

ANNUAL REPORT

FY 2020-21



SDSU Research Foundation

Annual Report

Fiscal Year 2020-21

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**SDSU Research Foundation
Annual Report
Fiscal Year 2020-21**

INTRODUCTION

The SDSU Research Foundation management team is pleased to present this report highlighting fiscal year 2020-21 activities and accomplishments.

We want to first congratulate the 320 SDSU faculty and staff who submitted 1,231 proposals and received 723 awards and \$140.6 million to support their research in Fiscal Year 2020-21 – just a slight decrease from the \$144 million received in the previous year. Their continued success during a worldwide pandemic, an election year, virtual instruction, childcare and family responsibilities and a challenging federal budget environment is remarkable. We are proud to support their work.

One of the five strategic priorities for SDSU is becoming a premier public research university. SDSU Research Foundation’s strategic plan includes investing in systems, staffing, and infrastructure that enable our research activity to grow. Last year saw our staff working on initiatives and enhancements that will help facilitate that goal.

This report is organized into these sections:

- I. Board of Directors and Management
- II. Mission/Values Statement
- III. COVID-19
- IV. Financial Results/Significant Transactions
- V. Other Milestones
- VI. By the Numbers
- VII. Service (Research Support, Initiatives, University Partnerships, Facilities)
- VIII. Staff Engagement and Training
- IX. Diversity, Equity, and Inclusion
- X. Our Students
- XI. Staff Awards/In Memoriam

I. BOARD OF DIRECTORS AND MANAGEMENT

Incorporated in 1943, SDSU Research Foundation is an auxiliary organization of San Diego State University. Authorized by California’s Education Code and governed by a board composed of SDSU administration, faculty, a student representative and community members, the research foundation exists to serve and support SDSU.

Associate Vice President and CEO Michèle Goetz leads the day-to-day operations and management of the organization with the support of the Chief Financial Officer (Leslie Levinson), Chief Information Officer (Rachel Raynoha), and Chief Human Resources Officer Deb Naylor. The team works closely with

SDSU's Interim Vice President for Research and Innovation (Hala Madanat) and Interim Vice President for Business and Financial Affairs (Agnes Wong Nickerson) and guides the efforts of a dedicated staff who seek to facilitate the work of SDSU researchers.

This year saw a change in the reporting structure of the research foundation. The board of directors approved a revised reporting structure for the research foundation's AVP/CEO to strengthen collaborations and support strategic initiatives. The AVP/CEO now has direct line reporting to the Vice President for Research and Innovation and retains dotted line reporting to the Vice President for Business and Financial Affairs. Under this arrangement, the AVP/CEO serves as a member of the DRI leadership team.



The Senior Management Team

Top: Michèle Goetz (Associate Vice President/CEO) and Rachel Raynoha (Chief Information Officer)
Bottom: Leslie Levinson (Chief Financial Officer), and Deb Naylor (Chief Human Resources Officer)

Board of Directors

The board of directors is the governing body of the research foundation and is responsible for establishing policies and guiding the research foundation in achieving its objectives. SDSU's president serves as president of the board and is responsible for directing the affairs of the organization, reviewing and approving the annual operating budget, and ensuring that research foundation activities and functions conform to the policies of The California State University board of trustees and San Diego State University.

Board composition

Five ex-officio directors: the President, the Provost, the VP for Research and Innovation, the VP for Business & Financial Affairs, and the Associated Students President; four SDSU faculty members recommended by the University Senate and elected for four-year terms; and eight individuals, five of whom are "public" members from the community, nominated by the president and elected for three-year terms.

The FY 2020-21 board was composed of these members: five ex-officio, seven faculty, and five community directors.

BOARD OF DIRECTORS AND COMMITTEE ROSTER 2020-2021

Board Officers

Dr. Adela de la Torre
President
President, SDSU

Dr. Hala Madanat
Interim Vice President
VP for Research and Innovation,
SDSU

Ms. Agnes Wong Nickerson
Treasurer
Interim VP for Business and
Financial Affairs, SDSU

Dr. Karen Emmorey
Secretary
Distinguished Professor of
Speech, Language and Hearing
Sciences, SDSU

Ms. Michèle Goetz
Associate Secretary-Treasurer
AVP/CEO, SDSU Research
Foundation

Board Members

Dr. Guadalupe X. Ayala
Professor of Public Health,
SDSU

Mr. William Brack
Retired, Self-Employed
Financial Consultant

Ms. Vickie Capps
Certified Public Accountant

Ms. Joan Coppentrath
Retired, Financial Executive

Dr. Craig Hauser
Vice President, Scientific
Resources
Sanford Burnham Prebys
Medical Discovery Institute

Mr. Christian Holt
President, Associated Students,
SDSU

Dr. Natalie Mladenov
Associate Professor and William
E. Leonhard, Jr. Chair, Civil,
Construction,
and Environmental Engineering

Dr. Salvador Hector Ochoa
Provost and Senior Vice
President, SDSU

Mr. David Page
Corporate Director of Finance
San Diego Zoo Global

Dr. Randolph Philipp
Professor, School of Teacher
Education

Dr. Jennifer Thomas
Professor of Psychology, SDSU

Dr. Ming-Hsiang Tsou
Professor of Geography, SDSU

Dr. Robert Zeller
Professor of Biology, SDSU

Board Participation

Board members participate in various ways including reviewing policies; serving on the audit, and finance and investment committees; reviewing and approving the annual budget and the mid-year update; ensuring proper financial controls are in place; authorizing the selection of the independent audit firm; ensuring investment policies are followed; and ensuring compliance with laws and regulations.

Thank you for your service!



Christian Holt

AS President served on the board during the academic year 2020-21.



Craig Hauser

Dr. Hauser served as a member of the board from 2012 until May 7, 2021.

II. Mission/Values Statement

As part of our organizational priorities, we reviewed and clarified our vision and values to emphasize service, collaboration, innovation, diversity and integrity.

Mission

To support and further the research, education and community service objectives of San Diego State University.

Vision

To foster a culture of creativity and collaboration with integrity and respect for individuals that results in the delivery of superior service to support the university's strategic aspirations.

Values

SERVICE

We are....

- a service organization that strives to provide superior support to the university community to achieve SDSU's goals.
- committed to being professionally competent by setting high standards and working hard to achieve results.
- continually seeking to improve our skills and capabilities by valuing education and professional development.

COLLABORATION

We seek to ...

- actively engage with our stakeholders and employees to identify issues and design solutions.
- build strong relationships grounded in trust, openness and inclusion.
- achieve the best results by taking pride in the accomplishments of our colleagues.

INNOVATION

We work towards...

- inspired solutions to improve and adapt to emerging opportunities and challenges.
- creative ways to streamline and enhance our delivery of services through resourceful and proactive problem solving.
- strategic use of technology and reduction of obstacles.

DIVERSITY

We promote...

- a culture of respect and acceptance of others.
- diversity of thought and perspectives.
- an appreciation for differences in backgrounds, styles, beliefs and experiences.

INTEGRITY

We are committed to...

- act with the highest ethical standards, with honesty, integrity and transparency.
- provide consistent and accurate information.
- value and respect all individuals.

III. COVID-19

Although the Coronavirus pandemic continued its unprecedented disruption, research foundation staff settled into a successful and productive teleworking model. SDSU Research Foundation continued to follow California, San Diego County and SDSU guidance during this time to ensure the safety of our employees.

While addressing the pandemic required additional expenses to purchase PPE and laptops, respond to COVID cases and exposures, sanitize workspaces as needed, and prepare workspaces for eventual repopulation, the research foundation also benefitted from some federal assistance. For example, SDSU was able to allocate Higher Education Emergency Relief Fund (HEERF) resources as authorized by the Coronavirus Response and Relief Supplemental Appropriations Act for partial coverage of The Implementation Group, a team contracted to support grant submissions for faculty whose research was impacted by the pandemic.

Business Resilience and Adaptability

New processes and policies were developed to address the continuing threats of the pandemic including a Temperature Check Policy and Emergency Pay Policy for essential workers required to work onsite during the pandemic, and a COVID-19 Paid Administration Leave Policy to assist employees required to quarantine or isolate due to exposures or positive COVID19 test results.

The Information Systems (IS) team supported and secured a remote pandemic workforce. One of last year's priorities was updating processes and tools to enable secure and efficient support for a fully remote workforce during emergency telework and supporting a flexible workforce as repopulation efforts began. As part of this effort all administrative staff workstations were migrated to the campus id domain to leverage new end-point management tools and services, including auto-piloting of new workstations.

Staff worked closely with faculty and project staff and were able to quickly respond to needs and resolve issues using Zoom and other technology tools not used extensively prior to the pandemic. Meetings and workshops were held remotely with good and in some cases increased attendance, newly automated systems enabled quicker processing, new AdobeSign and MyRF Document Processing system workflows provided alternatives to wet signatures, new hires were processed remotely, and more than 1200 proposals submitted for funding were successfully processed with staff working 100% remotely.

Grant specialists processed an increased number of no-cost extensions for awards where work was delayed due to COVID-19.

Staffing challenges, became apparent during FY21 and took a toll on current employees who were already working at capacity. The loss of twenty central staff personnel during the pandemic was difficult, made even more so by recruitment failures as we competed with institutions that offer fully remote work options and higher wages. Staff rallied to cover vacancies, internal promotions created

opportunities for new staff and although searches took longer, the individuals hired bring new perspectives and experiences that will benefit our organization long term. As we look forward, we will be exploring a variety of means of stabilizing staffing.

Assistance to employees

The COVID-19 Response Team was created to handle all COVID-19 related employee issues and illnesses. The team worked with employees who were exposed, tested positive, or ill to ensure they received the guidance and support needed.

In compliance with The American Rescue Plan (ARPA) eligible employees were identified who experienced a loss in coverage due to an involuntarily termination or a reduction in hours and were offered up to six months of 100% employer-subsidized health insurance premiums under COBRA.

HR updated the Flexible Spending Account (FSA) requirements to allow employees to change their 2021 elections and extended the 2020 FSA claims submission period to 12/31/2021.

The human resources team continued to offer free health and wellness support to assist employees in many areas including retirement, mental health, childcare support, and self-care.

Facilities team: our pandemic heroes

Despite the challenges presented by the pandemic, facilities kept a ten-person maintenance crew onsite daily to continue providing support for building maintenance and to assist staff and researchers where needed, responding to over 2,800 work orders. The services provided include delivery services to staff and researchers, distributing over 50 gallons of hand sanitizer, 80 packs of disinfectant wipes, and setting up 45 acrylic barriers throughout our properties. To assist our janitorial service, the crew also provided sanitation services to multiple spaces in need, using electrostatic foggers purchased by the facilities department.

Janitorial services. Throughout the pandemic, the facilities team worked closely with our janitorial vendor in ensuring our spaces have continued to remain clean. Our vendor thoroughly cleaned and sanitized all spaces, hitting high and low touch points five times per week, using EPA approved cleaners designed to kill the COVID-19 virus. Additionally, electrostatic fogging was used where needed and in alignment with university cleaning protocols.

HVAC filters upgrade. Based on the American Society of Heating, Refrigerating and Air Conditioning Engineers (ASHRAE) and CDC recommendations, all but one of research foundation properties have had their HVAC filters upgraded MERV-13 filters, the highest filter rating accepted by our systems.

Mail shuttle services. As our workforce had remained home throughout the pandemic, our mail services had to be expanded beyond the campus and into personal residences, adding seven new routes to an already tight schedule. Timely delivery of mail continued, providing staff with the necessary tools needed to ensure the continuation of our normal business operations.

Security services. We have continued our guard services throughout the pandemic, providing regular patrols of our properties, issuing daily security reports that keep us informed of any incident that may occur. We continue to work closely with the campus police department that provide daily patrols throughout our properties. They have responded promptly to any call, ensuring the overall safety of our community. As is evident in many areas of the county and on campus, there has been an increase in homeless populations near several of our research foundation properties. Our facilities team has worked closely with University Police and has restructured security guard hours and protocols to ensure the safety of our tenants.

Shredding services. During the pandemic, we assisted staff and researchers with their shredding needs, shredding approximately 5,000 pounds of paper at our Sky Park and Alvarado properties.

Preparing for a return to work

By spring of 2021, stay-at-home orders were lifting, more vaccinations were being delivered and more SDSU researchers safely returned to their labs. Plans to repopulate the entire campus were underway.

A task force was created to survey SDSURF employees and make recommendations regarding teleworking and hybrid office/remote operating models. The decision was made to implement a hybrid work model to return to in-person operations while continuing to benefit from the increases in staff morale and employee satisfaction with remote work.

The Human Resources team implemented COVID-19 Alternative Work Arrangement Requests/Reviews as a transition to assist employees who need additional time to secure regular childcare or to address family health care issues due to the uncertainties of COVID-19.

A repopulation plan and new remote hybrid telework agreements were created and a review of all departments/positions and telework options was conducted. Employees eligible for hybrid work were transitioned from emergency to voluntary telework agreements.

Processes and tools were updated to enable secure and efficient support for a fully remote workforce prepared for repopulation and a smooth transition to a pilot hybrid workforce when the fall semester and in-person instruction resumes.

IV. Financial Results/Significant Transactions

Financial Results

Budget. Due to unknown impacts of the pandemic, the year started with the expectation that up to \$3 million in reserves could be utilized. Despite the continuing challenges facing our researchers, commercial tenants, and sponsoring agencies, that expectation was reduced to \$212,000 at mid-year, and at the end of the year only \$47,000 was required from reserves to balance the budget.

Grant Funding. Despite a time of uncertainty with the federal budget and the effects of a global pandemic, SDSU faculty and staff received \$140.6 million in awards – an impressive achievement. This was just short of the \$144 million received the previous year. The amount of F&A awarded remained stable and 1,231 proposals were submitted. These proposals were submitted to 289 different sponsors; 723 awards were received by 320 principal investigators.

Faculty who pivoted to focus on COVID-19-related issues received \$7.6 for 20 projects, including a \$3.9 million award from the National Cancer Institute for the Communities Fighting COVID! Program.

Prestigious NIH K awards were made to five professors. Total funding from NIH increased slightly. The fifth and final installment of a five-year \$10 million expendable endowment from NIH was received in FY 21. Twenty grants of \$1 million or more were received including ten at \$2 million or higher. The largest grant of \$7 million was made by the California Department of Health Services for the Women, Infants and Children program. Other new research projects address integrating second-life batteries with solar PV systems for commercial buildings (\$2.8 million), the impact of climate change on the arctic carbon balance (\$1 million), early childhood irritability (\$1.1 million), a collaboration with the NSF Center for Synthetic Organic Electrochemistry (\$955,000) and the competitive renewal of the Hispanic Community Health Study (\$1.2 million).

Also of note is the sponsor breakdown. While federal funding agencies continued to support SDSU researchers with 72% of the awards received, there was a 40% increase last year in support from State and Local sponsors as compared with FY 2019, the most recent pre-pandemic year. This increase likely reflects the high volume of COVID-19 related funding awarded to SDSU researchers.

See Chart E on page 19.

Other key results

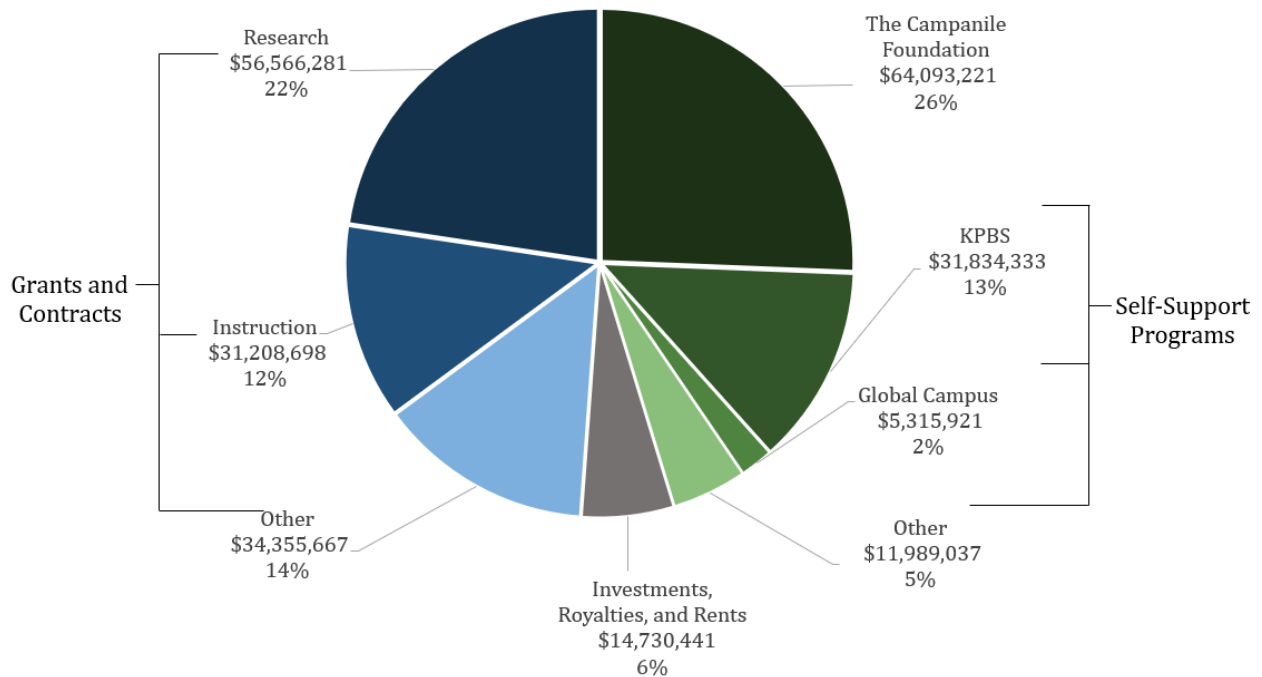
- All existing research allocations were funded
- 46 new faculty members joined SDSU during the Fall of 2020, many of whom are active researchers.
- SDSU's Strategic Plan is moving forward and includes specific goals to increase the research profile of the university and movement to an R1 institution.
- A majority of researchers and their teams returned to their labs in the spring of 2021.
- Proposals from GREW faculty continue at a steady pace, with 315 proposals submitted in FY 2020-21. GREW Fellows received 93 awards totaling \$16.9 million, generating \$4 million in F&A. This

fellowship program, facilitated by the research advancement team, is in its eighth year of supporting new faculty in the development of their research programs.

Revenue administered last year totaled \$250 million from these sources: sponsored programs, investments/royalties/rents, self-support programs including KPBS and College of Extended Studies, and The Campanile Foundation. Sponsored programs revenue increased from \$118.8 million in FY 2019-20 to \$124.1 million in 2020-21, an increase of \$5.3 million or 4.5%.

Revenue Administered FY 2020-21

Total \$250,093,599



Significant Transactions

Viva 5750. SDSU Research Foundation entered into a ground lease of three properties to a developer on Montezuma Boulevard (Viva 5750) at the front door of the SDSU campus in FY 2020. Construction of Viva 5750 with 183 beds of student housing and 63 parking spots, continued through FY 2021 with an opening in August 2021. SDSU Research Foundation will earn ground rent over the term of the 50-year ground lease, which will be a combination of fixed and variable rent.

M@College. During FY 2021, SDSU Research Foundation modified its existing ground lease with a developer for a property known as the “M@College” on College Avenue. The developer sold the project to an unaffiliated non-profit and issued bonds to finance the project. As part of the modification, the terms were changed to reduce the length of the ground lease from 50 years to a maximum of 43 years, created a project advisory committee to review operating and budget recommendations to the new non-profit owner, and increased overall financial remuneration to SDSU Research Foundation over time.

KPBS – PPP. Due to the COVID-19 pandemic, the Paycheck Protection Program (PPP) under the Consolidated Appropriations Act 2021 (the Act) signed on December 27, 2020, section 317, expanded PPP forgivable loan eligibility, specifically for public radio and television stations licensed to universities and other institutions. SDSU Research Foundation applied and received funding under the PPP program totaling \$2.1 million on behalf of KPBS. The funds will be used entirely for payroll increasing KPBS SDSU Research Foundation employee hours to 40 per week for those individuals previously cut from full-time to 20 hours per week due to the pandemic. In addition, KPBS also planned to use such funds to move forward on position recruitments that were deferred due to the budget impact of COVID-19. SDSU Research Foundation will apply for and anticipates receiving loan forgiveness in fall 2021.

KPBS – campaign. KPBS continued its capital campaign during FY 2021 with an increased goal of \$5 million. The present value of new pledge receivables recorded with SDSU Research Foundation were \$8.0 million and \$2.1 million for FY 2021 and FY 2020, respectively. Cash receipts related to the KPBS capital campaign pledges were \$4.7 million and \$5.6 million for FY 2021 and FY 2020, respectively. To date KPBS has raised \$37.6 million in realized cash gifts and pledges and \$31.4 million in contingent (unrealized) pledges to the SDSU Research Foundation.

SDSU HealthLINK Center. SDSU received its largest-ever NIH grant in FY 2018-19 - a \$20 million, five-year award to support health disparities research and infrastructure. In FY 2020-21, SDSURF invested an additional \$413,500 to complete the build out of this important program, which included a total of 11,334 usable square feet supporting their clinic, labs, tech hub, administrative space and their pilot study.

SDSU HealthLINK Endowment. The fifth and final installment of a \$10 million commitment from the National Institute on Minority Health and Health Disparities was received. The endowment has earned a total of \$1,097,932, including \$380,927 earned in FY 2020-21. It is intended to help improve the research IT infrastructure for minority health and health disparities research at SDSU.

Montezuma Housing Project. This student housing project was completed just in time for students to move in on August 17, 2021. The project created 182 beds of additional housing for SDSU students, which are 100% leased, and will generate additional revenue per the terms of the ground lease.

Earnings. Despite positive indicators, Investment income showed a 10% decrease due to continued historically low interest rates. Cash on hand is invested conservatively to protect the principal.

V. Other Milestones

F&A Rate. The federal government approved another one-year extension for the Facilities & Administrative (F&A) rate proposal, which moved the base year from which the F&A rate proposal is derived, from FY 2022 to FY 2023.

Remote Payments. Payroll and accounts payable payments were processed entirely remotely with 95% of payments for payroll utilizing secure direct deposit and 76% of vendor payments using electronic payments.

Aztec Shops. SDSU Research Foundation agreed to defer principal payments on loans to this fellow university auxiliary for another year, due to the impact of the pandemic on their overall operations.

Audits. Fifteen sponsor audits were conducted last year with no findings. The single audit (by Grant Thornton, our independent audit firm) reviewed 173 separate grants with no findings resulting in an unmodified audit opinion. The IT component of the audit included an additional review of five SDSURF systems, and an additional 63 documents and reports.

Check payments. After a significant effort to convert payment of AR from paper checks to ACH receipts, accounts receivable payments received by checks was reduced from 62% for July 2020 to 47% for June 2021.

California Consumer Privacy Act and Employee Privacy Act. Policies were Implemented to comply with full implementation of the California Consumer Privacy Act and Employee Privacy matters.

VI. By the Numbers

SDSU RESEARCH FOUNDATION FY 2019, 2020, & 2021 VOLUME INDICATORS

VOLUME INDICATORS		FY 2019	FY 2020	FY 2021
Business Volume Indicators	Total Annual Revenue	\$229,332,840	\$234,366,434	\$250,093,599
	Total Grant & Contract Expenditures	\$121,460,755	\$118,812,647	\$124,118,132
	Number of Proposals Submitted	1,199	1,251	1,231
	Dollar Volume of Proposals Submitted	\$246,319,758	\$234,046,801	\$254,105,566
	Number of Awards Received	786	758	723
	Grants/Contracts Award Dollars	\$148,494,798	\$144,427,675	\$140,623,428
	Number of Active Grant/Contract Funds	941	998	1054
	Number of Project Director/Principal Investigator Award Recipients	312	307	320
	Campus and Community Programs Total Revenue	\$45,074,429	\$43,751,313	\$36,730,479
	Number of Active Self-Support Funds	299	314	306
	Number of Invoices Processed	36,674	30,817	22,386
	Number of P-Card Transactions	25,031	22,757	16,376
	Number of Facilities Work Orders	4,666	4,333	2,884
	Number of Purchase Orders	5,682	4,255	2,768
	Number of Disclosures	20	40	45
	Number of Licenses	8	7	8
	Number of Copyrights	6	6	3
	Number of Inventions ^{*(a)}	14	29	24
	Number of Software Disclosures	-	5	18
Employment Indicators	Number of Central Staff Employees (FTE) ^{*(b)}	151	159	152.6
	Number of Paychecks Issued	43,849	43,498	43,560
	Number of SDSURF Employees at year-end	2,153	1,826	2,286
	Number of SDSURF Employees Paid in the Calendar Year	3,334	3,362	3,156
	Number of New Hires	1,356	1,220	1,394
Real Property Indicators	Properties Owned, Managed and Maintained (buildings and parking lots)	31	27 ^{*(c)}	27 ^{*(c)}
	Gross Square Footage	695,463	688,029	688,029
	Properties Leased	29	27	25
	Leased Square Footage	69,540	190,832 ^{*(d)}	190,432 ^{*(d)}
	Approx. Acreage of Field Stations Owned	1,060	1,060	1,060
	Estimated Value of Owned Properties	\$96,151,000	\$84,296,000 ^(c)	\$89,537,000

*(a) Previously Number of Patents

*(b) as a calculation of annual payroll hours worked

*(c) Reflects sale of City Heights property

*(d) Leased back City Heights property

The following charts highlight proposal/award/expenditure activity.

Chart A

Proposal/Award/Facilities & Administrative (F&A) Cost Comparison

FY 2020-21 and FY 2019-20

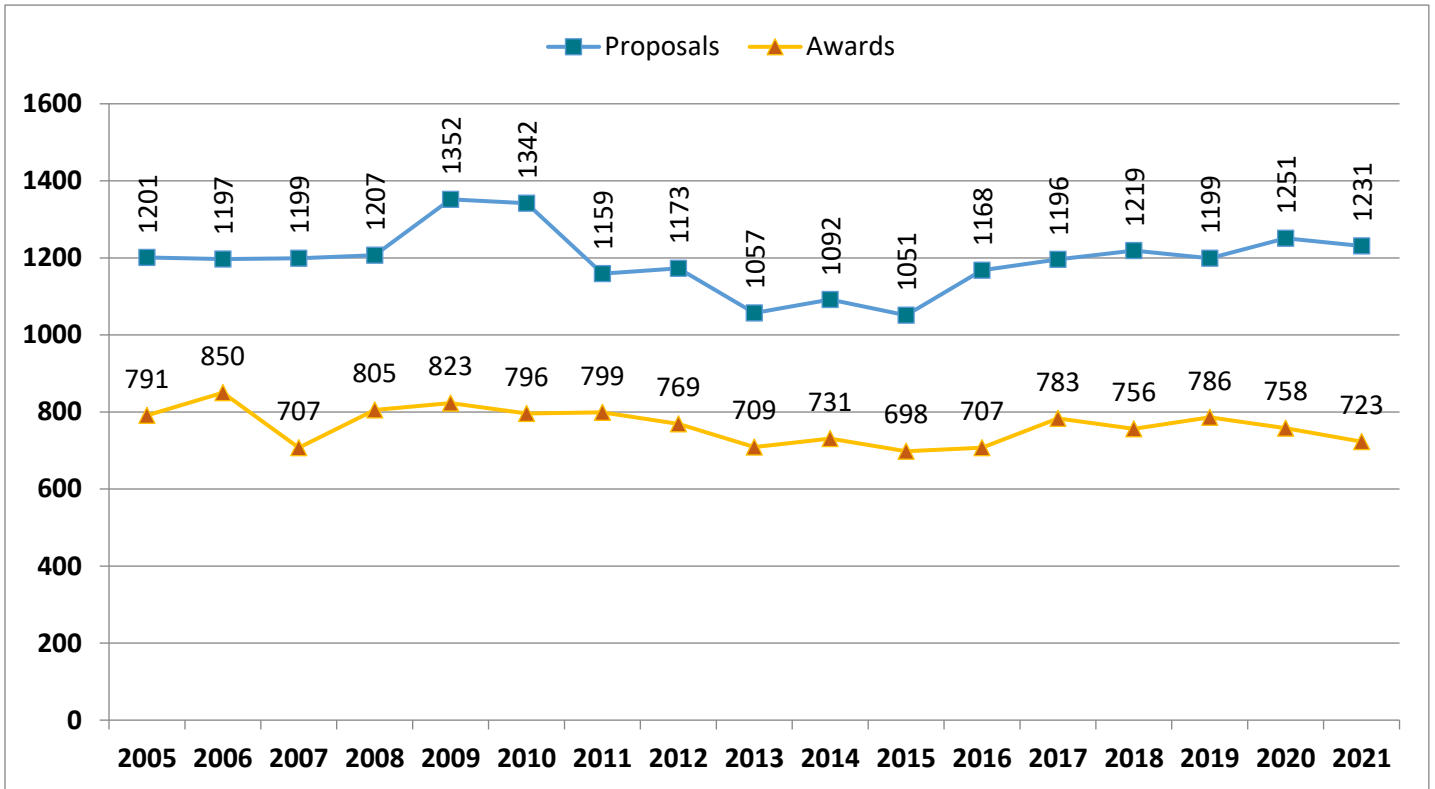
Proposals

	Fiscal Year 2020-21	Fiscal Year 2019-20	DIFFERENCE BETWEEN FISCAL YEARS
Proposals Submitted	1,231	1,251	-20
Total Amount Proposed	\$254,099,566	\$234,046,801	\$20,058,765
F&A Amount Proposed	\$50,746,346	\$47,327,218	\$3,419,573
Proposed FA (%)	24.95%	25.35%	

Awards Received

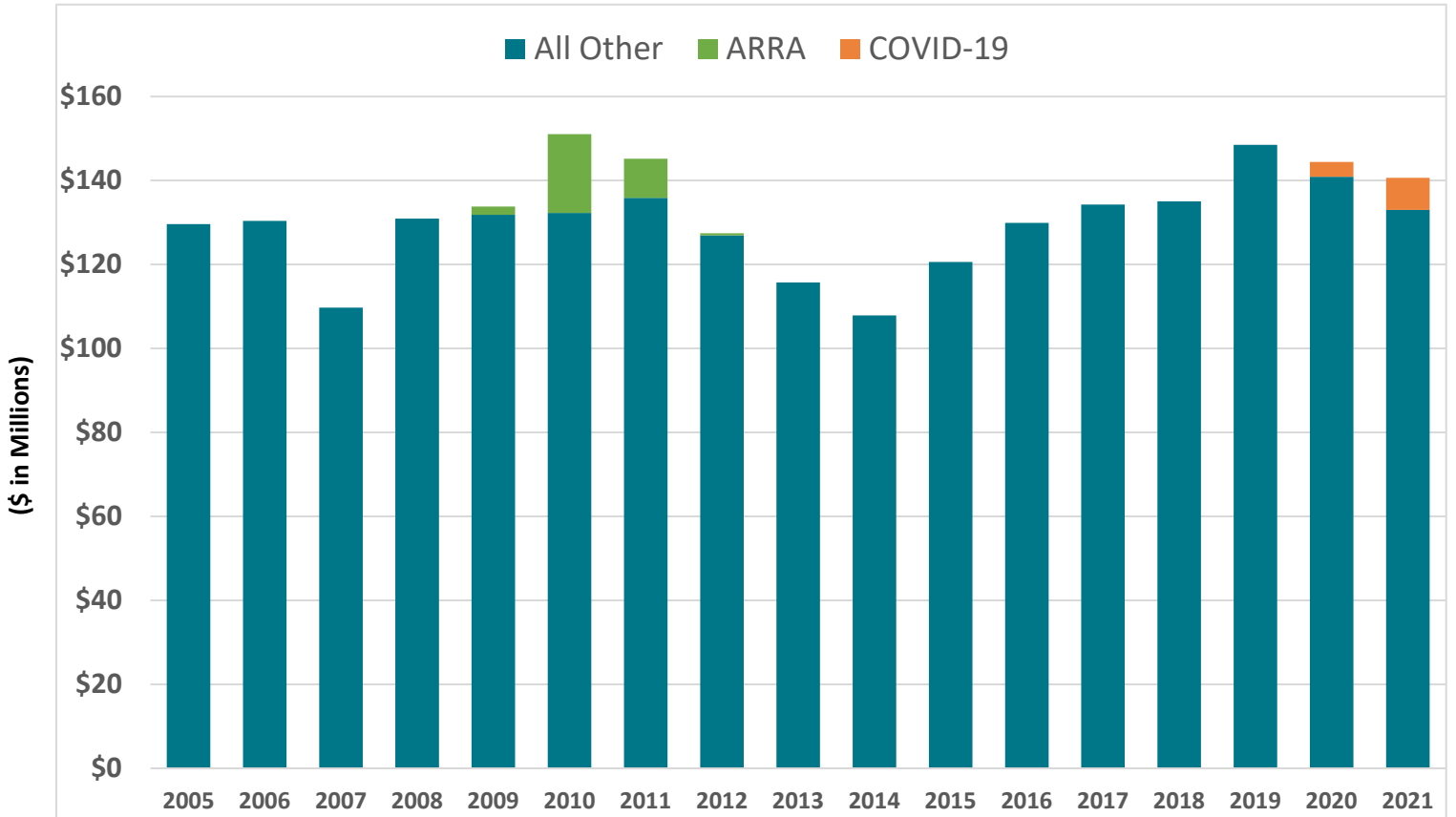
	Fiscal Year 2020-21	Fiscal Year 2019-20	DIFFERENCE BETWEEN FISCAL YEARS
Number of Awards	723	758	-35
Total Amount Awarded	\$140,623,428	\$144,427,675	-\$3,804,247
F&A Amount Awarded	\$26,874,019	\$26,876,543	\$-2,524
FA (%)	23.63%	22.86%	

NUMBER OF PROPOSALS AND AWARDS



Fiscal Year Ending

DOLLAR AMOUNT OF AWARDS



ARRA - American Recovery and Reinvestment Act of 2009 funding
COVID-19 awards

Fiscal Year Ending

AWARDS RECEIVED ON BEHALF OF
SAN DIEGO STATE UNIVERSITY
FISCAL YEAR 2020-21

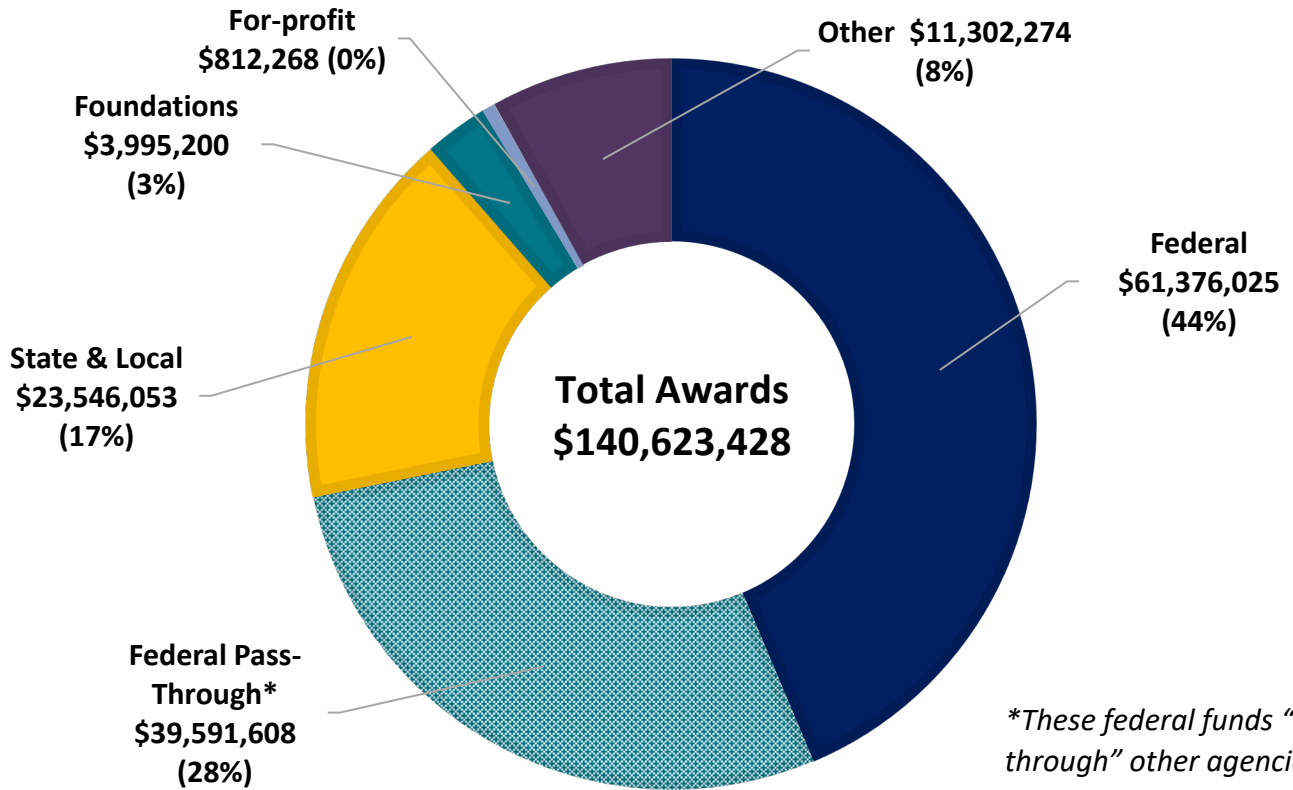
<i>College</i>	<i>Total Number of Awards</i>	<i>Percentage of Awards</i>	<i>PI/Co-PI Total Award Amount</i>	<i>Percentage of Total Award Amount</i>	<i>PI/Co-PI Total F&A Amount</i>	<i>PI/Co-PI Total F&A Amount</i>	<i>Count of PIs</i>	<i>Percentage of Awarded PI/Co-PIs</i>
<i>Business & Financial Affairs</i>	1	0%	\$204,500	0%	\$10,225	0%	1	0%
<i>College of Arts & Letters</i>	42	6%	\$5,144,388	4%	\$1,297,018	5%	20	6%
<i>College of Education</i>	133	18%	\$18,758,164	13%	\$1,576,991	6%	49	15%
<i>College of Engineering</i>	62	9%	\$10,423,324	7%	\$1,960,880	7%	38	12%
<i>College of Health & Hum Serv</i>	179	25%	\$51,342,888	37%	\$10,331,824	38%	59	18%
<i>College of PSFA</i>	12	2%	\$501,566	0%	\$97,852	0%	11	3%
<i>College of Sciences</i>	230	32%	\$41,985,222	30%	\$11,129,608	41%	121	38%
<i>Fowler College of Business</i>	4	1%	\$292,936	0%	\$97,164	0%	4	1%
<i>KPBS - Grant Funds</i>	14	2%	\$6,703,394	5%	\$57,846	0%	2	1%
<i>Membership/Educ & New Media KPBS</i>	2	0%	\$149,000	0%	\$3,612	0%	1	0%
<i>Office of the President</i>	1	0%	\$600,000	0%	\$0	0%	1	0%
<i>SDSU Global Campus</i>	5	1%	\$161,993	0%	\$9,169	0%	1	0%
<i>SDSU Imperial Valley</i>	3	0%	\$459,679	0%	\$22,272	0%	2	1%
<i>VP Academic Affairs</i>	5	1%	\$59,913	0%	\$14,540	0%	3	1%
<i>VP Research & Innovation</i>	24	3%	\$2,646,010	2%	\$181,522	1%	2	1%
<i>VP Student Affairs</i>	6	1%	\$1,190,453	1%	\$83,496	0%	5	2%
<i>TOTAL</i>	723	100%	\$140,623,430	100%	\$26,874,019	100%	320	100%

PROPOSALS SUBMITTED ON BEHALF OF
SAN DIEGO STATE UNIVERSITY
FISCAL YEAR 2020-21

<i>College</i>	<i>Total Number Submitted</i>	<i>Percentage of Submissions</i>	<i>PI/Co-PI Total Submitted</i>	<i>Percentage of Total Submitted</i>	<i>PI/Co-PI Total F&A Amount</i>	<i>Percentage of F&A Submitted</i>	<i>Number of PIs Submitting</i>	<i>Percentage of PIs Submitting</i>
<i>Business & Financial Affairs</i>	1	0%	\$204,500	0%	\$10,225	0%	1	0%
<i>College of Arts & Letters</i>	67	5%	\$6,313,115	2%	\$1,465,871	3%	36	8%
<i>College of Education</i>	172	14%	\$30,362,347	12%	\$2,644,240	5%	59	13%
<i>College of Engineering</i>	175	14%	\$31,792,924	13%	\$6,421,294	13%	62	13%
<i>College of Health & Hum Serv</i>	287	23%	\$71,911,149	28%	\$14,987,056	30%	81	17%
<i>College of PSFA</i>	27	2%	\$2,634,041	1%	\$649,507	1%	24	5%
<i>College of Sciences</i>	430	35%	\$95,498,620	38%	\$23,176,474	46%	174	37%
<i>Fowler College of Business</i>	9	1%	\$1,274,280	1%	\$346,079	1%	11	2%
<i>Georgia Campus</i>	11	1%	\$4,922,384	2%	\$7,057	0%	2	0%
<i>KPBS - Grant Funds</i>	5	0%	\$1,748,906	1%	\$7,876	0%	1	0%
<i>Office of the President</i>	2	0%	\$1,372,511	1%	\$126,949	0%	3	1%
<i>SDSU Global Campus</i>	5	0%	\$195,276	0%	\$11,053	0%	1	0%
<i>SDSU Imperial Valley</i>	3	0%	\$641,876	0%	\$71,212	0%	2	0%
<i>VP Academic Affairs</i>	7	1%	\$208,081	0%	\$28,057	0%	5	1%
<i>VP Grad/Research Affairs</i>	24	2%	\$3,896,463	2%	\$676,583	1%	2	0%
<i>VP Student Affairs</i>	8	1%	\$1,123,094	0%	\$116,813	0%	5	1%
TOTAL:	1231	100%	\$254,099,566	100%	\$50,746,346	100%	469	100%

AWARDS BY SPONSOR TYPE

FY 2020-21



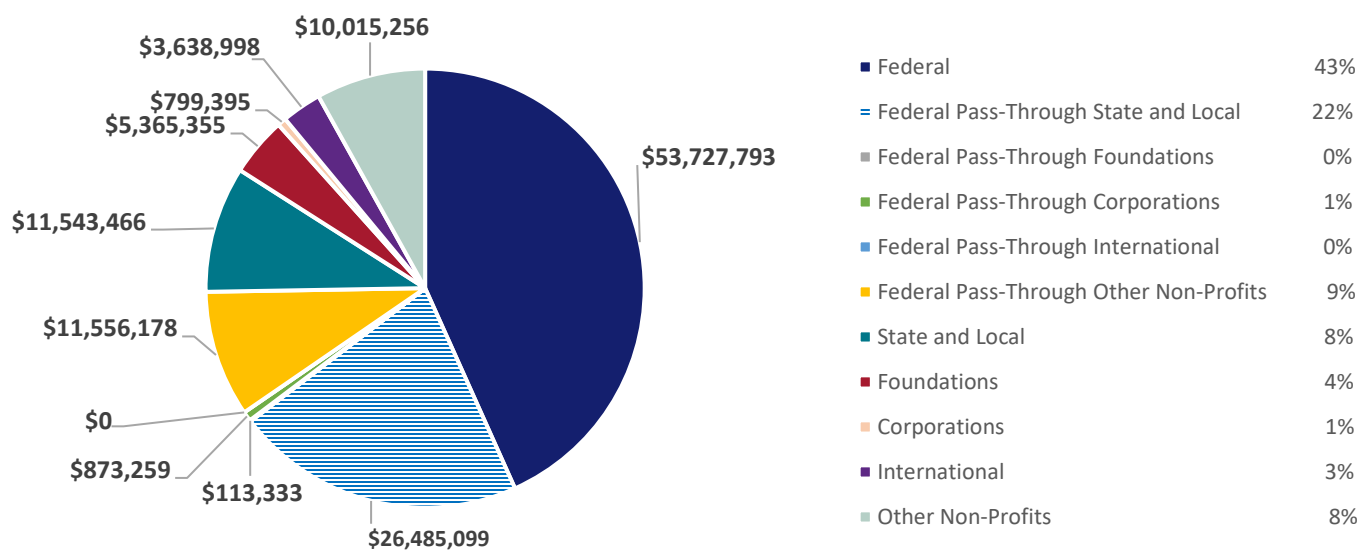
**These federal funds “pass-through” other agencies before being awarded to SDSU Research Foundation*

EXPENDITURES BY SPONSOR TYPE

FY 2020-21

Total Expenditures = \$124,118,132

Total Federal and Federal Pass-Through = \$92,755,662

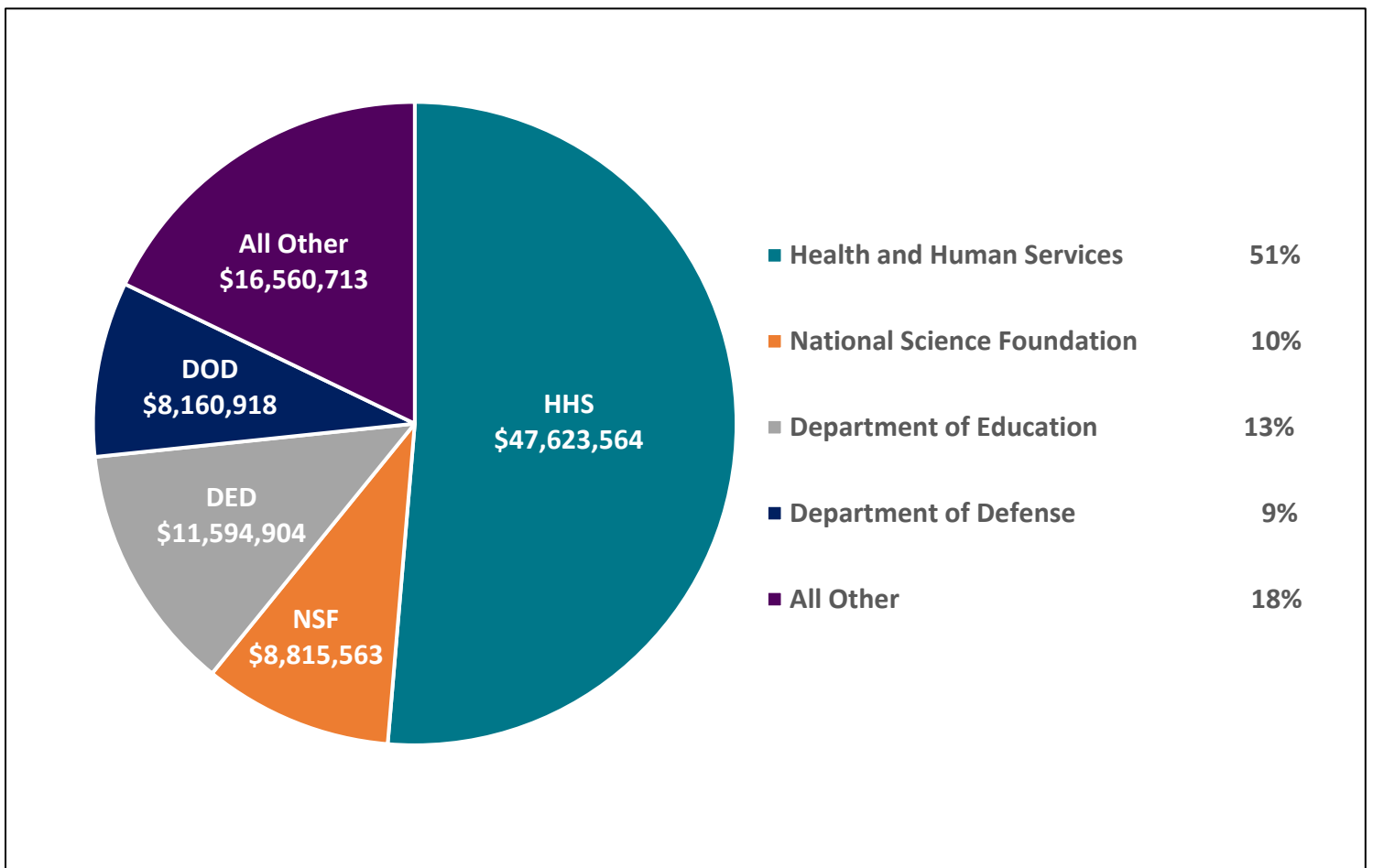


Federal	\$53,727,793	State and Local	\$11,543,466
Federal Pass-Through State and Local	\$26,485,099	Foundations	\$5,365,355
Federal Pass-Through Foundations	\$113,333	Corporations	\$799,395
Federal Pass-Through Corporations	\$873,259	International	\$3,638,998
Federal Pass-Through International	\$0	Other Non-Profits	\$10,015,256
Federal Pass-Through Other Non-Profits	\$11,556,178	Total Non-Federal:	\$31,362,470
Total Federal and Federal Pass-Through:	\$92,755,662	GRAND TOTAL:	\$124,118,132

*Includes NIH Endowment Funds

FEDERAL AND FEDERAL PASS-THROUGH EXPENDITURES BY AGENCY FY2020-21

TOTAL FEDERAL AND FEDERAL PASS-THROUGH = \$92,755,662



Sponsored Program Expenditures - Detailed Comparison

	Actual Fiscal Year 2020-21		Actual Fiscal Year 2019-20		<u>CHANGE</u>	
	TOTAL		TOTAL		\$ Increase (Decrease)	% Increase (Decrease)
Salaries	49,951,443		45,865,887		4,085,556	8.91%
Benefits	14,763,519		13,354,696		1,408,823	10.55%
Other Direct	16,871,389		18,244,452		-1,373,063	(7.53%)
Total MTDC	81,586,351		77,465,035		4,121,316	5.32%
Equipment	1,131,417		2,009,037		-877,620	-43.68%
Student Support	6,730,200		5,469,828		1,260,372	23.04%
Subagreements	7,715,076		9,059,428		-1,344,352	-14.84%
Other *	2,431,156		3,273,583		-842,427	-25.73%
Total Other Costs	18,007,849		19,811,876		-1,804,027	-9.11%
Total Direct	99,594,200		97,276,911		2,317,289	2.38%
F&A Costs	22,523,932		21,535,737		988,195	4.59%
Total Costs	122,118,132		118,812,648		3,305,484	2.78%
F&A Costs/MTDC	27.61%		27.80%			

*Space rental costs, transfers, and other miscellaneous accounts

Sponsored Program Expenditures and F&A Effective Cost Recovery Rates

Fiscal Year	Total Costs	TDC	F&A Costs	F&A Rate	
				Negotiated Rate/	Effective Rate
2002-03	125,105,523	109,463,032	15,642,491	51.00%	14.29%
2003-04	106,726,820	92,731,585	13,995,235	51.00%	15.09%
2004-05	115,229,540	100,736,023	14,493,517	50.00%	14.39%
2005-06	109,470,605	94,483,798	14,986,807	50.00%	15.86%
2006-07	105,405,951	90,452,927	14,953,024	49.50%	16.53%
2007-08	109,539,095	93,330,064	16,209,031	49.50%	17.37%
2008-09	119,238,251	100,717,735	18,520,516	49.50%	18.39%
2009-10	126,100,292	105,364,687	20,735,605	49.50%	19.68%
2010-11	135,239,456	112,891,751	22,347,705	49.50%	19.80%
2011-12	122,853,501	102,895,929	19,957,572	49.50%	19.40%
2012-13	108,364,049	90,400,260	17,963,789	49.50%	19.87%
2013-14	106,609,049	89,480,112	17,128,937	49.50%	19.14%
2014-15	106,339,954	89,139,068	17,200,886	50.00%	19.30%
2015-16*	115,912,239	96,704,049	19,208,190	50.00%	19.86%
2016-17*	117,285,492	97,653,732	19,631,760	50.00%	20.10%
2017-18*	118,936,321	99,184,461	19,751,861	50.50%	20.37%
2018-19*	121,460,756	101,222,325	20,238,430	50.50%	20.40%
2019-20	118,812,647	97,276,911	21,535,737	50.50%	22.14%
2020-21*	124,118,132	101,594,200	22,523,932	50.50%	22.62%

*Includes NIH Endowment Funds

F&A Costs Recovered FY2003-04 through FY2020-21

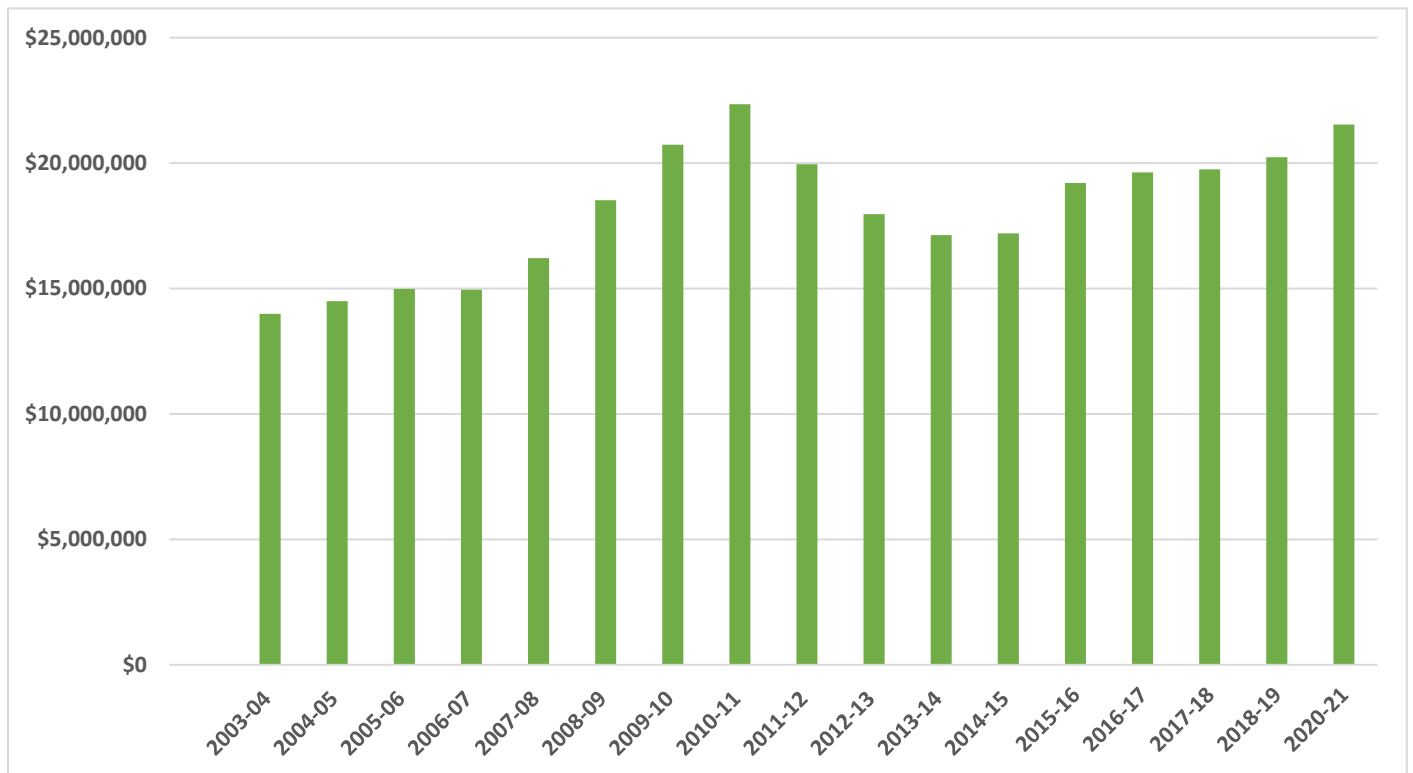
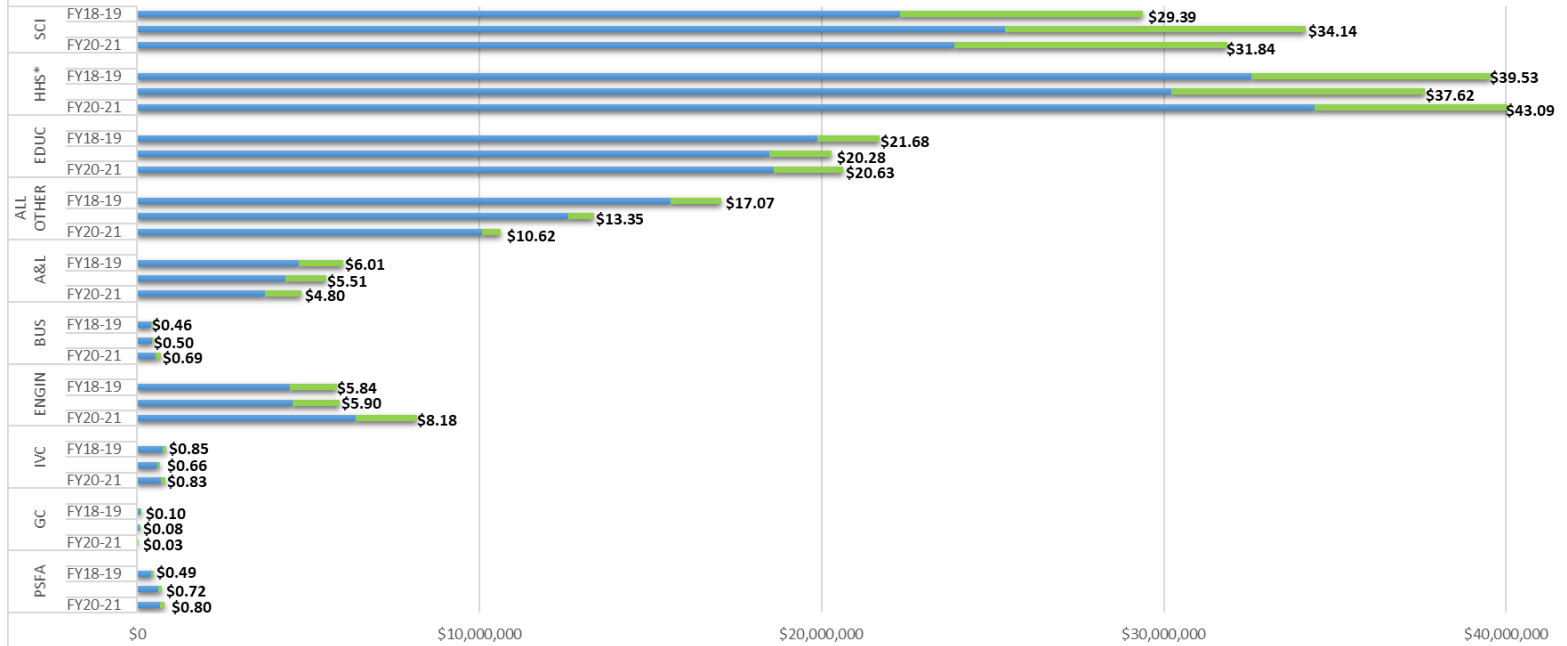


Chart K

Total Sponsored Program Expenditures by College
***FY 2018-19 = \$121,460,756; FY 2019-20 = \$118,812,647; *FY 2020-21 = \$124,118,132**



A&L = Arts and Letters
 BUS = Fowler College of Business
 EDUC = Education
 ENGIN = Engineering
 GC = Global Campus
 HHS = Health and Human Services
 IVC = Imperial Valley Campus
 PSFA = Professional Studies and Fine Arts
 SCI = Sciences
 ALL OTHER = Academic Affairs, Foundation Projects, Graduate Research Affairs, KPBS, Republic of Georgia Campus, SDSU Business & Financial Affairs, and Student Affairs
 *Includes NIH Endowment Funds

VII. SERVICE (RESEARCH SUPPORT, INITIATIVES, UNIVERSITY PARTNERSHIPS, FACILITIES)

Research Support

RSF distribution. Research Support Funds (RSF) are allocated to colleges, principal investigators and the vice president for research and innovation to support new or existing university initiatives. RSF is provided to projects generating F&A at the full federally negotiated rate for on-campus research or higher. Last year, \$2.9 million was allocated to support new proposal development and ongoing externally funded programs.

New faculty. Continued stewardship of new faculty. As of June 30, 2021, 20 of the 48 new faculty members who joined SDSU in 2020-21 had submitted 53 proposals valued at \$10 million. Twelve new faculty members received 20 awards totaling more than \$2.4 million (\$455,823 in F&A).

Funding searches. The grant information coordinator conducted 21 funding searches for individual faculty last year. These faculty came from five different colleges and SDSU Imperial Valley. The research topics ranged from sustainability to social justice to community health in South Africa.

Training. Fifteen virtual workshops were held last year. Two new workshops were introduced in spring of 2021: Solutions to Cybersecurity and Fostering Program Officer Relationships. Due to the success of the latter, it will become part of our regular workshop series. Additionally, we hosted a panel presentation for the prestigious NSF CAREER award. The panel consisted of past CAREER award recipients, some of whom had an active award and some whose awards were completed. In FY21, we recorded all workshop sessions to make them easily accessible to those who were not able to attend at the time.

Office hours. Open office hours were set up by college, so faculty can learn more about the services offered and to ask specific grant-related questions.

Faculty recruitments. The directors of sponsored research development and communications once again participated in several university searches, meeting with 25 candidates under recruitment for the 2021-22 academic year. This process allows potential new faculty hires to understand the service and support they would receive as members of the SDSU research community.

New private sponsor bulletin. Created and disseminated a new monthly publication highlighting private foundation and corporate funding opportunities.

Service Initiatives

MyRF provides principal investigators, staff, and all levels of administration direct access to individualized, detailed financial data, processes and workflows associated with SDSU Research Foundation funds. MyRF continued to serve as a critical tool to facilitate automation and information access during the continued teleworking period.

- **MyRF Document Processing Module** was a top priority to support ongoing operations during emergency telework. Efforts included building out new workflows to capture and route legacy paper-based processes including journal vouchers, cash receipts, disbursement requests, and others. This is an external facing system, is heavily used and most of the functionality will be used beyond the emergency telework order as the foundation and long-term solution (online journal vouchers and cash receipts) or as a bridge until new procure to pay systems are implemented.
- **MyRF Enhancements** are ongoing as requests and feedback are received from stakeholders. Highlights of FY 2020-21 include the ability for managers to query and manage Covid Paid Administrative Leave balances, the addition of new transaction types for electronic personnel action forms, new dashboards and reports to help streamline benefit billing, enhanced tracking of awards with contingency clauses and renewal processing, and enhancements to the award analysis module for streamlined tracking of upcoming and past due reports and defaulting in data to replace manual data entry efforts.

Automation. The goal to automate paper-based processes to streamline workflows for researchers and fund managers continued. Based on feedback from faculty and staff, the last fiscal year focused on evaluating and selecting solutions for purchasing, procurement card, and accounts payable services and sub-contracting services. Vendors were evaluated and selected and projects to implement new and improved systems and processes will launch in the fall of 2021.

Campus and Community Programs. The first fully electronic review and renewal process was completed for Campus and Community Program funds.

University Partnerships/Collaborations

SDSU Research Foundation staff work with their university colleagues to further SDSU's mission and to address goals and challenges. Examples of these partnerships follow.

DRI budget management. To facilitate the transition of the new Interim Vice President for Research and Innovation, the research foundation provided budget management staffing support under a shared services arrangement with DRI.

Research Advancement. A collaborative team with representatives from grant information, sponsored research development and research advancement continued to meet weekly to review upcoming proposals and opportunities. Development specialists and research advancement staff collaborated on several proposals including NIH U54-FIRST, P50 and T32 grants; NSF INCLUDES, CAREER and ERI awards; and others to NEA, NEH, and DARPA. Research advancement staff facilitated a new workshop for PIs and project staff as part of the spring workshop series. "Fostering Program Officer Relationships" was successful and will become part of our regular workshop series.

Addressing cyber threats. Information Systems collaborated with SDSU IT and participated in campus pilot groups and volunteered as early adopters for multi-factor authentication, enhanced Google security feature rollouts, and transitioned to university VPN services.

Project licenses. SDSURF also increased investments in licenses for all SDSURF project employees to be able to leverage university site licenses for Zoom, AdobeSign, Microsoft Office 365, and Microsoft and Apple endpoint management security tools.

Strategic planning. Several staff members participated in the university's strategic planning initiative and served on dedicated committees including HSI opportunities, communications, large proposal development, research infrastructure, creating an interconnected campus and additional auxiliary revenue generating ideas.

Alvarado telecommunications. The network equipment upgrade at the Alvarado Research and Professional Center was completed last year, increasing overall speed and upload/download capabilities, WI-FI access, and providing un-interruptable power supplies. The facilities team is working with the university and tenants at the Sky Park, Coastal Waters Lab and City Heights buildings to schedule upgrades at those buildings.

HSI tracking. A new report was created in FY20 to track proposals submitted to and awards received from programs related to SDSU's status as a Hispanic Serving Institution. A spreadsheet of HSI funding opportunities is also maintained and shared with campus colleagues and with the HSI strategic planning group and the newly formed Research, Granting, and Extramural Funding HSI Subcommittee on which our grant information coordinator serves.

Travel workflow. Sponsored research administration and finance teams collaborated with SDSU to create and implement a new prior approval workflow for travel.

Graduate health insurance. SRA collaborated with SDSU's College of Graduate Studies to develop a prior approval process to charge SDUSRF funds for Graduate Health Insurance Program costs.

Outreach/relationship building. Management met with the new library dean and the new Associated Students leadership to introduce them to the research foundation and our services. The AVP/CEO and other members of the senior management team also made presentations to the university's space committee, auxiliary resources planning group and Imperial Valley leadership, and participated in DRI Town Hall presentations. Staff also facilitated workshops for Imperial Valley faculty and URAD development officers.



2019-20 Research Highlights. This publication was prepared in collaboration with the Interim Vice President for Research and Innovation and spotlights some of the important research conducted at SDSU.

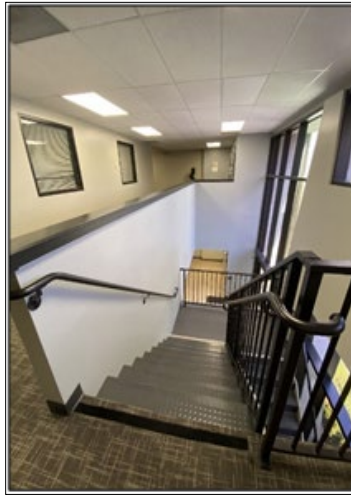
Holiday Project. Each year, research foundation staff identify an organization to support at the holidays. This past year contributions were made to these SDSU programs: Tammy Blackburn's Courage Through Cancer Fund for Students and the Economic Crisis Response Team.

FACILITIES PLANNING AND MANAGEMENT

CAPITAL IMPROVEMENTS

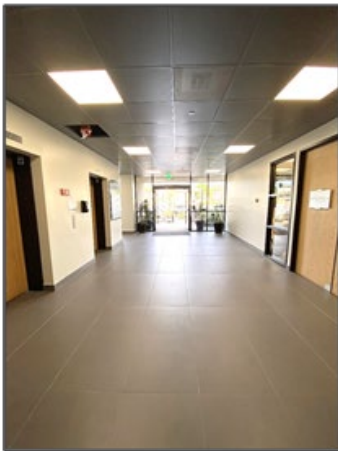
Common Area Improvements

The facilities team continues its common area improvement initiative to update, refresh and modernize research foundation buildings. Improvements were made last year at 6506 Alvarado Road, 6330 Alvarado Court, 6363 Alvarado Court, 6386 Alvarado Court, 9245 Sky Park Court, and 4165 Spruance Road. Additional areas have been identified and will be implemented in future years. Examples of improvements made in the 2021-22 fiscal year follow.



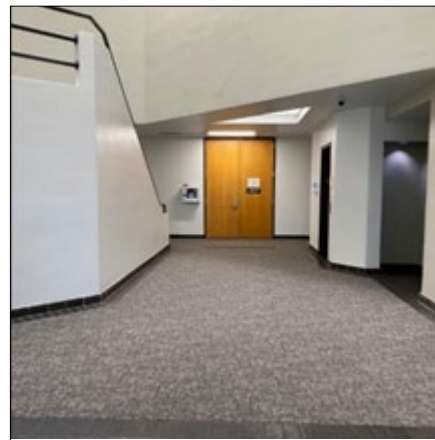
6330 Alvarado Court ADA staircase improvements

6386 Alvarado Court Lobby improvements included new flooring, metal ceiling, LED lighting and several ADA improvements on the first and second floors. The mailboxes at the first-floor stairwell were removed and new boxes installed on the exterior to comply with ADA.



6386 Alvarado Court

New flooring



9245 Sky Park Court



6505 Alvarado Road lobby improvement

Exterior Improvements

We continue to look for ways to extend the life of many aspects of our properties as well as to improve their aesthetics. Projects last year included the replacement of an older backflow system at 6475 Alvarado Road, which helps to prevent the contamination of potable water. We also repaired 50,000 square feet of asphalt surrounding 6505 Alvarado Road and added new landscaping throughout several areas of the Alvarado Research and Professional Center (ARPC).

Landscaping Improvements

A new landscaping service contractor this year helped us expand our low water, drought tolerant planting design throughout our properties. These renovated areas have improved the appearance of the properties and are intended to reduce overall water consumption.



Alvarado Road corner monument



6475 Alvarado Road northern western planter

ENERGY MANAGEMENT EFFORTS

Several energy efficient upgrades were made throughout the fiscal year, including improvements in lighting, HVAC systems, and elevator mechanical systems. These efforts are intended to modernize outdated equipment and improve the overall energy consumption of our properties.

Lighting Improvements

New LED can lights were installed in the lobbies of 6475 Alvarado Road and 6367 Alvarado Court, which not only improve efficiency, but also improve the appearance of both spaces. Lighting in the basement of 6475 Alvarado Road and the lobby of 6363 Alvarado Court were also updated.

Heating Ventilation and Air Conditioning (HVAC) Improvements

Six HVAC units were relaced: one unit each at 6475 Alvarado Road, 6361 Alvarado Court, 4275 and 4283 El Cajon Blvd and two units at 6495 Alvarado Road Portions of existing HVAC systems such as the chiller coils and boiler at 6386 Alvarado Court, have been updated. These efforts contribute greatly to the building's overall energy efficiency.



6386 Alvarado Court new boiler



6386 Alvarado Court New chiller coils

Elevator Mechanical Improvements

Updating the elevator mechanical systems of 6330 and 6495 Alvarado Court also contributes to the overall energy efficiency of those buildings.

ALVARADO TELECOMMUNICATIONS UPGRADE

The network equipment upgrade at the Alvarado Research and Professional Center consisted of replacing switch infrastructure to align with the campus standard. We have upgraded our previous capability of 100Mb per second desktop and wireless access points connections to 1Gb per second, increasing overall speed and upload/download capabilities. Wi-Fi access points have also been upgraded, improving overall Wi-Fi accessibility and performance for all Wi-Fi users throughout our buildings. We have also installed uninterruptible power supplies (UPS) in the telecom closets to minimize the impact of power failures.

LEASE NEGOTIATIONS

Facilities executed 33 new and renewed leased agreements with a projected total of \$3,729,054 gross income over their terms. The total projected lease value for new tenants is \$325,647.

RESEARCH LABS AND OFFICES

Our facilities team works with principal investigators to identify space for their projects and manages any required construction/modifications and had many space requests during FY 2020-21. Empty offices and labs during the pandemic offered an opportunity to conduct projects that may have been postponed. The team also assisted with space occupancy plans associated with the ever-changing COVID-19 distancing guidance.

The Black Resource Center

The Black Resource Center, located at 5723 Lindo Paseo, received a landscaping update in their front yard. The water-wise landscape was designed to provide a safe and welcoming environment.



5723 Lindo Paseo Front Yard Landscaping

We are happy to welcome the following researchers to the Alvarado Research and Professional Center.

Dr. Tristen Inagaki



In September of 2020, construction was completed on a new lab space for Dr. Inagaki and her team. The Social-Health and Affective Neuroscience Laboratory, also known as the SHAN Lab, is located at 6505 Alvarado Road, Suites 102 and 216. The combined space includes a total of 1,081 square feet. The lab team officially moved in at the beginning of August 2021 and we are happy to welcome them to the Alvarado Research and Professional Center.

Dr. Jillian Wiggins



In November of 2020, construction was completed on a new lab space for Dr. Wiggins and her team. The Translational Emotion Neuroscience Laboratory, also known as the TENDLab is located at 6475 Alvarado Road, Suite 132. The total square footage is 813. Dr. Wiggins and her team moved in earlier this year.

Alvarado Greenhouses

Managed by Tom Zink, the Program Director of Soil Ecology Research Group, the greenhouses located at 6361 Alvarado Court have been in service for 30 years as part of the Department of Biology. They were used to support Mr. Zink’s native habitat restoration program and now also provide a space to house the research of Dr. Lluvia Renteria Flores. The process to update and modernize them began in 2018 and was completed in FY 2020-21. The modernization included an updated control panel in one of the greenhouses, two new evaporative cooling pads and two exhaust fans, a reinforced structure, and the replacement of the old glazing panels with new corrugated polycarbonate panels.



Dr. Lluvia Flores-Renteria



Mr. Tom Zink



6361 Alvarado Ct Greenhouse – Exterior



6361 Alvarado Ct Greenhouse – Interior

VIII. Staff Engagement and Training

PI Lecture Series

The PI Lecture Series continued virtually in FY 2020-21 and remains a positive mechanism for educating staff about the PIs we support and building strong PI/staff partnerships. Nine principal investigators presented lectures about their work to research foundation staff.

Fall 2020



Top: Dr. Jessica Barlow and Dr. Sonja Pruitt-Lord, Dr. Richards Cripps
Bottom: Dr. Shawn Flanigan and Dr. Megan Welsh

Spring 2021



Top: Professor Annie Buckley, Dr. Amanda McClain
Bottom: Dr. Matthew Edwards, Dr. Eric Sandquist

Professional Engagement. Many SDSU Research Foundation staff volunteer their time with professional organizations related to their disciplines. These activities provide beneficial educational training and networking opportunities that enhance their ability to serve SDSU researchers.

CEO **Michèle Goetz** continues to serve as the CSU system representative on the Council on Governmental Relations (COGR) and to lend her expertise to the CSU Auxiliary Organizations Association (AOA), including as chair of the AOA Past President Council. Michele is also a member of the National Council of University Research Administrators (NCURA) and the Society of Research Administrators International (SRAI). An Aztec for Life, Michele represented SDSU Research Foundation on the SDSU President's Strategic Planning Committee, the university's Emergency Operations Committee, Revenue Generation Tiger Team, the University Research Council and three Strategic Planning Committees

CFO **Leslie Levinson**, serves on the SDSU President's Budget Advisory Committee, The Campanile Foundation's Finance & Investment Committee, the SDSU Gift Acceptance Committee, SDSU Mission Valley Finance and Housing Committees, is a mentor in the Aztec Mentor Program and an Aztec for Life. She is a member of the AOA Past President Council. Leslie also serves on the board and is board chair of Walden Family Services and was on the board of the Lamden School of Accountancy in SDSU's Fowler College of Business. She is a member of the California State Board of Accountancy and the American Institute of Certified Public Accountants and a board member of the California State University Risk Management Authority (CSURMA/AORMA).

Chief Human Resources Officer **Deb Naylor** represents the research foundation on the SDSU Equity Council, chairs the SDSURF IDEA Committee, and serves as a member of the University Repopulation Tiger Team and Auxiliary Services Team. She is a Society for Human Resource Management (SHRM) Mentor for the student SHRM organization's mentoring event.

Rachel Raynoha, Associate Executive Director of Information Systems is a member and serving as past Chair of the Auxiliary Organizations Association (AOA) Information Technology Committee, is a member of San Diego Association of Information Technology Professionals (AITP), a member of the Auxiliary Shared Services Tiger Team, and represents the research foundation on the SDSU IT Governance Council, Instructional and Information Technology to Create Interconnected Campus strategic planning group, and TARP/Procurement working group.

Victoria Kern, director of accounting and reporting is a member of the American Institute of Certified Public Accountants. She is a mentor in the Aztec Mentor Program, an Aztec for Life and a member of the Fieldstone Leadership Network San Diego.

Director of sponsored program administration **Renee Lechner** is a member of the National Council of University Research Administrators (NCURA), serves as a member of the Auxiliary Research Administration Committee, and represents the research foundation at the Council on Governmental Relations meetings.

Teresa Loren, controller and finance director, is a member of the University Copyrights and Patents Committee, the Auxiliary Shared Services working group, and the AOA Executive and Long-Range Planning Committees.

Jennie Amison, director of sponsored research development, serves on two of the university's strategic planning committees. She is a Distinguished Faculty member of the Society of Research Administrators International and serves as co-chair for their Basics of Research Administration Committee and as co-content manager for the Introduction to Research Administration and Management Certificate Committee. Jennie is also a member of the AOA Research Administration Committee.

Sandra Nordahl is a Certified Research Administrator and member of The Society of Industrial Security Professionals. She is a Distinguished Faculty Member of the Society of Research Administrators (SRA) International. Sandra is also a member of the Editorial Board of The Journal of Research Administration, and serves on the Education and Professional Development Committee, the Institutional Animal Care and Use Committee and the Research Law Working Group of SRA International.

Pascheline Peter, associate director of sponsored research administration, is a member of the National Council of University Research Administrators.

Jennifer Sneed, associate director of sponsored research administration, is a member of the Society of Research Administrators International and serves as the Chair of the CSU Auxiliary Organizations Association Research Administration Committee (RAC) and serves on the AOA Executive Committee.

Our staff also work closely with their university colleagues on joint projects and programs and serve on university committees and teams. These include the University Research Council; Institutional Animal Care and Use Committee, Explore SDSU; Biosafety Committee; Equity Council; Campus Communicators Group; Payment Card Industry (PCI) Compliance, Aztecs Rock Hunger: Campus Development Committee; University Copyrights and Patent; HSI Committee and IT Security Working Group.

Focus on Training

Training efforts again emphasized safety, health, and communication. Topics included Antiracist Tools & Techniques, Affirmative Action, Conducting Effective Performance Evaluations, and training in Excel, Google Docs/Sheets/Drive, and Adobe 1 & 2.

It also included injury prevention (including a work from home aspect), a focus on mental health awareness, new challenges to motivate employees to include more physical activity into their daily routine, and a live workshop with tips on avoiding burnout.



Building a Foundation for Good Health

IX. Diversity, Equity, and Inclusion

SDSU Research Foundation promotes a culture of respect and acceptance of others, diversity of thought and perspectives, and an appreciation for differences in backgrounds, styles, beliefs and experiences.

We are an equal opportunity employer and provide equal opportunity in employment for all qualified persons. SDSU Research Foundation will take affirmative action to ensure that qualified minorities, females, individuals with disabilities, and protected veterans are introduced into the workforce, encouraged to apply for promotion, and considered as promotional opportunities arise.

To further our diversity initiatives and to respond to the University Senate's call for all units to engage in diversity and inclusion planning, the research foundation created the IDEA Committee in FY 20. The committee is comprised of all employee categories and departments and continues to support diversity initiatives, coordinate diversity and inclusion activities, and support the development and implementation of diversity plans within our organization.

Its mission is:

To foster an **Inclusive** and **Diverse** working environment in order to implement **Equity** and **Acceptance** of all individuals within our organization.

In September 2020 the Board of Directors approved and adopted the research foundation's Diversity, Inclusion, and Equity plan. The IDEA Committee continued to meet virtually in FY 21 to coordinate diversity and inclusion activities and support the implementation of the approved diversity plan.

New Central Staff Employees

These seven women started their new positions after the COVID-19 stay-at-home order! They successfully transitioned into their new roles undergoing training and mentorship all while teleworking.



Left: *Femi de Ala* accounts payable supervisor (top) and *Lalenia Cianciolo* HR specialist human resources (bottom)
Middle: *Melissa Chavez* payroll technician, financial services/payroll (top) and *Anisa Sanchez* SRCC analyst, SRCC (bottom)
Right: *Morgan Newport* admin support assistant, SRCC (top), *Bianca Ocampo* admin support assistant, human resources (middle), and *Brittany Logan-Ruble* admin analyst/spec NE, information systems (bottom)

VII. OUR STUDENTS!

SDSU students play an important role in the day-to-day operations of the research foundation. They provide significant contributions to all areas of our organization while learning skills that will benefit them in the future. We are fortunate to have these undergraduates on our staff to assist us and to remind us of the important academic mission we support.

Accounts Payable



Justine Carrillo was a senior studying psychology with a minor in math and graduated in May of 2021. She assisted the AP Services Associates with preparing payment authorizations, keying invoices into banner and MyRF for payment. During the busy fiscal year end processing time, Justine keyed the most invoices into the system, allowing time for the AP Service Associate to perform other tasks necessary to pay individuals and vendors. Justine plans to enroll in graduate school and hopes to find a job in her field of interest. Justine likes to dance, go shopping, binge watch Netflix, and watch baseball games.

Miguel Mejia was a senior studying Business Administration with a focus in Accounting and graduated in May of 2021. He assisted the PCard Administrator with the review of the PCard packets for compliance to policy. He also assisted the Payment Services Manager with 2019 tax reporting and has worked with finance on an internal audit. After graduation, Miguel was planning a trip to Mexico City to visit the pyramids at Teotihuacan and the Frida Kahlo Museum. Miguel likes to go to the gym, hang out with friends, and take photos of San Diego with his vintage film camera from the 1980's.



Erin Register graduated from SDSU in May 2020 with a BA in Economics and a minor in MIS. She is currently enrolled in the master's program at SDSU and is pursuing a Master of Science in Information Systems and is expected to graduate in 2022. She assists the AP Services Associates with preparing payment authorizations, keying invoices into banner and MyRF for payment, and has worked with the department's administrative assistance on several projects. She is planning to join the Air Force as an officer after graduating in 2022 and she loves to travel and eat.

Facilities Management

Alex Lisk is currently a senior pursuing his degree in history. He performed duties in a laborer position assisting with multiple maintenance-related work orders and several high-profile moving projects. Alex was instrumental during the pandemic, making himself readily available to assist in whatever needed to be done. Aside from his daily duties, he took part in several research space moves, allowing for a smooth transition for researchers returning to their labs and offices. He assisted with our shred purge, moving bins to and from buildings to allow access to them. His efforts made it possible to shred 5,000 pounds of paper. He also acted as our secondary mail shuttle driver, ensuring business continuity throughout our organization.



Paulina Viramontes is currently a senior majoring in International Business with an emphasis in Spanish and Latin America and minoring in Leadership Development. Paulina joined our team in January 2020 and has seamlessly integrated herself into Facilities' fast-paced environment, quickly learning our Facilities Information System software to assist with all work order requests. She also monitors and manages our vehicle fleet and reviews all security reports, advising us of any issues that arise on our properties. During the pandemic, she has made a significant and positive impact in assisting the organization with the delivery of mail, packages, and other official documents throughout campus as well as to the homes of staff.

Information Systems

Rebecca Quach worked in our Information Systems department for three years before graduating in May of 2021 with a degree in criminal justice and a double minor in psychology and sociology. She performed a wide variety of support tasks including a high volume of data entry, scanning, and tagging fixed assets purchased with SDSURF funds.





Cedric Josafat is a current student at SDSU studying business finance. He worked in Information Systems until July of 2020, and then transitioned to Human Resources while teleworking. Since joining HR, he has assisted in the integration of Etrieve and the creation of procedures and processes for current and future employees to follow. He currently assists in uploading and auditing various doctypes to Etrieve, such as new hires and terms. In his free time, he enjoys playing volleyball, basketball, dancing, and rock climbing.

XI. Staff Awards

Congratulations to our dedicated staff whose experience and longevity make them valued partners in supporting SDSU research. The university's staff awards recognition program was postponed due to the pandemic, as was the research foundation's program. We recognize and appreciate these 2020 honorees:

40 Years

Jennie Amison



35 Years

Richard Cobble



30 Years

Carolyn Martinson



Lillian Parra-Martinez



20 Years

Janet Harry



Denise Taylor



Steve Vasquez

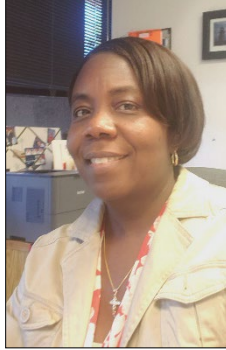


15 Years

Brenda Aguilera



Pascheline Peter-Marshall



Sadie Osborne



Lisa Shadron



Cheryl Whittemore



Retirees! Congratulations to our valuable team members who retired in 2020-21.



Sharon Bartolo
Human Resources



Cindy Hicks
SRA



Derek Wilton
Facilities Planning &
Management

Thank you for your service!

IN MEMORIAM



Barbara Velez

1944 - 2021

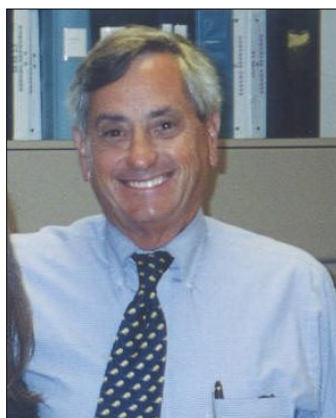
SDSU Research Foundation
Administrative Support Assistant
1993-2012



John Williams

1937 - 2020

SDSU Research Foundation
Director, Program Development
1978-1997



Dave Moore

1939 - 2020

SDSU Research Foundation
Director, Program Development
1982 -2003



Thomas Day

1932 - 2021

San Diego State University
President
1978-1996



SAN DIEGO STATE
UNIVERSITY

Research Foundation

5250 Campanile Drive
San Diego, California 92182-1930
(619) 594-4635
www.foundation.sdsu.edu