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**CalPoly**  
Pomona

# Academic Affairs

## Meeting with Academic Senate Budget Committee

**Sylvia A. Alva, Ph.D.**

Provost & Vice President for Academic Affairs

Wednesday, February 17, 2021

# Academic Affairs General Fund Budget\*

| Fiscal Year       | Base               | One-Time           |
|-------------------|--------------------|--------------------|
| 2019              | \$130,799,205      | \$13,954,932       |
| 2020              | \$122,304,774      | \$11,048,430       |
| <b>Reductions</b> | <b>\$8,494,431</b> | <b>\$2,906,502</b> |

**Total Reduction in 2020-21 = \$11,400,633**

\* Does not include centrally-managed benefits for personnel.

# Major Budget Cuts and Reduced Carryforward

**Despite the challenges, we** (all of Academic Affairs) **are**

- Maintaining Core Principles – Student success, Faculty success
- Continuing to fund key initiatives
  - Faculty Professional Development
  - Teacher-Scholar Awards
  - Additional sections of bottleneck classes
- Strategies to create efficiencies and new resources (e.g., revenue generation through CEU, grants and contracts, etc.)
- Strategic about protecting base funding and deploying one-time funding

# Division Cost Reduction Strategies

- Capture all permanent salary savings based on retirements, departures, and other transitions
- Use captured dollars as needed to fully support salaries for
  - tenure-track faculty hires
  - faculty promotions
  - 3-year full-time lecturer faculty
  - all filled staff and administrative positions and mission-critical replacements
- Move faculty support programs from base funding to one-time funds
- Replace student assistant base budgets with one-time funds

# Division Cost Reduction Strategies (cont.)

- Use data analytics to create an efficient and student-centered class schedule
- Adjust temporary faculty (i.e., lecturers) funding based on actual rates.
- Allocate funds to the colleges to hire temporary faculty for:
  - College FTES teaching goals
  - Professional leave replacement
  - Shared governance assigned time replacement
  - New faculty contractual assigned time replacement

# Division Cost Reduction Strategies (cont.)

- Reduce operating budgets
  - Backfill with one-time carryforward and other funds as much as possible
- Establish contingency fund at the division level to allocate to areas as unexpected needs arise and the year progresses.
- Make significant efficiency efforts
  - Fully utilize the federal work-study program for student assistants
  - Travel freeze, virtual meetings, reduce printing costs and office supplies, move to paperless business processes, etc.

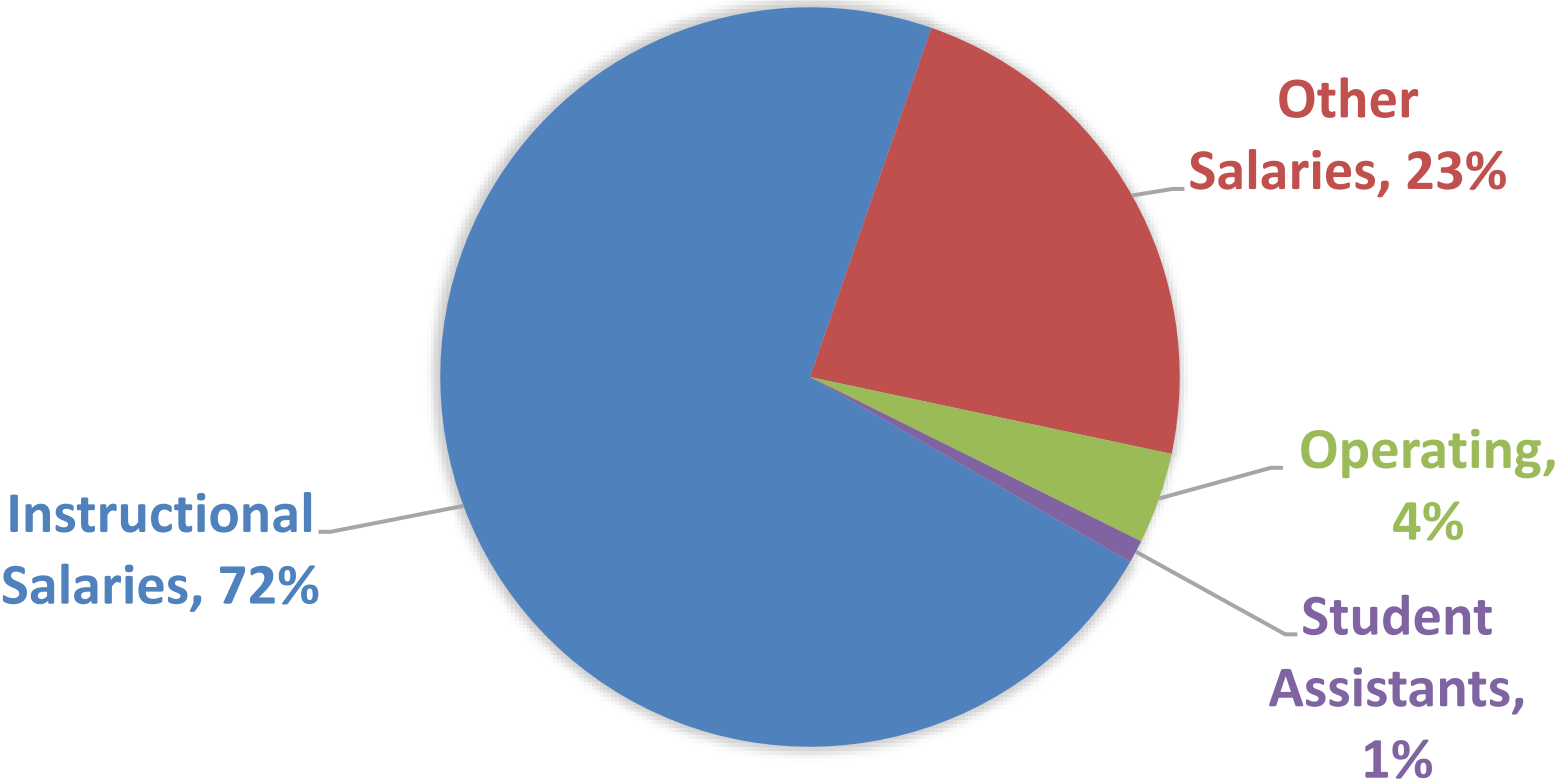
# Early Exit Program (EEP)

- EEP was created to avoid personnel layoffs and time-base reductions by incentivizing employees to voluntarily separate from the university.
- Salaries and benefits are recovered centrally to address university budget reductions.
- 10% of EEP savings are set aside for rehiring, and 10% for re-envisioned work.
- Division of Academic Affairs profile

|            |          |
|------------|----------|
| Faculty    | 6        |
| Staff      | 42       |
| <u>MPP</u> | <u>2</u> |
| Total:     | 50       |

# 2020/21 Academic Affairs General Fund Budget

## Uses of Funds





# All-Funds Approach to Budget Management

- State general appropriation
- CSU Student Success funds
- Campus Student Success funds
- Lottery funds
- Self-support funds (e.g., summer)
- Foundation

# 2020/21 Academic Affairs Budget – General Funds

- See following detailed spreadsheet.

## Student Success Funding

| CSU Student Success Funding – Base             |                    | Campus Student Success Fees – Base                    |                    |
|--|--------------------|---|--------------------|
| CSU GI 2025 Tenure-Density Funds               | \$5,581,193        | <b>Improve Your Classroom Experience</b>              |                    |
| Enhanced Advising                              | \$1,029,227        | Additional Bottleneck Courses                         | \$821,529          |
| Bottleneck Solutions (additional course seats) | \$970,862          | SPICE Awards for Innovation & Classroom Modernization | \$773,204          |
| Student Preparation                            | \$186,403          | <b>Enrich Your Path to Graduation</b>                 |                    |
| Retention/High-Impact Practices                | \$166,645          | Department Student Engagement                         | \$273,842          |
| Data-Driven Decisions                          | \$127,464          | Expanded Advising Services                            | \$869,854          |
| OUR and PolyTransfer CSU funding               | \$160,876          | First Year Programs                                   | \$273,843          |
|  |                    | <b>Support Your Academic Success</b>                  |                    |
|  |                    | Enhanced LRC Tutoring                                 | \$225,518          |
|  |                    | Expanded Library Hours                                | \$16,108           |
|  |                    | Student Learning Evaluation                           | \$386,602          |
| <b>Total</b>                                   | <b>\$8,222,670</b> | <b>Total</b>  | <b>\$3,640,500</b> |

**Total Base CSU and Campus Student Success Funding \$11,863,170**

Tenure-density is recognized as essential to student success with a salary base budget of more than \$5.5 million. Advising and additional course seats are next in support with almost \$3.7 million base.

| One-Time Funds Allocated as Carryforward and from CSU      |                    | One-Time Funds Allocated as Carryforward              |                    |
|--|--------------------|---|--------------------|
| <b>CSU GI 2025 Student Success Initiatives</b>             |                    | <b>Campus Student Success Fees</b>                    |                    |
| Tenure-Density / New Faculty Assigned Time                 | \$167,366          | Additional Bottleneck Courses                         | \$41,533           |
| Enhanced Advising  | \$517,048          | SPICE Awards for Innovation & Classroom Modernization | \$226,995          |
| Bottleneck Solutions (Large lecture program)               | (\$238)            | Dept Student Engagement                               | \$97,692           |
| Student Preparation  | \$172,924          | Expanded Advising Services                            | \$450,038          |
| Retention/High-Impact Practices                            | \$63,794           | First Year Programs                                   | \$249,731          |
| Data-Driven Decisions                                      | \$355,943          | Enhanced LRC Tutoring                                 | \$1,726            |
| OUR and PolyTransfer Academic and Student Success Programs | \$24,665           | Expanded Library Hours                                | \$7,602            |
| One-time Allocations from CSU                              | \$393,541          | Student Learning Evaluation                           | \$696,621          |
| <b>Total</b>   | <b>\$1,695,043</b> | <b>Total</b>  | <b>\$1,771,938</b> |

**Total One-time CSU and Campus Student Success Funding \$3,466,981**

Reallocating carryforward to the designated scope promotes effective use of resources and supports one-time needs. For example, Student Learning Evaluation funding supports professional development for College Assessment Liaisons and capacity building initiatives; Tenure-density funding not spent while searches are in progress provides support for new faculty contractual assigned time and some relocation and startup; Advising funds provide development in equity-minded pedagogies and practices for faculty and on-going professional development for advisors.

**Total Base + One-time CSU and Campus Student Success Funding \$15,330,151**

## Other General Fund Budget (excluding Student Success Funds)

| General Fund – Undesignated Base    |                      | General Fund Fee Revenue – Designated Base               |                  |
|-------------------------------------|----------------------|--|------------------|
| Prior Year Undesignated Base Budget | \$117,143,766        | Category III Miscellaneous Course Fees                   | \$0              |
| Undesignated Base Reduction         | (\$7,458,838)        | Category IV Service Fees (e.g., Photo-ID, Library Fines) | \$88,640         |
|                                     |                      | MBA and EdD Program Fees                                 | \$414,000        |
|                                     |                      | International Recruitment                                | \$286,128        |
| <b>Total</b>                        | <b>\$109,684,928</b> | <b>Total</b>   | <b>\$788,768</b> |

**Total General Fund Base Budget (excluding Student Success Funds) \$110,473,696**

Essential Base supports on-going academic work. Funding for faculty promotions, compensation allocations, and staff positions assure continuity.

| New One-Time Allocations                            |            | One-Time Designated Funds Allocated as Carryforward      |                    |
|---|------------|--|--------------------|
| No allocation this year. Prior year was \$4,571,000 |            | <b>General Fund Designated Fee Revenue</b>               |                    |
|   |            | Category III Miscellaneous Course Fees                   | (\$18,623)         |
|   |            | Category IV Service Fees (e.g., Photo-ID, Library Fines) | \$102,979          |
|   |            | MBA and EdD Program Fees                                 | \$693,167          |
|   |            | Other CSU and Campus Designated                          | \$561,328          |
|   |            | <b>GF Contingency Carryforward</b>                       |                    |
|   |            | Allocated to Backfill Budget Reductions                  | \$5,203,522        |
|   |            | Divisional Contingency, 0.85% of General Fund Base       | \$1,039,076        |
| <b>Total</b>  | <b>\$0</b> | <b>Total</b>   | <b>\$7,581,449</b> |

**Total One-time Funding \$7,581,449**

Support for enrollment growth with one-time funding by the system is a concern. Tenure-density increases may alleviate issue but active monitoring is essential.

**Total Base + One-time General Fund (excluding Student Success Funds) \$118,055,145**

**2020-21 General Funds – Grand Total \$133,385,296**

Base funding  
 One-time funding

# Investing in Faculty

| Program Name / Activity  | 2020/21 Allocations | Funding Type                 |
|--|---------------------|------------------------------|
| Summer Faculty Workshops   | ~ \$1.7 million     | CARES ACT II Funding         |
| Lifecycle of the Professoriate<br>Faculty Fellow for New Faculty Success                                   | \$62,318            | One-time                     |
| Faculty Professional Development Fund – College allocation<br>calculated as \$750 per tenure-line          | \$416,250           | Self-support summer          |
| Faculty Workload and Student Success Program for Large<br>Classes (additional WTUs and Student Assistants) | \$1,361,238         | Mix of base and one-<br>time |
| Teacher-Scholar Program  | \$263,300           | One-time                     |
| Sabbatical Leaves  | \$866,284           | One-time Recurring           |
| January Department Chair Stipends  | ~\$190,000          | Self-support summer          |

# Investing in Faculty...

| Program Name / Activity   | 2020/21 Allocations | Funding Type                 |
|---|---------------------|------------------------------|
| Equity salary adjustments at the time of promotion (above and beyond the contractually mandated amount) | ~ \$109,500         | Base                         |
| Faculty Learning Community  | \$37,600            | One-time                     |
| Center for the Advancement of Faculty Excellence (CAFE) (many programs and initiatives)                 | ~ \$1,200,000       | Base and one-time, Recurring |
| Internal funding opportunities (RSCA, SIRG, Faculty Mini-Grants, SPICE)                                 | ~ \$1,200,000       | Multiple sources, Recurring  |
| Provost's Excellence Awards   | \$11,000            | Foundation                   |

# Investing in Faculty...

| Program Name / Activity  | 2020/21 Allocations | Funding Type                          |
|--|---------------------|---------------------------------------|
| National Center for Faculty Development and Diversity (institutional membership) | \$20,000            | One-time                              |
| Faculty professional development through ACUE                                    | \$27,588            | One-time                              |
| Developing a Fearless Classroom (pilot training for faculty)                     | \$16,336            | One-time                              |
| Faculty professional development activities related to assessment                | ~ \$120,000         | Base and one-time                     |
| Learn Through Discovery and Academic Innovation faculty activities               | ~ \$90,000          | Mix of base, one-time, and Foundation |

# Tenure-Track Faculty Hiring

| Academic Year        | Number of Tenure-Track Faculty Searches <sup>1</sup> | Number of Tenure-Track Faculty Hires <sup>2</sup> | Ongoing Commitments |                 | One-Time Commitments |                      |             |            | Total Commitment |
|----------------------|--|---|---------------------|-----------------|----------------------|----------------------|-------------|------------|------------------|
|                      |  |   | Annual Salary       | Benefits (~50%) | Assigned Time Year 1 | Assigned Time Year 2 | Startup     | Relocation |                  |
| 2015-16              | 46   | 43  | \$3,198,916         | \$1,599,458     | \$632,616            | \$676,992            | \$955,096   | \$105,500  | \$7,168,578      |
| 2016-17              | 58   | 52  | \$3,871,080         | \$1,935,540     | \$818,688            | \$847,392            | \$1,745,780 | \$155,600  | \$9,374,080      |
| 2017-18              | 28   | 24  | \$2,025,204         | \$1,012,602     | \$391,104            | \$303,552            | \$438,100   | \$61,000   | \$4,231,562      |
| 2018-19 <sup>3</sup> | 43   | 34  | \$2,865,252         | \$1,432,626     | \$430,032            | \$440,844            | \$808,776   | \$143,750  | \$6,121,280      |
| 2019-20              | 54   | 43  | \$3,668,952         | \$1,834,476     | \$557,538            | \$557,538            | \$1,004,000 | \$136,000  | \$7,758,504      |
| 2020-21              | 52   | 39  | \$3,269,784         | \$1,634,892     | \$491,400            | \$491,400            | \$649,000   | \$203,700  | \$6,740,176      |

<sup>1</sup> Number of tenure-track faculty searches conducted in prior academic year.

<sup>2</sup> Number of new tenure-track faculty hired in indicated academic year.

<sup>3</sup> \$967,000 in 2018-19 from GI 2025 Funds applied to new tenure-track faculty hiring

# Governor's Proposed Budget for 2021/22

## January 2021

- Increase for the CSU \$369,500,000
  - Does not include full recovery from the cuts incurred this year.
- Recurring Base \$144,500,000
  - \$111,500,000 for CSU operating needs
  - Support for Graduation Initiative 2025
    - \$15 million for campus highest priorities
    - \$15 million for basic needs initiative
  - \$2 million for a common learning management platform
  - \$1 million for growth at CSU Stanislaus
- One-time \$225,000,000
  - \$175 million for academic facilities and infrastructure
  - \$10 million for faculty professional development
  - \$30 million for emergency financial assistance for students
  - \$10 million for a computing talent initiative



# Provost's Leadership Forum

- **Planning for Fall 2021 and the Post-Pandemic University**

- Thursday, April 1, 2021
- 11:00 am – 1:00 pm
- Zoom invitation forthcoming

# Thank You!

# QUESTIONS