

SAN JOSÉ STATE UNIVERSITY

Academic Affairs Division Budget Allocations

Fiscal Year
2022-23



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Section 1

Introduction

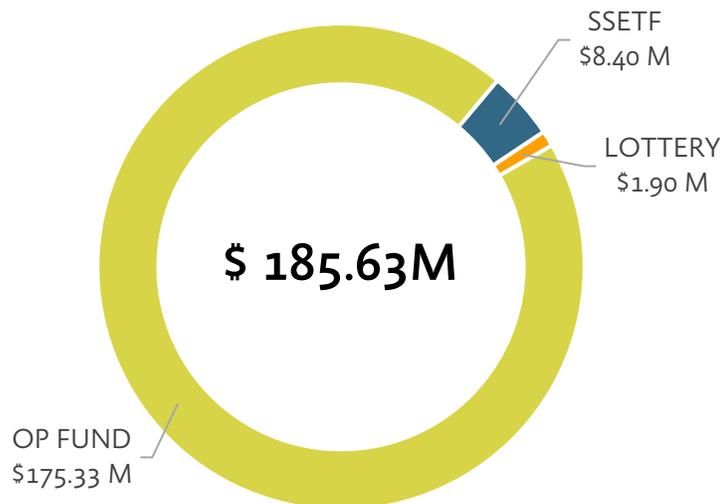
Academic Affairs Budget

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 captures revenues generated through self-supporting programs (Special Session, and Summer and Winter Intersession). The distribution of these important resources is discussed in Section 3.

The division's total base budget is \$185.63M (benefits budgets excluded.)



Academic Affairs 2022-23 Base Budget Compared to 2021-22

Fund	2021-22	2022-23	Change
Operating Fund	\$ 160.53 M	\$ 175.33 M	9.2 %
Student Success, Excellence & Technology Fee	5.52 M	8.40 M	52.2 %
Lottery	1.90 M	2.16 M	13.8 %
Total Base Budget	\$ 167.95 M	\$ 185.89 M	10.7 %
Division Target FTES	25,716	25,866	0.6 %
Dollar per FTES	\$6,531	\$7,187	

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

Highlights of the 2022-23 Budget

The Budget Act of 2022 includes an increase in base General Fund appropriation and one-time augmentations for the California State University to support resident undergraduate enrollment growth, GI 2025, and various efforts and initiatives that further advance graduation and retention efforts. However, the increase falls short of the CSU's basic needs and does not fully address the costs associated with inflation, compensation increases, and modality changes. The budget shortfall coupled with the decline in student enrollment and fee revenues resulted in a structural budget deficit at the institutional level.

To address the budget gap, the institution must position itself to respond to the changing budget landscape and student demand. The division is committed to implement strategies to improve stateside enrollments by increasing space in high impact programs and create new draws to SJSU through interdisciplinary, market-driven programming. Investments will be made to create new pathways for undergraduate and graduate student through self-support and garner philanthropic investments in programs that will differentiate SJSU in a competitive market.

SJSU Enrollment Plan

The 2022/23 Campus Enrollment Plan reports a total of 27,690 FTES, which includes 26,291 Target FTES and 1,399 Surplus FTES. However, with the sharp decline in overall student enrollment and Average Unit Load, the Division is not on the trajectory to meet the assigned goal. As a result, the FTES assignment this year is based on an assessment of the real-time fall enrollments coupled with historical assumptions about attrition rates in spring.

2022-23 College Target and Surplus FTES Distribution

College	Target FTES	Surplus FTES	Total
Business	3,188	120	3,308
Education	1,345	125	1,470
Engineering	3,509	15	3,524
Health & Human Sciences	2,977		2,977
Humanities & the Arts	4,962		4,962
Professional & Global Education	303	100	403
Science	4,330	30	4,360
Social Sciences	5,192	21	5,213
University Studies	60	14	74
Total	25,866	425	26,291

FY 2022/23 One-Time Budget Adjustments

1. Faculty Start-Up - \$ 1,900,000
Offering competitive start-up packages remains 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.
2. University RSCA - \$ 1,394,000
Faculty Research remains a top priority of the division. Continuous investments are made to provide faculty with 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 fourth year of implementation with strong faculty participation. All tenure-track and 44 percent of tenured faculty are currently in the program, and the number is expected to grow each year.

3. Academic Advising - \$ 522,000 (SSETF)
To support the restructuring of academic advising to provide a more coordinated data-informed, student-centered approach and to improve persistence and graduation rates, the University approved funding for additional advisor positions to solidify the first two years of academic advising support to overcome retention challenges.
4. Library Acquisitions - \$262,000 (Lottery)

Tenure Track Faculty Expansion

In the past three cycles, SJSU has been a CSU leader in expanding the ranks of tenure-line faculty by hiring new members. 60 faculty searches are approved for 2023-24 appointment; this search cycle reflects a change in strategy, as these approved lines are now tied to faculty attrition. Many of these searches reflect five emerging themes within the state of California: Data Analytics and Design Thinking; Ethnic Studies Education; Health Equity and Health Infrastructures; Social Robotics and Human-Robotic Technology Relations; and Sustainable Futures and Earth Systems Science. In addition, we also strive to enhance SJSU’s Hispanic Serving Institution (HSI) status by identifying searches that could be alignment with Latinx/a/o experiences, bilingual/multilingual research and/or teaching expertise, addressing equity gaps in the field, and HSI initiatives.

College	Searches
Business	5
Education	4
Engineering	16
Health & Human Sciences	5
Humanities & the Arts	9
Professional & Global Education	1
Science	10
Social Sciences	10
University Library	TBD
Total	60

Organizational Changes

The following organizational changes took effect on July 1, 2022:

- Institutional Effectiveness & Strategic Analytics was renamed Institutional Research & Strategic Analytics.
- Functions including program assessment, accreditation, and program planning transitioned from Institutional Research & Strategic Analytics to Academic Innovation & Online Initiatives.
- Academic Scheduling and Space Management transitioned from Institutional Research & Strategic Analytics to Academic Business & Strategic Operations.
- Accessible Technology moved from the Division of Information Technology to the Division of Academic Affairs.

- Academic Advising and Retention Services and Student Athlete Resource Center, formerly Student Athlete Success Services, transitioned from the Division of Student Affairs to the Division of Academic Affairs.
- All College Student Success Centers moved to Undergraduate Advising and Success.

Table 1-1
2022-23 All Funds Budget Summary

Fund	Business	Education	Engineering	Health & Human Sciences	Humanities & the Arts	Professional & Global Education	Science	Social Sciences	University Library	Academic Support Units	Division-Wide ^[1]	Total Academic Affairs
CSU Operating Fund												
Instructional Faculty	\$ 15,073,819	\$ 8,161,458	\$ 17,060,354	\$ 15,129,872	\$ 22,968,829	\$ 1,708,103	\$ 19,447,274	\$ 19,887,663	\$ 2,392,014	\$ 151,864	\$ 6,958,106	\$ 128,939,356
MPP & Support Staff	1,251,552	2,011,146	3,268,957	2,721,086	3,487,295	1,186,085	5,429,582	2,054,840	3,033,676	8,988,507	1,093,708	34,526,434
Student Assistant		15,000		504	2,112		2,016	1,332	100,000	295,772	15,000	431,736
OE&E	230,518	656,899	1,103,340	1,141,796	978,417	906,646	1,553,296	393,377	633,108	1,154,820	2,122,193	10,874,410
Total w/o Work Study	16,555,889	10,844,503	21,432,651	18,993,258	27,436,653	3,800,834	26,432,168	22,337,212	6,158,798	10,590,963	10,189,007	174,771,936
Work Study	30,189	51,887	47,659	44,316	63,326		42,433	60,653	113,262	106,321		560,046
Total Base Budget	16,586,078	10,896,390	21,480,310	19,037,574	27,499,979	3,800,834	26,474,601	22,397,865	6,272,060	10,697,284	10,189,007	175,331,982
One-Time Adjustments												
OE&E Reduction	(21,230)	(57,578)	(101,612)	(105,155)	(89,187)	(78,650)	(142,362)	(36,229)		(132,067)	(175,930)	(940,000)
Student Assistant	167,696	80,379	815,482	144,712	246,491	10,697	698,790	155,447		58,428	1,621,878	4,000,000
Work Study	5,000	3,500		17,000			17,567	40,000	20,000	39,790		142,857
Surplus Enrollment	336,000	350,000	42,000			280,000	84,000	58,800			3,333,235	4,484,035
Prior-Year Roll-Forward	46,788	742,948	111,529	226,132	298,351	73,421	479,262	157,874	34,650	138,922	949,497	3,259,374
RSCA Investment											1,394,020	1,394,020
Salary Savings Target											(1,818,997)	(1,818,997)
Other Adjustments								(102,085)			102,085	-
Total One-Time Adjustments	534,254	1,119,249	867,399	282,689	455,655	285,468	1,137,257	273,807	54,650	105,073	5,405,788	10,521,289
Total CSU Operating Fund	17,120,332	12,015,639	22,347,709	19,320,263	27,955,634	4,086,302	27,611,858	22,671,672	6,326,710	10,802,357	15,594,795	185,853,271
SSETF												
Instructionally Related Activities					755,075			74,986	774,498	27,650	176	1,632,385
Student Success	111,049	-	121,928	-	732,720	-	64,724	-	438,324	3,741,369	927,335	6,137,449
Course Support	473,170	2,565	281,217	151,589	600,821	52,074	403,627	9,884		71,904	4,056	2,050,907
Total SSETF	584,219	2,565	403,145	151,589	2,088,616	52,074	468,351	84,870	1,212,822	3,840,923	931,567	9,820,741
PaCE												
Summer Intersession	72,618	3,378	53,731	55,915	89,147	1,815,855	76,134	138,737			2,389,283	4,694,798
Winter Intersession	15,995			9,101	18,960	375,490	4,534	38,858			494,065	957,003
Special Session	1,720,480	57,276	2,513,137	2,625,503	109,898	18,148,987	1,089,779	181,192			340,207	26,786,459
Other Revenues						169,073						169,073
Early Start										396,225		396,225
SJSU Online		244,923	244,923					489,846		3,772,473	27,338	4,779,503
Division One-Time	65,058	239,670	59,741				175,168			414,036	(953,673)	-
Reserves (Roll-Forward)	224,603	(144,948)	546,204	913,023	240,734	6,522,964	470,354	536,971	47,056	247,072	8,805,136	18,409,169
Central Service										3,096,444	(3,096,444)	-
Total PaCE	2,098,754	400,299	3,417,736	3,603,542	458,739	27,032,369	1,815,969	1,385,604	47,056	7,926,250	8,005,912	56,192,230
Other Funds												
Grad Business Professional	830,000											830,000
Lottery Funds									2,162,000			2,162,000
Start-Up	72,691	328,517	1,200,150	836,932	243,013	127,569	1,913,877	548,733	81,793	16,868	1,205,764	6,575,907
Total All Funds	\$ 20,705,996	\$ 12,747,020	\$ 27,368,740	\$ 23,912,326	\$ 30,746,002	\$ 31,298,314	\$ 31,810,055	\$ 24,690,879	\$ 9,830,381	\$ 22,586,398	\$ 25,738,038	\$ 261,434,149

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



Section 2

CSU Operating Fund

Operating Fund

The division's Operating Fund base budget increased 9% over last year, mainly due to the planned enrollment growth, compensation increases, and organizational changes.

Unit	2021-22 Base Budget	Enrollment Funding Adjustment	Funded Personnel Actions	Contractual Compensation Increases	Other Adjustments ^o	2022-23 Base Budget	% Δ
College of Business	\$ 16,011,978		\$ 7,287	\$ 1,155,936	\$ (619,312)	\$ 16,555,889	3%
College of Education	10,006,561	211,310	15,612	803,772	(192,752)	10,844,503	8%
College of Engineering	20,271,553		18,915	1,472,148	(329,965)	21,432,651	6%
College of Health & Human Sciences	18,171,450		19,977	1,340,136	(538,306)	18,993,257	5%
College of Humanities & the Arts	25,699,092		26,712	2,092,896	(382,047)	27,436,653	7%
College of Professional & Global Education	3,271,364	354,640	10,428	165,552	(1,150)	3,800,834	16%
College of Science	25,084,616	49,875	40,361	1,709,484	(452,169)	26,432,167	5%
College of Social Sciences	20,891,708		17,760	1,913,268	(485,524)	22,337,212	7%
Academic Support Units	13,562,793	12,900	125,560	735,870	2,312,640	16,749,763	23%
Division	7,072,542	2,377,158 *		126,810	612,497	10,189,007	44%
Work Study	485,714				74,332	560,046	15%
Totals	\$160,529,371	\$ 3,005,883	\$ 282,612	\$ 11,515,872	\$ (1,756)	\$ 175,331,982	9%

* Earmarked for anticipated enrollment shortfall.

^o Includes organizational changes, university and division adjustments.

The operating base budget is focused on fulfilling the CSU's core mission: to service students with an affordable, high-quality education. A majority of the funds are used for costs associated with delivering and administering Regular Session instructional programs. Of the \$175 million base budget, 74 percent is used to support instruction and foster research and creative activities.



Academic Salaries	\$ 125.9M	71.8%
RSCA	3.1M	1.8%
Management Personnel	8.2M	4.7%
Support Staff	26.2M	15.0%
Student Assistant / Work Study	1.0M	0.6%
Operating Expense	10.9M	6.2%
Total CSU Op Fund Base Budget	\$ 175.3M	100.0%

College budgets are adjusted annually for changes in FTES. Per the budget model adopted in 2014, adjustments for Target FTES are made based on the Marginal Cost of Instruction.

College	2021-22 Target FTES	2022-23 Target FTES	Change	Marginal Cost of Instruction	Enrollment Funding Adjustment
College of Business	3,188	3,188	-	\$ 3,366	\$ -
College of Education	1,257	1,312	55	\$ 3,842	\$ 211,310
College of Engineering	3,509	3,509	-	\$ 3,527	\$ -
College of Health & Human Sciences	2,923	2,923	-	\$ 4,095	\$ -
College of Humanities & the Arts	4,962	4,962	-	\$ 3,676	\$ -
College of Professional & Global Education	223	303	80	\$ 4,433	\$ 354,640
College of Science	4,315	4,330	15	\$ 3,325	\$ 49,875
College of Social Sciences	5,192	5,192	-	\$ 2,928	\$ -
Other	60	60	-		
EdD Program	33	33	-	\$ 7,635	\$ -
Doctorate of Audiology	27	27	-	\$ 11,859	\$ -
Doctor of Nursing Practice	27	27	-	\$ 7,832	\$ -
Totals	25,716	25,866	150		\$ 615,825

Surplus FTES are funded at \$2,800 each in recognition of the increased operating cost. Additional enrollment support will be provided in spring to colleges that exceed their enrollment goal.

College	2022-23 Target FTES	2022-23 Surplus FTES	2022-23 Goal FTES	Base Enrollment Funding	One-Time Enrollment Funding	Total Enrollment Funding
College of Business	3,188	120	3,308	\$ -	\$ 336,000	\$ 336,000
College of Education	1,312	125	1,437	\$ 211,310	\$ 350,000	\$ 561,310
College of Engineering	3,509	15	3,524	\$ -	\$ 42,000	\$ 42,000
College of Health & Human Sciences	2,923		2,923	\$ -	\$ -	\$ -
College of Humanities & the Arts	4,962		4,962	\$ -	\$ -	\$ -
College of Professional & Global Education	303	100	403	\$ 354,640	\$ 280,000	\$ 634,640
College of Science	4,330	30	4,360	\$ 49,875	\$ 84,000	\$ 133,875
College of Social Sciences	5,192	21	5,213	\$ -	\$ 58,800	\$ 58,800
Other	60	14	74			\$ -
EdD Program	33		33	\$ -	\$ -	\$ -
Doctorate of Audiology	27		27	\$ -		
Doctor of Nursing Practice	27		27	\$ -		
Totals	25,866	425	26,291	\$ 615,825	\$ 1,150,800	\$ 1,766,625

**Table 2-1
2022-23 CSU Operating Fund Base Summary**

	2021-22 Base Budget	Organizational Changes	Advising Reorganization	Univeristy Adjustments	Centrally Funded Personnel Actions	Enrollment Funding Adjustments	21-22 Compensation Increases	22-23 Compensation Increases	Division Base Commitments	Other Adjustments	2022-23 Base Budget
College of Business	16,011,978		(530,688)	(88,624)	7,287		640,656	515,280			16,555,889
College of Education	10,006,561		(192,752)		15,612	211,310	438,288	365,484			10,844,503
College of Engineering	20,271,553		(404,965)		18,915		776,856	695,292	75,000		21,432,651
College of Health & Human Sciences	18,171,450		(347,224)		19,977		737,556	602,580		(191,082)	18,993,257
College of Humanities & the Arts	25,699,092		(382,047)		26,712		1,188,948	903,948			27,436,653
College of Professional & Global Education	3,271,364		(1,150)		10,428	354,640	107,364	58,188			3,800,834
College of Science	25,084,616		(452,169)		40,361	49,875	858,456	851,028			26,432,167
College of Social Sciences	20,891,708		(440,724)		17,760		1,155,420	757,848	79,200	(124,000)	22,337,212
Colleges Total	139,408,322	-	(2,751,719)	(88,624)	157,052	615,825	5,903,544	4,749,648	154,200	(315,082)	147,833,166
Academic Innovation & Strategic Initiatives		223,957						5,184			229,141
Academic Senate	101,426							4,860			106,286
College of Graduate Studies	1,808,054						144	53,610		(643,517)	1,218,291
Faculty Success	1,313,575	358,671					108	69,072			1,741,426
Inst Research & Strat Analytics	1,860,268	(798,367)			4,353			26,280		(55,597)	1,036,937
Offices of the Provost	869,873	374,750			41,909			82,752	65,000	41,854	1,476,138
Undergraduate Advising & Success		65,960	2,763,983		47,340			26,784	49,800		2,953,867
Undergraduate Education	1,714,844				9,962			99,744	4,329		1,828,879
University Library	5,894,753			(197,088)	21,996	12,900	141,336	225,996	58,905		6,158,798
Academic Support Units Total	13,562,793	224,971	2,763,983	(197,088)	125,560	12,900	141,588	594,282	178,034	(657,260)	16,749,763
University Personnel	-										-
Information Technology	-										-
Other Units Total	-	-	-	-	-	-	-	-	-	-	-
Division-Wide [1]	7,072,542	199,660	(12,264)	(215,007)		2,377,158	28,440	98,370	(332,234)	972,342	10,189,007
Work Study	485,714	52,903		21,429							560,046
Division Total	\$ 160,529,371	\$ 477,534	\$ -	\$ (479,290)	\$ 282,612	\$ 3,005,883	\$ 6,073,572	\$ 5,442,300	\$ -	\$ -	\$ 175,331,982

Itemized Summary

FTES Target Adjustment						3,005,883					3,005,883
Accessible Technology		358,671									358,671
Academic Advising & Retention Services		118,863									118,863
Centrally Funded Personnel Actions					282,612						282,612
Contractual Compensation Increases (GSI)							4,968,660	5,439,888			10,408,548
Contractual Compensation Increases (SSI)							1,104,912	2,412			1,107,324
Benefits Pay-in				(51,603)							(51,603)
Faculty Research Investment				(163,404)							(163,404)
IT, FD&O, Strat Comm Position Transfer				(285,712)							(285,712)
Work Study				21,429							21,429
Totals	-	477,534	(479,290)	282,612	3,005,883	6,073,572	5,442,300	-	-	-	14,802,611

Notes:

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

Table 2-2
2022-23 CSU Operating Fund One-Time Budget Summary

	Prior Year Roll Forward	Prior Year IFTs	Prior Year Encumbrance Roll Forward	Student Assistant	Enrollment Support	University OE&E Reduction	Division Adjustments	University One-Time Commitment	2022-23 One-Time Allocations
College of Business	11,526	10,000	25,262	167,696	336,000	(21,230)			529,254
College of Education	31,672	649,444	61,832	80,379	350,000	(57,578)			1,115,749
College of Engineering	56,182		55,347	815,482	42,000	(101,612)			867,399
College of Health & Human Sciences	57,090	3,000	166,042	114,712		(105,155)			235,689
College of Humanities & the Arts	48,921	24,443	224,987	246,491		(89,187)			455,655
College of Professional & Global Education	42,730		30,691	22,937	280,000	(78,651)			297,707
College of Science	77,952	12,440	388,870	698,790	84,000	(142,362)			1,119,690
College of Social Sciences	19,669	13,800	124,405	155,447	58,800	(36,229)	(102,085)		233,807
Colleges Total	345,742	713,127	1,077,436	2,301,934	1,150,800	(632,004)	(102,085)	-	4,854,950
Academic Innovation & Strategic Initiatives			2,085			(13,814)			(11,729)
Academic Senate			5			(2,210)			(2,205)
College of Graduate Studies	9,932		3,442	34,000		(18,295)			29,079
Faculty Success		7,500	50,588	14,117		(37,785)			34,420
Inst Research & Strat Analytics						(6,853)			(6,853)
Offices of the Provost			1,203	10,000		(4,719)			6,484
Undergraduate Advising & Success						(6,075)			(6,075)
Undergraduate Education		42,834	21,333			(12,923)			51,244
University Library	15,957		18,693	18,071		(29,392)			23,329
Academic Support Units Total	25,889	50,334	97,349	76,188	-	(132,066)	-	-	117,694
Division-Wide [1]	970,509	5,000	(26,012)	1,621,878	3,333,235	(175,930)	102,085	(424,977)	5,405,788
Work Study								142,857	142,857
Division Total	\$ 1,342,140	\$ 768,461	\$ 1,148,773	\$ 4,000,000	\$ 4,484,035	\$ (940,000)	\$ -	\$ (282,120)	\$ 10,521,289
Itemized Summary									
Prior Year	542,140	768,461	1,148,773						2,459,374
Surplus Enrollment Funding					4,484,035				4,484,035
Student Assistant Spending Authority				4,000,000					4,000,000
OE&E 1X Reduction						(940,000)			(940,000)
21/22 Ethnic Studies	800,000								800,000
Salary Savings Target								(1,818,997)	(1,818,997)
University RSCA								1,394,020	1,394,020
Work Study 1X								142,857	142,857
Totals	1,342,140	768,461	1,148,773	4,000,000	4,484,035	(940,000)	-	(282,120)	10,521,289

Notes:

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



Section 3

Professional & Continuing Education Fund

Professional & Continuing Education Fund (PaCE)

PaCE 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. 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 with the remainder kept central at the university level.

PaCE Revenue Distribution Model

	Self-Support Programs	Open University
Academic Affairs		
Programs and Academic Support	66.0%	-
CPGE Central Operations	19.0%	-
Total Academic Affairs	85.0%	-
Administration & Finance	11.0%	11.0%
Student Affairs	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 the table below.

2022-23 Projected PaCE Revenues and their Distribution

	Special Session	Summer Intersession	Winter Intersession	Open University	Faculty Led Study Abroad	Non-Credit Programs	Early Start	Total
Projected Revenue [1]	\$29,583,274	\$ 9,557,130	\$ 1,976,261	\$ 1,129,007	\$ 1,025,500	\$ 169,073	\$ 396,225	\$43,836,470
Administration & Finance	3,254,160	1,051,284	217,389	124,191				4,647,024
Student Affairs	1,035,415	334,500	69,169	39,515				1,478,599
State Charges / Contingency	147,916	47,786	9,881	965,301				1,170,884
CPGE Central Services	5,620,822	1,815,855	375,490	-	1,025,500			8,837,667
Academic Support Services	340,208	2,389,283	494,065	-				3,223,556
Total Overhead	\$10,398,521	\$ 5,638,708	\$ 1,165,994	\$ 1,129,007	\$ 1,025,500	\$ -	\$ -	\$19,357,730
Colleges / Academic Programs	\$19,184,753	\$ 3,918,422	\$ 810,267	\$ -	\$ -	\$ 169,073	\$ 396,225	\$24,478,740

[1] Based on 2022-23 Business Plan

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.

SJSU Online

San José State University will launch SJSU Online in spring 2023. SJSU Online is a new academic initiative led by the Office of Academic Innovation and Online Initiatives (AIOI). The mission of SJSU Online is to expand higher education access and degree attainment for the adult learner community with particular emphasis on Californians with some college experience but no degree and to reconnect with students who left SJSU and have been unable to finish their degree.

By doing so, SJSU will be one of a few campuses within the CSU System to implement and offer online degree completion programs. This initiative will align SJSU with other universities that currently offer fully online degree programs. Working collaboratively with academic departments across all colleges, we have engaged in a tactical approach focused on high demand programs and workforce needs. Four inaugural undergraduate degree completion programs will be available in spring 2023 via special session. These programs are listed below:

- BA, Anthropology
- BA, Economics
- BS, Interdisciplinary Engineering
- BA, Interdisciplinary Studies, Educational and Community Leadership Concentration

The working adult learner is often returning to higher education when they have identified a window of opportunity, both personally and professionally, to complete their degree. They need a largely asynchronous online pathway that they can begin immediately and complete as quickly as possible. In recognition of this fact, SJSU Online programs will offer courses across five academic terms per year - four 8 week terms in fall and spring and one 8 week term in summer.

In the near future, it is expected that SJSU will gain part of the market currently held by out of state universities. Our goal is to position ourselves as the leading California higher education institution serving the adult learner population. We continue to seek partnerships with additional academic departments to expand our program pipeline for the next 5 year planning cycle which is intended to add new programs every year with a goal in mind to have 14 degree completion programs by 2026-27.

During the initial year, AIOI has established the organizational framework for SJSU Online which is built around an agency model of service. Rather than duplicating existing service units (e.g., marketing, admission, instructional design, student success services, etc.) in a separate organization, we have partner with units across campus to enhance capacity and support the SJSU Online students. The benefits of this approach include a reduction in duplicative services, the ability to leverage existing processes and expertise, and an institution-wide understanding of and commitment to the SJSU Online mission. Our efforts this fiscal year have focused on establishing SJSU Online teams in support of marketing, recruitment and admissions, instructional design, and student success.

AIOI will manage and coordinate the SJSU Online degree completion programs. A portion of the revenues generated will be distributed to those divisions that provide services to self-support programs for which the Operating Fund is being reimbursed, as well as the overhead costs from the Chancellors Office.

The division has secured funding support to cover the initial costs for the launch of SJSU Online. We project to increase PaCE revenues each year through an annual increase in special session degree completion programs and their associated enrollments. Our revenue distribution model shows our commitment and investment to this initiative with the goal in mind of helping the students achieve their graduation goal.

SJSU Online Investment and Revenue Distribution Model

Academic Affairs	
Programs & Academic Support	~ 38.0%
Academic Innovation & Online Initiatives	~ 47.0%
Total Academic Affairs	85.0%
Administration & Finance	11.0%
Student Affairs	3.5%
State Charges / Contingency	0.5%
Total Revenue Distribution %	100.0%

2022-23 Projected Revenues and Distributions

Projected Revenue [1]	\$ 911,250
Administration & Finance	100,238
Student Affairs	31,894
State Charges / Contingency	4,556
Total Overhead	\$ 136,688
Personnel (Direct/Indirect)	2,877,430
Benefits	1,160,387
Operating Expenses	352,041
Student Success & Dev Support	389,644
Total Programs/AIOI [2]	\$ 4,779,502

[1] Based on 2022-23 Business Plan
 [2] Institutional Investment support

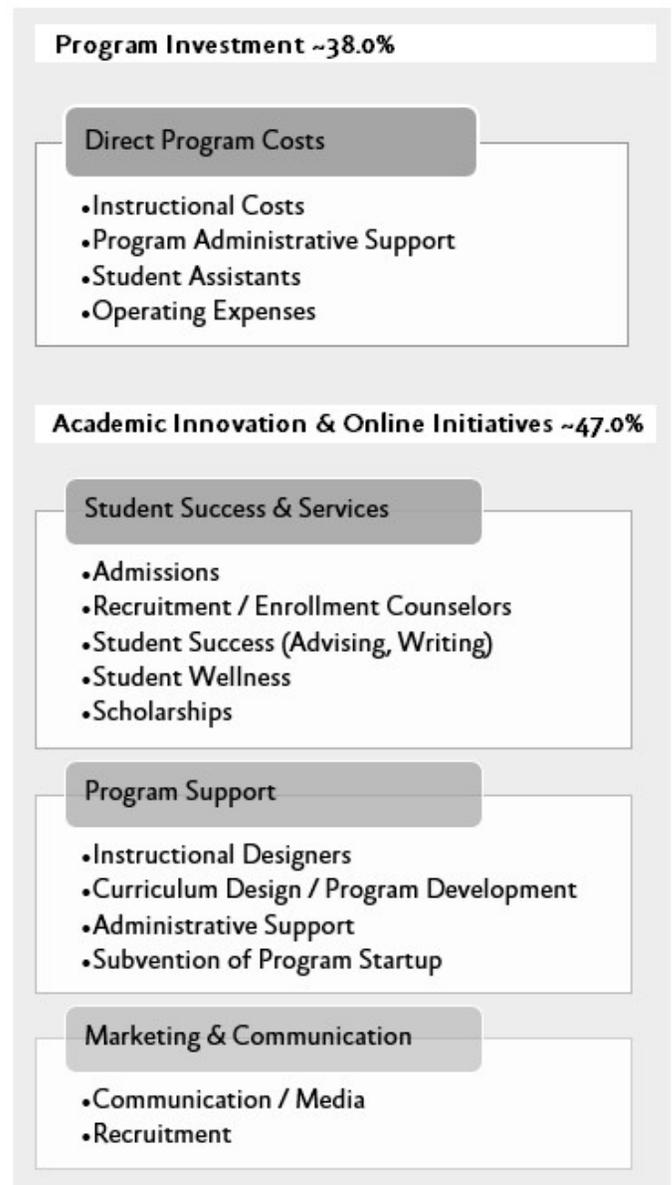


Table 3-1
2022-23 PaCE Budget Summary

	Projected Revenue Distribution	Division Base Support	Division One- Time Support	Prior Year Roll Forward	SJSU Online	2022-23 Total
College of Business	1,809,093		65,058	224,603		2,098,754
College of Education	60,654		239,670	(144,948)	244,923	400,299
College of Engineering	2,566,868		59,741	546,204	244,923	3,417,736
College of Health & Human Sciences	2,690,519			913,023		3,603,542
College of Humanities & the Arts	218,005			240,734		458,739
College of Professional & Global Education [1]	20,509,405			6,522,964		27,032,369
College of Science	1,170,447		175,168	470,354		1,815,969
College of Social Sciences	358,787			536,971	489,846	1,385,604
Colleges Total	29,383,778	-	539,637	9,309,905	979,692	40,213,012
Academic Innovation & Strategic Initiatives		11,825	455		3,772,473	3,784,753
Academic Senate		11,101	455			11,556
College of Graduate Studies		992,417	40,250			1,032,667
Faculty Success		230,963	5,915			236,878
Inst Research & Strat Analytics		183,985	3,640			187,625
Offices of the Provost		310,375	8,505			318,880
Undergraduate Advising & Success		37,019	455			37,474
Undergraduate Education	396,225	254,889	7,735	247,072		905,921
University Library		972,258	2,730	47,056		1,022,044
Academic Support Units Total	396,225	3,004,832	70,140	294,128	3,772,473	7,537,798
University Personnel		91,612				91,612
Information Technology			343,896			343,896
Other Units Total	-	91,612	343,896	-	-	435,508
Division-Wide [2]	3,223,555	(3,096,444)	(953,673)	8,805,136	27,338	8,005,912
Division Total	\$ 33,003,558	\$ -	\$ -	\$ 18,409,169	\$ 4,779,503	\$ 56,192,230

[1] Includes College of Professional & Global Education Central Operating Fund, Operating Reserve Fund, Program Development & Research Fund, Facility Support Fund, CPGE Scholarship Fund, Study Abroad & Away Fund, and CPGE Academic Programs

[2] Earmarked for strategic investments and other mandatory costs including \$1.7M for Centralized Benefits Pool, \$0.2M for CO Centrally Paid Costs and SB84 Laon, \$0.1M for Off-Campus Lease, \$3M for SJSU Online Start-Up costs, and \$1.5M SJSU Online Reserve



Section 4

Student Success, Excellence and Technology Fee

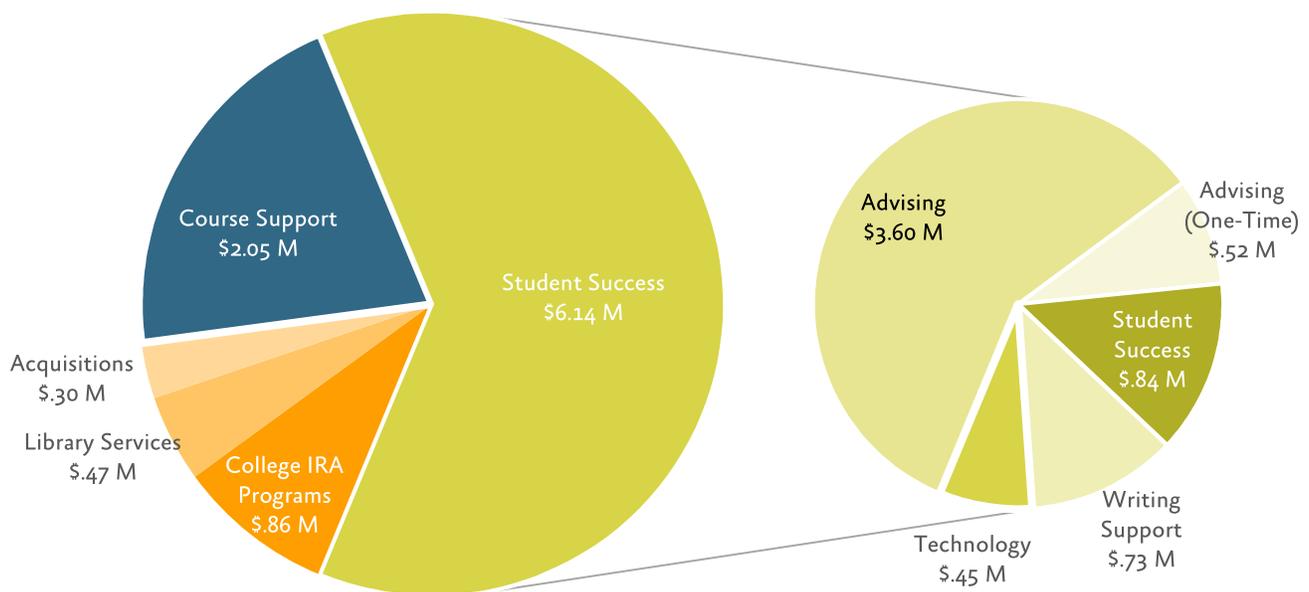
Student Success, Excellence and Technology Fee (SSETF)

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 2022-23, the division's total SSETF base budget is \$8.4 million, an increase of 53% over last year driven mostly by compensation increases and organizational changes. A one-time allocation of \$1 million is provided to expand the first two years of academic advising support to overcome retention challenges and continue the 24/5 Late Night Study Hours and Tutoring services in the University Library.



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 4-1
2022-23 SSETF - IRA Budget Summary

	2021-22 Base Budget	22-23 Compensation Increases	2022-23 Base Budget	Prior Year Encumbrance Roll Forward	2022-23 Total Budget
College of Humanities & the Arts	683,525	9,240	692,765	62,310	755,075
College of Social Sciences	74,986		74,986		74,986
Colleges Total	758,511	9,240	767,751	62,310	830,061
Undergraduate Education	27,650		27,650		27,650
University Library	674,164	15,036	689,200	85,298	774,498
Academic Support Units Total	701,814	15,036	716,850	85,298	802,148
Division-Wide	176		176		176
Division Total	\$ 1,460,501	\$ 24,276	\$ 1,484,777	\$ 147,608	\$ 1,632,385

Table 4-2
2022-23 SSETF Student Success Budget Summary

	2021-22 Base Budget	Organizational Change	21-22 Add'l Advisor Positions	Advising Reorganization	22-23 Compensation Increases	2022-23 Base Budget	Prior Year Roll Forward	Prior Year Encumbrance Roll Forward	University One-Time Commitment	2022-23 Total Budget
College of Business	106,251		57,108	(111,443)		51,916		6,333	52,800	111,049
College of Education	1,716		51,912	(53,628)		-				-
College of Engineering	234,160		53,316	(214,203)		73,273			48,655	121,928
College of Health & Human Sciences	203,885		68,508	(272,393)		-				-
College of Humanities & the Arts	781,458		57,120	(193,244)	6,660	651,994			80,726	732,720
College of Professional & Global Education	-		52,200	(52,200)		-				-
College of Science	95,385		63,600	(88,785)		70,200	(5,476)			64,724
College of Social Sciences	185,935		105,912	(291,847)		-				-
Colleges Total	1,608,790	-	509,676	(1,277,743)	6,660	847,383	(5,476)	6,333	182,181	1,030,421
College of Graduate Studies	181,162				10,320	191,482				191,482
Faculty Success	368,000					368,000		69,270		437,270
Undergraduate Advising & Success		1,297,563	489,132	1,292,367	22,176	3,101,238				3,101,238
Undergraduate Education	13,800			(1,800)		12,000	(621)			11,379
University Library	-					-			438,324	438,324
Academic Support Units Total	562,962	1,297,563	489,132	1,290,567	32,496	3,672,720	(621)	69,270	438,324	4,179,693
Division-Wide	31,575		509,868	(12,824)		528,619	6,097		392,619	927,335
Division Total	\$ 2,203,327	\$ 1,297,563	\$ 1,508,676	\$ -	\$ 39,156	\$ 5,048,722	\$ -	\$ 75,603	\$ 1,013,124	\$ 6,137,449

<u>Itemized Summary</u>										
Prior Year										-
Academic Advising & Retention Services		849,216				849,216				849,216
Contractual Compensation Increases (GSI)					39,156	39,156				39,156
Student Athlete Resource Center		448,347				448,347				448,347
Advisors (2021-22 Addition)			1,508,676			1,508,676				1,508,676
Undergrad Advising Support - 1st and 2nd Yr						-			522,000	522,000
Student Success Coordinator						-			52,800	52,800
24/5 Late Night Study Hours and Tutoring						-			438,324	438,324
Totals	-	1,297,563	1,508,676	-	39,156	2,845,395	-	75,603	1,013,124	3,934,122

Table 4-3
2022-23 SSETF Course Support

	2021-2022 Base Budget	22-23 Compensation Increases	Division Adjustments	2022-23 Base Budget	Prior Year Roll Forward	Prior Year Encumbrance Roll Forward	2022-23 Total Budget
College of Business	490,459	2,016	(67,200)	425,275		47,895	473,170
College of Education	2,745			2,745	(180)		2,565
College of Engineering	272,910			272,910	(1,389)	9,696	281,217
College of Health & Human Sciences	138,198			138,198		13,391	151,589
College of Humanities & the Arts	518,952	3,564		522,516		78,305	600,821
College of Professional & Global Education	50,000			50,000		2,074	52,074
College of Science	377,510			377,510	(4,278)	30,395	403,627
College of Social Sciences	9,884			9,884			9,884
Colleges Total	1,860,658	5,580	(67,200)	1,799,038	(5,847)	181,756	1,974,947
Faculty Success		4,704	67,200	71,904			71,904
Academic Support Units Total	-	4,704	67,200	71,904	-	-	71,904
Division-Wide	(1,791)			(1,791)	5,847		4,056
Division Total	\$ 1,858,867	\$ 10,284	\$ -	\$ 1,869,151	\$ -	\$ 181,756	\$ 2,050,907



Section 5

Faculty Start-Up

Faculty Start-Up

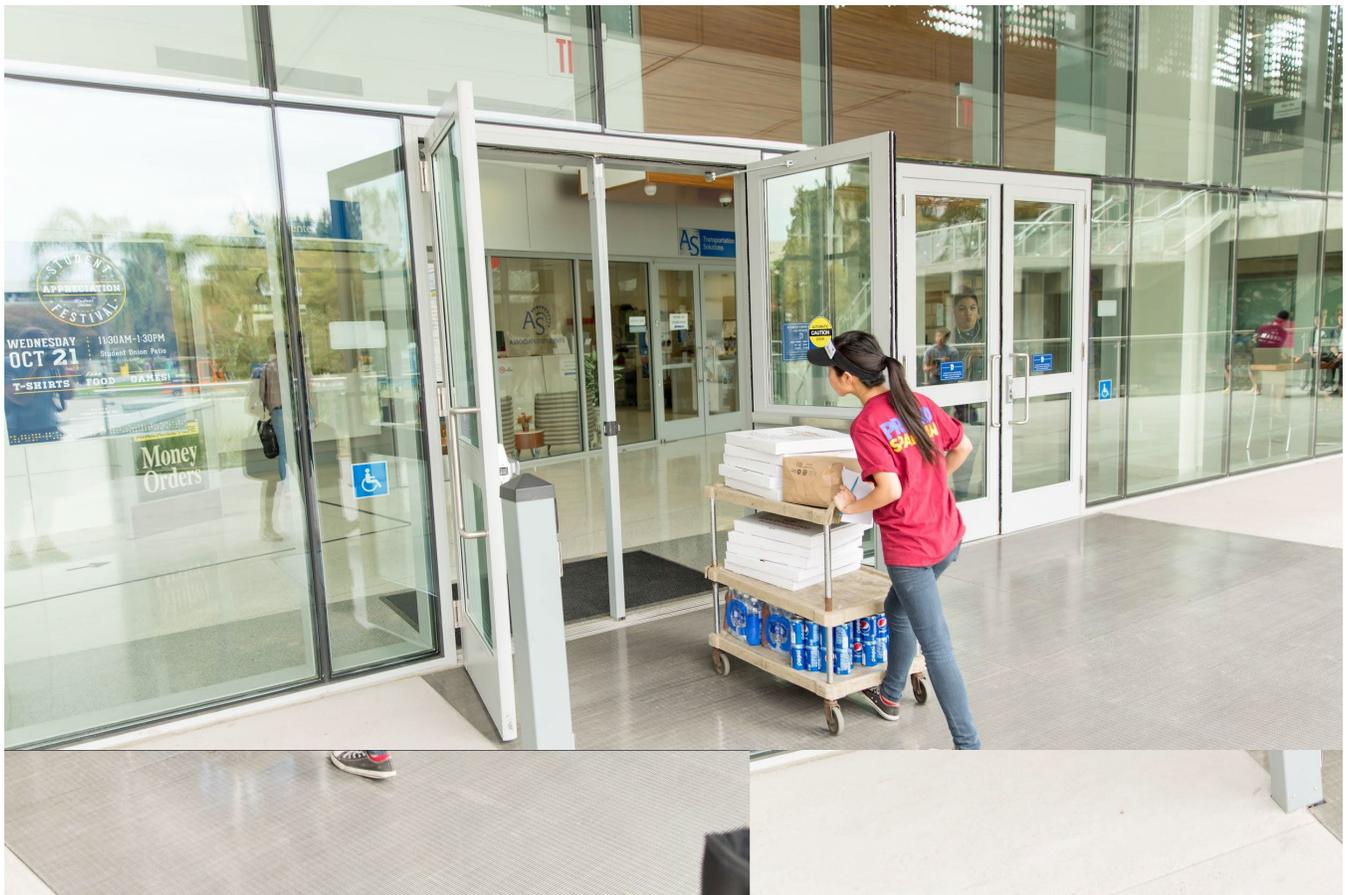
Faculty startup funds are provided to support new faculty in their research-related activities and the acquisition of new equipment and other materials necessary to begin their tenure at San Jose State University.

Beginning 2019, as a part of the SJSU Transformation 2030 Strategic Plan, investments in faculty start-up have been shifted from the colleges to the division.

Fiscal Year	Investment
2019-20	\$ 1,800,000
2020-21	\$ 2,000,000
2021-22	\$ 2,950,000
2022-23	\$ 1,900,000
Total to Date	\$ 8,650,000

Start-Up Budget Allocations with History

College / Unit	2019-20	2020-21	2021-22	2022-23
Business	\$ 77,600	\$ 50,400	\$ 28,800	\$ 14,400
Education	45,000	108,000	72,000	100,000
Engineering	477,000	452,500	547,000	296,000
Health & Human Sciences	220,000	321,020	337,300	260,000
Humanities & the Arts	66,900	68,500	109,000	106,000
Professional & Global Education		34,000	42,000	90,000
Science	550,000	834,000	445,000	430,000
Social Sciences	382,000	257,000	190,000	190,500
Faculty Success		30,000		
University Library	10,000	10,000	60,000	30,000
Total	\$ 1,828,500	\$ 2,165,420	\$ 1,831,100	\$ 1,516,900



Section 6

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. For 2022-23, the division's total Work Study budget increased by \$164K, of which \$21K is in base and \$143K in one-time.

Work Study Base Budget Allocations with History

College / Unit	2020-21	2021-22	2022-23
College of Business	25,000	30,189	30,189
College of Education	51,887	51,887	51,887
College of Engineering	47,659	47,659	47,659
College of Health & Human Sciences	49,505	44,316	44,316
College of Humanities & the Arts	63,326	63,326	63,326
College of Professional & Global Education	-	-	-
College of Science	42,433	42,433	42,433
College of Social Sciences	60,543	60,543	60,653
Colleges Total	340,353	340,353	340,463
College of Graduate Studies	8,388	8,388	8,388
Faculty Success	-	-	-
Institutional Research & Strategic Analytics	10,688	15,688	10,688 [1]
Office of the Provost	-	-	5,000 [1]
Undergraduate Advising & Success	-	-	70,703 [2]
Undergraduate Education	11,739	6,739	6,739
University Library	113,262	113,262	113,262
Academic Support Units Total	144,077	144,077	214,780
AAD Reserve	1,284	1,284	4,803
Division Total	\$ 485,714	\$ 485,714	\$ 560,046

2022-23 Org Change:

- [1] Academic Scheduling transferred from Institutional Research & Strategic Analytics to Office of the Provost.
- [2] Academic Advising & Retention Services transferred from the Division of Student affairs to Undergraduate Advising & Success.



Section 7

Division Commitments

2022-23 One-Time Commitments

	Salary	OE&E	CSU Op Fund	PaCE	SSETF
Sources of Funds					
Base	8,066,814	2,122,193	10,189,007		527,004
One-Time	4,011,528	444,763	4,456,291		404,563
Fee Revenues			-		
Prior Year Carried Forward		949,497	949,497	8,005,912	
Total Sources	12,078,342	3,516,453	15,594,795	8,005,912	931,567
Planned Uses of Funds					
Enrollment Support					
University Studies & STATWAY	82,056		82,056		
VET Connect Program	6,838		6,838		
	88,894	-	88,894	-	-
Research Support					
Open Researcher and Contributor Identifier		1,200	1,200		
University RSCA	5,015,858	131,560	5,147,418		
	5,015,858	132,760	5,148,618	-	-
Faculty Support					
Academic Senate and Policy Chairs	164,112		164,112		
Campus CFA Chapter Representative	41,028		41,028		
Faculty Fellowship	25,676		25,676		
eCampus Programs	7,300	21,000	28,300		
Past Chair Refresh Program	136,760		136,760		
Public Voices Fellowship		84,500	84,500		
University Council of Chairs and Directors	13,676		13,676		
	388,552	105,500	494,052	-	-
Program Support					
Assessment Director and Facilitators	129,922		129,922		
Center for Community Learning & Leadership Director	34,190		34,190		
Ethnic Studies	540,541	\$ 800,000	1,340,541		
General Education Director	13,676		13,676		
Interdisciplinary Studies	44,836		44,836	274,651	
Interdisciplinary Sustainability	6,838		6,838		
Jewish Studies Program Development	27,352		27,352		
NAGPRA AB275	78,380		78,380		
Program Planning	27,352		27,352		
SJSU Online Start-Up			-	2,943,128	
Single Subject Coordinator	136,760		136,760		
	1,039,847	800,000	1,839,847	3,217,779	-
Student Success					
Academic Advisors (15)					902,487
Marine Science Scholarships		200,000	200,000		
STEM Student Success Program (Braven)		200,000	200,000		
Undergrad Advising Expansion	280,000		280,000		
Writing Skills Test Coordinator	6,838		6,838		
	286,838	400,000	686,838	-	902,487
Division Programs					
Campus Reading Program	13,676	52,000	65,676		
Director of Development	60,000		60,000		
Division Events		84,000	84,000		
Management Personnel Recruitment and Relocation		300,000	300,000		
PaCE Centrally Paid Cost/SB 84 Loan			-	150,000	
PaCE Centralized Benefits Pool			-	1,800,000	
Provost's Contingency	115,000	100,000	215,000		

	Salary	OE&E	CSU Op Fund	PaCE	SSETF
Provost Supported College PaCE Support Staff			-	364,138	
Space and Equipment		100,000	100,000	77,000	
Staff Professional Development		50,000	50,000		
Sustainability	52,738	1,000	53,738		
WASC	13,676		13,676		
	255,090	687,000	942,090	2,391,138	-
Technology					
Acalog/Curriculog		50,000	50,000		
AdAstra Analytics		70,000	70,000		
Assessment Software		60,000	60,000		
Canvas & Studio Cloud		456,947	456,947		
Internet2 Membership		50,000	50,000		
Respondus		50,000	50,000		
	-	736,947	736,947	-	-
Anticipated Enrollment Shortfall	4,000,000	600,000	4,600,000		
Division Reserves			-	2,396,995	29,080
Total Commitments	\$ 11,075,079	\$ 3,462,207	\$ 14,537,286	\$ 8,005,912	\$ 931,567
Net Sources	\$ 1,003,263	\$ 54,246	\$ 1,057,509	\$ -	\$ -



Section 8

Appendix

Abbreviations

Unit Names

AAD	Academic Affairs Division
ABSO	Academic Budgets and Strategic Operations
AIOI	Academic Innovation and Online Initiatives
AS	Academic Senate
BUS	Lucas College and Graduate School of Business
EDUC	Connie L. Lurie College of Education
ENGR	Charles W. Davidson College of Engineering
FS	Faculty Success
HA	College of Humanities and the Arts
HHS	College of Health and Human Sciences
IRSA	Institutional Research and Strategic Analytics
LIBR	University Library
PGE	College of Professional and Global Education
PRVST	Office of the Provost
SCI	College of Science
SSCI	College of Social Sciences
UAS	Undergraduate Advising and Success
UE	Undergraduate Education

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
HEERF	Higher Education Emergency Relief Fund
HEPI	Higher Education Price Index
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
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

