

SAN JOSÉ STATE UNIVERSITY ACADEMIC SENATE

2023/2024

Agenda

October 16, 2023/2:00 to 4:00 pm

In Person

MLK 225

- I. **Call to Order and Roll Call:**
- II. **Land Acknowledgement:**
- III. **Approval of Minutes: None**
- IV. **Communications and Questions:**
 - A. From the Chair of the Senate
 - B. From the President of the University
- V. **Executive Committee Report:**
 - A. Minutes of the Executive Committee – **None**
 - B. Consent Calendar – **None**
 - C. Executive Committee Action Items – **None**
- VI. **Unfinished Business: None**
- VII. **Policy Committee and University Library Board Action Items (In rotation):**
 - A. Instruction and Student Affairs Committee (I&SA): **None**
 - B. University Library Board (ULB): **None**
 - C. Organization and Government Committee (O&G): **None**
 - D. Professional Standards Committee (PS): **None**
 - E. Curriculum and Research Committee (C&R): **None**
 - F. Instruction and Student Affairs Committee (I&SA): **None**
- VIII. **Special Committee Reports:**
 - A. *University Budget Report by CFO and VP of Administration and Finance Charlie Faas*
 - B. *Academic Affairs Budget Report by Provost and Sr. VP of Academic Affairs Vincent Del Casino*
- IX. **New Business:**
- X. **State of the University Announcements:**
 - A. Chief Diversity Officer (CDO): **None**

B. Statewide Academic Senators: None

C. Provost: None

D. Associated Students President: None

E. Vice President for Administration and Finance: None

F. Vice President for Student Affairs: None

XI. Adjournment



Senate Budget Presentation 2023

Agenda

- Current Financial Status
- How We Got Here
- “Budget 101” - Overview of SJSU budget
- Where we go from here
 - Seeking your input after the meeting

Current Financial Situation

Base Structural Deficit

Operational Reserves

Labor Negotiations

Tuition

Enrollment Fluctuations

State Financial Picture

What got us here?

- **Rising costs** driven by pandemic and inflation
- **Enrollment did not meet target** due, in part, to impact of pandemic years
- The campus attempted to **accelerate development and implementation of Transformation 2030**

All Milestones & Challenges Have Associated Costs

Milestones

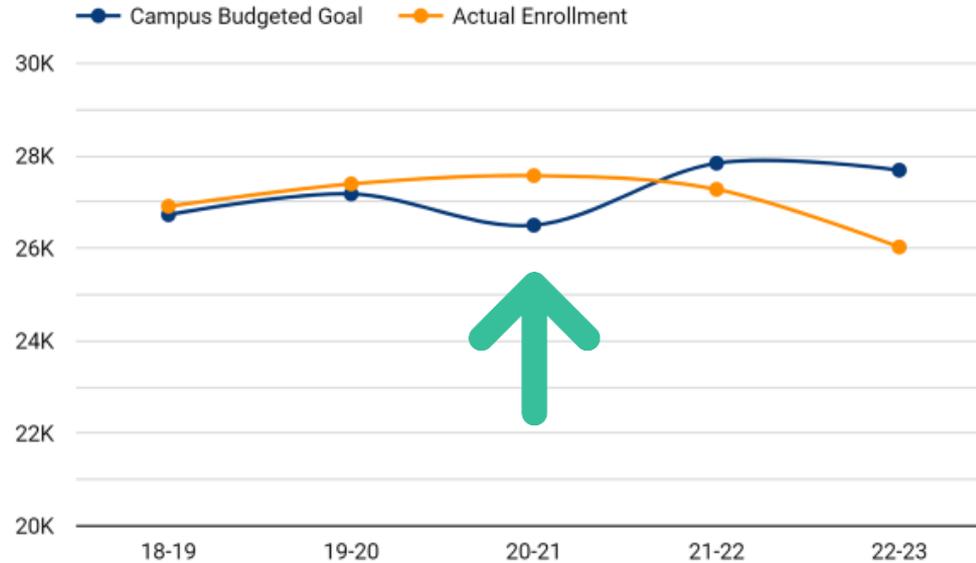
- Basic Needs & Mental Health (SJSU Cares)
- Hired 289 Tenure Track Faculty
- Increase in Graduate Enrollment
- SJSU Online
- Research, Scholarship and Creative Activities (RSCA)
- ISB Construction
- Established Community and Government Relations Office
- Established Division of Research & Innovation
- Established Division of Information Technology
- Established Division of Institutional Affairs
- Established College of Graduate Studies
- Expanded Title IX Office
- Launched Racial Justice Initiatives and Added DEI Positions
- Alquist Planning / Approval / RFQ
- Athletics winning championships and National Recognition
- New Spartan Recreation and Aquatic Center
- Hammer Theatre Partnership with City of San Jose
- Federal HEERF (Higher Education Emergency Relief Fund)

Challenges

- PANDEMIC
- Most Pandemic-related expenses continue without HEERF
- Undergraduate enrollment less than planned
- Significant reduction in International Students
- Declining Average Unit Load
- Declining Student to Faculty Ratios
- Deferred Maintenance
- Power / IT outages
- Rising Utilities Rates
- Unfunded mandates (2022/23 Salary increases)
- Department of Justice
- State Budget Cut in 2021/22
- State Financial Situation 2023/24
- Inflation / US Economy
- Fires, Heat, Smoke, Climate
- Enrollment fluctuations

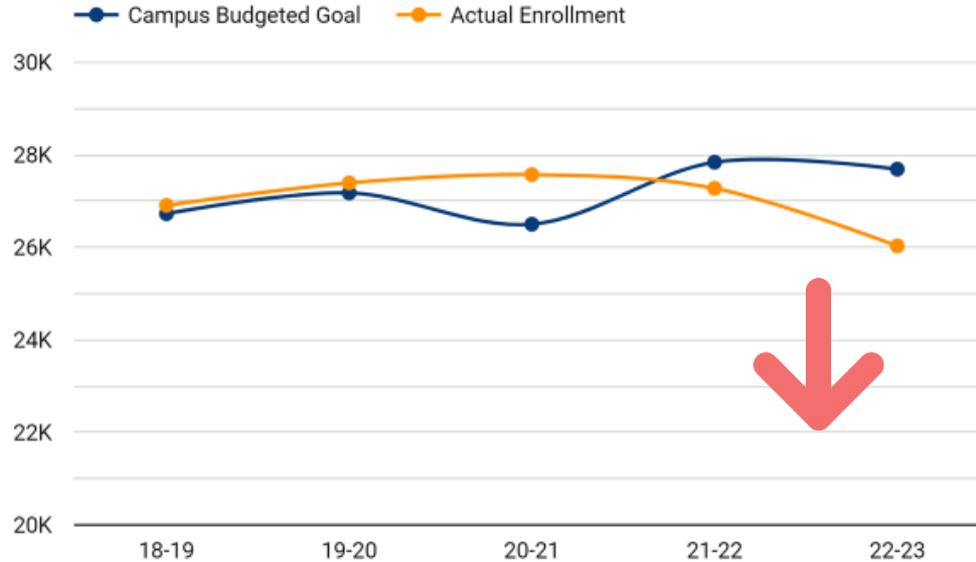
SJSU Enrollment vs. Target

Enrollment



SJSU Enrollment vs. Target

Enrollment



Enrollment Headwinds

- Fewer High School Seniors means fewer First Year Students
- Competition from Free Community College
- UC expanded Transfer Volume (lower transfers to SJSU)
- Fewer International Students
- Improved Graduation Rates
- Decrease in Retention, Particularly Among Upper Division Students

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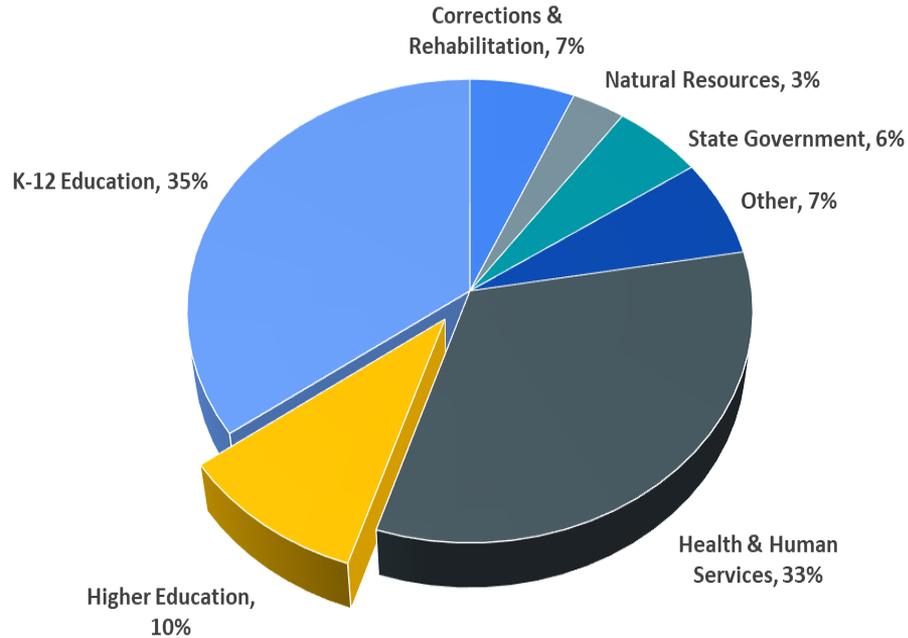
Budget 101

How State Funding is Allocated to the CSU



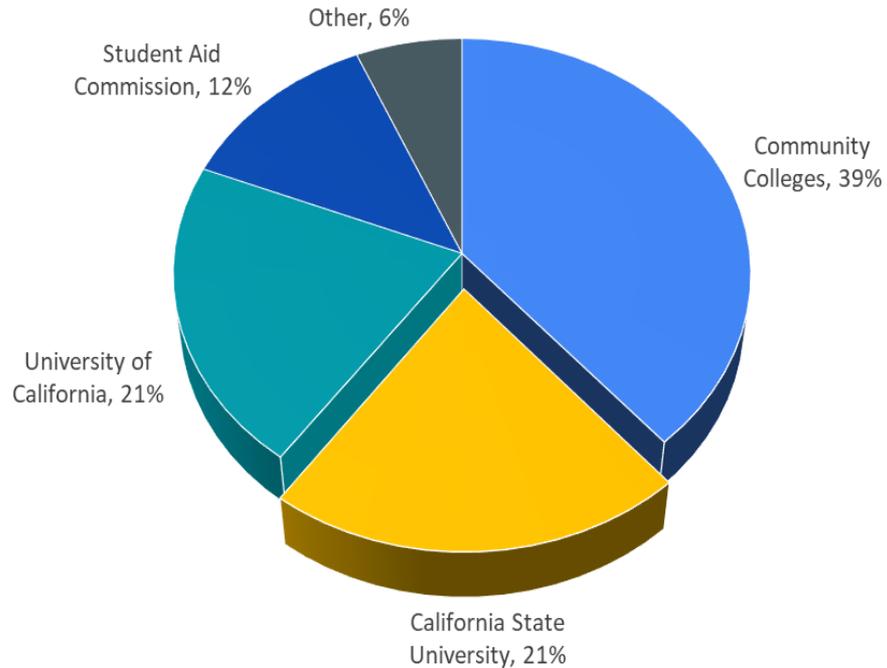
2023-24 State of California Budget

\$226B General Fund



2023-24 State of California Budget Higher Education

\$23B Total State Funds



CSU- 2023/24 Budget Request

USES OF FUNDS	WITHIN COMPACT	ABOVE COMPACT	BUDGET REQUEST	
Incremental New Expenditures				
Graduation Initiative 2025	\$30,000,000	\$25,000,000	\$55,000,000	
Student Basic Needs		\$20,000,000	\$20,000,000	2%
Workforce Investments				
Faculty & Staff Compensation Pool	92,466,000	168,444,000	260,910,000	6%
Health Premium Increases	50,524,000		50,524,000	
Academic Facilities and Infrastructure		50,000,000	50,000,000	
Strategic Resident Enrollment Growth	50,648,000		50,648,000	
Required Operational Costs				
Maintenance of New Facilities	6,032,000		6,032,000	
Liability and Property Insurance Premium Increases	13,700,000		13,700,000	
Inflation on Non-Personnel Costs		23,034,000	23,034,000	
TOTAL NEW USES	\$243,370,000	\$286,478,000	\$529,848,000	

Tuition & Fees

Tuition Averages 0.4% over 12 years

HEPI-based Fees Average 3% a year over 12 years

OVERALL = 1% average increase a year for 12 years

	Undergrad	Campus				
	<u>Tuition</u>	<u>Fees</u>	<u>Total</u>	<u>Chg</u>	<u>% Chg</u>	
	23/24	\$ 5,742	\$ 2,250	\$ 7,992	\$ 93	1.2%
	22/23	\$ 5,742	\$ 2,157	\$ 7,899	\$ 47	0.6%
	21/22	\$ 5,742	\$ 2,110	\$ 7,852	\$ -	0.0%
	20/21	\$ 5,742	\$ 2,110	\$ 7,852	\$ -	0.0%
	19/20	\$ 5,742	\$ 2,110	\$ 7,852	\$ 56	0.7%
	18/19	\$ 5,742	\$ 2,054	\$ 7,796	\$ 75	1.0%
↑	17/18	\$ 5,742	\$ 1,979	\$ 7,721	\$304	4.1%
	16/17	\$ 5,472	\$ 1,945	\$ 7,417	\$ 39	0.5%
	15/16	\$ 5,472	\$ 1,906	\$ 7,378	\$ 55	0.8%
	14/15	\$ 5,472	\$ 1,851	\$ 7,323	\$ (20)	-0.3%
	13/14	\$ 5,472	\$ 1,871	\$ 7,343	\$214	3.0%
	12/13	\$ 5,472	\$ 1,657	\$ 7,129		

The Picture at SJSU

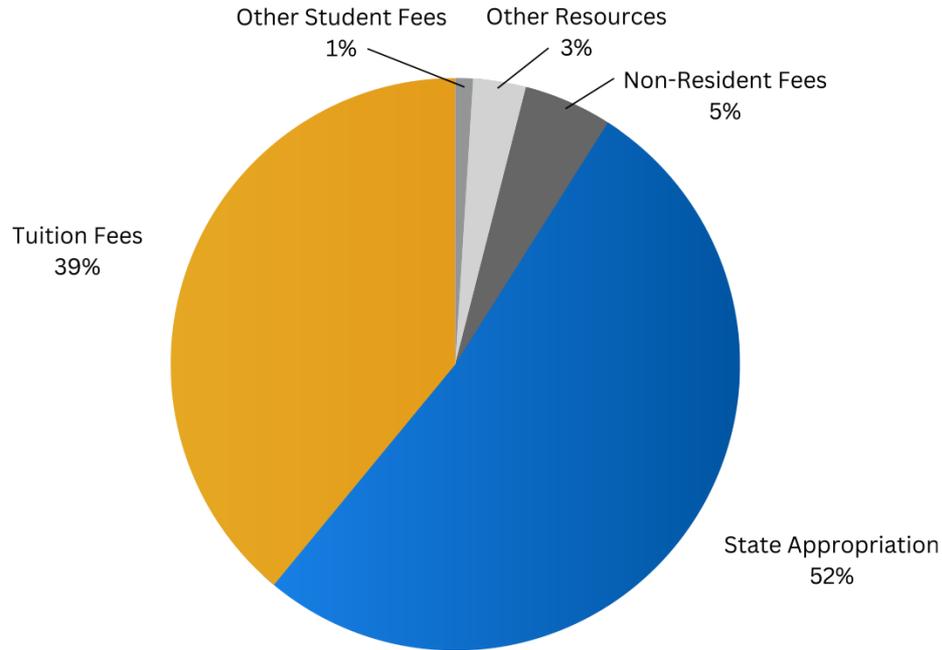
- The Total University Operating Fund is **\$448M**
 - Approximately **50%** of the Operating Fund Revenue is funded through state allocations
 - **39%** for In-State Tuition
 - **5%** for International Tuition
- The Total of all our Budgets is **\$756M**
 - The \$300M difference is Auxiliaries, Enterprises and self-support

Additional Funding Sources

- Donations to the university
 - Philanthropic (Tower Foundation)
- Associated Students
 - Student fee revenues
- Enterprise funds
 - Student Housing, Parking, Student Health Center
- Professional and Continuing Education
- Research Foundation

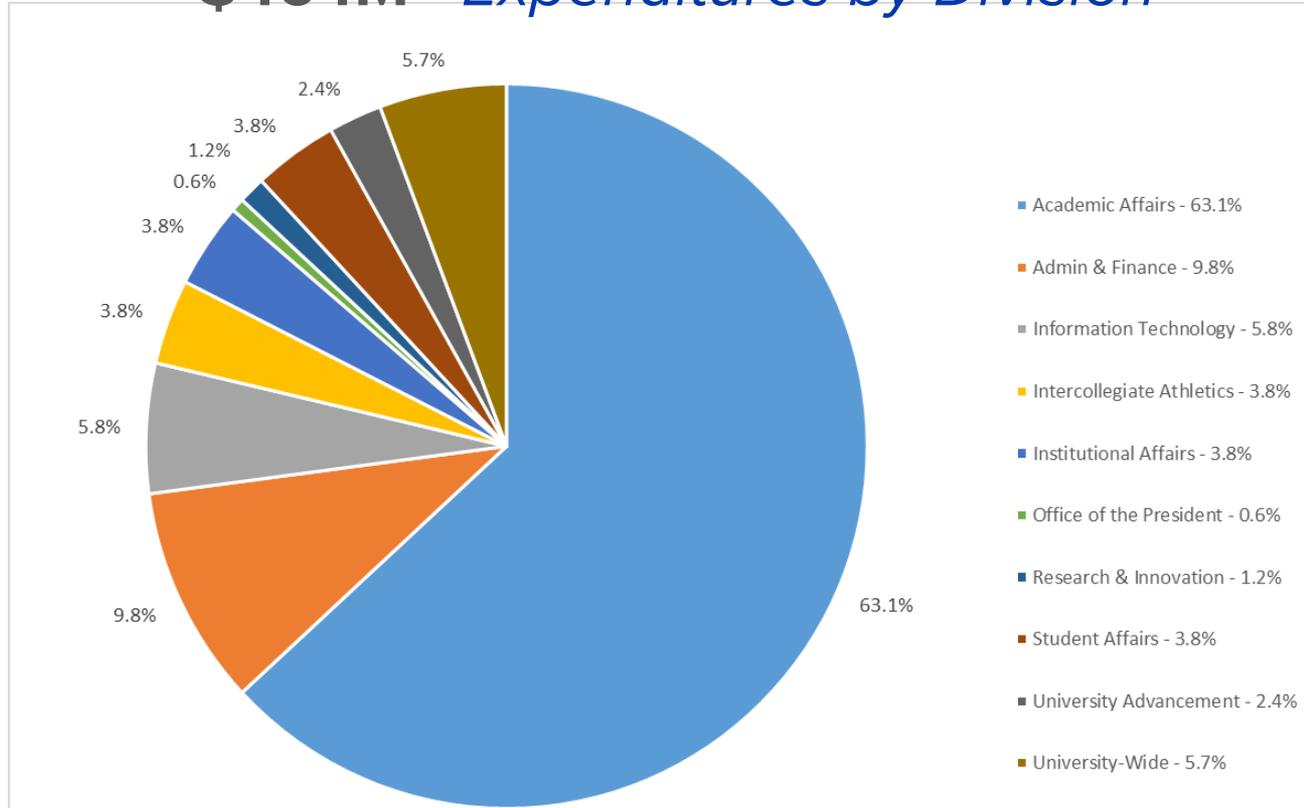
SJSU General Operating Fund Revenue

\$448M



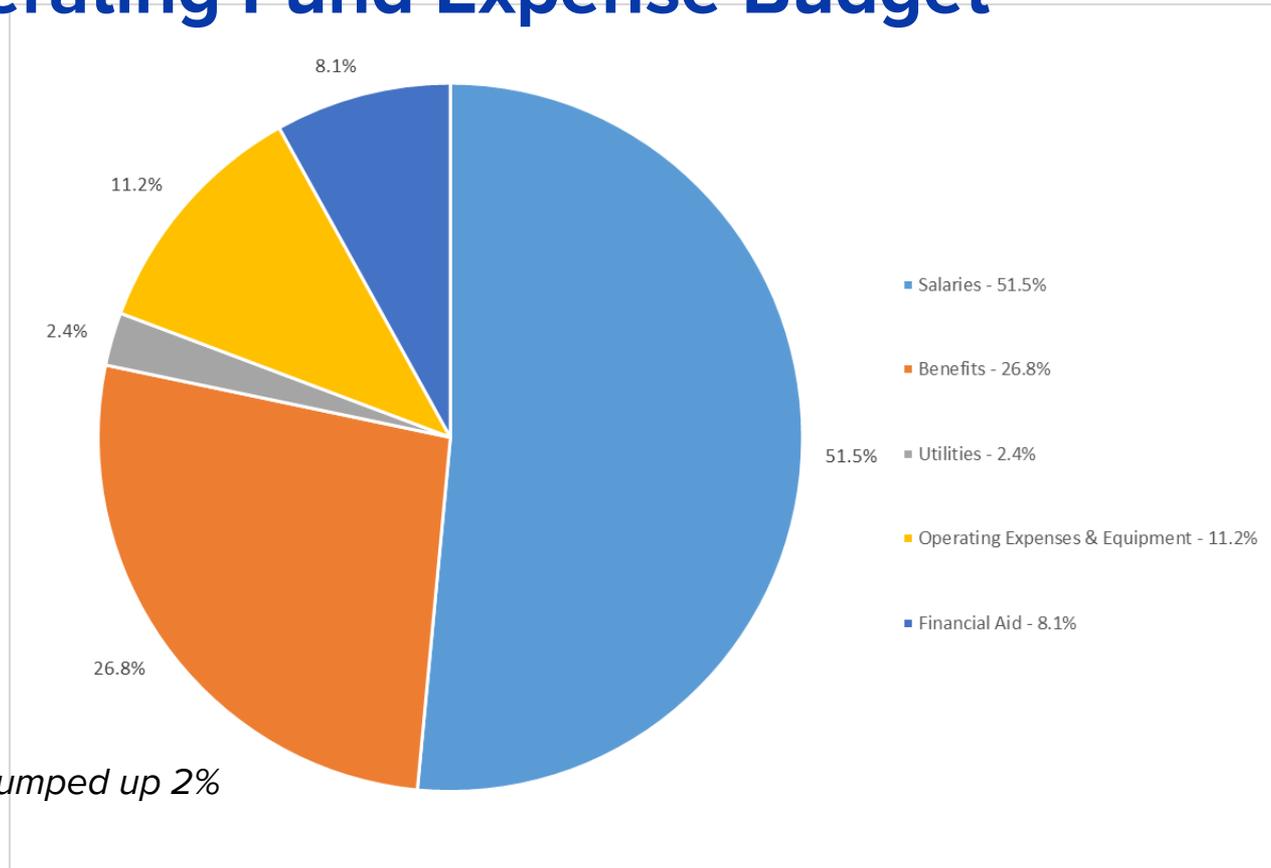
SJSU Operating General Fund Expense Budget

\$464M - Expenditures by Division



SJSU Operating Fund Expense Budget

\$464M



Note that Benefits jumped up 2% from last year

Impact of Potential Salary/Benefit Examples

————— *Note that the compensation negotiations are conducted by the Chancellor's Office and Union Negotiators*

Hypothetical Example:

SJSU has \$370M of Salary / Benefits in the General Fund

- 5% Increase = \$18M
- 8% Increase = \$29M
- 12% Increase = \$44M

Sources of Funding for Capital Improvements/Buildings

- State Revenue Bonds
- Donors through the Tower Foundation
- Auxiliary / Enterprise Reserves
- Continuing Education Fees
- Student Fees
- Partnerships / Naming Rights
- State Directed Funding (Higher Education Student Housing)
- State earmarks (MLML, Fire, Speed City Legacy)
- Federal Grants
- Public/Private Partnership

Interdisciplinary Science Building

- Bonds \$119M
- Campus GF Reserves \$30M
- Research Foundation \$15M
 - (Over 30 years)
- PaCE \$21M
- Student Union \$4M
- TOTAL \$189M

Debt service paid by CSU





Spartan Athletics Center

- Bonds (Tower) \$40M
- Donors \$20M
- Generated Revenues \$10M
- TOTAL \$57M

Debt service supported by:

- Naming agreements
- Pouring rights
- Food service
- Donations

Spartan Recreation and Aquatic Center

- Bonds \$81M
- Student Union Reserves \$51M
- TOTAL \$132M

Debt service supported by
Student Union fee





Campus Village 3

- Bonds \$TBD M
- Higher Education Student Housing Grant from State \$89M
- Housing Reserves \$10M
- TOTAL \$TBD M

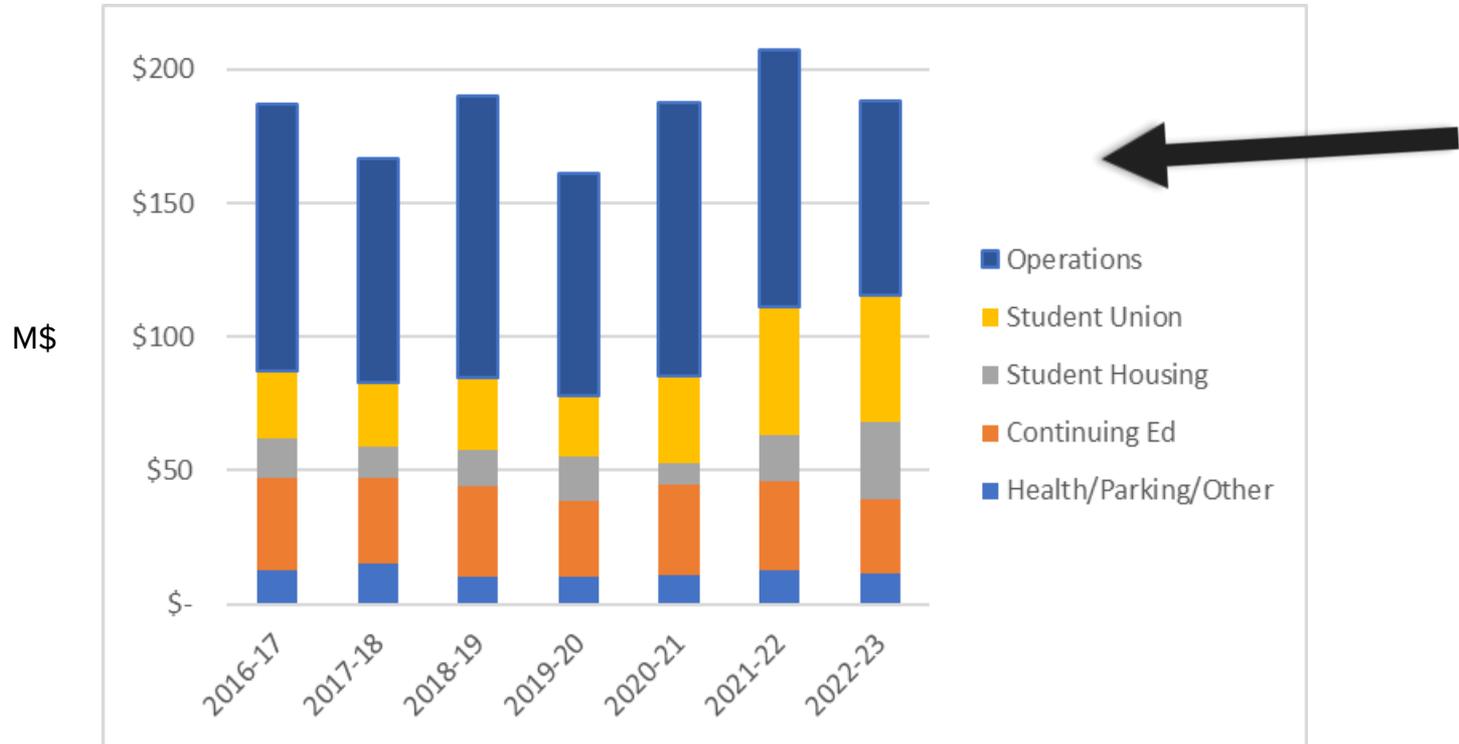
Debt service supported by Student Housing fees and HESH funding

The background features a faded aerial photograph of a city with various buildings and streets. A semi-transparent blue layer is overlaid on the entire image. On the right side, there is a large, abstract graphic element consisting of a yellow curved shape at the top and a blue curved shape at the bottom, separated by a series of thin, white, curved lines that create a sense of depth and movement.

Reserves

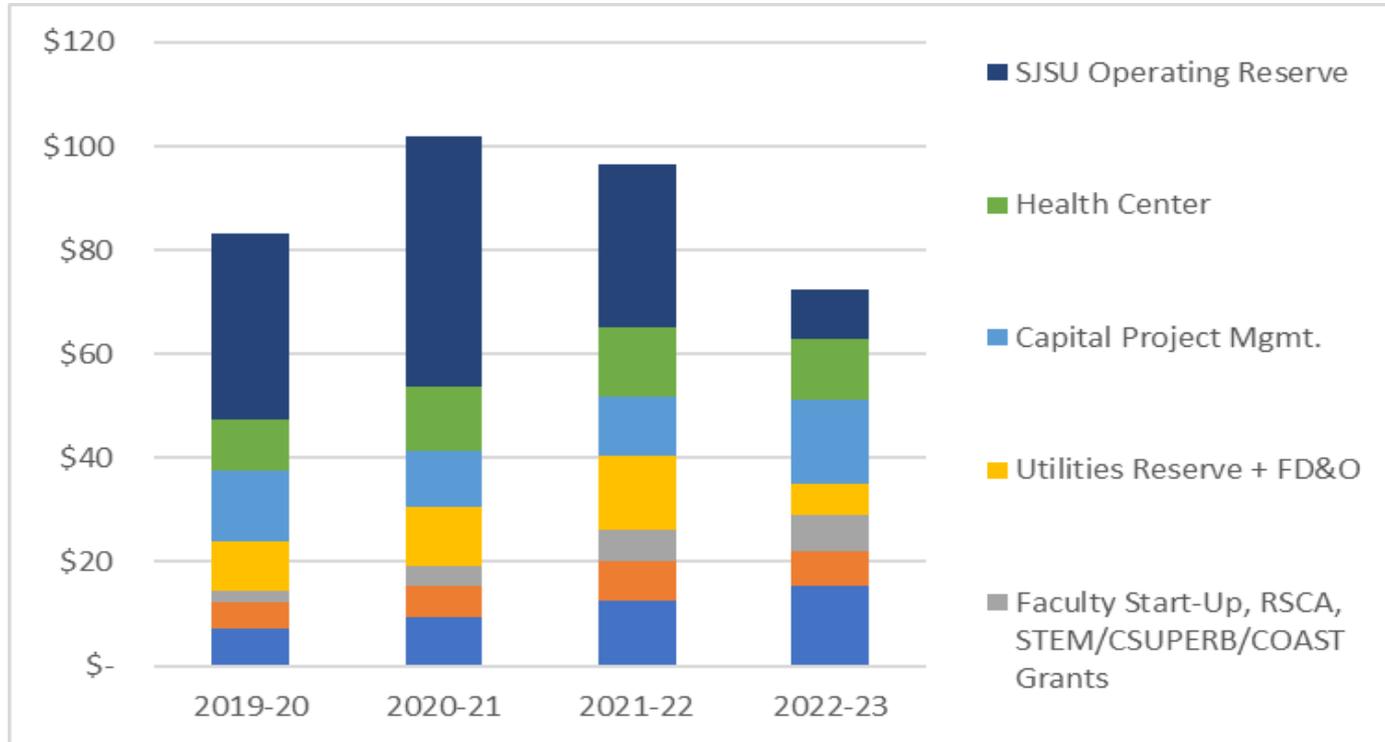
CSU Transparency Portal

Designated Balances and Reserves - SJSU



SJSU Operating Reserve Details

SJSU Reserve CSU Operating Fund 485 Balances Before Encumbrances





Budget Advisory Committee

Budget Advisory Committee

Who We Are

- Charlie Faas & Tabitha Hart – Co-chairs
- Audrey Shillington - Dean
- Charita Hill-Avent * – Student Affairs
- Eric Rollerson - Housing
- Kathleen Prunty – Sr SVP Finance
- Alerie Flandez – Academic Advising
- Namrata Shukla * - Interim Dean
- Simon Rodan – Business Faculty
- B.J. Grosvenor - Lecturer
- Jennifer Nathan – Graduate Studies
- Kristen Rebmann - Professor
- Michael Kaufman * - Dean
- Mike Vizzusi – Budget Director
- Ravisha Mathur * – Past Senate Chair
- Sami Monsur – Academic Affairs
- Tamar Semerjian - Chair
- Sarab Multani – AS President
- Dhruv Varshney – AS Controller

** Added as Subject Matter Expert for 2023/24*

Budget Advisory Committee

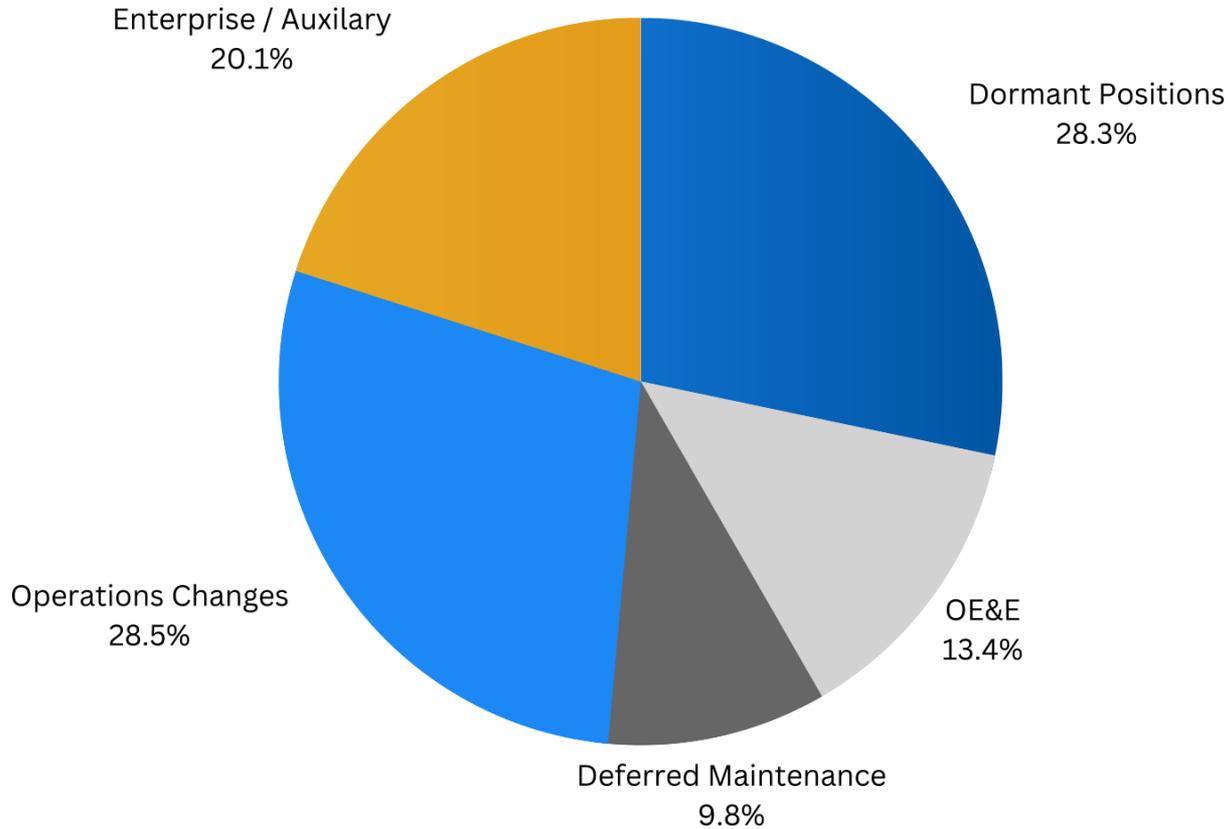
What We Do

- Special agency of SJSU Academic Senate
 - Created by, charged through and reports back to Academic Senate
- Advise president on budget through planning, implementation and review
 - Multi-year plan for financially sustainable budget model
- Identify challenges, collect feedback, propose potential solutions
- Serve as a continued resource for SJSU community

Stepping Stones to Recovery

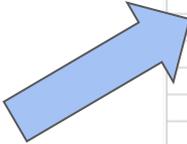
- Just completed
 - \$20M in base reductions
 - One-time savings (reserves / OE&E / salary savings on unfilled positions)
- Short Term
 - Enrollment
 - Assessments (campus priorities, funding levels, focus, what doesn't get done)
- Longer term
 - Enrollment growth strategies
 - Scope reallocation / Focus
 - Grow SJSU Online
 - Other future revenue growth areas

\$20M in Base Reductions for 2023/24



Financial Model for You to Try

	A	B	C	D	E	F	G	H
1	SJSU SAN JOSÉ STATE UNIVERSITY							
2								
3								
4		3-Year Operating Fund Scenario Tool						
5								
6			<u>2023/24</u>	<u>2024/25</u>	<u>2025/26</u>	<u>2026/27</u>		
7	ENROLLMENT							
8	Resident Enrollment Change			1.0% ▾	1.0% ▾	1.0% ▾		
9	Resident FTES	24,130		24,371	24,615	24,861		
10	Non-Resident Enrollment Change			1.0% ▾	1.0% ▾	1.0% ▾		
11	Resident FTES	2,200		2,222	2,244	2,266		
12	TOTAL ENROLLMENT	26,330		26,593	26,859	27,127		
13	Change Over Prior Year	39		263	266	268		
14								
15	SOURCES							
16	CSU General Fund Increase per Compact			5.0%	5.0%	5.0%		
18	SJSU General Fund Increase - Enrollment Growth			\$2.1	\$2.1	\$2.1		<i>Assumes CSU MCI increases 3.0%/year</i>
20	SJSU General Fund Increase - Non-Enrollment Growth			\$9.8	\$10.3	\$10.8		
21	General Fund	\$233.2		\$245.1	\$257.5	\$270.5		
22								
23	Tuition Rate Change			6.0% ▾	6.0% ▾	6.0% ▾		
25	Tuition Fee Revenue	\$173.8		\$186.2	\$199.3	\$213.5		
27	Non-Resident Tuition Fee Revenue	\$22.44		\$24.0	\$25.7	\$27.5		
28	Tuition Fees	\$196.2		\$210.2	\$225.0	\$241.0		
29	Other Revenue Adjustments							
30	Compensation Allocation from C.O. (not yet distributed in 23/24)	\$7.4		\$7.4	\$7.4	\$7.4		<i>Estimate only</i>
31	Other Additions	\$0.0		\$0.0	\$0.0	\$0.0		
32	Other Sources	\$18.9		\$18.9	\$18.9	\$18.9		<i>Includes WS Reimbursement</i>
33	TOTAL SOURCES	\$455.8		\$481.6	\$508.8	\$537.8		
34	Change Over Prior Year			\$25.9	\$27.2	\$29.0		
35								

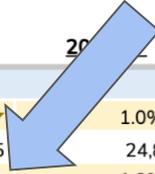


Financial Model for You to Try



3-Year Operating Fund Scenario Tool

	2023/24	2024/25	2025/26	2026/27
ENROLLMENT				
Resident Enrollment Change		1.0% ▾	1.0% ▾	1.0% ▾
Resident FTES	24,130	24,371	24,615	24,861
Non-Resident Enrollment Change		3% ▾	3.0% ▾	1.0% ▾
Resident FTES	2,200		2,334	2,357
TOTAL ENROLLMENT	26,330		26,949	27,218
Change Over Prior Year	39	-2%	312	269
		-1%		
		0%		
SOURCES				
CSU General Fund Increase per Compact			5.0%	5.0%
SJSU General Fund Increase - Enrollment Growth			\$2.1	\$2.1
SJSU General Fund Increase - Non-Enrollment Growth			\$10.3	\$10.8
General Fund	\$233.2		\$257.5	\$270.5
		4%		
Tuition Rate Change			6.0% ▾	6.0% ▾
Tuition Fee Revenue	\$173.8		\$188.6	\$202.0
Non-Resident Tuition Fee Revenue	\$22.44		\$25.2	\$27.0



Assumes CSU MCI increases 3.0%/year

Financial Model for You to Try



Some Final Questions

— Send responses to universitycomm@sjsu.edu

- After hearing today's discussion, where are some areas that you believe the university should focus to streamline processes or efficiencies to reduce costs?
- What ideas do you have for potential new revenue opportunities or shared services?

Going Forward

Base Structural Deficit – Fix ASAP

Operational Reserves – Borrow, Payback, Grow

Labor Negotiations - TBD

Tuition – Approved 6%

Enrollment Fluctuations – Fall at 99.6% of Plan

State Financial Picture – Not good in the short term

An aerial photograph of a university campus, featuring a prominent Gothic-style building with a tall spire in the center. The campus is surrounded by various other buildings, trees, and a large open area. The entire image is overlaid with a semi-transparent blue filter. A bright yellow rectangular box is centered over the image, containing the text "Thank You!" in white, bold, sans-serif font.

Thank You!



APPENDIX

LAO: CSU Cost Pressures

Most Employee Salary Levels Are Determined Through Collective Bargaining.

About 90% of CSU's employees are represented by a union. The largest unions are the California Faculty Association, which comprises about half of CSU's salary pool, and the California State University Employees Union, which represents support staff and comprises about one-quarter of CSU's salary pool.

General Salary Increases by Employee Group^a

	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23
California Faculty Association	3.5%	3.5%	2.5%	—	4.0%	3.0%
California State University Employees Union	3.0	3.0	3.0	—	—	7.0
Other represented employees	2.0-3.1	3.0	3.0-3.8	—	0-4.0	0-7.0 ^b
Nonrepresented employees ^c	2.5	3.0	3.0	—	—	7.0

^aUnless otherwise noted, chart does not reflect other salary provisions, such as equity increases, service salary increases, and post-promotion increases.

^bEmployee groups received 3 percent to 7 percent general salary increases, with the exception of represented student employees. Represented student employees received 1.3 percent increases in salary range minimums and maximums, but no general salary increase.

^cChart reflects merit salary increases for executives, managers, and confidential employees. Chart does not include "excluded employees," who are primarily temporary staff (such as student assistants and consultants).

Reserve Strategy

	<u>20/21</u>	<u>21/22</u>	<u>22/23</u>
Reduce Fungible Reserves	-60%	-20%	-20%

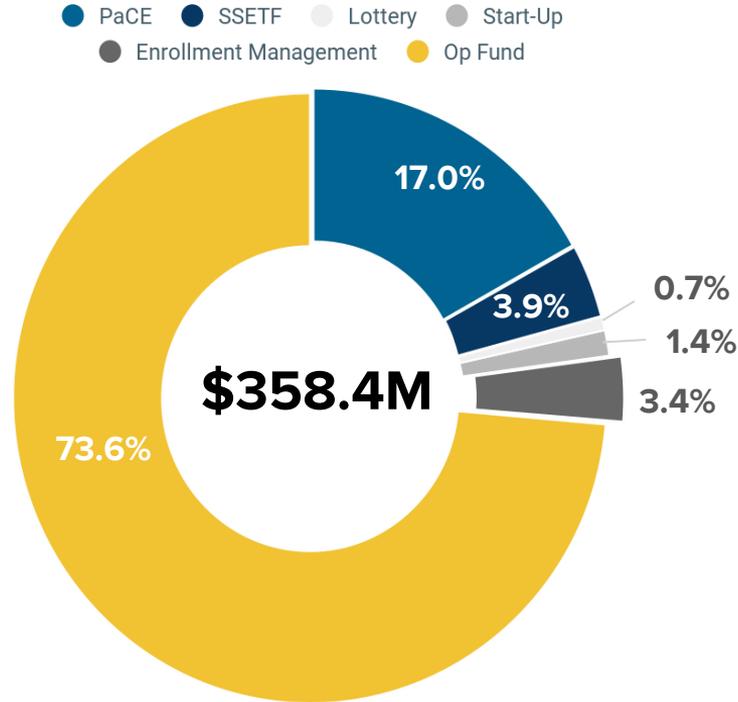
- Reductions are on the NET Reserves remaining
- FY21/22: 40% Reserves Remain
- FY22/23: ONE month of Fungible Reserves

This model assumes no new financial challenges. If there are further reductions to state or federal funding, SJSU will need to be even more creative about how to close the gap.

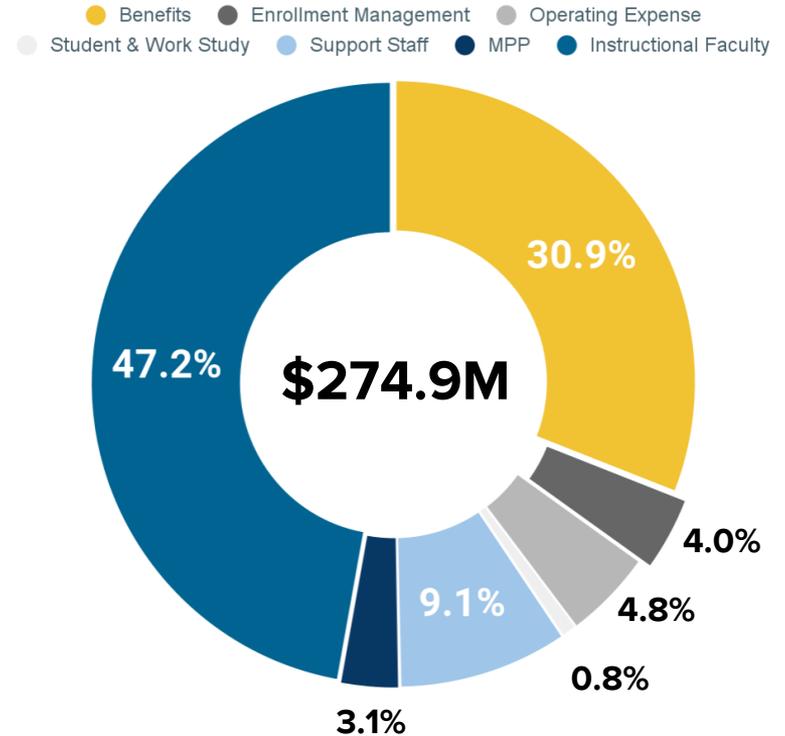
2023-24 Academic Budget

Vincent J. Del Casino Jr.
Provost and Senior Vice President for Academic Affairs

2023-24 All-Fund Budget



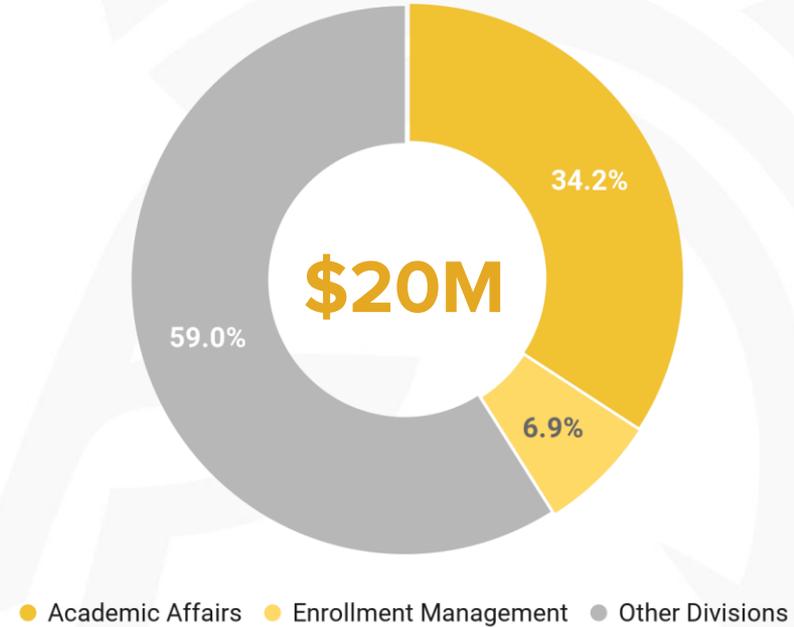
Op Fund At-a-Glance



1 Includes base and one-time budgets with benefits

Campus-Wide Budget Reductions

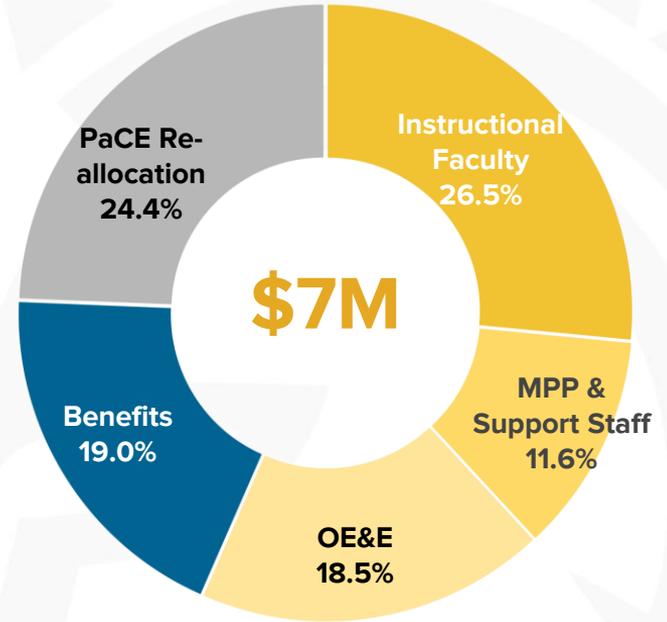
Division	Reduction	%
Academic Affairs	\$ (6,960,000)	34.1%
Enrollment Management	\$ (1,400,000)	6.9%
Administration & Finance	\$ (4,570,000)	22.4%
Information Technology	\$ (1,000,000)	4.9%
Institutional Affairs	\$ (1,104,242)	5.4%
Intercollegiate Athletics	\$ (500,000)	2.5%
Office of the President	\$ (290,000)	1.4%
Research & Innovation	\$ (600,000)	2.9%
Student Affairs	\$ (1,400,000)	6.9%
University Advancement	\$ (1,300,000)	6.4%
University-Wide	\$ (1,250,000)	6.1%
Total	\$ (20,394,242)	100.0%



Allocation of Reductions

Reduction was distributed across all AAD units, including academic colleges and support units, and managed through reallocation strategies and other cost savings centralization measures

● 10% Operating Expense & Equipment (OE&E) Reduction	\$ (940,000)	13.5%
● Centralized Cost Savings	\$ (763,254)	10.9%
● PaCE Re-Allocation	\$ (1,695,886)	24.4%
● Pro-rata Distribution Across Units	\$ (3,560,860)	51.2%
Total	\$ (6,960,000)	100.0%



Configuring Enrollment Management

Primary Funding Sources *

In thousands

	CSU Op Fund **	PaCE	SJSU Online	Total
MPP	\$ 1,234	\$ 239		\$ 1,473
Support Staff	\$ 5,291	\$ 514	\$ 134	\$ 5,939
Student Assistant	\$ 171			\$ 171
Work Study	\$ 88			\$ 88
Benefits	\$ 3,404	\$ 391	\$ 70	\$ 3,865
OE&E***	\$ 740			\$ 740
Total	\$ 10,929	\$ 1,144	\$ 203	\$ 12,276

Some Known Commitments

- CRM Implementation \$225,000
- New CRM \$125,000/year
- Award Management Software \$53,000 - \$61,500 / year
- Existing CRM \$39,000
- OnBase \$114,000

*Excludes other trust and cost recovery funds

**Includes \$1.4M base reduction (\$848K in Personnel, \$544K in OE&E)

***Represents one-time carryover and AY23-24 base

Institutional Investments

University RSCA
\$2.0M + \$2.0M '19 Investment
(all base-funded
starting FY 2024-25)

- Funding Available: \$ 6.0M (includes \$4M institution/\$2M division)
- Total Program Cost: \$7.8M
- Short: \$1.8M (covered short-term via Provost Office)

Student Assistant
(Fall only)
\$1.2M

- Colleges limited in use of current funds in other budget categories, per budget office to pay for student assistants.
- Fall '23 spending will be evaluated and the division will be “topped off” up to \$1.2M for Spring '24 (all from one-time).

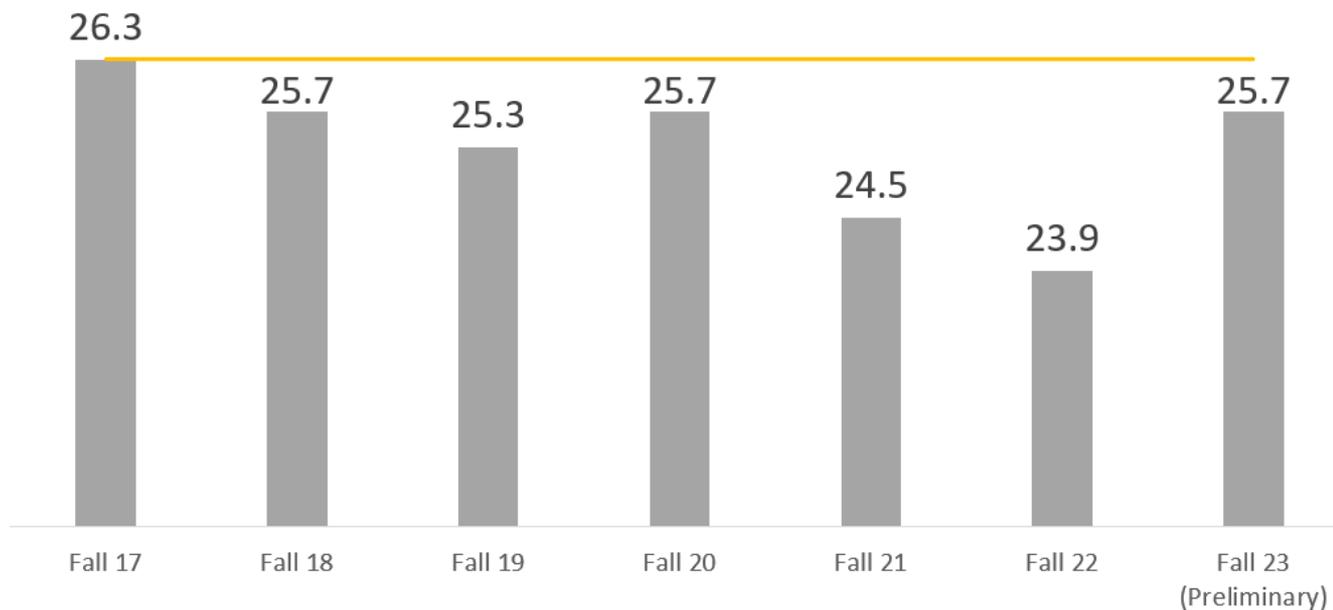
Contractual Salary Increases
(Unfunded from System/State)
\$4.40M

- 21-22 SSI: \$1.7M
- 22-23 PPI: \$1.1M
- 23-24 SSI (projected): \$1.6M

Examining the AAD Operations

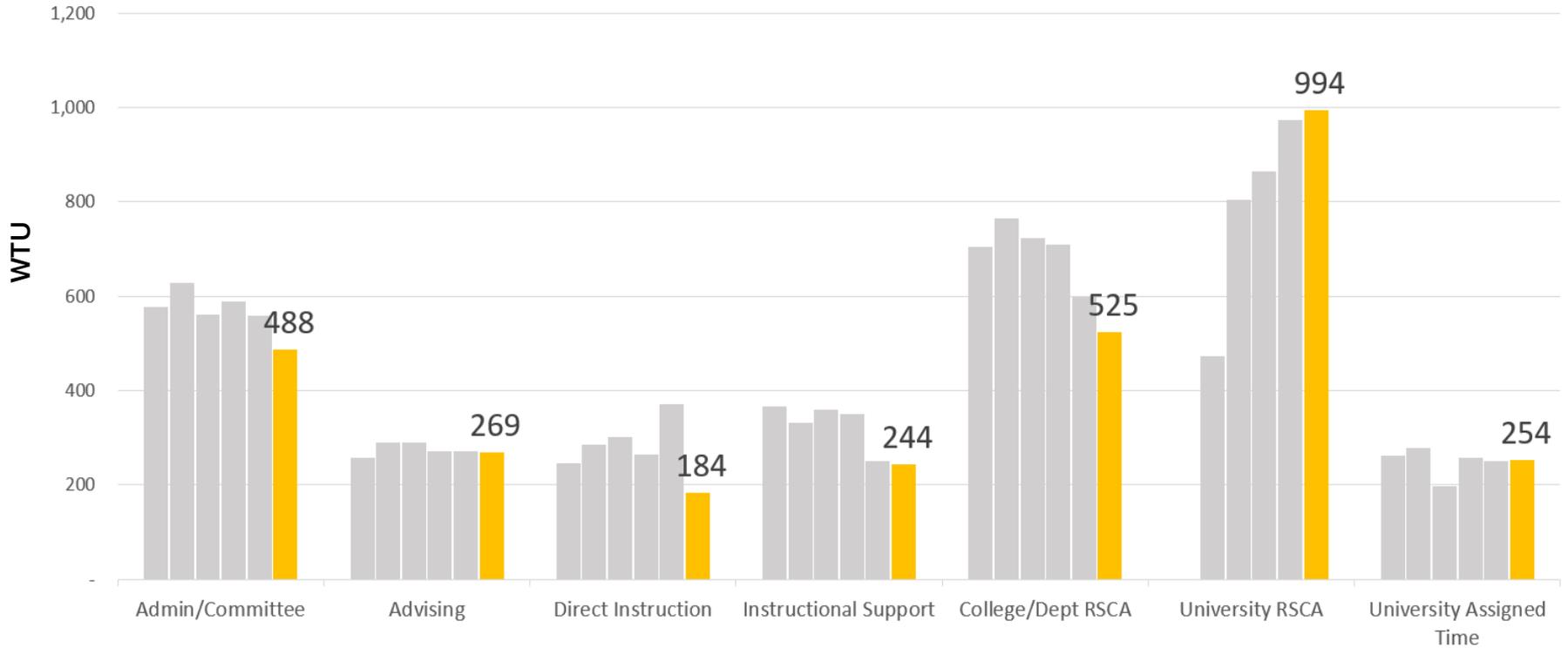
- Restore Student to Faculty Ratios (SFR) to pre-pandemic levels or above (with classroom support, TA program, graders, etc.);
- Evaluate past practice and then enforce tighter guidelines for low-enrollment courses;
- Examine assigned time provided to faculty for non-teaching assignments;
- Maximize the use of academic space; and
- Create shared services across the division where appropriate optimizing staffing levels.

Student-Faculty Ratio

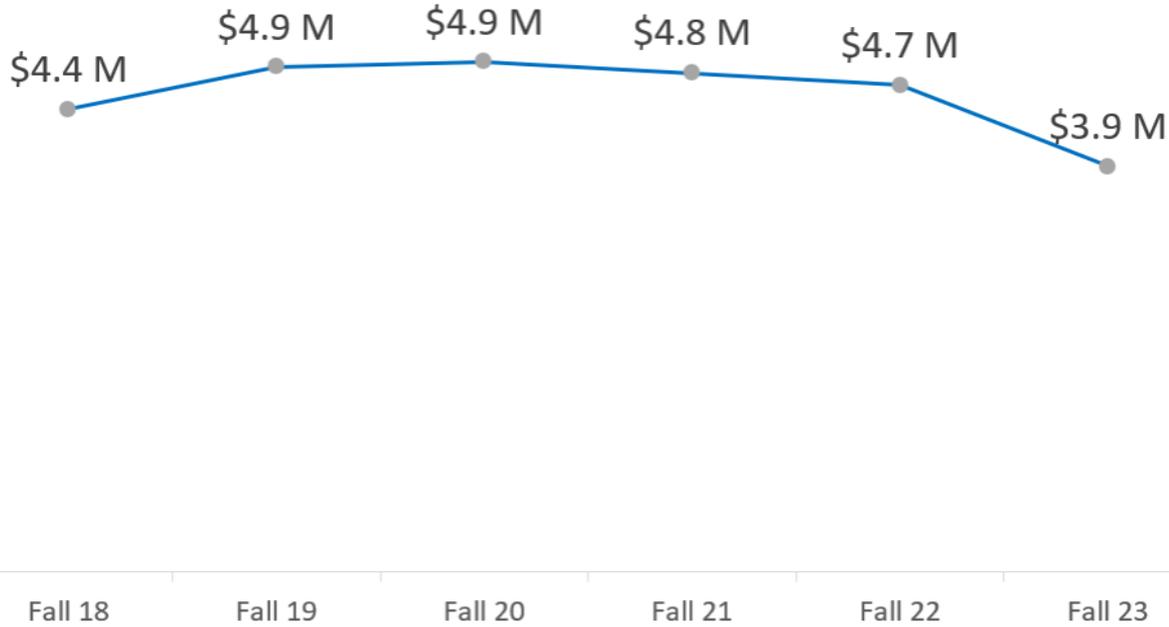


- Budget Adjustments to follow to account for ability to meet '17 targets
- BAC Recommendation - Adjust SFR Back Up (Impact Spring '24)

Assigned Time (fall 2018 - fall 2023)



College & Department Assigned Time Cost



**Cost Savings
17%**

Stateside Enrollment Targets

College	22-23 Target	Change	23-24 Target	23-24 Surplus	23-24 Goal
Business	3,188	101	3,289	55	3,344
Education	1,345	47	1,392	75	1,467
Engineering	3,509	(91)	3,418		3,418
Health & Human Sciences	2,977	(160)	2,817		2,817
Humanities & the Arts	4,962	(98)	4,864	75	4,939
Professional & Global Education	303	120	423	70	493
Science	4,330	67	4,397	65	4,462
Social Sciences	5,192	53	5,245	40	5,285
University Studies	60		60	45	105
Total	25,866	39	25,905	425	26,330

CPGE Organizational Change

Reorganization

- **Academic College**
 - DRO and Associate Dean for Academics stays in college
 - Staffing that already exists stays in college
 - New Dean - Funded from Previous Dean Line (with some state ops investment from growth in stateside enrollment)
 - Increased Enrollments in iSchool and Applied Data Science (in PaCE up over 7% enrollment with increases in tuition as well)
- **Professional and Global Education**
 - Associate Vice Provost - Previous Associate Dean Line+
 - Centralize Budget/Accounting, HR, Administration, Marketing Services (producing savings)
 - Cover actual costs and recover dollars toward other centralized strategies
- **Maintain College- and Program-Based Reserve Strategies (90 days of spending on reserve)**

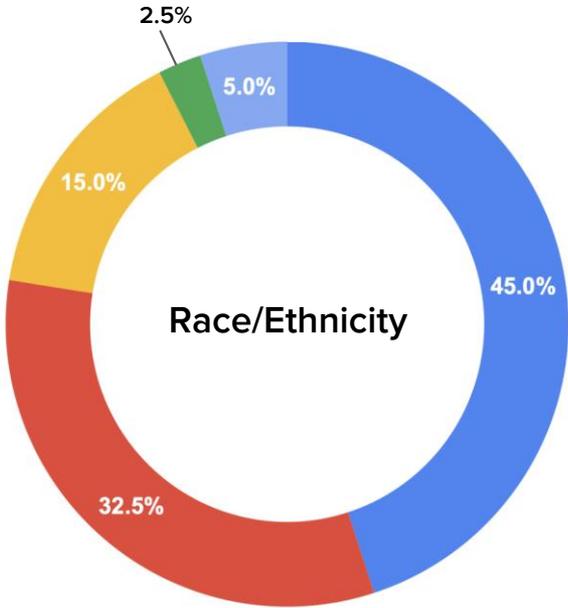
An aerial photograph of a university campus, overlaid with a semi-transparent blue filter. The central focus is a large, Gothic-style building with a prominent steeple and arched windows. The campus is surrounded by various other buildings, trees, and walkways. In the background, a range of hills is visible under a clear sky. A yellow rectangular box is positioned in the center of the image, containing the text "Questions?".

Questions?

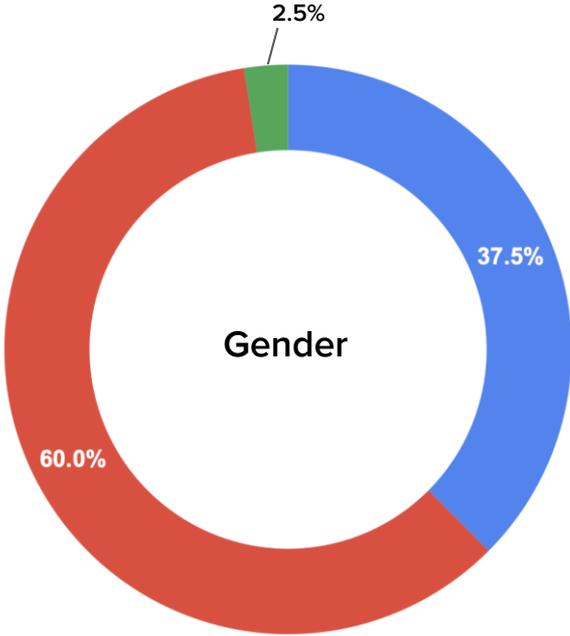
2023-24 Tenure Track Faculty Hiring Trends

Magdalena L. Barrera
Vice Provost for Faculty Success

New TT Faculty AY23-24 (N=40)



- White
- Asian
- Latinx
- Black
- Not Disclosed



- Male
- Female
- Not Disclosed

New Faculty Members 2023-2024



SJSU

SAN JOSÉ STATE UNIVERSITY

New Faculty Members
2023-2024

Mithila Guha Assistant Professor Marketing and Business Analytics

Mithila Guha holds a PhD in marketing with a minor in computer science from Drexel University. As an empirical quantitative marketing researcher, she explores the intersection of marketing and data analytics. Her focus is analyzing social media datasets using econometric modeling, text analytics and machine learning to understand firms' strategies for online activism and brand-driven social media campaigns. Her research interests include digital and social media marketing, socio-political activism, brand management and text analytics. As an educator, she has taught courses in marketing research, advertising and integrated marketing communications while also conducting statistical programming workshops at both undergraduate and graduate levels. She received the Best in Track Award at the 2022 Summer American Marketing Association Conference for her work in the digital and social media marketing track. Her research has recently been featured in the Journal of Brand Management.



Yeonka Kim Assistant Professor Management

Yeonka Kim received her PhD in business administration from the University of Minnesota and her master's of Industrial and labor relations (MLR) with a concentration in human resources and organizational behavior from Cornell University. Before joining School of Management at San José State University, she worked as a tenured associate professor at the University of Wisconsin-La Crosse and an assistant professor at San Francisco State University.



Virpi Outila Assistant Professor School of Global Innovation and Leadership

Virpi Outila received her PhD from Aalto University School of Business in Helsinki, Finland. After graduation, she worked as a postdoctoral researcher at Aalto University, and as a lecturer in Leeds University Business School and Haaaga-Helia University of Applied Sciences. Prior to joining academia, she worked for several decades as a business executive in human resource management in various multinational contexts, headquarter-subsidiary relations, practice/management in cross-cultural contexts, and emerging economies, particularly in Russia. In her research she uses qualitative research methods with a special focus on language sensitive research methods. Her research has been published in leading journals of management and international business such as Organization Studies, Journal of World Business and Journal of International Management.



Emma Carroll Assistant Professor Chemistry

Emma Carroll joins SJSU from the University of California, San Francisco, where she developed chemical tools that recognize different proteins involved in neurodegenerative disease. Before that, she earned her PhD in molecular and cell biology from UC Berkeley in 2020. Her dissertation explored how adding a ubiquitous modification to different sites on proteins confers distinct biophysical effects that regulate biological processes. She is fascinated by how basic physical principles govern biological function and especially how perturbations tip the scales between function and pathology. She is especially excited to share with students the joy that comes with curiosity-driven scientific discovery, both in the classroom and the lab. In her free time, she loves to spend time with her family and cats, explore beautiful Bay Area trails, and try new restaurants.



Theresa Thanh Dinh Assistant Professor Biology

Theresa Thanh Dinh got her B.S. in biochemistry and molecular biology with a minor in communications from UC Davis and her PhD in botany and plant sciences from UC Riverside. She studied floral development and small RNA biology during her graduate tenure. She then switched fields to study the transcriptomic landscape of a specialized endothelial cell (HEC) identity in mammals. HECs are a specialized endothelial cell that mediate leukocyte (immune cell) trafficking from the blood lumen to the underlying tissue. Here at SJSU she plans to look at the protein-protein interactions of COLE-TII and homeodomain-containing proteins at the biochemical level to ascertain how they dictate HEC identity. The building of HECs has important disease implications, especially in the realm of immuno-therapy and cancer, as a delivery vessel for immune cells.



Peter Gao Assistant Professor Mathematics and Statistics

Peter Gao is an assistant professor in the Department of Mathematics and Statistics at San José State University. His research examines applications of spatial statistics and survey statistics to help answer questions in environmental science and the social sciences. He completed his undergraduate studies in mathematics at the University of Chicago before receiving a PhD in statistics from the University of Washington.

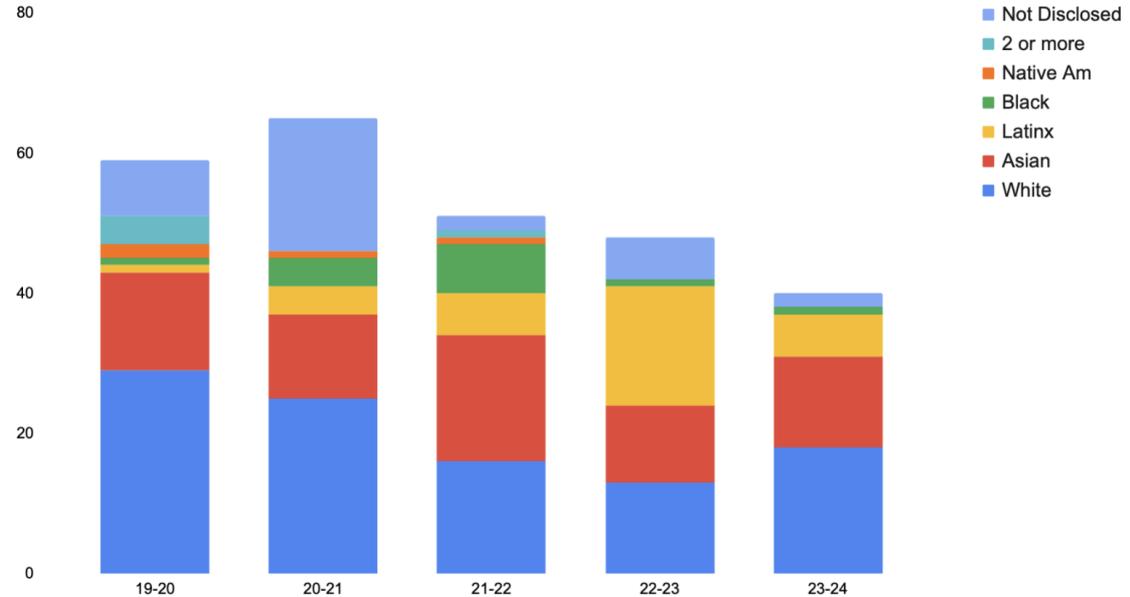
During his graduate studies he developed statistical postprocessing methods for improving forecasts for Arctic sea ice thickness and methods for estimating substantial health and demographic rates. He also taught courses on statistical data science, and ethical concerns related to algorithmic decision making. In his free time, he enjoys reading, watching movies and taking photographs.



New TT Cohorts: 5-year Trends in Diversity

Elements of diversifying faculty:

- Engaging with intention and purpose
- Creating a culture of accountability
- *Dealing with constant pushback*
- Maintaining our efforts, understanding there is always room for improvement



Faculty Hiring for Appointments Starting AY2024-25

We maintain a commitment to hiring the maximum number of faculty that can be supported within the current budget.

Priorities include hires that:

- Can grow enrollment;
- Have dollars associated with them (e.g. AB1460 or PaCE);
- Fall within our ongoing [hiring themes](#); and/or
- Integrate a focus on Black and Latinx student experiences and address equity gaps in critical fields.

We may consider “opportunity hires” in areas that can directly support our diversity efforts—contingent on enrollment and budget.

College	AY23-24
Business	4
Education	1
Engineering	7
Health & Human Sciences	TBD
Humanities & the Arts	5
Professional & Global Education	5
Science	3
Social Science	7
University Library	TBD
Total	32

Tenure Density (TT/All Faculty)—in Context

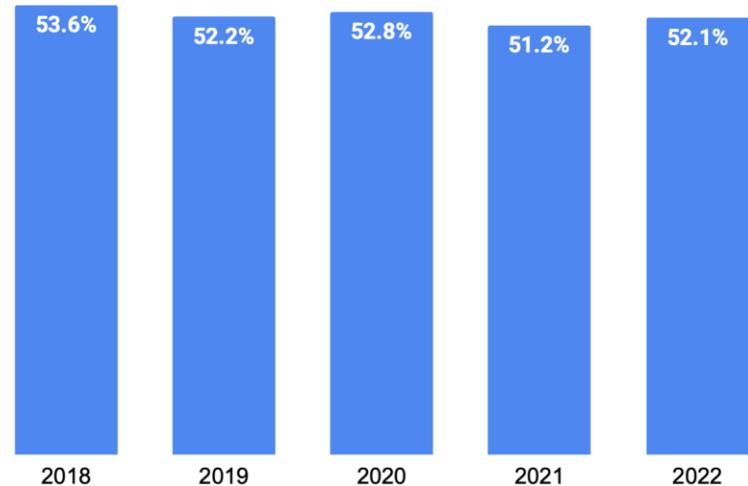
A greater number of TT/T faculty teach fewer FTES than a decade ago:

Semester	Total TT Faculty	FTES	FTES/TT Faculty
Spring 2014	596*	24,590	41
Spring 2023	731	26,479	36

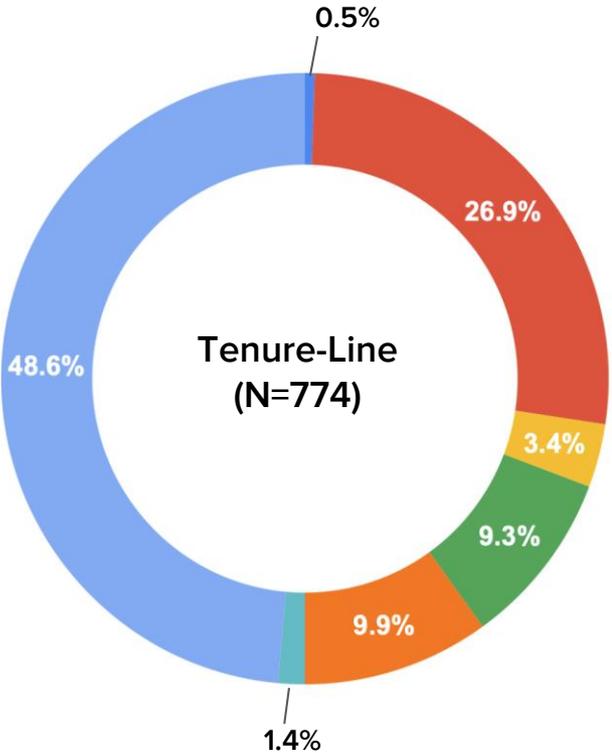
*Number per senate resolution, 2014

Takeaways:

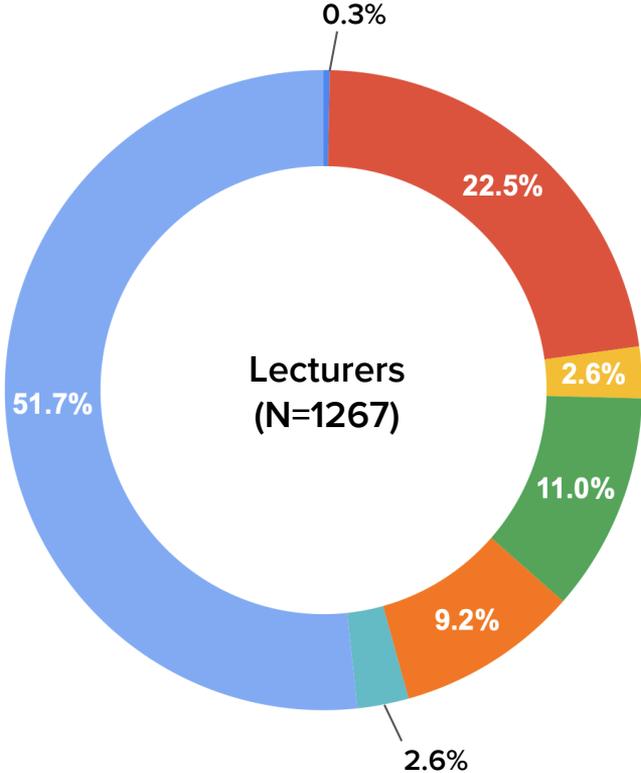
- Growth in TT faculty outstripped enrollment growth
- Tenure density has stayed flat due to investments in these faculty → accounting for “buyouts,” we would be closer to 58%
- The definition of tenure density used to measure our campus may be out-of-touch with where SJSU is headed (*move toward more full-time faculty*)



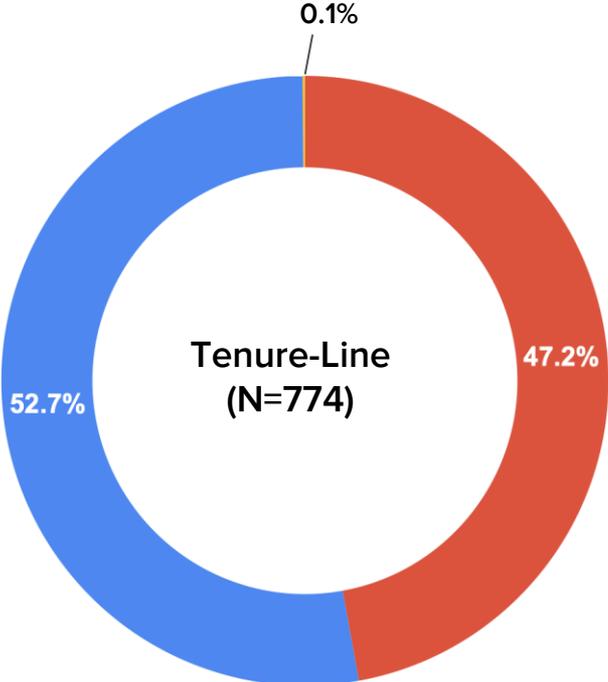
SJSU Faculty by Race/Ethnicity (F23 headcount)



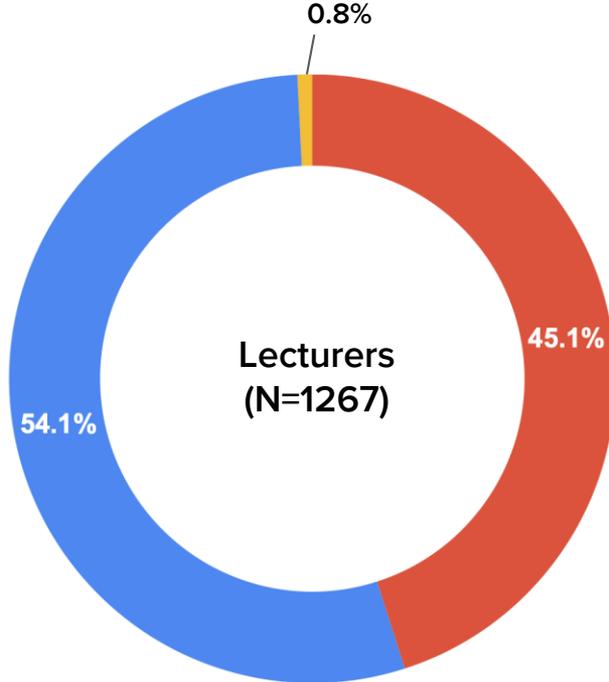
- American Indian/Alaska Native
- Asian
- Black/African American
- Hispanic/Latino
- Not Specified
- Two or More Ethnicities/Race
- White



SJSU Faculty by Gender (F23 headcount)



- Male
- Female
- Nonbinary



An aerial photograph of a university campus, overlaid with a semi-transparent blue filter. The central focus is a large, Gothic-style building with a prominent steeple and arched windows. The campus is surrounded by various other buildings, trees, and walkways. In the background, there are rolling hills under a clear sky. A bright yellow rectangular box is positioned in the center of the image, containing the text "Questions?".

Questions?