SDSU Senate Agenda

April 5, 2022
Online via Zoom
2:00 to 4:30 pm

1. Call to Order, Land Acknowledgement, and Principles of Shared Governance:

Land Acknowledgement
We stand upon a land that carries the footsteps of millennia of Kumeyaay people. They are a people whose traditional lifeways intertwine with a worldview of earth and sky in a community of living beings. This land is part of a relationship that has nourished, healed, protected and embraced the Kumeyaay people to the present day. It is part of a world view founded in the harmony of the cycles of the sky and balance in the forces of life. For the Kumeyaay, red and black represent the balance of those forces that provide for harmony within our bodies as well as the world around us.

As students, faculty, staff and alumni of San Diego State University we acknowledge this legacy from the Kumeyaay. We promote this balance in life as we pursue our goals of knowledge and understanding. We find inspiration in the Kumeyaay spirit to open our minds and hearts. It is the legacy of the red and black. It is the land of the Kumeyaay.

Eyay e'Hunn My heart is good.

Michael Miskwish – Kumeyaay

Principles of Shared Governance:

Trust is recognized as a fundamental ingredient that is essential for effective shared governance. Without trust, the practices of partnership, inclusion, open communication, ownership, and accountability are likely to break down. SDSU community members have identified three key principles for shared governance at SDSU that all rely on the fundamental ingredient of TRUST: Respect, Communication, Responsibility.

2. Approval of Agenda (Preciado)

3. Officers Report

3.2. Senate Budget Update (Fuller)

3.3. Senate Minutes (Preciado)

Minutes - March 1, 2022

Link: https://senate.sdsu.edu/_agendas_minutes_action-memos

4. Academic Affairs Report

4.1. President's Report (de la Torre)

4.2. Provost's Report (Ochoa)

5. AS Report (Tejada)

6. Senate Action Items

6.1. ACTION: Elections - Search Committee

Committee on Committees and Elections (CCE) (Marx)

6.3. ACTION: Constitution and Bylaws (CBL) (Baljon)

7.   Committee Reports

8.   Adjourn.

San Diego State University

Senate Referral Chart

April 2022

	Date Received (M/Y)	From	Title	Description	Referred to (use committee full name)
1	06/2020	Senate Chair Weston	Policy on hateful rhetoric the use of shared SDSU digital resources.	In Policy File sections relevant to Freedom of Expression there is great consideration given to delineating the time, place, and manner of campus speech, with care to ensure that free speech does not inappropriately disrupt the ability of students to study and faculty to conduct their teaching and research. However, this language has not been updated since the advent of the digital and online, which has provided an unprecedented level of communicative access for colleagues that students, faculty, and staff cannot "opt-out of". Specifically, sharing hateful rhetoric that opposes campus values of diversity and inclusion.	Freedom of Expression Committee, Academic Policy & Planning
2	07/2020	Senate Chair Weston	3.2 Policy on Professional Growth regarding RTP (journal metrics versus journal impact factor)	Research and examine RTP policy regarding journal metrics versus journal impact factors)	Faculty Affairs
3	09/2020	Officers	Professors of Practice	Provost Ochoa announced in the 9/1/20 Senate meeting that Professors of Practice will be instituted in HHS. Policy and diversity implications from the senate perspective are needed.	Faculty Affairs
4	07/2020	Wil Weston	Faculty Rights, Workloads, and Well-Being During Coronavirus	Because of the impacts of the pandemic on the SDSU budget, Senate Officers request that Faculty Affairs research previous Senate responses to budget cuts and strategies used to support the best interest of faculty members at all levels during budget decision-making in order to develop guiding principles and strategies regarding Faculty rights, workloads and well-being.	Faculty Affairs & Library Senate Committee on exploring and improving access to library resources while researching remotely (ILL, Access to online
5	11/2020	Narelle MacKenzie	Academic Dishonesty During COVID-19 Online Teaching	Faculty seek to better understand the judicial process for students committing Academic Dishonesty. Confusion about what exactly happens to students. CSRR website contains information about the process but it is still unclear. Reports of more students dealing with Academic Dishonesty.	CSRR Center for Student Rights & Responsibilities and James Frazee, Chief Academic Technology Officer
6	12/2020	Environment & Safety Cmte Chair Sriehar Seshagiri	Update Environmental & Safety Committee Charter	Update Environmental & Safety committee charter. Address issues: type of lighting that we are using on campus (is it the most efficient?); is there enough lighting on campus for safety (there is not). This would require a Photometric Study (footcandles in traffic areas). Lab. Update/Safety	Environmental & Safety Committee
7	02/2021	Senate Officers	Computer Use and Related Policy Clarifications and Updates	Review policies for congruences and inclusivity	Instruction and Information Technology Committee (IITC)
8	02/2021	Senate Officers	Senate Excellence in Teaching Award	Review Excellence in Teaching Award and make recommendations regarding inclusivity, including policy changes.	Faculty Honors & Awards Committee
9	03/2021	Senate Officers	Lectures and Staff Periodic Reviews Statement re COVID's Impacts on the work and lives	Add a statement to Periodic Reviews and other evals during COVID's Impacts on the work and lives of lectures, staff.	Faculty Affairs Staff Affairs
10	03/2021	Senate Officers from Farid Abdel-Nour <abdelnou @sdsu.e	Policy Reviews for Programs Offered through Global and Main Campuses	Policy Reviews for Conflict of Interest, AT as Compensation for GC Work, Privileging Accredited Programs in Resource Allocations. (formerly 2/21/21 Amendment to Item # 20/21_22 Graduate Council New Program Approvals for Global Campus)	Academic Policy & Planning

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	Date Received (M/Y)	From	Title	Description	Referred to (use committee full name)
11	03/2021	Senate Officers	**ASCSU Resolution: FACULTY EMERITUS/EMERITA STATUS: REVOCATION AND APPEAL**	On March 18, 2021, the Academic Senate of the CSU (ASCSU) passed the resolution, FACULTY EMERITUS/EMERITA STATUS: REVOCATION AND APPEAL. This resolution was developed by the ASCSU Faculty Affairs Committee in order to clarify faculty emeritus/emerita policies and bring them into alignment across the CSU. Eliminated Referral #20/21_4 Policy to Rescind Emeritus Status.	Academic Policy & Planning
12	03/2021	Senate Officers	**Add COVID-19 Statement to TT, lecturers & staff evaluations during the pandemic**	Add COVID-19 Statement to TT, lecturers & staff evaluations during the pandemic	Faculty Affairs
13	4/2021	Senate Officers	**Faculty Behaviors & Responsibilities to Create a Diverse, Equitable Inclusive Classroom Environment**	Research policies and procedures about faculty behaviors and responsibilities to create diverse, equitable, inclusive classroom environments.	Faculty Advancement, Freedom of Expression, Diversity Equity & Inclusion
14	07/21	Provost Ochoa & AVP Hyman	**Academic Policy Changes/PeopleSoft & Action Items**	1. Information item: Academic Policy Changes/PeopleSoft 2. Action item: Graduation Candidates 3. Action item: Course Forgiveness 4. Action item: Summer Registration Limits	Academic Policy & Planning
15	08/2021	Senate Officers	**Tenure Track Planning Policy Implementation and Review**	Review Tenure Track Policy, committee composition, roles, responsibilities, composition, forms, and documents. Refer recommended policy changes to AP&P. Research how each of the colleges makes decisions.	Tenure Track Planning
16	08/2021	AVP Joanna Brooks/UC	**Undergraduate Advising Policy Updates**	Advising, Undergraduate Academic Policy Updates	Academic Policy & Planning
17	09/2021	Senate Officers	**Requests for Additional Voting Ex-Officio Senate Members**	Consider adding Dean of the College of Graduate Studies & Vice President of Information Technology as voting ex-officio members of Senate - bylaw amendment	Constitution & Bylaws
18	09/2021	Senate Officers	**Review Selection Procedures for Search Committees**	Review selection procedures for search committees, administrative review committees of campus vice presidents, deans, and certain academic administrators at the associate vice president level or higher. How shall committee members be selected? Who would be consulted? Ensure impartial, fair elections processes and procedures.	Constitution & Bylaws
19	09/2021	Senate Officers	**Emergency Course Modality Determination Policies, Processes & Procedures**	Clarify policies, decision-making processes and procedures, faculty and administration roles, while ensuring student rights and well-being during emergencies that impact course modalities for effective teaching, health and safety.	Academic Policy & Planning
20	09/2021	Senator Brian Adams	**Bylaw regarding Resolution Requirements**	Requests that CBL review senate bylaws regarding the submission of resolutions and consider adding the following to the bylaws: In order for a resolution to be considered by the Senate, at least 10 Senators or a committee need to endorse it (resolutions would need to list endorsees at the end of the text)	Constitution & Bylaws
21	9/2021	Senator Brian Adams	**Examine the Feasibility and Consequences of Reducing Syllabus Requirements**	Examine the feasibility of reducing syllabus requirements."	Academic Policy & Planning

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	Date Received (M/Y)	From	Title	Description	Referred to (use committee full name)
22	10/2021	AVP Joanna Brooks	**Implementation of a Diversity Statement in RTP Files**	Review RTP implementation documents, provide a recommendation on the status of diversity statements for next year's RTP cycle and develop any policy language required to implement the committee's recommendation.	Faculty Affairs
23	092021	Senate Officers	**Revise Posting Senate Agendas and Materials Bylaws regarding Confidential Attachments**	Review and revise 13.0 Availability of Documents, 13.2 Bylaw to indicate that confidential attachments shall only be available to members of the Committee to reflect the availability of confidential attachments.	Constitution & Bylaws
24	09/2021 & 10/2021	Senate Officers	**Review & Update *Curriculum Changes, Undergraduate Bylaws* & Floor Charts**	Review and update senate bylaws regarding *Curriculum Changes, Undergraduate, and Graduate.* 4.1. and update 5.0 *Flow Charts for Processing Proposals* (5.1., 5.2, 5.3, 5.4. 5.5).	Undergraduate Curriculum Committee
25	10/2021	Senate Officers	**Policy File Review re 4.0 Diversity--regarding Global Campus & Nondiscrimination & Equality Opportunity Bylaws**	Review Policy File 4.0 Diversity--Review and discuss the inclusion of Global Campus into DEI-related policies. Also, review Non-discrimination & Equal Opportunity bylaws for compliance and update titles and roles.	Diversity, Equity & Inclusion
26	10/2021		**Five-Year Review of Academic Administrators**	Review and Update Bylaw *2.0 Five-Year Review of Academic Administrators and their Offices.* Due to reorganizations and new roles, some listings in this policy are not up-to-date.	Academic Policy & Planning
27	10/2021	Senate Officers	**Search Committees for University Administrators Bylaws & Elections Clarifications**	Review and update Bylaws pertaining to *Search Committees for University Administrators.* Update and clarify bylaws and elections processes. Note: Referral #26 was redundant with #27, so they are now combined and #26 has been eliminated.	Academic Policy & Planning & Committee on Committees and Elections
28	10/2021	Senate Officers	**Integrity in Research and Scholarship Bylaws Review**	Review and update bylaws regarding *Integrity in Research and Scholarship to* reflect new regulations, reorganizations, and new positions.	Graduate Council & VP of Division of Research and Innovation
29	10/2021	Senate Officers	**Instructional and Information Technology Committee Bylaw Review and Update**	Review and update bylaws regarding *Instructional and Information Technology Committee.*	Instruction and Information Technology Committee
30	10/2021	Senate Officers	**Liberal Studies Committee Bylaw Review and Update**	Review and update bylaws regarding *Liberal Studies Committee*	Liberal Studies Committee
31	10/2021	Senate Officers	**Student Affairs & Student Media Advisory Committees Reviews and Updates**	Review and update bylaws regarding *Student Affairs* and *Student Media Advisory Committees* including membership and functions, or recommend disbanding the committees, if they are no longer needed.	Student Affairs & Associated Students
32	10/2021	Senate Officers	**Teacher Preparation Advisory Council Bylaw Review and Update**	Review and update bylaws regarding *Teacher Preparation Advisory Council*	Dean Bary Chung, College of Education
33	10/2021	Senate Officers	**Undergraduate Council Bylaw Review and Update**	Review and update bylaws regarding *Undergraduate Council*	Undergraduate Council
34	10/2021	Senate Officers	**General Education Curriculum and Assessment**	Review and update bylaws regarding *General Education and Assessment*	General Education Curriculum and Assessment Committee
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	Date Received (M/Y)	From	Title	Description	Referred to (use committee full name)
35	10/2021	Senate Officers	Naming Bylaws under the auspices of the Campus Development Committee	Review policies and procedures regarding *Naming* under the auspices of the Campus Development Committee	Campus Development Committee, Interim VP for Business and Financial Affairs and Chief Financial Officer; Naming Task Force
36	10/2021	Senate Officers	Environment & Safety Committee: Smoking and Smudging Policy Bylaws and Updates	Review and update Environment and Safety Committee Bylaws, including policies and procedures regarding *Smoking* and Smudging to reflect the March 6, 2021 senate resolution.	Environment and Safety Committee, Tribal Liaison
37	10/2021	Senate Officers	Academic Freedom	Review and update *Academic Freedom* policies and ensure that they are in alignment laws and senate values and policy file formatting.	Freedom of Expression Committee
38	10/2021	Senate Officers	Tenure Track Planning Committee Bylaw Review & Implementation recommendations	Review and update *Tenure-Track Planning Committee* and related policies. Make recommendations after reviewing 2021 processes and procedures. 11-15-21 SEC referred to AP&P (see Referral #45 & #46)	Tenure Track Planning Committee
39	10/2021	Senate Officers	Senate Listserv Policies	Develop policies for the Senate Listserv in alignment with Senate shared governance statements, including netiquette.	Freedom of Expression Committee
40	11/2021	Senate Officers	ASCSU Senate Representation	Review SDSU & ASCSU Policies for Inclusivity	Constitution & Bylaws & Diversity Equity & Inclusion Committees
41	11/2021	Jennifer Imezeki	Senate Diversity Plan	DEI will review SDSU University constitution, policies and procedures, and historical representation patterns, and draft a Diversity Equity & Inclusion plan for the Senate.	Diversity Equity & Inclusion Committee
42	11/2021	Senate Officers	DEI Review of Draft SDSU IT Responsible Use Policy 10/6/21	DEI will review the 10/6/21 draft **SDSU Responsible Use Policy,** developed by the Information and Instructional Technology (IIT) Committee.	Diversity Equity & Inclusion Committee
43	11/2021	Senate Officers	DEI Membership Policy File Update	Review Bylaw 3.9.1 and address needed updates to DEI membership.	Constitution & Bylaws Committee
44	11/2021	Senate Officers	Faculty Honors & Awards Policy Updates	Review Faculty Honors and Awards policies (pps. 140-142) and update, especially language about dates.	Faculty Honors & Awards Committee
45	12/13/21	SEC	Tenure-Track Planning Committee Policy Review	(See Referral #38 Tenure Track Planning Committee Bylaw Review & Implementation recommendations).	Academic Policy & Planning Committee
46	12/13/21	Senate Officers	Tenure-Track Planning Policies Review	(See Referral #38 Tenure Track Planning Committee Bylaw Review & Implementation recommendations).	Academic Policy & Planning Committee
47	1/18/22	Senate Officers	Diversity Equity & Inclusion & Freedom of Expression Committees	Review and make recommendations regarding the SDSU Land Acknowledgement statement, syllabi and the letter from the Foundation for Individual Rights in Education.	Diversity Equity & Inclusion & Freedom of Expression Committees
48	1/26/22	AP&P	Clarification about What Constitutes a College/Major Academic Unit.	The global change of "Dean of Undergraduate Studies" to "AVP for Faculty Advancement and Student Success" across the Senate Policy File has exposed inconsistencies. The role change was not simply a change of title, but a change that represents a different organizational structure which is not yet consistently reflected across the Policy File.	Constitution & Bylaws Committee

	Date Received (M/Y)	From	Title	Description	Referred to (use committee full name)
49	1/28/22	Senate Chair	**Rectify Emeritus Status Policies for Tenure-Track, Lectures and Staff**	Lecturer emeritus status is granted under the same policy section as faculty, even though they are not their compensation and workloads are not the same as tenure/tenure-track faculty members. Lecturer Emeritus status is granted under the same policy section as faculty, even though they are not their compensation and workloads are not the same as tenure/tenure-track faculty members.	Academic Policy & Planning Committee
50	2/1/22	Senate Officers	**Sabbatical policy and practice Review**	In response to inquiries from Senators at the February 1, 2022 Senate meeting, sabbatical policy and practice will be reviewed and a report presented to the senate.	Faculty Affairs Committee
51	2/7/22	Joanna Brooks Chair, Undergraduate Council	**Recommendation on elimination of the Writing Proficiency Exam (WPA)**	On February 4, 2022, Professors Chris Werry and Kathryn Valentine (RWS) presented to Undergraduate Council recommendations to eliminate the Writing Proficiency Exam Undergraduate Council requests that all parties copied on this referral review the recommendation—in accordance with the CSU Future of the GWAR Committee—to *replace the WPA with required upper division "W" courses to fulfill the GWAR* and convey any feedback to AVP FASS Joanna Brooks no later than February 28, 2022, so that Undergraduate Council may finalize a recommendation at its March meeting to go before Senate in April, 2022	Hector Ochoa, Provost; Luke Wood, VP SACD; Monica Casper, Dean, CAL; Academic Policy & Planning; Undergraduate Curriculum Committee;
52	2/8/22	Senate Officers	**Amend Senate Executive Committee (SEC) Membership Policy to Reflect Parliamentarian & Senate Analyst**	Current SEC membership policy does not reflect the roles of the parliamentarian and senate analyst.	Constitution and Bylaws Committee
53	2/26/22	Senate Officers	**Course Syllabi Policy File Revisions**	Review syllabi policies and edit them for clarity and reflect recent revisions: 1) move syllabi policy into its own subsection, and 2) Update required information so that it is in alignment with what is listed on the FASS website.	Faculty Affairs
54		Senate Officers	**Clarify PBAC Members & Election Process**	Clarify PBAC membership and election processes; specifically faculty representation.	Academic Policy & Planning & Committee on Committees and Elections
55	3/7/22	AVP Stefan Hyman	**Priority Registration for Community Service Officers**	Effective Fall 2022, SDSU Community Service Officers will be eligible to receive priority registration. Community Service Officers are SDSU students, in good academic standing, who work for the University Police Department (UPD) as civilian employees.	Academic Policy & Planning
56	3/8/22	Joanna Brooks, AVP FASS, Undergraduate Council	**Review the *Report on transit, sustainability, and student success***	Request for the Sustainability Committee to review the *Report on transit, sustainability, and student success*, produced by Dr. Rosalio Cedillo on the intersections between sustainable transportation, student success, and economic disparities at SDSU.	Sustainability Committee
57	3/8/22	Provost's RTP Task Force co-chairs Peter Torre & Joanna Brooks	**Taskforce on Recommended changes to RTP process**	In Fall 2020, Provost Hector Ochoa convened an RTP Task Force to address several considerations identified after his first year participating in the SDSU RTP process.The taskforce identified recommendations that were conveying for consideration by the Faculty Affairs committee on January 31, 2022..	Faculty Affairs

58	3/11/22	Senate Officers	**Condemning Hostile Teaching Environments**	Examination of faculty use of derogatory racist epahets in classes and faculty use of Freedom of Expression/laws to intimidate students. SDSU University Policy File indicates that any instructor, regardless of rank, who provides instruction without regard to the potential for harm to students is not meeting the expectations for faculty codified in the Policy File.	Diversity Equity & Inclusion
59	3/22/22	Senate Executive Committee	**Update Committee Chair Policies**	Review and revise policies governing chairs/Co-Chairs for Senate and Senate-appointed Committees: 1) require approval by CCE Chair and Senate Chair, 2) granted for specific reasons. See Section 2.6.2 of the Bylaws.	Constitution & Bylaws Committee
60	3/22/22	Senate Executive Committee	**Ensure Shared Governance on Committees & Task Forces**	In order to ensure shared governance, administrative committees and task forces that will operate longer than a set number of months: 1) a senate charter must be added to ensure that they are consultative, and/or 2) Senate committee members must serve on the administrative committee or taskforce in a ratio that ensures shared governance..	Constitution & Bylaws Committee

March 23, 2022

TO: SEC/Senate

FROM: Dr. Risa Levitt, Chair, Faculty Honors and Awards Committee

SUBJECT: Emeritus Request

The following have requested emeritus status and the Faculty Honors and Awards Committee recommends that the Senate approve these requests:

Beverly Carlson, Associate Professor of Nursing, August 17, 2022, 8 years
Allen Plotkin, Professor of Aerospace Engineering, August 18, 2022, 37 years

Sincerely,

Dr. Risa Levitt
Chair, Faculty Honors and Awards Committee

To: SEC / Senate
From: Arlette Baljon, Chair, Constitution and Bylaws Committee
Date: January 25, 2022
Subject: ACTION: Votes (1st reading)

ACTION: The CBL Committee moves that the Senate adopt the following changes to the Senate policy file (Constitution). Please note that this item needs a majority vote in the Senate AND a campus-wide majority vote.

6.0 Meetings ~~and~~, Quorum, and Votes.

 6.1 Regular Meetings. The Senate shall regularly meet at least seven times during the academic year.

    6.1.1. A regular meeting shall be a scheduled meeting and may continue beyond one day.

    6.1.2. The agenda of each regular meeting shall be distributed to the members of the Senate at least four working days before the meeting.

    6.1.3. A senator present for a portion of a meeting shall be recorded as present for the entire meeting.

 6.2. Special Meetings. Special meetings of the Senate may be called in a manner prescribed by the Bylaws.

 6.3. Records. Records shall be kept in a manner prescribed by the Bylaws. ~~. The minutes of both regular and special meetings shall be made available to the faculty. Complete copies of the minutes of the Senate shall be available to members of the Senate, and copies shall be distributed on request. A summary of the contents of the Senate minutes and of actions taken shall be available to all faculty members and to other CSU senates or councils. These records may be made available in electronic form and need not be stored in paper form.~~

 6.4. Quorum. Two-thirds of the Senate shall constitute a quorum. The members present at a duly called or held meeting at which a quorum is present may continue to conduct business until the time stated for adjournment in the call of the meeting, notwithstanding the withdrawal of enough members to leave less than a quorum. If a senator is unable to attend, he or she may in accordance with the Bylaws appoint a substitute with the power to vote. Each senator who expects to be unavailable during the summer shall notify the Secretary of a proxy who may attend special meetings.

 6.5 Voting in the ordinary business of the Senate

    6.5.1 The usual method of voting is by voice: the chair of the Senate asks if there are objections or asks Senators to vocally indicate their support or opposition.

    6.5.2 If the voice vote is inconclusive, or if any Senator requests it, the chair shall obtain an exact count by asking the voting members of the Senate to vote either by raising their hands or using a virtual equivalent.

6.5.3 When at least 5 voting senators request it, or when the chair of the Senate deems it appropriate, a record shall be kept of each senator's vote and made public. This request can be made either before the meeting or on the floor. The vote shall then be conducted by electronic ballot. The name and vote of each senator shall be posted unofficially on the senate website within 24 hours and officially as an appendix to the minutes.

6.5.4 When at least 10 voting senators request it, or when the chair of the Senate deems it appropriate, the vote shall be by secret ballot. This request can be made either before the meeting or on the floor. The vote shall then be conducted electronically and be anonymous.

6.5.5 Bylaw 6.5.4 shall take precedence over 6.5.3.

6.5.6 Members or their proxies have to be present (in person or virtually) in order to vote.

6.5.7 The chair of the Senate shall announce the outcome of the vote.

. 6.56 Meetings of the Faculty. Meetings of the faculty may be held in a manner prescribed by the Bylaws.

6.67 Faculty Review of Senate Actions. Any action of the Senate may be reviewed at a meeting of the faculty upon a written request signed by 10 percent of the tenured and probationary faculty and submitted to the Senate Chair. Such a meeting of the faculty shall be called by the Chair within two weeks of the request.

Rationale:

Section 13 of the Bylaws deals with record keeping and the availability of documents.

Nowhere in the policy file are procedures for voting defined. CBL proposes adding a clear voting policy for the Senate. Senate committees would continue to determine their own internal voting procedures.

The proposal includes four modes of voting: the voice vote, the hand vote, the publicly recorded vote, and the anonymous vote. The SDSU Senate currently uses all four modes. They are also used in similar bodies. CBL's proposal offers clear and unambiguous procedures for conducting votes in each of the four modes. Some of these procedures conform with current Senate practice while others are offered as proposed improvements to it.

6.5.1 and 6.5.2 deal with voice and hand votes respectively, and outline procedures for implementing them. The bulk of Senate work is conducted using these two voting modes. The proposed procedures in these two sections conform to current Senate practice. The proposed sections 6.5.3 and 6.5.4., deal with publicly recorded and anonymous votes respectively. Both are special voting modes that are only used occasionally. The proposed procedures differ from current Senate practice and seek to correct some of its deficiencies.

In current Senate practice, a publicly recorded "roll call" vote is conducted if a majority agrees to it. It triggers calling out the name of every individual voting Senator during the meeting and recording

their vote, which is then published in the minutes. The purpose of publicly recorded votes is to ensure that elected Senators are accountable to their constituency and that appointed Senators are accountable to the President.

This current practice is very cumbersome and does not respect Senators' time. The same result of public accountability can be achieved by conducting an electronic vote that records and keeps track of the name of each voter. This record can then be made public in a timely fashion after the meeting and included in the minutes. Since accountability is an important value, and since it can be achieved efficiently by electronic ballot, CBL proposes making it easier to request a publicly recorded vote. The proposed section 6.5.3 would allow any 5 voting Senators to request such a public record of the vote. This is an admittedly low threshold. If the Senate were to adopt it, it would signal clearly how seriously it takes the value of accountability.

The publicity of voting, however, whether in a recorded vote, or a show of hands, can also have negative effects on the work of the Senate. The publicity of votes not only allows for accountability. It also opens the door to fear of bullying, intimidation, and distorted voting. Voting in the Senate under the gaze of one's administrative superiors, guests, constituents and non-constituents, can have a chilling effect on the ability of Senators to vote their conscience. There is a danger that Senators might focus too much on how they, their department, their college, their group, would be perceived. The result would be that they would vote in order to appear a particular way, rather than according to their best judgment on the question at hand, and their conscience. When this happens, the entire community loses. For it loses the benefit of learning the best judgment of the Senators. This would lead to decisions that are variance with the group's collective wisdom. For these reasons, anonymous votes are an integral part of any fair collective decision-making procedure.

In current Senate practice, a secret ballot can be requested at any time and is conducted if a majority agrees to it. However, this procedure is onerous and unjust, as it demands of those who feel intimidated, bullied, and vulnerable to pressure, that they not only publicly request an anonymous ballot, but also obtain the open and public support of a majority in order to gain the protection that they seek. This current practice puts the burden on the most vulnerable, and places them at the mercy of a majority of Senators who, by virtue of their position in the university, may not experience the same vulnerability or even understand it. For this reason, CBL proposes lowering the threshold for conducting an anonymous vote. On CBL's proposal, if 10 voting Senators request an anonymous vote, that should suffice for conducting one.

No voting mode or procedure is foolproof. All have serious drawbacks and benefits. The question is how to balance the conflicting values that are furthered or violated by each. The values of accountability and ability to vote one's conscience are in some conflict. We value both. In the CBL proposal the value of accountability was elevated by making it easier to request a publicly recorded vote than an anonymous one, and by affirming the continued use of public voice and hand votes for the bulk of the work of the Senate. Even though accountability reigns supreme almost all the time, occasionally some Senators who feel intimidated and vulnerable will need protection from the public gaze to focus on voting their conscience and their best judgment. When that is the case, protecting them takes precedence over the interest in accountability. The harm of leaving them unprotected would not only hurt them but the entire community by depriving it of their honest judgment.

We believe the protection an anonymous vote offers is needed to safeguard shared governance. 5 and 10 votes represent approx. 5% and 10% of the voting senators.

To: SEC / Senate
From: Arlette Baljon, Chair, Constitution and Bylaws Committee
Date: December 16, 2021
Subject: ACTION: Deans defined as "tenured and probationary faculty"; Requests for Additional Ex-Officio Senate Members; Clarifies that temporary faculty are not always lecturers **(first reading)**.

The CBL Committee moves that the Senate adopt the following changes to the Senate policy file (Bylaws).

1.0 Definitions

1.1   Faculty. Faculty are ~~Unless otherwise stipulated, "faculty" shall include tenured and tenure-track (probationary) faculty, librarians, and counselors, and non-tenure-track lecturers, coaches, and student services professionals academically related.~~ all members of Unit 3 as defined in the current Collective Bargaining Agreement. Within the broader category of Faculty, the Senate identifies the following distinct subcategories:

1.1.1 Tenured and Probationary Faculty hold full-time academic year appointments as professors, librarians, or student services professionals academic-related (SSP-AR). They may be department chairs or school directors, but cannot hold a full- or part-time MPP (Management Personnel Plan) appointment.

1.1.2 Temporary faculty hold temporary appointments to full- or part-time instructional or counseling positions and may be lecturers, assistant librarians, or contingent counselors.

1.1.3 Coaches hold full- or part-time coaching appointments.

1.1.4   All other members of Unit 3 of the Collective Bargaining Agreement are faculty including those who hold FERP or part-time MPP appointments.

~~1.2   Tenured and Probationary Faculty. Unless otherwise stipulated, "tenured and probationary faculty" shall refer to tenured or tenure-track faculty, librarians, and counselors who hold full-time academic year appointments and who may also be department chairs, school directors, deans, associate deans, or assistant deans, whether or not devoting full time to instruction.~~

~~1.3.   Temporary faculty. Unless otherwise stipulated, "temporary faculty" shall refer to those individuals, both full-time and part-time faculty (lecturers), who hold appointments to an instructional position, but who are serving in a temporary appointment for a specified period of time.~~

~~1.4~~

1.2   Major Academic Unit. Unless otherwise stipulated, "major academic unit" shall refer

to each college, the Library, University Services (which includes Counseling and Psychological Services, Test Office, Educational Opportunity Program, and Health Services), and SDSU Imperial Valley.

1.5

1.3   Ex-officio Members of the Senate. The following shall be ex-officio members of the Senate:

1.53.1 Voting

1.53.1.1 President of the University or designee, Provost and Senior Vice President, Vice President for Research and Innovation, Vice President of Student Affairs and Campus Diversity, Associate Vice President for Faculty Advancement and Student Success, Dean of the College of Graduate Studies, and Dean of the SDSU Global Campus.

1.53.1.2   Seven students chosen by Associated Students:

1.53.1.2.1   Five students from the San Diego Campus, two of the five being graduate students. Associated Students may consult the Dean of Graduate Studies when necessary, according to the Bylaws of Associated Students in San Diego.

1.53.1.2.2   Two students from the Imperial Valley Campus chosen by Associated Students at SDSU Imperial Valley.

1.53.1.2.3   A professor emeritus chosen by procedures specified in the Bylaws of the San Diego State University Retirement Association.

1.53.1.2.4   The above ex officio members of the Senate shall have full voting rights, with the proviso that they shall not vote in the elections where the Constitution specifies that only the Elected members may vote (examples: election of Senate Officers or faculty members to the Senate Executive Committee).

1.53.2 Non-voting

Ex officio (non-voting) members of the Senate. The following shall be ex officio (non-voting) member of the Senate

1.53.2.1   Vice President of Business and Financial Affairs.

1.53. 2.2   Vice President for University Relations and Development.

1.3. 2.3   Vice President of Information Technology.

1.53.32.4   Vice Provost for Academic Affairs.

	1.~~53.4~~2.5	Associate Vice President for Curriculum, Assessment, and Accreditation.

1.~~53.4~~2.5   Associate Vice President for Curriculum, Assessment, and Accreditation.

1.~~53.5~~2.6   President of the university's chapter of the faculty unit's collective bargaining agent.

1.~~53.6~~2.7   The Immediate Past Chair of the Senate may serve as a non-voting ex officio member of the Senate for one year if qualified to serve in the Senate and not otherwise serving.

1.~~53.7~~2.8   Two individuals who are current members of the SDSU Alumni Association shall be chosen by the SDSU Alumni Association. These individuals shall be non-voting ex-officio members of the Senate.

4.0 Elections

4.2 Elections to the Senate

4.2.6. The Senate seat of an elected member shall become vacant when ~~he or she~~ the individual (a) resigns from the Senate, (b) becomes an ex officio member of the Senate, (c) is elected as a member of the Senate representing another employee group (d) is absent but represented by a substitute for more than five consecutive regular meetings, ~~(d)~~ (e) is absent and unrepresented for three consecutive regular meetings, ~~(e)~~ (f) is absent with or without representation for five of eight consecutive regular meetings excluding those occurring while the member is on official leave, ~~(f) fails to meet the eligibility requirements for membership in the Senate~~ or ~~(g)~~ (g) goes on leave, regardless of reason, for more than one semester, (h) separates from the university or dies.

4.2.7. Members that fail to meet the eligibility criteria due to a change in job status (e.g. a tenured and probationary faculty member becoming a member of MPP or entering FERP) may finish serving their current term in the Senate, but if they hold a position of officer, they shall relinquish that position immediately. Likewise, those who are no longer eligible to serve in a Senate Committee due to a change in job status can finish the current term, but if they hold the position of a committee chair, they shall relinquish that position immediately.

Rationale: This proposed language has several parts that are all connected

1.1 The definition of "faculty" is updated and clarified. It is now in agreement with the definition of faculty in Bylaws 7.2.1. Employment status will determine who is what. Faculty members have to be members of Unit 3 CBA. Full-time deans are not considered faculty anymore given they hold a full-time MPP appointment. This change was proposed by CBL in 2019 but only received the first reading back then. We propose it anew. Senators were then worried about implications for the remainder of the policy file. CBL members went through all 1000 mentions of "faculty" in the policy file and found that this new definition solves ambiguities and contradictions and does not add any. Examples are given below.

Otherwise, section 1.1 only clarifies matters. No new policy is introduced. E.g. FERP faculty are currently not considered "tenured and probationary faculty" given they have no full-time appointment. The current policy language is hard to understand. The proposed language makes this clear. Temporary contingent faculty include library and SSPAR faculty with temporary appointments, yet the current language states that temporary faculty hold instructional appointments. The language is outdated. Different distinct groups of faculty are listed in 1.1 in an attempt to clarify the language

In particular, note that deans with a part-time MPP appointment (not many are left) are members of the "faculty" but not of the "tenured and probationary faculty". The same holds for FERP faculty. This implies that they can serve on most committees; however, senators representing colleges need to be "tenured and probationary faculty". UCC asks for a "representative" from each college so full-time MPP members can serve in that committee.

1.3 Based on a referral from the officers we propose to add two ex-officio members to the Senate. The Dean of the College of Graduate studies as voting member. The VP of Information Technology as a non-voting member.

1.4 Rules on when a senate seat becomes vacant are updated. We recently, unfortunately, lost a senator who died; campus members can now be elected based on more than one job description (auxiliary staff and lecturer). All prompts new language.

We also clarified what happens when someone's status changes (MPP, FERP). We propose that they can finish their term. They also have to step down from leadership positions, unless they stay eligible to serve on the committee under their new job description.

Excluding MPP-deans form the definition of faculty takes care of the following ambiguities in the current version of the policy file.

Faculty to Advisory Committee to the Trustees Committee for the Selection of the President (ACTCSP)- 4.7 page 15
CURRENT POLICY: one AVP/Dean and 2 faculty, which can also be dean
PROPOSED POLICY: faculty on ACTCSP cannot be dean

5-year Review Dean and Deans Office- 2.3.1 page 74
CURRENT POLICY: Review Panel includes Internal faculty (6) which can be the Dean or Associate Dean of the college under review
PROPOSED POLICY: deans can not serve here in role of faculty

All tenured and probationary faculty employee shall be eligible for sabbatical leave., page 147.
CURRENT POLICY: This includes the MPP-deans, even though the CBA excludes them
PROPOSED POLICY: deans not included in those that are eligible for sabbatical

"For reappointment and tenure consideration, committee members must be tenured faculty employees of any rank
CURRENT POLICY: Associate Deans are allowed to serve on departmental RTP committees

PROPOSED POLICY: They are no longer able to serve on a departmental RTP committee
NOTE: FASS advices Associate Deans not to serve on departmental RTP committees.

To: SEC / Senate
From: Arlette Baljon, Chair, Constitution and Bylaws Committee
Date: March 15, 2022
Subject: ACTION: Amend Membership of the Committee on Committees and
               Elections **(first reading)**.

The CBL Committee moves that the Senate adopt the following changes to Senate
policy file (Bylaws).

3.6. Committee on Committees and Elections

3.6.1. Membership (14):

3.6.1.1 Ex-officio: (2) : Chair of Staff Affairs or designee; the Associated Students'
Shared Governance Assistant.

3.6.1.2 Selected (12) nine faculty senators**,** one from each college, SDSU Imperial
Valley, and the Library; three additional faculty, one each from the College of Arts
and Letters, the College of Professional Studies and Fine Arts, and the College of
Sciences*. ~~Committee~~ These members shall be selected by their respective college
senators and affirmed by vote of the Senate. The term of office shall be for one year
and begins at the last regular spring meeting of the Senate; it may be extended. The
first meeting of each term shall occur immediately following the last spring meeting
of the Senate and ~~it shall be chaired by~~ the outgoing chair shall chair it. The business
of the first meeting shall be to elect a successor to the outgoing chair.

*CAL, SCI, and PSFA have historically held the largest FTEF and are thus accorded an
additional member to assist with committee staffing. This is consistent with the CSU
Academic Senate, which allots two senators to each campus, and three senators to
the largest of the campuses.

Rationale:

Staff Affairs: The Chair of Staff Affairs asked to have a staff member on CCE so that
Staff Affairs would get committee information quicker and more efficiently. In other
words, Staff Affairs felt that it would speed up the process of staffing committees
and relaying committee vacancy information with interested staff members.

Associated Students (AS): AS recently established a position (i.e., the Shared
Governance Assistant) that essentially does the same job as CCE, but with students.
Historically placing students on committees has been difficult, so this change would
facilitate the process of placing students on committees as well as create a more
active and consistent line of communication between the CCE and AS.

To: SEC / Senate
From: Arlette Baljon, Chair, Constitution and Bylaws Committee
Date: March 15, 2022
Subject: ACTION: FAC membership **(first reading)**.

The CBL and FAC Committees move that the Senate adopt the following changes to Senate policy file (Bylaws).

3.5. Committee on Faculty Affairs

    3.5.1. Membership (~~13~~14):

        3.5.1.1 Ex officio (non-voting): Associate Vice President for Faculty Advancement and Student Success or designee, Associate Vice President for Student Affairs and Campus Diversity-Faculty/Staff or designee, and the Director of the Center for Teaching and Learning or designee.

        3.5.1.2 Appointed: nine "Tenured or Probationary Faculty", one from each college, the Library, and SDSU Imperial Valley; one "Temporary Faculty" or coach; one tenured, probationary or temporary Student Services Professional Academic Related. All shall be nominated by the Committee on Committees and Elections and appointed by the Senate for three-year terms; at least three shall be elected senators.

        ~~3.5.1.1 Appointed: nine tenured and probationary faculty members and one non-tenure-track lecturer or coach as defined in Sec.1 of the Bylaws. There shall be at least one member from each college, the Library, and SDSU Imperial Valley. All shall be nominated by the Committee on Committees and Elections and appointed by the Senate for three-year terms; at least three members shall be elected members of the Senate.~~

        ~~3.5.1.2 Ex officio (non-voting): Associate Vice President for Faculty Advancement and Student Success or designee, Associate Vice President for Student Affairs and Campus Diversity-Faculty/Staff or designee, and the Director of the Center for Teaching and Learning or designee.~~

Rationale:

Unit 3 faculty are defined in the Collective Bargaining Agreement as including instructional faculty, coaches, counselors (SSPAR), and librarians. Currently the Committee on Faculty Affairs lacks a representative from the SSPAR faculty, which include counselors in Student Affairs and Academic Affairs. Adding a member of the SSPAR faculty to the committee would

mean greater representation for that group on this important campus committee tasked with representing all SDSU faculty.

To: SEC / Senate
From: Arlette Baljon, Chair, Constitution and Bylaws Committee
Date: March 15, 2022
Subject: ACTION: Referred Item #52: Amend Senate Executive Committee (SEC)
          Membership Policy to Reflect Parliamentarian & Senate Analyst **(first reading)**.

The CBL Committee moves that the Senate adopt the following changes to Senate policy file (Bylaws).

3.1.   Executive Committee

> 3.1.1.   Membership (22): The Executive Committee shall consist of 19 ex officio members and three elected members.
>
> > 3.1.1.1.   Ex officio (voting): Chair of the Senate (who shall be the Chair of the Executive Committee); Senate Vice-Chair; Secretary of the Senate (who shall be the Secretary of the Executive Committee); Treasurer of the Senate; the Chairs of the Committees on (a) Academic Policy and Planning, (b) University Resources and Planning, (c) Faculty Affairs, (d) Committees and Elections, (e) Constitution and Bylaws, (f) Undergraduate Curriculum, and (g) Diversity, Equity, and Inclusion; a CSU Academic Senator chosen from and by the CSU Academic Senators; Provost and Senior Vice President; Chair of Undergraduate Council; Chair of Graduate Council; President of the Associated Students or designee and; a staff senator chosen from and by the staff senators.
> >
> > 3.1.1.2.   Ex officio (non-voting): President of the university's chapter of the faculty unit's collective bargaining agreement; the Immediate Past Chair of the Senate.
> >
> > 3.1.1.3.   Elected (voting): Three faculty senators elected from and by the elected members of the Senate, with no more than one from a college or equivalent academic unit.

3.1.2.   The Senate Parliamentarian and the Senate Analyst support the function of the committee, and as such may attend regular and confidential meetings; however they are not active members of the committee. They may not vote or make motions, and may only address the body by invitation of the Senate Chair.

Rationale: Senate Officers request that CBL review and amend SEC membership policy to reflect the roles of the parliamentarian and senate analyst. Currently, the parliamentarian attends SEC meetings in an advisory/non-voting role; the senate analyst supports senate officers in running meetings. These roles and practices are not documented in the Policy File.

TO: Senate Executive Committee / Senate
FROM: Kate Holvoet, Chair, Senate Library Committee & Keven Jeffery, Chair, Committee on Faculty Affairs
DATE: March 9, 2022
RE: Revision to Policy File: Reappointment, Tenure, and Promotion: Criteria (Excluding Library Faculty and Student Affairs Faculty) 3.2 Teaching Effectiveness, 3.2 Professional Growth, and Retention and Development 2.2

Action:

Reappointment, Tenure, and Promotion: Criteria (Excluding Library Faculty and Student Affairs Faculty) [pg 156]

3.1 Teaching Effectiveness: The primary qualification for reappointment, tenure, or promotion shall be a demonstration of continuing excellence in teaching. Criteria for evaluating teaching effectiveness may include: command of the subject and currency in the field; skill in organizing and presenting material in ways that engage and motivate diverse student populations to participate in their own learning; ability to foster critical thinking; integration of professional growth into the curriculum; reflection upon and adjustment of teaching strategies in response to assessment of student learning; and use of innovative or creative pedagogies. Evidence for evaluating teaching effectiveness shall include student evaluations of instruction applied in appropriate teaching situations (e.g., classroom teaching, public lectures, seminars, studio, or laboratory teaching). Evidence also may include: peer evaluations of teaching; creative course syllabi with clearly-stated learning outcomes; honors and distinctions received for excellence in teaching; textbooks; development of instructionally related materials, including authoring or adapting Open Educational Resources (OER); use of new technologies in teaching and learning; involving and mentoring students in research, scholarship, or creative activities; significant contributions to curriculum development; and contributions to student recruitment, advising, mentoring, and retention. Where appropriate, faculty are encouraged to contextualize all evidence within a continuing process of reflection and adjustment intended to promote a learner-centered and evidence-based approach to teaching effectiveness.

3.2 Professional Growth: A consistent pattern of continuous growth in research, scholarship, or creative activity that is relevant to the discipline or field of study shall be essential to the teaching effectiveness of faculty members, to the body knowledge of the profession, and to the mission and stature of the university. Criteria for evaluating [end of page 156]

[top of page 157] professional growth shall include: significant and sustained contributions of high quality to the field; a well developed, coherent, and focused research plan or artistic vision; originality of thought and creativity; a demonstrated capacity for independent

intellectual progress; and innovative contributions to the body of knowledge. Evidence for evaluating professional growth, as identified and defined in department or school and college guidelines, shall comprise: externally reviewed professional growth activities including, as a primary and necessary element, refereed traditional or Open Access (OA) publications of merit (which may include contributions to the scholarship of teaching and learning), or juried or curated exhibitions and performances. In appropriate disciplines, extramural grant funding may be required to support research, but grant funding is not in and of itself sufficient for tenure and/or promotion. Evidence published in OA venues that allow OA archiving of pre or post-print versions or peer-reviewed journals that are entirely OA supports SDSU's responsibilities to the public interest by making quality scholarly work freely accessible. Additional evidence of research, scholarship, and creative activity that supports the primary evidence above may include: presentation of scholarly papers; non-refereed or invited publications, exhibitions, and performances; translation and annotated editions; awards, grants, and honors received; journal or book editing; and leadership of and participation in seminars, workshops, institutes, and competitions. Quality of the evidence may be identified in several ways, appropriate to the various disciplines, and may include: published or unpublished reviews of a candidate's work; external reviews; number of citations for a published work: journal metrics; acceptance rates; stature of journal or book editorial boards; and/or reputation of the traditional or OA journal or publisher in the field. The candidate shall delineate his or her role/contribution in all scholarly works. [pg 157]

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Retention and Development [pg 166]

 1.0 The retention and development of faculty shall be a crucial call for actions by the university administration, by colleges, schools, and departments, and by faculty.

2.0 The university administration, colleges, schools, and departments shall provide appropriate material resources to foster and support retention and development.

> 2.1 Funding opportunities for retention and development shall be made available to faculty throughout the calendar year.

> 2.2 Sabbaticals, leaves, and research grants, and OA publishing fees shall be recognized as essential for retention and development and supported accordingly.

2.3 Initiatives, programs, committees, presentations, and other efforts directed at retention and development shall be supported accordingly.

3.0 Colleges, schools, and departments shall establish and maintain programs to foster retention and development.

Rationale:

As part of the 2021 [Resolution of the University Senate in Support of Open Access Publishing for Faculty Publications](#) the University Library is tasked to work with the Senate Faculty Affairs committee to create a campus Open Access (OA) policy. During the resolution process campus faculty expressed concerns that OA articles would not be well received by their departments in the RTP process. The proposed language acknowledges that OA publishing supports the University's social obligations to our broader community, and explicitly allows OA publishing in journals of merit to be used as evidence for Professional Growth in the Retention, Tenure, and Promotion process. Similarly, in AY 2015-16 the University Senate passed the [Resolution in Support of Open Educational Resources (OER) as a Means to Reduce Textbook Costs](#)**.** Calling out the creation of OER course materials as allowable evidence of Teaching Excellence is a way to ensure that faculty OER activity in support of students and university goals can be considered during the RTP process.

To: SEC / Senate

From: Suzanne Finch, Co-Chair, Freedom of Express Committee

Date: March 1, 2022

Subject: ACTION: Request to amend Article 8 and Appendix B of SDSU's Building and Grounds Regulations regarding amplified sound rules

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ACTION: The CBL Committee moves that the Senate adopt the following changes to SDSU's Building and Grounds Regulations in section 8.0 and Appendix B:

8.0   Sound Amplification

Use of amplified sound in outdoor space is restricted and must be approved in advance to designated outdoor campus locations in order to preserve the academic and research mission of the University.

8.1   Amplified sound is permitted in designated campus outdoor locations ~~from noon to 1:00 p.m.,~~ from 10 a.m. to 2 p.m. Monday through Friday; in the Cal Coast Credit Union Open Air Theatre and on restaurant patios per pre-established guidelines; and at Athletics events. For a list of designated campus outdoor locations see **Appendix B**.

8.6.4   A representative from the organization or individual requesting sound amplification in campus outdoor space must be available throughout the event to respond to requests from Student Life & Leadership or Athletics should complaints about sound amplification be received.

APPENDIX B

SAN DIEGO STATE UNIVERSITY
DESIGNATED LOCATIONS FOR AMPLIFIED SOUND

B.4   North Centennial Mall (northeast side)   microphone only
(East Commons Courtyard)

Rationale: The current policy allows only five hours of amplified sound on the SDSU campus each week. Amplified sound must be preceded by a permit issued through Student Life and Leadership, however, the majority of the Freedom of Expression committee determined that the hours were too restrictive to allow for rallies, demonstrations or protests that used some manner of voice amplification.

The proposed changes:
8.1 – expand the hours amplified speech can be permitted on campus
8.6.4 – mandates individuals as well as groups be available throughout the event to respond to complaints arising from amplified speech
B.4 – clarifies the wording of "North Centennial Mall"

REGULATIONS FOR USE OF SAN DIEGO STATE UNIVERSITY BUILDINGS AND GROUNDS

Updated: Fall 2018

8.0   Sound Amplification
Use of amplified sound in outdoor space is restricted and must be approved in advance to designated outdoor campus locations in order to preserve the academic and research mission of the University.

8.1   Amplified sound is permitted in designated campus outdoor locations from noon to 1:00 p.m., from 10 a.m. to 2 p.m. Monday through Friday; in the Cal Coast Credit Union Open Air Theatre and on restaurant patios per pre-established guidelines; and at Athletics events. For a list of designated campus outdoor locations see **Appendix B**.

8.2   Amplified sound permissible levels are as follows:

8.2.1 90 decibels when measured 50 feet from the sound source.
8.2.2 65 decibels when measured from inside the nearest classroom or office.

8.3   Requests for exception to the permitted time, locations and/or type of sound amplification may be submitted for consideration with a reservation request for use of outdoor space through Student Life & Leadership (Conrad Prebys Aztec Student Union, Room 210, 619-594-5221) and will be considered on a case by case basis.

8.3.1 Requests for Amplified Sound at events that contribute to the overall quality of campus life may be approved. Examples of these events are Aztec Nights and Green Fest.

8.3.2 The type of sound requested and the proximity of the location to classrooms, outdoor instructional area, and residential halls will be taken into consideration before any exception is granted.

8.3.3 Approval by the Vice President for Business and Financial Affairs is required.

8.4   Approval Process

8.4.1 Requests for Use of Amplified Sound in Campus Outdoor Spaces
Requests for use of amplified sound in any campus outdoor space are to be submitted with a reservation request for use of campus outdoor space through Student Life & Leadership located in Conrad Prebys Aztec Student Union, Room 210 (619-594-5221).

8.4.2 No approval for use of Amplified Sound will be granted during Final Examination periods.

8.5 Sound Amplification Equipment
The University does not provide sound amplification equipment. Such equipment must be provided by the event/activity sponsor and used in compliance with the regulations.

8.6 Noise Complaints
Complaints regarding outdoor amplified sound should be directed to Student Life & Leadership (619-594-5221) or Athletics (619-594-3019), as applicable.

8.6.1 Upon receipt of a complaint about amplified sound, Student Life & Leadership or Athletics shall verify that the amplification sound level complies with standards in **8.2**.

8.6.2 If the sound level exceeds the standards, the sound amplification shall be immediately reduced to a level in accordance with the above or the amplification may be turned off.

8.6.2.1 Environmental Health & Safety will assist Student Life & Leadership or Athletics in regulating sound levels according to the above standards from microphones permitted in all other outdoor spaces.

8.7.3 Noise complaints received by University Police will be directed to Student Life & Leadership or Athletics, as applicable, for regulating in accordance with the permissible decibel levels stated in **8.2**.

8.6.4 A representative from the organization or individual requesting sound amplification in campus outdoor space must be available throughout the event to respond to requests from Student Life & Leadership or Athletics should complaints about sound amplification be received.

APPENDIX B

SAN DIEGO STATE UNIVERSITY
DESIGNATED LOCATIONS FOR AMPLIFIED SOUND

B.1   Conrad Prebys Aztec Student Union

Lee and Frank Goldberg Courtyard	band, DJ system, amplifier, iPod dock, bullhorn, musical instruments, microphone
North Grand Entry, 3rd Floor Terrace, Flagpole, North West Patio	iPod dock, microphone

B.2   Campanile Walkway (flagpole)   iPod dock, musical instruments, microphone

B.3   Scripps Cottage (patio)   iPod dock, musical instruments, microphone

B.4   North Centennial Mall (northeast side)   microphone only
       (East Commons Courtyard)

B.5   South Campus Plaza (lawn)   iPod dock, musical instruments, microphone

Amplified sound is also permitted at the following campus locations:

B.5   Athletics Facilities   amplifier, microphone

B.6   Cal Coast Credit Union Open Air Theatre   per pre-established guidelines

B.7   Restaurant Patios (Oggi's, Eureka, Broken
       Yolk, Epic Wings only)   per pre-established guidelines

Amplified sound is permitted at the Imperial Valley Campus at the following locations:

To: SEC / Senate
From: Pamella Lach, Chair, Academic Policy and Planning Committee (AP&P)
Date: February 23, 2022
Subject: ACTION: Tenure Track Planning Committee Policies (Referral #45)

The Academic Policy and Planning Committee (AP&P) moves that the Senate adopt the following changes to UNIVERSITY POLICIES: Committees and Councils:

Tenure-Track Planning Committee

1.0   **Membership (6):** ~~Provost,~~ Chair of the Senate, Chair of Academic Policy and Planning, Chair of University Resources and Planning, Chair of Faculty Affairs, Chair of Diversity, Equity and Inclusion. For colleges not otherwise represented among these Senate positions, membership will be augmented with a tenured or tenure-track faculty representative from each missing college planning committee to ensure that each college has at least one representative on the Tenure-Track Planning Committee. All colleges shall be represented: Arts and Letters, Education, Engineering, Fowler College of Business, Health and Human Services, Professional Studies and Fine Arts, Sciences, University Library and Imperial Valley.

The Chair of TTPC will determine any gaps and coordinate with the Chair of the Committee on Committees and Elections. CCE will oversee the filling of vacancies within the relevant colleges. Members are not required to be current Senators.

The Provost shall serve in an advisory capacity to the committee.

2.0   **Function and Process:** The Committee shall annually consider the Senate's Tenure-Track Planning policy and programming initiatives, review requests and supporting documentation, and recommend to the Provost the allocation of new and vacated tenure-track faculty positions.

2.1   The Provost should provide to the TTPC in the Spring semester the number of hires and search proposals for searches that will launch in the following academic year. In the event final budgetary information is not available, the number of vacated faculty lines, new hires, and search proposals will be shared with the TTPC as soon as possible.

2.2   Each committee member will solicit feedback from their respective college planning committee about the process of shared governance utilized in each college's planning process. That information will be shared with the entire TTPC as part of the committee's overall recommendations.

2.3   The TTPC will make its preliminary recommendations by the end of the Spring semester based on the guidelines of the Tenure Track Planning policy, Building on Inclusive Excellence policy, and any other relevant policies or directives.

3.0   **Recommendation:** After appropriate consultation with the Tenure-Track Planning Committee, the Provost shall determine and communicate to the university a decision concerning allocation of the distribution of new faculty lines across academic affairs.

Rationale: The Tenure Track Planning Committee recommends the following updates to the policy file in order to strengthen the shared governance process related to tenure track planning. First, TTPC proposes membership composition that ensures each college is represented on the committee by augmenting current membership beyond the chairs of the Senate, AP&P, UR&P, FA, and DEI. In so doing, we compensate for committee composition that might otherwise be skewed (e.g. in AY 2021-2022 four of the five chairs are library faculty). Second, TTPC recommends the creation of a feedback mechanism whereby college planning committees can communicate to TTPC their internal planning and governance processes to ensure that the faculty voice is not lost in the overall campus planning process.

TO: SEC/Senate
FROM: Gloria Rhodes, Chair, Diversity, Equity, and Inclusion Committee
DATE: March 15, 2022
SUBJECT: **ACTION:** address the issues with DEI membership related to changes in position titles / campus reorg. We are recommending specifically, to look at the AVP-FASS overlap with Provost designee and the Chief Diversity Officer / VP Student Affairs and Campus Diversity (which are now the same person/position). Referred by email Oct 11 (no official referral issued).

The Committee on Diversity, Equity, and Inclusion respectfully submit for University Senate approve the revised membership positions resulting from the reorganization of the former Division of Students Affairs to current Division of Student Affairs and Campus Diversity, and the former Office of Employee Relations and Compliance to current Center for Harassment and Discrimination.

3.9. Committee on Diversity, Equity, and Inclusion

3.9.1. Membership (~~24~~23):

~~Nine faculty, one of whom shall chair, including one from each college, the Library, and SDSU Imperial Valley, at least one of whom shall be a Senator; two students, including a representative from the Associated Students; one staff representative;~~

> 3.9.1.1. Ex-officio (11): the Associate Vice President for Academic Affairs - Enrollment or designee; ~~the Vice President for Student Affairs or designee;~~ the Vice President for Student Affairs and Campus Diversity & Chief Diversity Officer or designee; the Chair of the Senate or designee; the Provost and Senior Vice President or designee; ~~the Director of the Office of Employee Relations and Compliance;~~ the Director/Title IX Coordinator- Center for Prevention of Harassment and Discrimination ~~Diversity Officer of Students or designee~~; Senior Associate Vice President for Student Affairs and Campus Diversity or designee; the Associate Vice President for Faculty Advancement and Student Success or designee; the Chair of Tribal Relations, Tribal Liaison or designee; the Associate Chief Diversity Officer for HSI and Regional Affairs; the Director of the Center for Human Resources or designee; the Director of Student Ability Success Center or designee.

> 3.9.1.2 Appointed (12): nine faculty members, one of whom shall chair, including one from each college, the Library, and SDSU Imperial Valley, at least one of whom shall be a Senator, nominated by the Committee on Committees and Elections and appointed by the Senate; one staff member selected by the Staff Affairs Committee in consultation with the staff senators and confirmed by the Senate, and two students including a representative from the Associated Students appointed in accordance with procedures

established by the Associated Students.

3.9.1.13. The appointed faculty members shall serve three-year, staggered terms.

3.9.1.24. Membership on the committee shall include representation from diverse campus groups.

3.9.1.35. The chair of the Committee, in consultation with the President, may request the service and advice of educational and community leaders.

Memorandum

March 7, 2022

To: Senate Executive Committee/University Senate

From: Joanna Brooks, Chair, Undergraduate Council

RE: Information item- Undergraduate Council
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The Council met on Friday, March 4. Members in attendance were Brooks, Colquitt (CAL), Kim (FCB), Huang (ENG), Pruitt-Lord (HHS), Kiczek (for Jarocki) (LIB), Abdel-Samad (PSFA), Donyanavard (SCI), Schenkenfelder (AS), Sean Stauffer (AS), Lozada-Santone (ED), Molina (SACD). The Council addressed the following items:

- College Insights data-driven student success meetings with colleges have been concluded, and all colleges will present their plans at the Provost's Retention Forum on March 18.
- The Coordinated Campuswide Plan for Student Success for AY 22 -23 is under development.
- The Council is reviewing current Policy File language on student grievances to address concerns about redundancy and unnecessary adversarialism in the process. In collaboration with AVP Mitchell and Ombuds Hess, AVP Brooks drafted proposed language to create distinct pathways for grievances related to grades only (modeled on other CSU campuses) and to clarify the referral process for dishonesty related grievances. This item is here: [Referral on Student Grievance Procedure](#). Discussion will be continued to April to allow for AS representatives to check in with their constituencies.
- Undergraduate FASS intern Lauren Holliday has designed a new virtual Student Success Hub [website](#) as a first stop for student success queries; her design has been received with appreciation by FASS and StratComm and discussions are underway to institutionalize for the campus.
- The Council received from Greg Wilson and the GE Curriculum committee proposed [policy language](#) to streamline curricular review processes; discussion will be continued to April.
- After receiving comments from the campus on the action item regarding elimination of the WPA, the Undergraduate Council concluded that the matter should be referred to the GE Curriculum committee and AVP CAA to solve potential conflicts with the 120-unit rule.
- Assistant Dean Christine Molina provided a [report](#) on initial outcomes from the Coordinated Care Advising program: during Fall 2021, advisors held ~3000 1:1 advising meetings with first-time frosh and conducted intensive proactive outreach to students

who remained unregistered 48 hours after their scheduled registration time; the campus saw an all-time high 96% Fall to Spring retention rate.
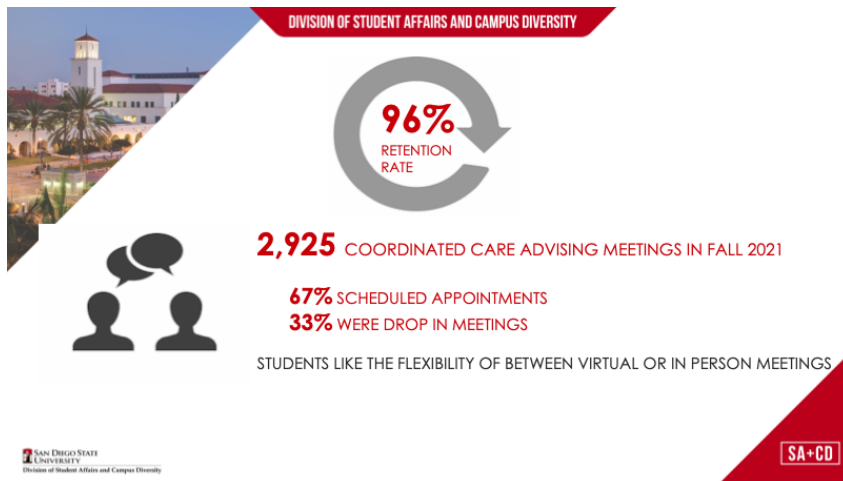
- AS VP Jennifer Schenkenfelder reported
  - Elections coming up–campaigning starts March 11
  - College council activities include initiatives to build student involvement with on-campus activities
  - Partnering with Academic Affairs on addressing instructors staying on Zoom after February return to campus
- Dr. Rosalio Cedillo (Reenrollment analyst; FASS) provided a report on transportation as a factor in the academic success and graduation of economically precarious students from the SDSU service area. Emerging research indicates that transportation is a top factor in Latinx student retention and success specifically. Dr. Cedillo's research shows that students living in south San Diego County face one-way travel times 2x - 3x longer on mass transit than by private vehicle. Undergraduate Council would like to refer this report to the attention of the SEC and Sustainability Committee, for further exploratory research into the feasibility of working with local agencies to develop better transportation options for these students.

Table 2: Average Minutes to Commute to SDSU from South Bay San Diego (Reenrollment Campaign 3+ Precarity Students)							
Metro Region/Community	N	Shortest Drive Time	Longest Drive Time	Combined Mean Drive	Shortest Public Transport	Longest Public Transport	Combined M
South Bay San Diego	36	19.5	31.75	25.63	81.61	96.11	88.86
National City	5	14.4	23.2	18.8	63	75.6	69.3
Chula Vista	13	19.85	33.62	26.74	87.31	103	95.16
San Ysidro	4	22.5	35	28.75	89.25	99.75	94.5

Estimated Time to Commute Data collected from Google Maps

https://docs.google.com/spreadsheets/d/18ZJjwUJKE-XPg62H9S02fPfMWMQNJ4XHfLQlCNZ_804/edit?usp=sharing

- Tabled until next meeting: In response to concern about the length of the syllabus template, FASS in partnership with AVP Mitchell is drafting a student information letter to convey essential information.

TO: Senate Executive Committee / Senate
FROM: Keven Jeffery, Chair, Committee on Faculty Affairs
DATE: March 9, 2022
RE: Information: Referral (07/2020): Faculty Rights, Workloads and Well- Being During Coronavirus

Information Item

In regards to the referral, Faculty Rights, Workloads and Well- Being During Coronavirus (07/2020).

"Because of the impacts of the pandemic on the SDSU budget, Senate Officers request that Faculty Affairs research previous Senate responses to budget cuts and strategies used to support the best interest of faculty members at all levels during budget decision-making in order to develop guiding principles and strategies regarding Faculty rights, workloads and well-being."

The referral the Committee on Faculty Affairs was asked to consider included the COVID-19 effect on 1) the delaying of the tenure clock, 2) new faculty start-up packages and offer letters, 3) faculty workload, 4) the reduction of temporary faculty lines, 5) the reduction in research time, 6) the impact on access to library resources, 7) a potential summer scholarship freeze, 8) faculty furloughs, and 9) the reduction in faculty productivity.

As some items were considered as part of separate referrals to the Committee on Faculty Affairs and led to procedural changes implemented by Faculty Advancement (1,3,5,9), or were not in fact critically impacted by COVID-19 (2,4,6-8) the Committee on Faculty Affairs has decided it is not necessary, or in some cases not possible, to consider these matters further at this time.

TO: Senate Executive Committee / Senate
FROM: Keven Jeffery, Chair, Committee on Faculty Affairs
DATE: March 9, 2022
RE: Information: Provost's RTP Task Force Report

Information Item

The Committee on Faculty Affairs received the following report from the Provost's RTP Task Force. The committee will consider this document to determine if suggestions for policy or procedural change should result.

Provost's RTP Task Force Report

To:	Provost Hector Ochoa
	Senate Faculty Affairs Committee
From:	Provost's RTP Task Force: Peter Torre & Joanna Brooks, co-chairs; members
	Sasha Chizhik, Jeffrey Roberts, Eugene Olevsky, Peggy Shannon, Paula Peter, Pam Lach, Ramona Perez, Mark Reed, Mari Zuniga, John Penrose, Jeannette Shumaker [Past members: Mel Hovel, DJ Hopkins, Seth Mallios, Carlos Herrera, Khaled Morsi, Marilee Ludvik]
Date:	January 31, 2022
Re:	Recommended changes to RTP process for your consideration

_____

In Fall 2020, Provost Hector Ochoa convened an RTP Task Force to address several considerations identified after his first year participating in the SDSU RTP process. (Committee archives including minutes, agendas, and working drafts are available here.) The task force has identified recommendations that we are conveying for consideration by the Faculty Affairs committee.

1.   The Provost should be allowed to consult with the Dean or with other levels of review as they formulate a final University recommendation, but must disclose this additional consultation in the Provost recommendation letter.

2.   To support better preparation of reviewers:
   a. each college should designate a faculty RTP representative to meet with committees, chairs, and deans, to educate them on current university guidelines,
   b. an FAQ should be developed and disseminated to reviewers, and
   c. every reviewer should sign a form attesting that they will maintain confidentiality and independence of perspective and that when a faculty reviewer self-discloses a conflict of interest with a candidate they will recuse themselves from deliberation on that candidate's case. A definition of conflict of interest appropriate to the RTP process should be developed by the appropriate shared governance bodies.

3.   To support better evaluation of teaching effectiveness of the faculty instructor of record (in case academic student employees are a part of the instructional team) three questions should be added to course evaluations:

   a. Approximately, what percent of this course relied on lectures completed by someone other than the instructor on record? 0, 20, 40, 60, 80, or 100%
   b. Approximately, what percent of the course was a teaching assistant assigned to the course, lab, or studio? 0, 20, 40, 60, 80, or 100%.
   c. Across the modalities (i.e., online, hybrid, or face-to-face) used over the entire duration of this course, in approximately what percent of course sessions did technical difficulties detract from the final course quality? 0, 20, 40, 60, 80, or 100%.

4. Colleges and units should continue to make their own decisions regarding external reviews. Helpful information to consider is available here. Whenever possible, SDSU should advocate with the appropriate CSU system-level offices to rescind the contractual regulations preventing anonymous external review.

5. Colleges and academic units should review their RTP criteria to ensure that community engaged scholarship, when appropriate to the discipline, is valued as professional growth in alignment with policy statements or recommendations from relevant disciplinary and professional organizations. Best practices in evaluation of community engaged scholarship are also surveyed in this document.

6. Given the documented impacts of cultural taxation, a pattern of disproportionate responsibility for service allocated to historically underrepresented faculty, data on equity gaps in promotion outcomes should be shared with academic units; continuing reflection and discussion should be supported.

7. To support colleagues who experience gaps in their professional growth record after promotion to Associate due to circumstances:

● The Faculty Affairs committee should be encouraged to eliminate the words "continuous" and "consistent" from the Policy File so that they are not used by reviewers to disadvantage faculty seeking promotion to Professor when there are gaps in their record of professional growth (due to personal or family issues, or service demands, or professional redevelopment, or other forces beyond the control of the faculty member).
● The Faculty Affairs committee should be encouraged to eliminate the language "beyond that which is required for promotion to Associate Professor" as a characterization of criteria for promotion to Professor. This language is vague and confusing and should be revised to include specific criteria. (If the Faculty Affairs committee is interested, as a reference they can find one way to consider revising the policy here.)
● Reviewers should be instructed to view gaps in professional growth activity due to personal or family issues, or service demands, or professional redevelopment, or other forces beyond the control of the faculty member (e.g., COVID) as normal and to not disadvantage any candidate for promotion to Professor based on gaps in their record so

long as the candidate provides a satisfactory rationale for those gaps and has otherwise demonstrated professional growth that would be expected for promotion to Professor.
- Candidates should be encouraged to address any gaps in their record of professional growth, especially when seeking promotion to Professor.

Additionally, members of the Task Force continue to confer with your committee on the role of the diversity statement in the WPAF and will refer their recommendations (when complete) under separate cover.

To: SEC/ Senate
Date: February 8, 2022
From: Arlette Baljon, Chair, Constitution & Bylaws (CBL) Committee
Re: INFORMATION Policy File Interpretation

CBL was asked by Chizhik (Labor Relations) if the term "tenured faculty" when used in the policy file includes faculty in the Faculty Early Retirement Program (FERP).

In particular they want to know if FERP members are included in the term "tenured faculty" in this section:

UNIVERSITY POLICIES: Administration, Search Committees for University Administrators (Deans)
2.2 An ad hoc 13-member search committee shall be formed each time to recommend a person to fill one of the above positions. The committee shall comprise (a) six tenured faculty members from the college elected by the faculty of the college under the rules governing elections to the Senate,

CBL judged that the term "tenured faculty" is currently undefined in the policy file. At some places FERP members seem to be included (at least as campus practice) but at others including FERP under "tenured faculty" goes against e.g. the CBA.

Given this ambiguity, the fact that policy 2.2 cited above indicates that 6 internal tenured faculty members are serving in dean searches, does not automatically imply that these can be FERP faculty.

Whenever the term "tenured faculty" is used in the policy file it needs to be specified (e.g. which section of the Bylaws is referred to). Corrections and clarifications have to be added to avoid confusion in the future. CBL is willing to help with this process.

Note that: According to the policy Bylaws
3.722 Questions concerning interpretations of the text of a Senate-approved document shall be referred to the [CBL] Committee.
3.723 Interpretations by the Committee shall be reported in writing to the Senate and shall be considered binding unless reversed or altered by action of the Senate.

To: SEC / Senate
From: Pamella Lach, Chair, Academic Policy and Planning Committee (AP&P)
Date: March 7, 2022
Subject: INFORMATION: ERG Reporting

The Academic Policy and Planning Committee (AP&P) annually reviews, discusses, and reports on enrollment, retention, and graduation data and enrollment management policies and outcomes. In fulfillment of this responsibility, we invited Stefan Hyman, Associate Vice President for Enrollment Management, and Tracy Love, Dean of the College of Graduate Studies, to present at our February 22 meeting. This information item summarizes the key data points, which can be accessed via ASIR data dashboards: https://asir.sdsu.edu/enrollment-data/.

Undergraduate enrollment and retention:
Fall 2021 enrollment was ahead of recent years with 41% of resident first-time fresh (FTF) coming from the local community (57% of local FTF applicants were offered admission). Our campus is becoming more diverse over the last decade, though there is concern across the CSU about diminishing numbers of transfer students due to ongoing declines in community colleges. Spring 2022 is similarly strong and shows a record number of cross enrollment between San Diego and Imperial Valley, attributed (at least in part) to the new shuttle service.

Overall, for AY 21-22 we are 1.9% above our resident FTES target from CSU, which is less than projected. Moreover, FTES have not kept pace with increased student headcounts because students enrolled in fewer units this year.

Additionally, this has been a record year for applications, with growth across all colleges and all ethnicities except Indigenous students (from whom applications remained flat). Imperial Valley is seeing a similar rise in applications, though many are from outside Imperial County. AVP Hyman noted upcoming system-wide changes to admissions rankings, with full implementation beginning Fall 2025.

While retention is generally strong—and slightly better for FTF under-represented minority (URM) students—waitlist backlogs present a problem for both retention and ensuring that students enroll in an appropriate number of units (fewer units does not correlate to improved grades). There is a slim equity gap with transfers.

Regarding gender, our enrollment is 58% female. While women in STEM continues to be an issue, women outpace men in graduation across all ethnicities and colleges, and more than the national average.

Provost Ochoa noted that each college received specific reports about their equity gaps and are working to develop specific interventions and plans, in addition to the various innovations and interventions developed by Faculty Advancement and Student Success.

Graduate enrollment:

Fall 2021 saw the highest number of graduate students ever enrolled at SDSU. There are more women than men across all levels, including doctorate. The percentage of URM students (~35% for Fall 2021) is increasing, especially for Latinx and African-American students. We also show strong representation for first-generation students. There is a goal to increase enrollment by 200 students for Fall 2022, which could potentially help with bottleneck classes. The committee discussed several issues with respect to supporting our graduate students, including funding challenges and assigned time for faculty mentoring. Campus-level discussions are under way in these areas.

To: SEC / Senate
From: Sherry Ryan, Chair, University Resources and Planning (UR&P)
Date: March 10, 2022
Subject: INFORMATION: UR&P Budget Communication Process Pilot Year

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The attached report summarizes results from UR&P's pilot study implementing a proposed new budget communication process intended to respond to a Senate Referral dated July 28, 2020, as well as to improve our fulfillment of our charge as stated in the University Policy File.

Senate Committee
University Resource and Planning (UR&P)
Annual Budget Report
March 2022
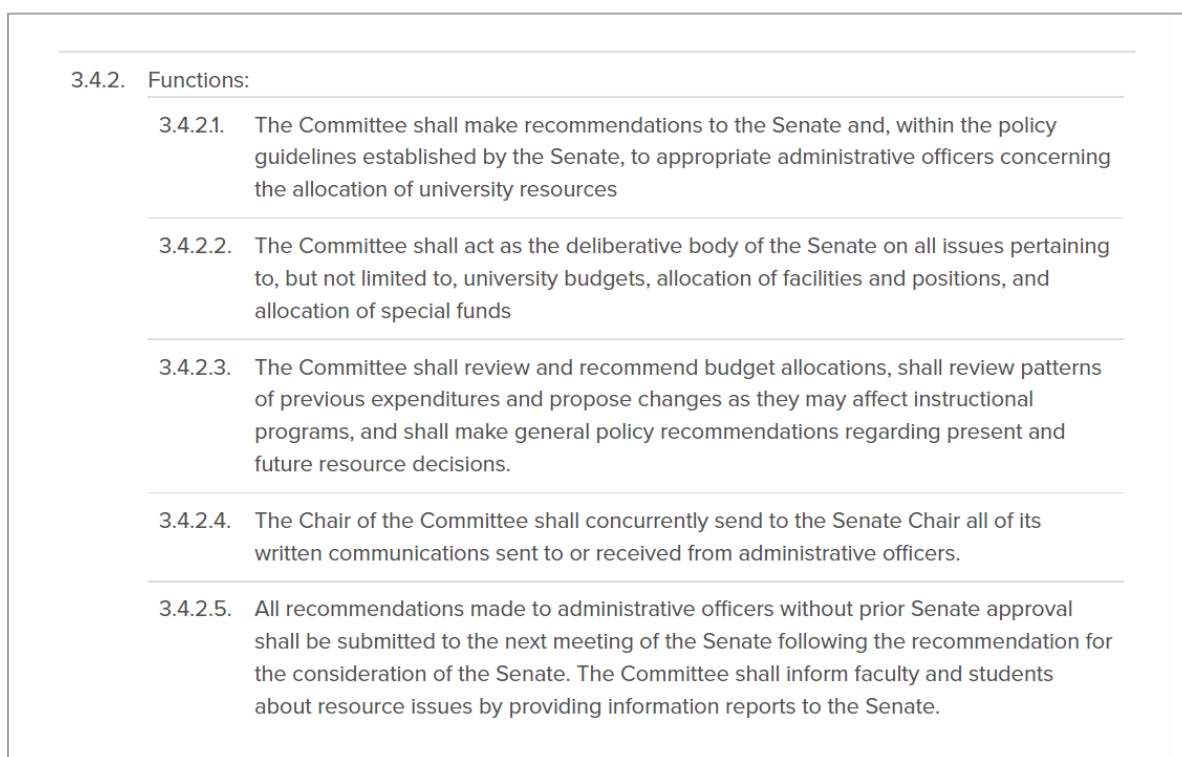
Contents

1. Introduction and Purpose

During AY 2019-2020, a confluence of budgetary events caused the University Senate UR&P committee to examine its role as defined in the University Senate Bylaws (see Figure 1 below) and attempt to fulfill this role in a more meaningful way. The University faced sharp budget cuts that year, and the University community generally felt a great deal of uncertainty about how cuts would affect various constituencies.

The Senate issued a referral to UR&P on July 28, 2020, requesting they draft guiding principles for a university-wide budget planning. The budget "planning" process subsequently developed by the UR&P committee over the AY 2020-2021 was an attempt to respond to this referral. Rather than a planning process, the committee developed a "communication and analysis process" intended to invigorate discussion about budgets at the college and divisional level, shed light on pending budget issues, and ultimately contribute to university-wide improvements in annual budget planning.

> 3.4.2. Functions:
>
> 3.4.2.1. The Committee shall make recommendations to the Senate and, within the policy guidelines established by the Senate, to appropriate administrative officers concerning the allocation of university resources
>
> 3.4.2.2. The Committee shall act as the deliberative body of the Senate on all issues pertaining to, but not limited to, university budgets, allocation of facilities and positions, and allocation of special funds
>
> 3.4.2.3. The Committee shall review and recommend budget allocations, shall review patterns of previous expenditures and propose changes as they may affect instructional programs, and shall make general policy recommendations regarding present and future resource decisions.
>
> 3.4.2.4. The Chair of the Committee shall concurrently send to the Senate Chair all of its written communications sent to or received from administrative officers.
>
> 3.4.2.5. All recommendations made to administrative officers without prior Senate approval shall be submitted to the next meeting of the Senate following the recommendation for the consideration of the Senate. The Committee shall inform faculty and students about resource issues by providing information reports to the Senate.

Figure 1: Extract of University Senate Bylaws: Functions of the Standing Committee on University Resources and Planning (February 2022)

This report presents a summary of the communication and analysis process developed by the UR&P committee during AY 2020-2021, which was broadly shared over the course of its development with the Academic Council of Deans (ACD), with COVP (Council of Vice Presidents), and with the full University Senate. This report further documents the results of a pilot study conducted during AY 2021-2022 to explore collecting and disseminating budget information across all colleges and divisions.

2

In the remaining sections of this report, we describe the UR&P committee's proposed approach, the pilot study approach, the pilot study findings, and then conclude with recommendations for implementing the communication and analysis process next year in AY 2022-2023.

2. Approach

The UR&P committee attempted to develop a process that would be manageable and yield useful results. The committee developed two processes: a broad-reaching, annual process involving all divisions and colleges: and a community referral process whereby any university community member could make a request for budgetary information of concern and receive an informed response within 2-4 weeks. Each of these processes is described below.

2.1 Annual UR&P Communication and Analysis Process

The proposed annual UR&P communication process involves three phases, with the UP&P representative serving as a liaison:

Phase 1 – Budget Review: Each UR&P committee member and their respective division/college leadership team will review the current year budget information relevant to their unit provided by Business and Financial Affairs (BFA) and engage in discussions related to current funding sufficiency and areas for expansion/contraction based upon multi-year planning. The UR&P committee member, in collaboration with their respective division/college leadership team, will document this discussion in the *Division/College Budget Report* (see **Appendix A**). The UR&P committee member will share the Division/College Budget Report with the full UR&P committee.

Phase 1 Deliverable: Draft Division/College Budget Report with operating budget provided by BFA

Phase 2 – Division/College Budget Report Dissemination: Each division/college leadership team will share the Division/College Budget Report with faculty, staff and students in their unit. The mode by which this information is shared (e.g. town hall, email, workshops etc.) will be determined by the division/college leadership team. Budget communication should include sharing of information, as well as collecting input from division/college faculty and staff on budget needs and priorities. A summary of this outreach will be included in the final Division/College Budget Report.

Phase 2 Deliverable: Final Division/College Budget Report with operating budget and community outreach summary.

Phase 3 – UR&P Analysis and Dissemination: The UR&P chairperson will combine the reports from all divisions/colleges and share with the UR&P Committee, which will then formulate observations and recommendations based on this data. These observations and recommendations, along with the combined reports, will be shared with the Senate and PBAC as the UR&P University Budget Report. The combined report will include a set of metrics that allow for cross-divisional comparisons.

Phase 3 Deliverable: Draft and Final UR&P University Budget Report

During the Appendix B shows an annotated yearly schedule for the proposed UR&P communication and analysis process.

2.2 Community Referral Process

At any time during the calendar year, members of the SDSU community may call upon the UR&P committee to clarify budget issues or concerns. The UR&P committee chair will assign these inquiries to a sub-committee of 2 to 3 UR&P committee members who will gather relevant information and then draft a short memo describing their findings. This process is intended to address concerns quickly (within 2-4 weeks) and provide the necessary facts to support informed discussions.

Deliverable: Community Referral Response Memo

2.3 AY 2021-2022 Pilot Study

The pilot study was launched using a modified approach to the annual communication and analysis process. The committee agreed to pilot the approach with volunteer UR&P members and to forego the community outreach. A total of 17 divisions and colleges are represented on the committee in addition to one staff representative, the Senate Treasurer, and two students. Representatives from five of these 17 divisions and colleges volunteered to engage in preparing the Draft Division/College Budget Report. As a precursor to this effort, BFA successfully produced operating budgets for all divisions and colleges that were intended to serve as points of departure for discussions with each division and college resource manager or dean. The AY 2021-2022 operating budgets for all divisions and colleges are contained in **Appendix C**.

Table 1 shows the UR&P committee's membership and the five volunteers offering to prepare Draft Budget Reports.

Table 1: UR&P Membership and Pilot Study Participants

Full UR&P Membership	Pilot Study Participant
Faculty - A&L	
Faculty - FCOB	
Faculty - EDU	
Faculty - ENG	
Faculty - HHS	
Faculty - IV	
Faculty - LIB	X
Faculty - PSFA	X
Faculty - SCI	X
Staff	
Senate Treasurer	
Vice Provost for Academic Affairs or designee	
VP: Business & Financial Affairs or designee	
VP: Student Affairs & Campus Diversity or designee	
VP: Research & Innovation or designee	X
VP: Information Technology or designee	
VP: University Relations & Development or designee	
Director of Business & Financial Affairs	
Business Services Manager at SDSU IV or designee	X
Student	
Student	

3. Pilot Study Findings

Appendix D presents the complete Draft Budget Reports for the colleges of PSFA and Sciences, the University Library, SDSU Imperial Valley, and the Division of Research and Innovation (DRI). The bulleted lists below summarize key weaknesses and opportunities.

3.1 Academic Colleges

PSFA: UR&P committee member Sherry Ryan interviewed Dean Peggy Shannon and Resource Manager Clarence Singh in Fall 2021.

- *Budget Planning Schedule:* Academic year budget planning begins in August when Academic Affairs assigns budget to PSFA, just before start of semester. This short lead time makes real planning virtually impossible. A second mid-year budget meeting occurs with Academic Affairs to make necessary adjustments.
- *Reserves:* Advanced planning for spending or saving reserve funds is important. But unexpected expenses related to deferred maintenance have sidetracked most plans for reserve spending.
- *New Tools:* The resource manager recommended that Academic Affairs develop tools or other resources that would enable colleges to better anticipate their budget.

Sciences: UR&P committee member Donatella Zona provided the Draft Budget Report form to Dean Jeffrey Roberts, who responded to questions in writing in Spring 2022.

- *Uncertainty:* Budget planning is hindered by "irregular and unpredictable" turnover in staff and faculty. Furthermore, a large portion of this college's budget is one-time funds, which contributes to budgetary instability.
- *Complexity of Funding Streams*: Strategic priorities are funded through one-time funds, which is unstable. Other funding streams are related to performance metrics that colleges have little control over (like FTES targets). The college manages two major funding streams, one from the Foundation and the other from the State, lending to complexity.
- *Space Needs:* Sciences has severe space needs and would benefit from clear timelines for addressing these needs.
- *Other Opportunities:* Sciences is taking advantage of developing revenue streams through Global Campus. Better information about enrollment trends would help with planning.

3.2 Divisions and Other Colleges

Library: UR&P committee member Laurel Bliss provided the Draft Budget Report form to Dean Scott Walter, who responded to questions in writing in Fall 2021.

- *Multi-year Planning:* Unlike other colleges, the library is able to engage in multi-year planning due to consistent revenue generated from a student fee program which charges an annual fee of $25/student and results in approximately $1.75 million per year. This fee has not increased in ten years. The Library maintains a "capital improvement projects list" in consultation with the entire college leadership team and seeks to use their budget to complete these projects.
- *Staffing Vacancies:* The Library has many staff vacancies and they tend to use salary savings to implement projects and cover inflationary costs associated with subscriptions. They recognize this is not sustainable.

- *Reserves Reporting*: The Library mentioned a requirement for reporting their intended use of reserves to Academic Affairs.
- *Operating Fund Shortfalls:* The Library's operating fund only partially covers their expenses and they must rely on reserves, fees, and one-time funds, which leads to instability.
- *Atypical Expenses:* The Library has atypical expenses compared to other colleges, for example they must cover building security, high-end management systems, and subscriptions (which are subject to inflation).
- *Global Campus Student Fee and Foundation Revenue:* Global Campus students do not currently pay a library fee, and this could be a promising source of base revenue. Research Foundation fringe is not currently shared with the library, which could provide another revenue source.

Imperial Valley: UR&P committee member Mirabel Madero responded to questions in the Draft Budget Report in writing in Spring 2022.

- *Atypical Expenses:* Imperial Valley must cover expenses unlike other colleges at SDSU, such as custodial services, maintenance services, groundskeeping, shipping/receiving, campus renovations/upgrades, student affairs services, library services, instructional services, and marketing. Their current operating funds do not align well with their obligations. Imperial Valley should have funding streams more consistent with a "Campus" or "Division".
- *Revenue Opportunities:* There are significant opportunities to grow campus revenue through campus events, development activities and fundraising. There are also opportunities to expand revenue through P3 partnerships at their innovation district at the Brawley campus.

Division of Research and Innovation: UR&P committee member Mark Reed responded to questions in the Draft Budget Report in writing in Spring 2022.

- *Budget Uncertainty:* DRI's funding for programmatic activities comes from PBAC one-time funds which inhibits the ability of this division to engage in multi-year budget planning. Programs focused on supporting faculty in their research , scholarship, and creative activity endeavors are all funded by one-time dollars rather than base budget.
- *Space Needs:* DRI's mission is critical to the University's pursuit of R1 status. Their staff is growing but space to house this growing team of personnel is limited.

4. Recommendations and Next Steps

UR&P met on March 8, 2022 to review and discuss the preliminary report. In particular, we brainstormed various recommendations, proposed changes, and discussed next steps for our committee's work next academic year. We agreed on one key modification to the UR&P Budget Communication Process as summarized below.

- ***Scheduling Modifications:*** We will include an additional step in the schedule/process outlined in Appendix B. We agreed to include an additional step between Tasks 2 and 3 that would be called *Preliminary Review and Response,* wherein the Academic Affairs Resource Manager has the opportunity to review Draft Budget Reports from the Colleges for accuracy before they are circulated to faculty and staff in the Colleges.

We further discussed the ambitious nature of the proposed communication process, especially the outreach to College faculty and staff, but agreed that we would repeat the effort next academic year and hope for more participation on the part of college and division UR&P representatives.

There was general agreement that the process and findings are very useful and will build understanding over time.

Appendix A
Division/College Budget Report

1) How does your division/college engage in multi-year budget planning? If your division/college does not, what are the barriers to engaging in multi-year planning?

2) What are your division/college's key challenges with budget and resources?

3) What are your division/college's key opportunities with budget and resources?

4) What information or support would help your division/college to budget or allocate resources more effectively?

5) Please provide any additional context for your ongoing budget and resources management.

Attachment A: Division/College Budget from BFA
Attachment B: Summary of Outreach to Division/College

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Annotated Schedule for the Annual UR&P Communication and Analysis Process (draft 9/28/2021)

Task	Aug	Sept	Oct	Nov	Dec	Jan	Feb	March	April	May	June	July
T1: BFA produces annual College/Division budgets			▓									
T2: URP members work with College/Division resource managers to produce Draft Budget Reports				▓	▓							
T3: Divisions/Colleges seek faculty and staff input on Draft Budget Reports						▓	▓					
T4: URP members prepare final College/Division Budget Reports with summary of faculty and staff input								▓				
T5: URP committee assesses all Division/College Budget Reports									▓			
T6: URP committee prepares University Budget Report and reports out to Senate										▓		

T1. BFA College/Division Budgets: UR&P member will receive an annual budget from BFA for their college/division. Crystal Little will explain the budget template to the entire UR&P committee.

T2. Produce Draft Budget Report: UR&P member should send an email to their Dean and Resource manager explaining the UR&P Budget Review and Communication Process, providing the annual budget, and the Draft Budget Report list of questions. Preliminary due date to UR&P 12/30/21.

T3. Outreach to faculty and staff about the Draft Budget Report: This stage of the process is intended to be led by Dean staff or Division Resource Manager staff. Outreach could include an online survey to the College/Divisions' faculty and staff, a town hall, or other methods for allowing faculty and staff to review and provide input on the Draft Budget Report.

T4. Draft Budget Report with Attachment A & B: UR&P member finalizes the Budget Report with Attachment A (budget) and Attachment B (summary of outreach and key input received) and submits to the UR&P committee.

T5. UR&P Review of Budget Reports: UR&P committee reviews and assesses all Budget Reports for key trends and relevant findings.

T6. UR&P Prepares University Budget Report: UR&P committee synthesizes findings into a single summary report and provides to the Senate.

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Appendix C
Division and College Operating Budgets

UR&P Budget Template Report

48000 - College of Arts & Letters
Report Data as of September 30, 2021
Excludes COVID ENDVs 62xx

	UNIVERSITY OPERATING FUND [1]										
	Q1-FY2122 Initial Budget (base [2])	% of Total	Q1-FY2122 Budget (base plus 1x)	% of Total	Q1-FY2122 Actual	% of Total	FY2020/21 Budget (base plus 1x)	% of Total	FY2020/21 Actual	% of Total
Faculty - T/TT	18,233,184	54%	18,940,726	44%	4,214,635	32%	17,527,876	31%	17,541,519	33%
Faculty - Part Time	10,028,896	30%	10,787,628	25%	2,932,487	22%	10,680,067	19%	10,680,633	20%
Faculty - Other	1,134,276	3%	1,267,934	3%	347,288	3%	1,323,236	2%	1,358,193	3%
Librarian	0	0%	0	0%	0	0%	0	0%	0	0%
SSPAR	0	0%	40,836	0%	10,209	0%	40,836	0%	40,836	0%
TA/GA/ISA	0	0%	565,006	1%	410,684	3%	2,163,435	4%	2,185,486	4%
Management	605,748	2%	605,748	1%	127,979	1%	666,441	1%	677,031	1%
Support Staff	3,179,385	9%	3,138,549	7%	742,202	6%	2,965,713	5%	2,984,715	6%
Student Assistant	70,119	0%	95,413	0%	69,856	1%	231,466	0%	177,630	0%
Work Study	0	0%	0	0%	161	0%	13,800	0%	0	0%
Benefits [3]	24,502	0%	4,087,000	10%	4,068,561	31%	16,808,748	30%	16,801,206	32%
Operating Expense & Equipment	647,960	2%	2,049,517	5%	112,896	1%	846,326	2%	690,480	1%
Financial Aid	0	0%	0	0%	0	0%	0	0%	0	0%
Internal Transfer [4]	0	0%	0	0%	0	0%	2,580	0%	63	0%
Structural Deficit	0	0%	0	0%	0	0%	0	0%	0	0%
Budgeted Use of Reserves	0	0%	0	0%	0	0%	0	0%	0	0%
Designated Balances and Reserves	0	0%	1,159,578	3%	0	0%	3,059,466	5%	0	0%
Total Uses:	**33,924,070**	**100%**	**42,737,935**	**100%**	**13,036,956**	**100%**	**56,329,991**	**100%**	**53,137,791**	**100%**

[1] Includes the following University Operating Funds:

1006 - UNIVERSITY OPERATING FUND	1021 - REVENUE-BASED (STUDENT FEE) ACCOUNTS
1010 - UOF FINANCIAL AID PROGRAMS	1022 - RESEARCH, SCHOLARLY & CREATIVE ACTIVITY
1011 - UOF INVESTMENT EARINGS	1023 - WATER RESOURCES & POLICY INITIATIVE
1012 - STUDENT HEALTH SERVICES	1024 - AB 798 TEXTBOOK AFFORDABILITY PROGRAM
1013 - SHS AUGMENTED SERVICES	1025 - UOF DIRECT COST RECOVERY
1018 - STUDENT SUCCESS FEE	1026 - BFA INDIRECT COST RECOVERY
1019 - CSUPERB	1029 - SWAT STEM-NET
1020 - COAST	1030 - ACADEMIC SUCCESS CENTERS - IRA COST RECOVERY

[2] Base includes initial budget for operating funds (general funds), revenue (fee) - based funds, and cost recovery funds.

[3] University Operating Funds, with some exceptions, benefits are funded from a central pool and budget is allocated monthly equal to actual cost.

[4] Transfers between University Operating Funds; eliminated when presenting consolidate University Operating Funds but provided in this report to show funds by division/college.

UR&P Budget Template Report

44000 - College of Education
Report Data as of September 30, 2021
Excludes COVID ENDVs 62xx

	UNIVERSITY OPERATING FUND [1]									
	Q1-FY2122 Initial Budget (base [2])	% of Total	Q1-FY2122 Budget (base plus 1x)	% of Total	Q1-FY2122 Actual	% of Total	FY2020/21 Budget (base plus 1x)	% of Total	FY2020/21 Actual	% of Total
Faculty - T/TT	7,395,360	49%	7,712,421	38%	1,631,064	27%	6,713,219	27%	6,708,676	30%
Faculty - Part Time	3,606,755	24%	4,309,603	21%	1,828,831	30%	4,709,453	19%	4,673,846	21%
Faculty - Other	1,145,181	8%	1,183,251	6%	272,767	4%	1,075,177	4%	1,070,591	5%
Librarian	0	0%	0	0%	0	0%	0	0%	0	0%
SSPAR	0	0%	0	0%	0	0%	0	0%	0	0%
TA/GA/ISA	0	0%	0	0%	54,448	1%	310,128	1%	309,068	1%
Management	431,916	3%	451,771	2%	127,833	2%	561,866	2%	543,190	2%
Support Staff	1,682,240	11%	1,741,941	9%	420,924	7%	1,784,479	7%	1,777,880	8%
Student Assistant	42,387	0%	173,079	1%	19,324	0%	155,352	1%	190,061	1%
Work Study	0	0%	0	0%	2,748	0%	37,296	0%	27	0%
Benefits [3]	0	0%	1,639,053	8%	1,639,053	27%	6,580,217	26%	6,580,217	29%
Operating Expense & Equipment	682,964	5%	1,858,664	9%	80,900	1%	1,116,042	4%	757,850	3%
Financial Aid	0	0%	0	0%	0	0%	0	0%	0	0%
Internal Transfer [4]	0	0%	0	0%	0	0%	0	0%	0	0%
Structural Deficit	0	0%	0	0%	0	0%	0	0%	0	0%
Budgeted Use of Reserves	0	0%	0	0%	0	0%	0	0%	0	0%
Designated Balances and Reserves	0	0%	1,169,306	6%	0	0%	2,094,996	8%	0	0%
Total Uses:	**14,986,803**	**100%**	**20,239,089**	**100%**	**6,077,891**	**100%**	**25,138,223**	**100%**	**22,611,407**	**100%**

[1] Includes the following University Operating Funds:

1006 - UNIVERSITY OPERATING FUND	1021 - REVENUE-BASED (STUDENT FEE) ACCOUNTS
1010 - UOF FINANCIAL AID PROGRAMS	1022 - RESEARCH, SCHOLARLY & CREATIVE ACTIVITY
1011 - UOF INVESTMENT EARINGS	1023 - WATER RESOURCES & POLICY INITIATIVE
1012 - STUDENT HEALTH SERVICES	1024 - AB 798 TEXTBOOK AFFORDABILITY PROGRAM
1013 - SHS AUGMENTED SERVICES	1025 - UOF DIRECT COST RECOVERY
1018 - STUDENT SUCCESS FEE	1026 - BFA INDIRECT COST RECOVERY
1019 - CSUPERB	1029 - SWAT STEM-NET
1020 - COAST	1030 - ACADEMIC SUCCESS CENTERS - IRA COST RECOVERY

[2] Base includes initial budget for operating funds (general funds), revenue (fee) - based funds, and cost recovery funds.

[3] University Operating Funds, with some exceptions, benefits are funded from a central pool and budget is allocated monthly equal to actual cost.

[4] Transfers between University Operating Funds; eliminated when presenting consolidate University Operating Funds but provided in this report to show funds by division/college.

UR&P Budget Template Report

46000 - College of Engineering
Report Data as of September 30, 2021
Excludes COVID ENDVs 62xx

	Q1-FY2122 Initial Budget (base [2])	% of Total	Q1-FY2122 Budget (base plus 1x)	% of Total	Q1-FY2122 Actual	% of Total	FY2020/21 Budget (base plus 1x)	% of Total	FY2020/21 Actual	% of Total
					UNIVERSITY OPERATING FUND [1]					
Faculty - T/TT	8,608,512	67%	8,670,840	40%	1,856,661	34%	7,510,616	27%	7,512,688	34%
Faculty - Part Time	1,293,166	10%	1,500,277	7%	649,778	12%	1,712,902	6%	1,725,456	8%
Faculty - Other	816,780	6%	1,008,412	5%	308,671	6%	1,140,785	4%	1,116,786	5%
Librarian	0	0%	0	0%	0	0%	0	0%	0	0%
SSPAR	48,300	0%	48,300	0%	12,074	0%	48,300	0%	48,294	0%
TA/GA/ISA	0	0%	554,850	3%	114,870	2%	840,950	3%	798,232	4%
Management	527,928	4%	527,928	2%	131,981	2%	541,344	2%	541,254	2%
Support Staff	1,350,547	10%	1,589,573	7%	375,169	7%	1,513,994	5%	1,536,699	7%
Student Assistant	35,976	0%	160,306	1%	32,943	1%	234,369	1%	139,871	1%
Work Study	0	0%	0	0%	2,180	0%	11,863	0%	273	0%
Benefits [3]	0	0%	1,499,874	7%	1,499,874	28%	6,008,965	21%	5,998,583	27%
Operating Expense & Equipment	220,376	2%	3,485,854	16%	412,014	8%	2,838,779	10%	2,603,253	12%
Financial Aid	0	0%	0	0%	0	0%	0	0%	0	0%
Internal Transfer [4]	0	0%	35,169	0%	0	0%	0	0%	0	0%
Structural Deficit	0	0%	0	0%	0	0%	0	0%	0	0%
Budgeted Use of Reserves	0	0%	0	0%	0	0%	0	0%	0	0%
Designated Balances and Reserves	0	0%	2,794,707	13%	0	0%	5,627,863	20%	0	0%
Total Uses:	**12,901,585**	**100%**	**21,876,091**	**100%**	**5,396,213**	**100%**	**28,030,730**	**100%**	**22,021,389**	**100%**

[1] Includes the following University Operating Funds:

1006 - UNIVERSITY OPERATING FUND	1021 - REVENUE-BASED (STUDENT FEE) ACCOUNTS
1010 - UOF FINANCIAL AID PROGRAMS	1022 - RESEARCH, SCHOLARLY & CREATIVE ACTIVITY
1011 - UOF INVESTMENT EARINGS	1023 - WATER RESOURCES & POLICY INITIATIVE
1012 - STUDENT HEALTH SERVICES	1024 - AB 798 TEXTBOOK AFFORDABILITY PROGRAM
1013 - SHS AUGMENTED SERVICES	1025 - UOF DIRECT COST RECOVERY
1018 - STUDENT SUCCESS FEE	1026 - BFA INDIRECT COST RECOVERY
1019 - CSUPERB	1029 - SWAT STEM-NET
1020 - COAST	1030 - ACADEMIC SUCCESS CENTERS - IRA COST RECOVERY

[2] Base includes initial budget for operating funds (general funds), revenue (fee) - based funds, and cost recovery funds.

[3] University Operating Funds, with some exceptions, benefits are funded from a central pool and budget is allocated monthly equal to actual cost.

[4] Transfers between University Operating Funds; eliminated when presenting consolidate University Operating Funds but provided in this report to show funds by division/college.

UR&P Budget Template Report

43000 - Fowler College of Business
Report Data as of September 30, 2021
Excludes COVID ENDVs 62xx

	UNIVERSITY OPERATING FUND [1]									
	Q1-FY2122 Initial Budget (base [2])	% of Total	Q1-FY2122 Budget (base plus 1x)	% of Total	Q1-FY2122 Actual	% of Total	FY2020/21 Budget (base plus 1x)	% of Total	FY2020/21 Actual	% of Total
Faculty - T/TT	10,497,912	61%	10,792,027	46%	2,394,754	37%	9,484,613	33%	9,451,547	38%
Faculty - Part Time	2,424,771	14%	3,326,125	14%	1,123,453	17%	3,158,742	11%	3,122,836	13%
Faculty - Other	1,025,604	6%	1,040,092	4%	407,797	6%	1,059,525	4%	1,244,180	5%
Librarian	0	0%	0	0%	0	0%	0	0%	0	0%
SSPAR	42,096	0%	42,096	0%	3,508	0%	53,142	0%	45,288	0%
TA/GA/ISA	114,600	1%	123,916	1%	32,393	1%	348,281	1%	282,028	1%
Management	919,548	5%	919,548	4%	248,107	4%	1,052,112	4%	1,054,444	4%
Support Staff	1,702,985	10%	1,705,288	7%	336,876	5%	1,590,322	5%	1,599,250	6%
Student Assistant	40,684	0%	113,399	0%	20,069	0%	110,746	0%	84,708	0%
Work Study	0	0%	0	0%	29	0%	10,500	0%	0	0%
Benefits [3]	0	0%	1,818,363	8%	1,818,363	28%	7,354,564	25%	7,355,090	30%
Operating Expense & Equipment	482,164	3%	984,727	4%	70,821	1%	1,002,332	3%	661,482	3%
Financial Aid	0	0%	0	0%	0	0%	0	0%	0	0%
Internal Transfer [4]	0	0%	0	0%	0	0%	0	0%	0	0%
Structural Deficit	0	0%	0	0%	0	0%	0	0%	0	0%
Budgeted Use of Reserves	0	0%	0	0%	0	0%	0	0%	0	0%
Designated Balances and Reserves	0	0%	2,833,757	12%	0	0%	3,765,168	13%	0	0%
Total Uses:	**17,250,364**	**100%**	**23,699,338**	**100%**	**6,456,169**	**100%**	**28,990,048**	**100%**	**24,900,853**	**100%**

[1] Includes the following University Operating Funds:

1006 - UNIVERSITY OPERATING FUND	1021 - REVENUE-BASED (STUDENT FEE) ACCOUNTS
1010 - UOF FINANCIAL AID PROGRAMS	1022 - RESEARCH, SCHOLARLY & CREATIVE ACTIVITY
1011 - UOF INVESTMENT EARINGS	1023 - WATER RESOURCES & POLICY INITIATIVE
1012 - STUDENT HEALTH SERVICES	1024 - AB 798 TEXTBOOK AFFORDABILITY PROGRAM
1013 - SHS AUGMENTED SERVICES	1025 - UOF DIRECT COST RECOVERY
1018 - STUDENT SUCCESS FEE	1026 - BFA INDIRECT COST RECOVERY
1019 - CSUPERB	1029 - SWAT STEM-NET
1020 - COAST	1030 - ACADEMIC SUCCESS CENTERS - IRA COST RECOVERY

[2] Base includes initial budget for operating funds (general funds), revenue (fee) - based funds, and cost recovery funds.

[3] University Operating Funds, with some exceptions, benefits are funded from a central pool and budget is allocated monthly equal to actual cost.

[4] Transfers between University Operating Funds; eliminated when presenting consolidate University Operating Funds but provided in this report to show funds by division/college.

UR&P Budget Template Report

47000 - College of Health & Human Services
Report Data as of September 30, 2021
Excludes COVID ENDVs 62xx

	Q1-FY2122 Initial Budget (base [2])	% of Total	Q1-FY2122 Budget (base plus 1x)	% of Total	Q1-FY2122 Actual	% of Total	FY2020/21 Budget (base plus 1x)	% of Total	FY2020/21 Actual	% of Total
	UNIVERSITY OPERATING FUND [1]									
Faculty - T/TT	9,956,868	48%	10,333,243	36%	2,257,480	27%	9,480,188	25%	9,484,188	28%
Faculty - Part Time	6,194,010	30%	6,651,306	23%	1,999,275	24%	6,573,117	17%	6,529,137	20%
Faculty - Other	965,052	5%	1,144,698	4%	389,238	5%	941,583	3%	956,968	3%
Librarian	0	0%	0	0%	0	0%	0	0%	0	0%
SSPAR	39,780	0%	39,780	0%	9,945	0%	39,780	0%	39,780	0%
TA/GA/ISA	0	0%	0	0%	96,005	1%	571,233	2%	600,456	2%
Management	434,088	2%	434,088	1%	109,610	1%	509,517	1%	509,517	2%
Support Staff	2,113,509	10%	2,571,734	9%	548,994	7%	2,238,102	6%	2,231,099	7%
Student Assistant	18,179	0%	144,046	0%	45,510	1%	213,079	1%	136,336	0%
Work Study	0	0%	0	0%	140	0%	9,300	0%	0	0%
Benefits [3]	0	0%	2,430,663	8%	2,430,663	30%	9,790,095	26%	9,790,321	29%
Operating Expense & Equipment	1,153,704	6%	4,278,237	15%	330,014	4%	3,756,685	10%	3,020,957	9%
Financial Aid	0	0%	0	0%	0	0%	0	0%	0	0%
Internal Transfer [4]	0	0%	0	0%	0	0%	0	0%	0	0%
Structural Deficit	0	0%	0	0%	0	0%	0	0%	0	0%
Budgeted Use of Reserves	0	0%	0	0%	0	0%	0	0%	0	0%
Designated Balances and Reserves	0	0%	1,002,019	3%	0	0%	3,472,524	9%	0	0%
Total Uses:	**20,875,190**	**100%**	**29,029,813**	**100%**	**8,216,873**	**100%**	**37,595,201**	**100%**	**33,298,758**	**100%**

[1] Includes the following University Operating Funds:

1006 - UNIVERSITY OPERATING FUND	1021 - REVENUE-BASED (STUDENT FEE) ACCOUNTS
1010 - UOF FINANCIAL AID PROGRAMS	1022 - RESEARCH, SCHOLARLY & CREATIVE ACTIVITY
1011 - UOF INVESTMENT EARINGS	1023 - WATER RESOURCES & POLICY INITIATIVE
1012 - STUDENT HEALTH SERVICES	1024 - AB 798 TEXTBOOK AFFORDABILITY PROGRAM
1013 - SHS AUGMENTED SERVICES	1025 - UOF DIRECT COST RECOVERY
1018 - STUDENT SUCCESS FEE	1026 - BFA INDIRECT COST RECOVERY
1019 - CSUPERB	1029 - SWAT STEM-NET
1020 - COAST	1030 - ACADEMIC SUCCESS CENTERS - IRA COST RECOVERY

[2] Base includes initial budget for operating funds (general funds), revenue (fee) - based funds, and cost recovery funds.

[3] University Operating Funds, with some exceptions, benefits are funded from a central pool and budget is allocated monthly equal to actual cost.

[4] Transfers between University Operating Funds; eliminated when presenting consolidate University Operating Funds but provided in this report to show funds by division/college.

UR&P Budget Template Report

40100 - Library and Information Access
Report Data as of September 30, 2021
Excludes COVID ENDVs 62xx

	Q1-FY2122 Initial Budget (base [2])	% of Total	Q1-FY2122 Budget (base plus 1x)	% of Total	Q1-FY2122 Actual	% of Total	FY2020/21 Budget (base plus 1x)	% of Total	FY2020/21 Actual	% of Total
UNIVERSITY OPERATING FUND [1]										
Faculty - T/TT	0	0%	0	0%	0	0%	0	0%	0	0%
Faculty - Part Time	0	0%	0	0%	0	0%	0	0%	0	0%
Faculty - Other	0	0%	0	0%	0	0%	0	0%	0	0%
Librarian	2,755,740	26%	2,866,806	19%	596,235	18%	2,481,035	15%	2,465,019	18%
SSPAR	0	0%	0	0%	0	0%	0	0%	0	0%
TA/GA/ISA	0	0%	0	0%	0	0%	0	0%	0	0%
Management	697,556	6%	716,764	5%	183,417	5%	657,738	4%	657,220	5%
Support Staff	2,837,567	26%	2,837,567	19%	591,165	17%	2,673,293	16%	2,634,899	20%
Student Assistant	253,894	2%	278,894	2%	35,461	1%	126,894	1%	56,584	0%
Work Study	0	0%	0	0%	1,593	0%	25,717	0%	817	0%
Benefits [3]	0	0%	747,148	5%	747,148	22%	3,163,201	19%	3,163,201	24%
Operating Expense & Equipment	4,193,624	39%	5,635,063	38%	1,225,219	36%	4,625,588	28%	4,387,803	33%
Financial Aid	0	0%	0	0%	0	0%	0	0%	0	0%
Internal Transfer [4]	0	0%	0	0%	0	0%	0	0%	0	0%
Structural Deficit	0	0%	0	0%	0	0%	0	0%	0	0%
Budgeted Use of Reserves	0	0%	0	0%	0	0%	0	0%	0	0%
Designated Balances and Reserves	0	0%	1,835,858	12%	0	0%	2,554,373	16%	0	0%
Total Uses:	**10,738,381**	**100%**	**14,918,100**	**100%**	**3,380,238**	**100%**	**16,307,840**	**100%**	**13,365,543**	**100%**

[1] Includes the following University Operating Funds:

1006 - UNIVERSITY OPERATING FUND	1021 - REVENUE-BASED (STUDENT FEE) ACCOUNTS
1010 - UOF FINANCIAL AID PROGRAMS	1022 - RESEARCH, SCHOLARLY & CREATIVE ACTIVITY
1011 - UOF INVESTMENT EARINGS	1023 - WATER RESOURCES & POLICY INITIATIVE
1012 - STUDENT HEALTH SERVICES	1024 - AB 798 TEXTBOOK AFFORDABILITY PROGRAM
1013 - SHS AUGMENTED SERVICES	1025 - UOF DIRECT COST RECOVERY
1018 - STUDENT SUCCESS FEE	1026 - BFA INDIRECT COST RECOVERY
1019 - CSUPERB	1029 - SWAT STEM-NET
1020 - COAST	1030 - ACADEMIC SUCCESS CENTERS - IRA COST RECOVERY

[2] Base includes initial budget for operating funds (general funds), revenue (fee) - based funds, and cost recovery funds.

[3] University Operating Funds, with some exceptions, benefits are funded from a central pool and budget is allocated monthly equal to actual cost.

[4] Transfers between University Operating Funds; eliminated when presenting consolidate University Operating Funds but provided in this report to show funds by division/college.

UR&P Budget Template Report

41000 - College of Professional Studies & Fine Arts
Report Data as of September 30, 2021
Excludes COVID ENDVs 62xx

	UNIVERSITY OPERATING FUND [1]									
	Q1-FY2122 Initial Budget (base [2])	% of Total	Q1-FY2122 Budget (base plus 1x)	% of Total	Q1-FY2122 Actual	% of Total	FY2020/21 Budget (base plus 1x)	% of Total	FY2020/21 Actual	% of Total
Faculty - T/TT	9,676,236	50%	10,387,418	42%	2,263,766	31%	9,538,129	30%	9,528,953	32%
Faculty - Part Time	5,203,315	27%	5,679,037	23%	1,360,572	19%	5,018,178	16%	4,957,920	17%
Faculty - Other	760,188	4%	856,911	3%	248,839	3%	1,159,663	4%	1,147,776	4%
Librarian	0	0%	0	0%	0	0%	0	0%	0	0%
SSPAR	44,544	0%	44,544	0%	11,132	0%	44,532	0%	44,526	0%
TA/GA/ISA	0	0%	0	0%	172,472	2%	852,194	3%	835,506	3%
Management	607,344	3%	607,344	2%	151,836	2%	835,740	3%	836,622	3%
Support Staff	2,391,398	12%	2,579,168	10%	578,381	8%	2,516,535	8%	2,505,652	8%
Student Assistant	17,924	0%	17,924	0%	22,075	0%	99,769	0%	83,054	0%
Work Study	0	0%	0	0%	1,819	0%	35,997	0%	597	0%
Benefits [3]	0	0%	2,180,733	9%	2,180,733	30%	9,101,484	28%	9,101,484	31%
Operating Expense & Equipment	588,207	3%	1,196,183	5%	237,102	3%	1,077,548	3%	783,890	3%
Financial Aid	0	0%	0	0%	0	0%	0	0%	0	0%
Internal Transfer [4]	0	0%	0	0%	0	0%	0	0%	0	0%
Structural Deficit	0	0%	0	0%	0	0%	0	0%	0	0%
Budgeted Use of Reserves	0	0%	0	0%	0	0%	0	0%	0	0%
Designated Balances and Reserves	0	0%	1,253,345	5%	0	0%	1,863,135	6%	0	0%
Total Uses:	19,289,156	100%	24,802,606	100%	7,228,726	100%	32,142,904	100%	29,825,980	100%

[1] Includes the following University Operating Funds:

1006 - UNIVERSITY OPERATING FUND	1021 - REVENUE-BASED (STUDENT FEE) ACCOUNTS
1010 - UOF FINANCIAL AID PROGRAMS	1022 - RESEARCH, SCHOLARLY & CREATIVE ACTIVITY
1011 - UOF INVESTMENT EARINGS	1023 - WATER RESOURCES & POLICY INITIATIVE
1012 - STUDENT HEALTH SERVICES	1024 - AB 798 TEXTBOOK AFFORDABILITY PROGRAM
1013 - SHS AUGMENTED SERVICES	1025 - UOF DIRECT COST RECOVERY
1018 - STUDENT SUCCESS FEE	1026 - BFA INDIRECT COST RECOVERY
1019 - CSUPERB	1029 - SWAT STEM-NET
1020 - COAST	1030 - ACADEMIC SUCCESS CENTERS - IRA COST RECOVERY

[2] Base includes initial budget for operating funds (general funds), revenue (fee) - based funds, and cost recovery funds.

[3] University Operating Funds, with some exceptions, benefits are funded from a central pool and budget is allocated monthly equal to actual cost.

[4] Transfers between University Operating Funds; eliminated when presenting consolidate University Operating Funds but provided in this report to show funds by division/college.

UR&P Budget Template Report

42000 - College of Sciences
Report Data as of September 30, 2021
Excludes COVID ENDVs 62xx

	Q1-FY2122 Initial Budget (base [2])	% of Total	Q1-FY2122 Budget (base plus 1x)	% of Total	Q1-FY2122 Actual	% of Total	FY2020/21 Budget (base plus 1x)	% of Total	FY2020/21 Actual	% of Total
			UNIVERSITY OPERATING FUND [1]							
Faculty - T/TT	18,283,188	53%	19,116,253	38%	4,376,233	31%	18,432,511	28%	18,406,970	32%
Faculty - Part Time	7,674,260	22%	3,671,626	7%	1,165,199	8%	3,625,177	5%	3,600,715	6%
Faculty - Other	1,118,760	3%	1,299,069	3%	480,463	3%	1,480,207	2%	1,476,898	3%
Librarian	0	0%	0	0%	0	0%	0	0%	0	0%
SSPAR	0	0%	64,867	0%	87,047	1%	166,148	0%	140,544	0%
TA/GA/ISA	0	0%	5,616,496	11%	1,521,638	11%	6,593,282	10%	6,637,927	12%
Management	1,052,940	3%	1,052,940	2%	263,207	2%	910,135	1%	910,135	2%
Support Staff	4,428,311	13%	5,460,786	11%	1,121,125	8%	5,083,851	8%	5,092,913	9%
Student Assistant	57,222	0%	161,187	0%	92,896	1%	263,978	0%	234,236	0%
Work Study	0	0%	0	0%	50	0%	35,700	0%	(27)	0%
Benefits [3]	23,600	0%	4,319,623	9%	4,301,712	31%	17,994,554	27%	17,993,501	31%
Operating Expense & Equipment	1,714,910	5%	6,940,206	14%	478,448	3%	3,738,923	6%	2,758,856	5%
Financial Aid	98,000	0%	98,000	0%	65,000	0%	258,700	0%	258,700	0%
Internal Transfer [4]	50,000	0%	50,000	0%	0	0%	50,000	0%	42,701	0%
Structural Deficit	0	0%	0	0%	0	0%	0	0%	0	0%
Budgeted Use of Reserves	0	0%	0	0%	0	0%	0	0%	0	0%
Designated Balances and Reserves	0	0%	2,769,765	5%	0	0%	7,891,315	12%	0	0%
Total Uses:	**34,501,191**	**100%**	**50,620,818**	**100%**	**13,953,018**	**100%**	**66,524,480**	**100%**	**57,554,068**	**100%**

[1] Includes the following University Operating Funds:

1006 - UNIVERSITY OPERATING FUND	1021 - REVENUE-BASED (STUDENT FEE) ACCOUNTS
1010 - UOF FINANCIAL AID PROGRAMS	1022 - RESEARCH, SCHOLARLY & CREATIVE ACTIVITY
1011 - UOF INVESTMENT EARINGS	1023 - WATER RESOURCES & POLICY INITIATIVE
1012 - STUDENT HEALTH SERVICES	1024 - AB 798 TEXTBOOK AFFORDABILITY PROGRAM
1013 - SHS AUGMENTED SERVICES	1025 - UOF DIRECT COST RECOVERY
1018 - STUDENT SUCCESS FEE	1026 - BFA INDIRECT COST RECOVERY
1019 - CSUPERB	1029 - SWAT STEM-NET
1020 - COAST	1030 - ACADEMIC SUCCESS CENTERS - IRA COST RECOVERY

[2] Base includes initial budget for operating funds (general funds), revenue (fee) - based funds, and cost recovery funds.

[3] University Operating Funds, with some exceptions, benefits are funded from a central pool and budget is allocated monthly equal to actual cost.

[4] Transfers between University Operating Funds; eliminated when presenting consolidate University Operating Funds but provided in this report to show funds by division/college.

UR&P Budget Template Report

40400 - SDSU Imperial Valley
Report Data as of September 30, 2021
Excludes COVID ENDVs 62xx

	Q1-FY2122 Initial Budget (base [2])	% of Total	Q1-FY2122 Budget (base plus 1x)	% of Total	Q1-FY2122 Actual	% of Total	FY2020/21 Budget (base plus 1x)	% of Total	FY2020/21 Actual	% of Total
					UNIVERSITY OPERATING FUND [1]					
Faculty - T/TT	1,750,800	29%	1,816,715	21%	415,377	15%	1,680,523	14%	1,647,389	16%
Faculty - Part Time	1,679,706	28%	2,012,981	23%	655,908	24%	1,893,764	16%	1,889,963	19%
Faculty - Other	0	0%	71,330	1%	15,049	1%	75,120	1%	74,056	1%
Librarian	75,000	1%	75,000	1%	12,500	0%	0	0%	0	0%
SSPAR	0	0%	0	0%	0	0%	45,838	0%	45,832	0%
TA/GA/ISA	0	0%	35,000	0%	13,583	0%	38,000	0%	35,629	0%
Management	553,136	9%	553,136	6%	171,545	6%	597,148	5%	596,691	6%
Support Staff	1,447,598	24%	1,483,078	17%	350,516	13%	1,699,128	14%	1,676,021	17%
Student Assistant	31,089	1%	105,244	1%	14,907	1%	56,154	0%	43,981	0%
Work Study	0	0%	0	0%	3,113	0%	31,877	0%	77	0%
Benefits [3]	5,316	0%	735,685	9%	731,700	27%	2,930,467	25%	2,924,306	29%
Operating Expense & Equipment	393,286	7%	1,318,868	15%	372,976	14%	1,296,282	11%	1,204,372	12%
Financial Aid	0	0%	0	0%	0	0%	0	0%	0	0%
Internal Transfer [4]	0	0%	0	0%	0	0%	0	0%	0	0%
Structural Deficit	0	0%	0	0%	0	0%	0	0%	0	0%
Budgeted Use of Reserves	0	0%	0	0%	0	0%	0	0%	0	0%
Designated Balances and Reserves	0	0%	409,938	5%	0	0%	1,425,841	12%	0	0%
Total Uses:	5,935,931	100%	8,616,973	100%	2,757,173	100%	11,770,140	100%	10,138,316	100%

[1] Includes the following University Operating Funds:

1006 - UNIVERSITY OPERATING FUND	1021 - REVENUE-BASED (STUDENT FEE) ACCOUNTS
1010 - UOF FINANCIAL AID PROGRAMS	1022 - RESEARCH, SCHOLARLY & CREATIVE ACTIVITY
1011 - UOF INVESTMENT EARINGS	1023 - WATER RESOURCES & POLICY INITIATIVE
1012 - STUDENT HEALTH SERVICES	1024 - AB 798 TEXTBOOK AFFORDABILITY PROGRAM
1013 - SHS AUGMENTED SERVICES	1025 - UOF DIRECT COST RECOVERY
1018 - STUDENT SUCCESS FEE	1026 - BFA INDIRECT COST RECOVERY
1019 - CSUPERB	1029 - SWAT STEM-NET
1020 - COAST	1030 - ACADEMIC SUCCESS CENTERS - IRA COST RECOVERY

[2] Base includes initial budget for operating funds (general funds), revenue (fee) - based funds, and cost recovery funds.

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UR&P Budget Template Report

Academic Affairs, Div of
Report Data as of September 30, 2021
Excludes COVID ENDVs 62xx

	UNIVERSITY OPERATING FUND [1]										
	Q1-FY2122 Initial Budget (base [2])	% of Total	Q1-FY2122 Budget (base plus 1x)	% of Total	Q1-FY2122 Actual	% of Total	FY2020/21 Budget (base plus 1x)	% of Total	FY2020/21 Actual	% of Total
Faculty - T/TT	89,101,102	44%	91,045,924	35%	19,409,970	27%	80,387,338	25%	80,281,931	27%
Faculty - Part Time	36,984,039	18%	42,707,424	16%	11,715,502	16%	37,371,399	12%	37,180,507	13%
Faculty - Other	7,194,379	4%	8,133,185	3%	2,544,242	4%	8,603,233	3%	8,786,075	3%
Librarian	2,830,740	1%	2,941,806	1%	608,735	1%	2,481,035	1%	2,465,019	1%
SSPAR	174,720	0%	280,423	0%	133,914	0%	438,576	0%	405,100	0%
TA/GA/ISA	284,714	0%	7,169,269	3%	2,431,854	3%	12,064,566	4%	12,005,655	4%
Management	9,533,285	5%	10,263,585	4%	2,634,191	4%	10,282,521	3%	10,315,947	4%
Support Staff	30,790,209	15%	32,940,870	13%	6,880,806	9%	30,073,114	9%	29,965,161	10%
Student Assistant	822,687	0%	1,529,655	1%	384,667	1%	1,622,705	1%	1,273,922	0%
Work Study	226,000	0%	226,000	0%	15,031	0%	275,049	0%	3,903	0%
Benefits [3]	4,660,551	2%	24,586,694	9%	21,015,263	29%	86,572,543	27%	86,495,557	30%
Operating Expense & Equipment	20,292,243	10%	37,601,970	14%	4,211,680	6%	24,222,401	8%	22,279,028	8%
Financial Aid	98,000	0%	98,000	0%	65,000	0%	258,700	0%	258,700	0%
Internal Transfer [4]	350,000	0%	523,669	0%	423,902	1%	1,007,268	0%	997,452	0%
Structural Deficit	0	0%	0	0%	0	0%	0	0%	0	0%
Budgeted Use of Reserves	0	0%	0	0%	0	0%	0	0%	0	0%
Designated Balances and Reserves	0	0%	3,332,955	1%	0	0%	26,847,076	8%	0	0%
Total Uses:	**203,342,669**	**100%**	**263,381,429**	**100%**	**72,474,757**	**100%**	**322,507,523**	**100%**	**292,713,955**	**100%**

[1] Includes the following University Operating Funds:

1006 - UNIVERSITY OPERATING FUND	1021 - REVENUE-BASED (STUDENT FEE) ACCOUNTS
1010 - UOF FINANCIAL AID PROGRAMS	1022 - RESEARCH, SCHOLARLY & CREATIVE ACTIVITY
1011 - UOF INVESTMENT EARINGS	1023 - WATER RESOURCES & POLICY INITIATIVE
1012 - STUDENT HEALTH SERVICES	1024 - AB 798 TEXTBOOK AFFORDABILITY PROGRAM
1013 - SHS AUGMENTED SERVICES	1025 - UOF DIRECT COST RECOVERY
1018 - STUDENT SUCCESS FEE	1026 - BFA INDIRECT COST RECOVERY
1019 - CSUPERB	1029 - SWAT STEM-NET
1020 - COAST	1030 - ACADEMIC SUCCESS CENTERS - IRA COST RECOVERY

[2] Base includes initial budget for operating funds (general funds), revenue (fee) - based funds, and cost recovery funds.

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UR&P Budget Template Report

61000 - Business and Financial Affairs
Report Data as of September 30, 2021
Excludes COVID ENDVs 62xx

	Q1-FY2122 Initial Budget (base [2])	% of Total	Q1-FY2122 Budget (base plus 1x)	% of Total	Q1-FY2122 Actual	% of Total	FY2020/21 Budget (base plus 1x)	% of Total	FY2020/21 Actual	% of Total
					UNIVERSITY OPERATING FUND [1]					
Faculty - T/TT	3,594,264	4%	3,594,264	4%	916,910	3%	3,681,156	3%	3,654,935	4%
Faculty - Part Time	0	0%	0	0%	0	0%	(12,110)	0%	0	0%
Faculty - Other	0	0%	0	0%	0	0%	0	0%	0	0%
Librarian	0	0%	0	0%	0	0%	0	0%	0	0%
SSPAR	0	0%	0	0%	0	0%	0	0%	0	0%
TA/GA/ISA	0	0%	0	0%	2,531	0%	0	0%	81,136	0%
Management	15,873,316	20%	16,448,896	16%	3,840,314	13%	16,630,486	16%	16,583,757	16%
Support Staff	26,408,950	33%	26,271,288	26%	5,409,151	18%	26,478,205	25%	23,540,279	23%
Student Assistant	578,445	1%	700,445	1%	136,037	0%	267,537	0%	393,267	0%
Work Study	0	0%	39,718	0%	3,348	0%	46,152	0%	1,618	0%
Benefits [3]	2,077,135	3%	7,230,777	7%	5,610,747	19%	24,415,874	23%	23,842,990	23%
Operating Expense & Equipment	35,937,605	44%	45,722,170	45%	13,818,192	46%	27,340,046	26%	34,764,130	34%
Financial Aid	0	0%	0	0%	0	0%	0	0%	0	0%
Internal Transfer [4]	138,698	0%	138,698	0%	90,774	0%	211,571	0%	261,002	0%
Structural Deficit	(3,762,605)	-5%	(2,571,544)	-3%	0	0%	(481,960)	0%	0	0%
Budgeted Use of Reserves	0	0%	0	0%	0	0%	0	0%	0	0%
Designated Balances and Reserves	0	0%	4,379,354	4%	0	0%	8,077,303	8%	0	0%
Total Uses:	**80,845,808**	**100%**	**101,954,065**	**100%**	**29,828,003**	**100%**	**106,654,259**	**100%**	**103,123,113**	**100%**

[1] Includes the following University Operating Funds:

1006 - UNIVERSITY OPERATING FUND	1021 - REVENUE-BASED (STUDENT FEE) ACCOUNTS
1010 - UOF FINANCIAL AID PROGRAMS	1022 - RESEARCH, SCHOLARLY & CREATIVE ACTIVITY
1011 - UOF INVESTMENT EARINGS	1023 - WATER RESOURCES & POLICY INITIATIVE
1012 - STUDENT HEALTH SERVICES	1024 - AB 798 TEXTBOOK AFFORDABILITY PROGRAM
1013 - SHS AUGMENTED SERVICES	1025 - UOF DIRECT COST RECOVERY
1018 - STUDENT SUCCESS FEE	1026 - BFA INDIRECT COST RECOVERY
1019 - CSUPERB	1029 - SWAT STEM-NET
1020 - COAST	1030 - ACADEMIC SUCCESS CENTERS - IRA COST RECOVERY

[2] Base includes initial budget for operating funds (general funds), revenue (fee) - based funds, and cost recovery funds.

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UR&P Budget Template Report

Research & Innov, Division of
Report Data as of September 30, 2021
Excludes COVID ENDVs 62xx

	UNIVERSITY OPERATING FUND [1]									
	Q1-FY2122 Initial Budget (base [2])	% of Total	Q1-FY2122 Budget (base plus 1x)	% of Total	Q1-FY2122 Actual	% of Total	FY2020/21 Budget (base plus 1x)	% of Total	FY2020/21 Actual	% of Total
Faculty - T/TT	0	0%	0	0%	0	0%	0	0%	0	0%
Faculty - Part Time	0	0%	1,376,748	20%	0	0%	0	0%	0	0%
Faculty - Other	0	0%	0	0%	0	0%	345	0%	345	0%
Librarian	0	0%	0	0%	0	0%	0	0%	0	0%
SSPAR	0	0%	0	0%	0	0%	0	0%	0	0%
TA/GA/ISA	0	0%	0	0%	0	0%	0	0%	0	0%
Management	1,822,824	57%	2,147,821	31%	524,944	50%	1,688,871	30%	1,573,803	46%
Support Staff	456,601	14%	665,656	10%	156,967	15%	679,897	12%	605,512	18%
Student Assistant	3,002	0%	206,583	3%	3,698	0%	6,393	0%	6,076	0%
Work Study	0	0%	0	0%	0	0%	0	0%	0	0%
Benefits [3]	356,907	11%	619,945	9%	328,397	31%	1,101,507	20%	1,102,330	32%
Operating Expense & Equipment	569,886	18%	1,571,312	23%	45,528	4%	206,261	4%	140,124	4%
Financial Aid	0	0%	0	0%	0	0%	0	0%	0	0%
Internal Transfer [4]	0	0%	0	0%	0	0%	0	0%	0	0%
Structural Deficit	0	0%	0	0%	0	0%	0	0%	0	0%
Budgeted Use of Reserves	0	0%	0	0%	0	0%	0	0%	0	0%
Designated Balances and Reserves	0	0%	304,000	4%	0	0%	1,910,669	34%	0	0%
Total Uses:	**3,209,220**	**100%**	**6,892,065**	**100%**	**1,059,533**	**100%**	**5,593,942**	**100%**	**3,428,189**	**100%**

[1] Includes the following University Operating Funds:

1006 - UNIVERSITY OPERATING FUND	1021 - REVENUE-BASED (STUDENT FEE) ACCOUNTS
1010 - UOF FINANCIAL AID PROGRAMS	1022 - RESEARCH, SCHOLARLY & CREATIVE ACTIVITY
1011 - UOF INVESTMENT EARINGS	1023 - WATER RESOURCES & POLICY INITIATIVE
1012 - STUDENT HEALTH SERVICES	1024 - AB 798 TEXTBOOK AFFORDABILITY PROGRAM
1013 - SHS AUGMENTED SERVICES	1025 - UOF DIRECT COST RECOVERY
1018 - STUDENT SUCCESS FEE	1026 - BFA INDIRECT COST RECOVERY
1019 - CSUPERB	1029 - SWAT STEM-NET
1020 - COAST	1030 - ACADEMIC SUCCESS CENTERS - IRA COST RECOVERY

[2] Base includes initial budget for operating funds (general funds), revenue (fee) - based funds, and cost recovery funds.

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UR&P Budget Template Report

Information Technology
Report Data as of September 30, 2021
Excludes COVID ENDVs 62xx

	UNIVERSITY OPERATING FUND [1]									
	Q1-FY2122 Initial Budget (base [2])	% of Total	Q1-FY2122 Budget (base plus 1x)	% of Total	Q1-FY2122 Actual	% of Total	FY2020/21 Budget (base plus 1x)	% of Total	FY2020/21 Actual	% of Total
Faculty - T/TT	0	0%	0	0%	7,500	0%	0	0%	0	0%
Faculty - Part Time	0	0%	0	0%	0	0%	0	0%	0	0%
Faculty - Other	0	0%	0	0%	0	0%	0	0%	0	0%
Librarian	0	0%	0	0%	0	0%	0	0%	0	0%
SSPAR	0	0%	0	0%	0	0%	0	0%	0	0%
TA/GA/ISA	0	0%	0	0%	0	0%	0	0%	0	0%
Management	3,063,192	19%	3,408,192	12%	769,631	12%	2,766,454	8%	2,694,611	11%
Support Staff	8,157,356	51%	9,975,672	34%	2,030,119	32%	9,504,325	28%	9,303,077	37%
Student Assistant	396,970	2%	493,431	2%	133,563	2%	414,664	1%	353,601	1%
Work Study	0	0%	0	0%	0	0%	16,399	0%	180	0%
Benefits [3]	235,661	1%	1,649,277	6%	1,469,715	23%	6,171,348	18%	6,176,966	25%
Operating Expense & Equipment	4,166,767	26%	12,789,168	43%	1,861,925	30%	8,315,091	25%	6,437,315	26%
Financial Aid	0	0%	0	0%	0	0%	0	0%	0	0%
Internal Transfer [4]	0	0%	0	0%	0	0%	0	0%	0	0%
Structural Deficit	0	0%	0	0%	0	0%	0	0%	0	0%
Budgeted Use of Reserves	0	0%	0	0%	0	0%	0	0%	0	0%
Designated Balances and Reserves	0	0%	1,093,128	4%	0	0%	6,748,058	20%	0	0%
Total Uses:	**16,019,946**	**100%**	**29,408,869**	**100%**	**6,272,452**	**100%**	**33,936,338**	**100%**	**24,965,750**	**100%**

[1] Includes the following University Operating Funds:

1006 - UNIVERSITY OPERATING FUND	1021 - REVENUE-BASED (STUDENT FEE) ACCOUNTS
1010 - UOF FINANCIAL AID PROGRAMS	1022 - RESEARCH, SCHOLARLY & CREATIVE ACTIVITY
1011 - UOF INVESTMENT EARINGS	1023 - WATER RESOURCES & POLICY INITIATIVE
1012 - STUDENT HEALTH SERVICES	1024 - AB 798 TEXTBOOK AFFORDABILITY PROGRAM
1013 - SHS AUGMENTED SERVICES	1025 - UOF DIRECT COST RECOVERY
1018 - STUDENT SUCCESS FEE	1026 - BFA INDIRECT COST RECOVERY
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UR&P Budget Template Report

President, Office of the
Report Data as of September 30, 2021
Excludes COVID ENDVs 62xx

	UNIVERSITY OPERATING FUND [1]									
	Q1-FY2122 Initial Budget (base [2])	% of Total	Q1-FY2122 Budget (base plus 1x)	% of Total	Q1-FY2122 Actual	% of Total	FY2020/21 Budget (base plus 1x)	% of Total	FY2020/21 Actual	% of Total
Faculty - T/TT	0	0%	0	0%	0	0%	0	0%	0	0%
Faculty - Part Time	0	0%	0	0%	0	0%	0	0%	0	0%
Faculty - Other	0	0%	0	0%	0	0%	0	0%	0	0%
Librarian	0	0%	0	0%	0	0%	0	0%	0	0%
SSPAR	0	0%	0	0%	0	0%	0	0%	0	0%
TA/GA/ISA	0	0%	0	0%	0	0%	0	0%	0	0%
Management	1,494,861	40%	1,472,200	27%	345,389	29%	1,402,120	24%	1,402,120	30%
Support Staff	712,950	19%	879,861	16%	175,303	15%	709,887	12%	710,795	15%
Student Assistant	19,600	1%	64,210	1%	14,374	1%	22,416	0%	22,498	0%
Work Study	0	0%	0	0%	0	0%	0	0%	0	0%
Benefits [3]	0	0%	253,398	5%	253,398	21%	1,048,797	18%	1,048,797	23%
Operating Expense & Equipment	1,464,232	40%	2,378,981	44%	414,843	34%	1,937,464	33%	1,434,937	31%
Financial Aid	0	0%	0	0%	0	0%	0	0%	0	0%
Internal Transfer [4]	0	0%	0	0%	0	0%	0	0%	0	0%
Structural Deficit	0	0%	0	0%	0	0%	0	0%	0	0%
Budgeted Use of Reserves	0	0%	0	0%	0	0%	0	0%	0	0%
Designated Balances and Reserves	0	0%	321,646	6%	0	0%	791,641	13%	0	0%
Total Uses:	**3,691,643**	**100%**	**5,370,296**	**100%**	**1,203,306**	**100%**	**5,912,326**	**100%**	**4,619,147**	**100%**

[1] Includes the following University Operating Funds:

1006 - UNIVERSITY OPERATING FUND	1021 - REVENUE-BASED (STUDENT FEE) ACCOUNTS
1010 - UOF FINANCIAL AID PROGRAMS	1022 - RESEARCH, SCHOLARLY & CREATIVE ACTIVITY
1011 - UOF INVESTMENT EARINGS	1023 - WATER RESOURCES & POLICY INITIATIVE
1012 - STUDENT HEALTH SERVICES	1024 - AB 798 TEXTBOOK AFFORDABILITY PROGRAM
1013 - SHS AUGMENTED SERVICES	1025 - UOF DIRECT COST RECOVERY
1018 - STUDENT SUCCESS FEE	1026 - BFA INDIRECT COST RECOVERY
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UR&P Budget Template Report

Student Affairs and Campus Diversity, Div of
Report Data as of September 30, 2021
Excludes COVID ENDVs 62xx

	UNIVERSITY OPERATING FUND [1]									
	Q1-FY2122 Initial Budget (base [2])	% of Total	Q1-FY2122 Budget (base plus 1x)	% of Total	Q1-FY2122 Actual	% of Total	FY2020/21 Budget (base plus 1x)	% of Total	FY2020/21 Actual	% of Total
Faculty - T/TT	128,148	0%	128,148	0%	32,037	0%	128,461	0%	128,148	0%
Faculty - Part Time	119,688	0%	119,688	0%	29,921	0%	119,688	0%	119,682	0%
Faculty - Other	148,409	0%	150,188	0%	54,501	1%	71,951	0%	132,780	0%
Librarian	0	0%	0	0%	0	0%	0	0%	0	0%
SSPAR	2,861,204	8%	2,974,403	6%	629,286	6%	2,198,838	5%	2,098,585	6%
TA/GA/ISA	0	0%	0	0%	8,664	0%	63,000	0%	155,896	0%
Management	5,639,760	17%	6,590,664	14%	1,627,761	17%	6,018,458	13%	6,034,163	16%
Support Staff	12,781,895	38%	15,019,726	32%	2,608,677	27%	10,643,699	23%	10,319,163	28%
Student Assistant	2,003,979	6%	2,214,825	5%	537,736	6%	1,891,959	4%	1,827,180	5%
Work Study	0	0%	0	0%	12,508	0%	67,630	0%	(1,295)	0%
Benefits [3]	3,844,962	11%	6,826,699	14%	2,743,536	28%	10,158,658	22%	10,114,773	28%
Operating Expense & Equipment	6,222,757	18%	9,720,807	20%	1,407,864	15%	4,793,290	10%	4,007,164	11%
Financial Aid	0	0%	158,095	0%	0	0%	22,405	0%	0	0%
Internal Transfer [4]	0	0%	0	0%	0	0%	1,501,676	3%	1,639,007	4%
Structural Deficit	0	0%	0	0%	0	0%	(13,664)	0%	0	0%
Budgeted Use of Reserves	0	0%	0	0%	0	0%	0	0%	0	0%
Designated Balances and Reserves	0	0%	3,575,514	8%	0	0%	8,489,667	18%	0	0%
Total Uses:	**33,750,802**	**100%**	**47,478,758**	**100%**	**9,692,489**	**100%**	**46,155,716**	**100%**	**36,575,245**	**100%**

[1] Includes the following University Operating Funds:

1006 - UNIVERSITY OPERATING FUND	1021 - REVENUE-BASED (STUDENT FEE) ACCOUNTS
1010 - UOF FINANCIAL AID PROGRAMS	1022 - RESEARCH, SCHOLARLY & CREATIVE ACTIVITY
1011 - UOF INVESTMENT EARINGS	1023 - WATER RESOURCES & POLICY INITIATIVE
1012 - STUDENT HEALTH SERVICES	1024 - AB 798 TEXTBOOK AFFORDABILITY PROGRAM
1013 - SHS AUGMENTED SERVICES	1025 - UOF DIRECT COST RECOVERY
1018 - STUDENT SUCCESS FEE	1026 - BFA INDIRECT COST RECOVERY
1019 - CSUPERB	1029 - SWAT STEM-NET
1020 - COAST	1030 - ACADEMIC SUCCESS CENTERS - IRA COST RECOVERY

[2] Base includes initial budget for operating funds (general funds), revenue (fee) - based funds, and cost recovery funds.

[3] University Operating Funds, with some exceptions, benefits are funded from a central pool and budget is allocated monthly equal to actual cost.

[4] Transfers between University Operating Funds; eliminated when presenting consolidate University Operating Funds but provided in this report to show funds by division/college.

UR&P Budget Template Report

University Relations and Development
Report Data as of September 30, 2021
Excludes COVID ENDVs 62xx

	Q1-FY2122 Initial Budget (base [2])	% of Total	Q1-FY2122 Budget (base plus 1x)	% of Total	Q1-FY2122 Actual	% of Total	FY2020/21 Budget (base plus 1x)	% of Total	FY2020/21 Actual	% of Total
UNIVERSITY OPERATING FUND [1]										
Faculty - T/TT	0	0%	0	0%	0	0%	0	0%	0	0%
Faculty - Part Time	0	0%	0	0%	0	0%	0	0%	0	0%
Faculty - Other	0	0%	0	0%	0	0%	0	0%	0	0%
Librarian	0	0%	0	0%	0	0%	0	0%	0	0%
SSPAR	0	0%	0	0%	0	0%	0	0%	0	0%
TA/GA/ISA	0	0%	0	0%	0	0%	0	0%	0	0%
Management	4,160,192	64%	5,385,710	54%	1,243,719	52%	4,847,900	49%	4,907,333	50%
Support Staff	1,358,837	21%	1,786,863	18%	324,262	14%	1,412,897	14%	1,341,210	14%
Student Assistant	27,643	0%	29,109	0%	2,534	0%	22,776	0%	22,586	0%
Work Study	11,500	0%	15,455	0%	0	0%	3,955	0%	0	0%
Benefits [3]	637,669	10%	1,542,783	15%	769,602	32%	3,188,766	32%	3,177,721	33%
Operating Expense & Equipment	283,813	4%	1,201,648	12%	55,973	2%	339,716	3%	323,178	3%
Financial Aid	0	0%	0	0%	0	0%	0	0%	0	0%
Internal Transfer [4]	0	0%	0	0%	0	0%	0	0%	0	0%
Structural Deficit	0	0%	0	0%	0	0%	0	0%	0	0%
Budgeted Use of Reserves	0	0%	0	0%	0	0%	0	0%	0	0%
Designated Balances and Reserves	0	0%	0	0%	0	0%	56,500	1%	0	0%
Total Uses:	**6,479,654**	**100%**	**9,961,568**	**100%**	**2,396,090**	**100%**	**9,872,510**	**100%**	**9,772,028**	**100%**

[1] Includes the following University Operating Funds:

1006 - UNIVERSITY OPERATING FUND	1021 - REVENUE-BASED (STUDENT FEE) ACCOUNTS
1010 - UOF FINANCIAL AID PROGRAMS	1022 - RESEARCH, SCHOLARLY & CREATIVE ACTIVITY
1011 - UOF INVESTMENT EARINGS	1023 - WATER RESOURCES & POLICY INITIATIVE
1012 - STUDENT HEALTH SERVICES	1024 - AB 798 TEXTBOOK AFFORDABILITY PROGRAM
1013 - SHS AUGMENTED SERVICES	1025 - UOF DIRECT COST RECOVERY
1018 - STUDENT SUCCESS FEE	1026 - BFA INDIRECT COST RECOVERY
1019 - CSUPERB	1029 - SWAT STEM-NET
1020 - COAST	1030 - ACADEMIC SUCCESS CENTERS - IRA COST RECOVERY

[2] Base includes initial budget for operating funds (general funds), revenue (fee) - based funds, and cost recovery funds.

[3] University Operating Funds, with some exceptions, benefits are funded from a central pool and budget is allocated monthly equal to actual cost.

[4] Transfers between University Operating Funds; eliminated when presenting consolidate University Operating Funds but provided in this report to show funds by division/college.

Appendix D
AY 21-22 Draft Budget Reports

11

PSFA Budget Report
University Resources and Planning (UR&P) Senate Committee

1) How does your division/college engage in multi-year budget planning? If your division/college does not, what are the barriers to engaging in multi-year planning?

   The College of PSFA Dean's team works directly with the Provost's Office in receiving our Academic Year budget. During the AY, we meet once in August for our initial budget meeting and then we have a mid-year budget meeting in February.

   Each summer, the Resource Manager works with the Provost's Office on the college's reserves. The Resource Manager will consult with the Dean on where to allocate reserves and for which years for instructional and non-instructional resources.

   With a relatively new leadership team, the College of PSFA has not engaged in enough strategic and thoughtful multi-year budget planning for instructional resources.

2) What are your division/college's key challenges with budget and resources?

   The initial meeting for the college's AY budget occurs at the start of the current AY. While this gives us a good picture of our budget, it does make it hard to plan for future AYs since the focus of these meeting with the Provost's Office is on the current year's budget.

   PSFA's leadership team also had a difficult time deciphering how things were done regarding the budget within the college in the past with previous PSFA leadership.

3) What are your division/college's key opportunities with budget and resources?

   With PSFA's leadership team coming up to speed in deciphering past practices and developing its own budgetary practices that are sound and supported by the Provost's Office, we can try to make improvements to provide better support to our schools and departments.

4) What information or support would help your division/college to budget or allocate resources more effectively?

   Though we have the full support of the Provost's Office on the current AY budget, it would be great if they can assist us with multi-year budget planning. Perhaps they can develop some tools/resources for each college so that we can better plan for future years.

5) Please provide any additional context for your ongoing budget and resources management.

   Since our arrivals to our respective positions, the Provost's Office has given us their full support. The Resource Manager works very closely with the AVP for Resource Management and her team on all budgetary issues and they always make themselves available if we have any questions.

UR&P QUESTIONAIRE RESPONSE
COLLEGE OF SCIENCES

1. *How does your college engage in multi-year budget planning? If your division/college does not, what are the barriers to engaging in multi-year planning?*

   The College of Sciences does not have a multi-year budget planning process. The College's budget is largely committed to staff and faculty compensation, especially for faculty. Staff and faculty turnover is irregular and unpredictable, so it is difficult to project resources that will be made available due to separations and retirements. A large fraction of the college's budget is non-recurring ("one-time"), which also would complicate multi- planning.

2. *What are your college's key challenges with budget and resources?*

   The College's needs far outstrip its resources. Reliance on non-recurring funds- which typically are how strategic priorities are funded by the University- complicates long term planning and the ability to make commitments. Some revenue streams (for instance, those related to FTES) are tied to metrics that are not entirely under the College's control. The University's reliance on historical/incremental budgeting fosters a culture that is unfriendly to reallocation. The College manages two significant revenue streams- one on the state-side and one in the Foundation; this complicates planning.

   The College of Sciences has significant space and infrastructure needs, especially to support research. The largest issues are in space (quality and quantity) that supports researchers in Biology, but other departments- Astronomy, Chemistry and Biochemistry, and Physics in particular- are also challenges. The College would benefit from a clear time-line for addressing space issues, especially in North Life Science, so that we could make more informed decisions about allocating resources for temporary solutions.

3. *What are your college's key opportunities with budget and resources?*

   Faculty recently hired by College of Sciences have generally been successful at securing external funding, and we expect grant income (and, consequently, RSF) to grow at a healthy rate. The College is committed to generating new revenue streams through new and modified programs offered through Global Campus.

4. *What information or support would help your college to budget or allocate resources more effectively?*

   The College of Sciences would benefit from better information flow about enrollment trends in colleges whose students take our courses. The College would benefit from better analysis of things such as enrollment and FTES trends. We appreciate the increased support provided by Academic Affairs in data analytics.

5. Please provide any additional context for your ongoing budget and resources management.

University Library Budget Report, 11/29/2021

Dean Scott Walter and Sallee Spearman, Director of Budget and Fiscal Operations

Submitted by Laurel Bliss, Library representative to UR&P

1) How does your division/college engage in multi-year budget planning? If your division/college does not, what are the barriers to engaging in multi-year planning?

The University Library engages in multi-year budget planning in a number of areas, including: 1) collections; 2) personnel; 3) space; and 4) technology.

The annual inflationary pressures on the library collection and the nature of library licensing terms, which may require multi-year commitments, require us to regularly project future year collection costs and to manage available resources appropriately.

Personnel costs also involve multi-year planning, or, at least forecasting salaries into the future to ensure we are not committing over our base salary funding when making permanent staffing decisions. As an example, this year our salary forecast will be significantly less than a "normal" year due to multiple vacancies still in recruitment at mid-year. While this year these vacancies will generate salary savings, we also forecast a future year assuming all positions are full for an entire year to ensure we will not be over our base salary funding. We also ensure we maintain enough of a "cushion" that is unassigned in order to cover several future years of permanent salary needs that we could be faced with; staff IRP's/reclasses, faculty expenditures and other strategic initiatives that may be under consideration with our salary lines. We regularly spend significantly more on student assistant wages than we are allocated in our UOF (state) budget, and so we must also plan ahead to ensure that funds are available to provide the core library services for which we depend on student assistants. This may include multi-year planning for UOF as well as Library Student Use Fee (SUF) funds. It should be noted that we plan as appropriate in the current and future years for impact of the library and SDSU strategic initiatives.

At present we receive $25 per student per semester as part of the SUF (~$1.75 million per year). We engage in multi-year planning for the use of these resources, both to supplement resources available for core library services, e.g., access to collections, support for student employee wages. These routine commitments currently consume approximately 75% of available SUF funds, with the remainder available for projects, including enhancements to space and technology. Because even a routine renovation of library space may cost between $350,000 - $1,000,000, it is essential to plan for the funding of these projects across multiple years. Because SUF funds can only be used for certain expenditures per the referendum that created the Fee, a significant project may require multi-year planning across multiple funding streams, including UOF, SUF, and Foundation.

Annual and multi-year planning are managed through the use of a project list that includes all projects, the fund to which they will be assigned, estimated cost, brief description and status of procurement. Larger projects span multiple fiscal years with project expenditures carrying over year to year on both our project list and our budget impact. For example, the renovation portion of a project may hit in the first year, then the furniture to outfit the space after the renovations are complete hits a year (or two) later. Projects on this list are on there by full consultation with all of management team and faculty/staff are briefed on the projects. These projects are then incorporated into our budget model.

We are required by Academic Affairs and BFA to submit reports which show plans for the reserves we

estimate having at year end. In those reports we must indicate how much we estimate the reserves will be, how we plan to spend them over the next 2-3 years and must designate them into the appropriate category for the project; i.e. faculty start up, academic project, space renovation, etc. Our project list is the basis for completing this and is again done in full consultation with management team.

2) What are your division/college's key challenges with budget and resources?

As mentioned above, UOF meets only routine/daily expenses and core library services depend on the strategic use of available funds, including reserves, salary savings, SUF, etc. Because many of these funds represent one-time resources only, we must identify long term cuts to other permanent existing expenditures in order to take on any new permanent expenses, including inflationary pressures on library collections. Although SUF leaves us a little room to complete projects, not all expenditures are appropriate to charge to SUF since we must follow the referendum that was passed. SUF expenditures have been audited twice within the last three years. We have presented proposals to address some of these pressures on our base budget through the PBAC process, but we continue to find it challenging to see recurring dollars added to the library budget, as opposed to one-time dollars.

Another key resource challenge in the library is in personnel, both faculty and staff. The SDSU Library is considerably under-resourced in terms of the number of faculty required to maintain a good librarian:student ratio, for example, and we are similarly under-resourced in terms of our staff. While we have been approved for new faculty lines in recent years, we remain significantly under-resourced compared to peers. This is also true in regard to the funds available to support library collections.

We have a different expenditure model from the other colleges. In the library, we have about twice as many staff as faculty and our other operating expenses can be quite high. We spend a large amount on projects/renovations (student study space, furniture, computer labs, renovation work, maintenance, etc.). Despite these efforts, we remain significantly below the CSU standard for the number of library seats available per number of enrolled students. In the past we have had well over 100 student assistants to assist at our multiple service points with total expenditures varying between $350k-$450k/year but receive only $100k in state funding so the rest must come from student use fee and one-time sources like FWS, reserves and/or salary savings. In recent years, we've spent approximately $3 million on collections, of which less than $2 million is base funding while the rest is SUF, library reserves, and one-time PBAC funding. It would take several million dollars more per year in base funding for SDSU to reach comparable status to the other universities with R1 status and to adequately support SDSU initiatives including the growth of doctoral programs and the Innovation District at Mission Valley.

We are also required to pay some expenditures out of our own funds that other on campus units do not, including security, which costs us more than $150k each year. We also have high value expenditures needed solely for the purpose of being able to operate as a library; i.e. our unified library management system at $111k/year and our cataloging and metadata subscription to OCLC at nearly $170k per year (both of which are also subject to inflationary pressures).

It's also important to note there has been exponential growth of resource manager responsibilities over the past few years which has resulted in feeling unable to focus the necessary attention on our finances. Pre-Covid, requests for reports, projects and other tasks were already steadily increasing due to additional oversight the campus wished to have over units. New restrictions, requirements and processes implemented during Covid also resulted in additional workload and are still impacting this nearly two years later with little end in sight. These often have short deadlines which don't accommodate the other competing tasks of a resource manager. When a resource manager is also an MPP (not all are), there is a higher level of involvement and in addition to managing our finances, both the recruitment responsibility

and addressing faculty/staff HR related issues can also fall under the same resource manager (so far this year the library has eighteen planned recruitments, not counting temporary reappointments). The library resource manager has only one staff budget/HR support position whereas some other colleges have multiple coordinators.

3) What are your division/college's key opportunities with budget and resources?

The library student use fee has not increased in a decade and is currently at only $25 per student per semester. It is an appropriate time to propose a modest increase to the fee, but the pandemic has made the current environment for discussion of fees more challenging. Any fee increase would have to be voted on and passed by Associated Students. During 2020-21, we launched a new web page providing details on the importance and use of SUF funds aimed at facilitating a conversation regarding a fee increase (https://library.sdsu.edu/about-us/student-use-fee).

As Global Campus enrollment increases, it is an appropriate time to discuss the way in which funding is provided to support library access for Global Campus students. Currently, although Global Campus students have access to our electronic resources (and physical spaces, if residing locally), they are not charged a library fee and we only receive $242k per year of support from Global Campus. There have been initial discussions of alternate forms of funding coming to the library from this area, but one scalable approach might be to institute a Global Campus Library Fee that would begin with a floor at the current level, but grow as Global Campus programs grow.

A third opportunity is to review the way in which F&A funds that accrue to the university as part of external grants are deployed in support of the library. At other research universities, the library may receive a set percentage of campus F & A funds, while, at others, a set distribution may be made each year. Given the library contribution to successful grant work across the university – a contribution that will be expected to grow as SDSU researchers require enhanced access to a wider array of current scholarly and scientific literature in order to be competitive for federal grants – it is an appropriate time to consider a more scalable and sustainable approach to the allocation of F&A funds to support library collections and services.

4) What information or support would help your division/college to budget or allocate resources more effectively?

The past two years have presented extraordinary challenges in both annual and multi-year budget planning, both because of changing budget projects and parameters and because of the significant increase in the variety of reporting requirements. In the pandemic environment, we have been asked to make budget projections, sometimes more than once, to meet different parameters, or to establish projections in advance of all relevant information being available. Going forward, our budget process would be improved by the establishment of a consistent set of planning requests and documentation that could be effectively shared across units requesting budget information, e.g., Academic Affairs, BFA, Senate. It is common practice for new procedures to be implemented which benefit the central office but which result in additional workload and labor on the part of the individual units.

5) Please provide any additional context for your ongoing budget and resources management.

See above.

Division/College Budget Report
Draft

1) How does your division/college engage in multi-year budget planning? If your division/college does not, what are the barriers to engaging in multi-year planning?

   Imperial Valley (IV) engages in multi-year budget planning through conversations and meetings with Administrators.   The Administration team usually meets once a week, and one of agenda items is budget planning.

2) What are your division/college's key challenges with budget and resources?

   Imperial Valley (IV) has historically been treated and handled as a college funded within Academic Affairs. Imperial Valley, however, functions as a campus. Work within every SDSU Division (BFA, SA+CD, URAD, etc.) is undertaken on the IV campuses. The main funding source for IV comes from Academic Affairs and, again, IV has significant needs outside of the purview of Academic Affairs. For example, compared to other colleges, Imperial Valley is responsible and oversees custodial services, maintenance services, groundskeeping, shipping/receiving, campus renovations/upgrades, student affairs services, library services, instructional services and marketing. This variety of expenditures is atypical for SDSU Colleges. The current funding source does not align well with IV's needs which limits the potential for growth at IV.

   There has been some progress in aligning resources to support IV's non-AA needs but there is still a lot more that needs to be done. Imperial Valley needs to be transition from a "College" funding structure to a "Division or Campus" funding structure.

3) What are your division/college's key opportunities with budget and resources?

   There are significant opportunities to grow campus revenue through campus events, development activities and fundraising. There are also opportunities to expand revenue through P3 partnerships at our innovation district at the Brawley campus.

4) What information or support would help your division/college to budget or allocate resources more effectively?

   It would help to position Imperial Valley in the various SDSU Divisions, to better align the Imperial Valley funding structure with the San Diego Campus Divisional budgets. Imperial Valley also needs to be involved in all the key committee meetings—within and beyond Academic Affairs—where funding decisions are made that will impact Imperial Valley.

5) Please provide any additional context for your ongoing budget and resources management.

Recently, Imperial Valley move from managing AA budgets only to managing AA budgets and SACD budgets.   This was a good transition for Imperial Valley because it opened an opportunity for IV to start to meet the needs for student affairs.

Attachment A: Division/College Budget from BFA
Attachment B: Summary of Outreach to Division/College

Division/College Budget Report
Division of Research and Innovation

1) How does your division/college engage in multi-year budget planning? If your division/college does not, what are the barriers to engaging in multi-year planning?

    The Division of Research and Innovation (DRI) does not currently engage in multi-year planning. Given the interim role of the VP for the division, multi-year planning could result on commitments being made that could affect the next VP should it not be the current interim VP. Furthermore, most of DRI funding for programmatic activities comes from PBAC one-time funds. This hinders the division's ability to plan when a large proportion of the budget is not covered by base funding.

2) What are your division/college's key challenges with budget and resources?

    Our division has two key challenges with budget and resources. The first is our reliance on one-time funds to cover key areas of our budget—particularly programs focused on supporting faculty in their research, scholarship, and creative activity endeavors. Given the fluctuation year to year in available one-time budget funds, the division has difficulty in sustaining programming to support faculty. Our second challenge is space to house a growing team of personnel.

3) What are your division/college's key opportunities with budget and resources?

    As the research enterprise continues to grow at SDSU, funds that come back to the Division as a portion of the campus' full indirect rate (e.g., F&A rate) will help to support the DRI budget; however, it is important to note these funds are variable year-to-year. The addition of our new Director of Strategic Partnerships may also provide opportunities for additional budget resources in the future.

4) What information or support would help your division/college to budget or allocate resources more effectively?

    Currently, DRI does not have a permanent resource manager to help with managing divisional funds. Having a permanent resource manager will be helpful for the division because of the division's heavy reliance non-base funding sources such as one-time funding and funds that come back to the division through full indirect extramurally funded grants. A permanent resource manager would greatly help with budget forecasting as well as multi-year budget planning.

5) Please provide any additional context for your ongoing budget and resources management.

    The division's budget is not fully supported on stateside funds as a large proportion of the budget is supported by SDSURF funds (e.g. funds coming back from grant F&A).

Attachment A: Division/College Budget from BFA
Attachment B: Summary of Outreach to Division/College

TO: SEC/University Senate

FROM: Adrienne D. Vargas, Vice President, University Relations and Development

DATE: March 15, 2022

RE: Information

Philanthropy Report:

ARCS Foundation, Inc. has made a gift of $55,000 to the ARCS Foundation, Inc. Scholarship in the College of Sciences.

Alumnus the Honorable Victor E. Bianchini has committed to a pledge and gifts totaling $50,000 to the Victor Bianchini War and Society Excellence Endowment in the College of Arts and Letters.

BIOCOM has made a pledge payment of $25,000 to the Stadium Excellence Fund in the Department of Intercollegiate Athletics.

Clark Construction Group, LLC has committed to a pledge of $36,000 to the Stadium Excellence Fund in the Department of Intercollegiate Athletics.

The Conrad Prebys Foundation has made a pledge payment of $1,500,000 to the Performing Arts District in the College of Professional Studies and Fine Arts.

Richard and Diane L. Cristina have made a gift of $100,000 to the Volleyball Excellence Fund in the Department of Intercollegiate Athletics.

DN Tanks has made gifts totaling $204,000 to the DN Tanks Scholarship for SWE and DN Tanks Scholarship for SHPE in the College of Engineering.

J.P. Morgan Chase has made a gift of $25,000 to the Center for War and Society Operating Fund in the College of Arts and Letters.

J.R. Filanc Construction has committed to a pledge of $100,000 to the AGC Construction Management Endowed Chair in the College of Engineering.

David J. and Charlotte Garcia have made pledge payments totaling $50,000 to the Stadium Excellence Fund in the Department of Intercollegiate Athletics.

Alumni Steven L. and Elizabeth P. Gex have made a gift of $50,000 to the Gex Family Scholarship Endowment in the Fowler College of Business.

Alumnus Rick E. Keller, Jr. and Anne Confair Keller have made a pledge payment of $25,000 to the Keller Excellence in Financial Services Endowment in the Fowler College of Business.

Lavin Family Foundation has made a pledge payment of $50,000 to the Lavin Entrepreneurship Center Startup Fund in the Fowler College of Business.

Alumnus Attended Kevin R. McCarthy has committed to a pledge of $37,500 to the Stadium Excellence Fund in the Department of Intercollegiate Athletics.

Alumnus Cloyd "Bud" Reeg, Jr. has made gifts totaling $30,000 to the Aztec Club Director's Cabinet in the Department of Intercollegiate Athletics.

Alumnus David W. Ritterbush and Kristin Ritterbush have made a gift of $42,000 to the Guardian Scholars Program in the Division of Student Affairs and Campus Diversity.

Alumnus Brad H. Shuman and Karen L. Shuman have made a pledge payment of $25,070 to the Stadium Excellence Fund in the Department of Intercollegiate Athletics.

The Estate of Betty Sund has made a gift of $548,892 to the Betty Sund Scholarship in the Division of Student Affairs and Campus Diversity.

We would also like to share the names of the following generous donors who have made gifts and pledge payments to support important purposes throughout the university at the $10,000+ level. These include: Julie Arias, Brenton Armstrong, Annie Marie Barnes, BlackOwned.com, William and Karen Brack, Jaimee Butts, Dan Gross/California Health Care Foundation, Paul Chasan, Daniel Cox, Marlene DeMers, Denise Friedman, Ken Gamboa, David Gubser, David and Deborah Hawkins, Ronald and Susan Heller, Steven and Erline Hooker, Derrick Hudson, Christopher Kozo, Lawrence & Opal Maletta Scholarship Trust, Lytx, Inc., Thomas McKenzie, Rick Engineering Company, Rodrigo Rodriguez, Jason Romero, Daniel Rosenberg, Marlene and Ronald Ruiz, James Sallis, Jeffrey and Wendy Smith, and Evan Richard Youngstrom.

Presidential & Special Events:

President de la Torre and Vice President Vargas hosted donors and prospects at basketball games on: January 31 vs. New Mexico, February 6 vs. Nevada, February 12 vs. Air Force, and February 25 vs. San Jose State.

On Tuesday, February 15, President de la Torre and Vice President Vargas hosted a President's Basketball Pre-game Reception at the Parma Payne Goodall Alumni Center. Approximately 80 guests attended including Campanile Foundation Board members and donors to the College of Arts and Letters, College of Engineering, Fowler College of Business, Library and Planned Giving. The reception program included Mission Valley updates from Derek Grice as well as special remarks from Steve Fisher. Following the reception, President de la Torre and Vice President Vargas hosted Fowler College of Business donors and prospects to the SDSU vs. Utah State game.

On Wednesday, February 23 Vice President Vargas hosted an in-person meeting for the division of University Relations and Development. Over 80 URAD colleague were on-hand to learn more about the campus re-fresh and 125th anniversary events so that they will be well-informed when interacting with donors, alumni and community members. Vice President Vargas shared that last fiscal year represented a record setting fundraising year (raised over $133M); the most successful fundraising year in San Diego State's history. An update on URAD's DEI initiatives was provided along with an introduction of the new donor portal, which was developed to streamline donor relations efforts for donors who have endowed or named scholarships. The short video that was produced for the naming of Lamden Hall was shared to show an example of impact-driven philanthropy efforts. Analytics for

this particular video include: nearly 3,500 posts on Facebook, 3,000 impressions on Twitter and 9,700 impressions on LinkedIn with almost 1,900 views of the video. The keynote speaker was Jim Langley, Founder and CEO of Langley and Associates who shared best practices in philanthropy. The division meeting is an important tool used to help create a culture of kindness throughout URAD.

On Thursday, February 24, a 125th anniversary advisory board committee meeting was held via Zoom. Nearly 20 internal and external committee members attended and were provided with a comprehensive update on the three anniversary events being held on Monday, March 14 when the 600-day anniversary celebration kick-offs. StratComm provided an update on the university's re-fresh and on the upcoming plans for promoting the anniversary celebration.

On Monday, February 28 and Tuesday, March 1, Vice President Vargas hosted Conrad Prebys Scholarship recipients along with personal representatives of the late Conrad Prebys. This is an annual event that is hosted to show appreciation and to share the impact that scholarships have on our students.

On Tuesday, March 1 the TCF Stewardship Committee hosted its quarterly committee meeting via Zoom. The majority of the meeting was devoted to a presentation about the updated Donor Relations program.

On Thursday, March 3, President de la Torre and Vice President Vargas hosted a President's Basketball Pre-game Reception at the Parma Payne Goodall Alumni Center. Approximately 130 guests attended including Campanile Foundation Board members, Alumni Rising Aztecs awardees, Alumni Board of Advisors members and donors to the College of Arts and Letters, College of Engineering, Fowler College of Business, Library and Planned Giving. The reception program honored the Rising Aztecs awardees. Following the reception, President de la Torre and Vice President Vargas hosted TCF Board members and Rising Aztecs Awardees to the SDSU vs. Fresno State game.