Creative Solutions to Budgetary Challenges

Council of Graduate Schools

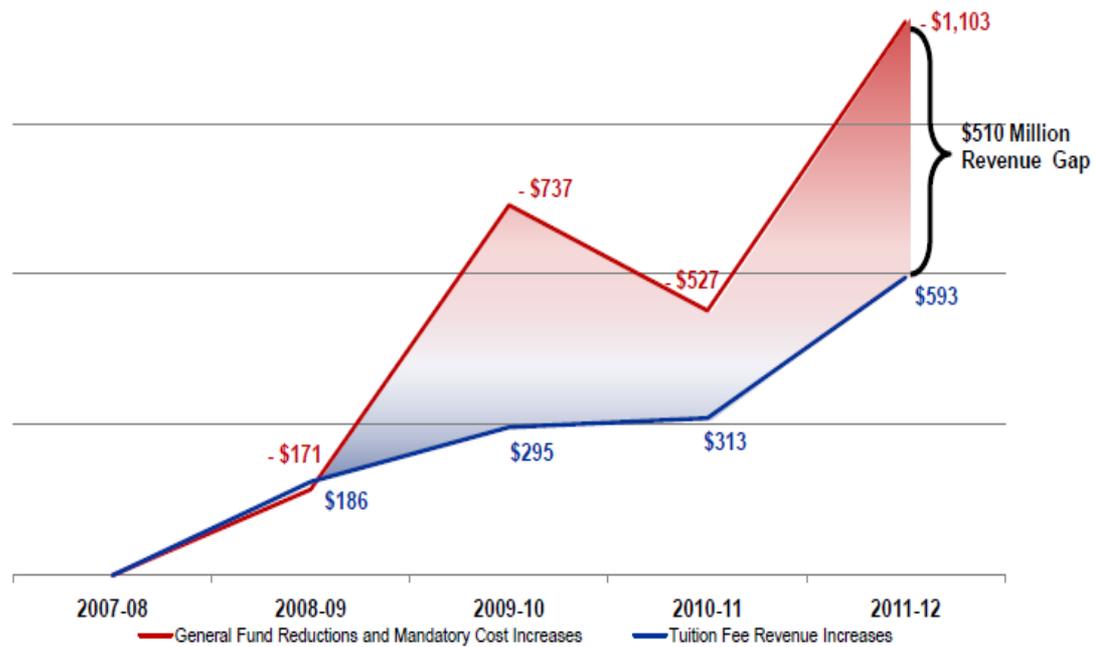## Dec 7, 2012

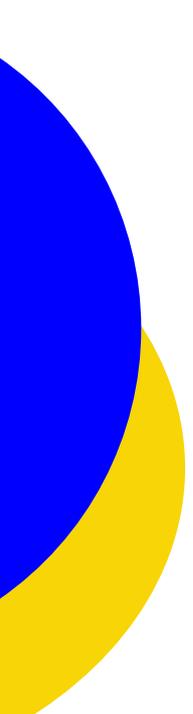**Pamela C. Stacks,** AVP

Graduate Studies & Research

San José State
UNIVERSITY

The California State University
WORKING FOR CALIFORNIA

Revenue Gap
(dollars in millions)

- $1,103

$510 Million
Revenue Gap

- $737

- $527

$593

- $171

$186

$295

$313

2007-08   2008-09   2009-10   2010-11   2011-12

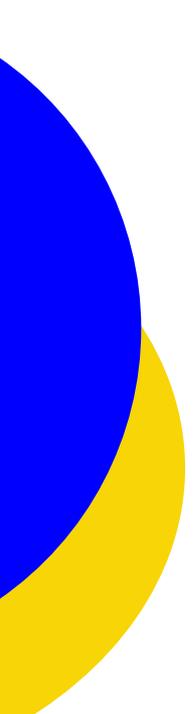General Fund Reductions and Mandatory Cost Increases   Tuition Fee Revenue Increases

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CSU Graduate Deans

California State University system
23 Universities:

- Urban, suburban, rural areas
- Range of sizes
- Two Polytechnics, 1 Research-intensive, and Comprehensives
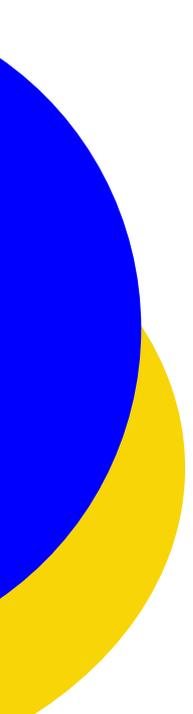- State-support prorated based on enrollment

CSU Graduate Deans

Fall meeting – prior to Nov election

Response = grow the "pie"

Election results –
- Prop 30 passed
- Worst fiscal trigger avoided
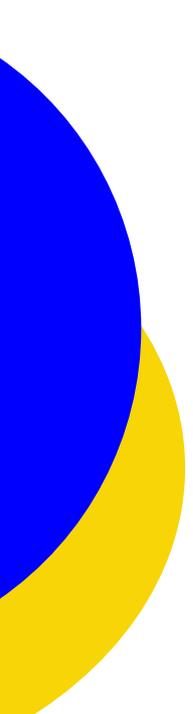- Systemic change also avoided?

CSU Graduate Deans' responses

Grant proposal strategies:

- Use demographics and uniqueness of the institution

- Industry interest / funding of curricular programs

- Community-based partnerships / strengthen proposals [County agency partners]
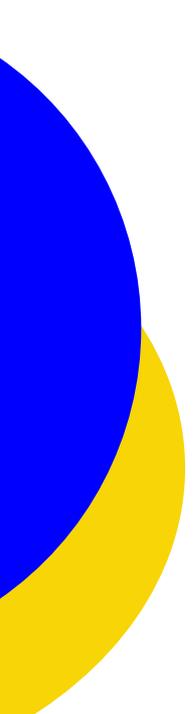
CSU Graduate Deans' responses

Targeted curricular programs – especially self-support or extended ed

- Executive MBAs – connected to health

- County agency interest – Social Work

- Ethnic studies – external funders

- Industry connections – with cohort model

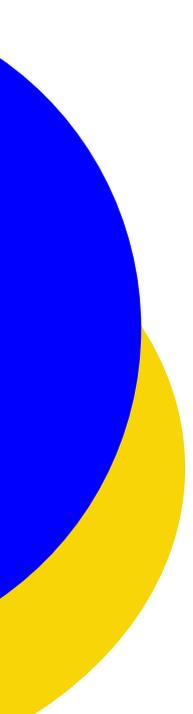- Program management – match recruiting with available capacity

CSU Graduate Deans' responses

Alumni outreach

- Target graduate students and create graduate identity.

- Get a broader identity.

- "Proud graduate student alum" - helping other graduate students.

- Create a more interdisciplinary graduate alum group.

CSU Graduate Deans' responses

Cutting "pie slices" size

- Departments voluntarily close programs

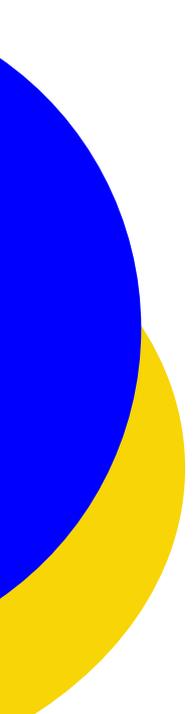- Internal realignment of resources and use wider range of "pots of money".

SJSU strategies

Invest in Faculty – intellectual environment

- Center for Faculty Development reports to Graduate Studies & Research
- Faculty Learning Communities – research, teaching, pedagogies and technologies
- Writing Marathons
- Proposal development

Result: 4% increase in proposal submission [Others 20-30% decrease]

SJSU strategies

Changing campus culture:

More efficient use of technology

Be part of the solution

Listen to our students and our public