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Report from the 2011-2012 Student Fee Advisory Committee

To

Vice Chancellor Student Affairs Penny Rue

Recommendations on Budget Reduction Priorities for 2012-2013

Submitted by Brian McEuen, Chairman

June 8th, 2012

Letter from the Chair

This year has been marked by both challenge and achievement for the Student Fee Advisory Committee at UC San Diego. Building upon years of budget reductions to both the university and Student Affairs, the task of the Student Fee Advisory Committee has become increasingly difficult as it tries to identify the priorities of both the student population and the campus in general in order to offer top-notch guidance and recommendations to the Vice Chancellor of Student Affairs.

Over the past three years, the Student Fee Advisory Committee has amended its process to cater to the needs of its charge. This year, building on the two previous, the Committee further refined its process to meet the needs of both the students and the departments within Student Affairs themselves. This involved increased workload for all members of the Committee both voting and otherwise.

The year began with a Fall Retreat before the beginning of classes aimed at educating new Committee members on the intricacies of the tasks before them as well as reacquainting old Committee members with the practices of the Committee. The retreat was beneficial for all involved as it allowed for smooth transition period into the beginning of the year and into the beginning of Committee operation. As has been common practices over the past two years, the Committee began meeting in earnest starting in the Fall Quarter with fully scheduled Committee meetings as well as subcommittee meetings. This additional time has become necessary for the Committee and should be an expectation in years to come.

In an effort to have more contact with the departments, the Committee elected to meet directly with department heads instead of Associate Vice Chancellors. This allowed for a more personal dialogue between the Committee and the departments and gave Committee members more insight to the services, programs, and functions of the department. In advance of this first meeting, the Committee created a department worksheet to have the department heads fill out. This exercise proved to be useful for both the department, as it forced them to do analysis not routinely done, and the Committee as it gave us a resource to further analyze the priorities of the departments.

The interview process was further enhanced this year by the appointment of interview group leads. This allowed the Committee to hold an individual accountable for reports back to the Committee and allowed Committee members to build leadership skills. Next year, it would be advisable to empower the interview group leads more by having them develop a report from the first interview and ask for even more involvement with the department heads.

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After the first round of interviews, departments were asked by Student Affairs to submit budget reduction scenarios based on a 5% and 10% reduction. Before the scenarios were submitted, the departments (and this time cluster heads) once again met with the interview groups from the Student Fee Advisory Committee. At this second round of interviews, after the interview groups were acquainted with the priorities and functions of each department, the interview groups were able to help guide the department in constructing their reduction scenarios by offering feedback and making recommendations. Interview group leads were then instructed to draft a report and presentation on the departments for the Committee's review. These took place directly before the departments were asked to present before the entire Committee. During this third and final contact, the Committee, as a whole, offered student insight to the departments both on their priorities and reduction scenarios. Having all of the departments heads present at the meetings rounded out the interaction that the interview groups had thus far.

After the information-gathering portion of the Committee process was complete, the Committee entered into its deliberation phase where it ranked the services and programs offered by each of the departments. More information on this part of the process can be found in the following sections of the report.

New to the Committee's operation this year was the inception of the Innovation Fund. Searching for a way to bring innovation back to Student Affairs, the Committee decided to use a portion of its one-time and permanent allocation reserves to fund proposals from the departments for programs or services that were entirely new to the campus and had the potential to yield great results into the future. The first year of the Innovation Fund saw over fifty requests totaling more than \$1.25M. More detail on the process of the Innovation Fund allocations can be found towards the end of the report.

The Committee created three subcommittees this year to see to matters not relating directly to the Committee's charge. The subcommittees were each chaired by different people, which allowed for each to function at a higher level and yield greater results. All three of the subcommittees were successful in some regard. More information on the subcommittees can be found towards the end of the report.

As always, the Committee remained an active member of the Council on Student Fees, the system-wide body for advocating for the proper use of fees on the behalf of students. The Council itself also saw considerable growth and maturation this year as a new leadership team brought both drive and ambition to a previously lackluster operation. A more detailed account of our SFAC involvement can be found in a later subsection of the report.

The growth of the Committee this year has been truly tremendous. Electing to take-on a workload quite a bit larger than years previous and succeeding in our undertaking has been monumental for the Committee and for Student Affairs. It is my hope that future committees

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continue to build upon the work that this year's Committee has completed in an effort to keep the level of student involvement in our campus' governance high. Every time that I've been privy to both the workload and operation of other Student Fee Advisory Committees in the system, I am delighted to know that the autonomy that student leaders on our campus are given combined with the administration's support and encouragement truly make our campus a leader in the model of shared governance. This would not be possible, in my mind, without the talent and institutional wherewithal that all members of our Committee possess. Our Student Fee Advisory Committee really has shown itself to be the leader of fee policy advocacy both in our campus and in the system as a whole. The rapport that we have built with numerous campus administrators will serve to benefit both the student population and the campus wellbeing especially during this time of economic uncertainty.

I hope this report is able encapsulate the hard work and effort given by all the Committee members this year. While necessarily bleak at times, I truly believe that the recommendations in this report reflect a most promising future for Student Affairs and our campus.

The Student Fee Advisory Committee wishes to thank everyone who has been a part of our process this year and contributed to the success of our Committee. Our work would be for naught without the continued support of Vice Chancellor Penny Rue and her commitment to the student experience. The Committee would also like to thank Ed Spriggs for his tireless work and effort of bettering Student Affairs and increasing the role of our Committee; Josie Hollinger for her guidance and knowledge in budgetary matters; and Lindsay Dawkins for her assistance in dealing with all of the Committee's needs.

It has been my pleasure to serve as a member of this Committee for the past three years in a variety of different roles, especially my most previous one. I have enjoyed watching the Committee grow and learn together and cope with the stresses that our charge brings. Even with state divestment in higher education being what it is, I can confidentially say and believe that our campus is in a better place today than it has been in all of its history.

With Sincerity,

Brian McEuen

Chairman, Student Fee Advisory Committee 2011-2012

Ranking Criteria and Process

This year the Committee undertook a ranking process that was similar to last year's. To begin the prioritization process, the Committee compiled a list of programs and services offered by the departments and units within Student Affairs. Some items on this list are a reflection of the programs or services presented on the budget reduction scenarios by the departments and clusters. In comparison to last year's list, this year's is much more inclusive and comprehensive in an effort to provide increased guidance to Student Affairs for the implementation of budget reductions.

After the two rounds of interviews and the department visits to the Committee, each Committee member was asked to rank the programs and services that compiled our list in relation to each other. This formed our "Hierarchy of Campus Needs." It is crucial to mention that all items on the list hold value to some degree, but in this climate of budget reductions, the Committee needed to create a hierarchy of campus priorities for Student Affairs with a view towards overall student and campus well being versus the potential loss of the program or service on the list. The programs and services at the top of the list were considered more vital to these interests than those towards the bottom of the list.

The Committee decided to group the final hierarchy into four quartiles. This grouping was essentially arbitrary as there is little difference between the items at the bottom of one quartile and those at the top of the following quartile. This distinction was useful for the Committee, however, as it allowed us to focus our deliberations on items in the bottom two quartiles understanding that those areas would likely be where the largest reductions would be made.

Finally, over the course of one month, the Committee deliberated on the initial ranking list, moving items up and down according to how essential they are to student and campus well-being. The list presented in this report is a reflection of the Committee's valuation of the programs and services within Student Affairs. Accompanying this hierarchy is a narrative of each one of the items explaining its relative position and briefly discussing the Committee's mindset in placing the item accordingly. Taken together, the narrative and hierarchy form a complete recommendation for the implementation of budget reductions for the 2012-2013 academic years.

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Prioritization List

FIRST QUARTILE	
Tritonlink Services	Web-Reg (Registration/Add/Drop)
Tritonlink Services	TritonLink Services Overall
Undergraduate Colleges	Support for students in distress (e.g. harmful to self behavior, med. emerg. Etc.)
Tritonlink Services	Schedule of Classes
Student Health Services	Student Health Insurance- Plan Coverage & Service
Student Health Services	Urgent Care Service
Counseling and Psychological Services	Crisis intervention/Walk-in Psychological Urgent Care
Financial Aid Office	Financial Aid Counseling
Career Services Center	Employment Search Services (job fairs, on-campus interviewing, employer events, Port Triton job listings, resume critique)
Counseling and Psychological Services	Individual psychological counseling
Career Services Center	Student Employment/Work Study
Undergraduate Colleges	Commencement
Sexual Assault Resource Center	Sexual Assault & Violence Prevention Resource Center (SARC)
Registrar's Office	Online Transcript Request
Tritonlink Services	Major/Minor Tool
Registrar's Office	Enrollment Verification
Career Services Center	Professional & Graduate School Advising & Programs (pre-med, pre-law, pre-health & other grad school prep services & events)
Counseling and Psychological Services	Psychiatric/medication evaluation
Registrar's Office	Walk-In/Reception
Admissions and Enrollment Services	Veterans Educational Benefits Advising/Services
Undergraduate Colleges	Orientation Programs
Student Life Business Office	Student Life Business Office (e.g. Student Org Accounts)
Student Health Services	Regular appointments (Primary Care)
Office of Graduate Studies	Graduate Student Commencement
Student Health Services	Pharmacy Services

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SECOND QUARTILE	
Registrar's Office	Enrollment & Registration Calendars
OASIS	Math & Science Tutoring
Undergraduate Admissions	Transfer Student Services
Academic Enrichment Programs	Undergrad Research with Faculty (and its financial support)
Undergraduate Colleges	Leadership Opportunities (e.g. conferences/retreats, Resident Advisor/Orientation Leader)
Career Services Center	Internship Assistance (e.g. advising, listings)
International center	Advising & services provided by the International Students & Programs Office
Career Services Center	Career Selection (self assessment, career workshops)
OASIS	Language & Writing Tutoring
Student Legal Services	Legal Counseling
OASIS	Student Support Services Program
Office of Graduate Studies	Fellowship Advising
Counseling and Psychological Services	Psychotherapy Groups
Student Life	Welcome Week Program
International Center	International Student Orientation Programs (bonfire, welcome dinner, square dance, English tutor program, etc.)
Office of Graduate Studies	New Graduate Student Orientation
University Events Office	AS Concerts & Events
International Center	Advising & services provided by the Programs Abroad Office
Sports Facilities	Sports Fields
International Centers	Support for International Students (OPT, CPT, Academic Training, Social Security Number, Driver's License, Change of Status)

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THIRD QUARTILE	
OASIS	Academic Transition Program & Summer Bridge
All Campus Graduation Ceremony	All Campus Graduation Ceremony
Undergraduate Colleges	Community Building Programs (e.g. educational, cultural, & social)
Sports Facilities	Main Gym/ Rec Gym
Student Health Services	After Hours Nurse Advise Line
Undergraduate Colleges	Traditional Programs (e.g. festival, Unolympics)
Center for Student Involvement	Student Organization Advising
Counseling and Psychological Services	Psycho-educational workshops
Campus Recreation	Intramural Sports
Sports Facilities	Outdoor Basketball Courts
University Events Office	The Loft
Office of Graduate Studies	Interdisciplinary Celebration (previously All Graduate Research Symposium)
Center for Student Involvement	Campus-Wide Events (e.g. Welcome Week, MLK Parade, etc.)
Sports Facilities	Tennis Courts
Sports Facilities	Sand Volleyball Courts
International House	International House
Campus Recreation	Weight Rooms
Campus Recreation	Informal/Open Recreation (e.g., basketball, swimming, racquetball)
International Center	Education Abroad scholarship information sessions

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FOURTH QUARTILE	
University Events Office	ArtPower! (e.g. music, dance, film, spoken word events)
University Events Office	UCSD Box Office
Campus Recreation	Rec Classes
Campus Recreation	Sports/Rec Clubs
Center for Student Involvement	Community Service Opportunities
Wellness	Livewell UCSD Programs
Center for Student Involvement	Greek Life Advising
Student Legal Services	Preventative Legal Education Workshops (e.g. landlord/tenant & other issues)
Center for Communication and Leadership	Public speaking & presentation skill training
International Center	Study Abroad Fall Fair (Expo)
Campus Recreation	Outback Adventures
International Center	Cross Cultural Programs (International Friday Café, International Education Week, International Club)
Center for Student Involvement	Leadership Development Programs (e.g. Passport to Leadership)
Intercollegiate Athletics	Intercollegiate Athletics (ICA)
Center for Communication and Leadership	Interpersonal & professional communication seminars
Center for Communication and Leadership	Intergroup dialogue on race, gender, religion
Sports Facilities	The Mission Bay Aquatic Center (MBAC)
International Center	Education Abroad First Step Meetings
Student Health Services	Optometry
Center for Communication and Leadership	Leadership Development Programs (e.g. Triton Success Program)

Department/Program Narrative

Student Life

University Events Office

AS Concerts & Events

Staff advising to support the AS Concerts and Events Office received the highest ranking amongst programs and services provided by the University Events Office. This can largely be attributed to the collaboration with student leaders and quality of events (including population served) administered by ASCE and UEO staff.

ArtPower! (e.g. music, dance, film, spoken word events)

For the second year in a row, the Committee has placed a low-value ranking on the ArtPower program. The Committee recognizes the struggle that ArtPower has faced in encouraging students to step out of their comfort zone and allow themselves to be exposed to new and intriguing art forms. However, while ArtPower has made many adjustments urged by this Committee to more fully engage a larger portion of students in its programs, including the formation of Tritons for the Arts, an advisory group, the Committee perceives that more needs to be done to reach out to students whose fields of study do not include the arts. The Committee supports the mission of promoting the arts, but suggests that the University Events Office continue to seek new ways of attracting larger student audiences.

UC San Diego Box Office

The Box Office is ranked low on the Committee's priority list again due to its ability to be self-supporting through ticket fee revenue. While viewed as a necessity for our campus given the large amount of events that take place here, Student Service Fees should not be used to help subsidize the operation. The Box Office should explore charging an additional per ticket fee to ensure that it remains self-supporting.

Welcome Week Programming

The Welcome Week Programming, logistically supported by UEO and other units in Student Life, provides a bookend community building event that is available to the entire campus, regardless of class or commuter/resident status. The Committee finds value in campus unifying events such as this one and continues to support it.

All Campus Graduation Ceremony

The Committee finds value with the All Campus Graduation Ceremony as a means to provide a unifying bookend event that brings together students from all departments and colleges. The

Committee does recommend that alternative sources of funding be explored for the event into the future. The Committee also suggests that students be surveyed to determine if they place value in the event and how it compares to their individual college commencement.

Student Life Business Office

The Committee has always seen great value provided by the Student Life Business Office and recognized the efficiency with which the department is operated. Student organizations are in constant contact with their fund managers to help with transaction management and event planning. Departments within student life also benefit from the fund managers within the Student Life Business Office. Due to its efficiency and campus need, the Student Life Business Office received yet another high ranking from the Committee.

Student Legal Services

Legal Counseling

The individual legal counseling provided by Student Legal Services has always been highly valued by the Committee as well as the efficiency of the operation. Without administrative support for scheduling and office duties, Student Legal Services should pursue investment in an online scheduling system to allow more access to more students while reducing non-essential workload from the lawyers.

Preventative Legal Education Workshops (e.g. landlord/tenant & other issues)

The Committee placed a low ranking on the workshops provided by Student Legal Services. While potentially reaching a higher number of students and preventing issues brought to the lawyers later, the time the lawyers have should be dedicated to providing legal counsel to students in need. Student Legal Services might consider hiring a staff of students, who might have interest in pursuing law, to act as peer ambassadors that could put on workshops and reach out to the community with lawyer oversight and support. The focus of the lawyers' time should be, however, one-on-one legal advice.

Center for Student Involvement

Student Organization Advising

The Committee recognizes that most of the UC San Diego undergraduate population has contact, at one point or another, with a student organization or student org advising. Officers of students organizations are in constant need of event planning advise as well as general student organization support. The Committee believes that this kind of support combined with financial

support (in terms of advising and transaction management) can be handled in one location by a single point of contact. The current system that requires student organization leaders to visit both their advisor and their fund manager for different types of questions is both laborious to the student org officer as well as economically inefficient.

While ranking Greek Life Advising low on the Committee list of priorities, the Committee recognizes the importance of having a position dedicated to Greek Student Organizations as a means of risk management.

Community Service Opportunities

The Committee ranked the Community Service Opportunities offered by the Center for Student Involvement low because, although placing students in community service opportunities is important, more economically efficient methods of doing so should be pursued, such as an online portal. Community Service clubs also could play a larger role in finding opportunities for students.

Leadership Development Programs (e.g. Passport to Leadership)

The leadership development programs sponsored by CSI received a low ranking from the Committee due in large part to the bevy of leadership opportunities available in other areas that serve the students more directly. Students are able to develop their leadership in student orgs with subject matter more applicable to them. Also involvement in student government, at the campus-wide or college level provides access to leadership opportunities that are more fruitful than workshops or development programs. Resources should be allocated to developing hands-on leadership opportunities rather than one-time or even week-long workshops.

Center for Communication and Leadership

The Committee gave low rankings to all of the Center for Communication and Leadership programs (now merged under CSI). The functions these programs attempt to serve are better served in other areas of Student Life and within the Undergraduate Colleges. The Committee recommends continuing the effort to integrate leadership skill development with other student programs and activities that students are primarily interested in rather than in isolation through programs like those offered by The Center for Communication and Leadership.

Wellness

Counseling and Psychological Services

Crisis intervention/Walk-in Psychological Urgent Care

Student Mental health has always been and should continue to be a priority of the Student Fee Advisory Committee and the campus in general. Students who are at-risk of causing harm to

themselves or those around them should be the utmost priority of the staff of CAPS and as such, funding of this program should be protected at all costs.

Individual psychological counseling

Individual psychological counseling should continue to be the mainstay of CAPS to address the psychological needs of the student population in a healthy, safe, and accessible environment. Outreach should be done to the proper audiences to inform the campus of this valuable service and increase its usage especially among students of concern. The Committee recognizes the fact that directly advertising these services to the students is likely not appropriate nor beneficial, but perhaps better informing educators and other staff that have direct contact with students on a regular basis of the service that CAPS offers could result in increased use and better campus welfare.

Psychiatric/medication evaluation

Similarly valuable to the other CAPS services, psychiatric and medication evaluation should also be protected in a similar fashion to the other CAPS services.

Campus Recreation

Intramural Sports

A hallmark of most every college-campus, an intramural sports program is an essential part of the investment in the physical well being of the student population. Efficiencies might be realized through better registration and payment processes either online or otherwise. The reason for the low ranking on the Committee's hierarchy of priorities is that the intramural sports program is more or less self-supporting and receives very little Student Service Fee money. Any cuts to Campus Recreation might be ameliorated through the collection of higher intramural team fees.

Weight Rooms

The campus weight rooms serve a valuable function to the student population that utilizes them at relatively low cost. Again, ranking low on the hierarchy of needs only due to the small amount of investment from the Student Service Fee. The Committee does recommend that a thorough analysis be conducted on the usage of the facilities as well as the usage/hour to perhaps find opportunities for cost savings measures. The Committee also recommends that Campus Recreation explore options of maximizing revenue through Rec Card sales to community members through better pricing structures in order to subsidize student involvement.

Informal/Open Recreation (e.g., basketball, swimming, racquetball)

Students not directly served through the intramural sports program but who want to remain physically active are able to do so through open recreation hours in any of the facilities. Again, its low ranking can be explained by higher priorities within other functional areas of Campus Recreation and Student Affairs in general.

Rec Classes

The recreation classes offered by Campus Recreation are highly valuable to the student population that utilizes them. The low ranking on the Committee's priority list is best explained by the small population that is currently utilizing the courses. The Committee recommends that the number of courses offered as well as the number of types of courses offered be reconsidered. It is understandable that a wide variety of course types are offered to reach the broadest population, but eliminating courses that don't serve a high number of students could help reduce costs and save money.

Sports/Rec Clubs

The Committee has historically provided funding for the sports and recreation clubs through its yearly one-time funding allocations. This year, the Committee made the decision to move this allocation to permanent funding to better reflect the nature of the request. This decision is referenced in Appendix A. The low ranking of this program can be explained by its ability to charge its users to cover its costs as well as by the investment the Committee has already made in the sports and recreation clubs (through its permanent allocation). While this program should ultimately be preserved for use of the students, funding for it might need to more heavily rely on its users rather than the general population. The Committee believes, as it did last year, that raising the fees collected by each team would not inhibit access to this program.

Outback Adventures

For the second year in a row, the Committee has ranked the services provided by the Outback Adventures program very low. While not heavily utilized by a large segment of the student population, the Outback Adventures program might better serve the University as a pay for use service where participants bear the entire costs of their trip. Continued Student Service Fee support isn't feasible in this economic climate. While the service provided by Outback Adventures is unique and gives students an experience not attainable in the classroom, the future of Outback Adventures should be dependent on its ability to become self-supporting. This year's Committee also recommends that Outback Adventures new retail store receive a comprehensive review by next year's Committee.

The Mission Bay Aquatic Center (MBAC)

The Committee once again expressed deep concern about scarce SSF funds providing subsidized access to the Mission Bay Aquatic Center in this economic climate. While incredibly unique to our campus and even with satisfaction rates very high, the population that utilizes the center is

extremely low and the entire student population shouldn't subsidize the usage of a few. The Committee does recognize that UC San Diego has entered into contracts associated with use of the center and doesn't recommend breaking contract to meet the financial obligations of Student Affairs. However, Campus Recreation should begin to research ways to sever ties with our contractual obligations to the center as a means of cost savings. The Committee recognizes the immense value that the Mission Bay Aquatic Center has, but at this time, continued support for the program is not feasible.

Sexual Assault Resource Center

Over the course of the last three years, the Committee has continued to rank highly the Sexual Assault Resource Center and the service it provides to our student population. Its value, while not heavily utilized (and thankfully) is intrinsic for a safe and healthy campus. The Committee does encourage that SARC staff spend time on prevention and outreach workshops to increase awareness of this valuable service and help create a healthier campus atmosphere. The Committee also recommends that, where possible, the Sexual Assault Resource Center explore the opportunity of hiring student outreach staff that can help spread the message of SARC's offerings as well as provide preventative workshops to student organizations or other populations most affected by sexual assault.

Student Health Services

Urgent Care Service

Student health and safety is a primary concern and overwhelming necessity of a functional University. Access to urgent primary care should never be an obstacle to students who need medical attention. While further revenue streams may be explored through copays for both scheduled and unscheduled visits, the Committee recognizes the value of having clinic style Urgent Care centrally available on campus.

Regular appointments (Primary Care)

Primary Health Care should be available to students on a regular, schedulable basis. The Committee does advise, however, that Student Health research and explore the effects of increasing copays for students with SHIP for even scheduled visits. We believe this revenue stream could help offset reductions, while not hampering access to primary health care. As suggested last year, perhaps higher copays for non-SHIP students could also increase revenue to this highly valued and functional area.

Pharmacy Services

Pharmacy Services managed by Student Health Service serve a valuable function to the student population that lives on campus and don't have ready access to other, off-campus pharmacies. It also seems that the Pharmacy Services provided are essentially self-supporting and complement the existence of an on-campus health clinic. The Committee highly values the pharmacy services provided on campus.

After Hours Nurse Advise Line

In theory, 24-hour access to a medical advisor could prove beneficial to a population of over twenty-five thousand students. In practice, however, the benefits of having this service available aren't being fully realized, especially when considering its costs to maintain. As medical information is readily available on the internet at little or no cost, Student Health Services ought to consider alternative ways of providing access to this information: either through maintenance of their own website with basic medical facts (which would come at a cost to develop) or as a gateway to the information already available on other reputable sites.

Optometry

Optometry services provided directly at Student Health are costly and serve a small population that could be better served through outsourcing of the service either at off-campus health care providers or through partnerships with the Shiley Eye Center on campus. In response to the budget reduction scenarios provided by Student Health, the Committee has ranked this service extremely low on the hierarchy of Student Affairs priorities and as such has targeted this service as one that should receive cuts.

Admissions and Enrollment Services

Registrar's Office

Walk-in Reception

The Committee recognizes the high value of having Walk-In Reception readily available at the Registrar's Office. Even with the ability to have scheduling and appointment making done more cost effectively through online resources, the value of being able to speak with someone directly is tantamount to urgent care in a healthcare setting. All populations of students, graduate, undergraduate and professional benefit from having the ability to fix errors in registration, enrollment, or scheduling at a moment's notice and as such, the Registrar's Office should continue to maintain this vital service.

Tritonlink Services

The Committee continues to regard highly the services offered by Tritonlink including, WebReg, Major/Minor tool, Class Planner, Schedule of Classes, and other tools that aid students in their

academic endeavors. These tools are essential to the wellbeing of students both in and out of the classroom as they facilitate their scheduling and organizational needs. While seemingly academic, these services truly are co-curricular as they allow students time to focus on areas of development outside of the classroom by managing the organization of their academic needs.

Financial Aid Office

Financial Aid Counseling

Financial Aid Counseling is a necessity at a school that boasts over 65% of its undergraduate population on financial aid money. Students of all backgrounds should have ready access, whether in person or online, to financial aid advising, and the resources that go to support the operation should be preserved, especially in a time of economic uncertainty. It is clear that education costs will continue to rise, and based on recent history, students and their families will be required to bear the brunt of these rising costs. It only follows that an increased number of students will be required to pursue financial aid and need advising to navigate its intricacies.

Undergraduate Admissions

Transfer Student Services

The Committee recognizes the growing trend to admit and enroll an increasing number of transfer students. As such, the Committee supports any effort made to make their registration and enrollment process easier. The Committee also recognizes the intricacies that come with transferring from another higher education institution, especially as they relate to enrollment and course approval. For these reasons, resources should be preserved to allow for this trend to continue while not negatively affecting any student population.

Veterans Educational Benefits Advising/Services

As, another population which will continue to grow as increasing numbers of veterans return from service looking to experience post-secondary education, the Committee recognizes the need to cater directly to this small, but underserved population. The Committee supports the growth of these non-traditional students and encourages the administration to provide financial support where necessary to allow for an easy transition into higher education.

Experiential Learning

OASIS

Tutoring

Undergraduate tutoring for all students, regardless of background should be maintained despite budget cuts. The Committee continues to value the services offered by OASIS despite their academic nature, as many students' academic careers are dependent on having access to free tutoring. The Committee would like to reinforce the notion of charging a nominal fee for OASIS services, however. As suggested in years past, this fee would serve as an additional income stream for OASIS and also might help discourage cancellations. As this fee would be small, we don't think access to the program would be affected.

Academic Transition Program & Summer Bridge

The Academic Transition Program and Summer Bridge are not highly prioritized in the Committee's hierarchy of needs because they are "academic" in nature and should be funded by Academic Affairs or provided by academic departments. Accordingly, partnerships with academic departments ought to be explored as options for transitioning away from Student Services Fee funding of academic transitioning programs such as these. The Committee does recognize the value that this program has for our campus, especially to incoming students from higher quintile high schools; however, Student Affairs should explore securing funding for this program from Academic Affairs.

Career Services Center

Employment Search Services (job fairs, on-campus interviewing, employer events, Port Triton job listings, resume critique)

Employment search tools offered by the Career Services Center are amongst the highest ranked services on our list due to the large population of students that utilize them and the benefit they bestow, perhaps indirectly, on the University. In this competitive job market, UC San Diego students benefit immensely from having a dedicated Career Services Center to serve their post-education needs. The University also benefits by having its students placed in highly competitive job markets with high salary ranges.

Student Employment/Work Study

Student employment has always been a pillar of the Committee's belief system and having a centralized office to house student employment/work-study administrative needs makes this function of the Career Services Center extremely valuable. As departments begin staffing students instead of full-time or part-time staff, the need for this centralized service will grow, which is why continued support for this function should remain.

Professional & Graduate School Advising & Programs (pre-med, pre-law, pre-health & other grad school prep services & events)

As presented in last year's Committee report, Professional School advising should continue to be a function of the Career Services Center. Graduate School advising, however, seems to better serve students coming from the individual academic departments. Resources in this area should be focused on broad level graduate or professional school application advising, while the academic departments could better address finer details. The Career Services Center should explore offering workshops or tutorials open to a large number of students to help address general questions instead of devoting one-on-one staff time for the same purpose.

Internship Assistance (e.g. advising, listings)

In this demanding job market, internships are becoming the norm for students of most academic backgrounds. As such, resources should be devoted to provide advising on how best to obtain these internships. Internships are a perfect complement to a rigorous academic experience in the classroom and many students at UC San Diego would benefit from having real-world work experience. Again, the University also benefits from placing its students in highly coveted internship positions.

International Center

Advising & services provided by the International Students & Programs Office

In this age of internationalization, UC San Diego is developing its campus as a bastion of international education and research. These efforts are supported by increasing the population of international students and exchange students visiting our campus. Providing a community and support for these international students not only enhances their individual experience but also increases the reputation that UC San Diego holds abroad. The International Center should continue to strive to bring the international students into the social folds of UC San Diego creating a larger, more welcoming community through partnerships with the International House as well as the Undergraduate Colleges.

Advising & services provided by the Programs Abroad Office

International Education is increasingly becoming a necessity in preparation for the modern day workforce. Our campus has made a commitment to send over half of its undergraduate population to study or internship abroad programs. The Committee extends its support in this endeavor by highly prioritizing the advising services offered by the Programs Abroad Office within the International Center. Efforts should be made to minimize the costs attributed to sending students abroad, however, by potentially moving some advising to online formats. The Committee also encourages the International Center to consider charging additional fees for studying abroad applications commensurate with our like-institutions and determine whether this could potentially bring in additional income for the International Center while not inhibiting access to study abroad advising.

Support for International Students (OPT, CPT, Academic Training, Social Security Number, Driver's License, Change of Status)

Necessary support for international students should always be accessible and available to international students looking to come to UC San Diego or those already here. Federal regulations and requirements for international students should never be at risk as a cost savings measure for the department.

Education Abroad scholarship information sessions

The Committee encourages the notion that education abroad remains affordable for students from all backgrounds, especially with scholarship monies available. In an effort to decrease staffing time devoted to these information sessions, the Committee encourages that this information be brought online in an easy-to-digest format, perhaps in a similar way that the Virtual Advising Center (VAC) is used amongst the Undergraduate Colleges.

Education Abroad First Step Meetings

The Committee expressed concern with the number of Education Abroad First-Step Meetings offered as well as their effectiveness. While we understand the need to market Education Abroad, especially to freshmen, there are more cost-effective ways to do so that don't require student or full-time staff support. The department should evaluate the First Step Meetings and find ways to relay their message more effectively.

Cross Cultural Programs (international Friday Café, International Education Week, International Club)

The Cross Cultural Programs sponsored by the International Center don't rank highly among the Committee's hierarchy. The population served by these programs is small and the effectiveness of these programs to build greater international awareness needs to be better demonstrated. Alternatively, these programs should be reviewed to determine whether they can be made more financially self-supporting, such as the International Friday Café.

AEP

Undergrad Research with Faculty (and its financial support)

While entirely academic in nature, the Committee places a high value on the undergraduate research opportunities provided by the Academic Enrichment Program. Placing students in faculty research programs adds value to the classroom curriculum and provides a "leg-up" in either the job market or on their graduate or professional school application. Support for this program should continue even through budget cuts. The Committee also recommends that Student Affairs search for alternative methods of financial support for this program, such as with Academic Affairs.

Intercollegiate Athletics

The Committee spent an extensive amount of time this year reviewing the value that our Intercollegiate Athletics Program (ICA) has on our campus. The need was especially high as this year the undergraduate student population was faced with a referendum to increase the Intercollegiate Athletics fee to a total of \$284.78. In an effort to provide complete transparency to the student body in advance of this referendum, the SFAC adopted a letter written to the Associated Students discussing their concerns in the referendum. This letter can be viewed in its entirety in Appendix B of the report.

While the Committee recognizes the value that an Intercollegiate Athletics program has on a University, especially one that is already recognized for its exquisite education and research programs, the Committee believes the cost of the program should be supported entirely by a fee, approved and paid for by the students. Under the current model, the full cost of the program isn't readily transparent as Student Services Fees pay for part of the program, albeit a very small portion of the overall budget.

Over the past few years, Student Affairs has divested a majority of this SSF stake in the ICA budget, and once again, the Committee recommends that this trend continue. The current ICA budget that is supported by Student Affairs funds the salaries of members of the administration of the ICA program, whose salaries could readily be moved onto the ICA Fee at little detriment to the program. When presented with cut scenarios, ICA mentioned areas wherein they would not be able to grow their program, but failed to mention areas that would need to be cut. It is the Committee's belief that our ICA program could continue to operate at the status quo even with a full divestment of the Student Services Fees. In this time of budgetary shortfall, and after years of major cuts to SSF-funded student services and programs, it is opportunities like this one that should be explored primarily and extensively.

The Committee recommends that over the next three years, Student Affairs adopt a strategy to divest the remaining Student Service Fees in the ICA budget. This would allow ICA time to explore ways to absorb the cut without detriment to the program by potentially using its fund balances associated with the ICA Fee.

Sports Facilities

Sports Fields

The sports fields on our campus serve two primary functions, both extremely valuable to the campus well being. The first is to allow a space for recreational and scheduled use. The second is to serve as a face of the campus in terms of its aesthetic. It should go without saying that immaculate sport fields portray a more positive image for the overall campus; while conversely,

fields fraught with divots, dust patches and poor grass convey a negative appearance on the campus. The Committee recognizes both of these aspects and as such, places a high value on the sports fields of our campus. The Committee does encourage Sports Facilities to push for increased control over field maintenance and the recharge schedule for services rendered by Facilities Management in an effort to minimize costs. It might also be beneficial to look into the recharge rates that Sports Facilities charges Campus Recreation and Intercollegiate Athletic for their use of the fields. Investments linked to increased sustainability of our sports facilities have the potential to reduce costs in the future, which is why the Committee felt compelled to make such a large investment in artificial turf for The Muir Field facility.

Main Gym/ Rec Gym

In an effort to support the wellbeing of students across the campus, the Committee supports the continued maintenance and scheduling of the Main Gym and Rec Gym. It should be noted that the value of these two facilities was deemed less by the Committee since they don't have the same dual purpose that the Sports Fields do. The Committee also believes that Main Gym and Rec Gym should primarily serve the student populations that reside closest to those locations.

Outdoor Courts (basketball, tennis, sand volleyball)

Each of these outdoor-playing areas serve a different population of users while still each requiring staff-time to schedule and operate. In terms of hierarchy, the Committee placed the highest value on the outdoor basketball courts based on usage and usability (more usable for activities other than basketball). The tennis courts and sand volleyball courts were also valuable to the Committee with the recognition that these courts serve a smaller population of users and therefore should require less staff attention and time.

Office of Graduate Studies

Graduate Student Commencement

Similar to the undergraduate commencement, the Committee places high value on the graduation experience for graduate students. As a bookend experience to their educational endeavors, funding for this program should be maintained. The Office of Graduate Studies should strive to increase attendance at the events to build a sense of belonging amongst the graduate student population.

New Graduate Student Orientation

New Graduate Student Orientation, similarly to undergraduate student orientation, is an important experience for graduate students, especially those new to UC San Diego. At a relatively low cost, this program has the ability to greatly serve its intended audience. Care

should be taken to ensure that costs remain low and the event doesn't become superfluous but rather remain on-point and productive. The Office of Graduate Studies should encourage and foster increases in attendance to create a sense of community among the graduate students.

Interdisciplinary Celebration (previously All Graduate Research Symposium)

The Committee has ranked the Interdisciplinary Celebration (formerly Graduate Research Symposium) low on its priority hierarchy due to low attendance from the graduate student population and overall goals of the program. The Committee recommends that academic departments as well as GSA become more involved to ensure continuation of the program

Undergraduate Colleges

Support for students in distress (e.g. harmful to self-behavior, med. Emerg. Etc.)

The Committee highly values the roles the Student Affairs professionals within each of the college play in supporting a healthy community environment by dealing with and spending time with students in distress. More than any other function that the Student Affairs departments have within the colleges, this one should be prioritized above all else both operationally and fiscally. Even with dwindling support for student services in general, including those provided by the Undergraduate Colleges, over the past few years, this function should continue to be protected from any reduction both in financial support of time vested.

Commencement

Undergraduate commencement is a hallmark of any higher education experience. The value that a graduation ceremony has is priceless and the Committee recognizes that by highly prioritizing this service in its list of Student Affairs priorities. Each undergraduate college should strive to protect their individual commencement ceremonies wherever possible, even at the cost of other programmatic experiences.

Orientation Programs

As the other side of the bookend experiences that make up the undergraduate college experience, the Orientation Programs administered by each college are a highly valuable experience to incoming students. Not only do they acclimate the student to the University overall, they serve as a community building program for the incoming class, which is a much needed experience given the cuts to college programming that each of the colleges have sustained. The colleges, supported by the Provosts, should explore charging a higher orientation fee as a way to bring in additional dollars to the colleges.

Leadership Opportunities (e.g. conferences/retreats, Resident Advisor/Orientation Leader)

The leadership opportunities sponsored by the undergraduate colleges have a profound impact on the students they serve, perhaps more so than other areas of campus due to the close-knit communities found within the colleges. The leadership development programs such as the Resident Advisor and Orientation Leader programs serve dual purposes of building strong leaders and also serving the underclassmen in community building. For these reasons, the undergraduate colleges should continue to offer these programs.

College Programming (e.g. educational, cultural, & social)

The undergraduate colleges have been central to UC San Diego's vision since their inception and their centrality to UCSD's educational mission has been reaffirmed repeatedly. The College system attracts students who seek a small community-centric college experience while still being able to benefit from the services of a large research institution.

Over the past few years of budget cuts, the Colleges, like all departments within Student Affairs have received large reductions in their operating budgets. However, even prior to the most current budget crisis, staffing and funding for student affairs within the colleges have not kept pace with enrollment growth or even growth within the colleges themselves in areas such as academic affairs and residence life. As such, the offices of student affairs have been chronically understaffed and underfunded.

This year's Committee supports rebuilding and strengthening the college system. The Committee believes that further cuts to student affairs within the colleges cannot be borne without lasting negative impacts. In an effort to rebuild and strengthen the college system, the Committee supports protecting the Colleges from further reductions by prioritizing their services over others in Student Affairs. The mid-tier ranking of College Programming is explained by the value that programming has overall, and not the value that the college system has.

Subcommittee Work

Website Subcommittee

Purpose of the Subcommittee

The purpose of the Website Subcommittee (hereafter “the subcommittee”) was to update the Student Fee Advisory Committee (hereafter SFAC) website, so that SFAC is in compliance with the policies and best practices put forth by the Council on Student Fees and University of California Office of the President.

Membership

The subcommittee was composed of the following persons: N Lance Hepler (Vice-chairman and the subcommittee chairman), Mishika Vora (Associated Students Representative), William McCarroll (General Accounting Representative), Alan Houston (Council of Provosts Representative), and H Thien Nguyen (Graduate Student Associate Representative).

Goals of the Subcommittee

The subcommittee was charged with providing a modern website for SFAC, an over-arching goal that was addressed by the following processes. First, the subcommittee decided that the newly formed Student Affairs Technology Services (hereafter SATS) would be the ideal body to arbitrate the deployment of the new website, taking advantage of the Campus Content Management System (hereafter CMS). After coordinating with SATS, the subcommittee then proceeded to draft a layout for the SFAC website, including a hierarchy of subpages including: SFAC membership, SFAC role, SFAC process, SFAC agendas and minutes, SFAC calendar, an aggregation of fee-related news relevant to students, and a breakdown of how fee money is being spent (“Where your money is going”). Other goals included updating the new website with content, receiving training on the CMS to facilitate self-directed updates to the website, and updating the website at regular intervals.

Deliverables

The chief deliverable of the subcommittee was a new website for SFAC.

Results of the Subcommittee

A draft version of the new website is available at http://stage-students.ucsd.edu/student-life/_organizations/student-affairs/sfac/index.html (which can only be accessed by on-campus or VPN users), which needs to be populated with up-to-date content. These updates will be ongoing as time permits.

Challenges Faced

The chief difficulty faced by the subcommittee was coordinating with SATS. SATS (and the Campus CMS) have been extremely busy as the various units and departments on campus have transitioned their website infrastructures from in-house to consolidated units like SATS and ACMS in order to utilize cost savings from such consolidation. This process has even resulted in a temporary hold on new Campus CMS users while the backlog of requests is fulfilled.

Recommendations

The subcommittee recommends its reformation at the beginning of next year to continue and further its goals.

Survey Subcommittee

PURPOSE

The SFAC Survey Subcommittee was tasked to develop, produce, and administer a survey of the various Student Affairs units, programs, and/or services. The survey would aid in the deliberations of the various units/clusters and their respective operations. The survey would also prove to be one that can withstand much change; as it is the hope that such a survey would need little yearly updating so that the results would and could be comparable year-to-year.

MEMBERSHIP

The membership of the Committee comprised of the Muir Representative Samson Mai, the Muir Shadow Michaela Kaltner, the Graduate Student Representative Jonathan Sapan, and the Revelle Representative Andrew Ang who served as the Subcommittee Chair.

GOALS OF THE SUBCOMMITTEE

The Survey Subcommittee worked to develop goals that encompassed the vision and purpose in which the subcommittee was tasked. Thusly, the members discussed the metrics for gauging the student opinion; how to separate the programs, services, and units into an understandable and purposeful list; how the survey would be administered; and, what type of analysis would take place of the data/results.

DELIVERABLES

- Survey Participation Letters (via email)
- Up-to-the-Minute Data
- Analysis by Committee

The Survey Participation Letters

Three total emails were sent to the sample population. The first invitation email was sent to n = 10,000 students and all subsequent letters were sent to those students who had yet to fill out the survey from the original n = 10,000. Both undergraduate and graduate students were participants in the survey.

Up-to-the-Minute Data

By partnering with CampusLabs (formally Student Voice) and the assistance of the Associate Vice Chancellor-Resource Administration's office, the subcommittee and the Committee as a whole were able to receive updates to the survey upon request as the compilation of the data was all done electronically via the CampusLabs account. These raw data assisted only in the early stages of the deliberations until the Vice Chair of the Committee, as a whole was able to formulate a more formal statistical analysis of the figures.

Analysis by Committee

Initial analysis of the Usage and Importance rankings was done via the raw data provided by the CampusLabs interface. Later, during the more in-depth deliberations, the Vice Chair of SFAC worked to formulate a statistical method to analyze the data so to be tailored to the needs and understandings of the Committee members.

RESULTS OF THE SUBCOMMITTEE

The subcommittee was successful in its decisions for what metrics would be used to gauge the student opinion. In that, a "Usage" and "Importance" methodology provided information on how many students, from the sample, were able to use the given program, service, or unit; and, were able to give an insight on what they believed to be important even if they had not used it before.

Working with CampusLabs and its interface proved to be both easy and accessible. The turnaround from the development of a list and receiving feedback from the Office of Student Research and Information to having CampusLabs develop the interface was approximately one week.

Administering the survey was completed via the Office of Student Research and Information as per the wording of subcommittee and Committee as a whole. Data was collected daily and presented to the Committee via email, and again during the Committee meetings.

The analysis of the raw data via the formulated statistical method by the Vice Chair proved to be useful in the rankings and discussions amongst Committee members during the meetings.

CHALLENGES FACED

The members of the subcommittee wanted a survey that was short, concise but still valuable. However, it came with some confusion. Although many of the names presented on the survey of the programs, services, and units were words known to most of the university's students, further clarification or word usage should have been provided, as they may have appeared too vague.

Another challenge was increasing participation in the survey. We extended the survey a week longer and sent out a third reminder email, however, the total numbers changed little.

RECOMMENDATIONS FOR NEXT YEAR

The biggest recommendation for next year is to sustain the wording and methodology of the survey. Although changes could be made to adjust for the climate of the current year, little change should be the goal. This would ensure that the results could be compared year after year if need be.

A second recommendation would be to find a way to elaborate some, if not all, of items on the list—possibly through a scroll-over or pop-up feature. This would give some clarification of the various programs, services and units that they students may be unaware of.

Skaggs Subcommittee

The Student Fee Advisory Committee charged a subcommittee this year to review the financial arrangement made by the campus to support the early growth stages of the Skaggs School of Pharmacy in 2000. The purpose of the subcommittee was to further investigate the terms of the arrangement between former Vice Chancellor of Student Affairs, Joe Watson, and the Dean of the Skaggs School of Pharmacy, Palmer Taylor, which appeared to represent a transfer of SSF funds to Skaggs for a limited rather than indefinite period. The subcommittee's mission was

explorative and fact-finding as the only tangible goals expected of the subcommittee were to present their findings to the Vice Chancellor.

The subcommittee consisted of Josie Hollinger, Mary Allen, Sylvia Lepe-Askari, and was chaired by Brian McEuen. Only meeting twice, the subcommittee was unable to come up with substantive facts and recommendations for the Vice Chancellor. It was clear, however, that after the two meetings that the group had, there was considerable disagreement about the terms of the arrangement, specifically whether it was intended to be temporary with a return of SSF funds to Student Affairs, or permanent without such a return of funding. It is in the interests of SSF paying students that this issue be resolved. Therefore, further consideration ought to be paid to the issue by next year's Committee with increased involvement from the Campus Budget Office and the financial managers in the Vice Chancellor Student Affairs Office.

Council on Student Fees Involvement

Once again, the Student Fee Advisory Committee at UC San Diego was an active member of the Council on Student Fees (CSF), the system-wide body of SFAC representatives who convene to discuss issues pertaining to their campus as well the system as a whole. CSF meets three times a year, once during each academic quarter. Membership of the Council is limited to one voting member of each SFAC.

In the past few years, membership to the Council has not been fruitful for our Committee, as we tend to be the leaders for the system in fee appropriation guidance as well as campus autonomy; this year was no different. Although there was a marked difference in CSF leadership, it was difficult to achieve any substantial goals with only three meetings a year and tepid buy-in from all campuses. The potential that CSF has in presenting a unified voice for the system with regards to student fees is immense, yet it has not truly been realized. This is especially frustrating during the present time when system-wide leadership is needed.

As the SFAC at UC San Diego pays a substantial membership fee to be a part CSF, it is in the Committee's best interests to evaluate the benefits derived from membership and determine the best course of action for future involvement. Regardless of any decision a future Committee makes to retain or relinquish membership, the SFAC at UC San Diego should make an earnest effort to increase the value of CSF both for our campus and for the system as a whole.

Innovation Fund

In years past, the Student Fee Advisory Committee (hereafter “the Committee”) reviewed requests for both permanent and temporary allocations of Student Services Fee funds by departments within Student Affairs to fund programs and services that benefit the student population. This review process was part of a budget call by the VCSA and an allocation of permanent and temporary funds with a charge to the Committee to make recommendations on use of the allocated funds. In recent years, under the duress of substantial state divestment from the University of California System and concomitant budget reductions, no such budget call has been issued and the Committee has been relegated to considering only standing or historical requests, while focusing its major effort on analyzing and ranking student services as part of the budget reduction process.

After several years of sustained and substantial budget reductions across the vast spectrum of Student Affairs, we recognize a malaise has afflicted nearly all, if not all, Student Affairs departments. This year, in order to revitalize Student Affairs and to bring forth innovative, strategic, and substantial benefits to the student population, the Committee has established the Innovation Fund Program (hereafter, IFP). The IFP sought proposals from all Student Affairs departments to fund, on a temporary basis, programs and services and projects that:

- Are new or fundamentally different from other programs or services offered,
- Address a need as outlined in the Student Goal Framework,
- Address a need as identified via some metric of student polling,
- Aim to reduce expenditure of permanent money through a significant return on investment.

Ideally, proposed programs and services would also receive funding from other sources and include plans to transition student personnel and staff from temporary funding to permanent funding. These proposals were not intended to backfill budget reductions from previous years, nor pay recharges for integrated IT services, nor facilitate funding swaps for programs or services that fall outside Student Affairs or the guidelines established by the Student Fee Advisory Committee Charter and the Standing Policies of the Council on Student Fees.

In this first year of the IFP, the Committee has considered an astonishing 44 proposals from nearly every cluster and department within Student Affairs. A summary of the proposals is attached to this report. Unfortunately, due to budgetary constraints, the Committee can only promise to fund a few of the most innovative and strategic proposals under consideration. This year, we have selected the following proposals to receive funding:

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Student Legal Services	Student Life
“Get Your Deposit Back!” Triton TV Campaign	\$1,250
<p>Student Legal Services (hereafter SLS) has long provided students with an otherwise unavailable resource: access to certified legal expertise. According to SLS, students most often seek aid with landlord/tenant issues, and so a healthy portion of SLS’s programming goes toward addressing this need proactively. The “Get Your Deposit Back!” Triton TV Campaign proposal emphasizes this proactive approach at very low cost. Given the proactive nature of the proposal and its extremely meager cost, the Committee has agreed to fund this proposal, and looks forward to similar initiatives from SLS in the future.</p>	

Center for Student Involvement	Student Life
Community Service Supply Lending Program	\$1,500
<p>The Center for Student Involvement (hereafter CSI) brought forth this unique proposal to maintain a standing supply of community services supplies and tools to be used by the various community services programs under their purview. Through the expenditure of a very small amount of temporary funds, the Committee has the opportunity to facilitate the important community service work done through CSI, and amplify its potential impact. In light of its low cost and obvious utility to the community service programs at UC San Diego, the Committee has agreed to fund this proposal.</p>	

Council of Assistant Deans	Undergraduate Colleges
All-Campus Transfer Student Seminar	\$7,351
<p>The Undergraduate Colleges have long spoken of the difficulties they face in integrating transfer students into their respective college communities. With the advent of the Village community, these difficulties are as pronounced as ever. The college system of UC San Diego is seen from within and abroad as one of its most unique and most valuable characteristics; one that should be emphasized and strengthened. The Committee shares in this opinion, and sees this proposal as an innovative means to help address weaknesses in UC San Diego’s current approach to transfer students.</p>	

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Student Health, Recreation, and Well-Being	
UCSD-specific Well-Being Mobile Applications	\$8,240
<p>Student Health, Recreation, and Well-Being (hereafter SHRWB) has long sought to reduce student healthcare costs and improve each student’s quality of life by emphasizing the need for students to engage in activities supportive of their own well-being. For example, The Zone and the “Therapy Fluffies” are successful programs pioneered by SHRWB to engage students in their own well-being. With this proposal, SHRWB has recognized the advent of pervasive mobile computing has provided a new medium flush with opportunities to interactively engage an expanding set students. Given the experimental nature of this proposal, the Committee has agreed to fund the development of a single program instead of the three (3) programs called for in the original proposal. Additionally, the experimental nature of this proposal suggests thorough assessment of clearly-defined well-being outcomes will be key to the consideration of future proposals of a similar nature.</p>	

Academic Enrichment Programs	Experiential Learning
Medical Student Conference	\$30,000
<p>The Committee has recognized great value in Academic Enrichment Program’s (hereafter AEP) efforts to provide the student population with a variety of opportunities to complement their academic curricula. As the only UC school with a School of Medicine but without a Medical Student Conference to engage in outreach, the Committee recognizes the need this proposal seeks to fulfill. Additionally, AEP has already sought to collaborate with the School of Medicine and the HOPE program to bring this event in the future, pending the outcome of this first effort. For addressing a need previously unfulfilled, for its potential collaborative value, and for its potential return on investment to UC San Diego, the Committee has agreed to fund this proposal and looks forward to its implementation.</p>	

Office of Graduate Students	
Campus Climate Intern	\$38,100
<p>This proposal from the Office of Graduate Studies (hereafter OGS) attempts to address a need for graduate student input and management of campus climate issues. The Committee supports efforts to capitalize on student personnel whenever possible, and this proposal does so with maximum effect. The Committee has agreed to fund this proposal for only one (1) year, leaving open the possibility to negotiate additional funding for later years contingent upon OGS and the campus climate intern securing additional funding support from the Vice Chancellor of Equity, Diversity, and Inclusion; from the Graduate Student Association; and the Office of the Ombuds.</p>	

Sports Facilities	
Lighting at the ECRA Sport Deck	\$136,300
<p>This Sports Facilities (hereafter SF) proposal aims to address a strategic need for more space to allocate toward student-centric recreation. The strategic nature of this proposal was of immediate interest to the Committee: it aims to simultaneously meet the needs of students wishing to reserve recreation space at the ECRA Sports Deck, while simultaneously providing opportunities for SF to capitalize on opportunities for commercial reservations. Additionally, an alumnus donor has promised \$50,000 toward the proposal total of \$186,300, providing a unique opportunity for the Committee to strategically invest in campus infrastructure that will be of immediate and direct benefit of students.</p>	

Sports Facilities	
Synthetic Turf at Muir Field	\$330,000
<p>Like the previous SF proposal, this proposal aims to address a strategic need: the Muir field is falling into disrepair, and with the increasing costs of maintenance, is an ever greater financial burden on the university. This is amplified by Muir field's location: reclaimed water is not available at its site, making expensive potable water the only option for field maintenance. This proposal aims to reduce the long-term expenses of Muir field while simultaneously making it more sustainable and more usable. The Committee was both highly enthusiastic about this proposal, and highly apprehensive. The high cost of this investment, which is approximately a third of the total (~\$1,000,000), is an opportunity to dramatically improve the campus infrastructure, but comes at great expense to the Committee's temporary reserve balance. Despite the cost, the Committee is excited to fund this proposal.</p>	

First, the Committee would like to congratulate each of the recipients of this year's Innovation Fund Program. Second, the Committee recognizes and values the effort each department put into their proposals. The decision of which proposals to fund did not come easily, and many promising proposals have been left unfunded. These unfunded proposals have been returned to their respective departments with comments clarifying the Committee's reasons for rejecting the proposal, often with comments on how to improve it.

Additionally, this first year of the IFP was quite exploratory, and much was learned as the program progressed. Assuming the Committee decides to continue the IFP next year, weaknesses highlighted during this year's process will be addressed, including the establishment of more specific criteria and the need for a standardized proposal template.

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Finally, the Committee would like to thank all participants of this year's Innovation Fund Program. Your ingenuity and enthusiasm were an uplifting highlight of this year's Committee deliberations.

2011-2012 Beginning Temporary Fund Balance: \$769,510

2012-2013 Temporary Fund Recommendations: \$552,741

2012-2013 Ending Temporary Fund Balance: \$405,274

Respectfully Submitted,

N Lance Hepler

Vice-Chairman
Student Fee Advisory Committee

Core Funds Division

This proved to be another monumental year for Student Affairs as the decision was made, in collaboration with the Committee, to remove the Student Service Fee from Core Funds. This decision, while not directly visible to the student population, has a wide range of effects on Student Affairs that serve to benefit the student population in the protection of student services.

Over the past few years, as the State of California has decreased its investment in higher education, UC campuses have been left with the task of reducing budgets in all areas of the University. The Student Affairs division at UC San Diego has been no different as we've been forced to reduce our core permanent budget by about \$5 million over the last three years to help offset the state reductions. In an effort to discontinue, or at least substantially slow, the reduction of student services, Student Affairs came to the conclusion that removing the Student Service Fee from the core fund pool would both reduce the base for future cuts and yield increased autonomy in management of Student Affairs monies. After careful financial analysis and review, it was determined that self-management of the funds would allow for better budget planning over the coming years and potentially less reductions to Student Affairs' departments.

The terms of the arrangement stipulated that Student Affairs would keep and manage all Student Service Fee coming into the University into the future (on top of the state contributions and other general funds monies already in Student Affairs). Student Affairs would be responsible for all mandatory cost increases attributable to Student Service Fee monies spent within Student Affairs. Student Affairs would also be responsible for covering the costs associated with the UC Office of the President Overhead Assessment (determined by a percentage of total expenditures of all fund types).

The Committee's leadership was involved in the process of making the decision to remove the Student Services Fee from Core Funds and also sought input from the Committee itself. While not much time was spent within the Committee discussing the details of the agreement, it is likely that future Committees will benefit greatly from having increased autonomy and direct access to the entirety of the Student Service Fee. The Committee's support for this decision comes with the clear expectation that more autonomous management of the Student Services Fee by Student Affairs, as made possible by its separation from Core Funds, will also reinforce the barrier between the purpose of the Student Service Fee and the purpose of other core funds, particularly Tuition, as described in Regents Policy 3101 of November 18, 2010. This "firewall," which previous Committees, as well as ours, have fought to preserve, helps to protect the delineation between the two system-wide fees, and as a result the co-curricular student services on our campus. From the standpoint of the Committee's responsibility to oversee Student Services Fee revenues and expenditures, having the SSF run through one VC also makes more sense.

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Within the system, our campus is setting a precedent of what other Student Affairs and Student Fee Advisory Committees should be striving towards in order to preserve the distinction of fees. Protecting the student services within the system, but primarily at our campus, should always be a priority of the Student Fee Advisory Committee regardless of the budget climate in which they operate. The future remains hopeful for Student Affairs at UC San Diego as self-determination of the allocation the Student Service Fee will enhance the student experience and increase the attractiveness of our campus.

Appendices

Appendix A: Letter regarding permanent funding

Dear Vice Chancellor Rue,

The Student Fee Advisory Committee has recently discussed the issue of its past one-time funding allocations. In the 2010-2011 year, the Committee made recommendations to fund requests that had been submitted for multiple years. Over these years, the Committee has decided to fund these requests with one-time money effectively creating “perennial one-time requests.” With the state of the budget over the last three years, the Committee had decided to shy away from funding allocations on a permanent basis and instead allocate funds temporarily year after year.

However, with the advent of the Student Affairs Innovation Fund, the Committee has again decided to move away from accepting requests for the permanent funding of programs and services. Instead, we intend to focus on accepting and reviewing requests for funding new and innovative programs and services initiated at the department level. The criteria for Innovation Fund Requests are outlined formally in our department guidance that was recently provided.

In order to remain true to the intent of the Innovation Fund and in order that your department still receive appropriate funding for requests that have been submitted in the past, the Student Fee Advisory Committee has approved the transition of the following requests from one-time allocations to permanent allocations. These will take effect in the 2012-2013 Academic Year with approval from the Vice Chancellor Student Affairs. As these programs and services will become a part of your permanent funding, the Committee will continue to provide oversight of these programs and services as they fit in your department.

Center for Student Involvement – Student Involvement Leadership Coordinators - \$38,200

International Center – Student Affairs One Program Officer - \$16,554

International Center – Programs Abroad Office Student Interns - \$18,000

Center for Student Involvement– Students Assistants - \$4,525

Campus Recreation – Sports Clubs - \$23,500

Rgds,

Brian McEuen
Chairman, Student Fee Advisory Committee

Appendix B: Letter to the Associated Students regarding Division 1 Referendum

January 23, 2012

ALYSSA WING
President, Associated Students

SUBJECT: Referendum to Advance UCSD to NCSAA Division 1 Sports

On behalf of the Student Fee Advisory Committee, I am writing this letter to express my concern regarding the proposed, and thus far tabled referendum, titled “Referendum to Advance UCSD to NCSAA Division 1 Sports.” It should be expressly noted that the Committee on whose behalf I write, has considerable knowledge, experience and overall intuition on this matter, which, in my belief, is unmatched by any other student majority organization on campus. I should also make you aware that our position is one of political neutrality, which is an essential part of our process and formation and presupposes the notion that our motives are strictly encouraged by a general desire for the wellbeing of the campus. I would also be remiss to not explicitly state that in the course of this letter, I neither wish to denounce nor promote the merits of such a referendum but rather only comment on its process and the ambiguity expressed therein.

It is our belief that the referendum language, as is currently written and presented, is misleading and suggests falsehoods that appear to encourage voter approval rather than political transparency. There are numerous instances within the referendum language that speak to our concern. According to Statement 6 in the Statement of Conditions, “The ASUCSD Council must annually review and approve the ICA budget.” This language seems to confer broad authority to ASUCSD in administering ICA. However, in the same statement, “[ASUCSD] shall comply with UC and UCSD policies, NCAA policies and regulations, and contractual obligations of ICA.” is language that limits the authority ASUCSD may exercise w.r.t its approval of the ICA budget. Additionally, the referendum makes no reference to conflict resolution processes that shall be undertaken in the event ASUCSD fails to approve a proposed ICA budget. The language describing these conflict resolution processes will outline the limits of authority ASUCSD may exercise in its ICA budget approval process. As is, the language of the referendum implies ASUCSD has an authority that in reality it will not possess. Ideologically, presenting anything other than the truth to students is a disservice to the student body, but in this case it is particularly egregious given the substantial fee this referendum proposes levying against students.

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Furthermore, in Statement 7 of the Statement of Conditions, ASUCSD calls for the creation of “a standing ICA Committee to ensure familiarity with ICA operations and financial needs.” While not vested with any true authority that its overseeing body, the AS Council, is supposed to possess, the notion that AS, an inherently politically charged body, is almost unilaterally appointing members to this Committee is cause for concern. We encourage student majority committees to exist and involve themselves in processes regarding oversight of student fees; however, as is precedent on this campus, and others in the system, such a Committee should receive its members through an appointment process that is clearly articulated and open to involvement by all students. The standing Committee that this referendum is supposed to create is lacking in all of the aforementioned aspects and should receive considerable revision.

Finally, in consideration of the “Memorandum of Understanding,” I wish to express our grave concerns with the ramifications likely aroused by the complicated and confusing budget approval process. According to the document that is supposed to accompany the Referendum, ASUCSD budget review and approval could possibly span a course of eight weeks and two ASUCSD Councils (a problem which could be excused if the AS Council decided to vest authority to a completely separate and autonomous Committee). The MOU also suggests that the ASUCSD has the authority to suspend the collection of fees by ICA, which in actuality is an ability that is not granted to a student board.

In summary, our concerns are raised in hope of bringing about a better process for all: students, staff, and faculty alike. As the preeminent experts of student fee allocation and review on our campus, and the only organization to annually review department budgets in depth, including those of Intercollegiate Athletics, the Student Fee Advisory Committee supports any endeavors by students to increase oversight of the fees which we are burdened with; however, it is in the best interest of the students and the University, to remain completely transparent and accurate, especially in the establishment of these fees.

With Regards,

Brian McEuen

Chairman, Student Fee Advisory Committee
University of California, San Diego

Appendix C: Letter from the Chair to Cluster and Department Heads

October 25, 2011

STUDENT AFFAIRS CLUSTER & DEPARTMENT LEADERS

SUBJECT: Interview Group Meetings

I hope this email finds you well and enjoying the beginning of the 2011-2012 academic year. As the chair of the Student Fee Advisory Committee, I wanted to briefly introduce myself and let you know some of the goals for the Committee this year.

I am happy to inform you that the Committee has already begun preparing for the year, as we hope to have an increased level of contact with all of the departments and clusters within Student Affairs. We have also created projects for the year that will help to increase the level of transparency in the Committee as well as communicate more with our constituencies.

We have a very aggressive schedule this year, which should allow us to submit a report to the Vice Chancellor of Student Affairs much earlier than last year with a much higher level of departmental input.

In the coming weeks, our interview groups will be contacting you to set-up our initial meetings for fall quarter. These meetings will be discovery in nature as we hope to learn as much as possible about your departments and priorities within them. I hope you will be accommodating in scheduling these initial meetings, as they will ultimately allow us to be best informed during our deliberation process in the spring.

If you have any questions about the Committee or these first department interactions, please do not hesitate to contact me. I look forward, with earnest anticipation, to working with you and your department in the coming year.

Sincerely,

Brian McEuen
Chairman
Student Fee Advisory Committee