

SAN JOSE STATE UNIVERSITY ACADEMIC SENATE

2016/2017

Agenda

October 10, 2016, 2:00 pm – 4:00 pm

Engineering 285/287

- I. Call to Order and Roll Call –**
- II. Approval of Minutes: None**
- III. Communications and Questions:**
 - A. From the Chair of the Senate
 - B. From the President of the University
- IV. Executive Committee Report:**
 - A. Minutes of the Executive Committee –
 - B. Consent Calendar –
Consent Calendar of October 10, 2016
 - C. Executive Committee Action Items –
- V. New Business:**
- VI. Unfinished Business:**
- VII. Policy Committee and University Library Board Action Items (In rotation)**
 - A. Curriculum and Research Committee (C&R)
 - B. Instruction and Student Affairs Committee (I&SA):
 - C. Professional Standards Committee (PS):
 - D. Organization and Government Committee (O&G)
 - E. University Library Board (ULB)
- VIII. State of the University Announcements:**
 - A. Provost
 - B. Vice President for Administration and Finance
 - C. Vice President for Student Affairs
 - D. Associated Students President
 - E. Vice President for University Advancement
 - F. Statewide Academic Senators

IX. Special Committee Reports:

University Budget Report by Vice President Charlie Faas

Academic Affairs Budget Report by Provost and VP of Academic Affairs Andy Feinstein, and Marna Genes, AVP Academic Budgets and Planning

X. Adjournment:

Consent Calendar

10-Oct-16

Committee	Last Name/First Name	Term	Phone	Seat/College
Program Planning Committee	Megwalu, Anamika	2019	408-808-2089	Library
University Library Board	Riley, Shannon Rose	2017	41365	FAL, Humanities and Arts
Budget Advisory Committee	Ormsbee, Todd	2019	44544	Humanities and Arts
Organization and Government	Bailey, Jaye	EXO	41177	Ex Officio
Strategic Planning Steering Committee	Vogel, Aaron	2017	Not published	Graduate Student
Student Evaluation Review Board	Smith, Jerilyn "Gigi"	2019	43081	CASA
Institutional Review Board	Raman, Priya	2017	45371	FAL-one year (Engineering)
Graduate Studies and Research	Chan, Emily	2017	82044	FAL - one year (Engineering)

REMOVE:

Professional Standards	Riley, Shannon Rose
Program Planning Committee	Pruthi, Sarika
University Library Board	Schultz-Krohn, Winifred
Student Fairness Committee	Cohen, Edward
Student Fairness Committee	Russo, Kyle

2016/17 ANNUAL BUDGET REPORT



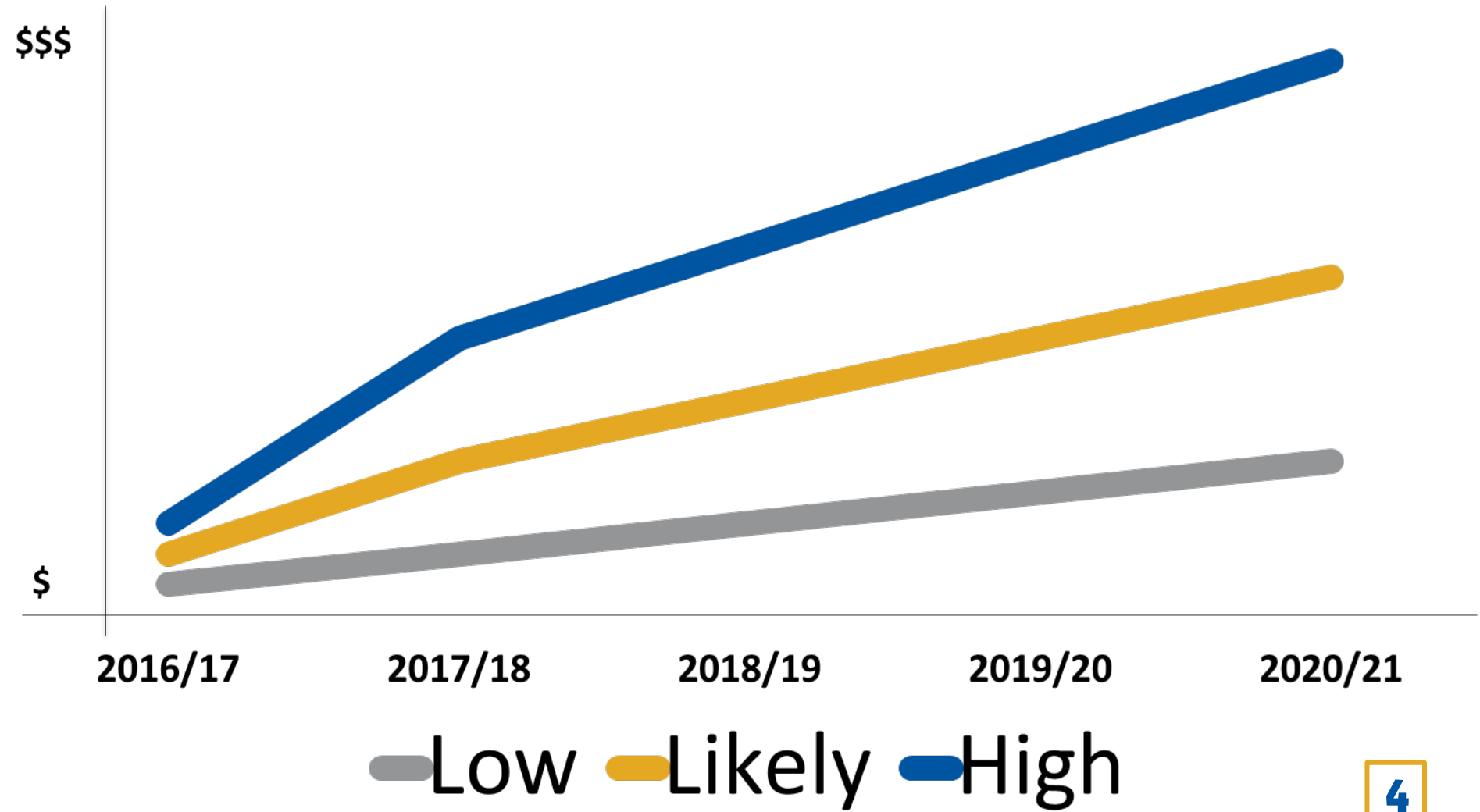
SPARTANS

SAN JOSÉ STATE UNIVERSITY

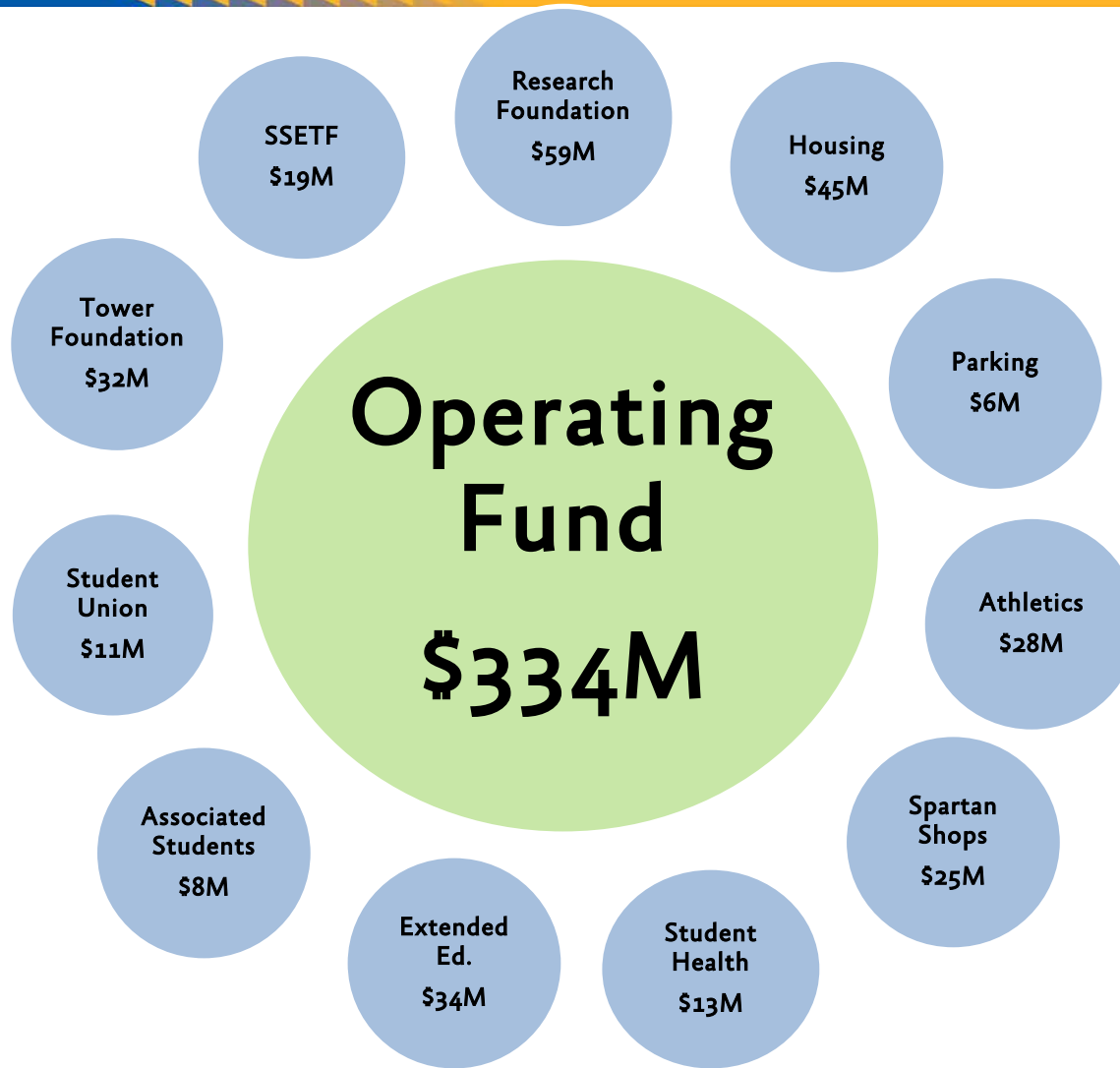
Charlie Faas
VP Administration & Finance/CFO

- Collaborative
- Transparent Process
- Four Pillars of Student Success
- Looking ahead:
 - Multi-Year Budgeting

- Projecting permanent & temporary funds
 - Impacts of One-Time v. Ongoing Expenses
- Forecasting Assumptions:
 - Uncertainty over permanent state funding
 - Tuition Fees (Board of Trustees)
 - Enrollment growth
 - CSU/Campus Programs & Priorities



- Four Pillars of Student Success - \$3.4M
- Facilities & Deferred Maintenance - \$2.1 M
- Campus Security Improvements - \$2.3M



Appropriated Sources

General Fund

Enrollment \$ per FTE

Compensation

Employer Benefits Costs

Retirement Adjustments

Health Rate Changes

Campus Deferred Maintenance

CSU Capital/Deferred Maintenance

Lottery

Special Initiatives

Collected Sources

Student Fees

Tuition

Mandatory Fees

Self-Support Program Fees

Fees-For-Service

Federal Financial Aid

Reimbursements

Revenue Generating Activities

Auxiliary Organizations

Green: Operating Budget

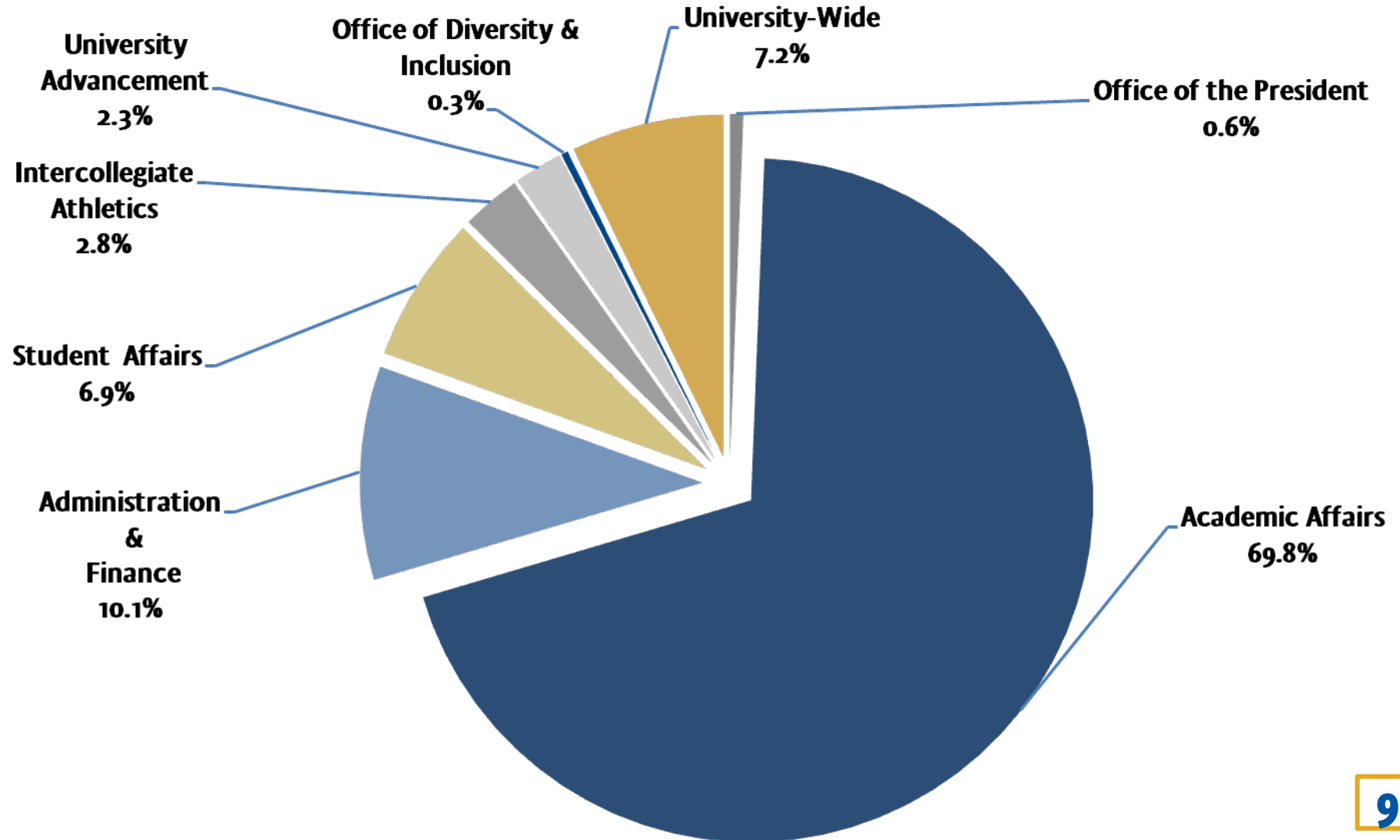
Purple: Generally Restricted

Red: Restricted Funding

- Revenue Sources
 - State General Fund Appropriation
 - Student Fees
- Functions
 - Primary Support for Instructional Mission
- Highlights / Accomplishments
 - Student Success Initiatives
 - Compensation Programs

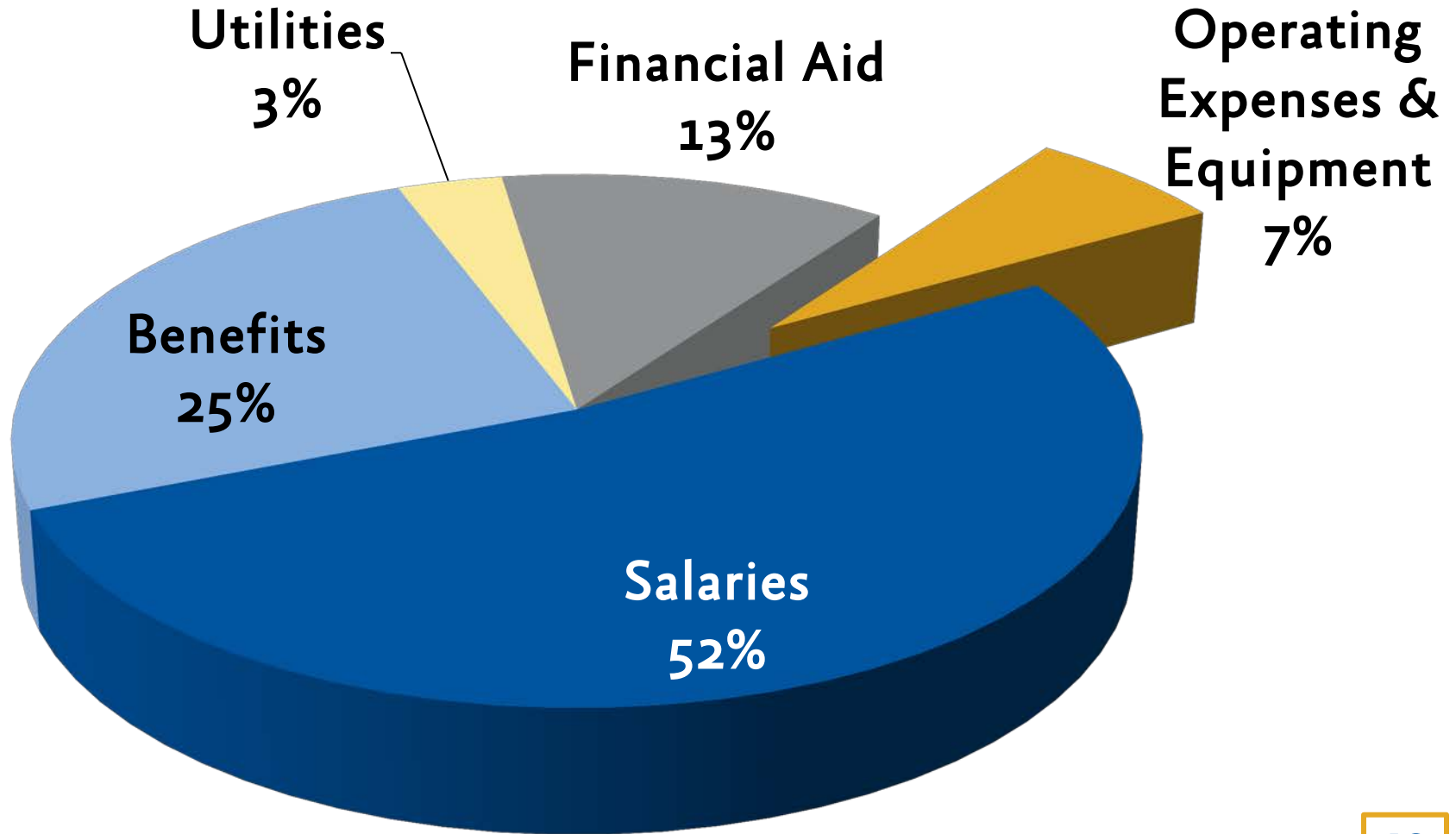


Operating Fund Expenditures FY16/17 Budget



Breakdown of Op. Fund Expenses

FY16/17 Budget



- CSU Funded Infrastructure - \$1.6M
 - Utilities Infrastructure
 - State Funded Deferred Maintenance - \$2.1M
 - Campus-wide Elevator Modernization
- Campus Deferred Maintenance - \$2.1M
 - Engineering Bldg, Biz Tower Roof, South Campus, etc.
- Major Capital Projects
 - Student Recreation & Aquatic Center - \$130M
 - Interdisciplinary Science Building - \$85M
 - DMH

- Revenue Sources
 - Operating Funds, SSETF-IRA, Ticket sales, conference distribution, game guarantees, NCAA distribution and development
- Functions
 - Supports operating and travel costs for all sports
 - Grants in Aid for student-athletes
- Highlights / accomplishments
 - Build Golf practice facility on South Campus
 - Establish on the University's tradition of academic & Athletic excellence
 - Recruit and retain top athletes by providing financial incentives through scholarship

	2014/15			2015/16		
	Budget	Actual	Variance	Budget	Actual	Variance
Operating Fund	\$ 7,001	\$ 7,375	\$ (374)	\$ 8,093	\$ 8,091	\$ 2
SSETF - IRA	7,673	7,673	-	8,325	8,322	3
Self Suppt.	7,607	7,607	-	8,903	8,903	-
TOTAL	\$ 22,281	\$ 22,655	\$ (374)	\$ 25,321	\$ 25,316	\$ 5

SJSU Athletics Spending

	San Jose State	San Diego State	Fresno State	Colorado State	Nevada-Las Vegas
<i>FY 2014/15 Total Expenses/FTE</i>	\$ 1,127	\$ 1,794	\$ 2,103	\$ 1,009	\$ 1,948
<i>FY 2014/15 Total Expenses</i>	\$28,479,255	\$53,607,909	\$41,535,096	\$38,781,340	\$44,935,234
<i>FY 2014/15 full time equivalent (FTE) enrollment</i>	25,270	29,877	19,746	38,440	23,064

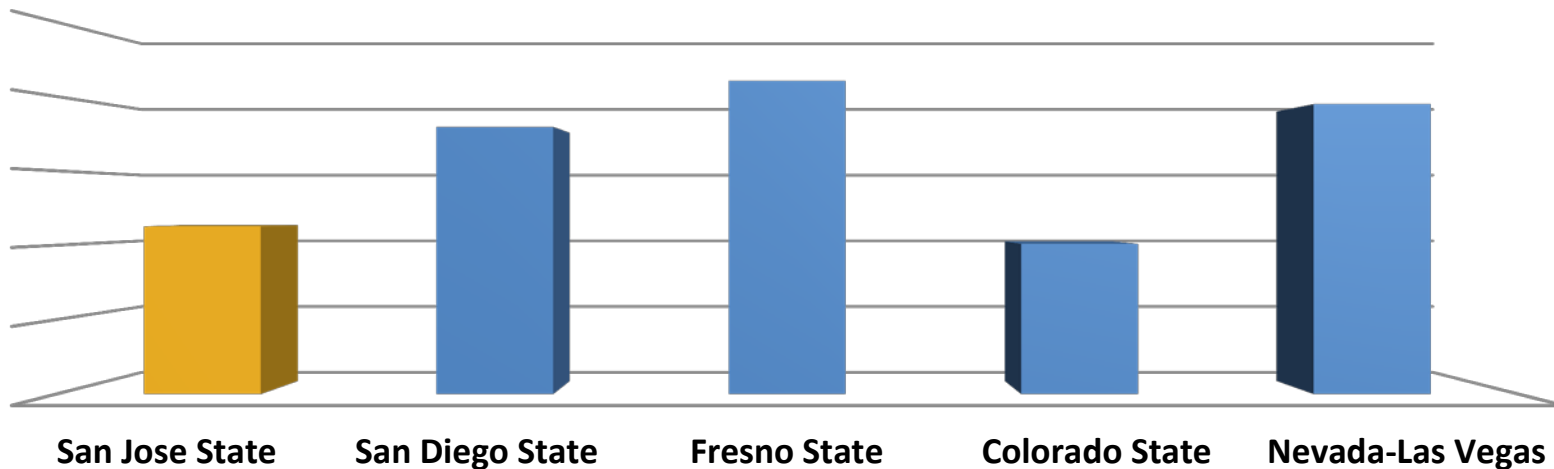
Footnote:

The above data is from -

<http://sports.usatoday.com/ncaa/finances/>

<https://nces.ed.gov/ipeds/datacenter/login.aspx>

Athletic Spending Per FTES



For more information, visit:

http://www.sjsu.edu/finance/about_us/budget/budget_reports/

http://www.sjsu.edu/adminfinance/about/budget_central/

<http://www.sjsu.opengov.com>

SAN JOSÉ STATE UNIVERSITY *powering* **SILICON VALLEY**

BACKUP & SUPPORTING DOCUMENTATION



SPARTANS

SAN JOSÉ STATE UNIVERSITY

- Revenue Sources
 - Operating Funds, SSETF-IRA, Ticket sales, conference distribution, game guarantees, NCAA distribution and development
- Functions
 - Supports operating and travel costs for all sports
 - Grants in Aid for student-athletes
- Highlights / accomplishments
 - Build Golf practice facility on South Campus
 - Establish on the University's tradition of academic & Athletic excellence
 - Recruit and retain top athletes by providing financial incentives through scholarship

- Revenue Sources
 - Student Health & Health Facility Fees
- Functions
 - Used to support student health & mental health services
 - Health Facility development/debt service
- Highlights / Accomplishments
 - Student Health & Wellness Center
 - Increased Counseling & Preventative Health support

- Revenue Sources
 - Housing Rent and Fees
 - Other Lodging and Conference Fees
- Functions
 - Used to support housing operations & programs
- Highlights / Accomplishments
 - 4,000 residents
 - Campus Village II
 - Living Learning Communities w/Faculty-in-Residence

- Revenue Sources:
- Tuition and fees from for-credit & noncredit programs
- Functions
 - Extended ed. operations and program/curriculum development
- Highlights / Accomplishments
 - New Programs: Master of Social Work, Masters in Speech Pathology, Advanced Certificate in Big Data Analytics, among others.
 - New CIES space in the Student Union - Summer, 2017
 - Partnership with College of Science to build out part of new Interdisciplinary Science Building

- Revenue Source – federal and state grants and contracts, fees, investment income, and other revenues
- Functions
 - Most funding tied to grants or specific programs
- Highlights / Accomplishments
 - The Research Foundation also provides employment support to more than 1,800 individuals, including faculty, students, research affiliates, and staff.

- Revenue Source – Fees, program revenues, grants and contracts
 - Fee changes must be approved by student referendum
- Functions
 - Student fees support AS programs
 - Student Leadership
 - Child Care Center
 - Campus Life
 - Transportation
- Highlights / Accomplishments
 - A.S. has moved into the new Student Union
 - Print & Technology Center now in Student Union



- Revenue Source – SSETF Fees
 - Expenditures reviewed by CFAC & Approved by President
- Functions
 - Instructionally Related Activities
 - Course Support
 - Student Success
- Highlights / Accomplishments
 - Spartan Scholars Program
 - SASS Programs (Task Forces)
 - Academic Technology Improvements

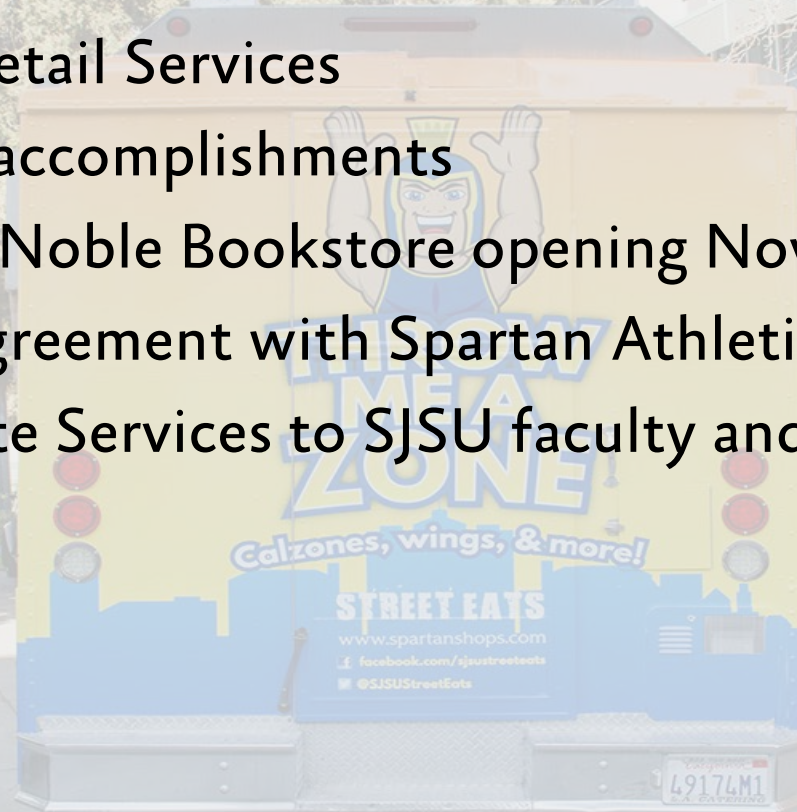
- Revenue Source – Gifts, pledges, investment income
- Functions
 - As a 501(c)(3) auxiliary organization, Tower Foundation directly manages all financial aspects of funds donated to San Jose State University
 - Tower Foundation Board approves the annual endowment distribution rate (3% for FY16/17)
- Highlights / Accomplishments
 - \$125 million endowment comprised of 620+ individual funds
 - In 2015-16, \$7+ million in new principal added to endowment
 - \$45 million raised in 2015/16



- Revenue Source – Mandatory Student Union Fee
- Functions
 - Supports Student Union Operations
 - Capital Construction (SU Expansion & New SRAC)
- Highlights / Accomplishments
 - Student Union Renovation & Expansion Grand Opening
 - Ground Breaking on Student Recreation & Aquatic Center
 - Student Union Spaces booked for entire year

- Revenue sources
 - Parking permit sales and parking citation fines
- Functions
 - Parking operations and enforcement costs
 - Maintenance and repair to existing facilities
 - Alternative transportation program
- Highlights / Accomplishments
 - Parking permits available online
 - Provide Park & ride courtesy shuttle
 - Plans to update bus fleet

- Revenue Sources
 - Food & Retail Services
- Highlights / accomplishments
 - Barnes & Noble Bookstore opening November 1
 - Service agreement with Spartan Athletics
 - Real Estate Services to SJSU faculty and staff





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

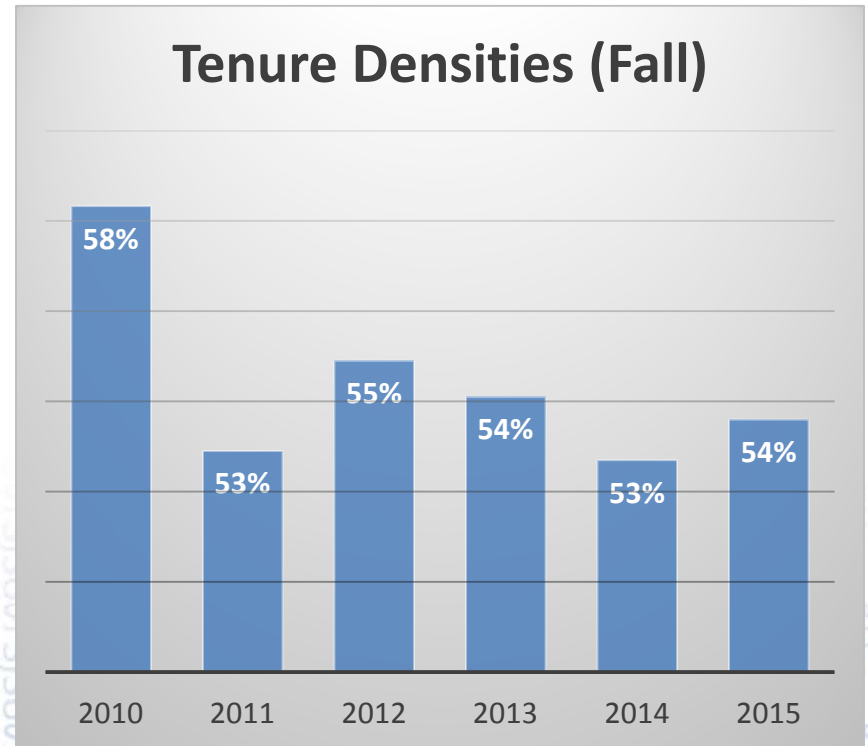
- Clearing Bottlenecks (enrollment \$\$) \$2,795K
- 20 new staff advisors \$1,153K
 - Advisor/student ratio from 1:1,848 to 1:860
- Student Data Warehouse (Koret Grant) \$600K
- Admission to Graduation Initiative \$356K
- Writing Support \$217K
 - Writing Fellows and additional sections for international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

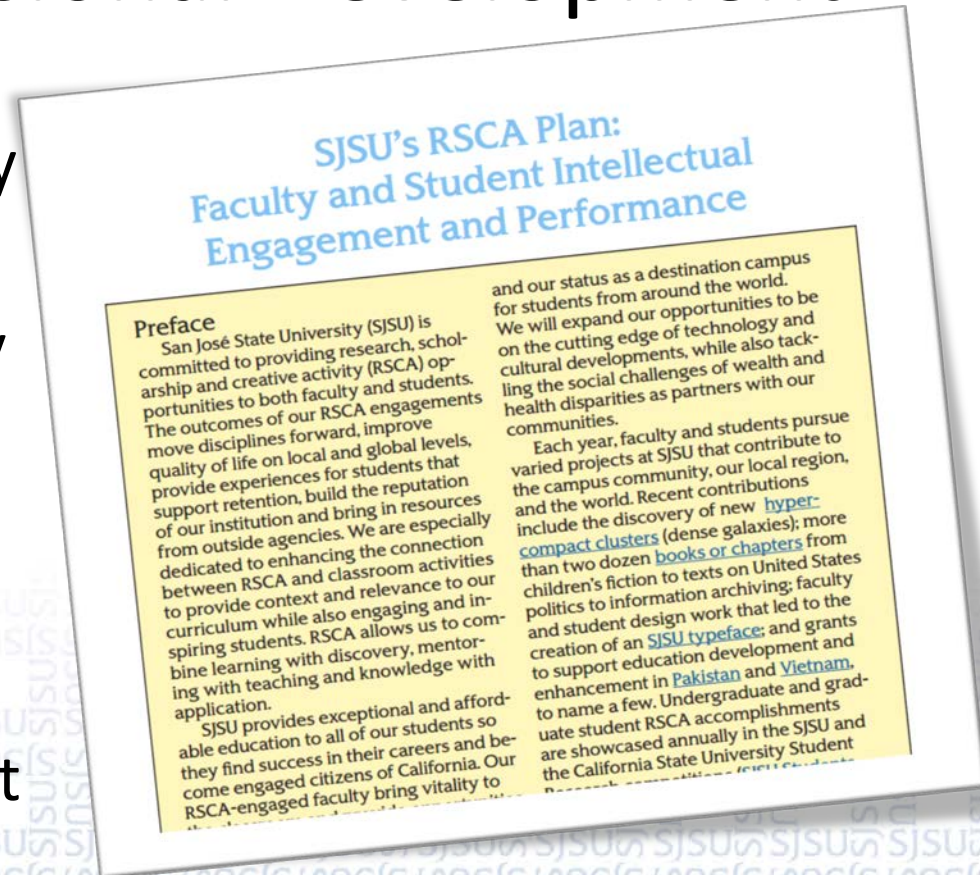
Tenure Density

- 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

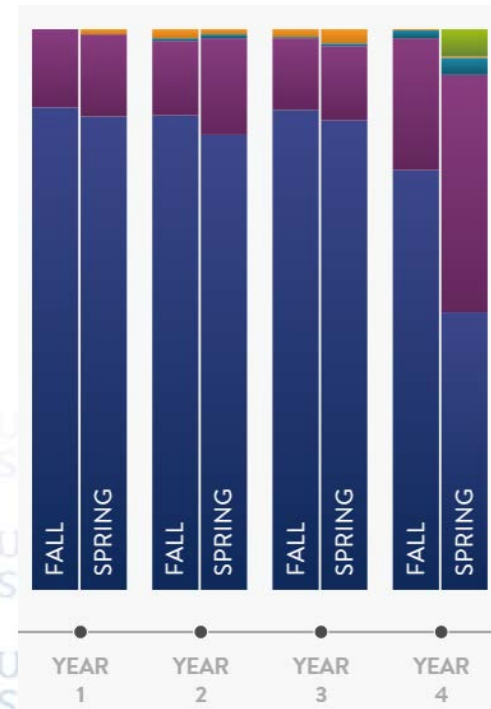
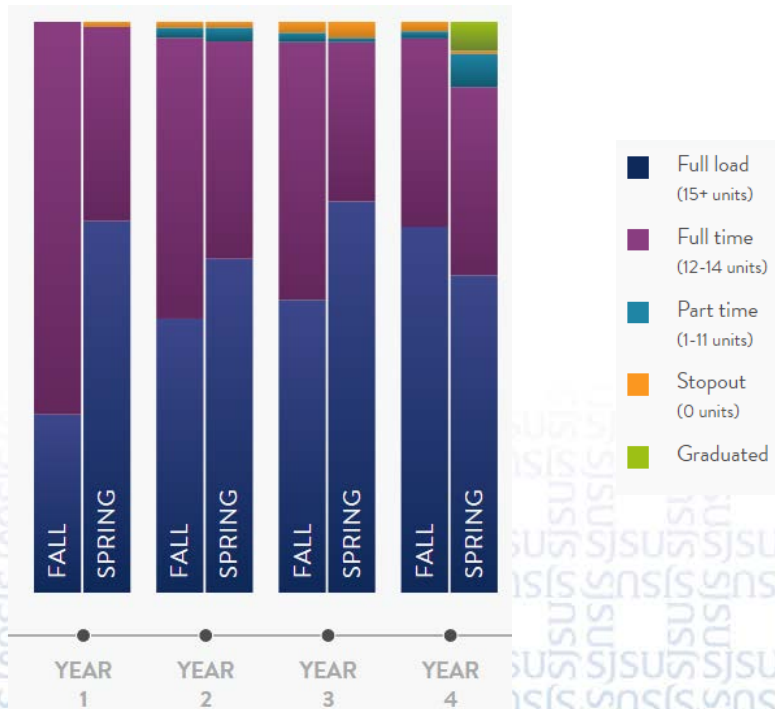
- In effect for two years (2016-17 and 2017-18)
- No change in headcount students
- No college FTES caps
- Clear bottlenecks (more sections)
- Undergraduate average unit load (AUL) should increase
 - Goal: move AUL from 12.4 to 13.1

4-Yr Graduation Rates & Unit Loads

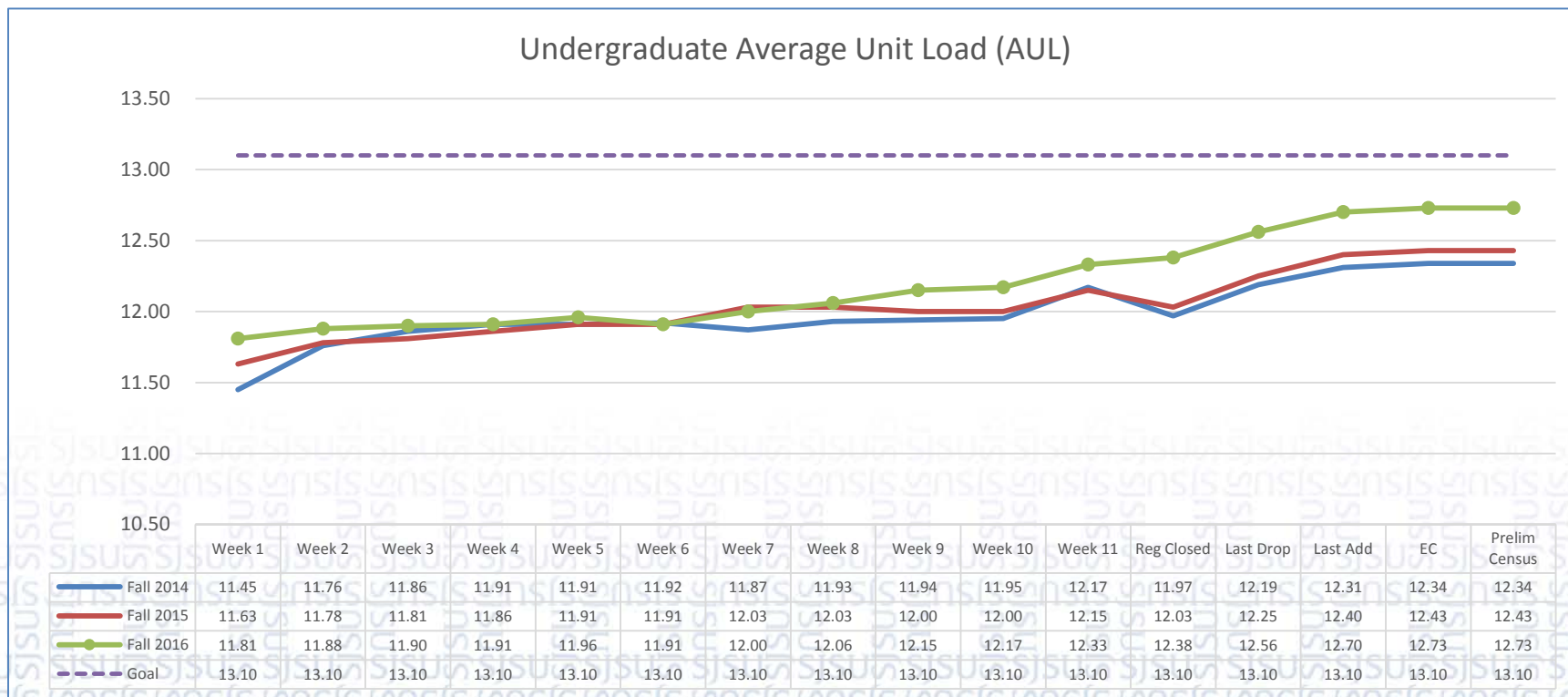
SJSU – 9.1%

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**