



# 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

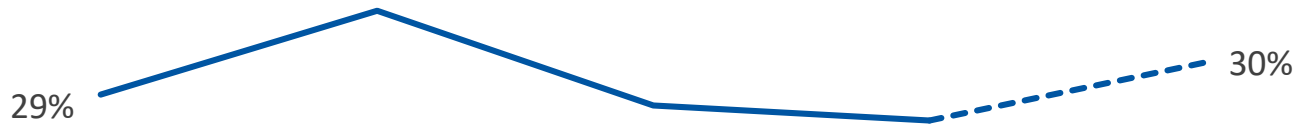
1. Incoming Class Profile
2. 2017/18 Budget Planning Priorities
3. Looking Ahead



# Incoming Class Profile

# First Generation

Share of New Freshmen Who Were First Generation to Attend College



Fall 2013

Fall 2014

Fall 2015

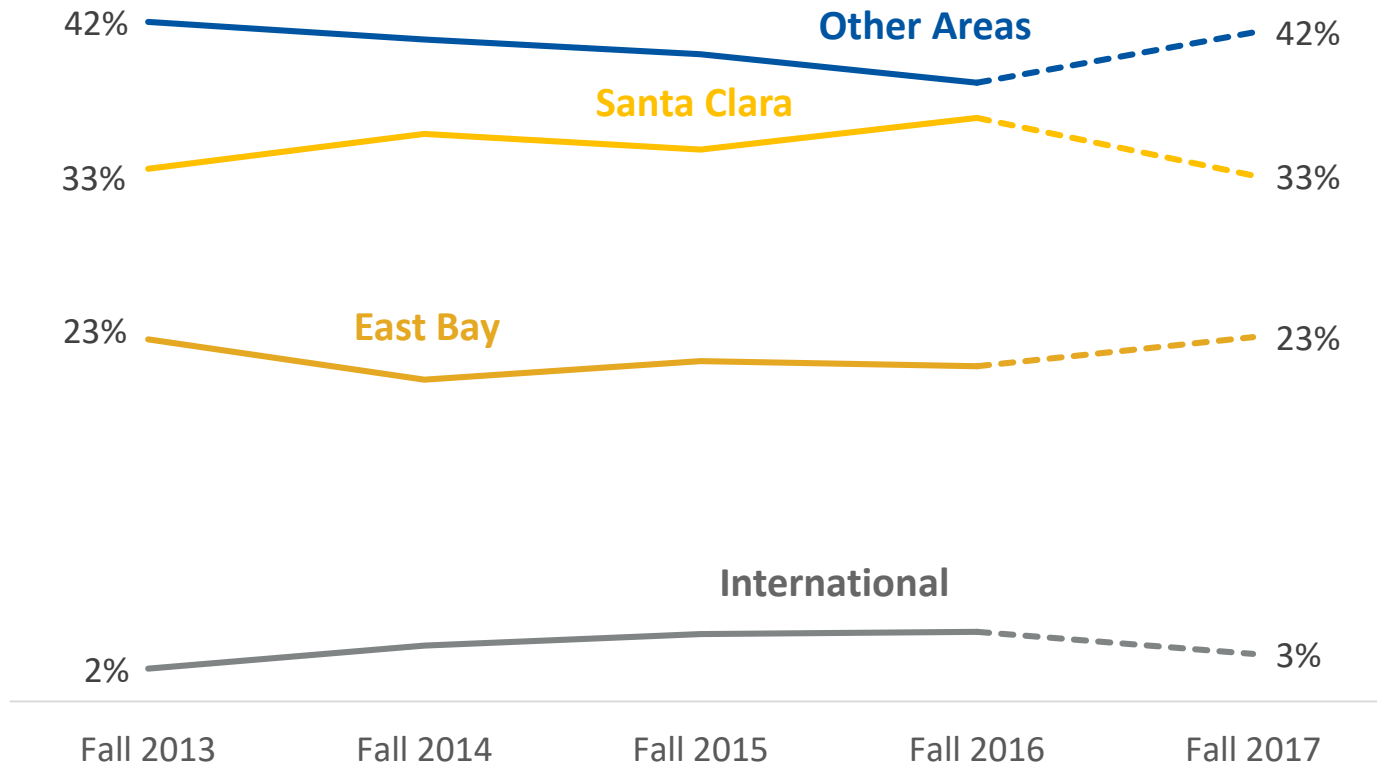
Fall 2016

Fall 2017

*Dashed line represents a preliminary figure*

# Incoming Fresh Origins

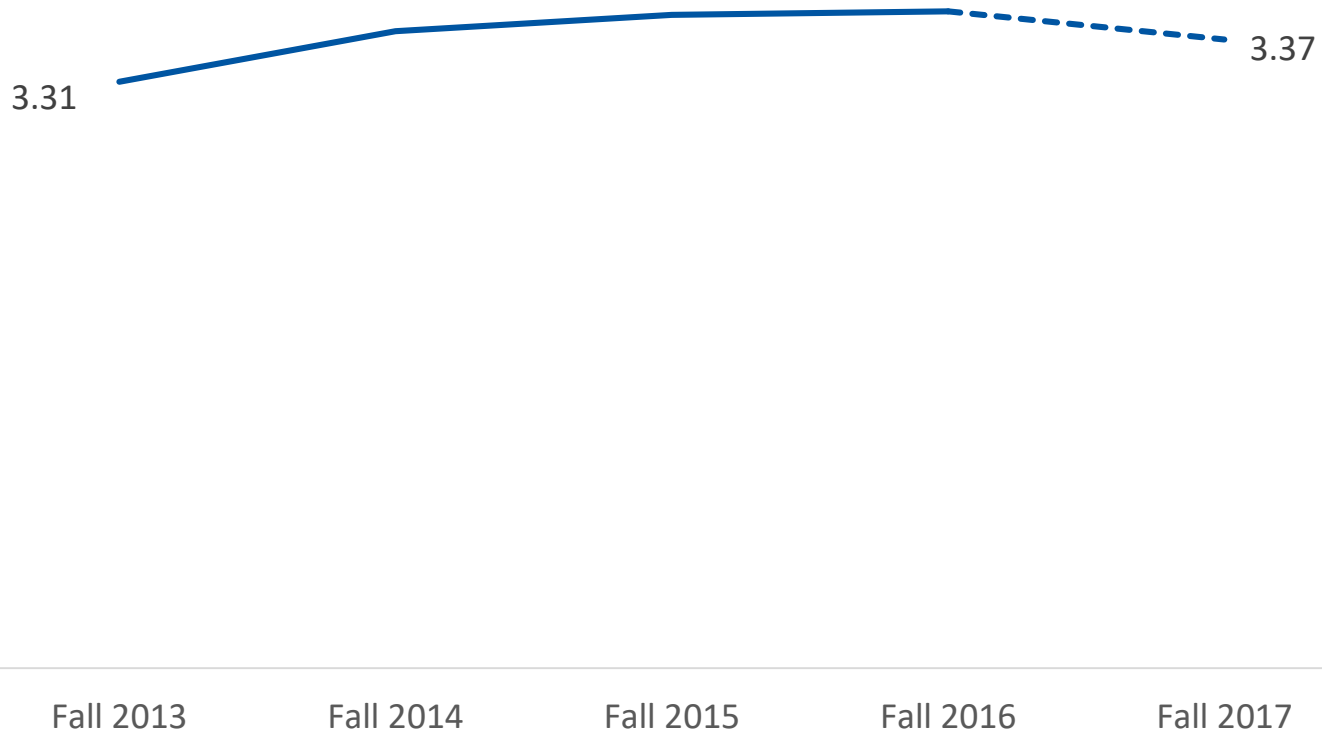
Entering Freshmen by Origin



*Dashed line represents a preliminary figure*

# Incoming GPA

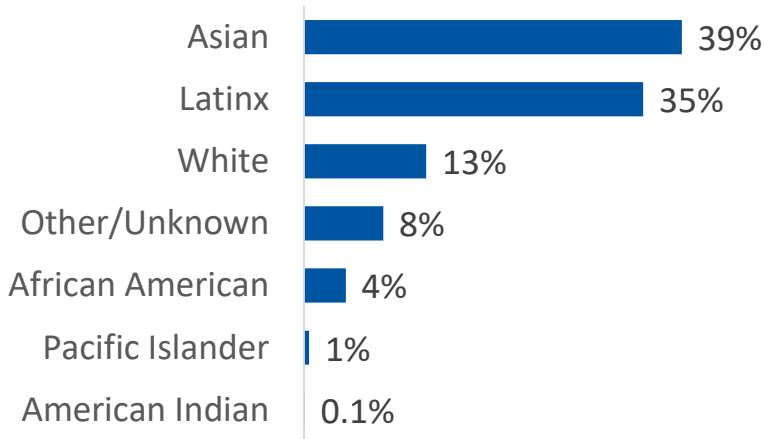
Incoming Freshman High School GPA



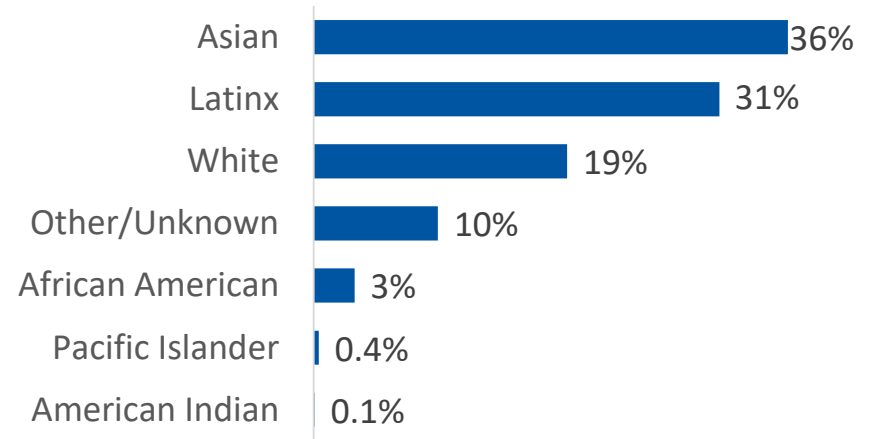
*Dashed line represents a preliminary figure*

# Demographic Profile

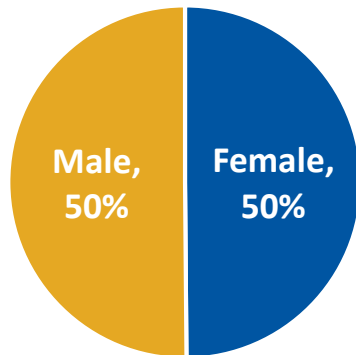
## Freshmen Class by Ethnicity



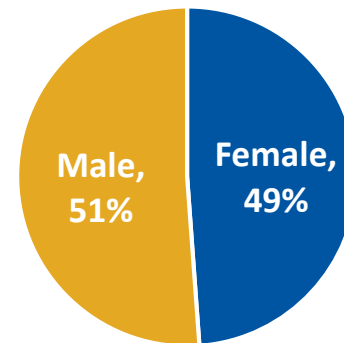
## Transfer Class by Ethnicity



## Freshmen by Gender



## Transfers by Gender



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)

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**\$ 5.4M** TOTAL

*\* The CSU provided \$140K for this initiative*

# Advising Progress

30

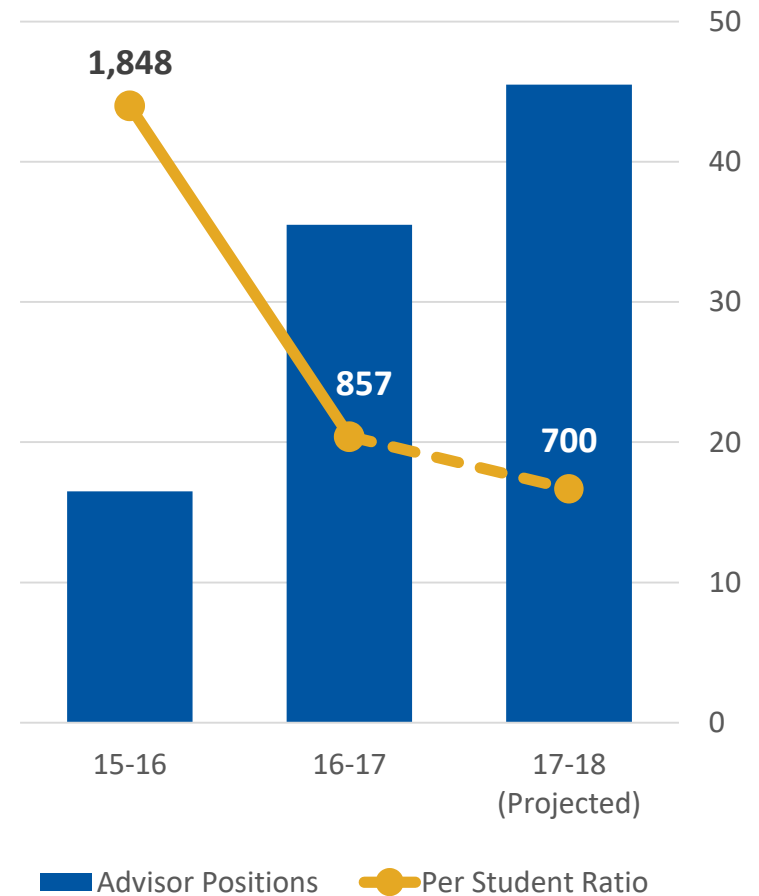
Additional Positions

Added in 16-17	Planned and Budgeted in 17-18
20	10

1:857

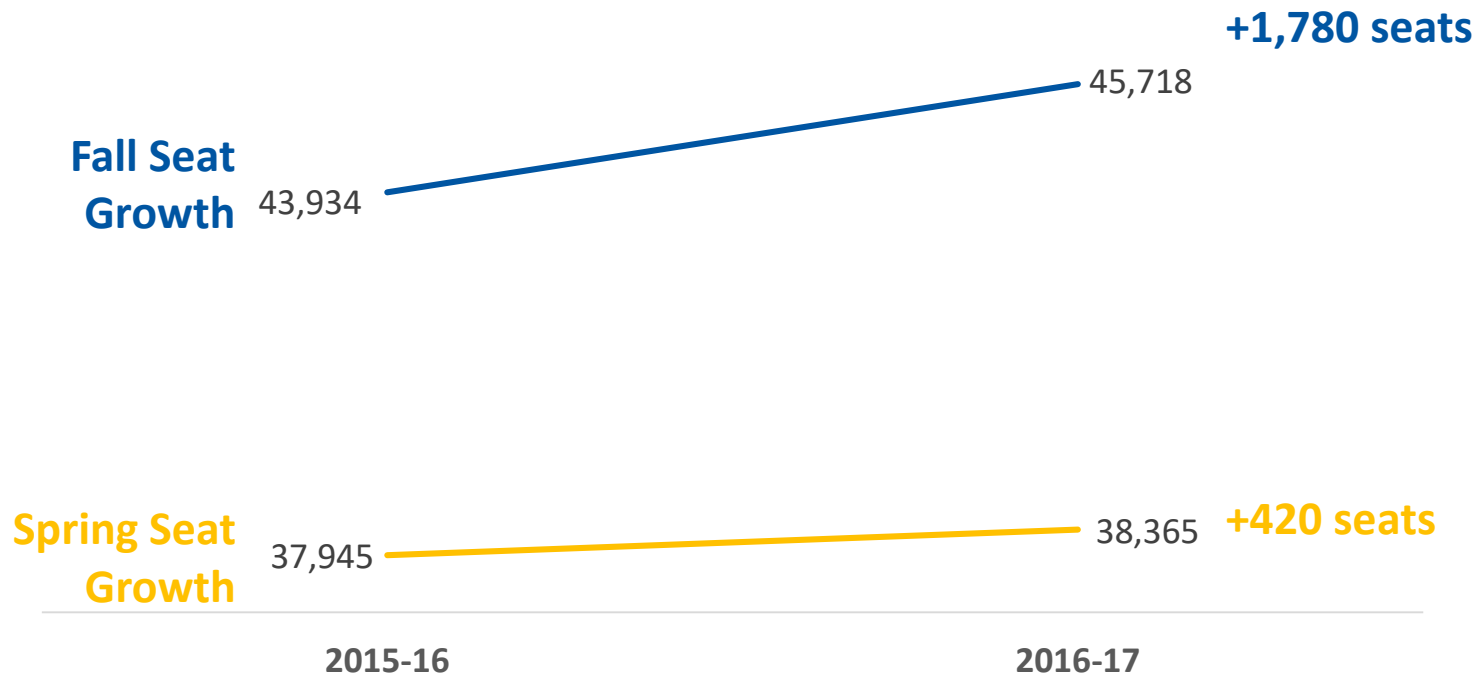
16/17 Staff Advisors/Student Ratio

Down from 1:1,848 in 15/16



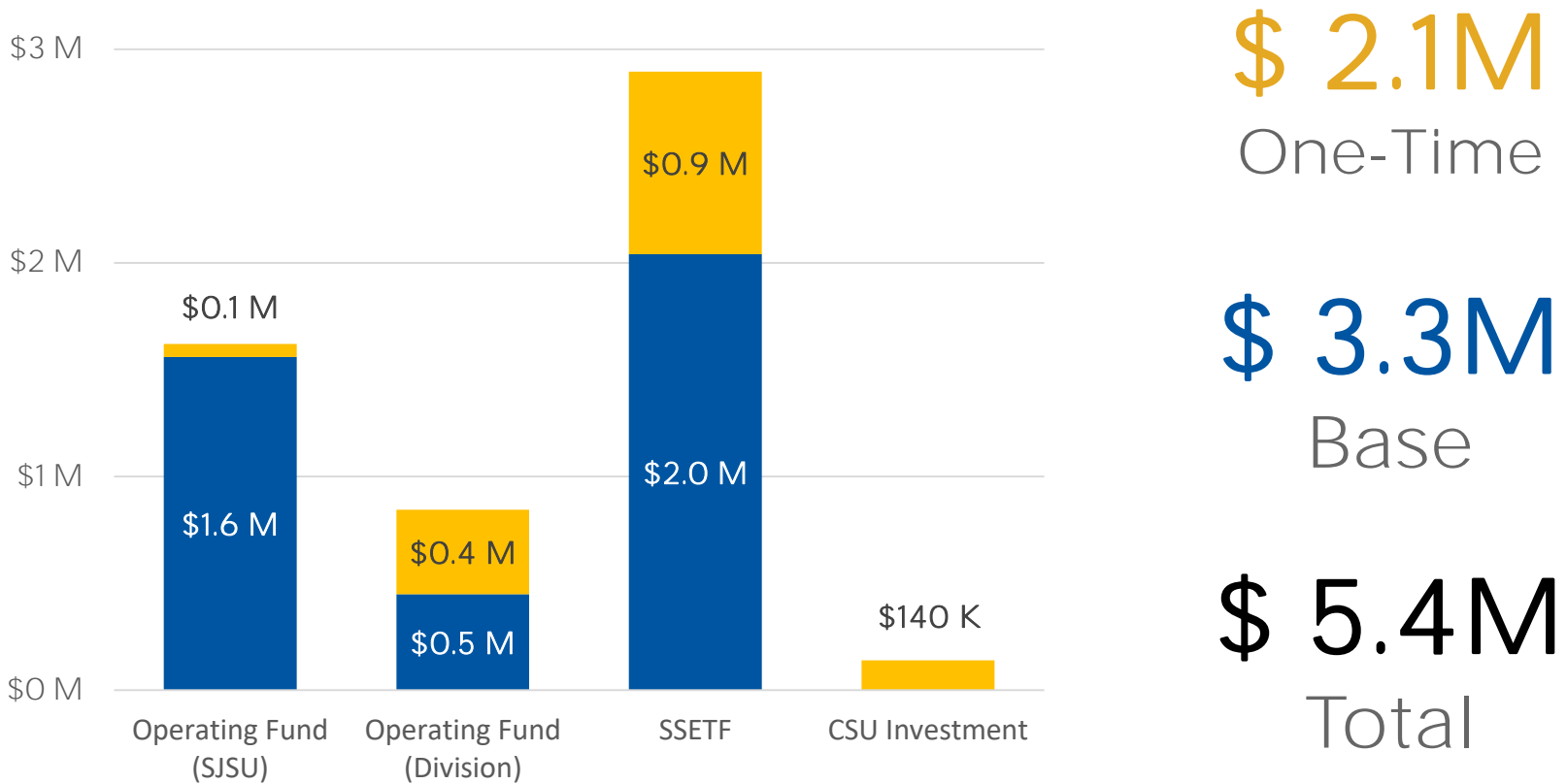
# Bottleneck Elimination Progress

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



# Base vs. One-Time Investments

(excludes enrollment funding)





# 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)

College	2017-18	2016-17	Change	New Enrollment Funding
Applied & Sciences & Arts	3,764	3,664	100	\$ 365,700
Business	2,925	2,825	100	\$ 336,600
Education	1,409	1,409		
Engineering	3,624	3,624		
Humanities & the Arts	4,597	4,597		
Science	4,077	4,077		
Social Sciences	4,515	4,515		
<b>Totals</b>	<b>24,911</b>	<b>24,711</b>	<b>200</b>	<b>\$ 702,300</b>

# Fall Goal Enrollment Update (Actual FTES)

College	Fall Funded per ICLM	Fall Actual	Change
Applied & Sciences & Arts	3,939	4,209	270
Business	3,168	3,322	154
Education	1,518	1,617	99
Engineering	3,800	4,177	377
Humanities & the Arts	4,904	5,253	349
Science	4,565	4,730	165
Social Sciences	4,874	5,038	164
<b>Totals</b>	<b>26,768</b>	<b>28,347</b>	<b>1,579</b>

# Marginal Cost of Instruction Calculation

## Marginal Cost of Instruction

Total Cost of Instruction / FTES = Marginal Cost of Instruction

# Marginal Cost of Instruction by College

College	Marginal Cost of Instruction Rate
Applied Sciences & Arts	\$ 3,657
Business	\$ 3,366
Education	\$ 3,489
Engineering	\$ 3,527
Humanities & the Arts	\$ 3,157
Science	\$ 3,325
Social Sciences	\$ 2,710

- ❖ 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

Budget Category	Basis for Adjustments	2017-18 Adjustments
Librarian (enrollment bearing)	Changes in target and goal FTES based on Marginal cost rate, currently at \$77 / FTES.	\$ 18K
Staff and Operating Expense	Allocate when funds are available. Typically a flat percentage increase.	\$0
Library Acquisitions	Inflationary adjustments will be given using the Higher Education Price Index (HEPI). The current rate is 1.8%.	\$ 56K
<b>Total Adjustments</b>		<b>\$ 74K</b>

# 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

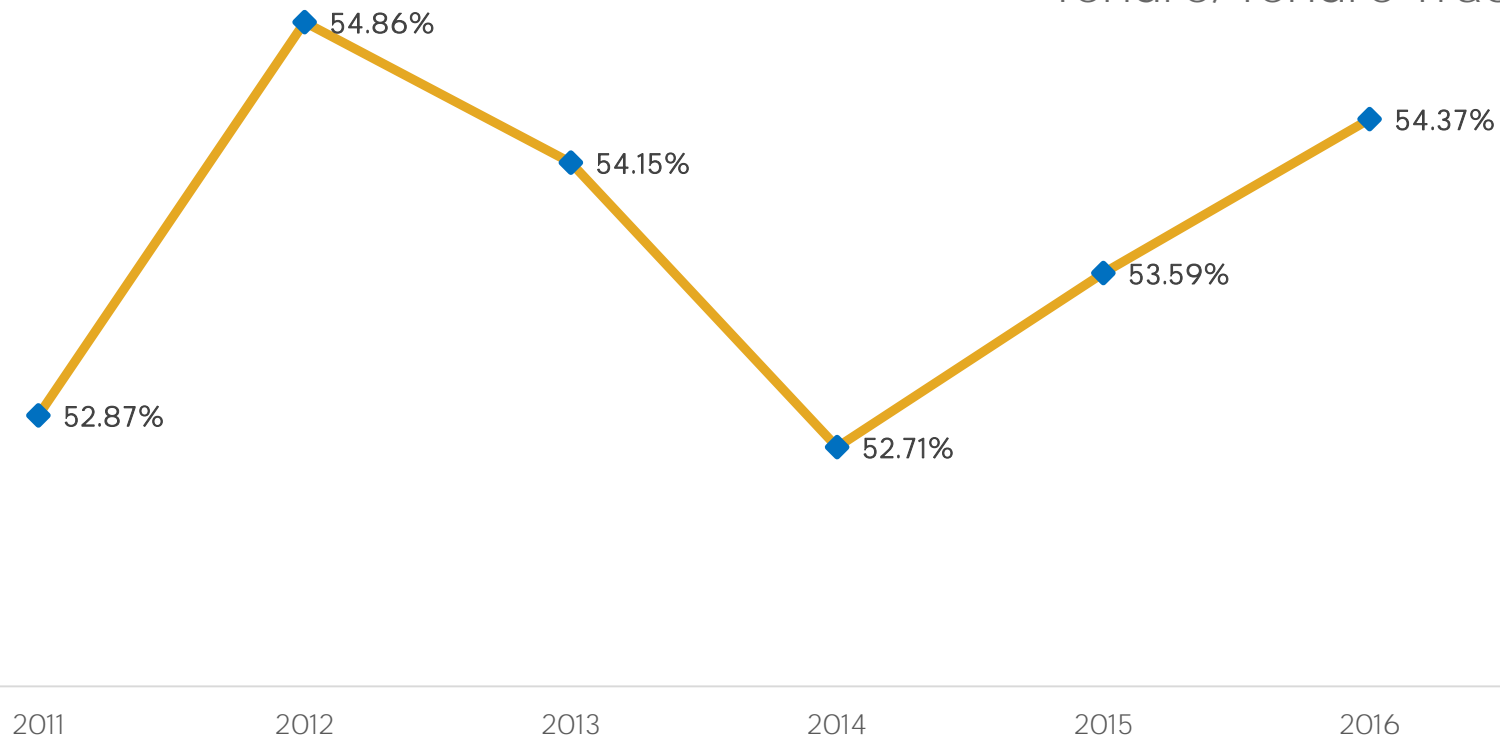
Category	Amount
Capital Projects - Health Building, Building Safety, 21 <sup>st</sup> Century Teaching Spaces and Classroom Upgrades	\$ 3.2M
Faculty Recruitment and Start-Up Packages	\$ 1.9M
RSCA Expansion	\$ 1.8M
Program Development	\$ 2.7M
Faculty and Staff Professional Development	\$ 0.2M
<b>Total Planned Use</b>	<b>\$ 9.8M</b>



# Tenure Density

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

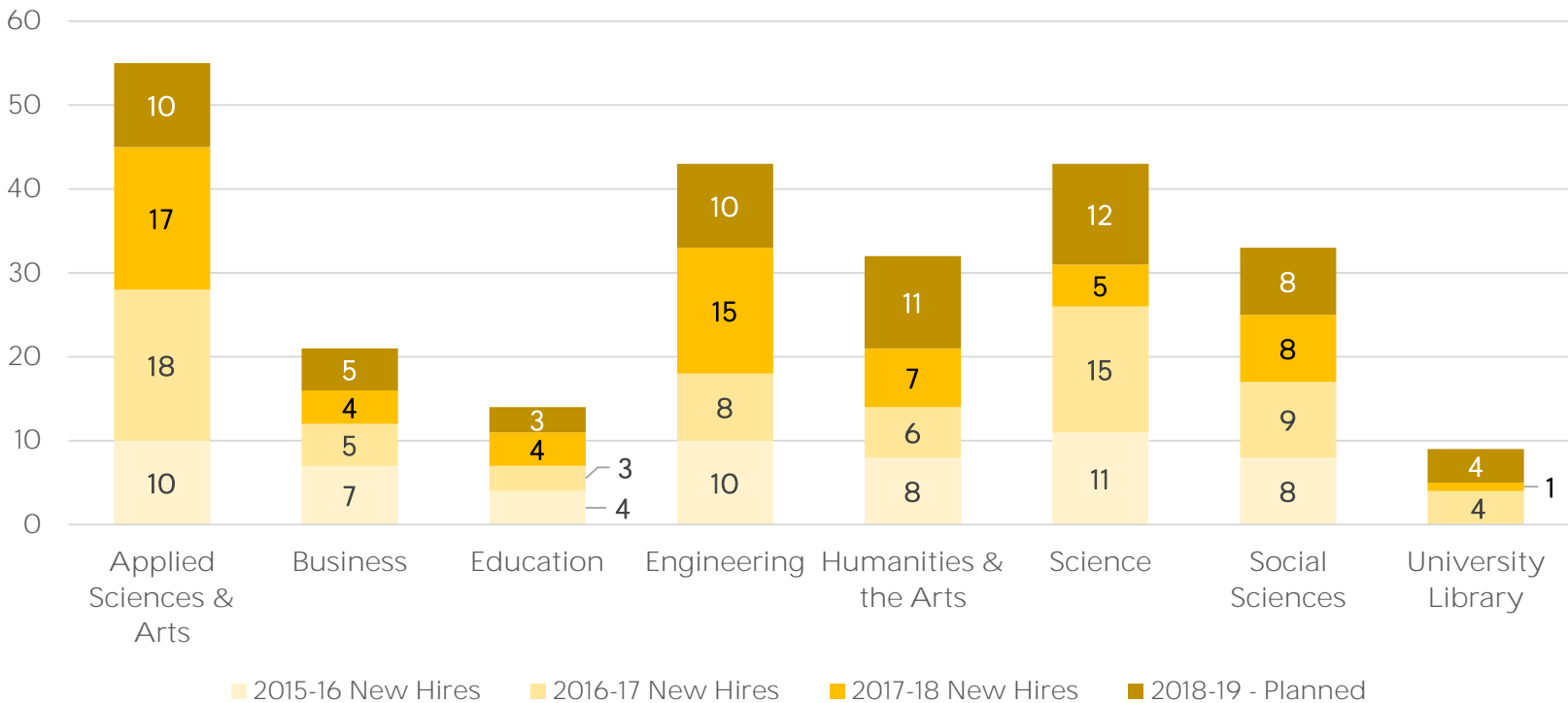


# Tenure Track Faculty Increases

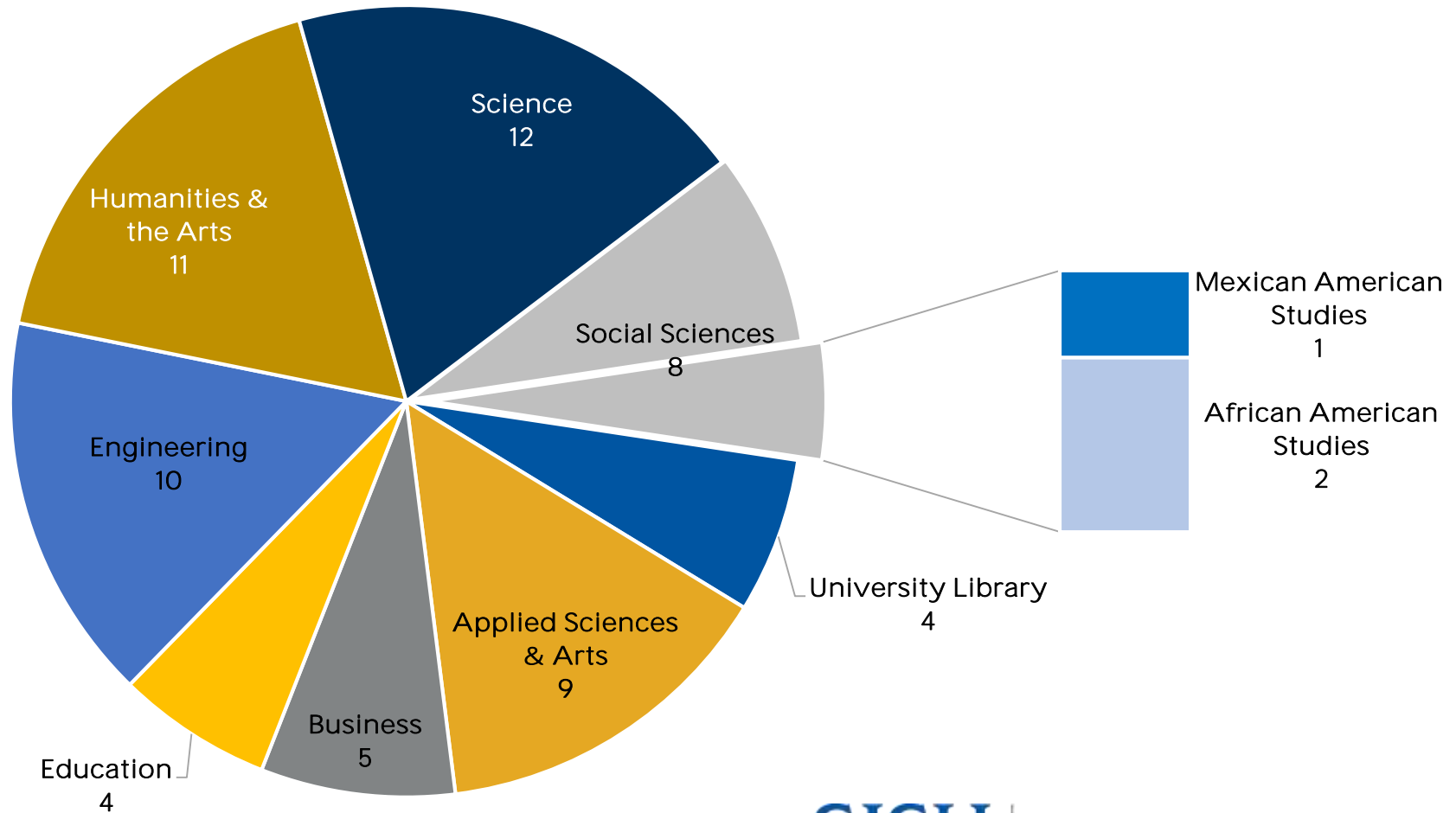
**188** New Tenured/Tenure Track Faculty since 2015-16

**63** Recruitments underway

**20** Avg. Net New Faculty Lines/Yr. since 14/15



# 63 Authorized Tenure Track Searches for 2017-18





# RSCA Investment

# RSCA Funding in 2017/18 and Beyond

**\$1M**

CSU/SJSU RSCA PROGRAM

Sources

\$ 166K – CSU

\$ 250K – Division

\$ 584K – Division Roll Forward

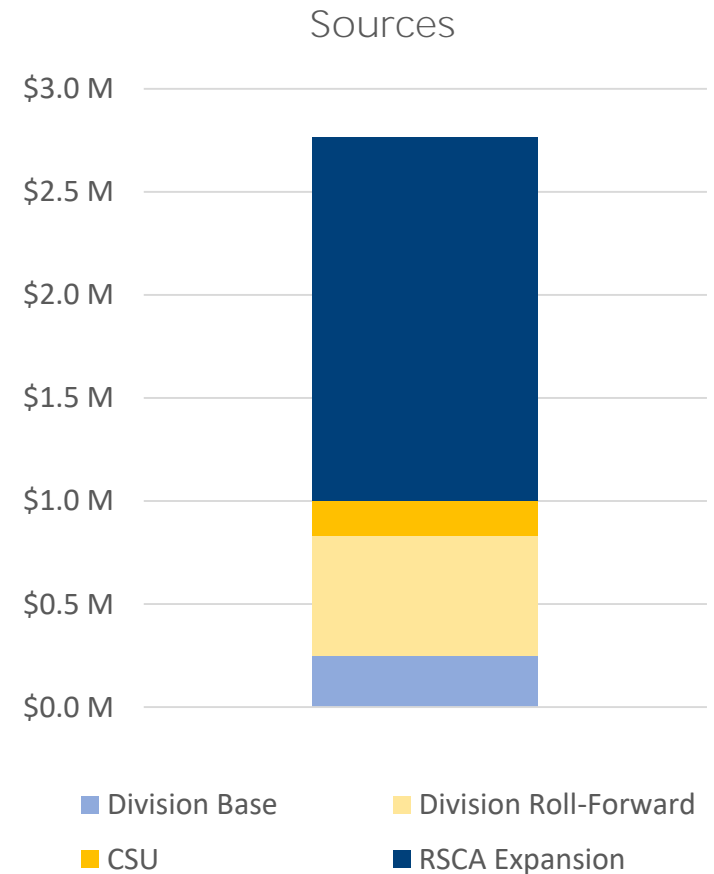
Uses

\$ 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.



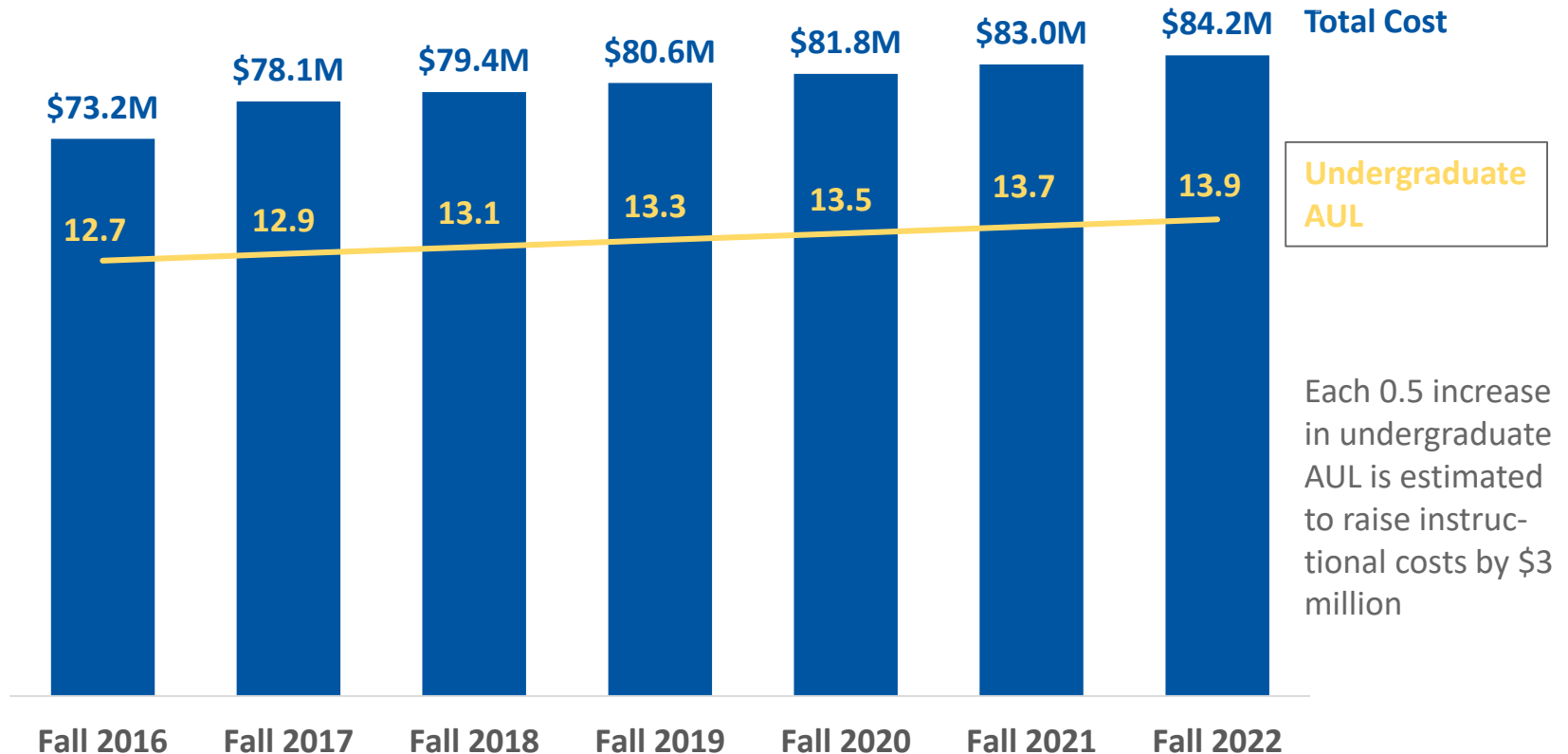
Looking Ahead

# CSU Tenure Density Model

- ❖ Represented as a Percentage
  - ✓  $\text{T/TT Faculty} \div \text{All Instructional Faculty}$
- ❖ 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



*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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