



Dr. Sharon Whitehurst-Payne, Chair
Community Member

Dr. Matthew J. Ceppi
President's Designee
Cal State San Marcos

Mr. David Chang
Community Member
Hampton Inn San Diego/
San Marcos

Dr. Chuck De Leone
Faculty Member
Cal State San Marcos

Dr. Regina Eisenbach
Board Member
Cal State San Marcos

Dr. Linda L. Hawk, Vice-Chair
Designated Member
Cal State San Marcos

Mr. Brandon Losey
Alumni Member
Dabelgott Agency
Insurance & Financial Services

Mr. Dimitris Magemeneas
Community Member
Edward Jones

Ms. DawnMarie Myers
Student Member
Cal State San Marcos

Dr. Graham Oberem
Designated Member
Cal State San Marcos

Mr. Jason Schreiber
Board Member
Cal State San Marcos

Regular Meeting of the Board of Directors

Thursday, ~~May 26, 2016~~ **May 31, 2016** - 4:00 p.m. – 5:30 p.m.

Center for Children and Families Classroom

- I. **Convening of Regular Board Meeting** (*Whitehurst-Payne*)
 - A. Consideration of Minutes February 25, 2016 Annual Meeting (**Attachment A**)
- II. **Committee Reports and University Updates**
 - A. Finance & Operations Committee (*Hawk*)
 - B. Sponsored Projects (*Oberem*)
 - C. Investment Portfolio Report (*Fenimore*) (**Attachment B**)
 - D. Financial Audit Update (*Roberts*)
 - E. University Update (*Hawk*)
 - F. Administration Update (*Newberg*) (**Attachment C**)
- III. **Action Items**
 - A. Quarterly Financial Report 03/31/16 & Summary (*Roberts*) (**Attachment D**)
 - B. FY 16/17 Operating Budget & Resolution (*Fenimore*) (**Attachment E**)
 - C. FY 16/17 Compensation Administration Guidelines (*Hinojosa*) (**Attachment F**)
 - D. Request for Statement of Qualifications (RFQ) for the development of classroom, administration and parking facilities for a Public, Private, Partnership (P3) project (*Newberg*)
- IV. **Adjournment of Regular Meeting**

Next Meeting: September 8, 2016, 4:00 p.m., Center for Children & Families Classroom

ATTACHMENT A

Minutes of the February 25, 2016 Regular Meeting



Minutes of the Regular Meeting of the Board of Directors

February 25, 2016

Center for Children and Families Classroom

Attendees:

Members: Matthew J. Ceppi, Graham Oberem, Sharon Whitehurst-Payne (Chair), Linda Hawk (Vice Chair), Chuck De Leone, Brandon Losey, Dimitris Magemeneas, DawnMarie Myers, David Chang, Jason Schreiber, Regina Eisenbach

Absent: Cynthia Fenimore, Michelle Meeks

Staff: Bella Newberg, Michelle Hinojosa, Clint Roberts, Karla Frazee

Guests: Representing the Children's Creative Learning Centers-Center Director, Jody Carmichael and Client Relations Business Partner, John Swartz.

Convening of the Regular Meeting

A quorum being present, Chair Whitehurst-Payne called the meeting to order at 4:00 p.m.

Minutes of the November 19, 2015 Regular Meeting

A motion was made and seconded (Losey/Oberem) to approve the November 19, 2015 Regular Meeting minutes. Motion carried.

Special Guest Presentation

Whitehurst-Payne introduced special guest speakers from the Children's Creative Learning Center (CCLC): Jody Carmichael, Center Director and John Swartz, Client Relations Business Partner. CCLC provided an overall view of the UARSC/CCLC partnership that included CCLC roles, KinderCare Education, our Partnership, Center for Children and Families and Supporting the CSUSM Academic Mission.

Committee Reports

Finance and Operations Committee

Whitehurst-Payne reported. The Finance & Operations Committee met on February 16, 2016 to review the Quarterly Financial Report, Revision to 2015/2016 Budget, and Revision to Property Control Policy. These items will be considered for action later in the meeting.

Joint Audit Committee

Chang reported. The Joint Audit Committee of the three CSUSM auxiliaries (UARSC, Foundation, and ASI) met on January 20, 2016 to review the draft Form 990 Tax Returns for UARSC, CSUSM Foundation and ASI. Also reported on revision to the Joint Audit Committee Charge. These will be considered for action later in the meeting.

Sponsored Projects

Oberem reported Grant proposal activity for pre-award continue to be strong. Proposals were solicited for the summer grant-writing boot camp. Thirteen strong applications were received, 5 were selected to attend the June boot camp session. There is an ASC-1 staff position open in pre-award. Sponsored Projects is finalizing a revised checklist process for determining whether a faculty-initiated proposal will route through UA or UARSC. We continue to meet regularly with UA and we continue to have good lines of communication with UA and UARSC.

Administration Update

Newberg reported Catering contracts have been signed and are in effect. We will collect 5% commission on sales. We have sponsorship opportunities from three caterers. Follett's Affordable Textbook Initiative-rental program increased rental selection. Over 8300 units have been rented for spring 2016. Price Matching program has begun. Sodexo completed their Customer Service Survey which focused around food concepts. Had 1,086 responses from faculty, staff and students. We want Sodexo to hold a few focus groups to clarify some of the data collected. Chancellors' Office compliance audit is ongoing. No substantial findings thus far. We have an opportunity to partner with and support the campuses efforts to explore Public Private Partnerships, commonly known as P3. We will enter into an agreement with the campus to contract manage and hire a third party real estate consulting firm. The firm will assist us in evaluating the partnership with the QUAD Affiliation agreement and also how we can leverage this partnership and explore future facility requirement opportunities. Based on their experience in higher education, James Lang LaSalle has been chosen. The Gala will be held on June 18, please join us at the sponsored UARSC table.

Investment Portfolio Report

Roberts reviewed the Investment Portfolio Report ended 12/31/15 provided prior to the meeting.

University Update

Ceppi reported CSUSM received a record number of applications and had the second highest one-year increase in freshmen applications in the system. Congratulations to Kristine Deikman, Professor of Arts and Technology. She received the Wang Family Service Award in the category of Visual and Performing Arts and Letters. A prestigious, system-wide award that recognizes exemplary contributions and achievements which advance the CSU's mission. Congratulations to Dr. Whitehurst-Payne for her appointment to the San Diego Unified School Board. Sports Center is nearing completion. NCAA site visit will take place March 14 and 15. WASC Review Team will be on campus March 16- 18. Super STEM Saturday is March 12. Discover CSUSM Day, April 9, is targeted to admitted and prospective students and families but also serves as an open house to our region and will be designed to showcase the quality of teaching, research, student services and community opportunities on campus.

Consent Agenda

Whitehurst-Payne explained that a Consent Agenda was included as Item IV in the meeting Agenda. She explained the purpose of the Consent Agenda is to save time. Whitehurst-Payne asked if anyone had any questions about the Consent Agenda process. There being none Whitehurst-Payne then asked if anyone wanted to move any items from the Consent Agenda to the Regular Agenda. There being none, *a motion comes moved and seconded from the Finance and Operations Committee to approve Quarterly Financial Report & Summary 12/31/15 (Attachment C), Revision to 2015/2016 Budget (Attachment D), and Revision to Property Control Policy (Attachment E).* Motion carried.

Action Items**Revision to Joint Audit Committee Charge**

Chang reported that this item has already been discussed during the Joint Audit Committee report. *A motion comes moved and seconded from the Joint Audit Committee to accept the revised Joint Audit Committee Charge as presented (Attachment F).* Motion carried.

Form 990 Tax Return FY 14/15 Ratification

Roberts reported that this item has already been discussed in detail during the Joint Audit Committee report. *The recommendation to ratify the adoption of the 3 CSUSM Auxiliaries Tax Form 990's as presented comes moved and seconded from the Joint Audit Committee (Attachment G).* Motion carried.

FY 16/17 Meeting Calendar

Newberg reviewed the proposed FY 16/17 Board Meeting Calendar. *A motion was made and seconded (Hawk/Lozey) to approve the proposed FY16/17 meeting calendar as presented (Attachment H).* Motion carried.

Adjournment

The Regular Meeting adjourned by acclamation at 5:06 p.m.

Respectfully submitted,
Karla Frazee

I, Bella Newberg, Secretary, hereby certify that the above Minutes were approved by the University Auxiliary and Research Services Corporation Board of Directors at a regular meeting held on May 26, 2016 at San Marcos, California.

Secretary

Date

ATTACHMENT B

Investment Portfolio Report

Investment Portfolio Report
As of March 31, 2016

Investment Type	Market Value			
	6/30/2015	9/30/2015	12/31/2015	3/31/2016
Mutual Funds				
PIMCO Bond Fund A	\$ 510,535	\$ 891,564	\$ 897,598	\$ 588,456
PIMCO Low Duration	\$ 503,090	\$ 949,577	\$ 704,089	\$ 606,598
PIMCO Short Term	\$ 561,421	\$ 1,005,935	\$ 611,959	\$ 609,759
	\$ 1,575,046	\$ 2,847,076	\$ 2,213,646	\$ 1,804,813
Certificates of Deposit				
Goldman Sachs BK USA (Maturity date 9/26/16)	\$ 245,586	\$ 245,821	\$ 245,368	\$ 245,588
FirstBank PR (Maturity dated 2/1/17)	\$ 244,536	\$ 245,096	\$ 244,683	\$ 245,323
JP Morgan Chase (Maturity 3/31/17)	\$ 244,880	\$ 244,811	\$ 244,405	\$ 245,233
Barclays Bank (Maturity 7/31/17)	\$ 244,537	\$ 245,429	\$ 245,007	\$ 245,799
American Express (Maturity 12/31/18)	\$ -	\$ -	\$ 245,000	\$ 247,291
ALLY BK (Maturity 3/12/18)	\$ -	\$ -	\$ -	\$ 244,363
Bank Hapoalim (Maturity date 3/4/16)	\$ -	\$ 249,975	\$ 249,885	\$ -
ESSA Bank & Trust (Maturity date 11/30/15)	\$ -	\$ 244,904	\$ -	\$ -
	\$ 979,539	\$ 1,476,036	\$ 1,474,348	\$ 1,473,597
Sweep Account				
Where funds are directed when CD expires or cash is on hand	\$ 896,226	\$ 2,661	\$ 3,371	\$ 13,352
Total Portfolio				
	\$ 3,450,811	\$ 4,325,772	\$ 3,691,365	\$ 3,291,761

ATTACHMENT C

Administration Update
Five Year Plan

UARSC FIVE YEAR ACTION PLAN - GOALS

**University Auxiliary and Research Services Corporation
California State University San Marcos**

FIVE YEAR UARSC ACTION PLAN

(July 1, 2014 – June 30, 2019)

INTRODUCTION

On November 14, 2013, a Leadership Retreat was conducted for the Board of Directors of the University Auxiliary and Research Services Corporation (UARSC) at California State University San Marcos. UARSC is a recognized auxiliary organization of the University that performs the following major functions: 1) sponsored projects development and administration, 2) contract management, 3) human resources and payroll administration, and 4) financial management. UARSC is an IRS 501(c)(3) non-profit corporation governed by a 13 member Board of Directors with representation from the University administration, faculty, students and the community.

The purpose of the Leadership Retreat was to discuss the current functions of UARSC, to identify organizational strengths, weaknesses, opportunities and threats, and to generate ideas on how UARSC services and support can be enhanced and expanded over the next five years so as to better meet the current and future needs of the University.

This UARSC Action Plan has been developed from the observations, comments and suggestions made by UARSC Board members during the Leadership Retreat. From this input from Board members, nine goals have been identified and proposed in this Action Plan that will be achieved by UARSC in collaboration with Board members and University administration. Several action items have been included for each goal to facilitate achieving all goals during the next five years.

Please refer to the following table for the Action Plan goals and action items.

UARSC FIVE YEAR ACTION PLAN - GOALS

Priority Level	Time-Specific Goals	Estimated Completion Date
1	Sponsored Programs Pre-Award: Assuming an adequate staffing plan, increase proposal submissions by 20% and awards by 5% each year over the next 5 years	Fall 2015/Continuous
2	Concurrent with the sponsored projects pre-award function moving to the University, review the staffing and operational needs of the sponsored projects post-award function that remains in UARSC	Fall 2014
3	Relocate the Follett bookstore operation into the Dome/Commons space	Spring 2015
4	Relocate UARSC Central Offices to campus	Fall 2015
5	Change the name of the University Auxiliary and Research Services Corporation	Fall 2016/Spring 2017

Priority Level	Continuous/On-Going Goals	Estimated Completion Date
1	Ensure that the composition and preparation of the Board of Directors is appropriate.	Fall 2015/Continuous
2	Expand and enhance the UARSC contract management function	Continuous
3	Enhance revenues to support UARSC operations while creating opportunities for university strategic initiatives	Continuous
4	Explore new entrepreneurial endeavors that benefit the university	Continuous

ATTACHMENT D

Quarterly Financial Report 03/31/16

University Auxiliary and Research Services Corporation
Statement of Financial Position
March 31, 2016

	Balance 03/31/16	Balance 12/31/15	Quarter Increase/ (Decrease)
Assets			
Cash and Short-Term Investments	\$ 4,261,524	\$ 4,303,270	\$ (41,746)
Accounts Receivable-Sponsored Programs	1,080,991	815,163	265,828
Other Receivable	902,905	611,839	291,066
Other Assets	134,710	114,174	20,536
CCF-Bldg & Fixtures (Net)	4,694,372	4,765,621	(71,249)
Property & Equipment (Net)	2,379,435	2,449,537	(70,102)
Total Assets	\$ 13,453,937	\$ 13,059,604	\$ 394,333
Liabilities & Net Assets			
Liabilities:			
Accounts Payable and Accrued Expenses	\$ 1,510,181	\$ 1,225,953	\$ 284,228
Deferred Revenue	2,320,903	2,514,942	(194,039)
Notes Payable - CSUSM	250,000	250,000	-
Post-Retiree Health Benefit Accrual	1,301,642	1,272,332	29,310
Total Liabilities	\$ 5,382,726	\$ 5,263,227	\$ 119,499
Net Assets:			
Unrestricted:			
Operating Reserves	\$ 1,269,573	\$ 1,275,489	\$ (5,916)
Campus/Designated Programs	1,802,369	1,504,584	297,785
Administrative Current Year Net Activity	126,084	40,972	85,112
CCF-Bldg & Fixtures	4,694,372	4,765,621	(71,249)
Property & Equipment	178,813	209,711	(30,898)
Total Net Assets	\$ 8,071,211	\$ 7,796,377	\$ 274,834
Total Liabilities & Net Assets	\$ 13,453,937	\$ 13,059,604	\$ 394,333

University Auxiliary and Research Services Corporation
Administrative Operating Summary
7/1/15 to 3/31/16

	Annual Budget FY 15/16	Quarter 3 1/1/16 to 3/31/16			Fiscal Year To Date 7/1/15 to 3/31/16			Comparison of Prior FYTD Actual to Current FYTD Actual		
		Budget	Actual	Variance	Budget	Actual	Variance	Prior FYTD 3/31/15	Current FYTD 3/31/16	% Inc. (Dec.)
Revenue										
Grant/Contract Admin Fees	\$ 1,081,872	\$ 270,468	\$ 278,022	\$ 7,554	\$ 811,404	\$ 828,627	\$ 17,223	\$ 747,127	\$ 828,627	11%
Less: University Sharing	(233,485)	(58,371)	(117,936)	(59,565)	(233,485)	(234,679)	(1,194)	(374,787)	(234,679)	-37%
Net Grant/Contract Admin Fees	\$ 848,387	\$ 212,097	\$ 160,085	\$ (52,011)	\$ 577,919	\$ 593,947	\$ 16,028	\$ 372,340	\$ 593,947	60%
Admin Fees - Campus Programs	168,000	42,000	59,905	17,905	126,000	177,450	51,450	133,378	177,450	33%
Bookstore Net Revenue	355,500	142,200	120,002	(22,198)	319,950	297,879	(22,071)	318,080	297,879	-6%
Other Commercial Services Revenues	139,000	34,750	56,483	21,733	104,250	100,810	(3,440)	92,701	100,810	9%
Investment Income	22,500	5,625	(1,402)	(7,027)	16,875	(11,676)	(28,551)	12,382	(11,676)	-194%
Exchange of Value - CSUSM	350,587	87,647	99,175	11,529	262,940	262,940	0	273,576	262,940	-4%
Exchange of Value - Foundation	-	-	-	-	-	-	-	-	-	-
Center for Children & Family (CCLC)	45,000	11,250	13,793	2,543	33,750	36,293	2,543	-	36,293	-
Other Revenue	139,092	34,773	82,699	47,926	104,319	105,199	880	104,319	105,199	1%
Total Revenue	\$ 2,068,066	\$ 570,342	\$ 590,741	\$ 20,400	\$ 1,546,003	\$ 1,562,843	\$ 16,840	\$ 1,306,776	\$ 1,562,843	20%
Post-Retirement	\$ 117,240	\$ 29,310	29,310	-	87,930	87,930	-	-	87,930	-
Expenses: UARSC Operations	1,855,692	463,923	476,319	(12,396)	1,391,769	1,348,829	42,940	1,294,998	1,348,829	4%
Net Operating Revenues	\$ 95,134	\$ 77,109	\$ 85,112	\$ 8,004	\$ 66,304	\$ 126,084	\$ 59,780	\$ 11,778	\$ 126,084	971%

University Auxiliary and Research Services Corporation
Program Revenue Activity Summary
7/1/15 to 3/31/16

Program Activity	Annual Budget FY 15/16	Quarter 3 1/1/16 - 3/31/16			Fiscal Year To Date 7/1/15 to 3/31/16			Comparison of Prior FYTD Actual to Current FYTD Actual		
		Budget	Actual	Variance	Budget	Actual	Variance	Prior FYTD 3/31/2015	Current FYTD 3/31/2016	% Inc. (Dec.)
Grants/Contracts										
Federal	\$ 6,489,685	\$ 1,622,421	\$ 2,272,407	\$ 649,986	\$ 4,867,264	\$ 5,642,995	\$ 775,732	\$ 4,553,475	\$ 5,642,995	24%
Other Grants/Contracts	1,102,164	275,541	200,593	(74,948)	826,623	890,971	64,348	572,142	890,971	56%
Total Grants/Contracts	\$ 7,591,849	\$ 1,897,962	\$ 2,473,001	\$ 575,039	\$ 5,693,887	\$ 6,533,967	\$ 840,080	\$ 5,125,617	\$ 6,533,967	27%
Campus/Designated Programs	\$ 2,512,260	\$ 628,065	\$ 1,063,423	\$ 435,358	\$ 1,884,195	\$ 2,706,611	\$ 822,416	\$ 2,124,396	\$ 2,706,611	27%
Total Program Revenues	\$ 10,104,109	\$ 2,526,027	\$ 3,536,423	\$ 1,010,396	\$ 7,578,082	\$ 9,240,577	\$ 1,662,496	\$ 7,250,013	\$ 9,240,577	27%

ATTACHMENT E

FY 16/17 Operating Budget & Resolution

UARSC ADMIN BUDGET

Projected FY 2015-16 Actuals / FY 2016-17 Draft Net Revenue Budget

FY 15/16 PROJECTED		FY 16/17 PROPOSED BUDGET			
<i>FY 2015-16 Budget - Board Approved 2/16/16</i>	<i>Total Projected FY 2015-16 Actuals</i>	<i>FY 2016-17 UARSC Admin Budget</i>	<i>FY 2016-17 Sponsored Proj Budget</i>	<i>BY 2016-17 UARSC Admin Combined Budget</i>	<i>Comments</i>
22,500	(11,676)	0		0	
35,000	31,382	32,000		32,000	
11,400	11,705	12,960		12,960	
600	0	0		0	
355,500	332,469	333,000		333,000	
64,500	60,859	61,500		61,500	
17,500	17,255	17,500		17,500	
10,000	5,000	35,000		35,000	
0	880	2,500		2,500	
139,092	139,092	139,092		139,092	
45,000	47,651	61,500		61,500	
350,587	350,587	445,000		445,000	
168,000	235,133	235,000		235,000	
1,081,872	1,081,872		1,081,875	1,081,875	
(233,485)	(234,679)		(235,000)	(235,000)	
2,068,066	2,067,530	1,375,052	846,875	2,221,927	

Revenues

Investment Interest
Commissions Coffee Cart
Commissions ATM (WF & Allstate)
Commissions AT&T
Commissions Follett
Commissions Pepsi
Commissions First Class Vending
Commissions Catering
Revenue Other
Space Rental
Project Revenue
Exchange of Value - Campus
Overhead Admin Fee-Campus Programs
Indirect Cost - Sponsored Projects
Indirect Allocation-Sponsored Projects
Total Revenues

Expenditures

- Salaries
- Benefits
- Telephone
- Utilities
- Travel & Meetings
- Contractual Services
- Membership Dues & Subscriptions
- Postage & Freight
- Printing
- Loan Interest Charges
- Bank Service Charges
- Insurance Premium
- Space Rental
- Recruitment
- Community Relations & Support
- SupSvc Payroll Fees
- Supplies & Services
- Commercial Services Repair & Maint
- Campus Support Operations
- Computer Refresh
- Campus Relations
- Total Expenditures**

611,767	610,059	269,720	387,986	657,706
236,948	236,627	107,888	155,195	263,083
8,620	8,452	6,700	1,800	8,500
58,104	36,517	36,517		36,517
15,150	15,385	12,575	8,500	21,075
92,220	83,197	94,000	22,497	116,497
5,055	5,055	2,650	1,650	4,300
4,500	2,844	3,000		3,000
1,200	537	500		500
7,500	7,500	0		0
10,250	9,995	8,100		8,100
39,048	36,018	39,531	4,048	43,579
176,307	178,571	156,963	12,552	169,515
3,000	2,220	1,790	500	2,290
6,250	8,952	9,250		9,250
39,573	84,880	37,350	45,650	83,000
31,500	28,007	22,500	9,000	31,500
29,868	25,323	28,000		28,000
419,332	419,332	210,621	181,779	392,400
22,000	20,775	6,424	7,851	14,275
37,500	37,500	37,500		37,500
1,855,692	1,857,746	1,091,579	839,008	1,930,587

Income/(Loss)

212,374	209,784	283,473	7,867	291,340	
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Post Retirement Health

117,240	117,240	60,600	89,400	150,000
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Net Income/(Loss)

\$ 95,134	\$ 92,544	\$ 222,873	-\$ 81,533	\$ 141,340
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ATTACHMENT F

FY 16/17 Compensation Administration Guidelines

UNIVERSITY AUXILIARY AND RESEARCH SERVICES CORPORATION (UARSC)
COMPENSATION ADMINISTRATION GUIDELINES
Effective July 1, 2016 – June 30, 2017

The UARSC Board approves the following wage increase guidelines for UARSC Regular Sponsored Project employees¹ subject to Principal Investigator approval and the availability of project funds (grant and contract funded employees only). The UARSC Board further approves the following wage increase guidelines for UARSC Regular non-Sponsored Project employees¹ subject to Executive Director approval and funding availability (non-Sponsored Projects employees only).

- 1.) Salary adjustments are available for UARSC Regular Sponsored Project employees subject to the following guidelines (Wage increase not to exceed 5.0 percent and items a – e below).

Wage increase not to exceed 5.0 percent

- a. All adjustments will be calculated as a percentage of current annual gross wages and must be submitted on an Employment Authorization Form (EAF).
- b. Increases will not be granted without the completion of an annual performance appraisal in the past year. Annual performance appraisals are completed either on a fiscal year basis, project year basis, or position anniversary date. The annual performance appraisal schedule will be decided by the Principal Investigator or Department Director and will communicate this schedule to the UARSC Director, Human Resources and Payroll Services.
- c. Employees with a score of less than 3.00 (below expectations) on their annual performance appraisal will not be eligible for a performance based adjustment.
- d. Employees with less than 6 months of service during the performance appraisal period will not be eligible for a wage increase. This will only apply to annual performance appraisals completed on a fiscal year or project year basis.
- e. Any employee determined to be significantly above the market rate for their position (15% or greater), will be excluded from receiving a wage increase.

¹ The following categories are not covered by these guidelines: Student Assistant, Graduate Assistant, and University Faculty.

2.) Salary adjustments are available for UARSC Regular non-Sponsored Project employees subject to the following guidelines (Wage increase not to exceed 2.0 percent and items a - e below). Salary adjustments for all UARSC Regular positions funded by the San Marcos University Corporation (UCorp) or Associated Students Incorporated (ASI) are subject to each auxiliary's Board approvals.

Wage increase not to exceed 2.0 percent

- a. All adjustments will be calculated as a percentage of current annual gross wages and must be submitted on an Employment Authorization Form (EAF).
- b. Increases will not be granted without the completion of an annual performance appraisal in the past year. Annual performance appraisals are completed either on a fiscal year basis, project year basis, or position anniversary date. The annual performance appraisal schedule will be decided by the Project or Department Director and will communicate this schedule to the UARSC Director, Human Resources and Payroll Services.
- c. Employees with a score of less than 3.00 (below expectations) on their annual performance appraisal will not be eligible for a performance based adjustment.
- d. Employees with less than 6 months of service during the performance appraisal period will not be eligible for a wage increase. This will only apply to annual performance appraisals completed on a fiscal year or project year basis.
- e. Any employee determined to be significantly above the market rate for their position (15% or greater), will be excluded from receiving a wage increase.

All forms are available on UARSC's website at www.csusm.edu/uarsc.

UARSC COMPENSATION GUIDELINES SINCE FY 2006-07

	2006 - 07		2007 - 08		2008 - 09	2009 - 10	2010 - 11
	GSI	Perf.	GSI	Perf.	Performance	Performance	Performance
UARSC Admin	2.7%	0.0%	2.5%	0.0%	Up to 5.0%	Up to 5.0%	0.0%
Projects/Grants	2.7%	0.0%	2.5%	0.0%	Up to 5.0%	Up to 5.0%	Up to 5.0%

	2011 - 12		2012 - 13		2013 - 14		2014 - 15		2015-16	
	Performance		Performance		GSI	Perf.	GSI	Perf.	GSI	Perf.
UARSC Admin	0.0%		0.0%		3.0%	0.0%	2.0%	0.0%	2.0%	0.0%
Projects/Grants	Up to 5.0%		Up to 5.0%		0.0%	Up to 5.0%	0.0%	Up to 5.0%	0.0%	Up to 5.0%

Adjustment of Pay Range Maximum Pay Rates:

An adjustment of the maximum pay rate in all pay grade ranges will be increased by 8%, with the mid-rate adjusted accordingly, and will become effective July 1, 2016. Any future adjustments to the maximum pay rate for pay grade ranges will be submitted for approval by the UARSC Board of Directors.