

SAN JOSÉ STATE UNIVERSITY

Academic Affairs Division Budget Allocations

Fiscal Year
2019-20



Table of Contents

| | |
|--|-----------|
| Section 1: Introduction | 1 |
| Academic Affairs Budget | 2 |
| Highlights of the 2019-20 Budget | 3 |
| SJSU Enrollment Plan | 3 |
| Tenure/Tenure Track Faculty Expansion | 4 |
| Research Support | 4 |
| Budget Summaries | 5 |
| Section 2: Operating Fund | 8 |
| Table 2-1. Academic Affairs Division Base Changes | 9 |
| Table 2-2. College Target FTES Distribution | 9 |
| Table 2-3. Goal FTES and Funding Distribution | 10 |
| Budget Summaries | 11 |
| Section 3: Continuing Education Revenue Fund | 13 |
| Table 3-1. Self-Support Programs and Open University Revenue Distribution Models | 14 |
| Table 3-2. 2019-20 Projected CERF Revenues and their Distribution | 14 |
| Library Operations Support | 15 |
| Budget Summaries | 16 |
| Section 4: Student Success, Excellence and Technology Fee | 18 |
| Table 4-2. 2019-20 SSETF – IRA Budget Summary | 21 |
| Table 4-3. 2019-20 SSETF – Student Success Budget Summary | 22 |
| Table 4-4. 2019-20 SSETF – Course Support Budget Summary | 23 |
| Section 5: Work Study Allocations | 24 |
| Section 6: One-Time Division-Wide Allocations | 26 |
| Section 7: Appendix | 28 |
| Division of Academic Affairs Organizational Structure | 29 |

Contributing Photographers
All photographers were found
in the SJSU Library on OU Campus

Abbreviations

Unit Names

| | |
|-------|---|
| AAD | Academic Affairs Division |
| APB | Office of Academic Planning and Budgets |
| AS | Academic Senate |
| BUS | Lucas College and Graduate School of Business |
| DW | Division-Wide |
| EDUC | Connie L. Lurie College of Education |
| ENGR | Charles W. Davidson College of Engineering |
| HA | College of Humanities and the Arts |
| HHS | College of Health and Human Sciences |
| IR | Office of Institutional Research (Formerly IEA) |
| LIBR | University Library |
| PGE | College of Professional and Global Education |
| PRVST | Office of the Provost |
| SCI | College of Science |
| SSCI | College of Social Sciences |
| UE | Undergraduate Education (Formerly GUP) |

General Terms

| | |
|---------|---|
| AUL | Average Unit Load |
| AY | Academic Year |
| CFA | California Faculty Association |
| CSU | California State University |
| DW | Division Wide |
| FTES | Full-Time Equivalent Students |
| FY | Fiscal Year |
| GSI | General Salary Increase |
| HEPI | Higher Education Price Index |
| HFR | High Failure Rate |
| ICLM | Induced Course Load Matrix |
| IRA | Instructionally-Related Activities |
| OE&E | Operating Expenses & Equipment |
| OP FUND | California State University Operating Fund |
| PaCE | Professional & Continuing Education (Formerly CERF) |
| RSCA | Research, Scholarship, and Creative Activity |
| SJSU | San José State University |
| SSETF | Student Success, Excellence and Technology Fee |
| WASC | Western Association of Schools and Colleges |



Section 1

Introduction

Academic Affairs Budget

This document describes the major resources that support the Academic Affairs Division (AAD) and their distribution across the division’s units.

The CSU Operating Fund remains the primary source of support for stateside enrollment and operations. It includes General Fund appropriation and student fees collected and controlled locally by the campus (e.g., tuition fees, non-resident fees, application fees). Other sources of support include Student Success, Excellence & Technology Fees (SSETF) Funds and the Lottery Fund.

Professional & Continuing Education (PaCE) Fund, formerly known as CERF, captures revenues generated through self-supporting programs (Special Session, and Summer and Winter Interssion). The distribution of these important resources is discussed in Section 3.

The division’s total base budget is \$167.73M (see Table 1-5 for details).

Fund Sources for Academic Affairs 2019-20 Base Budget (\$167.73M)

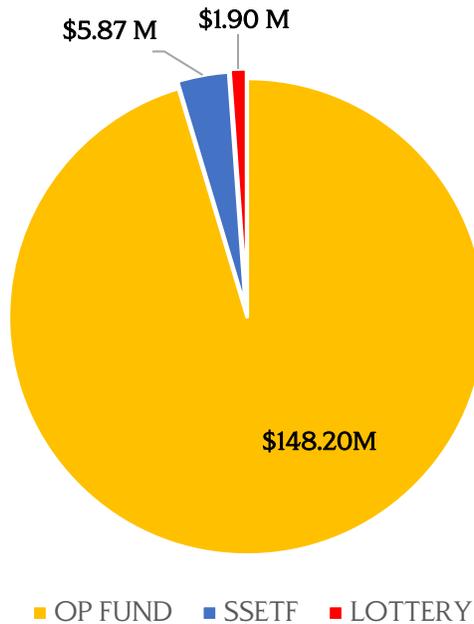


Table 1-1
Academic Affairs 2019-20 Base Budget Compared to 2018-19

| Funds | 2018-19 | 2019-20 | Change |
|--|--------------------|--------------------|-------------|
| Operating Fund | \$ 148.20 M | \$ 159.96 M | 7.9% |
| Student Success, Excellence & Technology Fee | 8.67 M | 5.87 M | -3.2% |
| Lottery | 1.90 M | 1.90 M | - |
| Total Base Budget | \$ 158.78 M | \$ 167.73 M | 5.6% |
| Division Target FTES | 25,397 | 25,966 | 2.2% |
| Dollar per FTES | \$ 6,252 | \$ 6,460 | |

**PaCE is excluded from the above table as it is used to support self-support programs.*

Excluding prior-year carryforward funds, AAD’s one-time budget totals \$35.68M across all major fund sources. Details of one-time allocations can be found in sections below.

Highlights of the 2019-20 Budget

SJSU Enrollment Plan

The division budget is based on 27,177 total FTES in 2019-20. As with last year, FTES are distributed across colleges using the [Induced Course Load Matrix](#) (ICLM) model, which predicts enrollments for each college based on historical course-taking patterns. Table 1-2 shows the target FTES distribution by college.

The campus continues to operate an enrollment plan that supports colleges to reduce bottleneck courses. The plan empowers colleges to expand enrollment opportunities that maximize student success and timely progress to graduation. As in prior years, the campus remains committed to supporting efforts to open sections to help students achieve their educational goals in a timely manner. This year, there will be no downward adjustment to 2019-20 resources if a college falls short of its goal. Additional enrollment funding support will be provided in spring at the rate of \$2,800 per FTES to the colleges for any additional FTES generated beyond their enrollment goal.

**Table 1-2
2019-20 College Target and Surplus FTES Distribution**

| College | Target FTES | Surplus FTES | Total |
|---------------------------------|------------------------|-------------------------|---------------|
| Business | 3,027 | 180 | 3,207 |
| Education | 1,409 | 73 | 1,482 |
| Engineering | 3,701 | 271 | 3,972 |
| Health & Human Sciences | 3,525 | 155 | 3,679 |
| Humanities & the Arts | 4,979 | 133 | 5,112 |
| Professional & Global Education | 210 | 46 | 256 |
| Science | 4,298 | 120 | 4,418 |
| Social Sciences | 4,737 | 232 | 4,968 |
| Others | 81 | 2 | 83 |
| Total | 25,966 | 1,211 | 27,177 |

Tenure / Tenure Track Faculty Expansion

The division continues its commitment to expanding the ranks of tenure/tenure-track faculty by hiring new members. 70 faculty searches are approved for 2020-21 appointment. Approximately 20 of those searches are for net new positions. Table 1-3 summarizes the approved searches by college.

Table 1-3
2019-20 Approved Tenure Track Faculty Searches

| College/Unit | New Searches |
|--|---------------------|
| College of Business | 7 |
| College of Education | 5 |
| College of Engineering | 10 |
| College of Health & Human Sciences | 12 |
| College of Humanities & the Arts | 8 |
| College of Professional & Global Education | 1 |
| College of Science | 9 |
| College of Social Sciences | 8 |
| University Library | 4 |
| Wildfire Cluster | 5 |
| Education Cluster | 4 |
| Total | 73 |

2019-20 Investments

University RSCA Assigned Time

Faculty Research remains a top priority of the division. Continuous investments are made to provide faculty the time needed to enhance their research and creative productivity. Collaborating with the Division of Research and Innovation, the University RSCA Assigned Time program enters its second year of implementation with strong faculty participation. All tenure-track and 34 percent of tenured faculty are currently in the program, and the number is expected to grow each year.

College of Graduate Studies

College of Graduate Studies was launched in January 2019 to better serve the largest population of graduate students in the CSU and to bring greater prominence to graduate education at SJSU. The college supports the development and vibrancy of quality graduate programs and serves the scholarly and professional needs of graduate students.

Doctorate of Nursing Practice

An SJSU-based Doctorate of Nursing Practice was launched in fall 2019 to prepare graduates for leadership and clinical roles and to engage in evidence-based inquiry. As part of the campus strategic plan, Transformation 2030, creating a campus-based doctoral program allows the university to graduate a diverse representation of innovators and problem solvers who are ready to make a lasting impact on their communities and areas of study.

Institutional Effectiveness and Strategic Analytics

In an effort to transform SJSU into a data-driven institution, the campus must evolve beyond its current business model with regard to data and analytics. Investments are made to expand the roles, functions, and scope of the Institutional Effectiveness and Analytics into a more robust research team that can leverage a data-rich environment to mine, interpret, and report on predictive outcomes and information institutional response. The additional capacity will address core functions in areas such as rankings analysis, enrollment trends, future degree development, and space utilization.

Central Start-Up Support

Competitive start-up costs are the most cost-effective way to attract, retain, and support new faculty as teacher-scholars. To truly be competitive for faculty recruitment and to invest in our strategic goal, Excel and Lead, investments have been shifted from colleges to the division.

True Up of OE&E Allocations

Supplemental funding is provided to the colleges as part of a reinvestment after a change in the campus budget model and funding strategy last year. After one full year of the new budget model, we have been able to discern a fuller picture of the operating needs in each college. This year's allocation in supplemental funding is intended to better support colleges that in the past managed OE&E with inconsistent salary savings.

Library Acquisitions

The cost of library materials and subscriptions increases every year, and continual investment is required to maintain an adequate collection. When acquisition budgets remain static, increased costs must be met by reducing the collection. In order to maintain our excellence in this area, this year's acquisitions budget is increased by 5% over the total spent in the previous year.

Table 1-4
2019-20 Investments
(Includes benefits provision)

| <u>Investment</u> | <u>Total</u> |
|---|---------------------|
| University RSCA Assigned Time | \$ 3,500,000 |
| College of Graduate Studies | 351,000 |
| Doctorate of Nursing Practice | 552,000 |
| Institutional Effectiveness & Strategic Analytics | 50,000 |
| Regularizing Start-Up Costs | 1,800,000 |
| Right-Sizing OE&E | 3,200,000 |
| Library Acquisitions | 150,000 |
| Total 19-20 Investments | \$ 9,603,000 |

Rounded to the nearest thousand

Organizational Changes

To further cohesiveness and better align services to meet the needs of our students, the support functions once housed in Student and Faculty Success have been redistributed to various areas of the university. While many of the faculty success functions still reside in AAD, several student support groups were transitioned to the Division of Student Success shortly after spring 2019. They include Academic Advising and Retention Services, Student Athlete Success, Peer Connections, Student

Support Services-ASPIRE, and the McNair Scholars Program. The Graduate Admission and Program Evaluation Office is now under the umbrella of College of Graduate Studies.

In an effort to align programs with the college mission and focus, the School of Journalism and Mass Communications is now a part of College of Humanities & the Arts, while the School of Information was transitioned to College of Professional and Global Education with a mission to educate professionals and contribute to the well-being of global communities. The Department of Audiology has become the third doctoral practice degree and is housed in College of Health and Human Sciences.

**Table 1-5
2019-20 All Funds Base Budget Summary**

| | Op Fund | SSETF IRA | SSETF Student Success | SSETF Course Support | Lottery | Total |
|--|-----------------------|---------------------|-----------------------------|-------------------------|---------------------|-----------------------|
| College of Business | 15,166,219 | | 106,251 | 478,894 | | 15,751,364 |
| College of Education | 10,638,978 | | 1,716 | 2,745 | | 10,643,439 |
| College of Engineering | 20,879,012 | | 234,160 | 272,910 | | 21,386,082 |
| College of Health & Human Sciences | 19,873,591 | | 203,885 | 153,867 | | 20,231,343 |
| College of Humanities & the Arts | 25,631,391 | 683,525 | 781,458 | 518,952 | | 27,615,326 |
| College of Professional & Global Education | 3,215,671 | | | 50,000 | | 3,265,671 |
| College of Science | 24,978,450 | | 95,385 | 377,510 | | 25,451,345 |
| College of Social Sciences | 18,609,116 | 74,986 | 185,935 | 5,780 | | 18,875,817 |
| Colleges Total | 138,992,428 | 758,511 | 1,608,790 | 1,860,658 | - | 143,220,387 |
| Academic Senate | 97,971 | | | | | 97,971 |
| College of Graduate Studies | 1,358,233 | | | | | 1,358,233 |
| Offices of the Provost | 2,441,866 | | 718,000 | | | 3,159,866 |
| Student & Faculty Success | 840,955 | | | | | 840,955 |
| Undergraduate Education (GUP) | 1,989,679 | 27,650 | 13,800 | | | 2,031,129 |
| University Library | 5,834,020 | 674,164 | | | 1,900,000 | 8,408,184 |
| Academic Support Units Total | 12,562,724 | 701,814 | 731,800 | - | 1,900,000 | 15,896,338 |
| Division-Wide | 8,076,094 | 176 | 212,737 | (1,791) | | 8,287,216 |
| Work Study | 325,428 | | | | | 325,428 |
| Division Total | \$ 159,956,674 | \$ 1,460,501 | \$ 2,553,327 | \$ 1,858,867 | \$ 1,900,000 | \$ 167,729,369 |

**Table 1-6
2019-20 All Funds Budget Summary**

| | Op Fund | PaCE | SSETF IRA | SSETF Student Success | SSETF Course Support | Lottery | Total |
|--|----------------|---------------|--------------|-----------------------------|----------------------------|--------------|----------------|
| College of Business | 15,771,933 | 1,831,565 | | 106,251 | 622,245 | | 18,331,994 |
| College of Education | 12,098,556 | 546,199 | | 1,803 | 3,049 | | 12,649,607 |
| College of Engineering | 21,766,624 | 3,685,128 | | 238,213 | 315,353 | | 26,005,318 |
| College of Health & Human Sciences | 20,844,047 | 7,336,225 | | 203,885 | 202,754 | | 28,586,911 |
| College of Humanities & the Arts | 27,280,624 | 1,229,577 | 791,252 | 781,499 | 566,347 | | 30,649,299 |
| College of Professional & Global Education | 2,989,518 | 28,941,100 | | | 57,881 | | 31,988,499 |
| College of Science | 26,189,593 | 2,847,406 | | 95,385 | 462,259 | | 29,594,643 |
| College of Social Sciences | 19,499,421 | 1,631,171 | 75,486 | 192,175 | 13,661 | | 21,411,914 |
| Colleges Total | 146,440,316 | 48,048,371 | 866,738 | 1,619,211 | 2,243,549 | - | 199,218,185 |
| Academic Senate | 97,971 | | | | | | 97,971 |
| College of Graduate Studies | 1,366,591 | | | | | | 1,366,591 |
| Office of Research | | | | | | | |
| Offices of the Provost | 2,487,309 | | | 749,796 | | | 3,237,105 |
| Student & Faculty Success | 840,955 | | | | | | 840,955 |
| Undergraduate Education (GUP) | 2,070,003 | 253,742 | 34,587 | 80,244 | | | 2,438,576 |
| University Library | 6,281,084 | | 671,190 | 334,570 | | 1,900,000 | 9,186,844 |
| Academic Support Units Total | 13,143,913 | 253,742 | 705,777 | 1,164,610 | - | 1,900,000 | 17,168,042 |
| Division-Wide | [1] 13,076,533 | 4,039,555 | 3,150 | 792,773 | (1,687) | | 17,910,324 |
| Work Study | 325,428 | | | | | | 325,428 |
| Division Total | \$ 172,986,190 | \$ 52,341,668 | \$ 1,575,665 | \$ 3,576,594 | \$ 2,241,862 | \$ 1,900,000 | \$ 234,621,979 |

Notes:

[1] Earmarked for faculty assigned time, staff advisors, and division-wide programs and initiatives. Refer to Section 6 for the division-wide budget plan.



Section 2

Operating Fund

Operating Fund

The division's Operating Fund base budget increased by 8%. The major adjustments include contractual compensation increases, enrollment growth, and campus investment in new programs and initiatives.

**Table 2-1
Academic Affairs Division Base Changes**

| Unit | 2018-19 Base Budget | Contractual Salary Increases | Enrollment Support | University Commitment | Other Adjustments * | 2019-20 Base Budget | % Δ |
|--|-----------------------|------------------------------|---------------------|-----------------------|---------------------|-----------------------|-----------|
| College of Business | \$ 14,658,597 | \$ 350,636 | \$ 99,562 | \$ 25,000 | \$ 32,424 | \$ 15,166,219 | 3% |
| College of Education | 10,341,510 | 250,470 | | 30,000 | 16,998 | 10,638,978 | 3% |
| College of Engineering | 19,742,762 | 495,573 | | 585,000 | 55,677 | 20,879,012 | 6% |
| College of Health & Human Sciences | 20,861,321 | 467,137 | 793,183 | 846,823 | (3,094,873) | 19,873,591 | -5% |
| College of Humanities & the Arts | 22,921,674 | 619,144 | 134,857 | 300,000 | 1,655,716 | 25,631,391 | 12% |
| College of Professional & Global Education | 1,788,086 | 95,750 | | | 1,331,835 | 3,215,671 | 80% |
| College of Science | 23,486,076 | 604,627 | 476,231 | 350,000 | 61,516 | 24,978,450 | 6% |
| College of Social Sciences | 17,623,569 | 495,499 | 482,486 | 95,000 | (87,438) | 18,609,116 | 6% |
| Academic Support Units | 12,385,204 | 241,912 | | 313,584 | (377,976) | 12,562,724 | 1% |
| Division | 4,023,491 | 76,217 | 915,581 | 3,180,916 | (120,111) | 8,076,094 | 101% |
| Work Study | 372,328 | | | | (46,900) | 325,428 | -13% |
| Totals | \$ 148,204,618 | \$ 3,696,965 | \$ 2,901,900 | \$ 5,726,323 | \$ (573,132) | \$ 159,956,674 | 8% |

* Includes organizational changes, university and division adjustments.

College budgets are adjusted annually for changes in FTES. Per the college-based budget model, adjustments for target FTES are made based on each college's Marginal Cost of Instruction.

**Table 2-2
College Target FTES Distribution**

| College | 2019-20 Target FTES | 2018-19 Target FTES | Change | Marginal Cost of Instruction | New Enrollment Funding |
|--|---------------------|---------------------|------------|------------------------------|------------------------|
| College of Business | 3,027 | 2,997 | 30 | \$ 3,366 | \$ 99,562 |
| College of Education | 1,409 | 1,409 | - | \$ 3,489 | \$ - |
| College of Engineering | 3,701 | 3,701 | - | \$ 3,527 | \$ - |
| College of Health & Human Sciences | 3,525 | 3,308 | 217 | \$ 3,657 | \$ 793,183 |
| College of Humanities & the Arts | 4,979 | 4,967 | 12 | \$ 3,241 | \$ 134,857 * |
| College of Professional & Global Education | 210 | 210 | - | \$ 3,561 | \$ - |
| College of Science | 4,298 | 4,155 | 143 | \$ 3,325 | \$ 476,231 |
| College of Social Sciences | 4,737 | 4,559 | 178 | \$ 2,715 | \$ 482,486 |
| Others | 80 | 90 | (10) | | \$ - |
| Totals | 25,966 | 25,396 | 570 | | \$ 1,986,319 |

* Allocation includes an adjustment to the FTES target for Journalism & Mass Communications.

Surplus FTES are funded at \$2,800 each in recognition of the increased operating cost. Table 2-3 shows the Surplus FTES and associated one-time funding allocations.

**Table 2-3
Goal FTES and Funding Distribution**

| College | Goal FTES | One-Time Enrollment Funding |
|--|--------------|-----------------------------|
| College of Business | 180 | \$ 504,000 |
| College of Education | 73 | \$ 204,400 |
| College of Engineering | 271 | \$ 758,800 |
| College of Health & Human Sciences | 155 | \$ 434,000 |
| College of Humanities & the Arts | 132 | \$ 369,600 |
| College of Professional & Global Education | 46 | \$ 128,800 |
| College of Science | 120 | \$ 336,000 |
| College of Social Sciences | 232 | \$ 649,600 |
| Others | 2 | \$ 5,600 |
| Totals | 1,211 | \$ 3,390,800 |

As noted in Section 1, the campus continues to an enrollment plan that supports colleges to reduce bottleneck courses. Additional enrollment support will be provided in spring to colleges that exceed their enrollment goal.

Table 2-4
2019-20 Operating Fund Base Budgets

| | 2018-19 Base Budget | Organizational Changes | Contractual Salary Increases | Enrollment Support | University Commitments | True Up of OE&E Allocations | Others Adjustments | 2019-20 Base Budget |
|---|--------------------------------|-----------------------------------|---|-------------------------------|-----------------------------------|--|-------------------------------|--------------------------------|
| College of Business | 14,658,597 | | 350,636 | 99,562 | | 25,000 | 32,424 | 15,166,219 |
| College of Education | 10,341,510 | | 250,470 | | | 30,000 | 16,998 | 10,638,978 |
| College of Engineering | 19,742,762 | | 495,573 | | | 585,000 | 55,677 | 20,879,012 |
| College of Health & Human Sciences | 20,861,321 | (3,110,905) | 467,137 | 793,183 | 416,823 | 430,000 | 16,032 | 19,873,591 |
| College of Humanities & the Arts | 22,921,674 | 1,787,996 | 619,144 | 134,857 | | 300,000 | (132,280) | 25,631,391 |
| College of Professional & Global Educat | 1,788,086 | 1,322,909 | 95,750 | | | | 8,926 | 3,215,671 |
| College of Science | 23,486,076 | | 604,627 | 476,231 | | 350,000 | 61,516 | 24,978,450 |
| College of Social Sciences | 17,623,569 | | 495,499 | 482,486 | | 95,000 | (87,438) | 18,609,116 |
| Colleges Total | 131,423,595 | - | 3,378,836 | 1,986,319 | 416,823 | 1,815,000 | (28,145) | 138,992,428 |
| Academic Senate | 96,050 | | 1,921 | | | | | 97,971 |
| College of Graduate Studies | | 953,389 | 31,294 | | 313,584 | | 59,966 | 1,358,233 |
| Office of Research | 1,037,222 | (1,088,971) | | | | | 51,749 | - |
| Offices of the Provost | 2,256,901 | | 43,918 | | | | 141,047 | 2,441,866 |
| Student & Faculty Success | 1,432,819 | (555,018) | | | | | (36,846) | 840,955 |
| Undergraduate Education (GUP) | 1,863,602 | 84,247 | 41,830 | | | | | 1,989,679 |
| University Library | 5,698,610 | | 122,949 | | | | 12,461 | 5,834,020 |
| Academic Support Units Total | 12,385,204 | (606,353) | 241,912 | - | 313,584 | - | 228,377 | 12,562,724 |
| Division-Wide | 4,023,491 | (20,098) | 76,217 | 915,581 | 1,795,916 | 1,385,000 | (100,013) | 8,076,094 |
| Work Study | 372,328 | (46,900) | | | | | | 325,428 |
| Division Total | \$ 148,204,618 | \$ (673,351) | \$ 3,696,965 | \$ 2,901,900 | \$ 2,526,323 | \$ 3,200,000 | \$ 100,219 | \$ 159,956,674 |
| Itemized Summary | | | | | | | | |
| 19-20 R03 & R11 GSI | | | 2,895,685 | | | | | 2,895,685 |
| 19-20 Support Staff GSI | | | 653,928 | | | | | 653,928 |
| 19-20 MPP Merit Increase | | | 147,352 | | | | | 147,352 |
| FTES Target Increase | | | | 2,901,900 | | | | 2,901,900 |
| One-IT Initiative | | | | | | | (263,485) | (263,485) |
| Centrally Funded Personnel Actions | | | | | | | 363,704 | 363,704 |
| University Commitments | | | | | 963,823 | 3,200,000 | | 4,163,823 |
| University RSCA Assigend Time Program | | | | | 1,562,500 | | | 1,562,500 |
| Totals | - | - | 3,696,965 | 2,901,900 | 2,526,323 | 3,200,000 | 100,219 | 12,425,407 |

**Table 2-5
2019-20 Operating Fund One-Time Budgets**

| | Prior Year Roll Forward | Prior Year Encumbrance Roll Forward | Enrollment Support | University One-Time Adjustment | University One-Time Commitment | Division One-Time Allocation | CSU One-Time Allocation | 2019-20 One-Time Allocations |
|---|-------------------------|-------------------------------------|---------------------|--------------------------------|--------------------------------|------------------------------|-------------------------|------------------------------|
| College of Business | 96,597 | 5,199 | 503,918 | | | | | 605,714 |
| College of Education | 1,022,402 | 139,069 | 203,107 | | | | 95,000 | 1,459,578 |
| College of Engineering | 13,955 | 114,303 | 759,354 | | | | | 887,612 |
| College of Health & Human Sciences | 436,661 | 100,902 | 432,893 | | | | | 970,456 |
| College of Humanities & the Arts | 912,390 | 362,599 | 374,244 | | | | | 1,649,233 |
| College of Professional & Global Education | (540,408) | 185,248 | 129,007 | | | | | (226,153) |
| College of Science | 467,968 | 407,384 | 335,791 | | | | | 1,211,143 |
| College of Social Sciences | 102,457 | 139,586 | 648,262 | | | | | 890,305 |
| Colleges Total | 2,512,022 | 1,454,290 | 3,386,576 | - | - | - | 95,000 | 7,447,888 |
| Academic Senate | | | | | | | | - |
| College of Graduate Studies | 7,513 | 845 | | | | | | |
| Office of Research | | | | | | | | - |
| Offices of the Provost | 10,050 | 35,393 | | | | | | 45,443 |
| Student & Faculty Success | | | | | | | | - |
| Undergraduate Education (GUP) | 17,947 | 62,377 | | | | | | 80,324 |
| University Library | (221,015) | 518,794 | | | | 149,285 | | 447,064 |
| Academic Support Units Total | (185,505) | 617,409 | - | - | - | 149,285 | - | 572,831 |
| Division-Wide | 3,754,469 | 102,751 | 4,224 | (311,720) | 1,600,000 | (149,285) | | 5,000,439 |
| Division Total | \$ 6,080,986 | \$ 2,174,450 | \$ 3,390,800 | \$ (311,720) | \$ 1,600,000 | \$ - | \$ 95,000 | \$ 13,021,158 |
| Itemized Summary | | | | | | | | |
| Prior Year | 6,080,986 | 2,174,450 | | | | | | 8,255,436 |
| 1,211 Surplus FTES | | | 3,390,800 | | | | | 3,390,800 |
| Returned to Central Finance for 19-20 Initiatives | | | | (311,720) | | | | (311,720) |
| Faculty Start-Up | | | | | 1,600,000 | | | 1,600,000 |
| Graduation Initiative 2025 | | | | | | | | - |
| Mathematics and Science Teacher Initiative | | | | | | | 95,000 | 95,000 |
| Totals | 6,080,986 | 2,174,450 | 3,390,800 | (311,720) | 1,600,000 | - | 95,000 | 13,029,516 |



Section 3

Professional & Continuing Education Fund

Professional & Continuing Education Fund (PaCE)

PaCE (formerly CERF) resources are generated through College of Professional & Global Education (CPGE). CPGE coordinates continuing education for credit and non-credit programs for San José State University. These programs include Summer and Winter Intersessions, Special Session, and Open University.

Revenues generated are distributed to each division that provides services to self-support programs for which the Operating Fund is being reimbursed. Table 3-1 shows the current distribution models, which were implemented in 2016-17.

For Open University instruction, the university currently allocates \$2,800 per annualized FTES to the colleges in Operating Fund. Open University revenues collected in PaCE are distributed to other divisions, in accordance with the model in Table 3-1, with the remainder kept central at the university level.

**Table 3-1
Self-Support Programs and Open University Revenue Distribution Models**

| | <u>Self-Support Programs</u> | <u>Open University</u> |
|--|----------------------------------|----------------------------|
| Academic Affairs Division | | |
| Programs and Division-Wide | 66.0% | 0.0% |
| College of Professional & Global Education | 19.0% | 0.0% |
| Total Academic Affairs Division | 85.0% | 0.0% |
| Administration and Finance Division | 11.0% | 11.0% |
| Student Affairs Division | 3.5% | 3.5% |
| State Charges / Contingency | 0.5% | 85.5% |
| Total Revenue Distribution % | 100.0% | 100.0% |

Professional & Continuing Education Revenue projections and distributions for each program type are summarized in Table 3-2.

**Table 3-2
2019-20 Projected PaCE Revenues and their Distribution**

| | Special Session | Summer Intersession | Winter Intersession | Open University | Faculty Led Study Abroad | Non Credit Programs | Total |
|---------------------------------|---------------------|------------------------|------------------------|---------------------|-----------------------------|------------------------|----------------------|
| Projected Revenue | [1] \$ 23,444,274 | \$ 7,830,587 | \$ 1,969,627 | \$ 2,633,124 | \$ 1,454,723 | \$ 108,550 | \$ 37,440,885 |
| Administration & Finance | 2,578,870 | 861,365 | 216,659 | 289,644 | | | 3,946,538 |
| Student Affairs | 820,550 | 274,071 | 68,937 | 92,159 | | | 1,255,717 |
| State Charges / Contingency | 117,221 | 39,153 | 9,848 | 2,251,321 | | | 2,417,543 |
| Professional & Global Education | 4,454,412 | 1,487,812 | 374,229 | - | 1,454,723 | 108,550 | 7,879,726 |
| Academic Affairs Division-Wide | 269,609 | 2,035,953 | 512,103 | - | | | 2,817,665 |
| Total Overhead | \$ 8,240,662 | \$ 4,698,354 | \$ 1,181,776 | \$ 2,633,124 | \$ 1,454,723 | \$ 108,550 | \$ 18,317,189 |
| Colleges | [2] \$ 19,163,254 | \$ 3,132,233 | \$ 787,851 | \$ - | \$ - | \$ - | \$ 23,083,338 |

(1) Based on PaCE 2019-20 Business Plan

(2) Includes the projected revenue for School of Information that is now with College of Professional & Global Education.

Library Operations Support

The Library provides support to all SJSU matriculated students, as well as Open University and Special Session students. The Library receives an annual allocation based on 3.43% of the colleges' share of Special Session revenue and 5.34% of the colleges' Open University allocations. All tables in Section 3 exclude these allocations to the Library.

**Table 3-3
2019-20 PaCE Budget Summary**

| | | Projected Revenue Distribution | Prior Year Roll Forward | 2019-20 Total |
|--|-----|---|------------------------------------|--------------------------|
| College of Business | | 1,729,691 | 101,874 | 1,831,565 |
| College of Education | | 174,785 | 371,414 | 546,199 |
| College of Engineering | | 2,445,725 | 1,239,403 | 3,685,128 |
| College of Health & Human Sciences | | 3,473,365 | 3,862,860 | 7,336,225 |
| College of Humanities & the Arts | | 733,982 | 495,595 | 1,229,577 |
| College of Professional & Global Education | [1] | 15,504,361 | 13,436,739 | 28,941,100 |
| College of Science | | 1,770,536 | 1,076,870 | 2,847,406 |
| College of Social Sciences | | 1,170,978 | 460,193 | 1,631,171 |
| Colleges Total | | 27,003,423 | 21,044,948 | 48,048,371 |
| <hr/> | | | | |
| Undergraduate Education (GUP) | [2] | 175,720 | 78,022 | 253,742 |
| Division-Wide | [3] | 2,817,665 | 1,221,890 | 4,039,555 |
| <hr/> | | | | |
| Division Total | | \$ 29,996,808 | \$ 22,344,860 | \$ 52,341,668 |

[1] Includes College of Professional & Global Education Central Operating Fund, Operating Reserve Fund, Program Development & Research Fund, Facility Support Fund, Study Abroad & Away Fund, and School of Information.

[2] Early Start Program

[3] Earmarked for personnel costs in the academic support units for services to self-support program students.



Section 4

Student Success, Excellence and Technology Fee

Student Success, Excellence and Technology Fee (SSETF)

SSETF is a mandatory student fee that subsumed and replaced all existing Category III miscellaneous course fees, except those associated with field trips, and the Instructionally Related Activities (IRA) fee as of Fall 2012. SSETF is also intended to facilitate student and student athlete graduation and retention rates and strengthen student learning through improved use of technology.

The university unbundled SSETF in Fall 2014 into three components: the IRA fee, student success fee, and course support fee. The purpose is to enhance transparency and ensure that the revenues collected are used in ways that were detailed in the fee proposals. Three funds were created to identify and better manage allocations:

- 70018 SSETF - IRA
- 70019 SSETF - Student Success
- 70020 SSETF - Course Support

For 2019-20, there is no planned increase to any component of the unbundled student success fee with the exception of a provision that allows for an annual inflation adjustment based on the Higher Education Price Index (HEPI). The inflation adjustment this year is 2.8% over 2018. Table 4-1 shows the fee schedule for 2019-20:

**Table 4-1
SSETF Fee Schedule**

| Fee Type | Summer 2019 | Fall 2019 | Spring 2020 |
|-----------------------------------|------------------|------------------|------------------|
| SSETF - IRA | \$ 111.00 | \$ 167.00 | \$ 167.00 |
| SSETF - Student Success | \$ 89.00 | \$ 133.50 | \$ 133.50 |
| SSETF - Course Support | \$ 23.00 | \$ 34.00 | \$ 34.00 |
| Total Revenue Distribution | \$ 223.00 | \$ 334.50 | \$ 334.50 |

The distribution of SSETF-Course Support funds to the colleges has historically been adjusted annually for changing enrollment levels (measured by FTES) and for inflation based on the HEPI.

However, as the average unit load increases, student headcount does not proportionally increase with FTES and it is impacting the division's SSETF-Course Support budget model. The division over-allocated funds in the previous budget cycles as the total FTES outpaced student headcount. This necessitates an ongoing freeze to the course support budget at the 2016-17 level across all colleges and one-time funding until the deficit is cleared.

The following tables show the allocations in each SSETF fund.

**Table 4-2
2019-20 SSETF - IRA Budget Summary**

| | 2018-19 Base Budget | Contractual Salary Increases | Organizational Change | Division Adjustment | 2019-20 Base Budget | Prior Year Roll Forward / Continuation Funding | Prior Year Encumbrance Roll Forward | 2019-20 Total Budget |
|--|--------------------------------|---|----------------------------------|--------------------------------|--------------------------------|---|--|---------------------------------|
| College of Business | | | | | - | | | - |
| College of Education | | | | | - | | | - |
| College of Engineering | | | | | - | | | - |
| College of Health & Human Sciences | 57,886 | | (57,886) | | - | | | - |
| College of Humanities & the Arts | 622,978 | 2,661 | 57,886 | | 683,525 | | 107,727 | 791,252 |
| College of Professional & Global Education | | | | | - | | | - |
| College of Science | | | | | - | | | - |
| College of Social Sciences | 84,986 | | (10,000) | | 74,986 | | 500 | 75,486 |
| Colleges Total | 765,850 | | (10,000) | | 758,511 | - | 108,227 | 866,738 |
| Student & Faculty Success | 17,650 | | (17,650) | | - | | | - |
| Undergraduate Education (GUP) | | | 27,650 | | 27,650 | 6,937 | | 34,587 |
| University Library | 666,960 | 6,532 | | 672 | 674,164 | (2,974) | | 671,190 |
| Academic Support Units Total | 684,610 | 6,532 | 10,000 | 672 | 701,814 | 3,963 | - | 705,777 |
| Division-Wide | 848 | | | (672) | 176 | 2,974 | | 3,150 |
| Division Total | \$ 1,451,308 | \$ 9,193 | \$ - | \$ - | \$ 1,460,501 | \$ 6,937 | \$ 108,227 | \$ 1,575,665 |
| Itemized Summary | | | | | | | | |
| 19-20 Support Staff GSI | | 9,193 | | | 9,193 | | | 9,193 |
| Prior Year | | | | | | 6,937 | 108,227 | 115,164 |
| Totals | - | 9,193 | - | - | 9,193 | 6,937 | 108,227 | 124,357 |

**Table 4-3
2019-20 SSETF - Student Success Budget Summary**

| | 2018-19 Base Budget | Contractual Salary Increases | Organizational Change | Division Adjustment | 2019-20 Base Budget | Prior Year Roll Forward / Continuation Funding | Prior Year Encumbrance Roll Forward | University One-Time Allocations | 2019-20 Total Budget |
|--|------------------------|------------------------------------|--------------------------|------------------------|------------------------|--|---|---------------------------------------|-------------------------|
| College of Business | 104,583 | 1,668 | | | 106,251 | | | | 106,251 |
| College of Education | - | 1,716 | | | 1,716 | | 87 | | 1,803 |
| College of Engineering | 228,640 | 5,520 | | | 234,160 | (36) | 4,089 | | 238,213 |
| College of Health & Human Sciences | 199,061 | 4,824 | | | 203,885 | | | | 203,885 |
| College of Humanities & the Arts | 771,920 | 9,228 | | 310 | 781,458 | | 41 | | 781,499 |
| College of Professional & Global Education | | | | | - | | | | - |
| College of Science | 93,825 | 1,560 | | | 95,385 | | | | 95,385 |
| College of Social Sciences | 182,359 | 3,576 | | | 185,935 | | 6,240 | | 192,175 |
| Colleges Total | 1,580,388 | 28,092 | - | 310 | 1,608,790 | (36) | 10,457 | - | 1,619,211 |
| Offices of the Provost | | | 718,000 | | 718,000 | | 31,796 | | 749,796 |
| Student & Faculty Success | 3,778,200 | | (3,778,200) | | - | | | | - |
| Undergraduate Education (GUP) | | 1,800 | 12,000 | | 13,800 | 66,444 | | | 80,244 |
| University Library | - | | | | - | 5,772 | 2,176 | 326,622 | 334,570 |
| Academic Support Units Total | 3,778,200 | 1,800 | (3,048,200) | - | 731,800 | 72,216 | 33,972 | 326,622 | 1,164,610 |
| Division-Wide | 7,056 | | 205,991 | (310) | 212,737 | 36 | | 580,000 | 792,773 |
| Division Total | \$ 5,365,644 | \$ 29,892 | \$ (2,842,209) | \$ - | \$ 2,553,327 | \$ 72,216 | \$ 44,429 | \$ 906,622 | \$ 3,576,594 |
| <u>Itemized Summary</u> | | | | | | | | | |
| 19-20 Support Staff GSI | | 29,892 | | | 29,892 | | | | 29,892 |
| Prior Year | | | | | - | 72,216 | 44,429 | | 116,645 |
| Academic Advisors | | | | | - | | | 580,000 | 580,000 |
| Late Night Tutoring | | | | | - | | | 80,000 | 80,000 |
| 24/5 Late Night Operating Hours | | | | | - | | | 246,622 | 246,622 |
| SFS Departments Moving to Student Affairs | | | (2,842,209) | | (2,842,209) | | | | (2,842,209) |
| Totals | - | 29,892 | (2,842,209) | - | (2,812,317) | 72,216 | 44,429 | 906,622 | (1,789,050) |

Table 4-4
2019-20SSETF - Course Support Budget Summary

| | 2018-19 Base Budget | Contractual Salary Increases | Organizational Changes | 2019-20 Base Budget | Prior Year Roll Forward | Prior Year Encumbrance Roll Forward | 2019-20 Total Budget |
|--|--------------------------------|---|-----------------------------------|--------------------------------|------------------------------------|--|---------------------------------|
| College of Business | 475,237 | 3,657 | | 478,894 | | 143,351 | 622,245 |
| College of Education | 2,745 | | | 2,745 | | 304 | 3,049 |
| College of Engineering | 272,910 | | | 272,910 | (104) | 42,547 | 315,353 |
| College of Health & Human Sciences | 220,415 | | (66,548) | 153,867 | | 48,887 | 202,754 |
| College of Humanities & the Arts | 500,916 | 1,488 | 16,548 | 518,952 | | 47,395 | 566,347 |
| College of Professional & Global Education | | | 50,000 | 50,000 | | 7,881 | 57,881 |
| College of Science | 377,510 | | | 377,510 | | 84,749 | 462,259 |
| College of Social Sciences | 5,780 | | | 5,780 | | 7,881 | 13,661 |
| Colleges Total | 1,855,513 | 5,145 | - | 1,860,658 | (104) | 382,995 | 2,243,549 |
| Division-Wide | (1,791) | | | (1,791) | 104 | | (1,687) |
| Division Total | \$ 1,853,722 | \$ 5,145 | \$ - | \$ 1,858,867 | \$ - | \$ 382,995 | \$ 2,241,862 |
| Itemized Summary | | | | | | | |
| 19-20 Support Staff GSI | | 5,145 | | 5,145 | | | 5,145 |
| Prior Year | | | | | | 382,995 | 382,995 |
| Totals | - | 5,145 | - | 5,145 | - | 382,995 | 388,140 |



Section 5

Work Study Allocations

Work Study Allocations

The Federal Work Study Program allows students to work on campus as part of their financial aid package. Funding is derived as follows: 70% from Federal Work Study and 30% matching funds from the division. The division has undergone multiple organization changes which has caused a decrease in the division's total allocations.

**Table 5-1
2019-20 Work Study Allocations with History**

| College / Unit | 2017-18 | 2018-19 | 2019-20 |
|--|-------------------|-------------------|-------------------|
| College of Business | 43,374 | 43,374 | 30,000 |
| College of Education | 51,887 | 51,887 | 51,887 |
| College of Engineering | 33,124 | 33,124 | 44,484 |
| College of Health & Human Sciences (1) | 51,980 | 51,980 | 47,980 |
| College of Humanities & the Arts | 59,326 | 59,326 | 63,326 |
| College of Professional & Global Education | 4,536 | 4,536 | 4,536 |
| College of Science | 33,675 | 33,675 | 45,223 |
| College of Social Sciences | 47,401 | 47,401 | 47,401 |
| Colleges Total | 325,303 | 325,303 | 334,837 |
| College of Graduate Studies (2) | - | - | 8,905 |
| Institutional Effectiveness & Analytics | 18,688 | 18,688 | 18,688 |
| Offices of the Provost (3) | 1,000 | 1,000 | 3,000 |
| Student & Faculty Success (4) | 77,903 | 77,903 | - |
| Undergraduate Education (GUP) | 5,772 | 5,772 | 10,772 |
| University Library | 96,946 | 96,946 | 103,228 |
| Academic Support Units Total | 200,309 | 200,309 | 144,593 |
| AAD Reserve | 6,284 | 6,284 | 6,284 |
| Division Total | \$ 531,896 | \$ 531,896 | \$ 485,714 |

Footnotes:

(1) The department of Journalism & Mass Communications moved from College of Health & Human Sciences to College of Humanities & Arts. School of Information moved from College of Health & Human Sciences to College of Professional & Global Education.

(2) Graduate Admissions & Program Evaluations transitioned from Student Affairs to College of Graduate Studies.

(3) E-Campus and Center for Faculty Development moved from Student & Faculty Success to the Offices of the Provost.

(4) Center for Community Learning & Leadership, Supported Instruction, and CommUniverCity moved from Student & Faculty Success to Undergraduate Education (GUP).



Section 6

Division One-Time Allocations

**Table 6-1
2019-20 Division-Wide One-Time Commitments**

| Description | | Op Fund Salary | Op Fund OE&E | PaCE | Total |
|----------------------------|--|------------------|------------------|------------------|-------------------|
| Resarch Support | University RSCA Provision | 1,500,000 | | | 1,500,000 |
| | Central RSCA | 250,000 | | | 250,000 |
| | University Grants Academy | 113,850 | | | 113,850 |
| | Institutional Animal Care and Use Committee | 63,250 | | | 63,250 |
| | Instructional Review Board Chair | 11,650 | | | 11,650 |
| | Undergraduate Research Grant | | 45,000 | | 45,000 |
| | | 1,938,750 | 45,000 | - | 1,983,750 |
| Faculty Support | Academic Senate and Policy Chairs | 151,800 | | | 151,800 |
| | Campus CFA Chapter Representative | 37,950 | | | 37,950 |
| | Faculty Start-Up | | 1,761,600 | | 1,761,600 |
| | University Council of Chairs and Directors | | 15,000 | | 15,000 |
| | University Faculty Athletics Representative | 25,300 | | | 25,300 |
| | | 215,050 | 1,776,600 | - | 1,991,650 |
| Program Support | Acquisitions | 24,285 | | | 24,285 |
| | Audiology | | 900,000 | | 900,000 |
| | Assessment Director and Facilitators | 126,500 | | | 126,500 |
| | Board of General Studies | 101,200 | | | 101,200 |
| | Center for Community Learning & Leadership Director | 31,625 | | | 31,625 |
| | Mineta Transportation Institute | | | 70,000 | 70,000 |
| | OpEd Project | | 125,000 | | 125,000 |
| | Professional Programs Accreditation | | 150,000 | | 150,000 |
| | Program Planning | 63,250 | 11,000 | | 74,250 |
| | Writing Skills Test Coordinator | 31,625 | | | 31,625 |
| | | 378,485 | 1,186,000 | 70,000 | 1,634,485 |
| Division-Wide Instructions | University Studies & STATWAY | 63,250 | | | 63,250 |
| | VET Connect Program | 6,325 | | | 6,325 |
| | | 69,575 | - | - | 69,575 |
| Division Programs | Campus Reading Program | 12,650 | 52,000 | | 64,650 |
| | Faculty / Chair Onboarding Program | 52,000 | 10,000 | | 62,000 |
| | Honor's Convocation 1X Supplement | | 10,000 | | 10,000 |
| | Recruitment and Relocation | | 350,000 | | 350,000 |
| | Space and Equipment | | 50,000 | | 50,000 |
| | Provost's Priorities | | 150,000 | | 150,000 |
| | Sabbatical Leaves | 822,250 | | | 822,250 |
| | Staff Professional Development | | 100,000 | | 100,000 |
| | University Speaker Series | | 7,000 | | 7,000 |
| | WASC Camps Fee and Assessment | 31,625 | 59,000 | | 90,625 |
| | Wireless Device Allowance | | 12,000 | | 12,000 |
| | Work Study 30% Matching | | 139,470 | | 139,470 |
| | | 918,525 | 939,470 | - | 1,857,995 |
| Information Technology | Faculty Research Solutions | | 45,000 | | 45,000 |
| | CalState S4 Database | | 15,000 | | 15,000 |
| | Curriculog | | 26,000 | | 26,000 |
| | Aculog | | 125,000 | | 125,000 |
| | Inflationary Adjustments | | 80,000 | | 80,000 |
| | | - | 291,000 | - | 291,000 |
| Other | Summer Intersession 2019 Revenue Accrual | | | 1,221,890 | 1,221,890 |
| | Self-Support Programs Overhead in Academic Support Units | | | 2,747,665 | 2,747,665 |
| | | - | - | 3,969,555 | 3,969,555 |
| Total | | 3,520,385 | 4,238,070 | 4,039,555 | 11,798,010 |



Section 7

Appendix

