2017-18 Presentation to the Academic Senate

October 9, 2017

Bradley Olin, Ed.D.
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

- **East Bay**: 23% (Fall 2013 - 23%, Fall 2014 - 23%, Fall 2015 - 23%, Fall 2016 - 23%, Fall 2017 - 23%)
- **Santa Clara**: 33% (Fall 2013 - 33%, Fall 2014 - 33%, Fall 2015 - 33%, Fall 2016 - 33%, Fall 2017 - 33%)
- **Other Areas**: 42% (Fall 2013 - 42%, Fall 2014 - 42%, Fall 2015 - 42%, Fall 2016 - 42%, Fall 2017 - 42%)
- **International**: 2% (Fall 2013 - 2%, Fall 2014 - 2%, Fall 2015 - 2%, Fall 2016 - 3%, Fall 2017 - 3%)

*Dashed line represents a preliminary figure*
Incoming GPA

Incoming Freshman High School GPA

3.31

Fall 2013 Fall 2014 Fall 2015 Fall 2016 Fall 2017

Dashed line represents a preliminary figure
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

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 1:1848 in 15/16

![Graph showing advising progress](image-url)
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
+1,780 seats

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

$3.3M
Base

$2.1M
One-Time

$5.4M
Total
College Based Funding Model
Budget Model and FTES

<table>
<thead>
<tr>
<th>TARGET FTES</th>
<th>GOAL FTES</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Funding Rate</strong></td>
<td><strong>Funding Rate</strong></td>
</tr>
<tr>
<td>Marginal Cost of Instruction</td>
<td>$2,600 / FTES</td>
</tr>
<tr>
<td><strong>17-18 Target</strong></td>
<td><strong>17-18 Goal</strong></td>
</tr>
<tr>
<td>24,911</td>
<td>664</td>
</tr>
</tbody>
</table>
## 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

\[
\text{Total Cost of Instruction} / \text{FTES} = \text{Marginal Cost of Instruction}
\]
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 18%.</td>
<td>$56K</td>
</tr>
<tr>
<td><strong>Total Adjustments</strong></td>
<td></td>
<td>$74K</td>
</tr>
</tbody>
</table>
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</td>
<td>$ 3.2M</td>
</tr>
<tr>
<td>Teaching Spaces and Classroom Upgrades</td>
<td></td>
</tr>
<tr>
<td>Faculty Recruitment and Start-Up Packages</td>
<td>$ 19M</td>
</tr>
<tr>
<td>RSCA Expansion</td>
<td>$ 18M</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

- 2011: 52.87%
- 2012: 54.86%
- 2013: 54.15%
- 2014: 52.71%
- 2015: 53.59%
- 2016: 54.37%
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
63 Authorized Tenure Track Searches for 2017-18

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

$176M  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 ≤ 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>Fall 2016</th>
<th>Fall 2017</th>
<th>Fall 2018</th>
<th>Fall 2019</th>
<th>Fall 2020</th>
<th>Fall 2021</th>
<th>Fall 2022</th>
</tr>
</thead>
<tbody>
<tr>
<td>$73.2M</td>
<td>$78.1M</td>
<td>$79.4M</td>
<td>$80.6M</td>
<td>$81.8M</td>
<td>$83.0M</td>
<td>$84.2M</td>
</tr>
<tr>
<td>12.7</td>
<td>12.9</td>
<td>13.1</td>
<td>13.3</td>
<td>13.5</td>
<td>13.7</td>
<td>13.9</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
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