



Photo by Jim Gensheimer

Budget Report

Fiscal Year
2020/21

October 12, 2020

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Administration and
Finance**

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TO: Campus Community
FROM: Charlie Faas, Vice President for Administration & Finance/CFO
SUBJECT: **2020/21 BUDGET REPORT**

The following document is a presentation of San José State University's (SJSU) annual operating budget plan for 2020/21. 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 tuition/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 2020/21 marks the first year in the past seven of a decline in support for higher education from the State of California. The final State Budget decreased the CSU's annual Operating Budget by \$299 million. This, along with a reduction in tuition revenue of \$24.2 million from changes in enrollment patterns and behavior, equals a \$323.2 million decrease in recurring funding for the CSU compared to 2019/20. To fully address the budget shortfalls and meet our debt obligations, SJSU will need to tap into all of the reserve funds available from every area, including auxiliaries.

While the State and CSU continue to operate on a year-to-year basis, SJSU has consistently 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. This year, SJSU, as well as the entire CSU system, face a number of challenges due to the COVID-19 pandemic and the continuation of the CSU system decision to conduct predominately virtual instruction for the 2020/21 academic year. The campus and its enterprise operations have experienced significant reductions in revenues and increases in expenditure due to the pandemic. SJSU plans to address anticipated budget shortfalls by taking a series of actions to reduce expenses and bridge the funding reductions that the State issued. As we address our budget challenges, we will do our best to protect our employees' job stability. We are committed to utilizing the available reserve funds to minimize financial impacts to programs and services.

Guided by *Transformation 2030*, SJSU continues to evaluate and articulate the campus' goals and outcomes, and direct its resources accordingly. As exhibited across campus through various conversations, student success and the pursuit of improved graduation rates and closing achievement gaps remains a clear priority for the years ahead. Other significant initiatives include the expansion of research and innovation activities, support for faculty recruitment, addressing anti-Black racism at San José State University, and continued investments in safety, security and facilities to enhance the SJSU experience and enable future growth.

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Photo by David Schmitz

University Resource Summaries

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

BUDGET CALENDAR

JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN
State / Legislature											
						Gov's Proposed Budget		Legislative Budget Hearings			
										May Revision Budget	Final Enacted Budget
CSU Chancellor / Board of Trustees											
	Support Budget Planning, Enrollment Targets Finalized										
Final Allocation (B-Letter)				Support Budget Adopted			Preliminary Allocation Memo (B-Letter)				
San José State University											
	Fall Classes Begin		Fall Applications		Fall Students Accepted					Fall Enroll Intent	
Business Plans Approved		Annual Budget Report Prepared						Cont. Students Register		New Students Register	
President's Cabinet Budget Planning				Enrollment Plan			Division New Funding Requests			Business Plans Due	Business Plans Reviewed
										Base Budget Roll	

HIGHLIGHTS AND FACTS: 2020/21 OPERATING BUDGET

On March 11, 2020, the World Health Organization declared the coronavirus a pandemic. Within a week, Santa Clara County issued a shelter in place order. Seven months later, the order is still in effect and all 23 campuses of the California State University system are delivering essentially all instruction online.

Because of the pandemic and resulting state budget reductions, SJSU faced a sudden budget gap of \$92 million – a mix of state support reductions, enrollment impacts, response costs and revenue losses in enterprise units. The table below shows SJSU’s original operating budget plan for 2020/21 and the revised plan with COVID-19 impacts.

Total Operating Fund Budget	Original Plan	Post Pandemic	Change
Beginning Base Budget	\$403.7	\$403.7	
General Fund Support	3.5	(18.6)	(22.1)
Campus Adjustments (fees)	3.5	(8.7)	(12.2)
Other Revenue Adjustments	0.5	0.2	(0.3)
2020/21 Base Budget	\$411.2	\$376.7	(\$34.5)
Surplus Enrollment	12.9	6.4	(6.5)
Total Operating Funds	\$424.1	\$383.1	(\$41.0)
Expenditure Plan	431.7	\$431.7	--
COVID-19 Impacts		43.7	(43.7)
Budget Gap	(\$7.6)	(\$92.3)	(\$84.7)

The original 2020/21 budget plan had an existing gap of \$7.6 million, and closing it would have been the subject of the normal budget planning process. However, the pandemic set in on the eve of those efforts driving the gap to \$92 million.

I. Measures Taken to Address the Budget Situation

The university’s solution to the budget situation was almost as unique as its cause. In an unprecedented move, auxiliary organizations were asked to directly apply some of their reserves – to date totaling \$6 million – to specific related campus expenditures. The university drew upon another \$53 million of its own reserves to close the gap, and federal CARES Act support provided \$16.6 million. The significant utilization of reserves is critical to avoiding layoffs this year while we continue toward our Transformation 2030 objectives. While the university plans to draw upon reserves again next year, including potentially auxiliary reserves, reserve levels may not be sufficient to fully close the gap and other measures like layoffs or furloughs may need to be considered. On the expenditure side, items deemed avoidable in the 2020/21 budget plan were deferred (\$2.7 million), and travel and hiring were curtailed to yield another \$17.3 million in avoided expenditures. The full list of measures taken to close the \$92 million gap follows.

University Reserves - \$53 million

On June 30, 2020, the university held \$83 million in Operating Fund reserves, and \$78 million in enterprise funds¹- about \$161 million total. These reserves include \$50 million designated for existing and known commitments, such as facility maintenance and repair projects, capital projects underway, equipment replacement, open purchase orders, and financial aid. The university designated \$69 million as “Outstanding Commitments” – these are pandemic response reserves, of which \$53 million will be used this year and another \$16 million are earmarked to assist the 2021/22 budget situation.

Auxiliary Reserves - \$6 million

Two of the university’s five auxiliaries were able to provide \$6 million this year from their local reserves. These resources will be utilized as follows:

Student Union, Inc. contribution: \$4 million will be put toward student-focused collaboratory spaces in the Interdisciplinary Science Building (ISB), allowing the university to redirect some of the operating fund contribution toward the \$92 million gap. The ISB includes more than 4,600 square feet of student collaboration space where students can study together and exchange ideas.

Research Foundation contribution: \$2 million will fund the Research, Scholarship and Creative Activities Assigned Time Program, which supports the *Excel and Lead* goal in Transformation 2030: *Be a leading academic institution where faculty and staff members and alumni are regional, national and global leaders in their fields.*

CARES Act Funding - \$17 million

The university received a total of \$30 million via the federal CARES Act. \$14.4 million was designated for direct student support and distributed last spring by the Financial Aid and Scholarships Office. The remaining \$16.6 million is eligible to address COVID-19 related expenses, especially the costs around moving to online teaching. These funds supported the summer SJSU Online teaching institute, IT hardware and software acquisitions, personal protective equipment (PPE) and other measures taken to ensure human safety in campus spaces.

Expenditure Deferral & Avoidance - \$20 million

The CSU implemented a systemwide hiring chill in the spring, which will yield \$8.7 million in payroll savings this year. The hiring chill also includes non-work study student assistants, with some exceptions. Suspended travel will save another \$2.6 million. Program growth in several areas planned in 2020/21 was deferred, totaling \$2.7 million. Finally, divisions made expenditure reductions or shifted operating expenses to other eligible funds to yield another \$6.2 million in Operating Fund expenditure relief.

II. General Fund (State) Support

In June 2020, Governor Newsom signed and enacted the 2020/21 California State Budget, allocating General Funds of \$3.7 billion to the California State University, a reduction of \$299 million (7%). This allocation

¹ See the CSU Financial Transparency Portal: <https://www2.calstate.edu/csu-system/transparency-accountability/financial-transparency-portal>

ends a seven-year run of annual budget increases for the CSU. The pandemic abruptly changed California's economic outlook, and its effects are expected to impact the economy for the next two to three years.

In addition to the general reduction assigned to the CSU, the system also received an increase of \$39 million to fund changes in employer retirement contributions that took effect in January 2020, per the normal practice. However, mandatory costs were not funded, which meant SJSU had to fund \$2 million in mandatory costs (rate increases for health, retirement, and minimum wage). The CSU also redistributes State University Grant (SUG) support each year based on student need profiles across the campuses, and this year's adjustment reduced SJSU's SUG budget by about \$2 million, from \$39 million to \$37 million. These adjustments net to a state support reduction of \$18.6 million for SJSU.

State Support Adjustments	CSU	SJSU
Undesignated Reduction	(\$299,043,000)	(\$19,301,882)
Mandatory Costs (Health, Retirement, Minimum Wage)	--	--
State University Grant Redistribution Across CSU	--	(1,952,800)
Base Reductions	(\$299,043,000)	(\$20,578,482)
Prior Year Retirement Adjustment	39,297,000	2,629,000
Base Allocations & Prior Year Adjustments	(\$259,746,000)	(\$18,625,682)

III. Budgeted Enrollment

The university's pre-pandemic budgeted enrollment plan totaled 27,705 FTES – about 475 more students than last year – with an increase in state-support for 230 students that would bring our resident target to 23,546 (a conservative 1% increase). Revised budgeted enrollment now totals 26,500 FTES, a decrease of 1,205 full-time equivalent students (FTES). The resident enrollment decrease includes two factors: 1) a reduction in incoming frosh (155 FTES) based on a decrease in admission applications, and 2) 500 FTES based on lower retention into spring due to the pandemic. Budgeted non-resident enrollment accounts for a loss of 500 international students. Recovering international enrollment will take some time, so *base* non-resident enrollment was reduced by 450 FTES, which translates to a \$2.3 million base reduction to the instructional budget in Academic Affairs.

	Base	Surplus	Total	Base	Surplus	Total	Base	Surplus	Total
Resident FTES	23,316	1,154	24,470	23,546	1,409	24,955	23,316	984	24,300
Non-resident FTES	2,650	57	2,707	2,650	100	2,750	2,200	--	2,200
Total FTES	25,966	1,211	27,177	26,196	1,509	27,705	25,516	984	26,500

The Budget Act of 2018 included \$120 million of one-time funding for the CSU to support enrollment over the next four years. This would have been the third year of the enrollment support initiative, but funds have not been distributed to date. The SJSU budget plan for 2020/21 had anticipated \$2.2 million from this source.

SJSU students continued to make gains in four-year/two-year graduation schedules. Average unit loads continued to rise in 2019/20 and revenue assumptions per FTES were adjusted accordingly resulting in about a \$2 million loss. On the plus side, SJSU's doctoral programs continue to flourish, resulting in an addition of nearly \$600,000 in fee revenues.

Operating Budget Comparison 2019/20 vs 2020/21

	2019/20	2020/21	Adjustment	Percent Change
Operating Budget				
General Fund Appropriation	\$192,262,682	\$173,637,000	(\$18,625,682)	-9.7%
Revenues (a)	211,488,067	209,457,307	(2,030,760)	-1.0%
	\$403,750,749	\$383,094,307	(\$20,656,442)	-5.1%

Budgeted FTES				
CSU Resident FTES Allocation	23,316	23,316	-	0.0%
Non-Resident FTES (campus target)	2,650	2,200	(450)	-17.0%
	25,966	25,516	(450)	-1.7%

Detail of Budget Adjustments between 2019/20 and 2020/21:

CSU Budget Adjustments

General Reduction	(\$19,301,882)	
Tuition Fee Adjustment (enrollment mix)	(1,876,000)	
State University Grant Adjustment	(1,952,800)	
Prior Year Retirement Adjustment	2,629,000	
	<u>(\$20,501,682)</u>	

Campus Budget Adjustments

Tuition Fee Adjustment (c)	3,078,740	
Non-resident Tuition Fee Adjustment (c)	(3,443,500)	
Other Student Fee Adjustments	(30,000)	
Cost Recovery Adjustments (d)	125,000	
Federal Work Study Increase	115,000	
	<u>(\$154,760)</u>	
	<u><u>(\$20,656,442)</u></u>	

Footnotes:

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

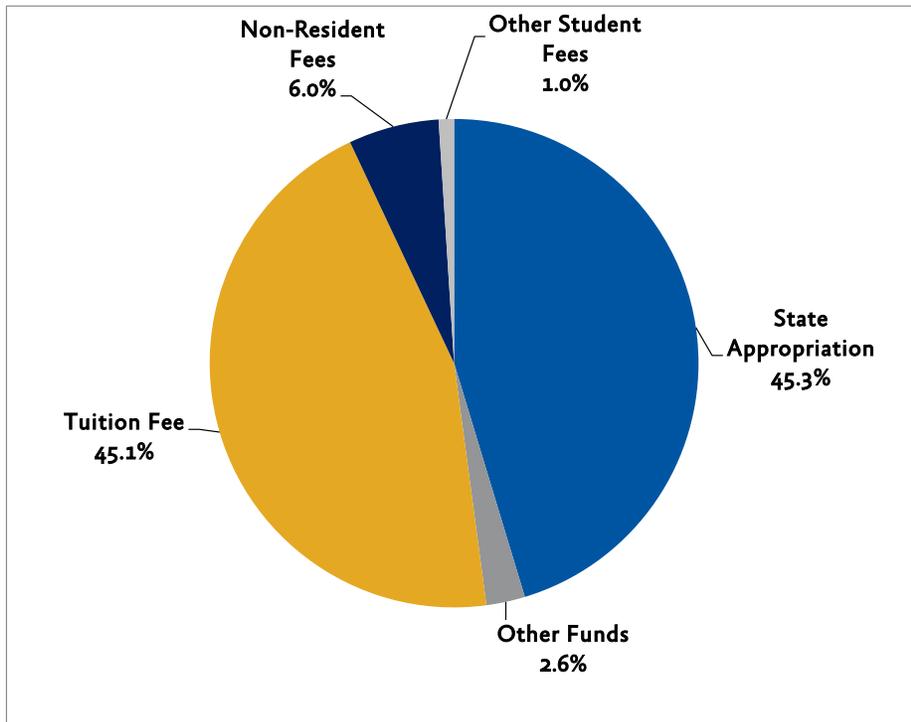
(b) Mandatory Costs include health benefit premiums, retirement contributions beyond those funded by the state, and minimum wage increases.

(c) Tuition Fee Adjustment represents the difference between campus-calculated fee revenues versus fee revenues calculated by the Chancellor's Office. Differences are primarily due to variations in student mix (e.g., full/part-time, undergraduate/graduate, etc.). However, this year the primary difference is due to the anticipated non-resident enrollment decrease. For the first time surplus enrollment is included in the adjustment.

(d) Supplier rebates

2020/21 Operating Base Budget Resources

State Appropriation	\$173,637,000	45.3%
Tuition Fee		
Tuition Fee	168,749,000	
Campus Adjustment to Tuition Fee	4,089,000	
	\$172,838,000	45.1%
Non-Resident Fees		
Non-Resident Fees	26,367,500	
Campus Adjustment to Non-Res. Fee	(3,443,500)	
	\$22,924,000	6.0%
Other Student Fees		
Application Fee	2,250,000	
Diploma/Commencement Fee	336,000	
Transcript Fee	515,000	
Other Student Fees	782,000	
	\$3,883,000	1.0%
Other Funds		
Campus Work Study Program	1,005,000	
Cost Recovery from Other Funds	8,807,307	
	\$9,812,307	2.6%
Total Operating Fund Resources	\$383,094,307	100.0%



2020/21 Operating Budget Sources and Uses

	Ongoing	One-Time	Total
Sources of Funds			
State Reductions	(\$18,625,682)		(\$18,625,682)
Revenues	(2,030,760)		(2,030,760)
University & Division Reserves	(8,699,752)	59,181,487	50,481,735
CARES Act Funding ^(a)		16,599,243	16,599,243
Total Sources	(\$29,356,194)	\$75,780,730	\$46,424,536
Planned Uses of Funds			
Mandatory Costs/Existing Commitments			
Health & Dental	1,323,800		1,323,800
Retirement Adjustment	2,629,000		2,629,000
State University Grants Adjustment	(1,952,800)		(1,952,800)
	\$2,000,000	\$0	\$2,000,000
Balance Remaining for Division Requests and Priorities	(\$31,356,194)	\$75,780,730	\$44,424,536
Approved Division Requests and Priorities			
<u>Academic Affairs</u>			
Braven STEM Student Success Program	200,000		200,000
College of Graduate Studies	297,823		297,823
Doctorate of Nursing Practice	412,109		412,109
Enrollment Support ^(b)	(2,295,000)	2,755,200	460,200
Faculty Startup & Recruitment		1,050,000	1,050,000
Institutional Effectiveness & Strategic Analytics	283,000		283,000
Marine Science Scholarships	95,000		95,000
Online Instruction Support/Institute ^(a)		2,600,000	2,600,000
RSCA Assigned Time Investment		2,000,000	2,000,000
Division Savings & Reductions		(2,893,211)	(2,893,211)
	(\$1,007,068)	\$5,511,989	\$4,504,921
<u>Administration & Finance</u>			
EH&S Bio-Safety	100,000		100,000
Inflation Adjustments: Maintenance Contracts	94,415		94,415
Security Improvements		116,000	116,000
South Campus Maintenance	551,700		551,700
Division Savings & Reductions		(2,415,292)	(2,415,292)
	\$746,115	(\$2,299,292)	(\$1,553,177)

2020/21 Operating Budget Sources and Uses

	Ongoing	One-Time	Total
<u>Information Technology</u>			
Accessible Technology Compliance	303,822		303,822
Contact Management System (CRM)		250,000	250,000
EAB Academic Performance Solutions Cancellation	(125,000)		(125,000)
Security Improvements	135,000		135,000
Teach Online Instruction Support/Institute ^(a)		775,000	775,000
Division Savings & Reductions		(305,164)	(305,164)
	\$313,822	\$719,836	\$1,033,658
<u>Intercollegiate Athletics</u>			
Koret Center Equipment		200,000	200,000
Division Savings & Reductions		(141,321)	(141,321)
	\$0	\$58,679	\$58,679
<u>Office of the President</u>			
Diversity Expansion Programs	358,000		358,000
Title IX Staffing	98,280		98,280
Strategic Communications Staffing	269,000		269,000
University Personnel Staffing	168,000		168,000
Website Project		1,400,000	1,400,000
Division Savings & Reductions		(511,972)	(511,972)
	\$893,280	\$888,028	\$1,781,308
<u>Research & Innovation</u>			
Program Buildout	1,891,076		1,891,076
Division Savings & Reductions		(525,449)	(525,449)
	\$1,891,076	(\$525,449)	\$1,365,627
<u>Student Affairs</u>			
Division Savings & Reductions		(832,207)	(832,207)
	\$0	(\$832,207)	(\$832,207)
<u>University Advancement</u>			
Campaign Staffing and Expenses	983,000		983,000
Inflation Adjustments: Ellucian	7,422		7,422
Stationery for Campus Use	10,000		10,000
Division Savings & Reductions		(160,577)	(160,577)
	\$1,000,422	(\$160,577)	\$839,845

2020/21 Operating Budget Sources and Uses

	Ongoing	One-Time	Total
<u>University-Wide & Cross-Division Commitments</u>			
Clark Hall Remodel		1,000,000	1,000,000
Contingency Fund		4,000,000	4,000,000
COVID-19 Response: Safety Measures/PPE ^(a)		3,224,243	3,224,243
Division Reductions TBD ^(c)		(3,273,551)	(3,273,551)
Division Savings & Reductions (students)		(6,667)	(6,667)
Hiring Chill Savings		(6,502,743)	(6,502,743)
Housing Revenue Loss (net) - 20% Occupancy		23,172,885	23,172,885
Space Rental (Student Union)	431,676		431,676
Spring 2020 Student Refunds: Housing, Dining, Parking		10,000,000	10,000,000
Tower Foundation Projects		1,567,000	1,567,000
	\$431,676	\$33,181,167	\$33,612,843
Total Approved Division Requests and Priorities	\$4,269,323	\$36,542,174	\$40,811,497
Net Sources (Uses)	(\$35,625,517)	\$39,238,556	\$3,613,039 ^(d)

Footnotes:

- (a) Notes federal CARES Act funding and its application*
- (b) Loss of 155 residents and 500 non-residents, and 4% reduction in spring enrollment (88% of fall)*
- (c) Finance will work with divisions to identify local reserves to fund \$3.3M in 2020/21*
- (d) Held in reserve for emergencies and/or applied to next year's budget*

2020/21 Expenditure Budget by University Division

	Office of the President	Academic Affairs	Admin & Finance	Student Affairs	Intercollegiate Athletics	University Advancement	Information Technology	Research and Innovation	University-Wide (f)	Total University	% of Total
Operating Fund (a)											
Salaries	\$7,740,496	\$149,317,260	\$20,963,946	\$13,413,536	\$7,359,622	\$4,223,768	\$11,507,975	\$1,186,362	\$1,446,797	\$217,159,762	32.8%
Projected Benefits (b)	3,715,438	71,234,039	10,062,694	6,438,497	3,532,619	2,027,409	5,523,828	569,454	69,333	103,173,310	15.6%
OE&E	1,655,911	9,602,346	8,735,954	4,543,203	167,175	4,121,945	6,225,316	3,226,119	19,480,007	57,757,976	8.7%
Total Before Reduction	\$13,111,845	\$230,153,645	\$39,762,594	\$24,395,236	\$11,059,416	\$10,373,122	\$23,257,119	\$4,981,935	\$20,996,137	\$378,091,048	57.1%
Division Savings and Reductions	(511,972)	(2,893,211)	(2,415,292)	(832,207)	(141,321)	(160,577)	(305,164)	(525,449)	7,785,193	\$0	
Net Budget After Reductions	\$12,599,873	\$227,260,434	\$37,347,302	\$23,563,029	\$10,918,095	\$10,212,545	\$22,951,955	\$4,456,486	\$28,781,330	\$378,091,048	57.1%
Restricted Student Aid (c)	92,858	485,714	271,429	307,143	42,857	71,429	14,286	42,857	\$39,300,203	\$40,628,776	6.1%
Total Operating Fund	\$12,692,731	\$227,746,148	\$37,618,731	\$23,870,172	\$10,960,952	\$10,283,974	\$22,966,241	\$4,499,343	\$68,081,533	\$418,719,824	63.2%
Graduate Business Professional Fee		485,000							231,000	716,000	0.1%
Student Orientation Programs				1,269,089						1,289,891	0.2%
SSETF-Instructionally Related Activities (d)		1,601,108		250,000	8,669,315				233,642	10,754,064	1.6%
SSETF-Course Support (d)		2,233,853							141,485	2,375,338	0.4%
SSETF-Student Success (d)		3,121,870		4,484,950					1,712,999	9,319,819	1.4%
Campus Revenue Funds											
Professional and Continuing Education		30,338,792	4,369,531	1,390,305					1,395,328	37,493,957	5.7%
Housing Funds				34,119,173						34,119,173	5.1%
Lottery Funds		2,100,745							171,739	2,272,484	0.3%
Other Revenue Sources (e)		775,500		455,000	7,676,224					8,906,724	1.3%
Parking Funds			4,218,143							4,218,143	0.6%
Student Health Funds				14,563,932						14,563,932	2.2%
Campus Auxiliaries											
Associated Students				8,742,536						8,742,536	1.3%
Research Foundation								58,629,000		58,629,000	8.8%
Spartan Shops			6,792,219							6,792,219	1.0%
Student Union				14,174,077						14,174,077	2.1%
Tower Foundation							29,494,000			29,494,000	4.5%
Total All Funds	\$12,692,731	\$268,423,818	\$52,998,624	\$103,319,235	\$27,306,491	\$39,777,974	\$22,966,241	\$63,128,343	\$71,967,725	\$662,581,181	100.0%

Footnotes:

(a) Operating Fund expenditure budget includes base funding as of September 2020 accounting period. This is only a representation of partial allocation to divisions. Other pending allocations 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 48% of total salaries.

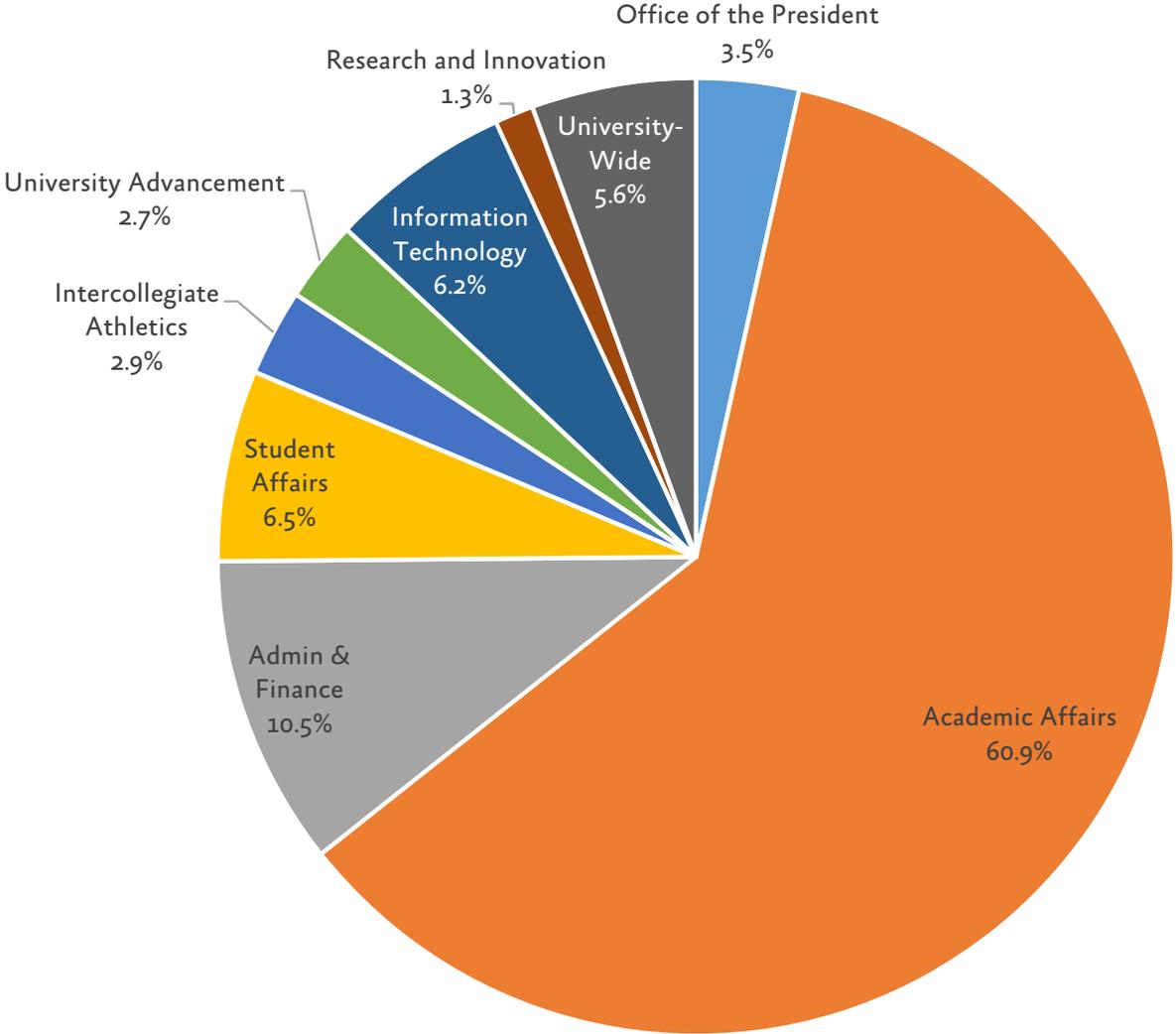
(c) Restricted Student Aid includes Federal Work Study and matching portions, Tuition Discount (SUG), Supplemental Educational Opportunity Grants (SEOG) and State Graduate Fellowship Grants.

(d) Refer to the 2020/21 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.

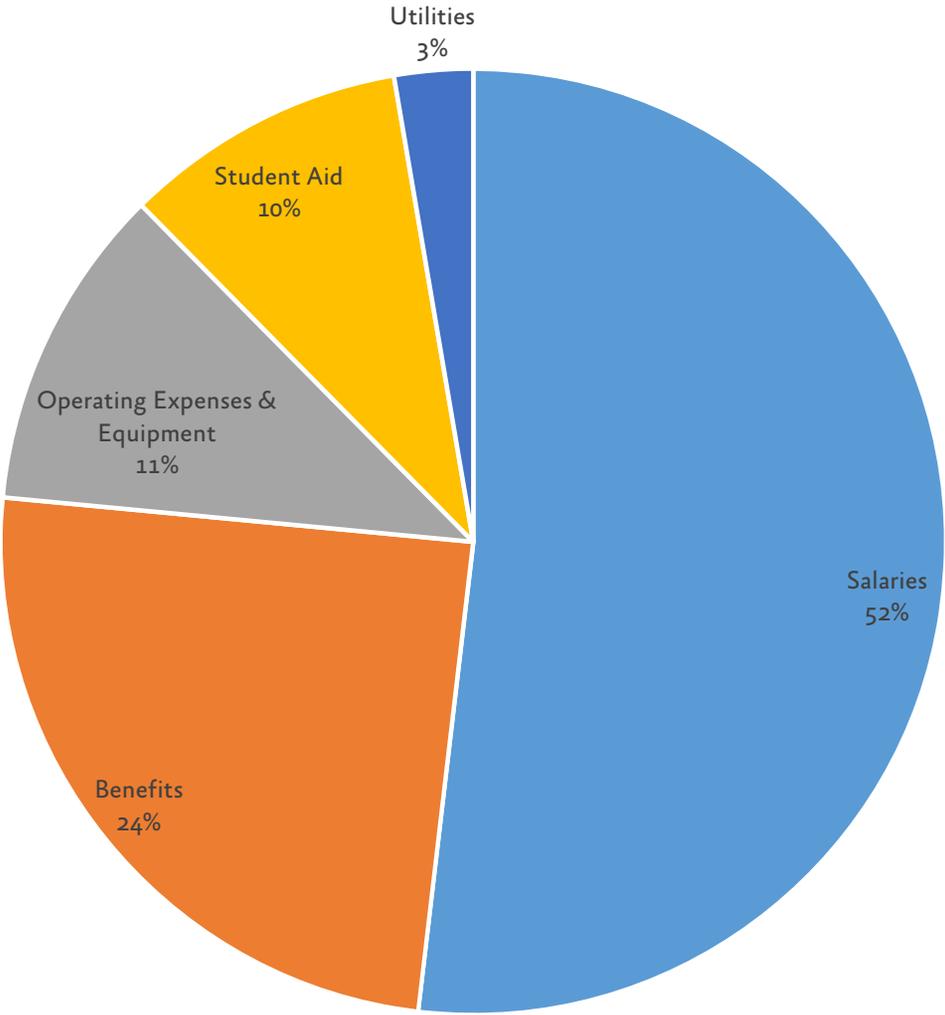
(f) U-Wide includes contingencies and reserves, funding towards commitments (before allocated to divisions), utilities, MLK Facility, risk management, hazardous waste, space rental, and university memberships fees.

2020/21 Operating Fund Expenditure Budget by University Division

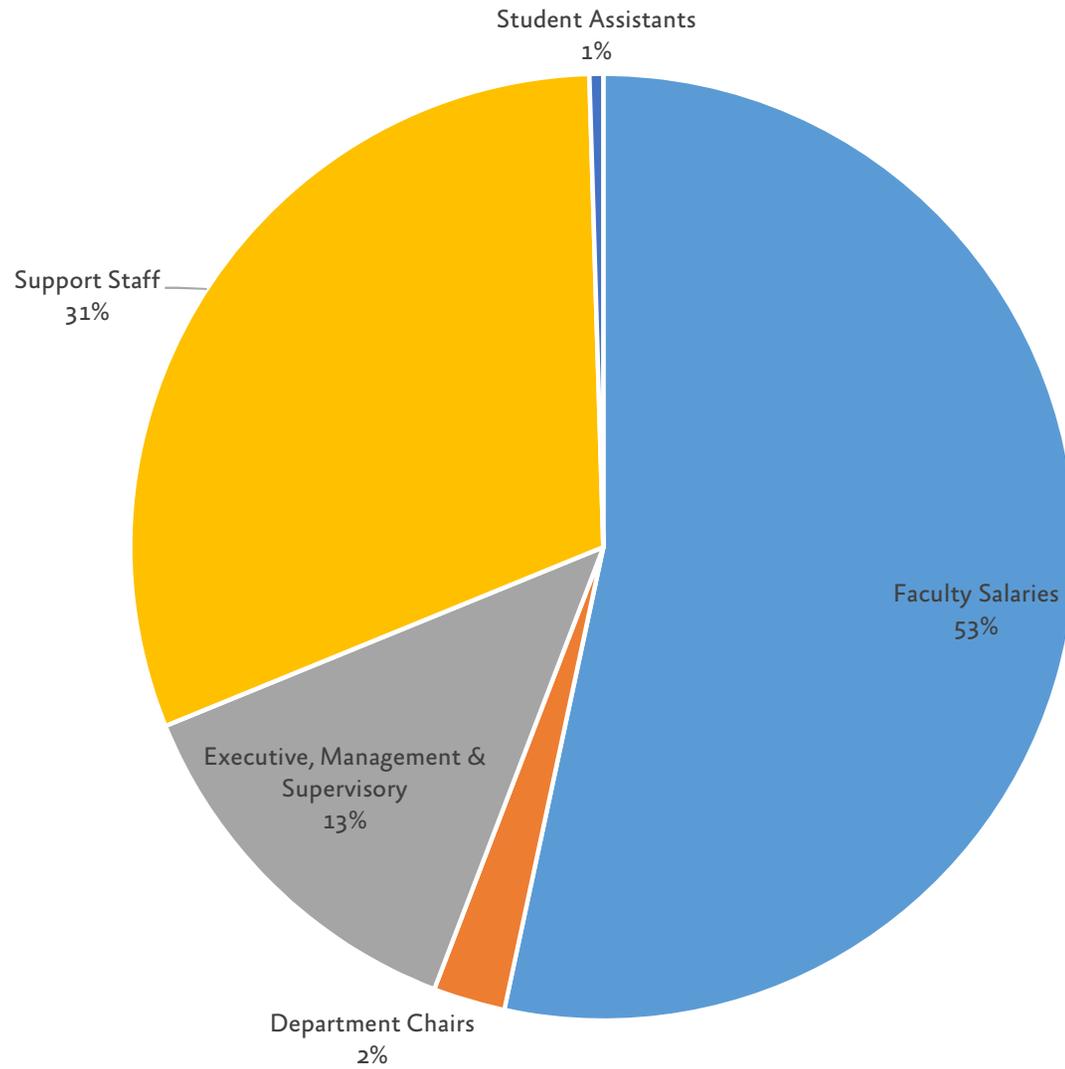


Excludes restricted student aid

Expenditure Budgets by Type



Salary Budgets by Employee Group



COMPARISON OF CSU CAMPUS EXPENDITURES 2018/19

2018/19 Comparison of San Jose and "Big 5" CSU Institutions ^{(a)(b)}

Expense Categories ^(c)	San Jose		Northridge		San Diego		San Francisco		Long Beach		Fullerton	
	Actuals	%										
Instruction	\$197,580,201	43%	\$203,948,836	42%	\$212,809,394	41%	\$185,589,696	43%	\$220,232,190	42%	\$209,717,138	43%
Research	\$749,001	0%	\$4,238,480	1%	\$5,621,899	1%	\$993,301	0%	\$2,839,817	1%	\$806,791	0%
Public Service	\$2,583,613	1%	\$1,425,007	0%	\$1,811,586	0%	\$1,862,490	0%	\$1,399,735	0%	\$1,049,125	0%
Academic Support	\$38,586,883	8%	\$46,985,160	9%	\$59,505,430	12%	\$44,345,472	10%	\$49,659,076	10%	\$34,877,420	7%
Student Services	\$61,177,468	13%	\$65,913,265	13%	\$70,324,325	14%	\$34,744,979	8%	\$54,539,371	11%	\$44,605,576	9%
Institutional Support	\$47,945,935	10%	\$48,786,080	10%	\$52,348,056	10%	\$54,488,667	13%	\$49,552,487	10%	\$77,456,936	16%
Operation & Maintenance	\$70,873,630	15%	\$59,018,534	12%	\$65,133,688	13%	\$64,722,328	15%	\$71,806,616	14%	\$70,820,324	14%
Student Financial Aid	\$46,097,820	10%	\$66,613,745	13%	\$45,048,885	9%	\$47,047,678	11%	\$59,579,469	12%	\$55,766,740	11%
Total Operating Expenses	\$465,594,551	100%	\$496,929,107	100%	\$512,603,263	100%	\$433,794,611	100%	\$509,608,761	100%	\$495,100,050	100%
2018/19 College Year FTES ^(d)	27,979		32,409		31,988		25,094		31,571		32,530	
\$ Expended per FTES	\$16,641		\$15,333		\$16,025		\$17,287		\$16,142		\$15,220	

Footnotes:

(a) The data source for this report is the "Actuals Summaries" for the CSU Operating Fund available on the CSU Budget Office website: <https://csyou.calstate.edu/Divisions-Orgs/bus-fin/budget/Pages/final-budget-and-actual-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: www.calstate.edu/data-center/institutional-research-analyses/Pages/enrollment

(d) Rounded to nearest FTES.



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

- Professional and Continuing Education & College of Professional and Global Education
- Student Health
- University Housing Services
- University Parking Services

CAPITAL OUTLAY AND DEFERRED MAINTENANCE

Each year, CSU campuses submit a plan to the Office of the Chancellor to update the Physical Master Plan and request the inclusion of projects in the CSU's Five-Year Plan for facilities renewal and capital improvements. The comprehensive CSU Five-Year Plan includes both Academic and Self-Support projects and is presented to the CSU Board of Trustees and later submitted to the State Legislature and Department of Finance. Plans may be viewed online from the Capital Planning, Design and Construction Resource Library at www.calstate.edu/cpdc.

Major Capital Improvements

In the last five years, San Jose has completed a number of major capital improvement projects, including the Student Union Expansion and Renovation, Spartan Complex Seismic Renovation, Campus Village Phase II (CVII), and more recently numerous South Campus upgrades and the Spartan Recreation and Aquatic Center (SRAC).

As reported last year, construction of the eight-story Interdisciplinary Science Building (ISB) is underway on Main Campus to expand academic space for teaching, research labs, faculty offices, and collaborative space. The anticipated project completion is Spring 2022. Assessment and survey efforts towards the potential mixed-use housing project at the Alfred E. Alquist Building in downtown San José also continue, with support from State funds appropriated last year through the Budget Act of 2019.

In September 2019, San Jose received approval to proceed with the construction of the multi-level South Campus Parking Garage and Field Facility at South 10th Street and East Alma Avenue. The project is anticipated to be complete by early 2021 and will expand campus parking by almost 1,500 spaces. Beside the parking structure, a lighted field will also be developed as recreational and intramural space. The budgeted construction cost of the project is \$52.5 million, and will be funded from Parking reserves, financing through the Systemwide Revenue Bond (SRB) Program, and a donation from the Student Union, Inc. in support of the field.

In November 2020, the Spartan Athletics Center will be presented to the CSU Board of Trustees for approval. The proposed facility is a 55,000 GSF, two-story building on the east side of CEFCU Stadium and will house locker rooms for the football and soccer teams, training rooms, offices, a leadership development center, an auditorium for broad use, and viewing areas for CEFCU Stadium, among other features. Once open in Fall 2023, the facility will support the return of graduation to campus, and provide much needed space for student athletes and academics at South Campus. The project cost of \$57.6 million will be supported with contributions from donors, financing through the SRB Program, and revenue generation.

The campus has put forward a number of other major capital projects for inclusion in the CSU Five-Year Plan for 2020/21 through 2024/2025, including several Academic projects for the renovations of Duncan Hall and additional academic buildings, as well as Self-Support projects for the Dining Commons and Campus Village expansion. Due to limited funding, not all projects are funded and proceed, even if approved by the Board and Department of Finance. The financial implications of the ongoing COVID-19 pandemic may affect timelines and priorities.

Deferred Maintenance, Renewal, and Improvements

In 2019/20, the State and the CSU committed significant funding towards reducing the backlog of deferred maintenance across the system. San Jose received \$10.2 million for approved deferred maintenance and renewal projects, and \$16.6 million towards infrastructure and steam line projects. These projects will continue through 2020/21.

Last year, San Jose also received \$1.5 million from a dividend payout from the CSU Total Return Portfolio (TRP). This allocation was the first dividend to be paid from the portfolio, which is restricted under Education Code to supporting capital outlay or maintenance. The campus expects a similar allocation for 2020/21.

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 2020/21 is as follows: Instructionally Related Activities Fee (\$167), Course Support Fee (\$34.00), and Student Success Fee (\$133.50). 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). The last 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. Commitments were reviewed by CFAC in April 2017 and approved by the president in June 2017. The displays on the following page reflect both base and one-time allocations based on the University Enrollment Plan. For updates to the SSETF commitments, please visit http://www.sjsu.edu/finance/policies_guidelines/ssetf/.

Student Success, Excellence & Technology Fee 2020/21 Budget

	IRA	Course Support	Student Success	Total SSETF Budget
Revenues				
Fees	\$10,416,373	\$2,103,499	\$8,255,946	\$20,775,818 ^(a)
Total Operating Revenues	\$10,416,373	\$2,103,499	\$8,255,946	\$20,775,818
Division Expenses				
Academic Affairs	1,601,108	2,233,853	3,121,870	6,956,831
Student Affairs			4,484,950	4,484,950
Student Union (Club Sports)	250,000			250,000
Intercollegiate Athletics	8,669,315			8,669,315
University-Wide	233,642	141,485	2,162,759	2,537,886 ^(b)
Total Division Expenses	\$10,754,064	\$2,375,338	\$9,769,579	\$22,898,982
Net Revenue (Expense)	(\$337,691)	(\$271,839)	(\$1,513,633)	(\$2,123,164)
Prior Year Balance Net of Encumbrances	(\$762,598)	\$271,839	\$4,781,787	\$4,291,028
Budget Balance (Base and One-Time)	(\$1,100,289)	\$0	\$3,268,154	\$2,167,866 ^(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) The IRA fund has a structural deficit because compensation adjustments indicated by collective bargaining agreements have exceeded the annual HEPI adjustment. A correction plan will be developed this year and effected in the 2021/22 budget year.*

INTERCOLLEGIATE ATHLETICS

In alignment with San José State University's strategic plan titled "Transformation 2030" the Division of Intercollegiate Athletics submits the attached budget. Athletics is an integral part of the institution's overall educational mission and for more than a century, Athletics has prided itself on the successes of the student-athletes. This success is measured by our graduation rates and by the athletic performances of the 22 sports teams we sponsor.

To achieve the goals of the division and become competitive nationally, Athletics aims to:

- 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.
- Recruit and retain highly talented athletes by providing assistance through a robust scholarship program.
- Empower coaches with resources to be competitive within the four Conferences our 22 programs are housed.
- Strengthen our athletic programs and enhance the facilities for competition, practice and training.
- Continue to identify, cultivate and steward critical donor engagement to provide financial assistance to the annual budget.

San José State University is a member of the highly competitive 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 2020/21 Budget

	CSU Operating Fund (a)	Student Success, Excellence & Technology Fee (IRA)	Generated Revenues	All Funds Total
Revenues/Allocations				
Allocated Funds	\$7,343,482	\$9,462,913		\$16,806,395
Work-Study Funds	42,680			42,680
Student Assistants	16,140			16,140
Estimated Benefits	3,517,048			3,517,048
Development			429,412	429,412
Ticket Sales			100,000	100,000
Conference Distribution			5,009,371	5,009,371
Game Guarantees			60,000	60,000
NCAA Distribution			1,476,323	1,476,323
Facilities/Marketing/etc.			400,000	400,000
Total Revenues/Allocations	\$10,919,350	\$9,462,913	\$7,475,106	\$27,857,369
Expenses				
Salaries & Benefits				
Salaries	7,349,990	1,103,768	913,944	9,367,702
Benefits	3,468,088	529,809	438,693	4,436,589
Work Study	41,365			41,365
	\$10,859,444	\$1,633,577	\$1,352,637	\$13,845,657
Operating Expenses & Equipment				
Grants in Aid			5,819,358	5,819,358
Team Travel		1,994,468		1,994,468
Information Technology Costs		101,832		101,832
Operational Expenses		4,818,605	504,229	5,322,835
COVID Expenses		600,000		600,000
	\$0	\$7,514,905	\$6,323,587	\$13,838,493
Total Expenses	\$10,859,444	\$9,148,482	\$7,676,224	\$27,684,149
Net Revenues of Expenses	\$59,907	\$314,431	(\$201,118)	\$173,220
Prior Year Fund Balance	(\$59,907)	(\$314,431)	\$201,118	(\$173,219)
Ending Fund Balance, All Funds	\$0	\$0	\$0	\$0

Footnotes:

a) CSU Operating Fund includes ongoing funding awarded in 2019/20.

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

LOTTERY FUND

San José State University will receive \$2.2 million of lottery revenues in 2020/21 from the CSU. The revenue amount will be the same as prior year. 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. Three SJSU students were selected as Sally Casanova California Pre-Doctoral Scholars for 2020/21, and each of them will receive a \$3,000 scholarship to support their Pre-Doctoral activities.

Lottery Fund 2020/21 Budget

Revenues	
CSU Allocation	\$2,221,000
Interest	1,600
Early Assessment Program	100,000
Total Revenues	<u><u>\$2,322,600</u></u>
Expenses	
Operational Costs	
University Administrative Overhead	165,299
CSU Risk Pool Assessment	6,440
	<u><u>\$171,739</u></u>
Funded Activities/Programs	
University Library Funding	1,900,000
Teacher Recruitment Project	75,000
Early Assessment Program	125,745
	<u><u>\$2,100,745</u></u>
Total Expenses	<u><u>\$2,272,484</u></u>
Net Revenues (Expenses)	\$50,116
Prior Year Fund Balances	
Undesignated	\$197,369
Early Assessment Program	\$25,745
Pre-Doctoral Program	\$16,428
Projected Ending Fund Balance	<u><u>\$289,658</u></u>

PROFESSIONAL AND CONTINUING EDUCATION FUND (PACE)

The College of Professional and Global Education (CPGE) manages professional education programs to current and prospective students and professionals seeking to expand their learning and advance in their careers. The programs (degrees and certificates) and courses (credit, non-credit, and professional development units) are designed to educate and engage skilled individuals to contribute to their communities' economy, culture, and future. Professional education program streams include:

- Open University (OU) program allows course access to non-matriculated students (including disqualified students) on a space-available basis to pursue their educational or personal enrichment goals and earn college credit.
- Intersession courses provide current San José State University (SJSU) students and the public an opportunity to take classes for college credit in winter and summer sessions.
- Special Session professional degree programs and certificates offer a unique opportunity for both traditional students and working professionals to earn academic credentials at an alternate schedule, often online and/or off campus.
- Non-credit continuing education unit programs offer an opportunity to professionals to quantify their time in professional development and training activities. The university maintain a record of their educational accomplishments for non-credit educational and career enhancement experiences.

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 (traditional students, re-entrants to the workforce, career changers, and working professionals) have access to our program offerings.

An academically and financially viable unit of San José State University, CPGE is one of the most diverse (in types of programs offered), innovative, and successful units in California State University (CSU) system.

With \$42.6 million in professional and continuing education (PaCE) revenue for the year ending June 30, 2020, SJSU accounted for 10% of the total \$426 million in PaCE revenue for the CSU and was the second largest generator amongst the twenty-three campuses. Our PaCE programs have continued to serve the largest number of students over the past three years.

	Head Count	% Δ	FTES	% Δ
Fall 2017	2,489		1,181.0	
Fall 2018	2,647	6.3%	1,270.6	7.6%
Fall 2019	2,899	9.5%	1,413.2	11.2%

For the fiscal year 2019/20, PaCE revenue, generated through the various program streams increased twelve percent over prior year. See the table on next page.

PaCE Program	2018/19	2019/20	YOY % Change
Open University	\$2,613,313	\$2,472,864	-5%
Special Session	23,201,841	26,789,735	15%
Winter Session	1,968,797	2,164,909	10%
Summer Session	8,463,050	9,902,903	17%
Faculty Led Study Abroad	1,404,528	1,114,296	-21%
Non-Credit	253,978	166,382	-34%
Total PaCE	\$37,905,508	\$42,610,790	12%

New programs approved for self-support delivery in 2020/21 include the following:

- MS Artificial Intelligence, a 33-unit degree program designed to provide cutting-edge academic and hands on training to data and artificial intelligence system and technologies.
- MSW Advanced Standing, a 37-unit degree program will allow students with a BA Social Work to complete the graduate program in one year.

While the global pandemic and associated travel restrictions impact our study abroad programs, we have attempted to mitigate the impact by reimagining the global offerings for our students. By offering virtual global experiences and further embedding inter-cultural topics/activities into the course's curriculum we will still provide a portfolio of "global" offerings to our students while travel restrictions continue and health/safety risks remain a high priority.

SJSU's PaCE program portfolio in 2020/21 will include forty-one degree programs and graduate certificates. In addition we have a steady program pipeline of ten degree programs over the next three years, out of which three undergraduate (BS/BS) degree completion programs are scheduled for fall 2021 launch.

**Professional and Continuing Education Fund (PaCE)
2020/21 Budget**

	Academic Affairs	Administration & Finance	Student Affairs	University Wide	Faculty-Led Study Abroad	Total
Revenues						
Credit Revenues						
Open University		\$270,638	\$86,112	\$2,103,594		\$2,460,344 (a)
Special Session	\$22,528,385	2,915,438	927,639	132,520		26,503,982
Winter Session (intersession)	1,803,119	233,345	74,246	10,607		2,121,317
Summer Session (intersession)	7,341,761	950,110	302,308	43,187		8,637,366
Faculty Led Study Abroad					1,020,611	1,020,611 (b)
	\$31,673,265	\$4,369,531	\$1,390,305	\$2,289,907	\$1,020,611	\$40,743,620
Other Revenues						
Non Credit Revenue	143,042					143,042
Interest				397,726	20,770	418,496
	\$143,042	\$0	\$0	\$397,726	\$20,770	\$561,538
Total Revenues	\$31,816,307	\$4,369,531	\$1,390,305	\$2,687,633	\$1,041,381	\$41,305,158
Total Expenses	\$29,231,852	\$4,369,531	\$1,390,305	\$1,395,328	\$1,106,940	\$37,493,957
Net Revenue (Expense)	\$2,584,455	\$0	\$0	\$1,292,305	(\$65,559)	\$3,811,201
Transfer In (Out)						
Designated Reserves						
Operating Reserve	3,671,870				536,211	4,208,081
Facility Reserve	5,799,017					5,799,017
Scholarship	551,488				257,049	808,537
Program Development	2,048,251					2,048,251
Total Designated Reserves	\$12,070,626	\$0	\$0	\$0	\$793,260	\$12,863,886
Prior Year Fund Balance	\$19,898,009	\$0	\$1,396,369	\$5,716,743	\$888,595	\$27,899,717
Projected Ending Fund Balance	\$22,482,464	\$0	\$1,396,369	\$7,009,049	\$823,036	\$31,710,919

Footnotes:

(a) Academic Affairs receives Open University revenue in CSU Op 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. \$ 1 million), which is a pass-through for program expenses, and not "true" revenue available for operating purposes.

(c) University-Wide balance includes 45% of summer 2020 revenue reclassified to 2019/20 (\$ 7.2 million) at year-end for GAAP reporting, which will be allocated to campus partners in 2020/21.

COLLEGE OF PROFESSIONAL AND GLOBAL EDUCATION (CPGE)

The mission of College of Professional and Global Education (CPGE) is to provide access to relevant educational programs which allow individuals to gain knowledge and skills in a dynamic, innovative environment. We aspire to be a globally recognized college that shapes the future workforce, by preparing students for professions that exist today and those that have yet to be created.

Highlights of the 2020/21 Budget

The Professional and Continuing Education (PaCE) revenues for 2020/21 are projected at \$40.9 million which includes non-credit revenues. Following the current revenue distribution model, approximately \$33.1 million will be allocated as shared costs to campus partners (i.e. Divisions of Administration & Finance, Student Affairs, and Academic Affairs).

With the addition of the School of Information (iSchool) to our college, we have increased the scope of our operations by offering regular, state-side programs in addition to our self-support programs. This model of offering both state and self-support programs allows us to invest in the university's instructional and research mission. We have also budgeted investments in key and foundational areas of student and faculty success as well as curricular innovation.

Enrollment growth is projected to increase through an accelerated increase in special session degree programs and faculty-led short term study abroad courses. Investment in new program development, diversifying our program base and enhancing the "value add" of our existing programs are additional ways we will achieve growth. We are also partnering with marketing and enrollment service providers to develop marketing and communication plans to increase enrollment numbers for our graduate degree and certificate programs as part of our enrollment growth strategy.

Facility (classroom and laboratory space) and infrastructure (faculty, instructors and support staff) continue to be the strongest barriers to grow and sustain programs beyond the current cohort sizes. The new Interdisciplinary Science Building (ISB) will increase our classroom and laboratory capacity in STEM programs when the facility is ready for occupancy in early 2022. CPGE will leverage this facility to increase applied research capacity, engage in curricular innovation, and promote entrepreneurship opportunities.

In addition to the infrastructure challenges to expand programs, 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 Bay Area universities and Silicon Valley campuses of other reputable institutions (e.g., Carnegie Mellon, Northeastern and UC Santa Cruz) pose tremendous competition to our professional degree programs. To grow and sustain our market share, we must continue to explore emergent growth areas and work together with partner colleges to pursue the development of new professional degree and certificate programs, as well as to invest in our facilities, faculty and staff.

CPGE has and is continuing to grow by developing new programs to meet the needs and serve the interests of the University, the region and the global community. We have over the years continued to maintain a steady fund balance to cover our operational contingencies, provide funds to support strategic initiatives both at the University and the Division level, and maintain adequate reserves to meet business operational needs. The continuation of CPGE's decision-making ability to invest and re-invest its funds into its strategic priorities and the associated resources are critical to maintaining its growth trajectory and success.

College of Professional and Global Education (CPGE) 2020/21 Budget

	Central Operations	Academics	Study Abroad and Away	Total	(a)
Revenues					
Revenues	\$6,853,283	\$9,209,030	\$1,020,611	\$17,082,924	
Interest			20,770	20,770	
Total Revenues	\$6,853,283	\$9,209,030	\$1,041,381	\$17,103,694	(b)
Expenses					
Salaries and Benefits					
Salaries and Staff Benefits	\$5,017,368	\$6,312,655	\$522,373	\$11,852,396	
Student Assistants	152,500	190,934	14,640	358,074	
	\$5,169,868	6,503,589	\$537,013	\$12,210,470	
Operating Expenses & Equipment					
Communications	\$1,200	\$10,800		\$12,000	
Travel	51,000	125,000	237,605	413,605	
Contractual Services	579,000	600,000	230,145	1,409,145	(c)
Information Technology	50,000	50,000	30,000	130,000	
Postage	10,000	5,000		15,000	
Printing	37,500	10,000	3,000	50,500	
Supplies	127,000	70,000	9,850	206,850	
Training & Prof Dev.	39,000			39,000	
Advertising	140,000	300,000		440,000	
Space Rental	286,584			286,584	
Accreditation		60,000		60,000	
Recruitment & Relocation	20,000			20,000	
Insurance Expense			21,223	21,223	
Memberships Due	10,000	50,000	3,100	63,100	
Food Catering		70,000		70,000	
Other Operating	33,700	20,500	35,005	89,205	
Operating Transfers Out		280,999		280,999	
Prior Year Expenditure Adj	134,779	183,847		318,626	
	\$1,519,763	\$1,836,146	\$569,927	\$3,925,836	
Total Expenses	\$6,689,631	8,339,735	\$1,106,940	\$16,136,306	
Net Revenue (Expense)	\$163,652	\$869,295	(\$65,559)	\$967,388	
De-Allocation, per AAD's PaCE Reserve Policy	(445,634)	(2,498,296)		(2,943,930)	
New Positions	(84,938)	(576,443)		(661,380)	
Prior Year Fund Balance	2,951,375	5,862,565	793,260	9,607,200	
Projected Ending Fund Balance	\$2,584,455	\$3,657,122	\$727,701	\$6,969,278	

Footnotes:

(a) Academics includes School of Information and Applied Data Science department in the college.

(b) Projected Central Operations revenue allocation from credit programs (special session and summer and winter intersession) and non-credit programs.

(c) The projected Contractual Services expenditures under faculty-led study abroad includes the students and faculty travel, lodging, insurance and other program specific expenses budgeted and funded from program fees.

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. The SHC has served the students and campus for over 100 years. 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 2018/19, the SHC clinical services and wellness programs each recorded over 18,107 student visits. Counseling and Psychological Services (CAPS) has also seen annual increases in the number of students for utilizing its services. In 2018/19, CAPS served 2,670 students who attended 10,716 individual and group appointments. The number of students CAPS served increased 7% over the prior year.

During 2019/20 there was 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, podiatrist, travel, sports medicine) and lab services for a fee.

Student Health Center (SHC) 2020/21 Budget

	Health Services (incl Mental Health)	Augmented Health Services (Fee for Service)	Facilities	Capital Improvements / Maint & Repair	SHC Total
Revenues					
Student Fees	\$12,680,710	\$330,000	\$2,402,149		\$15,412,859
Interest	115,000	12,000	153,286		280,286
Total Revenues	\$12,795,710	\$342,000	\$2,555,435	\$0	\$15,693,145
Expenses					
Salaries	7,026,996				7,026,996
Benefits	3,498,168				3,498,168
Subtotal Salaries and Benefits	\$10,525,165	\$0	\$0	\$0	\$10,525,165
Operating Expenses & Equipment	946,143	504,200	65,000	557,500	2,072,843
SJSU Overhead / CSU Chargebacks	1,273,282	18,950	673,692		1,965,924
Total Expenses	\$12,744,590	\$523,150	\$738,692	\$557,500	\$14,563,932
Repairs & Maintenance Transfers			(179,650)	179,650	-
Capital Improvement Transfers			(182,864)	182,864	-
Operating Fund					-
Debt Service Payments			(1,469,000)		(1,469,000)
Net Revenue (Expense)	\$51,120	(\$181,150)	(\$14,771)	(\$194,986)	(\$339,787)
Prior Year Fund Balance	\$8,452,516	\$569,491	\$7,490,979	\$3,207,242	\$19,720,228
Projected Ending Fund Balance	\$8,503,636	\$388,341	\$7,476,208	\$3,012,256	\$19,380,441

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 about 833 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

2019/2020 Accomplishments

Housing implemented some additional security measures to our residential buildings and rooms:

- Key pads which require a 2-way authentication were placed outside of all rooms in Campus Village.
- In response to the social distancing required during this pandemic, we added two additional stations where residents can request a temp card to get back into their room/apt if they get locked out. A staff member would no longer be required to walk the resident all the way back to their room.
- Housing also started the additional cleaning and other health safety measures requested by state and campus health officials once awareness of the COVID-19 virus became known.

Due to Care Funds, we were able to recover from our Spring 2020 \$6.45M rent revenue loss that we incurred when we had to close our buildings and ask our residents leave due to the COVID-19 virus in March 2020.

2020/2021 Housing Budget

The ongoing COVID-19 pandemic continues to have a significant economic impact on our budget:

- For the Academic Year 2020/2021, most of all classes will be virtual which resulted in our initial 82% occupancy drop to our current 20%. Therefore, our new rent revenue 20-21 projections used a 20% occupancy forecast (approx. 833 residents), resulting in a \$23 million operating loss.
- After reserves and bond refinancing, the 2020/2021 UHS year-end balance is now projected to have a deficit of about \$6.1 million¹. This includes:
 - \$8.4M debt service savings following bond refinancing
 - \$16.5M from reserves
- All major Maintenance and Repair projects have been placed on hold.
- We have placed a hold on 16 staff vacancies and reduced our student staff by approx. 50%-60%.

¹ The university will need to issue a Special Fund Loan Transfer to Housing this year. For more information about Special Fund Loan Transfers, please see <https://calstate.policystat.com/policy/7826552/latest/>.

University Housing Services 2020/21 Budget

Revenues

Student Housing Rent	\$27,352,194
COVID 19 Revenue Loss	(18,000,000)
Conference and Overnight Guests	30,000
Other Revenues	675,000
Miscellaneous Student Fees	272,000
Auxiliaries Rent Revenues	289,000

Total Revenues \$10,618,194

Expenses

Salary and Benefits

Salaries and Wages	\$3,103,239
Benefits	1,820,711
Student Assistants	1,421,514

\$6,345,464

Operating Expenses & Equipment

General Supplies/Services	\$2,526,810
Equipment/Furniture Replacement	383,150
Insurance Premiums	476,403
Internet/Cable (UTS)	1,243,635
Repairs, Maintenance & FD&O Services	4,614,303
Utilities	2,655,391
Payments to Service Providers:	
Business Services	260,318
CSU Centrally Paid Costs	216,746
Ground Lease Fees	342,953
Security (UPD)	655,914
Debt Service (a)	14,398,086

\$27,773,709

Total Expenses \$34,119,173

Transfer in from Parking Trust Fund \$411,672

Transfer out to Housing Maintenance and Repair Fund

Net Revenue (Expense) (\$23,089,307)

Prior Year Fund Balance \$11,486,371

Housing Operations Reserve Fund Balance 5,527,917

Projected Ending Fund Balance (b) (\$6,075,019)

Footnotes:

(a) Systemwide Revenue Bond (SRB) debt for Campus Village I and II; were refinanced in 2020/21.

(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 Current Year 2020/21 Budget

Parking Services is anticipating parking revenue to be significantly lower for the 2020/21 fiscal year. The parking fee revenue decrease is anticipated to be at least 80%. This reduction is attributed to the Social Distancing Protocols that are anticipated to affect the entire campus. Social Distancing will reduce the number of students that will be able to attend in person classes and limit the number of classes that the university will be able to offer in foreseeable future.

Ongoing parking projects expenses, salaries increasing over the last few years due to Collective Bargaining Agreements, equity reviews, and recharges incurred by services rendered by other campus departments have made significant impacts on the depletion in the Parking Fund's balance.

University Parking Services 2020/21 Budget

	Parking Fees	Fines & Forfeitures	Capital Projects	Special Events	Total
Revenues					
Parking Permits	\$600,000				\$600,000
Parking Coingates	100,000				100,000
Parking Fines		36,000			36,000
Revenue-Others					
Interest	155,000	100			155,100
Cost Recovery from Auxiliaries					
Cost Recovery from Others					
Total Revenues	\$855,000	\$36,100	\$0	\$0	\$891,100
Expenses					
Salaries & Wages	\$1,049,294	\$25,000			\$1,074,294
Benefits	780,520				780,520
	\$1,829,814	\$25,000	\$0	\$0	\$1,854,814
Operating Expenses & Equipment					
Charges for Business Services	\$56,000	\$2,880			\$58,880
Contractual Services	418,527	125,000			543,527
Communications	2,000				2,000
Equipment	60,000				60,000
General Operating Expenses	540,250	15,000			555,250
Printing/Duplicating	5,000				5,000
Facility Upkeep	735,827				735,827
Utilities	256,845				256,845
Merchant's Credit Card Fee	50,000				50,000
Insurance & Risk Expenses	96,000				96,000
	\$2,220,449	\$142,880	\$0	\$0	\$2,363,329
Total Expenses	\$4,050,263	\$167,880	\$0	\$0	\$4,218,143
Transfers In (Out)					
Parking Fees	(\$115,161)	\$115,161			\$0
Construction	1,379,972		(1,379,972)		0
Total Transfers In (Out)	\$1,264,811	\$115,161	(\$1,379,972)	\$0	\$0
Net Revenues (Expenses)	(\$1,930,452)	(\$16,619)	(\$1,379,972)	\$0	(\$3,327,043)
Prior Year Fund Balance	\$1,930,452	\$16,619	\$2,461,927	\$58,360	\$4,467,358
Projected Ending Fund Balance	\$0	\$0	\$1,081,955	\$58,360	\$1,140,315

Footnotes:

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



Auxiliary Organizations

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

ASSOCIATED STUDENTS

Associated Students San José State University mission is to **support** and **represent** the students of San José State University by continuing the organization's legacy of student advocacy and leadership; to enhance SJSU students' education through high quality programs and services; and to **prepare** students as they move towards a thoughtful and purposeful life after graduation. Governed by a student board of 13 Directors, shaping the strategic direction of the organization. Our core functions are described below.

Student Government (Government, Scholarships, Affordable Book Vouchers)

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. Provide scholarships and financial support to student academic projects and organizations.

Engagement and Community Building (CCCAC, Events)

Cultivate and engage all students through high quality educational, social, and cultural programs. Provide co-curricular experiences through civic engagement, service learning, and leadership. Offer opportunities for students that encourage personal growth and development.

Students Support (Child Development Center, General Services Center, Print & Technology Center)

Fulfill the service needs of students by providing supplemental programs including: quality child care; full, self-print and copy services; course reader distribution; electronic bill payment; and funds management for recognized student organizations. Provide students with a full-service computer lab where they can complete homework and research assignments, use multiple operating systems, and explore a variety of course related and leisure software.

Sustainable Transportation Services (Transportation Solutions)

Transportation Solutions (TS) aims to reduce the impact on the University's parking facilities and traffic to San Jose State University by promoting alternatives to driving alone. TS is dedicated to serving students and employees' commute needs at SJSU and provides sustainable and affordable commute programs and services that make it easy for individuals to travel to and around campus. These alternatives include a deeply discounted university transit pass, discounted regional transit passes, carpool matching, trip planning, and secure bicycle parking.

Organizational Health (Admin, HR, Marketing, Finance)

Optimize A.S. organizational health and sustainability to strengthen our contributions to San Jose State students. Provide employment opportunities to students, training and experiential learning. Develop long term marketing and communications plans to share A.S. purpose, mission, and services to the campus community."

Associated Students 2020/21 Budget

Revenues

Board of Education contracts & Parent fees	\$1,481,995
UPD Grant	95,200
A.S. Activity Fees	5,744,800
SBA PPP loan forgiven	900,000
Print Shop Income	277,850
Department Program Revenue	167,891
Interest Income	74,800

Total Revenues	<u>\$8,742,536</u>
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Expenses

Salary and Benefits

Salaries & Wages	\$2,526,318
Student Assistants	1,195,086
Stipends	138,600
Payroll Taxes	191,392
Fringe Benefits	958,249

Total Salary and Benefits	<u>\$5,009,645</u>
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Operating Expenses & Equipment

Staff Development & Support	\$49,091
Celluphone & ITS	14,100
Hospitality	31,699
Smart Pass	1,154,400
Affordable Book Vouchers	35,000
Student Grants & Scholarships	70,000
Operating Expenses	96,339
Supplies	101,568
Rental	189,534
Utilities	75,650
Property Tax	4,720
Janitorial/Landscaping	100,300
University Charges	294,920
Repairs	24,350
Publicity & Promotion	58,822
Fees, Contracts & Services	155,071
Artist Fees	24,100
Licenses and Fees	12,132
Audit/Accounting	82,119
Bank Charges	3,600
Merchant Fees	24,453
Legal Fees	12,000
Insurance	48,719
Food Services	52,915
Travel	10,220
Student Organization & Spartan Community Funding	270,000

<u>\$2,995,822</u>

Total Expenses	<u>\$8,005,467</u>
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Net Operating

<u>\$737,069</u>

Net Operating Revenue less expenses	\$737,069
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Less:

Depreciaton	261,549
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OPEB	162,370
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AS House Rent	148,430
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Change in Net Assets	<u>\$164,720</u>
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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. This is done through 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 businesses, 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 2020/21 Budget

Revenues

Fees	\$8,400,000
Investment Income	100,000
Federal Grants and Contracts	25,200,000
State Grants and Contracts	9,800,000
Private Gifts, Grants and Contracts	7,300,000
Other Revenue Activities - Campus Organizations (a)	4,000,000
Other Revenue and Support	1,100,000

Total Revenues	\$55,900,000
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Expenses

Salary and Benefits

Salary and Wages	27,300,000
Staff Benefits	8,300,000
Postretirement Benefits - Accrued Expense	4,000,000

	\$39,600,000
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Operating Expenses & Equipment

Depreciation	1,350,000
Equipment Purchase	400,000
Equipment Rent and Lease	375,000
University Admin. Services & Facilities Use	339,000
Occupancy (Rent, Janitorial, Utilities, Insurance)	1,000,000
Printing	15,000
Building Repairs and Maintenance	200,000
Scholarships and Fellowships	3,150,000
Supplies	1,500,000
Telephones/Communications	500,000
Travel	1,200,000
Contracted Services and Fees (b)	8,000,000
Professional Fees (Accounting and Legal)	500,000
Net Alloc/Grants/Transfers to Related Entities	500,000

	\$19,029,000
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Total Expenses	\$58,629,000
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Net Revenue (Expense)

	(2,729,000)
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Prior Year Fund Balance

	16,794,802
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Projected Ending Fund Balance

	\$14,065,802
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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.sjsu.edu/researchfoundation>

SPARTAN SHOPS, INC.

Spartan Shops is a not-for-profit 501(c)(3) campus benefit corporation founded in 1956 for the purpose of providing support services to the San José State University (SJSU) campus community. These services include bookstore management, dining services management, golf complex management and 13 rental units for faculty and staff.

In March 2020, the Public Health Office of the County of Santa Clara placed a shelter-in-place order due to the COVID-19 pandemic, which led to the closure of campus. Classes moved to online which greatly reduced the campus population. In September, the Chancellor's Office announced to continue with a virtual learning environment for Spring 2021.

Spartan Shops is comprised of four major divisions:

Bookstore Management

Barnes & Noble invoked Force Majeure in the agreement, which suspends certain financial obligations due to unforeseen circumstances, meaning the Minimum Guaranteed Amount to Spartan Shops will be suspended. The Guaranteed Amount is set to resume by FY2021/22 until the life of the contract. Barnes & Noble agreed to pay for their share of utilities within their space in the Student Union. Spartan Shops will no longer cost-share for utilities on behalf of the bookstore. For FY2020/21, Spartan Shops will receive commissions from Barnes & Noble's gross sales. The reduction of retail operations has caused a shift in online presence for the bookstore. Now there is a heightened focus on First Day & online ordering.

Dining Service Management

COVID-19 and the University's move to a virtual classroom environment has caused a drastic drop in meal plan & retail dining revenue. In the final year of the Management Fee basis, Spartan Shops pays a subsidy to Chartwells for any Net Loss in a contract year. After which, the contract will move to a Profit & Loss basis.

In July, Chartwells Corporate Finance presented their FY2020/21 budget, which showed a \$3.7M net loss, with decreasing meal plan & retail assumptions. In good faith of the partnership, Chartwells proposed a \$3.5M cash advance based on future commissions for two additional contract years to alleviate the projected loss in FY2020/21.

While FY2020/21 will be an unprofitable year, a reprioritization of capital investment projects provides an opportunity to recover quickly and better serve our students when they are ready to return. These projects include a renovated Dining Commons, a new Starbucks concept, and expansion of Panda Express in the Student Union.

Spartan Golf Complex Management

At the start of FY2020/21 golf staff and operations have moved to State-side. All revenues and expenses will be under the University.

Commercial Services

Spartan Shops offers 13 off-campus rental units as a benefit to SJSU & Auxiliary faculty and staff. In FY2019/20, a transition to utilize FD&O services for repair and maintenance and capital remodels led to higher costs. While costs are higher, there is less risk & liability since workers are already licensed under the State.

COVID-19 had some effect with two incoming applicants needing to withdraw their tenancy due economic uncertainty, which led to some loss of initial budget rental income. By October 2020, 11 out of 13 rental units will be occupied. The remaining two vacant units will need remodeling work for it to be ready for occupancy. Spartan Shops receives a \$49k benefit for maintaining the President's House. Due to the economic downturn, repair and maintenance will be kept to a minimum and only as an "absolute necessary" approach.

Spartan Shops, Inc. 2020/21 Budget

	Amount	% of Total Resources
Resources		
Sales		
Real Estate Rental Income	\$254,440	16.87%
Total Sales	\$254,440	16.87%
Other Income		
Bookstore Commission	314,087	20.82%
Dining Services Revenues	50,000	3.31%
Management Income	49,500	3.28%
Interest Income	\$18,360	1.22%
Misc Income	821,934	54.49%
Total Other Income	\$1,253,881	83.13%
Total Resources	\$1,508,321	100.00%
Operating Expenses		
Salary & Benefits	\$116,945	1.72%
Depreciation	1,556,126	22.91%
Real Estate Repair & Maintenance	68,470	1.01%
Utilities	20,060	0.30%
University Donations	15,100	0.22%
Services	949,365	13.98%
Equipment	4,100	0.06%
Facility Fee - University	27,300	0.40% (a)
Insurance	172,450	2.54%
Bank Service Charge	5,600	0.08%
Tax and Licenses	6,800	0.10%
Other Expenses	47,113	0.69%
Dining Services Management Fees	400,000	5.89%
Dining Services Commissions	3,402,790	50.10%
Total Expenses	\$6,792,219	100.00%
Net Loss	(\$5,283,898)	
Prior Year Fund Balance	\$5,721,247	
Projected Ending Fund Balance	\$437,349	

Footnotes:

(a) Facility Fee based on 7.5% of estimated annual revenue \$364,000

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 operates three major facilities at SJSU: the Diaz Compean Student Union Building with its new East and West expansions, the Provident Credit Union Event Center Building, and the Spartan Recreation and Aquatic Center, opened in April of 2019. Students interact with the Student Union, Inc. on a daily basis through the use of facilities, participation in sponsored events, through Student Union, Event Center, and Spartan Recreation programs. 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 \$23 million in 2020/21. The balance of the collected student fees are held in trust by San José State University and will be used to pay for the debt related to the expansion/renovation of the Student Union and the new Spartan Recreation and Aquatic Center which is \$7,360,070 for 2020/21.

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 2020/21 includes revenues and expenses totaling \$14,174,077 (including the return of \$11,564,085 in student fees from the University trust to fund operations) plus an additional amount of \$533,800 in capital projects.

Services listed below include the Diaz Compean Student Union, Spartan Recreation and Aquatic Center, Provident Credit Union Event Center, and the SU ATM Building:

STUDENT UNION BUILDING	EVENT CENTER/SPORT CLUB	SPARTAN RECREATION AND AQUATIC CENTER	ATM BUILDING
SU Ballroom SU Theatre Union Square Food Court AS Print & Technology AS Government Offices Spartan Bookstore Student Involvement Veterans Resource Center Gender Equity Center PRIDE Center MOSAIC Cross-Cultural Center Cesar Chavez Community Action Center Chicax/Latinx Student Success Center African American/Black Student Success Center IDEA Lab US Bank Starbucks Bowling and Billiards Center	Arena - Technical & AV Box Office/TM Outlet Dance Studios Weight Room Mini - Gym	Club Sports Outdoor Adventures Intramurals Climbing Wall Fifty Meter Pool Recreation and Leisure Pool Multi - Activity Court Weight Rooms Fitness Classes Running Track Three Court Gym	Bank of America Bank of the West Wells Fargo Bank JP Morgan Chase Bank

Student Union, Inc.
2020/21 Operating Budget

	General Administration	Student Union Building	Event Center Building	SRAC Center	Total Budget
Revenues					
Student Union Fees	\$11,564,085				\$11,564,085
Service Fees					0
Reimbursement of Event Costs			88,172		88,172
Interest Income	72,500				72,500
Rental Income		1,113,504	200,000		1,313,504
PPP Loan Forgiveness	1,135,816				1,135,816
Total Operating Revenues	\$12,772,401	\$1,113,504	\$288,172	\$0	\$14,174,077
Expenses					
Salaries and Wages	1,715,431	1,131,131	488,613	2,080,659	5,415,834
Staff Benefits	830,369	432,176	156,218	396,639	1,815,402
Total Salaries & Benefits	\$2,545,800	\$1,563,306	\$644,831	\$2,477,298	\$7,231,235
Operating Expenses & Equipment					
Travel					0
Risk Coverage/Insurance	322,603	425	31,925	52,893	407,846
Supplies	63,783	148,077	52,967	119,351	384,178
Communications	333,264	176			333,440
Repairs and Maintenance	200	64,873	65,999	124,180	255,252
Event Costs-(Reimb. Portion)					0
Programming Costs	73,700	198,611	2,900	40,603	315,814
Utilities		846,180	474,578	732,551	2,053,309
Small Equipment Purchases	10,000				10,000
Services from Outside Agencies	934,287	321,915	134,011	375,798	1,766,011
Staff Development & Other	33,107	11,622	4,685	37,578	86,992
Depreciation	800,000				800,000
OPEB Obligation	400,000				400,000
PPE		65,000		65,000	130,000
Total Operating Expenses	\$2,970,944	\$1,656,879	\$767,065	\$1,547,954	\$6,942,842
Total Expenses	\$5,516,744	\$3,220,185	\$1,411,896	\$4,025,252	\$14,174,077
Operating Income (Loss)	\$7,255,657	(\$2,106,681)	(\$1,123,724)	(\$4,025,252)	\$0

Local Reserves

Funding of Capital Projects \$533,800 (a)

Net Position, Beginning of Year (July 1, 2019) \$11,736,524

Increase (Decrease) in Net Position 1,969,929

Net Position, End of Year (June 30, 2020) \$13,706,453

Long Term Investment Funds (Unrestricted) at June 30, 2020 10,379,250

Investment in Capital Assets at June 30, 2020 2,829,383

Board-Designated Funds at June 30, 2020 497,820

Net Position, June 30, 2020 \$13,706,453

SUBOD Approved FY2020/21 Contribution to University under Education Code Title V, Section 42659 (4,000,000)

Projected Net Position, End of Year (June 30, 2021) \$9,706,453

Footnote:

(a) *FY 2019/20 Capital Projects*

	<u>Project Costs:</u>
SU Door Replacements	\$72,800
SU Highboy Stools in Dining Area	10,000
SU Plenum Repair	280,000
Paint, Repair, LED Lighting for ATM Kiosk	20,000
SU Fire Inspect. - Sprinkler System Repairs	14,500
SRAC Xlerator Hand Dryers	104,000
SRAC ADA Doors (Main Office Entry Door)	25,000
SRAC Office Privacy Screens	7,500
	<u>\$533,800</u>

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 (SJSU) 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.

SJSU 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. SJSU powers Silicon Valley and anchors the nation's tenth largest city, providing more graduates to high tech employers than any other institution of higher education. This vital partnership creates opportunities for future collaboration both inside and outside of the classroom.

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 \$160 million endowment is comprised of over 600 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 over \$5.8 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 weather the uncertainty in the markets in order to support SJSU and its growth in the future.

Tower Foundation 2020/21 Budget

Revenues	
Endowment Gifts	\$4,000,000
Gifts & Pledges	12,000,000
Bequests	9,000,000
Nonmonetary Gifts	500,000
Other Investment & Non-operating Revenues	3,994,000 (a)
Total Revenues	\$29,494,000
Expenses	
Tower Operating Expenses	
Tower Operating Expenses	\$3,733,186
Tower Program Distributions	
SJSU Program Activities	\$15,500,000 (b)
SJSU Endowment Distributions	4,000,000 (c)
SJSU Outreach Funds	184,000 (d)
	\$19,684,000
Restricted Funds & Reserves	
Restricted Endowments	\$4,000,000
Restricted Pledges & Bequests	2,000,000
Operating & Campaign Reserves	76,814
	\$6,076,814
Total Expenses	\$29,494,000
Net Revenue of Expenses	\$0
Prior Year Fund Balance	\$201,696,992
Projected Ending Fund Balance	\$201,696,992

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 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 finances, visit
<http://www.sjsu.edu/towerfoundation/about/financials/index.html>



Appendix

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

**Student Fees
2010/11 to 2020/21**

Fiscal Year	Tuition Fee							Non-Resident Tuition Per Unit	Campus Mandatory Fees (Academic Year fees that must be paid to apply to, enroll in, or attend SJSU)							
	Undergraduate Tuition Fee		Graduate Students' Tuition Fee						Health Facilities	Health Services	IRA	Doc	Assoc Students	Student Union	SSETF	Total Campus Fees
			Non-Teacher Credential		Teacher Credential Candidates		Education Doctorate									
	Up to 6 Units	6.1 Units or Greater	Up to 6 Units	6.1 Units or Greater	Up to 6 Units	6.1 Units or Greater	Fall/Spring									
2020/21	\$3,330	\$5,742	\$4,164	\$7,176	\$3,864	\$6,660	\$11,838	\$396	\$70	\$380	\$0	\$33	\$196	\$762	\$669	\$ 2,110
<i>Change Over PY</i>	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%								0.0%
2019/20	\$3,330	\$5,742	\$4,164	\$7,176	\$3,864	\$6,660	\$11,838	\$396	\$70	\$380	\$0	\$33	\$196	\$762	\$669	\$ 2,110
<i>Change Over PY</i>	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%								2.7%
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%

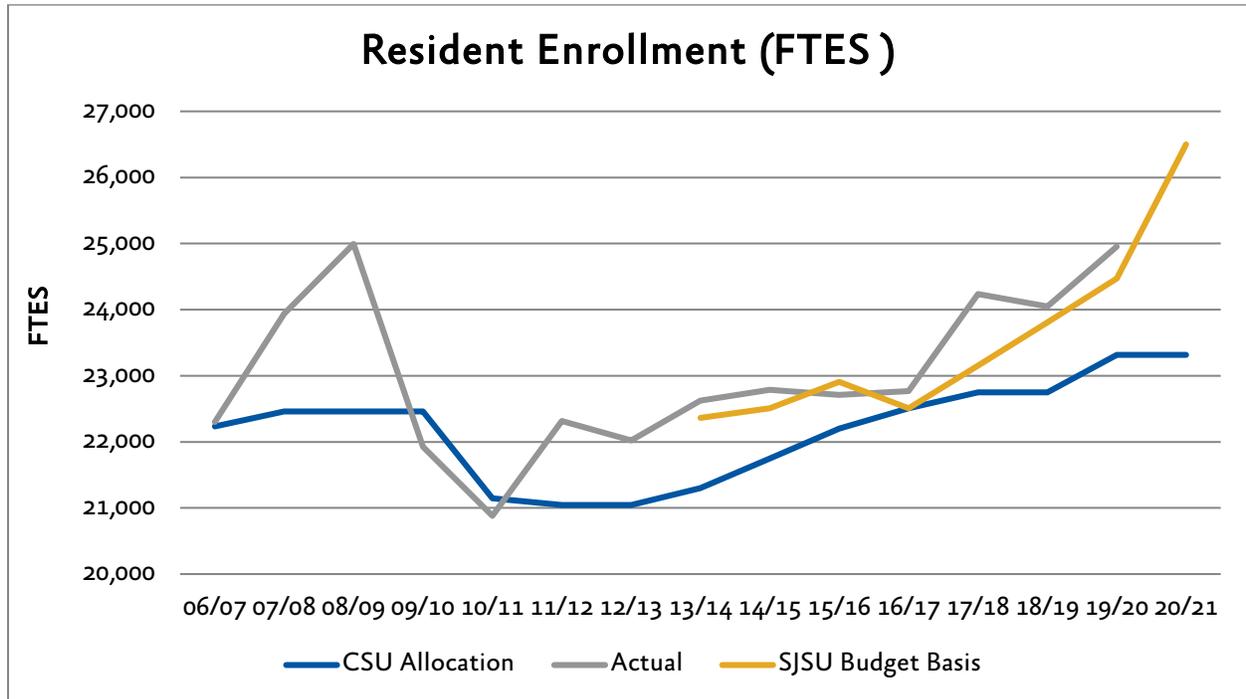
STUDENT ENROLLMENT

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)

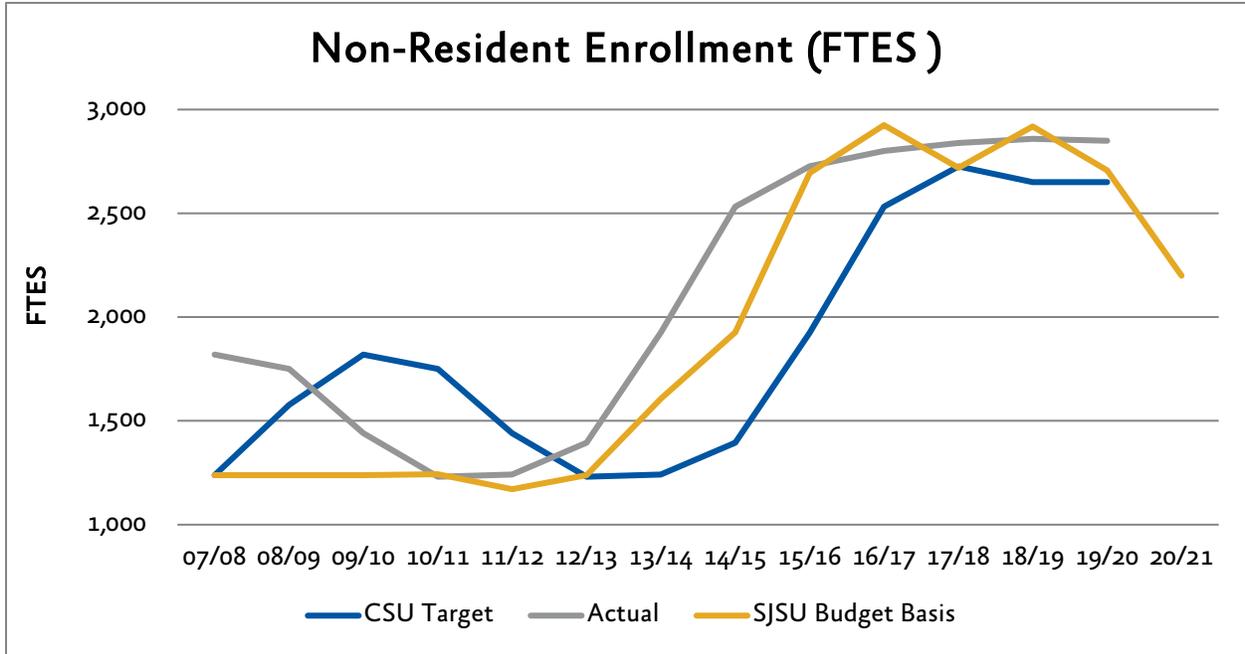
Resident student enrollment has fluctuated over the years at SJSU. SJSU’s enrollment allocation (“target”) was essentially flat between 2006/07 and 2009/10 at approximately 22,460 FTES. In response to deep budget reductions made too late in 2009/10 to implement, the CSU reduced enrollment targets in 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 2019/20, SJSU’s resident FTES target has stayed steady at 23,316 due to the COVID-19 pandemic that has affected the 2020/21 academic year. Actual enrollment levels made increases in 2019/20 due to 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. Non-resident enrollment target for 2020/21 is conservatively planned at 2,200 FTES, this is a decrease of 507 FTES, representing a 19% decrease over the 2019/20 target. The FTE decline this year is primarily due to travel restrictions or an unwillingness to travel on international students caused by the global COVID-19 pandemic.



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	2019/20	2020/21
<u>Target FTES</u>												
Resident	22,460	21,145	21,045	21,045	21,298	21,728	22,001	22,507	22,747	22,747	23,316	23,316
Non-Resident	1,239	1,239	1,171	1,239	1,607	1,927	2,400	2,650	2,650	2,650	2,650	2,707
Total Target FTES	23,699	22,384	22,216	22,284	22,905	22,905	24,601	25,157	25,547	25,397	25,966	26,023
<u>Actual FTES</u>												
Resident	24,991	21,927	20,881	22,318	22,023	22,788	22,710	22,766	24,237	24,050	25,563	
Non-Resident	1,751	1,441	1,231	1,241	1,395	2,532	2,727	2,801	2,839	2,859	2,849	
Total Actual FTES	26,742	23,368	22,112	23,559	23,418	25,320	25,437	25,567	27,076	26,909	28,412	

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 Full Time Equivalent Student (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 (SUG) 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 José 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 CPGE, University Housing, Intercollegiate Athletics, Lottery, Parking and Student Health Services.

Campus Reserves Policy: Effective October 1, 2015, the Integrated CSU Administrative Manual formalized and established a system wide policy on the creation and use of carryforward balances. It is the goal of San Jose State University to maintain adequate financial reserves to ensure responsible fiscal management, advance University priorities, and mitigate current and future risk.

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.

Cares Act: The Coronavirus Aid, Relief and Economic Security (CARES) Act, passed by the federal government on March 27, 2020, provides SJSU with more than \$28.7 million in emergency funding. Nearly \$14.4 million of that money is earmarked as grants that go directly to students. SJSU Cares will manage the application process for student emergency grants. The remaining funds will be used by SJSU to meet the university's critical needs by maintaining a robust academic, co-curricular, and work environment for all members of our community.

College of Professional and Global Education (CPGE): 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 Professional & Global Education.

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 (Pell Grant): 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 (FWS): 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 CSU 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-division, 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.

Professional and Continuing Education (PaCE): New name adopted by Systemwide Extended Education for fund previously known as Continuing Education Revenue Fund (CERF). Revenue generated from self-support degree and certificate programs, courses (credit, non-credit), and continuing education units.

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, Professional and 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.

Student Success, Excellence & Technology Fee (SSETF): The SSETF is a mandatory student fee paid by all students. The fee expands support for comprehensive student success services and improved pathways to graduation.

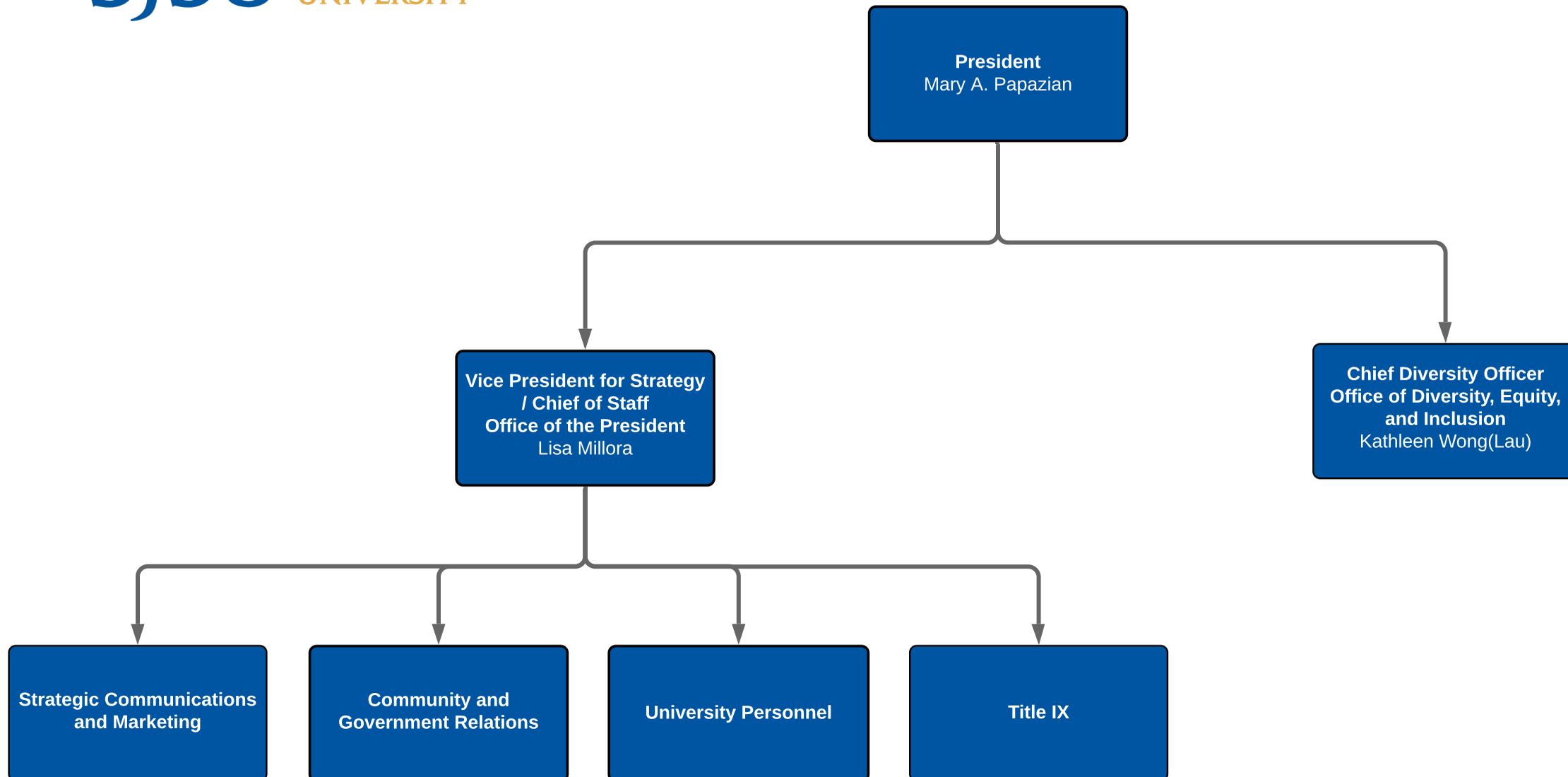
Support Budget: Operating Fund base budget plus any one-time funding for a given fiscal year.

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.

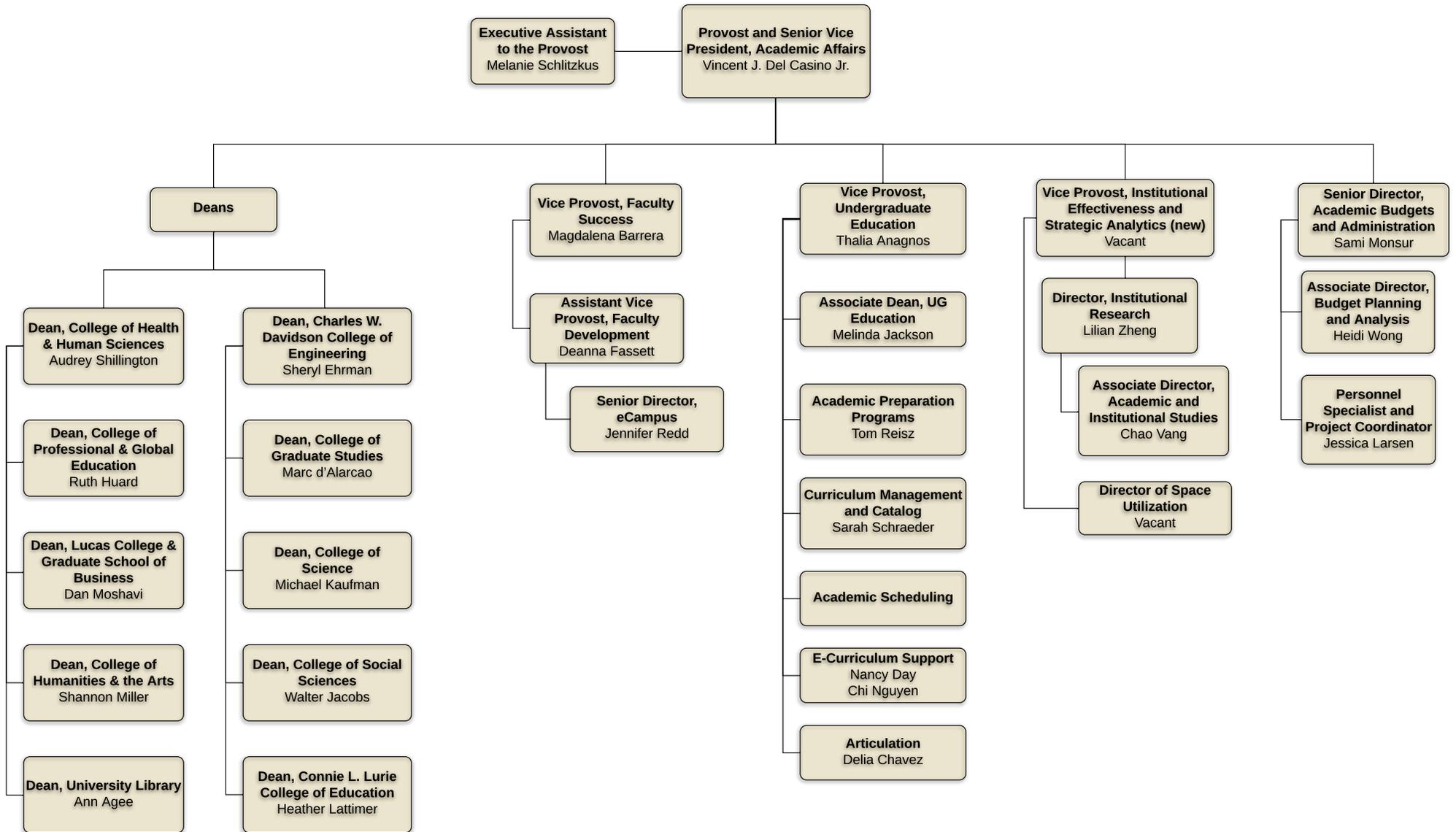
Tower Foundation: The Tower Foundation is SJSU's auxiliary organization dedicated solely to philanthropy. Its primary mission is to build bridges with alumni and friends by improving services, stewardship and donor support. The Foundation encourages private gifts, trusts, and bequests for the benefit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

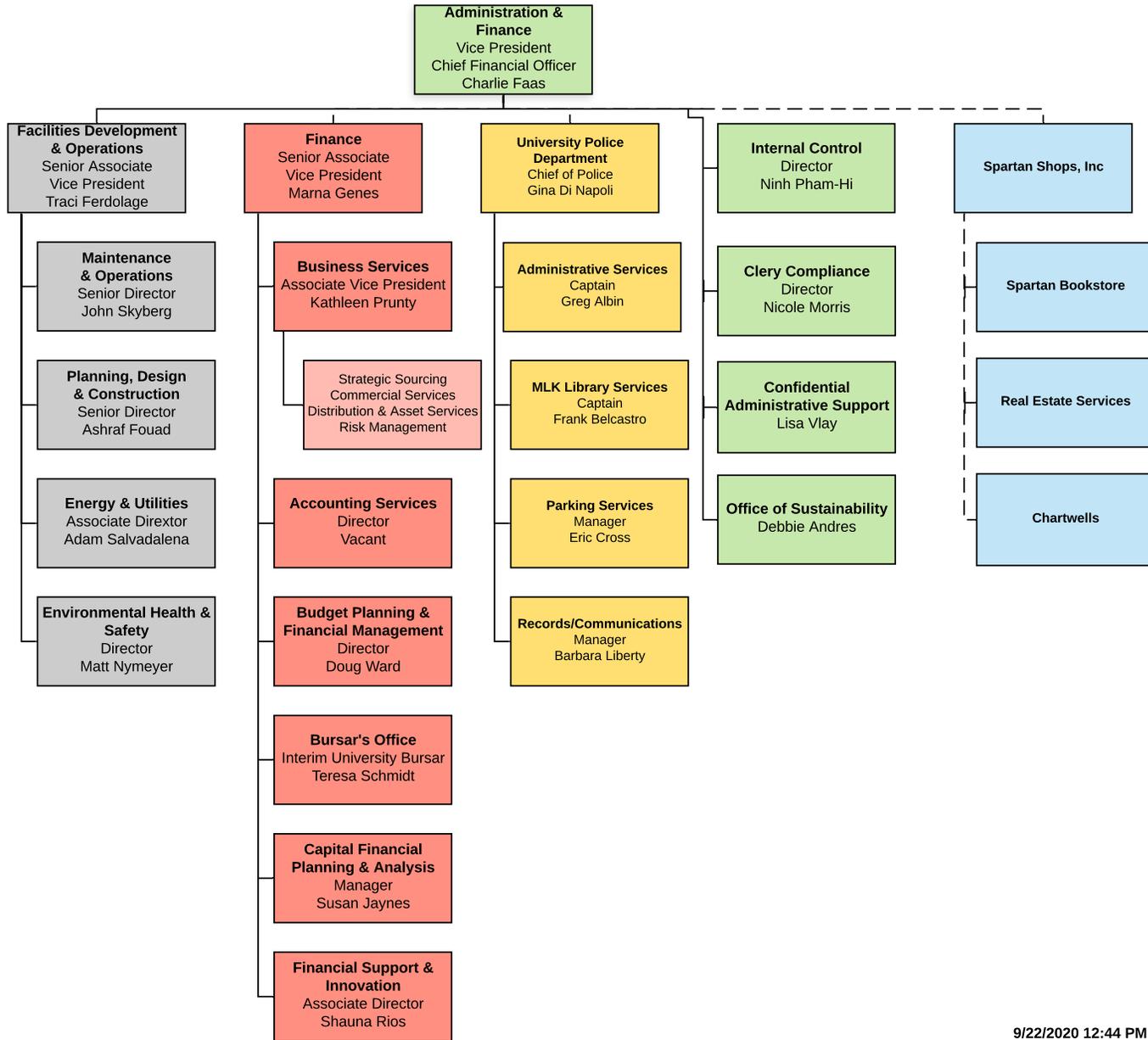
University Wide Resources: Resources essential to the operation of the campus and independent from any particular division's core activities. Examples include utilities, benefits and compensation pools, space rental and risk pool premiums.



Academic Affairs Division



**ADMINISTRATION AND
FINANCE DIVISION
ORGANIZATIONAL CHART**



9/22/2020 12:44 PM



Director of Athletics Marie Tuite

Deputy Director of Athletics Development
Rob Clark

Exec. Assistant to Athletic Director
TBH

Assoc. AD – FB Comm. & Special Projects
Lawrence Fan

Sr. Associate AD Finance & Admin.
Mike Waller

Administrative Support Coordinator II
Mary Kay Skaran

Deputy Director
TBH

Football
Brent Brennan

Men's Golf
John Kennaday

WWP
Beth Harberts

Softball
Tammy Lohmann

Assoc. AD – Finance
Jeff Pritsker

Sr. Associate AD Compliance
David Rasmussen

W. Basketball
Jamie Craighead

Sr. Associate AD External Operations
Blake Sasaki

Deputy Director of Internal Operations
Eileen Daley

Gymnastics
Joanne Bowers

Bus. Office Coord
Anh-Dao Church

Beach/Volleyball
Trent Kersten

Assist. AD for Compliance
Ryan Jordan

Men's Golf
John Kennaday

Men's Basketball
Jean Prioleau

Assistant AD Mktg & Media
Ryan O'Rorke

Broad./Digital Media
Justin Allegri

Men's Soccer
Simon Tobin

Interim Associate Director SASS
Julie Stansberry

M. Water Polo
Bruce Watson

Bus Off. Analyst
Rick Mouglin

Volleyball
Trent Kersten

Director of Compliance
James Bullock

Head Coach Strength & Cond
Gary Uribe

Baseball
Brad Sanfilippo

Assist. Ath. Dir. Ticket Ops.
Darren Coelho

Mktg. Assistant
Joshua Moon

W. Water Polo
Beth Harberts

Athletic Academic Advisor
Jose Macias

Tennis
Chad Skorupka

Dir. of Event & Fac.
Garrett Ton

Event & Fac. Coord.
Cottrell Hill

Compliance Coordinator
Davis Ryan

Strength/Cond Assist. Coach
Joe Sarcos

Women's Soccer
Lauren Hanson

Assist. Athletic Dir. Media Rel.
Joe Waltasti

Digital Media Graphic Des.
TBH

Assistant AD Student Wellness
Laura Alexander

Athletic Academic Advisor
Jeanine Haldi

Sr. Assoc AD for Major Gifts
TBH

Event & Fac. Coord.
Julian Felder

Equipment
Darryl MaGee

Strength/Cond Assist. Coach
Aaron Potoshnik

Swim & Dive
Sage Hopkins

Assoc. Media Relations Dir.
Amy Villa

Video Ops
Doug Osumi

Athletic Trainer
Carter Pruitt

Athletic Academic Advisor
Taylor Colunga

Dir of Develop.
Janine Corcoran

Event & Fac Coord
Julian Felder

Equip Coordinator
Terrance Stratton

Strength/Cond Assist. Coach
Lucas White

Assist. Media Relations Dir.
Matt Penland

Assist. Media Relations Dir.
Connor Pelton

Asst. Ath. Trainer
Theresa Gethins

Asst. Ath. Trainer
TBH

Learning Specialist
Subrina Martin

Ann. Giving Officer
Dominic Urrutia

Equipment
Darryl MaGee

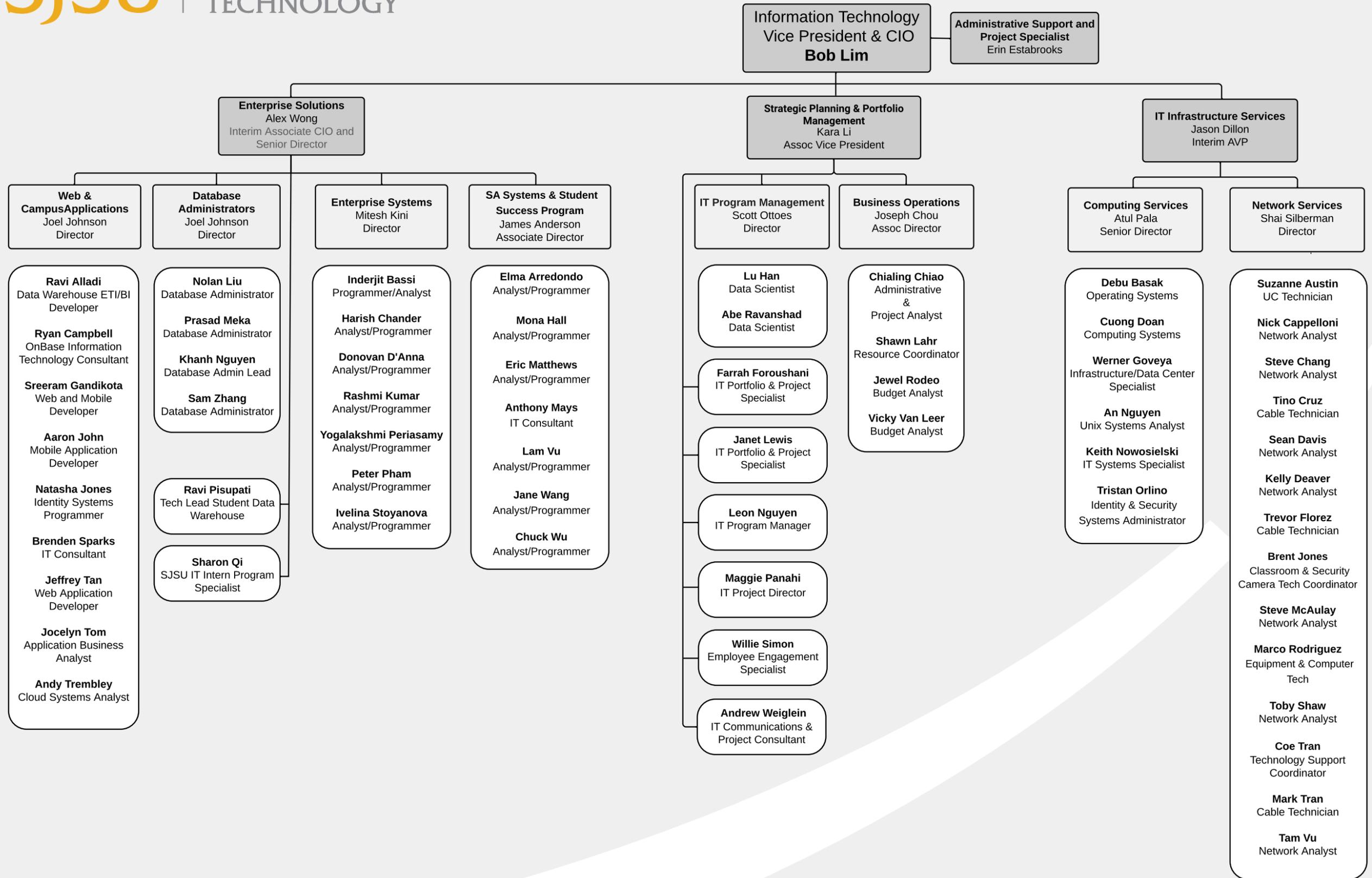
Equip Coord.
Guy White

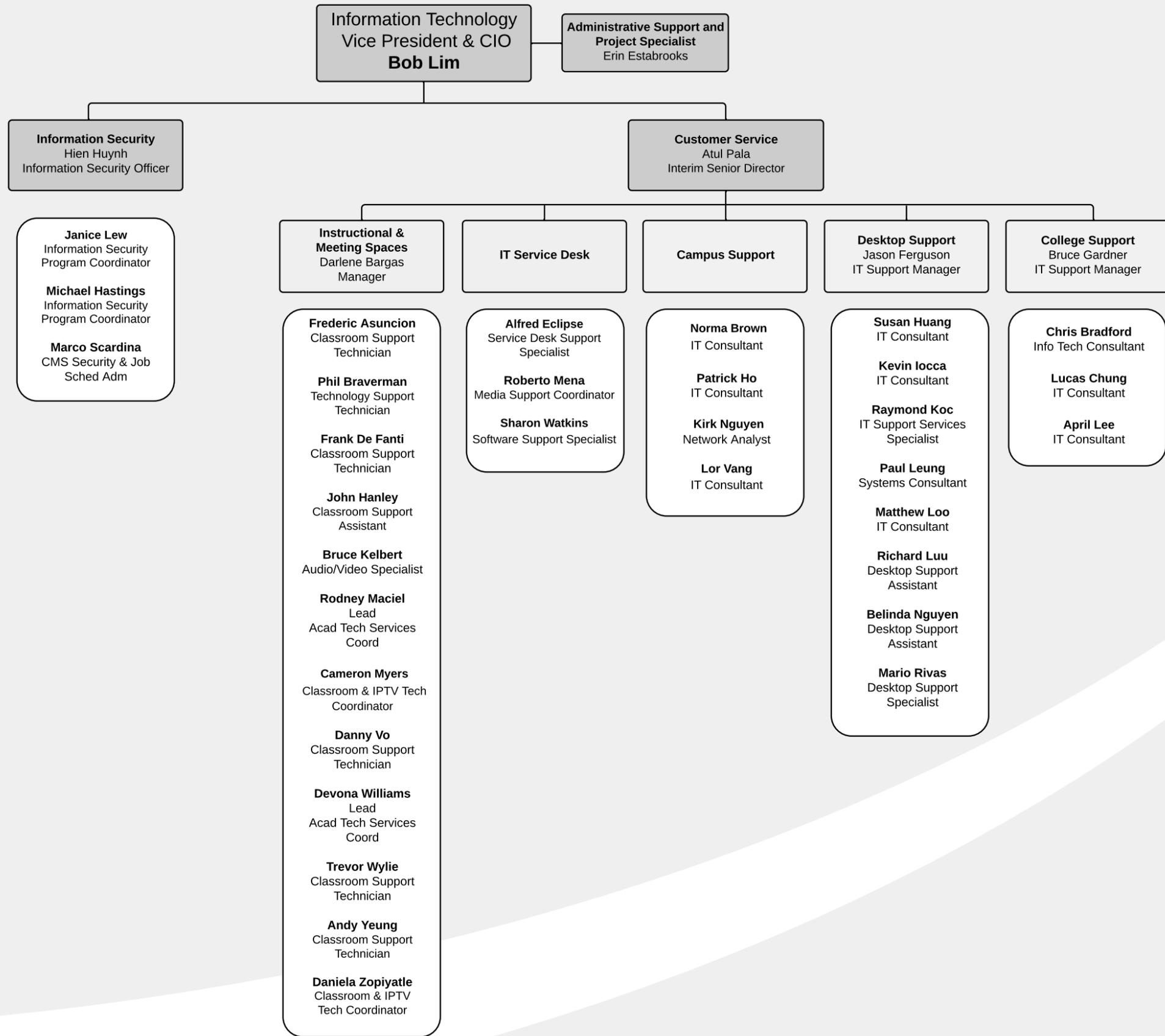
Ann. Giving Officer
Nate Olsen

Equip. (FB)
J. Hankinson

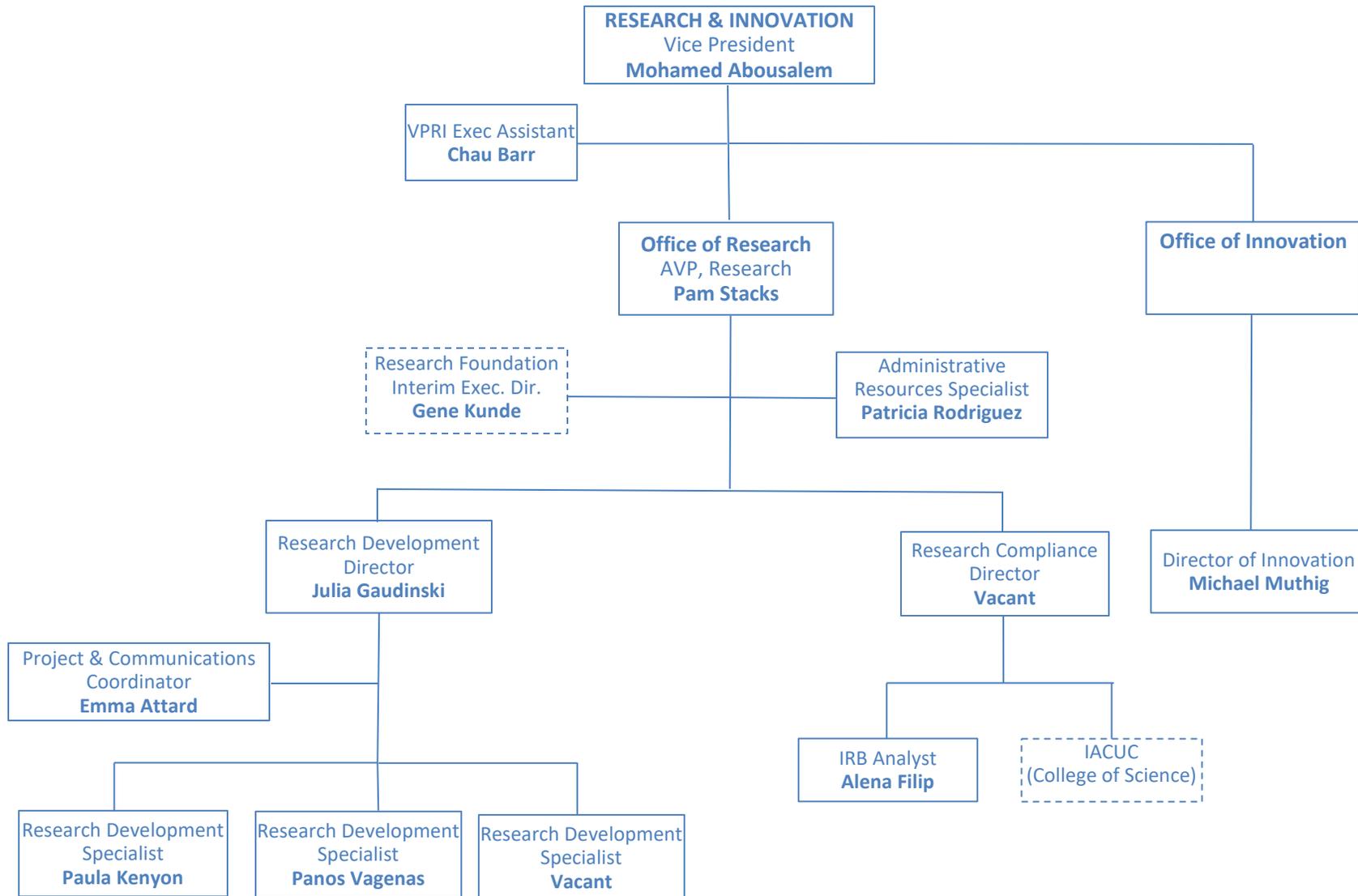
Assoc. Athletic Director Human Resource
Mary Q.

Admin Support
Mary Kay Skaran

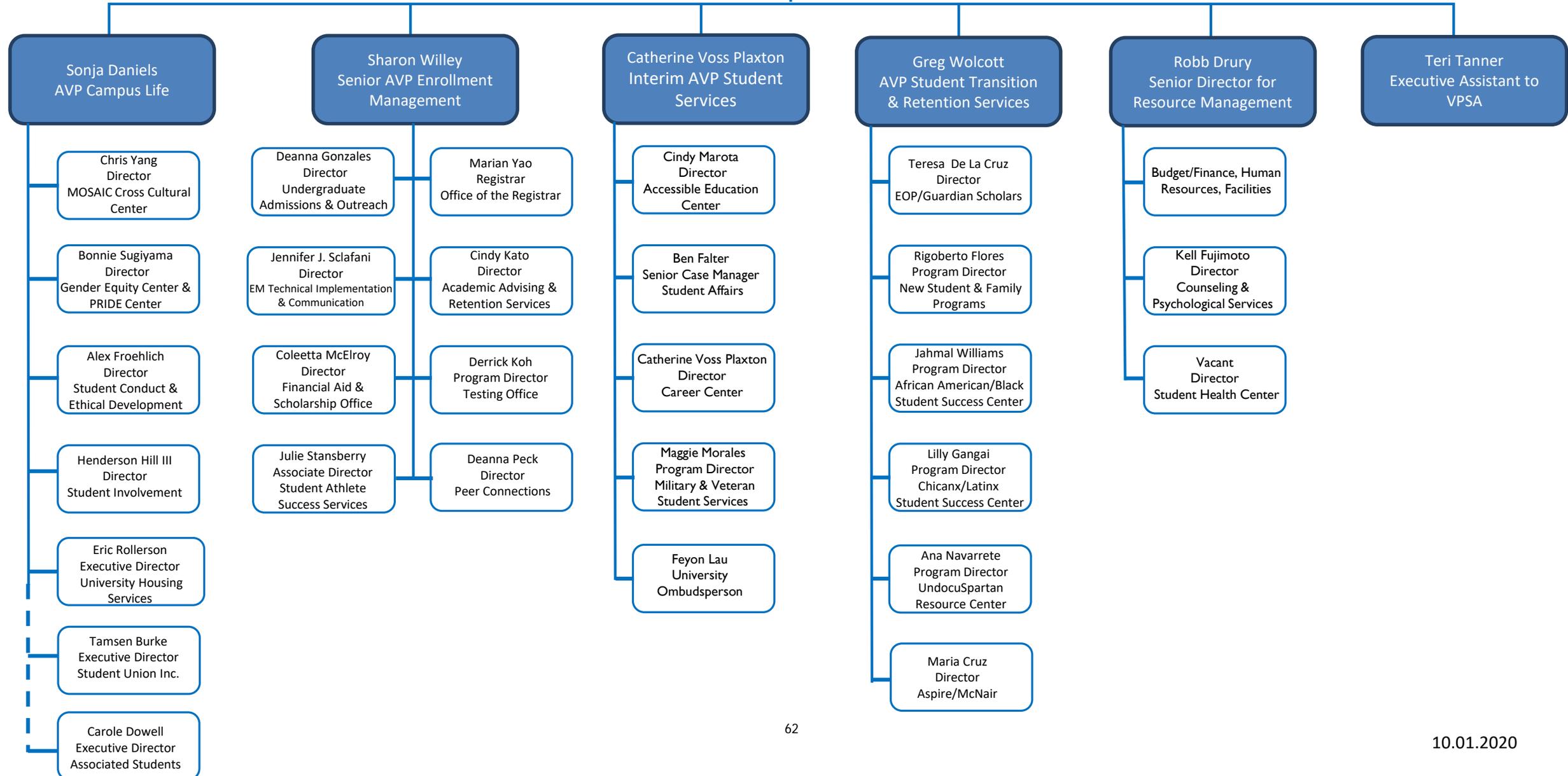




Research & Innovation Division



Patrick K. Day
VP Student Affairs



Theresa Davis
Vice President
CEO, Tower Foundation

Julie Jimenez
Director
Financial and
Administrative Services

Erica Moniz
Administrative Assistant

Candice Piper
Executive Assistant to the
Vice President

Brian Bates
Associate Vice President
Alumni Community and Engagement /
Executive Director of Alumni Association

Sabra Diridon
Interim Associate Vice President
Development and
Executive Director of the Campaign

Beth Colbert
Associate Vice President
Advancement and Campaign Operations

Vacant
Chief Operating Officer
Tower Foundation

Hilary Gunderson
Director
Constituent and
Community Success

Jen Jurgensen
Budget and Program
Analyst

Vacant
Digital Media Designer

Mary Growitz
Administrative
Coordinator

Vacant
Director
Alumni Engagement

Eric Bonesteel
Associate Director for
Silicon Valley Outreach

Valerie Gonzales
Associate Director
Digital Engagement

Nick Messing
Student & Regional
Alumni Engagement
Specialist

Vacant
Alumni Engagement
Coordinator

Braley Ferris
Associate Director
Marketing and
Membership

Rozeell Carter
Membership Services
Assistant

Amber Armstrong
Director
Special Events

Clifton Gold
Assistant Creative
Director for Live Events
and Experiences /
Senior Event Planner

Erika Greet
Assistant Director
Ceremonies

Khristine Lugo
Event Planner

Erin Cathey
Event Planner

Nancy Stewart
Senior Director
Annual Giving

Carolyn Canete
Annual Giving Manager

Evan Smallwood
Director Leadership
Annual Giving

Robert Zipp
Leadership Annual
Giving Officer

Jason Brown
Annual Giving Officer

Student Call Center

Brad (James) Vartan
Senior Director of
Development
College of Business

Vacant (Sabra Diridon)
Senior Director of
Development
Campaign Priorities

Barbar Ybarra
Director of Development
College of Education

Vacant
Director of Development
College of Engineering

Sonia Wright
Sr Director of
Development
College of Health and
Human Sciences

Matthew Taylor Siegel
Director of Development
Humanities and
the Arts

Anh Ly
Director of Development
Martin Luther King Jr.
Library

Vacant
Director of Development
Research and Innovation

Emily (Shoemaker) Lane
Director of Development
College of Science

Daan Giron
Director of Development
College of
Social Sciences

Vacant
Director of Development
Hammer Theatre
(Exec DoD)

Claudia Tercero
Administrative Assistant
to the AVP

Randy Balogh
Director
Planned Giving

Anie Clark
Planned Giving
Coordinator

Sela (Patricia) Gaglia
Executive Director
Corporate and
Foundation Relations

Michelle Smith
Director
Corporate and
Foundation Relations

Vacant
Director
Corporate and
Foundation Relations

Vacant (Tower Fnd)
Director
Corporate and
Foundation Relations

Amanda (Dorthe) Struer
Director
Development Research

Kathy Richmond
Development
Research Analyst

Vacant
Advancement Research
Coordinator

Veronica Murphy
Director,
Donor Relations and
Stewardship

Rigo Vargas
Computer Systems
Consultant

Leonor Cheong
Database Administrator

Libing Sun
Programmer Analyst

Pat Thompson
Administrative Assistant
to the AVP

Maria Ramirez
Director
Advancement Services

Shawna Terry
Gift Analyst

Roya Omid
Gift Analyst

Vanessa Cruz
Gift Analyst

Vacant
Gift Analyst

Christina Tan-Aoyagi
Controller

Lena Tran
Accountant and
Procurement Card
Coordinator

Vacant
General Accounting
Associate

Cindy Nimrud
Accounting Supervisor

Vacant
Accounting Associate

Brooklyn Boyd
Assistant to the COO

Vacant
Director
Tower Foundation
Human Resources

Vacant
Grants Manager

Csilla Kuehn
Senior Endowment
Accountant