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Budget Report

Fiscal Year
2018/19

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October 3, 2018

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TO: Campus Community
FROM: Charlie Faas, Vice President for Administration & Finance/CFO
SUBJECT: 2018/19 BUDGET REPORT

The following document is a presentation of San José State University's (SJSU's) annual operating budget plan for 2018/19. 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. Budget presentations in this document are primarily focused on the current fiscal year from an overall University perspective. Financial information relating to specific units may be obtained by contacting the appropriate Vice President's Office for assistance.

Fiscal year 2018/19 marks the sixth year of increases towards higher levels of funding for education from the State of California. The final State Budget increased the annual ongoing appropriation for the CSU by approximately \$197 million for increases in CSU operations, including the Graduation Initiative 2025, employee compensation, and benefits. This level of funding is significantly less than the \$263 million Operating Budget appropriation requested by the CSU Board of Trustees, but did exceed the Governor's budget proposal of \$92 million.

While the State and CSU continue to operate on a year-to-year basis, SJSU has fully engaged in a three-year budget planning process to mitigate future fluctuations in the State's commitment to funding the CSU's Operating Budget request and enable SJSU to financially commit to its priorities. As part of this process, last year Divisions agreed to return 2017/18 Operating Budget salary savings to the university budget and implement a centralized compensation pool for positions funded by the Operating Budget starting in 2018/19. These planning efforts allowed for the university to align ongoing resources with ongoing needs, correct for a number of existing budgetary shortfalls, and support promising initiatives.

Guided by the Strategic Planning effort, SJSU continues to evaluate and articulate the campus' goals and outcomes and direct resources accordingly. As exhibited across campus through various conversations, Student Success and the pursuit of improving graduation rates and closing achievement gaps remains a clear priority for the years ahead. Other significant initiatives include the expansion of research activity on campus, with funding committed towards Research, Scholarly, and Creative Activity (RSCA) and pre-award, and a continued investment in safety and facilities to enhance the SJSU experience and enable future growth.

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TABLE OF CONTENTS

I. University Resource Summaries	
a. Budget Calendar	1
b. Highlights and Facts: 2018/19 Operating Budget	2
c. Operating Budget Comparison: 2017/18 vs. 2018/19	4
d. 2018/19 Operating Base Budget Resources	5
e. 2018/19 Operating Budget Sources and Uses	6
f. 2018/19 Expenditure Budget by University Division	9
g. Comparison of CSU Campus Expenditures for Fiscal Year 2016/17	11
II. Selected Funds and Self-Support Operations	
a. Capital Outlay and Deferred Maintenance	15
b. Student Success, Excellence and Technology Fee	16
c. Intercollegiate Athletics	18
d. Lottery	20
e. Continuing Education Reserve Fund (CERF) and College of International and Extended Studies (CIES)	22
f. Student Health Center	26
g. University Housing Services	28
h. University Parking Services	30
III. Auxiliary Organizations	
a. Associated Students	36
b. Research Foundation	38
c. Spartan Shops, Inc.	40
d. Student Union, Inc.	42
e. Tower Foundation	44
IV. Appendix	
a. Student Enrollment and Fees	49
b. Glossary of Budget Related Terms	53
c. Organizational Charts By Division	59

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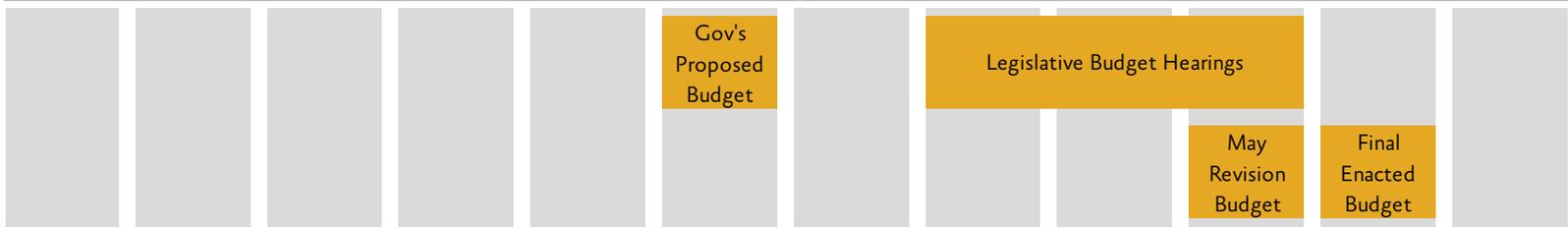
University Resource Summaries

- Budget Calendar
- Highlights and Facts
- Operating Budget Comparison: 2017/18 vs. 2018/19
- Operating Base Budget Resources
- Operating Budget Sources and Uses
- Expenditure Budget by University Division
- Comparison of CSU Campus Expenditures

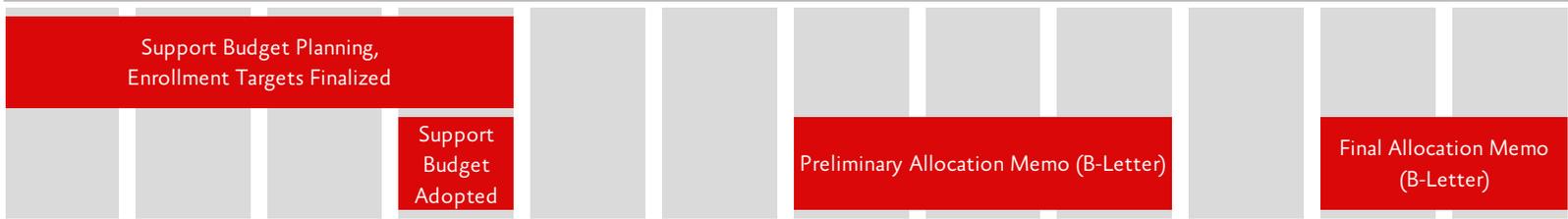
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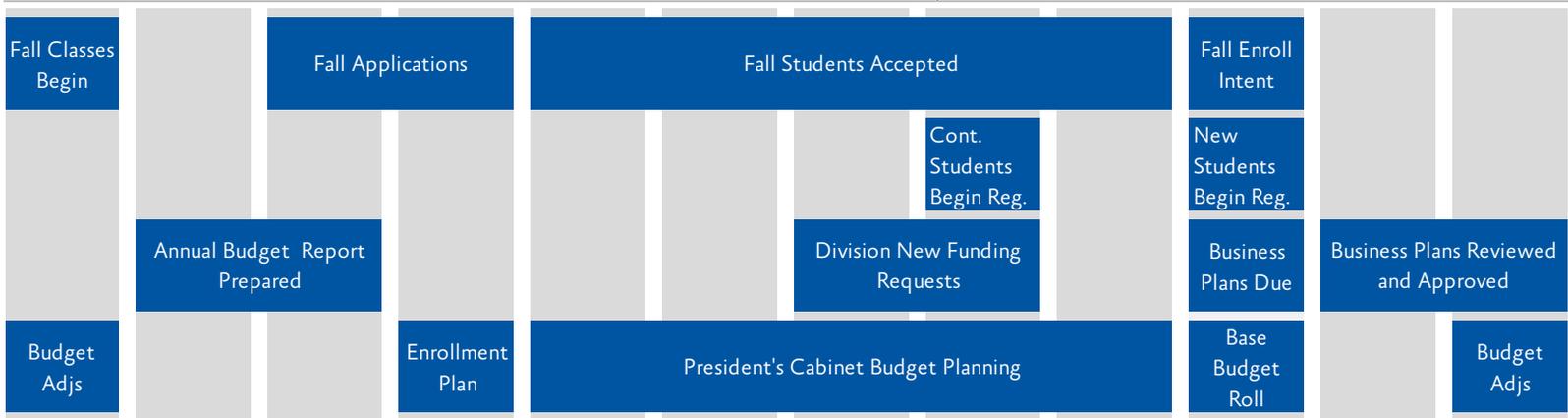
State / Legislature



CSU Chancellor / Board of Trustees



San Jose State University



BUDGET CALENDAR

HIGHLIGHTS AND FACTS: 2018/19 OPERATING BUDGET

In June 2018, Governor Brown signed and enacted the 2018/19 California State Budget, appropriating General Funds of \$3.6 billion towards the California State University. This allocation extends the practice of providing annual budget increases for the CSU into a sixth year.

Base Funding

The governor and state legislature approved a base (ongoing) increase of \$197 million to the CSU's annual Support Budget. The incremental base funding will support the Graduation Initiative 2025 (student success), 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 Support Budget request of \$263 million for ongoing needs, and did not provide funding for enrollment growth as requested by the CSU.

SJSU expects an increase of \$8.9 million in General Fund support for 2018/19, plus \$5.6 million for prior year adjustments relating to compensation and retirement. Below is a summary of the CSU's and SJSU's base budget allocations.

	CSU	SJSU
Graduation Initiative 2025	\$75,000,000	\$3,608,000
Employee Compensation (Current Year)	\$106,429,000	\$6,651,000
Employee Health Benefits	\$12,029,000	\$719,000
Operations & Maintenance of New Facilities	\$3,811,000	\$0
5% State University Grant Redistribution Across CSU		(\$2,054,400)
2018/19 Base Allocations	\$197,269,000	\$8,923,600
Prior Year Retirement Adjustment	\$39,310,000	\$2,627,000
Prior Year Compensation Adjustment from CSU Reserves		\$2,970,000
2018/19 Base Allocations & Prior Year Adjustments	\$236,579,000	\$14,520,600

These adjustments bring SJSU's General Fund Appropriation to \$172 million. Inclusive of fee revenues of approximately \$200 million, the total SJSU Operating Budget totals \$372 million for 2018/19. The increase of \$14.5 million represents an increase of 4.3% over the 2017/18 budget. Additional details for the Revenues may be seen in the following 2018/19 Operating Budget Resources section.

	2017/18 Budget	2018/19 Budget	Adjustment	Change
General Fund Appropriation	\$157,204,282	\$171,724,882	\$14,520,600	9.7%
Revenues	\$200,309,739	\$200,309,739	\$0	0.0%
2018/19 Operating Base Budget	\$357,514,021	\$372,034,621	\$14,520,600	4.3%

One-Time Funding

The Budget Act of 2018 included \$120 million of one-time funding for the CSU for enrollment support over four years. The initial year of funding (\$21.9 million) was distributed to campuses with an acknowledgment that the nature of one-time funding is challenging for this purpose, thus there was no change to enrollment targets. Of that allocation, SJSU received \$2.532 million in one-time funds.

The C.O. distributed additional one-time funds to SJSU in support of the Research, Scholarly & Creative Activity Program (\$168,020) and Graduation Initiative 2025 (\$240,000), the latter specifically for the implementation of E.O. 1110 & course redesign.

Other one-time funding for deferred maintenance was provided by the Budget Act and distributed from CSU Reserves; the details regarding the SJSU allocations are detailed in the following report under Capital Outlay and Deferred Maintenance.

Enrollment

For 2018/19, the SJSU enrollment plan incorporates 25,397 total base full-time equivalent students (FTES), plus an additional 1,329 “surplus” FTES over and above the base target. Additional details may be found under the Student Enrollment and Fees section of the report.

	2017/18 Budget			2018/19 Budget		
	Base	Surplus	Total	Base	Surplus	Total
Resident FTES	22,747	408	23,155	22,747	1,060	23,807
Non-Resident FTES	2,650	70	2,720	2,650	269	2,919
Total FTES	25,397	478	25,875	25,397	1,329	26,726
Total Headcount	31,023	548	31,607	30,340	1,589	31,929

Implementation of a New Budget Strategy in 2018/19

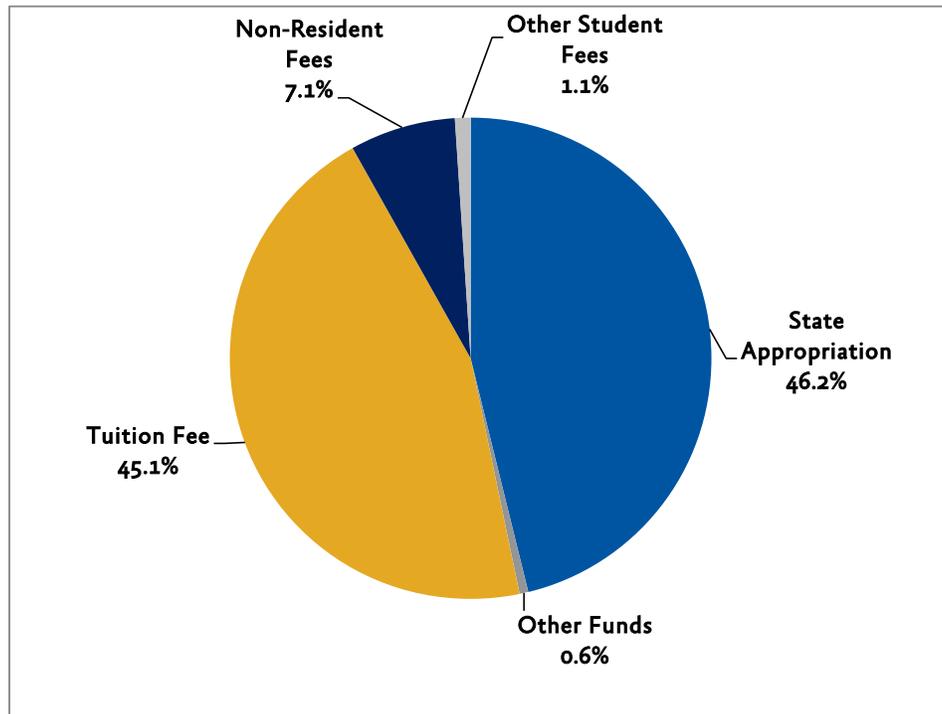
Every year, more than \$10 million remains unspent at year-end as a result of faculty and staff turnover. Divisions have generated and retained most of these savings in recent years. Under a new budget strategy implemented for 2018/19, unspent salary funds now accrue to the central university budget and are captured as a resource in the annual budget planning process. For 2018/19, the Operating Budget plan includes \$12.5 million in anticipated unspent funds as a new source of ongoing support. This sum is comprised of \$7.5 million in anticipated salary savings from the divisions and \$5 million in anticipated savings across several centrally-held budget categories (benefits, utilities, and contingency funds). In 2018/19, this strategy supplied one-third of the budget plan’s new ongoing resources.

Funding Allocations and Campus Priorities

The Operating Budget Sources and Uses table details the distribution of the funding across the campus in support of priorities and budgetary needs. Budget planning efforts are aligned with Strategic Planning, and broadly emphasize Graduation Initiative 2025 and student success, an investment in Research, Scholarly & Creative Activity, safety, and correcting for existing budget gaps. These efforts propel SJSU forward and enable future growth.

2018/19 Operating Base Budget Resources

State Appropriation	\$171,724,882	46.2%
Tuition Fee		
Tuition Fee	\$167,874,170	
Campus Adjustment to Tuition Fee	\$0	
	\$167,874,170	45.1%
Non-Resident Fees		
Non-Resident Fees	\$26,367,500	
Campus Adjustment to Non-Res. Fee	\$0	
	\$26,367,500	7.1%
Other Student Fees		
Application Fee	\$2,250,000	
Diploma/Commencement Fee	\$336,000	
Transcript Fee	\$515,000	
Other Student Fees	\$812,000	
	\$3,913,000	1.1%
Other Funds		
Campus Work Study Program	\$865,294	
Cost Recovery from Other Funds	\$1,289,775	
	\$2,155,069	0.6%
Total Operating Fund Resources	\$372,034,621	100.0%



2018/19 Operating Budget Sources and Uses

	Ongoing	One-Time	Total
Sources of Funds			
General Fund Appropriation (including GI 2025 Funding)	\$14,520,600	\$2,772,000	\$17,292,600
Research, Scholarly & Creative Activity from C.O.		\$168,020	\$168,020
Ongoing Surplus Tuition	\$11,456,550		\$11,456,550
Ongoing Funding: Estimated Salary & Operations Savings (1)	\$12,500,000		\$12,500,000
University Funds Carried Forward		\$7,268,000	\$7,268,000
Return of 2017/18 Compensation Savings, Net of Requests		\$8,000,000	\$8,000,000
Total Sources	\$38,477,150	\$18,208,020	\$56,685,170
Planned Uses of Funds			
Mandatory Costs/Existing Commitments			
Employee Compensation Incl Benefits	\$10,727,745		\$10,727,745
Health & Dental Premiums Adjustment	\$719,000		\$719,000
Retirement Adjustment	\$2,627,000		\$2,627,000
SUG Adjustment	(\$2,054,400)		(\$2,054,400)
	\$12,019,345	\$0	\$12,019,345
Balance Remaining for Division Requests and Priorities	\$26,457,805	\$18,208,020	\$44,665,825
Approved Division Requests and Priorities			
<u>Academic Affairs</u>			
Audiology Startup	\$900,000		\$900,000
Research Foundation Pre-Award	\$500,000		\$500,000
Research Leadership	\$250,000		\$250,000
Hammer Theatre	\$1,350,000		\$1,350,000
Division Faculty Recruitment Costs		\$398,500	\$398,500
CASA Rebranding to CHHS		\$306,000	\$306,000
GI 2025 Funding for E.O. 1110 & Course Redesign		\$240,000	\$240,000
Research, Scholarly & Creative Activity from C.O.		\$168,020	\$168,020
International Student Support	\$750,000		\$750,000
Enrollment Support (2)	\$3,721,200		\$3,721,200
	\$7,471,200	\$1,112,520	\$8,583,720
<u>Administration & Finance</u>			
Clery Coordinator (C.O. Mandated)	\$148,000		\$148,000
Custodial and Elevator Contracts	\$1,089,920		\$1,089,920
Deferred Maintenance	\$2,000,000		\$2,000,000
EH&S Staffing	\$134,454		\$134,454
Seasonal Help	\$55,000		\$55,000
UPD Overtime and Staffing	\$265,500		\$265,500
Capital Project Seed Funding		\$50,000	\$50,000
HGH Roof Replacement		\$1,500,000	\$1,500,000
Path of Travel Survey		\$100,000	\$100,000
UPD Other Needs		\$179,000	\$179,000
	\$3,692,874	\$1,829,000	\$5,521,874
<u>Information Technology</u>			
Block Funding Towards Budget Requests (Incl BI)	\$2,000,000		\$2,000,000
Cisco/Vmware/Netapp Renewal	\$400,000		\$400,000
DocuSign	\$66,550		\$66,550
Executive Admin Assistant	\$118,000		\$118,000
Software Maintenance	\$64,356		\$64,356

2018/19 Operating Budget Sources and Uses

	Ongoing	One-Time	Total
<u>Information Technology (continued)</u>			
Next Generation AI Based Antivirus		\$150,000	\$150,000
Student Data Warehouse		\$514,000	\$514,000
	\$2,648,906	\$664,000	\$3,312,906
<u>Intercollegiate Athletics</u>			
Block Funding Towards Budget Requests	\$1,750,000	\$1,435,000	\$3,185,000
Cost of Attendance Scholarships for Student Athletes	\$1,600,000		\$1,600,000
Mubadala Contract Startup		\$75,000	\$75,000
	\$3,350,000	\$1,510,000	\$4,860,000
<u>Office of the President</u>			
Staffing for Diversity Training for Faculty & Staff	\$162,250		\$162,250
	\$162,250	\$0	\$162,250
<u>Organizational Development</u>			
University Personnel Analyst	\$106,200		\$106,200
University Personnel Existing Operating Budget Deficit	\$122,930		\$122,930
University Personnel Existing Salary Shortfalls	\$318,401		\$318,401
University Personnel Investigator	\$159,300		\$159,300
	\$706,831	\$0	\$706,831
<u>Student Affairs</u>			
African American/Black Student Success Center Staffing	\$96,807		\$96,807
Chicanx/Latinx Student Success Center Staffing	\$96,807		\$96,807
Collaborative Partnerships with Academic Affairs	\$243,504		\$243,504
Departmental Operating Funds	\$335,000		\$335,000
EOP Advisor	\$73,331		\$73,331
IT Software licensing fees	\$250,000		\$250,000
Student Affairs Block Funding	\$1,000,000		\$1,000,000
Student Success Programming	\$454,500		\$454,500
UndocuSpartan Student Resource Center Staffing	\$86,470		\$86,470
URM Student Success Administrative Staff	\$29,081		\$29,081
URM Student Success Operating Funds	\$220,000		\$220,000
International Student Support	\$250,000		\$250,000
	\$3,135,500	\$0	\$3,135,500
<u>University Advancement</u>			
Block Funding Towards Budget Requests	\$1,750,000	\$265,000	\$2,015,000
Commencement	\$900,000		\$900,000
Ellucian	\$141,364		\$141,364
Employee Recruitment	\$30,000		\$30,000
Stationery Masters for Campus Use	\$50,000		\$50,000
	\$2,871,364	\$265,000	\$3,136,364
<u>University-Wide & Cross-Division Commitments</u>			
4th Street Rent	\$250,000		\$250,000
Cabinet Commitment	\$200,000		\$200,000
Legal Fees	\$150,000		\$150,000
Risk Pool Deductible Chargebacks	\$500,000		\$500,000
Army Game at Levi's Stadium		\$150,000	\$150,000
4th Street Build Out and Move		\$300,000	\$300,000

2018/19 Operating Budget Sources and Uses

	Ongoing	One-Time	Total
<u>University-Wide & Cross-Division Commitments (continued)</u>			
Campus Branding		\$270,000	\$270,000
Clark 5th Floor Build Out		\$500,000	\$500,000
Facilities Space Rental at Student Union (ISSS/DSA)	\$426,836		\$426,836
Shuttle Vehicle		\$300,000	\$300,000
Strategic Planning Committee		\$80,000	\$80,000
	\$1,526,836	\$1,600,000	\$3,126,836
Total Approved Division Requests and Priorities	\$25,565,761	\$6,980,520	\$32,546,281
Net Sources (Uses) for Contingency	\$892,044	\$11,227,500	\$12,119,544

Footnotes:

(1) See Highlights and Facts Section for more information.

(2) Includes funding for new faculty.

2018/19 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
Operating Fund (a)											
Salaries	\$1,239,039	\$136,598,294	\$16,173,026	\$14,016,052	\$6,533,766	\$5,984,400	\$8,868,519	\$3,179,136	\$9,457,423	\$202,049,655	32.2%
Projected Benefits (b)	\$588,544	\$64,884,190	\$7,682,187	\$6,657,625	\$3,103,539	\$2,842,590	\$4,212,547	\$1,510,090	\$2,143,506	\$93,624,817	14.9%
OE&E	\$669,340	\$6,529,362	\$7,531,754	\$4,290,681	\$124,495	\$3,029,575	\$5,275,019	\$355,169	\$6,408,860	\$34,214,255	5.5%
Net Budget	\$2,496,923	\$208,011,846	\$31,386,968	\$24,964,358	\$9,761,800	\$11,856,565	\$18,356,085	\$5,044,395	\$18,009,789	\$329,888,727	52.6%
<i>Restricted Student Aid (c)</i>	\$13,371	\$531,896	\$178,529	\$220,470	\$42,680	\$71,428	\$12,388	\$58,229	\$41,016,903	\$42,145,894	6.7%
Total Operating Fund	\$2,510,294	\$208,543,742	\$31,565,497	\$25,184,828	\$9,804,480	\$11,927,993	\$18,368,473	\$5,102,624	\$59,026,692	\$372,034,621	59.3%
Graduate Business Professional Fee		\$497,250							\$165,750	\$663,000	0.1%
Student Orientation Programs		\$56,000		\$1,354,013						\$1,410,013	0.2%
SSETF-Instructionally Related Activities (d)		\$1,703,630		\$250,000	\$9,038,710				\$271,868	\$11,264,208	1.8%
SSETF-Course Support (d)		\$1,853,721							\$139,505	\$1,993,226	0.3%
SSETF-Student Success (d)		\$6,286,089		\$1,581,128					\$1,997,113	\$9,864,330	1.6%
Campus Revenue Funds											
Continuing Education (CERF)		\$28,020,849	\$3,772,975	\$1,200,492					\$1,293,625	\$34,287,941	5.5%
Housing Funds				\$48,602,394						\$48,602,394	7.7%
Lottery Funds		\$2,255,876							\$164,327	\$2,420,203	0.4%
Other Revenue Sources (e)		\$827,000	\$61,000	\$488,000	\$8,649,229					\$10,025,229	1.6%
Parking Funds			\$11,839,262							\$11,839,262	1.9%
Student Health Funds				\$13,254,783						\$13,254,783	2.1%
Campus Auxiliaries											
Associated Students				\$8,933,541						\$8,933,541	1.4%
Research Foundation		\$52,817,000								\$52,817,000	8.4%
Spartan Shops			\$1,454,948							\$1,454,948	0.2%
Student Union				\$13,961,569						\$13,961,569	2.2%
Tower Foundation						\$32,500,000				\$32,500,000	5.2%
Total All Funds	\$2,510,294	\$303,150,220	\$48,693,682	\$114,856,306	\$27,492,420	\$44,427,993	\$18,368,473	\$5,102,624	\$60,790,009	\$625,392,019	100.0%

Footnotes:

(a) Operating Fund expenditure budget includes base funding as of September 2018 accounting period. This is only a representation of partial allocation to divisions. Other pending allocations (including Ro3, Ro8, and R11 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 at 47.5% of total salaries.

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

(d) Refer to the 2018/19 Student Success, Excellence Technology Fee financial display for greater detail. Amounts listed here do not include prior year encumbrances, carryover, or complete benefits by division due to pool allocations throughout the year.

(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.

2018/19 Operating Fund Expenditure Budget by University Division

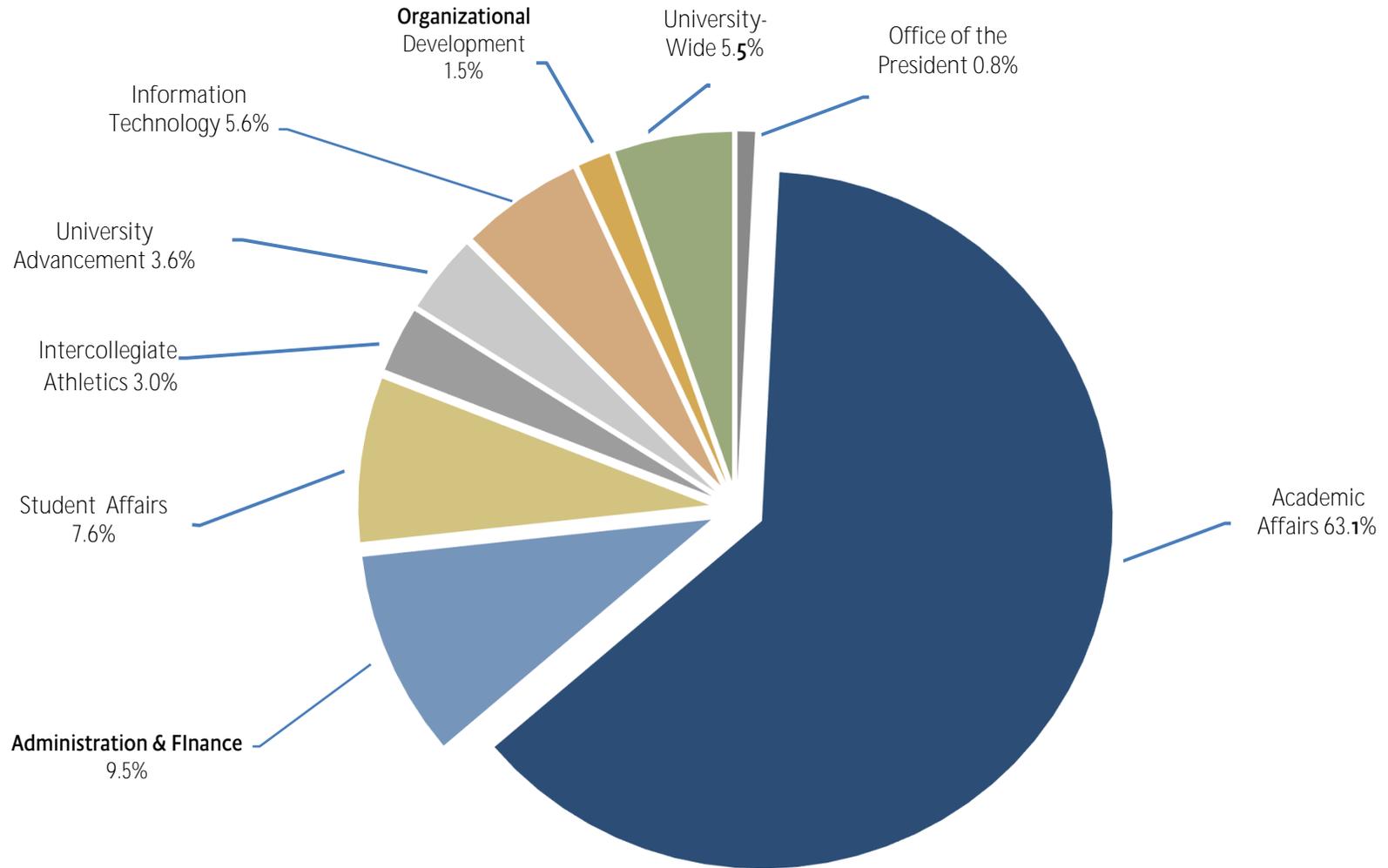


Chart displays Division's share of base expenditure budget for Operating Fund. Excludes restricted student aid.

COMPARISON OF CSU CAMPUS EXPENDITURES 2016/17

2016/17 Comparison of San Jose and "Big 5" CSU Institutions

Expense Categories (c)	San Jose		Northridge		San Diego		San Francisco		Long Beach		Fullerton	
	Actuals	%										
Instruction	\$174,987,538	46%	\$190,200,103	42%	\$181,637,449	42%	\$173,006,183	47%	\$199,949,515	45%	\$192,865,928	44%
Research			\$3,488,922	1%	\$1,705,891	0%			\$690,520	0%	\$206,284	0%
Public Service	\$1,431,187	0%	\$1,291,354	0%	\$1,378,205	0%	\$665,955	0%	\$911,189	0%	\$670,014	0%
Academic Support	\$33,815,471	9%	\$39,447,162	9%	\$48,401,391	11%	\$31,668,521	9%	\$42,468,947	10%	\$30,880,348	7%
Student Services	\$55,844,613	15%	\$59,231,446	13%	\$54,391,088	12%	\$28,607,287	8%	\$48,998,636	11%	\$39,478,210	9%
Institutional Support	\$31,664,746	8%	\$46,379,170	10%	\$39,529,933	9%	\$38,844,688	11%	\$39,046,203	9%	\$64,759,945	15%
Operation & Maintenance	\$52,313,825	14%	\$50,896,460	11%	\$73,378,127	17%	\$47,863,787	13%	\$56,603,998	13%	\$52,597,573	12%
Student Financial Aid	\$33,100,504	9%	\$60,174,699	13%	\$35,978,912	8%	\$45,818,060	13%	\$55,703,503	13%	\$53,430,291	12%
Total Operating Expenses	\$383,157,884	100%	\$451,109,316	100%	\$436,400,996	100%	\$366,474,481	100%	\$444,372,511	100%	\$434,888,593	100%
2016/17 College Year FTES (d)	25,551		31,085		31,456		24,897		30,741		32,158	
\$ Expended per FTES	\$14,996		\$14,512		\$13,873		\$14,720		\$14,455		\$13,523	

Footnotes:

(a) The data source for this report is the "Actuals Summaries" for the CSU Operating Fund available on the CSU Budget Office website: www.calstate.edu/budget/final-budget-summaries/.

(b) Auxiliaries, Housing, Parking and Federal funds for student aid are not included in this display.

(c) Standard reporting categories used by all universities to report financial data.

Source: https://csyou.calstate.edu/Divisions-Orgs/bus-fin/budget/enrollmentactuals/cyenrollmentactuals_2016-17.xlsx; Table 3.

(d) Rounded to nearest FTES.

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Selected Funds and Self-Support Operations

Selected Funds

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

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. The 2019/2020 through 2023/2024 Preliminary Five Year Plan may be found online from the calstate.edu/cpdc website.

Major Capital Improvements

Two major capital projects currently underway at SJSU are the Student Recreation and Aquatic Center (SRAC) and the Interdisciplinary Science Building (ISB). SRAC is expected to be complete by spring 2019 at a projected cost of \$132 million. The project is partially financed through the issuance of Systemwide Revenue Bonds (SRB), which are repaid through Student Union Fees collected for this purpose. The facility is planned as a Leadership in Energy and Environmental Design (LEED) Gold building.

The Interdisciplinary Science Building is an eight-story academic building for teaching and research labs, collaborative space, faculty offices, and a High Performance Computing Center, among other resources, for units across campus. The building will be designed to achieve LEED Silver (target LEED Gold), to meet the sustainability objectives of the campus. Construction is anticipated to begin early in the summer of 2019 and open for occupancy by 2022. The expected project cost is \$181 million, of which \$119 million will be supported by SRB.

Other Future Major Capital Projects (2019/20 – 2023/24)

- State-Funded Revenue Bonds, with campus contribution
 - Duncan Hall Renovation Phases I+II (\$72 million SRB + \$7 million campus)
 - *Listed as* Dudley Moorhead Hall Renovation/Addition (\$41 million SRB)
- Non-State-Funded
 - Dining Commons Addition (\$54 million)
 - Campus Village, Phases III + IV (\$300 million)

Deferred Maintenance

CSU campuses compete for limited funding for deferred maintenance or can fund projects with campus resources. The CSU allocated \$85 million towards infrastructure improvements and deferred maintenance in 2018/19, \$50 million supported by CSU reserves and \$35 million from the Budget Act General Fund. SJSU received a total of \$4.1 million in funding towards the Fire Alarm Renewal (\$2,200,000) and HVAC/Electric Renewal (\$1,914,000) projects.

Campus will fund a number of continuing and new projects in 2018/19:

- HGH Roof Replacement & Mechanical Equipment Replacement (\$1.5 million)
- Deferred Maintenance Projects (\$2 million)
 - Repairs to Concrete Walkways, Lighting Repairs and Upgrades
 - Window Blind Replacements, Interior Flooring Replacements
 - Building Mechanical Repairs Replacements (Sump Pumps, Heat Exchangers, Water Heaters)

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 2018/19 is as follows: Instructionally Related Activities Fee (\$163.50), Course Support Fee (\$33.00), and Student Success Fee (\$130.50). 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 21st century classrooms, labs and learning spaces, including virtual spaces (e.g., lecture capture, e-portfolios, social media, etc.)
4. **Retention & Graduation**
Expand support for all students and work to close the retention and graduation gap for Under-represented Minority students (URM)
5. **Course Support**
Enhance support for instructional materials and methods used in the delivery of instruction.
6. **Instructionally Related Activities**
Support for activities that fall under the definition of and statutes related to Instructionally Related Activities (IRA) in Title 5 and the California Education code, including Athletics

Campus Fee Advisory Committee (CFAC)

SSETF proposals are submitted by division leadership and reviewed by the Campus Fee Advisory Committee (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. 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 allocation details, please visit http://www.sjsu.edu/finance/policies_guidelines/ssetf/.

Student Success, Excellence & Technology Fee 2018/19 Budget

	IRA	Course Support	Student Success	Total SSETF Budget
Revenues				
Fees	\$10,593,758	\$2,138,189	\$8,455,568	\$21,187,515 (a)
Total Operating Revenues	\$10,593,758	\$2,138,189	\$8,455,568	\$21,187,515
Division Expenses				
Academic Affairs	\$1,703,630	\$1,853,721	\$6,286,089	\$9,843,440
Student Affairs			\$1,581,128	\$1,581,128
Student Union (Club Sports)	\$250,000			\$250,000
Intercollegiate Athletics	\$9,038,710			\$9,038,710
University-Wide	\$271,868	\$139,505	\$1,997,113	\$2,408,486 (b)
Total Division Expenses	\$11,264,208	\$1,993,226	\$9,864,330	\$23,121,764
Net Revenue (Expense)	(\$670,450)	\$144,963	(\$1,408,762)	(\$1,934,249)
Prior Year Balance Net of Encumbrances	\$1,039,278	(\$234,892)	\$4,513,348	\$5,317,733
Budget Balance (Base and One-Time)	\$368,828	(\$89,929)	\$3,104,586	\$3,383,485 (c)

Footnotes:

(a) Fees includes both base and one-time projected revenues.

(b) Includes employee benefits pool. Budget is allocated over the course of the fiscal year to Academic Affairs and Student Affairs to cover actual benefit expenses incurred.

(c) Reserves have supported compensation increases as established by applicable collective bargaining agreements & future programmatic allocations under the direction of CFAC and the campus president.

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).

Intercollegiate Athletics 2018/19 Budget

	CSU Operating Fund	Student Success, Excellence and Technology Fee (IRA)	Generated Revenues	All Funds Total
Revenues/Allocations				
Allocated Funds	11,069,304	\$9,038,711		\$20,108,015
Development			\$277,867	\$277,867
Ticket Sales			\$815,596	\$815,596
Conference Distribution			\$2,546,765	\$2,546,765
Game Guarantees			\$2,285,000	\$2,285,000
NCAA Distribution			\$2,019,753	\$2,019,753
Facilities/Marketing/Licensing			\$548,900	\$548,900
Concessions/Parking/Other Misc			\$155,349	\$155,349
Total Revenues/Allocations	\$11,069,304	\$9,038,711	\$8,649,229	\$28,757,244
Expenses				
Salaries & Benefits				
Salaries	\$6,417,602	\$634,514	\$703,823	\$7,755,939
Benefits	\$3,019,814	\$298,221	\$327,256	\$3,645,291
Student Workers/Work Study	464,620			\$464,620
	\$9,902,037	\$932,735	\$1,031,078	\$11,865,850
Operating Expenses & Equipment				
Grants in Aid			\$7,618,151	\$7,618,151
Team Travel		\$2,476,046		\$2,476,046
Operational Expenses	\$569,110	1,650,015		\$2,219,125
Event Related Expenses		\$1,655,294		\$1,655,294
Game Guarantees		\$805,000		\$805,000
Recruiting		\$444,855		\$444,855
IT Software/Hardware		\$159,487		\$159,487
All Other Expenses and Initiatives	\$598,157	915,280		\$1,513,437
	\$1,167,267	\$8,105,976	\$7,618,151	\$16,891,394
Total Expenses	\$11,069,304	\$9,038,711	\$8,649,229	\$28,757,244
Net Revenues (Expenses)	\$0	\$0	(\$0)	\$0
Prior Year Fund Balance	\$0	\$0	\$0	\$0
Ending Fund Balance, All Funds	\$0	\$0	(\$0)	\$0

Footnotes:

*CSU Operating Fund includes ongoing and one-time funding allocated in 2018/19.
For details regarding SJSU Intercollegiate Athletics, visit: www.sjsuspartans.com.*

LOTTERY FUND

San José State University will continue to receive an estimated \$2.05 million of lottery revenues in 2018/19 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) which 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 \$100,000 for the Early Assessment Program (EAP), which is a collaborative effort between California State University (CSU), California Department of Education (CDE), and California State Board of Education (SBE). The goal of EAP is to improve mathematics, reading, and writing skills among college-bound high school students in the local schools through early testing for all grade 11 students. Those students who need extra work can take courses (developed jointly by high school and university teachers) during their senior year to help prepare for college. The program also provides funding support for teacher development, which enables CSU faculty to sponsor reading institutes and develop teaching materials to assist high school teachers improve their own skills.

Lastly, 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. Four SJSU students were selected as Sally Casanova California Pre-Doctoral Scholars for 2018/19, and each of them will receive a \$3,000 scholarship to support their Pre-Doctoral activities. 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 2018/19 Budget

Revenues	
CSU Allocation	\$2,051,000
Interest	\$1,000
Early Assessment Program	\$100,000
Pre-Doctoral Program	\$2,000
Total Revenues	<u>\$2,154,000</u>
Expenses	
Operational Costs	
University Administrative Overhead	\$158,662
CSU Risk Pool Assessment	\$5,665
	<u>\$164,327</u>
Funded Activities/Programs	
University Library Funding	\$1,900,000
Teacher Recruitment Project	\$75,000
CO PY Initiatives (QA, CRT, CourseMatch)	\$80,979
Early Assessment Program	\$197,897
Pre-Doctoral Program	\$2,000
	<u>\$2,255,876</u>
Total Expenses	<u>\$2,420,203</u>
Net Revenues (Expenses)	(\$266,203)
Prior Year Fund Balances	
CO PY Initiatives (QA, CRT, CourseMatch)	\$80,979
Undesignated	\$93,893
Early Assessment Program	\$97,897
Pre-Doctoral Program	\$14,246
Projected Ending Fund Balance	<u>\$20,812</u>

CONTINUING EDUCATION RESERVE FUND (CERF)

The College of International and Extended Studies (CIES) manages continuing and extended educational opportunities to matriculated and non-matriculated students (traditional, adult learners, and working professionals) seeking to expand their learning horizons to advance in their careers. Programs are offered in innovative modes (online, asynchronous, and accessible off-site locations) with accessible schedules (evenings, weekends, and summers) to ensure that individuals from all walks of life have access to CIES' program 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 earn college credit. Intersession provides current SJSU students and the public an opportunity to take classes for college credit. These sessions are available in winter and summer. Special Session professional degree programs offer unique opportunities to earn graduate degrees and certificates at an alternate schedule, often online and/or off campus. Non-credit continuing education programs offer an opportunity to professionals to quantify their time in professional development and training courses while having an official record of their educational accomplishments for non-credit educational and career enhancement experiences at SJSU.

CIES generated over \$35.2 million in continuing education revenue in fiscal year 2017/18. Following the current revenue distribution model, \$27.5 million of CERF was allocated as shared costs to campus partners (i.e. Divisions of Administration & Finance, Student Affairs, and Academic Affairs). The total enrollment of 31,494 and calculated student credit units (SCUs) of 83,252 is a 3% increase over prior year.

New self-support degree or certificate programs launched in 2017/18 and expected to sustain growth over the next three years include:

- 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 Data Analytics
- 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

Other initiatives planned for AY 2018/19 include:

- Direct-enroll and winter term programs as part of the faculty-led, short term study abroad program 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 the U.S. with a group of peers.
- Continue to offer demand-driven, non-credit programs for community and corporate partners to foster public-partnerships in Silicon Valley and beyond.

Continuing Education Reserve Fund (CERF) 2018/19 Budget

	Academic Affairs	Administration & Finance	Student Affairs	University Wide	Faculty-Led Study Abroad	Total
Revenues						
Credit Revenues						
Open University		\$322,927	\$102,749	\$2,510,020		\$2,935,696 (a)
Special Session	\$19,088,749	\$2,470,309	\$786,007	\$112,287		\$22,457,352
Regular Extension/Winter	\$1,539,047	\$199,171	\$63,373	\$9,053		\$1,810,644
Summer Self-Support	\$6,031,667	\$780,569	\$248,363	\$35,480		\$7,096,079
Faculty-Led Study Abroad					\$1,335,085	\$1,335,085 (b)
	\$ 26,659,464	\$ 3,772,975	\$ 1,200,492	\$ 2,666,840	\$ 1,335,085	\$ 35,634,856
Other Revenues						
Non Credit Revenue	\$225,591					\$225,591
Early Start Program	\$233,779					\$233,779
Interest				\$401,244	\$14,986	\$416,230
	\$459,370	\$0	\$0	\$401,244	\$14,986	\$875,600
Total Revenues	\$27,118,834	\$3,772,975	\$1,200,492	\$3,068,085	\$1,350,071	\$ 36,510,456
Total Expenses	\$26,654,985	\$3,772,975	\$1,200,492	\$1,293,625	\$1,365,864	\$34,287,941
Net Revenue (Expense)	\$463,849	\$0	\$0	\$1,774,460	(\$15,793)	\$ 2,222,516
Transfer In (Out)					(\$19,950)	(\$19,950) (c)
Prior Year Fund Balances/Reserves						
Operating Reserve	\$3,042,376					\$3,042,376
Moving Fund Reserve	\$469,020					\$469,020
Facility Reserve	\$780,000					\$780,000
Program Development	\$1,450,171					\$1,450,171
Total Prior Yr Reserves	\$5,741,567	\$0	\$0	\$0	\$0	\$5,741,567
Total Prior Yr Fund Balance	\$12,475,021	\$0	\$1,238,806	\$11,713,368	\$848,955	\$26,276,151 (d, e)
Projected Ending Fund Balance	\$18,216,587	\$0	\$1,238,806	\$11,713,368	\$848,955	\$32,017,717

Footnotes:

(a) Academic Affairs receives Open University revenue in CSU Operating Fund, and the balance is set aside for the university to use on capital projects or other strategic initiatives.

(b) Study Abroad revenue includes program fee (approx. \$760K), which is a pass-through for program expenses, and therefore is not "true" revenue available for operating purposes.

(c) 5% of Faculty-Led Study Abroad tuition fee revenue is allocated to the department's home college.

(d) University Wide balance includes 41% of summer 2018 revenue, posted to 2017/18 (\$4.62 million) at year-end for GAAP reporting, to be allocated to campus partners in 2018/19.

(e) Faculty-Led Study Abroad balance includes summer 2018 program fee revenue collected in advance to fund program expenses students and faculty (e.g. travel, lodging, etc.)

COLLEGE OF INTERNATIONAL AND EXTENDED STUDIES (CIES)

CENTRAL OPERATIONS

The mission of College of International and Extended Studies (CIES) is to provide increased access to innovative and relevant educational programs to students and working professionals as well as to internationalize the campus and develop students as global citizens. In collaboration with other academic units and with the support of our institutional partners, CIES initiates and implements new programs and delivery methods to support the educational and workforce needs of local, national, and international communities. We aspire to be a globally recognized center of excellence in international and extended education.

The university programs (degrees, certificates, and courses) which the college extends may be accessed on campus via Open University, Special Session or non-credit bearing continuing education unit offerings. The programs (degrees and certificates) and courses (credit, non-credit, and professional development units) are designed to prepare significant numbers of educated, responsible individuals to contribute to their communities' economy, culture, and future.

As one of the most diverse (in types of programs offered), innovative, and successful units in the California State University (CSU) system, CIES generated \$35.2 million in continuing education revenue for the year ending June 30, 2018 (fiscal year 2017/18).

Highlights of the 2018/19 Budget

Continuing education revenue for 2018/19 is projected at \$35.8 million. Following the current revenue distribution model, 81% of the revenue (\$29.3 million) will be allocated as shared costs to campus partners (i.e. Division(s) of Administration & Finance, Student Affairs, and Academic Affairs).

We project to increase the continuing education revenue base by 13% over the next three years, through an accelerated increase in special session degree programs and faculty-led courses.

The build-out of classrooms and laboratory in the new Interdisciplinary Science Building (ISB) will increase classroom and laboratory capacity in these STEM programs, but the immediate challenge is for the campus to not lose the market share to the competitors while we await facility upgrades to meet the market needs. ISB construction is anticipated to commence in early 2019.

In addition to the infrastructure challenges to accommodate growing cohorts, increasing competition in the areas of non-resident student recruitment and online education, challenges in state authorizations for online offerings, the increasing competition from other regional campuses of other reputed institutions (e.g., Carnegie Mellon, Northeastern and UC Santa Cruz) pose strong competition to our professional degree programs. To grow and sustain our market share, we must invest in our facilities and staff to continue to provide quality teaching, faculty retention, and student graduation rates.

College of International and Extended Studies (CIES) Central Operations 2018/19 Budget

	Central Operations	Faculty-Led Study Abroad	Total
Revenues			
Revenues	\$6,544,765	\$1,335,085	\$7,879,850
Interest		\$14,986	\$14,986
Total Revenues	\$6,544,765	\$1,350,071	\$7,894,836 (a)
Expenses			
Salaries and Benefits			
Salaries and Staff Benefits	\$4,689,218	\$360,605	\$5,049,823
Student Assistants	\$98,965	\$14,400	\$113,365
	\$4,788,183	\$375,005	\$5,163,188
Operating Expenses & Equipment			
Communications	\$1,700		\$1,700
Travel	\$27,000	\$11,988	\$38,988
Subscriptions	\$375		\$375
Contractual Services	\$589,694	\$713,525	\$1,303,219 (b)
Information Technology	\$377,000	\$33,000	\$410,000
Postage	\$40,000		\$40,000
Printing	\$429,618		\$429,618
Supplies	\$125,716		\$125,716
Training & Prof Dev.	\$131,000		\$131,000
Advertising	\$352,068		\$352,068
Space Rental	\$251,753		\$251,753
Recruitment & Relocation	\$5,000		\$5,000
Memberships Due	\$7,810		\$7,810
Other Operating	\$13,150	\$232,346	\$245,496
	\$2,351,884	\$990,859	\$3,342,743
Total Expenses	\$7,140,068	\$1,365,864	\$8,505,931
Net Revenue (Expense)	(\$595,303)	(\$15,793)	(\$611,095)
Allocation of Division Capital Projects			\$0
Allocation of Tuition Revenue			(\$19,950) (c)
Prior Year Fund Balance			\$1,908,107 (d)
Projected Ending Fund Balance			\$1,277,062 (d)

Footnotes:

(a) Projected Central Operations revenue allocation from credit programs (Special Session, Summer and Winter Intersessions) and non-credit programs (CEU and international custom training).

(b) Contractual services for faculty-led study abroad program is for the related expenses for student and faculty travel, lodging, insurance, and other program-specific expenses budgeted in program fees.

(c) 5% of Faculty-Led Study Abroad program tuition fee revenue is allocated to the department's home college.

(d) Prior-Year fund balance for Faculty-Led Study Abroad programming includes a portion of the summer 2018 program fee; the related faculty travel and other program expenses will be posted in 2018/19.

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

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:

- 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 about the SHC

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. Over 105 years later, the SHC is a fully accredited outpatient clinic and an active student development center within the Division of Student Affairs. Approved by a wide margin in a 2001 student referendum, the Health Services Fee remains the principal funding source for SHC services.

Due to Student Health Center strategic leadership, the Division of Student Affairs now has a state of the art 50,000 sq. ft. student services facility which is an SJSU point of pride and is energy efficient. The facility provides space for a wider range of student health, wellness, and counseling services training and education in an interactive, collaborative, culturally inclusive, and holistic manner that are aligned with the missions of the CSU, SJSU, and the Division of Student Affairs.

Recent accomplishments include the following:

- Continued development of campus wide collaborations supporting student engagement and education (i.e. Alcohol and Drug Abuse Prevention Committee, Sexual Assault and Alcohol Education, the National Collegiate Health Survey);
- Expanded use of secure electronic health records (i.e. online student messaging, appointments, and fee payment options);
- Support for developing the campus response to immunization requirements; and
- A more consistent CSU organizational approach to having health services on 23 campuses.

In 2017/18, the SHC clinical services and wellness programs each recorded over 20,000 student visits. Counseling and Psychological Services (CAPS) has also seen annual increases in the number of students for utilizing its services. In 2017/18, CAPS served 2,754 students who attended 11,835 individual and group appointments. The number of students CAPS served increased 7% over the prior year.

Effective 2018/19 is a realignment of the Student Health Services and Facility fees to ensure funding for quality services without a net increase to the mandatory health-related student fees. In addition to primary care services, SHC also offers specialty services (dermatology, travel, sports medicine) and lab services for a fee.

Student Health Center 2018/19 Budget

	Health Services (incl Mental Health)	Augmented Health Services (Fee for Service)	Facilities	Capital Improvements / Maint & Repair	SHC Total
Revenues					
Student Fees	\$11,826,082	\$330,000	\$2,210,034		\$14,366,116
Interest	\$82,500	\$10,000	\$125,000		\$217,500
Total Revenues	\$11,908,582	\$340,000	\$2,335,034	\$0	\$14,583,616
Expenses					
Salaries	\$6,866,103				\$6,866,103
Benefits	\$3,302,344				\$3,302,344
Subtotal Salaries and Benefits	\$10,168,447	\$0	\$0	\$0	\$10,168,447
Operating Expenses & Equipment	\$983,845	\$436,800		\$1,350,750	\$2,771,395
SJSU Overhead / CSU Chargebacks	\$1,178,936	\$16,000	\$470,755		\$1,665,691
Total Expenses	\$12,331,228	\$452,800	\$470,755	\$1,350,750	\$14,605,533
Repairs & Maintenance Transfers (Out)			(\$1,500,000)	\$1,500,000	\$0
Capital Improvement Transfers			(\$1,400,000)	\$1,400,000	\$0
Operating Fund	\$2,500,000		(\$2,500,000)		\$0
Debt Service Payments			(\$1,470,000)		(\$1,470,000)
Net Revenue (Expense)	\$2,077,354	(\$112,800)	(\$5,005,721)	\$1,549,250	(\$1,491,917)
Prior Year Fund Balance	\$3,684,185	\$816,880	\$12,186,685	\$1,350,749	\$18,038,499
Projected Ending Fund Balance	\$5,761,539	\$704,080	\$7,180,964	\$2,899,999	\$16,546,582

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.

UHS is comprised of Residential Life (including Faculty in Residence), Administration and Financial Operations, Organization & Planning, and Facilities Operations (Custodial).

Housing revenue is generated from the following sources:

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

2017/18 Accomplishments

In an effort to align the Residential Life Program with the new SJSU Strategic Plan that is being developed and to focus the learning and educational efforts provided to residents, UHS brought in nationally recognized consultants from the ACPA Institute for the Curricular Approach. The time with the consultants helped to develop the framework for the curriculum that the Residential Life Program implemented for the 2018/19 year and helped to focus the efforts of the team to reach and engage students in the community.

2018/19 Housing Budget

The 2018/19 UHS year-end balance is projected to be a positive \$11.6 million. This projection is based upon the university-approved 3% rent rate increase and ongoing average occupancy rate of 108% (of design). There was an approved increase of 2% to the rates for overnight guests and conference group rates. \$2.8 million is a planned transfer in 2018/19 to the Housing Maintenance and Repair Fund. This amount may increase due to the need to update all buildings to the S2 access system, increasing security levels for all student housing, as well as, necessary elevator repairs for all buildings. All of the Housing projects will continue to focus primarily on safety, end-of-life cycle replacement items, and, when fiscally possible and prudent, any renovations that can be completed. In addition, planning for Campus Village Phase 3 has begun and may result in unplanned expenses as this project moves forward.

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

A number of new and necessary positions were approved for the 2018/19 year, and the process to fill these positions is currently underway. Salary and benefits for these positions are included in the 2018/19 budget projection.

University Housing Services 2018/19 Budget

Revenues

Student Housing Rent	\$44,881,249
Conference and Overnight Guests	\$1,550,000
Other Revenues	\$500,000
Miscellaneous Student Fees	\$466,100
Auxiliaries Rent Revenues	\$583,960

Total Revenues	\$47,981,309
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Expenses

Salary and Benefits

Salaries and Wages	\$3,980,094
Benefits	\$2,339,970
Student Assistants	\$1,414,145

\$7,734,209

Operating Expenses & Equipment

General Supplies/Services	\$2,785,438
Equipment/Furniture Replacement	\$337,830
Insurance Premiums	\$323,139
Internet/Cable (UTS)	\$1,208,067
Repairs, Maintenance & FD&O Services	\$5,274,844
Utilities	\$3,374,493
Payments to Service Providers:	
Business Services	239,900
CSU Centrally Paid Costs	\$395,710
Ground Lease Fees	\$266,162
Security (UPD)	\$701,429
Debt Service (a)	\$22,843,931

\$37,750,943

Total Expenses	\$45,485,152
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Transfer in from Parking Trust Fund	\$576,000
Transfer out to Housing Maintenance and Repair Fund	(\$2,800,000)
Net Revenue (Expense)	\$272,157

Prior Year Fund Balance	\$5,779,060
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Housing Operations Reserve Fund Balance	\$5,527,917
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Projected Ending Fund Balance (b)	\$11,579,134
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Footnotes:

(a) Systemwide Revenue Bond (SRB) debt for Campus Village I and II.

(b) Reserves for housing maintenance and repair, construction, and future debt service payments.

For details regarding University Housing Services, visit: <http://www.housing.sjsu.edu/>.

UNIVERSITY PARKING SERVICES

University Parking Services generates its revenue through parking permit sales and parking citation fines. Parking Services is comprised of three divisions: Business Administration, Parking Enforcement, and Shuttle Operations. Parking permits are currently sold to employees, students, and visitors over the counter, online, and through automated pay stations. Parking revenues are used for parking operations and enforcement costs, improvements, maintenance and repair to existing facilities, and alternative transportation programs.

Highlights of the 2018/19 Budget

Parking fee revenue for fiscal year 2018/19 is expected to decrease by 3% over the prior year. This reduction in revenue is attributed to the efforts of Parking Services staff redirecting commuters to utilize the resources available through the Valley Transit Authority (VTA). Parking Services initiated this action as a means of mitigating the unsustainable parking demands impacting the existing parking facilities. Parking Services installed a new License Plate Recognition (LPR) system, which supports enhanced permit dispensing and parking enforcement, and purchased equipment and software that will provide shuttle location and available seating via the internet/smart phone application.

Parking fines and forfeiture revenue is expected to increase by 3% for 2018/19. The increase is attributed to the initiation of the new LPR system. However, the fines and forfeitures fund is anticipated to decrease by 5% in 2019/20 because of anticipated compliance with campus parking rules and enhanced accessibility for parking payments. There are no current plans to revise parking citation amounts.

There are two major capital projects that are anticipated for 2018/19. The first is the earthquake retro-fit of the North Parking Garage (San Fernando and 10th Streets). The project has a projected cost of \$2,300,000. The second project is the installation of an elevator in the South Garage (San Salvador and 7th Streets). This project has a projected cost of \$2,361,000 and began last year in 2017/18. It should be noted that the total project costs could change due to the age of these projects.

University Parking Services 2018/19 Budget

	Parking Fees	Fines & Forfeitures	Capital Projects	Special Events	Total
Revenues					
Parking Permits	\$3,950,000				\$3,950,000
Parking Coingates	\$1,775,000				\$1,775,000
Parking Fines		\$254,500			\$254,500
Revenue-Others	\$18,000				\$18,000
Interest	\$155,000	\$100			\$155,100
Cost Recovery from Auxiliaries	\$115,000	\$40,000		\$22,440	\$177,440
Cost Recovery from Others	\$60,000			\$5,100	\$65,100
Total Revenues	\$6,073,000	\$294,600	\$0	\$27,540	\$6,395,140
Expenses					
Salaries & Wages	\$1,192,569	\$25,000	\$0	\$18,831	\$1,236,400
Benefits	\$726,866		\$0	\$1,014	\$727,880
	\$1,919,435	\$25,000	\$0	\$19,845	\$1,964,280
Operating Expenses & Equipment					
Charges for Business Services	\$1,152,956	\$23,568			\$1,176,524
Contractual Services (a)	\$261,000	\$300,000	\$5,572,845		\$6,133,845
Communications	\$1,200				\$1,200
Equipment	\$180,000				\$180,000
General Operating Expenses	\$354,259	\$48,855			\$403,114
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	\$83,664				\$83,664
UPD Security	\$1,169,456				\$1,169,456
	\$4,229,714	\$372,423	\$5,572,845	\$0	\$10,174,982
Total Expenses	\$6,149,149	\$397,423	\$5,572,845	\$19,845	\$12,139,262
Transfers In (Out)					
Parking Fees		\$64,468	\$0		\$64,468
Construction	(\$76,188)				(\$76,188)
Maintenance & Equipment					\$0
Fines & Forfeitures	(\$64,468)				(\$64,468)
Total Transfers In (Out)	(\$140,656)	\$64,468	\$0	\$0	(\$76,188)
Net Revenues (Expenses)	(\$216,805)	(\$38,355)	(\$5,572,845)	\$7,695	(\$5,820,310)
Prior Year Fund Balance	\$1,792,470	\$38,355	\$10,899,643	\$64,467	\$12,794,935
Ending Fund Balance	\$1,575,665	\$0	\$5,326,798	\$72,162	\$6,974,625

Footnotes:

(a) The figure in the construction fund represents expenditures related to North and South Parking Garage construction projects.

For details regarding Parking, visit: <http://www.sjsu.edu/parking>.

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Auxiliary Organizations

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

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ASSOCIATED STUDENTS

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

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, 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 Jose State University by facilitating public transit access, ride sharing, and biking to campus. We provide alternative transportation services and incentives including the deeply discounted SmartPass Clipper Card for VTA buses and Light Rail, discounted regional transit passes, carpool matching, trip planning, and safe bicycle enclosures.

Facilities

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

**Associated Students
2018/19 Budget**

	Government	Retention	Campus Life	Support Services	Technology & Resources	Transportation	Facilities	Total
Revenues								
Student Association Fees (a)	\$686,840	\$1,248,800	\$999,040	\$749,280	\$936,600	\$1,186,360	\$437,080	\$6,244,000
Program Revenues	\$215,301	\$391,457	\$313,166	\$234,874	\$293,593	\$371,884	\$137,010	\$1,957,286
Grants and Contracts	\$83,161	\$151,201	\$120,961	\$90,721	\$113,401	\$143,641	\$52,920	\$756,006
Total Revenues	\$985,302	\$1,791,458	\$1,433,167	\$1,074,875	\$1,343,594	\$1,701,885	\$627,010	\$8,957,292
Expenses								
Compensation for Officers and Directors	\$19,008	\$34,560	\$27,648	\$20,736	\$25,920	\$32,832	\$12,096	\$172,800
Salaries and Wages	\$297,849	\$541,544	\$433,235	\$324,926	\$406,158	\$514,466	\$189,540	\$2,707,718
Salaries - Student Assistants	\$158,886	\$288,884	\$231,108	\$173,331	\$216,663	\$274,440	\$101,110	\$1,444,422
Staff Benefits	\$132,844	\$241,534	\$193,228	\$144,921	\$181,151	\$229,458	\$84,537	\$1,207,672
Total Salary and Benefits	\$608,587	\$1,106,522	\$885,218	\$663,913	\$829,892	\$1,051,196	\$387,283	\$5,532,612
Operating Expenses & Equipment								
Accounting and Legal Fees	\$6,820	\$12,400	\$9,920	\$7,440	\$9,300	\$11,780	\$4,340	\$62,000
Affordable Textbook Program	\$3,300	\$6,000	\$4,800	\$3,600	\$4,500	\$5,700	\$2,100	\$30,000
Janitorial Services	\$5,174	\$9,408	\$7,526	\$5,645	\$7,056	\$8,938	\$3,293	\$47,040
CSU Operating Fund Admin Services	\$13,200	\$24,000	\$19,200	\$14,400	\$18,000	\$22,800	\$8,400	\$120,000
Food Services	\$8,132	\$14,785	\$11,828	\$8,871	\$11,089	\$14,046	\$5,175	\$73,925
Other Operating Expenses	\$21,811	\$39,657	\$31,726	\$23,794	\$29,743	\$37,674	\$13,880	\$198,285
Publicity and Promotion	\$11,736	\$21,339	\$17,071	\$12,803	\$16,004	\$20,272	\$7,469	\$106,693
Rental Charges	\$21,138	\$38,432	\$30,746	\$23,059	\$28,824	\$36,511	\$13,451	\$192,162
Repairs & Maintenance	\$2,471	\$4,492	\$3,594	\$2,695	\$3,369	\$4,267	\$1,572	\$22,460
Risk Coverage/Insurance	\$4,583	\$8,332	\$6,666	\$4,999	\$6,249	\$7,916	\$2,916	\$41,662
Staff Development and Hospitality Svcs	\$15,018	\$27,305	\$21,844	\$16,383	\$20,479	\$25,940	\$9,557	\$136,525
Student Orgs & Spartan Community Program	\$29,700	\$54,000	\$43,200	\$32,400	\$40,500	\$51,300	\$18,900	\$270,000
Student Grants & Scholarships	\$9,020	\$16,400	\$13,120	\$9,840	\$12,300	\$15,580	\$5,740	\$82,000
Contracts and Services	\$41,722	\$75,858	\$60,687	\$45,515	\$56,894	\$72,065	\$26,550	\$379,291
Telephones/Baseline Charges	\$18,269	\$33,216	\$26,573	\$19,930	\$24,912	\$31,555	\$11,626	\$166,080
Transportation Solutions Program	\$137,280	\$249,600	\$199,680	\$149,760	\$187,200	\$237,120	\$87,360	\$1,248,000
Travel	\$9,747	\$17,721	\$14,177	\$10,633	\$13,291	\$16,835	\$6,202	\$88,606
Utilities	\$9,834	\$17,880	\$14,304	\$10,728	\$13,410	\$16,986	\$6,258	\$89,400
Operating Capital Outlay	\$5,148	\$9,360	\$7,488	\$5,616	\$7,020	\$8,892	\$3,276	\$46,800
Total Operating Expenses	\$374,102	\$680,186	\$544,149	\$408,111	\$510,139	\$646,177	\$238,065	\$3,400,929
Total Expenses	\$982,690	\$1,786,708	\$1,429,367	\$1,072,025	\$1,340,031	\$1,697,373	\$625,348	\$8,933,541
Net Revenues over Expenses (operating)	\$2,613	\$4,750	\$3,800	\$2,850	\$3,563	\$4,513	\$1,663	\$23,751
Prior Year Fund Balance								\$10,702,047
OPEB-Postretirement Health Benefit Program								(\$60,000)
Depreciation								(\$250,000)
AS House Lease								(\$148,430)
Projected Ending Fund Balance								\$10,267,368

Footnote:

(a) Student Association Fee \$96.00.

For more information about Associated Students, 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 2018/19 Budget

Revenues

Fees	\$7,900,000
Investment Income	\$700,000
Federal Grants and Contracts	\$25,000,000
State Grants and Contracts	\$7,500,000
Private Gifts, Grants and Contracts	\$7,400,000
Other Revenue Activities - Campus Organizations (a)	\$6,060,000
Other Revenue and Support	\$220,000

Total Revenues	\$54,780,000
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Expenses

Salary and Benefits

Salary and Wages	\$26,500,000
Staff Benefits	\$7,155,000
Postretirement Benefits - Accrued Expense	\$600,000
	\$34,255,000

Operating Expenses & Equipment

Depreciation	\$800,000
Equipment Purchase	\$830,000
Equipment Rent and Lease	\$70,000
University Admin. Services & Facilities Use	\$256,000
Occupancy (Rent, Janitorial, Utilities, Insurance)	\$1,100,000
Printing	\$50,000
Building Repairs and Maintenance	\$350,000
Scholarships and Fellowships	\$4,000,000
Supplies	\$1,600,000
Telephones/Communications	\$506,000
Travel	\$2,700,000
Contracted Services and Fees (b)	\$5,800,000
Professional Fees (Accounting and Legal)	\$500,000
Net Alloc/Grants/Transfers to Related Entities	\$0

Total Expenses	\$52,817,000
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Net Revenue (Expense)

Projected Prior Year Fund Balance	\$16,232,270
Projected Ending Fund Balance	\$18,195,270

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.

Spartan Shops is a not-for-profit campus benefit corporation founded in 1956 for the purpose of providing support services to the San Jose State University ("SJSU") campus community. These services include bookstore management, dining services management, golf complex management and 13 rental units for faculty and staff.

Spartan Shops is comprised of four major divisions:

Bookstore Management

In April 2011, Spartan Shops entered into an agreement with Barnes & Noble College Booksellers to operate Spartan Bookstore for a period of ten years. In July 2015, Spartan Shops extended the agreement with Barnes & Noble to operate Spartan Bookstore until June 30, 2026. Spartan Bookstore offers course materials and related items to our students and campus community.

Dining Service Management

In September 2018, Spartan Shops entered into an agreement with Chartwells Higher Education, a division of Compass Group USA, Inc. to provide and manage Spartan Shops' food service program on the campus of San Jose State University with an option of two five-year contract extensions. In July 2018, Chartwells assumed responsibility for the residential meal program incorporated within The Commons, retail foodservice operations located on the SJSU Main campus, concession services at the South Campus and Hammer Theater, and catering services.

Spartan Golf Complex Management

In September 2017, Spartan Shops entered into an agreement with Tower Real Estate Fund (TREF) for the management of daily operations of the Spartan Golf Complex at Spartan Village Project Facility for a period of five years, effective July 1, 2017 through June 30, 2022. The Spartan Golf Complex is intended primarily for the use of the San Jose State University Men's and Women's Golf Teams, and is operated in accordance with all NCAA rules and regulations. Unaccompanied guests are not permitted on site.

Friends of Spartan Golf and their guests, however, will be able to enjoy the facilities when the teams are not using them for practice. To learn more about Friends of Spartan Golf, or to schedule a tour of the Spartan Golf Complex, please visit: <http://spartangolfcomplex.com/>.

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.

Spartan Shops, Inc. 2018/19 Budget

	Amount	% of Total Sales
Resources		
Sales		
Dining and Event Services, Hammer Theatre	\$0	0.00% (a)
Spartan Golf Complex	\$89,400	26.12%
Real Estate	\$252,918	73.88%
Total Sales	\$342,318	100.00%
Cost of Sales		
Dining and Event Services, Hammer Theatre	\$0	0.00% (a)
Spartan Golf Complex	\$73,760	21.55%
Less: Total Cost of Sales	\$73,760	21.55%
Gross Profit	\$268,558	78.45%
Other Income		
Bookstore Commission	\$841,000	245.68%
Golf Complex Commissions	\$40,040	11.70%
Interest Income	\$18,776	5.48%
Other Income	\$10,000	2.92%
Miscellaneous Income	\$99,996	29.21%
Total Other Income	\$1,009,812	294.99%
Total Resources	\$1,278,370	373.45%
Expenses		
Salary & Benefits	\$585,786	171.12%
Operating Expenses		
Franchise Fee	\$0	0.00% (a)
Depreciation	\$234,396	68.47%
Supplies	\$30,570	8.93%
Repair & Maintenance	\$176,116	51.45%
Utilities	\$230,854	67.44%
Advertising & Events	\$16,100	4.70%
Services	\$65,147	19.03%
Equipment	\$12,800	3.74%
Postage & Shipping	\$600	0.18%
Rent - University	\$71,325	20.84%
Facility Fee - On Fourth Café, Event Center, CEFCU Stadium	\$0	0.00% (a)
Parking Fees	\$35	0.01%
Staff Recruitment & Training	\$6,975	2.04%
Admin Operating Costs	\$24,244	7.08%
Total Operating Expenses	\$869,162	253.90%
Total Expenses	\$1,454,948	425.03%
Nonoperating Revenue		
Tower Foundation Expense Reimbursement	\$979,578	
Net Revenues of Expenses	\$803,000	-51.58%
Prior Year Fund Balance	\$9,943,598	
Ending Fund Balance	\$10,746,598	

Footnotes:

(a) A new dining services budget plan incorporating the agreement with Chartwells was under development at the time of this writing.

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 Event Center Building, and the future Spartan Recreation and Aquatic Center, opening April of 2019. 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, 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, major and minor capital projects, and the annual debt service payments. Revenues from the mandatory Student Union fee collected by the University on behalf of the Student Union are projected to be approximately \$24.1 million in 2018/19. 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, which is \$5,638,381 for 2018/19.

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 balanced budget for 2018/19 includes revenues and expenses totaling \$13,691,569 (including the return of \$9,376,313 in student fees from the University trust to fund operations) plus an additional amount of \$506,655 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	SPARTAN RECREATION AND AQUATIC CENTER	ATM BUILDING
Grand Ballroom Indoor Theatre Union Square Food Court AS Print & Technology AS Government Offices Spartan Bookstore Student Involvement Veterans Center Gender Equity Center PRIDE Center MOSAIC Cross-Cultural Center Cesar Chavez CCCAC Center Chicanax/Latinix Student Success Center UndocuSpartan Center African American/Black Student Success Center IDEA Lab US Bank Starbucks	Arena- Technical & AV Box Office/TM Outlet Sport Club Club Sports Dance Studios Weight Room Aerobics Room Mini-Gym Fitness Classes Outdoor Adventures Intramurals Racquetball Courts Personal Training CPR/First Aid Training	Opening in April of 2019	Bank of America Bank of the West Wells Fargo Bank JPMorgan Chase Bank

Student Union, Inc. 2018/19 Operating Budget

	General Administration	Student Union Building	Event Center Building	Aquatic Center	Total Budget
Revenues					
Student Union Fees	\$9,376,313				\$9,376,313
Service Fees		\$255,300	\$84,085	\$90,300	\$429,685
Reimbursement of Event Costs			\$830,000		\$830,000
Interest Income	\$275,000				\$275,000
Rental Income		\$1,554,846	\$931,800	\$175,400	\$2,662,046
Commissions & Other	\$15,000	\$1,000	\$102,525		\$118,525
Total Operating Revenues	\$9,666,313	\$1,811,146	\$1,948,410	\$265,700	\$13,691,569
Expenses					
Salaries and Wages	\$2,073,142	\$918,287	\$1,065,007	\$1,259,112	\$5,315,548
Staff Benefits	\$716,761	\$415,965	\$328,648	\$218,660	\$1,680,034
Total Salaries & Benefits	\$2,789,903	\$1,334,252	\$1,393,655	\$1,477,772	\$6,995,582
Operating Expenses & Equipment					
Travel	\$25,588	\$9,882	\$25,450	\$16,330	\$77,250
Risk Coverage/Insurance	\$207,825		\$3,443		\$211,268
Supplies	\$134,524	\$134,280	\$67,830	\$128,886	\$465,520
Communications	\$245,857	\$2,220		\$240	\$248,317
Repairs and Maintenance	\$31,701	\$53,891	\$94,400	\$18,975	\$198,967
Event Costs-(Reimb. Portion)			\$830,000		\$830,000
Programming Costs	\$287,120		\$12,750	\$34,850	\$334,720
Utilities		\$596,500	\$550,000	\$229,167	\$1,375,667
Small Equipment Purchases	\$38,900		\$27,060	\$24,000	\$89,960
Outside Agencies Services	\$843,187	\$339,033	\$193,200	\$397,110	\$1,772,530
Depreciation	\$750,700				\$750,700
OPEB Obligation	\$243,796				\$243,796
Staff Development & Other	\$61,187	\$7,425	\$11,350	\$17,330	\$97,292
Total Operating Expenses	\$2,870,385	\$1,143,231	\$1,815,483	\$866,888	\$6,695,987
Total Expenses	\$5,660,288	\$2,477,483	\$3,209,138	\$2,344,660	\$13,691,569
Total Operating Income (Loss):					\$0
Funding of Capital Projects (a)					(\$506,655)
Increase/(Decrease) in Net Position					(\$506,655)
Estimated Net Position Beginning of Year					\$10,387,648
Estimated Net Position End of Year					\$9,880,993

Footnote:

(a) FY 2018/19 Capital Projects Total Cost	
A variety of small exercise pieces	\$58,000
SRAC staff attire, towel purchase, cleaning supplies, etc.	\$54,000
Computers, printers, etc. (21)	\$32,219
Computer related needs for refresh and new support staff	\$38,436
SRAC Grand Opening	\$100,000
AP Invoice Automation	\$77,000
EC 12 doors - panic bar and hardware replacement	\$60,000
CIES Soffit Repair	\$44,000
Student Union counter and wiring	\$43,000
	\$506,655

For more information regarding the Student Union Inc., visit www.union.sjsu.edu.

TOWER FOUNDATION

The Tower Foundation, formed in 2004, is San José State University's philanthropic auxiliary. The Tower Foundation makes it possible for San José State University to unite with our community of alumni, students, faculty, friends, and corporations to make a college education possible for our talented students. Philanthropy is helping San José State University do things it could not accomplish without donor support.

Through membership on Tower Foundation's board of directors, SJSU 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, community partnerships 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 University's President and Vice President for Advancement serve as ex-officio members.

This great university has a large, loyal alumni base, and their donations as well as those from 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 University 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.

The campus is putting the finishing touches on the next strategic plan, Inspire Our Journey, and is looking forward to achieving the goals in the plan. There is great enthusiasm about the campus's new look and the future capital projects on the horizon.

One of the most important factors in achieving distinction is a sizable endowment – built by people who are committed to the hands-on education we provide and the opportunities it creates for our students. A large endowment provides student educational experiences and faculty research opportunities that would not be 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 SJSU to continue to provide the highly educated workforce required to fuel the economic engine that is Silicon Valley.

Tower Foundation's \$150 million endowment is comprised of over 650 individual endowment funds. Tower Foundation works with Beacon Pointe Advisors, its 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 of directors approved a 4% endowment distribution, directing \$5 million to the campus for scholarships, faculty support and the programs our donors have made possible. Tower Foundation remains confident that its endowment investment portfolio is well positioned, from both a risk and a return standpoint, to support SJSU and its growth in the future.

Tower Foundation 2018/19 Budget

Revenues	
Endowment Gifts	\$4,500,000
Gifts & Pledges	\$16,000,000
Bequests	\$10,500,000
Nonmonetary Gifts	\$500,000
Other Investment & Non-operating Revenues	\$1,000,000 <i>(a)</i>
Total Revenues	\$32,500,000
Expenses	
Tower Operating Expenses	
Tower Operating Expenses	\$3,304,324
Tower Program Distributions	
SJSU Program Activities	\$17,794,000 <i>(b)</i>
SJSU Endowment Distributions	\$5,000,000 <i>(c)</i>
SJSU Outreach Funds	\$195,000 <i>(d)</i>
	\$22,989,000
Restricted Funds & Reserves	
Restricted Endowments	\$4,000,000
Restricted Pledges & Bequests	\$2,000,000
Operating & Campaign Reserves	\$206,676
	\$6,206,676
Total Expenses	\$32,500,000
Net Revenue of Expenses	\$0
Prior Year Fund Balance	\$207,051,127
Ending Fund Balance	\$207,051,127

Footnotes:

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

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

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

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

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

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Appendix

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

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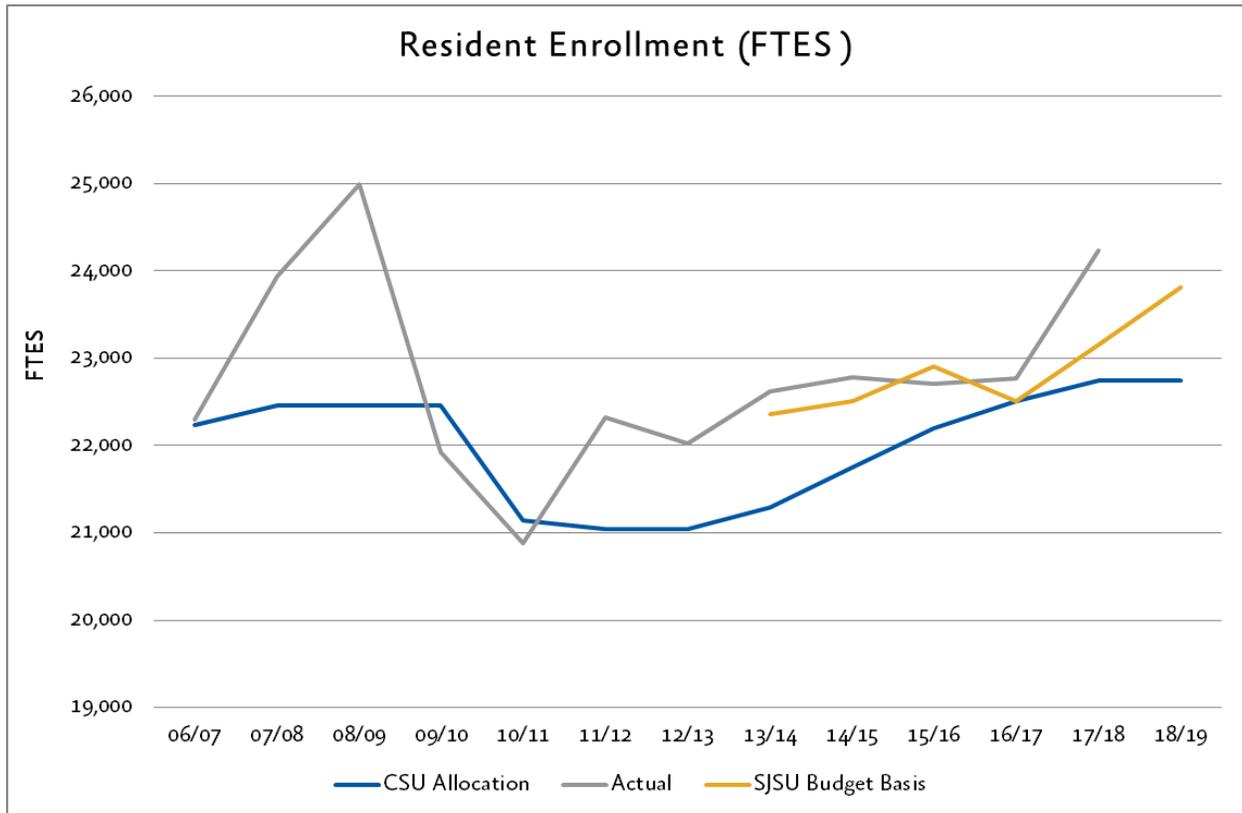
STUDENT ENROLLMENT

Student enrollment informs the CSU’s budget allocations from the State and resource planning efforts. The CSU’s enrollment planning cycle begins in fall for the following fiscal year and results in a systemwide enrollment level incorporated into the annual Board of Trustees’ Support Budget. Enrollment targets for each campus are jointly determined by the chancellor and campus presidents. Targets are referenced in terms of Full Time Equivalent Students (FTES) based on an Average Unit Load (AUL) of 15 units for undergraduate students.

The CSU Graduation Initiative 2025 and efforts at SJSU have encouraged students to achieve a higher Average Unit Load (AUL) to lessen the time to degree. SJSU has pursued a plan for flat student headcount, while allocating more resources for additional course sections and student services.

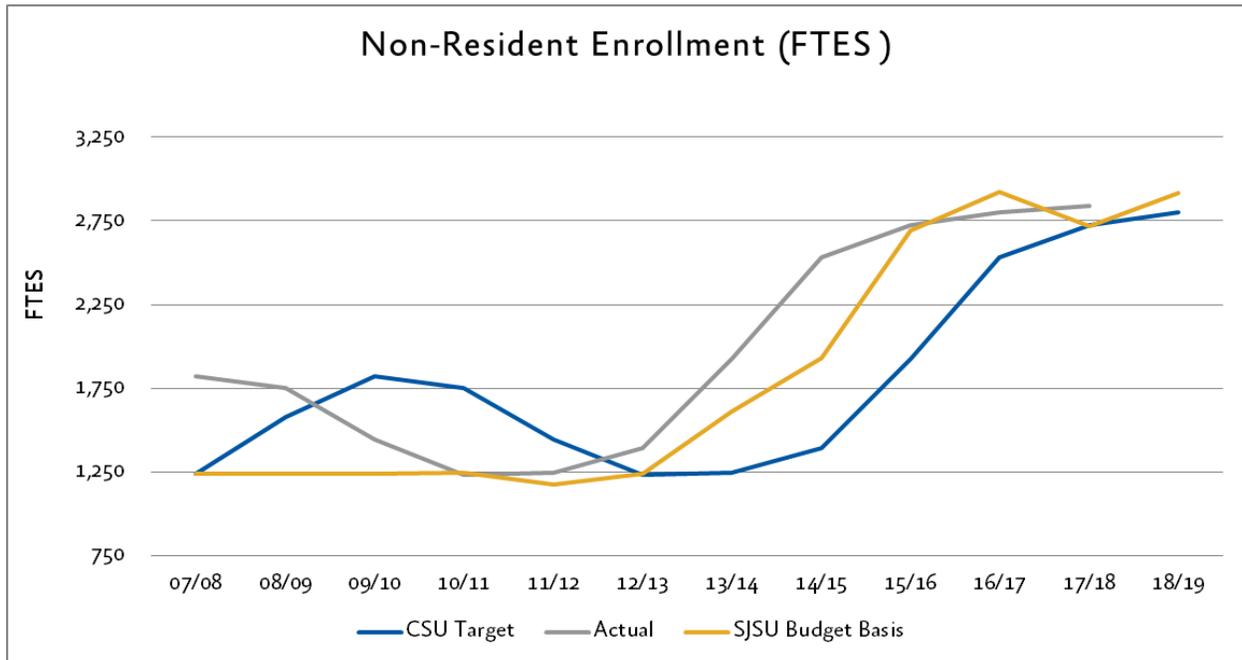
Resident Enrollment (State-Supported)

Resident student enrollment has fluctuated over the years at SJSU. 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 and 2011/12 to 21,045 FTES. Since then, 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, which remains the resident FTES target for 2018/19. Actual enrollment levels made a sharp upturn in 2017/18 as a result of efforts to increase average unit loads in support Graduation Initiative 2025.



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. Expanding non-resident enrollment is a priority for SJSU, and heightened recruitment efforts are evident in the results.



CSU Target and Actual FTES

	2009/10	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19
Target FTES										
Resident	22,460	21,145	21,045	21,045	21,298	21,728	22,001	22,507	22,747	22,747
Non-Resident	1,239	1,239	1,171	1,239	1,607	1,927	2,400	2,650	2,726	2,800
Total Target FTES	23,699	22,384	22,216	22,284	22,905	22,905	24,601	25,157	25,473	25,547
Actual FTES										
Resident	24,991	21,927	20,881	22,318	22,023	22,788	22,710	22,766	24,237	
Non-Resident	1,751	1,441	1,231	1,241	1,395	2,532	2,727	2,801	2,839	
Total Actual FTES	26,742	23,368	22,112	23,559	23,418	25,320	25,437	25,567	27,076	

Student Fees
2008/09 to 2018/19

Fiscal Year	Tuition Fee							Non-Resident Tuition Per Unit	Campus Mandatory Fees							
	Undergraduate Tuition Fee		Graduate Students' Tuition Fee						(Academic Year fees that must be paid to apply to, enroll in, or attend SJSU)							
			Non-Teacher Credential		Teacher Credential Candidates		Education Doctorate		Health Facilities	Health Services	IRA	Doc	Assoc Students	Student Union	SSETF	Total Campus Fees
	Up to 6 Units	6.1 Units or Greater	Up to 6 Units	6.1 Units or Greater	Up to 6 Units	6.1 Units or Greater	Fall/Spring									
2018/19	\$3,330	\$5,742	\$4,164	\$7,176	\$3,864	\$6,660	\$11,838	\$396	\$68	\$364	\$0	\$32	\$192	\$744	\$654	\$ 2,054
<i>Change Over PY</i>	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%								3.8%
2017/18	\$3,330	\$5,742	\$4,164	\$7,176	\$3,864	\$6,660	\$11,838	\$396	\$120	\$295	\$0	\$31	\$185	\$717	\$631	\$ 1,979
<i>Change Over PY</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	\$0	\$31	\$182	\$704	\$620	\$ 1,945
<i>Change Over PY</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	\$0	\$30	\$178	\$690	\$608	\$ 1,906
<i>Change Over PY</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	\$0	\$30	\$172	\$670	\$590	\$ 1,851
<i>Change Over PY</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	\$0	\$30	\$169	\$659	\$630	\$ 1,871
<i>Change Over PY</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	\$0	\$30	\$147	\$648	\$470	\$ 1,657
<i>Change Over PY</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>Change Over PY</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>Change Over PY</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>Change Over PY</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>Change Over PY</i>	10.1%	10.0%	10.0%	10.0%	10.0%	10.1%										9.8%

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GLOSSARY OF 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.

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, such as Social Security (OASDI), retirement (PERS), health coverage, dental coverage, and vision. 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 California resident undergraduate students who meet specific eligibility requirements. Grants do not need to be repaid. Awards are available for up to four years to undergraduate students and can be extended for an additional year for those students enrolled in a teaching credential program. Eligibility is based on GPA and financial need. Cal Grants supersede State University Grants eligibility; therefore, eligible students cannot receive both Cal Grants and SUG as both assist with tuition.

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.

California National Guard Education Assistance Award: A state-funded award for eligible and active members in the California National Guard, the State Military Reserve, or the Naval Military.

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 Improvement Project (CIMP): An activity that improves or alters an existing space or creates new space such as the new construction of facilities, buildings, equipment, roads, sidewalks, sewer and water systems, utility infrastructure, and grounds.

Capital Maintenance/Repair Project: Is a project that falls in one of two categories: 1) Recurring Maintenance/Repair, and 2) Non-Recurring Maintenance/Repair (NRMR). Projects do not have a dollar limit and do not require Board of Trustees' approval unless debt financing is necessary.

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*, offers both matriculated and non-matriculated courses through Special Session, Open University, Summer and Winter Intersessions, 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.

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. For 2018/19, the Expected Family Contribution is 5,000 or less.

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

Expected Family Contribution (EFC): A number that higher education financial aid employees apply to determine financial aid amounts for various awards. The EFC formula is established by law and is calculated based on financial information provided on the Free Application for Federal Student Aid (FAFSA).

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: Grants, named after Senator Claiborne Pell, which do not have to be repaid and are based on financial need. They are awarded to qualified undergraduate students and students in credential programs. The Pell Grant also provides a foundation upon which other aid can be awarded. It is based on the Expected Family Contribution (EFC), which changes every year and cannot exceed \$5,486 for 2018/19, and is prorated according to the number of units enrolled. The maximum award is for 6 years (600%) or 12 semesters.

Federal Supplemental Educational Opportunity Grant (SEOG): A federal grant that provides assistance for undergraduates with the exceptional 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: Cal Grant, California National Guard Education Assistance Award, 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), and Teacher Education Assistance for College and Higher Education (TEACH) Grant.

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.

Headcount: 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.

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 \$709,000. State site acquisition projects, regardless of cost, are funded in major capital outlay.

Mandatory Fees: Fees that are either CSU Category I (such as tuition and an application fee) or Category II (campus mandatory fees). Campus mandatory fees include the Health Facility Fee, Health Center Operations (Ops) Fee, Student Association Fee, Student Union Fee, Document Fee, SSETF IRA Fee, SSETF Course Support Fee, and SSETF Student Success Fee.

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 teaching credential students with family incomes and assets up to \$171,000 for 2018/19. 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 equal to or below \$709,000 for all phases, including design and construction.

Non-Mandatory Fees: Fees that are designated as CSU Categories III, IV, and V. Category III refers to miscellaneous course fees associated with a state supported course for materials and services used in course instruction. Category IV refers to fees other than Category II or III paid to receive materials, services, use of facilities, fees resulting from dishonored payments, late submissions misuse of property, or security deposits. Category V refers to fees paid to self-support programs such as extended education, parking, and housing fees.

Non-Recurring Maintenance/Repair (NRMR): A type of capital project that generally refers to deferred maintenance. Such work may include restoring facilities, buildings, equipment, roads, sidewalks, sewer and water systems, utility infrastructure, and grounds to their original condition or to a condition where the intended use can be restored.

Non-Resident Fee: Fee paid by non-California resident domestic and international students in addition to the tuition fee.

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.

Recurring Maintenance/Repair: A type of capital project that typically materializes each year as part of ongoing and routine operations and maintenance of buildings and equipment.

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 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. The 2018/19 SJSU allocation is approximately \$39 million.

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

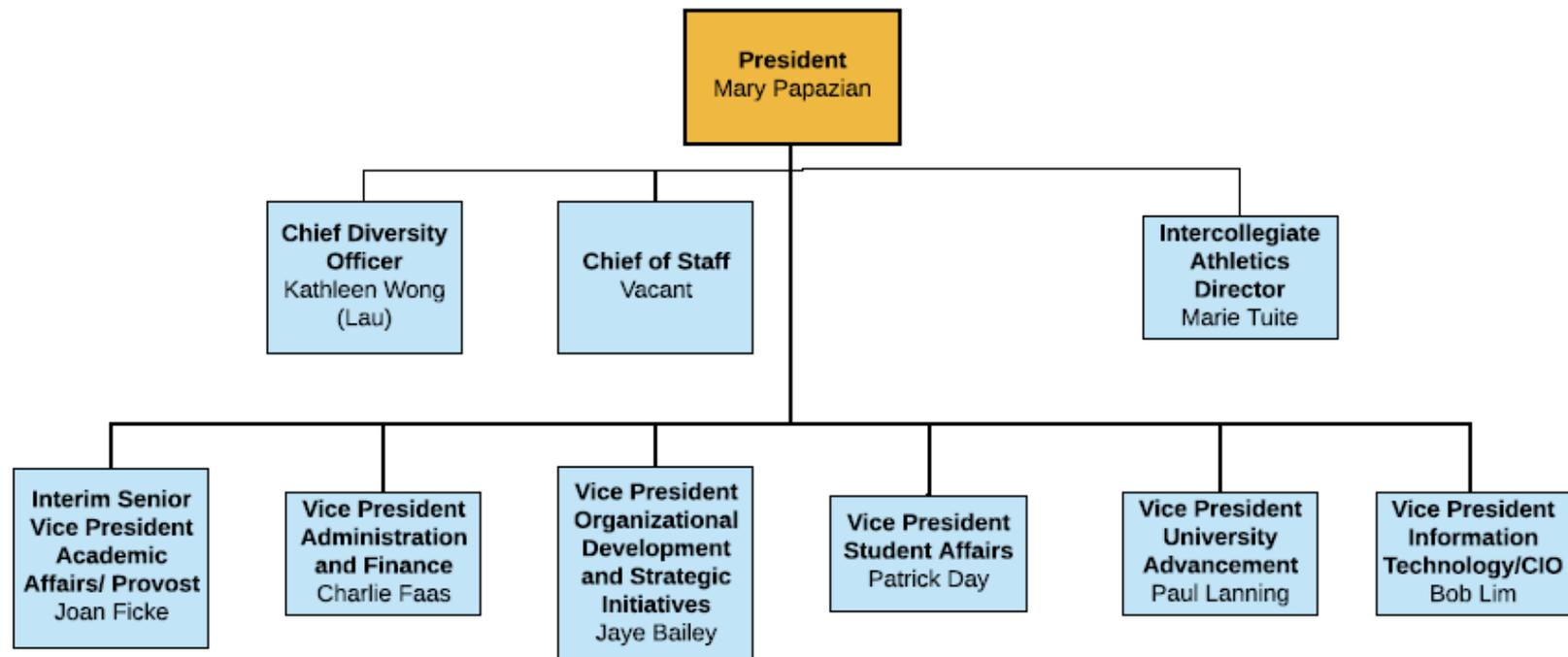
Teacher Education Assistance for College and Higher Education (TEACH) Grant: Provides grants to eligible students enrolled in teacher credential and graduate education programs who intend to teach in public or private elementary, or secondary schools that serve students from low-income families.

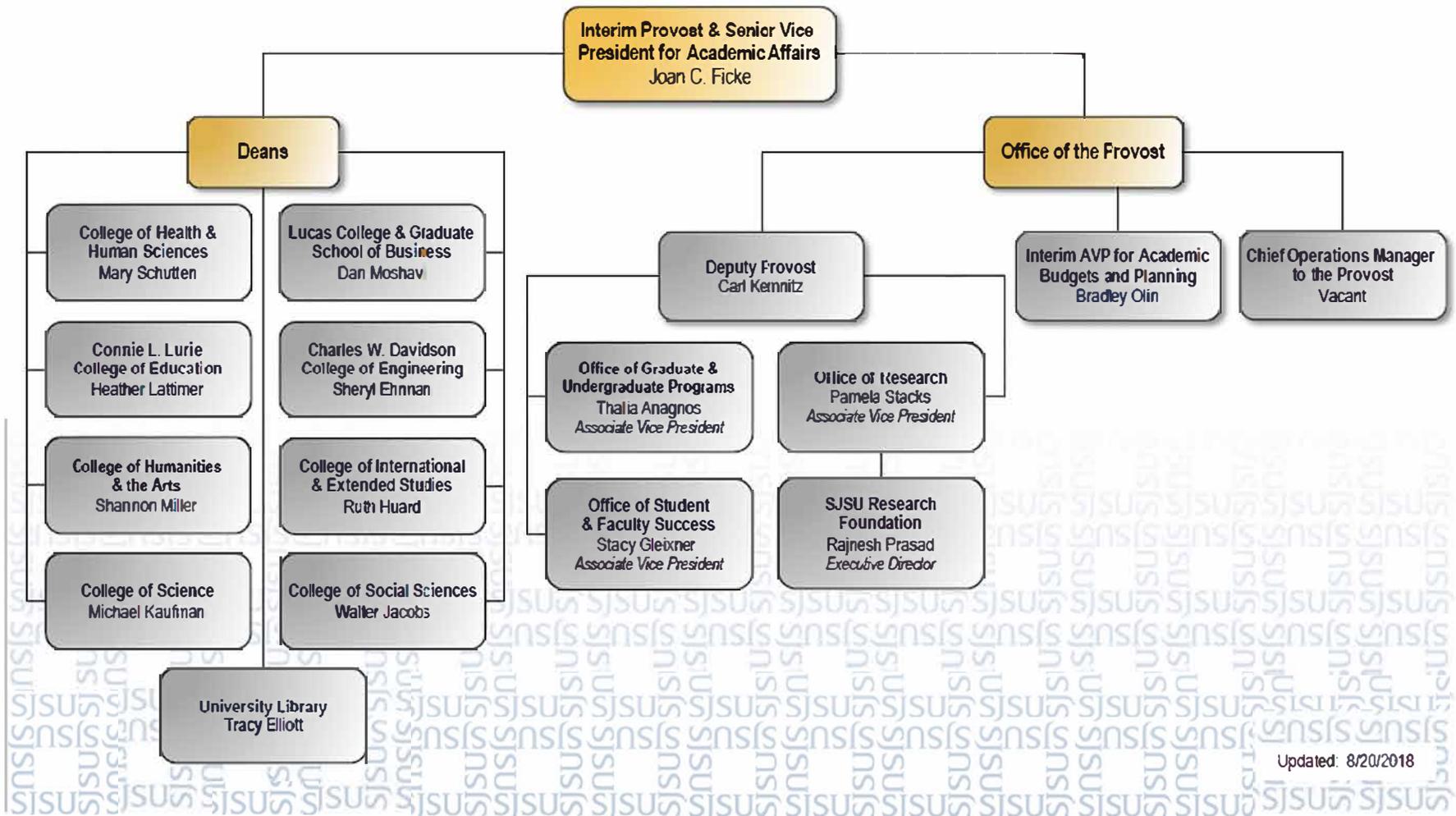
Tower Foundation: The Tower Foundation is SJSU's auxiliary organization dedicated solely to philanthropy. Its primary mission is to build bridges with alumni and friends by improving services, stewardship and donor support. The Foundation encourages private gifts, trusts, and bequests for the benefit 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.

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

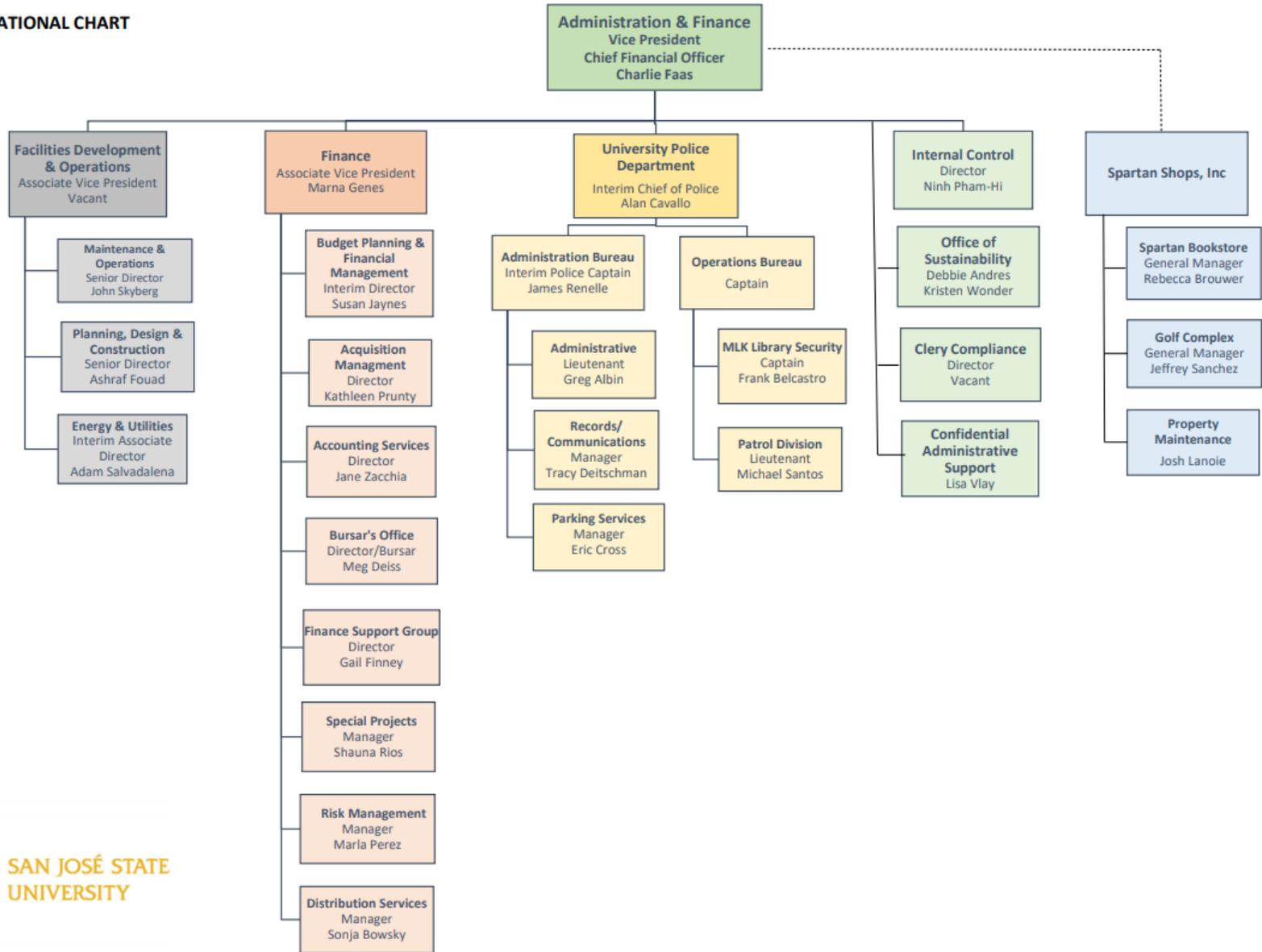
San Jose State President's Cabinet Organizational Chart

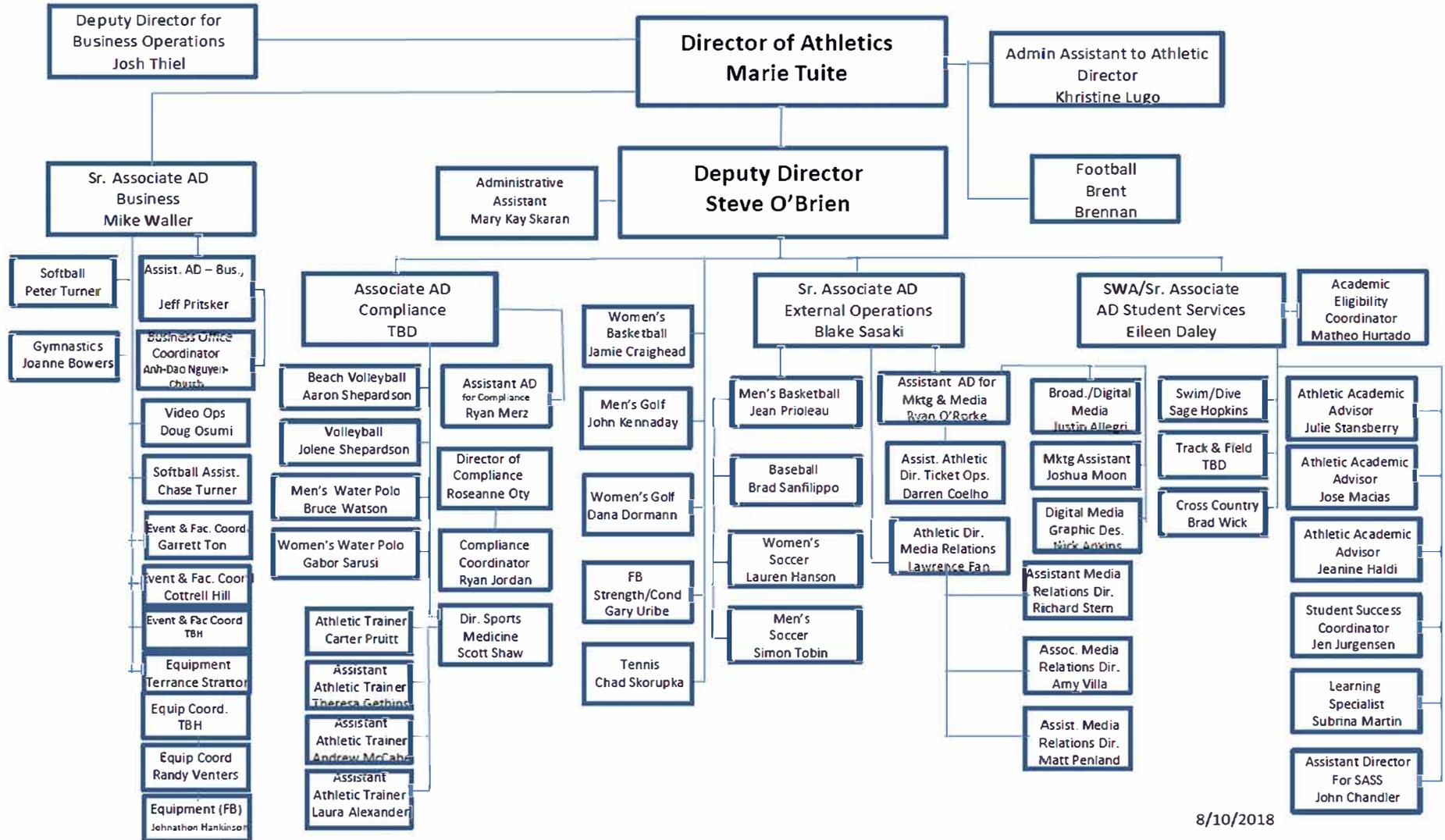




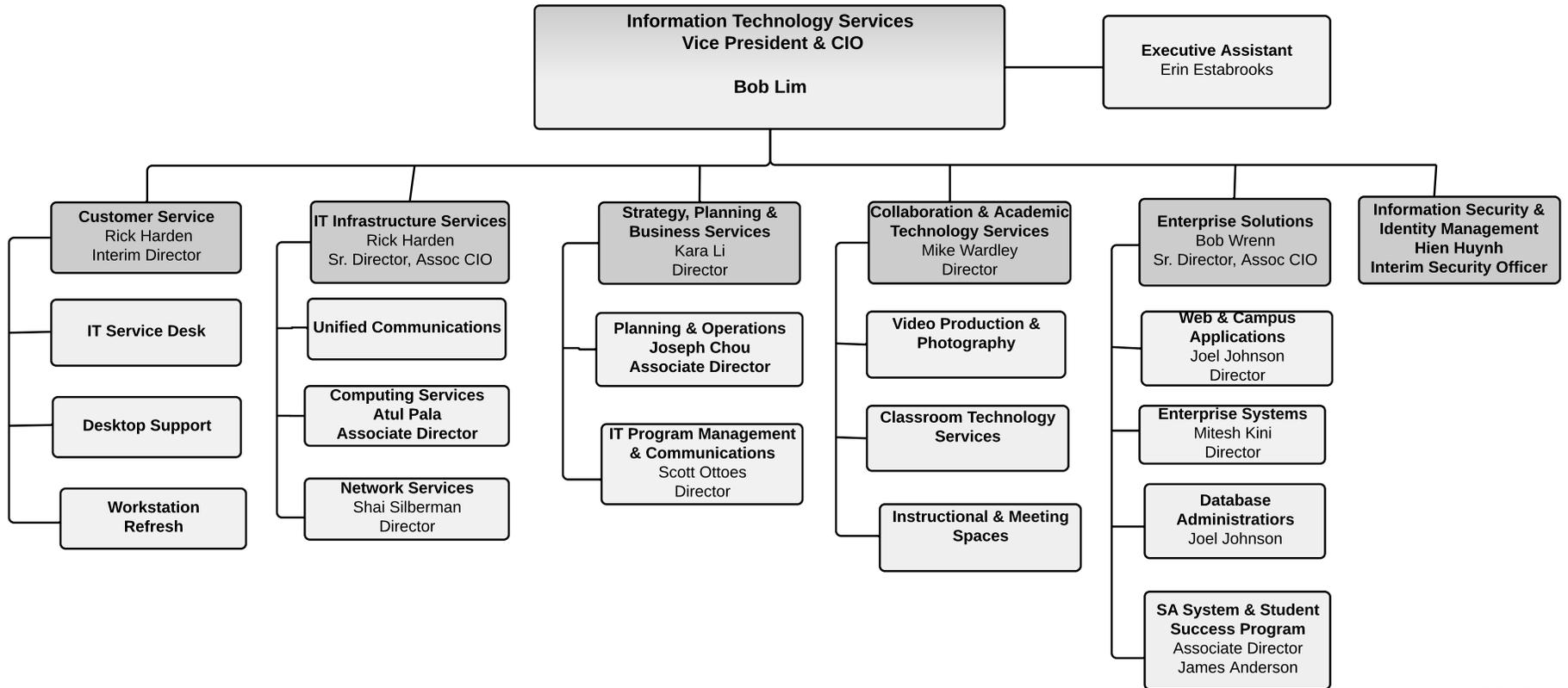
ADMINISTRATION & FINANCE DIVISION

ORGANIZATIONAL CHART

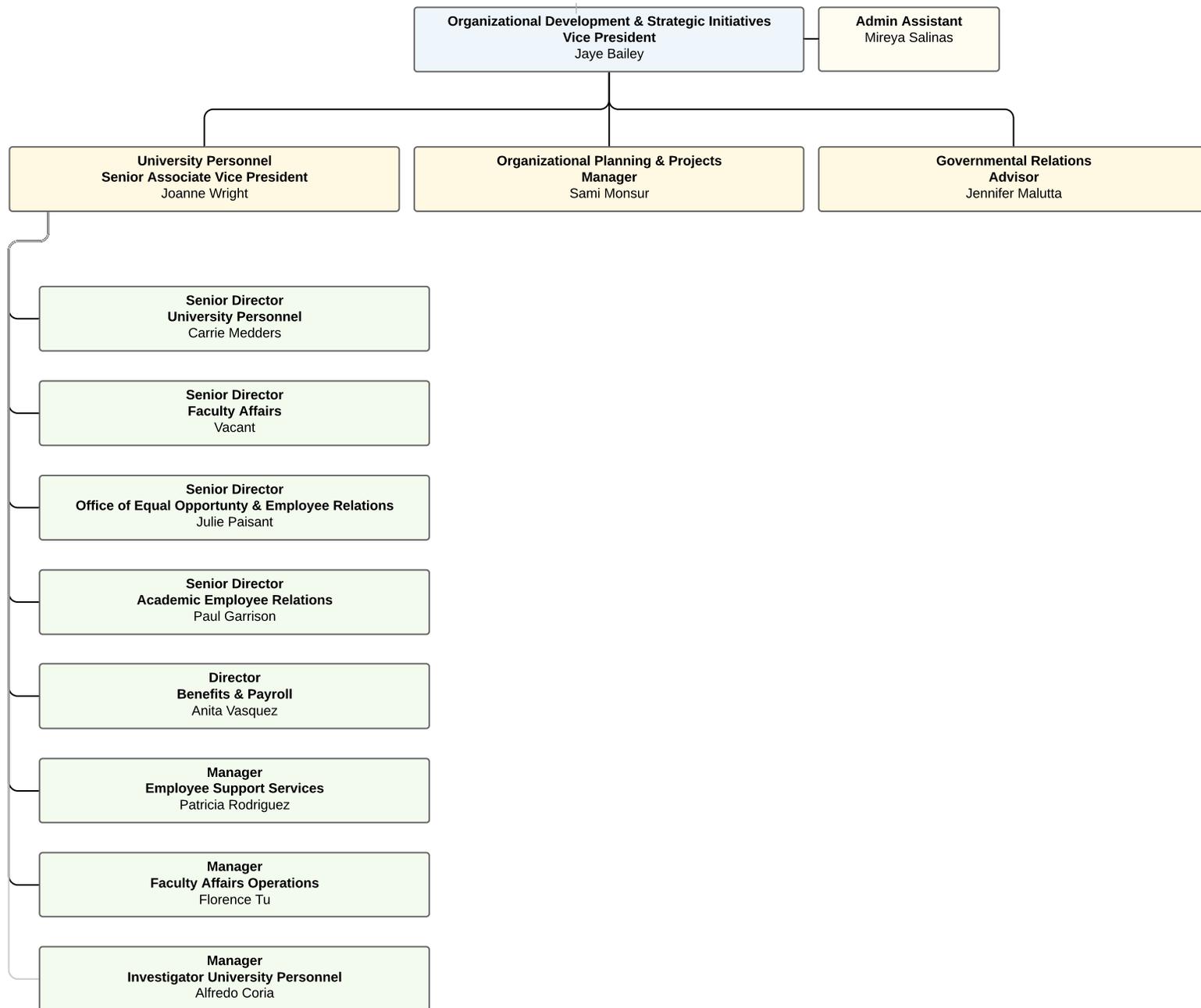


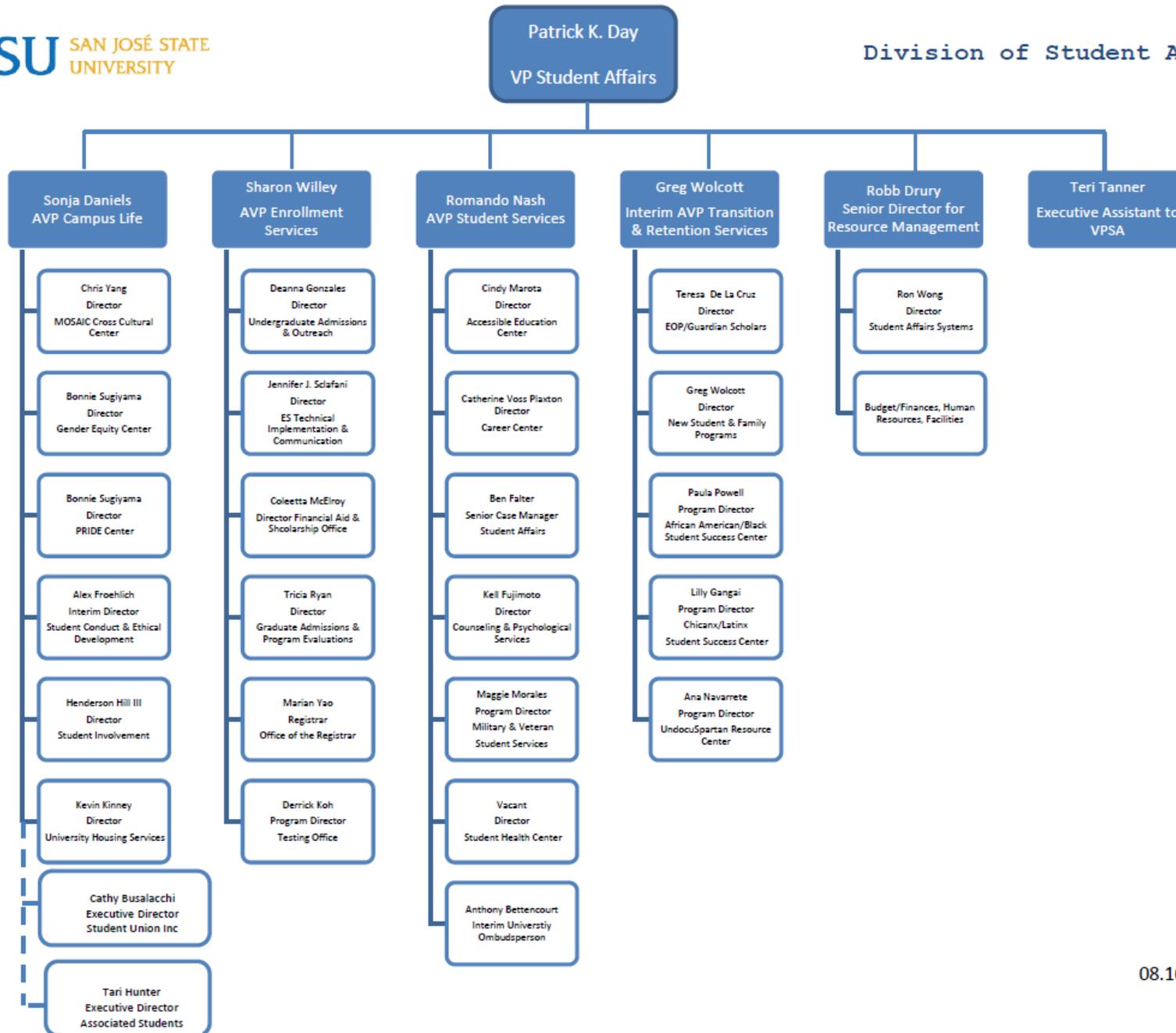


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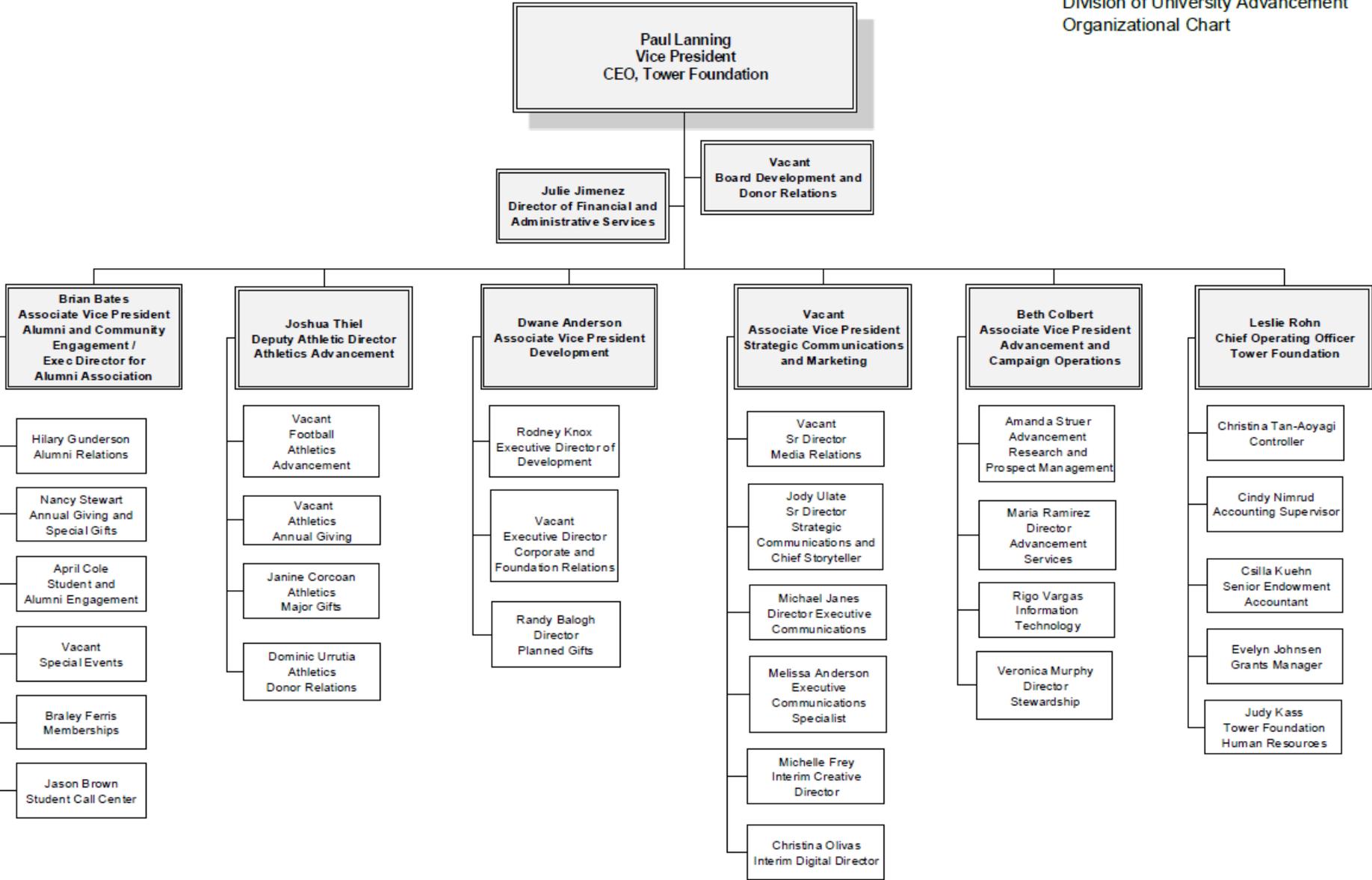


Organizational Development





Division of University Advancement
Organizational Chart



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