

SAN JOSÉ STATE UNIVERSITY ACADEMIC SENATE

2023/2024

Agenda

November 6, 2023/2:00 to 5:00 pm

In Person

ENGR 285/287

I. **Call to Order and Roll Call:**

II. **Land Acknowledgement:**

III. **Approval of Minutes:**

A. Approval of Senate Minutes of Oct 2, 2023

B. Approval of the Senate Minutes of October 16, 2023

rotation) :

A. University Library Board (ULB): None

B. Organization and Government Committee (O&G): **SMR**

Amendment to Senate Constitution, Section II.2 and Senate Bylaws - Section 1.3

C. Curriculum and Research Committee (C&R):

Amendment C to S19-3 Requirements/Guidelines, University Writing Committee

D. Instruction and Student Affairs Committee (I&SA): None

E. Professional Standards Committee (PS):

Amendment B to S99-8 Policy on Professional Responsibility

VIII. **Special Committee Reports: None**

IX. **New Business: none**

X.

E.

2023-2024 Academic Senate Minutes
October 02, 2023

I. Call to Order and Roll Call:

The meeting was called to order at 2:02 p.m. Forty-six senators were present.

Ex Officio: Present: Curry, Mckee, Multani, Rodan, Sasikumar, Van Seltst	CHHS Representatives: Present: Baur, Chang, Sen
Administrative Representatives: Present: Day, Del Casino, Faas, Lee, Teniente-Matson	COB Representatives:

IV. Communications and Questions

A. From the Chair of the Senate:

Chair Sasikumar acknowledged today is Gandhi's birthday and so the United Nations declared today to be the international day of non-violence. She thanked everyone for taking the time from their labs, classrooms, offices, and families to attend today's meeting, thus contributing to a culture of deliberation and non-violence.

Chair Saskiumar welcomed our two newest senators, Senators Romey Sabalius and Raymand Buyco. Senator Sabalius is joining us in a new role, he is now the senator from the College of Humanities and the Arts. Senator Buyco, who many

Chair Sasikumar reminded everyone of the calls for nominations for the Wang Family Excellence Awards and the Faculty Awards. There are four faculty awards, Outstanding Lecturer, Outstanding Professor, Distinguished Service, and President's Scholar Award.

Chair Sasikumar reminded Senators there is a time certain presentation of 3:15 pm. on AB 928, ICAS & CAL-GETC: Implications for SJSU's GE Program. We will all be affected by the changes in GE that were triggered by legislative action. The Senate has the responsibility of collecting the views on the campus and we are working with the deadline of exactly one month. Please take this opportunity to ask questions and please go back to your constituency and talk to your colleagues about these changes. Have them send their views and report back to us using a survey that will be shared. This is the quickest and most efficient way to guarantee academic input on intercurricular issues.

Chair Sasikumar welcomed Senator and President Cynthia Teniente-Matson.

B. From the President of the University:

President Teniente-Matson invited and welcomed Lisa Millora to the front of the room to provide an update on the Title IX progress as well as respond to a question that was presented to her at the last Senate meeting.

Lisa Millora thanked the Senate for allowing her to join today's meeting. She shared that the US Department of Justice will be coming to campus in late October as part of their regular monitoring. All those who are not familiar with the US Department of Justice resolution agreement can visit the Title IX website and select the section called compliance which stores all the reports and timeline.

Lisa Millora thanked Senator Curry and Senator McKee for providing Title IX with groups and feedback last year. Based on their feedback a graphic was produced.

Lisa Millora explained that as part of the Department of Justice's resolution agreement, they will be working with us for the next four years. One year is completed, this is year two so there are two more years left. They will be here in October to do a series of meetings with faculty, staff, and students to try to understand how we are meeting the parents to the resolution agreement. Those who would like to meet with them can meet during business hours or outside of standard hours. Meetings are scheduled between October 16 and 19.

Lisa Millora provided an update on the search for a permanent Title IX coordinator, which is now a search for an Associate Vice President for Title IX and Equal Opportunity. She provided background on how the decision to combine both roles was made. We have engaged with a search firm, WittKieffer which has a master agreement with the system. The timeline we hope to meet is interviewing semifinalists in November with campus business taking place in the last week of November. Ideally, make an offer and have the person in the role by January.

Lisa Millora spoke about a previously asked question about the conduct of concern which is a language that was in one of the reports. One of the things that came up in the Cozen O'Connor review of the entire system administration of Title IX and discrimination, harassment, and retaliation is that there are reports made about behavior that does not rise to the level of policy violation. Going back to the alignment of Title IX and DHR under one roof will allow for better responsiveness to the conduct of other concerns.

Questions:

Q: Is the title still associate vice president? That seems to insinuate that the person will report to a vice president. Is that desirable for Title IX officers? From the Title IX officer, not be reporting to anybody but the president directly.

A: Part of it is based on the California State University's expectation that the reporting line is 3 vice presidents. Another way to think about it is to report to the president through a vice president. The President and I have talked through how to ensure she's kept apprised of information without being involved to allow the process to move forward fairly and neutrally.

President Teniente-Matson stated she wanted to share a couple of items that came from the trustees' meeting that are relevant to Title IX. There is a new memorandum from the Chancellor that asks that the Chancellor's Office and the Chancellor be notified of any conduct that involves the president, the vice presidents, the athletic director, and the chief of police. The second part of the memorandum is that the Chancellor would be advised immediately of any sexual violence acts that occur on our campus. One additional item from the trustees' meeting is that the chair of the board herself has requested that at each meeting an update on Title IX activities at the campus level be given so that there is a continual loop with the trustees as well in terms of accountability.

President Teniente-Matson informed the senate that the trustees approved a 6% tuition increase effective next fall. She and AS President Multani have been

meeting on this and will be activating some tabling events to talk with students specifically about their unmet needs or concerns as we move forward into the

A: What I talked to the Athletics Board about is the Senate policy on which they are governed. I asked them to review the charge and determine if it was still relevant.

Q: You mentioned a revised charge. Will this have anything to do with financial sustainability?

that campuses need to look at their programs and they've set some metrics. They're going to let those campuses decide what to do with that data once they get it. Where a unit or department wants to be, drive those conversations and they have invited me in to offer my opinion but I am not driving that process as the provost.

V. Executive Committee Report:

A. Minutes of Executive Committee:

Executive Committee Minutes of August 21, 2023 - No questions.

Executive Committee Minutes of August 28, 2023 - No questions.

Executive Committee Minutes of September 18, 2023

Questions:

Q: It was noted that NACADA is coming and they will be conducting a review on faculty advising, is this correct?

A: Yes, that is correct.

Q: Just faculty advising not the staff?

A: Yes that is correct because we've already done a staff analysis.

B. Consent Calendar

AVC Kataoka presented the Consent Calendar of October 2, 2023. There was no dissent to the consent calendar.

C. Executive Committee Action Items: None

VI. Unfinished Business: None

VII. Policy Committee and University Library Board Action Items (In rotation):

A. Professional Standards Committee (PS):

Senator French presented **AS 1858, Amendment C to the University Policy S13-6 (Final Reading).**

The Senate voted and AS1858 passed unanimously.

Senator French presented **AS 1859, Amendment A to University Policy F08-4 (Final Reading).**

The Senate voted and AS1859 unanimously passed.

Slide 12 shows what we are doing today which is we are promoting a survey. We are promoting feedback from all of you because you are the only experts in this field. We want the campus to speak up loudly given our expertise. We have been leaders in providing information and in answering the call from ASCSU for feedback in their effort to address shared governance.

Dr. Wong and I are available to respond to this particular presentation on these issues. But we do have other experts, Dr. Rodan and Dr. Van Selst can also be approached. I wish to reiterate that we want feedback and informed examinations of how your programs fit versus the university's general education programs. We want to prepare a report that will go back to the ASCSU and through them to the Board of Trustees.

Questions, Comments, Feedback

C: Sharing from a perspective point of view of the Academic Affairs Committee. Not sure I share this optimism that this won't be on the board's agenda. For the last 2 years what we have been hearing from the Chancellor's office is that they would like to see an alignment of CSU-GE with CAL-GETC. The second thing we have been hearing is that they do not want to present to the Board of Trustees independent requests for Title 5 changes. This means that the work that was developing in CAL-GETC could be voted on by the Board of Trustees immediately. In fact, the Senate passed two resolutions one in May of last year and another in the September meeting, calling on the Board of Trustees to make a decision to adopt CAL-GETC curriculum for transfer students. My sense is that the Chancellor's Office wants to get this done as soon as possible. We are talking about CSU-GE, not CAL-GETC because that is a done deal. The question is should we align CSU-GE with CAL-GETC? The Chancellor's office wants to present this to the Board of Trustees as a single package.

C: The questions I have are slightly off-topic at this point but I present them to you as suggestions for further consideration and debate when you are talking to whoever is guiding this. The feedback of the questions posed by instructors who teach lifelong learning and e-courses is more of an informational need. They are writing to ask us what is the current guidance at SJSU regarding the future viability of area courses. As you proceed with this fact-finding mission, I hope you include our students because they would have some pretty valuable perspectives to share as well. The question is will the university incorporate life-long learning as university-required units? If you would like instructors and chairs to work on

making sure their existing courses are viable, what kind of support can they expect? This may need to get done quickly so it can effectively occur.

A: American Institutions is actually outside of GE and it is not part of CAL-GETC or CSU-GE.

C: I want to go back to something Senator Mathur said which is to acknowledge the importance of us going back to whatever group we represent and are educating. I find that in different departments, even within a single department, there is a greater or lesser knowledge of GE. We have to make sure that they understand that this is relevant perhaps to their own teaching.

Q: Just for clarity, for one-unit labs. Do they have to be standalone or can they be a part of the classes?

A: Like CAL-GETC, the one-unit lab is in addition and has to be tied down to a course. It cannot be standalone.

C: In regards to looking at this from the student perspective, this can be very confusing. There are a lot of acronyms and there are a lot of things that very few of us have heard about. One thing that we could do is to simplify this and take it to our Academic Affairs Committee. We have student representatives from each college and this is important.

IX. New Business: None

X. State of the University Announcements:

A. Vice President for Student Affairs

VP for Student Affairs, Patrick Day spoke about the parent and family weekend that brought 18,000 people to the campus. We are seeing a different kind of relationship of students being more connected to their parents. This is growing as it was 200 more than we saw last year. Most were parents of the freshmen we have on campus but a number were parents of sophomores and juniors. This is a pattern we see and should pay attention to.

Tomorrow as part of Legacy Month, Ibram Kendi will be speaking for the Spartan Speaker series which will be happening at 6 pm in the Student Union ballroom. We may keep the program hybrid as it allows access to certain folks depending on where they are.

Homecoming is coming up the week of the 22nd. This lines up with the events the President mentioned. We will have a broad series of celebrations like Fire on the Fountain. You are likely to see more parents and families around, so it would be very valuable to put at least one or two of those events on your calendar.

starting to look like everyone is going to push for online, whether we like it or not.

A: I got your email and followed up with my team. I will connect with you when I get the answer and I can share it here or directly with you. The Provost and I will also connect on that question as well.

Q: In regards to the event that will anticipate Admitted Spartan Day. Can you speak about the drill down? Probably high school, is my best guess, but even in junior high?

A: The Provost and I are working and thinking about new strategies. This is actually one of the new strategies. Our drill downs, you see some groups happening on campus. We have a particular drill down on the East Side where we have a deeper relationship. We are bringing back the African-American Summit which we stopped doing during the years of Covid. There are also additional drill downs that are happening but one of our biggest challenges is with our students in the community college and getting those transfers. We are developing those relationships.

Q: Regarding these speaker series, and particularly the student groups that are bringing in controversial speakers. Diversity of viewpoints is very important. Do

included a Google calendar. This should help you plan and talk to your students about how to handle classes.

I have been sending out communications that are co-signed with others. The next one will be regarding the latest Government ruling which lifts the travel ban. My intention in these communications is to recognize what is happening and to openly discuss these issues and I welcome your feedback.

We have been doing microaggression sessions for our MPPs and the staff as well. This summer our IT department had 83 out of 93 members of their staff go through this training. In the post-assessment, we learned that 89% of them felt like they had a strong understanding and ability to identify microaggression. Our MPPS were trained earlier this Spring and there was a session most recently.

Questions & Comments:

C: Just an expression of gratitude for the email that recognized the Jewish holidays. This is the first time I have seen these holidays recognized on the campus. Religion is often ignored as a component of culture which is remarkable because most people have one. I am one of the people who were very pleased to see your email.

C. Associated Students President

Associated Students President Multani stated they are currently looking to revise their budget policy in terms of allocation and funding requests for organizations. This revision would reaffirm the fact that positions, views, and opinions have never and do not affect whether or not a club or organization receives funding from their allocations.

As the VP of Student Affairs mentioned earlier, Homecoming is quickly approaching and our Director of Co-Curricular Affairs and Director of Student Resource Affairs, Michelle & Sam have been working tirelessly on this with company teams. We want to make sure the faculty and staff are involved as you guys are a big part of this university.

Some Senate updates, I have been charged with appointing student seats onto our committees. We still have 26 vacancies,

In our subcommittee within ISA, we will be working on advising referrals. We are waiting on some updates from Shonda Goward to talk about some of the existing data on advising and how we can move forward with the solution.

Regarding the state of the university, as the President mentioned earlier, she and I have begun scheduling some tabling sessions. We are thinking instead of setting up a program and event we should take ourselves to the students in their space to talk to them, be transparent, and be open-minded, listen, and offer resources.

The last item, I heard concerns about the event today and I just want to say the university collectively handled this really well. We stress free speech, remaining neutral, and providing reassurance to those concerns. As young adults, we expose them to different views. I believe as young adults, it is very important to get exposed to different points of view which prepares students for the real world. They get to learn firsthand how to practice and respond to different opinions and free speech expressions responsibly.

One request, can we please get our Academic Senate website updated with chairs and meeting times? It has been difficult for a lot of the students to figure out which meetings they have time for. This would be extremely helpful to them.

Questions & Comments:

C: Thank you for everything you are doing. Just a suggestion, maybe use faculty as partners to spread emails to their students that might help you. Success Centers as well.

A: I have been giving speeches to my classes and sending out emails to them as well. Please let me know those faculty that are open to help, I will email the entire senate to inquire.

D. Vice President for Administration and Finance

VP of Finance, Charlie Faas thanked everyone who attended the budget summit. He also thanked all those who came up on stage with him and the members of the Budget Advisory Committee who worked to put the presentation together.

There are two good articles in the Spartan Daily on UPD. Please take the time to read these two articles. One is in community policing and first aid which are written from the student's perspective and they nailed it.

bring them all together and you get a number and you divide. Important to note this is a fall number only and they use the fall after census.

In the 2021 article, we had 731 tenure track faculty and 696 equivalent full-time lectures which gave us a 51.2%. In 2022 we reported an uptick of 52.1% density that was based on 744 tenure track and 683 full-time lecturers We have not yet calculated the 2023 percentage. But for context to this presentation in 2018 the tenure track number was 696 but the density was 53.6%. We increased it by 48 headcount tenure track faculty but decreased tenure density in that period. We have had a pretty good tenure track faculty since the last time I reported to the Senate based on 2 things, hiring and successful retention.

recruit and retain all the faculty. There is only one other campus with this level of

Sasikumar then welcomed the new student representative, senator Chevis-Rose, and the new H&A representative, senator Blanco.

B. From the President: None

V. Executive Committee Report:

A. Minutes of the Executive Committee: None

B. Consent Calendar: None

C. Executive Committee Action Items: None

VI. Unfinished Business: None

VII. Policy Committee and University Library Board Action Items (In rotation)

A. Instruction and Student Affairs Committee (I&SA): None

B. University Library Board (ULB): None

C. Organization and Government Committee (O&G): None

D. Professional Standards Committee (PS): None

E. Curriculum and Research Committee (C&R): None

VIII. Special Committee Reports:¹

**A. University Budget Report by CFO and VP of Administration and Finance
Charlie Faas**

[Senate Budget Presentation 2023]

budgets are difficult at universities even in the best of times, and we are not in the best of times. We are trying to create a sustainable financial model to operate and teach our students.

The Board of Trustees passed a tuition increase of 6% over the next 5 years. We recognize that it is not easy for everyone, but it is necessary. Two years ago, the Governor made a compact to provide a 5% annual growth funding into the CSU, but it is contingent on graduation rates and growing enrollment; it is not a guarantee.

[Agenda] Today, I will talk about: Current financial status, how we got here, our current budget, and where we go from here. There is a QR code for a budget model that you can download after this meeting and simulate the budget.

[Current Financial Situation] Current deficit: Today we have approximately a \$15 million structural deficit. Last year, it was \$37 million. Working with the Budget Advisory

¹ The minutes for Section VIII are aligned with the left margin for space consideration.

Committee, Cabinet, and President, we took that 37 million down to the 15 million. Structural budget is what we spend in a year, and the key is to reduce the normal spending. We do not use the one-time money to solve the structural budget problem.

Operational reserves: As shown in the CSU Transparency portal in the Chancellor's website, we had about \$188 million worth of reserves five years ago. We had the same amount this past year, but the operational part has shrunk.

Labor negotiations: About three of the unions have either settled or about to settle, but the CFA is not there yet.

Tuition: There will be a 6% increase. It will not impact this year; it will start next year.

Enrollment fluctuations: We are about 99.6% of the plan in the fall. We will focus on what we need to do to regrow our California enrollments. International enrollment also dropped by 1000, resulting in significant loss of revenue.

State financial picture: The state budget is declining now and for the next few years. Until the state budget recovers, it will be difficult for the CSU to ask for more money.

[What got us here]

Rising costs: The pandemic, which caused all kinds of expenses, and inflation, caused more money to be spent by everyone at the institution. Our expenses are up across the board.

Enrollment: It has been down considerably. Last year, we were down by over \$10 million in revenue due to the shortfalls in enrollment.

Transformation 2030: We tried to accelerate our strategic plan. It includes expansion of Research and Innovation, more Athletics spending to be a part of the Mountain West, and creating new divisions in the past few years.

[All milestones & challenges have associated costs] There are many positive things that have happened (e.g., providing basic needs & mental health, hiring tenure-track faculty) – our pride points. There are challenges (e.g., IT cost due to the pandemic) as well. Decrease in number of international students means significant revenue decrease (i.e., $\$16,000 \times 1000 = \16 million drop) for multiple years.

[SJSU Enrollment vs. Target] In 1999-2020, the enrollment was growing and exceeding the target. In the next couple of years, during the pandemic, the target went up but the actual enrollment went down. When the tuition rate remains flat and the budget is based on the number of students coming in, we lose revenue.

[Enrollment Headwinds] Over the past number of years, the number of high school seniors has declined across the countude high sc 1999

they go to the UC, so our transfer number was down. We are seeing fewer international students. We are improving graduation rates, which is great, but it impacts the budget negatively. Decrease in retention also impacts our revenue.

[Budget 101]

[State Funding], [2023-24 State of California Budget] & [2023-24 State of California Budget Higher Education] This is the instructional part. The state gives money to the CSU system, not to us directly. The State has a \$226 billion budget, and 10% of it is for higher education. Of the \$2.6 billion, the CSU gets 20-21%.

[CSU – 2023/24 Budget Request] The compact is for \$240 million, it is 5%, though the Board of Trustees requested 11%. A part of it was the \$1.6 million for compensation that we asked and got denied. We got \$240 million at the system level.

[Tuition & Fees] About 10 plus years ago, tuition was \$5472. This year, it is \$5742, up by \$270. It has been basically the same revenue for 10-12 years. On campus fees, these fees were all approved by students in various years by votes. The votes were based on the HEPI (Higher Education Price Index) index. Fee growth went from \$1650 to \$2250 now. It is an average 3% growth over time. If we did the same on tuition, we would not need to burden our students with the 6% over the next 5 years. We are doing a catch up here. All expenses are going up but the revenue is the same.

[The Picture at SJSU] We have about \$450 million worth of revenue. Half of the operating fund revenue is state allocations: 40% for in-state tuition and 5% for international tuition. We also have another \$300 million from Auxiliaries, Enterprises (mostly fee-based), and self-support.

[Additional Funding Sources] We have about a \$200 million endowment. That is 5th best in the CSU. 4% goes out mostly to scholarships for students. Though we are one of the best, that money does not go to the General Fund; it will go to students and specific projects that donors specify. Associated Students have student fee revenues. On enterprise funds, PaCE and Research Foundation, we get a fee that comes back, but that is a very small amount.

[SJSU General Operating Fund Revenue] & [SJSU Operating General Fund Expense Budget] 52% is from the state and 39% is from tuition fees. 63% of the expenditure is for Academic Affairs. The percentage went up because we transferred about \$10.5 million of enrollment management from the Student Affairs and we did \$20 million reductions throughout the university.

[SJSU Operating Fund Expense Budget] 51% of our expense is for labor salaries, and another 27% is for benefits. This 78 to 80% is reasonably fixed.

[Budget Advisory Committee]

[Who we are] & [What we do] I thank all members of the Budget Advisory Committee. We have been meeting on a regular basis. This past year, the committee got into budget, and came up with a series of actions to reduce the \$37 million deficit down to \$15 million.

[Stepping Stones to Recovery] These actions include: \$20 million in base reductions and one-time savings; moving enrollment from Student Affairs to Academic Affairs; encouraging tuition growth, etc.

[\$20 M in Base Reductions for 2023/24] We closed some of about 300 “dormant” positions – long open positions. We also used salary savings to offset structural deficits. It does not fix the base problem, so next we will fix the base problem, by going through and cutting different areas.

[Financial Model for You to Try] & [QR code] I encourage you to download this Financial Model and input different conditions to see how revenues, teaching load, etc. will change. I will send this QR code to everyone.

[Some Final Questions] If you have ideas on reducing costs and potential new revenue opportunities, now is the time to raise your hand.

[Going Forward] We need to fix the structural deficit and stop borrowing as soon as possible to get us onto a sustainable financial model going forward. We will regrow operational reserves. Labor negotiations are TBD. The tuition increase was approved. Enrollment is at 99.6% of planned today, so we will need to make up ground in the spring. The State financial picture is not looking good, so this is on us to figure out. Thank you.

Q-A and Comments:

[C]: This is a correction, not a question. You mentioned that all campus fees were approved by students by votes. Actually, these were just a few of them; there were many IRA fees on which students were consulted but didn't vote and approve.

[A]: Thank you.

[Q]: You talked about the dormant positions that were eliminated. What were they; in what divisions were they; and how was the elimination determined?

[A]: First, the Budget Advisory Committee identified a pool of 300 positions and tasked Vice Presidents to look at the positions to have and cannot have. For example, in my finance group, I identified 8 such positions. Each VP determined what could be reduced while keeping the necessary level of service.

[Q]: I have a question about planning for reserves. Do we find reserves by looking at our positions at the end of the year, or do we plan at the beginning of the year about how much to put into reserves?

[A]: It depends. We planned what we could grow and it depends on the fund. We also want to grow to the needed level, not for the sake of growth. We spend money where we need and put money aside for a rainy day. So, it is a balancing act. We have not had a surplus all these years, so we are using our reserves to cover our structural deficit.

[Q]: On the operating reserve slide, the legend doesn't show everything. What are these two categories?

[A]: I will check them and inform you after the presentation.

[Q]: My understanding is that Federal Student Aid covers more for higher tuition fees. Is there a possibility of raising tuition to the point where we will be able to deal a lot more with the Federal money?

[A]: That is the difficult part of the equation. About 60% of our students receive full coverage, so raising tuition fees will not impact them and only benefit the institution. On the other hand, for the other 40%, who are not or only partially funded, it will cost a lot more and we will not be the approachable public institution that we promise to be.

[Q]: You said reserves were used to pay the deficit. Can we utilize other monies to pay off some of the deficit or to build up reserves again? For example, we are running a comprehensive campaign (although we don't know what the status of that campaign is), could we develop funds from that space to fund some of the logistics of the university?

[A]: So, the question is: how "fungible" are our reserves from account to account?

[A]: That is exactly the next step that the Budget Advisory Committee will have to do this year. We will look at shared services and duplication efforts across various units and groups for possible consolidations and better use of resources.

[Q]: On the Student Recreation Aquatic Center, if we have a \$100 million bond, why do we not use it for the building instead of using the Student Union funds? Can the Student Union reserve be used in a better way?

[A]: It is similar to the previous question that asked if we plan for reserves. We had a certain amount of money in the Student Union Trust account. The plan was to grow those reserves to finance a good chunk of it, but also to use what we saved over time for this building. Now \$20 million is sitting in the Student Union Reserve account, which will not be used for any other issue.

B. Academic Affairs Budget Report by Provost and Sr. VP of Academic Affairs Vincent Del Casino

Prior to the report, Provost requested that Vice Provost for Faculty Success Magdalena Barrera be recognized for the additional report after the provost's report. The Provost also announced that the presentation slides will be distributed at a later time.

[2023-24 Academic Budget]

The overall operational fund for the Academic Affairs is \$358 million, out of the \$756 million. We called out Enrollment Management, so it is under the division now.

[Campus-Wide Budget Reductions] VP Faas talked about the \$20 million budget reduction. We are 63% of the university and our budget was cut by 41% this year.

[Allocation of Reductions] We did the cut in different ways: 10% operations reduction to all units; centralized cost savings; reallocation of PaCE to cut \$1.7 million; and distribution – that is salaries and benefits – for another \$3.5 million. The library budget was maintained. We distributed cuts and preserved some of the core missions.

[Configuring Enrollment Management] Enrollment Management takes about \$10 million in operational funds. One of the challenges we have in Enrollment Management is that a lot of OE&E is accounted for such as management systems and OnBase. That area took a \$1.4 million cut (=10% of the budget cut) this year.

[Institutional Investments] The Academic Affairs contributed to the structural deficit of the institution through institutional investments. We invested in RSCA programs. It costs \$7.8 million, and with the \$6 million investment, we are still short for \$1.8 million. So, people ask if RSCA programs are sustainable. It is sustainable at a \$6 million level, but not yet at a \$7.8 million level. We need a long-term sustainable model.

We also allocated \$1.2 million for student assistants for the fall. With the spring \$2.4 million is committed. We will see how much is actually needed.

Contractual salary increases: The last CFA contract got a 7% raise over 2 years. This is completely funded by the system. In the contract, there were two other items not funded by the system. One is the PPI (Post Promotion Increase) and the other is additional \$4.4 million for the two SSIs (Service Salary Step Increases). The campus has to absorb them. When compared with the budget of about 2014, the instructional budget has gone up about \$50 million.

[Examining the AAD Operations] As we think where we are, we must restore Student-Faculty ratio to the previous level and evaluate and tighten up assigned times and guidelines for low-enrollment classes. We are also not effectively maximizing some of our academic spaces; there are courses that can enroll more. We are working on that. We are also trying to create shared services to cut down administrative costs and directly invest in faculty and staff.

[Student-Faculty Ratio] We are back to the fall 2018 level (25.7), but given the tight budget we need to go back at least to the fall 2017 level (26.3). That is where your RSCA programs and other money would come from.

[Assigned Time (fall 2018 - fall 2023)] Not surprisingly, College/Dept RSCA has dropped, while University RSCA has increased. We took the burden off the colleges to invest in those programs. Assigned time for Admin/Committee type of work has decreased.

[College & Department Assigned Time Cost] You can see some of the cost savings. There has been a million dollar decrease since fall 2020. Again, that is how you backstop the RSCA programs.

[Stateside Enrollment Targets] Enrollment is where the money comes from, and what I have been doing is moving the enrollment to where the enrollment is. We had no one-time enrollment money this year, so I made changes in base budgets. We got 39 FTE (Full-Time Equivalent) increase in terms of the budget. As Charlie mentioned, the 99.6% is the prediction. If it holds in spring, then it will be one of the things that are impacted. Another thing is the Average Unit Load (AUL). The number we report to the CSU system is FTES, so if we raise AUL, say, from 12.5 to 13, we will be well ahead of the target and be on the opportunity side of the funding redistribution of the system. For students, taking units below 15 means another semester in school, and it will impact students' lives. For us, if we hit 17 AUL, it will mean 102 or 103%; it will make a big difference.

[CPGE Organizational Change] We are taking the service areas out Tf72 eQq0 792 ervice a 12a0 792

more responsibility, but we have not added a new line. The Dean of the College is the same. There needs to be some state operations investment into that position, but the college has grown dramatically in terms of FTES, as there has been a big FTES investment in Professional and Continuing Education because they have taken more State-supported students. The overall goal is to make it revenue neutral as much as possible and centralize services that would produce savings.

We are going to maintain the college and program reserve levels at 90 days, which is more than what we have on the State-side. I will not be concerned about paying for administrative oversight, because they are much larger on the Self-support side with more financial flexibility than any other units in the division.

Q-A and Comments:

[Q]: You mentioned that the student-to-faculty ratio is near its historical high level, but student enrollment has been dropping. How was the student-to-faculty ratio increased?

[A]: We close small sections and classes. During the pandemic we dropped enrollment but we increased the number of faculty by hiring more people. We had smaller classes, which drove expenses in budget. So, we will manage back on class sizes.

[Q] (follow-up): So, many part-time lecturers are let go?

[A]: Yes. There will be a reduction ostensibly in the non-tenure track faculty. In fact, there has been movement in that the tenure is going up, and total Full Time Equivalent Faculty and Non-Tenure faculty going down, increasing tenure density. We are 1500 FTE down from our height, so we should have some change in the overall faculty number.

[C]: This is a critique. We have saved some money by cutting back on non-RSCA assigned time. But work in departments does not go away when assigned time is cut, and someone such as department chairs will have to do it. There will be consequences for morale in general.

[A]: Thank you.

[Q]: Who is responsible for recruiting international students? Should we invest more in that? Would it be a hopeless endeavor or would there be an opportunity?

[A]: There is an opportunity to restore international student enrollment, but you have to do it very specifically. Our advantage is our location; a lot of international graduate students want to come and have the opportunity to work. It changed not because we have not been able to recruit but we do not enroll them. Historically departments have made decisions about enrollment, and we could debate whether it is the right thing or not.

[Q]: Is the RSCA program sustainable?

[A]: We run some part of RSCA on base money and some part on one time money. It is now sustainable at a level of about \$6 million, but not at a level of \$7.8 million. By the way, the RSCA program reduced the average teaching load of a tenure track faculty; taking RSCA and other assigned time, the average teaching load is 2 courses per

We received a question on the number of international applicants and how many were hired, their RTP progresses, and separation rates. We do not have tools to obtain those data nor definition of “international” faculty. We can work on some of them for future presentations.

[New Faculty Members 2023-2024] I hope you all have had a chance to check out our new faculty member yearbook. Thanks to University Marketing Communications for their help. It has been shared to colleges and departments so you can welcome new colleagues and find opportunities for collaboration.


[New TT Cohorts: 5-year Trends in Diversity] Between 2018 and today, there have been fluctuations in Black, Latinx, Native American faculty. Work to diversity faculty is a challenging one. We need to engage with intention and purpose. It is critical to have buy-in from college leaderships on practices and tools, including dean’s support for a search committee and training members selected for the committee. A culture of accountability is also critical and we must hold ourselves to what we say we want for a strategic plan to be able to deliver the best to our students.

We continue the practice of reviewing applicant pools to see what diversity we can reasonably expect for a particular search in the light of national data. We continue this practice with the applicants, 0 0 612 what QkDäpYQ5

[SJSU Faculty by Race/Ethnicity (F23 headcount)] Between Tenure-line and Lecturers, demographic makeups are similar, except slightly more Asian and slightly fewer Latinx faculty among Tenure-line faculty than Lecturers.

[SJSU Faculty by Gender (F23 headcount)] Finally, there is a slightly higher percentage





Closing GI 2025 Equity Gaps & New CO initiatives
Enrollment growth, persistence, retention and time to degree
Alignment of Resources across divisions, every area responsible from Enrollment to Graduation
Academic planning and program offerings

Diversify external revenues (i.e. fundraising, federally sponsored activity, external financial support/sponsorships, etc.).
Grow Tuition
Expanding housing solutions

Building and sustaining our commitment to Title IX and DHR (alignment across divisions)
Building, Coordinating and sustaining a commitment to DEIJ
Build & Sustain a Community of Culture of Care and Respect
Alumni Engagement

Holistic Outcomes based approach aligned where practical with Accreditation
Coordinated Communications across divisions (internally and externally)
Innovation and Cutting-Edge Engagement to solve regional problems (AI, Climate, Talent)

Consistently Building Brand & Brand Reputation across markets including (alumni, students, internal, funders, all stakeholders)
Continuous Improvement. Building a Culture of Shared Services, Reducing Bureaucracy
Internal and External Communications (Digital strategies)
Improve Classroom/IT support for faculty & student engagement and experience
Safety and Emergency Preparedness
Comprehensive Campaign Readiness



submit its recommendations to the Senate by March 2024. The Senate voted and the resolution passed (6-1-5). It will be brought to the Senate as a first reading.

5. The meeting adjourned at 1:50 p.m.

The minutes were edited by Chair McKee on October 12, 2023.
The minutes were approved by the Executive Committee on _____, 2023.

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These minutes were taken by Karthika Sasikumar on September 25, 2023. The minutes were approved by the Executive Committee on ___October 9, 2023_____.

Executive Committee Minutes

After discussion, the committee decided to solicit nominations in upcoming days via the Senate Chair.

- d. Report on recruitment for the Special Committee on Senate Representation: There were eight applications for five FAL seats; the Staff Council forwarded four names to be considered for the two Staff seats; names for two student members and two MPP members are expected. It is hoped that the committee will be formed and can move forward with its charge in mid-October.
7. Update from the President
- a. We will offer needed support to our students who have been impacted by the tragedy in Israel.
 - b. Closing GI 2025 Equity Gaps & New CO initiatives—Conference scheduled for November 23-24.
 - c. Black Student Success: We are taking a tri-

There will be two tabling events in October to hear students' concerns, in collaboration with the president.

e. Interim CDO

The Black Experience Survey for Black students and faculty

Senate Executive Committee

Minutes of October 23, 2023

12:00 – 1:30 p.m.

Clark 551

Present: Josh Baur, Julia Curry, Rachael French, Vice Chair Tabitha Hart (filling in for Chair Karthika Sasikumar), Reiko Kataoka, Alison McKee, Laura Sullivan-Green, Hiu-Yung Wong

Absent: Vincent Del Casino, Patrick Day, Charlie Faas, Dawn Lee, Sarab Multani, Karthika Sasikumar, Cynthia Teniente-Matson

Minutes: Alison McKee, Past Senate Chair

- I. Approval of the Senate Executive agenda of October 23, 2023 (8-0-0)
- II. Approval of the Senate Executive minutes of October 9, 2023 as amended (8-0-0)
- III. Approval of the Senate Executive consent calendar of October 23, 2023 (8-0-0)
- IV. Guest and Senator Ravisha Mathur reported that at President Teniente-Matson's request and in consultation with her cabinet, the Faculty and Staff Recognition Events are being merged and re-envisioned in 2024. University Policy [S13-6](#) states that "a Calendar organizing the deadlines for campus shall be created by mutual consent of the President and the Executive Committee of the Academic Senate. This Calendar will be distributed with the annual announcement and instructions for nominations." However, because there is only one available date for the joint event which both the President and Provost can attend (March 28, 2024) and because the call for nominations has already gone out at Reco64. U

The minutes were taken by Past Senate Chair Alison McKee on October 24, 2023, reviewed by Vice Chair Tabitha Hart on October 26, 2023 and accepted by Senate Chair Karthika Sasikumar on October 26, 2023. The minutes were approved by the Senate Executive Committee on Oct 30, 2023.

SAN JOSÉ STATE UNIVERSITY
Academic Senate

recent changes to the organization of divisions at SJSU eliminated eligibility for research personnel.

For a number of years prior to 2014, oversight and management of research at SJSU resided in the Office of Graduate Studies and Research (OGSR). OGSR was a part of the Academic Affairs division under the supervision of the provost. The provost, president, and presidential cabinet members decided to create the Office of Research in Academic Affairs, overseen by an associate vice president of research (AVP). In 2014, OGSR was reorganized into two distinct entities: College of Graduate Studies and Office of Research.

Between 2014 and 2019, SJSU leadership continued to take steps to strengthen the university leadership again changed the organization and management of RSCA activity at SJSU by removing the Office of Research from Academic Affairs and moving it to a university level office, the Division of Research and Innovation managed by a Vice President of Research and Innovation (VPRI).

During the period in which the Office of Research was housed within the Division of Academic Affairs, the AVP of Research was eligible to serve on the SJSU Academic Senate as a representative of Academic Affairs leadership. For many years, AVP of Research Pamela Stacks served on the senate representing a voice for RSCA. In 2019, when the Division of Research and Innovation (DRI) was launched, the AVP of Research previously housed in Academic Affairs, became the VPRI in the DRI, and lost eligibility to serve on the Senate because of the move out of Academic Affairs. Since 2019, RSCA representation in the senate has been absent. Provost Del Casino suggested that moving one of his Academic Affairs Senate seats over to the DRI was an equitable and inclusive action that did not upset the balance of Senate representation (which would necessitate senate expansion) and returned a Senate seat to a representative of research at SJSU.

RESOLVED that the SJSU Constitution and By-laws be amended, as follows, to expand eligibility to serve as a senator on the SJSU Academic Senate to any member of Academic Affairs leadership in the position of Dean, Associate Vice President or other equivalent position, and;

RESOLVED that one (1) Senate seat from the Academic Affairs division shall be relocated to the Division of Research and Innovation, to be filled by the Vice President of Research and Innovation, ex officio.

Recommended Amendments to SJSU Constitution and By-laws of the Academic Senate

SJSU Constitution, Section II

Section 2. Administration representatives shall consist of the President, the Provost, the Vice President for Administration and Finance, the Vice President for Student Affairs, ~~the Vice President for Research and Innovation~~, and the Chief Diversity Officer, ex officio; and ~~four~~ ~~three (3) (4)~~ ~~members of Academic Affairs (deans, academic vice provosts, associate vice provosts, and/or associate vice presidents, or equivalent)~~ , ~~two of whom must be academic deans, at least two of whom shall be~~ deans of colleges, selected by the college deans to serve for staggered two-year terms.

SJSU Senate By-laws

1.3 The number of faculty senators must be twice the number of senators who are not faculty members [currently 18: ~~Three (3) representatives Academic Affairs two of whom must be college deans~~ ~~Deans (4)~~, AS President and students (7), the President and VPs ~~(6) (5)~~, an Emeritus Representative (1), and an Alumni Representative (1)].

Approved: 10.30.23

Vote: 5-0-0

Present: Andreopoulos, Chierichetti, Jochim, Johnson, Muñoz-Muñoz

Absent: Baur, Lee, Gambarin, Long, Wright

Financial impact:

There are no foreseeable financial impacts from this proposed amendment.

Workload impact:

Restoring a senate seat to the VPRI will create additional workload for the VPRI. O&G anticipates that the VPRI will be required to fulfill responsibilities consistent with other university administrators serving on the senate.

1
2 **San José State University**
3 **Academic Senate**
4 **Curriculum and Research Committee**
5 **November 6, 2023**
6 **First Reading**

AS XXXX

7
8 **Policy Recommendation**
9 **University Writing: Writing Requirements/ Guidelines,**
10 **University Writing Committee**

11
12 **Amendment C: S19-3, University Policy, University Writing:**
13 **Requirements/Guidelines, University Writing Committee**

14
15 **Whereas:** Per updated CSU policy on the Graduation Writing Assessment
16 Requirement (GWAR), GWAR is not required for graduate students; and

17
18 **Whereas:** Achieving satisfactory graduate-level proficiency in writing skill is
19 essential for professional and leadership development in every discipline;
20 and

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22 **Whereas:** The requirement of writing proficiency varies across disciplines
23 and the design of writing assessment may involve significant domain
24 expertise; and

25
26 **Whereas:** Faculty in every program are deemed to be the experts in their
27 field to decide the most suitable writing assessment for their disciplines by
28 aligning with a set of guidelines developed by the College of Graduate
29 Studies (CGS) and University Writing Committees (UWC) in consultation
30 with Graduate Studies and Research (GS&R); and be it further

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32 **Resolved:** That the following amendment to section 2 of S19-3 be
33 adopted.

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36 Approved: October 30, 2023

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38 Vote: 10-0-0

39

Present: Richard Mocariski, Heather Las8D 8 4timeocaMegLas8D 8 4ano

- 67 **1. Graduation Writing Assessment Requirement (GWAR), undergraduate level.**
68 **[unchanged]**
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70
71 **2. Graduation Writing Assessment Requirement (GWAR), graduate level.**
- 72 a. Every department (or equivalent unit) responsible for a graduate degree
73 program shall include a course that satisfies GWAR in the program
74 requirements and overall units **unless they have an approved alternative**
75 **writing assessment (section 2.d)** described in section 2.b, **and the mechanism of fulfillment reduces the**
76 **number of units the student completes in the degree**, the required units shall
77 be made up with a departmentally-approved course, so that the unit count
78 of the GWAR.
79
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81 b. Fulfillment of the GWAR shall be a requirement of classified graduate
82 students as a condition necessary for advancement to candidacy for the
83 degree. Fulfillment of the GWAR shall be established
84 by:
85
- 86 i. Satisfactory completion of a course approved by the College of
87 Graduate Studies of at least three units in which a major written report
88 is required. The course should be completed prior to advancement to
89 candidacy; or
 - 90 ii. Approval by the **department and** College of Graduate Studies of a
91 professional publication written in English for which the candidate was
92 a primary author; or
 - 93 iii. Satisfactory completion of a writing requirement at an accredited university in which the primary
94 language of instruction is English unless a department requires
95 additional documentation of writing proficiency; or
 - 96 **iv. Satisfactory completion of an alternative writing assessment as**
97 **described in 2.d.**
- 99 c. Courses proposed to satisfy the graduate-level GWAR must be approved by
100 the College of Graduate Studies. Courses will use guidelines developed by
101 the College of Graduate Studies in consultation with Graduate Studies and

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Research and University Writing Committees. The College of Graduate
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30 with Graduate Studies and Research (GS&R); and be it further

31
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33 adopted.

34

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36 Approved: October 30, 2023

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38 Vote: 10-0-0

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Present: Richard Mocariski, Heather Las8D 8 4timeocaMegLas8D 8 4ano

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 83 a primary author; or
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 92 a primary author; or
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 94 **described in 2.d.**
 - 95 iv. **Satisfactory completion of an alternative writing assessment as**
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 - 99 c. Courses proposed to satisfy the graduate-level GWAR must be approved by
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Research and University Writing Committees. The College of Graduate
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