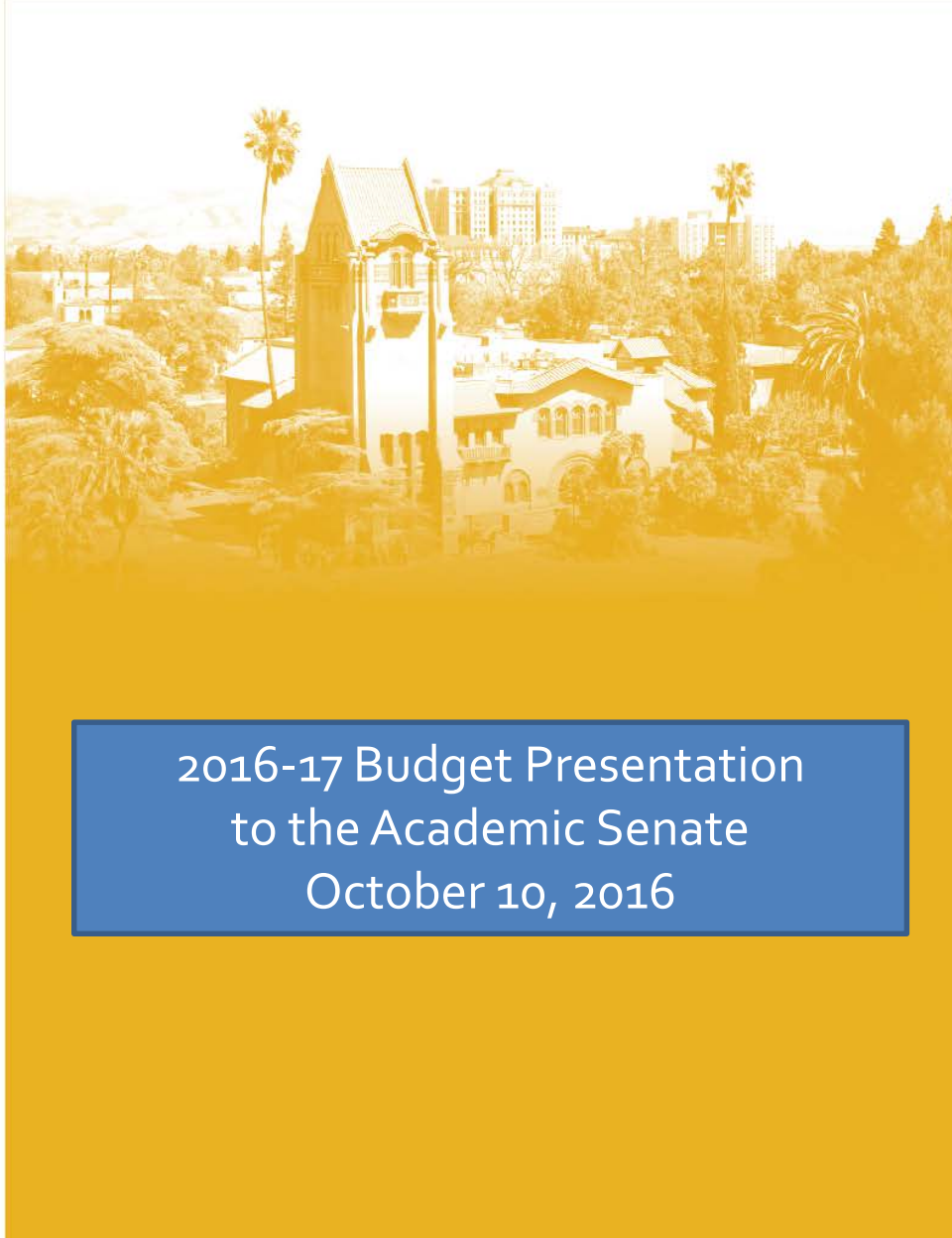




Office of the Provost
Division of Academic Affairs

2016-17 Budget Presentation
to the Academic Senate
October 10, 2016



2016-17 Budget Planning Priorities

1. Advance Student Success
2. Improve Tenure Density
3. Continue support for RSCA and Professional Development

Four Pillars of Student Success

Academic Affairs and Student Affairs are partners in student success



SJSU's Four Pillars of Student Success: College Readiness, Advising, Student Engagement and Clearing Bottlenecks

May 5, 2016

Prepared by Provost Andy Feinstein
and Vice President for Student Affairs Reginald Blaylock

Preface

As the oldest public institution in California, San Jose State University has a long and proud history as a supplier of excellent higher education, a contributor to the skilled workforce in the Bay Area and an incubator for innovations that have significant local and global impact. Through the decades, our priority has remained the same – to offer an exceptional and affordable education to all of our students so they find success in their careers and become engaged citizens of California and the world.

When our students receive a quality education and complete their degrees on time (e.g. in four years for college-ready freshmen) they:

- pay less in tuition and accrue less student loan debt;
- begin full-time employment sooner, thus gaining more work experience and a higher potential lifetime salary;
- enter the workforce with valuable skills that are sought by Silicon Valley companies, includ-

professional and personal success. Together, we should provide our students with a clear and timely pathway to an outstanding degree. However, we often fail to live up to this promise: for the student who starts the fall semester in need of college readiness support in English and math; for the student who needs advice when advisors are booked solid for weeks; for the student who feels disconnected from the campus and drifts away; and for the student whose progress is blocked because a bottleneck course is unavailable semester after semester. We acknowledge that some students opt to take less than a full course load, with 19 percent of undergraduate and 37 percent of graduate students enrolled part time in fall 2015. We also have a significant percentage of students who work to finance their education, including 27 percent of freshmen and 64 percent of seniors, according to the most recent National Survey of Student Engagement. We can and must do better for our students, especially those who need additional support on their road to success.

SJSU Graduation 2025 Initiative Goals

| Group | Original Goals | Projection for Current Cohorts | Revised Goals |
|---------------|----------------|--------------------------------|---------------|
| Frosh 4-yr | 17% | 12% | 35% |
| Frosh 6-yr | 57% | 61% | 71% |
| Transfer 2-yr | 27% | 21% | 36% |
| Transfer 4-yr | 73% | 72% | 80% |
| Pell Gap | 5 points | 1 point | 0 points |
| URM Gap | 6 points | 11 points | 0 points |

California Promise (SB 412)

*“A more concerted, statewide effort to create pathways to **four-year graduation** is needed at the California State University”*

- 8 campuses for Frosh, 20 campuses for Transfers
- Students must complete at least 30 units per year and maintain GPA standard
- Campus provides: priority registration, academic advisement and progress monitoring

Four Pillars Support: \$5.3M

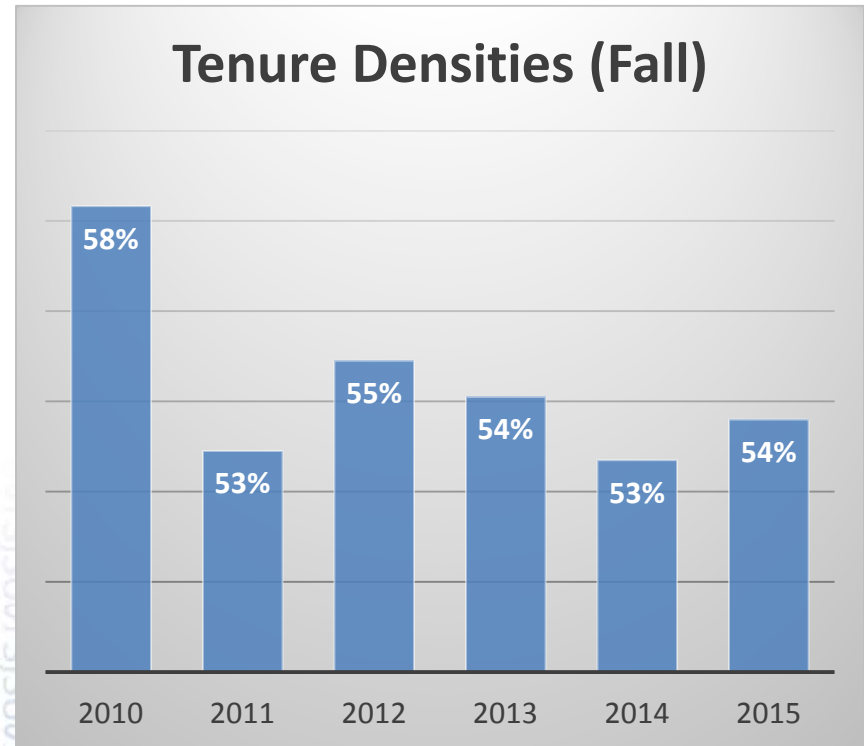
- Clearing Bottlenecks (enrollment \$\$) \$2,795K
- 20 new staff advisors \$1,153K
 - Advisor/student ratio from 1:1,848 to 1:860
- Student Data Warehouse (Koret Grant) \$600K
- Admission to Graduation Initiative \$356K
- Writing Support \$217K
 - Writing Fellows and additional sections for international students
- Dream Center Establishment (\$300K total) \$150K
 - Support Center for undocumented students

Distribution of Bottleneck Funds

| College | Funded Sections | Allocation |
|------------------------------------|-----------------|--------------------|
| Applied Sciences & Arts | 29 | \$ 145,216 |
| Lucas College of Business | 33 | 188,660 |
| Lurie College of Education | - | - |
| Davidson College of Engineering | 71 | 276,341 |
| Humanities & the Arts | 68 | 364,181 |
| Science | 61 | 308,256 |
| Social Sciences | 91 | 500,429 |
| Total Allocated to Colleges | 353 | \$1,783,083 |

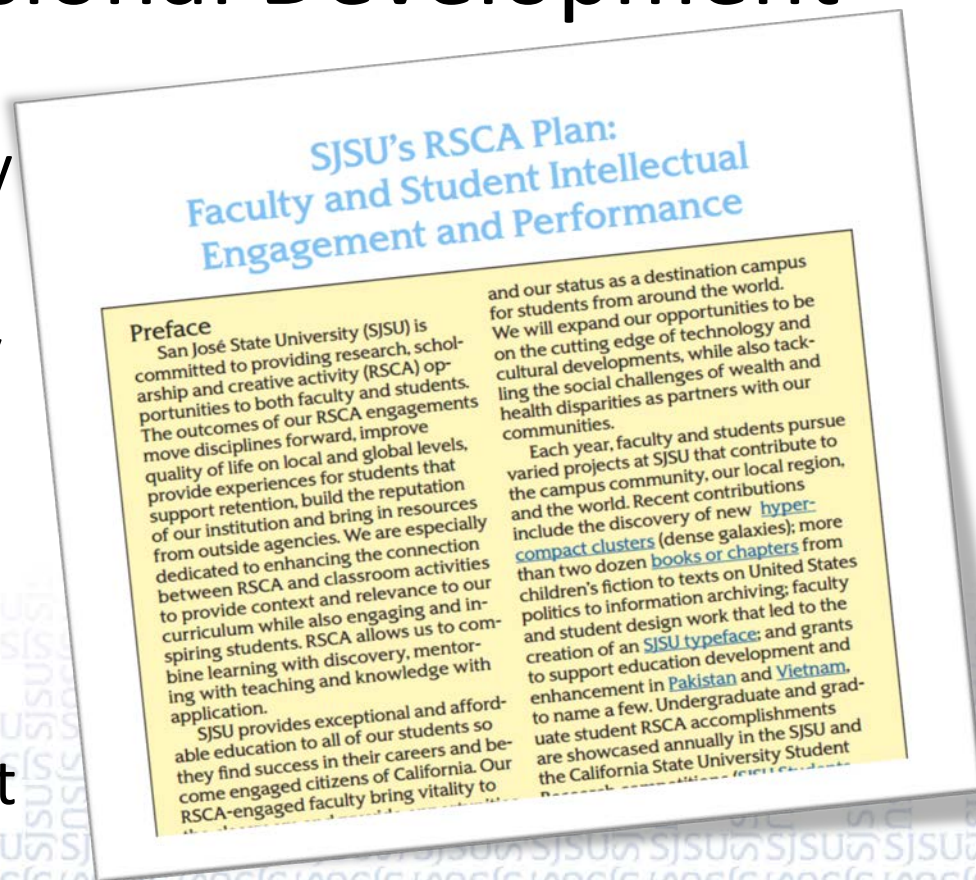
Tenure Density

- More than 125 new tenure-track faculty hired in past two years; 64 more recruitments underway
- Reaching 60% requires hiring 75 faculty per year for the next 7 years



RSCA and Professional Development

- Goal is to maintain steady funding
- \$584K from division carry forward added to other RSCA funds to make a \$1M pool
- \$100K pool for staff professional development



Other Division Priorities: \$609K

- Classroom Improvements \$400K
- Workflow Automation (“paperless”) \$134K
 - Faculty Onboarding
 - Academic Scheduling
- SOTES System Replacement \$75K

Campus IT Projects: \$600K

- Imaging System Replacement \$350K
- Web Portal \$250K

Summary of Fund Sources (All one-time funds)

- Enrollment Funding (bottlenecks) \$2,795K
- University Allocations 2,092K
- Academic Affairs Carry Forward 1,677K
- Koret Foundation Gift 600K
- Total \$7,164K

Enrollment Funding - \$7.6M

| | Resident | Non-resident | Total | New Funding |
|---------------------------------------------------|---------------|--------------|---------------|--------------------|
| 2015-16 Target (Base) | 22,001 | 2,400 | 24,401 | -- |
| Target Increase (Base) | 410 | 250 | 660 | \$3,366,000 |
| Goal FTES (One-time)* | 1,075 | 275 | 1,350 | \$4,197,500 |
| 2016-17 Enrollment Goals & New Funding | 23,486 | 2,925 | 26,411 | \$7,563,500 |

*Includes the \$2.795M for clearing course bottlenecks

Enrollment Funding Distribution

| | |
|------------------------------------------------|---------------|
| College FTES Allocations per Budget Model | \$4.1M |
| Clearing Bottlenecks (353 additional sections) | \$1.8M |
| Reserve for Bottlenecks/Enrollment | \$1.0M |
| College Staffing/OE&E/Course Support | \$0.5M |
| Academic Support Units Staffing/OE&E | \$0.2M |
| Total | \$7.6M |

Headcount Majors by College

| College | 2016-17 | 2015-16 | Change |
|---------------------------------|---------------|---------------|------------|
| Applied Sciences & Arts | 5,093 | 4,877 | 216 |
| Lucas College of Business | 4,860 | 4,917 | -57 |
| Lurie College of Education | 1,833 | 1,686 | 147 |
| Davidson College of Engineering | 7,167 | 7,096 | 71 |
| Humanities & the Arts | 3,634 | 3,599 | 35 |
| Science | 2,652 | 2,551 | 101 |
| Social Sciences | 4,650 | 4,355 | 295 |
| Undeclared | 1,794 | 2,107 | -314 |
| Total | 31,680 | 31,186 | 495 |

College FTES Distribution

| College | 2016-17 | 2015-16 | Change |
|---------------------------------|---------------|---------------|------------|
| Applied Sciences & Arts | 3,803 | 3,801 | 2 |
| Lucas College of Business | 2,865 | 2,955 | (90) |
| Lurie College of Education | 1,517 | 1,389 | 128 |
| Davidson College of Engineering | 3,815 | 3,634 | 181 |
| Humanities & the Arts | 4,707 | 4,768 | (61) |
| Science | 4,291 | 4,293 | (2) |
| Social Sciences | 4,695 | 4,703 | (8) |
| Other | 57 | 69 | (12) |
| Totals | 25,750 | 25,612 | 138 |

[College Resource Allocations memo, page 5](#), and [ICLM Explained](#)

Budget Model

College Enrollment Funding is Based on FTES Type & Residency

| Residency | Target FTES Rate | Surplus FTES Rate |
|--------------|------------------|-------------------|
| Resident | MCI | \$2,600 |
| Non-resident | MCI | MCI |

Marginal Cost of Instruction (MCI) Rates

| | |
|---------------------------------|---------|
| Applied Sciences & Arts | \$3,657 |
| Lucas College of Business | \$3,366 |
| Lurie College of Education | \$3,489 |
| Davidson College of Engineering | \$3,527 |
| Humanities & the Arts | \$3,157 |
| Science | \$3,325 |
| Social Sciences | \$2,710 |

[College Resource Allocations, Appendix](#)

Net Budget Impact of FTES Changes

| College | 2016-17 | 2015-16 | Change | \$\$ Impact |
|---------------------------------|---------------|---------------|------------|-------------------|
| Applied Sciences & Arts | 3,803 | 3,801 | 2 | \$ 15,770 |
| Lucas College of Business | 2,865 | 2,955 | (90) | (198,764) |
| Lurie College of Education | 1,517 | 1,389 | 128 | 391,474 |
| Davidson College of Engineering | 3,815 | 3,634 | 181 | 605,942 |
| Humanities & the Arts | 4,707 | 4,768 | (61) | (140,776) |
| Science | 4,291 | 4,293 | (2) | 13,650 |
| Social Sciences | 4,695 | 4,703 | (8) | (16,180) |
| Other | 57 | 69 | (12) | - |
| Totals | 25,750 | 25,612 | 138 | \$ 671,116 |

No Limits Enrollment Plan

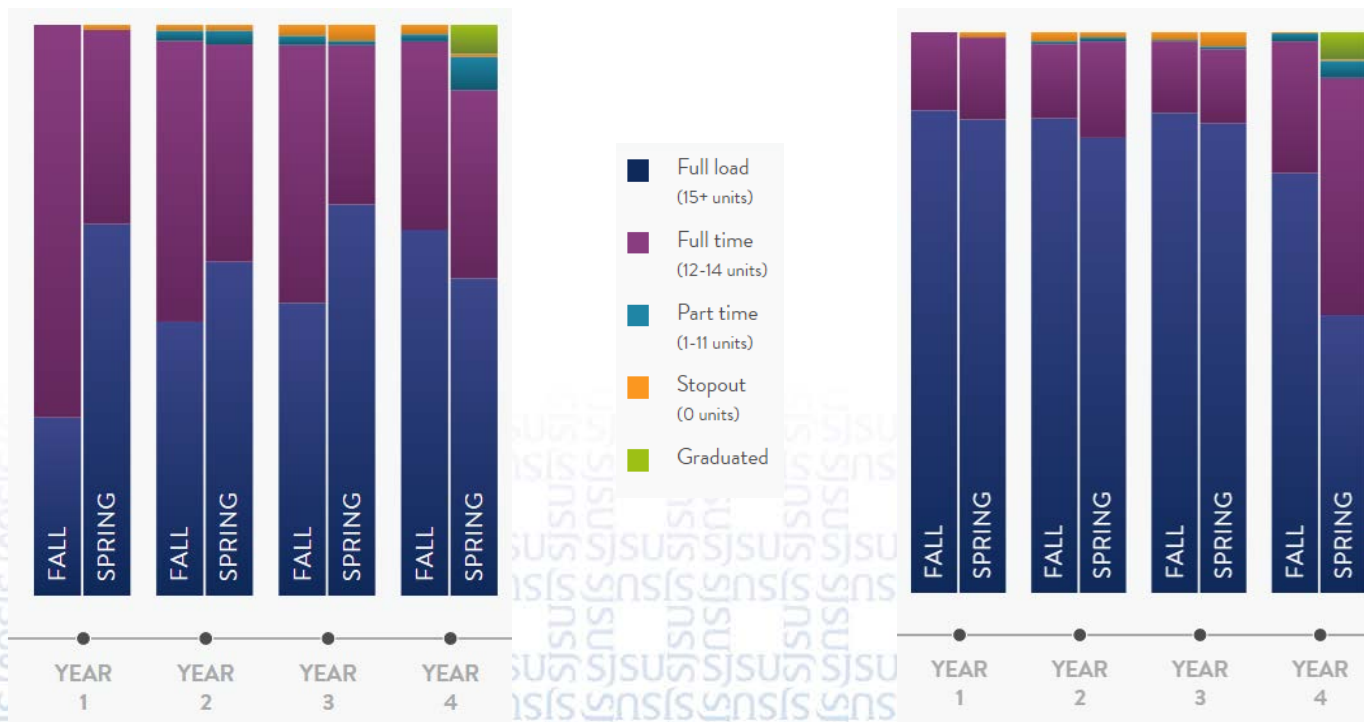
- In effect for two years (2016-17 and 2017-18)
- No change in headcount students
- No college FTES caps
- Clear bottlenecks (more sections)
- Undergraduate average unit load (AUL) should increase
 - Goal: move AUL from 12.4 to 13.1

4-Yr Graduation Rates & Unit Loads

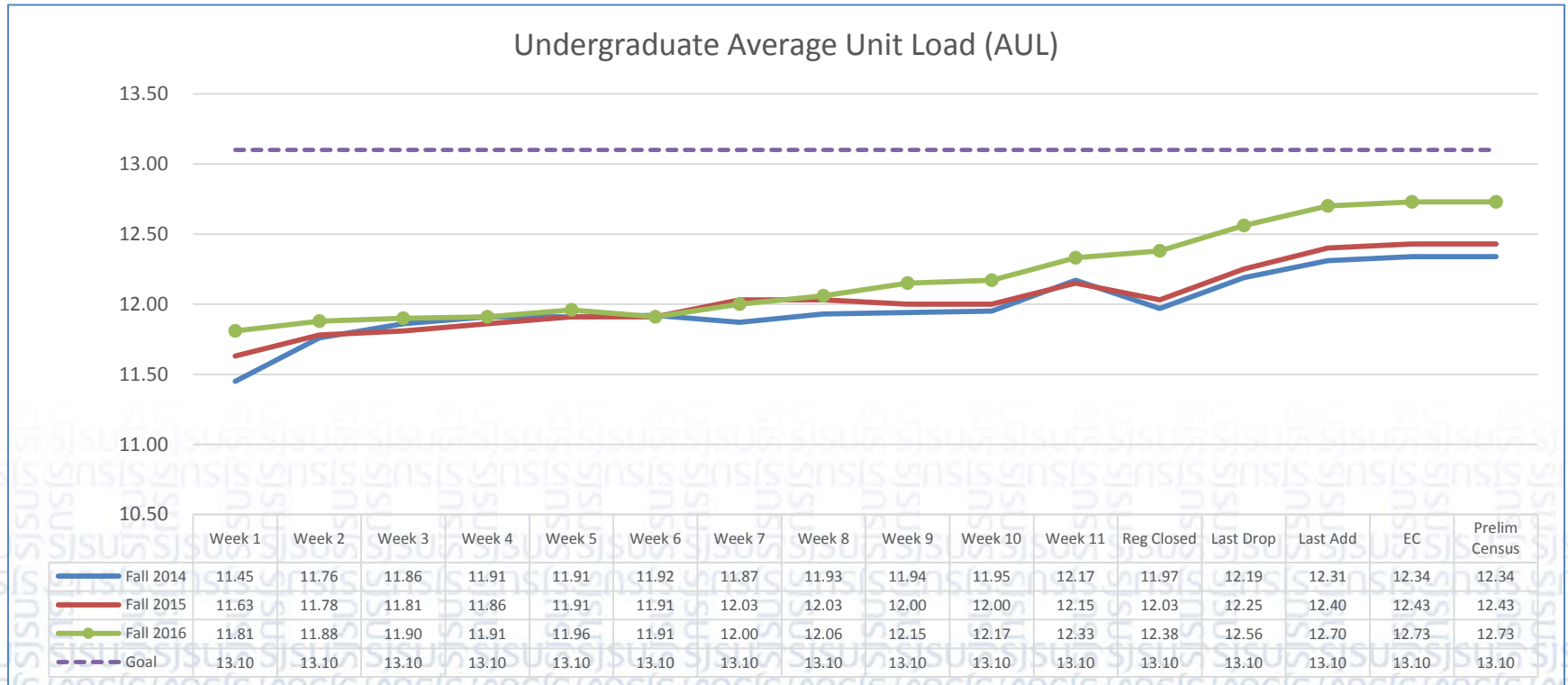
SJSU – 9.1%

Monterey Bay – 21.4%

2009 cohorts



AUL Results at Fall Census



AUL by Class Level

| Group | Fall 2015 | Fall 2016 |
|-----------------------|-----------|-----------|
| New Frosh | 13.1 | 13.6 |
| New Transfers | 11.3 | 11.8 |
| Continuing Undergrads | 12.6 | 12.8 |
| All Undergrads | 12.4 | 12.7 |

The greatest opportunity for change is with entering students. Undergraduate AUL should rise steadily over the next four years as a result of our efforts.

Base Operating Fund Budget Changes

15% Increase over 2015-16 (\$18.6M)

| College/Unit | 2015-16 Base Budget | Compensation Adjustments | Enrollment Funding | Staff/OE&E Support | Op Fund Course Support | Other Adjustments | 2016-17 Base Budget |
|---------------------------------|-----------------------|--------------------------|---------------------|--------------------|------------------------|---------------------|-----------------------|
| Applied Sciences & Arts | \$ 17,228,140 | \$ 1,161,482 | \$ - | \$ 59,466 | \$ 8,600 | | \$ 18,457,688 |
| Lucas College of Business | 11,982,866 | 838,591 | 168,300 | 28,537 | 22,600 | | 13,040,894 |
| Lurie College of Education | 8,532,018 | 489,343 | 233,763 | 36,323 | 100 | 379,536 | 9,671,083 |
| Davidson College of Engineering | 16,041,506 | 922,603 | 846,480 | 69,262 | 9,900 | | 17,889,751 |
| Humanities & Arts | 19,474,109 | 1,187,529 | - | 77,072 | 19,300 | 10,000 | 20,768,010 |
| Science | 20,024,928 | 1,103,472 | 142,975 | 129,932 | 14,300 | | 21,415,607 |
| Social Sciences | 14,477,058 | 1,088,898 | - | 31,632 | 200 | | 15,597,788 |
| College Subtotal | 107,760,625 | 6,791,918 | 1,391,518 | 432,224 | 75,000 | 389,536 | 116,840,821 |
| Academic Support Units | 14,483,544 | 494,189 | | 57,757 | - | 7,230,686 | 22,266,176 |
| Division (annual allocations) | 2,847,650 | 84,535 | 1,974,533 | (489,981) | (75,000) | 268,788 | 4,610,525 |
| Totals | \$ 125,091,819 | \$ 7,370,642 | \$ 3,366,051 | \$ - | \$ - | \$ 7,889,010 | \$ 143,717,522 |

Other Adjustments includes organizational changes (addition of ITS, removal of EOP) and funding for the Educational Doctorate program. See the [2016-17 AAD Budget Plan](#) for details.

For more information:

Marna Genes, AVP-Academic Budgets & Planning

www.sjsu.edu/provost/budget

Links:

[Annual Budget Plans](#)

Annual [College Resource Allocations](#) memos

[ICLM Explained](#)

SAN JOSÉ STATE UNIVERSITY *powering* SILICON VALLEY

