirect benefit to our students is the real time connection of our faculty to current techniques, ideas, or ways of thinking through their scholarship. This changes the nature of the classroom and ensures that the campus evolves with the ever-changing knowledge base and disciplines that drive our university.

How does this proposal help to advance the institution?

Generating stable funding for Research Affairs minimizes the risk of support for federally mandated programs (e.g. IRB, IACUC, IBC, Export Control) in case of an economic downturn. The second benefit of alleviating the cost burden to the Research Foundation provides an alternative funding stream to offset the temporary investment of the Research Endowment for Mission Valley. The long-term effects of Mission Valley on the research portfolio of our faculty is expected to be extraordinary as new facilities, research partnerships, and collaborations are formed.

Is this request time sensitive? Explain why funding is needed at this time.

Yes, funding from the research endowment will no longer be available with the investment of the Research Endowment.

Is this a critical need? If so, please explain. If funding is not available at this time, what alternatives are available to accomplish similar goals?

None.

Request Date: 3/15/2021
Requestor Name: Division of Research and Innovation

Proposal Title: Director of Research Support Services

Proposal Category:

- ☒ Divisional Choose an item. ☐ Cross Divisional
☐ Deferred Maintenance and Capital Projects

Proposal Background/Description:

Due to an increased amount of Federal and State regulations as well as a requirement to increase documentation and monitoring of compliance activities across all Federal and State agencies it is become necessary to offer assistance to Research Support Services, the unit within DRI that oversees research and other compliance activities at the University. Presently the RSS unit organization is not favorable to absorb an increase in compliance requirements. Thus, we are requesting base budget dollars to support the hiring of a Director of Research Support Services, a new position within the Division. The RSS unit consists of an Assistant Vice President, and Export Control Officer and seven analysts and coordinators. A middle management position, RSS Director, is requested to support the AVP with all aspects of the development and implementation of a growing research compliance program. This task entails a variety of functions (e.g., overseeing the University's research compliance programs, provide overall guidance and direction for all research-related compliance activities at SDSU, etc.) and will enhance the ability of RSS to maintain compliance continuity as federal and state mandates require as well as improve and increase outreach, education and assistance to faculty, staff and students that look to the RSS unit as a resource for funded and unfunded research activities.

Budget Request:

☒ **Base Request** **Amount \$185,000**

Budget Detail (include itemized salary, benefits ^[1], and/or operating expense/equipment):

Salary: \$123k

Fringe: \$62k

☐ **One-Time Request** **Amount \$**Click or tap here to enter text.

Budget Detail (include itemized salary, benefits ^[1], and/or operating expense/equipment):

Click or tap here to enter text.

Are matching (additional) funds available for this request? Will this request result in cost savings / efficiencies? If so, please explain.

There are no matching or additional funds for this request.

Is this a multi-year funding request? If so, please explain.

No.

What is the objective of this proposal and how will you evaluate progress in achieving this objective? A report may be requested to demonstrate how funds were used and if the objective of the proposal was met.

The objective of this proposed position is to provide critical operational assistance to the RSS unit within the division. Increases in Federal and State regulation, documentation, and monitoring require significant personnel time and attention to ensure strong support of SDSU faculty and student research efforts. This new position should allow for a streamlining of regulatory processes in the RSS unit, leading to better service for faculty, staff, and students. We also expect increased efficiencies in processing and responding to regulatory requests from faculty, staff, and students.

How does this proposal benefit students?

For many academic programs (particularly graduate programs), research is required in partial fulfillment for degree requirements. Many research and scholarship endeavors require human or animal subject protocols and approval. Thus, the increased efficiencies expected from the addition of this position into the RSS unit will directly impact student research on campus.

How does this proposal help to advance the institution?

As SDSU moves towards becoming an R1 Carnegie designated institution, the ability of the RSS unit to meet the needs of our faculty will be critical. Moreover, increased regulatory demands require increased resources to ensure the university is in compliance with an ever-changing landscape of Federal and State regulatory requirements. The addition of this position to the RSS and DRI team will help to ensure faculty, staff, and students research compliance needs are being met in an increasingly complex regulatory environment.

Is this request time sensitive? Explain why funding is needed at this time.

Yes. As Federal and State regulatory and documentation requirements have increased over the last few years, the present staffing of the RSS has not increased. Thus, it has become more difficult for the unit to meet increasing regulatory demands with current staffing levels.

Is this a critical need? If so, please explain. If funding is not available at this time, what alternatives are available to accomplish similar goals?

Yes, this is a critical need resulting from significant regulatory compliance and documentation requirements from the State and Federal governments. There are no alternatives for funding at this time. The position is necessary to maintain our current levels of service for faculty, staff, and students and for the expected increase in research-related compliance issues as we begin to implement elements of our strategic plan that focus directly on faculty/student research and scholarship.

Request Date: 3/12/2021
Requestor Name: Division of Research and Innovation

Proposal Title: Matching Funds for Grant Submissions

Proposal Category:

- ☒ Divisional Choose an item. ☐ Cross Divisional
☐ Deferred Maintenance and Capital Projects

Proposal Background/Description:

Many federal programs require that the University match grants with a fixed percentage defined in the grant application (e.g. equipment grants from NSF) given the high costs of the equipment and the need for additional support beyond just the purchase of the equipment. Similarly, many federal programs request institutional investments for large institutional grants (e.g. the HealthLink Grant (U54) or recent SDSU FIRST proposal) to be competitive within the grant proposal process. Faculty scholarship in some fields is heavily dependent on external funding sources that sometimes require institutional matching funds as a mandate for submission or to be considered as a competitive proposal. These funds can be quite large since they typically are required from programs with limited submissions (campus level sponsored required) or in areas with high equipment costs.

Budget Request:

☐ **Base Request** Amount \$Click or tap here to enter text.

Budget Detail (include itemized salary, benefits ^[1], and/or operating expense/equipment):
Click or tap here to enter text.

☒ **One-Time Request** Amount \$200,000

Budget Detail (include itemized salary, benefits ^[1], and/or operating expense/equipment):
Click or tap here to enter text.

Are matching (additional) funds available for this request? Will this request result in cost savings / efficiencies? If so, please explain.

There are no matching or additional funds for this request. Although this request is not expected to result in cost savings or efficiencies, it is possible we will observe an increase in sponsored research dollars resulting from funded grant/contract proposals.

Is this a multi-year funding request? If so, please explain.

No.

What is the objective of this proposal and how will you evaluate progress in achieving this objective? A report may be requested to demonstrate how funds were used and if the objective of the proposal was met.

The goal of this proposal is to have these funds available for our faculty when they apply for external funding and the granting agencies have explicit matching requirements or request evidence of institutional commitment to a funding opportunity. We can provide a record of how the funds were allocated but given the sometimes significant time lag between proposal submission and funding, short-term ROI will be difficult to gauge.

How does this proposal benefit students?

Students often participate directly in faculty led research and scholarship as either undergraduates or graduate students. Similarly, both undergraduate and graduate students are often paid from these grants or are direct users of the equipment purchased. In fact, for a recent U54 submission, matching funds were provided to directly support under-represented students to participate in the mentored research associated with the grant submission.

How does this proposal help to advance the institution?

The ability to provide matching funds for extramural funding proposals is critical to the research mission of SDSU. Without these funds, faculty cannot apply for specific types of grants that require institutional matching funds—e.g., collaborative grants (U54) or NSF/NIH grants for large pieces of scientific equipment. Faculty who submit subcontract grant applications may also be required to provide institutional matching funds if the prime or lead institution is providing matching dollars. Lastly, many foundation funding agencies require institutional matching funds. To remain competitive for these extramural funding opportunities, DRI must have access to these types of funds.

Is this request time sensitive? Explain why funding is needed at this time.

Grants are submitted continuously throughout the year by our faculty. Matching funds are uniquely difficult to predict and shepherd over time since the success or rejection of a grant is both the product of a lengthy process up to more than 1 year and very difficult to predict. As such, funds that are committed to a specific grant at some point need to be encumbered until final decisions on the grant are made. Given the size of these types of grants, we are forced to sometimes overcommit in some years if multiple grant applications need to be matched within a single year.

Is this a critical need? If so, please explain. If funding is not available at this time, what alternatives are available to accomplish similar goals?

Without this funding, SDSU faculty are not eligible to submit for grants that require matching dollars. Matching dollars can also increase the competitiveness of large institutional grants that consider institutional matching as review criteria.

Request Date: 3/15/2021
Requestor Name: Division of Research and Innovation

Proposal Title: Large Grant Support

Proposal Category:

- ☒ Divisional [Choose an item.](#) ☐ Cross Divisional
☐ Deferred Maintenance and Capital Projects

Proposal Background/Description:

The development of large, inter-college or cross-unit grant proposals (e.g., collaboraborative grants, center grants or pre-doctoral training grants) often requires significant time, organization, and collaboration for PIs to produce funding. For some submissions, such as major equipment proposals or training grants (e.g., NIH T32 training grants), PI(s) may invest a significant amount of time and effort for a proposal that delivers limited return on investment to the PI(s) but significant return to a larger group such as students or a core research faculty used by multiple faculty. Thus, it can be difficulty for individual PI(s) to justify this amount of time without significant grant support for these endeavors. The funds being requested to support large grant submissions will be used to provide an array of support to faculty. For example, these funds could be used for outside grant writing consultants, grant reviews, technical and graphic support, or assigned time for grant writing.

Budget Request:

☐ **Base Request** **Amount \$** [Click or tap here to enter text.](#)

Budget Detail (include itemized salary, benefits ^[1], and/or operating expense/equipment):
[Click or tap here to enter text.](#)

☒ **One-Time Request** **Amount \$100,000**

Budget Detail (include itemized salary, benefits ^[1], and/or operating expense/equipment):
Funds will be distributed directly to PIs, contrctor, outside agencies, etc. See above under background/description.

Are matching (additional) funds available for this request? Will this request result in cost savings / efficiencies? If so, please explain.

There are no matching or additional funds for this request. Although this request is not expected to result in cost savings or efficiencies, it is possible we will observe an increase in sponsored research dollars resulting from funded grant/contract proposals.

Is this a multi-year funding request? If so, please explain.

No.

What is the objective of this proposal and how will you evaluate progress in achieving this objective? A report may be requested to demonstrate how funds were used and if the objective of the proposal was met.

The objective of this proposal is to provide support for large grant submissions that will increase the likelihood of the application being funded. Given the lag in time between an application submission and grant funding (sometimes upwards of 18 months), it may take time to evaluate the progress for achieving this objective. However, we believe this type of financial investment could increase the funding potential of these larger grant proposal submissions.

How does this proposal benefit students?

These large grant submission often provide funding for the training of graduate students (e.g., T32 NIH pre-doctoral training grants). As such, there are direct financial and educational benefits to students. Furthermore, funded research projects provide research and experiential learning opportunities for students at all levels. These opportunities increase the probability of undergraduate and graduate students and post-docs of being accepted to graduate programs or professional positions.

How does this proposal help to advance the institution?

Increased extramural funding at SDSU serves our strategic goal of moving towards an R1 Carnegie Designated institution in the future. Furthermore, successful extramural funding can significantly contribute to the career trajectory of SDSU faculty and provide students with opportunities to engage in important high impact practices.

Is this request time sensitive? Explain why funding is needed at this time.

Yes. Funding announcements for large grants are announced throughout the calendar year. Thus, having these funds available when opportunities arise is a critical.

Is this a critical need? If so, please explain. If funding is not available at this time, what alternatives are available to accomplish similar goals?

Yes, this is a critical need. Without this type of funding, it may be more difficulty for faculty to submit these types of large proposals. These types of funding opportunities are essential to SDSU's research mission as well as it's aspirations to becoming an R1 institution.

Request Date: 3/15/2021
Requestor Name: Division of Research and Innovation

Proposal Title: Funding for shared equipment and facilities

Proposal Category:

- ☒ Divisional Choose an item. ☐ Cross Divisional
☐ Deferred Maintenance and Capital Projects

Proposal Background/Description:

This proposal will provide funding to maintain and improve shared campus core facilities such as the Electron Microscope (EM) facility, Flow Cytometry facility, and Wind Tunnel facility that serve multiple faculty across multiple departments/schools and colleges. Funding priority will be given to facilities that serve a larger number of faculty across several units, provide facilities that are currently limiting faculty scholarly success, or provide a key piece of equipment that allows faculty to approach research questions in a new way that was previously limited without this equipment. A lack of shared equipment/facilities infrastructure is frequently highlighted by our faculty as an areas that limits our ability to compete for large national funding opportunities.

Budget Request:

☐ **Base Request** **Amount \$** Click or tap here to enter text.

Budget Detail (include itemized salary, benefits ^[1], and/or operating expense/equipment):
Click or tap here to enter text.

☒ **One-Time Request** **Amount \$300,000**

Budget Detail (include itemized salary, benefits ^[1], and/or operating expense/equipment):
Investments are limited to up to a \$50k investment per shared facility.

Are matching (additional) funds available for this request? Will this request result in cost savings / efficiencies? If so, please explain.

There are no matching or additional funds for this request. Although this request is not expected to result in cost savings or efficiencies, we will expect to see increased research and scholarship by faculty utilizing these shared facilities. Furthermore, it is possible we will

observe an increase in sponsored research dollars resulting from funded grant/contract proposals that utilize these shared facilities.

Is this a multi-year funding request? If so, please explain.

No.

What is the objective of this proposal and how will you evaluate progress in achieving this objective? A report may be requested to demonstrate how funds were used and if the objective of the proposal was met.

The objective of this proposal is to support faculty research and scholarship by providing the infrastructure to support shared and interdisciplinary research interests and collaborations. Program success can be measured by the number of users of these facilities (e.g., faculty, students), resulting scholarship, and the number of extramural funding applications proposing to utilize these facilities.

How does this proposal benefit students?

Facilities and equipment are important elements of our campus infrastructure that supports both our undergraduate and graduate research and scholarship. Like faculty, our students need access to current equipment, technology, and facilities to be competitive for the job market, graduate school, and student-focused funding opportunities. In previous equipment/facilities funding efforts, students have benefited from enhancements ranging from art-based facilities to shared chemistry equipment.

How does this proposal help to advance the institution?

Funding for facilities upgrades or the purchase for large shared equipment is difficult to secure from extramural funding sources because of the extremely competitive funding environment and the unpredictability of funds available from year-to-year. Moreover, outside agencies often expect campuses to provide these types of core facilities and shared equipment as resources campuses always provide. Without modern facilities and equipment, SDSU faculty may not be able to conduct the cutting-edge research necessary to put forth the most competitive extramural funding proposals.

Is this request time sensitive? Explain why funding is needed at this time.

Yes, the lack of modern equipment and/or facilities impacts our ability to secure extramural funding.

Is this a critical need? If so, please explain. If funding is not available at this time, what alternatives are available to accomplish similar goals?

Yes, this is a critical need. It has been nearly two years since DRI offered this kind of support for SDSU faculty.

Request Date: 3/15/2021
Requestor Name: Division of Research and Innovation

Proposal Title: Divisional Operation Funding

Proposal Category:

- ☒ Divisional Choose an item. ☐ Cross Divisional
☐ Deferred Maintenance and Capital Projects

Proposal Background/Description:

Currently, the budget for DRI operations is \$2k and does not sufficiently cover the operating costs for a division comprised of 40 staff and seven internal units. The funding for DRI operations will be used to cover operational costs associated these seven internal units (e.g., Research Advancement, Research Support Services, Technology Transfer Office, Communications, Undergraduate Research, Zip Launchpad, and IT). The operational costs were are seeking funding for are: phones, office supplies, postage, computer/IT equipment, copy services (e.g., copier), travel, professional development, and professional memberships. A detailed budget is listed below. Note: budget expenses for travel, professional development, and memberships may appear higher than for typical divisional needs; however, it is important to note, these expenses are necessary for DRI staff (particularly in Research Advancement and the Technology Transfer Office) to provide the best support to our faculty and students and requires memberships in important professional organizations and travel to meetings to learn about new funding opportunities for the SDSU research community.

Budget Request:

☐ **Base Request** **Amount \$** [Click or tap here to enter text.](#)

Budget Detail (include itemized salary, benefits ^[1], and/or operating expense/equipment):
[Click or tap here to enter text.](#)

☒ **One-Time Request** **Amount \$100,000**

Budget Detail (include itemized salary, benefits ^[1], and/or operating expense/equipment):

We are requesting one-time dollars to cover the following divisional operating expenses:

Phones: \$9.5k

Office Supplies: \$8k

Postage: \$1k
Travel: \$21.5k
Professional Development: \$17k
Memberships: \$25k
Copy Services: \$2k
Computers/IT: \$16k

Are matching (additional) funds available for this request? Will this request result in cost savings / efficiencies? If so, please explain.

There are no matching or additional funds for this request.

Is this a multi-year funding request? If so, please explain.

No.

What is the objective of this proposal and how will you evaluate progress in achieving this objective? A report may be requested to demonstrate how funds were used and if the objective of the proposal was met.

The objective of this proposal is provide sufficient operational funding for the Division so that we can provide the best support to our faculty, staff, and students. We will evaluate how this support is associated with increases in proposal submissions, patents filed, extramural funding, etc.

How does this proposal benefit students?

The proposal does not directly benefit students; however, faculty research efforts typically include students as assistants and increased extramural funding will result in increased research-related opportunities for students. Moreover, DRI provides assistance to doctoral students in the form of grant writing training for career development awards such as the NIH K01 mechanism.

How does this proposal help to advance the institution?

The first priority of the new SDSU strategic plan focuses on becoming a premiere public research university (R1 status) with HSI status. This priority includes growth in our portfolio of extramural funding. Providing research-related support and assistance to faculty and students will help advance the goals articulated under this strategic plan priority.

Is this request time sensitive? Explain why funding is needed at this time.

Yes, this request is time sensitive. As the university begins to open up towards the end of year and into 2022, research activities and grant writing for extramural funding will ramp up. DRI provides financial (e.g., assigned time) and technical support for SDSU faculty and students. Having sufficient operating funds will help the division better support these efforts.

Is this a critical need? If so, please explain. If funding is not available at this time, what alternatives are available to accomplish similar goals?

Yes, this is a critical need. The current operational budget of the division does not cover the basic operating costs for a staff of 40. There are no alternatives to accomplish similar goals at this time.

Request Date: 3/15/2021

Requestor Name: Division of Research and Innovation

Proposal Title: Director of Corporate and Foundation Relations

Proposal Category:

- ☒ Divisional Choose an item. ☐ Cross Divisional
☐ Deferred Maintenance and Capital Projects

Proposal Background/Description:

As competition for Federal and State sources of extramural funding has increased, it is critical to develop alternative sources of funding for SDSU faculty and students. Corporate and foundation funding are two sources of funding that could significantly help to expand SDSU's portfolio of extramural funding dollars. We are requesting one time dollars and asking for a two-year commitment to create a new position within DRI to support corporate and foundation funding opportunities for our faculty and students. This will be a pilot project to assess the ROI of this type of position within DRI. If the ROI is significant, as we expect, the position will be self-supporting within DRI. Initially, the primary responsibility of this position will be to work closely with the SDSU Big Ideas finalists to identify corporate or foundation funding to support the efforts of our faculty, staff, and students on this very important initiative. The Director of Corporate and Foundation Relations will be responsible for supporting the growth of both corporate and foundation funding of faculty and student research, scholarship, and creative activity projects. The Director will foster strategic relationships with corporations, foundations, and community-based organizations while seeking new funding opportunities in support of institutional research priorities. The Director will also work closely with the Division of University Relations and Development (URAD).

Budget Request:

☐ **Base Request** **Amount \$** Click or tap here to enter text.

Budget Detail (include itemized salary, benefits ^[1], and/or operating expense/equipment):
Click or tap here to enter text.

☒ **One-Time Request** **Amount \$240,000**

Budget Detail (include itemized salary, benefits ^[1], and/or operating expense/equipment):

We are requesting one-time funds with a two-year commitment to this position.

Salary: \$160,000

Fringe: \$80,000

Are matching (additional) funds available for this request? Will this request result in cost savings / efficiencies? If so, please explain.

There are no matching or additional funds for this request.

Is this a multi-year funding request? If so, please explain.

Yes. We are asking for a two-year commitment of one-time funds for this new position within DRI. After the two years, the position will be supported through the division.

What is the objective of this proposal and how will you evaluate progress in achieving this objective? A report may be requested to demonstrate how funds were used and if the objective of the proposal was met.

The objective of this proposal is to increase corporate and foundation funding dollars for faculty and student research, scholarship, and creative activity projects. In order to evaluate whether this objective has been met we will examine several metrics: number of proposals submitted for corporate and foundation funding as well as total dollars secured for this type of funding during the two year pilot. We will compare this to the two years prior to the creation of the new position. We expect significant increases in both proposal submissions and dollars secured compared to the baseline period. We would also expect to see significant funding opportunities for our Big Ideas team proposals. A two-year pilot period is being requested given the time it takes for some extramural proposals to be funded through these types of mechanisms.

How does this proposal benefit students?

This benefit of this proposal for students is twofold. First, students may benefit directly from funding opportunities targeting undergraduate or graduate student research efforts. Secondly, as faculty secure additional funding provided through the corporate and foundation sectors, it is expected students will be hired or offered experiential, high impact, learning experiences. These experiences are often needed to increase the competitiveness of graduate school applications and can be essential for future professional opportunities.

How does this proposal help to advance the institution?

The first priority of the new SDSU strategic plan focuses on becoming a premiere public research university (R1 status) with HSI status. This priority includes growth in our portfolio of extramural funding which includes corporate and foundation funding. Thus, increasing funding from these sources will help advance strategic plan priorities. Furthermore, this proposal will help to advance the objectives of the Big Ideas initiative.

Is this request time sensitive? Explain why funding is needed at this time.

Yes. Funding is currently needed to support the next stage of the Big Ideas initiative which involves identifying corporate or foundation sponsorship of the programs being developed from this initiative. Furthermore, increasing our portfolio of funding sources is critical to meeting the objectives of the strategic plan.

Is this a critical need? If so, please explain. If funding is not available at this time, what alternatives are available to accomplish similar goals?

Yes, this is a critical need. Without funding for this position, it will be more difficult to significantly grow our corporate and foundation portfolio of faculty and student extramural funding as well as provide needed support for the next stage of the Big Ideas initiative.

Request Date: 1/15/2021

Requestor Name: Faculty and Staff Diversity, Division of Campus Diversity

Proposal Title: Faculty and Staff Diversity

Proposal Category:

☒ Divisional Student Affairs and Campus Diversity

☐ Cross Divisional

☐ Deferred Maintenance and Capital Projects

Proposal Background/Description:

In the wake of the deaths of George Floyd, Breonna Taylor, Tony McDade, Ahmaud Arbery and countless others, San Diego State has joined much of the rest of the nation in calling for an increased focus on anti-racism and social justice, and dismantling systemic racism throughout our institutions. Prior to these incidents, the University had established a strategic plan that integrates diversity, equity and inclusion throughout, the University Senate had requested that all colleges, divisions and departments develop diversity plans, and the President had established a separate division to focus on Campus Diversity (now merged with Student Affairs). The purpose of this proposal is to support the on-going work of the Faculty and Staff Diversity (FSD) area, including the implementation of the unit-level diversity plans. Faculty and Staff Diversity includes the Center for Inclusive Excellence (CIE), which houses the Professors of Equity, the Chair of Inclusive Research and Scholarly Excellence and the Diversity Officer for Student Engagement; Hispanic-Serving Institution (HSI) Affairs; the Tribal Liaison; the fifteen Employee Resource Groups; the Inclusion Council (the diversity liaisons for the colleges and the Equity Council (the liaisons for all other units including auxiliaries).

Over the last two years, the Center for Inclusive Excellence (CIE), has provided professional learning programs for faculty and staff on implicit bias and microaggressions, equity-minded faculty hiring, inclusive and anti-racist pedagogy, thriving in the academy, working and teaching remotely, inclusive student support in the virtual environment, and myriad of other topics. In addition, the Diversity Officer for Student Engagement facilitates the Identity and Allyship Awareness Certificate (formerly the Diversity Awareness Certificate) for students and has begun to offer additional workshops on implicit bias and other DEI topics.

Going forward, the CIE will be the primary unit responsible for providing several professional learning programs that are embedded in unit-level diversity plans and the university's strategic plan. For example, the plans for every college and division include a strategy to have all members of search committees (and in some cases, all faculty and staff in the unit, regardless of participation in a search) complete implicit bias training; multiple plans also include strategies to have faculty and staff participate in other equity-minded trainings, such as around inclusive pedagogy and curriculum. All college plans also include goals around improving pool proportionality (i.e., recruiting applicant pools that look similar to the available pool of potential applicants), and the CIE is the unit responsible for providing departments with the data and strategies to achieve this goal. Key activities in the university's strategic plan include training on inclusive practices for all search committees, evaluators and admissions; onboarding programs that educate all incoming students, staff and faculty on implicit bias, inclusive communication, SDSU's designation and identity as an Hispanic-Serving Institution, and the university's connection with the Kumeyaay people; and the implementation of an intergroup dialogue program, all of which are programs that will involve the CIE. In addition, every academic department and school is in the process of developing their own diversity plans, the vast majority of which will include strategies to encourage faculty and staff to participate in professional learning around inclusive pedagogy and developing inclusive curriculum.

This proposal is to provide personnel for Faculty and Staff Diversity. Specifically, an equity analyst would provide analytical support for all faculty and staff diversity programs, including tracking participation in trainings for assessment and accountability reporting, working with departments on the data needed for hiring and for analysis of student equity gaps, and coordinating campus-wide climate surveys; a full-time professional developer would support expanded programming for staff and students, including taking over the Student Organization Conflict and Identity Awareness (SOCIA) training and supporting development for staff around inclusive student support and equity-minded hiring and evaluation; and a full-time faculty developer would support expanded programming for faculty, including training around inclusive pedagogy, decolonizing the curriculum, equity-minded hiring and evaluation. Additional personnel that are compensated with course release or stipends include the Chair of Inclusive Research and Scholarly Excellence, and the Professors of Equity.

This request also includes funds to support a full-time position dedicated to support for the SDSU office of Hispanic Serving Institution Affairs. In Spring 2020, the position of Chair of HSI

Affairs was created to lead these efforts but has had no administrative or programmatic support

The mission of the Faculty and Staff Diversity area is to elevate, celebrate and support the diverse faculty and staff of San Diego State through professional learning, community building, advocacy, policy recommendations and organizational structures. We aim to foster an affirming campus culture based on the core values of excellence, equity, diversity, belonging and inclusion through:

- Recruiting and retaining faculty and staff who are reflective of the diverse student body and communities served by SDSU;
- Fostering an environment that is welcoming, affirming, and empowering for students, faculty, staff and alumni of all backgrounds;
- Enhancing the career and educational pathways of students, faculty and staff from underrepresented groups; and
- Cultivating relationships with the local community that advance the well-being of diverse individuals and communities.

Budget Request:

☒ **Base Request** **Amount \$486,752**

Budget Detail (include itemized salary, benefits ^[1], and/or operating expense/equipment):

- | | |
|--|--------------------------------------|
| • Administrative Analyst/Specialist EII | \$56,316 salary/ \$28,158 benefits |
| • Administrative Analyst/Specialist EIII | \$85,000 salary / \$42,500 benefits |
| • Student Services Professional-AR II | \$79,560 salary/ \$39,780 benefits |
| • SSP III | \$56,292 salary/ \$28,146 benefits |
| • OE&E for development | \$10,000 |
| • Faculty fellows (on course buyout) | \$61,000 (10 courses, \$6100/course) |

One-Time Request **Amount \$**

Budget Detail (include itemized salary, benefits ^[1], and/or operating expense/equipment):

Are matching (additional) funds available for this request? Will this request result in cost savings / efficiencies? If so, please explain.

No

Is this a multi-year funding request? If so, please explain.

What is the objective of this proposal and how will you evaluate progress in achieving this objective? A report may be requested to demonstrate how funds were used and if the objective of the proposal was met.

The objective of this proposal is to support the on-going work of the Faculty and Staff Diversity area, including the implementation of the University Senate-requested diversity plans.

How does this proposal benefit students?

FSD programming educates faculty and staff on inclusive practices to better support students of all backgrounds, both within and outside the classroom.

How does this proposal help to advance the institution?

The programming provided by all areas of Faculty and Staff Diversity contribute to equity and inclusion efforts across the institution, including the creation of more equitable and inclusive classrooms for students, and more welcoming work environments for faculty and staff, thereby fostering a community where students, faculty and staff of all backgrounds and identities can succeed and feel at home.

Is this request time sensitive? Explain why funding is needed at this time.

Yes. These monies are essential to ensure programming is in place to satisfy the goals and timelines of University Senate requested diversity plans.

Is this a critical need? If so, please explain. If funding is not available at this time, what alternatives are available to accomplish similar goals?

Yes, this is a critical need; there are currently no alternatives available to meet similar goals.

Request Date: March 12, 2021
Requestor Name: J Luke Wood and Gregorio Ponce

Proposal Title: Full-time Academic Advisor

Proposal Category:

- ☒ Divisional Student Affairs and Campus Diversity ☐ Cross Divisional
☐ Deferred Maintenance and Capital Projects

Proposal Background/Description:

In the last 6 months, the Student Affairs team at IV has been reconfigured significantly with the support of the VP for SACD. This reorganization has left two holes at IV that needs immediate attention, one of which is the Full-time Academic Advisor position. The additional advisor better aligns SDSU Imperial Advising with the SDSU Campus Wide Advising Approach to Student Success, Strategic Plan initiative 46 (below) and the Graduate Initiative 2025 priority associated with Enhancing Advising and Education Plans.

Budget Request:

☐ X Base Request **Amount \$77,472** Click or tap here to enter text.

Budget Detail (include itemized salary, benefits ^[1], and/or operating expense/
equipment):

SSP II \$51,648 salary/\$25,824 benefits The request is for salary and benefits for 12 months.

Are matching (additional) funds available for this request? Will this request result in cost savings / efficiencies? If so, please explain.

SDSU IV (via Academic Affairs) was able to earmark funds for this position through June 30, 2021. There are no other matching available thereafter.

Is this a multi-year funding request? If so, please explain.

Not at this time as we are trying to secure base or one-time funds from other sources for 2022/2023 and thereafter, e.g. GI2025

What is the objective of this proposal and how will you evaluate progress in achieving this objective? A report may be requested to demonstrate how funds were used and if the objective of the proposal was met.

The reconfiguration of the Student Affairs team at IV points to the need to have two individuals focused on providing academic advising services *only*. This request is to secure funds for the second individual to provide this service to our students.

How does this proposal benefit students?

By reducing the number of advisors with multiple non-advising duties, SDSU IV students will have access to more advisors focused just on advising them. This is a huge paradigm shift in how SDSU IV will meet the needs of students. And a welcomed one at that.

Another integral focus of the restructuring is to use academic advising to close equity and retention gaps and improve graduation rates for Imperial Valley students whose population has a high proportion of Pell Eligible (71%), First Generation (81%), and Under-represented Minority (URM) (91%) students.

How does this proposal help to advance the institution?

Providing specialized targeted services to our students will give them a better university experience with a personal touch. This in turn enhances our reputation and image in the local community.

Is this request time sensitive? Explain why funding is needed at this time.

Funding is requested to start July 1, 2021 as we do not anticipate other funds until July 1, 2022.

Is this a critical need? If so, please explain. If funding is not available at this time, what alternatives are available to accomplish similar goals?

This is a pivotal position to support the reconfiguration of the Student Affairs team at SDSU IV. Without this position, then all other changes cannot move forward. This is due in part because many academic advising duties are shifting to this position so other team members can provide specialized services in other needed areas, e.g. SASC Services, Career Services, etc.

Request Date: March 12, 2021
Requestor Name: J Luke Wood and Gregorio Ponce

Proposal Title: Retention Specialist

Proposal Category:

- ☒ Divisional Student Affairs and Campus Diversity ☐ Cross Divisional
☐ Deferred Maintenance and Capital Projects

Proposal Background/Description:

SDSU Imperial Valley has been reconfiguring its support services structure over the past four years. To this end, the Student Affairs team at IV identified the need three years ago to have someone to work specifically on two fronts: Retention Support Services and Data Analytics. This individual is to work closely with all SDSU IV advisors, campus support services, and faculty to help students succeed and meet their educational goals. This individual will also be advising the mathematics majors. In the last 6 months, the Student Affairs team at IV has grown with the support of the VP for SCD. This reorganization has left two holes at IV that need immediate attention, one of which is the Retention Specialist position.

Budget Request:

☐ X Base Request **Amount \$77,472**

Budget Detail (include itemized salary, benefits ^[1], and/or operating expense/equipment):

SSP II \$51,648 salary/\$25,824 benefits The request is for salary and benefits for 12 months.

One-Time Request **Amount**

Budget Detail (include itemized salary, benefits ^[1], and/or operating expense/equipment):

Are matching (additional) funds available for this request? Will this request result in cost savings / efficiencies? If so, please explain.

There are no matching funds available for this request at this time.

Is this a multi-year funding request? If so, please explain.

Not at this time as we are trying to secure base or one-time funds from other sources for 2022/2023 and thereafter, e.g. GI2025

What is the objective of this proposal and how will you evaluate progress in achieving this objective? A report may be requested to demonstrate how funds were used and if the objective of the proposal was met.

Ultimately, the goal is to help increase the number of students graduating in 2yrs/4yrs from SDSU Imperial Valley. This position will help coordinate an early warning system, support students who have been identified as at-risk, and support the students in need of additional guidance beyond their respective academic advisor.

How does this proposal benefit students?

This position will be targeting the specific needs of students that are at-risk to not complete in a timely manner their degree.

How does this proposal help to advance the institution?

Improving SDSU IV's graduation rates will help with our recruitment efforts. Helping our students on a more personal basis will make for a better learning experience for them as well.

Is this request time sensitive? Explain why funding is needed at this time.

Funding is requested to start July 1, 2021 as we do not anticipate securing other funds before then.

Is this a critical need? If so, please explain. If funding is not available at this time, what alternatives are available to accomplish similar goals?

This is a missing piece of SDSU IV's overall strategy to better serve our student population. Without the funding, SDSU IV will need to delay this service to our students and advisors.

Request Date: 1/26/2021

Requestor Name: Division of Student Affairs and Campus Diversity

Proposal Title: AOD Presidential Task Forces Recommendation Funding

Proposal Category:

- ☒ Divisional Student Affairs and Campus Diversity ☐ Cross Divisional
☐ Deferred Maintenance and Capital Projects

Proposal Background/Description:

Two Presidential Task Forces focused on Alcohol and Other Drugs (AOD) were charged to identify near-term and long-term recommendations to enhance the SDSU student experience to help ensure student safety and student success. The two Task Force are:

- The Presidential Task Force on Student Activities and Safety
- The Presidential Task Force on Alcohol and Substance Misuse

In summer 2020 both groups submitted a completed set of recommendations. The recommendations can be found here: <https://president.sdsu.edu/moving-forward/task-force-groups/outcomes>

The team leading the efforts to implement the recommendations outlined in the two reports have outlined five critical staffing needs. The five positions requested in this proposal are needed to ensure effective and timely implementation of the recommendations. This proposal only requests funding for one of the five positions. The other 4 positions will be funded by alternate sources.

The funding being requested in this proposal is for an Administrative Analyst/Specialist Exempt II that will establish a risk management and compliance infrastructure that is currently missing for our AOD initiatives. This will allow us to provide thoughtful evaluation and surveillance of our initiatives and ensure continuous review and improvement so we monitor the efficacy and impact of our initiatives. Cost: \$56,316 salary/ \$28,158 benefits (\$84,474).

We are working to identify alternate funding sources for the following positions-

The Health Educator will have a background and expertise in recovery science to create and sustain a recovery community. It was determined through the work of the Task Force that recovery programs are national best practices and SDSU currently lacks a recovery program. The health educator will support programming, evaluation, peer group oversight, affinity group creation for residence halls, and continued evaluation and attention to racial disparity. Cost: \$48,720 salary / \$24,360 benefits (\$73,080)

The Student Services Professional III will coordinate expanded Aztec Nights programming. The Aztec Nights program has demonstrated efficacy and the Task Force recommends the programs be expanded. There currently is no dedicated team member to coordinate the Aztec Nights events. This will be critical for the expanded efforts. Cost: \$56,316 salary/ \$28,158 benefits (\$84,474)

The Director for Fraternity and Sorority Life and a Student Life Advisor for Fraternity and Sorority Life positions support critical infrastructure for Fraternity and Sorority Life (FSL). FSL is comprised of 43 fraternities and sororities, four governing councils, and several Greek auxiliary organizations.

Cost: \$84,438 salary/ \$42,219 benefits (\$126,657) and \$56,292 salary / \$28,146 benefits (\$84,438)

With more than 3600 members, San Diego State University has had the third largest fraternity and sorority membership in southern California for the last several years (following University of California Los Angeles and University of Southern California). Across the county, it is common for fraternity and sorority life to be a standalone department, administered by a director with a staff team. At both UCLA and USC, the staff include a director, two full-time staff members, and graduate student staff.

The Task Force outlined a series of recommendations for campus life, many of which include specific activities, training, advising, and administration to Fraternity & Sorority Life. Each of these recommendations addresses a need for both students and the University, particularly in the areas of risk management, health and safety, and student development.

In an effort to be responsive to the size and needs of the fraternity and sorority community at SDSU, it is imperative that the Director and Student Life Advisor positions are funded.

Budget Request:

X Base Request

Amount \$ 84,474

Budget Detail (include itemized salary, benefits ^[1], and/or operating expense/equipment):

[Click or tap here to enter text.](#)

One staff position is being requested (projections include benefits: salary plus an estimated 50% for benefits)

- Administrative Analyst/Specialist EII \$56,316 salary/ \$28,158 benefits

☐ One-Time Request

Amount \$

Budget Detail (include itemized salary, benefits ^[1], and/or operating expense/equipment):

Are matching (additional) funds available for this request? Will this request result in cost savings / efficiencies? If so, please explain.

Matching funds are not available.

Is this a multi-year funding request? If so, please explain.

This is not a multiyear request.

What is the objective of this proposal and how will you evaluate progress in achieving this objective? A report may be requested to demonstrate how funds were used and if the objective of the proposal was met.

A process is currently being developed to provide regular reports on the progress of the recommendations outlined in the Presidential AOD Task Forces report.

How does this proposal benefit students?

This proposal supports enhanced AOD programming and overall greater support for students.

How does this proposal help to advance the institution?

This proposal funds staffing to support critical initiatives outlined in the Presidential AOD Task Force recommendations.

Is this request time sensitive? Explain why funding is needed at this time.

Yes, this request is time sensitive. The two Presidential AOD Task Forces submitted final reports in summer 2020. Funding is critical to accomplish the outline recommendations in a timely manner and more specifically as we prepare for fall 2022.

Is this a critical need? If so, please explain. If funding is not available at this time, what alternatives are available to accomplish similar goals?

Yes, this is a critical need. The positions outlined in this proposal will support success in accomplishing the recommendations outlined the Presidential AOD task forces. While we can continue our AOD efforts

without these funds our efforts will be substantially limited due to lack of staffing support for critical initiatives.

Request Date: 1/11/2021

Requestor Name: Division of Student Affairs and Campus Diversity

Proposal Title: Student Financial Aid Staffing

Proposal Category:

- ☒ Divisional Student Affairs and Campus Diversity ☐ Cross Divisional
☐ Deferred Maintenance and Capital Projects

Proposal Background/Description:

Overview

In Spring 2021, Student Affairs and Campus Diversity received 6 months of 1X funding for 3 temporary SSPIB positions. This proposal serves as a request to secure base funding for these 3 positions. The Office of Financial Aid and Scholarships (OFAS) plays a crucial role in the mission of San Diego State University. OFAS supports 60% of the students attending SDSU at all of the university's campuses - San Diego, Imperial Valley, and Global Campus. The OFAS determines student eligibility for federal, state, and institutional financial aid funds and private/institutional scholarship funds according to applicable statutes, regulations, and requirements, and coordinates the administration of these funds with numerous external sources. Over \$250 million in aid is processed for students each year. A highly trained staff of only 19 financial aid counselors currently carries out these responsibilities. The service level and operational efficiency we currently have is in large part due to automation made possible by our custom, home grown financial aid management system. Four out of the five current managers were directly involved with development and maintenance of the legacy system – a total of 102 years of experience. We have had great success supporting major campus initiatives, which include the development of an Athletic Grant processing system, the development of the first ECRT tracking system, the development of the HUD award tracking system, etc. Over the years OFAS has used technology to create efficiencies to support the campus and to ensure the delivery of financial aid and scholarships to our students in the timeliest and resource efficient way possible.

With the implementation of my.SDSU, financial aid and scholarship operational processes will be handled exclusively by the PeopleSoft Campus Solutions 9.2 financial aid module and other off-the-shelf products to sustain daily operations. While these are all capable systems and bring the benefits of enterprise wide data integration, they are complicated and do not offer the same level of flexibility that a custom developed system does.

Staffing History:

There is a growing concern about staffing levels necessary to comply with federal and state regulations. Most other schools across the country do *not* use custom systems. Based on the National Association of Student Financial Aid Administrators (NASFAA) staffing level guidelines, *an aid office supporting a*

campus the size of SDSU, should have at least 45-50 trained staff members. On average across the country, it takes 2.8 staff members to serve 1,000 financial aid applicants. Approximately 61% of the total student population receives some form of financial aid and/or scholarship award. +

Prior to 2014: 28-35 fulltime staff (included 4 OFAS IT staff)

2015 to 2017: 17 fulltime staff (4 OFAS IT staff were moved to SAIT)

2017 to 2020: 22 fulltime staff

2020-21: 19 full time staff (11 counselors, 1 director, 4 managers, 2 admin support, 1 tech support)

Staffing requests:

Moving into the 2021-22 financial aid and scholarship processing cycle with the PeopleSoft platform and with our current staff of 19, we, as a campus, need to acknowledge and plan for changes in the delivery of aid, specifically, the time it will take to process applications. OFAS had 2 counselor retirements in December 2020. On average, a new counselor will require 3-12 months of training before being able to work independently within OFAS. Additional help will be needed to provide counseling and outreach to SDSU students. Current staff levels will make it difficult to provide additional services beyond application processing and oversight of operational tasks.

In the long run with enhancements, my.SDSU may prove to be an efficient platform for our students and staff. Meanwhile, the initial launch will bring a multitude of challenges. 3 additional SSPIB Staff, staff training and robust campus communications will be critical to our success.

PBAC request is for 1X OEE only. Temporary alternate funds have been identified for position salaries and benefits.

Budget Request:

☐ **Base Request**

Amount \$

Budget Detail (include itemized salary, benefits ^[1], and/or operating expense/equipment):

Click or tap here to enter text.

☒ **One-Time Request**

Amount \$ 5,000

Budget Detail (include itemized salary, benefits ^[1], and/or operating expense/equipment):

OEE = \$5,000

Budget Detail (include itemized salary, benefits ^[1], and/or operating expense/equipment):

Are matching (additional) funds available for this request? Will this request result in cost savings / efficiencies? If so, please explain.

No, matching funds are not available.

Is this a multi-year funding request? If so, please explain.

Yes. Three years of funding is requested; future year funding will be submitted for 2021/22 budget process.

What is the objective of this proposal and how will you evaluate progress in achieving this objective? A report may be requested to demonstrate how funds were used and if the objective of the proposal was met.

The funding request supports the university's obligation to provide students with timely financial aid service.

How does this proposal benefit students?

The funding request benefits students by providing the necessary funding to support timely financial aid support. This has been raised throughout the year by student leaders as a key concern.

How does this proposal help to advance the institution?

This proposal ensures that SA+CD has sufficient funding to support the provision of mandatory support services for students.

Is this request time sensitive? Explain why funding is needed at this time.

Yes, this request is time sensitive. Due to the limited number of financial aid counselors, there is a need to reduce time-to-service for students.

Is this a critical need? If so, please explain. If funding is not available at this time, what alternatives are available to accomplish similar goals?

Yes, this is a critical need.

Request Date: 3/05/2021

Requestor Name: Division of Student Affairs and Campus Diversity

Proposal Title: Center for Student Rights and Responsibilities Judicial Officers

Proposal Category:

- ☒ Divisional Student Affairs and Campus Diversity ☐ Cross Divisional
☐ Deferred Maintenance and Capital Projects

Proposal Background/Description:

In support of the mission of San Diego State University, the Center for Student Rights and Responsibilities educates campus community members about the Student Code of Conduct and assists in the development of students as good citizens. In order to support the mission, CSRR strives to do the following-

- Demonstrate care for individual students, their educational aspirations, and personal development
- Help students and parents understand the importance of accountability
- Increase retention by encouraging students to make appropriate, ethical and positive choices
- Decrease risk behaviors through intervention and appropriate sanctioning
- Ensure that students' due process and privacy rights are protected
- Provide outreach, educational materials and advisement to students, faculty and staff regarding the Student Code of Conduct and system wide processes.

CSRR continues to successfully adjudicate a growing number of student disciplinary matters each year.

2017/2018: 2,551

2018/2019: 3,193

2019/2020: 3,667

With the COVID-19 global pandemic and the university protocols that have been instituted to protect the health and safety of the campus community, CSRR is on track to adjudicate 4,500-5,000 disciplinary cases during this academic year.

Although the number of cases has steadily increased each year, the number of base funded staff positions has remained stagnant. Since 2017, CSRR has the following base funded positions:

Director

2 Student Services Professionals III
1 Student Services Professionals II
1 Administrative Support Assistant II

HEERF III funding will cover the position salaries and benefits. This PBAC request is for 1X OEE only. This request is critical in order to meet compliance requirements in a timely manner.

Cost: \$56,316 salary/ \$28,158 benefits (\$84,474) x 2 positions

OEE: \$5,000

Budget Request:

☐ **Base Request**

Amount \$

Budget Detail (include itemized salary, benefits ^[1], and/or operating expense/equipment):

[Click or tap here to enter text.](#)

☒ **One-Time Request**

Amount \$ 5,000

Budget Detail (include itemized salary, benefits ^[1], and/or operating expense/equipment):

OEE = \$5,000

Are matching (additional) funds available for this request? Will this request result in cost savings / efficiencies? If so, please explain.

Matching funds are not available.

Is this a multi-year funding request? If so, please explain.

This is not a multiyear request.

What is the objective of this proposal and how will you evaluate progress in achieving this objective? A report may be requested to demonstrate how funds were used and if the objective of the proposal was met.

The objective is to be able to meet federal, state and university compliance requirements in a timely manner.

How does this proposal benefit students?

This proposal provides the resources needed for CSRR to carry out the mission of supporting student accountability and development of students as good citizens.

How does this proposal help to advance the institution?

This proposal provides the resources needed for CSRR to meet the university's legally mandated obligations in a timely manner.

Is this request time sensitive? Explain why funding is needed at this time.

Yes, this request is time sensitive. With the COVID-19 global pandemic and the university protocols that have been instituted to protect the health and safety of the campus community, CSRR is on track to adjudicate 4,500-5,000 disciplinary cases during this academic year, a 100% increase over cases adjudicated in 2017/2018.

Is this a critical need? If so, please explain. If funding is not available at this time, what alternatives are available to accomplish similar goals?

Yes, this is a critical need. The positions outlined in this proposal will support compliance with meeting federal, state and university mandated guidelines. Without additional resources, the current CSRR team will not be able to continue carrying out their duties in a timely manner with the caseload that has grown exponentially.

Request Date: 1/11/2021
Requestor Name: Luke Wood & Randy Timm

Proposal Title: CARES program

Proposal Category:

- ☒ Divisional Student Affairs and Campus Diversity ☐ Cross Divisional
☐ Deferred Maintenance and Capital Projects

Proposal Background/Description:

In Spring 2021, Student Affairs and Campus Diversity received 6 months of 1X funding for this initiative. This proposal serves as a request to secure ongoing funding.

This proposal advances the implementation of an SDSU CARES program to address rising challenges facing students in the midst of the pandemic. The Campus Assistance, Response, Engagement & Support (CARES) Program will serve as an early support initiative that serves as a safety net to assist students who may be experiencing challenges inside or outside of the classroom. The program will provide comprehensive outreach services to identify and support students in managing all aspects of their wellbeing. The program will provide support including coordination, advocacy (when appropriate), referrals and follow-up services for students experiencing significant difficulties. Examples include academics (i.e., attendance, poor test scores, tutoring needs, at risk of failing course), behavioral (i.e., anxiety, loneliness, disruptive behavior, conduct), or personal challenges (i.e., family crisis, death in the family, death of a fellow student, significant life changes, financial concerns). The CARES Program will provide advocacy and support services that will increase student engagement, success, retention/persistence, and graduation. The CARES team will meet with students who experience challenges that may interfere with their academic pursuits. An online reporting system will be created for use by students, faculty and staff. Within 48 hours of receiving a report, the CARES team will reach out to the student, conduct an assessment, and develop an individualized plan for the student, including referrals or resources as needed. They will also follow up with the reporting party. The CARES team will coordinate student services and provide connections with campus departments as well as outside agencies and providers. They will assist students in identifying and navigating the resources both on and off campus to meet their specific needs. The team will work with the offices of the Dean of Students, Counseling &

Psychological Services, Residential Education Office, Housing Office, Student Ability Success Center, Student Health Services, Well-being and Health Promotion and the University Police, along with other academic or student service offices and community organizations as needed. The CARES team would be represented and/or collaborate with CIMT, CMAT and ECRT.

Vision: To serve the San Diego State University community by coordinating support efforts both on and off campus in order to assist students facing challenges, stressors, and barriers that impede academic and personal success.

Mission: To provide high quality, systems-based outreach and support services that assist and empower students in identifying and managing interpersonal, academic, and healthcare concerns. We do this by: responding to concerns from the SDSU community about students in distress; communicating with students to address their needs; connecting students to appropriate resources and services; providing a central point of contact for students facing a crisis or trauma; fostering resilience and self-advocacy in students to manage their responsibilities and work toward their goals; communicating across systems to keep the campus community and individuals safe and healthy; and advocating for students individually and systemically.

The CARES Program is overseen by the Dean of Students and is a cross divisional collaborative effort between many departments and offices across the university. The goal is to ensure that faculty, staff, students, and families have the resources available to them when a student requires extra assistance due to injury, illness, behavioral choices, or other concerns.

PBAC request is for OEE only. Temporary alternate funds have been identified for position salary and benefits.

Budget Request:

☐ **Base Request**

Amount \$ [Click or tap here to enter text.](#)

Budget Detail (include itemized salary, benefits ^[1], and/or operating expense/equipment):
[Click or tap here to enter text.](#)

☒ **One-Time Request**

Amount \$30,000

Budget Detail (include itemized salary, benefits ^[1], and/or operating expense/equipment):

OEE- Student employees and programming

\$30,000

Are matching (additional) funds available for this request? Will this request result in cost savings / efficiencies? If so, please explain.

Yes, if funded the division will ensure an addition 1.0 FTE to support the efforts of the CARE program.

Is this a multi-year funding request? If so, please explain.

No.

What is the objective of this proposal and how will you evaluate progress in achieving this objective? A report may be requested to demonstrate how funds were used and if the objective of the proposal was met.

Increased percentage of faculty who know where to refer students to when concerning behavior is present.

How does this proposal benefit students?

Providing enhanced and streamlined support for students in crisis.

How does this proposal help to advance the institution?

Responding to needs of students as articulated during the most recent Academic Senate meeting.

Is this request time sensitive? Explain why funding is needed at this time.

Yes. This effort began in Spring of 2021. Need funds for ongoing services and support.

Is this a critical need? If so, please explain. If funding is not available at this time, what alternatives are available to accomplish similar goals?

Yes. Students have indicated that there is a greater need for support in dealing with mental health, financial issues, and a general point of contact for these issues.

Request Date: 1/26/2021

Requestor Name: Division of Student Affairs and Campus Diversity

Proposal Title: ADA Mandatory Accommodations

Proposal Category:

- ☒ Divisional Student Affairs and Campus Diversity ☐ Cross Divisional
☐ Deferred Maintenance and Capital Projects

Proposal Background/Description:

The Americans with Disabilities Act (ADA), the Rehabilitation Act, and related laws, provide for mandatory accommodation services for our students. The department of Student Ability Success Center (SASC) in the Division of Student Affairs and Campus Diversity (SA+CD) was charged to coordinate and facilitate the university's compliance with this legal mandate. The SA+CD is provided \$311,000 in base funding to annually support the provision of accommodation services for our students.

The cost of providing accommodation services varies each academic year, depending on the number of students requesting services and the type of services provided. The cost per accommodation varies due to an individual student's diagnosis and the method in which their diagnosis is accommodated. For example, a student may require an interpreter and/or captioning for their accommodation while another student requires enlarged print and/or screen readers and another student a smart pen.

The one-time funding will be utilized to cover the projected budget deficit to support the provision of mandatory accommodation services in the 2020-21 academic year.

Noteworthy for this year's one-time funding request, is the largely virtual learning environment. This has increased the need and related cost of academic accommodations.

Moreover, there continues to be a larger number of students enrolled at SDSU who are deaf and hard of hearing and/or visually impaired. This leads to an increased need for academic accommodations given the student's disability. As indicated in the data provided below the number of students enrolling at SDSU and receiving academic accommodations have continued to increase over the last four academic years.

Deaf and Hard of Hearing Academic Accommodations:

2017-18: fall 23, spring 19

2018-19: fall 35, spring 33

2019-20: fall 48, spring 47

2020-21: fall 52, spring 52 anticipated

Visual Impairment Academic Accommodations:

2017-18: fall 24, spring 23

2018-19: fall 27, spring 28

2019-20: fall 35, spring 35

2020-21: fall 34, spring 34 anticipated

Budget Request:

☐ **Base Request**

Amount \$ [Click or tap here to enter text.](#)

Budget Detail (include itemized salary, benefits ^[1], and/or operating expense/equipment):

[Click or tap here to enter text.](#)

☒ **One-Time Request**

Amount \$ 517,777

Budget Detail (include itemized salary, benefits ^[1], and/or operating expense/equipment):

Budget for Accommodations (Base) \$ 311,000

Cost for Accommodations for 2020-21 (projected) \$ 900,000

Cost of an Additional Deaf and HOH Coord
(COVID related – charging to HEERF) <\$71,130>

Sub-Total \$ 517,870

Carryforward from 2019-20 <\$ 93>

Total Shortfall \$ 517,777

Are matching (additional) funds available for this request? Will this request result in cost savings / efficiencies? If so, please explain.

Matching funds are not available.

Is this a multi-year funding request? If so, please explain.

This is not a multiyear request.

What is the objective of this proposal and how will you evaluate progress in achieving this objective? A report may be requested to demonstrate how funds were used and if the objective of the proposal was met.

The funding request benefits students by providing the necessary funding to support their academic accommodations.

How does this proposal benefit students?

This proposal ensures that SA+CD has sufficient funding to support the provision of mandatory academic accommodation services for our students in the 2020/21 academic year.

Click or tap here to enter text.

How does this proposal help to advance the institution?

This proposal ensures that SA+CD has sufficient funding to support the provision of mandatory academic accommodation services for our students in the 2020/21 academic year.

Is this request time sensitive? Explain why funding is needed at this time.

Yes, this request is time sensitive. We are projecting a budget deficit to support the provision of mandatory academic accommodation services for our students in the 2020/21 academic year.

Click or tap here to enter text.

Is this a critical need? If so, please explain. If funding is not available at this time, what alternatives are available to accomplish similar goals?

Yes, this is a critical need. We are projecting a budget deficit to support the provision of mandatory academic accommodation services for our students in the 2020/21 academic year. If funding is not available, the university will be at risk in its ability to be in compliance with this legal mandate.



SAN DIEGO STATE
UNIVERSITY

PBAC

Budget Request Form

Request Date: 04/21/2021

Requestor Name:

[Jerry Sheehan](#), VP and CIO

[Ricardo Fitipaldi](#), Interim CISO

Proposal Title: Security Compliance Position

Proposal Category:

- ☒ Divisional ITD ☒ Cross Divisional
☐ Deferred Maintenance and Capital Projects

Proposal Background/Description:

IT Security and compliance is a priority of SDSU. This PBAC request is for a position to help support and maintain SDSU compliance efforts.

The Security Compliance position will:

- Review and evaluate information security compliance issues and concerns within the California State University system.
- Assist SDSU with information security rules from regulatory agencies.
- Help SDSU practices to meet the standards set by the University concerning state and federal compliance issues.
- Recommend areas for improvement, and develop roadmaps for remediation.
- Assist with end-point protection, a recurrent audit finding.

Budget Request:

☒ **Base Request** Amount **\$172.500** [Click or tap here to enter text.](#)

Budget Detail (include itemized salary, benefits ^[1], and/or operating expense/equipment):

[Click or tap here to enter text.](#)

☐ **One-Time Request** Amount \$

Are matching (additional) funds available for this request? Will this request result in cost savings / efficiencies? If so, please explain.

[1] Budget benefits as 50% of salary



PBAC

Budget Request Form

No matching funds. The effort will help SDSU move towards compliance with necessary regulations that may translate into cost savings and operational efficiency.

Is this a multi-year funding request? If so, please explain.

Yes, this is a multi-year request with ongoing compliance efforts.

What is the objective of this proposal and how will you evaluate progress in achieving this objective? A report may be requested to demonstrate how funds were used and if the objective of the proposal was met.

This proposal will achieve the following objectives:

- Meet CSU Decentralized IT Audit Requirements/Findings.
- Meet compliance requirements with several regulations and frameworks, including HIPAA, PCI, and DoD CMMC

How does this proposal benefit students?

By assisting SDSU to meet its compliance requirements and obligations.

How does this proposal help to advance the institution?

By assisting SDSU to meet its compliance requirements and obligations.

Is this request time sensitive? Explain why funding is needed at this time.

With the increased cybersecurity incidents and breaches, the Federal, State, and local agencies are developing other compliance requirements, including DoD's Cybersecurity Maturity Model Certification (CMMC) and the Department of Education indication that will require NIST 800-171 compliance. The Security Compliance position will assist SDSU's readiness.

Is this a critical need? If so, please explain. If funding is not available at this time, what alternatives are available to accomplish similar goals?

It is a critical position. Without a compliance plan, SDSU may fail to comply with CSU policy and other regulations.



PBAC

Budget Request Form

Request Date: 04/21/2021

Requestor Name: Jerry Sheehan, VP and CIO for Information Technology

Proposal Title: Web Director Position

Proposal Category:

- ☐ Divisional Academic Affairs ☒ X Cross Divisional
- ☐ Deferred Maintenance and Capital Projects

Proposal Background/Description:

The Web Director position is responsible for the planning, development, implementation and management of Web Services for San Diego State University. This position will play a key role in serving as an institutional leader in the planning, implementation, and ongoing improvement of web communications systems and processes developed by Web Services and Infrastructure.

Budget Request:

☒ **Base Request** **Amount \$ 180,000**

Budget Detail (include itemized salary, benefits ^[1], and/or operating expense/equipment):

☒ **One-Time Request** **Amount \$**

Are matching (additional) funds available for this request? Will this request result in cost savings / efficiencies? If so, please explain.

No

Is this a multi-year funding request? If so, please explain.

Yes, this is an ongoing role providing essential direction for campus web services and the department of Web Services & Infrastructure.

[1] Budget benefits as 50% of salary



PBAC

Budget Request Form

What is the objective of this proposal and how will you evaluate progress in achieving this objective? A report may be requested to demonstrate how funds were used and if the objective of the proposal was met.

The objective of this position is to provide leadership to the institution by planning, developing, coordinating and executing the university's strategy for Web Services. Including, but not limited to:

- Oversees all websites within the university's Web domain.
- Executes strategy, management, and operational direction for the Web Services Unit.
- Provides daily management and guidance to the Web Services team staff and students.
- Builds partnerships and relationships with key groups throughout SDSU.

Progress toward these objectives can be measured through regular updates with the CIO, progress in meeting the university web alignment initiative, website accessibility scans and progress in aligning the university's web sites under the Omni content management platform.

How does this proposal benefit students?

The benefits of this director level position will provide important leadership and oversight for the university's continued effort to promote strong communications via a robust web presence to the university's student population.

How does this proposal help to advance the institution?

See above

Is this request time sensitive? Explain why funding is needed at this time.

The request for funds would be needed beginning July 1st, 2021.

Is this a critical need? If so, please explain. If funding is not available at this time, what alternatives are available to accomplish similar goals?

Yes, the importance of the university's web presence and continued strategies for improvement is imperative in order to continually guide and update students, faculty and staff to various levels of information provided by SDSU.

[1] Budget benefits as 50% of salary



PBAC

Budget Request Form

Request Date: 4/26/2021

Requestor Name: Jerry Sheehan, Vice President for Information Technology

Proposal Title: Active Directory Systems Administrator

Proposal Category:

- ☒ Divisional Information Technology ☐ Cross Divisional
☐ Deferred Maintenance and Capital Projects

Proposal Background/Description:

This proposal requests funding for an Operating Systems Analyst position that specializes in Active Directory systems administration. Active Directory is a primary component of the university's SDSUId system which provides identity and access management for all SDSU students, faculty, staff and applications. An urgent need to address Active Directory security concerns at SDSU has been identified as part of the Chancellors Office Cyber Hygiene initiative that resulted from an investigation from a recent information security incident at another CSU campus. With assistance from the other campus and an outside security firm SecureWorks, the Chancellors Office developed a playbook which was provided to SDSU to assess and remediate potential vulnerabilities in SDSU's Active Directory infrastructure and operations. A clear need for a campus Active Directory staff resource has been identified as a result of these efforts.

Budget Request:

☒ **Base Request** **Amount \$142,500**

Budget Detail (include itemized salary, benefits ^[1], and/or operating expense/equipment):
Salary \$95,000 and benefits \$47,500.

☐ **One-Time Request** **Amount \$** [Click or tap here to enter text.](#)

Budget Detail (include itemized salary, benefits ^[1], and/or operating expense/equipment):
[Click or tap here to enter text.](#)

Are matching (additional) funds available for this request? Will this request result in cost savings / efficiencies? If so, please explain.

No matching funds available. There are potential savings associated with the reduction in risk of a potential security incident.

[1] Budget benefits as 50% of salary



PBAC

Budget Request Form

Is this a multi-year funding request? If so, please explain.

This is a base funding request. As the number of applications used by students, faculty, and staff continue to grow, the efforts to provide a secure Active Directory infrastructure and operations will continue indefinitely.

What is the objective of this proposal and how will you evaluate progress in achieving this objective? A report may be requested to demonstrate how funds were used and if the objective of the proposal was met.

The objective of this proposal is to fund a staff position to support the campus Active Directory system and to address security, infrastructure, and operational concerns identified from the Chancellors Office Cyber Hygiene Project. A component of this project is a monthly campus report on progress which could be used to evaluate progress.

How does this proposal benefit students?

Active Directory is a backend component of the SDSUid system which provides identity and access management for all SDSU students, faculty, staff and applications. Having a secure identity system benefits students by providing them access to applications and data as well as by protecting their SDSU digital identities and data.

How does this proposal help to advance the institution?

Having a secure Active Directory significantly reduces the risk of identity and data compromises for all students, faculty, and staff.

Is this request time sensitive? Explain why funding is needed at this time.

This is time sensitive due to the urgent need to address Active Directory security concerns at SDSU identified as part of a Chancellor's Office Cyber Hygiene.

Is this a critical need? If so, please explain. If funding is not available at this time, what alternatives are available to accomplish similar goals?

This is a critical need and necessary to secure student, faculty, and staff digital identities and data. An alternative would be to accept a high risk of an Active Directory security incident.

[1] Budget benefits as 50% of salary



PBAC

Budget Request Form

Request Date: 4-21-2021

Requestor Name: Mark Figueroa, Interim Director Web Services & Infrastructure

Proposal Title: Analyst Programmer Omni CMS / Administration Development

Proposal Category:

- ☐ Divisional Academic Affairs ☒ Cross Divisional
- ☐ Deferred Maintenance and Capital Projects

Proposal Background/Description:

Over 150 campus websites, including sdsu.edu, five colleges, and all divisions, depend on the Omni CMS platform to deliver their web presence. The campuses web design and alignment initiative was built on the growth of additional support for the universities web presence and to ensure continued developer support of this initiative.

- **Website Downtime.** SDSU's web infrastructure includes the proprietary Omni CMS, DataBank Windows servers (IIS, SQL), and CloudFlare DNS and load balancing services. If the web infrastructure's lone staff resource were unavailable during an outage, other IT Division staff would need extra time to troubleshoot and fix issues.
- **Development Bottlenecks.** The Omni CMS is based on XML and XSLT, languages that are not commonly used in the web CMS space. The allocation of one Programmer Analyst for XML/XSLT development places a bottleneck on all Omni CMS development projects: template modifications and fixes, Omni CMS integrations (e.g, calendar, directory, course catalog), and new and existing site migrations.

Budget Request:

☒ **Base Request** **Amount \$135,000**

Budget Detail (include itemized salary, benefits ^[1], and/or operating expense/equipment):

☐ **One-Time Request** **Amount \$**

Are matching (additional) funds available for this request? Will this request result in cost savings / efficiencies? If so, please explain.

No

Is this a multi-year funding request? If so, please explain.

[1] Budget benefits as 50% of salary



PBAC

Budget Request Form

Yes, this will be an ongoing position assignment in the Web Services & Infrastructure department to support our Omni CMS web platform.

What is the objective of this proposal and how will you evaluate progress in achieving this objective? A report may be requested to demonstrate how funds were used and if the objective of the proposal was met.

The key objectives are:

- Serve as system administrator for campus enterprise content management system (Omni CMS) and related systems.
- Serve as developer for campus enterprise content management system (Omni CMS) and related systems.
- Provide support for Omni CMS users and participate in campus web development projects.
- Improve compliance with Federal and State web accessibility guidelines.
- Promote consistent visual branding across SDSU websites.
- Simplify management and support of campus websites via a common platform.

Progress toward these objectives can be measured through regular web accessibility scans and reports, an inventory of campus websites in Omni CMS versus other platforms, and an analysis of website-related user support tickets in ServiceNow.

How does this proposal benefit students?

- Improved website accessibility and a consistent visual experience.
- Ability to find important information about academic programs, application processes, and campus life.

How does this proposal help to advance the institution?

- This position will provide critical infrastructure support for the campus web alignment initiative and provide assistance in maintaining and developing websites that provide information to our university community.
- Websites that are accessible to users of all abilities demonstrate SDSU's commitment to inclusiveness and compliance with State and Federal laws.
- A consistent, polished visual brand conveys a unified campus.
- A common web content management system simplifies routine tasks of updating website content for campus staff.



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Budget Request Form

Is this request time sensitive? Explain why funding is needed at this time.

The request for funds would be needed beginning July 1st, 2021.

Is this a critical need? If so, please explain. If funding is not available at this time, what alternatives are available to accomplish similar goals?

Yes, this position is required to provide important development and programmatic needs in moving our universities web alignment forward.



PBAC

Budget Request Form

Request Date: 04/23/2021

Requestor Name:

Jerry Sheehan, Vice President IT Division and CIO

Tony Chung, Associate Vice President Enterprise Information Systems

Cyndie Winrow, Senior Director Administrative Information Systems

Proposal Title: OnBase Analyst/Programmer

Proposal Category:

☒ Divisional ITD ☒ Cross Divisional

☐ Deferred Maintenance and Capital Projects

Proposal Background/Description:

SDSU has adopted Hyland OnBase as our enterprise imaging and document management solution, and has contracted with Hyland for a five-year enterprise site license. Traditionally used by Enrollment Management and Academic Affairs Resource Management, this tool was and continues to be instrumental in replacement of paper-based processes that were no longer available with depopulation from campus due to the pandemic. With the implementation of my.SDSU, it is anticipated the OnBase set of tools will be integrated to PeopleSoft and heavily leveraged as a complimentary toolset alongside PeopleSoft. Further, use of this tool is expanding to other divisions and areas across campus, and development of Unity (intake) forms and business process workflows exceeds current capacity of the team. Last, we have a strategic goal to consider and evaluate consolidation from several different imaging and document management solutions across campus to one: Hyland OnBase.

Budget Request:

☒ **Base Request** **Amount \$135,000**

Budget Detail (include itemized salary, benefits ^[1], and/or operating expense/equipment):

Click or tap here to enter text.

☐ **One-Time Request** **Amount \$**

[1] Budget benefits as 50% of salary



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Budget Request Form

Are matching (additional) funds available for this request? Will this request result in cost savings / efficiencies? If so, please explain.

No matching funds. By replacing paper based and/or external processes outside of a campus core application such as Student or HR, the University should recognize staff efficiencies by leveraging automated workflow and electronic processes.

Is this a multi-year funding request? If so, please explain.

Yes, this is a multi-year request – it is anticipated the need for more processes to be built and housed within OnBase will continue to grow given that we have a site license, we've seen the benefit of the tool as we moved into our pandemic driven off-campus work environment, and the campus is engaged in the strategic implementation of my.SDSU (it is anticipated OnBase will be a partner application with Campus Solutions).

What is the objective of this proposal and how will you evaluate progress in achieving this objective? A report may be requested to demonstrate how funds were used and if the objective of the proposal was met.

Progress will be achieved by expanded use of the OnBase application and ecosystem, and allowance of other areas on campus eager to avail of this tool that – at current time – there isn't capacity to accommodate.

How does this proposal benefit students?

By assisting SDSU to not only implement my.SDSU, but to create companion processes that work in conjunction with and in support of the Campus Solutions system.

How does this proposal help to advance the institution?

With the implementation of my.SDSU, it is anticipated the OnBase set of tools will be integrated to PeopleSoft and heavily leveraged as a complimentary toolset alongside PeopleSoft. Further, use of this tool is expanding to other divisions and areas across campus, and development of Unity (intake) forms and business process workflows exceeds current capacity of the team. Last, we have a strategic goal to consider and evaluate consolidation from several different imaging and document management solutions across campus to one: Hyland OnBase.

Is this request time sensitive? Explain why funding is needed at this time.

With the implementation of my.SDSU re-engaging in earnest and the tight timeline for implementation, it is anticipated that the bulk of processes developed for Enrollment Services against the legacy student system will need to be re-form factored (at a minimum) to go against



PBAC

Budget Request Form

PeopleSoft Campus Solutions. But with the visibility of the my.SDSU implementation, cross-business teams are also aware of the tool and want to leverage it with their areas/departments as well (Financial Aid, Student Financials, etc.). The imaging team is currently comprised of two analyst/programmers and we have a capacity problem at current staffing to meet the incoming demand.

Is this a critical need? If so, please explain. If funding is not available at this time, what alternatives are available to accomplish similar goals?

It is a critical position. Without the additional staffing on this team, it may jeopardize efforts of the my.SDSU implementation and companion processing external of PeopleSoft (but reliant on data within PeopleSoft).



PBAC

Budget Request Form

Request Date: 4/26/2021
Requestor Name: Jerry Sheehan, Vice President for Information Technology

Proposal Title: Linux Server Systems Administrator

Proposal Category:

- ☒ Divisional Information Technology ☐ Cross Divisional
☐ Deferred Maintenance and Capital Projects

Proposal Background/Description:

This proposal requests funding for an Operating Systems Analyst position that specialized in Linux server systems administration. The majority of SDSU's critical IT infrastructure and applications rely on the Linux operating system. Additional Linux server expertise has been identified as a critical need to support the university's IT infrastructure, services, and strategy.

Budget Request:

☒ **Base Request** **Amount \$150,000**

Budget Detail (include itemized salary, benefits ^[1], and/or operating expense/equipment):
Salary \$100,000 and benefits \$50,000

☐ **One-Time Request** **Amount \$** [Click or tap here to enter text.](#)

Budget Detail (include itemized salary, benefits ^[1], and/or operating expense/equipment):
[Click or tap here to enter text.](#)

Are matching (additional) funds available for this request? Will this request result in cost savings / efficiencies? If so, please explain.

No matching funds available. There are potential savings associated with the potential for decreased system outages and increased systems security.

Is this a multi-year funding request? If so, please explain.

[Click or tap here to enter text.](#)

What is the objective of this proposal and how will you evaluate progress in achieving this objective? A report may be requested to demonstrate how funds were used and if the objective of the proposal was met.

[1] Budget benefits as 50% of salary



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Budget Request Form

The objective is to hire and retain an Operation Systems Analyst that specializes in Linux server systems administration in order to maintain the operation and security of critical core IT infrastructure used to provide applications and services to all SDSU students, faculty and staff.

How does this proposal benefit students?

SDSU's IT infrastructure provide core functionality required to support identity, applications and data necessary for SDSU's instructional and business operations.

How does this proposal help to advance the institution?

Click or tap here to enter text.

Is this request time sensitive? Explain why funding is needed at this time.

Recent major system upgrade efforts as well as recent critical application outages have made it clear that SDSU has an urgent need for additional Linux expertise.

Is this a critical need? If so, please explain. If funding is not available at this time, what alternatives are available to accomplish similar goals?

Linux expertise has been identified as a critical need for the university to support the campus core IT infrastructure and services.



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Budget Request Form

Request Date: 4/21/2021
Requestor Name: Edgar Hodge

Proposal Title: Cyberinfrastructure Engineer

Proposal Category:

- ☐ Divisional Choose an item. ☒ Cross Divisional
☐ Deferred Maintenance and Capital Projects

Proposal Background/Description:

SDSU researchers have the challenge of conducting their studies while spending time working on their computational systems, data and information management, advanced instruments, visualization environments, and software and advanced networks. Most IT personnel in the colleges do not directly support research and of those that due the specialized subject matter expertise to integrate cyberinfrastructure into research labs and our campus IT infrastructure is needed. Therefore, a cyberinfrastructure engineer is required to help fill the gap in-service.

Budget Request:

☐ **Base Request** **Amount \$** [Click or tap here to enter text.](#)

Budget Detail (include itemized salary, benefits ^[1], and/or operating expense/equipment):
[Click or tap here to enter text.](#)

☒ **One-Time Request** **Amount \$180,000**

Budget Detail (include itemized salary, benefits ^[1], and/or operating expense/equipment):
[Click or tap here to enter text.](#)

Are matching (additional) funds available for this request? Will this request result in cost savings / efficiencies? If so, please explain.

No

Is this a multi-year funding request? If so, please explain.

Yes ,this is a multi-year funding request.

[1] Budget benefits as 50% of salary



PBAC

Budget Request Form

What is the objective of this proposal and how will you evaluate progress in achieving this objective? A report may be requested to demonstrate how funds were used and if the objective of the proposal was met.

Click or tap here to enter text.

How does this proposal benefit students?

Click or tap here to enter text.

How does this proposal help to advance the institution?

As per SDSU strategic plan, "Becoming a Premier Public Research University: A New Kind of HSI", we need to invest in Research to achieve the goal. A cyberinfrastructure engineer will help tremendously. For most researchers at SDSU to conduct and complete their research work, they rely on the network, computational systems and servers, data storage and management, advanced instruments and software, which is referred to as the cyberinfrastructure. Maintenance and support of a cyberinfrastructure environment requires a few dedicated engineers. The IT division is currently only asking for one cyberinfrastructure engineer, even though approximately four is needed for a university the size of SDSU.

Is this request time sensitive? Explain why funding is needed at this time.

There are over 120 Research Centers/Institutes at SDSU that would likely benefit from the consultation and service delivery, in one form or another, of a cyberinfrastructure engineer.

Is this a critical need? If so, please explain. If funding is not available at this time, what alternatives are available to accomplish similar goals?

This is a critical need because SDSU researchers are currently doing the work related to that of a cyberinfrastructure engineer, and it is taking away from their research capabilities. The cyberinfrastructure work that researchers are doing creates a liability for the university because the proper security and network protocols are not being correctly implemented.

Request Date: 3/23/2021
Requestor Name: Kumar Narayanan

Proposal Title: SDSU Alert System Upgrade

Proposal Category:

- ☐ Divisional Choose an item. ☒ Cross Divisional
☐ Deferred Maintenance and Capital Projects

Proposal Background/Description:

SDSU Alert is used by Campus Police Department and Stratcomm for communicating critical, legally essential and time sensitive information to the campus populations during campus emergencies. As a result of recent policy decision, SDSU Alert is also now being used for sending outreach messages relating to important campus events.

It is become emergent to upgrade the current system for the following reasons

- a) The current vendor of the SDSU Alert system is Blackboard. Since the decision to move away from Blackboard LMS (in favor of Canvas), the relationship with the vendor has become strained and likely to impact support for this (Alert System) as well.
- b) From a product strategy perspective, Blackboard's investment has not kept up with what the other market leaders in this space. Requests from SDSU for features and product changes are either turned down or suffer from a inordinately long delay between request and completion
- c) Given the critical nature of the system, it is imperative that SDSU work with a reliable vendor that can comprehensively address the needs of the Campus PD and Stratcomm. The current contract with Blackboard ends in Sept 2021 – any decision regarding a replacement vendor must be made in April/May and implementation commenced soon after.

Budget Request:

☐ **Base Request** **Amount \$**

Budget Detail (include itemized salary, benefits ^[1], and/or operating expense/equipment):

☒ **One-Time Request** **Amount \$180,000**

Budget Detail (include itemized salary, benefits ^[1], and/or operating expense/equipment):

Anticipated SW cost: \$ 160,000

Implementation/Integration Consultant: \$20,000

Are matching (additional) funds available for this request? Will this request result in cost savings / efficiencies? If so, please explain.

No

Is this a multi-year funding request? If so, please explain.

Yes.

The annual maintenance/subscription cost is expected to be in the \$50000-75000 range

What is the objective of this proposal and how will you evaluate progress in achieving this objective? A report may be requested to demonstrate how funds were used and if the objective of the proposal was met.

The objective is to transition to a new SDSU Alert System from the current one provided by Blackboard. Progress can be measured in terms of actual notification services being cutover and turned up in time in the new system before the current contract ends.

How does this proposal benefit students?

Students will receive timely and essential information about campus emergencies and events. The system will provide the flexibility to reach students in multiple ways – Messages, Social Media, e-mail, Voice etc..

How does this proposal help to advance the institution?

An Alert System is an essential part of university's emergency management strategy and implementation.

Is this request time sensitive? Explain why funding is needed at this time.

Yes, in order to implement the system in before the contract with the current vendor expires in Sept 2010, we will require funding by April 2011.

Is this a critical need? If so, please explain. If funding is not available at this time, what alternatives are available to accomplish similar goals?

This is a critical need because we are currently using a product from a vendor whose relationship with SDSU has become strained and who is not investing as much in the product's evolution as some of the other leading players in the market.



PBAC

Budget Request Form

Request Date: 3/12/2021

Requestor Name: Jerry Sheehan, Chief Information Officer

Proposal Title: Endpoint Security and Management

Proposal Category:

- ☐ Divisional Choose an item. Cross Divisional
- ☐ Deferred Maintenance and Capital Projects

Proposal Background/Description:

Endpoint Security and Management is one of the primary responsibilities of the campus IT divisions and groups. This responsibility includes but is not limited to securing computing systems with antivirus & anti-malware software, application management, and patch management.

Also, Endpoint Management and Security is required by CSU policy Information Technology Security (ICSUAM 8045.00) and identified in an internal audit.

Finally, the Endpoint Management Team already provides Antivirus (AV) and patch services for several thousand SDSU computers. However, many thousands more are either managed by individual departments, with varying levels of success, or are not protected at all. Therefore, to expand AV and patch services to the entire SDSU campus, we recommend purchasing campus site licenses for JAMF (Apple Device Management software), Microsoft Defender ATP/Intune (Microsoft Device Management software), and Patch Management Software (ManageEngine Patch Manager Plus and Patch My PC)

Budget Request:

- ☐ **Base Request** **Amount**

Budget Detail (include itemized salary, benefits ^[1], and/or operating expense/equipment):

[Click or tap here to enter text.](#)

One-Time Request **Amount \$226,000**

Budget Detail (include itemized salary, benefits ^[1], and/or operating expense/equipment):

One-Time Request **Amount**

Budget Detail (include itemized salary, benefits ^[1], and/or operating expense/equipment):

- Microsoft A3 Licensing: \$94,000 - Chargeback for Aux
- Microsoft A5 Security Licensing: \$173,000
- JAMF: \$55,000
- Patch Management Software: \$42,000
- Anticipated Chargeback based on 20/21 actuals (credit): -\$138000

[1] Budget benefits as 50% of salary



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Budget Request Form

Are matching (additional) funds available for this request? Will this request result in cost savings / efficiencies? If so, please explain.

By implementing centralized Endpoint Security and Management, savings are realized because departments would not need to allocate funding for purchasing their version of antivirus software. Furthermore, efficiency will be achieved because IT staff will spend significantly less time managing their version of antivirus.

Is this a multi-year funding request? If so, please explain.

- Fiscal year 20/21 is already covered by the IT Division through 06/30/2021.
- Fiscal year 21/22 the cost is \$364,000 for software and licensing per year less \$138,000 in chargeback revenue.
- Because of an increase in campus users, devices, and vendor cost increases. It is estimated there will be an annual increase of 10% to support the Endpoint Security and Management solution.

What is the objective of this proposal and how will you evaluate progress in achieving this objective? A report may be requested to demonstrate how funds were used and if the objective of the proposal was met.

This proposal will achieve the following objectives:

- Reduce SDSU information security risk profile by providing tools for IT divisions to monitor and respond to security threats and deploy automated tools to better detect and respond to security events.
- Meet CSU Decentralized IT Audit Requirements/Findings.
- Meet recommendations from Moran Report.
- Meet compliance requirements with several regulations and frameworks including HIPAA, PCI, and DoD CMMC
- IT staff will spend less time managing and deploying systems.

How does this proposal benefit students?

By providing protection for labs and classroom computers, students will have safer systems to do their academic work. By managing and protecting faculty and staff computers, SDSU can better serve students, thus reducing the information security risk and increasing system availability.

How does this proposal help to advance the institution?



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Budget Request Form

Endpoint Security and Management is considered a core risk mitigation and reduction strategy. With continued growth in malware attacks, data breach exposures, and vulnerable software, SDSU must modernize and strengthen its computer systems. Endpoint Security and Management will help SDSU ensure that all software installed is updated on time, provide real-time antivirus protection, and have centralized monitoring and reporting capabilities.

Is this request time sensitive? Explain why funding is needed at this time.

The IT Division covers the current partial implementation of antivirus until 06/30/2021. We need to approve this funding request now to continue endpoint security and management to all SDSU systems and avoid any gap in protecting current managed systems.

Is this a critical need? If so, please explain. If funding is not available at this time, what alternatives are available to accomplish similar goals?

It is a critical operation and information security need. Without a central Endpoint Security and Management system in place, SDSU is increasing the exposure and risk of its systems to malware, to the risk of a data breach, and to fail compliance with CSU policy and other regulations.

Request Date: 11/30/2020, modified after COVP 12/7/20

Requestor Name: Neal Linson and Jerry Sheehan

Proposal Title: SDSU DataLake FY 20/21

Proposal Category:

- ☐ Divisional Choose an item. ☒ Cross Divisional
- ☐ Deferred Maintenance and Capital Projects

Proposal Background/Description:

Administrators, faculty, and staff requested strengthened data systems, improved organizational relationships, and new governance infrastructure to ensure reliable information to support student success. The IT Division has built a data lake solution to transform data from disparate sources in a way that allows the data to be connected in order to allow users to utilize data to inform decision-making. A **data lake** is a centralized repository that allows SDSU to store all structured and unstructured data at any scale.

These funds will support the fixed costs related to the cloud data storage for the SDSU DataLake. This data storage will be for all 5 zones of the DataLake, Transient Zone, Raw Data Zone, Trusted Data Zone, Refinery Data Zone and Data Sandboxes.

Budget Request:

Base Request **Amount \$**

Budget Detail (include itemized salary, benefits ^[1], and/or operating expense/equipment):

☒ **One-Time Request** **Amount \$42,000**

Budget Detail (include itemized salary, benefits ^[1], and/or operating expense/equipment):

Approximately \$7k/mo operating expense for data storage and Services.[Click or tap here to enter text.](#)

Are matching (additional) funds available for this request? Will this request result in cost savings / efficiencies? If so, please explain.

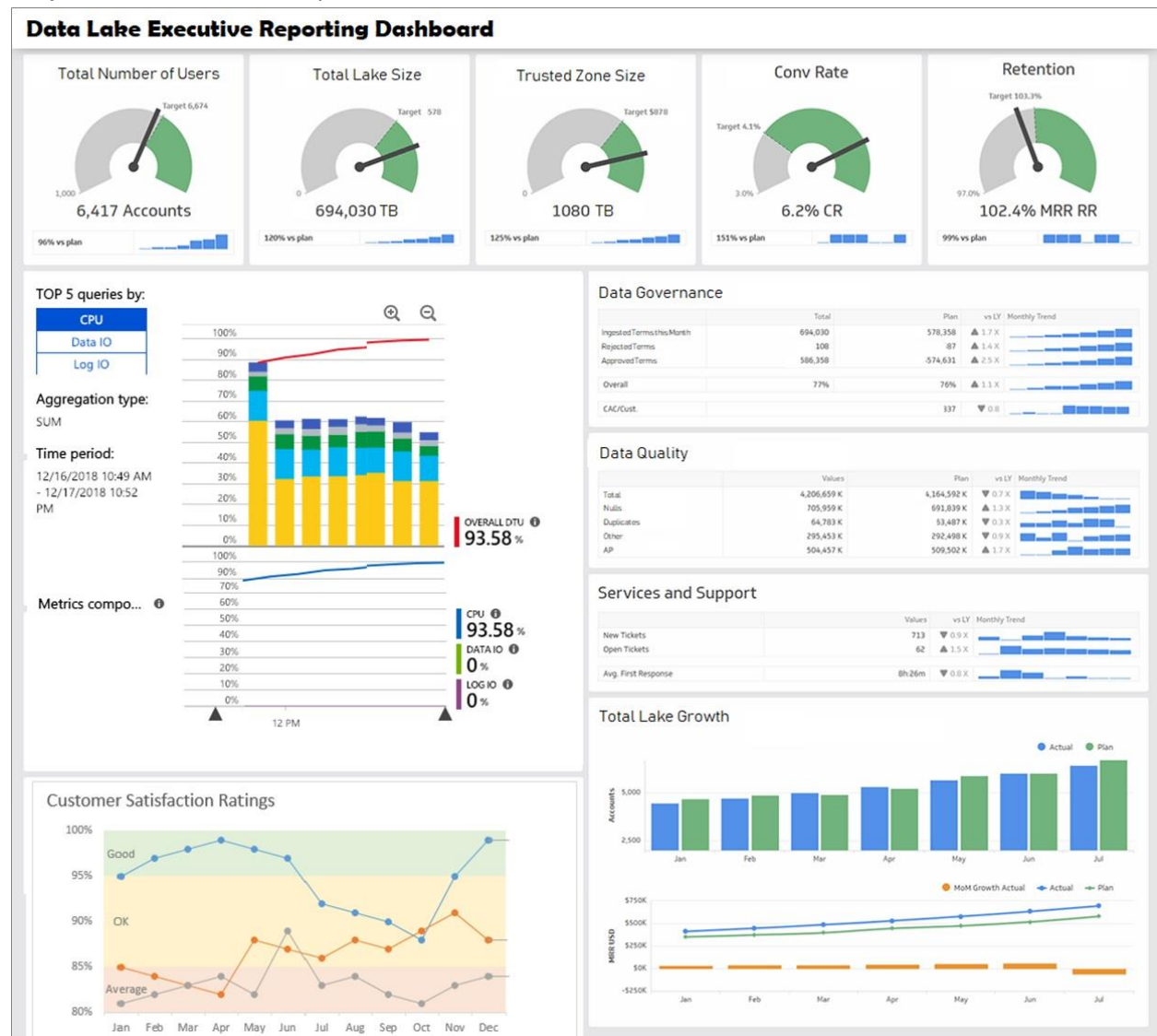
No

Is this a multi-year funding request? If so, please explain.

Yes. The data space that the SDSU DataLake will use will grow at a 50% growth rate year over year. The cost of \$.04/GB will continue to go down as well as management of active data will continue to become artificially more Intelligent.

What is the objective of this proposal and how will you evaluate progress in achieving this objective? A report may be requested to demonstrate how funds were used and if the objective of the proposal was met.

The objective of this proposal is to create Information Self-Service for Administrators, Faculty and Staff for certain repeatable questions. The following dashboard will be used to measure progress in conjunction with user surveys.



How does this proposal help to advance the institution?

The AWS data space that this proposal provides to the SDSU DataLake will reduce the time and cost of decision making while concurrently allowing decisions to be data driven. Since Staff costs are our single greatest expense, leveraging staff time to create opportunities for more timely data driven decisions and better outcomes for students advances our institution.

Is this request time sensitive? Explain why funding is needed at this time.

The SDSU DataLake currently exists and is using credits from AWS. The credits are not available for FY 21/22.

Is this a critical need? If so, please explain. If funding is not available at this time, what alternatives are available to accomplish similar goals?

Information is power. We have a critical need in our Information Age to create Information Self-Service and make better decisions faster. At this time there is no solution that does not require funding.

Request Date: 3/24/2021

Requestor Name: Mark Figueroa, Interim Director Web Services & Infrastructure

Proposal Title: Campus Web Content Management System

Proposal Category:

- ☐ Divisional Academic Affairs ☒ Cross Divisional
☐ Deferred Maintenance and Capital Projects

Proposal Background/Description:

Over 150 campus websites, including sdsu.edu, five colleges, and all divisions, depend on the Omni CMS (Content Management System) to maintain and host their web presence. Campus use of Omni CMS supports key objectives:

- Improve compliance with Federal and State web accessibility guidelines.
- Promote consistent visual branding across SDSU websites.
- Simplify management and support of campus websites via a common platform.

Budget Request:

☒ **Base Request** **Amount \$78,000**

Budget Detail (include itemized salary, benefits ^[1], and/or operating expense/equipment):

\$50,000	Omni CMS Enterprise License (Unlimited Users, Support, Emergency Alerts Module, Analytics Module)
\$28,000	DataBank Web Hosting (servers, storage, load balancing)

☐ **One-Time Request** **Amount \$**

Are matching (additional) funds available for this request? Will this request result in cost savings / efficiencies? If so, please explain.

Is this a multi-year funding request? If so, please explain.

Yes, the Omni CMS license and the DataBank web hosting are both ongoing costs. The Omni CMS license is renewed annually and DataBank web hosting services are billed monthly.

What is the objective of this proposal and how will you evaluate progress in achieving this objective? A report may be requested to demonstrate how funds were used and if the objective of the proposal was met.

The adoption of Omni CMS for campus web content management supports key objectives and aligns with the SDSU Strategic Priority “Equity and Inclusion in Everything We Do”, and more specifically helps with accessibility consistency campus wide. The key objectives are:

- Improve compliance with Federal and State web accessibility guidelines.
- Promote consistent visual branding across SDSU websites.
- Simplify management and support of campus websites via a common platform.

Progress toward these objectives can be measured through regular web accessibility scans and reports, an inventory of campus websites in Omni CMS versus other platforms, and an analysis of website-related user support tickets in ServiceNow.

How does this proposal benefit students?

- Improved website accessibility and a consistent visual experience.
- Ability to find important information about academic programs, application processes, and campus life.

How does this proposal help to advance the institution?

- Websites that are accessible to users of all abilities demonstrate SDSU’s commitment to inclusiveness and compliance with State and Federal laws.
- A consistent, polished visual brand conveys a unified campus.
- A common web content management system simplifies routine tasks of updating website content for campus staff.

Is this request time sensitive? Explain why funding is needed at this time.

The request for funds would be needed beginning July 1st, 2021, to allow the continued usage of the Web Content Management System.

Is this a critical need? If so, please explain. If funding is not available at this time, what alternatives are available to accomplish similar goals?

Yes this is a critical need and is relied upon campus-wide, plus it allows SDSU to meet State and Federal law regarding accessibility.

Request Date: 3/3/2021
Requestor Name: Edgar Hodge

Proposal Title: Globus for Data Movement

Proposal Category:

- ☐ Divisional Choose an item. ☒ Cross Divisional
☐ Deferred Maintenance and Capital Projects

Proposal Background/Description:

This request originated with the IT Research Workgroup. The group recommends that the Campus adopt and support Globus as a solution to meet SDSU research needs for data management, and data transfer and sharing. SDSU does not have any common application which allows researchers to be compliant with their grant requirements, such as the secure storage and transfer of HIPAA or Protected Level 1 (PL1) data. Research groups need to be able to move, share, and discover data securely with both internal and external collaborators.

Globus is a Software as a Service (SaaS) data management solution used by many Research Institutions. The web-based interface offers reliable, secure, high-performance research data management capabilities to users and their collaborators, directly from SDSU storage systems.

Globus allows for secure file sharing, has audit logs, and BAA agreements for HIPAA and NIST 800-171 compliance. In addition, it has storage connectors that enable Globus endpoints hosted on cloud storage providers such as Amazon and Google Drive.

Globus allows for:

- Common secure file sharing between SDSU researchers and their collaborators domestically and internationally.
- A reliable high-performance file transfer platform, which will allow users to transfer large amounts of data seamlessly between systems.
- A Secure Protected Level 1 (PL1) and HIPAA Compliant resource.
- Integration with Google Drive.
- Improved Security for managing Highly Confidential Research Data.
- Reducing or discontinuing the use of the number of ad-hoc non-secure file transfer solutions.
- Researchers to store, share and analyze data with higher security requirements such as protected health information, personally identifiable information, controlled unclassified information and other proprietary information.
- Researchers to access and share data among collaborators via a unified interface.
- Researchers to easily work with their data and share it sClick or tap here to enter text.

Budget Request:

☐ **Base Request**

Amount \$ [Click or tap here to enter text.](#)

Budget Detail (include itemized salary, benefits ^[1], and/or operating expense/equipment):

[Click or tap here to enter text.](#)

☒ **One-Time Request**

Amount \$23,575

Budget Detail (include itemized salary, benefits ^[1], and/or operating expense/equipment):

[Click or tap here to enter text.](#)

Are matching (additional) funds available for this request? Will this request result in cost savings / efficiencies? If so, please explain.

No

Is this a multi-year funding request? If so, please explain.

Multi-year software needs should be funded for five years

What is the objective of this proposal and how will you evaluate progress in achieving this objective? A report may be requested to demonstrate how funds were used and if the objective of the proposal was met.

[Click or tap here to enter text.](#)

How does this proposal benefit students?

[Click or tap here to enter text.](#)

How does this proposal help to advance the institution?

This software application will help with bringing the university into compliance in regards to how data is stored and transferred. In addition, it will help prevent data breaches, which can be disastrous from a public relations view-point, cause lost of grants, and be costly to mitigate.

Is this request time sensitive? Explain why funding is needed at this time.

Funding is needed to renew the current license that is in place.

Is this a critical need? If so, please explain. If funding is not available at this time, what alternatives are available to accomplish similar goals?

Yes, this is critical. Researchers have learned and are adopting this secure protocol for transferring data, and if this is not funded they will go back to using unsecure applications, which will put their grants and the university at risk.



PBAC

Budget Request Form

Request Date: 4/16/2021
Requestor Name: Jerry Sheehan, Chief Information Officer

Proposal Title: Metabim/FIS System

Proposal Category:

- ☐ Divisional Choose an item. ☒ Cross Divisional
☐ Deferred Maintenance and Capital Projects

Proposal Background/Description:

Budget Request:

☒ **Base Request** Amount **\$42,500**

Budget Detail (include itemized salary, benefits ^[1], and/or operating expense/equipment):

☐ One-Time Request Amount

The Metabim/FIS system on campus provides a central repository for campus facilities and infrastructure resources. The solution was implemented more than 10 years ago and has provided a solution for Planning, Design and Construction, Facilities Service and IT Division. It allows staff to track and update infrastructure, including; scaled drawing, updated construction drawings, and general facilities information on campus buildings and infrastructure. The cost for this solution has been split $\frac{1}{3}$ for each department/division.

Are matching (additional) funds available for this request? Will this request result in cost savings / efficiencies? If so, please explain.

The full cost is split between Planning, Design and Construction, Facilities Service and IT Division.

Is this a multi-year funding request? If so, please explain.

Yes

[1] Budget benefits as 50% of salary



PBAC

Budget Request Form

What is the objective of this proposal and how will you evaluate progress in achieving this objective? A report may be requested to demonstrate how funds were used and if the objective of the proposal was met.

This proposal will achieve the following objectives:

- Update campus infrastructure for staff use in a central location.
- Add scaled drawing for campus remodels and new construction to be used for use for projects and campus systems.
- Allow the campus so better understand and quickly respond to campus building and infrastructure needs.

How does this proposal benefit students?

It allows the campus Planning, Design and Construction, Facilities Services, and IT Division to work more efficiently while supporting the campus infrastructure.

How does this proposal help to advance the institution?

Allows access to information that can plan construction and other projects to limit impact to the campus students/staff/faculty.

Is this request time sensitive? Explain why funding is needed at this time.

The IT Division covers the $\frac{1}{3}$ of the current annual cost.

Is this a critical need? If so, please explain. If funding is not available at this time, what alternatives are available to accomplish similar goals?

It is critical to have a central repository for tracking and updating changes to the campus building and infrastructure as a resource to all in Planning, Design and Construction. If this is not funded by PBAC it would need to be funded by Planning, Design and Construction, Facilities Service and IT Division.

Request Date: 3/3/2021
Requestor Name: Edgar Hodge

Proposal Title: Academic Software For Various Colleges and Support Areas

Proposal Category:

- ☒ Divisional Choose an item. ☐ Cross Divisional
☐ Deferred Maintenance and Capital Projects

Proposal Background/Description:

The list of software is used by five of the colleges, and three areas that provide support to all seven. The list of software was originally purchased and paid for by Academic Affairs or the respective college or support area.

Budget Request:

☐ **Base Request** Amount \$Click or tap here to enter text.

Budget Detail (include itemized salary, benefits ^[1], and/or operating expense/equipment):
Click or tap here to enter text.

☒ **One-Time Request** Amount \$200,000

Budget Detail (include itemized salary, benefits ^[1], and/or operating expense/equipment):
Click or tap here to enter text.

Are matching (additional) funds available for this request? Will this request result in cost savings / efficiencies? If so, please explain.

No

Is this a multi-year funding request? If so, please explain.

Multi-year software needs should be funded for five years

What is the objective of this proposal and how will you evaluate progress in achieving this objective? A report may be requested to demonstrate how funds were used and if the objective of the proposal was met.

Click or tap here to enter text.

How does this proposal benefit students?

There are numerous software on the list that is used by students, such as Avid Pro Tools, Filmskills, and Lucid software, just to name a few. In addition, the same software is used in the classroom for instructional purposes. The list of software and how it is used, and by whom, embodies one of SDSU strategic priorities, which is Students at our Core.

How does this proposal help to advance the institution?

Software on the list, such as Interfolio and Digital Measures, is used to support the institutional goals. In addition, numerous software on the list, such as Maple Virtualization, is used by faculty and researchers in instruction and research. Supporting faculty and their research endeavors, fits with the SDSU strategic priority, Becoming a Premier Public Research University.

Is this request time sensitive? Explain why funding is needed at this time.

Funding is needed to renew the current license that is in place.

Is this a critical need? If so, please explain. If funding is not available at this time, what alternatives are available to accomplish similar goals?

Yes, the various software is critical because students, faculty, and staff from five colleges and three support areas rely on them. In addition, they are used for instruction and research.

Request Date: 03/01/2021

Requestor Name:

[Ricardo Fitipaldi](#), Interim CISO

Kent McKelvey, Director, Information Technology Network & Infrastructure

Proposal Title: Log Management Platform

Proposal Category:

- ☐ Divisional [Choose an item.](#) ☒ Cross Divisional
☐ Deferred Maintenance and Capital Projects

Proposal Background/Description:

The CSU policy requires the campuses to implement appropriate controls on the monitoring of information systems and network resources. Data generated by monitoring must be retained for a period of time that is consistent with effective use, CSU records retention schedules, regulatory, and legal requirements such as compliance with litigation holds.

This proposal is for fundings to implement a baseline of log monitoring.

Budget Request:

☐ **Base Request** **Amount** [Click or tap here to enter text.](#)

Budget Detail (include itemized salary, benefits ^[1], and/or operating expense/equipment):
[Click or tap here to enter text.](#)

☒ **One-Time Request** **Amount** **\$150,000**

- Budget Detail (include itemized salary, benefits ^[1], and/or operating expense/equipment):
\$150, 000 for licensing the Log Monitoring software.

Are matching (additional) funds available for this request? Will this request result in cost savings / efficiencies? If so, please explain.

No matching funds available. This request will result in moving SDSU towards CSU policy compliance, as well as enable efficient prevention, monitoring, and review of security incidents.

Is this a multi-year funding request? If so, please explain.

Yes, this is an ongoing funding request that will grow according to the number of systems we onboard into log monitoring.

What is the objective of this proposal and how will you evaluate progress in achieving this objective? A report may be requested to demonstrate how funds were used and if the objective of the proposal was met.

This proposal is to request licenses for the log Management platform called Splunk. Splunk is/will continue to be used to log Firewall logs, DNS logs, some systems logs, and other network logs.

How does this proposal benefit students?

This proposal does not have a direct impact on students.

How does this proposal help to advance the institution?

With the Increasing in Ransomware attacks and user account compromises this proposal helps the institution by increasing protection against cyber attacks, and to maintain SDSU compliant with CSU policies.

Is this request time sensitive? Explain why funding is needed at this time.

Yes. Attacks to SDSU networks are constant and increasing in velocity as well as volume. Cybersecurity is one of the top issues with the President's Office and the IT Division.

Is this a critical need? If so, please explain. If funding is not available at this time, what alternatives are available to accomplish similar goals?

This is a critical need, if funding is not available SDSU will not be able to comply with CSU policy and reduce the ability to protect the SDSU network.



PBAC

Budget Request Form

Request Date: 1/21/2021

Requestor Name: Mark Figueroa, Interim Director Web Service & Infrastructure

Proposal Title: Web Services student employees

Proposal Category:

- ☐ Divisional Academic Affairs ☒ Cross Divisional
- ☐ Deferred Maintenance and Capital Projects

Proposal Background/Description:

The university website redesign and alignment project will begin launching new updated sites within our content management system (CMS) in spring 2021. These new design templates will be used to modernize our primary site followed by an overarching update to other sites hosted within our primary CMS. The outcome of this project will create a more universal look and feel while enabling a higher level of compliance to the many websites we host.

As this project moves forward through fiscal year 21/22, we will require student resources to assist in content cleanup and migration work for the many sites that will be moved into our primary CMS. This need was emphasized by multiple colleges during our discovery phase of understanding IT work in the Spring of 2021.

Budget Request:

☐ **Base Request** Amount \$ [Click or tap here to enter text.](#)

Budget Detail (include itemized salary, benefits ^[1], and/or operating expense/equipment):

☒ **One-Time Request** Amount **\$75,000**

Budget Detail (include itemized salary, benefits ^[1], and/or operating expense/equipment):

Funding for 2 student employees, for fiscal year 21/22.

Are matching (additional) funds available for this request? Will this request result in cost savings / efficiencies? If so, please explain.

[Click or tap here to enter text.](#)

Is this a multi-year funding request? If so, please explain.

[1] Budget benefits as 50% of salary



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What is the objective of this proposal and how will you evaluate progress in achieving this objective? A report may be requested to demonstrate how funds were used and if the objective of the proposal was met.

The objective of the proposal is to provide student resources for the department of Web Services and Infrastructure in regards to the website alignment project.

How does this proposal benefit students?

The benefits of this project will provide students with a more intuitive website experience across the divisions and departments of the university, creating a higher level of engagement.

How does this proposal help to advance the institution?

See above

Is this request time sensitive? Explain why funding is needed at this time.

The request for funds would be needed beginning July 1st, 2021.

Is this a critical need? If so, please explain. If funding is not available at this time, what alternatives are available to accomplish similar goals?

Student employees are critical with assisting areas of campus that have needed website work with limited resources. Student employees will be used to assist with content migration work. Without funding, assisting areas of need, will have to be helped – on an - when availability permits basis, which will slow this project.



PBAC

Budget Request Form

Request Date: 2/9/2021

Requestor Name: Strategic Communications and Public Affairs and the IT Division

Proposal Title: Centralized Marketing Automation for Campus-wide Adoption

Proposal Category:

- ☐ Divisional Choose an item. ☒ Cross Divisional
- ☐ Deferred Maintenance and Capital Projects

Proposal Background/Description:

Strategic Communications and Public Affairs (StratComm) and the Information Technology (IT) Division make this cross-division request to support the continuation and also the enhancement of a centralized email and marketing automation system. This system is currently in use by multiple divisions on campus and a range of units across the university environment, to include SDSU Imperial Valley and SDSU Georgia campuses.

This request is an imperative, university and strategic plan priority and would enhance internal communications efforts while helping to realize multi-divisional costs savings through the adoption of a single enterprise solution.

To provide additional context: The \$45,000 one-time request indicated below is for a period of June through October 2021. If funded, this would support part one of a two-part implementation phase for StratComm (to include costs for securing the tool and costs for an implementation partner). This would enable StratComm to transition to an updated and more secure enterprise system, phasing out the older and dated system. During the period of October 2021 through June 2022, StratComm would finalize the full system transition and, in 2022, begin initiating plans to onboard additional campus divisions, departments and units under a single, university-wide enterprise system.

Budget Request:

☐ **Base Request** Amount \$Click or tap here to enter text.

Budget Detail (include itemized salary, benefits ^[1], and/or operating expense/equipment):

Click or tap here to enter text.

☒ **One-Time Request** Amount \$45,000

Budget Detail (include itemized salary, benefits ^[1], and/or operating expense/equipment):

The one-time request would cover calendar year costs for a system available for campus-wide use that will provide the following essential features:

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- Data from various database sources
 - Ease of use
 - Data visualization
 - Custom templates
 - User and system security
 - Data segmentation and integrity
 - ATI compliance
 - Integrated email review and approval function
 - Shared calendaring
- 3rd party integrations: the ability to API to multiple data sources and other applications

Are matching (additional) funds available for this request? Will this request result in cost savings / efficiencies? If so, please explain.

No matching funds are available. If funded, using a centralized system will result in cost savings and efficiencies for the campus as a whole in reducing the number of redundant programs down to a single centralized system.

Is this a multi-year funding request? If so, please explain.

No, this request is for an urgent need. StratComm plans to create a cost-sharing structure with partners on campus for the system following the first two-year agreement.

What is the objective of this proposal and how will you evaluate progress in achieving this objective? A report may be requested to demonstrate how funds were used and if the objective of the proposal was met.

In centralizing and eliminating redundancy for email and marketing automation systems on campus, we are making the following improvements:

- Cost savings, resources and investments
- Staff efficiency and success, effective comms during crises
- Coordination and collaboration
- Aligned messaging, brand and shared assets
- Cleaner database
- Better customer service, people-first model
 - User preferences
 - Targeted and personalized

To measure success for a centralization initiative, the number of users from departments and colleges on campus will be tracked. Success can be measured by the reduction of the amount of



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Budget Request Form

systems being used for similar or same purposes as well as performance rate for education and awareness campaigns.

How does this proposal benefit students?

Centralized student communications offer an intuitive flow, and align campus communications staff, processes and technology around student success instead of administrative convenience.

Emails and e-newsletter communications to students remain a critical way for our campus to communicate. A strong, central email system allows centralized communications which ensures that all students are receiving accurate and timely information. The centralized system eliminates confusion and an overabundance of duplicate messaging, and uses automation and personalization to increase student engagement.

Improved student communication can increase engagement and encourage students to take action on important milestones, which may include higher admissions, higher retention and higher graduation rates.

How does this proposal help to advance the institution?

Centralizing communications aligns with the Strategic Plan in using technology and organizational practices that prioritize how the campus communicates, manages resources, supports faculty/staff success - shifting toward a people-first driven model.

Using redundant systems result in extra costs and can inhibit productivity. When using other systems besides the central marketing tool, campus partners must manage all aspects of their siloed system on their own and will not receive training and support from StratComm. Using the unified system, users will benefit from a shorter learning curve as they will receive full-service training and support from the StratComm team. IT will also oversee security for the central system, and does not offer this service for other email automation tools.

Is this request time sensitive? Explain why funding is needed at this time.

Yes, if the request is approved, StratComm's Digital Services team will plan to implement and learn Marketing Cloud, create and manage the migration of assets and data currently in Marketo, iModules and other systems being used, build training materials, and assist partners in learning and transitioning to an improved system. This process will take 6-8 months to complete.



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Is this a critical need? If so, please explain. If funding is not available at this time, what alternatives are available to accomplish similar goals?

Yes, centralization is a critical need on campus, as the redundancy causes extra cost, less efficiency and coordination, disjointed messaging and misaligned data, and most importantly overall confusion and misinformation for our audiences.

If funding is not approved, StratComm will look to cost-sharing opportunities with partners on campus. This path may cause delays in migration from Marketo to Marketing Cloud for this year.



PBAC

Budget Request Form

Request Date: 5/7/2021
Requestor Name: University Senate

Proposal Title: SDSU University Senate Budget

Proposal Category:

- ☐ Divisional Choose an item. ☒ Cross Divisional
☐ Deferred Maintenance and Capital Projects

Proposal Background/Description:

As with previous year's budget requests, this request is designed to cover the Senate's expenses, with emphasis on fair compensation for officers and committee chairs for the significant work they do on behalf of the senate to support a real shared governance structure at SDSU. Politically, it is difficult for the Senate to have the autonomy it needs to truly fulfill its important role in shared governance because SDSU has historically funded the Senate in piecemeal fashion, and largely with one-time funding that must be renegotiated each year, which in turn creates a scenario where the Senate must justify its existence and its cost to Academic Affairs every year, while simultaneously competing with all academic programs for funding. In this reality, the Senate is pitted against the colleges as a competitor for resources, while at the same time, Senate leadership is forced to spend value time justifying its existence and the work done during a lengthy budget process each year. As Senate leadership, we reject this dynamic. Not only is it unhealthy, but it suggests that university leadership does not support that idea of true shared governance. Therefore, the Senate requests that our budget be funded through base monies, and not through one-time funds.

This request provides for \$172,500 in base funding, to augment existing funding of \$76,221 (includes benefits), to support the University Senate. The Senate will submit a detailed budget annually for how these funds will be expended.

Budget Request:

☒ **Base Request** **Amount \$172,500**

Budget Detail (include itemized salary, benefits ^[1], and/or operating expense/equipment):
The Senate will submit a detailed budget annually for how these funds will be expended.

☐ **One-Time Request** **Amount \$**Click or tap here to enter text.

Budget Detail (include itemized salary, benefits ^[1], and/or operating expense/equipment):
Click or tap here to enter text.

[1] Budget benefits as 50% of salary



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Are matching (additional) funds available for this request? Will this request result in cost savings / efficiencies? If so, please explain.

Yes, there is an existing base allocation of \$76,221

Is this a multi-year funding request? If so, please explain.

No, this is a base funding request

What is the objective of this proposal and how will you evaluate progress in achieving this objective? A report may be requested to demonstrate how funds were used and if the objective of the proposal was met.

The SDSU University Senate is essential to the well-being and the flourishing of all SDSU students. A healthy mechanism for shared governance serves student success and gives student representatives a voice and path to ensure the student perspective is honored as the university develops policy.

How does this proposal benefit students?

This proposal benefits students because students are part of shared governance and their participation as Senators ensures that their perspective helps drive SDSU policy.

How does this proposal help to advance the institution?

This proposal ensures that SDSU Senate ensures the university is able to meet the evolving needs of our time. It ensures the University can address needed policy changes, etc. in a timely fashion, and in a way that respects all stakeholders represented by our body. Finally, it ensures that this campus has a mechanism to enact shared governance in an organized and timely fashion.

Is this request time sensitive? Explain why funding is needed at this time.

The funding is essential for the ongoing success of the Senate.

Is this a critical need? If so, please explain. If funding is not available at this time, what alternatives are available to accomplish similar goals?

Without this funding, the Senate will cease to exist.

[1] Budget benefits as 50% of salary

2021/22 PBAC Consolidated Budget Request

	2021/22 Initial (fall 2021)	
2021/22 Projected BASE Beginning Balance	2,548,262	
2020/21 Unfunded Mandatory Costs	(3,000,000)	
2020/21 State Appropriation Reduction	(32,190,796)	
2021/22 Restoration of State Appropriation Reduction	32,191,000	
2021/22 Projected Quasi-Base Reduction in Tuition Revenue from Non-Resident Enrollment	(4,107,000)	
EEP/Hiring Chill Savings	19,651,694	
TOTAL BASE REQUEST	(7,948,670)	
Target BASE Unallocated	(4,000,000)	
BASE Surplus / (Shortfall) after Target BASE Unallocated:	3,144,490	Hold for 2022/23 base allocation
2021/22 Projected ONE-TIME Beginning Balance	17,816,909	
2020/21 Divisional Reserves Available for 2021/22 due to Better than Projected Enrollment in 2020/21	9,800,000	
2020/21 PBAC funds for COVID costs redirected to HEERF	9,500,000	
2021/22 Projected Cost Recovery Revenue Reduction (due to COVID)	(3,500,000)	
2021/22 Projected 30% Non-Resident Tuition (budgeted for 1x versus base use)	22,970,000	
Projected ONE-TIME BASE Surplus / (Shortfall) before Target BASE Unallocated	7,144,490	
TOTAL ONE-TIME (FUTURE BASE) REQUEST	(11,107,075)	
TOTAL ONE-TIME REQUEST	(23,194,325)	
HOLD for fall/spring allocation	(10,000,000)	
Target ONE-TIME Unallocated	(8,000,000)	
ONE-TIME Surplus / (Shortfall) after Target ONE-TIME Unallocated:	11,429,999	Hold for 2022/23 one-time allocation

2021/22 PBAC Consolidated Budget Request

		2021/22 Initial (fall 2021)
BASE PBAC:		
Academic Affairs:		
	Tenure & Promotion	450,000
	Benefits for Research Hire (Nat Acad of Sci Hire)	250,000
	SubTotal Academic Affairs:	700,000
Research & Innovation:		
	Research Endowment	300,000
	Director of RSS	185,000
	SubTotal Research & Innovation:	485,000
Student Affairs & Campus Diversity:		
	Faculty and Staff Diversity	486,752
	SACD IV Academic Advisor	77,472
	SACD IV Retention Specialist	77,472
	Pres AOD Taskforce (AAS II)	84,474
	SubTotal Student Affairs & Campus Diversity:	726,170
Business & Financial Affairs:		
	Title IX and DHR Director (Discrimination, Harassment, and Retaliation)	210,000
	Employment Manager	135,000
	Facilities Services Critical (trade) Positions	1,500,000
	Imperial Valley Security Services	120,000
	SubTotal Business & Financial Affairs:	1,965,000
Cross Divisional / Institutional:		
	Senate	172,500
	Strategic Allocation - Fac/Staff Positions	2,000,000
	CSURMA Risk Pool Insurance	600,000
	SubTotal Cross Divisional / Institutional:	2,772,500
Deferred Maintenance / Capital Projects		
	Deferred Maintenance	1,300,000
	SubTotal Deferred Maintenance / Capital Projects:	1,300,000
TOTAL BASE:		7,948,670

2021/22 PBAC Consolidated Budget Request

		2021/22 Initial (fall 2021)
ONE-TIME PENDING FUTURE BASE:		
Academic Affairs:		
	Library Collections	250,000
	SubTotal Academic Affairs:	250,000
Research & Innovation:		
	Matching Funds	200,000
	Large Grant Development Support	100,000
	Shared Equipment and Facilities	300,000
	Operations	100,000
	SubTotal Research & Innovation:	700,000
Student Affairs & Campus Diversity:		
	OFAS - OEE	5,000
	CSRR - OEE	5,000
	CARES Program - OEE	30,000
	SubTotal Student Affairs & Campus Diversity:	7,266,918
Information Technology:		
	Security Compliance Position	172,500
	Web Director	180,000
	Active Directory Administrator	142,500
	Web Programmer	135,000
	Analyst Programmer/On-Base	135,000
	Linux Server Administrator	150,000
	Cyberinfrastructure Engineer	180,000
	Emergency Alerts (Blackboard)/Increased Cost	180,000
	Endpoint Protection	226,000
	AWS Data Lake (1/2 Year)	42,000
	OU Web Content Management Solution	50,000
	Databank Storage for OU	28,000
	Globus	23,575
	Metabim	42,500
	Orphaned Academic Software/AA	200,000
	Log Management	150,000
	SubTotal Information Technology:	2,037,075
Cross Divisional / Institutional:		
	CSURMA Risk Pool Insurance	900,000
	Strategic Plan - Sustainability Positions	285,000
	SubTotal Cross Divisional / Institutional:	285,000
Deferred Maintenance / Capital Projects		
	Fire life safety - code required inspections	195,000
	Deferred Maintenance / Capital Projects	6,700,000
	SubTotal Deferred Maintenance / Capital Projects:	6,895,000
	TOTAL ONE-TIME PENDING FUTURE BASE:	11,107,075

Multiyear plan to base fund

Multiyear plan to base fund

2021/22 PBAC Consolidated Budget Request

		2021/22 Initial (fall 2021)
ONE-TIME:		
President's Office:		
Internal Comm Capacity - Public Affairs/Communications Specialist I	66,006	Yr 1 of 2 year commitment
Internal Comm Capacity - Administrative Analyst/Specialist I Exempt	85,500	Yr 1 of 2 year commitment
External Communication Efforts	85,000	
SubTotal President's Office:	236,506	
Academic Affairs:		
Summer Incentive	2,000,000	Funded from 1x 30% non-resident fees
Enrollment Growth (FTES)	8,300,000	Funded from 1x 30% non-resident fees
Global Campus Cost Shifting	3,000,000	
FERP	2,750,000	
T/TT Faculty Start-up (incoming)	1,940,000	Multi-year plan - year 1 funding for new faculty (40% of total cost)
SubTotal Academic Affairs:	17,990,000	
Research & Innovation:		
Corporate and Foundations Relations (2 year pilot)	240,000	Yr 1 of 2 year commitment
SubTotal Research & Innovation:	240,000	
Student Affairs & Campus Diversity:		
ADA Accommodations	517,819	
SubTotal Student Affairs & Campus Diversity:	517,819	
Information Technology:		
Student Workers for OU	75,000	
Transition to Salesforce Marketing Cloud	45,000	
SubTotal Information Technology:	120,000	
University Relations & Development:		
Fundraising Campaign	2,100,000	5 year plan then self-sustaining
SubTotal University Relations & Development:	2,100,000	
Cross Divisional / Institutional:		
SDSURF Cost Shifting	650,000	
SDSU 125th Anniversary	200,000	
Strategic Plan - Arts Alive	50,000	
Strategic Plan - Sustainability Feasibility Study	300,000	
SubTotal Cross Divisional / Institutional:	1,200,000	
Deferred Maintenance / Capital Projects		
Imperial Valley Lactation Room	5,000	
Hazmat feasibility study	160,000	Pending future project costs
Fire life safety egress analysis	125,000	
Safety and security infrastructure	500,000	
SubTotal Deferred Maintenance / Capital Projects:	790,000	
TOTAL ONE-TIME (NON-RECURRING):	23,194,325	