

San Diego State University Sense of the Senate Resolution**April 4, 2017**

Resolved: That it is the sense of the San Diego State University Senate that, subordinate only to mandatory cost increases, discretionary funding should be provided to Academic Affairs (AA) for allocation to the colleges for reinvestment in academic departments, schools, divisions (incl. the Imperial Valley campus), and the library based on the following resources:

- A. All state-funded base marginal cost enrollment growth funding, when available.
- B. A target of 74% of base increases from net SUF and out-of-state student tuition (as well as additional fees charged to international students).
- C. A target of 40% of one-time funding available to the university.

In addition, Academic Affairs should continue to make specific requests for base and one-time funding.

Resolved: That this resolution be distributed to the SDSU President, Provost, Vice Presidents, Deans and Associate Deans.

Rationale

SDSU has adopted a very ambitious set of goals and aspirations, including becoming a top-50 research institution and improving 4- and 6-year graduation rates. However, there is a fundamental disconnect between funding of academic programs and the university's aspirations. Current budgets for academic programs do not provide funding levels required to provide our students with programs of the highest quality--a prerequisite for meeting our lofty aspirations.

Current budgets of the academic departments are largely extensions of the fiscal urgency experienced in past years and are not based on an analysis of funding levels required to provide our students with programs of the highest quality. Unfortunately, often the emphasis is on how inexpensively a program can operate as opposed to how well.

Current lean or negative budgets in the academic departments have created a "culture of no" wherein requests for funding by faculty are routinely rejected, adversely affecting morale and discouraging academic innovation. The university's class schedules have very few sections of Experimental Topics (296) and Selected Topics (496 and 596). These courses provide electives for students and opportunities for faculty to introduce their research to students or to experiment with new or current topics of interest.

Current tenure-track hiring has generally not provided more instructors to departments, since it requires them to eliminate lecturer positions for the number of sections that are to be assigned to the new hires.

Current underfunding of added sections for service courses in departments experiencing growth has forced reductions in course offerings for majors and/or pay cuts and loss of benefits for new TAs, harming students and research competitiveness.

Currently, Academic Affairs lacks both the resources and budgetary flexibility to support substantial reinvestment in our colleges, academic programs, related research, high-impact instructional practices, and the library.

A rare opportunity exists at this time to adjust budgetary priorities to support substantial reinvestment in

academic departments, schools, divisions (incl. the Imperial Valley campus), and the library. At the Senate's October 2016 meeting, BFA AVP Wong-Nickerson described \$60 million in annual revenue paid by out-of-state and international students (OS&I). Recently, she increased this revenue number to \$67 million.

At the Senate's February 2017 meeting, President Hirshman stated that two-thirds of OS&I revenue is treated as base funding, with the remainder treated as one-time funding. He also commented that perhaps it is time to consider increasing the base portion funding from two-thirds to 69%. Combined, the increase in OS&I and possible increase in the percentage assigned to base would produce about \$6 million in new base funding.

The remaining OS&I revenue has provided, with other minor sources, approximately \$25 million in one-time funding each of the last few years. In each of two recent years, \$10+ million of this funding was used to pay for the EIS Building, which is now fully paid for. Funding EIS was a university priority; reinvestment in academic departments, schools, divisions (incl. the Imperial Valley campus), and the library should become the new university budget priority.

At this time, a confluence of budgetary opportunities exists; our academic programs need a senate voice for reinvestment in our primary mission.

This resolution proposes adjustments to SDSU's budgetary allocation process by establishing academic program reinvestment as a priority subordinate only to mandatory cost increases, such as funding pay increases in bargaining unit contracts, benefit cost increases, etc.

This resolution proposes that a target of 74% of increases in base (permanent) funding available to the university, subordinated only to mandatory cost increases, should be allocated to Academic Affairs for unrestricted reinvestment in academic departments, schools, divisions (incl. the Imperial Valley campus), and the library. The 74% is the same percentage used in "pro-rata" reductions to AA funding early in this decade.

This resolution proposes that a target of 40% of one-time funding available to the university, subordinated only to mandatory cost increases, should be allocated to Academic Affairs for unrestricted reinvestment in academic departments, schools, divisions (incl. the Imperial Valley campus), and the library. The proposed 40% target allocation of the approximately \$25 million in typical university one-time funding available in recent years is intended to direct \$10 million per year to Academic Affairs. Until recently \$10+ million per year from one-time resources was allocated to fund construction of EIS. This resolution proposes that academic reinvestment receive a similar budgetary priority.

While various academic needs are presented in this resolution for purposes of example, this resolution does not prescribe, outside of reinvestment in our academic programs, any specific allocations within Academic Affairs. Allocation is left to the faculty, department chairs, directors, deans, and the Provost.