



# Budget Report

FISCAL YEAR  
2017/18

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September 29, 2017

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

One Washington Square  
San José, California 95192-  
0006  
Voice: 408-924-1500  
Fax: 408-924-1515

[sjsu.edu/adminfinance](http://sjsu.edu/adminfinance)

**TO:** Campus Community  
**FROM:** Charlie Faas, Vice President for Administration & Finance/CFO  
**SUBJECT: 2017/18 ANNUAL BUDGET REPORT**

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Purpose/Use of this Document

This document is a presentation of San José State University's (SJSU's) operating budget plan for 2017/18. 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 SJSU 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 2017/18 marks the fifth year of sustained increases towards higher levels of funding for education from the State. This year, the final State Budget increased the ongoing appropriation for the CSU by approximately \$177.2 million. While the amount is greater than the earlier proposals, the appropriation fell short of the CSU Board of Trustees budget request by approximately \$166.5 million. As a result, the tuition increase adopted by the CSU Board of Trustees in March 2017 remains in effect for the 2017 fall term.

SJSU Campus Priorities

Student Success and the pursuit of improving graduation rates and closing achievement gaps remain a priority of the campus for 2017/18, with ongoing base and one-time funds distributed across the University in support of these efforts. SJSU is also committing resources towards maintaining and repairing existing buildings to improve the safety, comfort and needs of our community, as well as expanding and enhancing the campus footprint with facility improvements and new spaces.

This year, funding will also be designated towards supplementing the safety and security of our campus, along with funding towards strategic planning and preparing for a philanthropic campaign that will attract the support needed for SJSU to reach its greatest potential. Further details on this budget plan and priorities are contained within.

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Sacramento, San Bernardino, San  
Diego, San Francisco, San Jose, San  
Luis Obispo, San Marcos, Sonoma,  
Stanislaus

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Photo by Neal Waters



Photo by David Schmitz



Photo by Bruce Cramer

# 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

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|     |     |     |     |     |     |     |     |     |     |     |     |
|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|
| AUG | SEP | OCT | NOV | DEC | JAN | FEB | MAR | APR | MAY | JUN | JUL |
|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|

**State / Legislature**

|  |  |  |  |  |                       |  |                             |  |                     |                      |  |
|--|--|--|--|--|-----------------------|--|-----------------------------|--|---------------------|----------------------|--|
|  |  |  |  |  | Gov's Proposed Budget |  | Legislative Budget Hearings |  |                     |                      |  |
|  |  |  |  |  |                       |  |                             |  | May Revision Budget | Final Enacted Budget |  |

**CSU Chancellor / Board of Trustees**

|   |  |  |                        |  |  |  |  |  |  |                                  |  |
|---|--|--|------------------------|--|--|--|--|--|--|----------------------------------|--|
| Support Budget Planning, Enrollment Targets Finalized |  |  |                        |  |  |  |  |  |  |                                  |  |
|   |  |  | Support Budget Adopted |  |  | Preliminary Allocation Memo (B-Letter) |  |  |  | Final Allocation Memo (B-Letter) |  |

**San Jose State University**

|                    |                               |                   |                                     |  |                               |                           |                         |                                      |  |             |
|--------------------|-------------------------------|-------------------|-------------------------------------|--|-------------------------------|---------------------------|-------------------------|--------------------------------------|--|-------------|
| Fall Classes Begin |                               | Fall Applications | Fall Students Accepted              |  |                               |                           |                         | Fall Enroll Intent                   |  |             |
|                    |                               |                   |                                     |  |                               | Cont. Students Begin Reg. | New Students Begin Reg. |                                      |  |             |
|                    | Annual Budget Report Prepared |                   |                                     |  | Division New Funding Requests |                           | Business Plans Due      | Business Plans Reviewed and Approved |  |             |
|                    |                               | Enrollment Plan   | President's Cabinet Budget Planning |  |                               |                           |                         | Base Budget Roll                     |  | Budget Adjs |

**BUDGET CALENDAR**

## HIGHLIGHTS AND FACTS: 2017/18 OPERATING FUND BUDGET

In June 2017, Governor Brown signed and enacted the 2017/18 California State Budget, appropriating general funds of \$3.4 billion towards the California State University. This allocation extends the practice of providing annual budget increases for the CSU into a fifth year and is generally consistent with Governor Brown's multi-year funding plan first established in 2013/14.

The governor and state legislature approved a base (ongoing) increase of \$177.2 million to the CSU's annual Support Budget. With the incremental base funding, CSU has funded enrollment growth for 2,487 full-time equivalent students (FTES) systemwide, Graduation Initiative 2025 (student success), State University Grants (SUG), the CSU's institutional financial aid program for low-income students, as well as employee compensation, benefit obligations, and other mandatory costs. While the approved budget is greater than the earlier proposals from the Governor and the Assembly, the budget is less than the CSU's budget request of \$343.7 million. As a result, the tuition increase adopted by the CSU Board of Trustees in March 2017 remains in effect for the 2017 fall term.

San Jose State University expects a total general fund appropriation of \$157.2 million and approximately \$200 million in tuition and fees. This represents an increase of 6.7% over the prior year's budget. Below is a summary of the CSU Trustees' final base support budget and San José State's base allocation.

|  | CSU                  | SJSU                |
|--|----------------------|---------------------|
| Enrollment Growth FTES   | 2,487                | 240                 |
| Enrollment Growth Funding  | \$26,483,000         | \$2,556,000         |
| Graduation Initiative 2025   | \$75,000,000         | \$3,527,000         |
| 2017/18 State University Grant Increase                              | \$39,561,000         | \$2,154,000         |
| Employee Compensation (Current Contracts)                            | \$141,098,000        | \$9,299,000         |
| Health and Dental  | \$3,341,000          | \$202,000           |
| Operations & Maintenance of New Facilities                           | \$776,000            | \$0                 |
| Other Mandatory Costs, Lease Rev. Bonds, Transportation Research     | \$27,750,000         | \$0                 |
| <b>Subtotal 2017/18 Base Allocations</b>                             | <b>\$314,009,000</b> | <b>\$17,738,000</b> |
| Prior Year Retirement Adjustment (2016/17)                           | \$36,833,000         | \$2,463,000         |
| <b>Total 2017/18 Base Allocations &amp; 2016/17 Base Adjustments</b> | <b>\$350,842,000</b> | <b>\$20,201,000</b> |

The CSU received an additional \$20 million in one-time funding in 2017/18 in support of various uses, of which SJSU will receive funding towards Graduation Initiative 2025. The supplemental one-time funding is broken down as follows:

|                                       | CSU                 | SJSU       |
|---------------------------------------|---------------------|------------|
| Graduation Initiative 2025            | \$12,500,000        | \$564,000  |
| CSU San Bernardino Palm Desert Campus | \$3,000,000         | \$0        |
| "Hunger Free Campuses" Initiative     | \$2,500,000         | TBD        |
| Equal Employment Opportunity Programs | \$2,000,000         | TBD        |
| <b>Total One-Time Allocations</b>     | <b>\$20,000,000</b> | <b>TBD</b> |

The table below shows the budgeted full-time equivalent students (FTES) for last year and this year. While headcounts remain flat, as student average unit load (AUL) increases, FTES increases.

|                   | 2016/17 Budget |         |        | 2017/18 Budget |         |        |
|-------------------|----------------|---------|--------|----------------|---------|--------|
|                   | Base           | Surplus | Total  | Base           | Surplus | Total  |
| Resident FTES     | 22,507         | 979     | 23,486 | 22,747         | 408     | 23,155 |
| Non-Resident FTES | 2,650          | 275     | 2,925  | 2,650          | 70      | 2,720  |
| Total FTES        | 25,157         | 1,254   | 26,411 | 25,397         | 478     | 25,875 |
| Total Headcount   | 28,992         | 2,157   | 31,149 | 31,023         | 584     | 31,607 |

### Campus Priorities

While the increase in appropriated base funds from the state largely covers mandatory costs, employee compensation, and benefits, as noted above, the increase in both base and one-time funds enable SJSU to continue to expand upon the aid and support available to students and the supporting community.

- Student Success continues to be the top priority of SJSU to achieve improved graduation rates. The college-based funding model commits both base and one-time funding to the colleges to meet enrollment demands and to provide resources to expand course sections. With the additional Graduation Initiative 2025 resources, campus can continue to invest in student success needs, committing on-going funds in support of those efforts.
- SJSU is also committing significant effort towards maintaining and repairing existing buildings to improve the safety, comfort and needs of our spaces. As shared last year, the planning and construction of a number of new spaces is also underway. Projects include the Interdisciplinary Science and Innovation Building, Student Recreation and Aquatic Center, a number of student athletics and recreation facilities on South Campus, and other campus spaces to enhance the learning, living, and working experiences of our community. Further enhancing the safety and security of our campus, SJSU is committing additional resources to the University Police Department.
- The campus will also be providing funding towards the strategic planning initiative “Inspire Our Journey” to collectively engage the broad community in developing campus initiatives for the next chapter of SJSU’s history. SJSU will commit funds towards preparing and launching a comprehensive philanthropic campaign to attract the private support necessary for SJSU to reach its fullest potential of success.

## Operating Fund Base Revenue Budget Comparison 2016/17 vs. 2017/18

|                              | 2016/17 Budget       | 2017/18 Budget       | Adjustment          | Percent Change |
|------------------------------|----------------------|----------------------|---------------------|----------------|
| <b>Operating Fund Budget</b> |                      |                      |                     |                |
| General Fund Appropriations  | \$149,010,282        | \$157,204,282        | \$8,194,000         | 5.5%           |
| Revenues (a)                 | \$185,748,115        | \$199,891,739        | \$14,143,624        | 7.6%           |
|                              | <b>\$334,758,397</b> | <b>\$357,096,021</b> | <b>\$22,337,624</b> | <b>6.7%</b>    |

|                                   |               |               |            |             |
|-----------------------------------|---------------|---------------|------------|-------------|
| <b>Budgeted FTES</b>              |               |               |            |             |
| CSU Resident FTES Allocation      | 22,507        | 22,747        | 240        | 1.1%        |
| Non-Resident FTES (campus target) | 2,650         | 2,650         | -          | 0.0%        |
|                                   | <b>25,157</b> | <b>25,397</b> | <b>240</b> | <b>1.0%</b> |

### Detail of Budget Adjustments between 2016/17 and 2017/18:

#### CSU Budget Adjustments

|                            |             |                     |
|----------------------------|-------------|---------------------|
| Compensation Adjustments   | \$9,299,000 |                     |
| Enrollment Growth          | \$2,556,000 |                     |
| Graduation Initiative 2025 | \$3,527,000 |                     |
| Mandatory Costs (b)        | \$202,000   |                     |
| Retirement Adjustment      | \$2,463,000 |                     |
| Student Aid                | \$2,154,000 |                     |
|                            | <hr/>       | <b>\$20,201,000</b> |

#### Campus Budget Adjustments (c)

|                                     |             |                                 |
|-------------------------------------|-------------|---------------------------------|
| Tuition Fee Adjustment              | (\$345,286) |                                 |
| Non-Resident Tuition Fee Adjustment | \$2,787,800 |                                 |
| Cost Recovery Adjustment            | (\$305,890) |                                 |
|                                     | <hr/>       | <b>\$2,136,624</b>              |
|                                     |             | <hr/> <b>\$22,337,624</b> <hr/> |

#### Footnotes:

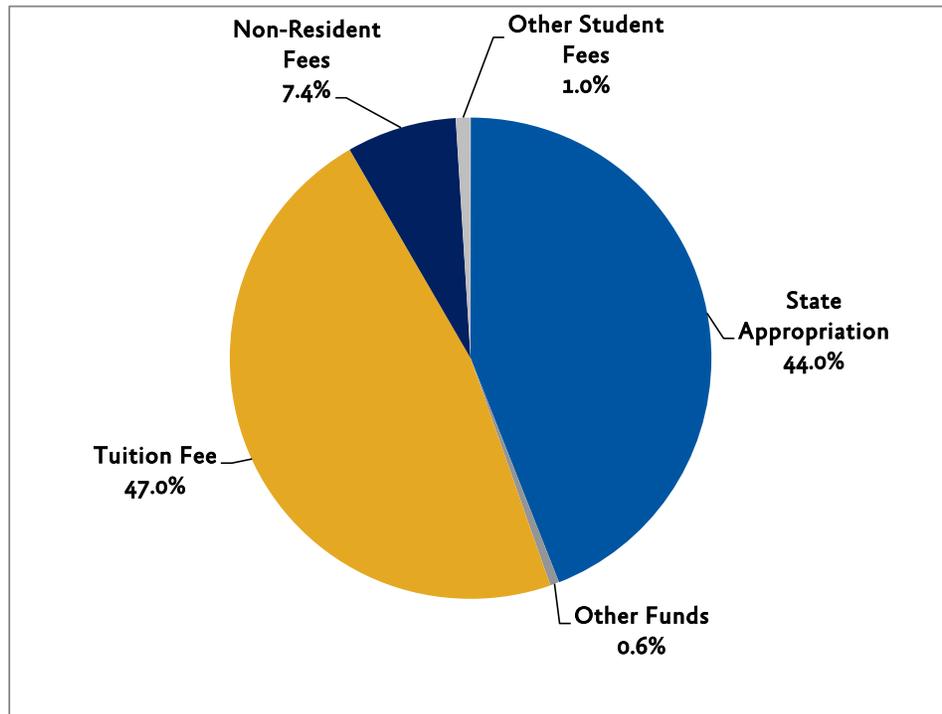
(a) See next page for a breakdown of Revenues.

(b) Permanent adjustment for health and dental benefits.

(c) 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 headcount flat while pushing to increase student average unit load.

## 2017/2018 Operating Fund Resources

|                                       |                      |               |
|---------------------------------------|----------------------|---------------|
| <b>State Appropriation</b>            | <b>\$157,204,282</b> | <b>44.0%</b>  |
| <b>Tuition Fee</b>                    |                      |               |
| Tuition Fee                           | \$168,219,415        |               |
| Campus Adjustment to Tuition Fee      | (\$345,245)          |               |
|                                       | <b>\$167,874,170</b> | <b>47.0%</b>  |
| <b>Non-Resident Fees</b>              |                      |               |
| Non-Resident Fees                     | \$23,579,700         |               |
| Campus Adjustment to Non-Res. Fee     | \$2,787,800          |               |
|                                       | <b>\$26,367,500</b>  | <b>7.4%</b>   |
| <b>Other Student Fees</b>             |                      |               |
| Application Fee                       | \$2,250,000          |               |
| Diploma/Commencement Fee              | \$336,000            |               |
| Transcript Fee                        | \$515,000            |               |
| Other Student Fees                    | \$394,000            |               |
|                                       | <b>\$3,495,000</b>   | <b>1.0%</b>   |
| <b>Other Funds</b>                    |                      |               |
| Campus Work Study Program             | \$865,294            |               |
| Cost Recovery from Other Funds        | \$1,289,775          |               |
|                                       | <b>\$2,155,069</b>   | <b>0.7%</b>   |
| <b>Total Operating Fund Resources</b> | <b>\$357,096,021</b> | <b>100.0%</b> |



## 2017/18 Sources and Uses of Funds

|   | Base                | One-Time            | Total               |
|---|---------------------|---------------------|---------------------|
| <b>Sources of Funds</b>                                       |                     |                     |                     |
| General Fund Appropriation (including GI 2025 Funding)        | \$8,194,000         | \$824,000           | \$9,018,000         |
| Tuition and Fees  | \$11,662,170        | \$3,159,580         | \$14,821,750        |
| Non-Resident Tuition and Fees                                 | \$2,787,500         | \$696,500           | \$3,484,000         |
| Other Revenues (Adjustment Over Prior Year)                   | (\$305,890)         |                     | (\$305,890)         |
| Funds Carried Forward   |                     | \$21,000,000        | \$21,000,000        |
| <b>Total Sources</b>  | <b>\$22,337,780</b> | <b>\$25,680,080</b> | <b>\$48,017,860</b> |
| <b>Begin Base Deficit</b>                                     |                     |                     |                     |
|   | <b>\$1,183,607</b>  | <b>\$0</b>          | <b>\$1,183,607</b>  |
| <b>Planned Uses of Funds</b>                                  |                     |                     |                     |
| <b>Mandatory Costs/Existing Commitments</b>                   |                     |                     |                     |
| Faculty Compensation  | \$5,552,499         |                     | \$5,552,499         |
| Compensation All Others                                       | \$2,104,429         |                     | \$2,104,429         |
| Benefits Related to Compensation Adjustments                  | \$2,231,957         |                     | \$2,231,957         |
| Health & Dental Premiums Adjustment                           | \$202,000           |                     | \$202,000           |
| Retirement Adjustment   | \$2,463,000         |                     | \$2,463,000         |
| SUG Adjustment  | \$2,154,000         |                     | \$2,154,000         |
| University Contingency  |                     | \$3,000,000         | \$3,000,000         |
| Capital Reserves  |                     | \$3,500,000         | \$3,500,000         |
| Realignment of U-Wide Budget (b)                              | (\$1,527,520)       |                     | (\$1,527,520)       |
|   | <b>\$13,180,365</b> | <b>\$6,500,000</b>  | <b>\$19,680,365</b> |
| <b>Balance Remaining for Division Requests and Priorities</b> | <b>\$7,973,808</b>  | <b>\$19,180,080</b> | <b>\$28,337,495</b> |
| <b>Approved Division Requests and Priorities</b>              |                     |                     |                     |
| <u>Academic Affairs Division</u>                              |                     |                     |                     |
| A to G Project  | \$188,160           | \$60,000            | \$248,160           |
| Advisors (10)   | \$770,000           |                     | \$770,000           |
| Audiology Doctorate Program Startup                           |                     | \$200,000           | \$200,000           |
| Aviation Expansion at Reid-Hillview Airport                   | \$104,000           |                     | \$104,000           |
| Enrollment Support  | \$2,116,800         | \$1,417,800         | \$3,534,600         |
| International Student Support-Acad Affairs (5 advisors)       | \$602,000           |                     | \$602,000           |
| Math/English Restructure (CSU designated)                     |                     | \$140,000           | \$140,000           |
| Strategic Planning Costs                                      |                     | \$80,000            | \$80,000            |
|   | <b>\$3,780,960</b>  | <b>\$1,897,800</b>  | <b>\$5,678,760</b>  |
| <u>Student Affairs Division</u>                               |                     |                     |                     |
| A to G Project  | \$496,880           |                     | \$496,880           |
| Accessible Education/Accessible Technology                    |                     | \$30,000            | \$30,000            |
| Dream Center Build Out & Staffing                             |                     | \$120,000           | \$120,000           |
| Eastside Promise  | \$139,660           |                     | \$139,660           |
| Financial Literacy or Technology (CSU designated)             |                     | \$70,000            | \$70,000            |
| International Student Support                                 | \$250,000           |                     | \$250,000           |
| SJSU Welcome Center   |                     | \$145,000           | \$145,000           |
| URM Peer Mentoring  | \$200,000           |                     | \$200,000           |
|   | <b>\$1,086,540</b>  | <b>\$365,000</b>    | <b>\$1,451,540</b>  |

## 2017/18 Sources and Uses of Funds (Continued)

|   | Base               | One-Time            | Total               |
|---|--------------------|---------------------|---------------------|
| <u>Administration &amp; Finance Division</u>                |                    |                     |                     |
| Capital Project Seed Fund                                   |                    | \$400,000           | \$400,000           |
| Facility Master Plan  |                    | \$400,000           | \$400,000           |
| Police Department Operating Costs                           | \$212,000          |                     | \$212,000           |
| Police Officer Salary Adjustments                           | \$228,000          |                     | \$228,000           |
| Police Officers (3)   | \$473,000          |                     | \$473,000           |
|   | <b>\$913,000</b>   | <b>\$800,000</b>    | <b>\$1,713,000</b>  |
| <u>Information Technology</u>                               |                    |                     |                     |
| EAB Student Success Collaborative                           |                    | \$50,000            | \$50,000            |
| Network License Renewal ("NextGen Project")                 |                    | \$400,000           | \$400,000           |
| Software Maintenance Contracts                              | \$407,007          |                     | \$407,007           |
| Student Data Warehouse                                      | \$411,000          | \$446,340           | \$857,340           |
| Systemwide PeopleSoft Upgrade                               |                    | \$1,081,440         | \$1,081,440         |
| Continuing Technology Projects                              |                    | \$674,610           | \$674,610           |
| VP/CIO Position Adjustment                                  | \$147,000          |                     | \$147,000           |
|   | <b>\$965,007</b>   | <b>\$2,652,390</b>  | <b>\$3,617,397</b>  |
| <u>University Advancement</u>                               |                    |                     |                     |
| Associate Athletic Director for Annual Giving               |                    | \$183,750           | \$183,750           |
| Campaign Fundraising Counsel                                | \$75,900           |                     | \$75,900            |
| Campaign Programming & Staffing                             | \$537,990          |                     | \$537,990           |
| Expanding Silicon Valley Alumni Presence                    | \$65,000           |                     | \$65,000            |
| Making Our Mark Branding Rollout                            |                    | \$250,000           | \$250,000           |
| Strategic Communications Staffing & Projects                | \$530,692          |                     | \$530,692           |
| Washington Square Publication                               |                    | \$75,200            | \$75,200            |
|   | <b>\$1,209,582</b> | <b>\$508,950</b>    | <b>\$1,718,532</b>  |
| <u>Intercollegiate Athletics</u>                            |                    |                     |                     |
| Cost of Attendance Scholarships for Student Athletes        |                    | \$1,600,000         | \$1,600,000         |
| Meal Stipends for Athletes, Staffing, Equipment Initiatives |                    | \$1,626,490         | \$1,626,490         |
|   | <b>\$0</b>         | <b>\$3,226,490</b>  | <b>\$3,226,490</b>  |
| <u>University-Wide</u>                                      |                    |                     |                     |
| Clark Hall Remodel  |                    | \$1,000,000         | \$1,000,000         |
| Deferred Maintenance Projects                               |                    | \$2,300,000         | \$2,300,000         |
| Engineering Building Deferred Maintenance                   |                    | \$1,120,000         | \$1,120,000         |
| Fire Alarm Upgrades   |                    | \$600,000           | \$600,000           |
| Hammer Theatre  |                    | \$1,350,000         | \$1,350,000         |
| Library Atrium  |                    | \$1,500,000         | \$1,500,000         |
|   | <b>\$0</b>         | <b>\$7,870,000</b>  | <b>\$7,870,000</b>  |
| <b>Total Approved Division Requests and Priorities</b>      | <b>\$7,955,089</b> | <b>\$17,320,630</b> | <b>\$25,275,719</b> |
| <b>Net Sources (Uses)</b>                                   | <b>\$18,719</b>    | <b>\$1,859,450</b>  | <b>\$3,061,776</b>  |

Notes:

(a) Sources and Uses of Funds reports the Operating fund only.

(b) The University benefits pool base budget was reduced by the projected vacancy savings to fund the prior year's base deficit and avail funds for strategic use.

## 2017/18 Expenditure Budget by University Division

|  | Office of the President | Academic Affairs     | Admin & Finance     | Student Affairs      | Intercollegiate Athletics | University Advancement | Information Technology | Organizational Development | University-Wide (f) | Total University     | % of Total    |
|--|-------------------------|----------------------|---------------------|----------------------|---------------------------|------------------------|------------------------|----------------------------|---------------------|----------------------|---------------|
| <b>Operating Fund (a)</b>                    |                         |                      |                     |                      |                           |                        |                        |                            |                     |                      |               |
| Salaries                                     | \$1,060,952             | \$131,429,890        | \$14,875,272        | \$12,456,820         | \$4,560,957               | \$4,370,614            | \$7,763,744            | \$2,446,424                | \$1,310,858         | \$180,275,531        | 28.8%         |
| Benefits (b)                                 | \$518,244               | \$61,384,572         | \$8,408,357         | \$6,520,151          | \$2,879,354               | \$1,947,329            | \$4,089,582            | \$1,349,138                | \$845,704           | \$87,942,431         | 14.1%         |
| OE&E   | \$1,018,171             | \$5,254,423          | \$4,562,834         | \$1,649,287          |                           | \$411,895              | \$4,361,089            | \$227,711                  | \$28,321,346        | \$45,806,756         | 7.3%          |
| <b>Net Budget</b>                            | <b>\$2,597,367</b>      | <b>\$198,068,885</b> | <b>\$27,846,463</b> | <b>\$20,626,258</b>  | <b>\$7,440,311</b>        | <b>\$6,729,838</b>     | <b>\$16,214,415</b>    | <b>\$4,023,273</b>         | <b>\$30,477,908</b> | <b>\$314,024,718</b> | <b>50.2%</b>  |
| <i>Restricted Student Aid (c)</i>            | \$13,371                | \$531,896            | \$178,529           | \$220,470            | \$42,680                  | \$71,429               | \$9,529                | \$54,997                   | \$41,948,402        | \$43,071,303         | 6.9%          |
| <b>Total Operating Fund</b>                  | <b>\$2,610,738</b>      | <b>\$198,600,781</b> | <b>\$28,024,992</b> | <b>\$20,846,728</b>  | <b>\$7,482,991</b>        | <b>\$6,801,267</b>     | <b>\$16,223,944</b>    | <b>\$4,078,270</b>         | <b>\$72,426,310</b> | <b>\$357,096,021</b> | <b>57.1%</b>  |
| Graduate Business Professional Fee           |                         | \$497,250            |                     |                      |                           |                        |                        |                            | \$165,750           | \$663,000            | 0.1%          |
| Student Orientation Programs                 |                         | \$574,075            |                     | \$1,391,750          |                           |                        |                        |                            |                     | \$1,965,825          | 0.3%          |
| SSETF-Instructionally Related Activities (d) |                         | \$1,919,405          |                     | \$100,000            | \$8,766,135               |                        |                        |                            | \$242,984           | \$11,028,524         | 1.8%          |
| SSETF-Course Support (d)                     |                         | \$2,229,790          |                     |                      |                           |                        |                        |                            | (\$205,915)         | \$2,023,875          | 0.3%          |
| SSETF-Student Success (d)                    |                         | \$7,337,471          |                     | \$2,449,953          |                           |                        |                        |                            | \$1,567,717         | \$11,355,141         | 1.8%          |
| <b>Campus Revenue Funds</b>                  |                         |                      |                     |                      |                           |                        |                        |                            |                     |                      |               |
| Continuing Education (CERF)                  |                         | \$26,334,923         | \$3,629,136         | \$1,154,725          |                           |                        |                        |                            | \$1,196,330         | \$32,315,114         | 5.2%          |
| Housing Funds                                |                         |                      |                     | \$42,161,760         |                           |                        |                        |                            |                     | \$42,161,760         | 6.7%          |
| Lottery Fund - Exclude Pre-Doc               |                         | \$1,975,000          |                     |                      |                           |                        |                        |                            | \$152,747           | \$2,127,747          | 0.3%          |
| Other Revenue Sources (e)                    |                         | \$706,000            | \$96,000            | \$441,500            | \$12,264,733              |                        |                        |                            |                     | \$13,508,233         | 2.2%          |
| Parking Funds                                |                         |                      | \$11,248,583        |                      |                           |                        |                        |                            |                     | \$11,248,583         | 1.8%          |
| Student Health Funds                         |                         |                      |                     | \$13,878,571         |                           |                        |                        |                            |                     | \$13,878,571         | 2.2%          |
| <b>Campus Auxiliaries</b>                    |                         |                      |                     |                      |                           |                        |                        |                            |                     |                      |               |
| Associated Students                          |                         |                      |                     | \$8,040,284          |                           |                        |                        |                            |                     | \$8,040,284          | 1.3%          |
| Research Foundation                          |                         | \$55,807,000         |                     |                      |                           |                        |                        |                            |                     | \$55,807,000         | 8.9%          |
| Spartan Shops                                |                         |                      | \$17,610,375        |                      |                           |                        |                        |                            |                     | \$17,610,375         | 2.8%          |
| Student Union                                |                         |                      |                     | \$11,846,057         |                           |                        |                        |                            |                     | \$11,846,057         | 1.9%          |
| Tower Foundation                             |                         |                      |                     |                      |                           | \$32,500,000           |                        |                            |                     | \$32,500,000         | 5.2%          |
| <b>Total All Funds</b>                       | <b>\$2,610,738</b>      | <b>\$295,981,695</b> | <b>\$60,609,086</b> | <b>\$102,311,328</b> | <b>\$28,513,859</b>       | <b>\$39,301,267</b>    | <b>\$16,223,944</b>    | <b>\$4,078,270</b>         | <b>\$75,545,923</b> | <b>\$625,176,110</b> | <b>100.0%</b> |

**Footnotes:**

(a) Operating Fund expenditure budget includes base funding as of August 31, 2017. This is only a representation of partial allocation to divisions. Other pending allocations (including MPP & C99 compensation salary budgets) will be posted in the Fall (funds are held in University-Wide until actual distribution takes place).

(b) Benefit budgets for the Operating Fund are projected across divisions.

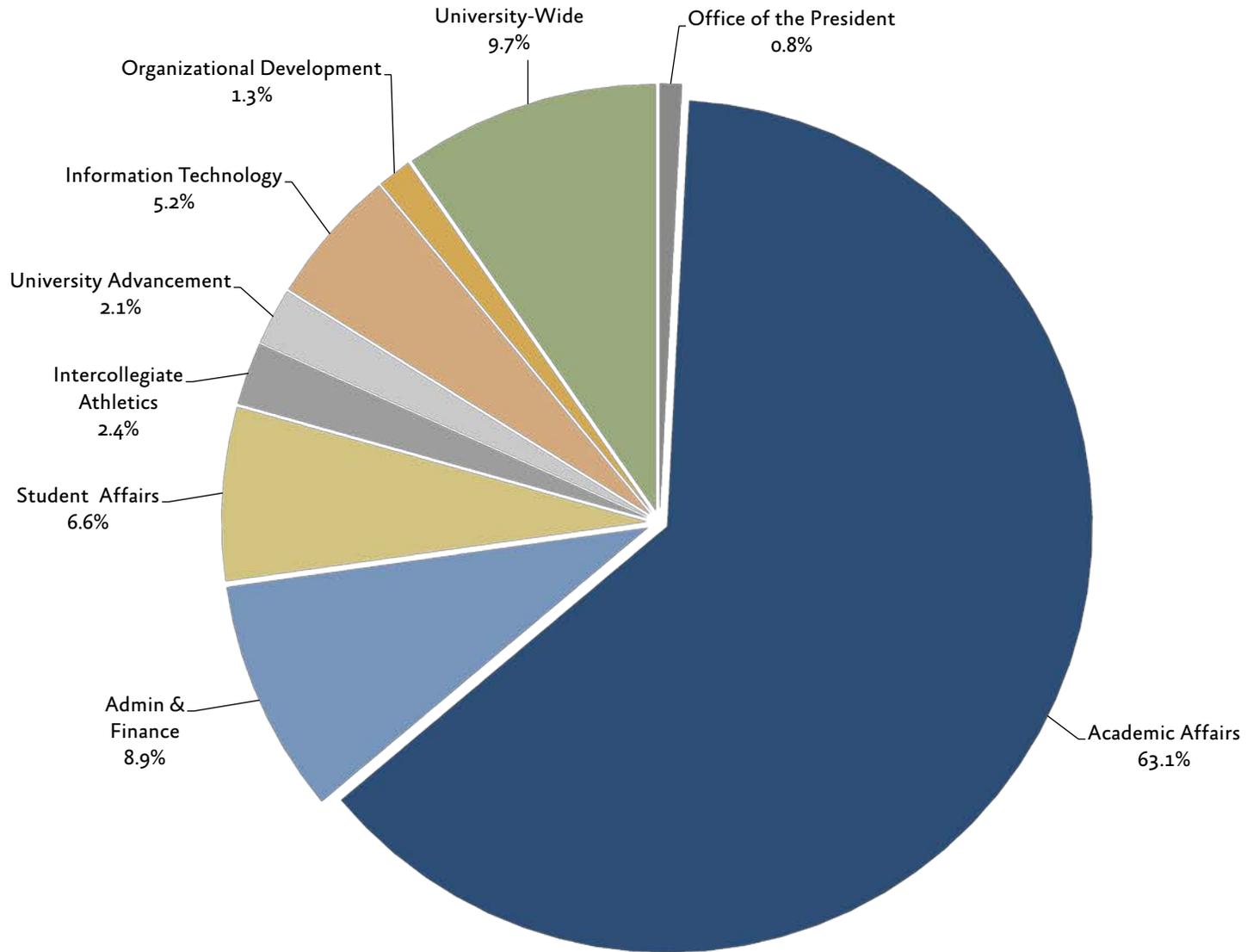
(c) Restricted Student Aid includes Federal Work Study, Tuition Discount (SUG), Supplemental Educational Opportunity Grants (SEOG) and State Graduate Fellowship Grants.

(d) Refer to the 2017/18 Student Success, Excellence Technology Fee financial display for greater detail.

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

(f) U-Wide includes contingencies and reserves, funding towards commitments (before allocated to divisions), utilities, MLK Facility, risk management, hazardous waste, space rental, and university memberships fees.

## 2017/18 Expenditure Budget by University Division



The data source for this report is the "Actuals Summaries" for the CSU Operating Fund on the CSU Budget Office website: [www.calstate.edu/budget/final-budget-summaries/](http://www.calstate.edu/budget/final-budget-summaries/).  
 Auxiliaries, Housing, Parking and Federal funds for student aid are not included in this display.

**2015/16 Actuals Summaries  
 Comparison**

| Expense Categories (a)               | San Jose             |               | Northridge            |               | San Diego             |               | San Francisco         |               | Long Beach            |               | Fullerton             |               |
|--------------------------------------|----------------------|---------------|-----------------------|---------------|-----------------------|---------------|-----------------------|---------------|-----------------------|---------------|-----------------------|---------------|
|                                      | Actuals              | %             | Actuals               | %             | Actuals               | %             | Actuals               | %             | Actuals               | %             | Actuals               | %             |
| Instruction                          | \$ 157,555,132       | 44.5%         | 177,650,865           | 42.6%         | \$ 169,210,867        | 41.1%         | \$ 156,503,363        | 45.2%         | \$ 185,146,872        | 44.2%         | \$ 184,636,529        | 43.5%         |
| Research                             |                      |               | 3,497,857             | 0.8%          | 1,422,882             | 0.3%          |                       |               | 623,518               | 0.1%          | 399,822               | 0.1%          |
| Public Service                       | 1,228,382            | 0.3%          | 1,196,196             | 0.3%          | 1,300,190             | 0.3%          | 486,785               | 0.1%          | 691,817               | 0.2%          | 602,695               | 0.1%          |
| Academic Support                     | 32,293,871           | 9.1%          | 38,759,847            | 9.3%          | 47,459,724            | 11.5%         | 30,262,405            | 8.7%          | 40,829,629            | 9.7%          | 29,597,932            | 7.0%          |
| Student Services                     | 50,332,760           | 14.2%         | 57,106,958            | 13.7%         | 51,322,963            | 12.5%         | 26,722,478            | 7.7%          | 46,372,262            | 11.1%         | 38,697,190            | 9.1%          |
| Institutional Support                | 28,071,487           | 7.9%          | 41,907,803            | 10.1%         | 39,183,407            | 9.5%          | 38,442,356            | 11.1%         | 39,239,574            | 9.4%          | 61,853,319            | 14.6%         |
| Operation & Maintenance (facilities) | 46,459,368           | 13.1%         | 36,655,518            | 8.8%          | 61,838,638            | 15.0%         | 48,558,295            | 14.0%         | 48,384,533            | 11.6%         | 55,750,969            | 13.1%         |
| Student Financial Aid                | 38,156,089           | 10.8%         | 59,903,527            | 14.4%         | 39,634,730            | 9.6%          | 45,575,691            | 13.2%         | 57,556,983            | 13.7%         | 53,173,471            | 12.5%         |
| <b>Total Operating Expenses</b>      | <b>\$354,097,089</b> | <b>100.0%</b> | <b>\$ 416,678,571</b> | <b>100.0%</b> | <b>\$ 411,373,401</b> | <b>100.0%</b> | <b>\$ 346,551,373</b> | <b>100.0%</b> | <b>\$ 418,845,188</b> | <b>100.0%</b> | <b>\$ 424,711,927</b> | <b>100.0%</b> |
| <b>2015/16 College Year FTES (b)</b> | <b>22,701</b>        |               | <b>29,903</b>         |               | <b>27,069</b>         |               | <b>23,581</b>         |               | <b>28,714</b>         |               | <b>29,249</b>         |               |
| <b>\$ Expended per FTES</b>          | <b>\$ 15,598</b>     |               | <b>\$ 13,934</b>      |               | <b>\$ 15,197</b>      |               | <b>\$ 14,696</b>      |               | <b>\$ 14,587</b>      |               | <b>\$ 14,521</b>      |               |

*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/2015-2016/](http://calstate.edu/budget/enrollment_sufrev/2015-2016/); Table 3 Total. Rounded to nearest FTES.



Photo by Brandon Chew



Photo by Muhamed Causevic



Photo by Bruce Cramer

# Selected Funds and Self-Support Operations

## Selected Funds

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

## Self-Support Operations

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

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## CAPITAL OUTLAY AND DEFERRED MAINTENANCE

Each year, CSU campuses submit a 5-year Facilities Renewal and Capital Improvement Plan to the Chancellor's Office. These plans are incorporated into a comprehensive CSU 5-year plan that is submitted to the State for approval on the same schedule as the CSU Support Budget. The 5-year Facilities Renewal and Capital Improvement Plan includes both State-funded and non-State-funded capital and deferred maintenance projects.

### Deferred Maintenance

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. Unlike recent years, SJSU received no funding from the CSU for infrastructure or deferred maintenance projects in 2017/18. Campus will fund a number of continuing projects and will provide resources from the operating budget and campus reserves towards additional projects in 2017/18:

Engineering Building Maintenance (\$1,120,000)

Various Deferred Maintenance Projects (\$2,300,000)

Campus-Wide ADA Restrooms

Campus-Wide Concrete Repairs

Computer Center Restrooms and Flooring

Tower Hall Exterior

### Major Capital Improvements

Two major capital projects currently underway are the Student Recreation and Aquatic Center (SRAC) and the Interdisciplinary Science and Innovation Building. SRAC is expected to be complete by spring 2019 at an expected cost of \$132 million. The project is financed through the issuance of Systemwide Revenue Bonds, which are repaid through Student Union Fees collected for this purpose. The Interdisciplinary Science and Innovation Building is in the planning phase and is anticipated to go before the Board of Trustees for approval later this year. The expected project cost is \$148 million, of which \$120 million is proposed as State-funded.

### Other Future Major Capital Projects (2018/19 – 2022/23)

#### State-Funded

Duncan Hall Renovation Phase I (\$38 million)

Duncan Hall Renovation Phase II (\$42 million)

Dudley Moorhead Hall Renovation/Addition (\$41 million)

#### Non-State-Funded

Dining Commons Addition (\$54 million)

Campus Village, Phase III with 2,380 Beds (\$130 million)

Additional details regarding the CSU Five-Year Facilities Renewal and Capital Improvement Plan may be found online at the [calstate.edu/cpdc](http://calstate.edu/cpdc) website.

## 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 2017/18 Budget

|   | CSU Operating<br>Fund | Student Success,<br>Excellence and<br>Technology Fee<br>(IRA) | Generated<br>Revenues | All Funds Total     |
|---|-----------------------|---|-----------------------|---------------------|
| <b>Revenues/Allocations</b>               |                       |   |                       |                     |
| Allocated Funds                           | \$8,476,448           | \$8,766,135   |                       | \$17,242,583        |
| Development                               |                       |   | \$2,759,144           | \$2,759,144         |
| Ticket Sales                              |                       |   | \$933,548             | \$933,548           |
| Conference Distribution                   |                       |   | \$2,707,912           | \$2,707,912         |
| Game Guarantees                           |                       |   | \$1,675,000           | \$1,675,000         |
| NCAA Distribution                         |                       |   | \$1,852,209           | \$1,852,209         |
| NCAA Special Funding                      |                       |   | \$360,000             | \$360,000           |
| Facilities/Marketing                      |                       |   | \$1,684,720           | \$1,684,720         |
| Concessions/Parking                       |                       |   | \$292,200             | \$292,200           |
| <b>Total Revenues/Allocations</b>         | <b>\$8,476,448</b>    | <b>\$8,766,135</b>  | <b>\$12,264,733</b>   | <b>\$29,507,316</b> |
| <b>Expenses</b>                           |                       |   |                       |                     |
| <b>Salaries &amp; Benefits</b>            |                       |   |                       |                     |
| Salaries                                  | \$5,554,414           | \$94,279  | \$2,132,256           | \$7,780,949         |
| Benefits                                  | \$2,879,354           | \$44,311  | \$1,002,160           | \$3,925,825         |
| Supplemental Pay                          |                       |   | \$1,296,568           | \$1,296,568         |
| Benefits                                  |                       |   | \$246,348             | \$246,348           |
| Work Study                                | 42,680                |   |                       | \$42,680            |
|   | <b>\$8,476,448</b>    | <b>\$138,590</b>  | <b>\$4,677,332</b>    | <b>\$13,292,370</b> |
| <b>Operating Expenses &amp; Equipment</b> |                       |   |                       |                     |
| Grants in Aid                             |                       |   | \$7,567,401           | \$7,567,401         |
| Team Travel                               |                       | \$2,952,157   |                       | \$2,952,157         |
| Operational Expenses                      |                       | \$1,958,924   | 20,000                | \$1,978,924         |
| Event Related Expenses                    |                       | \$1,656,569   |                       | \$1,656,569         |
| Game Guarantees                           |                       | \$915,000   |                       | \$915,000           |
| Training Table                            |                       | \$214,155   |                       | \$214,155           |
| Recruiting                                |                       | \$423,144   |                       | \$423,144           |
| Miscellaneous Expenses                    |                       | \$348,754   |                       | \$348,754           |
| I.T. Software / Hardware                  |                       | \$158,842   |                       | \$158,842           |
|   | <b>\$0</b>            | <b>\$8,627,545</b>  | <b>\$7,587,401</b>    | <b>\$16,214,946</b> |
| <b>Total Expenses</b>                     | <b>\$8,476,448</b>    | <b>\$8,766,135</b>  | <b>\$12,264,733</b>   | <b>\$29,507,316</b> |
| <b>Net Revenues (Expenses)</b>            | <b>\$0</b>            | <b>\$0</b>  | <b>\$0</b>            | <b>\$0</b>          |
| <b>Prior Year Fund Balance</b>            | <b>\$0</b>            | <b>\$0</b>  | <b>\$0</b>            | <b>\$0</b>          |
| <b>Ending Fund Balance, All Funds</b>     | <b>\$0</b>            | <b>\$0</b>  | <b>\$0</b>            | <b>\$0</b>          |

*Footnotes:*

(a) CSU Operating Fund includes allocation for Cost of Attendance.

(b) For details regarding SJSU Intercollegiate Athletics, visit: [www.sjsuspartans.com](http://www.sjsuspartans.com).

## LOTTERY FUND

San José State University will continue to receive an estimated \$2.05 million of lottery revenues in 2017/18 from the CSU. Actual revenues to SJSU are based on deposits received quarterly by the CSU from the California State Lottery, and they 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.

In addition to the estimated funding support in the Lottery Fund, the CSU also provides funding support for the California Pre-Doctoral Program which is administered by the Chancellor's Office Academic Services and Professional Development. 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 a pass-through and is disbursed by the campus Financial Aid office. One student at our campus was selected as a Sally Casanova California Pre-Doctoral Scholar for 2017/18. The campus will also receive \$2,000 for local Pre-Doctoral Program operating/administrative expenses. These funds are generally for the full academic year (September through May).

## Lottery Fund 2017/18 Budget

|   |                           |
|---|---------------------------|
| <b>Revenues</b>                             |                           |
| CSU Allocation                              | \$2,051,000               |
| Interest                                    | \$1,300                   |
| <b>Total Revenues</b>                       | <b><u>\$2,052,300</u></b> |
| <b>Expenses</b>                             |                           |
| <b>Operational Costs</b>                    |                           |
| University Administrative Overhead          | \$146,565                 |
| CSU Risk Pool Assessment                    | \$6,182                   |
|   | <b><u>\$152,747</u></b>   |
| <b>Funded Activities/Programs</b>           |                           |
| University Library Funding                  | \$1,900,000               |
| Teacher Recruitment Project                 | \$75,000                  |
|   | <b><u>\$1,975,000</u></b> |
| <b>Total Expenses</b>                       | <b><u>\$2,127,747</u></b> |
| <b>Net Revenues (Expenses)</b>              | <b>(\$75,447)</b>         |
| <b>Prior Year Fund Balance-Undesignated</b> | <b><u>\$142,281</u></b>   |
| <b>Projected Ending Fund Balance</b>        | <b><u>\$66,834</u></b>    |

# 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 2017/18 is as follows: Instructionally Related Activities Fee (\$157.50), Course Support Fee (\$32.00), and Student Success Fee (\$126.00). The total fee is \$315.50. 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 21<sup>st</sup> 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 (CFAC) each year. The call for SSETF proposals for Instructionally Related Activities (IRA) Fee funding and Student Success Fee funding was for two years, 2017/18 and 2018/19, and was distributed to the campus community in January 2017. The displays on the following page reflect both base funding awards from prior years for ongoing programs as well as base and one-time funding awards for programs as part of this biennial call, reviewed by CFAC in April 2017 and approved by the president in June 2017.

For additional information about the SSETF proposal process and eligible items, please refer to the SSETF website located at: [http://www.sjsu.edu/finance/policies\\_guidelines/ssetf/index.html](http://www.sjsu.edu/finance/policies_guidelines/ssetf/index.html).

## Student Success, Excellence & Technology Fee 2017/18 Budget

|  | Base                | One-Time           | Total               |
|--|---------------------|--------------------|---------------------|
| <b>SSETF IRA Projected Fee Revenues [1]</b>                                      | <b>\$10,031,075</b> | <b>\$2,461,857</b> | <b>\$12,492,932</b> |
| <b>SSETF IRA Expenditures</b>  |                     |                    |                     |
| Athletics [3]  | \$8,565,135         | \$201,000          | \$8,766,135         |
| Library Materials & Support  | \$769,143           |                    | \$769,143           |
| 13/14 Student Technology Training Coordinator                                    | \$28,200            |                    | \$28,200            |
| 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             |
| 17/18 24/5 Student Extended Study Hours in the Library                           |                     | \$330,000          | \$330,000           |
| 17/18 Artistic Excellence  | \$150,000           |                    | \$150,000           |
| 17/18 Marching Band  | \$30,000            |                    | \$30,000            |
| 17/18 Club Sports  | \$250,000           | \$150,000          | \$400,000           |
| 17/18 Homecoming   |                     | \$100,000          | \$100,000           |
| 17/18 Pool for Compensation & Benefits Adjustments                               | \$61,407            |                    | \$61,407            |
| <b>Total Allocations</b>   | <b>\$1,813,373</b>  | <b>\$580,000</b>   | <b>\$11,159,508</b> |
| <b>SSETF IRA Balance</b>   | <b>\$8,217,702</b>  | <b>\$1,881,857</b> | <b>\$1,333,424</b>  |
| <b>SSETF Course Support Projected Fee Revenues [1]</b>                           | <b>\$2,039,160</b>  | <b>\$145,307</b>   | <b>\$2,184,467</b>  |
| <b>SSETF Course Support Approved Allocations [2]</b>                             |                     |                    |                     |
| Academic Affairs Course Support Administration [4]                               | \$1,861,396         |                    | \$1,861,396         |
| <b>Total Allocations</b>   | <b>\$1,861,396</b>  | <b>\$0</b>         | <b>\$1,861,396</b>  |
| <b>SSETF Course Support Balance</b>  | <b>\$177,764</b>    | <b>\$145,307</b>   | <b>\$323,071</b>    |
| <b>SSETF Student Success Projected Fee Revenues [1]</b>                          | <b>\$8,024,840</b>  | <b>\$5,434,683</b> | <b>\$13,459,523</b> |
| <b>SSETF Student Success Support Approved Allocations [2]</b>                    |                     |                    |                     |
| 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   | \$115,112           |                    | \$115,112           |
| 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            |
| 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                          | \$210,150           |                    | \$210,150           |
| 14/15 University-Wide Writing Program  | \$82,360            |                    | \$82,360            |
| 16/17 Tech Enab FYEr Frosh Success (COB-annual alloc for 3 yrs; cont'd in 17/18) |                     | \$12,000           | \$12,000            |
| 16/17 Spartan Scholars Program (cont'd in 17/18)                                 |                     | \$750,000          | \$750,000           |
| 16/17 Student Athlete Success Services Upgrades & Expansion (cont'd in 17/18)    |                     | \$500,000          | \$500,000           |

*SSETF Student Success Support Approved Allocations - continued on next page*

## Student Success, Excellence & Technology Fee 2017/18 Budget

|  | Base               | One-Time           | Total               |
|--|--------------------|--------------------|---------------------|
| <i>SSETF Student Success Support Approved Allocations - continued</i>    |                    |                    |                     |
| 17/18 Accelerated Developmental/B4 Math Program & Math Tutoring          | \$286,650          | \$172,880          | \$459,530           |
| 17/18 Late Night Tutoring in the Library                                 |                    | \$322,000          | \$322,000           |
| 17/18 Support for Students in High Failure Rate Courses                  | \$225,000          | \$153,000          | \$378,000           |
| 17/18 Junior Cohort Experience   | \$323,400          | \$36,750           | \$360,150           |
| 17/18 Integrated Writing Support   | \$250,000          |                    | \$250,000           |
| 17/18 Teaching and Learning eSoftware                                    | \$185,500          |                    | \$185,500           |
| 17/18 Library Self-Service Laptop and Equipment Vending Machines         |                    | \$170,000          | \$170,000           |
| 17/18 AEC Department Move to Clark 140                                   |                    | \$650,000          | \$650,000           |
| 17/18 Spartan Scholars Program   |                    | \$415,000          | \$415,000           |
| 17/18 Student Resource Centers   |                    | \$225,000          | \$225,000           |
| 17/18 Academic Learning Specialist                                       | \$110,250          |                    | \$110,250           |
| 17/18 Career Counseling Program for Diverse Students                     | \$98,820           |                    | \$98,820            |
| 17/18 YUH Academic Center  |                    | \$200,000          | \$200,000           |
| Pool for Compensation & Benefits Adjustments                             | \$1,113,237        |                    | \$1,113,237         |
| <b>Total Allocations</b>   | <b>\$8,026,885</b> | <b>\$3,606,630</b> | <b>\$11,633,515</b> |
| <b>SSETF Student Success Balances [3]</b>                                | <b>(\$2,045)</b>   | <b>\$1,828,053</b> | <b>\$1,826,008</b>  |
| <b>Prior Year Balance Carried Forward (All SSETF Funds) [3]</b>          | <b>\$0</b>         | <b>\$7,570,286</b> | <b>\$7,570,286</b>  |
| <b>Total Balance for All Student Success, Excellence Technology Fees</b> | <b>\$8,393,421</b> | <b>\$3,855,217</b> | <b>\$3,482,503</b>  |

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

[2] IRA and Student Success allocations were approved by the Campus Finance Advisory Committee (CFAC) in April 2017 and approved by President Papazian in June 2017. The call for SSETF proposals for IRA and Student Success funding was distributed to the campus community in January 2017.

[3] SSETF proposals were approved for academic years 2017/18 and 2018/19. Support included is for 2017/18 only as requests for continuation of funds may be submitted spring 2018.

[4] Effective fall 2015/16, all Course Support funds have been administered by Academic Affairs.

## Student Success, Excellence & Technology Fee 2017/18 Budget

|                               | IRA                       | Course Support          | Student Success           | Total SSETF<br>Budget     |     |
|-------------------------------|---------------------------|-------------------------|---------------------------|---------------------------|-----|
| <b>Revenues</b>               |                           |                         |                           |                           |     |
| Fees                          | \$10,266,475              | \$2,086,988             | \$8,213,173               | \$20,566,636              | (a) |
| Total Operating Revenues      | <b>\$10,266,475</b>       | <b>\$2,086,988</b>      | <b>\$8,213,173</b>        | <b>\$20,566,636</b>       |     |
| <b>Division Expenses</b>      |                           |                         |                           |                           |     |
| Academic Affairs              | \$1,813,600               | \$1,935,952             | \$7,306,676               | \$11,056,228              |     |
| Student Affairs               | \$100,000                 |                         | \$2,348,167               | \$2,448,167               |     |
| Intercollegiate Athletics     | \$8,766,135               |                         |                           | \$8,766,135               |     |
| University-Wide               | \$577,590                 | \$87,918                | \$1,718,381               | \$2,383,889               |     |
| Total Division Expenses       | <b>\$11,257,325</b>       | <b>\$2,023,870</b>      | <b>\$11,373,224</b>       | <b>\$24,654,419</b>       |     |
| <b>Net Revenue (Expense)</b>  | <b>(\$990,850)</b>        | <b>\$63,118</b>         | <b>(\$3,160,051)</b>      | <b>(\$4,087,783)</b>      |     |
| <b>Beginning Fund Balance</b> | <b>\$2,226,457</b>        | <b>\$97,479</b>         | <b>\$5,246,350</b>        | <b>\$7,570,286</b>        |     |
| <b>Year-End Balance</b>       | <b><u>\$1,235,607</u></b> | <b><u>\$160,597</u></b> | <b><u>\$2,086,299</u></b> | <b><u>\$3,482,503</u></b> | (b) |

Footnotes:

- (a) Fees include both one-time revenues carried forward/surplus enrollment as well as base revenues. Projected year-end balance excludes prior year encumbrances.
- (b) Reserves have supported compensation increases as established by applicable collective bargaining agreements & future programmatic allocations under the direction of CFAC and the campus president.

## CONTINUING EDUCATION RESERVE FUND (CERF)

The College of International and Extended Studies (CIES) manages continuing and extended education opportunities to enrolled students as well as to adult learners and professionals seeking to expand their learning and advance in their professional careers. The university courses, degrees and certificates which the college extends may be accessed on campus via Open University, 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. 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 over \$32.8 million in continuing education revenue in 2016/17. Following the current revenue distribution model, \$27.1 million of CERF was allocated as shared costs to campus partners (i.e. Division(s) of Administration & Finance, Student Affairs and Academic Affairs). While the total enrollment of 30,678 and calculated student credit units (SCUs) of 80,778 reflected a 1% increase over prior year; total enrollment (14,967), student credit units (40,439) and full time equivalent students (3,369) for graduate level self-support credit programs increased 3% during 2016/17. During the same period, undergraduate courses had a decline in the same metrics, which is largely attributed to reduced course offerings during intersessions, as additional bottleneck courses were scheduled during regular state-support terms.

We project an upward trajectory in continuing education revenue at 6% increase over three years, using 2016/17 as base year. New special session degree or certificate programs scheduled for AY 2017/18 are:

- Master of Science in Criminology with Concentration in Global Criminology
- Master of Nursing with Concentration in Family Nurse Practitioner
- Master of Arts Education with Concentration in Speech Pathology
- Master of Science in Software Engineering with Specialization in Cybersecurity
- Advanced Certificate in Tax Practice
- Advanced Taxation Certificate
- Advanced Certificate in High Technology Taxation
- Advanced Certificate in International Taxation
- Advanced Certificate in Collaborative Response to Family Violence

Other initiatives planned for AY 2017/18 include:

- Direct-enroll and winter term programs as part of the faculty led short term study abroad to offer more economical options to help meet the embedded “international experience” requirements in disciplines.
- Summer undergraduate level camp opportunity in entrepreneurship and innovation to engage international students, interested in exploring regions in the US with a group of peers.
- Continue to offer demand-driven non-credit programs for community and corporate partners to foster public-partnerships in the Valley and beyond.

**Continuing Education Reserve Fund (CERF)  
2017/18 Budget**

|   | Academic<br>Affairs | Administration<br>& Finance | Student<br>Affairs | University<br>Wide | Faculty-Led<br>Study Abroad | Total                      |
|---|---------------------|-----------------------------|--------------------|--------------------|-----------------------------|----------------------------|
| <b>Revenues</b>                           |                     |                             |                    |                    |                             |                            |
| <b>Credit Revenues</b>                    |                     |                             |                    |                    |                             |                            |
| Open University                           |                     | \$346,722                   | \$110,321          | \$2,694,979        |                             | \$3,152,022 (a)            |
| Special Session                           | \$18,171,274        | \$2,351,577                 | \$748,229          | \$106,890          |                             | \$21,377,969               |
| Regular Extension/Winter Spartans On-Line | \$1,370,780         | \$177,395                   | \$56,444           | \$8,063            |                             | \$1,612,682                |
| Summer Self-Support                       | \$5,822,050         | \$753,442                   | \$239,731          | \$34,247           |                             | \$6,849,470                |
| Faculty Led Study Abroad                  |                     |                             |                    |                    | \$445,853                   | \$445,853                  |
|   | <b>\$25,364,103</b> | <b>\$3,629,136</b>          | <b>\$1,154,725</b> | <b>\$2,844,179</b> | <b>\$445,853</b>            | <b>\$33,437,996</b>        |
| <b>Other Revenues</b>                     |                     |                             |                    |                    |                             |                            |
| Non Credit Revenue                        | \$180,300           |                             |                    |                    |                             | \$180,300                  |
| Early Start Program                       | \$442,442           |                             |                    |                    |                             | \$442,442                  |
| Interest                                  |                     |                             |                    | \$322,514          | \$7,222                     | \$329,736                  |
|   | <b>\$622,742</b>    | <b>\$0</b>                  | <b>\$0</b>         | <b>\$322,514</b>   | <b>\$7,222</b>              | <b>\$952,478</b>           |
| <b>Total Revenues</b>                     | <b>\$25,986,845</b> | <b>\$3,629,136</b>          | <b>\$1,154,725</b> | <b>\$3,166,693</b> | <b>\$453,075</b>            | <b>\$34,390,474</b>        |
| <b>Total Expenses</b>                     | <b>\$25,882,545</b> | <b>\$3,629,136</b>          | <b>\$1,154,725</b> | <b>\$1,196,330</b> | <b>\$452,378</b>            | <b>\$32,315,114 (c)</b>    |
| <b>Net Revenue (Expense)</b>              | <b>\$104,300</b>    | <b>\$0</b>                  | <b>\$0</b>         | <b>\$1,970,363</b> | <b>\$697</b>                | <b>\$2,075,360</b>         |
| <b>Transfer In (Out)</b>                  |                     |                             |                    |                    | <b>(\$19,780)</b>           | <b>(\$19,780) (d)</b>      |
| <b>Prior Year Fund Balances/Reserves</b>  |                     |                             |                    |                    |                             |                            |
| Operating Reserve                         | \$2,997,353         |                             |                    |                    |                             | \$2,997,353                |
| Moving Fund Reserve                       | \$1,583,243         |                             |                    |                    |                             | \$1,583,243                |
| Program Development                       | \$1,465,295         |                             |                    |                    |                             | \$1,465,295                |
| <b>Total Prior Yr Reserves</b>            | <b>\$6,045,890</b>  | <b>\$0</b>                  | <b>\$0</b>         | <b>\$0</b>         | <b>\$0</b>                  | <b>\$6,045,890</b>         |
| <b>Total Prior Yr Fund Balance</b>        | <b>\$25,529,545</b> | <b>\$0</b>                  | <b>\$1,200,690</b> | <b>\$5,363,454</b> | <b>\$879,888</b>            | <b>\$32,973,578 (e, f)</b> |
| <b>Projected Ending Fund Balance</b>      | <b>\$25,633,845</b> | <b>\$0</b>                  | <b>\$1,200,690</b> | <b>\$7,333,817</b> | <b>\$860,805</b>            | <b>\$35,029,158</b>        |

*Footnotes:*

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

(b) Spartans On-Line will be discontinued in 2017/18 due to low student enrollment attributed to additional bottleneck courses offered during regular state-supported terms.

(c) In order to derive an estimated CERF balance on June 30, 2018 (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.

(d) 5% of Study Abroad tuition program revenue (\$19,780) is distributed to the various academic departments.

(e) Due to the CSU GAAP/Legal requirement, 41% of summer revenue was posted in 2016 (\$4.73million) and is included in prior year fund balance for Academic Affairs.

(f) Study Abroad fund balance includes summer 2017 program fee revenue collected in advance and reclassified to revenue in 2017/18.

# 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. With \$32.6 million in continuing education revenue for the year ending June 30, 2016 (2015/16), CIES accounted for 8.72% of the total \$374 million continuing education revenue for the CSU and was the second largest generator amongst the 23 CSUEE units.

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 2017/18 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 2017/18 is projected at \$33.6 million. Following the current revenue distribution model, 81% of the revenue (\$26.7 million) will be allocated as shared costs to campus partners (i.e. Division(s) of Administration & Finance, Student Affairs and Academic Affairs).

Planning ahead to grow and sustain 6% growth over the next three 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; and continue to develop demand-driven short-term international leadership and custom partner non-credit programs. The program pipeline of new degree programs includes two new programs, namely, Master of Science in Data Analytics and Master of Science in Hospitality, Tourism and Meeting Management. The proposed degrees are being planned for fall 2018 and fall 2019 implementation, contingent on CSU’s Board of Trustee approvals.

To help create capacity in professional degree programs in Biological and Health Sciences, which currently are impacted due to space related operational capacity, CIES is partnering with College of Science for a build-out of classroom and laboratory space in the Interdisciplinary Science Building project. The revenues generated from the expanded capacity will provide for recruitment of additional faculty for a

sustained growth and provide resources towards expanded student support initiatives (e.g., advising and career placement, etc.).

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 and support university partners to grow their programs to develop and deliver rigorous, selective, online graduate and undergraduate degree programs to students globally.

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.

Following the current President-approved model for credit revenue allocation, CIES projects a revenue allocation of \$5.8 million to adequately fund all payroll and operating expenditures. 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  
2017/18 Budget**

|  | Central<br>Operations | Faculty-Led<br>Study Abroad | Total                  |
|--|-----------------------|-----------------------------|------------------------|
| <b>Revenues</b>                                |                       |                             |                        |
| Revenues                                       | \$5,849,923           | \$445,853                   | \$6,295,776            |
| Interest                                       |                       | \$7,222                     | \$7,222                |
| <b>Total Revenues</b>                          | <b>\$5,849,923</b>    | <b>\$453,075</b>            | <b>\$6,302,998</b> (a) |
| <b>Expenses</b>                                |                       |                             |                        |
| <b>Salaries and Benefits</b>                   |                       |                             |                        |
| Salaries and Staff Benefits                    | \$4,276,741           | \$152,571                   | \$4,429,312            |
| Student Assistants                             | \$107,077             | \$4,000                     | \$111,077              |
|  | <b>\$4,383,818</b>    | <b>\$156,571</b>            | <b>\$4,540,389</b>     |
| <b>Operating Expenses &amp; Equipment</b>      |                       |                             |                        |
| General Operating Expenses                     | \$197,835             | \$15,000                    | \$212,835              |
| Advertising                                    | \$292,506             |                             | \$292,506              |
| Contractual Services                           | \$439,054             | \$270,807                   | \$709,861              |
| Equipment & Other Equipment                    |                       |                             | \$0                    |
| IT Costs                                       | \$55,639              |                             | \$55,639               |
| Membership Due                                 | \$5,085               |                             | \$5,085                |
| Postage  | \$25,000              |                             | \$25,000               |
| Printing                                       | \$164,346             |                             | \$164,346              |
| Laboratory Accreditation                       |                       |                             | \$0                    |
| Health Advisory Committee                      |                       |                             | \$0                    |
| Rec Sports/Wellness                            |                       |                             | \$0                    |
| Stockton Center                                |                       |                             | \$0                    |
| Space Rental                                   | \$141,956             |                             | \$141,956              |
| Specialized Training                           | \$87,500              |                             | \$87,500               |
| Subscriptions                                  |                       |                             | \$0                    |
| Telephone                                      |                       |                             | \$0                    |
| Travel   | \$47,313              | \$10,000                    | \$57,313               |
|  | <b>\$1,456,234</b>    | <b>\$295,807</b>            | <b>\$1,752,041</b>     |
| <b>Total Expenses</b>                          | <b>\$5,840,053</b>    | <b>\$452,378</b>            | <b>\$6,292,430</b>     |
| <b>Net Revenue (Expense)</b>                   | <b>\$9,870</b>        | <b>\$697</b>                | <b>\$10,568</b>        |
| <b>Allocation of Division Capital Projects</b> | <b>(\$1,800,000)</b>  |                             | <b>(\$1,800,000)</b>   |
| <b>Allocation of Tuition Revenue</b>           |                       | <b>(\$19,780)</b>           | <b>(\$19,780)</b> (b)  |
| <b>Prior Year Fund Balance</b>                 | <b>\$1,894,430</b>    | <b>\$819,297</b>            | <b>\$2,713,727</b> (c) |
| <b>Projected Ending Fund Balance</b>           | <b>\$104,300</b>      | <b>\$800,214</b>            | <b>\$904,515</b>       |

Footnotes:

(a) Projected Central Operations revenue allocation from credit programs (special session and summer and winter intersession) is projected at 19% of \$33.4 million and \$180K from non credit programs (CEU and international custom training).

(b) 5% of faculty-led study abroad tuition program revenue (\$19,780) is distributed to partner college and International Student and Scholar Services (ISSS).

(c) Prior-Year fund balance for faculty-led study abroad includes summer 2017 program fee collected in advance in 2016/17 and reclassified to revenue in 2017/18. A portion of the fund balance (~\$575K) has been designated as follows: \$225K for six month reserve, \$300K for global emergencies, and \$50K for student support.

For details regarding CIES programs, visit: [www.sjsu.edu/cies](http://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 2017/18 Budget

This year marks the 105<sup>th</sup> 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) 2017/18 Budget

|                                       | Health Services<br>(Incl Mental Health) | Augmented Health<br>Services<br>(Fee for Service) | Facilities         | Maintenance & Repair | SHC Total            |
|---------------------------------------|---|---|--------------------|----------------------|----------------------|
| <b>Revenues</b>                       |   |   |                    |                      |                      |
| Student Fees                          | \$9,585,732                             | \$325,000   | \$3,898,260        |                      | \$13,808,992         |
| Interest                              | \$70,000                                | \$7,500   | \$117,500          |                      | \$195,000            |
| <b>Total Revenues</b>                 | <b>\$9,655,732</b>                      | <b>\$332,500</b>                                  | <b>\$4,015,760</b> | <b>\$0</b>           | <b>\$14,003,992</b>  |
| <b>Expenses</b>                       |   |   |                    |                      |                      |
| Salaries                              | \$6,303,597                             |   |                    |                      | \$6,303,597          |
| Benefits                              | \$2,842,103                             |   |                    |                      | \$2,842,103          |
| <b>Subtotal Salaries and Benefits</b> | <b>\$9,145,700</b>                      | <b>\$0</b>  | <b>\$0</b>         | <b>\$0</b>           | <b>\$9,145,700</b>   |
| Operating Expenses & Equipment        | \$968,050                               | \$433,200   | \$315,000          |                      | \$1,716,250          |
| SJSU Overhead / CSU Chargebacks       | \$1,017,432                             | \$15,250  | \$511,689          |                      | \$1,544,371          |
| Budgeted Reserves                     |   |   | \$1,216,821        |                      |                      |
| <b>Total Expenses</b>                 | <b>\$11,131,182</b>                     | <b>\$448,450</b>                                  | <b>\$2,043,510</b> | <b>\$0</b>           | <b>\$12,406,321</b>  |
| Repairs & Maintenance Transfers (Out) |   |   | (\$500,000)        | \$500,000            |                      |
| Debt Service Payments                 |   |   | (\$1,472,250)      |                      | (\$1,472,250)        |
| <b>Net Revenue (Expense)</b>          | <b>(\$1,475,450)</b>                    | <b>(\$115,950)</b>                                | <b>\$0</b>         | <b>\$500,000</b>     | <b>(\$1,091,400)</b> |
| Prior Year Fund Balance               | \$4,839,122                             | \$754,139   | \$12,186,685       | \$0                  | \$17,779,946         |
| Projected Ending Fund Balance         | \$3,363,672                             | \$638,189   | \$12,186,685       | \$500,000            | \$16,688,546         |

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). After a successful transition last year to our current Theme Living Communities to Living Learning Communities, we have increased the number of Faculty-in-Residence participants to this year's program.

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, parking fees from CV garage
- Rent and utilities for the Village Market

## **2017/2018 Housing Budget**

The projected 2017/18 UHS year-end balance is projected to be a positive \$9.9 million. This projection is based upon the university-approved 3% 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. \$4.5 million is a planned transfer in 2017/18 to the Housing Maintenance and Repair Fund. This amount may increase due to the additional maintenance and improvements for Joe West Hall and the renovations that were completed in Washburn Hall this past summer. All of our projects will continue to focus primarily on life safety, end-of-life cycle replacement items, and when possible any renovations that can be completed.

A Housing Feasibility Study is being initiated during Fall 2017 semester to assess the future needs for housing as UHS and campus considers Phase 3 of Campus Village. Costs for the consulting firm are being negotiated and will be assumed by UHS.

UHS continues to review fire life safety compliance and address any issues as necessary with the proper authorities.

Two new custodial positions were approved for the 2017/18 budget year, and the process to fill these positions is currently underway. Salary and benefits for these positions were included in the 2017/18 budget projections.

## University Housing Services 2017/18 Budget

### Revenues

|                                 |              |
|---------------------------------|--------------|
| Student Housing Rent            | \$43,329,209 |
| Conference and Overnight Guests | \$1,550,000  |
| Orientation Program Lodging     | \$154,000    |
| Other Revenues                  | \$603,000    |
| Miscellaneous Student Fees      | \$300,626    |
| Auxiliaries Rent Revenues       | \$317,254    |
| Parking Permits                 |              |

|                       |                     |
|-----------------------|---------------------|
| <b>Total Revenues</b> | <b>\$46,254,089</b> |
|-----------------------|---------------------|

### Expenses

#### Salary and Benefits

|                    |             |
|--------------------|-------------|
| Salaries and Wages | \$3,571,181 |
| Benefits           | \$2,101,162 |
| Student Assistants | \$981,694   |

|  |                    |
|--|--------------------|
|  | <b>\$6,654,037</b> |
|--|--------------------|

#### Operating Expenses & Equipment

|                                      |              |
|--------------------------------------|--------------|
| General Supplies/Services            | \$2,618,084  |
| Equipment/Furniture Replacement      | \$251,100    |
| Insurance Premiums                   | \$327,069    |
| Internet/Cable (UTS)                 | \$1,186,879  |
| Repairs, Maintenance & FD&O Services | \$4,165,715  |
| Utilities                            | \$2,842,109  |
| Payments to Service Providers:       |              |
| Business Services                    | \$221,608    |
| CSU Centrally Paid Costs             | \$351,186    |
| Ground Lease Fees                    | \$266,162    |
| Security (UPD)                       | \$535,880    |
| Debt Service (a)                     | \$22,741,931 |

|  |                     |
|--|---------------------|
|  | <b>\$35,507,723</b> |
|--|---------------------|

|                       |                     |
|-----------------------|---------------------|
| <b>Total Expenses</b> | <b>\$42,161,760</b> |
|-----------------------|---------------------|

### Transfers In (Out)

|   |               |
|---|---------------|
| Transfer in from Parking Trust Fund                 | \$600,000     |
| Transfer out to Housing Maintenance and Repair Fund | (\$4,500,000) |

|                                 |                      |
|---------------------------------|----------------------|
| <b>Total Transfers In/(Out)</b> | <b>(\$3,900,000)</b> |
|---------------------------------|----------------------|

### Net Revenue (Expense)

|  |                  |
|--|------------------|
|  | <b>\$192,329</b> |
|--|------------------|

### Prior Year Fund Balance

|  |                    |
|--|--------------------|
|  | <b>\$8,791,590</b> |
|--|--------------------|

### Projected Ending Fund Balance (b)

|  |                    |
|--|--------------------|
|  | <b>\$8,983,919</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, improvements, 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. The Construction Fund receives any surplus funds at year-end.

### Highlights of the 2017/18 Budget

Parking revenue is expected to remain flat for 2017/18. In 2016/17 Parking Services continued to have additional expenses due the fleet of buses aging and requiring expensive repairs. Two buses were purchased in 2016/17 and it is anticipated that an additional bus will be purchased in 2017/18. In 2016/17, the Business and Finance Administrative Fee increased from 3.5% to the standard 8% of revenue.

Revenue is expected to remain flat for 2017/18 in the Fines and Forfeitures fund. This fund continues to be supplemented by the Parking Fees fund. There are no current plans to revise parking citation amounts for 2017/18.

There were two capital projects anticipated for 2016/17. The first project was to earthquake retro-fit the North Parking Garage (San Fernando Street and 10<sup>th</sup> Street) at a projected cost of \$2,300,000 and the second project was to install an elevator in the South Parking Garage (San Salvador Street and 7<sup>th</sup> Street) with a projected cost of \$1,985,122. Neither project was started in 2016/17, but is projected to start this year. An additional project, installing video cameras at all pedestrian and vehicle exits and entrances of the garages and license plate readers at all vehicle entrances and exits, is planned for 2017/18. This project has an anticipated cost of \$500,000. Purchase Orders and Project Agreements are in place to proceed with this project.

## University Parking Services 2017/18 Budget

|   | Parking Fees       | Fines & Forfeitures | Construction         | Maintenance & Repair | Capital Improvement | Special Events  | Total                |
|---|--------------------|---------------------|----------------------|----------------------|---------------------|-----------------|----------------------|
| <b>Revenues</b>                           |                    |                     |                      |                      |                     |                 |                      |
| Parking Permits                           | \$3,950,000        |                     |                      |                      |                     |                 | \$3,950,000          |
| Parking Coingates                         | \$1,775,000        |                     |                      |                      |                     |                 | \$1,775,000          |
| Parking Fines                             |                    | \$251,000           |                      |                      |                     |                 | \$251,000            |
| Revenue-Others                            | \$18,000           |                     |                      |                      |                     |                 | \$18,000             |
| Interest                                  | \$155,000          | \$100               |                      |                      |                     |                 | \$155,100            |
| Cost Recovery from Auxiliaries            | \$115,000          | \$14,025            |                      |                      |                     | \$22,440        | \$151,465            |
| Cost Recovery from Others                 | \$60,000           |                     |                      |                      |                     | \$5,100         | \$65,100             |
| <b>Total Revenues</b>                     | <b>\$6,073,000</b> | <b>\$265,125</b>    | <b>\$0</b>           | <b>\$0</b>           | <b>\$0</b>          | <b>\$27,540</b> | <b>\$6,365,665</b>   |
| <b>Expenses</b>                           |                    |                     |                      |                      |                     |                 |                      |
| Salaries & Wages                          | \$1,101,313        | \$25,000            |                      |                      |                     | \$18,831        | \$1,145,144          |
| Benefits                                  | \$726,866          |                     |                      |                      |                     | \$1,014         | \$727,880            |
|   | <b>\$1,828,179</b> | <b>\$25,000</b>     | <b>\$0</b>           | <b>\$0</b>           | <b>\$0</b>          | <b>\$19,845</b> | <b>\$1,873,024</b>   |
| <b>Operating Expenses &amp; Equipment</b> |                    |                     |                      |                      |                     |                 |                      |
| Charges for Business Services             | \$1,155,297        | \$21,210            |                      |                      |                     |                 | \$1,176,507          |
| Contractual Services (a)                  | \$200,000          | \$300,000           | \$4,285,122          | \$60,000             | \$500,000           |                 | \$5,345,122          |
| Communications                            | \$1,200            |                     |                      |                      |                     |                 | \$1,200              |
| Equipment                                 | \$180,000          |                     |                      |                      |                     |                 | \$180,000            |
| General Operating Expenses                | \$388,250          | \$500               |                      |                      |                     |                 | \$388,750            |
| Printing/Duplicating                      | \$62,350           |                     |                      |                      |                     |                 | \$62,350             |
| Facility Upkeep                           | \$578,000          |                     |                      |                      |                     |                 | \$578,000            |
| Utilities                                 | \$216,829          |                     |                      |                      |                     |                 | \$216,829            |
| Merchant's Credit Card Fee                | \$170,000          |                     |                      |                      |                     |                 | \$170,000            |
| Insurance & Risk Expenses                 | \$87,345           |                     |                      |                      |                     |                 | \$87,345             |
| UPD Security                              | \$1,169,456        |                     |                      |                      |                     |                 | \$1,169,456          |
|   | <b>\$4,208,727</b> | <b>\$321,710</b>    | <b>\$4,285,122</b>   | <b>\$60,000</b>      | <b>\$500,000</b>    | <b>\$0</b>      | <b>\$9,375,559</b>   |
| <b>Total Expenses</b>                     | <b>\$6,036,906</b> | <b>\$346,710</b>    | <b>\$4,285,122</b>   | <b>\$60,000</b>      | <b>\$500,000</b>    | <b>\$19,845</b> | <b>\$11,248,583</b>  |
| <b>Transfers In (Out)</b>                 |                    |                     |                      |                      |                     |                 |                      |
| Parking Fees                              |                    | \$81,585            |                      |                      |                     |                 | \$81,585             |
| Construction                              |                    |                     |                      |                      |                     |                 |                      |
| Maintenance & Equipment                   |                    |                     | (\$500,000)          |                      | \$500,000           |                 |                      |
| Fines & Forfeitures                       | (\$81,585)         |                     |                      |                      |                     |                 | (\$81,585)           |
| <b>Total Transfers In (Out)</b>           | <b>(\$81,585)</b>  | <b>\$81,585</b>     | <b>(\$500,000)</b>   | <b>\$0</b>           | <b>\$500,000</b>    | <b>\$0</b>      | <b>\$0</b>           |
| <b>Net Revenues (Expenses)</b>            | <b>(\$45,491)</b>  | <b>\$0</b>          | <b>(\$4,785,122)</b> | <b>(\$60,000)</b>    | <b>\$0</b>          | <b>\$7,695</b>  | <b>(\$4,882,918)</b> |
| Prior Year Fund Balance                   | \$1,203,473        | \$9,416             | \$11,182,294         | \$277,337            | \$0                 | \$57,411        | \$12,729,931         |
| Ending Fund Balance                       | \$1,157,982        | \$9,416             | \$6,397,172          | \$217,337            | \$0                 | \$65,106        | \$7,847,013          |

(a) The figure in the construction fund represents expenditures related to North and South Parking Garage construction projects.  
Note: For details regarding Parking programs/finances, visit: <http://www.sjsu.edu/parking>.

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Photo by David Schmitz

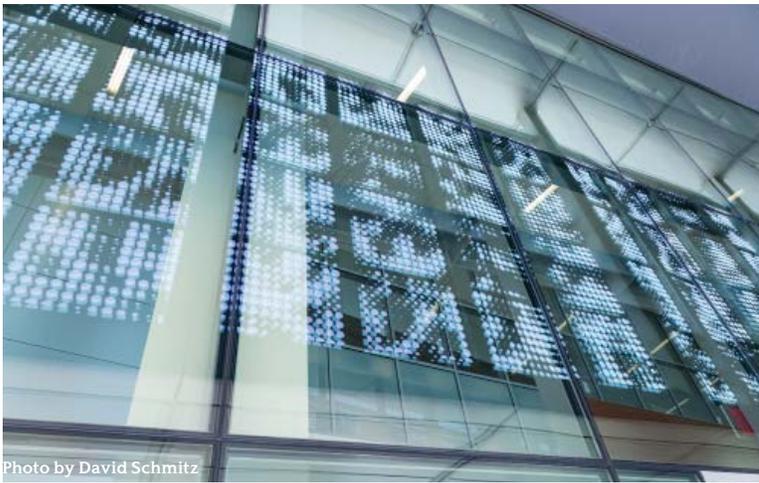


Photo by David Schmitz



Photo by David Schmitz

# 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. Providing 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 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 2017/18 Budget

|   | Government       | Retention          | Campus Life        | Support Services | Technology & Resources | Transportatio      | Facilities       | Total               |
|---|------------------|--------------------|--------------------|------------------|------------------------|--------------------|------------------|---------------------|
| <b>Revenues</b>                               |                  |                    |                    |                  |                        |                    |                  |                     |
| Student Association Fees (a)                  | \$634,260        | \$1,153,200        | \$922,560          | \$691,920        | \$864,900              | \$1,095,540        | \$403,620        | \$5,766,000         |
| Program Revenues                              | \$194,187        | \$353,068          | \$282,454          | \$211,841        | \$264,801              | \$335,415          | \$123,574        | \$1,765,340         |
| Grants and Contracts                          | \$59,287         | \$107,793          | \$86,235           | \$64,676         | \$80,845               | \$102,403          | \$37,727         | \$538,966           |
| <b>Total Revenues</b>                         | <b>\$887,734</b> | <b>\$1,614,061</b> | <b>\$1,291,249</b> | <b>\$968,437</b> | <b>\$1,210,546</b>     | <b>\$1,533,358</b> | <b>\$564,921</b> | <b>\$8,070,306</b>  |
| <b>Expenses</b>                               |                  |                    |                    |                  |                        |                    |                  |                     |
| Compensation for Officers and Directors       | \$15,741         | \$28,620           | \$22,896           | \$17,172         | \$21,465               | \$27,189           | \$10,017         | \$143,100           |
| Salaries and Wages                            | \$283,404        | \$515,280          | \$412,225          | \$309,168        | \$386,461              | \$489,516          | \$180,348        | \$2,576,402         |
| Salaries - Student Assistants                 | \$113,321        | \$206,038          | \$164,830          | \$123,623        | \$154,528              | \$195,736          | \$72,113         | \$1,030,189         |
| Staff Benefits                                | \$124,411        | \$226,202          | \$180,961          | \$135,721        | \$169,651              | \$214,891          | \$79,171         | \$1,131,008         |
| <b>Total Salary and Benefits</b>              | <b>\$536,877</b> | <b>\$976,140</b>   | <b>\$780,912</b>   | <b>\$585,684</b> | <b>\$732,105</b>       | <b>\$927,332</b>   | <b>\$341,649</b> | <b>\$4,880,699</b>  |
| <b>Operating Expenses &amp; Equipment</b>     |                  |                    |                    |                  |                        |                    |                  |                     |
| Accounting and Legal Fees                     | \$7,370          | \$13,400           | \$10,720           | \$8,040          | \$10,050               | \$12,730           | \$4,690          | \$67,000            |
| Affordable Textbook Program                   | \$3,300          | \$6,000            | \$4,800            | \$3,600          | \$4,500                | \$5,700            | \$2,100          | \$30,000            |
| Janitorial Services                           | \$6,098          | \$11,088           | \$8,870            | \$6,653          | \$8,316                | \$10,534           | \$3,881          | \$55,440            |
| CSU Operating Fund Admin Services             | \$12,210         | \$22,200           | \$17,760           | \$13,320         | \$16,650               | \$21,090           | \$7,770          | \$111,000           |
| Food Services                                 | \$4,510          | \$8,200            | \$6,560            | \$4,920          | \$6,150                | \$7,790            | \$2,870          | \$41,000            |
| Other Operating Expenses                      | \$10,401         | \$18,911           | \$15,129           | \$11,347         | \$14,183               | \$17,965           | \$6,619          | \$94,555            |
| Publicity and Promotion                       | \$13,074         | \$23,773           | \$19,017           | \$14,263         | \$17,829               | \$22,583           | \$8,320          | \$118,859           |
| Rental Charges                                | \$21,516         | \$39,120           | \$31,297           | \$23,472         | \$29,340               | \$37,165           | \$13,692         | \$195,602           |
| Repairs & Maintenance                         | \$7,187          | \$13,067           | \$10,454           | \$7,841          | \$9,801                | \$12,414           | \$4,574          | \$65,338            |
| Risk Coverage/Insurance                       | \$6,017          | \$10,940           | \$8,752            | \$6,564          | \$8,205                | \$10,393           | \$3,829          | \$54,700            |
| Staff Development and Hospitality Svcs        | \$11,942         | \$21,712           | \$17,370           | \$13,027         | \$16,284               | \$20,627           | \$7,599          | \$108,561           |
| Student Orgs & Spartan Community Program      | \$30,140         | \$54,800           | \$43,840           | \$32,880         | \$41,100               | \$52,060           | \$19,180         | \$274,000           |
| Contracts and Services                        | \$44,206         | \$80,375           | \$64,300           | \$48,225         | \$60,281               | \$76,356           | \$28,130         | \$401,873           |
| Telephones/Baseline Charges                   | \$18,278         | \$33,232           | \$26,586           | \$19,939         | \$24,924               | \$31,570           | \$11,631         | \$166,160           |
| Transportation Solutions Program              | \$125,829        | \$228,780          | \$183,024          | \$137,268        | \$171,585              | \$217,341          | \$80,073         | \$1,143,900         |
| Travel  | \$11,022         | \$20,039           | \$16,032           | \$12,024         | \$15,030               | \$19,037           | \$7,013          | \$100,197           |
| Utilities                                     | \$10,131         | \$18,420           | \$14,736           | \$11,052         | \$13,815               | \$17,499           | \$6,447          | \$92,100            |
| Operating Capital Outlay                      | \$4,323          | \$7,860            | \$6,288            | \$4,716          | \$5,895                | \$7,467            | \$2,751          | \$39,300            |
| <b>Total Operating Expenses</b>               | <b>\$347,554</b> | <b>\$631,917</b>   | <b>\$505,534</b>   | <b>\$379,150</b> | <b>\$473,938</b>       | <b>\$600,321</b>   | <b>\$221,171</b> | <b>\$3,159,585</b>  |
| <b>Total Expenses</b>                         | <b>\$884,431</b> | <b>\$1,608,057</b> | <b>\$1,286,446</b> | <b>\$964,834</b> | <b>\$1,206,043</b>     | <b>\$1,527,653</b> | <b>\$562,820</b> | <b>\$8,040,284</b>  |
| <b>Net Revenues over Expenses (operating)</b> | <b>\$3,303</b>   | <b>\$6,004</b>     | <b>\$4,803</b>     | <b>\$3,603</b>   | <b>\$4,503</b>         | <b>\$5,705</b>     | <b>\$2,101</b>   | <b>\$30,022</b>     |
| <b>Prior Year Fund Balance</b>                |                  |                    |                    |                  |                        |                    |                  | <b>\$10,250,975</b> |
| Capitalized Fixed Assets                      |                  |                    |                    |                  |                        |                    |                  | \$100,000           |
| OPEB-Postretirement Health Benefit Program    |                  |                    |                    |                  |                        |                    |                  | (\$100,000)         |
| 120th Year Anniversary Celebration            |                  |                    |                    |                  |                        |                    |                  | (\$43,000)          |
| 3% Salary Increase                            |                  |                    |                    |                  |                        |                    |                  | (\$65,000)          |
| Depreciation                                  |                  |                    |                    |                  |                        |                    |                  | (\$250,000)         |
| A.S. Scholarships                             |                  |                    |                    |                  |                        |                    |                  | (\$82,000)          |
| AS House Lease                                |                  |                    |                    |                  |                        |                    |                  | (\$148,430)         |
| <b>Ending Fund Balance</b>                    |                  |                    |                    |                  |                        |                    |                  | <b>\$9,692,567</b>  |

*Footnote:*

(a) Student Association Fee \$92.50. 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 2017/18 Budget

### Revenues

|   |              |
|---|--------------|
| Fees  | \$7,600,000  |
| Investment Income                                   | \$1,800,000  |
| Federal Grants and Contracts                        | \$23,500,000 |
| State Grants and Contracts                          | \$9,500,000  |
| Private Gifts, Grants and Contracts                 | \$5,700,000  |
| Other Revenue Activities - Campus Organizations (a) | \$6,800,000  |
| Other Revenue and Support                           | \$300,000    |

|                       |                     |
|-----------------------|---------------------|
| <b>Total Revenues</b> | <b>\$55,200,000</b> |
|-----------------------|---------------------|

### Expenses

#### Salary and Benefits

|   |                     |
|---|---------------------|
| Salary and Wages                          | \$27,500,000        |
| Staff Benefits                            | \$8,000,000         |
| Postretirement Benefits - Accrued Expense | \$450,000           |
|   | <b>\$35,950,000</b> |

### Operating Expenses & Equipment

|  |             |
|--|-------------|
| Depreciation                                       | \$670,000   |
| Equipment Purchase                                 | \$680,000   |
| Equipment Rent and Lease                           | \$43,000    |
| University Admin. Services & Facilities Use        | \$254,000   |
| Occupancy (Rent, Janitorial, Utilities, Insurance) | \$1,260,000 |
| Printing   | \$70,000    |
| Building Repairs and Maintenance                   | \$350,000   |
| Scholarships and Fellowships                       | \$4,000,000 |
| Supplies   | \$1,700,000 |
| Telephones/Communications                          | \$280,000   |
| Travel   | \$2,850,000 |
| Contracted Services and Fees (b)                   | \$5,200,000 |
| Professional Fees (Accounting and Legal)           | \$900,000   |
| Net Alloc/Grants/Transfers to Related Entities     | \$1,600,000 |

|                       |                     |
|-----------------------|---------------------|
| <b>Total Expenses</b> | <b>\$55,807,000</b> |
|-----------------------|---------------------|

### Net Revenue (Expense)

|                                    |                     |
|------------------------------------|---------------------|
| Projecte d Prior Year Fund Balance | \$17,885,215        |
| Projecte d Ending Fund Balance     | <b>\$17,278,215</b> |

*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, Inc. is committed to building strong partnerships and developing future leaders. We strive to integrate environmental and financial responsibility within our practices, while providing dynamic customer service and evolving with the needs of the San Jose State University Community.

## **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 through June 30, 2026. The commission income is projected to be \$795,000 for 2017/18. Dining Services consists of the residential meal program incorporated within The Commons, retail foodservice operations located on campus, and catering services. The projected sales for Dining Services are \$24.1M for 2017/18.

### *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 2016, 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 \$354,500 for 2017/18. 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 \$209,444 for 2017/18. The company also operates the food trucks to provide additional meal options on campus with the anticipated sales of \$131,002 for 2017/18. Hammer Theatre concessions are expected to generate \$66,200 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 58 regular benefited employees. Spartan Shops also employs an estimated 900 students and temporary casual part time employees.

## Spartan Shops, Inc. 2017/18 Budget

|  | Amount              | % of Total Sales |
|--|---------------------|------------------|
| <b>Resources</b>                         |                     |                  |
| <b>Sales</b>                             |                     |                  |
| Dining Services                          | \$24,095,580        | 95.9%            |
| Event Services                           | \$694,946           | 2.8%             |
| Hammer Theatre                           | \$66,200            | 0.3%             |
| Real Estate                              | \$274,524           | 1.1%             |
| Total Sales                              | \$25,131,250        | 100.0%           |
| <b>Cost of Sales</b>                     |                     |                  |
| Dining Services                          | \$8,305,849         | 33.0%            |
| Event Services                           | \$227,519           | 0.9%             |
| Hammer Theatre                           | \$20,522            | 0.1%             |
| Less: Total Cost of Sales                | \$8,553,890         | 34.0%            |
| <b>Gross Profit</b>                      | <b>\$16,577,360</b> | <b>66.0%</b>     |
| <br><b>Other Income</b>                  |                     |                  |
| Bookstore Commission                     | \$795,000           | 3.2%             |
| Dining Services Commissions              | \$275,347           | 1.1%             |
| Event Services Commissions               | \$30,700            | 0.1%             |
| Interest Income                          | \$67,224            | 0.3%             |
| Other Income                             | \$136,620           | 0.5%             |
| Total Other Income                       | \$1,304,891         | 5.2%             |
| <b>Total Resources</b>                   | <b>\$17,882,251</b> | <b>71.2%</b>     |
| <br><b>Expenses</b>                      |                     |                  |
| <b>Salary &amp; Benefits</b>             | <b>\$10,652,907</b> | <b>42.4%</b>     |
| <b>Operating Expenses</b>                |                     |                  |
| Franchise Fee                            | \$501,530           | 2.0%             |
| Depreciation                             | \$1,073,910         | 4.3%             |
| Capital Lease CPEF Program               | \$99,358            | 0.4%             |
| Supplies                                 | \$503,284           | 2.0%             |
| Repair & Maintenance                     | \$822,344           | 3.3%             |
| Utilities                                | \$807,175           | 3.2%             |
| Advertising & Events                     | \$36,295            | 0.1%             |
| University Donations                     | \$99,000            | 0.4%             |
| Services                                 | \$871,320           | 3.5%             |
| Equipment                                | \$259,188           | 1.0%             |
| Postage & Shipping                       | \$4,000             | 0.0%             |
| Rent - University                        | \$1,256,723         | 5.0%             |
| Facility Fee - On Fourth Café            | \$4,115             | 0.0%             |
| Facility Fee - Event Center              | \$85,113            | 0.3%             |
| Parking Fees                             | \$9,900             | 0.0%             |
| Staff Recruitment & Training             | \$209,895           | 0.8%             |
| Admin Operating Costs                    | \$257,605           | 1.0%             |
| Interest Expense                         | \$56,713            | 0.2%             |
| Total Operating Expenses                 | \$6,957,468         | 27.7%            |
| <b>Total Expenses</b>                    | <b>\$17,610,375</b> | <b>70.1%</b>     |
| <b>Net Revenues of Expenses</b>          | <b>\$271,876</b>    | <b>1.1%</b>      |
| <b>Projected Prior Year Fund Balance</b> | <b>\$9,163,502</b>  |                  |
| <b>Ending Fund Balance</b>               | <b>\$9,435,378</b>  |                  |

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 \$23 million in FY 2017/18, depending on enrollment. The Student Union Board of Directors has requested that \$7.8 million in student fees be returned to the Student Union for the 2017/18 operations as well as \$455 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 2017/18 includes revenues totaling \$11,390,887 (including \$7,774,169 in student fees provided for operations) and operating expenses of \$11,390,887 plus an additional amount of \$455,170 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<br>Indoor Theatre<br>Union Square Food Court<br>AS Print & Technology<br>AS Government Offices<br>Spartan Bookstore<br>Student Involvement<br>Veterans Center<br>Gender Equity Center<br>PRIDE Center<br>IDEA Lab<br>MOSAIC Cross-Cultural Center<br>Cesar Chavez CCCAC Center<br>US Bank<br>Starbucks | Arena- Technical & AV<br>Box Office/TM Outlet<br>Sport Club<br>Club Sports<br>Dance Studios<br>Weight Room<br>Aerobics Room<br>Mini-Gym<br>Campus Recreation*<br>Racquetball Courts<br>Personal Training<br>CPR/First Aid Training | <b>CLOSED<br/>FOR<br/>RENOVATION</b> | Bank of America<br>Bank of the West<br>Wells Fargo Bank<br>JPMorgan Chase Bank |

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

**Student Union, Inc.**  
**2017/18 Operating Budget**

|   | General<br>Administration | Student Union<br>Building | Event Center<br>Building | Aquatic Center                       | Total Budget        |
|---|---------------------------|---------------------------|--------------------------|--------------------------------------|---------------------|
| <b>Revenues</b>                                 |                           |                           |                          |                                      |                     |
| Student Union Fees                              | \$7,774,169               |                           |                          |                                      | \$7,774,169         |
| Service Fees                                    |                           | \$74,700                  | \$140,350                | <b>CLOSED<br/>FOR<br/>RENOVATION</b> | \$215,050           |
| Reimbursement of Event Costs                    |                           |                           | \$850,000                |                                      | \$850,000           |
| Interest Income                                 | \$275,000                 |                           |                          |                                      | \$275,000           |
| Rental Income                                   |                           | \$1,287,140               | \$869,130                |                                      | \$2,156,270         |
| Commissions & Other                             | \$15,000                  | \$1,050                   | \$104,348                |                                      | \$120,398           |
| <b>Total Operating Revenues</b>                 | <b>\$8,064,169</b>        | <b>\$1,362,890</b>        | <b>\$1,963,828</b>       | <b>\$0</b>                           | <b>\$11,390,887</b> |
| <b>Expenses</b>                                 |                           |                           |                          |                                      |                     |
| Salaries and Wages                              | \$1,285,224               | \$1,490,509               | \$1,524,769              |                                      | \$4,300,502         |
| Staff Benefits                                  | \$559,724                 | \$545,419                 | \$375,906                |                                      | \$1,481,049         |
| <b>Total Salaries &amp; Benefits</b>            | <b>\$1,844,948</b>        | <b>\$2,035,928</b>        | <b>\$1,900,675</b>       | <b>\$0</b>                           | <b>\$5,781,551</b>  |
| <b>Operating Expenses &amp; Equipment</b>       |                           |                           |                          |                                      |                     |
| Travel  | \$18,600                  | \$18,720                  | \$39,985                 |                                      | \$77,305            |
| Risk Coverage/Insurance                         | \$66,706                  | \$76,968                  | \$60,902                 |                                      | \$204,576           |
| Supplies  | \$53,839                  | \$173,274                 | \$99,350                 |                                      | \$326,463           |
| Communications                                  | \$188,310                 | \$900                     | \$0                      |                                      | \$189,210           |
| Repairs and Maintenance                         | \$29,974                  | \$57,274                  | \$100,310                |                                      | \$187,558           |
| Event Costs-(Reimb. Portion)                    |                           |                           | \$850,000                |                                      | \$850,000           |
| Programming Costs                               | \$246,500                 | \$5,000                   | \$19,580                 |                                      | \$271,080           |
| Utilities                                       |                           | \$400,000                 | \$525,000                |                                      | \$925,000           |
| Small Equipment Purchases                       | \$53,825                  | \$15,800                  | \$22,500                 |                                      | \$92,125            |
| Services from Outside Agencies                  | \$824,969                 | \$366,166                 | \$312,300                |                                      | \$1,503,435         |
| Depreciation                                    | \$650,000                 |                           |                          |                                      | \$650,000           |
| OPEB Obligation                                 | \$243,796                 |                           |                          |                                      | \$243,796           |
| Staff Development & Other                       | \$52,938                  | \$9,900                   | \$25,950                 |                                      | \$88,788            |
| <b>Total Operating Expenses</b>                 | <b>\$2,429,457</b>        | <b>\$1,124,002</b>        | <b>\$2,055,877</b>       | <b>\$0</b>                           | <b>\$5,609,336</b>  |
| <b>Total Expenses</b>                           | <b>\$4,274,405</b>        | <b>\$3,159,930</b>        | <b>\$3,956,552</b>       | <b>\$0</b>                           | <b>\$11,390,887</b> |
| <b>Total Operating Income (Loss):</b>           |                           |                           |                          |                                      | <b>\$0</b>          |
| <b>Funding of Capital Projects (a)</b>          |                           |                           |                          |                                      | <b>(\$455,170)</b>  |
| <b>Increase/(Decrease) in Net Position</b>      |                           |                           |                          |                                      | <b>(\$455,170)</b>  |
| <b>Estimated Net Position Beginning of Year</b> |                           |                           |                          |                                      | <b>\$9,929,024</b>  |
| <b>Estimated Net Position End of Year</b>       |                           |                           |                          |                                      | <b>\$9,473,854</b>  |

*Footnote:*

|                                       |                  |
|---------------------------------------|------------------|
| (a) FY 2017/18 Capital Projects       |                  |
| HD Video Cameras                      | \$69,422         |
| Center Cluster Amplifier Replacement  | \$25,823         |
| Center Main Video Projector           | \$80,033         |
| Sport Club Cardio Equipment (10 pcs)  | \$80,000         |
| E.C. Tech Services Utility Cart       | \$20,417         |
| E.C. Fire Systems Improvements        | \$22,000         |
| Metal Detectors                       | \$87,675         |
| New Forklift for EC Arena             | \$41,800         |
| New Cycle Bikes for Fitness Progrma,s | \$28,000         |
|                                       | <b>\$455,170</b> |

*Additional information regarding the Student Union Inc. is available at [www.union.sjsu.edu](http://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 43 community members, most of whom are SJSU alumni, board members are appointed for three-year terms. San José State's President and Vice President for Advancement serve as ex-officio members.

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. 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.

One of the most important factors in a university 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, endowment distributions provide an income stream that can create the critical margin of excellence that will enable San José State to continue to provide the highly educated workforce Silicon Valley demands.

Tower Foundation's \$142.9 million endowment is comprised of over 630 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.

Earlier this year, the Tower Foundation board approved a 4% endowment distribution, directing \$4.8 million to the campus for scholarships, faculty support and the programs our donors have made possible. We remain confident that our endowment investment portfolio is well positioned, from both a risk and a return standpoint, to support SJSU and its growth in the future.



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# Appendix

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

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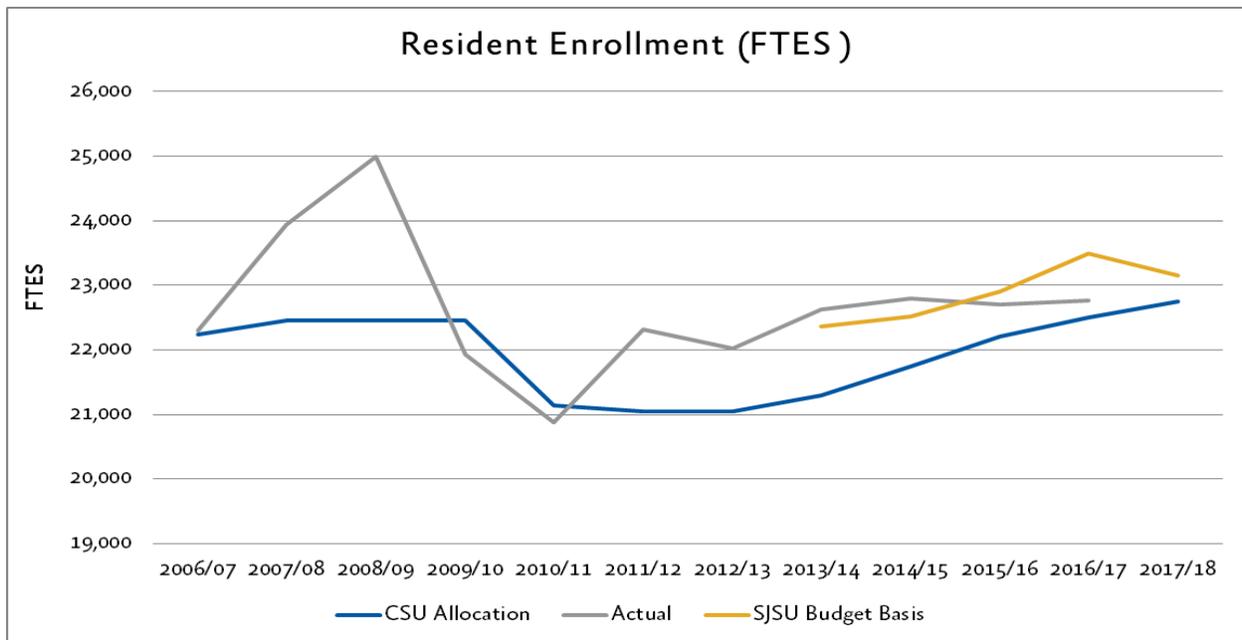
## STUDENT ENROLLMENT

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)

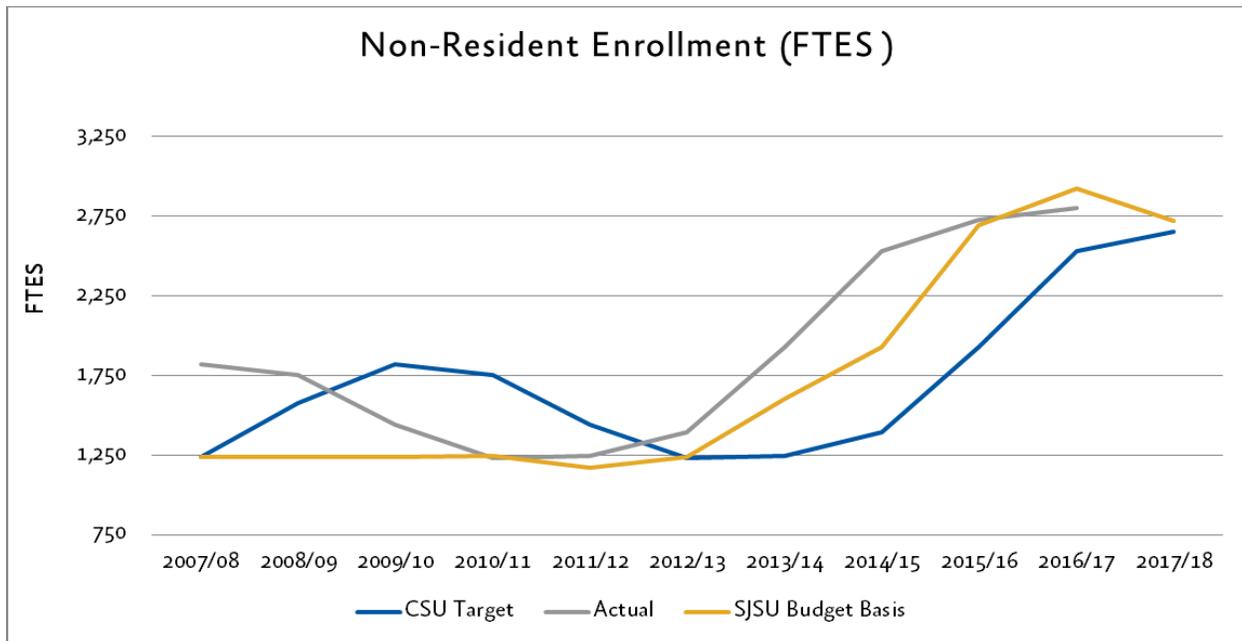
At SJSU, resident student enrollment has fluctuated over the years. As shown below in the chart, SJSU’s enrollment allocation (“target”) was essentially flat between 2006/07 and 2009/10 at approximately 22,460 FTES. In response to deep budget reductions made too late in 2009/10 to implement, the CSU 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 2017/18, SJSU’s resident FTES target increased by 240 FTES to a total of 22,747. FTES is expected to exceed the CSU target by about approximately 1.9% as campus Average Unit Load (AUL) is increased in response to efforts towards the student success initiative.

The initiative to increase in AUL involves maintaining a flat student headcount while allocating more resources to expand and open course sections to help students take more courses and thus improve their time to degree. These actions result in a loss of potential future revenue from not taking in additional students, while also adding incremental costs in offering more sections. The approximate financial impact of each 0.10 increase to AUL is approximately \$1 million. In 2017/18, the university has endeavored to increase undergraduate AUL from 12.7 to 13.1.



### 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 priority for SJSU, and heightened recruitment efforts are beginning to show results.



### SJSU Overall Enrollment Summary

|                    | 2009/10 | 2010/11 | 2011/12 | 2012/13 | 2013/14 | 2014/15 | 2015/16 | 2016/17 | 2017/18 |
|--------------------|---------|---------|---------|---------|---------|---------|---------|---------|---------|
| <u>Target FTES</u> |         |         |         |         |         |         |         |         |         |
| Resident           | 22,460  | 21,145  | 21,045  | 21,045  | 21,298  | 21,728  | 22,001  | 22,507  | 22,747  |
| Non-Resident       | 1,239   | 1,239   | 1,171   | 1,239   | 1,607   | 1,927   | 2,400   | 2,650   | 2,650   |
| Total Target FTES  | 23,699  | 22,384  | 22,216  | 22,284  | 22,905  | 22,905  | 24,601  | 25,157  | 25,397  |
| <u>Actual FTES</u> |         |         |         |         |         |         |         |         |         |
| Resident           | 24,991  | 21,927  | 20,881  | 22,318  | 22,023  | 22,788  | 22,710  | 22,766  |         |
| Non-Resident       | 1,751   | 1,441   | 1,231   | 1,241   | 1,395   | 2,532   | 2,727   | 2,801   |         |
| Total Actual FTES  | 26,742  | 23,368  | 22,112  | 23,559  | 23,418  | 25,320  | 25,437  | 25,567  |         |

# STUDENT FEES

## Mandatory Fee Table

The table on the following page documents changes in student mandatory fees from 2006/07 to 2017/18. "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. In March 2017, the California State University (CSU) Board of Trustees approved tuition increases, beginning Fall 2017. Tuition increased by \$270 for undergraduate students taking 6.1 or more units. The table on the next page indicates the tuition increases for each student category. This CSU increase was the first in six years.

Other mandatory student fees such as Associated Student, Health Facilities, Health Services, are determined by individual CSU campuses. For the current year, non-tuition mandatory fees were adjusted 1.8% 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](#)), which 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."

## 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. 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 (CFO). In consultation with requesting divisions and approved by the president. The Campus Fee Program [website](#) includes further information such as fee types and the role of CFAC.

## 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%). Tuition fees are the university's largest student fee revenue source (47%) and tuition fees from non-resident students is the second largest source of student fee revenue (7%). For more information regarding SJSU Operating Fund revenues, please refer back to the Operating Fund Resources section.

SJSU Academic Year Mandatory Student Fees  
2006/07 to 2017/18

| Fiscal Year                        | Tuition Fee               |                      |                                |                      |                               |                      |                     | Non-Resident Tuition<br>Per Unit | Campus Mandatory Fees<br>(Annual fees that must be paid to apply to, enroll in, or attend SJSU) |                 |     |          |                     |               |  |                   |
|------------------------------------|---------------------------|----------------------|--------------------------------|----------------------|-------------------------------|----------------------|---------------------|----------------------------------|---|-----------------|-----|----------|---------------------|---------------|--|-------------------|
|                                    | Undergraduate Tuition Fee |                      | Graduate Students' Tuition Fee |                      |                               |                      |                     |                                  | Health Facilities   | Health Services | IRA | Document | Associated Students | Student Union | Student Success, Excellence & Tech Fee | Total Campus Fees |
|                                    |                           |                      | Non-Teacher Credential         |                      | Teacher Credential Candidates |                      | Education Doctorate |                                  |   |                 |     |          |                     |               |  |                   |
|                                    | 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         |                                  |   |                 |     |          |                     |               |  |                   |
| 2017/18                            | \$3,330                   | \$ 5,742             | \$4,164                        | \$ 7,176             | \$3,864                       | \$ 6,660             | \$ 11,838           | \$ 396                           | 120   | 295             | -   | 31       | 185                 | 717           | 631                                    | \$ 1,979          |
| <i>increase from previous year</i> | 4.9%                      | 4.9%                 | 6.6%                           | 6.5%                 | 4.9%                          | 4.9%                 | 6.5%                | 6.5%                             |   |                 |     |          |                     |               |  | 1.8%              |
| 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             |                     | \$ 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%                 |                     | 0.0%                             |   |                 |     |          |                     |               |  | 12.9%             |
| 2012/13                            | \$3,174                   | \$ 5,472             | \$3,906                        | \$ 6,738             | \$3,684                       | \$ 6,348             |                     | \$ 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%                 |                     | 0.0%                             |   |                 |     |          |                     |               |  | 21.1%             |
| 2011/12                            | \$3,174                   | \$ 5,472             | \$3,906                        | \$ 6,738             | \$3,684                       | \$ 6,348             |                     | \$ 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%                |                     | 0.0%                             |   |                 |     |          |                     |               |  | 20.0%             |
| 2010/11                            | 2,514                     | 4,335                | 3,099                          | 5,343                | 2,919                         | 5,031                |                     | \$ 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%                 |                     | 0.0%                             |   |                 |     |          |                     |               |  | 10.9%             |
| 2009/10                            | 2,334                     | 4,026                | 2,880                          | 4,962                | 2,712                         | 4,674                |                     | \$ 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%                |                     | 9.7%                             |   |                 |     |          |                     |               |  | 8.9%              |
| 2008/09                            | 1,770                     | 3,048                | 2,178                          | 3,756                | 2,052                         | 3,540                |                     | \$ 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%                |                     |                                  |   |                 |     |          |                     |               |  | 9.8%              |
| 2007/08                            | 1,608                     | 2,772                | 1,980                          | 3,414                | 1,866                         | 3,216                |                     |                                  | 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%                |                     |                                  |   |                 |     |          |                     |               |  | 10.8%             |
| 2006/07                            | 1,464                     | 2,520                | 1,800                          | 3,102                | 1,698                         | 2,922                |                     |                                  | 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 Student and Scholar 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.

**Ed.D Program – Education Leadership Grant:** Students admitted to the Ed.D Program in Educational Leadership may qualify for receipt of the grant monies towards the cost of attendance. Recipients must be California residents enrolled at least half-time.

**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 and are listed elsewhere in the glossary: Ed.D Program – Education Leadership Grant, Graduate Business Professional Grant (GBPG), Graduate Equity Fellowship (GEF), Kuhlman Loan, Middle Class Scholarship (MCS), State University Grant (SUG), Teacher Education Assistance for College and Higher Education (TEACH) Grant, and Tuition Fee Discount.

**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 \$656,000. 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". The 2017/18 allocation, per the [CSU 2017/18 Final Budget Allocations Attachments](#), is approximately \$41.1 million.

**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.

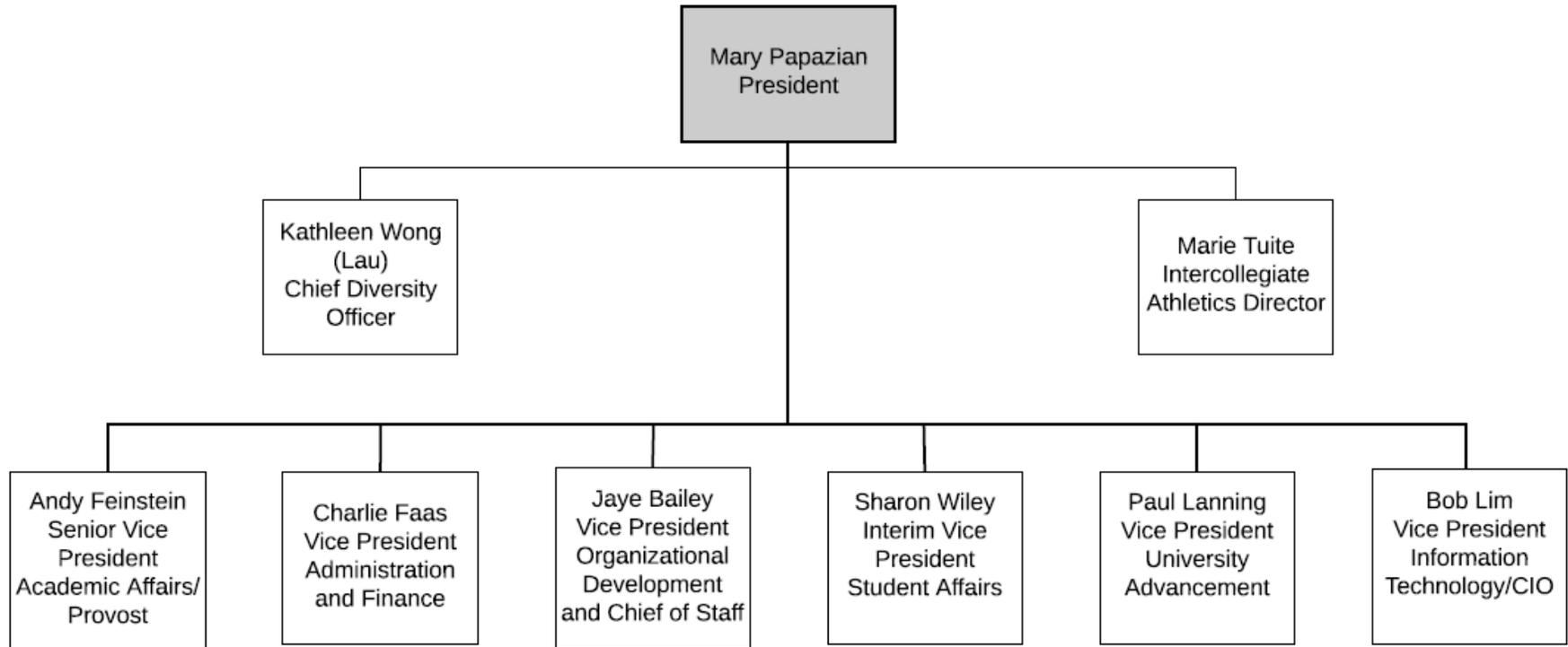
**Tuition Fee:** In November 2010, the Board of Trustees voted to rename the State University Fee (SUF) the Tuition Fee. All students, resident and non-resident, pay the Tuition Fee.

**Tuition Fee Discount:** State University Grant (SUG).

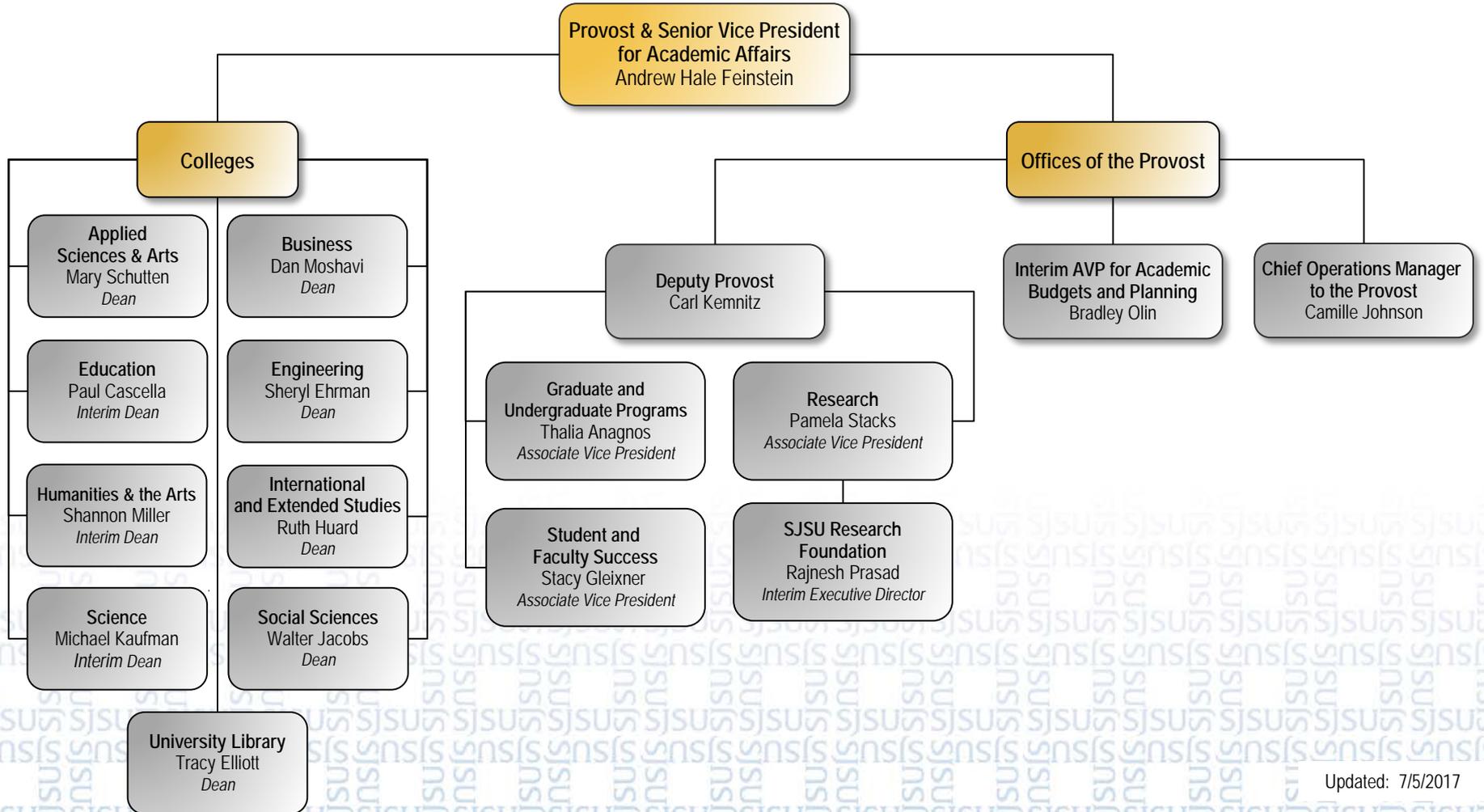
**University Wide Resources:** Resources essential to the operation of the campus and independent from any particular division's core activities. Examples include utilities, risk pool premiums, and CMS.

**Office of the President**

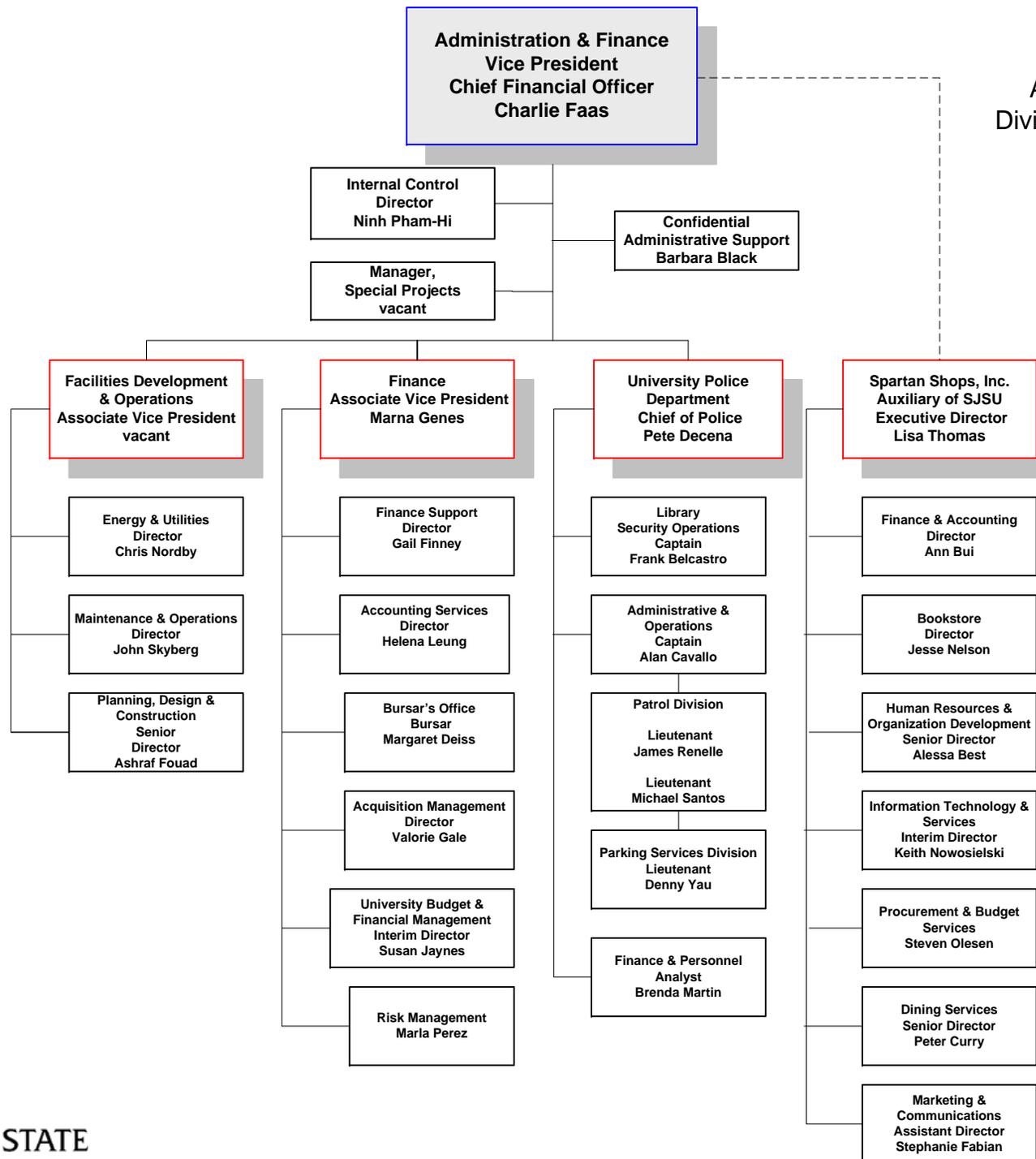
Organizational Chart

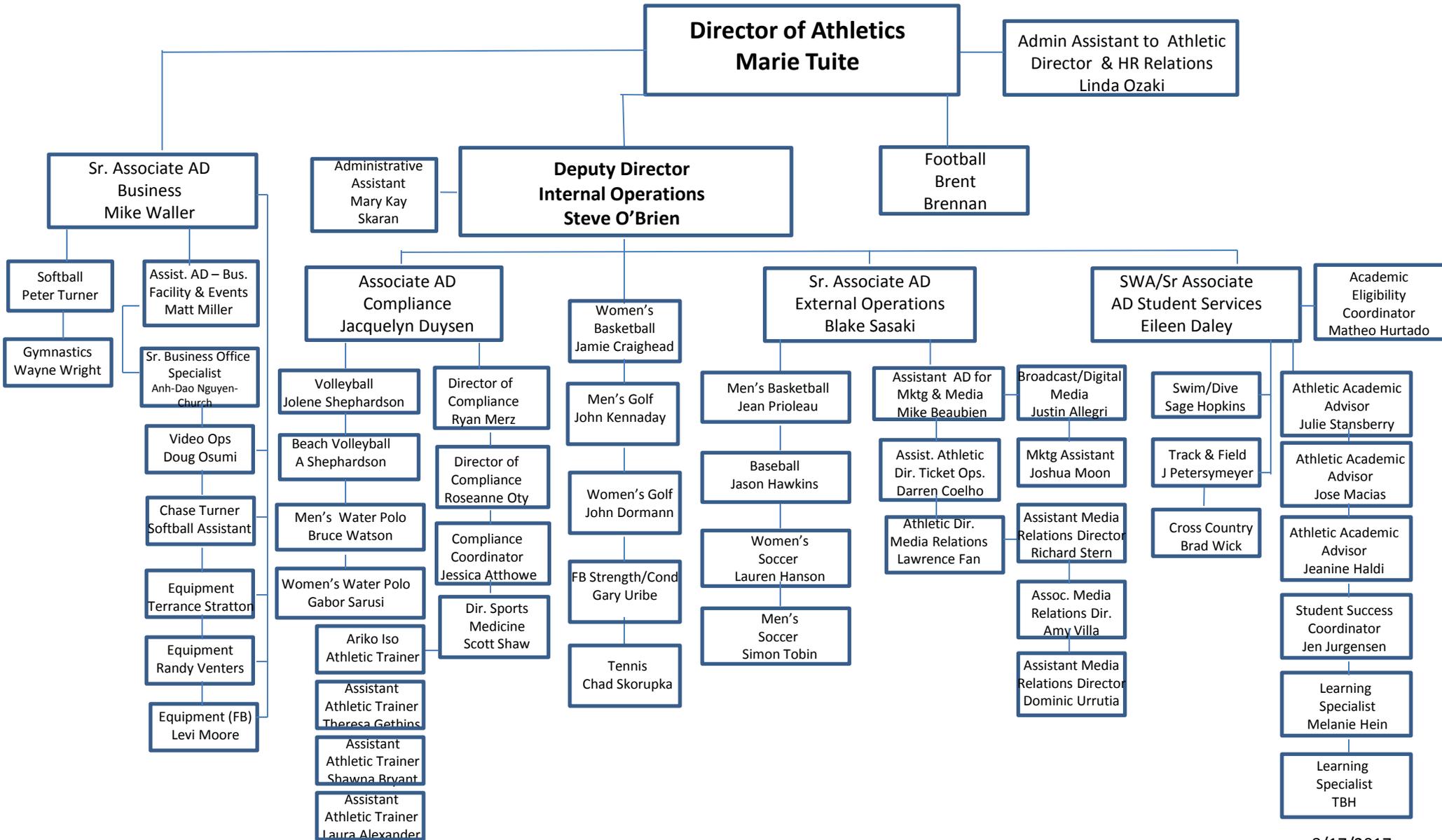


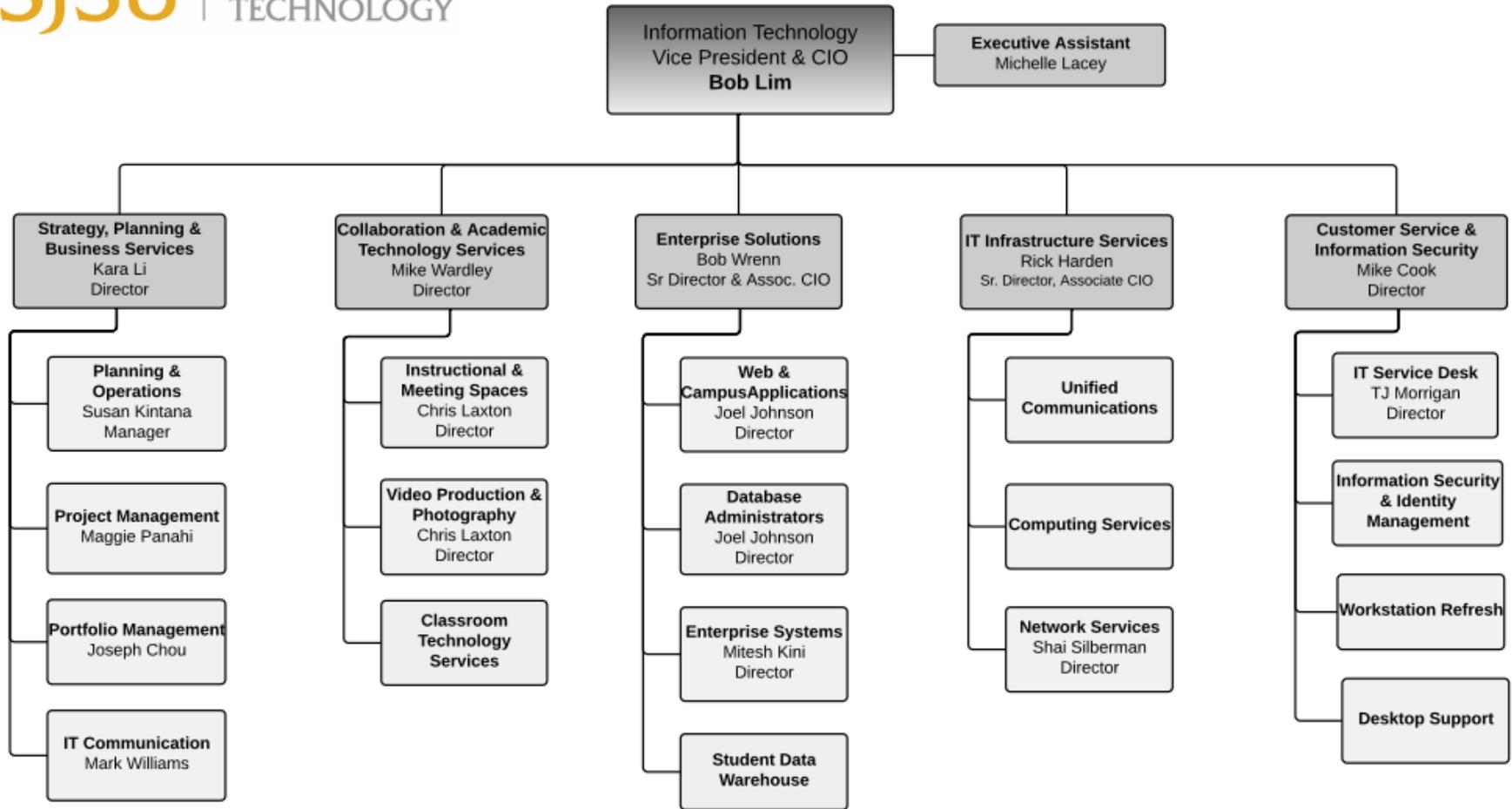
## ORGANIZATIONAL STRUCTURE



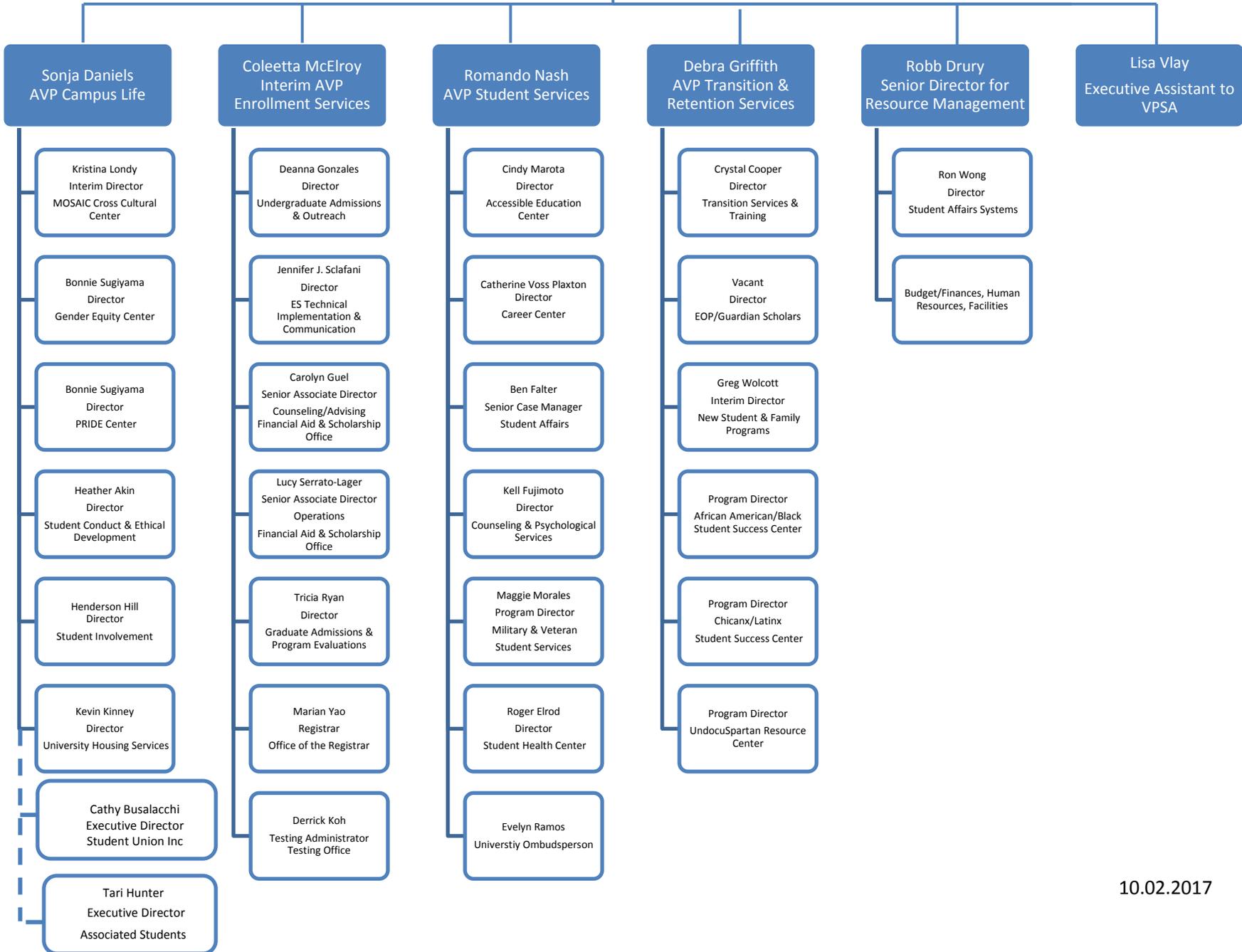
Administration & Finance  
Division Organizational Chart

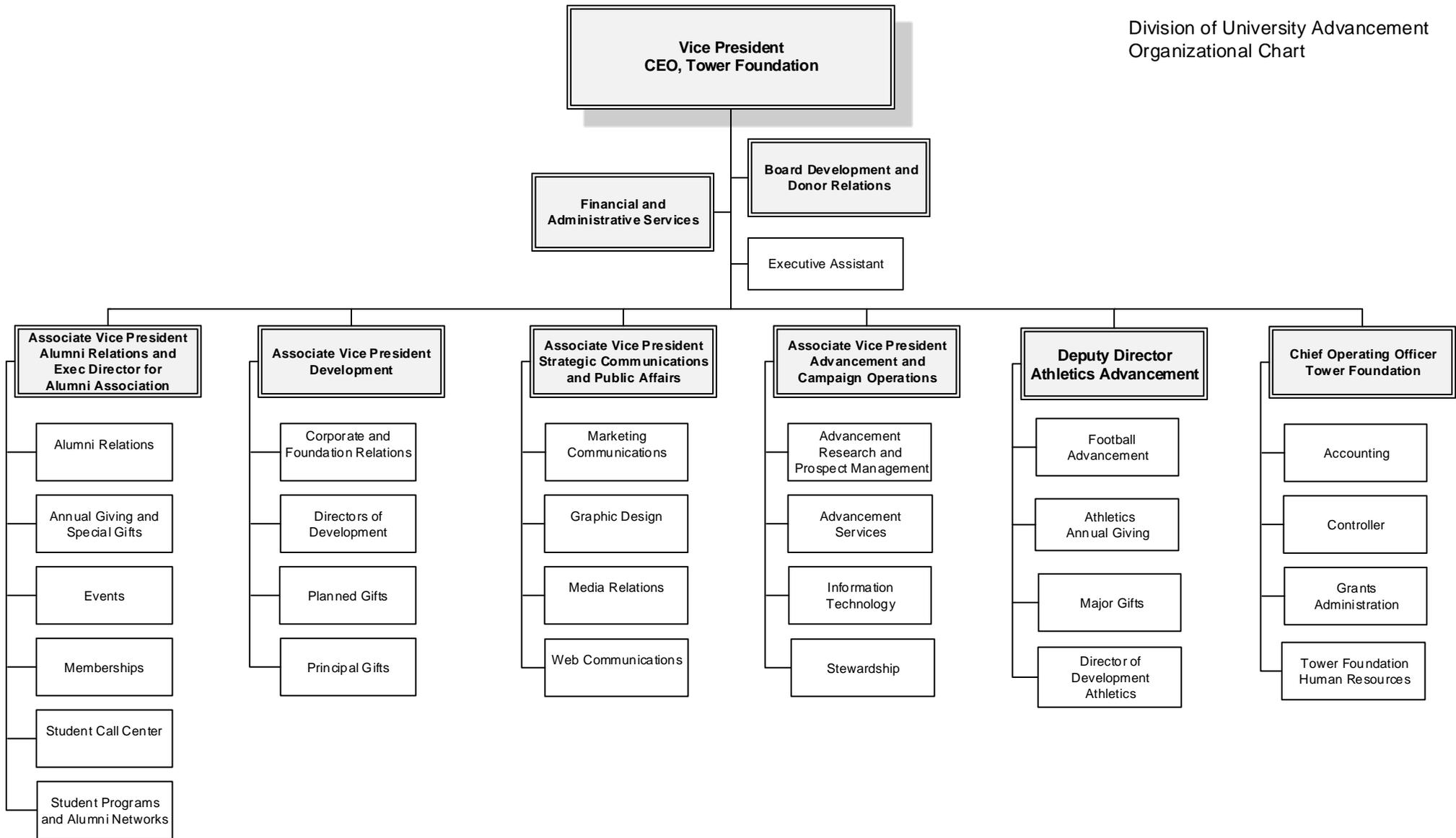






Sharon Willey  
Interim VP Student Affairs





# University Personnel

