SAN JOSE STATE UNIVERSITY

Engineering 285/287
Academic Senate   **2 p.m. – 4 p.m.**

2019/2020 Academic Senate

MINUTES
October 28, 2019

I.   **The m2e(28r)9**   t
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B. From the President of the University:
Trustee Jane W. Carney is on campus today. It is a great experience getting to meet and take the Trustees across campus.

Chancellor White has announced his retirement sometime next year. The exact date is unsure. The t

VI. **Policy Committee and University Library Board Action Items. In rotation.**

        A. Instruction and Student Affairs Committee (I&SA) – No report.
        B. Professional Standards Committee (PS) – No report.
        C. Organization and Government Committee (O&G) – No report.
        D. Curriculum and Research Committee (C&R) – No report.
        E. University Library Board (ULB) – No report.

VII. **State of the University Announcements. Questions. In rotation.**
        A. Vice President for Student Affairs – Not Present.
        B. Chief Diversity Officer (CDO) – No Report.
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We did a three-year budget. The reason you do a three-year budget is that when you start with a group like Research and hire a VP of Research and Innovation, he then hires an admin so maybe this year his organization is small, but next year it will grow and the year after it will grow more. If we aren't keeping an eye on what we say yes to this year and what that means in year two, three, and four, we have a problem. With Transformation 2030, we are making sure everything is part of the 10-year plan. Funding faculty startups means making sure that is within the base budget. Research growth means making sure it is funded.

There were a lot of things that used to be funded in Academic Affairs through salary savings. Last year we changed the way we did the budget. This year we put those funds in a holding area and now what you are seeing is the fruit of those efforts as we begin funding things.

Graduate Studies involved getting those doctoral programs funded. We have also carved out funds to improve spaces on campus. Data Analytics has a small amount we are funding this year ($50,000), but this will increase next year.

The philosophy is you fund the positions with O&E and that 5% is all that will remain in the divisions. The divisions can do what they want with that.

We have $20 million of new base funding. Most of that is compensation and benefits. However, part is for enrollment growth and increasing graduation rates.

We have $250,000 to study the Ahlquist Building to see how we can best build there and how we can make it low cost housing for faculty and staff.

The way we added funds to this year's budget is by adding goals. In goal one is the graduation initiative, faculty startups, and establishing a research division. We also have a net of 23 faculty positions being added.
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Q: I think you are overlooking the impact this has had on lecturers. In a recent Lectu

A: Once a month on Friday afternoons, I get a band of people together from all divisions, IT, and the police force to talk about campus security including the different things needed, things being done, policies, what cameras are needed, and where they should be placed. Those two cameras may look like they are aimed the same, but one may be aimed on the line in the student union and the other on the cash register. What we want to make sure is that we have consistent quality in all the cameras.

Q: Looking at the spreadsheet on spending and comparing it to last year, there is one division that had less money allocated to it this year than last year and that was Student Affairs. It appears that we made up for it in total funds from other areas like SSETF and housing funds. Can you comment on the rearrangement? Can you explain to the Senate what housing funds are as well?
A: The Student Affairs area includes the base budget, housing, wellness, and other satellite areas. Those funds don't get to comingle. For instance, housing funds go to housing and that is around $50 million. That $50 million, and it goes up about 3.5% per year, is based on occupancy, tenancy, and sometimes it is triple or double occupancy or open occupancy so the actuals will change versus what the budget is, but 3.5% was the raise in costs we did year over year in the housing space.

SSETF and its volatility does not impact the base budget for Student Affairs. Pat (VP Day) and his team make sure they ask for what they need. They had some base reserves and they didn't have to ask for as much. There was also a little bit of rearrangement when it came to Student Success.

Q: On page 11, there is a very useful chart that compares expenditures across five campuses like us in size. This chart is very useful. However, the title of this chart hasn't been changed for several years, so it says "Comparison of CSU expenditures 2017 and 2018." Then at the bottom it also has 2017 and 2018 SSETF, so has this data been updated since 2017-2018?
A: This is the last data that we have been able to access for the campuses from 2017-2018. The information from 2018-2019 is not ready yet.
Q: I was impressed that we are almost in line with these other institutions. However, what is institutional support? This is the one area we are significantly different than other campuses. What is it and why are we different?
A: This is direct costs and overhead for IT.
Q: So, it's good we are low?
A: Yes.

Q: My question pertains to security. Last year or the year before you said we were looking at facial recognition technology. Given how controversial it is, are we going along with it, and if we are can you give us an update on it?
A: We're nowhere with it. There are uses for it and applications we could use, but right now there is enough concern that we are not going to go down that path until we have a good technology base to go off of and the public perception has improved. We are not going to lead on this one.

Q: Is there one point person on this campus for which security is their main task?
A: You could start with me (VP Faas) or drop down to the Chief of Police.
Q: I'm asking more about purchase of and placement of cameras?
A: A couple years ago we had major problems in our parking garages, and one of the
first things I did was put up cameras in all our parking garages.
Q: I'm not questioning what you did. I'm just wondering if there are people with special
expertise in these areas of placing cameras?
A: Of course, but that goes back to the team that meets every Friday afternoon.
We have the Chief of Police in there, our IT people, our emergency operations, and
facilities teams, etc. That groups works together to decide where the most optimal place
to place the cameras is. This is based on actual and perceived data. We also work with
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A: Cisco ones are totally different than something like a whiteboard or smartboard camera technology.

Senior Vice Provost Carl Kemnitz gave a presentation on the budget of Academic Affairs.

We are going to focus on three areas. The first is what is new this year. What are our priorities and highlights or objectives for this year. The second part will be where I try to give you a big picture of where the bulk of our money is being spent, which is in enrollment funding and what we are doing with it there. The third part is about how we are investing in faculty.

The new investments for this year include assigned time for the Research, Scholarship, and Creative Activity (RSCA).   The second item involves changes in the way we are doing budgeting this year. In the past, in many of the colleges we always budgeted to the bottom line. We didn't really care whether expenses fell under Operations and Expenditures (O&E) or personnel expenses, since we were just paying attention to the bottom line. One of the things that we knew from some of the colleges was that the way they were able to get startup funds for new faculty was to scrape together whatever they could by saving money from vacancies. When the budget changes occurred last year, many of the colleges were differentially impacted. Those that were very careful in making sure they put money exactly where they spent it, found there wasn't much differential. However, those that did not were heavily impacted, and we found they did not have funds for startups. We have moved this year to a system where the operating expenses for startups are in a dedicated fund assigned to each faculty member. We put in extra funds to ensure that money is there.

Questions:
Q: Research comes with lab facilities which is woefully lacking in Engineering. Often times the question is what can be done with the faculty assigned time if the labs are in such poor condition. I believe in terms of investment moving forward in the next five years, we should consider investment in the infrastructure. What are your thoughts on this?
A: I agree 100%. I think VP Faas was alluding to the investment in infrastructure as being a part of building that out. Not to mention that over time in building in funds for new faculty startups, we could build in funds for some of the lab facilities for someone new. This is something just starting now.

Q: I would like for you to consider allowing departments or colleges to have more than single year budgets, because that would allow departments to do a little bit of strategic planning. A large purchase for updates could be scheduled and planned out for over a three-year period.
A: Duly noted. Something I will add is that part of that true-up process is that we will be meeting quarterly with deans and their finance people to uncover those type of things. We have already had discussions about large equipment type purchases that need funds devoted to them, budget busters so to speak, and are trying to come up with processes to address this. Thank you for bringing this up.

What makes this a good budget year in part is that we had an enrollment increase of 570 FTES and that is where we have the richest funding, because we get funds from both the state and student tuition. The amount we got there goes into base funding. Beyond that we generally assign a goal and give the funding in advance at $2,800 per FTES to the colleges. Even those colleges that go beyond goal, we always assure that they are going to get at least the $2,800 per FTES. That is a student success measure. That will pay for the replacement rate to hire an additional lecturer to teach a course. The base funding

There are also Tower funds and Research Foundation and I've grouped together the direct expenditures and the F&A returns that comes back to the colleges.

Questions:
Q: On both of those slides, Engineering on the prior slide and Social Sciences on this slide are both way out of proportion with the other colleges. What is the reason for this?
A: This one I can answer off the top of my head. The Human Factors grant and there are related grants in Social Sciences. These are by far the largest grants in the university. That is why those colleges are off the charts. In the Tower Foundation funding, I don't know the specifics, but again that is a named college with a lot of interest from donors. It doesn't surprise me that it is larger.
Provost Del Casino: The other thing on the Research Foundation is that Social Sciences collect a higher indirect rate and typically get federal grants that pay the higher indirect rate. Some of the Sciences get barely anything on a federal grant, while in Social Sciences a lot of the grants are getting 48%. Their average is 24% over all, whereas some of the others like Education are single digits or just barely over double. That drives some of the differences in this chart. Also, this is just main campus only.

I wanted to wrap this up with investments in faculty. I have this broken down by college so you see where most of our faculty are. We are continuing the course with the RSCA Assigned Time program. This year it is a joint effort between Academic Affairs and the Division of Research and Innovation. All the money is spent in the colleges. Year one was last year in which all probationary faculty and 15% of tenured faculty got the RSCA Assigned Time program. This is the second year, and we have continued with all probationary faculty and increased the tenured faculty to 34% and then of course this spring we will have another cycle where we increase the number of tenured faculty one additional notch. I wanted to mention that this funding we had earlier is only for this year, because we won't incur the costs for the spring cycle.

We had a number of incoming faculty. I was surprised at how many were not specified which was a large number. Also, under the two or more ethnicities, Peoplesoft now allows for more than two designations. This is the first year we have more female faculty starting in May. Over a 15-year span we have moved from being 60 percent male and 40 percent female, to nearly 50/50 this year.

For next Fall, we are doing 73 searches. In fact, we talked about going to 75 this morning. However, we are still not making a lot of progress on tenure density. In fact, tenure density is expected to go down ever so slightly this year. One of the measures we can look at is the number of FTE students relative to the number of tenure-track faculty. That is a measure that takes into account that we are hiouta accou o(r)-1 (es)-4J   0 Tc 0 Tw -31.26.07d

A: The point where I think we have the greatest discrepancy when reflecting our students is that only 17% of our students are white, while there is a much larger amount of our faculty who are white.

Q: If we are hiring somewhere around 60 to 6
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put this together I wanted to paste in this is why the development money is there, this is why the research money is there, etc. If we had a real degree completion strategy at the undergraduate level and can grow our undergraduate students by 10 to 15% through self-support programs, how is that funneled into the overall teaching strategy on campus. That is another piece of all of this conversation. It is an important philosophical question to which I don't have an answer, but what I will say is that we are asking people to think about what is the right mix and how we balance that for different colleges.

Q: I wonder if it would be useful to have information on how many faculty wanted to take the job, but couldn't because off the level of compensation and cost of housing, etc.?