2017-18 Presentation to the Academic Senate

October 9, 2017

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Interim AVP of Academic Budgets and Planning
Office of the Provost
Presentation Overview

1. Incoming Class Profile
2. 2017/18 Budget Planning Priorities
3. Looking Ahead
Incoming Class Profile
First Generation

Share of New Freshmen Who Were First Generation to Attend College

Dashed line represents a preliminary figure
Incoming Frosh Origins

Entering Freshmen by Origin

- Other Areas: 42% (2013), 42% (2014), dashed line represents a preliminary figure
- Santa Clara: 33% (2013), 33% (2014)
- East Bay: 23% (2013), 23% (2014)
- International: 2% (2013), 3% (2014)

Fall 2013  Fall 2014  Fall 2015  Fall 2016  Fall 2017

Dashed line represents a preliminary figure
Incoming GPA

Incoming Freshman High School GPA

3.31

Dashed line represents a preliminary figure

Fall 2013  Fall 2014  Fall 2015  Fall 2016  Fall 2017

3.37
Demographic Profile

**Freshmen Class by Ethnicity**
- Asian: 39%
- Latinx: 35%
- White: 13%
- Other/Unknown: 8%
- African American: 4%
- Pacific Islander: 1%
- American Indian: 0.1%

**Transfer Class by Ethnicity**
- Asian: 36%
- Latinx: 31%
- White: 19%
- Other/Unknown: 10%
- African American: 3%
- Pacific Islander: 0.4%
- American Indian: 0.1%

**Freshmen by Gender**
- Male: 50%
- Female: 50%

**Transfers by Gender**
- Male: 51%
- Female: 49%

*All figures are preliminary for Fall 2017*
2017-18 Budget Planning Priorities
2017-18 Budget Planning Priorities

1. Four Pillars of Student Success
2. No Limits Enrollment Plan
3. Continue Improving Tenure Density
4. RSCA Expansion
Four Pillars of Student Success
Notable Investments

$ 3.7M  Advising

$ 0.9M  English & Math Restructuring* / Tutoring (College Readiness)

$ 0.5M  Support for Students in High Failure Rate Courses (Elimination of Bottlenecks)

$ 0.3M  Student Data Warehouse (multiple)

$ 5.4M  TOTAL

* The CSU provided $140K for this initiative
Advising Progress

30

Additional Positions

<table>
<thead>
<tr>
<th>Added in 16-17</th>
<th>Planned and Budgeted in 17-18</th>
</tr>
</thead>
<tbody>
<tr>
<td>20</td>
<td>10</td>
</tr>
</tbody>
</table>

1:857

16/17 Staff Advisors/Student Ratio

Down from 1:1,848 in 15/16

1,848

16-17 Staff Advisors/Student Ratio

20

10

17-18 (Projected)

700

SJSU | OFFICE OF THE PROVOST
Bottleneck Elimination Progress

Additional Seats Filled in High Wait List / High Demand Courses
2016-17 vs. 2015-16

Fall Seat Growth
- 2015-16: 43,934
- 2016-17: 45,718
- Increase: +1,780 seats

Spring Seat Growth
- 2015-16: 37,945
- 2016-17: 38,365
- Increase: +420 seats
Base vs. One-Time Investments
(excludes enrollment funding)

- **SSETF**: $2.0 M
- **CSU Investment**: $140 K

**Total**:
- **Base**: $3.3 M
- **One-Time**: $2.1 M
- **Total**: $5.4 M

*Source: SJSU Office of the Provost*
College Based Funding Model
Budget Model and FTES

**TARGET FTES**
(Base Funding)

Funding Rate
Marginal Cost of Instruction

17-18 Target
24,911

**GOAL FTES**
(1x Funding)

Funding Rate
$2,600 / FTES

17-18 Goal
664
## College Enrollment Target (Annualized)

<table>
<thead>
<tr>
<th>College</th>
<th>2017-18</th>
<th>2016-17</th>
<th>Change</th>
<th>New Enrollment Funding</th>
</tr>
</thead>
<tbody>
<tr>
<td>Applied &amp; Sciences &amp; Arts</td>
<td>3,764</td>
<td>3,664</td>
<td>100</td>
<td>$365,700</td>
</tr>
<tr>
<td>Business</td>
<td>2,925</td>
<td>2,825</td>
<td>100</td>
<td>$336,600</td>
</tr>
<tr>
<td>Education</td>
<td>1,409</td>
<td>1,409</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Engineering</td>
<td>3,624</td>
<td>3,624</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Humanities &amp; the Arts</td>
<td>4,597</td>
<td>4,597</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Science</td>
<td>4,077</td>
<td>4,077</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Social Sciences</td>
<td>4,515</td>
<td>4,515</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Totals</strong></td>
<td>24,911</td>
<td>24,711</td>
<td>200</td>
<td>$702,300</td>
</tr>
</tbody>
</table>
## Fall Goal Enrollment Update (Actual FTES)

<table>
<thead>
<tr>
<th>College</th>
<th>Fall Funded per ICLM</th>
<th>Fall Actual</th>
<th>Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Applied &amp; Sciences &amp; Arts</td>
<td>3,939</td>
<td>4,209</td>
<td>270</td>
</tr>
<tr>
<td>Business</td>
<td>3,168</td>
<td>3,322</td>
<td>154</td>
</tr>
<tr>
<td>Education</td>
<td>1,518</td>
<td>1,617</td>
<td>99</td>
</tr>
<tr>
<td>Engineering</td>
<td>3,800</td>
<td>4,177</td>
<td>377</td>
</tr>
<tr>
<td>Humanities &amp; the Arts</td>
<td>4,904</td>
<td>5,253</td>
<td>349</td>
</tr>
<tr>
<td>Science</td>
<td>4,565</td>
<td>4,730</td>
<td>165</td>
</tr>
<tr>
<td>Social Sciences</td>
<td>4,874</td>
<td>5,038</td>
<td>164</td>
</tr>
<tr>
<td><strong>Totals</strong></td>
<td><strong>26,768</strong></td>
<td><strong>28,347</strong></td>
<td><strong>1,579</strong></td>
</tr>
</tbody>
</table>
Marginal Cost of Instruction Calculation

\[
\frac{\text{Total Cost of Instruction}}{\text{FTES}} = \text{Marginal Cost of Instruction}
\]
## Marginal Cost of Instruction by College

<table>
<thead>
<tr>
<th>College</th>
<th>Marginal Cost of Instruction Rate</th>
</tr>
</thead>
<tbody>
<tr>
<td>Applied Sciences &amp; Arts</td>
<td>$3,657</td>
</tr>
<tr>
<td>Business</td>
<td>$3,366</td>
</tr>
<tr>
<td>Education</td>
<td>$3,489</td>
</tr>
<tr>
<td>Engineering</td>
<td>$3,527</td>
</tr>
<tr>
<td>Humanities &amp; the Arts</td>
<td>$3,157</td>
</tr>
<tr>
<td>Science</td>
<td>$3,325</td>
</tr>
<tr>
<td>Social Sciences</td>
<td>$2,710</td>
</tr>
</tbody>
</table>

- Colleges receive funding for Target FTES adjustments based on individual Marginal Cost of Instruction rates.
- Current rates were established using the 2012-13 instructional cost data.
- Actual rates have since declined due to a change in the instructional FTEF definition, increased research activities, and fluctuation in instructional tenure density.
- The division is upholding the 2012-13 rates for new enrollment funding until they are exceeded.
University Library New Budget Model

- Closely aligns to the college based budget model.
- Aims to bring stability and address incremental costs as enrollment expands.
- Address inflationary costs for library acquisitions.
## University Library New Budget Model

### Funding Methodology

<table>
<thead>
<tr>
<th>Budget Category</th>
<th>Basis for Adjustments</th>
<th>2017-18 Adjustments</th>
</tr>
</thead>
<tbody>
<tr>
<td>Librarian (enrollment bearing)</td>
<td>Changes in target and goal FTES based on Marginal cost rate, currently at $77 / FTES.</td>
<td>$18K</td>
</tr>
<tr>
<td>Staff and Operating Expense</td>
<td>Allocate when funds are available. Typically a flat percentage increase.</td>
<td>$0</td>
</tr>
<tr>
<td>Library Acquisitions</td>
<td>Inflationary adjustments will be given using the Higher Education Price Index (HEPI). The current rate is 1.8%.</td>
<td>$56K</td>
</tr>
</tbody>
</table>

**Total Adjustments**  

$74K
SSETF Course Support

- Funding will remain the same as 2016/17
- Allocations are based on enrollment
- Structural Deficit from “unbundling”
- Operating Fund & Other Resource Supplements
- Extra enrollment-based allocation
# College Expenditure Plan Summary

## Reserve Balance Spend Down

<table>
<thead>
<tr>
<th>Category</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Capital Projects - Health Building, Building Safety, 21st Century Teaching Spaces and Classroom Upgrades</td>
<td>$ 3.2M</td>
</tr>
<tr>
<td>Faculty Recruitment and Start-Up Packages</td>
<td>$ 1.9M</td>
</tr>
<tr>
<td>RSCA Expansion</td>
<td>$ 1.8M</td>
</tr>
<tr>
<td>Program Development</td>
<td>$ 2.7M</td>
</tr>
<tr>
<td>Faculty and Staff Professional Development</td>
<td>$ 0.2M</td>
</tr>
<tr>
<td><strong>Total Planned Use</strong></td>
<td><strong>$ 9.8M</strong></td>
</tr>
</tbody>
</table>
Tenure Density
Tenure Density

12% Increase in the number of Tenure/Tenure Track Faculty
Tenure Track Faculty Increases

188 New Tenured/Tenure Track Faculty since 2015-16
63 Recruitments underway
20 Avg. Net New Faculty Lines/Yr. since 14/15

Applied Sciences & Arts
Business
Education
Engineering
Humanities & the Arts
Science
Social Sciences
University Library

Authorized Tenure Track Searches for 2017-18

- Science: 12
- Humanities & the Arts: 11
- Engineering: 10
- Education: 4
- University Library: 4
- Applied Sciences & Arts: 9
- Business: 5
- Social Sciences: 8
- Mexican American Studies: 1
- African American Studies: 2

Total: 63
RSCA Investment
RSCA Funding in 2017/18 and Beyond

$1M CSU/SJSU RSCA PROGRAM

Sources
$166K – CSU
$250K – Division
$584K – Division Roll Forward

Uses
$500K – SJSU RSCA (Office of Research)
$500K – College RSCA Infusion

$1.76M RSCA EXPANSION

$2.76M TOTAL RSCA FUNDING
RSCA Expansion

- Framework in development

- Desired Outcomes:
  - Further engage faculty in RSCA
  - Enhance student learning outcomes
  - Expand recognition and reputation for the institution and faculty
  - Recognize RSCA with a reduced teaching load $\leq 9$ WTUs (Three 3-Unit Courses) of teaching/sem.
Looking Ahead
CSU Tenure Density Model

❖ Represented as a Percentage
  ✓ T/TT Faculty ÷ All Instructional Faculty

❖ Limitations Looking Forward
  ✓ T/TT Faculty Assigned Time
  ✓ RSCA Expansion
  ✓ New TT Hires

❖ An Internal Measure Makes Sense
  ✓ Adjusted Model
  ✓ Percentage Increase in T/TT Faculty
Estimated Cost of AUL Increases

Estimated Total Instructional Cost with Rising AUL

<table>
<thead>
<tr>
<th>Year</th>
<th>Total Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fall 2016</td>
<td>$73.2M</td>
</tr>
<tr>
<td>Fall 2017</td>
<td>$78.1M</td>
</tr>
<tr>
<td>Fall 2018</td>
<td>$79.4M</td>
</tr>
<tr>
<td>Fall 2019</td>
<td>$80.6M</td>
</tr>
<tr>
<td>Fall 2020</td>
<td>$81.8M</td>
</tr>
<tr>
<td>Fall 2021</td>
<td>$83.0M</td>
</tr>
<tr>
<td>Fall 2022</td>
<td>$84.2M</td>
</tr>
</tbody>
</table>

Each 0.5 increase in undergraduate AUL is estimated to raise instructional costs by $3 million.

Estimates assume that marginal cost of instruction and undergraduate headcount are held constant at Fall 2017 rates.
Exploring New Allocation Models
Looking beyond ICLM for other college needs

❖ RSCA
❖ Course Support
❖ Interdisciplinary Curriculum and ICLM Limitations
❖ Realigning funding in light of increased student unit loads
Additional Resources

- 2017/18 Academic Affairs Budget Report
- 2017/18 College Resource Allocation Memo
- ICLM Explained