



Budget Report

FISCAL YEAR
2016/2017

October 1, 2016

**Office of the Vice President
Administration and Finance**

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TO: Campus Community
FROM: Charlie Faas, Vice President for Administration & Finance/CFO
SUBJECT: ANNUAL BUDGET REPORT FOR 2016/17

Purpose/Use of this Document

This document is a presentation of San José State University's (SJSU's) estimated operating budget for 2016/17. SJSU budgets are addressed in varying detail, but the main focus of this document is SJSU's Operating Budget. The Operating Budget has two main components: funding appropriated from the State of California that is distributed by the California State University (CSU) Chancellor's Office to SJSU, and student fee revenues collected by the campus. This presentation of the San José State University budget is used by various members of the campus community for a variety of purposes, including but not limited to grant applications, responding to inquiries from the media, auditors, professional associations, accreditation teams, NCAA eligibility and compliance teams, and in the recruitment of campus leadership.

Scope of Information

Budget presentations in this document are primarily focused on the current fiscal year from an overall University perspective. Financial and budget information relating to specific Divisions, Colleges, Schools, Service Groups, Departments and/or Programs may be obtained by contacting the appropriate Vice President's Office for assistance.

CSU Fiscal Climate

Fiscal year 2016/17 marks the fourth year in Governor Brown's multi-year funding plan and continued progress toward higher education funding. This year the governor augmented the ongoing state appropriation for the CSU by approximately \$154 million, falling short of the CSU Board of Trustees budget request by approximately \$87 million. The gap was addressed in part with the appropriation of \$87 million in restricted one-time funds to be used for specific initiatives during the coming year.

SJSU Fiscal Climate

The 2016/17 fiscal year is punctuated by three high priority issues that require significant commitment of resources. First, the university is promoting student success through increasing capacity for higher student course loads (referred to as Average Unit Load or AUL for short). The California State University System and San Jose State University (SJSU) are also recognizing our faculty and staff who provide exceptional educational experiences for our students through compensation increases. Finally, the university is continuing efforts to create remarkable physical spaces on campus through a combination of capital planning and deferred maintenance. Highlights for the current year include planning for a new interdisciplinary science building, moving forward on the construction of a new student recreation and aquatic center, and improved learning spaces.

Distribution of this Document

This document can be found on the Finance website under [Annual Budget Reports](#).

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TABLE OF CONTENTS

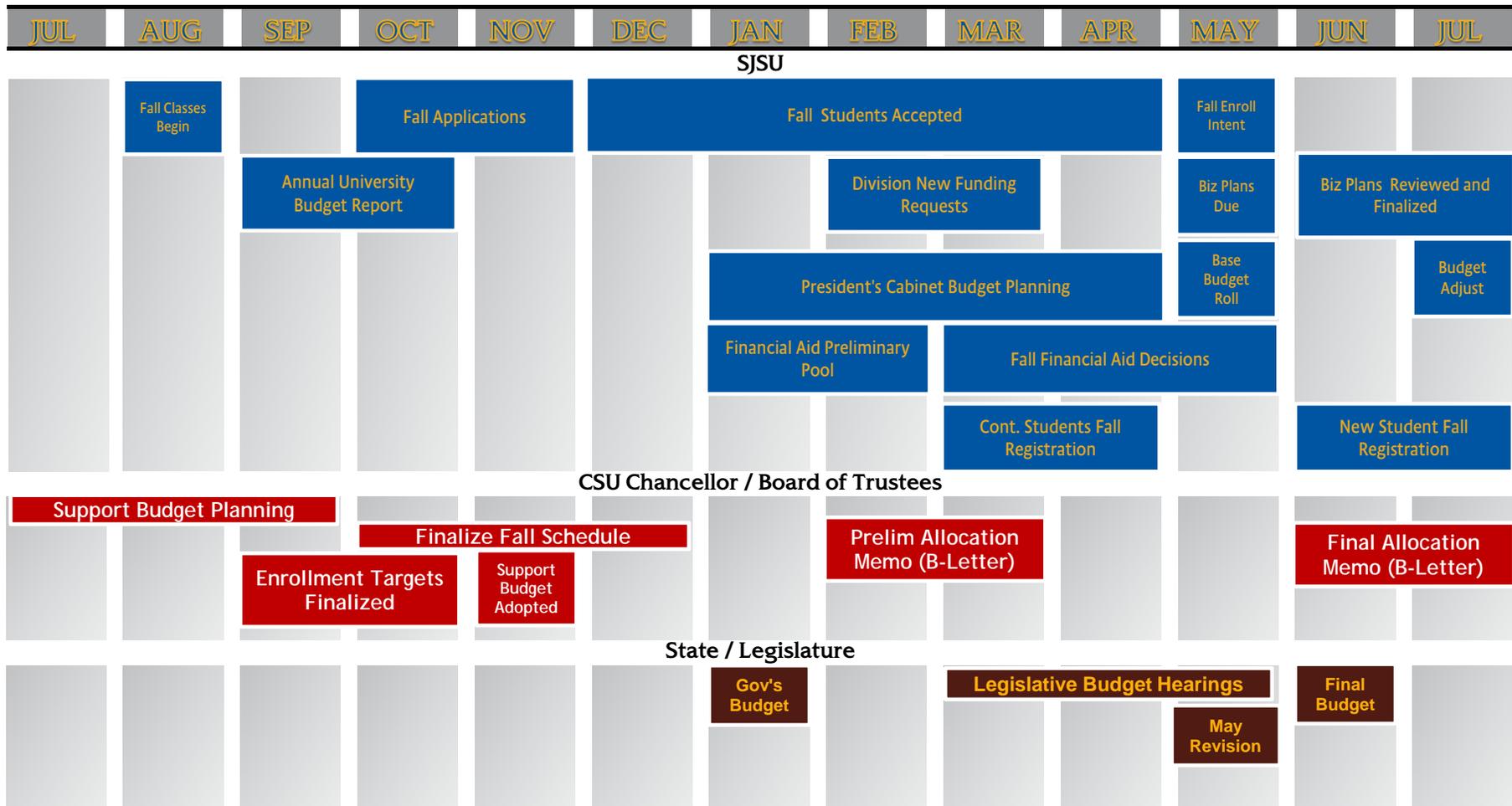
| | |
|--|----|
| I. University Resource Summaries | |
| a. Budget Calendar | 1 |
| b. Highlights and Facts: 2016/17 Operating Fund Budget | 2 |
| c. Operating Fund Base Revenue Budget, 2015/16 vs. 2016/17 | 4 |
| d. Operating Fund Resources | 5 |
| e. University Sources and Uses of Funds | 6 |
| f. Expenditure Budget by University Division | 8 |
| g. Comparison of CSU Campus Expenditures for Fiscal Year 2014/15 | 10 |
| II. Selected Funds and Self-Support Operations | |
| a. Capital Outlay and Deferred Maintenance | 11 |
| b. Student Success, Excellence and Technology Fee | 12 |
| c. Intercollegiate Athletics | 16 |
| d. Lottery | 18 |
| e. Continuing Education Reserve Fund (CERF) and College of International and Extended Studies (CIES) | 20 |
| f. Student Health Center | 26 |
| g. University Housing Services | 28 |
| h. University Parking Services | 30 |
| III. Auxiliary Organizations | |
| a. Associated Students | 34 |
| b. Research Foundation | 36 |
| c. Spartan Shops, Inc. | 38 |
| d. Student Union, Inc. | 40 |
| e. Tower Foundation | 42 |
| IV. Appendix | |
| a. Student Enrollment and Fees | 45 |
| b. Glossary of Budget Related Terms | 49 |
| c. Organizational Charts By Division | 54 |



University Resource Summaries

- Budget Calendar
- Highlights and Facts
- Operating Fund Base Budget Comparison
- Operating Fund Resources
- University Sources and Uses of Funds
- Expenditure Budget by University Division
- Comparison of CSU Campus Expenditures

SJSU / CSU / STATE BUDGET CALENDAR



HIGHLIGHTS AND FACTS: 2016/17 OPERATING FUND BUDGET

Fiscal Year 2016/17 continued the positive financial stability established in 2013/14 with Governor Brown's multi-year higher education funding plan:

- 5% increase in 2014/15 (received);
- 5% increase in 2015/16 (received);
- 4% increase in 2015/16 (exceeded by 5%); and
- 4% increase in 2016/17 (received).

The increase in funding from the State has enabled the CSU and San José State to invest funds towards expanding access to higher education, improving time to degree for our students, as well as compensation increases for our faculty and staff.

The total funding appropriated to the CSU for the current fiscal year reflects an approximate \$150 million increase. The CSU support budget includes tuition fee increase commensurate with enrollment growth for approximately \$33 million. With the additional funding, the CSU has prioritized a 5% faculty compensation increase, plus 2% general salary increase for all bargaining units, 1.4% enrollment growth (5,200 Full Time Equivalent Students), student success and completion initiatives, and deferred maintenance funding (related to the new capital financing framework). Regarding faculty compensation increases for the 2015/16 & 2016/17 years, due to the late finalization of the negotiations with the CFA, effective 2016/17 the campus is required to fund 1% (\$2,247,000) of the permanent salary increase to meet the negotiated salary increases. Additionally, the CSU has allocated one-time funds from the 2015/16 compensation pool to fund a portion of the permanent CFA salary increase. For simplicity, these one-time funds are shown as base funding in the chart below.

Below is a summary of the CSU Trustees' adopted support base budget and San José State's ongoing allocations.

| | CSU | SJSU |
|-------------------------------|----------------------|---------------------|
| Enrollment FTES | 5,194 | 306 |
| Enrollment Funding | \$30,172,000 | \$1,778,000 |
| Budgetary Adjustments | | (\$40,000) |
| Student Success Initiatives | \$10,210,000 | \$120,000 |
| Health | \$35,080,000 | \$2,100,000 |
| Retirement | \$20,471,000 | \$1,371,000 |
| New Space | \$890,000 | \$107,000 |
| Faculty Compensation | \$33,008,000 | \$2,247,000 |
| One-Time Faculty Compensation | \$33,008,000 | \$2,247,000 |
| Compensation Pool | \$69,554,000 | \$4,238,000 |
| TOTAL | \$232,393,000 | \$14,168,000 |

The CSU received an additional \$87 million in one-time funding for 2016/17 (\$33 million is shown above as one-time faculty compensation). SJSU's portion was \$2.5 million. Supplemental funding is broken down as follows:

| | CSU | SJSU |
|--|---------------------|--------------------|
| Deferred Maintenance & Infrastructure Needs* | \$35,000,000 | \$2,172,000 |
| Graduation Initiative 2025* | \$15,000,000 | \$365,000 |
| Associates Degree for Xfer Enrollment & EEO Study* | \$4,962,000 | |
| TOTAL | \$54,962,000 | \$2,537,000 |

The table below shows the budgeted full-time equivalent students for last year and this year. With the increase in our expected resident FTES, the university has allocated approximately \$4.8 million in permanent funding to Academic Affairs to meet instructional needs, expand course sections, and increase student unit loads.

| FTES/Headcount | 2015/16 Budget | | | 2016/17 Budget | | |
|--------------------------|----------------|--------------|---------------|----------------|--------------|---------------|
| | Base | Surplus | Total | Base | Surplus | Total |
| Resident FTES | 22,001 | 907* | 22,908 | 22,507 | 979 | 23,486 |
| Non-Res FTES | 2,400 | 295 | 2,695 | 2,650 | 275 | 2,925 |
| Total | 24,401 | 1,202 | 25,536 | 25,157 | 1,254 | 26,411 |
| Total Headcount** | 30,135 | 1,485 | 31,620 | 28,992 | 2,157 | 31,149 |

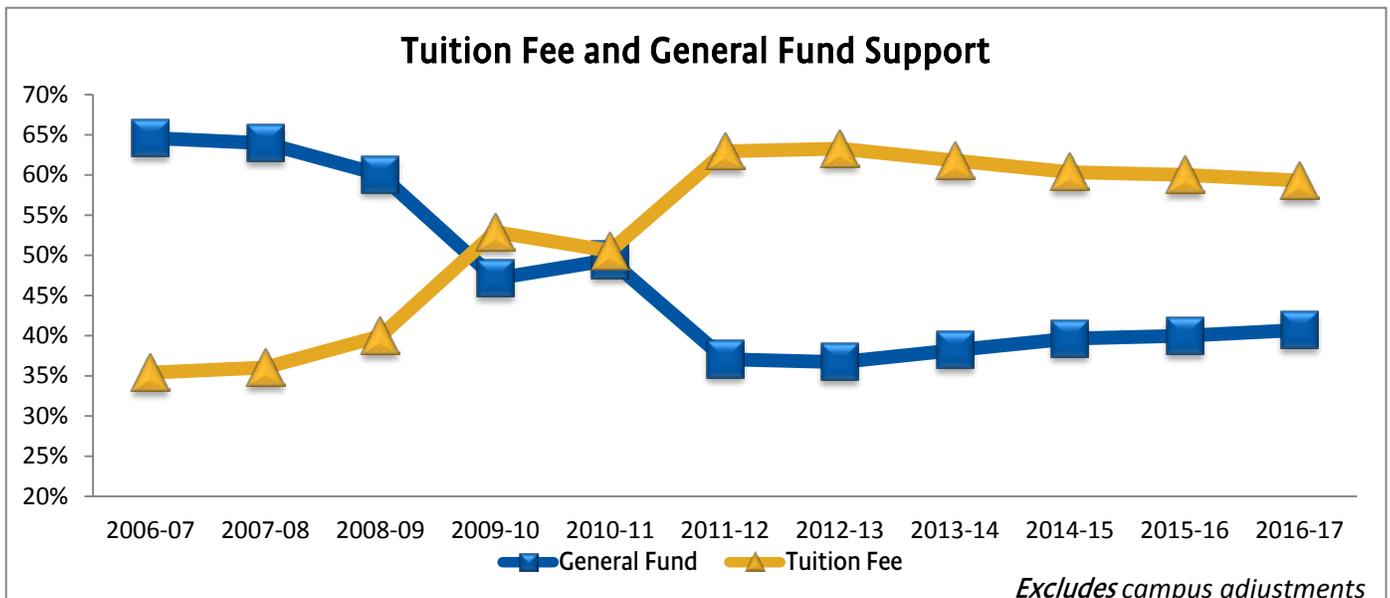
*Late allocation of FTES increase in 2015 is reflected in the surplus column of 2015-16 and was converted to base enrollment in 2016/17.

**Headcount reflects the actual number of students attending SJSU. Note that head count is decreasing as FTES increases. This reflects the university's push to increase student average unit load and improve course availability to help students graduate sooner.

Campus Priorities: Student Success continues to be the top priority of SJSU, with increasing the number of available bottleneck courses and striving to achieve improved graduation rates. Permanent funding has been directed toward our academic initiative to increase student average unit load. This is accomplished by opening more course sections while maintaining a flat student headcount (reduced revenues). This year also represents the completion of our campus salary programs for faculty and staff as well as the third and final K-12 cohort of the Doctorate in Educational Leadership (Ed.D.).

| | |
|--|-------------|
| ✓ Faculty Compensation @ 5+2% | \$8,228,000 |
| ✓ Staff Compensation @ 2% (3% for CSUEU) | \$1,991,000 |
| ✓ Student Success & Graduation Pathways Initiative (AUL) | \$4,763,000 |
| ✓ Faculty Salary Program – Year 2 | \$200,000 |
| ✓ Staff Salary Program – Year 2 | \$273,000 |
| ✓ Ed.D. Program 3 rd Cohort Seed Funding | \$380,000 |

As shown in the chart below, there has been a dramatic shift in higher education funding from 2006 whereby State funding was the primary revenue source to fund education to a shared funding model with tuition making up 59% of the requisite funding.



Operating Fund Base Revenue Budget 2015/16 vs. 2016/17 Comparison

| | 2015/16 Budget | 2016/17 Budget | Adjustment | Percent Change |
|-----------------------------------|------------------------------|------------------------------|-----------------------------|----------------|
| Operating Fund Budget | | | | |
| General Fund Appropriations | \$ 134,842,282 | \$ 149,010,282 | \$ 14,168,000 | 10.5% |
| Revenues (a) | <u>184,718,852</u> | <u>185,748,115</u> | <u>1,029,263</u> | <u>0.6%</u> |
| | <u>\$ 319,561,134</u> | <u>\$ 334,758,397</u> | <u>\$ 15,197,263</u> | 4.8% |
| Budgeted FTES | | | | |
| CSU Resident FTES Allocation (b) | 22,001 | 22,507 | 506 | 2.3% |
| Non-Resident FTES (campus target) | <u>2,400</u> | <u>2,650</u> | <u>250</u> | <u>10.4%</u> |
| Total Budgeted FTES | <u>24,401</u> | <u>25,157</u> | <u>756</u> | 3.1% |

Detail of Budget Adjustments between 2015/16 and 2016/17

CSU Budget Adjustments

| | | |
|--------------------------------------|-----------------|----------------------|
| Enrollment Growth | 1,778,000 | |
| Mandatory Costs (c) | 2,207,000 | |
| Retirement Adjustment | 1,371,000 | |
| Student Success | 120,000 | |
| FY1617 Compensaton | 4,238,000 | |
| Faculty Salary Adjustments | 4,494,000 | |
| Tuition Fee Discounts (Formerly SUG) | <u>(40,000)</u> | |
| Total CSU Budget Adjustments | | \$ 14,168,000 |

Campus Budget Adjustments (d)

| | | |
|-------------------------------------|-------------|-----------------------------|
| Tuition Fee Adjustment | (1,195,237) | |
| Non-Resident Tuition Fee Adjustment | 2,224,500 | |
| | | <u>1,029,263</u> |
| | | <u>\$ 15,197,263</u> |

Footnotes:

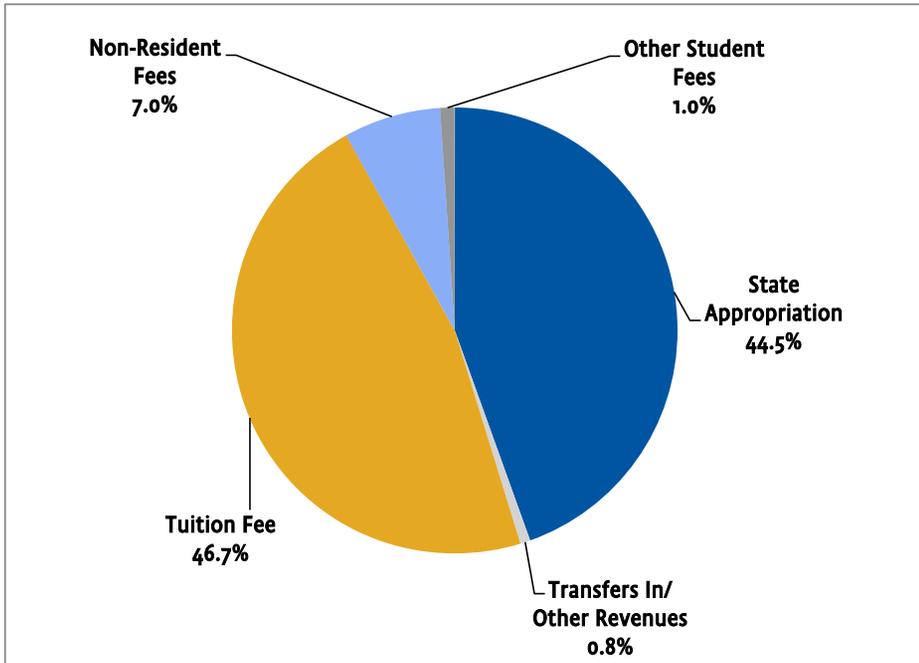
(a) See next page for a breakdown of Revenues.

(b) Resident FTES allocation includes permanent enrollment increase of 200 received late in FY 15/16; FY 16/17 increase is 306, or 1.4%

(c) Permanent adjustment for health benefits & new space (Spartan Complex).

(d) Campus Budget Adjustments represent the differences between campus calculated fee revenues versus fee revenues calculated by the Chancellor's Office. Differences are primarily due to variations in student mix and campus decision to hold head count flat while pushing to increase student average unit load.

2016/17 Operating Fund Resources



| Source | Total | |
|---------------------------------------|------------------------------|---------------|
| State Appropriation | \$ 149,010,000 | 44.5% |
| Tuition Fee | | |
| Tuition Fee | 157,407,000 | |
| Campus Adjustment to Tuition Fee | (1,195,000) | |
| | <u>156,212,000</u> | 46.7% |
| Non-Resident Fees | | |
| Non-Resident Fees | 21,355,000 | |
| Campus Adjustment to Non-Res. Fee | 2,225,000 | |
| | <u>23,580,000</u> | 7.0% |
| Other Student Fees | | |
| Application Fee | 2,250,000 | |
| Diploma/Commencement Fee | 336,000 | |
| Transcript Fee | 515,000 | |
| Other Student Fees | 394,000 | |
| | <u>3,495,000</u> | 1.0% |
| Transfers In from Other Funds | | |
| Campus Work Study Program | 865,000 | |
| Cost Recovery from Other Funds | 1,596,000 | |
| | <u>2,461,000</u> | 0.8% |
| Total Operating Fund Resources | <u><u>\$ 334,758,000</u></u> | 100.0% |

2016/17 Sources and Uses of Funds

| | Base | One-Time | Total |
|--|----------------------|---------------------|---------------------|
| Sources of Funds | | | |
| Operating Fund | | | |
| 2015/16 Unallocated Base | \$3,210,505 | - | \$3,210,505 |
| 2016/17 Increase [1] | 15,197,378 | - | 15,197,378 |
| Carry Forward - Central Accounts | - | 15,661,263 | 15,661,263 |
| Surplus FTES (979 res; 275 non-res) - New Funds | - | 10,991,250 | 10,991,250 |
| Total, All Sources of Funds | \$18,407,883 | \$26,652,513 | \$45,060,396 |
| Uses of Funds | | | |
| Mandatory Costs | | | |
| Compensation All Others 2% GSI & Benefits Adjustments [2] | \$2,898,200 | \$1,504,800 | \$4,403,000 |
| Faculty Compensation 5% + 2% | \$8,228,364 | - | 8,228,364 |
| FTES Support(756 base; 1,254 surplus) | 3,855,600 | 3,947,900 | 7,803,500 |
| Health & Dental Premiums | 2,100,000 | - | 2,100,000 |
| Retirement Adjustment | 1,371,000 | - | 1,371,000 |
| New Space (Spartan Complex) | 107,000 | - | 107,000 |
| SUG Adjustment | 295,000 | - | 295,000 |
| | \$18,855,164 | \$5,452,700 | \$24,307,864 |
| Continuing/Previously Approved | | | |
| Title IX South Campus Investments | - | 330,000 | \$330,000 |
| Blue Light Telephone Replacement | - | 86,000 | 86,000 |
| Campus to the City | - | 8,218 | 8,218 |
| Women's Softball Field Upgrades | - | 141,849 | 141,849 |
| | - | \$566,067 | \$566,067 |
| Campus Priorities | | | |
| Ed.D. Program Growth | \$379,536 | - | \$379,536 |
| Science Classroom Facilities Upgrades | - | 1,229,593 | 1,229,593 |
| Faculty Salary Program | 200,000 | - | 200,000 |
| Staff Salary Program | 273,124 | - | 273,124 |
| Hammer Theatre Support | - | \$1,350,000 | 1,350,000 |
| A-G Project Degree Audit | - | 832,000 | 832,000 |
| | \$852,660 | \$3,411,593 | \$4,264,253 |
| 2016/17 Campus Funding Priorities | | | |
| Student Success | | | |
| Student Success & Completion Initiatives / Graduation 2025 | \$120,000 | \$365,000 | \$485,000 |
| Academic Affairs Division | | | |
| Student Success: Academic Advising | - | \$500,000 | \$500,000 |
| Student Success: Writing Support | - | 150,000 | 150,000 |
| International Student Support | - | 336,084 | 336,084 |
| Imaging/Workflow System - IPM Replacement | - | 350,000 | 350,000 |
| Dream Center Buildout & Staff | - | 150,000 | 150,000 |
| Web Portal | - | 250,000 | 250,000 |
| Student Affairs Division | | | |
| Eastside Promise | - | \$131,160 | \$131,160 |
| Accessible Education / ATI Accommodation | - | 30,000 | 30,000 |
| Student Resource Center Buildout | - | 350,000 | 350,000 |
| URM Peer Mentoring Program | - | 345,150 | 345,150 |
| International Student Growth Support | - | 452,110 | 452,110 |
| Dream Center Buildout & Staff | - | 150,000 | 150,000 |
| Administration & Finance Division | | | |
| Classroom Facilities Upgrade | - | \$1,229,593 | \$1,229,593 |
| Mandatory Campus 10% Capital Cash Contribution | - | 230,000 | 230,000 |
| Deferred Maintenance - Engineering Building | - | 500,000 | 500,000 |
| Deferred Maintenance - Business Tower Roof | - | 150,000 | 150,000 |
| Deferred Maintenance - South Campus Stadium Turf Replacement | - | 600,000 | 600,000 |
| Deferred Maintenance - Morris Dailey Repairs & Maintenance | - | 640,000 | 640,000 |
| Deferred Maintenance - Dudley Moorehead Hall | - | 175,000 | 175,000 |
| University Advancement | | | |
| Alumni Engagement/Annual Giving Initiatives | - | \$61,975 | \$61,975 |
| Intercollegiate Athletics | | | |
| Total Cost of Attendance Scholarships for Student Athletes | - | \$1,600,000 | \$1,600,000 |
| Total 2016/17 Funding Priorities | - | \$8,381,072 | \$8,381,072 |
| Total, All Uses of Funds | \$19,827,824 | \$18,176,432 | \$38,004,256 |
| Total Sources Less Uses [3] | (\$1,419,941) | \$8,476,081 | \$7,056,140 |

[1] Please refer to the "Operating Fund Base Revenue Budget, 2015/16 vs 2016/17 Comparison" display.

Compensation expenditures include benefits, which are paid to faculty and staff in support both base and surplus enrollment on campus. This amount includes the remaining non-faculty compensation adjustment from the Chancellor's Office as well as a 37% benefit surcharge.

[3] Base deficit reflects ongoing commitments made in the current year in excess of available permanent funding; covered by 1x funding in FY 1

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2016/17 Expenditure Budget by University Division

| | Office of the President | Academic Affairs | Administration & Finance | Student Affairs | Intercollegiate Athletics | University Advancement | Office of Diversity & Inclusion | University-Wide | Total University | % of Total |
|--|----------------------------|-----------------------|--------------------------------|-----------------------|------------------------------|---------------------------|---------------------------------------|----------------------|-----------------------|---------------|
| Operating Fund (a) | | | | | | | | | | |
| Salaries | 794,884 | 135,207,063 | 15,687,268 | 12,131,029 | 5,460,765 | 4,301,641 | 442,000 | 1,240,780 | 175,265,430 | 29.2% |
| Benefits | 483,518 | 61,459,930 | 9,123,286 | 6,572,182 | 2,700,085 | 1,928,835 | 126,058 | 824,411 | 83,218,303 | 13.9% |
| OE&E | 544,980 | 7,627,768 | 4,714,156 | 1,528,087 | | 411,895 | 372,360 | 19,028,726 | 34,227,972 | 5.7% |
| Net Budget | \$ 1,823,382 | \$ 204,294,761 | \$ 29,524,710 | \$ 20,231,298 | \$ 8,160,850 | \$ 6,642,371 | \$ 940,418 | \$ 21,093,917 | \$ 292,711,705 | 48.7% |
| <i>Restricted Student Aid (b)</i> | 13,371 | 555,056 | 225,986 | 220,470 | 42,680 | 71,429 | | 40,917,303 | 42,046,295 | 7.0% |
| Total, Operating Fund | \$ 1,836,753 | \$ 204,849,817 | \$ 29,750,696 | \$ 20,451,768 | \$ 8,203,530 | \$ 6,713,800 | \$ 940,418 | \$ 62,011,220 | \$ 334,758,000 | 55.7% |
| Graduate Business Professional Fee | | 497,250 | | | | | | 165,750 | 663,000 | 0.1% |
| Student Orientation Programs | | 507,481 | | 1,019,530 | | | | | 1,527,011 | 0.3% |
| SSETF-Instructionally Related Activities (c) | | 1,344,673 | | 500 | 8,396,004 | | | 104,102 | 9,845,279 | 1.6% |
| SSETF-Course Support (c) | | 1,830,615 | | | | | | 74,816 | 1,905,431 | 0.3% |
| SSETF-Student Success (c) | | 5,103,261 | | 2,105,362 | | | | 714,512 | 7,923,135 | 1.3% |
| Campus Revenue Funds | | | | | | | | | | |
| Continuing Education (CERF) | | 26,814,715 | 3,641,158 | 1,158,550 | | | | 795,935 | 32,410,358 | 5.4% |
| Housing Funds | | | | 42,479,386 | | | | | 42,479,386 | 7.1% |
| Lottery Fund - Exclude Pre-Doc | | 1,975,000 | | | | | | 147,885 | 2,122,885 | 0.4% |
| Other Revenue Sources (d) | | 765,000 | 13,000 | 441,500 | 10,455,076 | | | | 11,674,576 | 1.9% |
| Parking Funds | | | 13,269,130 | | | | | | 13,269,130 | 2.2% |
| Student Health Funds | | | | 13,377,655 | | | | | 13,377,655 | 2.2% |
| Campus Auxiliaries | | | | | | | | | | |
| Associated Students | | | | 7,859,832 | | | | | 7,859,832 | 1.3% |
| Research Foundation | | 58,988,000 | | | | | | | 58,988,000 | 9.8% |
| Spartan Shops | | | 17,865,296 | | | | | | 17,865,296 | 3.0% |
| Student Union | | | | 11,496,585 | | | | | 11,496,585 | 1.9% |
| Tower Foundation | | | | | | 32,500,000 | | | 32,500,000 | 5.4% |
| TOTAL, ALL FUNDS | \$ 1,836,753 | \$ 302,675,812 | \$ 64,539,280 | \$ 100,390,668 | \$ 27,054,610 | \$ 39,213,800 | \$ 940,418 | \$ 64,014,220 | \$ 600,665,559 | 100.0% |

Footnotes:

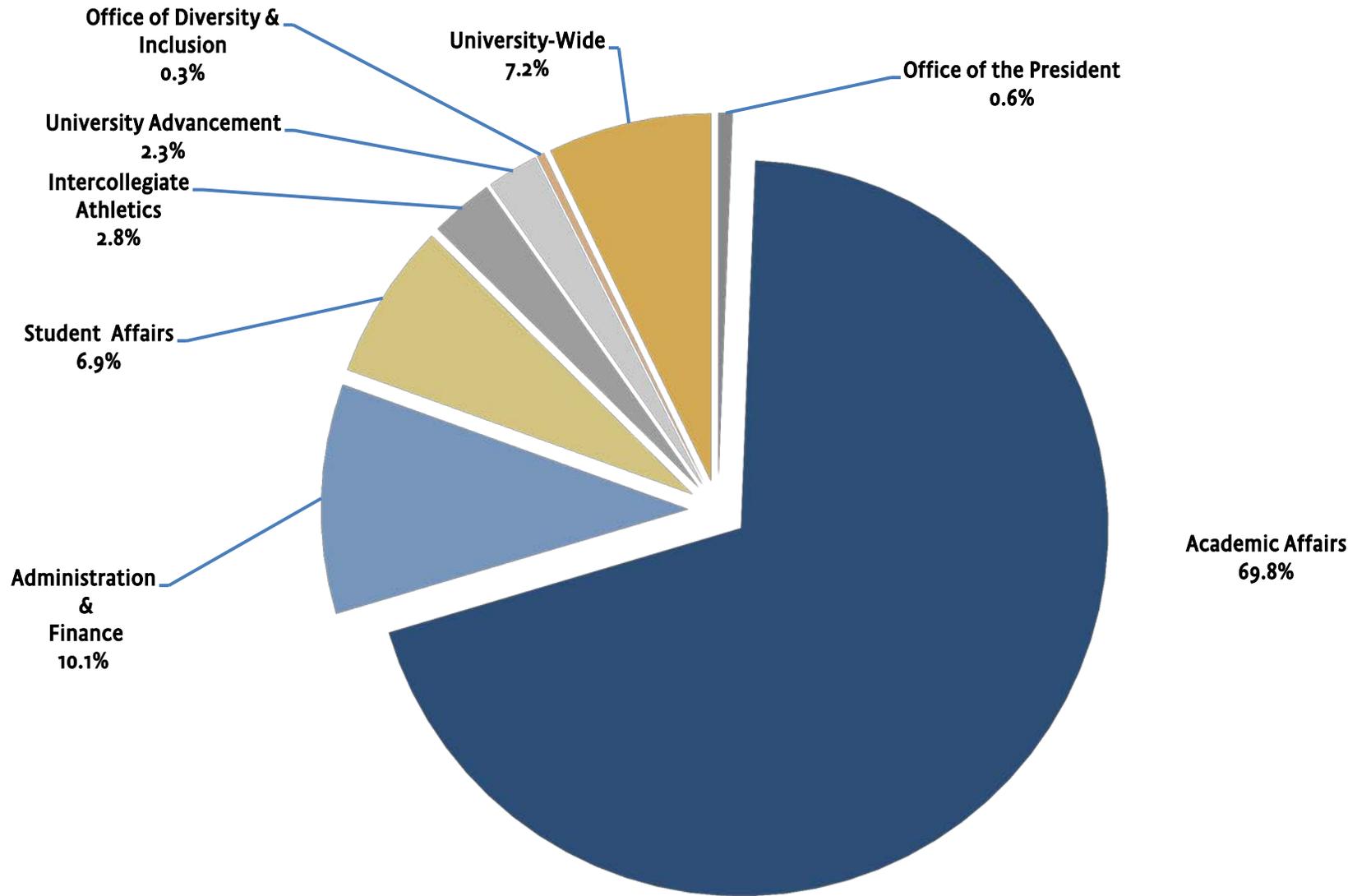
(a) Operating Fund expenditure budget includes base funding only. This is only a representation of partial allocation to divisions. Other pending allocations (including compensation salary budgets) will be posted in the Fall (funds are held in University-Wide until actual distribution takes place).

(b) Restricted Student Aid includes Federal Work Study, Tuition Discount (SUG), Supplemental Educational Opportunity Grants (SEOG) and State Graduate Fellowship Grants.

(c) Refer to the 2016/17 Student Success, Excellence Technology Fee financial display for greater detail.

(d) Other Revenue Sources include miscellaneous revenues from ticket sales, Spartan Foundation (Athletics), rental of University space, and other miscellaneous revenue-generating activities.

2016/17 Operating Fund Expenditure Budget by University Division



Comparison of CSU Campus Expenditures Fiscal Year 2014/15

The data source for this report has been changed to the "Actuals Summaries" on the CSU Budget Office website: www.calstate.edu/budget/final-budget-summaries/. The data for each campus are available here. In the past, the Budget Office compiled data from campus financial statements, but campuses are no longer required to prepare stand-alone financial statements. Auxiliaries, Housing, Parking and Federal funds for student aid are no longer included in this display. Instead, the report now provides an "apples to apples" comparison of the funds used to support the University's primary mission.

2014-15 Actuals Summaries Comparison (a)

| Expense Categories (a) | San Jose | | Northridge | | San Diego | | San Francisco | | Long Beach | | Fullerton | |
|--------------------------------------|-----------------------|---------------|-----------------------|---------------|-----------------------|---------------|-----------------------|---------------|-----------------------|---------------|-----------------------|---------------|
| | Actuals | % |
| Instruction | \$ 151,457,874 | 45.6% | \$ 166,260,275 | 41.0% | \$ 167,498,626 | 43.6% | \$ 151,144,790 | 45.4% | \$ 179,154,597 | 44.3% | \$ 175,119,267 | 44.5% |
| Research | | | 2,431,752 | 0.6% | 1,129,916 | 0.3% | | | 423,579 | 0.1% | 211,444 | 0.1% |
| Public Service | 1,119,157 | 0.3% | 1,205,259 | 0.3% | 1,253,619 | 0.3% | 486,555 | 0.1% | 683,600 | 0.2% | 224,507 | 0.1% |
| Academic Support | 29,712,490 | 9.0% | 45,374,073 | 11.2% | 46,855,698 | 12.2% | 30,748,120 | 9.2% | 38,659,955 | 9.6% | 28,877,503 | 7.3% |
| Student Services | 45,619,070 | 13.7% | 54,951,748 | 13.6% | 48,214,465 | 12.5% | 26,292,331 | 7.9% | 44,186,695 | 10.9% | 35,415,272 | 9.0% |
| Institutional Support | 28,719,268 | 8.7% | 38,884,281 | 9.6% | 39,906,561 | 10.4% | 40,560,663 | 12.2% | 32,911,712 | 8.1% | 56,191,342 | 14.3% |
| Operation & Maintenance (facilities) | 33,629,839 | 10.1% | 37,707,379 | 9.3% | 38,354,444 | 10.0% | 38,825,872 | 11.7% | 51,705,006 | 12.8% | 44,521,416 | 11.3% |
| Student Financial Aid | 41,530,955 | 12.5% | 58,597,294 | 14.5% | 41,335,813 | 10.7% | 45,038,795 | 13.5% | 56,897,601 | 14.1% | 53,389,467 | 13.6% |
| Total Operating Expenses | \$ 331,788,653 | 100.0% | \$ 405,412,061 | 100.0% | \$ 384,549,142 | 100.0% | \$ 333,097,124 | 100.0% | \$ 404,622,745 | 100.0% | \$ 393,950,218 | 100.0% |
| 2014/15 College Year FTES (b) | 25,327 | | 31,281 | | 29,833 | | 23,804 | | 29,749 | | 30,294 | |
| \$ Expended per FTES | \$ 13,100 | | \$ 12,961 | | \$ 12,890 | | \$ 13,993 | | \$ 13,601 | | \$ 13,004 | |

Footnotes:

(a) Campuses representative of the "Big 5" comparable CSU institutions.

(b) Standard reporting categories used by all universities to report financial data. Source: http://calstate.edu/budget/enrollment_sufrev/2014-2015/; Table 3 Total.

(c) FTES Actuals for 2013/14 College Year Full-Time Equivalent Students data are from www.calstate.edu/budget/enrollment_sufrev/. Includes both Resident and Non-Resident students.



Photo by Bruce Cramer



Fall Welcome Days (photo by David Schmitz)



Band Uniform (photo by Christina Olivas)

Selected Funds and Self-Support Operations

Selected Funds

- Capital Outlay and Deferred Maintenance
- Student Success, Excellence and Technology Fee (SSETF)
- Intercollegiate Athletics
- Lottery

Self-Support Operations

- Continuing Education Reserve Fund & College of International and Extended Studies
- Student Health Center
- University Housing Services
- University Parking Services

2016 / 2017 CAPITAL OUTLAY AND DEFERRED MAINTENANCE

Each year, CSU campuses submit a 5-year Capital Improvement Plan to the Chancellor's Office. These plans are incorporated into a comprehensive CSU 5-year Capital Improvement Plan that is submitted to the State for approval on the same schedule as the CSU Support Budget. The 5-year Capital Improvement Plan includes both State-funded projects and Non-State funded projects. Meanwhile, state support for deferred maintenance was discontinued several years ago. As such, campuses compete for limited CSU funding or can fund projects with campus resources. This year SJSU received funding for infrastructure improvements (\$1.6 M) in addition to deferred maintenance (\$2.1 M) and the campus is funding an additional amount (\$2.1 M) for deferred maintenance projects.

Deferred Maintenance & Infrastructure

2016/2017 CSU Funded Infrastructure Improvements

Utilities Infrastructure, Phase 1C

| | |
|-----------------------------|--------------|
| Sewer South of Sweeney Hall | \$ 300,000 |
| North Quadrant Improvements | \$ 1,100,000 |
| DMH HVAC Project Support | \$ 239,000 |

2016/2017 State Budget Appropriations: State-funded Project(s)

| | |
|------------------------------------|--------------|
| Campus Wide Elevator Modernization | \$ 2,172,000 |
|------------------------------------|--------------|

Campus-Funded Deferred Maintenance

| | |
|---------------------------------------|-----------|
| Engineering Building Maintenance | \$500,000 |
| Business Tower Roof Repairs | \$150,000 |
| South Campus Stadium Turf Replacement | \$600,000 |
| Morris Dailey Repairs & Maintenance | \$640,000 |
| Dudley Moorehead Hall Improvements | \$175,000 |

Capital Outlay

Projects in Process

Two major non-state funded projects are currently underway and in various stages of completion—Campus Village Phase II (\$126 million) expected to be completed October 2016, and Student Recreation and Aquatic Center (SRAC) (\$131 million) expected to be completed spring 2019. The Campus Village Phase II project started during the summer of 2014 and the Board of Trustees will be reviewing the SRAC project in the fall of 2016 for financing. These projects are funded through the issuance of Systemwide Revenue Bonds, repaid through student fee revenues collected for this purpose.

Future State-funded projects* (2017/18 – 2020/21)

Interdisciplinary Science Building (\$85 million)
Duncan Hall Renovation (\$38 million)

Future Non-State-funded projects* (2017/18 – 2020/21)

South/North Parking Facility Enhancements (\$6.5 million)
Dining Commons Addition (\$54 million)
Campus Village, Phase III (2,380 Beds) (\$130 million)

*Future projects are in the preliminary planning phase at this time and funding/construction are not guaranteed.

STUDENT SUCCESS, EXCELLENCE, AND TECHNOLOGY FEE (SSETF)

The display on the following page identifies allocations made from the Student Success, Excellence and Technology Fee (SSETF). The SSETF is a mandatory student fee paid by all students. The per-term fee rate for 2016/17 is as follows: Instructionally Related Activities Fee (\$154.50), Course Support Fee (\$31.50), and Student Success Fee (\$124.00). The total fee is \$310 and remains well below the amount authorized in 2012 by the CSU and is consistent with the sentiments of nearly sixty (60%) percent of students who based on a survey of students commissioned by Associated Students supported keeping the fee stable or raising it to fund additional programs. The six priorities supported by the SSETF are detailed below.

1. Student Success Services & Graduation Pathways

Expand support for comprehensive student success services and improved pathways to graduation.

2. Academic Technology

Enhance support for effective student-related academic technology initiatives that complement, but do not duplicate, technology initiatives identified in CSU's annual support budget.

3. 21st Century Teaching Spaces

Create 21st century classrooms, labs and learning spaces, including virtual spaces (e.g., lecture capture, e-portfolios, social media, etc.)

4. Retention & Graduation

Expand support for all students and work to close the retention and graduation gap for Under-represented Minority students (URM)

5. Course Support

Enhance support for instructional materials and methods used in the delivery of instruction.

6. Instructionally Related Activities

Support for activities that fall under the definition of and statutes related to Instructionally Related Activities (IRA) in Title 5 and the California Education code, including Athletics

Campus Fee Advisory Committee (CFAC)

SSETF proposals are submitted by division leadership and reviewed by the Campus Fee Advisory Committee each year. In 2015/16 a timing issue related to reducing the SSETF fee rate delayed the process. As a result, campus leadership opted to issue a biennial call for funding extending through 2016/17. The displays on the following page reflect both base funding awards from prior years for ongoing programs as well as one-time funding awards for programs as part of this biennial call, reviewed by the CFAC and approved by the president.

For information about how and when to request SSETF funds, and for items that are not eligible for SSETF support, please refer to the [SSETF](#) website.

2016/17 Student Success, Excellence Technology Fee Commitments

| | Base | One-Time | Total |
|--|---------------------|-----------------------|---------------------|
| SSETF IRA Projected Fee Revenues [1] | \$ 9,382,745 | \$ 444,372 | \$ 9,827,117 |
| Athletics | 8,016,345 | 379,659 | 8,396,004 |
| Library Materials & Support | 768,908 | | 768,908 |
| 13/14 Colleges IRA Support | 433,307 | | 433,307 |
| 13/14 Ethics Bowl | 37,316 | | 37,316 |
| 14/15 Colleges IRA Support | 20,000 | | 20,000 |
| 14/15 Communication Studies Forensics Program | 29,000 | | 29,000 |
| 14/15 English Technology Writing Initiative | 5,000 | | 5,000 |
| Pool for Compensation & Benefits Adjustments | 91,530 | 64,713 | 156,243 |
| Total Allocations | \$ 9,401,406 | \$ 444,372 | \$ 9,845,778 |
| SSETF IRA Balance | \$ (18,661) | \$ - | \$ (18,661) |
| SSETF Course Support Projected Fee Revenues [1] | \$ 1,912,990 | \$ 90,606 | \$ 2,003,596 |
| 13/14 Chemistry Lab Program Supplement | 52,590 | | 52,590 |
| 13/14 H&A Course Support Supplement | 57,000 | | 57,000 |
| 13/14 Theatre Arts Support | 16,163 | | 16,163 |
| 14/15 English Technology Writing Initiative | 5,000 | | 5,000 |
| Multi-Year Course Fee Support | 1,590,106 | | 1,590,106 |
| Design Course Support | 82,000 | | 82,000 |
| Pool for Compensation & Benefits Adjustments | 102,572 | - | 102,572 |
| Total Allocations | \$ 1,905,431 | \$ - | \$ 1,905,431 |
| SSETF Course Support Balance | \$ 7,559 | \$ 90,606 | \$ 98,165 |
| SSETF Student Success Projected Fee Revenues [1] | \$ 7,532,010 | \$ 356,653 | \$ 7,888,663 |
| 12/13 Instructional Technology Initiative | 532,500 | | 532,500 |
| 12/13 Student Academic Success Services | 2,823,789 | | 2,823,789 |
| 13/14 Career and Internship Initiative | 151,402 | | 151,402 |
| 13/14 Colleges Student Success Programs | 914,003 | | 914,003 |
| 13/14 Mentoring Program for Undeserved Students | 60,000 | | 60,000 |
| 13/14 Peer Connections Program | 336,880 | | 336,880 |
| 13/14 Student Academic Success Services | 70,500 | | 70,500 |
| 13/14 Writing Handbook for Incoming Frosh | 86,450 | | 86,450 |
| 13/14 Telepresence Enhanced Learning Spaces (carried fwd) | | 400,000 | 400,000 |
| 14/15 ACCESS Tutoring and Peer Advising | 40,369 | | 40,369 |
| 14/15 Common Writing Handbook for Transfer Students | 91,000 | | 91,000 |
| 14/15 Communications Center Outreach and Assessment | 715 | | 715 |
| 14/15 Enhancing STEM Science | 70,200 | | 70,200 |
| 14/15 Under-Represented Minorities (URM) Retention Svcs | 268,110 | | 268,110 |
| 14/15 University-Wide Writing Program | 106,367 | | 106,367 |
| 16/17 Technology Enabled Fully Year for Frosh | | 329,012 | 329,012 |
| 16/17 Techn Enab FYEr for Frosh Success (COB-annual alloc for 3 yrs) | | 318,700 | 318,700 |
| 16/17 Student Academic Success Services Task Forces | | 272,370 | 272,370 |
| 16/17 Spartan Scholars Program | | 1,305,785 | 1,305,785 |
| 16/17 Student Athlete Success Services Upgrades & Expansion | | 500,000 | 500,000 |
| Pool for Compensation & Benefits Adjustments | 100,000 | - | 100,000 |
| Total Allocations | \$ 5,652,285 | \$ 3,125,867 | \$ 8,778,152 |
| SSETF Student Success Balances [2] | \$ 1,879,725 | \$ (2,769,214) | \$ (889,489) |
| Prior Year Balance Carried Forward (All SSETF Funds) [2] | \$ - | \$ 6,229,447 | \$ 6,229,447 |
| Total Balance for All Student Success, Excellence Technology Fees | \$ 1,868,623 | \$ 3,550,839 | \$ 5,419,462 |

[1] In 2014 the SSETF was "unbundled" and split into three components: SSETF-IRA, SSETF-Course Support, and SSETF-Student Success.

[2] SSETF proposals were approved for academic years 2015/16 and 2016/17 and reflect support awarded across 2 fiscal years.

Student Success, Excellence & Technology Fee

2016/17 Budget

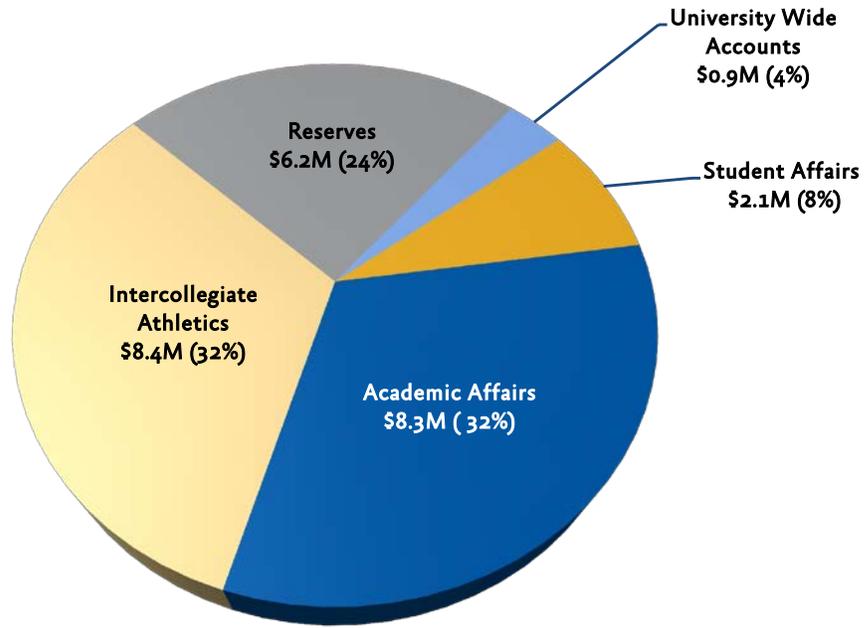
| | IRA | Course Support | Student Success | Total SSETF Budget |
|---|---------------------|---------------------|---------------------|-------------------------|
| Revenues | | | | |
| Fees | \$ 9,827,117 | \$ 2,003,596 | \$ 7,888,663 | \$ 19,719,376 (a) |
| Total Operating Revenues | \$ 9,827,117 | \$ 2,003,596 | \$ 7,888,663 | \$ 19,719,376 |
| Division Expenses | | | | |
| Academic Affairs | | | | |
| Salaries & Benefits | \$ 299,509 | \$ 256,744 | \$ 2,864,334 | \$ 3,420,588 |
| Operating Expenses & Equipment | 1,045,664 | 1,573,871 | 2,241,593 | 4,861,127 |
| <i>Subtotal Academic Affairs</i> | <i>\$ 1,345,173</i> | <i>\$ 1,830,615</i> | <i>\$ 5,105,927</i> | <i>\$ 8,281,715</i> |
| Student Affairs | | | | |
| Salaries & Benefits | \$ - | \$ - | \$ 745,227 | \$ 745,227 |
| Operating Expenses & Equipment | 500 | - | 1,360,135 | 1,360,635 |
| <i>Subtotal Student Affairs</i> | <i>\$ 500</i> | <i>\$ -</i> | <i>\$ 2,105,362</i> | <i>\$ 2,105,862</i> |
| Intercollegiate Athletics | | | | |
| Salaries & Benefits | \$ 1,024,595 | \$ - | \$ - | \$ 1,024,595 |
| Operating Expenses & Equipment | 7,371,409 | - | 500,000 | 7,871,409 |
| <i>Subtotal Intercollegiate Athletics</i> | <i>\$ 8,396,004</i> | <i>\$ -</i> | <i>\$ 500,000</i> | <i>\$ 8,896,004</i> |
| University-Wide | | | | |
| Salaries & Benefits | \$ 104,102 | \$ 74,816 | \$ 1,066,863 | \$ 1,245,780 |
| <i>Subtotal University-Wide</i> | <i>\$ 104,102</i> | <i>\$ 74,816</i> | <i>\$ 1,066,863</i> | <i>\$ 1,245,780</i> |
| Total Division Expenses | \$ 9,845,778 | \$ 1,905,431 | \$ 8,778,152 | \$ 20,529,361 |
| Net Revenue (Expense) | \$ (18,661) | \$ 98,165 | \$ (889,489) | \$ (809,985) |
| Beginning Fund Balance | \$ 1,957,190 | \$ (6,499) | \$ 4,278,756 | \$ 6,229,447 |
| Year-End Balance | \$ 1,938,529 | \$ 91,666 | \$ 3,389,267 | \$ 5,419,462 (b) |

Footnotes:

(a) Fees include both one-time revenues carried forward / surplus enrollment, and base revenues.

(b) Reserves are available to support compensation increases as established by applicable collective bargaining agreements & future programmatic allocations under the direction of CFAC and the campus president.

2016/17 SSETF Expenditures by Division



INTERCOLLEGIATE ATHLETICS

San José State University's Division of Intercollegiate Athletics is an integral part of the institution's overall educational mission. The goal of athletics is to establish a "Culture of Champions", as San José State Athletics continues to build on the university's tradition of academic and athletic excellence. Athletics prides itself on upholding its four core values – Student Athlete Welfare, Academics, Compliance, and Spartan Pride.

For more than a century, Athletics has been fostering athletic excellence and takes pride in the successes of SJSU graduates, both on and off the field. The success of athletics is measured not only by the athletic performance of its students, but also by their contribution to society as students and as alumni.

To achieve the best for student-athletes and become more competitive nationally, the division aims to:

- Recruit and retain top athletes by providing financial incentives through scholarships.
- Create a supportive environment to ensure academic success of student-athletes and provide opportunities to advance the physical, mental, social, and emotional rewards that result from a comprehensive educational experience.
- Empower coaches with resources.
- Strengthen athletic programs and enhance the facilities for competition, practice and training for all athletic programs.

San José State University is a member of the Mountain West Conference (MWC) which provides tremendous opportunities. San José State also competes in the Western Athletic Conference (Men's Soccer), the Mountain Pacific Sports Federation (Women's Gymnastics and Women's Water Polo), and the Golden Coast Conference (Men's Water Polo).

San José State's budget is in the bottom quarter of the MWC. Expanding revenues, especially donor support for student athletes, programs and facilities, is a primary initiative.

Intercollegiate Athletics 2016/17 Budget

| | CSU Operating Fund | Student Success, Excellence and Technology Fee (SSETF-IRA) | Generated Revenues | All Funds Total |
|---|-----------------------|---|-----------------------|----------------------|
| Revenues/Allocations | | | | |
| Allocated Funds | \$ 8,203,530 | \$ 8,396,004 | | \$ 16,599,534 |
| Development | | | 3,268,615 | 3,268,615 |
| Ticket Sales | | | 864,450 | 864,450 |
| Conference Distribution | | | 2,354,701 | 2,354,701 |
| Game Guarantees | | | 1,308,000 | 1,308,000 |
| NCAA Distribution | | | 1,749,610 | 1,749,610 |
| Facilities/Marketing | | | 747,500 | 747,500 |
| Concessions/Parking | | | 162,200 | 162,200 |
| Total Revenues/Allocations | \$ 8,203,530 | \$ 8,396,004 | \$ 10,455,076 | \$ 27,054,610 |
| Expenses | | | | |
| Salaries & Benefits | | | | |
| Salaries | \$ 5,460,765 | \$ 647,575 | \$ 1,288,239 | \$ 7,396,579 |
| Benefits | 2,700,085 | 304,360 | 605,471 | 3,609,916 |
| Supplemental Pay | | | 873,524 | 873,524 |
| Benefits | | | 165,970 | 165,970 |
| Work Study | 42,680 | | | 42,680 |
| | \$ 8,203,530 | \$ 951,935 | \$ 2,933,204 | \$ 12,088,669 |
| Operating Expenses & Equipment | | | | |
| Grants in Aid | | | \$ 7,329,522 | \$ 7,329,522 |
| Team Travel | | 2,779,103 | | 2,779,103 |
| Operational Expenses | | 1,453,396 | | 1,453,396 |
| Event Related Expenses | | 1,147,223 | 192,350 | 1,339,573 |
| Game Guarantees | | 715,000 | | 715,000 |
| Training Table | | 505,382 | | 505,382 |
| Recruiting | | 426,156 | | 426,156 |
| Miscellaneous Expenses | | 255,012 | | 255,012 |
| I.T. Software / Hardware | | 162,797 | | 162,797 |
| | \$ - | \$ 7,444,069 | \$ 7,521,872 | \$ 14,965,941 |
| Total Expenses | \$ 8,203,530 | \$ 8,396,004 | \$ 10,455,076 | \$ 27,054,610 |
| Net Revenues (Expenses) | \$ - | \$ - | \$ - | \$ - |
| Prior Year Fund Balance | \$ 2,164 | \$ - | \$ 36,744 | \$ 38,908 |
| Ending Fund Balance, All Funds | \$ 2,164 | \$ - | \$ 36,744 | \$ 38,908 |

Note: for details regarding SJSU Intercollegiate Athletics, visit: www.sjsuspartans.com.

LOTTERY FUND

San José State University will continue to receive an estimated \$2.05 million of lottery revenues in 2016/17 from the CSU. Actual revenues to SJSU are based on deposits received quarterly by the CSU from the California State Lottery, and are adjusted due to fluctuations in state lottery receipts. CSU lottery revenue projections are conservative and usually do not vary significantly from one fiscal year to the next.

The primary programs supported by Lottery Funds are:

- Library Acquisitions (books, periodicals, subscriptions, etc.). The campus has designated \$1.9 million for this program.
- The Teacher Recruitment Project (TRP) provides funding of \$75,000 to support the recruitment of students into mathematics and science teaching careers. The goal is to attract participants from environments in which teaching has not been a common career goal, assisting these students in qualifying for entrance into the teaching profession. Participants include teacher aides from K-12 schools, as well as secondary school students, community college students and undergraduate students who are interested in teaching as a profession.
- The California Pre-Doctoral Program is administered by the Chancellor's Office Academic Services and Professional Development. The 2016/17 allocation has not yet been determined. This program is designed to increase the pool of university faculty by supporting the doctoral aspirations of individuals who are current upper-division or graduate students in the CSU, economically and educationally disadvantaged, interested in a university faculty career, U.S. citizens or permanent residents, and leaders of tomorrow. Students who are chosen for this award are designated Sally Casanova Scholars as a tribute to Dr. Sally Casanova, for whom the Pre-Doctoral scholarship is named. Funding is pass-through and disbursed by the campus Financial Aid office. These funds are generally for the full academic year (September through May).

Lottery Fund 2016/17 Budget

| | |
|---|----------------------------|
| Revenues | |
| CSU Allocation | \$ 2,051,000 |
| Interest | 1,500 |
| Total Revenues | <u>\$ 2,052,500</u> |
| Expenses | |
| Operational Costs | |
| University Administrative Overhead | \$ 141,232 |
| CSU Risk Pool Assessment | 6,653 |
| | <u>147,885</u> |
| Funded Activities/Programs | |
| University Library Funding | 1,900,000 |
| Teacher Recruitment Project | 75,000 |
| | <u>1,975,000</u> |
| Total Expenses | <u>\$ 2,122,885</u> |
| Net Revenues of Expenses | <u>(70,385)</u> |
| Prior Year Fund Balance-Undesignated | 168,673 |
| Ending Fund Balance | <u>\$ 98,288</u> |

CONTINUING EDUCATION RESERVE FUND (CERF)

As an integral part of SJSU, The College of International and Extended Studies (CIES) manages continuing and extended education opportunities to SJSU enrolled students as well as to adult learners and professionals seeking to expand their learning and advance in their professional careers. The SJSU courses, degrees and certificates which the college extends may be accessed on campus via Open University, online via Spartans Online, through specially scheduled Special Session or non-credit bearing continuing education unit offerings.

Open University program allows course access to non-matriculated students on a space-available basis to pursue their educational or personal enrichment goals and gain college credit. Courses offered through Spartans Online are high demand bottleneck courses and provide matriculated students an opportunity to progress in their educational goals towards early graduation and/or attain mastery in a specific domain required for degree progression. Special Session professional degree programs offer a unique opportunity for both traditional students and working professionals to earn graduate degrees and certificates at an alternate schedule, often online and/or off campus. Non-credit continuing education unit programs offer an opportunity to professionals to quantify their time in professional development and training activities and have the university maintain a record of their educational accomplishments for non-credit educational and career enhancement experiences.

CIES generated \$33 million in continuing education revenue in FY 2015/16, with an enrollment of 28,857 and calculated student credit units (SCUs) at 77,285. The average increase in total enrollment, SCUs and full time equivalents (FTEs) generated through self-support credit programs was 10%, both at the undergraduate and graduate levels during FY 2015/16. CIES' continuing education revenue projection for FY 2016/17 is \$33 million.

New special session degree or certificate programs currently on the schedule for FY 2016/17 are:

- Master of Social Work
- Masters in Speech Pathology (federal grant funded EPICS project in Guam)
- Advanced Certificate in Big Data Analytics
- Advanced Certificate in Strategic Management of Digital Assets and Services
- Advanced Taxation Certificate
- Advanced Certificate in International Taxation
- Advanced Certificate in High Technology Taxation
- Certificate for Collaborative Response to Family Violence

During FY 2016/17, we will engage in re-building the foundational structures to support a sustained and strategic growth in the non-credit portfolio. Through engagement with community and corporate partners, we will explore opportunities in customized and contractual training non-credit programs for regional constituents to help meet their continuing professional education needs. In addition, we will explore opportunities to offer demand-driven short-term training programs for international markets within the parameters of US visa regulations and expand the continuing education unit (CEU) fee program beyond the local area.

As a self-supporting program, CIES will continue to maintain a reserve to pay for six months of salaries and other operational expenses in case of an emergency or a natural disaster. The six month equivalent of total operating expenses budgeted for FY 2016/17 is \$2.9 million. As such, the FY 2016/17 ending fund balance for CIES' Operating Reserve Fund is projected to be \$2,233,979.

CIES' Moving Fund reserve is to enable the build-out of a space in the new building adjacent to the Student Union. In addition to housing the various offices and functional areas of CIES, the space will serve the campus as a recruitment and student support center for international students. The new space will include space for advising international students (a retention tool), space to promote SJSU to potential students (a recruitment tool), and space to greet international guests and dignitaries (a promotion tool).

Continuing Education Reserve Fund (CERF)

2016/17 Budget

| | Academic Affairs | Administration & Finance | Student Affairs | University Wide | Faculty-Led Study Abroad | Total |
|--|----------------------|-----------------------------|---------------------|---------------------|-----------------------------|-------------------------------------|
| Revenues | | | | | | |
| Credit Revenues | | | | | | |
| Open University | | \$ 344,350 | \$ 109,566 | \$ 2,676,542 | | \$ 3,130,459 ^(a) |
| Special Session | 17,600,739 | 2,277,743 | 724,736 | 103,534 | | 20,706,752 |
| Regular Extension/Winter | 1,583,317 | 204,900 | 65,195 | 9,314 | | 1,862,726 |
| Spartans On-Line | 176,547 | 22,847 | 7,270 | 1,039 | | 207,702 |
| Summer Self-Support | 6,114,726 | 791,317 | 251,783 | 35,969 | | 7,193,795 |
| FLP Study Abroad | | | | | 319,728 | 319,728 |
| | \$ 25,475,329 | \$ 3,641,158 | \$ 1,158,550 | \$ 2,826,397 | \$ 319,728 | \$ 33,421,162 |
| Other Revenues | | | | | | |
| Non Credit Revenue | \$ 189,986 | | | | | \$ 189,986 |
| Early Start Program | 404,040 | | | | | 404,040 |
| Interest | | | | 295,917 | 5,000 | 300,917 |
| | 594,026 | - | - | 295,917 | 5,000 | 894,943 |
| Total Revenues | \$ 26,069,355 | \$ 3,641,158 | \$ 1,158,550 | \$ 3,122,314 | \$ 324,728 | \$ 34,316,105 |
| Total Expenses | \$ 25,853,885 | \$ 3,641,158 | \$ 1,158,550 | \$ 795,935 | \$ 960,830 | \$ 32,410,358 ^(b) |
| Net Revenue (Expense) | \$ 215,470 | \$ - | \$ - | \$ 2,326,379 | \$ (636,102) | \$ 1,905,747 |
| Transfer In (Out) | | | | | \$ (28,010) | \$ (28,010) ^(c) |
| Prior Year Fund Balances/Reserves | | | | | | |
| Operating Reserve | \$ 2,233,979 | | | | | |
| Moving Fund Reserve | 2,669,666 | | | | | |
| Program Development | 465,395 | | | | | |
| Total Prior Yr Reserves | \$ 5,369,039 | | | | | \$ 5,369,039 |
| Total Prior Yr Fund Balance | \$ 25,323,835 | \$ - | \$ 699,156 | \$ 3,009,982 | \$ 1,058,724 | \$ 30,091,696 ^(d) |
| Ending Fund Balance | \$ 25,539,305 | \$ - | \$ 699,156 | \$ 5,336,361 | \$ 394,612 | \$ 31,969,433 |

Footnotes:

(a) Academic Affairs receives Open University revenue in CSU Op fund and the balance is set aside for the university.

(b) In order to derive an estimated CERF balance on June 30, 2017 (excluding CIES, U-Wide and Study Abroad) for this document, the assumption is that the funds will have a balance equal to the reserve and/or prior year fund balance; Study Abroad expenses are inclusive of summer 2016 program expenses designated from carryforward fund balance.

(c) 5% of Study Abroad tuition program revenue (\$28,010) is distributed to the various academic departments.

COLLEGE OF INTERNATIONAL AND EXTENDED STUDIES (CIES)

CENTRAL OPERATIONS

College of International and Extended Studies (CIES) is an academically and financially viable unit of San José State University (SJSU). It is one of the most diverse (in types of programs offered), innovative, and successful units in the California State University (CSU) system. CIES mission is to provide increased access to innovative and relevant educational programs to students and working professionals, to internationalize the campus and develop students as global citizens.

As a globally recognized center of excellence in international and extended education, CIES strives to continue to serve the largest number of students and be one of the top generators of gross annual continuing education revenue amongst the 23 CSU Extended Education units. In collaboration with other academic units and with the support of our institutional partners, CIES initiates and implements new programs and delivery methods to bridge borders and seek international opportunities in an increasingly interdependent world.

Highlights of the 2016/17 Budget

As an integral part of SJSU, CIES manages continuing and extended education opportunities to SJSU enrolled students as well as to adult learners and professionals seeking to expand their learning and advance in their professional careers. The SJSU courses, degrees and certificates are offered through specially scheduled Special Session or non-credit bearing continuing education unit offerings. Working collaboratively with other academic units, CIES is committed to engage in a tactical approach for development of new programs as well as growth and enrollment management for existing programs in Extended Education. Continuing education revenue for credit programs is projected for 2016/17 at \$33 million.

Planning ahead to grow and sustain a year after year growth rate of at least 5% over the next three-to five years, we recognize the critical need to invest in new program development and explore other areas of business opportunities. To maintain the competitive edge, we will continue to diversify our program base and enhance the “value add” of our existing programs; pursue the development of professional degree and certificate programs; develop demand-driven short-term international leadership and international businesses professionals programs and explore options to extend the Continuing Education Unit (CEU) fee program beyond school districts.

CIES will continue to support multi-disciplinary collaboration in teaching, research, program development, and grants development through the Silicon Valley Big Data and Cybersecurity Center (SVBCC). The center, a fully vested Organized Research & Training Unit (ORTU) provides a platform for partnerships and ongoing conversations with the community, government, and industry leaders to educate the public, identify needs and vet requirements for a collegiate program in areas impacting security, commerce, and flow of information in the world today.

Securing authorizations and exemptions is critical for SJSU to comply with the US Department of Education ruling that requires institutions which enroll students, advertise or market in a state to obtain approval from that state before conducting these activities. This requirement puts an excessive responsibility for the campus to (a) maintain a profile of all distance education activities and programs, (b) monitor and manage changing and widely diverse state regulations and (c) enforce compliance with state authorizations, which vary greatly from

state-to-state. CIES, on behalf of SJSU, has been working on the State Authorization project since April 2015 and has obtained authorization/ exemption from the following 16 states and 4 US territories. A majority of the exemptions are up for renewal, as we go into phase 2 of the initiative in 2016/17.

- Connecticut
- Florida
- Illinois
- Indiana
- Federal territories of Micronesia, Guam, Palau and Northern Mariana Islands.
- Kentucky
- Maine
- Missouri
- Nebraska
- New Jersey
- North Carolina
- Rhode Island
- South Dakota
- Utah
- Washington
- Wyoming
- West Virginia

This is in addition to the authorization/ exemptions obtained by the CSU Chancellor's Office in the following 20 states, 1 district and 3 territories: Arizona, Colorado, Delaware, Hawaii, Idaho, Louisiana, Massachusetts, Michigan, Mississippi, Montana, New Hampshire, New York, Ohio, Oklahoma, Pennsylvania, South Carolina, Texas, Vermont, Virginia, Wisconsin, District of Columbia, American Samoa, Puerto Rico and Marshall Islands.

San José State University has long recognized the value of enrolling non-resident students from outside California and the United States. These students bring diversity and add an important dimension to the educational experience at our campus. In addition, the non-resident students supplement the funding for state residents and help offset the shortfalls in state budget appropriations. As the university pursues a proactive approach towards significantly increasing the non-resident student population both at the graduate and undergraduate levels, CIES is exploring options to fill the niche in international business professional certificate programs by offering these programs through extended studies. In collaboration with campus academic partners, the Extended Education and Global Education and Initiatives unit at CIES will shepherd the development of these short term certificate programs for credit and non-credit areas respectively and support the faculty and other university partners to grow their programs online in order to expand our target reach and develop and deliver rigorous, selective, online graduate and undergraduate degree programs to students globally.

Following the current President-approved model for credit revenue allocation, CIES' allocation of continuing education revenue is projected at \$6 million. Operating expenditures inclusive of salaries and benefits is projected at \$6.0 million. The 2015/16 ending fund balance of \$2.7 million is designated for (a) augment CIES' 6-month carry operating reserve, (b) Program Development in support of continuing/extended education classes and (c) augment CIES' moving fund for build-out & move in 2016/17.

The College of International and Extended Studies has over the years continued to maintain a steady fund balance to cover our operational contingencies, provide funds to support strategic initiatives both at the University and the Division level, and maintain adequate reserves to meet business operational needs.

College of International and Extended Studies (CIES) Central Operations

2016/17 Budget

| | Central Operations | Faculty Led Study Abroad | Total |
|--|-----------------------|-----------------------------|-------------------------|
| Revenues | | | |
| Revenues | \$ 6,012,092 | \$ 319,728 | 6,331,820 |
| Interest | | 5,000 | 5,000 |
| Total Revenues | \$ 6,012,092 | \$ 324,728 | \$ 6,336,820 (a) |
| Expenses | | | |
| Salaries and Benefits | | | |
| Salaries and Staff Benefits | \$ 4,202,948 | \$ 161,856 | \$ 4,364,804 |
| Student Assistants | 112,755 | 6,000 | 118,755 |
| | \$ 4,315,703 | \$ 167,856 | \$ 4,483,559 |
| Operating Expenses & Equipment | | | |
| General Operating Expenses | \$ 166,734 | \$ 24,000 | \$ 190,734 |
| Advertising | 535,919 | | 535,919 |
| Contractual Services | 488,168 | 748,974 | 1,237,142 |
| Equipment & Other Equipment | | | |
| IT Costs | 55639 | | 55,639 |
| Membership Due | 10000 | | 10,000 |
| Postage | 20000 | | 20,000 |
| Printing | 126433 | | 126,433 |
| Laboratory Accreditation | | | - |
| Health Advisory Committee | | | - |
| Rec Sports/Wellness | | | - |
| Stockton Center | | | - |
| Space Rental | 38812 | | 38,812 |
| Specialized Training | 40000 | | 40,000 |
| Subscriptions | 1000 | | 1,000 |
| Telephone | | | - |
| Travel | 164,286 | 20,000 | 184,286 |
| | \$ 1,646,991 | \$ 792,974 | \$ 2,439,965 |
| Total Expenses | \$ 5,962,694 | \$ 960,830 | \$ 6,923,524 |
| Net Revenue (Expense) | \$ 49,398 | \$ (636,102) | \$ (586,704) |
| Allocation of Division Capital Projects | (2,571,331) | | (2,571,331) |
| Allocation of Tuition Revenue | | (28,010) | (28,010) (b) |
| Prior Year Fund Balance | 2,737,403 | 1,058,724 | 3,796,126 (c) |
| Ending Fund Balance | \$ 215,470 | \$ 394,612 | \$ 610,081 |

Footnotes:

(a) Projected Central Operations revenue allocation from credit programs (special session and summer and winter intersession) is projected at 19% of \$30 million; 66% of \$207K for high demand bottle neck program through Spartans Online and \$190K from non credit programs (CEU and international custom training).

(b) 5% of faculty-led study abroad tuition program revenue (\$28,010) is distributed to the FLP leaders's academic college.

(c) Prior-Year fund balance for faculty led study abroad includes summer 2016 program fee reclassified to revenue (from deferred liability), the associated expenses of over \$600K will be debited in 2016/17.

For details regarding CIES programs, visit: www.sjsu.edu/cies

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STUDENT HEALTH CENTER

The Student Health Center (SHC) provides services and education for registered students and consultative services for the campus. The SHC mission states: "Together we enhance community health and well being in support of student learning."

SHC goals are to include:

- Provide student health and wellness services, including primary care, limited specialty care, health promotion, disease prevention, support services (laboratory, pharmacy, physical therapy, radiology, nutrition), and mental health services;
- Promote accountability and responsibility for the health and well being of the student community; and
- Leverage expertise and resources in collaborative support of campus strategic priorities, including wellness initiatives.

Highlights of the 2016/17 Budget

This year marks the 104th year of accessible, low cost health and wellness services offered on the SJSU campus. The "Student Health Service" for the San José Normal School was officially organized in 1912 and has grown to be a fully-accredited, outpatient clinic and a center for student development. Approved by a wide margin in a 2001 student referendum, the Health Services Fee remains the principal funding source for SHC services.

In 2007, the Campus Fee Advisory Committee (CFAC) unanimously approved an increase of both the Health Services Fee and the Health Facilities Fee based on the program and funding priorities indicated by SJSU students. The Health Facilities Fee funds have supported the design and construction of the new **Student Wellness Center**. Compared with the previous 1958 building, the new facility improves the comfort and capacity for a wider range of student health, wellness, and counseling services.

Unanimously approved by CFAC in 2010, the Mental Health Fee is funding an ongoing initiative to further develop comprehensive mental health services for SJSU students. These services advance personal development, enhance student learning, and address life crises by providing culturally inclusive mental health services and educational counseling. This is done through individual and group counseling, educational counseling, and providing outreach, workshops, and consultation for faculty, staff, and administrators who are concerned about students. All of these contribute toward students' learning of pertinent life skills. The fee contributes to the retention and hiring of more mental health staff to meet increasing demands for comprehensive SJSU mental health services.

Student Health Center (SHC)

2016/17 Budget

| | Health Services (incl Mental Health) | Augmented Health Services (Fee for Service) | Facilities | Maintenance & Repair | SHC Total |
|--|---|---|-----------------------|----------------------|-----------------------|
| Revenues | | | | | |
| Student Fees | \$ 9,406,125 | \$ 270,000 | \$ 3,829,700 | \$ - | 13,505,825 |
| Interest | 55,000 | 5,000 | 65,000 | - | 125,000 |
| Total Revenues | \$ 9,461,125 | \$ 275,000 | \$ 3,894,200 | \$ - | 13,630,325 |
| Expenses | | | | | |
| Salaries | \$ 6,154,638 | \$ - | \$ - | \$ - | 6,154,638 |
| Benefits | 2,772,746 | - | - | - | 2,772,746 |
| Subtotal Salaries and Benefits | \$ 8,927,384 | \$ - | \$ - | \$ - | 8,927,384 |
| Operating Expenses & Equipment | 1,068,800 | 378,000 | 237,500 | - | 1,684,300 |
| SJSU Overhead / CSU Chargebacks | 941,434 | 9,000 | 345,537 | - | 1,295,971 |
| Total Expenses | \$ 10,937,618 | \$ 387,000 | \$ 583,037 | \$ - | 11,907,655 |
| Repairs & Maintenance Transfers Out | \$ - | \$ - | \$ (820,000) | \$ 820,000 | \$ - |
| Debt Service Payments | | | \$ (1,470,000) | | \$ (1,470,000) |
| Net Revenue (Expense) | \$ (1,476,493) | \$ (112,000) | \$ 1,021,163 | \$ 820,000 | \$ 252,670 |
| Projected Prior Year Fund Balance | \$ 4,572,566 | \$ 609,216 | \$ 9,937,591 | \$ - | 15,119,373 |
| Projected Ending Fund Balance | \$ 3,096,073 | \$ 497,216 | \$ 10,958,754 | \$ 820,000 | 15,372,043 |

For details regarding Student Health programs, visit: <http://www.sjsu.edu/studenthealth/>

UNIVERSITY HOUSING SERVICES

University Housing Services (UHS) strives to create a residential community that supports and enhances academic success, fosters the learning and development of our students, and promotes student involvement and civic engagement. Housing's practices promote efficiency, operational effectiveness, and fiscal responsibility. UHS currently hosts over 4,000 residents, which represents an expansion from the previous occupancy rates of 3,600 with the opening of a new building (Campus Village II) in fall 2016.

UHS is comprised of Residential Life, Administration and Financial Operations, Organization & Planning, and Facilities Operations (Custodial). In an effort to transition our current Theme Living Communities to Living Learning Communities, we will be implementing a Faculty-in-Residence program, which is a campus housing best practice.

Housing revenue is generated from the following sources:

- Room rent (students and faculty/staff)
- Conferences (overnight guests, conference groups, orientation lodging and interns)
- Rent from Spartan Shops for the use of the Dining Commons
- Damage fees, application fees, late fees, license processing fees
- Rent and utilities for the Village Market

2016/2017 Housing Budget

The projected 2016/2017 UHS year-end balance is projected to be a positive \$9.8 million. This projection is based upon the university-approved 5% rent rate increase and ongoing average occupancy rate of 106%. There is no plan to increase the cost for orientation lodging, overnight guests or conference group rates. \$5.3 million has been set aside for the 2016/2017 maintenance and repair budget. Projects will focus primarily on life safety and end-of-life cycle replacement items.

University Housing Services

2016/17 Budget

Revenues

| | | |
|---------------------------------|----|------------|
| Student Housing Rent | \$ | 41,766,906 |
| Conference and Overnight Guests | | 1,650,000 |
| Orientation Program Lodging | | 154,000 |
| Other Revenues | | 353,000 |
| Miscellaneous Student Fees | | 234,126 |
| Auxiliaries Rent Revenues | | 317,254 |
| Parking Permits | | 600,000 |

| | | |
|-----------------------|-----------|-------------------|
| Total Revenues | \$ | 45,075,286 |
|-----------------------|-----------|-------------------|

Expenses

Salary and Benefits

| | | |
|--------------------|----|-----------|
| Salaries and Wages | \$ | 3,398,776 |
| Benefits | | 2,016,645 |
| Student Assistants | | 1,203,716 |

| | | |
|--|-----------|------------------|
| | \$ | 6,619,137 |
|--|-----------|------------------|

Operating Expenses & Equipment

| | | |
|--------------------------------------|----|----------------|
| General Supplies/Services | \$ | 6,049,673 |
| Equipment/Furniture Replacement | | 2,030,836 |
| Insurance Premiums | | 278,461 |
| Internet/Cable (UTS) | | 1,140,392 |
| Repairs, Maintenance & FD&O Services | | 4,086,370 |
| Utilities | | 3,103,140 |
| Payments to Service Providers: | | |
| Business Services | | 213,546 |
| CSU Centrally Paid Costs | | 350,836 |
| Ground Lease Fees | | 281,966 |
| Security (UPD) | | 523,973 |
| Debt Service | | 17,801,056 (a) |

| | | |
|--|-----------|-------------------|
| | \$ | 35,860,249 |
|--|-----------|-------------------|

| | | |
|-----------------------|-----------|-------------------|
| Total Expenses | \$ | 42,479,386 |
|-----------------------|-----------|-------------------|

Transfers In (Out)

| | | |
|--|----|---|
| | \$ | - |
|--|----|---|

| | | |
|---------------------------------|-----------|----------|
| Total Transfers In/(Out) | \$ | - |
|---------------------------------|-----------|----------|

Net Revenue (Expense)

| | | |
|--|-----------|------------------|
| | \$ | 2,595,900 |
|--|-----------|------------------|

Projected Prior Year Fund Balance

| | | |
|--|--|------------------|
| | | 7,199,374 |
|--|--|------------------|

Projected Ending Fund Balance

| | | |
|--|-----------|----------------------|
| | \$ | 9,795,274 (b) |
|--|-----------|----------------------|

Footnotes:

(a) Part of Systemwide Revenue Bond (SRB) program for Campus Village I and planned debt service for Campus Village Phase II.

(b) Funds held for housing maintenance and repair as well as reserves for future debt service payments.

For details regarding University Housing Services' programs/finances, visit:

<http://www.housing.sjsu.edu/>.

UNIVERSITY PARKING SERVICES

University Parking Services generates its revenue through parking permit sales and parking citation fines. Parking permits are sold to employees, students, and visitors over the counter, online, and through automated pay stations. Parking Services is comprised of three divisions: Business Administration, Parking Enforcement and Shuttle Operations. Parking revenues are used for parking operations and enforcement costs, maintenance and repair to existing facilities, and alternative transportation programs. The Fines and Forfeitures Fund receives revenue solely from the collection of parking citation fines. A construction reserve receives any surplus funds at year-end.

Highlights of the 2016-17 Budget

Parking revenue is expected to remain flat for FY 16/17. In FY 15/16 there was a significant increase in expenses due to the fleet of buses aging and requiring expensive repairs. One new bus was purchased and it is anticipated that an additional three buses will be purchased in FY 16/17. Last FY, the Business and Finance Administrative Fee increased from 3.5% to 8% of revenue.

Due to an increase in the issuance of parking citations, Fines and Forfeitures Fund revenue increased by approximately 12.5% in 2015/16. There are no current plans to revise parking citation amounts for 2016/17.

There are two capital projects anticipated for the next year. The first project is to earthquake retrofit the North Parking Garage (San Fernando Street and 10th Street) with estimated cost \$3,600,000.00. The second project is to install an elevator in the South Parking Garage (San Salvador Street and 7th Street) with estimated cost \$2,900,000.00. The total cost estimate for these two projects is \$6,500,000.00.

University Parking Services 2016/17 Budget

| | Parking Fees | Fines & Forfeitures | Construction | Maintenance & Repair | Special Events | Total |
|---|---------------------|------------------------|-----------------------|-------------------------|-------------------|-----------------------|
| Revenues | | | | | | |
| Parking Permits | \$ 3,900,000 | | | | | \$ 3,900,000 |
| Parking Coingates | 1,800,000 | | | | | 1,800,000 |
| Parking Fines | | 251,000 | | | | 251,000 |
| Revenue-Others | 16,400 | | | | | 16,400 |
| Interest | 101,500 | 150 | | | | 101,650 |
| Cost Recovery from Auxiliaries | 90,000 | 14,025 | | | | 104,025 |
| Cost Recovery from Others | 65,000 | | | | 27,000 | 92,000 |
| Total Revenues | \$ 5,972,900 | \$ 265,175 | | | \$ 27,000 | \$ 6,265,075 |
| Expenses | | | | | | |
| Salaries & Benefits | | | | | | |
| Salaries & Wages | \$ 1,102,838 | 24,000 | | | \$ 19,000 | \$ 1,145,838 |
| Benefits | 738,901 | 50 | | | 910 | 739,861 |
| Total Salaries & Benefits | \$ 1,841,739 | \$ 24,050 | | | \$ 19,910 | \$ 1,885,699 |
| Operating Expenses & Equipment | | | | | | |
| Charges for business services | \$ 1,146,441 | \$ 9,281 | | | | \$ 1,155,722 |
| Contractual Services (a) | 55,000 | 330,000 | \$ 6,500,000 | \$ 10,000 | | 6,895,000 |
| Communications | 5,300 | | | | | 5,300 |
| Equipment | 615,900 | | | | | 615,900 |
| General Operating Expenses | 424,800 | 500 | | | | 425,300 |
| Printing/Duplicating | 62,800 | | | | | 62,800 |
| Facility Upkeep | 578,000 | | | | | 578,000 |
| Utilities | 215,650 | | | | | 215,650 |
| Merchant's Credit Card Fee | 175,000 | | | | | 175,000 |
| Insurance & Risk Expenses | 85,303 | | | | | 85,303 |
| UPD Security | 1,169,456 | | | | | 1,169,456 |
| Total Operating Expenses & Equipment | \$ 4,533,650 | \$ 339,781 | \$ 6,500,000 | \$ 10,000 | \$ - | \$ 11,383,431 |
| Total Expenses | \$ 6,375,389 | \$ 363,831 | \$ 6,500,000 | \$ 10,000 | \$ 19,910 | \$ 13,269,130 |
| Transfers In (Out) | | | | | | |
| Parking Fees | | \$ 98,656 | \$ - | | | \$ 98,656 |
| Construction | | | | | | - |
| Maintenance & Equipment | | | | | | - |
| Fines & Forfeitures | (98,656) | | | | | (98,656) |
| Total Transfers In (Out) | \$ (98,656) | \$ 98,656 | \$ - | \$ - | \$ - | \$ - |
| Net Revenues (Expenses) | \$ (501,145) | \$ - | \$ (6,500,000) | \$ (10,000) | \$ 7,090 | \$ (7,004,055) |
| Projected Prior Year Fund Balance | 1,145,840 | - | 11,184,017 | 276,337 | 51,991 | 12,658,185 |
| Ending Fund Balance | \$ 644,695 | \$ - | \$ 4,684,017 | \$ 266,337 | \$ 59,081 | \$ 5,654,130 |

(a) These figures represent expenditures related to North and South Parking Garage construction projects.

Note: For details regarding Parking programs/finances, visit: <http://www.sjsu.edu/police/>.

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Auxiliary Organizations

- Associated Students
- Research Foundation
- Spartan Shops, Inc.
- Student Union, Inc.
- Tower Foundation

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ASSOCIATED STUDENTS

The Associated Students at San José State University mission is to represent the students of the university and continually improve the quality of their educational opportunities and experiences.

Core Functions:

Government

Represent the students of San José State University through participation in campus governance activities with a focus on fostering student advocacy and leadership development while supporting the university's academic mission.

Retention

Provide access and retention for San José State University students through funding of parental information resources and quality care for their pre-school age children, as well as providing scholarships and financial support to student academic projects and organizations.

Campus Life

Enhance students' academic experiences through programmed educational and entertainment events with cross cultural exposure to music, films and school pride. Provide co-curricular experiences through service learning and volunteering and bringing activism to life.

Support Services

Assist the University in fulfilling the service needs of students by providing full and self-print and copy services, course reader distribution, student supplemental health insurance, legal counseling, electronic bill payment, affordable textbook program, and bank accounts for student organizations.

Technology & Resources

Provide students with a full service computer lab where they can complete homework and research assignments, use multiple operating systems, explore a variety of course related and leisure software, utilize a wireless network, rent laptops, and print materials; an on-campus solution for all copying and printing needs for both students and the campus community.

Transportation

Serve the commuting needs of the students and employees of San José State University by facilitating transit access to campus. We provide alternative transportation services such as the ECO Pass for VTA Light Rail and bus, safe bicycle enclosures, trip planning, and carpool matching.

Facilities

Manage the Associated Students House, a child development center, outdoor recreation areas, and bike enclosures.

Associated Students

2016/17 Budget

| | Government | Retention | Campus Life | Support Services | Technology & Resources | Transportation | Facilities | Total |
|--|-------------------|---------------------|---------------------|-------------------|------------------------|---------------------|-------------------|---------------------|
| Revenues | | | | | | | | |
| Student Association Fees | \$ 620,620 | \$ 1,128,400 | \$ 902,720 | \$ 677,040 | \$ 846,300 | \$ 1,071,980 | \$ 394,940 | \$ 5,642,000 (a) |
| Program Revenues | 190,202 | 345,821 | 276,657 | 207,493 | 259,366 | 328,530 | 121,037 | 1,729,107 |
| Grants and Contracts | 56,223 | 102,223 | 81,779 | 61,334 | 76,668 | 97,112 | 35,778 | 511,117 |
| Total Revenues | \$ 867,045 | \$ 1,576,445 | \$ 1,261,156 | \$ 945,867 | \$ 1,182,334 | \$ 1,497,623 | \$ 551,756 | \$ 7,882,224 |
| Expenses | | | | | | | | |
| Compensation for Officers and Directors | 15,543 | 28,260 | 22,608 | 16,956 | 21,195 | 26,847 | 9,891 | 141,300 |
| Salaries and Wages | 269,214 | 489,481 | 391,585 | 293,688 | 367,111 | 465,007 | 171,318 | 2,447,404 |
| Salaries - Student Assistants | 102,053 | 185,550 | 148,440 | 111,330 | 139,163 | 176,273 | 64,943 | 927,751 |
| Staff Benefits | 115,372 | 209,767 | 167,814 | 125,860 | 157,325 | 199,279 | 73,418 | 1,048,835 |
| Total Salary and Benefits | \$ 502,182 | \$ 913,058 | \$ 730,446 | \$ 547,835 | \$ 684,794 | \$ 867,405 | \$ 319,570 | \$ 4,565,290 |
| Operating Expenses & Equipment | | | | | | | | |
| Accounting and Legal Fees | 8,250 | 15,000 | 12,000 | 9,000 | 11,250 | 14,250 | 5,250 | 75,000 |
| Affordable Textbook Program | 3,300 | 6,000 | 4,800 | 3,600 | 4,500 | 5,700 | 2,100 | 30,000 |
| Janitorial Services | 5,878 | 10,688 | 8,550 | 6,413 | 8,016 | 10,154 | 3,741 | 53,440 |
| CSU Operating Fund Admin Services | 12,210 | 22,200 | 17,760 | 13,320 | 16,650 | 21,090 | 7,770 | 111,000 |
| Food Services | 11,102 | 20,185 | 16,148 | 12,111 | 15,139 | 19,176 | 7,065 | 100,925 |
| Other Operating Expenses | 22,716 | 41,302 | 33,042 | 24,781 | 30,977 | 39,237 | 14,456 | 206,512 |
| Publicity and Promotion | 13,587 | 24,704 | 19,763 | 14,822 | 18,528 | 23,469 | 8,646 | 123,519 |
| Rental Charges | 24,792 | 45,076 | 36,061 | 27,046 | 33,807 | 42,823 | 15,777 | 225,382 |
| Repairs & Maintenance | 1,584 | 2,880 | 2,304 | 1,728 | 2,160 | 2,736 | 1,008 | 14,398 |
| Risk Coverage/Insurance | 5,885 | 10,700 | 8,560 | 6,420 | 8,025 | 10,165 | 3,745 | 53,500 |
| Scholarships | 9,020 | 16,400 | 13,120 | 9,840 | 12,300 | 15,580 | 5,740 | 82,000 |
| Staff Development and Hospitality Svcs | 9,829 | 17,872 | 14,297 | 10,723 | 13,404 | 16,978 | 6,255 | 89,358 |
| Student Organizations & Clubs Program | 27,500 | 50,000 | 40,000 | 30,000 | 37,500 | 47,500 | 17,500 | 250,000 |
| Contracts and Services | 29,872 | 54,314 | 43,451 | 32,588 | 40,735 | 51,598 | 19,010 | 271,568 |
| Telephones/Baseline Charges | 18,137 | 32,977 | 26,382 | 19,786 | 24,733 | 31,328 | 11,542 | 164,885 |
| Transportation Solutions Program | 122,760 | 223,200 | 178,560 | 133,920 | 167,400 | 212,040 | 78,120 | 1,116,000 |
| Travel | 10,709 | 19,471 | 15,577 | 11,683 | 14,603 | 18,497 | 6,815 | 97,355 |
| Utilities | 6,765 | 12,300 | 9,840 | 7,380 | 9,225 | 11,685 | 4,305 | 61,500 |
| Operating Capital Outlay | 18,502 | 33,640 | 26,912 | 20,184 | 25,230 | 31,958 | 11,774 | 168,200 |
| Total Operating Expenses | 362,400 | 658,908 | 527,127 | 395,345 | 494,181 | 625,963 | 230,618 | 3,294,542 |
| Total Expenses | \$ 864,582 | \$ 1,571,966 | \$ 1,257,573 | \$ 943,180 | \$ 1,178,975 | \$ 1,493,368 | \$ 550,188 | \$ 7,859,832 |
| Net Revenue (Expense) | \$ 2,463 | \$ 4,478 | \$ 3,583 | \$ 2,687 | \$ 3,359 | \$ 4,254 | \$ 1,567 | \$ 22,392 |
| Projected Prior Year Fund Balance | | | | | | | | 10,017,946 |
| Capitalized Fixed Assets | | | | | | | | 156,000 |
| OPEB-Postretirement Health Benefit Program | | | | | | | | (130,000) |
| Depreciation | | | | | | | | (280,000) |
| AS House Lease | | | | | | | | (148,430) |
| Projected Ending Fund Balance | | | | | | | | \$ 9,637,908 |

Footnote:

(a) Student Association Fee \$91.00.

For more information about Associated Students finances, operations, etc., visit <http://as.sjsu.edu/>.

RESEARCH FOUNDATION

The San José State University Research Foundation is a 501(c)3 non-profit corporation and plays an integral part of the San José State University community. We provide an entrepreneurial framework through which local, state and federal agencies; businesses and private foundations engage SJSU faculty and students in sponsored research, public service and community projects, consulting and other specialized educational activities in support of the university's mission.

Research Foundation fosters the university's quest for excellence by:

- Supporting faculty success by promoting, developing and managing sponsored programs. Supporting the development of intellectual property by acting as the university's exclusive agent for technology commercialization. Developing unique strategies to secure support for interdisciplinary programs related to the role of SJSU as a "metropolitan university."
- Expanding student horizons by promoting student involvement in sponsored programs. Developing unique opportunities for student research with faculty mentors and seeking student internships in local business, industry, professional organizations, and public agencies, art museums, historical societies, and other appropriate venues.
- Delivering specialized business services by administering funds for campus programs. Seeking opportunities to manage monies for other CSU/campus auxiliaries and/or public agencies and maintaining a diversified investment portfolio using targeted investment advisors.
- Developing partnerships with the community by establishing and/or supporting business partnerships consistent with the role of SJSU as a "metropolitan university." Providing legal and administrative structures for new ventures with business, industry, and community organizations, including acquisition and management of real property.

Each year hundreds of local, state, and federal agencies, businesses, and private foundations partner with the Research Foundation to engage SJSU faculty and other university specialists to perform basic and applied research, public service and community projects, consulting, and other specialized educational activities.

Program sites are located on the SJSU main campus, Moss Landing Marine Laboratories, NASA-Ames Moffett Field, several national and international locations.

Research Foundation

2016/17 Budget

Revenues

| | | | |
|---|-----------|-------------------|-----|
| Fees | \$ | 7,000,000 | |
| Investment income | | 200,000 | |
| Federal grants and contracts | | 24,000,000 | |
| State grants and contracts | | 12,000,000 | |
| Private gifts, grants and contracts | | 6,500,000 | |
| Other revenue activities - campus organizations | | 9,000,000 | (a) |
| Other revenue and support | | 300,000 | |
| Total Revenues | \$ | 59,000,000 | |

Expenses

Salary and Benefits

| | | | |
|---|-----------|-------------------|--|
| Salary and wages | \$ | 29,000,000 | |
| Staff benefits | | 8,500,000 | |
| Postretirement benefits - accrued expense | | 450,000 | |
| | \$ | 37,950,000 | |

Operating Expenses & Equipment

| | | | |
|--|-----------|-------------------|-----|
| Depreciation | \$ | 310,000 | |
| Equipment purchase | | 900,000 | |
| Equipment rent and lease | | 35,000 | |
| University Admin. Services & Facilities Use | | 337,000 | |
| Occupancy (rent, janitorial, utilities, insurance) | | 1,740,000 | |
| Printing | | 65,000 | |
| Building repairs and maintenance | | 276,000 | |
| Scholarships and fellowships | | 3,000,000 | |
| Supplies | | 2,000,000 | |
| Telephones/communications | | 275,000 | |
| Travel | | 2,900,000 | |
| Contracted services and fees | | 8,500,000 | (b) |
| Professional fees (accounting and legal) | | 700,000 | |
| Net alloc/grants/transfers to related entities | | - | |
| | \$ | 21,038,000 | |
| Total Expenses | \$ | 58,988,000 | |

Net Revenue (Expense)

| | | | |
|--|-----------|-------------------|--|
| | \$ | 12,000 | |
| Projected Prior Year Fund Balance | \$ | 15,153,727 | |
| Projected Ending Fund Balance | \$ | 15,165,727 | |

Footnotes:

(a) Campus organization activity represents funds received and administered by the Foundation on behalf of the University.

(b) Contracted services and fees are grants and contracts or sub-contracted to other universities, organizations and individuals.

For more information about Research Foundation finances, operations, etc., visit <http://www.sjsufoundation.org>.

SPARTAN SHOPS, INC.

Mission Statement

Spartan Shops' mission is to enrich the lives of the campus community by efficiently providing exceptional retail and commercial products and services, while reinvesting for the long term benefit of the university. Spartan Shops is committed to learning from the past, executing in the present, and planning for the future.

Vision Statement

Spartan Shops aspires to embody the commercial auxiliary model for the California State University System through continuous professional growth, refinement of current products and services, and innovation and execution of new products and services that further the mission of San José State University.

Spartan Shops is comprised of four major divisions:

Retail Services

This division includes Dining Services and Spartan Bookstore. In April, 2011 Spartan Shops signed a 10-year contract with Barnes and Noble College Booksellers. In July 2015, Spartan Shops extended the contract with Barnes & Noble until June 30, 2026. The commission income is projected to be \$825K for FY 2016/17. Dining Services consists of the residential meal program incorporated within the Dining Commons, retail foodservice operations located on campus, and catering services. Meal plan increases by 4% for FY 2016/17. The projected sales for Dining Services are \$24.2M for FY 2016/17.

Event Services

This division includes Event Center Arena, Mobile Concepts, Hammer Theatre Complex and Spartan Stadium concessions and novelty services provided to guests of each venue in addition to south campus athletic facilities. In October 2011, Spartan Shops entered into a 5-year service agreement with SJSU Student Union, Inc. to provide food and beverage concession services to the Event Center Arena. Event Center Arena concession sales are projected to be \$374K for FY 2016/17. Spartan Shops has also entered into a 4-year service agreement from July 1, 2015 through June 30, 2019 with Spartan Athletics to provide food & beverage concession services, novelty services and catering services at Spartan Stadium and south campus. Spartan Stadium and south campus sales are projected to be \$287,500K for FY 2016/17. The company also operates the food trucks to provide additional meal options on campus with the anticipated sales of \$121,900 for FY 2016/17. Hammer Theatre concessions are expected to generate \$33,500 in sales.

Commercial Services

This division includes real estate services provided to SJSU faculty and staff. Spartan Shops' real estate division provides 13 off campus rental housing units at affordable rates for SJSU faculty and staff.

Finance, Human Resources, and Information Technology

This division includes the following departments: Finance and Accounting, Human Resources, and Information Technology. The Finance and Accounting department is responsible for providing financial tracking, reporting, payroll, and compliance expertise and support pertaining to all company related financials. The Human Resources department offers expertise and support in the areas of employee relations, compensation and benefits, staffing and training, workers' compensation and safety, and risk management. The Information Technology department provides company-wide support for all business applications and services while strategically designing infrastructure to enable tomorrow's business growth.

Spartan Shops is currently a \$26M+ operation and employs approximately 64 regular benefited employees. Spartan Shops also employs an estimated 700 students and temporary casual part time employees.

Spartan Shops, Inc.
2016/17 Budget

| | Finance & Administrative Technology | Bookstore Contract Management | Dining Services | Event Services | Hammer Theatre Complex | Real Estate | 2016/17 Company Total |
|---|---|-------------------------------------|----------------------|---------------------|------------------------------|-------------------|--------------------------|
| Resources | | | | | | | |
| Sales | | | | | | | |
| Sales Income | - | - | \$ 24,228,921 | \$ 783,400 | \$ 33,500 | \$ 268,680 | \$ 25,314,501 |
| Less: Cost of Sales | - | - | 8,461,583 | 290,727 | 16,750 | - | 8,769,060 |
| Gross Profit | \$ - | \$ - | \$ 15,767,338 | \$ 492,673 | \$ 16,750 | \$ 268,680 | \$ 16,545,441 |
| Other Income | | | | | | | |
| Commissions | - | \$ 825,000 | \$ 294,788 | \$ 32,200 | - | - | \$ 1,151,988 |
| Interest Income | 8,000 | - | - | - | - | 19,208 | 27,208 |
| Miscellaneous Income | - | 248,296 | 4,825 | - | - | - | 253,121 |
| Total Other Income | \$ 8,000 | \$ 1,073,296 | \$ 299,613 | \$ 32,200 | \$ - | \$ 19,208 | \$ 1,432,317 |
| Total Resources | \$ 8,000 | \$ 1,073,296 | \$ 16,066,951 | \$ 524,873 | \$ 16,750 | \$ 287,888 | \$ 17,977,758 |
| Expenses | | | | | | | |
| Salary & Benefits | \$ 1,173,100 | \$ - | \$ 9,194,227 | \$ 509,326 | \$ 10,494 | \$ 45,711 | \$ 10,932,858 |
| Operating Expenses & Equipment | | | | | | | |
| Franchise Fee | - | - | 461,520 | - | - | - | 461,520 |
| Depreciation | 56,047 | 164,286 | 536,857 | 151,130 | 14,005 | 64,068 | 986,393 |
| Capital Lease CPEF Program | 26,638 | - | 113,201 | - | - | - | 139,839 |
| Supplies | 47,800 | - | 506,071 | 29,762 | 701 | - | 584,334 |
| Repairs & Maintenance | 417,384 | 3,000 | 314,011 | 36,010 | 600 | 34,140 | 805,145 |
| Utilities | 42,060 | - | 768,905 | 4,800 | - | 14,616 | 830,381 |
| Advertising | 74,000 | - | 45,795 | 4,000 | 900 | - | 124,695 |
| Services | 175,943 | - | 640,552 | 14,604 | 551 | 109 | 831,759 |
| Equipment | 8,400 | - | 220,941 | 39,800 | 2,300 | - | 271,441 |
| Postage & Shipping | 4,400 | - | - | - | - | - | 4,400 |
| Facility Use Fees | 38,775 | 79,008 | 1,142,926 | 91,280 | - | - | 1,351,989 |
| Staff Recruitment & Training | 97,450 | - | 99,100 | 1,940 | - | - | 198,490 |
| Admin Operating Costs | 19,295 | - | 178,493 | 17,702 | 1,015 | 107,327 | 323,832 |
| Event Services Expense | - | - | - | - | 18,220 | - | 18,220 |
| Loss Disposal of capital assets | - | - | - | - | - | - | - |
| Total Operating Expenses & Equipment | \$ 1,008,192 | \$ 246,294 | \$ 5,028,372 | \$ 391,028 | \$ 38,292 | \$ 220,260 | \$ 6,932,438 |
| Total Expenses | \$ 2,181,292 | \$ 246,294 | \$ 14,222,599 | \$ 900,354 | \$ 48,786 | \$ 265,971 | \$ 17,865,296 |
| Net Revenues (Expenses) | \$ (2,173,292) | \$ 827,002 | \$ 1,844,352 | \$ (375,481) | \$ (32,036) | \$ 21,917 | \$ 112,462 |
| F & A Allocation | 2,173,292 | (86,932) | (1,999,428) | (62,265) | (2,934) | (21,733) | - |
| Net Income/(Loss) | \$ - | \$ 740,070 | \$ (155,076) | \$ (437,746) | \$ (34,970) | \$ 184 | \$ 112,462 |
| Projected Prior Year Fund Balance | | | | | | | 8,574,160 |
| Ending Fund Balance | | | | | | | \$ 8,686,622 |

For more information about Spartan Shops finances, operations, etc., visit <http://www.spartanshops.com/>.

STUDENT UNION, INC.

The Student Union of San José State University is a California State University auxiliary organization that began its operations in October 1969 and became incorporated in March 1982. Student Union, Inc. manages and maintains three major facilities at SJSU: the newly remodeled Student Union Building with its new East and West expansions, the Aquatic Center (closed for renovation), and the Event Center Building. The New Student Union Main opened in April 2016 and a Grand Opening was held on September 1, 2016.

Students interact with the Student Union on a daily basis through the use of facilities, participation in sponsored events, or through a Student Union program. The Student Union also acts as a bridge to the greater campus community, offering use of recreational facilities and diverse concerts and events on campus.

The Student Union is governed by a Board of Directors composed of eleven (11) voting members:

- Students – Six (6)
- Faculty – Two (2)
- Administrators – Two (2)
- Community Member – One (1)

Revenue sources include the mandatory Student Union fee, as well as revenues earned from various services offered and rental of the facilities. These revenues support the costs of operating the facilities and the annual debt service payments.

Revenues from the mandatory Student Union fee are projected to be approximately \$22 million in FY 2016/17, depending on enrollment. The Student Union Board of Directors has requested that \$7.2 million in student fees be returned to the Student Union for the 2016/17 operations as well as \$611 thousand for capital projects. The balance of the collected student fees are held in trust by San José State University and will be used to pay for the new expansion of the Student Recreation & Aquatic Center Project (SRAC) as well as debt related to the expansion/renovation of the Student Union.

Generating income from programs, services, and facility rentals continues to be a priority due to the increasing operational needs of the existing facilities. The Board-approved budget for FY 2016/17 includes revenues totaling \$10,885,473 (including \$7,249,575 in student fees provided for operations) and operating expenses of \$10,885,473 plus an additional amount of \$611,112 in capital projects.

Services listed below include the new East and West Student Union expansions, New Student Union Main, Event Center, and the ATM Building:

| STUDENT UNION BUILDING | EVENT CENTER | AQUATIC CENTER | ATM BUILDING |
|---|--|--------------------------------------|--|
| Grand Ballroom Indoor Theatre Union Square Food Court AS Print & Technology AS Government Offices Spartan Bookstore Student Involvement Veterans Center Gender Equity Center PRIDE Center IDEA Lab MOSAIC Cross-Cultural Center Cesar Chavez CCCAC Center US Bank Starbucks | Arena- Technical & AV Box Office/TM Outlet Sport Club Club Sports Dance Studios Weight Room Aerobics Room Mini-Gym Campus Recreation* Racquetball Courts Personal Training CPR/First Aid Training | CLOSED FOR RENOVATION | Bank of America Bank of the West Wells Fargo Bank JPMorgan Chase Bank |

**Effective July, 2016, the Campus Recreation programs have been transferred from Associated Students, Inc. to Student Union, Inc.*

Student Union, Inc.

2016/17 Budget

| | General Administration | Student Union Building | Event Center Building | Aquatic Center | Total Budget |
|--|------------------------|------------------------|-----------------------|--------------------------------------|-------------------------|
| Revenues | | | | | |
| Student Union Fees | \$ 7,249,575 | \$ - | \$ - | | \$ 7,249,575 |
| Service Fees | | 110,700 | 277,500 | CLOSED FOR RENOVATION | 388,200 (a) |
| Reimbursement of Event Costs | | | 875,000 | | 875,000 |
| Interest Income | 250,000 | | | | 250,000 |
| Rental Income | | 1,187,598 | 817,750 | | 2,005,348 |
| Commissions & Other | 15,000 | 1,700 | 100,650 | | 117,350 |
| Total Operating Revenues | \$ 7,514,575 | \$ 1,299,998 | \$ 2,070,900 | \$ - | \$ 10,885,473 |
| Expenses | | | | | |
| Salaries and Wages | \$ 1,099,609 | \$ 1,298,913 | \$ 1,520,066 | \$ - | \$ 3,918,588 |
| Staff Benefits | 536,696 | 522,830 | 370,398 | - | 1,429,924 |
| Total Salaries & Benefits | \$ 1,636,305 | \$ 1,821,743 | \$ 1,890,464 | \$ - | \$ 5,348,512 |
| Operating Expenses & Equipment | | | | | |
| Travel | \$ 16,238 | \$ 16,541 | \$ 37,080 | \$ - | \$ 69,859 |
| Risk Coverage/Insurance | 65,441 | 55,000 | 61,648 | - | 182,089 |
| Supplies | 56,350 | 215,170 | 105,130 | - | 376,650 |
| Communications | 173,025 | 3,228 | 3,588 | - | 179,841 |
| Repairs and Maintenance | 26,434 | 58,500 | 101,850 | - | 186,784 |
| Event Costs-(Reimb. Portion) | | | 875,000 | | 875,000 |
| Event Costs-Other | 105,717 | 5,000 | 22,033 | - | 132,750 |
| Utilities | | 520,000 | 400,000 | - | 920,000 |
| Small Equipment Purchases | 59,370 | 47,059 | 17,500 | | 123,929 |
| Services from Outside Agencies | 797,777 | 350,797 | 307,584 | - | 1,456,158 |
| Depreciation | 800,000 | | | | 800,000 |
| OPEB Obligation | 176,503 | | | | 176,503 |
| Staff Development & Other | 19,548 | 13,200 | 24,650 | - | 57,398 |
| Total Operating Expenses | \$ 2,296,403 | \$ 1,284,495 | \$ 1,956,063 | \$ - | \$ 5,536,961 |
| Total Operating Expenses | \$ 3,932,708 | \$ 3,106,238 | \$ 3,846,527 | \$ - | \$ 10,885,473 |
| Net Revenue (Expense) | | | | | \$ - |
| Funding of Capital Projects | | | | | \$ (611,112) (b) |
| Increase/(Decrease) in Net Position | | | | | \$ (611,112) |
| Net Position Beginning of Year | | | | | \$ 10,336,890 |
| Net Position End of Year | | | | | \$ 9,725,778 |

Footnotes:

(a) Service Fees for Event Center Building reflects transfer of funds from Associated Students.

(b) FY 2016/17 Capital Projects

| | |
|---|-------------------|
| Club Sports Management System | \$ 25,000 |
| Retrofit Student Union Building Equipment | 85,000 |
| Recovering of Billiard Tables (g) | 44,000 |
| Grand Ballroom Projector Screens | 28,000 |
| FCC Wireless Compliance Project | 90,871 |
| Audio Visual Staging/Equipment | 68,290 |
| Arena Lighting Console-Phase I | 90,951 |
| EC Emergency Lighting Battery System | 42,000 |
| Arena Basketball Standards | 70,000 |
| Grand Opening of New Student Union | 50,000 |
| Groundbreaking Ceremony- New Rec Center | 17,000 |
| Total Cost of Projects | \$ 611,112 |

Additional information regarding the Student Union, Inc. is available at www.union.sjsu.edu.

TOWER FOUNDATION

The Tower Foundation, formed in 2004, is San José State's philanthropic auxiliary. The value of a state supported university having a foundation is that it enables our community of alumni, friends, students, faculty and corporations to join us in making a college education possible for our talented students.

Membership on Tower Foundation's board of directors engages prominent alumni and citizens in the life of the university. Board members play a critical role in advising the President on shaping philanthropic strategy and campus issues. They work closely with university leadership to reach out to alumni and businesses to build commitment and funding for San José State. Comprised of up to 35 community members, most of whom are SJSU alumni, board members are appointed by the board for three-year terms. Ex-officio members include the San José State President, Provost, Vice President for Administration and Finance, Vice President for Advancement and Director of Intercollegiate Athletics.

This great university has a large, loyal alumni base and their donations, along with those of parents, businesses, private foundations, and other organizations, have demonstrated the shared belief that high quality public education is the main source of an educated and prepared workforce. The private sector continues to play a role in securing public education's future. San José State powers Silicon Valley and anchors the nation's tenth largest city, providing more graduates to high tech employers than any other institution of higher learning. This vital partnership creates opportunities for future collaboration both inside and outside of the classroom.

After the rebuilding of the fundraising team subsequent to the successful completion of our first campaign, development officers hired in the prior year helped us achieve the second-highest fundraising year in our 158-year history. There is much excitement about recent developments on campus and our new president, who will lead our university through the transformative changes ahead. We couldn't be more excited for the opportunities that await us.

One of the most important factors in achieving distinction is a healthy endowment – built by people who are passionate about the kind of education we deliver. A large endowment affords opportunities for students to have educational experiences that might not have been possible without it. The endowment also provides scholarship support to deserving students, making it possible for students to graduate with less student loan debt. As the endowment grows, the distributions provide an income stream that can create the critical margin of excellence that will move San José State from a very good educational institution to an extraordinary one.

Tower Foundation's \$125 million endowment is comprised of over 620 individual endowment funds. Tower Foundation works with Beacon Pointe Advisors as the portfolio consultant and manager of managers, to allocate endowment assets to a diversified portfolio of domestic and international equities, fixed income, real estate, private equity and other investments. Last year's investment performance reflected adjustments in the broader market, exacerbated by market reaction to the June 23rd Brexit vote.

Earlier this year, the Tower Foundation board approved a 3% endowment distribution. We remain confident that the investment portfolio is well positioned, from both a risk and a return standpoint, to support SJSU and its growth in the future.

Tower Foundation

2016/17 Budget

| | |
|---|-----------------------|
| Revenues | |
| Endowment Gifts | \$ 5,000,000 |
| Gifts & Pledges | 19,000,000 |
| Bequests | 4,000,000 |
| Nonmonetary Gifts | 500,000 |
| Other Investment & Non-operating Revenues | 4,000,000 (a) |
| Total Revenues | \$ 32,500,000 |
| Expenses | |
| Tower Operating Expenses | |
| Tower Operating Expenses | \$ 2,831,741 |
| Tower Program Distributions | |
| SJSU Program Activities | 12,000,000 (b) |
| SJSU Endowment Distributions | 4,500,000 (c) |
| SJSU Outreach Funds | 145,000 (d) |
| | \$ 16,645,000 |
| Restricted Funds & Reserves | |
| Restricted Endowments | 5,000,000 |
| Restricted Pledges & Bequests | 7,929,000 |
| Operating & Campaign Reserves | 94,259 |
| | 13,023,259 |
| Total Expenses | \$ 32,500,000 |
| Net Revenue (Expense) | - |
| Projected Prior Year Fund Balance | 189,901,119 |
| Projected Ending Fund Balance | \$ 189,901,119 |

Footnotes:

(a) Non-operating income is from sources not part of Tower's primary business functions such as interest and investment income, gains in the fair value of the endowment portfolio, and administrative fee income.

(b) Expenses for support activities of San José State University represent the use of gift funds for scholarships, athletics and other academic programs of the campus.

(c) Endowment distribution represents payment from endowments to support scholarships, athletics and other academic programs of the campus.

(d) Community relations funds providing support to SJSU leadership for outreach activities.

*For more information about Tower Foundation finances, visit
<http://www.sjsu.edu/towerfoundation/about/financials/index.html>*

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Appendix

- Student Enrollment and Fees
- Glossary of Budget Related Terms
- Organizational Charts by Division

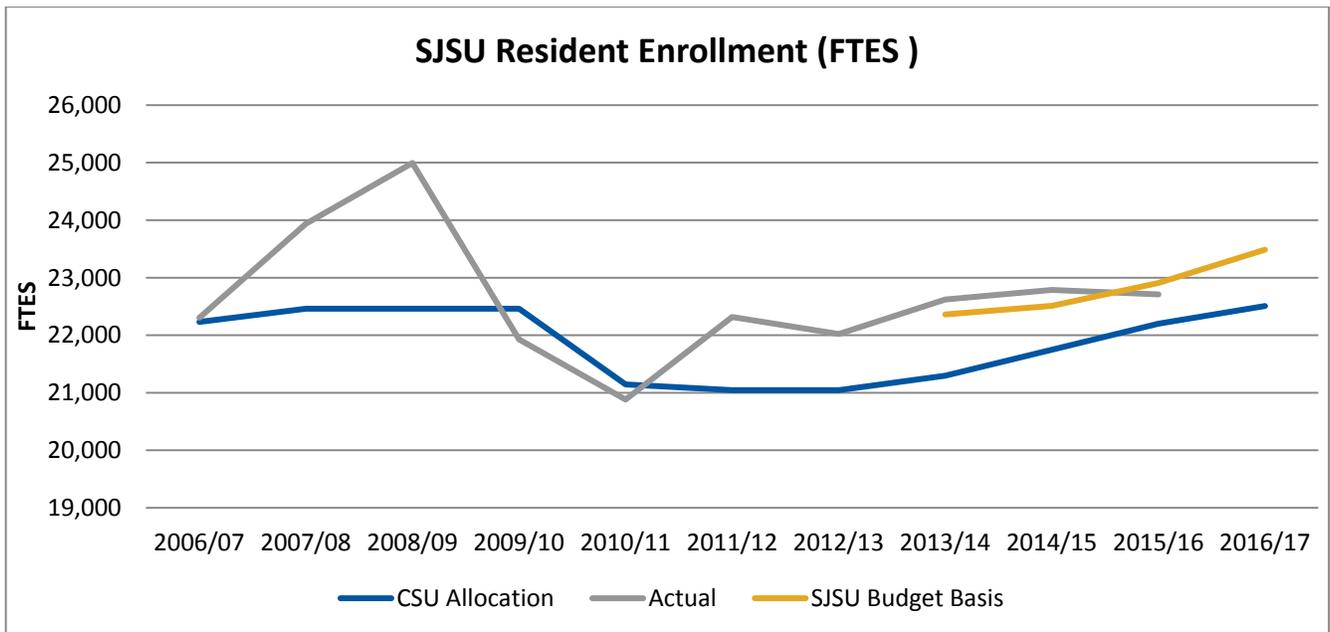
STUDENT ENROLLMENT

Student enrollment drives most all the CSU’s budget allocations from the State, whether for academic endeavors or capital and technology projects. The CSU’s Enrollment Planning Cycle begins in fall for the following fiscal year. A systemwide enrollment level is indicated each year in the Board of Trustees’ Support Budget. Enrollment targets for each campus are jointly determined by the chancellor and campus presidents, which forms the primary factor used to distribute new resources.

Resident Enrollment (State-supported)

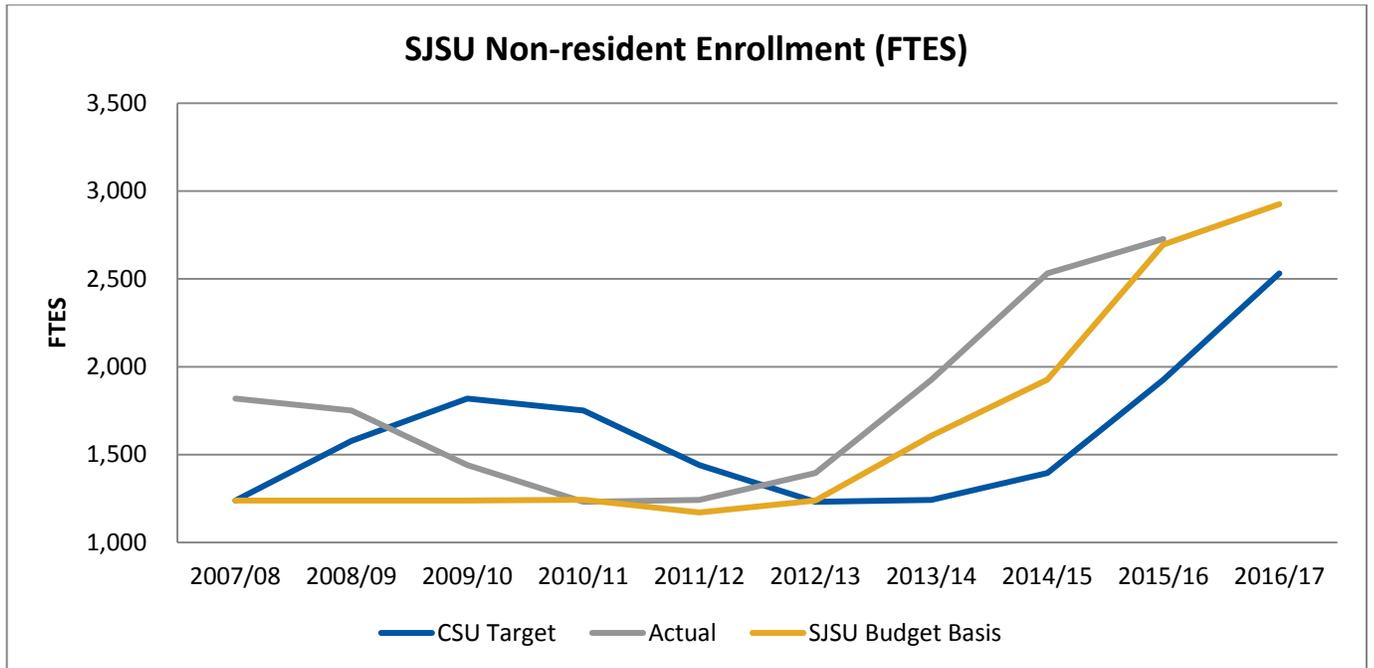
At SJSU, resident student enrollment has fluctuated over the years as the state budget has experienced periods of boom and bust. As the chart below shows, SJSU’s enrollment allocation (“target”) was essentially flat between 2006/07 and 2009/10 at about 22,460 FTES. In response to deep budget reductions made too late in 2009/10 to implement, the CSU reduced enrollment targets in 2010/11 by 9.5%, which reduced SJSU’s target from 22,460 to 20,027. Since 2010/11, SJSU’s resident enrollment has consistently exceeded the target set by CSU, and the campus is classified as impacted in all undergraduate programs. In 2016/17, SJSU’s resident FTES target grew by 306 FTES to a total of 22,507, which included the late allocation of 200 FTES from the prior year. Meanwhile, enrollment in FTES is expected to exceed the CSU target by about 4.8% to pursue campus Average Unit Load (AUL) goals as part of our pillars of student success. Funding from this surplus enrollment will support expanded course sections as a critical element of the campus plan to increase student AUL.

Part of the initiative to increase AUL involves maintaining a flat student headcount while allocating more FTES resources to expand and open course sections to help students take more courses and thus improve their time to degree. This results in a loss of potential future revenue from taking in additional students, while also adding costs to offer more courses to the students we already have. The approximate financial impact of each 0.10 increase to AUL is approximately \$1 million. For 2015/16 the university has endeavored to increase AUL from 11.94 to 12.32.



Non-Resident Enrollment (Self-supported)

While the CSU Support Budget includes projections for both resident and non-resident FTES, the State funds only resident FTES. Non-resident FTES are self-supported through Tuition Fee and Non-resident Fee revenues, and the campuses have authority to set their own targets within a reasonable range. As the chart below shows, non-resident enrollment is recovering from a large reduction in 2010/11, when the campus curtailed graduate admissions. Expanding non-resident enrollment is a high priority for SJSU, and heightened recruitment efforts are beginning to show results. In 2016/17, SJSU expects non-resident enrollment to continue its upward trajectory as SJSU continues its stead transformation into a truly global campus community.



SJSU Overall Enrollment Summary

| | 2009/10 | 2010/11 | 2011/12 | 2012/13 | 2013/14 | 2014/15 | 2015/16 | 2016/17 |
|--------------------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|
| Target FTES | | | | | | | | |
| Resident | 22,460 | 21,145 | 21,045 | 21,045 | 21,298 | 21,728 | 22,001 | 22,507 |
| Non-Resident | 1,239 | 1,239 | 1,171 | 1,239 | 1,607 | 1,927 | 2,400 | 2,650 |
| <i>Total Target FTES</i> | <u>23,699</u> | <u>22,384</u> | <u>22,216</u> | <u>22,284</u> | <u>22,905</u> | <u>22,905</u> | <u>24,601</u> | <u>25,157</u> |
| Actual FTES | | | | | | | | |
| Resident | 24,991 | 21,927 | 20,881 | 22,318 | 22,023 | 22,788 | 22,710 | |
| Non-Resident | 1,751 | 1,441 | 1,231 | 1,241 | 1,395 | 2,532 | 2,727 | |
| <i>Total Actual FTES</i> | <u>26,742</u> | <u>23,368</u> | <u>22,112</u> | <u>23,559</u> | <u>23,418</u> | <u>25,320</u> | <u>25,437</u> | |

STUDENT FEES

Mandatory Fee Table

The table on the following page documents changes in student mandatory fees from 2006/07 to 2016/17. "Mandatory Student Fees" are defined as those fees required from an individual in order to attend San José State University. Mandatory fees can be system-wide or campus specific. For example, the Tuition Fee, set by the CSU Trustees is a mandatory, system-wide fee. Other mandatory student fees such as Associated Student, Health Facilities, Health Services, etc., are determined by individual CSU campuses. For the current year, mandatory fees were adjusted 2% in accordance with the inflationary factor of the Higher Education Price Index (HEPI).

Voluntary Student Representation Fee

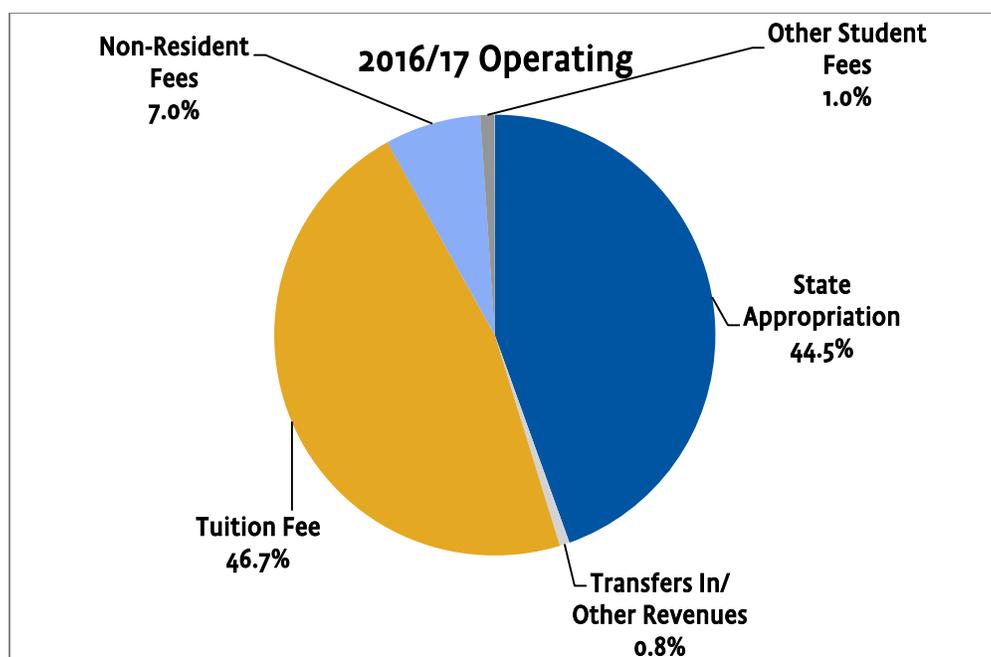
After a lengthy consultation process throughout the CSU a new voluntary fee for the California State Student Association (CSSA) known as the "Student Involvement and Representation Fee" (SIRF) was implemented in 2015/16. This fee is assessed at a rate of \$2 in the fall and spring terms and students may voluntarily "opt-out." For more information on this fee, please visit: <http://as.sjsu.edu/asgov/index.jsp?val=studentfees#SIRF>

Student Fee Review

All student fees are required to follow a rigorous review process as outlined in CSU Executive Order 1102 prior to their establishment and/or adjustment. The full text of [E.O. 1102](#) may be found on-line. While review of student fee proposals includes a wide range of consultation, the Campus Fee Advisory Committee (CFAC) at SJSU reviews and makes recommendations to the president for all Category II and III student fee proposals. This committee is composed of a majority of student representatives and individuals from each campus division. Category IV and V fees are non-mandatory fees that are recommended by the campus chief financial officer in consultation with requesting divisions and approved by the president. For more information on the campus fee program visit the [Campus Fee Program](#) website.

State General Fund Appropriations and CSU Operating Fund Revenues

Mandatory student fees are an important part of the financial well-being of the University, but like most CSU campuses, SJSU relies heavily on state support for funding (44.5%). Tuition fees are the university's largest student fee revenue source (46.7%) and tuition fees from non-resident students is the second largest source of student fee revenue (7%).



SJSU Academic Year Mandatory Student Fees
2006/07 to 2016/17

| Fiscal Year | Tuition Fee | | | | | | | NRT | Campus Mandatory Fees | | | | | | | | |
|------------------------------------|---------------------------|----------------------|--------------------------------|----------------------|-------------------------------|----------------------|---------------------|--------|-----------------------|--|-----------------|-----|----------|---------------------|---------------|--|-------------------|
| | Undergraduate Tuition Fee | | Graduate Students' Tuition Fee | | | | | | Per Unit | (Annual fees that must be paid to apply to, enroll in, or attend SJSU) | | | | | | | |
| | | | Non-Teacher Credential | | Teacher Credential Candidates | | Education Doctorate | | | Health Facilities | Health Services | IRA | Document | Associated Students | Student Union | Student Success, Excellence & Tech Fee | Total Campus Fees |
| | Up to 6 Units | 6.1 Units or Greater | Up to 6 Units | 6.1 Units or Greater | Up to 6 Units | 6.1 Units or Greater | Fall/Spring | | | | | | | | | | |
| 2016/17 | \$3,174 | \$ 5,472 | \$3,906 | \$ 6,738 | \$3,684 | \$ 6,348 | \$ 11,118 | \$ 372 | | 118 | 290 | - | 31 | 182 | 704 | 620 | \$ 1,945 |
| <i>increase from previous year</i> | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | n/a | 0.0% | | | | | | | | 2.0% | |
| 2015/16 | \$3,174 | \$ 5,472 | \$3,906 | \$ 6,738 | \$3,684 | \$ 6,348 | \$ 11,118 | \$ 372 | 116 | 284 | - | 30 | 178 | 690 | 608 | \$ 1,906 | |
| <i>increase from previous year</i> | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | n/a | 0.0% | | | | | | | | 3.0% | |
| 2014/15 | \$3,174 | \$ 5,472 | \$3,906 | \$ 6,738 | \$3,684 | \$ 6,348 | \$ 11,118 | \$ 372 | 113 | 276 | - | 30 | 172 | 670 | 590 | \$ 1,851 | |
| <i>increase from previous year</i> | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | n/a | 0.0% | | | | | | | | -1.1% | |
| 2013/14 | \$3,174 | \$ 5,472 | \$3,906 | \$ 6,738 | \$3,684 | \$ 6,348 | \$ 11,118 | \$ 372 | 111 | 272 | - | 30 | 169 | 659 | 630 | \$ 1,871 | |
| <i>increase from previous year</i> | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | n/a | 0.0% | | | | | | | | 12.9% | |
| 2012/13 | \$3,174 | \$ 5,472 | \$3,906 | \$ 6,738 | \$3,684 | \$ 6,348 | \$ 11,118 | \$ 372 | 109 | 253 | - | 30 | 147 | 648 | 470 | \$ 1,657 | |
| <i>increase from previous year</i> | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | n/a | 0.0% | | | | | | | | 21.1% | |
| 2011/12 | \$3,174 | \$ 5,472 | \$3,906 | \$ 6,738 | \$3,684 | \$ 6,348 | \$ 11,118 | \$ 372 | 106 | 219 | 234 | 30 | 147 | 632 | | \$ 1,368 | |
| <i>increase from previous year</i> | 26.3% | 26.2% | 26.0% | 26.1% | 26.2% | 26.2% | n/a | 0.0% | | | | | | | | 20.0% | |
| 2010/11 | 2,514 | 4,335 | 3,099 | 5,343 | 2,919 | 5,031 | \$ 11,118 | \$ 372 | 86 | 187 | 198 | 30 | 147 | 492 | | \$ 1,140 | |
| <i>increase from previous year</i> | 7.7% | 7.7% | 7.6% | 7.7% | 7.6% | 7.6% | n/a | 0.0% | | | | | | | | 10.9% | |
| 2009/10 | 2,334 | 4,026 | 2,880 | 4,962 | 2,712 | 4,674 | \$ 11,118 | \$ 372 | 66 | 155 | 198 | 30 | 147 | 432 | | \$ 1,028 | |
| <i>increase from previous year</i> | 31.9% | 32.1% | 32.2% | 32.1% | 32.2% | 32.0% | n/a | 9.7% | | | | | | | | 8.9% | |
| 2008/09 | 1,770 | 3,048 | 2,178 | 3,756 | 2,052 | 3,540 | \$ 11,118 | \$ 339 | 46 | 151 | 198 | 30 | 147 | 372 | | \$ 944 | |
| <i>increase from previous year</i> | 10.1% | 10.0% | 10.0% | 10.0% | 10.0% | 10.1% | n/a | | | | | | | | | 9.8% | |
| 2007/08 | 1,608 | 2,772 | 1,980 | 3,414 | 1,866 | 3,216 | \$ 11,118 | | 26 | 147 | 198 | 30 | 147 | 312 | | 860 | |
| <i>increase from previous year</i> | 9.8% | 10.0% | 10.0% | 10.1% | 9.9% | 10.1% | n/a | | | | | | | | | 10.8% | |
| 2006/07 | 1,464 | 2,520 | 1,800 | 3,102 | 1,698 | 2,922 | \$ 11,118 | | 6 | 143 | 198 | 30 | 147 | 252 | | 776 | |

GLOSSARY

BUDGET/FINANCE RELATED TERMS

Academic Year: Refers to the time period beginning with the Fall Semester and ending with the Spring Semester.

Annualized FTES: Fall FTES added to Spring FTES divided by two plus ½ Summer FTES. Equivalent to College Year FTES.

Average Unit Load (AUL): This number is an indicator of average course load for students. While a Full Time Equivalent student is considered any student with a unit load of 6.1 or greater, the financial implications of a student taking 6.1 units versus 15 is significant. The greater the AUL on campus, the more likely a student is to be on track to graduate within CSU targeted graduation dates.

Backfill: An increase in resources to fill a void resulting from management decisions. For SJSU budget application, it refers to restoring funding losses due to state Legislative, CSU systemwide, or central SJSU managerial decisions. For example, a reduction in the Tuition Fee results in a projected revenue shortfall to the campus. Additional State support to compensate for the revenue shortage would be referred to as the *fee reduction backfill*.

Base Budget: Permanent operating budget given to a unit to continuously carry out the basic, ongoing SJSU mission from one fiscal year to another.

Benefits: Commonly known as *staff* or *employee* benefits, i.e.: Social Security (OASDI), retirement (PERS), health coverage, dental coverage, vision, etc. The benefits available to an individual are dependent upon the negotiated contract of each employee's collective bargaining unit.

Cal Grant: California offers grant assistance to resident undergraduate students who meet specific eligibility requirements. Grants do not need to be repaid.

California Dream Loan: The CA Dream Loan is a subsidized loan program for undergraduate students with a valid CA Dream Act application and valid AB540 affidavit or "U" Visa on file with San Jose State University.

Campus Revenue Funds: Funds generated by campus entities that provide a service to students, faculty, or staff that charge a fee that is directly related to, although not necessarily equal to, the cost of the service. Campus Revenue Funds are managed as self-supporting activities. Examples include IES, University Housing, Intercollegiate Athletics, Lottery, Parking and Student Health.

Capital Projects/Capital Outlay Program: The erection, construction, alteration, painting, repair, improvement of any structure, building, road, or other improvement of the grounds or facilities of any kind, including campus utility systems. Capital projects may be subdivided into a variety of categories based on the size of the project in dollars or the source of funds. Refer to Major Capital Outlay and Minor Capital Outlay.

College of International and Extended Studies (CIES): Also known within the CSU as *Continuing Education*, CIES offers both matriculated and non-matriculated courses through Special Session, Open University, Winter Session, International Programs and Services, and Professional Development.

College Year: A 12-month period beginning with the Summer semester and followed by the Fall and Spring semesters.

Common Management Systems (CMS): CSU's implementation of a shared suite of Oracle/PeopleSoft application software, operated at a shared service center.

Continuing Education: Refer to College of International & Extended Studies.

Deferred Maintenance: Funding allocated for specific campus projects that are designed to continue the useful lifespan of a facility. Examples include repainting an exterior of a facility, re-roofing, electrical repairs, plumbing repairs, and road repairs.

Discretionary Funding: Campus funding that is not mandated for a specific use. However, funding, even if designated for a specific purpose, could be designated a university resource available for allocation by the campus President.

Donor Directed Scholarships: Scholarship funding originating from off campus sources and designated for specific students by the funding agency.

Educational Opportunity Program (EOP): Provides grants, counseling and tutorial services to low-income and educationally disadvantaged undergraduate students. Recipients must be California residents who are admitted through the Educational Opportunity Program.

Executive Order (EO): Official memo issued by the CSU Chancellor's Office to campus presidents outlining their authority to take action on their campuses.

Federal Direct Student (DL) Loan Program: Four loan programs supported by the federal government that provide students and parents financial assistance. Stafford Subsidized is available to students with demonstrated financial need. Subsidized loans are interest-deferred while the student is a half-time student in good academic standing. Stafford Unsubsidized loans are available to eligible students; however interest is accrued once the loan is disbursed. The Federal Parent Loan for Undergraduate Students (PLUS) program is available to parents or guardians who need assistance with the family contribution portion of a financial aid award. Interest on a PLUS loan accrues immediately and repayment begins within 60 days of the last disbursement. The Graduate PLUS is available to students pursuing a graduate level degree. Terms and interest are similar to the PLUS Loan.

Federal PELL Grants: Federal Pell Grants, named after Senator Claiborne Pell, do not have to be repaid and are based on financial need. They are awarded to qualified undergraduate students and students in credential programs.

Federal Perkins Loans: Federal Perkins Loans are Federal-supported low-interest loans for undergraduate and graduate students who have demonstrated a high financial need.

Federal SEOG: Federal Supplemental Educational Opportunity Grant provides grant assistance for undergraduates with the greatest financial need. This grant is a supplement to the above Pell Grant and is very limited.

Federal Work Study: Federal Funds are allocated to the campus for the purpose of hiring students with qualifying financial need. The Federal Work Study Funds cover a percent of the student's salary; the hiring campus department then "matches" the Federal Funds with a smaller percent. Typically it is a 70/30 or 75/25 split for matching funds.

Financial Aid Programs: The following types of financial aid are available from federal, state and private funding sources to assist students in meeting their educational costs. Some financial aid awards are based on financial need, scholastic achievement, and/or pre-determined attributes. Financial Aid awards at SJSU may include the following:

Fiscal Year: For the State of California, and therefore the CSU and SJSU, the fiscal year begins on July 1 and ends on June 30.

Foundation: See Research Foundation, Spartan Foundation and/or Tower Foundation.

Fund: Per Executive Order 1000, a "Fund" is defined as a fiscal and accounting entity with a self-balancing set of accounts recording cash and other financial resources, all related liabilities, and residual equities or balances, and changes therein, which are segregated for the purpose of carrying on specific activities or attaining certain objectives.

General Fund: Also known as State Appropriation. Expenditure authority from the State based upon its collected and/or estimated collection of revenues. On an annual basis, a portion of the State of California General Fund revenues is identified by the governor for use by the CSU system. The Office of the Chancellor then redistributes CSU's appropriation funding to the 23 CSU campuses along with an estimate of the student fee revenues each campus is expected to collect based upon their projected student enrollment.

Graduate Business Professional Grant (GBPG): Provides grants to eligible graduate California residents enrolled in the state-supported professional master of business degree programs (MS Accountancy and MBA Master of Business Administration) and were charged the mandatory Graduate Business Professional Fee.

Graduate Equity Fellowship (GEF): The fellowship is awarded to eligible graduate California residents who meet the program criteria as established through Graduate Studies and Research.

Head count: an inventory of Staff, Faculty or Students in a group taken by counting individuals.

Higher Education Compact: An agreement made between the Governor and the CSU/UC regarding future funding increments. Originated in 1995 under Pete Wilson and used intermittently, typically in good budget years.

Integrated Postsecondary Education Data System (IPEDS): A system of interrelated surveys issued by the National Center for Educational Statistics designed to collect data from all primary providers of postsecondary education. The goal is to provide institutional-level data on all postsecondary education providers in broad areas such as enrollment, program completion, faculty, staff, and finances.

Kuhlman Loan: The institutional loan program provides awards to eligible students who must be upper-class, Credential or Graduate with a minimum of 3.0 G.P.A.

Labor Cost Distribution: An Oracle/PeopleSoft process that distributes payroll expenditures made in the Human Resources system to designated funding sources in the Finance system. Reports can then be generated that provide employee compensation data, including the chartfield string where this data is posted in PeopleSoft Finance as expenses.

Lottery Fund: A portion of the California State Lottery proceeds is directed to the CSU and is then distributed by the Chancellor's Office to campuses.

Major Capital Outlay: Construction project where the estimated total project cost for all phases, including design and construction, is over \$600,000. State site acquisition projects, regardless of cost, are funded in major capital outlay.

Marginal Cost (of Instruction): A negotiated funding standard used to quantify the incremental cost of adding one new full-time equivalent student at CSU.

Middle Class Scholarship (MCS): The scholarship is available to undergraduate and credential students with family incomes up to \$156,000. The award amount is based on the number of students' eligible statewide and funding allocated by the state budget. Awards are determined by the California Student Aid Commission.

Minor Capital Outlay: Construction project where the estimated total project cost is below \$656,000 for all phases, including design and construction.

Non-resident Fee: Fee paid by domestic and international non-resident students. The fee is assessed on a per-unit basis.

One-Time Funding: Funds allocated on a one time basis, often for a designated project or use. Funds may be allocated in subsequent fiscal years but the funds are not intended to become a permanent addition to the recipient's base budget.

Operating Fund: The Operating Fund became the University's principal operating fund in 2006/07. It consists of the State Appropriation, as allocated from the Chancellor's Office, University Fees, and other student fees.

Oracle/PeopleSoft: The CSU System's choice of enterprise resource planning software. Refer also to Common Management Systems.

Research Foundation: San José State University Research Foundation provides expertise and business infrastructure necessary to conduct San José State University research, community partnerships and education related initiatives.

Revenue Funds: Self supporting funds that generate their own revenue independent of the State's appropriation to the campus. These funds operate under the direct supervision of the campus Vice Presidents. Examples are Student Health Services, Continuing Education, University Housing, and Parking operations.

Revenue Management Program (RMP): A strategic plan implemented by the Chancellor's Office to create operating efficiencies throughout the 23 campuses of the CSU System. Changes to financial policies and procedures first occurred in fiscal year 2006/07. The first and foremost change was to deposit student fees into a CSU trust account rather than into the State Treasury.

Shortfall: When a historic funding level is identified as insufficient to cover projected expenditures.

Spartan Foundation: Fundraising arm of the Division of Intercollegiate Athletics that is specifically responsible for student athlete scholarships. The Foundation consists of an executive board and board of directors that are responsible for recruiting volunteers and soliciting gifts during the annual fund drive.

State Administrative Manual: Outlines State of California policies and procedures which govern administrative processes.

State University Grant (SUG): A grant program that provides need-based awards to cover a portion of the Tuition Fee for eligible undergraduate and graduate California residents who have an expected family contribution of \$5,000 or less. The original grant from the state was \$33.8 million. As tuition fee revenue has increased the increase to awards has necessitated a change in nomenclature, and grant is now also referred to as a "Tuition Fee Discount".

Support Budget: Operating Fund base budget plus any one-time funding for a given fiscal year.

Teacher Education Assistance for College and Higher Education (TEACH) Grant: Provides grants to eligible students enrolled in teacher credential and graduate education programs who intend to teach in public or private elementary, or secondary schools that serve students from low-income families.

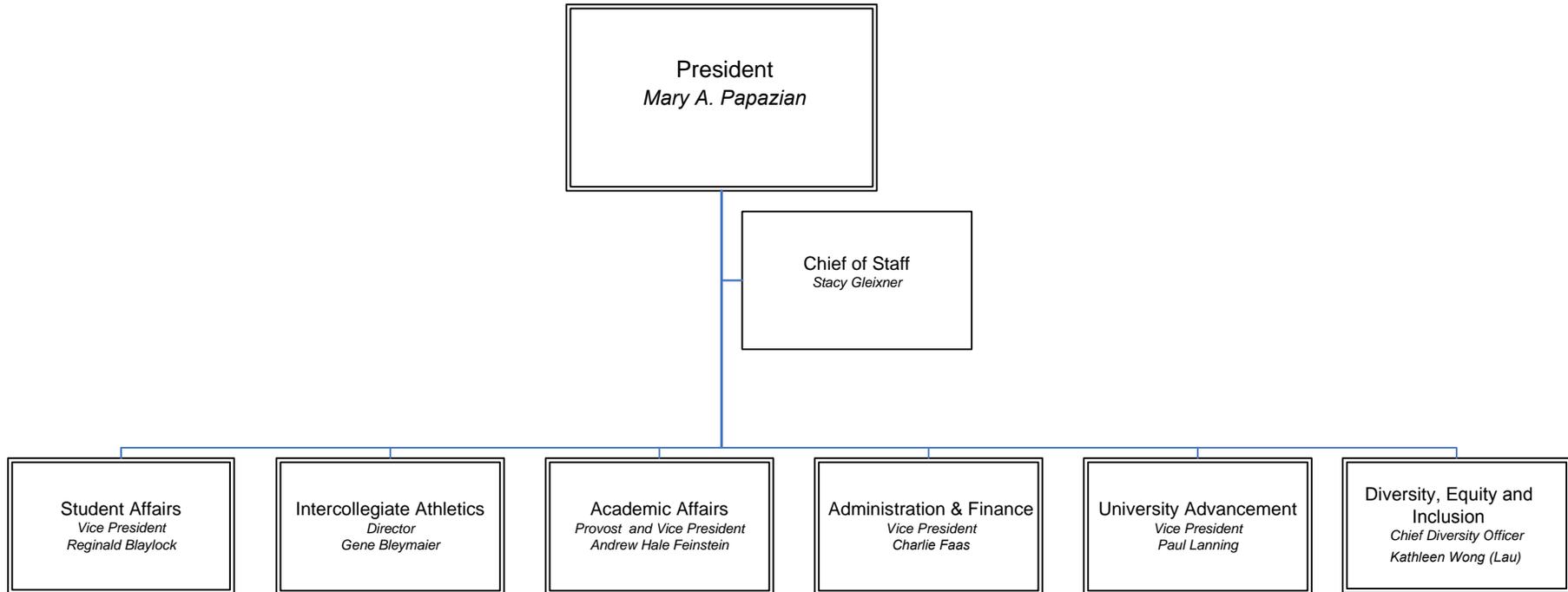
Tower Foundation: The Tower Foundation is SJSU's auxiliary organization dedicated solely to philanthropy. Its primary mission is to build bridges with alumni and friends by improving services, stewardship and donor support. The Foundation encourages private gifts, trusts, and bequests for the benefit of San José State and manages the university's endowment to achieve maximum returns.

Tuition Fee: In November 2010, the Board of Trustees voted to rename the State University Fee (SUF) the Tuition Fee. All students, resident and non-resident, pay the Tuition Fee.

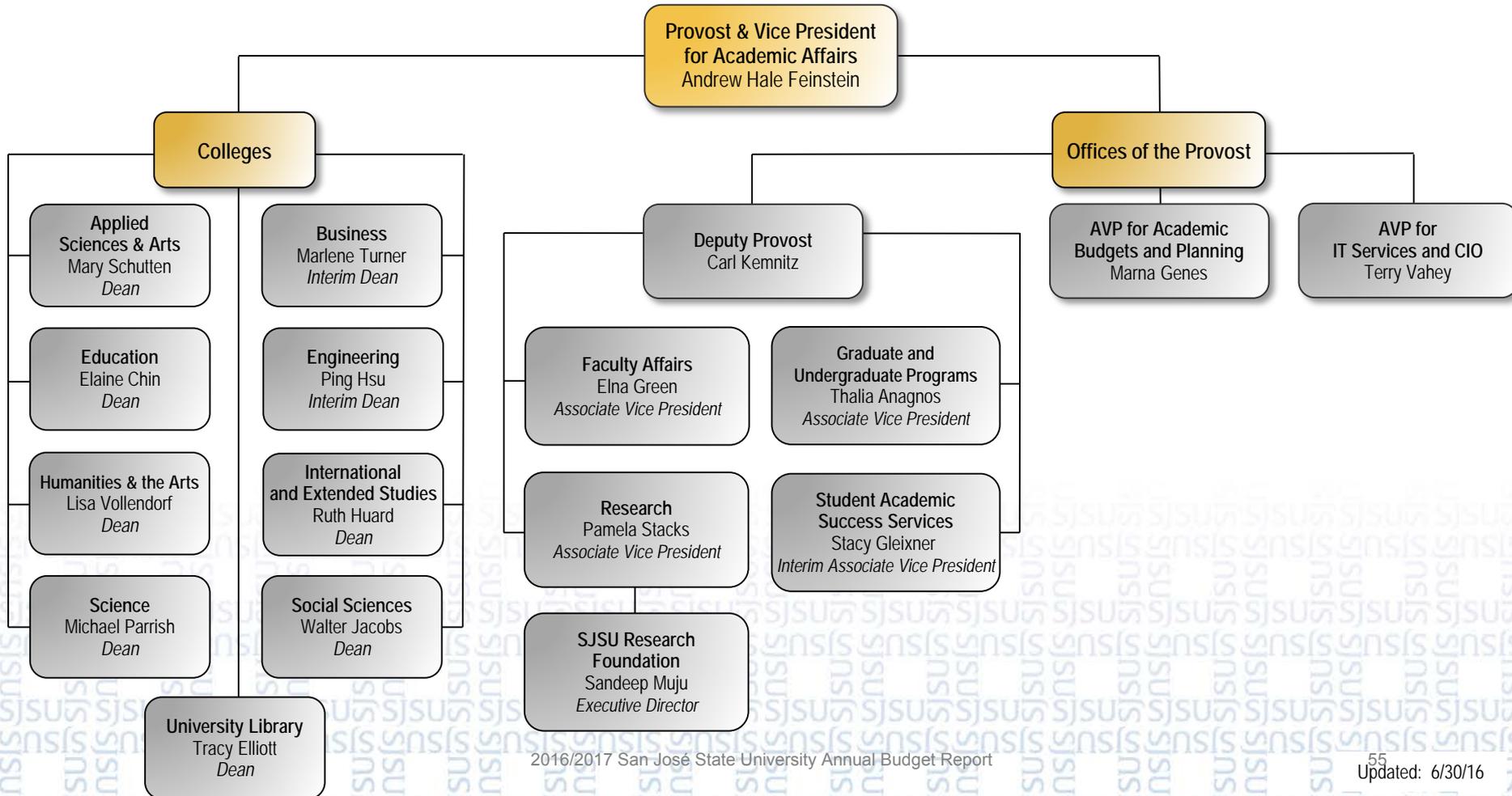
Tuition Fee Discount: State University Grant (SUG).

University Wide Resources: Resources essential to the operation of the campus and independent from any particular division's core activities. Examples include utilities, risk pool premiums, and CMS.

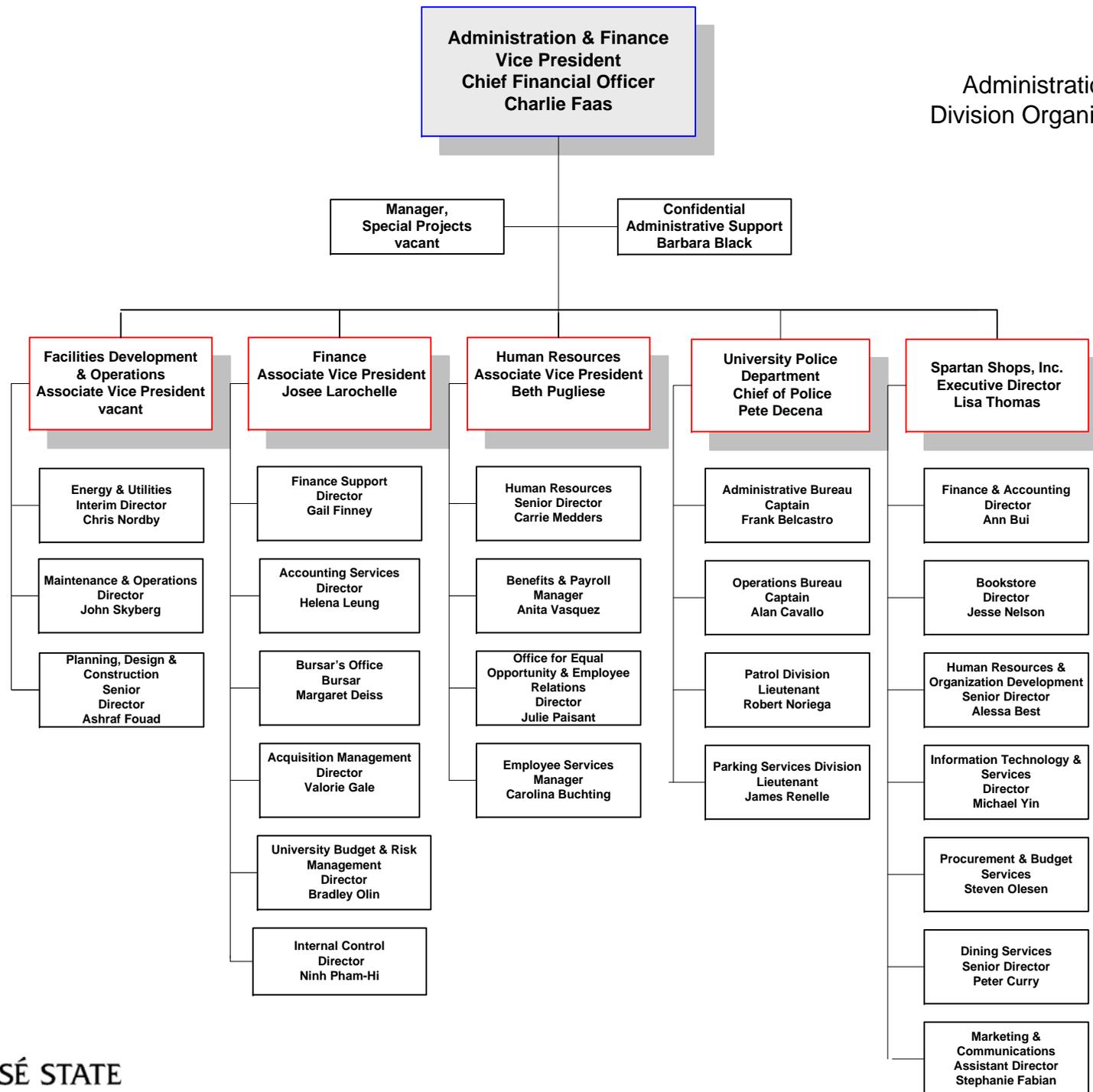
President's Office
Organizational Chart



ORGANIZATIONAL STRUCTURE



Administration & Finance Division Organizational Chart





**Director of Athletics
Gene Bleymaier**

Administrative Assistant
to Athletic Director
& HR Relations
Linda Ozaki

**Deputy Director
Internal Operations
Marie Tuite**

Administrative
Assistant
Mary Kay Skaran

**Deputy Director
External Operations
John Poch**

SWA/Sr Associate
AD Student Services
Eileen Daley

Associate AD
Compliance
TBH

Sr. Associate AD
Business
Mike Waller

Sr. Associate AD
External Operations
Blake Sasaki

Dir. Sports
Medicine
Scott Shaw

Athletic Dir.
Media Relations
Lawrence Fan

Director of
Compliance
WendTBH

Director of
Compliance
Nick Sterkel

Compliance
Coordinator
TBH

Assist. AD – Bus.
Facility & Events
Matt Miller

Assist. AD for
Mktg & Media
Mike Beaubien

Assist. Athletic
Dir. Ticket Ops.
Darren Coelho

Assistant AD
Spartan Found
Mike Chisholm

Events
Coordinator
Kelvin Lam

Director of
Development
Willie McHargue

Football
Ron
Caragher

Women's
Golf
J Dormann

Men's
Basketball
Dave Wojcik

Women's
Basketball
J Craighead

Track & Field
Brad Wick

Tennis
Chad Skorupka

Swim/Dive
Sage Hopkins

Volleyball
Jolene
Shephardson

Beach
Volleyball
A Shephardson

Softball
Peter Turner

Gymnastics
Wayne Wright

Baseball
Jason Hawkins

Women's
Soccer
Lauren Hanson

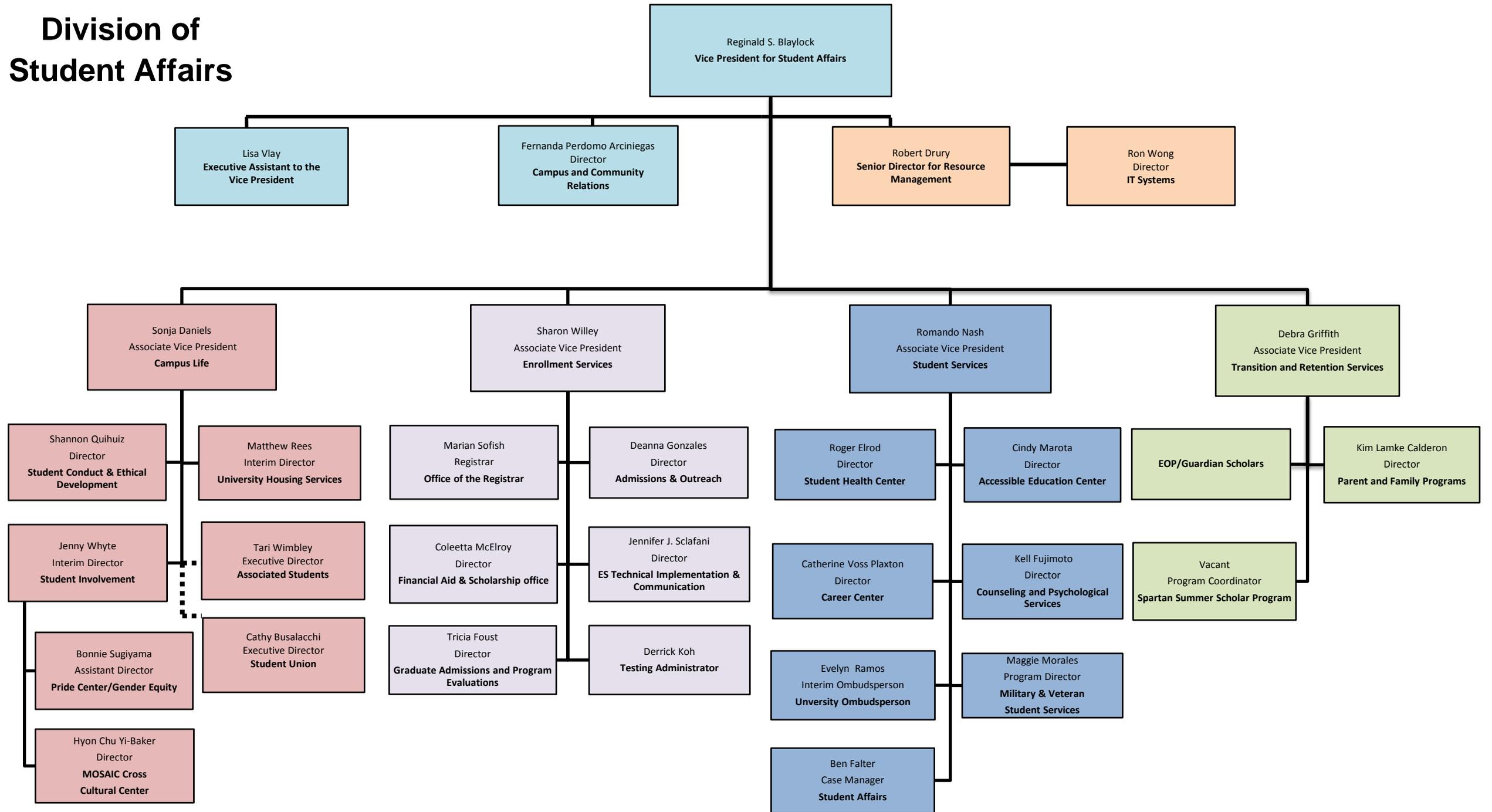
Men's
Soccer
Simon Tobin

Men's
Golf
John Kennaday

Men's
Water Polo
Bruce Watson

Women's
Water Polo
Gabor Sarusi

Division of Student Affairs



Paul Lanning
Vice President
CEO, Tower Foundation

Julie Jimenez
Director
Administrative Services

Aracelis Velazquez Rivera
Administrative Assistant

Candice Piper
Executive Assistant
to the VP

Brian Bates
Associate Vice President
Alumni Engagement and Annual Giving
Executive Director of Alumni Association

April Cole
Associate Director
Student Programs and
Alumni Networks

Valerie Gonzales
Assistant Director
Alumni Relations

Christy Poole
Membership and Financial
Coordinator

Clifton Gold
Events and
Outreach Coordinator

Lauren Avina
Event Planner

Vacant
Event Planner

Melissa Ferguson
Administrative Assistant
to the AVP

Nancy Stewart
Director
Annual Giving and
Special Gifts

Daan Giron
Director
Leadership Annual Giving

Vacant
Leadership Annual Giving
Officer

Carolyn Canete
Annual Giving Manager

Jason Brown
Annual Giving Officer

Student Call Center

Elinor Tappé
Associate Vice President
Development

Brad Vartan
Sr. Director of Development
College of Business

Sabra Diridon
Sr. Director of Development
Campaign Priorities

Betty Tseng
Sr. Director of Development
College of Education and
College of Social Sciences

Vacant
Sr. Director of Development
College of Engineering

Sonia Wright
Director of Development
College of Applied
Sciences and Arts

Khaatim Boyd
Director of Development
Athletics

Tim Rice
Director of Development
Athletics

Matthew Taylor Siegel
Director of Development
Humanities and
the Arts

Michael Donohue
Director of Development
College of Science

Emily Lane
Director of Development
Student Success Programs

Vacant
Director of Development
Library

Claudia Tercero
Administrative Assistant to
the AVP

Kathy Phelan
Executive Director of
Principal Gifts

Randy Balogh
Director
Planned Giving

Vacant
Planned Giving Officer

Diane Satriano
Director
Corporate and Foundation
Relations

Paul McNamara
Corporate and
Foundation Relations Officer

Michelle Smith
Corporate and
Foundation Relations Officer

Eric Bonesteel
Corporate and
Foundation Relations Officer

Barry Shiller
Associate Vice President
Strategic Communications and
Public Affairs

Jody Ulate
Director
Marketing
Communications

Roman Goshev
Production Manager

Vacant
Advancement Writer

Michelle Frey
Sr. Graphic Designer and
Art Director

Peter Carvalho
Graphic Designer

Eddie Wagner
Web Communications
Strategist

Christina Olivas
Web Designer

Felicia McKee
Administrative Assistant to
the AVP

Pat Harris
Media Relations Director

Robin McElhatton
Media Relations Specialist

Melissa Anderson
Executive
Communications
Specialist

Beth Colbert
Associate Vice President
Advancement and Campaign Operations

Amanda Struer
Director
Development Research

Kathy Richmond
Development
Research Analyst

Veronica Murphy
Stewardship Director

Rigo Vargas
Computer Systems
Consultant

Leonor Cheong
Database Administrator

Madhavi Desai
Programmer Analyst

Daniel Tompos
Information Technology
Assistant

Pat Thompson
Administrative Assistant
to the AVP

Maria Ramirez
Advancement Services
Manager

Shawna Terry
Gift Analyst

Roya Omid
Gift Analyst

Mariah Ortiz
Gift Analyst

Leslie Rohn
Chief Operating Officer
Tower Foundation

Christina Tan-Aoyagi
Controller

Cindy Nimrud
Accounting Supervisor

My Tran
Accountant

Tracie Vo
Accounting Associate

Leah Barrington
Administrative Assistant to
the COO

Judy Kass
Director
Tower Foundation
Human Resources

Maria Blake
Director
Grant Administration

Lani Eyherabide
Senior Endowment
Accountant