STUDENT AFFAIRS & ENROLLMENT MANAGEMENT (SAEM)
2014-15 Resource Allocation & Reallocation Planning Priorities

NOTE: Please use highest priority for which a compelling case can be justified.

Priority #1: Ensures direct compliance with an **external mandate** or **regulatory requirement** (including CSU System Executive Orders) where non-compliance results in institutional exposure to civil or criminal liability, financial or other penalties, or endangers core mission of the University. Application of this priority should be at the expenditure- or functional- level, not at the unit- or programmatic-level. (Shorthand: P1 COMPLIANCE)

Priority #2: Demonstrably promotes health and/or safety of the campus community; reduces likelihood of harm/risk to a broad sector of students, staff and faculty; or minimizes detrimental impacts on student welfare. (Shorthand: P2 SAFETY)

Priority #3: Directly advances the CSU Graduation Initiative, i.e., demonstrably improves student learning, student success, academic progress and educational goal attainment, for a critical mass of students in a measurable and/or documented manner. Note that documentation and/or evidence can be SF State-specific data or it can reference reputable national research and other non-local sources of valid/reliable data. Also, desired learning outcomes should be explicitly stated and SF State institutional student learning outcomes should be referenced whenever relevant. (Shorthand: P3 GRADUATION)

Priority #4: Contributes to revenue generation, either sustaining an existing stream or creating a new one, without compromising essential functions or extending beyond unit's core mission, such that SAEM and/or campus strategic priorities can be achieved. (Shorthand: P4 REVENUE)

Other overarching principles to consider:

- **Consistent with current SF State campus strategic plan or the current SAEM strategic plan** – Does the proposed investment directly support implementation of priority actions or goals and/or create enabling/facilitating conditions for the realization of those priorities/goals?
- **Return on investment** – How many individuals benefit from this expense? What is the per student cost and is this reasonable? Is this a one-time benefit or a sustained/ongoing one? What is the overall cost-benefit analysis?
- **Maximizing efficiency** – Have other methods/strategies been explored to reduce human or fiscal resource needs? Is the implementation approach maximizing the capacity of our limited human/fiscal resources?
- **Evidence of prioritization** – What is being discontinued or curtailed in order to reallocate resources to support this expenditure? How was relative importance of various unit or functional needs determined to assign priority?
- **"Liquidity" of the expenditure** – Will this expenditure require us to make a long-term expenditure commitment that is difficult to end? Does this expenditure allow us to make strategic adjustments in spending on a short-term basis?

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