

Academic Affairs Budget Town Hall

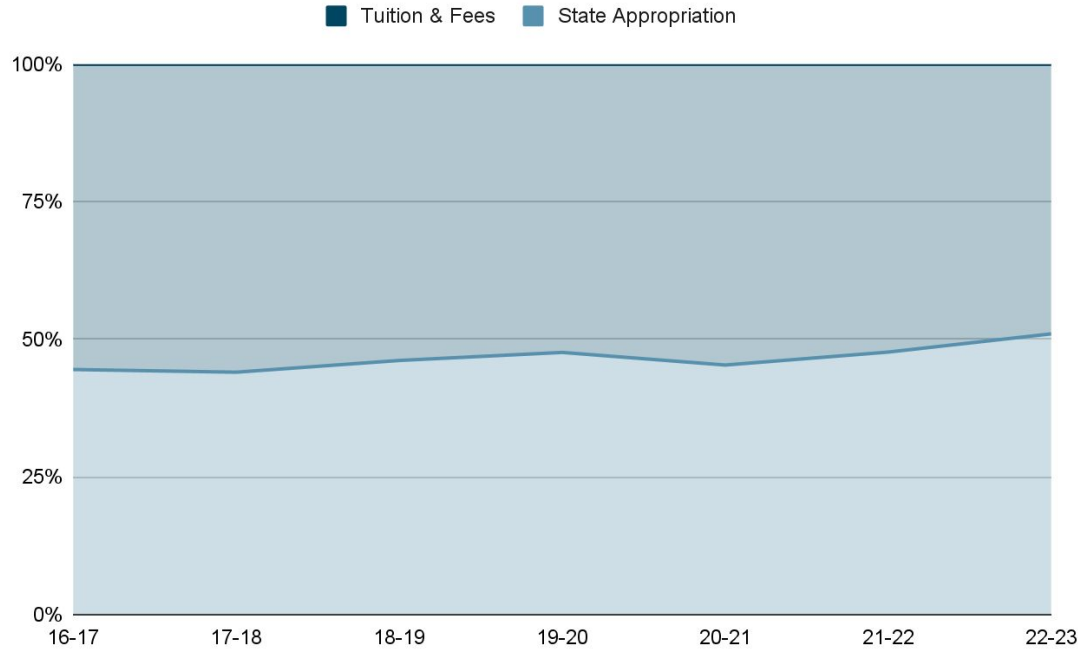
Academic Affairs
Office of the Provost

Objects for Today's Town Hall

At the end of this presentation, you will be able to do the following:

1. Explain the connection between enrollment and our campus budget;
2. Outline how the operating funds of Academic Affairs are allocated; and
3. Identify levers that we control in academic affairs for investment and/or to address budget shifts (up or down).

Stateside Budget

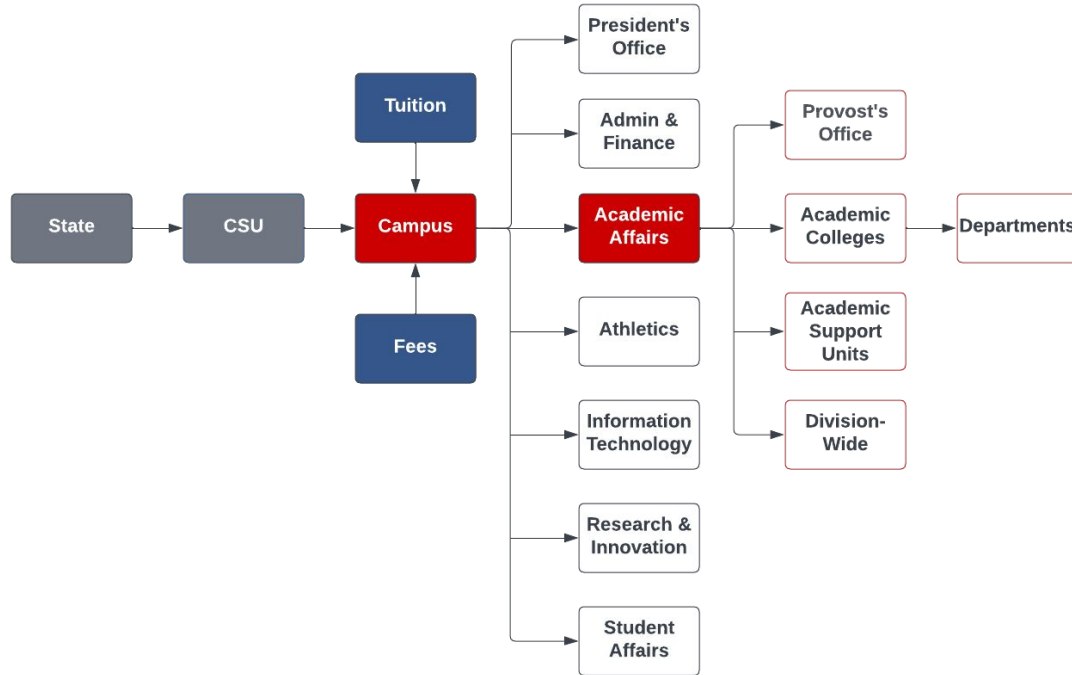


Source: SJSU Annual Budget Reports

- Primary fund to support all costs associated with **stateside enrollment** and campus services.
- The State has been funding **<50%** of our stateside operations.
- The remaining is covered by tuition and fees.
- Enrollment has **direct impact** on our campus budget. It affects how much each division, college, and department receives.



Stateside Budget



- Non-academic divisions are funded for the services provided and campus priorities.
- Academic Affairs is funded almost entirely based on enrollment and specific academic missions.



All about Enrollment

- The CSU and SJSU both employ a dollars-per-FTES budget model
- Changes in FTES result in funding increases or decreases to the campus
 - Impacts all divisions, not just Academic Affairs
- The state/CSU provides funds for Resident FTES only

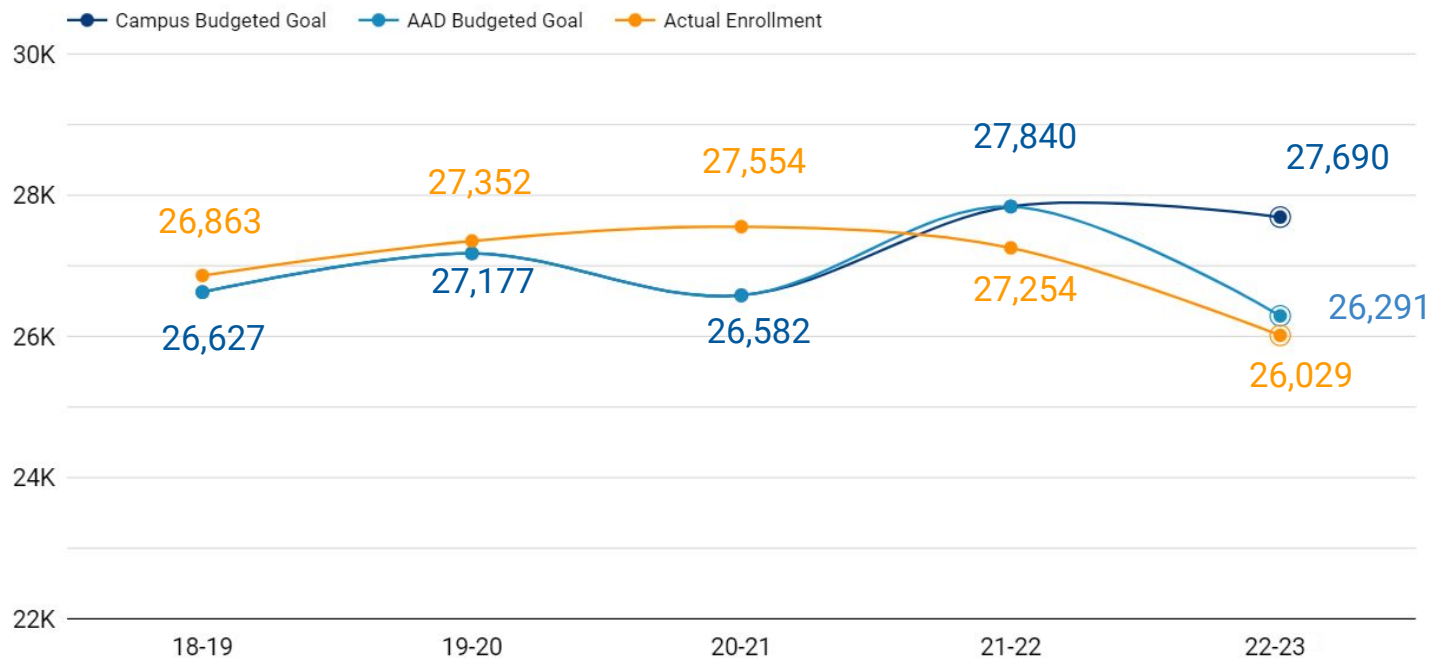


Enrollment and Funding

Residency	TARGET		SURPLUS	
	Authority	Funding	Authority	Funding
Resident	CSU (based on the State's Budget Plan)	State Appropriation + Tuition and Fees	SJSU (per Campus Enrollment Plan)	Tuition and Fees
Non-Resident	SJSU (per Campus Enrollment Plan)	Tuition and Fees	SJSU (per Campus Enrollment Plan)	Tuition and Fees



Enrollment



2022-23 Student-Based Enrollment

	Target	Surplus	Goal (Target + Surplus)	Census FTES	Deviation from Target	Deviation from Goal
Resident	23,891	1,399	25,290	23,725	(166)	(1,565)
Non-Resident	2,400	0	2,400	2,304	(96)	(96)
Total	26,291	1,399*	27,690	26,029	(262)	(1,661)

*We did not distribute the dollars associated with the surplus this year because we knew we would not hit that number; it is being returned to the campus (~\$4M).

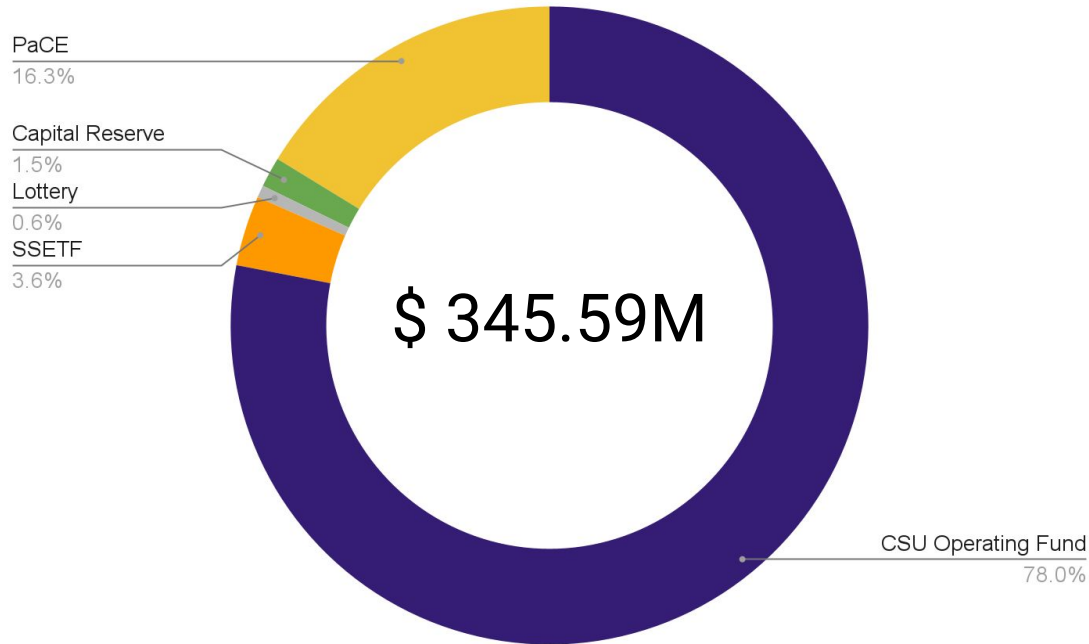


2022-23 Course-Based Enrollment by College

College	Target	Surplus	Goal	Census	Over (Under)
Lucas College of Business	3,188	120	3,308	3,372	64
Lurie College of Education	1,345	125	1,470	1,496	26
Davidson College of Engineering	3,509	15	3,524	3,433	(91)
Health & Human Sciences	2,977		2,977	2,786	(191)
Humanities & the Arts	4,962		4,962	4,866	(96)
Professional & Global Education	303	100	403	413	10
Science	4,330	30	4,360	4,403	43
Social Sciences	5,192	21	5,213	5,170	(43)
Total Academic Colleges	25,806	411	26,217	25,940	(277)
University Studies	60	14	74	71	(3)
	25,866	425	26,291	26,011	(280)



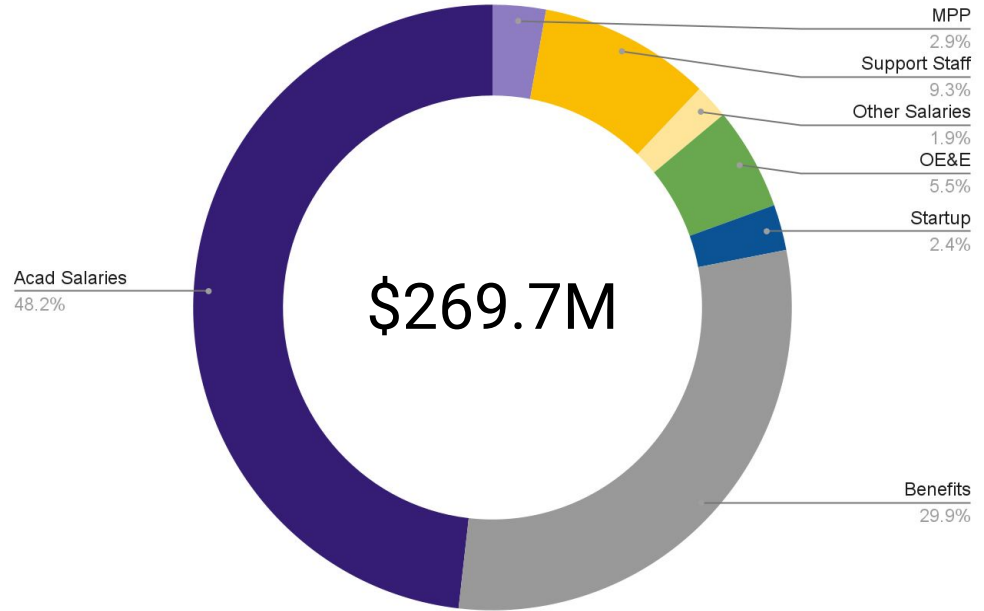
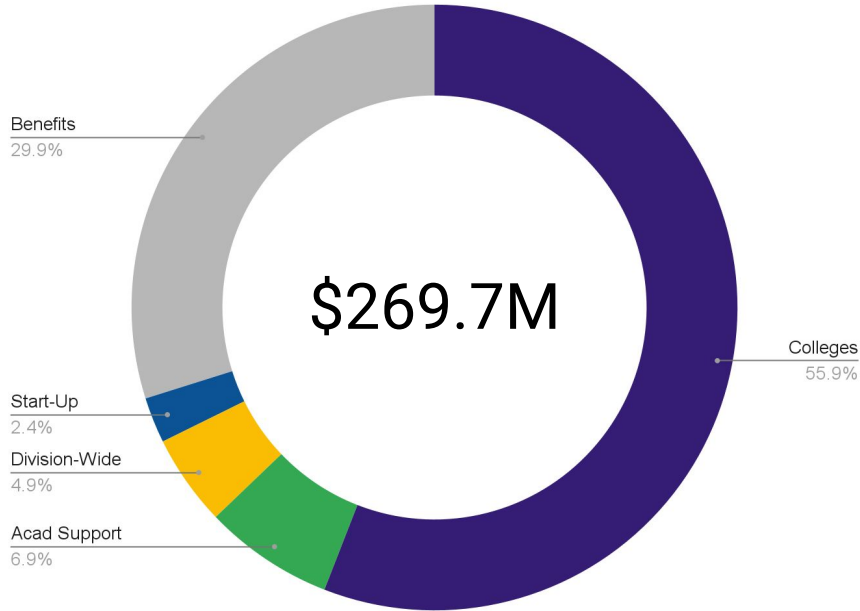
2022-23 Academic Affairs Budgets



CSU Operating Fund	\$ 269.66M
PaCE	\$ 56.19M
SSETF	\$ 12.30M
Capital Reserve	\$ 5.27M
Lottery	\$ 2.16M
Total	\$ 345.59M



CSU Operating Fund Budget

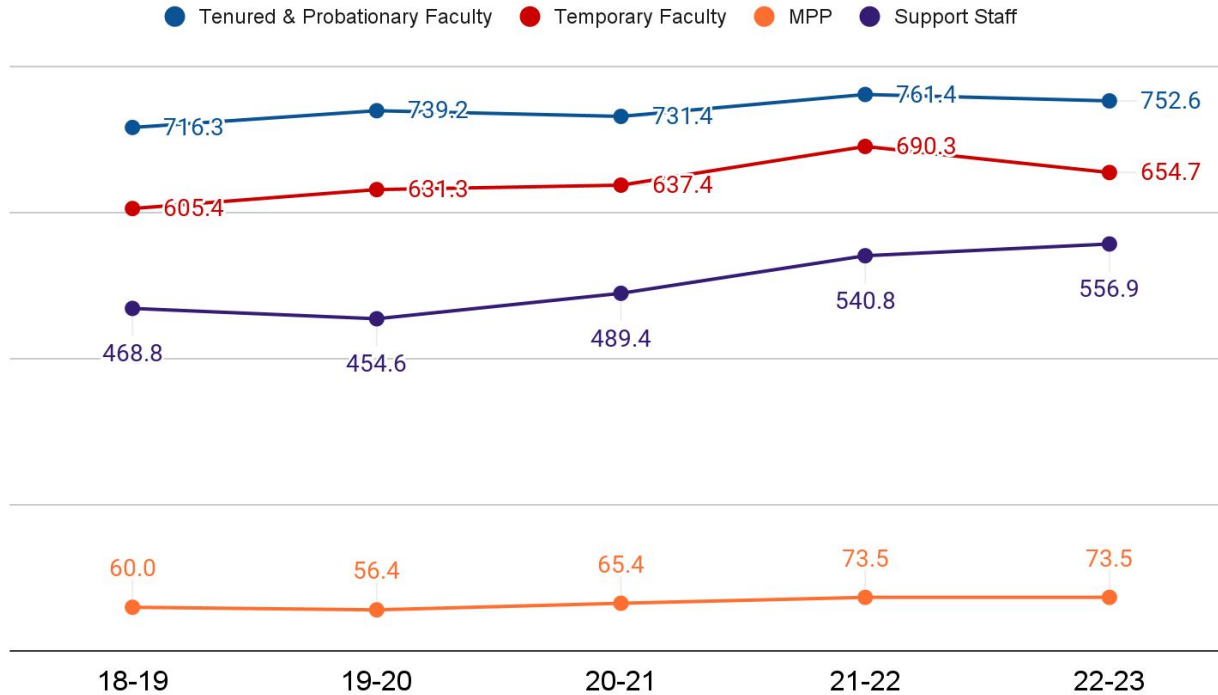


CSU Operating Fund Budget

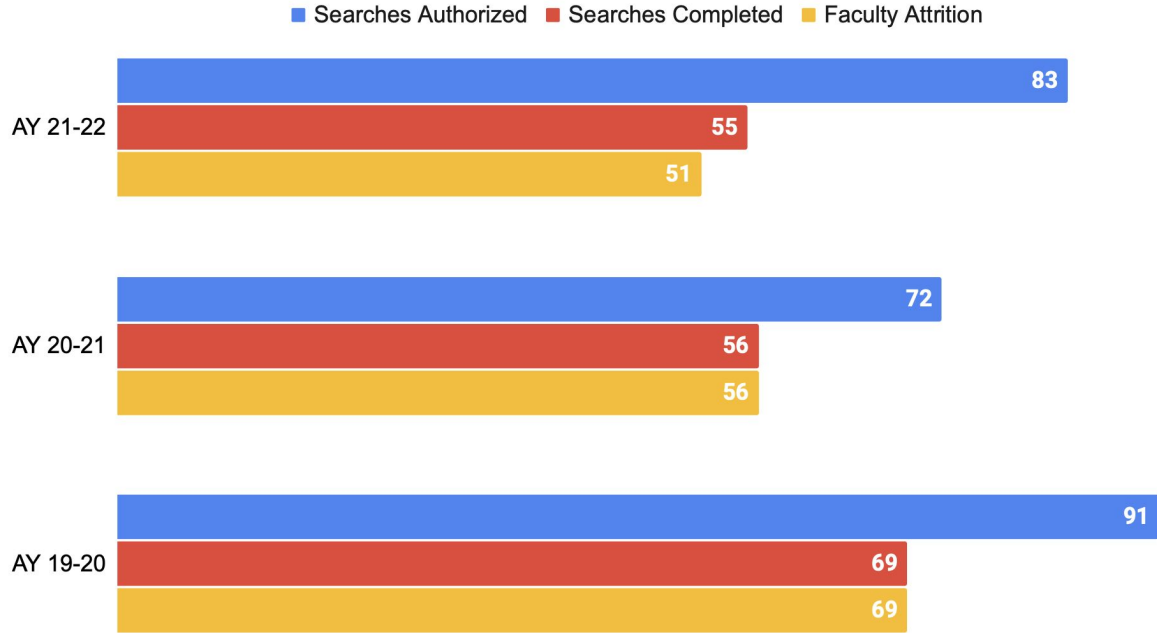
Funded by System/Campus	Funded Internally
<ul style="list-style-type: none">● Incremental Change to Target Enrollment - \$5,100 / FTES● Surplus Enrollment - \$2,800 / FTES● Contractual Salary Increases, such as GSI● CSU priorities, such as Ethnic Studies	<ul style="list-style-type: none">● Promotions (9% minimum per CBA)● Range Elevation(5% minimum per CBA)● Equity, market adjustments, inversion adjustments, all department-initiated personnel actions● Faculty Fellowships and Jump Start● University RSCA● Contractual New Faculty RSCA● Invest in mission-critical staff positions



Full-Time Equivalent Positions



Faculty Recruitment



When taking T/TT faculty attrition into account, aggressive hiring over three cycles has led to a gain of 4 headcount faculty.



Budgeted MPP and Support Staff Positions

	# MPP	YoY	# Staff	YoY	Total	YoY
18-19	59.96		468.75		528.71	
19-20*	56.41	-6%	454.59	-3%	510.94	-3%
20-21**	65.41	16%	489.40	8%	554.97	9%
21-22**	73.50	12%	540.80	11%	614.42	11%
22-23	73.50	0%	556.90	3%	630.40	3%

*Represents the move of Student Success to a new Division

**Represents growth in the academic colleges ($n = 7$) and in key departments in the Office of the Provost within various departments ($n = 4$) and organizational change of position coming into the division from other areas ($n = 5$). A portion of the Provost Office growth has been paid for with non-state funds such as, PaCE dollars ($n = 2$).



2022-23 Division Sources and Uses of Funds

SOURCES		COMMITMENTS		
Base	\$ 10,189,000	1. Research Support	\$ 5,150,000	44%
One-Time	4,456,000	2. Faculty Support	1,506,000	13%
Prior-Year Carryforward	949,000	3. Program Support	1,920,000	16%
Enrollment Shortfall	(3,874,000)	4. Student Success	687,000	6%
		5. Technology	737,000	6%
		6. Division Programs/Initiatives	942,000	8%
		7. Reserves	778,000	7%
Total	\$ 11,720,000	Total	\$ 11,720,000	100%



2022-23 Division Sources and Uses of Funds

1. Research Support \$ 5.1M

University RSCA (1,970+ WTUs this year)	\$ 4.90M (at replacement rate)
University RSCA Grants for Qualified Dept Chairs & Directors	\$ 0.20M

2. Faculty Support \$ 1.5M

Sabbatical	\$ 1.01M
Academic Senate and Policy Chairs	\$ 0.16M
CFA Chapter Representatives	\$ 0.04M
Faculty Fellowships	\$ 0.03M
eCampus Training Programs	\$ 0.03M
Chair Refresh Program	\$ 0.14M
Public Voices Fellowship	\$ 0.09M
University Council of Chairs and Directors	\$ 0.01M



2022-23 Division Sources and Uses of Funds

3. Program Support \$ 1.9M

Assessment	\$ 0.13M	
Center for Community Learning & Leadership	\$ 0.03M	
Ethnic Studies	\$ 1.34M	← State Infusion
General Education & University Studies	\$ 0.10M	
Interdisciplinary Studies	\$ 0.05M	
Jewish Studies	\$ 0.03M	
NAGPRA	\$ 0.08M	
Program Planning	\$ 0.03M	
Single Subject Coordination	\$ 0.14M	



2022-23 Division Sources and Uses of Funds

4. Student Success \$ 0.7M

Marine Science Scholarship	\$ 0.20M	
STEM Student Success Program	\$ 0.20M	
Undergraduate Advising Expansion	\$ 0.30M	
Writing Skills Test	\$ 0.01M	

5. Technology \$ 0.7M

Acalog/Curriculog	\$ 0.05M
AdAstra Analytics	\$ 0.07M
Assessment Software	\$ 0.06M
Canvas	\$ 0.50M
Research Software	\$ 0.05M
Respondus	\$ 0.05M

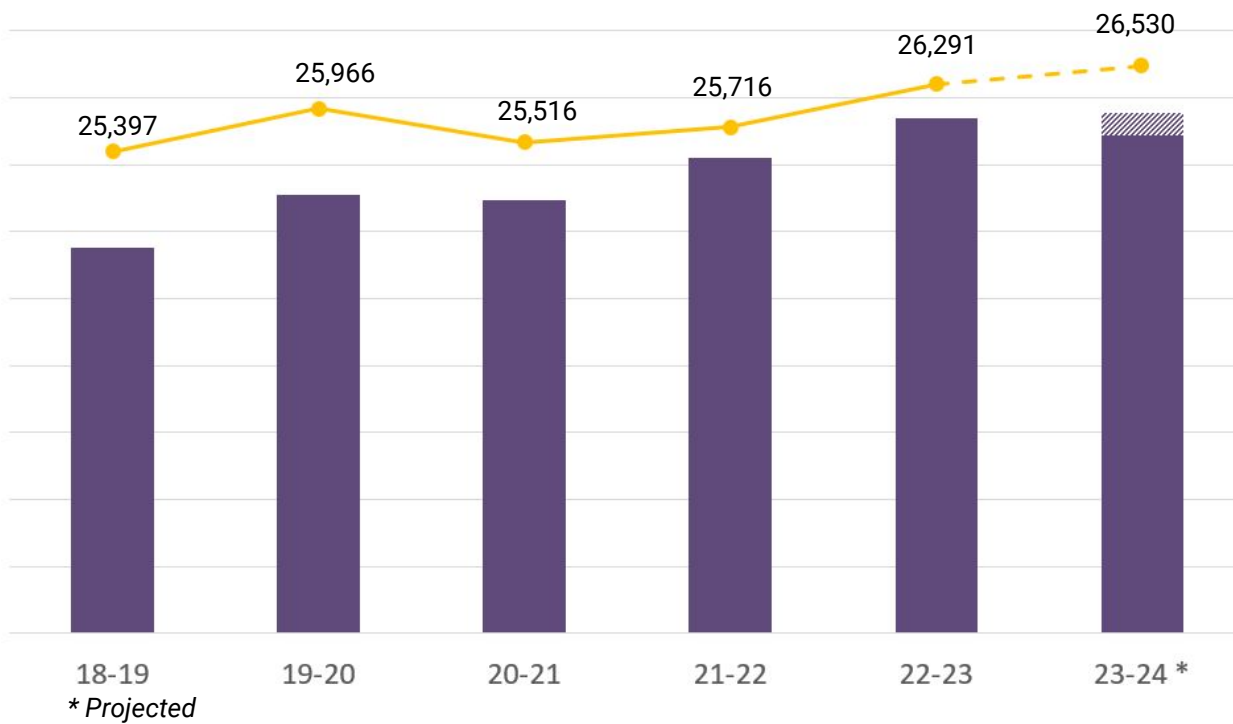


2022-23 Division Sources and Uses of Funds

6. Division Programs/Initiatives	\$ 0.9M
Campus Reading Program	\$ 0.07M
Advancement Support	\$ 0.06M
Honors Convocation & Faculty Services Recognition	\$ 0.09M
Recruitment	\$ 0.30M
Space and Equipment	\$ 0.10M
Staff Professional Development	\$ 0.05M
Sustainability	\$ 0.06M
Accreditation	\$ 0.01M
Provost's Initiatives	\$ 0.20M



CSU Operating Fund Budget



— Target FTES
■ Base Budget

Year 2023-24

- The Resident FTES Target will **increase by 1%** based on the Governor's budget proposal.
- Base Budget could be **reduced by ~ 2.5%**.

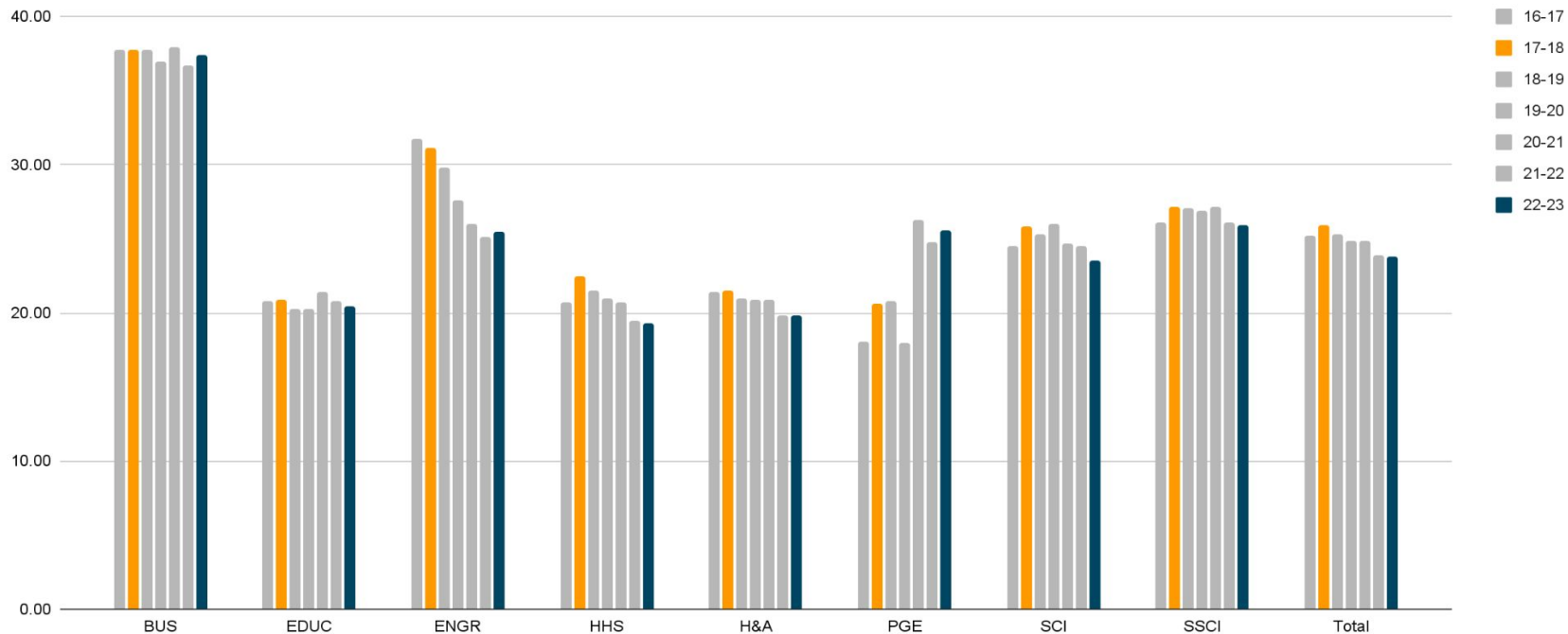


Closing the Stateside Budget Gap

- ***Rethink Costs***
 - Return to 17/18 Student Faculty Ratios... and beyond
 - Adjust minimum class sizes in certain programs/colleges
 - Continue to evaluate assigned time expenditures
 - Increase number of FT faculty in all categories



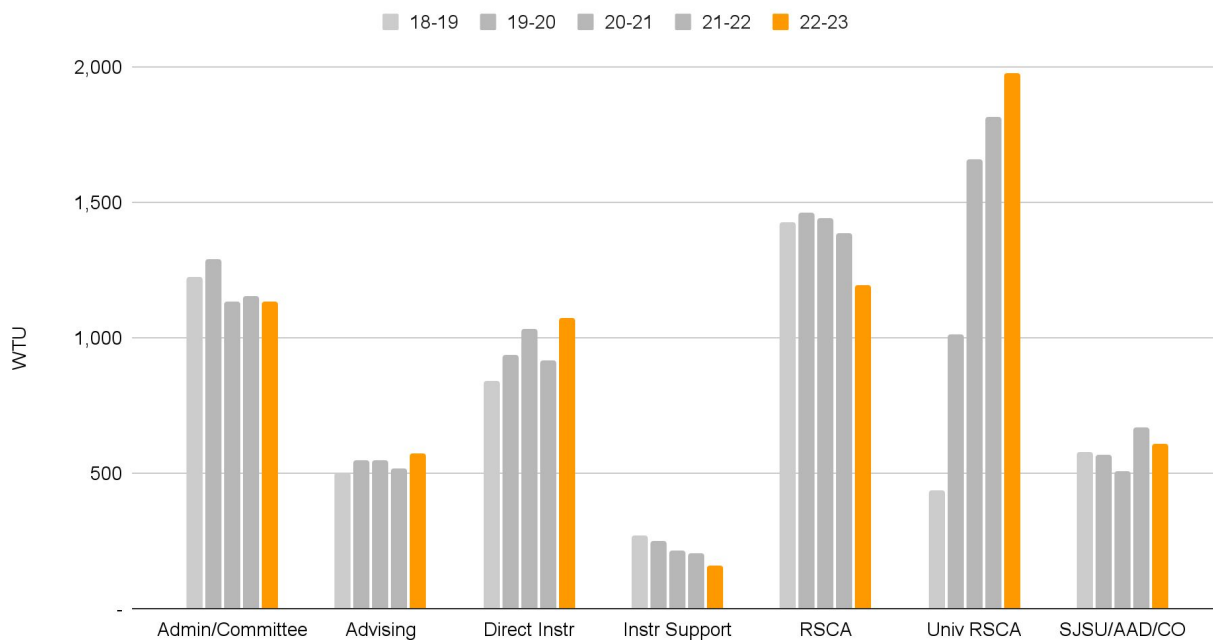
Student Faculty Ratio



Source: Institutional Research & Strategic Analytics



Assigned Time



Source: Assigned Time Database

2022-23 Assigned Time

Type	WTU
Admin/Committee	1,134
Advising	574
Direct Instruction	1,075
Instructional Support	157
College/Dept RSCA	1,193
University RSCA	1,977
SJSU/AAD/CO	609
Total	6,718



Assigned Time

- Cost of Assigned Time = cost of hiring temporary faculty to cover courses taught by tenured/probationary faculty who have been release from instructional assignments.
 - **2022-23 Cost = \$ 15.3M**
- Each WTU is priced at **\$2,279** each in 2022-23.
 - The CSU replacement rate is **\$2,162 per unit.**



Closing the Stateside Budget Gap

- **Rethink Costs**

- Return to 17/18 Student Faculty Ratios... and beyond
- Adjust minimum class sizes in certain programs/colleges
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- **Increase Revenues on Stateside**

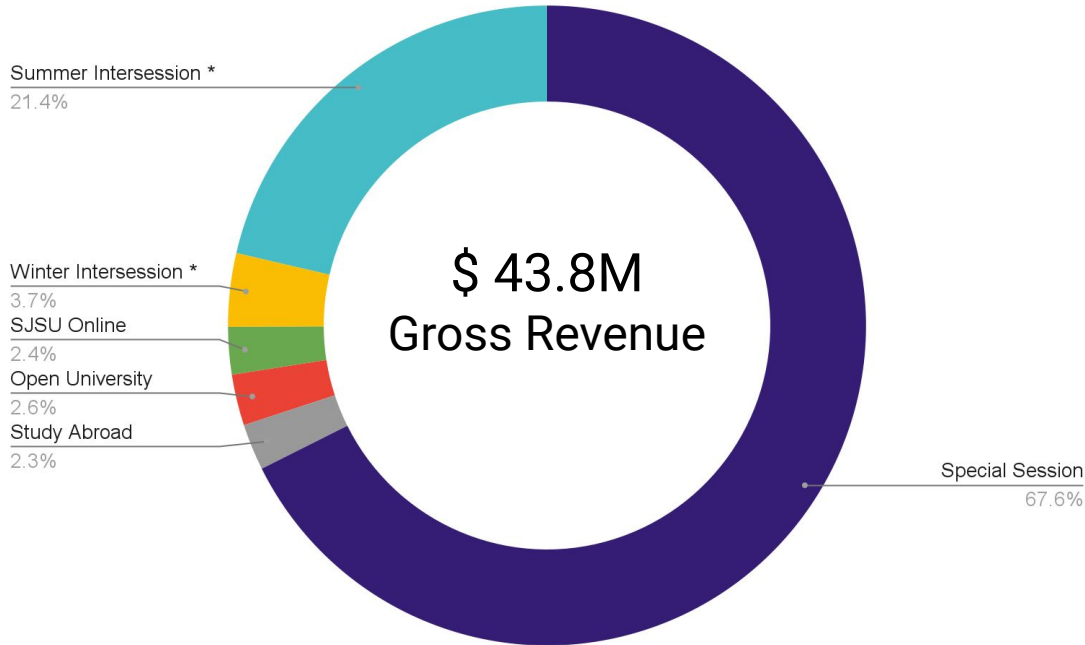
- Develop strategies that increase enrollment above 100% state support (*system reallocation*)
- Improve *stateside* enrollments by increasing space in high impact programs
- Create new draws to SJSU through interdisciplinary, market-driven programs

- **Increase Revenues through other mechanisms**

- Philanthropic investments in programs that will differentiate SJSU
 - e.g., Adobe for All, Endowed Programs and Professorships, Named Colleges
- **Establish new pathways for UG and GR students through *self-support***



Self-Support Revenue Streams

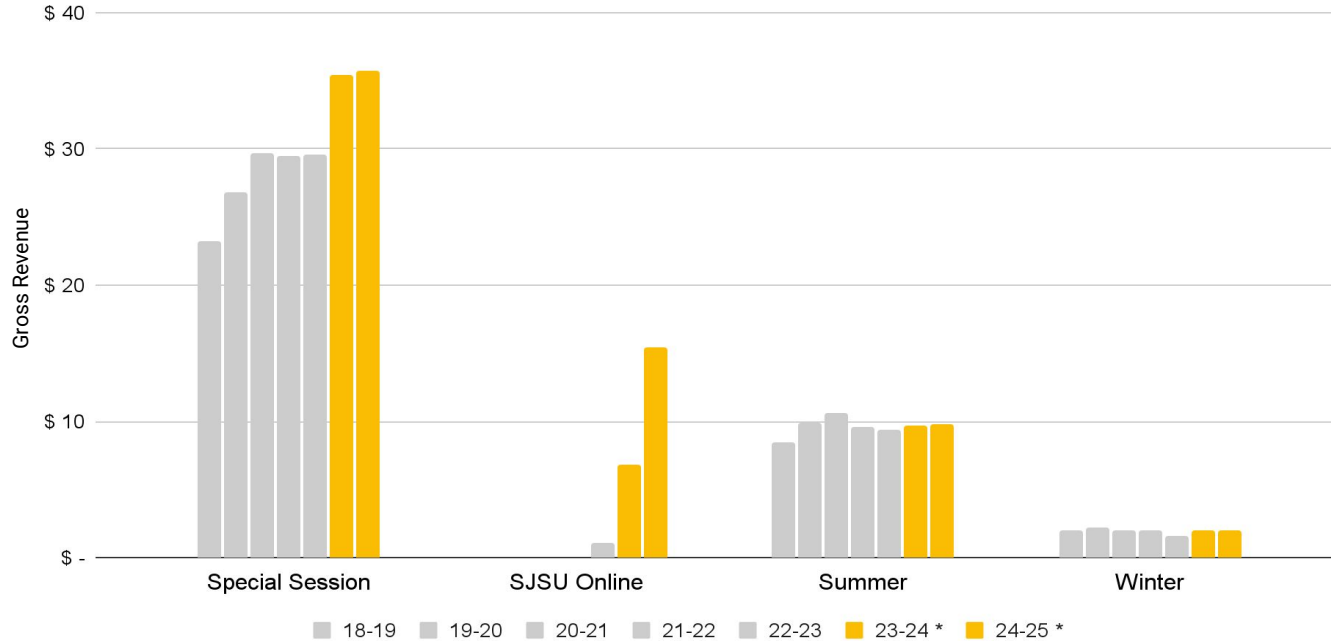


Revenue Distribution Model

Academic Affairs	85.0%
Business Services	11.0%
Student Affairs	3.5%
Chancellor's Office Overhead	0.5%
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Total	100.0%



Self-Support Program Revenue Prospects



* Projected / Planned

- Fee increases ranging from 6% to 26% are approved for 37 Special Session Programs effective Fall 2023.
- At least 10 SJSU Online programs are planned between 2022-23 and 2024-25. The total projected revenue is \$15M+.



SJSU Online

Programs	~ 38%
Acad Innovation & Online Initiatives	~ 47%
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Academic Affairs Total	85.0%
Business Services	11.0%
Student Affairs	3.5%
University-Wide	0.5%
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Total	100%

- Direct Instruction
- Program Administrative Support
- Student Assistants
- Operating Expenses

Student Success & Services

- Admissions
- Recruitment/Enrollment Counselors
- Student Success (Advising, Writing)
- Student Wellness
- Scholarships

Marketing & Communications

- Communication / Media
- Recruitment

Program Support

- Instructional Designers
- Curriculum Design / Program Development
- Administrative Support
- **Subvention of Program Startup**



Using PaCE to Build and Invest in Overall Ops

- **Higher Education Markets are Shifting Toward New Models of Access**
 - Shorter time to start
 - More focus on online education
 - Per unit pricing to compete in the market
- **We can Fund Operations Based on our Percent of Self-Support**
 - New Full-Time T/TT Faculty
 - New Operations
 - New Staff
- **We can Scale Support at the Divisional Level (Free Up Base “State” Dollars)**
 - Underwrite greater percentage of services with PaCE Funds
 - Underwrite institutional costs that can be justified with PaCE
- **Barriers in Spending Still Exist**
 - Working at system level for change in ability to spend
 - Address the “cost recovery” model to better reflect needs on campus



The Takeaways

- (1) **Budget** in “state-supported” programs is directly related to **enrollment**
- (2) Even so, not all **new state costs are allocated to the campus or division** on an annual basis (e.g., certain aspects of our salary increase program)
- (3) That said, we **control our own destiny** within the confines of the budget we do have
- (4) **Alternative pathways** to a SJSU degree for students can provide new ways to increase access and **invest in** overall operations if we think more holistically about our budget

The Big 8

College	Program	2020-21 Gross Revenue	2021-22 Gross Revenue	Scheduled Fee Increase eff Fall 2023
CPGE	Master of Library Science	\$ 13.70M	\$ 13.64M	✓
CPGE	MS Data Analytics	\$ 1.98M	\$ 2.23M	✓
CHHS	Master of Social Work	\$ 1.85M	\$ 1.91M	✓
BUS	MBA for Professionals	\$ 1.47M	\$ 1.43M	✓
SCI	MS Biotechnology	\$ 0.59M	\$ 0.69M	✓
CPGE	MS Informatics	\$ 0.62M	\$ 0.66M	✓
CHHS	MS Public Health	\$ 0.65M	\$ 0.63M	✓
SCI	Clinical Lab Scientist Training	\$ 0.59M	\$ 0.63M	✓



CFA EP&R 76-36 says.....

Excess Enrollments

- a. For classes with census date enrollment of between 75 and 120 exceptional workload, a graduate assistant or student assistant may be allocated.
- b. For classes with census data enrollment for over 120, a graduate assistant, a student assistant, or an additional 3 WTU may be assigned.

In no case shall a faculty member be granted assigned WTU for more than one class with excess enrollments.

SJSU has been out of compliance!



Training Opportunities and Community Building

- **ABSO Training Certificate Program**

Professional development opportunities for AAD administrative staff

- Budget and Financial Management
- Human Resources
- Process Improvement
- Enrollment Management
- Scheduling
- Data Literacy
- Event Planning
- And more!

- **Open Labs**

- For AAD-specific processes
- Offer general assistance to our admins, troubleshooting, build expertise

