2024-25 Academic Budget
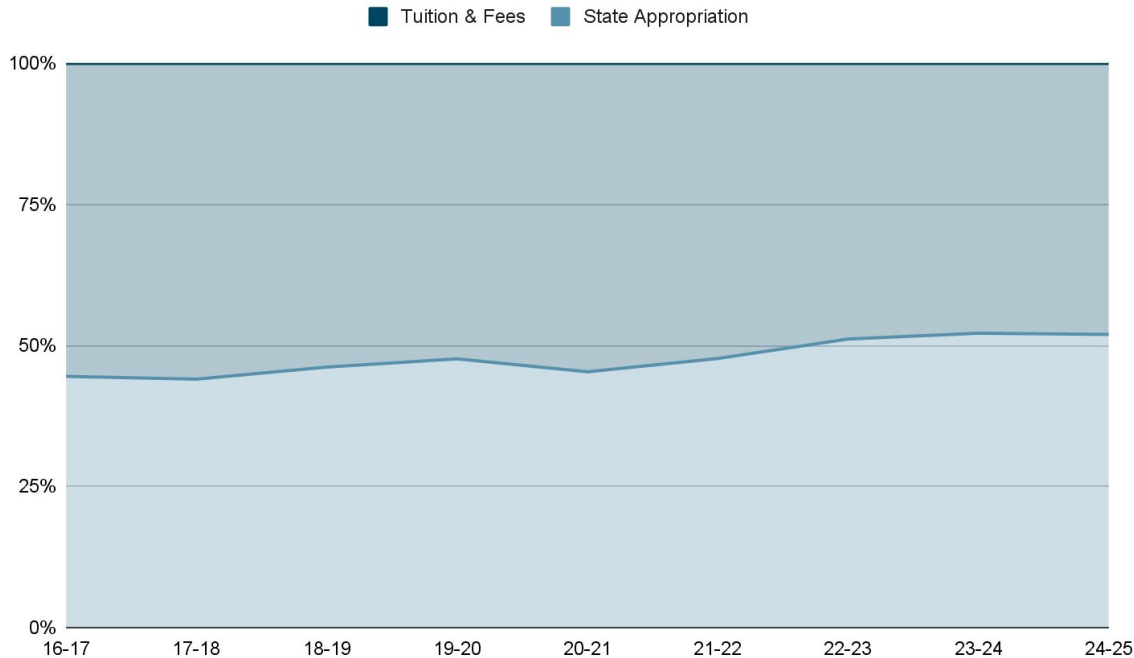
Vincent J. Del Casino Jr.
Provost and Senior Vice President for Academic Affairs

Stateside Budget

- Primary fund to support all costs associated with **stateside enrollment** and campus services.

- The State has been funding **~50%** of our stateside operations.

- The remaining is covered by tuition and fees.

- Enrollment has **direct impact** on our campus budget. It affects how much each division, college, and department receives.

Source: SJSU Annual Budget Reports

Office of the Provost

Stateside Budget
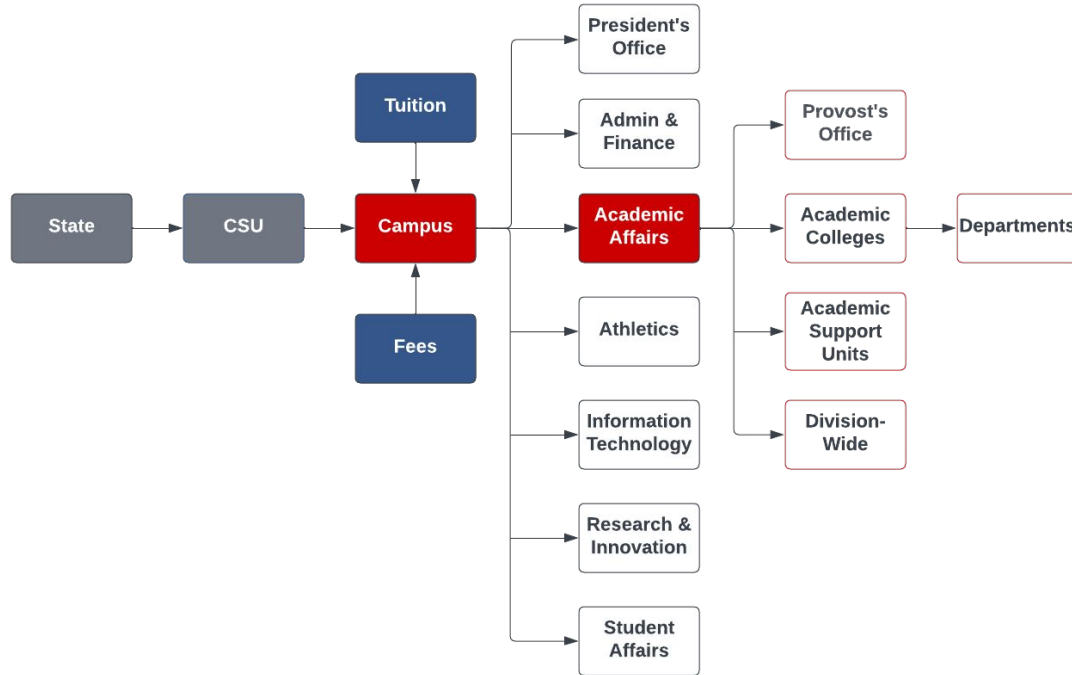
- Non-academic divisions are funded for the services provided and campus priorities.

- Academic Affairs is funded almost entirely based on enrollment and specific academic missions.

All about Enrollment

- The CSU and SJSU both employ a dollars-per-FTES budget model

- Changes in FTES result in funding increases or decreases to the campus
  - Impacts all divisions, not just Academic Affairs

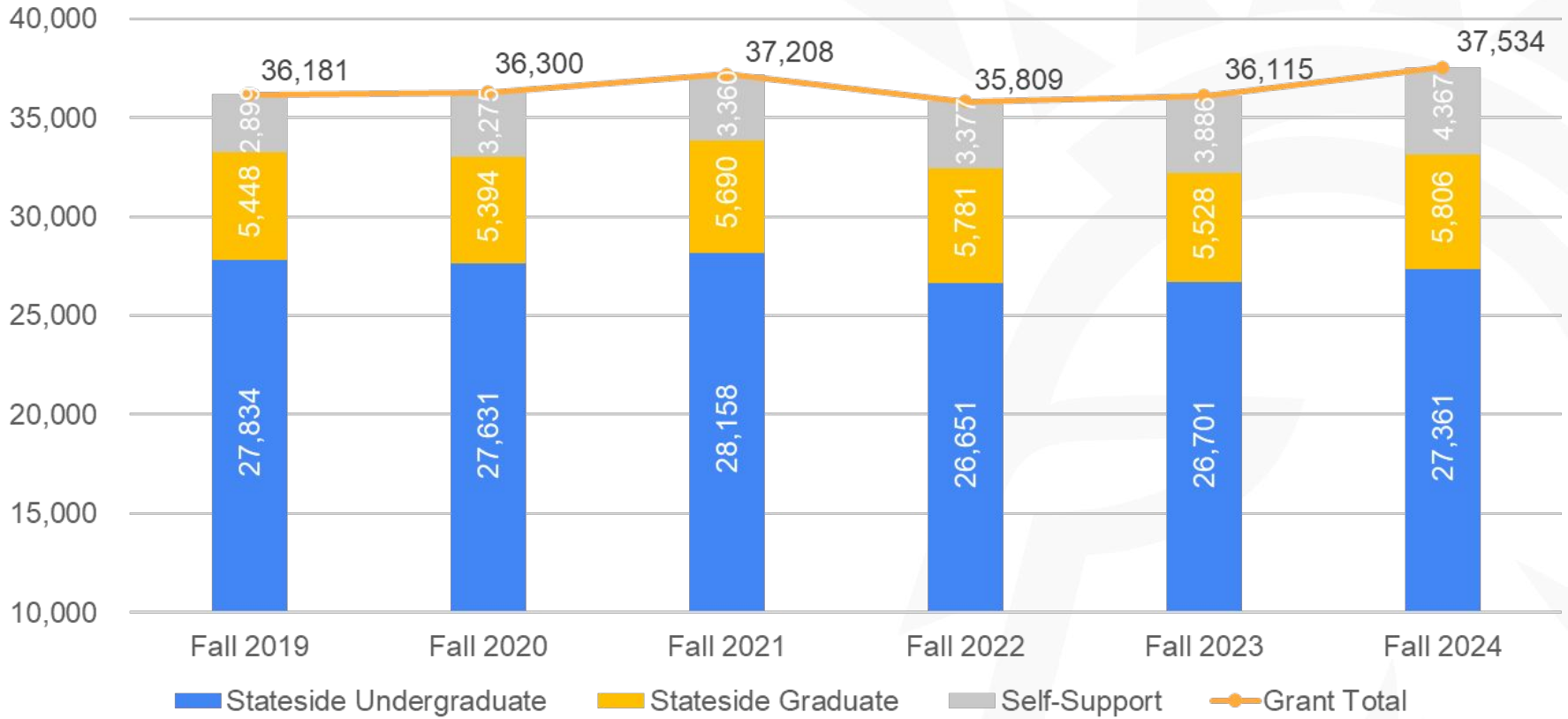- The state/CSU provides funds for Resident FTES only

Enrollment and Funding

Residency	TARGET		SURPLUS	
	Authority	Funding	Authority	Funding
Resident	**CSU** (based on the State's Budget Plan)	State Appropriation + Tuition and Fees	**SJSU** (per Campus Enrollment Plan)	Tuition and Fees
Non-Resident	**SJSU** (per Campus Enrollment Plan)	Tuition and Fees	**SJSU** (per Campus Enrollment Plan)	Tuition and Fees

Headcount Enrollment Trends

FTE Enrollment Trends

	Fall 2019	Fall 2020	Fall 2021	Fall 2022	Fall 2023	Fall 2024
Graduate	4,000	4,014	4,212	4,299	4,157	4,544
Undergraduate	24,490	24,585	24,397	22,865	23,030	23,690
Grand Total	29,903	30,206	30,262	28,872	29,205	30,713

Legend: Undergraduate, Graduate, Self-Support, Grand Total

Source: Enrollment Management

SJSU SAN JOSÉ STATE UNIVERSITY
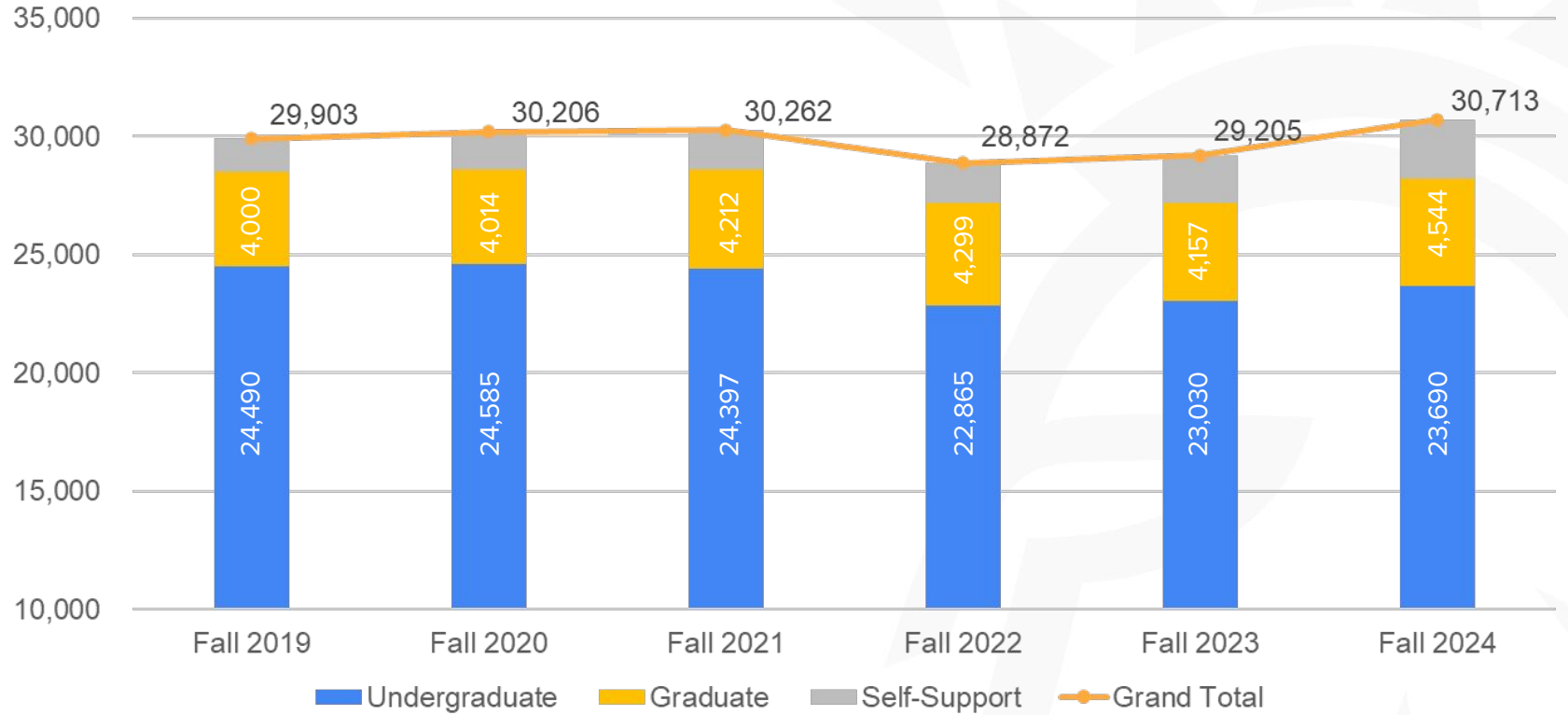
Non-Resident Enrollment Trends FTE

	Fall 2020	Fall 2021	Fall 2022	Fall 2023	Fall 2024
Graduate	808	966	1,316	1,087	1,024
Undergraduate	1,521	1,382	1,163	1,105	1,088
Grand Total	2,329	2,348	2,479	2,192	2,112

Undergraduate   Graduate   Grand Total

Source: Enrollment Management

SJSU SAN JOSÉ STATE UNIVERSITY
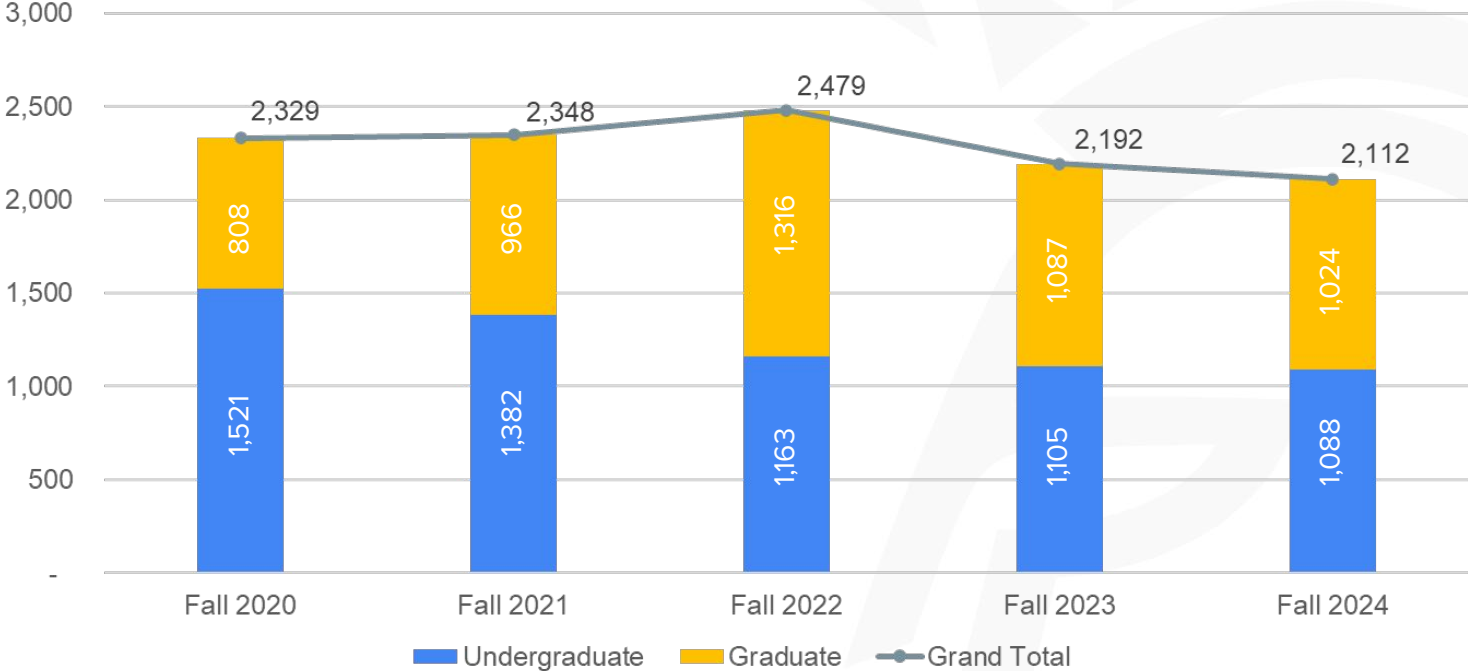
Budgeted Goal* vs. Actual Enrollment (State-Support)

Legend: ● Target FTES ● Campus Budgeted Goal ● Actual Enrollment

27,291 Projected FTES
26,944 Budgeted Goal
26,453 Budgeted Target

Y-axis: 30 K, 28 K, 25 K, 23 K, 20 K

X-axis: 18-19, 19-20, 20-21, 21-22, 22-23, 23-24, 24-25 *

*24-25 includes CA Res Target (24,353 FTES), NR Target (2,100 FTES), and One-Time Goal (491 FTES)

SJSU SAN JOSÉ STATE UNIVERSITY
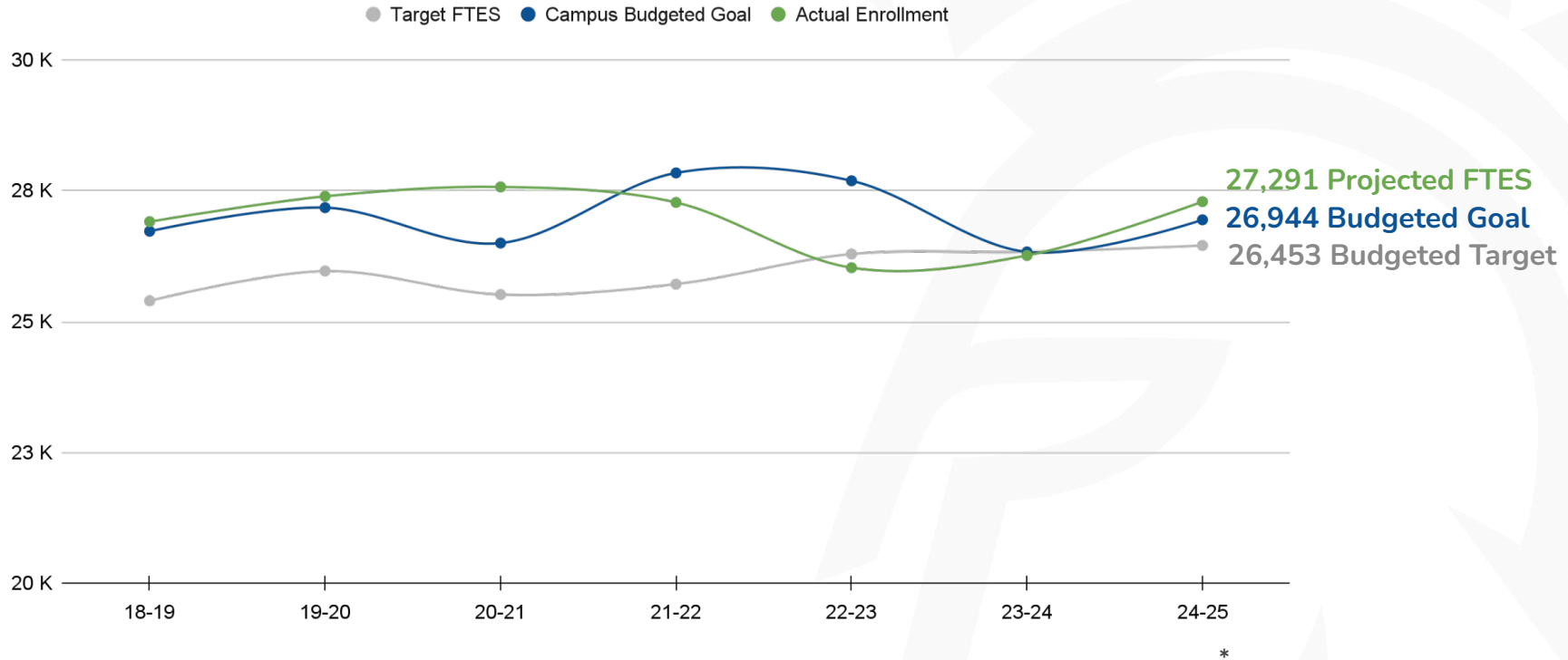
Total Academic Affairs Budget, 23/24 - 24/25

Legend: ● PaCE ● SSETF ● Lottery ● Start-Up ● Op Fund

Donut chart: **$384.1M**
- 18.6%
- 3.7%
- 0.7%
- 1.3%
- 75.7%
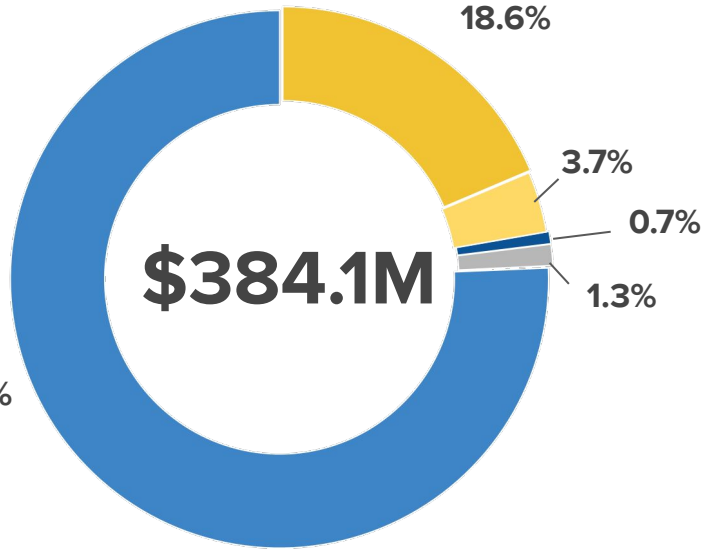
Fund	FY23-24*	FY24-25	Change
CSU Op Fund	$ 290.8M	$ 289.9M	(0.3%)
SSETF	$ 13.3M	$ 14.1M	6.0%
PaCE	$ 60.9M	$ 72.4M	16.6%
Lottery	$ 2.5M	$ 2.8M	12.0%
Start-Up	$ 5.0M	$ 4.9M	(2.0%)
Total Base & 1X	$ 372.5M	$ 384.1M	2.7%

Includes allocations for 23/24 GSI released in June 2024.

SJSU SAN JOSÉ STATE UNIVERSITY

Stateside Enrollment Targets

College	23-24 Target	Change	24-25 Target	24-25 Surplus	24-25 Goal
Business	3,289	55	3,344	37	3,381
Education	1,392	25	1,417	102	1,519
Engineering	3,418	(50)	3,368	85	3,453
Health & Human Sciences	2,817	(125)	2,692	159	2,851
Humanities & the Arts	4,864	100	4,964	174	5,138
Information, Data & Society	423	55	478	122	600
Science	4,397	105	4,502	210	4,712
Social Sciences	5,245	(70)	5,175	-	5,175
University Studies	60	-	60	55	115
Total	25,905	95	26,000	944	26,944

SJSU SAN JOSÉ STATE UNIVERSITY

Operating Fund Base Budget (CSU)* vs. Target FTES

Legend: ■ Base Budget — Target FTES

Year	Base Budget	Target FTES
18-19	$ 155.29 M	25,397
19-20	$ 167.84 M	25,966
20-21	$ 166.45 M	25,516
21-22	$ 169.14 M	25,716
22-23	$ 184.70 M	26,291
23-24	$ 190.89 M	26,330
24-25	$ 189.03 M	26,453

*This does not include benefits.

SJSU SAN JOSÉ STATE UNIVERSITY
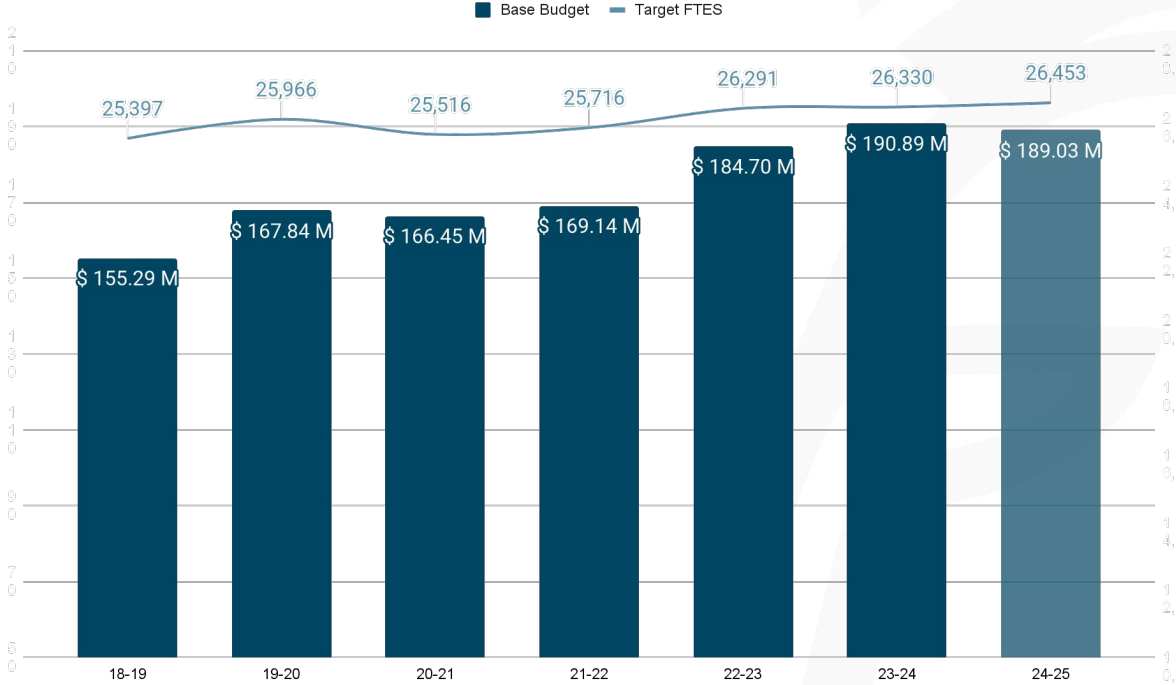
Base Budget Impact

Campus-Wide 6% Reduction	($ 16.2M)
Catch-Up Reduction	($ 3.4M)
Target FTES Increase	$ 1.6M
2024-25 Compensation Adjustments *	$ 12.2M
Net Change	($ 5.8M)

* Not all allocations have been fully calculated and released to the division yet (e.g., SSI, GSI for advisors, MPP merit).
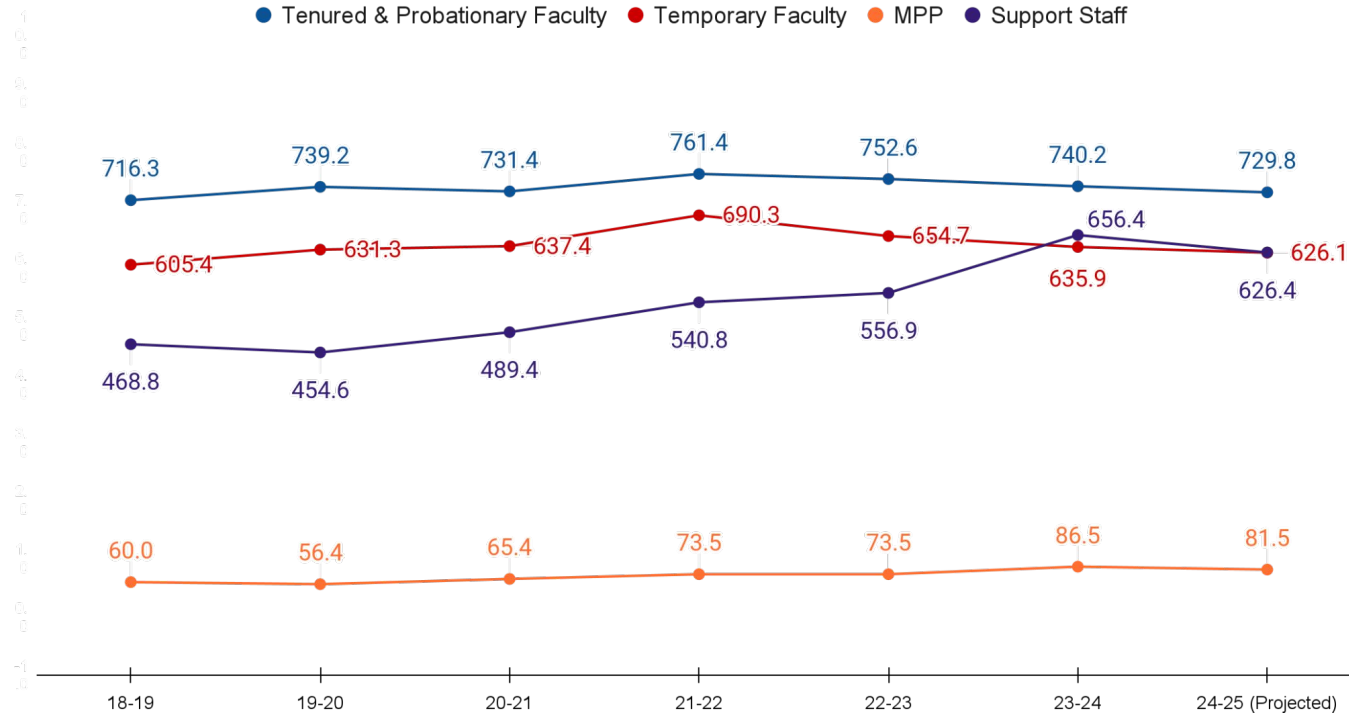
MPP & Support Staff Budgeted Positions*

Position	23-24	24-25	Change	% Change
MPP	87.50	82.50	(5.0)	-5.71%
Admin Staff**	320.4	300.0	(20.4)	-6.37%
Technical Staff	137.0	136.9	(0.1)	-0.01%
Student Service Professional	199.0	196.0	(3.0)	-1.51%
Total	743.9	705.4	(28.4)	-3.82%

Budget positions are not all currently filled; all numbers are inclusive of Enrollment Management (~115 FTE staff/MPP in 24/25).
**Includes positions moved from Professional & Continuing Education to University Marketing as part of the centralization effort.*

SJSU SAN JOSÉ STATE UNIVERSITY

Full-Time Equivalent Budgeted Positions

Legend: ● Tenured & Probationary Faculty ● Temporary Faculty ● MPP ● Support Staff

	18-19	19-20	20-21	21-22	22-23	23-24	24-25 (Projected)
Tenured & Probationary Faculty	716.3	739.2	731.4	761.4	752.6	740.2	729.8
Temporary Faculty	605.4	631.3	637.4	690.3	654.7	635.9	626.1
Support Staff	468.8	454.6	489.4	540.8	556.9	656.4	626.4
MPP	60.0	56.4	65.4	73.5	73.5	86.5	81.5

Office of the Provost

Allocation of Base 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

	Base Reduction	Benefits	Total	
● Instruction	($ 6.20M)	($ 3.29M)	($ 9.49M)	48.5%
● PaCE Reallocation*	($ 0.78M)	($ 0.42M)	($ 1.20M)	6.1%
● MPP & Staff Position Elimination	($ 3.91M)	($ 2.08M)	($ 5.99M)	30.6%
● Division Base Reserves	($ 1.07M)	($ 0.57M)	($ 1.64M)	8.4%
● Operating Expense & Student Assistants	($ 1.26M)		($ 1.26M)	6.5%
Total	($ 13.21M)	($ 6.37M)	($ 19.58M)	100.0%

*This represents the subvention of general fund by PaCE (a positive net outcome to the overall operational budget).

Institutional Investments

University RSCA (Base Investment) $2.0M	- Funding Available: $ 6.4M **Total Program Cost: $ 7.6M** - Short: $ 1.2M (covered short-term via Provost Office)
Student Assistant (One-Time) $2.0M	- Colleges limited in use of current funds in other budget categories, per budget office to pay for student assistants. - Use of Course Support funds to cover classroom and lab student support.
Contractual Salary Increases to date (Partially funded by System)* $28.4M	23-24 GSI: $ 14.7M 23-24 SSI: $ 1.5M 24-25 GSI: $ 12.2M

*This number does not include contractual increases to base salary of Lecturer A and B.

SJSU SAN JOSÉ STATE UNIVERSITY

CSU Investments

|	
Project Rebound (Base) **$300K**	• AB 102 • Support admission processes, comprehensive student supports, and staffing commitments
GI2025 Student Success (Base) **$1.3M**	• Support retention and graduation efforts • Outreach to increase enrollment • Closing equity gaps
NAGPRA & CalNAGPRA Compliance (Base) **$200K**	• Support repatriation-related costs • Hiring and training staff, supporting university committees, engaging in Tribal consultation, and Fulfilling Tribal requests

SJSU SAN JOSÉ STATE UNIVERSITY

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
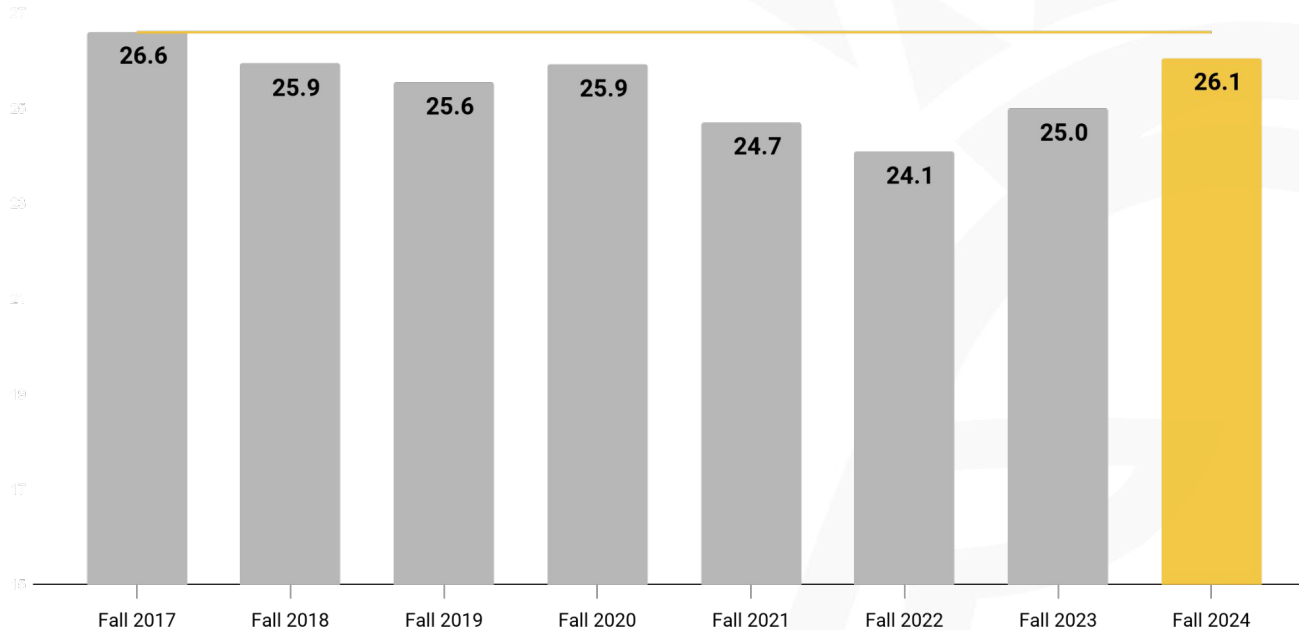
- Excludes SFR for "All University" (Intercollegiate Athletics)
- Budget Adjustments to follow to account for ability to meet '17 targets
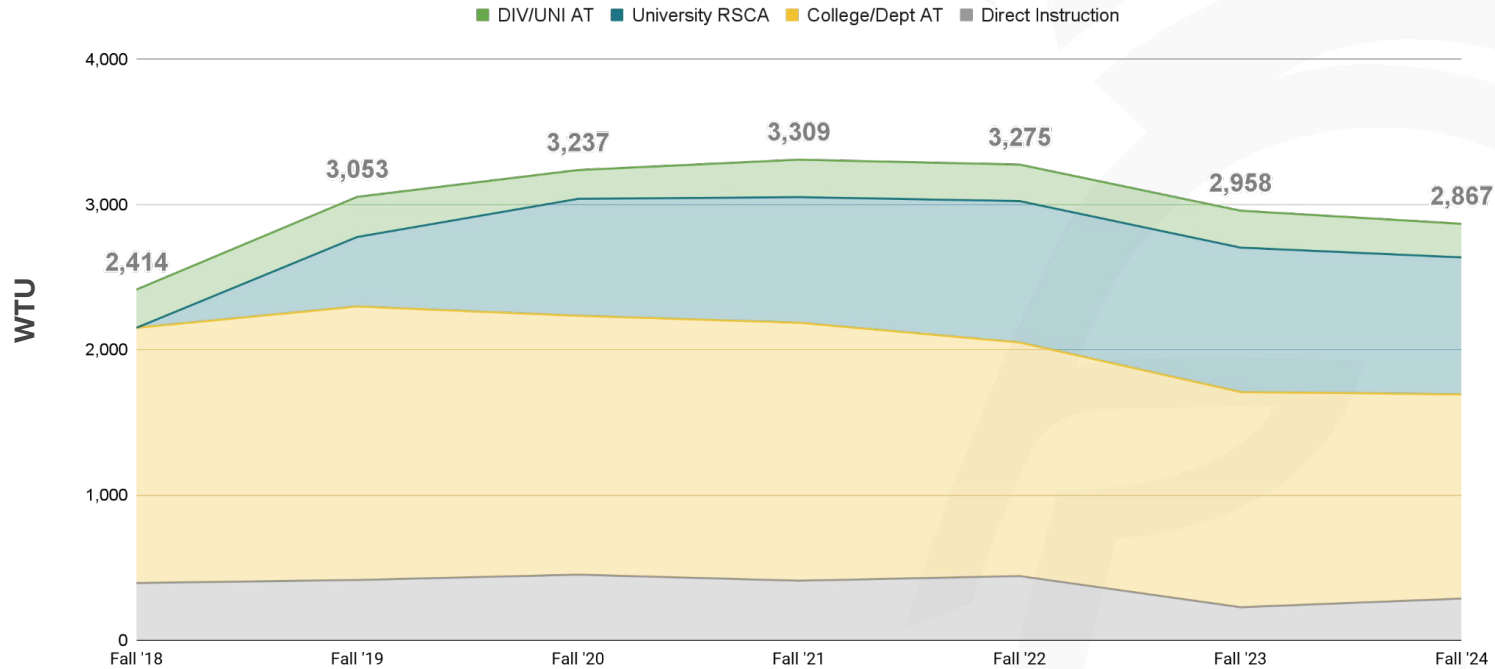- BAC Recommendation - Adjust SFR Back Up (Impact Spring '24)

Source: IRSA Instructional Faculty by Year

SJSU SAN JOSÉ STATE UNIVERSITY

Student Faculty Ratio by College (Fall-to-Fall Comparison)

Legend:
- Fall 16
- Fall 17
- Fall 18
- Fall 19
- Fall 20
- Fall 21
- Fall 22
- Fall 23
- Fall 24

Categories: BUS, EDUC, ENGR, HHS, H&A, IDS, SCI, SSCI

Y-axis: 0.00, 10.00, 20.00, 30.00, 40.00, 50.00
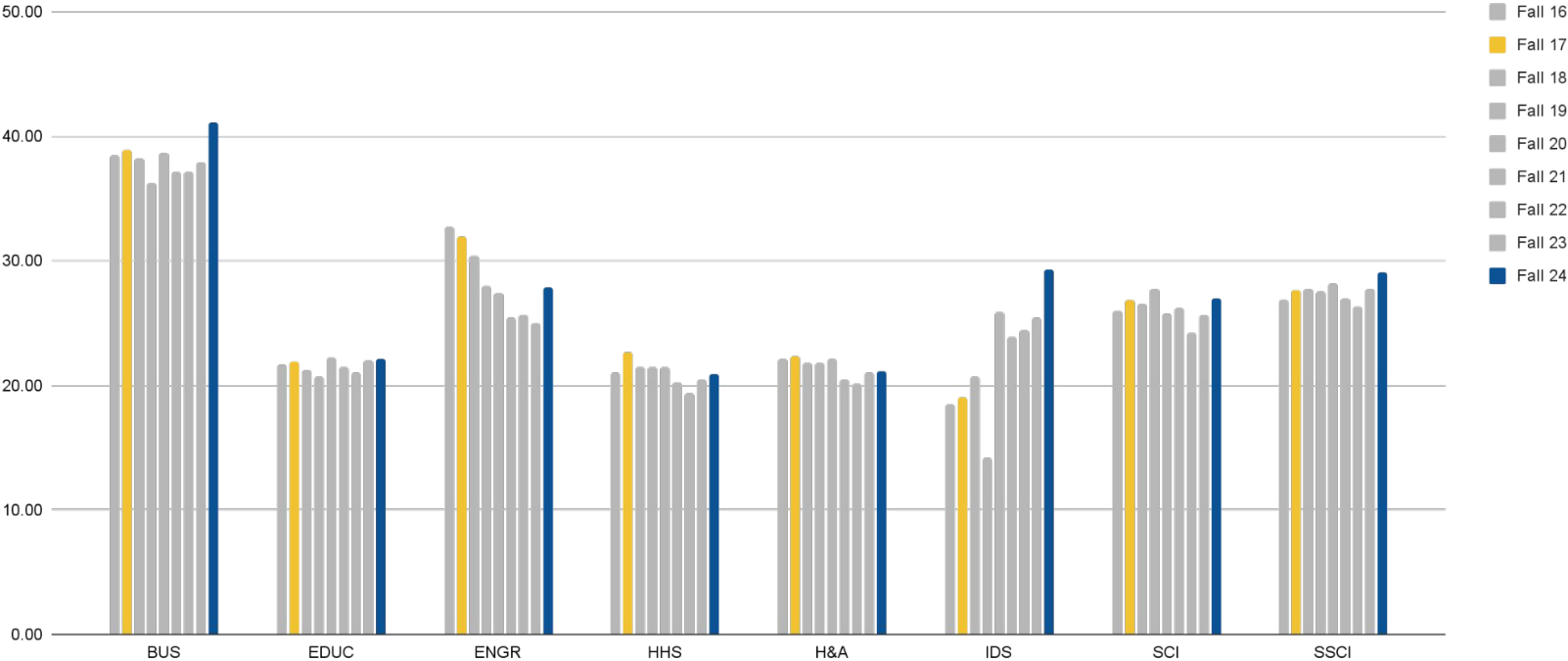
Source: Institutional Research & Strategic Analytics

Office of the Provost

Assigned Time (fall 2018 - fall 2024)

Legend: DIV/UNI AT ■ University RSCA ■ College/Dept AT ■ Direct Instruction

Y-axis: WTU (0 to 4,000)

Data labels (top line totals):
- Fall '18: 2,414
- Fall '19: 3,053
- Fall '20: 3,237
- Fall '21: 3,309
- Fall '22: 3,275
- Fall '23: 2,958
- Fall '24: 2,867

2,867 WTU is equivalent to 95.5 FTEF

Source: APDB

SJSU SAN JOSÉ STATE UNIVERSITY

PaCE

AY 23-24
- 25% growth
- $54M in revenue

Projection (3-yr plan)
- 35% growth
- $75M

Revenue Trend

SJSU SAN JOSÉ STATE UNIVERSITY
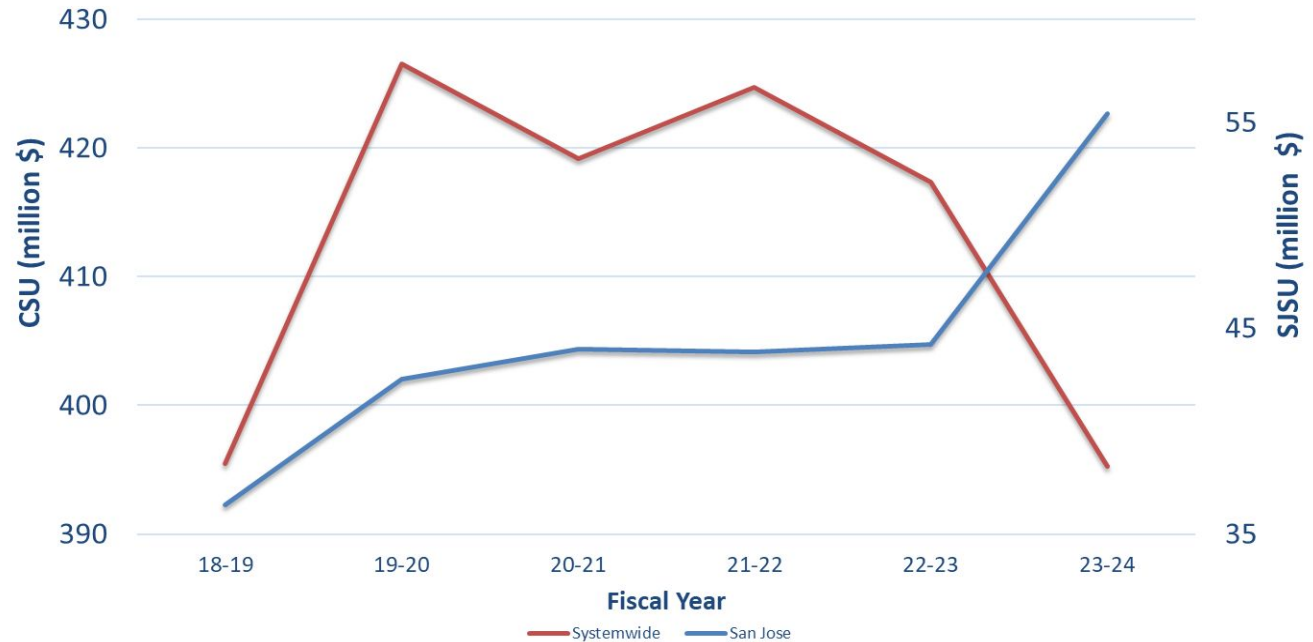
Self-Support Enrollment Trends Headcount

Self-Support Enrollment Trends FTE

Chart showing Self-Support Enrollment Trends FTE by Undergraduate, Graduate, and Grand Total for Fall 2020 through Fall 2024. Grand Total values: Fall 2020: 1,607; Fall 2021: 1,654; Fall 2022: 1,708; Fall 2023: 2,017; Fall 2024: 2,479.

Legend: Undergraduate, Graduate, Grand Total
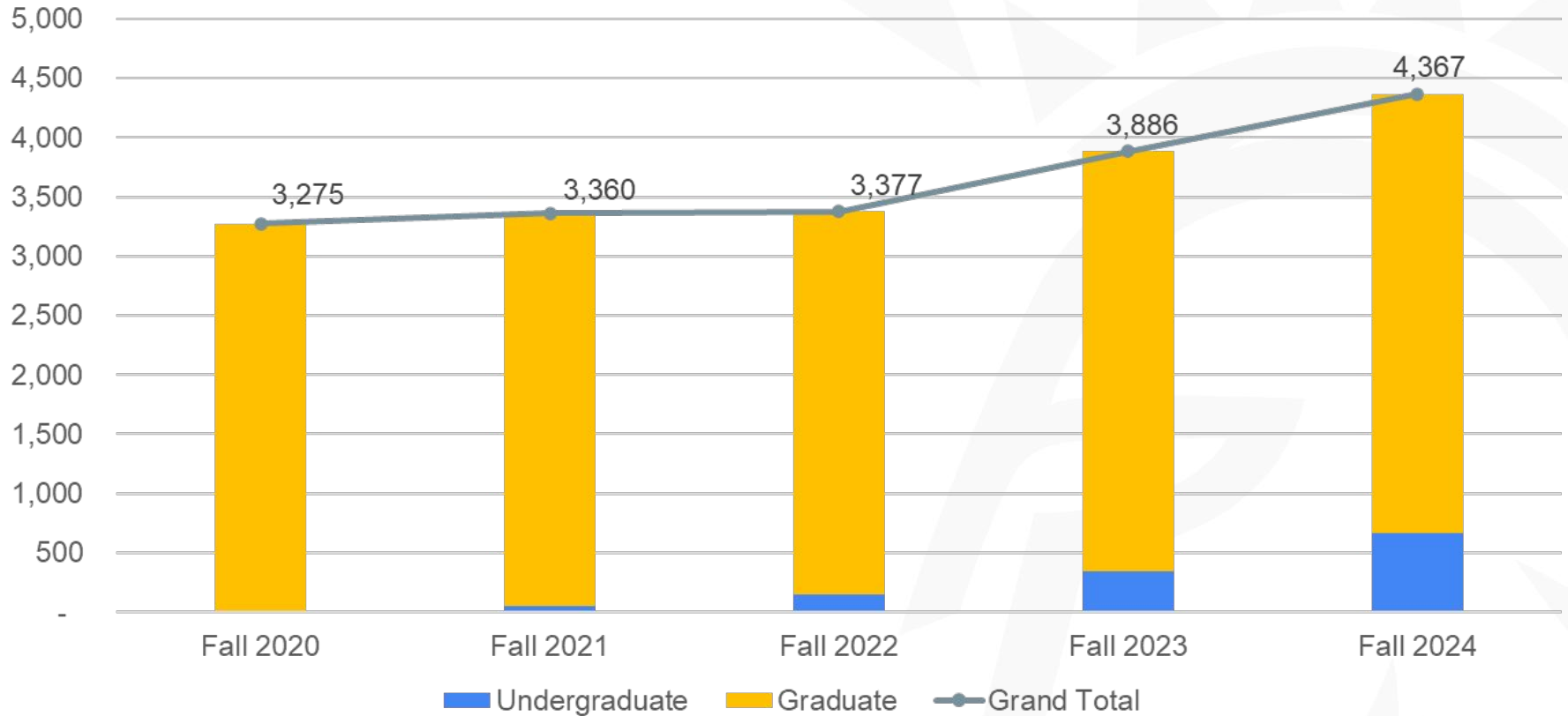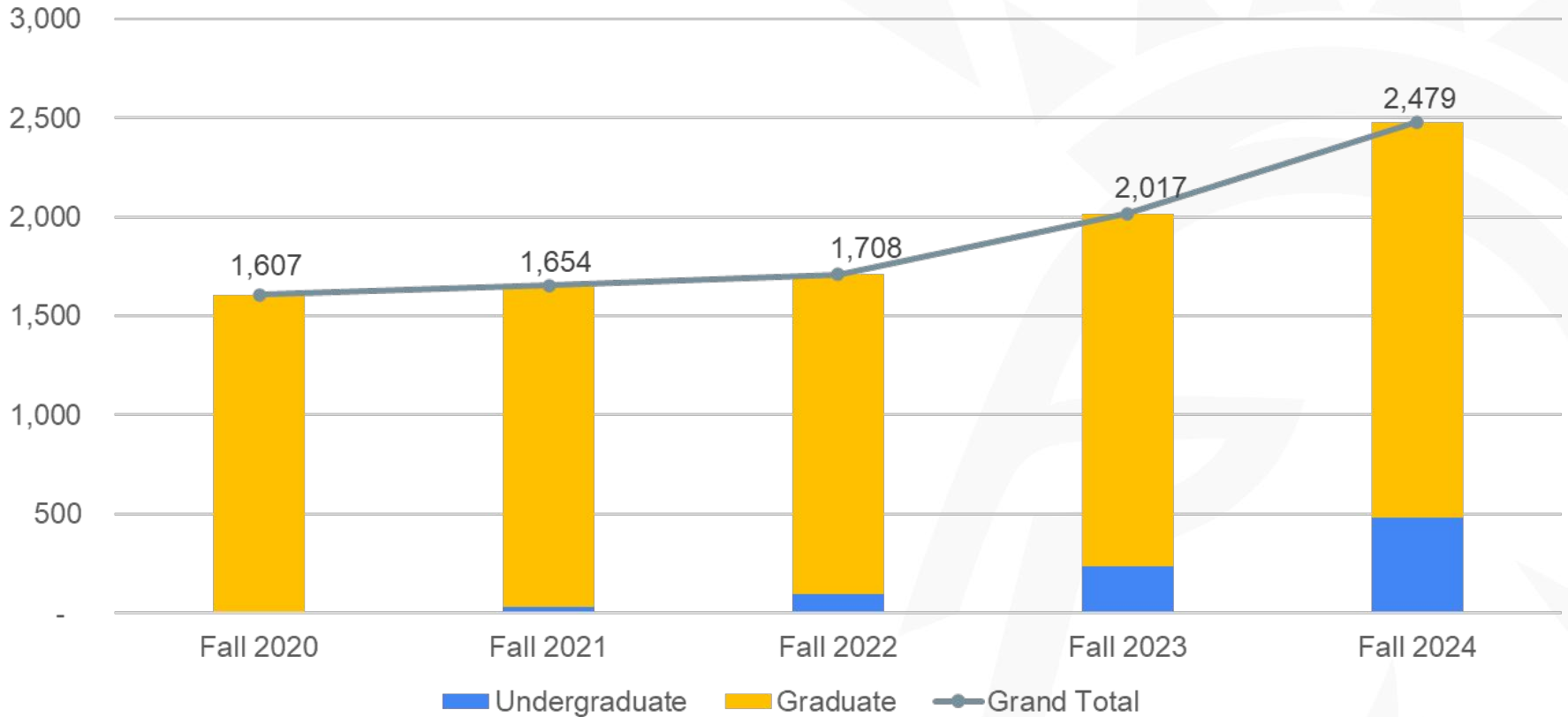
Self-Support Revenue Streams

$ 60.3M
Gross Revenue

Summer Intersession
15.4%

Winter Intersession
3.6%

SJSU Online
13.9%

Open University
3.4%

Study Abroad
1.9%

Special Session
61.9%
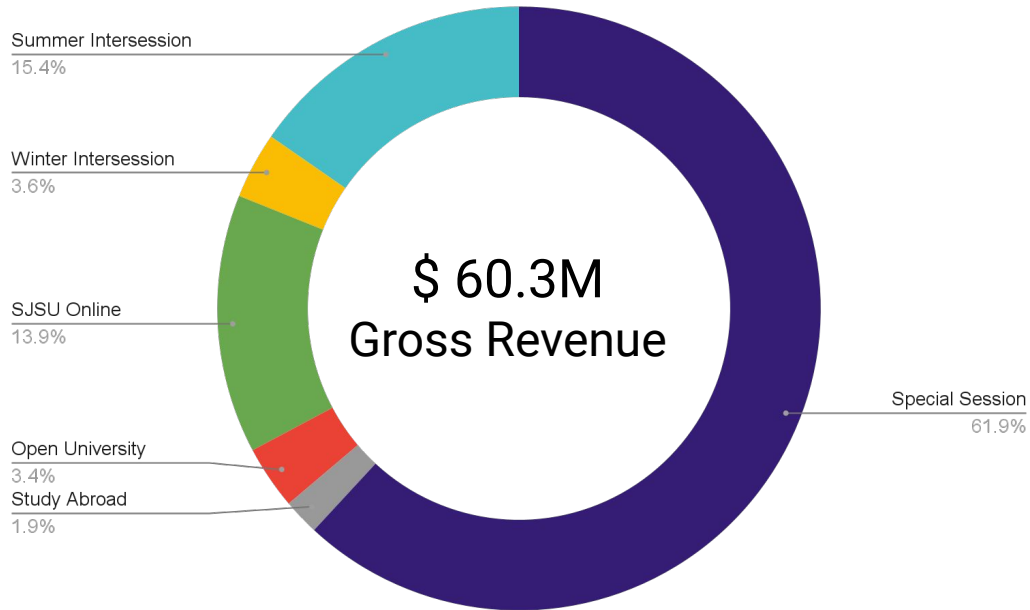
Revenue Distribution Model

Academic Affairs	88.5%
Business Services	11.0%
Chancellor's Office Overhead	0.5%
Total	100.0%

2024-25 Projections

Self-Support Program Revenue Prospects

Gross Revenue

Special Session | SJSU Online | Summer | Winter

Legend: 18-19 | 19-20 | 20-21 | 21-22 | 22-23 | 23-24 | 24-25 *
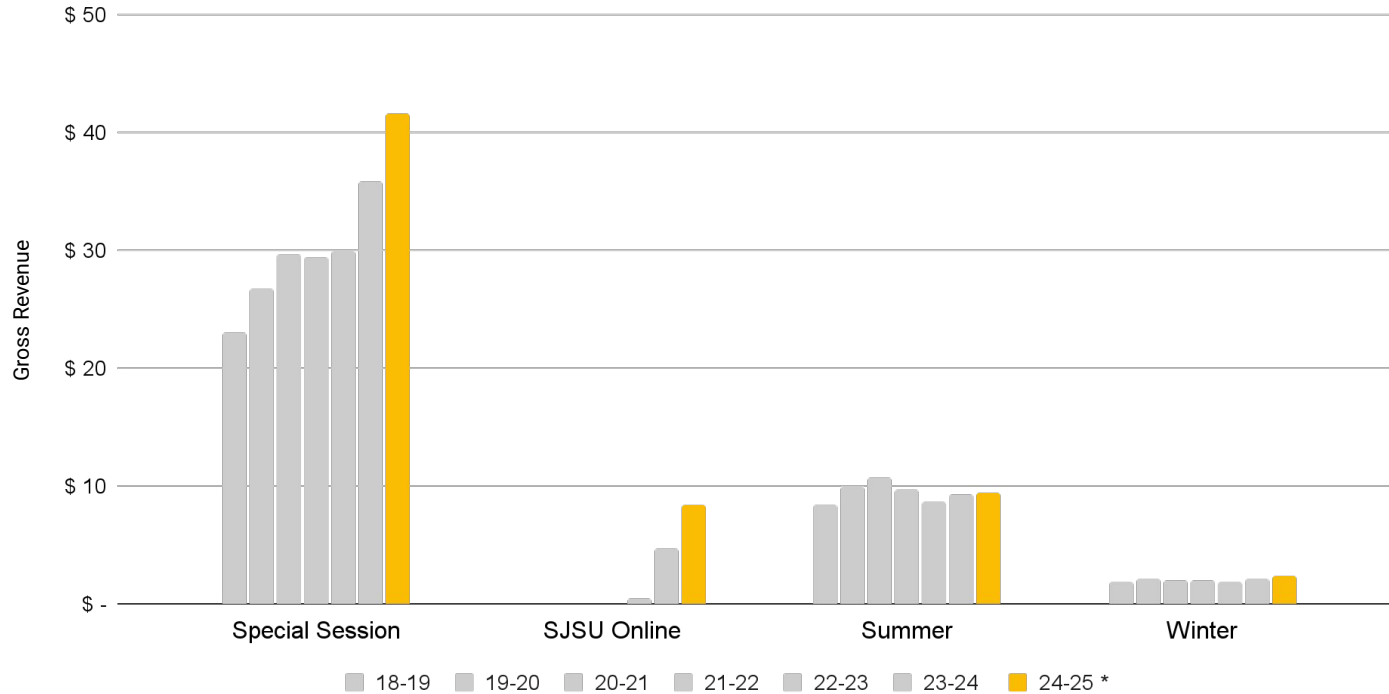
Projected / Planned

Office of the Provost

Using PaCE to Build and Invest in Overall Ops

- **Higher Education Markets are Shifting Toward New Models of Access**
  - Shorter time to start
  - More focus on online education
  - Per unit pricing to compete in the market
- **We Are Funding Operations Based on our Percent of Self-Support**
  - New Full-Time T/TT Faculty
  - New Operations
  - New Staff
- **We can Scale Support at the Divisional Level (Free Up Base "State" Dollars)**
  - Underwrite greater percentage of services with PaCE Funds
  - Underwrite institutional costs that can be justified with PaCE
- **Barriers Are Being Knocked Down**
  - Change in State Law has just taken place
  - We are going to build "one model" for all PaCE - no more distinction between self-support and SJSU Online (across-the-board revenue share)

The Takeaways

(1) **All roads lead to enrollment** - creating new "stateside" programs helps us **meet or exceed** system targets and increase base budget allocations

(2) Even so, not all ***new* state costs are allocated to the campus or division** on an annual basis (e.g., certain aspects of our salary increase program)

(3) Because Academic Affairs has **diversified its access and success pipelines** across state and self-support programming, SJSU is in a better position than other CSU campuses

(4) We have to continue to **prioritize investments** in faculty and staff positions that help us grow enrollments, meet new needs, and address mission critical issues (e.g., continue aggressive T/TT hiring, new revenue for staff positions)

Questions?