



Spartan Head



Campus Gates (photo by David Schmitz)

# Budget Report

FISCAL YEAR  
2015/2016

September 29, 2015

TO: Campus Community

FROM: Dr. Susan Martin, Interim President

Josee Larochelle, Interim CFO and Vice President,  
Administration and Finance

SUBJECT: Annual Budget Report for 2015/16

Fiscal year 2015/16 marks the third year in Governor Brown's multi-year funding plan and the steady march toward healthy funding levels since the economy began to rebound. This year the governor deviated from his planned 4% increase in the CSU state appropriation by fully funding the Board of Trustees' \$216 million Support Budget request. This amounts to an additional \$97 million for the CSU versus the governor's January budget proposal, and thus, additional support for San José State University. A fully funded support budget has not occurred in nearly a decade; this signifies both the health of the California economy overall and the strength of efforts across the state to impress upon the legislature and governor just how critical we are to the vitality and viability of California and the greater Silicon Valley.

This year marks an increase in enrollment capacity, efforts to further establish our campus as a global education leader, and initiatives to create a safer and more supportive space for learning and student development. As the Capital Financing Framework continues to be ironed out at the CSU system level, San José State is mobilizing resources to set aside funds for capital outlay, deferred maintenance, and other high priority infrastructure projects. In addition, the campus is able to fund a number of high priority initiatives that include: a chief diversity office, staff and faculty salary adjustments, degree audit system improvements, and new efforts such as embedded study abroad courses to engage and connect students to opportunities for success on campus and beyond.

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# FOREWORD

## **Purpose/Use of this Document**

This document is a presentation of San José State University's (SJSU's) estimated operating budget for 2015/16. 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 from the State of California that is distributed by the California State University (CSU) Chancellor's Office to SJSU, and student fee revenues collected by the campus.

This presentation of the San José State University budget is used by various members of the campus community for a variety of purposes, including but not limited to grant applications, responding to inquiries from the media, auditors, professional associations, accreditation teams, NCAA eligibility and compliance teams, and in the recruitment of senior administrators.

## **Scope of Information**

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

## **Distribution of this Document**

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

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Aerial View (photo by Steve Proehl)



King Library (photo by David Schmitz)

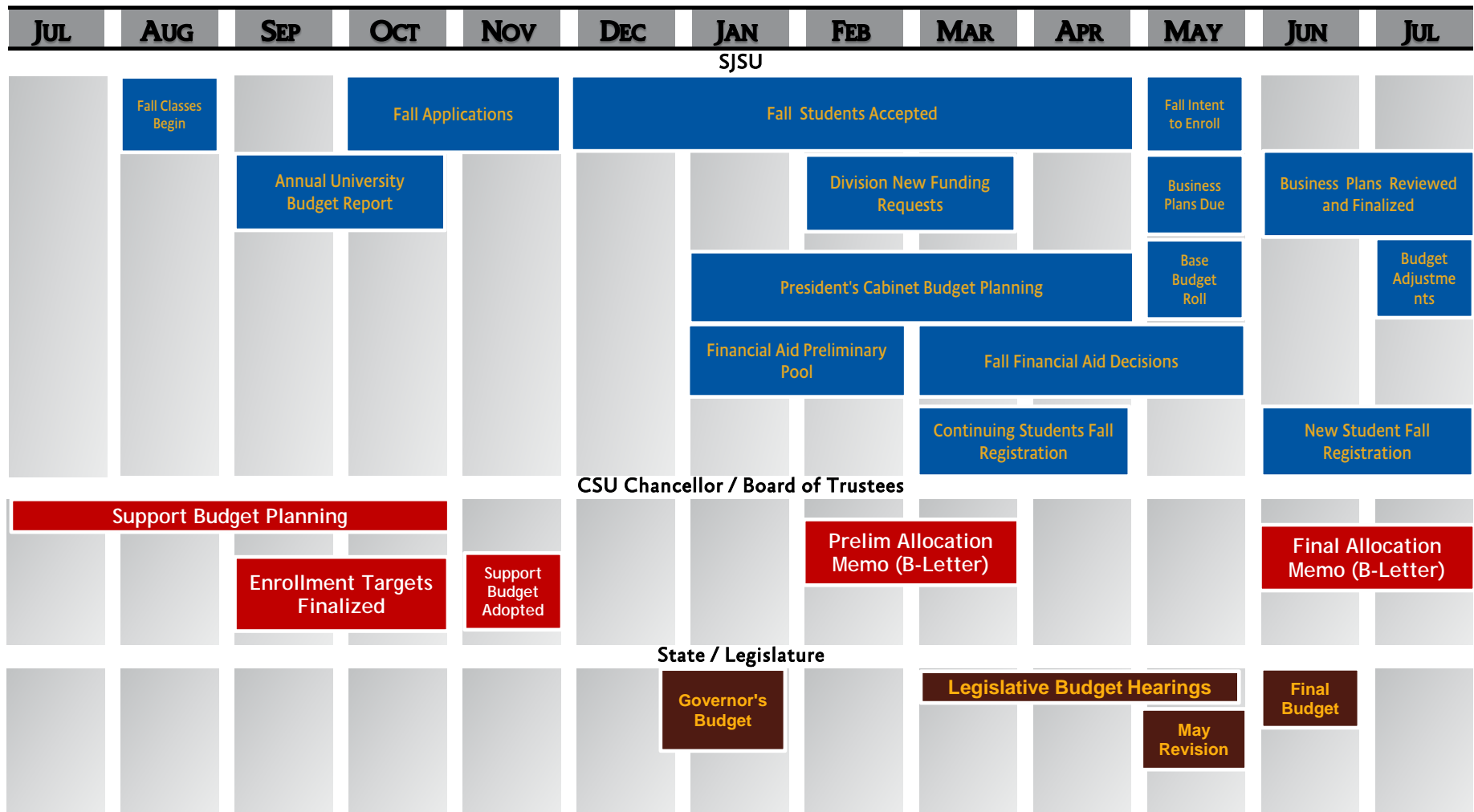


Tower Hall

# University Resource Summaries

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

## SJSU / CSU / STATE BUDGET CALENDAR



The SJSU budget process is difficult to predict from a timing perspective. SJSU makes admissions decisions before a budget is finalized at the state or CSU system levels. The budget process is a political one and has historically been subject to change at the last minute. This poses financial and enrollment management challenges to the university. Under current practice, SJSU only has spring term to ramp up or reduce enrollment when the final budget deviates from projections. In spite of these timing challenges, San José State is committed to access and quality, and strives to make accurate enrollment planning assumptions that are in alignment with university finances well ahead of final decisions from the Board of Trustees and Legislature/Governor.

## HIGHLIGHTS AND FACTS: 2015/16 OPERATING FUND BUDGET

Fiscal Year 2015/16 continued the positive financial stability established in 2013/14 with Governor Brown's multi-year higher education funding plan. Beginning with fiscal year 2013/14, SJSU was pleased to report that the budget situation began to turn around mainly due to the passage of Proposition 30, which allowed the CSU to reverse the \$250 million budget reduction distributed to campuses at the start of the 2013/14 fiscal year. With the increased revenues provided by Proposition 30, the Governor has committed to annual adjustments to the CSU budget between 4% and 5% for the next four years;

- 5% increase in 2014/15 (received)
- 5% increase in 2015/16 (received)
- 4% increase in 2015/16 (received 9%)
- 4% increase in 2016/17.

The State of California legislature and the Governor continued to support higher education and for the first time in nearly a decade fully funded the CSU Board of Trustees' support budget request for FY 2015/16. The fully funded amount totals \$261 million to the CSU. With the additional funding, the CSU has prioritized a 2% general salary increase, 3% enrollment growth (10,400 Full Time Equivalent Students), student success and completion initiatives, and deferred maintenance funding (related to the new capital financing framework).

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

	CSU	SJSU
Enrollment FTES	10,400	453
Enrollment Funding <sup>[1]</sup>	\$ 103,218,000	\$ 2,566,000
Tuition Discount (SUG) Adjustment	\$ (4,083,000)	\$ (69,000)
Student Success Initiatives	\$ 20,000,000	\$ 959,000
Health	\$ 11,040,000	\$ 699,000
2015-16 Retirement Adjustment Supplement <sup>[2]</sup>	\$ 7,000,000	
New Space	\$ 5,037,000	\$ 545,000
IT Upgrade & Renewal	\$ 14,000,000	
Compensation Pool <sup>[3]</sup>	\$ 65,528,000	\$ 1,925,000
Deferred Maintenance & Infrastructure Needs <sup>[4]</sup>	\$ 25,000,000	
Systemwide Provisions	\$ 10,156,000	
<b>TOTAL</b>	<b>\$ 256,896,000</b>	<b>\$ 6,625,000</b>

[1] Beginning in 2015/16 a new allocation methodology from the Chancellor's Office allowed campuses to keep tuition fee revenue locally with minor budgetary adjustments. SJSU's fee revenues are included within the single enrollment funding line.

[2] CSU's annual state adjustment for changes in retirement rates reflect legislation that "froze" the adjustment amount at 2013/14 actual pensionable payroll recorded at the State Controller's Office. Incremental changes in out years must be requested on a supplemental basis.

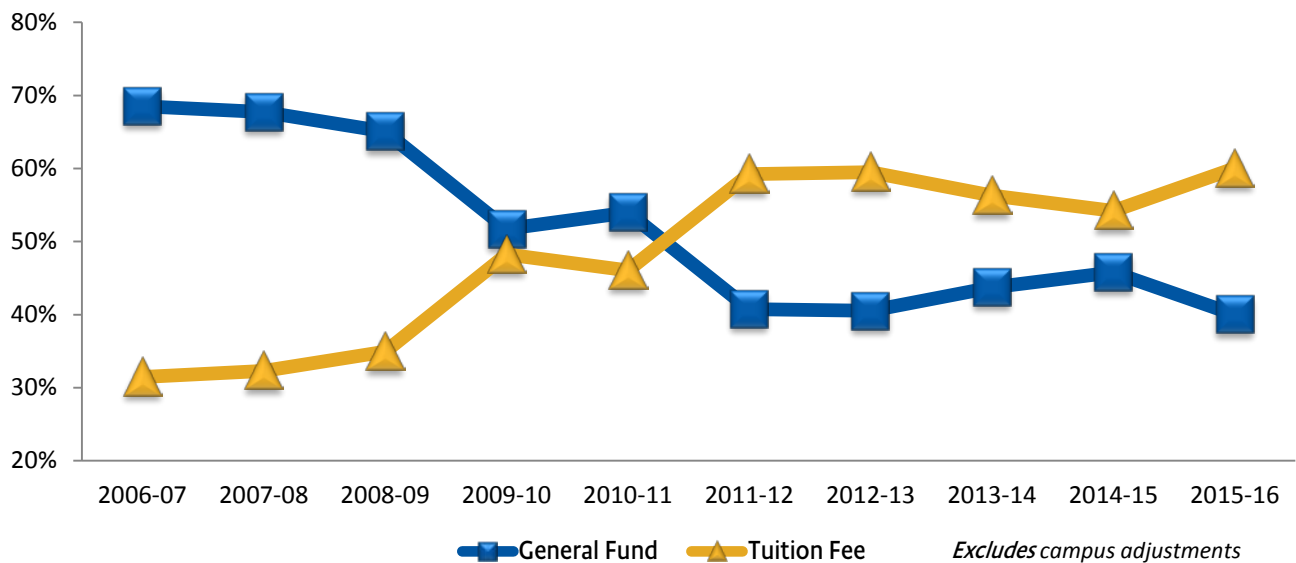
[3] SJSU's compensation allocation does not reflect a portion of \$33 million, which is being held separately at the systemwide level for allocation pending ratification of a bargaining agreement between the trustees and the California Faculty Association.

[4] Allocation to SJSU is pending systemwide financing of allocated amount to address a greater portion of campus needs.

Additionally, a few noteworthy facts about the CSU's 2015-16 budget appropriation:

- Student Success Initiatives are being allocated with a new methodology, no longer requiring the Chancellor's Office to facilitate an RFP process;
- Adoption of a three-year CSU budget plan for academic years 2015/16 through 2017/18;
- Requirements remain to report on a list of performance measures.

## Tuition Fee and General Fund Support



The table below shows the budgeted full-time equivalent students for last year and this year. With the increase in our expected resident FTES, the University has allocated approximately \$4.2 million in permanent funding to the Academic Affairs Division to meet instructional needs.

FTES	2014-15 Budget			2015-16 Budget		
	Base	Surplus	Total	Base	Surplus	Total
Resident	21,748	762	22,510	22,001	907*	22,908
Non-res	1,927	--	2,300	2,400	295	2,695
<b>TOTAL</b>	<b>23,675</b>	<b>1,135</b>	<b>23,970</b>	<b>24,401</b>	<b>1,135</b>	<b>25,603</b>

*\*Due to the late allocation of FTES increase, some of the incremental enrollment growth for 2015-16 is included in the surplus column, and will become part of base enrollment in 2016/17.*

Campus Priorities: As always, students remain the top priority of SJSU, with the college-based funding model in full effect in 2015-16, enrollment funds will first support these vital programs. Also, a search is underway for a new Chief Diversity Officer who will help ensure that SJSU is a welcoming and supportive environment for people of all backgrounds. The new Capital Financing Framework established by the CSU enables SJSU to pursue a University Reserve Program that will ensure facilities improvements and financial viability for the University through a combination of reserves, deferred maintenance, and capital funding.

✓ Helping & Caring – Office of Diversity & Inclusion	\$1,000,000
✓ 21 <sup>st</sup> Century Spaces – University Reserve Program – Capital Outlay	\$1,500,000
✓ 21 <sup>st</sup> Century Spaces – University Reserve Program – Deferred Maintenance	\$1,900,000
✓ Helping & Caring – Faculty Salary Program	\$ 600,000
✓ Helping & Caring – Staff Salary Program	\$ 250,000
✓ Helping & Caring – Degree Audit (A-G) Project	\$2,084,000



## Operating Fund Base Revenue Budget 2014/15 vs. 2015/16 Comparison

	2014/15 Budget	2015/16 Budget	Adjustment	Percent Change
<b>Operating Fund Budget</b>				
General Fund Appropriations	\$ 124,051,382	\$ 134,842,282	\$ 10,790,900	8.7%
Revenues (a)	175,730,414	184,718,852	8,988,438	5.1%
	<b>\$ 299,781,796</b>	<b>\$ 319,561,134</b>	<b>\$ 19,779,338</b>	<b>6.6%</b>
<b>Budgeted FTES</b>				
CSU Resident FTES Allocation	21,748	22,001	253	1.2%
Non-Resident FTES (campus target)	1,927	2,400	473	24.5%
<b>Total Budgeted FTES</b>	<b>23,675</b>	<b>24,401</b>	<b>726</b>	<b>3.1%</b>

### *Detail of Budget Adjustments between 2014/15 and 2015/16*

#### **CSU Budget Adjustments**

Enrollment Growth	2,566,000	
Mandatory Costs (b)	1,244,000	
Retirement Adjustment	4,166,000	
Student Success	959,000	
FY15/16 Compensation	1,924,900	
Tuition Fee Discounts (Formerly SUG)	(69,000)	
<b>Total CSU Budget Adjustments</b>		<b>\$ 10,790,900</b>

#### **Campus Budget Adjustments (c)**

Tuition Fee Adjustment	5,188,238	
Non-Resident Tuition Fee Adjustment	3,800,200	
<b>Total Campus Budget Adjustments</b>		<b>8,988,438</b>
<b>Total Budget Adjustments</b>		<b>\$ 19,779,338</b>

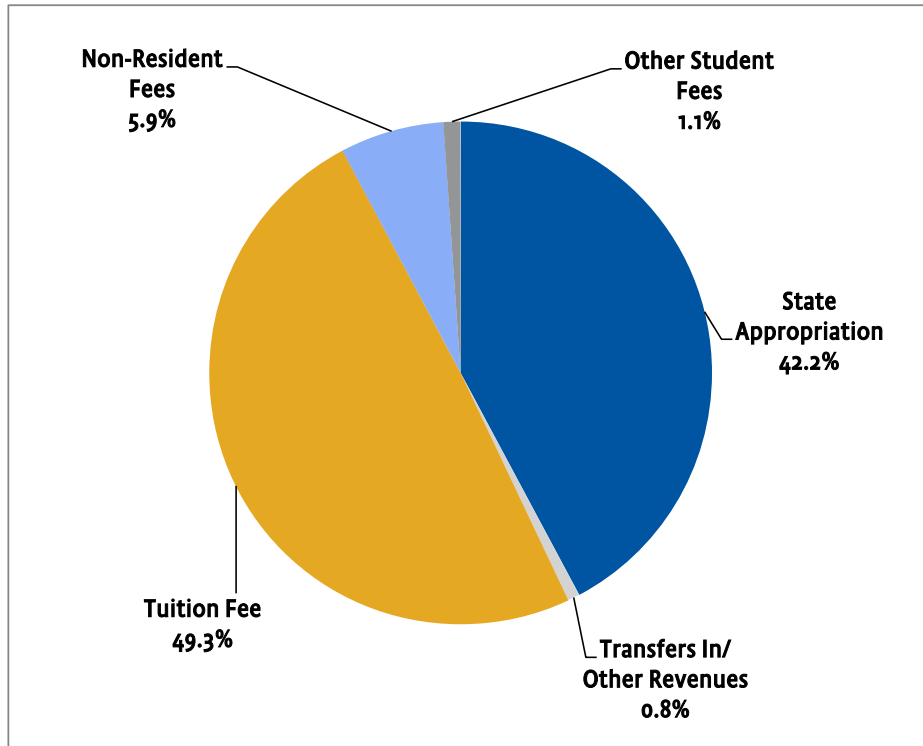
#### *Footnotes:*

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

(b) Permanent adjustment for health benefits & new space.

(c) Campus Budget Adjustments represent the differences between campus calculated fee revenues versus fee revenues calculated by the Chancellor's Office based on enrollment data that lags 1-2 years. Campus estimated revenues are based on prior year experience. Differences are primarily due to variations in student mix and average unit load.

## 2015/16 Operating Fund Resources



Source	Total	
<b>State Appropriation</b>	<b>\$ 134,842,000</b>	<b>42.2%</b>
<b>Tuition Fee</b>		
Tuition Fee	152,220,000	
Campus Adjustment to Tuition Fee	5,188,000	
	<b>157,408,000</b>	<b>49.3%</b>
<b>Non-Resident Fees</b>		
Non-Resident Fee	17,555,000	
Campus Adjustment to Non-Res. Fee	3,800,000	
	<b>21,355,000</b>	<b>6.7%</b>
<b>Other Student Fees</b>		
Application Fee	2,250,000	
Diploma/Commencement Fee	336,000	
Transcript Fee	515,000	
Other Student Fees	394,000	
	<b>3,495,000</b>	<b>1.1%</b>
<b>Transfers In from Other Funds</b>		
Campus Work Study Program	865,000	
Cost Recovery from Other Funds	1,596,000	
	<b>2,461,000</b>	<b>0.8%</b>
<b>Total Operating Fund Resources</b>	<b>\$ 319,561,000</b>	<b>100.0%</b>

## 2015/16 Sources and Uses of Funds

	Base	One-Time	Total
<b>Sources of Funds</b>			
<b>Operating Fund</b>			
2014/15 Unallocated Base	\$ 931,507		\$ 931,507
2015/16 Increase <sup>[1]</sup>	19,779,338		19,779,338
Carry Forward - Central Accounts		19,904,021	19,904,021
Surplus FTES (907 res; 295 non-res) - New Funds		9,324,147	9,324,147
<b>Total, All Sources of Funds</b>	<b>\$ 20,710,845</b>	<b>\$ 29,228,168</b>	<b>\$ 49,939,013</b>
<b>Uses of Funds</b>			
<b>Mandatory Costs</b>			
Compensation 2% GSI & Adjustments <sup>[2]</sup>	\$ 3,262,883	\$ 1,100,885	\$ 4,363,768
FTES Support(726 base; 1,202 surplus)	3,615,900	3,862,788	7,478,688
Health & Dental Premiums	699,000		699,000
Retirement Adjustment	4,166,000		4,166,000
Tuition Fee Discount (SUG) Adjustment <sup>[3]</sup>	1,549,530		1,549,530
	<b>\$ 13,293,313</b>	<b>\$ 4,963,673</b>	<b>\$ 18,256,986</b>
<b>Continuing/Previously Approved</b>			
Academic Senate Chair Appointment		\$ 10,825	\$ 10,825
NonResident International Recruitment Initiative		538,940	538,940
International Student Services	320,986		320,986
"Campus to the City" Streetscape Improvements		8,218	8,218
Women's Softball Field Upgrades		141,849	141,849
	<b>\$ 320,986</b>	<b>\$ 699,832</b>	<b>\$ 1,020,818</b>
<b>Campus Priorities</b>			
Campus Reserve		\$ 2,000,000	\$ 2,000,000
Capital Outlay Funds	1,500,000	8,125,000	9,625,000
Ed.D. Program Growth	403,570		403,570
Chief Diversity Office	1,000,000		1,000,000
Faculty Salary Program	600,000		600,000
Staff Salary Program	250,000		250,000
Total Cost of Attendance - Athletics Scholarships		1,600,000	1,600,000
Deferred Maintenance		2,000,000	2,000,000
Divisional Needs		3,355,000	3,355,000
A-G Project Degree Audit	1,405,090	679,000	2,084,090
	<b>\$ 5,158,660</b>	<b>\$ 17,759,000</b>	<b>\$ 22,917,660</b>
<b>New Funding Priorities</b>			
Reserve for Hammer Building		\$ 2,000,000	\$ 2,000,000
Title IX South Campus Investments		330,000	330,000
Capital Feasibility Study		600,000	600,000
	<b>\$ -</b>	<b>\$ 2,930,000</b>	<b>\$ 2,930,000</b>
<b>Total, All Uses of Funds</b>	<b>\$ 18,772,959</b>	<b>\$ 26,352,505</b>	<b>\$ 45,125,464</b>
<b>Total Sources Less Uses <sup>[4]</sup></b>	<b>\$ 1,937,886</b>	<b>\$ 2,875,663</b>	<b>\$ 4,813,549</b>

[1] Please refer to the "Operating Fund Base Revenue Budget, 2014/15 vs 2015/16 Comparison" display.

[2] Compensation expenditures include benefits, which are paid to faculty and staff in support both base and surplus enrollment on campus. This amount includes the \$1.9M compensation adjustment from the Chancellor's Office as well as a 37% benefit surcharge.

[3] Campus adjustments reflect fluctuations in overall student need; CSU adjustments only address incremental changes in enrollment.

[4] Base Surplus is Driven partially by Unallocated Base from PY.

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## 2015/16 Expenditure Budget by University Division

	Office of the President	Academic Affairs	Administration & Finance	Student Affairs	Intercollegiate Athletics	University Advancement	Office of Diversity & Inclusion	University-Wide	Total University	% of Total
<b>Operating Fund (a)</b>										
Salaries	769,772	118,600,209	20,422,461	11,248,213	5,328,501	4,225,867	442,000	1,189,126	162,226,149	29.0%
Benefits	168,284	53,721,555	10,800,336	5,664,226	2,459,655	1,880,693	185,640	680,831	75,561,219	13.5%
OE&E	529,980	6,235,716	6,786,418	1,142,033		411,895	372,360	24,559,069	40,037,471	7.2%
<b>Net Budget</b>	<b>\$ 1,468,036</b>	<b>\$ 178,557,480</b>	<b>\$ 38,009,215</b>	<b>\$ 18,054,472</b>	<b>\$ 7,788,156</b>	<b>\$ 6,518,455</b>	<b>\$ 1,000,000</b>	<b>\$ 26,429,026</b>	<b>\$ 277,824,839</b>	<b>49.7%</b>
<i>Restricted Student Aid (b)</i>	13,371	558,256	225,986	217,270	42,680	71,429		40,607,303	41,736,295	7.5%
<b>Total, Operating Fund</b>	<b>\$ 1,481,407</b>	<b>\$ 179,115,736</b>	<b>\$ 38,235,201</b>	<b>\$ 18,271,742</b>	<b>\$ 7,830,836</b>	<b>\$ 6,589,884</b>	<b>\$ 1,000,000</b>	<b>\$ 67,036,329</b>	<b>\$ 319,561,134</b>	<b>57.2%</b>
Graduate Business Professional Fee		497,250						165,750	663,000	0.1%
Miscellaneous Other Funds		146,000		390,000					536,000	0.1%
Student Orientation Programs		470,756		1,041,871					1,512,627	0.3%
SSETF-Instructionally Related Activities (c)		1,293,531			8,239,878			209	9,533,618	1.7%
SSETF-Course Support (c)		1,773,227						727	1,773,954	0.3%
SSETF-Student Success (c)		5,786,704		151,402				5,000	5,943,106	1.1%
<b>Campus Revenue Funds</b>										
Continuing Education (CERF)		25,298,213	3,415,601	465,765				770,293	29,949,872	5.4%
Housing Funds				33,676,025					33,676,025	6.0%
Lottery Fund - Exclude Pre-Doc		1,975,000						143,302	2,118,302	0.4%
Other Revenue Sources (d)		773,000	14,633	381,400	9,796,898				10,965,931	2.0%
Parking Funds			5,680,522						5,680,522	1.0%
Student Health Funds				12,609,563					12,609,563	2.3%
<b>Campus Auxiliaries</b>										
Associated Students				7,709,466					7,709,466	1.4%
Research Foundation		62,979,000							62,979,000	11.3%
Spartan Shops			16,330,662						16,330,662	2.9%
Student Union				11,665,801					11,665,801	2.1%
Tower Foundation						25,500,000			25,500,000	4.6%
<b>TOTAL, ALL FUNDS</b>	<b>\$ 1,481,407</b>	<b>\$ 280,108,417</b>	<b>\$ 63,676,619</b>	<b>\$ 86,363,035</b>	<b>\$ 25,867,612</b>	<b>\$ 32,089,884</b>	<b>\$ 1,000,000</b>	<b>\$ 68,121,610</b>	<b>\$ 558,708,583</b>	<b>100.0%</b>

**Footnotes:**

(a) Operating Fund expenditure budget includes base funding only. Estimated allocation to the division benefits and 2% compensation salary budgets; funds are held in U-Wide until actual distribution takes place.

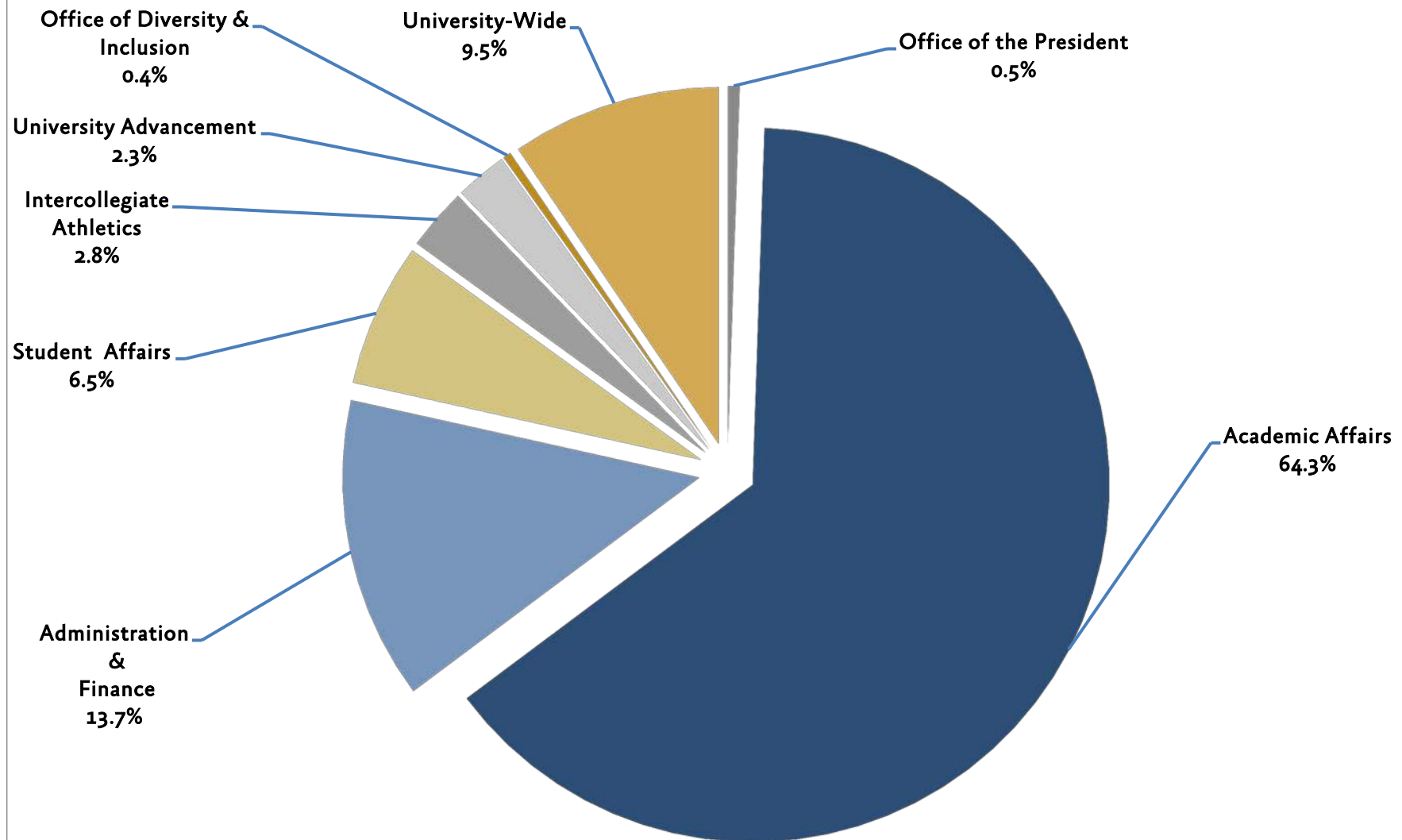
(b) Restricted Student Aid includes Federal Work Study, Tuition Discount (SUG), Supplemental Educational Opportunity Grants (SEOG) and State Graduate Fellowship Grants.

(c) Refer to the 2015/16 Student Success, Excellence Technology Fee financial display for greater detail.

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



## 2015/16 Operating Fund Expenditure Budget by University Division



## Comparison of CSU Campus Expenditures Fiscal Year 2013/14 <sup>[a]</sup>

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

### 2013-14 Actuals Summaries Comparison

	San Jose		Northridge		Sacramento		San Francisco		Long Beach		Fullerton	
Expense Categories <sup>[b]</sup>	Actuals	%	Actuals	%	Actuals	%	Actuals	%	Actuals	%	Actuals	%
Instruction	\$ 148,964,043	46.4%	\$ 166,836,073	43.0%	\$ 120,205,934	42.8%	\$ 151,352,067	46.5%	\$ 170,854,873	46.1%	\$ 174,273,076	48.3%
Research			2,839,626	0.7%					299,466	0.1%	162,696	0.0%
Public Service	1,161,054	0.4%	1,158,578	0.3%	396,039	0.1%	837,481	0.3%	356,987	0.1%	322,729	0.1%
Academic Support	28,236,818	8.8%	36,055,323	9.3%	29,390,431	10.5%	28,687,294	8.8%	35,472,193	9.6%	25,139,933	7.0%
Student Services	43,874,573	13.7%	50,901,363	13.1%	28,155,982	10.0%	25,842,785	7.9%	39,145,897	10.6%	31,906,113	8.8%
Institutional Support	31,828,181	9.9%	37,894,945	9.8%	28,190,671	10.0%	36,053,912	11.1%	31,758,066	8.6%	44,069,071	12.2%
Operation & Maintenance (facilities)	32,688,801	10.2%	33,100,296	8.5%	32,322,983	11.5%	36,453,711	11.2%	39,358,378	10.6%	38,243,706	10.6%
Student Financial Aid	34,178,888	10.6%	58,996,470	15.2%	42,367,794	15.1%	46,180,487	14.2%	53,312,039	14.4%	46,631,970	12.9%
<b>Total Operating Expenses</b>	<b>\$ 320,932,358</b>	<b>100.0%</b>	<b>\$ 387,782,674</b>	<b>100.0%</b>	<b>\$ 281,029,834</b>	<b>100.0%</b>	<b>\$ 325,407,737</b>	<b>100.0%</b>	<b>\$ 370,557,899</b>	<b>100.0%</b>	<b>\$ 360,749,294</b>	<b>100.0%</b>
<b>2013/14 College Year FTES <sup>[c]</sup></b>	<b>24,549</b>		<b>29,894</b>		<b>23,062</b>		<b>24,332</b>		<b>28,807</b>		<b>29,893</b>	
<b>\$ Expended per FTES</b>	<b>\$ 13,073</b>		<b>\$ 12,972</b>		<b>\$ 12,186</b>		<b>\$ 13,374</b>		<b>\$ 12,864</b>		<b>\$ 12,068</b>	

**Footnotes:**

[a] Actuals data reported to the CSU Budget Office lags by one year. 2013-14 represents the most current system level actuals data compiled at the time of the SJSU annual budget report.

[b] Standard reporting categories used by all universities to report financial data.

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



Student Wellness Center



Student Life (photo by David Schmitz)



Fall Welcome (photo by Christina Olivas)

# Self-Support Operations and Selected Funds

## Self-Support Operations

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

## Selected Funds

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

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## CONTINUING EDUCATION RESERVE FUND (CERF)

As an integral part of SJSU, The College of International and Extended Studies (CIES) coordinates continuing education for both credit and non-credit programs like Open University, Intersession, Special Session, International Leadership Certificate and non-credit Professional Development. Credit Programs encompass Open University and Special Session, whereas non-credit programs include International Leadership and CEU (Continuing Education Units) programs. Open University is a gateway for non-matriculated students to pursue their educational goals. Special Session programs offer matriculated students an opportunity to achieve both undergraduate and graduate degrees to pursue their career goals. As a globally recognized center of excellence in international and extended education, CIES expects to serve the largest number of students.

CIES generated \$30 million in Credit Revenue in 2014/15, with Student Credit Units (SCUs) calculated at 70,926. In 2015/16, CIES is projecting \$31.5 million in credit revenue, a 4% increase due to expanding summer and winter intersession course offerings and launch new special session degree or certificate programs.

CIES offers Non-Credit Programs to meet the professional development and continuing education needs of individuals and organizations. The value of the non-credit programs is in building community and corporate partnerships. FY 2014 saw a steep decline (38%) in the non-credit programs. During FY 2015, CIES plan to re-focus on expanding on customized and contractual training programs for regional constituents to help meet their continuing professional education needs. In addition, CIES will explore opportunities to offer demand-driven short-term training programs for international markets within the parameters of US visa regulations and expand the continuing education unit (CEU) fee program beyond the local area.

CIES will continue to maintain a reserve to pay for six months of salaries and other operational expenses in case of an emergency or a natural disaster. The six month equivalent of total operating expenses budgeted for FY 2015/16 is \$2.8M. The interest earned on the operation reserve is accrued to cover annual inflation. FY 2015/16 ending fund balance for CIES Operating Reserve Fund 48191 is projected to be \$2,223,090.

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

Summer intersession will continue to be offered as a self-support intersession in FY 2015/16. CIES projects summer intersession to generate total revenue of about \$6.9M. In addition, due to projected revenue increase(s) of 5% for Special Session and Spartans On-Line; and a 5% increase in the two Intersessions, total credit revenue projection for FY 2015/16 is \$31.5M. Following the current continuing education revenue distribution model, \$25M will be allocated as shared costs to other academic colleges and institutional partners of the University.



## Continuing Education Reserve Fund (CERF) 2015/16 Budget

	Academic Affairs	Administration & Finance	Student Affairs	University-Wide	Study Abroad	Total
<b>Revenues</b>						
<b>Credit Revenues</b>						
Open University		\$ 291,974	\$ 39,815	\$ 2,322,524		\$ 2,654,313 (a)
Special Session	16,690,109	2,110,244	287,761	95,920		19,184,034
Regular Extension/Winter	1,724,035	217,981	29,725	9,908		1,981,649
Spartans On-Line	226,731	28,667	3,909	1,303		260,610
Summer Self-Support	6,064,174	766,735	104,555	34,852		6,970,316
Early Start Program	243,334					243,334
	<b>24,948,383</b>	<b>3,415,601</b>	<b>465,765</b>	<b>2,464,507</b>		<b>31,294,256</b>
<b>Non Credit Revenues</b>	288,465					288,465
Interest				95,000	\$ 3,600	98,600
Other Revenues					237,405	237,405
	<b>288,465</b>			<b>95,000</b>	<b>241,005</b>	<b>624,470</b>
<b>Total Revenues</b>	<b>\$ 25,236,848</b>	<b>\$ 3,415,601</b>	<b>\$ 465,765</b>	<b>\$ 2,559,507</b>	<b>\$ 241,005</b>	<b>\$ 31,918,726</b>
<b>Total Expenses</b>	<b>\$ 25,058,051</b>	<b>\$ 3,415,601</b>	<b>\$ 465,765</b>	<b>\$ 770,293</b>	<b>\$ 240,162</b>	<b>\$ 29,949,872 (b)</b>
<b>Net Revenues of Expenses</b>	<b>\$ 178,797</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 1,789,214</b>	<b>\$ 843</b>	<b>\$ 1,968,854</b>
<b>Transfer In (Out)</b>					<b>(19,793)</b>	<b>(19,793) (c)</b>
<b>Fund Balance/Reserve</b>						
Operating Reserve	2,215,304					
Moving Fund Reserve	1,280,524					
Program Development	491,740					
<b>Total Reserve</b>	<b>3,987,568</b>					<b>3,987,568</b>
<b>Total Prior Yr Fund Balance</b>	<b>\$ 16,970,719</b>		<b>\$ 441,590</b>	<b>\$ 6,466,202</b>	<b>\$ 590,665</b>	<b>\$ 24,469,176 (d)</b>
<b>Ending Fund Balance</b>	<b>\$ 17,149,516</b>	<b>\$ -</b>	<b>\$ 441,590</b>	<b>\$ 8,255,416</b>	<b>\$ 571,715</b>	<b>\$ 26,418,237</b>

**Footnotes:**

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

(b) In order to derive an estimated CERF balance at June 30, 2016 (excluding CIES, U-Wide and Study Abroad) for this document, the assumption was that the funds will have a balance equal to the reserve and/or prior year fund balance.

(c) 5% of Study Abroad tuition program revenue (\$19,793) is distributed to the various academic departments.

(d) Due to the CSU requirement, a portion of the summer revenue was posted in 2014 (\$4.7M) under Academic Affairs.

Under University-Wide, the prior year fund balance includes the Next Gen project of \$4M due to the 2013 State Audit and the \$3M unallocated Open University revenue.

## COLLEGE OF INTERNATIONAL AND EXTENDED STUDIES (CIES) CENTRAL OPERATIONS

College of International and Extended Studies (CIES) is an academically and financially viable unit of San José State University (SJSU). It is one of the most diverse (in types of programs offered), innovative, and successful units in the California State University (CSU) system. In collaboration with other academic units and with the support of our institutional partners, CIES initiates and implements new programs and delivery methods to bridge borders and seek international opportunities in an increasingly interdependent world.

CIES mission is to provide increased access to innovative and relevant educational programs to students and working professionals; and to connotations and develop students as global citizens.

### **Highlights of the 2015/16 Budget**

As an integral part of SJSU, CIES manages continuing and extended education opportunities to SJSU enrolled students as well as to adult learners and professionals seeking to expand their learning and advance in their professional careers. The SJSU courses, degrees and certificates are offered through specially scheduled Special Session or non-credit bearing continuing education unit offerings.

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

San José State University has long recognized the value of enrolling students from outside California and the United States. These students bring diversity and add an important dimension to the educational experience at SJSU. As the university pursues a proactive approach towards increasing the non-resident student population both at the graduate and under-graduate level, CIES is exploring options to fill the niche in international business professional certificate programs by offering these programs through extended studies. In collaboration with campus academic partners, the Global Education and Initiatives unit at CIES will shepherd the development of these short term certificate programs.

Online education is no longer synonymous with low quality - in fact, if implemented correctly; it has the potential to offer a superior experience to students, and faculty. CIES will continue to support the faculty and other university partners to grow their programs online and expand the target reach for high-demand bottle neck courses through online course development grants for faculty to develop and deliver rigorous, selective, online graduate and undergraduate degree programs to students. In addition to typical challenges to scale up, we also face challenges in state authorizations for online offerings that require for us to invest in infrastructure, development and a brand-marketing campaign over the near term. To overcome these challenges and continue to provide quality teaching, faculty and graduation rates, CIES continue to budget for a significant marketing spend in FY 2015 to brand SJSU as a university of choice through a larger target audience.

## College of International and Extended Studies (CIES) Central Operations 2015/16 Budget

	Central Operations	Study Abroad Program	Total
<b>Revenues</b>			
Revenues	\$ 5,806,307	\$ 237,405	6,043,712
Interest		3,600	3,600
<b>Total Revenues</b>	<b>\$ 5,806,307</b>	<b>\$ 241,005</b>	<b>\$ 6,047,312 (a)</b>
<b>Expenses</b>			
<b>Salaries and Benefits</b>			
Salaries and Staff Benefits	\$ 3,882,625	\$ 128,083	\$ 4,010,708
Student Assistants	127,556	6,000	133,556
	<b>\$ 4,010,181</b>	<b>\$ 134,083</b>	<b>\$ 4,144,264</b>
<b>Operating Expenses &amp; Equipment</b>			
General Operating Expenses	185,133	106,079	291,212
Advertising	527,643		527,643
Contractual Services	410,109		410,109
Equipment & Other Equipment			
IT Costs	35,235		35,235
Membership Due	10,000		10,000
Postage	20,000		20,000
Printing	95,245		95,245
Space Rental	170,493		170,493
Specialized Training	36,000		36,000
Subscriptions	1,000		1,000
Telephone			
Travel	126,471		126,471
	<b>\$ 1,617,329</b>	<b>\$ 106,079</b>	<b>\$ 1,723,408</b>
<b>Total Expenses</b>	<b>\$ 5,627,510</b>	<b>\$ 240,162</b>	<b>\$ 5,867,672</b>
<b>Net Revenues of Expenses</b>	<b>\$ 178,797</b>	<b>\$ 843</b>	<b>\$ 179,640</b>
<b>Allocation of Division Capital Projects</b>	<b>(2,827,911)</b>		<b>(2,827,911)</b>
<b>Allocation of Tuition Revenue</b>		<b>(19,793)</b>	<b>(19,793) (b)</b>
<b>Prior Year Fund Balance</b>	<b>2,827,911</b>	<b>590,665</b>	<b>3,418,576</b>
<b>Ending Fund Balance</b>	<b>\$ 178,797</b>	<b>\$ 571,715</b>	<b>\$ 750,512</b>

*Footnote:*

*(a) Estimated Central Operations Credit Programs Revenue (Summer Self-Support, Special Session, Winter & Spartans On-Line) is \$19% of the estimated \$28M. Non Credit Programs Revenue (International and CEU-CE programs) is estimated at \$288,465.*

*(b) 5% of Study Abroad tuition program revenue (\$19,793) is distributed to the various academic departments.*

*For details regarding CIES programs/finances, visit: <http://cies.sjsu.edu/>.*

# STUDENT HEALTH CENTER

The Student Health Center (SHC) provides services and education for registered students and consultative services for the campus. The SHC's mission is to promote and maintain a state of optimum health among the diverse student community in support of academic excellence.

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
- Leverage expertise and resources in collaborative support of campus strategic priorities, including wellness initiatives

## Highlights of the 2015/16 Budget

This year marks the 103<sup>rd</sup> year of accessible, low cost health and wellness services offered on the SJSU campus. The Student Health Service for the San José Normal School was officially organized in 1912 and has grown to be a fully-accredited, outpatient clinic and key student development center. Approved by a significant margin in a 2001 student referendum, the Health Fee remains the principal funding source for SHC services.

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

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

## Student Health Center 2015/16 Budget

	Health Services Fee	Augmented Health Services (Fee for Service)	Facilities Fee	Total
<b>Revenues</b>				
Student Fees	\$ 9,181,384	\$ 225,000	\$ 3,750,776	\$ 13,157,160
Interest	50,000	3,000	62,500	115,500
<b>Total Revenues</b>	<b>\$ 9,231,384</b>	<b>\$ 228,000</b>	<b>\$ 3,813,276</b>	<b>\$ 13,272,660</b>
<b>Expenses</b>				
<b>Salaries and Benefits</b>				
Staff Salaries	\$ 5,323,554	\$ -	\$ -	\$ 5,323,554
Benefits	2,485,748			2,485,748
Student Assistants	91,000			91,000
	<b>\$ 7,900,302</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 7,900,302</b>
<b>Operating Expenses &amp; Equipment</b>				
General Operating Expenses	\$ 707,250	\$ 378,000	\$ 1,737,500	\$ 2,822,750
Chancellor's Office Charges/Pro-rata			54,300	54,300
Cost Allocations from the CSU Op. Fund	640,844	12,000	184,282	837,126
Contractual Services	45,500		350,000	395,500
Equipment	9,500	25,000		34,500
IT Hardware/Software	386,935			386,935
Postage	7,500			7,500
Printing	35,500			35,500
Accreditation	1,650			1,650
Repair & Maintenance	27,500	25,000		52,500
Telephone/Communications	2,500			2,500
Travel	78,500			78,500
	<b>\$ 1,943,179</b>	<b>\$ 440,000</b>	<b>\$ 2,326,082</b>	<b>\$ 4,709,261</b>
<b>Total Expenses</b>	<b>\$ 9,843,481</b>	<b>\$ 440,000</b>	<b>\$ 2,326,082</b>	<b>\$ 12,609,563</b>
<b>Net Revenue of Expenses</b>	<b>\$ (612,097)</b>	<b>\$ (212,000)</b>	<b>\$ 1,487,194</b>	<b>\$ 663,097</b>
<b>Transfer In (Out)</b>	<b>100,000</b>	<b>(100,000)</b>	<b>(940,000)</b>	<b>(940,000)</b>
<b>Prior Year Fund Balance</b>	<b>4,836,096</b>	<b>764,879</b>	<b>9,008,771</b>	<b>14,609,746</b>
<b>Ending Fund Balance</b>	<b>\$ 4,323,999</b>	<b>\$ 452,879</b>	<b>\$ 9,555,965</b>	<b>\$ 14,332,843</b>

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



## UNIVERSITY HOUSING SERVICES

University Housing Services (UHS) strives to create a residential community that supports and enhances academic success, fosters the learning and development of our students, and promotes student involvement and civic engagement. Housing's practices promote efficiency, operational effectiveness and fiscal responsibility. UHS currently hosts over 3,700 residents and is planning for the opening of a new building (Campus Village II) in fall 2016.

UHS is comprised of Residential Life, Administration and Operations Planning, Financial Operations and Housing Operations Custodial. Housing Operations Maintenance moved to Facilities, Development, & Operations (FD&O) in January 2015. UHS is currently in the process of working with FD&O on moving the appropriate funding for expenses to their area.

Housing revenue is generated from the following sources:

- Room Rent (Students and Faculty/Staff)
- Conferences (overnight guests, conference groups, orientation lodging and interns)
- Commission from Spartan Shops for administering resident meal plans
- Damage fees, application fees, late fees, license processing fees
- Rent and Utilities for the Village Market

### **2015/2016 Housing Budget**

The projected 2015/2016 UHS all funds year-end balance is projected to be a positive \$4,620,947. This projection is based upon the university-approved 10% rent rate increase and ongoing average occupancy rate of 106%. There is no plan to increase the cost for orientation lodging, overnight guests or conference group rates. \$2 million has been set aside for the 2015/2016 Maintenance and Repair budget. Projects will focus primarily on life safety and end of life cycle replacement items.

## University Housing Services 2015/16 Budget

### Revenues

Student Housing Rent	\$ 35,631,437
Conference and Overnight Guests	942,298
Orientation Program Lodging	158,400
Other Revenues	330,978
Miscellaneous Student Fees	307,601
Auxiliaries Rent Revenues	317,258
Parking Permits	609,000

**Total Revenues    \$ 38,296,972**

### Expenses

#### Salary and Benefits

Salaries and Wages	\$ 2,994,525
Benefits	1,678,082
Student Assistants	610,958

**\$ 5,283,565**

#### Operating Expenses & Equipment

General Supplies/Services	\$ 3,055,587
Equipment/Furniture Replacement	658,116
Insurance Premiums	264,458
Internet/Cable (UTS)	1,165,204
Repairs, Maintenance & FD&O Services	3,106,218
Tuition Payments for RAs	36,000
Utilities	2,819,221
Payments to Service Providers:	
Business Services	207,447
CSU Centrally Paid Costs	494,726
Ground Lease Fees	367,914
Security (UPD)	468,581
Debt Service (a)	15,748,988

**\$ 28,392,460**

**Total Expenses    \$ 33,676,025**

#### Transfers In (Out)

\$ -

#### Total Transfers In/(Out)

\$ -

#### Net Revenues of Expenses

**\$ 4,620,947**

#### Prior Year Fund Balance

12,637

#### Ending Fund Balance (b)

**\$ 4,633,584**

#### Footnotes:

(a) Part of Systemwide Revenue Bond (SRB) program for Campus Village which opened in 2015/16.

It also includes debt service related to Campus Village Phase II.

(b) Funds held for capital planning & construction of future housing related projects.

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

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

## UNIVERSITY PARKING SERVICES

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

### Highlights of the 2015-16 Budget

Student enrollment grew by approximately 3.1% in 2014/15, while revenue increased about 4%. The additional revenue is attributed to the increase in students who purchase daily permits versus semester permits. In 2015/16, enrollment is expected to increase 5%, while parking revenue is expected to remain flat due to the fully impacted parking supply.

The Fines and Forfeitures Fund revenue is expected to increase 6.3% due to proper enforcement of parking regulations. The State of California imposed surcharge of \$12.50 per collected citation which was to be suspended in 2013, but the state legislature instead made the surcharge permanent. This will continue to significantly reduce net revenue. The surcharge represents 28% of the typical \$45 citation and there are no current plans to revise parking citation amounts for 2015/16.

No major capital projects are planned for 2015/16. Future projects will draw down fund balance rather than finance due to accumulated reserve.

## University Parking Services 2015/16 Budget

	Parking Fees	Fines & Forfeitures	Construction	Maintenance & Repair	Special Events	Total
<b>Revenues</b>						
Parking Permits	\$ 3,900,000					\$ 3,900,000
Parking Coincates	1,750,000					1,750,000
Parking Fines		250,000				250,000
Revenue-Others	16,400					16,400
Interest	62,700	1,000				63,700
Cost Recovery from Auxiliaries	25,000					25,000
Cost Recovery from Others	65,000				20,748	85,748
<b>Total Revenues</b>	<b>\$ 5,819,100</b>	<b>\$ 251,000</b>			<b>\$ 20,748</b>	<b>\$ 6,090,848</b>
<b>Expenses</b>						
<b>Salaries &amp; Benefits</b>						
Salaries & Wages	\$ 1,043,421				\$ 18,200	\$ 1,061,621
Benefits	586,417				910	587,327
	<b>\$ 1,629,838</b>				<b>\$ 19,110</b>	<b>\$ 1,648,948</b>
<b>Operating Expenses &amp; Equipment</b>						
Charges for business services	\$ 944,250	\$ 8,785				\$ 953,035
Contractual Services	55,000	131,000		\$ 10,000		196,000
Communications	4,800					4,800
Equipment	15,900					15,900
General Operating Expenses	415,110	187,000				602,110
Printing/Duplicating	62,800					62,800
Facility Upkeep	578,000					578,000
Utilities	192,150					192,150
Merchant's Credit Card Fee	175,000					175,000
Insurance & Risk Expenses	82,323					82,323
UPD Security	1,169,456					1,169,456
	<b>\$ 3,694,789</b>	<b>\$ 326,785</b>		<b>\$ 10,000</b>		<b>\$ 4,031,574</b>
<b>Total Expenses</b>	<b>\$ 5,324,627</b>	<b>\$ 326,785</b>		<b>\$ 10,000</b>	<b>\$ 19,110</b>	<b>\$ 5,680,522</b>
<b>Transfers In (Out)</b>						
Parking Fees		\$ 53,636	\$ 440,000			\$ 493,636
Construction	(440,000)					(440,000)
Maintenance & Equipment						-
Vanpool	(53,636)					(53,636)
<b>Total Transfers In (Out)</b>	<b>\$ (493,636)</b>	<b>\$ 53,636</b>	<b>\$ 440,000</b>			<b>\$ -</b>
<b>Net Revenues of Expenses/Transfers</b>	<b>\$ 837</b>	<b>\$ (22,149)</b>	<b>\$ 440,000</b>	<b>\$ (10,000)</b>	<b>\$ 1,638</b>	<b>\$ 410,326</b>
<b>Prior Year Fund Balance</b>	<b>1,001,547</b>	<b>25,333</b>	<b>11,244,017</b>	<b>286,054</b>	<b>52,724</b>	<b>12,609,675</b>
<b>Ending Fund Balance</b>	<b>\$ 1,002,384</b>	<b>\$ 3,184</b>	<b>\$ 11,684,017</b>	<b>\$ 276,054</b>	<b>\$ 54,362</b>	<b>\$ 13,020,001</b>

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

## 2015 / 2016 CAPITAL OUTLAY AND DEFERRED MAINTENANCE

Each year, CSU campuses submit a 5-year Capital Improvement Plan\* (CIP) to the Chancellor's Office, consisting of both state and non-state funded projects. These plans are incorporated into a comprehensive CSU 5-year CIP that is used to drive funding decisions about long-term major project financing across the CSU system. Beginning in 2014/15 the CSU assumed full responsibility for existing general obligation (GO) bond debt obligation. The CSU and its campuses are now permitted to develop their own funding plans for capital needs from numerous sources. This year, SJSU will set aside the following funds to support capital planning and project efforts on campus:

<b>SJSU Capital Project Funding for State Facilities</b>	
<u>Designation</u>	<u>Amount</u>
Base Funding Capital Reserve	\$ 1,500,000
1x Funding	8,125,000
Capital Feasibility Study	600,000
<b>TOTAL</b>	<b>\$ 12,125,000</b>

*\*For more info about CSU 5-Year CIP, please visit:*

*[http://calstate.edu/cpdc/Facilities\\_Planning/majorcapoutlayprogram.shtml](http://calstate.edu/cpdc/Facilities_Planning/majorcapoutlayprogram.shtml)*

### 2015/2016 CSU Funded Infrastructure Improvements

Utilities Infrastructure, Ph. 1A-1C (\$3.4 million)

### 2015/2016 Project Budget Approvals

No state or non-state funded projects were requested or approved this year.

### Projects in Process

- Campus Village Phase II (\$126 million) – expected July, 2016
- Student Union Expansion (\$103 million) – expected Fall, 2015

### Recently Completed Projects

- Spartan Complex Seismic Renovation (\$66 million) – Completed Fall, 2015

### Future state-funded (Academic) projects (2016/17 – 2020/21)

- Science Building Renovation (\$81 million)
- Duncan Hall Renovation (\$39 million)

### Future non-state-funded projects (2016/17 – 2020/21)

- Student Recreation and Aquatic Center + Utilities Upgrade (\$132 million)
- Campus Village Phase III (\$130 million)

### Deferred Maintenance

State support for facilities maintenance was discontinued several years ago. In FY 2014/2015, the CSU budgeted \$10 million for deferred maintenance and critical infrastructure need, which will cover an estimated \$130 million debt service. Of those funds, SJSU anticipates receiving \$3.4 million. SJSU has set aside an additional \$1.9 million budget for critical deferred maintenance projects. The deferred maintenance project list for 2015/16 is as follows:

- Utilities Infrastructure Phase 1A – 1C (\$1.4 million)
- Science/Nursing HVAC Electrical (\$2 million)
- Undesignated Critical Infrastructure Needs (\$1.9 million)

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## INTERCOLLEGIATE ATHLETICS

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

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

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

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

San José State University begins its third year as a member of the Mountain West Conference (MWC). The move to the Mountain West Conference provides tremendous growth opportunities in the areas of conference revenues, ticket sales, sponsorships, royalty fees and fund raising, while at the same time, providing the university with significantly more valuable publicity, public awareness and national recognition. San José State also competes in the Western Athletic Conference (Men's Soccer) and the Mountain Pacific Sports Federation (Women's Gymnastics, Women's Water Polo and Men's Water Polo).

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

# Intercollegiate Athletics

## 2015/16 Budget

	CSU Operating Fund (a)	Student Success, Excellence and Technology Fee (SSETF)	Generated Revenues	All Funds Total
<b>Revenues/Allocations</b>				
Allocated Funds	\$ 7,830,836	\$ 8,239,878		\$ 16,070,714
Fund Drive			2,244,663	2,244,663
Ticket Sales			948,661	948,661
Conference Distribution			2,054,000	2,054,000
Game Day Guarantees			2,234,000	2,234,000
FB-National TV Bonus			430,000	430,000
NCAA Distribution			818,724	818,724
Facilities/Marketing/etc.			915,500	915,500
Concessions/Parking/etc.			151,350	151,350
<b>Total Revenues/Allocations</b>	<b>\$ 7,830,836</b>	<b>\$ 8,239,878</b>	<b>\$ 9,796,898</b>	<b>\$ 25,867,612</b>
<b>Expenses</b>				
<b>Salaries &amp; Benefits</b>				
Salaries	\$ 5,328,501	\$ 656,521	\$ 1,205,293	\$ 7,190,315
Benefits	2,459,655	247,507	443,157	3,150,319
Supplemental Pay			1,087,961	1,087,961
Work Study	42,680			42,680
	<b>\$ 7,830,836</b>	<b>\$ 904,028</b>	<b>\$ 2,736,411</b>	<b>\$ 11,471,275</b>
<b>Operating Expenses &amp; Equipment</b>				
Grants in Aid			\$ 7,060,487	\$ 7,060,487
Team Travel		2,731,917		2,731,917
Operational Expenses		1,311,615		1,311,615
Event Related Expenses		1,259,875		1,259,875
Game Guarantees		700,750		700,750
Training Table		487,728		487,728
Recruiting		426,156		426,156
Miscellaneous Expenses		255,012		255,012
I.T. Software / Hardware		162,797		162,797
	<b>\$ -</b>	<b>\$ 7,335,850</b>	<b>\$ 7,060,487</b>	<b>\$ 14,396,337</b>
<b>Total Expenses</b>	<b>\$ 7,830,836</b>	<b>\$ 8,239,878</b>	<b>\$ 9,796,898</b>	<b>\$ 25,867,612</b>
<b>Net Revenues of Expenses</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Prior Year Fund Balance</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Ending Fund Balance, All Funds</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

*Footnote:*

*(a) The CSU Operating Fund salaries do not include the projected compensation increase as shown on page 8, 2015/16 Expenditure Budget by University Division.*

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



## LOTTERY FUND

San José State University will receive an estimated \$2.05 million of lottery revenues in 2015/16 from the CSU Chancellor's Office. Actual revenues to SJSU are based on deposits received quarterly by the CSU from the California State Lottery Commission, and are adjusted periodically due to fluctuations in state lottery receipts. As such, lottery funds are treated as one-time in nature and are typically used to fund short-term projects and priorities.

CSU lottery revenue projections are conservative and usually do not vary significantly from one fiscal year to the next.

The primary programs supported by lottery funds are:

- Library Acquisitions (books, periodicals, subscriptions, etc.). The campus has designated \$1.9 million for this program.
- The Teacher Recruitment Project (TRP) provides funding of \$75,000 to support the recruitment of students into mathematics and science teaching careers. The goal is to attract participants from environments in which teaching has not been a common career goal, assisting these students in qualifying for entrance into the teaching profession. Participants include teacher aides from K-12 schools, as well as secondary school students, community college students and undergraduate students who are interested in teaching as a profession.
- The California Pre-Doctoral Program is administered by the Chancellor's Office Academic Services and Professional Development. The 2015/16 allocation has not yet been determined. This program is designed to increase the pool of university faculty by supporting the doctoral aspirations of individuals who are current upper-division or graduate students in the CSU, economically and educationally disadvantaged, interested in a university faculty career, U.S. citizens or permanent residents, and leaders of tomorrow. Students who are chosen for this award are designated Sally Casanova Scholars as a tribute to Dr. Sally Casanova, for whom the Pre-Doctoral scholarship is named. This scholarship bypasses the university revenue budget and is disbursed directly to students by the campus Financial Aid office. Funds are generally for the full academic year (September through May).

# **Lottery Fund** **2015/16 Budget**

<b>Revenues</b>	
CSU Allocation	\$ 2,051,000
Interest	1,500
<b>Total Revenues</b>	<b>\$ 2,052,500</b>
<b>Expenses</b>	
<b>Operational Costs</b>	
University Administrative Overhead	\$ 137,198
CSU Risk Pool Assessment	6,103
	<b>143,302</b>
<b>Funded Activities/Programs</b>	
University Library Funding	1,900,000
Teacher Recruitment Project	75,000
	<b>1,975,000</b>
<b>Total Expenses</b>	<b>\$ 2,118,302</b>
<b>Net Revenues of Expenses</b>	<b>(65,802)</b>
<b>Prior Year Fund Balance-Undesignated</b>	<b>230,919</b>
<b>Ending Fund Balance</b>	<b>\$ 165,117</b>

## STUDENT SUCCESS, EXCELLENCE AND TECHNOLOGY FEE (SSETF)

The following page shows allocations made from the Student Success, Excellence and Technology Fee (SSETF). The SSETF is a mandatory student fee paid by all students beginning. The 2015/16 SSETF per term fee is: Instructionally Related Activities Fee (\$151.50), Course Support Fee (\$31), and Student Success Fee (\$121.50). The total fee is \$304 well below the amount authorized in 2012 by the CSU and is consistent with the sentiments of nearly sixty (60%) percent of students who [based on a survey of students commissioned by Associated Students] supported keeping the fee stable or raising it to fund additional programs. SSETF supports the following six initiatives:

**1. Student Success Services & Graduation Pathways**

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

**2. Academic Technology**

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

**3. 21st Century Teaching Spaces**

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

**4. Retention & Graduation**

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

**5. Course Support**

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

**6. Instructionally Related Activities**

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

### SSETF Advisory Committee

The SSETF Advisory Committee (SSETFAC) has merged with the Campus Fee Advisory Committee (CFAC) effective January, 2015. Proposals must be approved by the head of each division and submitted to the Budget & Risk Management Office, who will then compile, summarize and forward all received proposals to CFAC for review. Proposals that are deemed to best promote the goals of Vision 2017 within the six priorities supported by the SSETF will be identified and prioritized by the committee, and then submitted to the president as official committee recommendations.

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

## 2015/16 Student Success, Excellence and Technology Fee (SSETF)

	Base	One-Time	Total
<b>SSETF IRA Projected Fee Revenues [1]</b>	<b>\$ 9,337,395</b>	<b>\$ 347,969</b>	<b>\$ 9,685,364</b>
Athletics	7,980,165	259,713	8,239,878
Library Materials & Support	768,908		768,908
Colleges IRA Support	433,307		433,307
Ethics Bowl	37,316		37,316
Colleges IRA Support	20,000		20,000
Communication Studies Forensics Program	29,000		29,000
English Technology Writing Initiative	5,000		5,000
Compensation & Benefits Adjustments	209		209
<b>Total Allocations</b>	<b>\$ 9,273,905</b>	<b>\$ 259,713</b>	<b>\$ 9,533,618</b>
<b>SSETF IRA Balance</b>	<b>\$ 63,490</b>	<b>\$ 88,256</b>	<b>\$ 151,746</b>
<b>SSETF Course Support Projected Fee Revenues [1]</b>	<b>\$ 1,911,930</b>	<b>\$ 62,181</b>	<b>\$ 1,974,111</b>
Chemistry Lab Program Supplement	52,590		52,590
Course Fee Support	1,590,106		1,590,106
Course Fee Support	125,531		125,531
English Technology Writing Initiative	5,000		5,000
Compensation & Benefits Adjustments	727		727
<b>Total Allocations</b>	<b>\$ 1,773,954</b>	<b>\$ -</b>	<b>\$ 1,773,954</b>
<b>SSETF Course Support Balance</b>	<b>\$ 137,976</b>	<b>\$ 62,181</b>	<b>\$ 200,157</b>
<b>SSETF Student Success Projected Fee Revenues [1]</b>	<b>\$ 7,488,410</b>	<b>\$ 243,676</b>	<b>\$ 7,732,086</b>
Instructional Technology Initiative	532,500		532,500
Student Academic Success Services	2,823,789		2,823,789
Career and Internship Initiative	151,402		151,402
Colleges Student Success Programs	914,003		914,003
Mentoring Program for Undeserved Students	60,000		60,000
Peer Connections Program	336,880		336,880
Student Academic Success Services	70,500		70,500
Writing Handbook for Incoming Frosh	86,450		86,450
ACCESS Tutoring and Peer Advising	40,369		40,369
African Am+Chicano/Latino Task & Leadership Retreat		37,883	37,883
Common Writing Handbook for Transfer Students	91,000		91,000
Communications Center Outreach and Assessment	715		715
Enhancing STEM Science	70,200	23,926	94,126
Under-Represented Minorities (URM) Retention Svcs	268,110		268,110
University-Wide Writing Program	106,367		106,367
Technology Enabled Fully Year for Frosh		329,012	329,012
Compensation & Benefits Adjustments	5,000		5,000
<b>Total Allocations</b>	<b>\$ 5,557,285</b>	<b>\$ 390,821</b>	<b>\$ 5,943,106</b>
<b>SSETF Student Success Balance [2]</b>	<b>\$ 1,931,125</b>	<b>\$ (147,145)</b>	<b>\$ 1,788,980</b>
<b>Total Balance Student Success, Excellence Technology Fee</b>	<b>\$ 2,132,591</b>	<b>\$ 3,292</b>	<b>\$ 2,140,883</b>

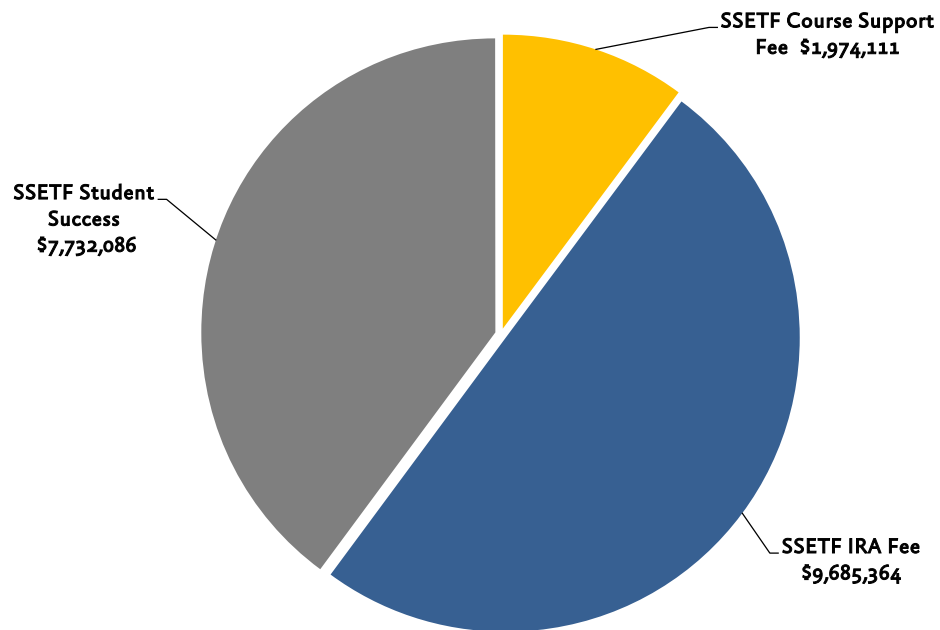
[1] In 2014 the SSETF was "unbundled" and split into three components: SSETF-IRA, SSETF-Course Support, and SSETF-Student Success.

New revenue to be made available on a 1x basis; SSETF proposals will be for academic years 2015/16 and 2016/17;

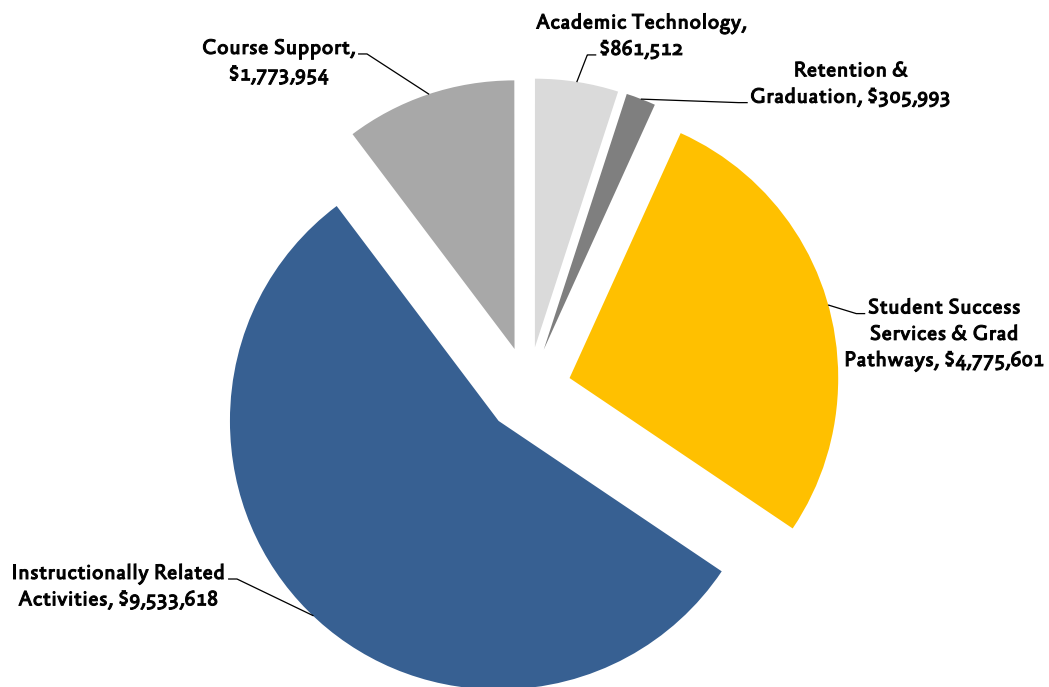
Proposals are due on October 2 and funding will be distributed in December.

[2] One-Time deficits will be covered by the prior year carry forward balance.

### 2015/16 SSETF Revenue Projection (Base and One-Time)



### SSETF Funding by Category





# Auxiliary Organizations

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

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## ASSOCIATED STUDENTS

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

### **Core Functions:**

#### **Government**

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

#### **Retention**

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

#### **Campus Life**

Enhance students' academic experiences through programmed recreational activities and special events in areas such as fitness, health and wellness, experiential education, leisure and competitive recreational sports, along with cross cultural exposure to music and films and school pride. Provide co-curricular experiences through service learning and volunteering and bringing activism to life.

#### **Support Services**

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

#### **Technology & Resources**

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

#### **Transportation**

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

#### **Facilities**

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



## Associated Students 2015/16 Budget

	Government	Retention	Campus Life	Support Services	Technology & Resources	Transporta- tion	Facilities	Total	
<b>Revenues</b>									
Student Association Fees	\$ 602,859	\$ 1,096,108	\$ 876,886	\$ 657,665	\$ 822,081	\$ 1,041,302	\$ 383,638	\$ 5,480,539	(a)
Program Revenues	187,852	341,549	273,239	204,930	256,162	324,472	119,542	1,707,746	
Grants and Contracts	67,329	122,416	97,933	73,450	91,812	116,295	42,846	612,081	
<b>Total Revenues</b>	<b>\$ 858,040</b>	<b>\$ 1,560,073</b>	<b>\$ 1,248,059</b>	<b>\$ 936,044</b>	<b>\$ 1,170,055</b>	<b>\$ 1,482,070</b>	<b>\$ 546,026</b>	<b>\$ 7,800,366</b>	
<b>Expenses</b>									
Compensation for Officers and Directors	\$ 17,083	\$ 31,060	\$ 24,848	\$ 18,636	\$ 23,295	\$ 29,507	\$ 10,871	\$ 155,300	
Salaries and Wages	259,687	472,158	377,727	283,295	354,119	448,550	165,255	2,360,792	
Salaries - Student Assistants	95,221	173,130	138,504	103,878	129,847	164,473	60,595	865,649	
Staff Benefits	111,775	203,227	162,582	121,936	152,420	193,066	71,130	1,016,136	
<b>Total Salary and Benefits</b>	<b>\$ 483,766</b>	<b>\$ 879,575</b>	<b>\$ 703,660</b>	<b>\$ 527,745</b>	<b>\$ 659,682</b>	<b>\$ 835,597</b>	<b>\$ 307,851</b>	<b>\$ 4,397,877</b>	
<b>Operating Expenses &amp; Equipment</b>									
Accounting and Legal Fees	\$ 17,083	\$ 31,060	\$ 24,848	\$ 18,636	\$ 23,295	\$ 29,507	\$ 10,871	\$ 155,300	
Affordable Textbook Program	3,300	6,000	4,800	3,600	4,500	5,700	2,100	30,000	
Janitorial Services	5,878	10,687	8,550	6,412	8,015	10,153	3,741	53,436	
CSU Operating Fund Admin Services	13,200	24,000	19,200	14,400	18,000	22,800	8,400	120,000	
Food Services	16,439	29,888	23,911	17,933	22,416	28,394	10,461	149,442	
Other Operating Expenses	12,516	22,757	18,206	13,654	17,068	21,619	7,965	113,785	
Publicity and Promotion	14,763	26,842	21,474	16,105	20,132	25,500	9,395	134,212	
Rental Charges	38,367	69,758	55,807	41,855	52,319	66,270	24,415	348,792	
Repairs & Maintenance	6,493	11,806	9,444	7,083	8,854	11,215	4,132	59,028	
Risk Coverage/Insurance	8,079	14,689	11,752	8,814	11,017	13,955	5,141	73,447	
Scholarships	9,020	16,400	13,120	9,840	12,300	15,580	5,740	82,000	
Staff Development and Hospitality Svcs	10,210	18,564	14,851	11,138	13,923	17,635	6,497	92,818	
Student Organizations & Clubs Program	27,500	50,000	40,000	30,000	37,500	47,500	17,500	250,000	
Contracts and Services	25,887	47,066	37,653	28,240	35,300	44,713	16,473	235,332	
Telephones/Baseline Charges	17,161	31,202	24,962	18,721	23,402	29,642	10,921	156,010	
Transportation Solutions Program	122,760	223,200	178,560	133,920	167,400	212,040	78,120	1,116,000	
Travel	9,002	16,367	13,094	9,820	12,275	15,549	5,728	81,835	
Utilities	6,617	12,030	9,624	7,218	9,023	11,429	4,211	60,152	
<b>Total Operating Expenses</b>	<b>\$ 364,275</b>	<b>\$ 662,318</b>	<b>\$ 529,854</b>	<b>\$ 397,391</b>	<b>\$ 496,738</b>	<b>\$ 629,202</b>	<b>\$ 231,811</b>	<b>\$ 3,311,589</b>	
<b>Total Expenses</b>	<b>\$ 848,041</b>	<b>\$ 1,541,893</b>	<b>\$ 1,233,515</b>	<b>\$ 925,136</b>	<b>\$ 1,156,420</b>	<b>\$ 1,464,799</b>	<b>\$ 539,663</b>	<b>\$ 7,709,466</b>	
<b>Net Revenues over Expenses (operating)</b>	<b>\$ 9,999</b>	<b>\$ 18,180</b>	<b>\$ 14,544</b>	<b>\$ 10,908</b>	<b>\$ 13,635</b>	<b>\$ 17,271</b>	<b>\$ 6,363</b>	<b>\$ 90,900</b>	
<b>Prior Year Fund Balance</b>								<b>9,497,434</b>	
Computer Refresh and New Server								(50,000)	
Move-in New Student Union Building - Furniture & Fixtures								(302,650)	
Plus Sales Tax, Freight/Shipping and Installation Cost								(90,038)	
Depreciation								(260,000)	
AS House Lease								(148,430)	
<b>Ending Fund Balance</b>								<b>\$ 8,737,216</b>	

Footnote: (a) Student Association Fee \$89.00. For more information about Associated Students finances, operations, etc., visit: <http://as.sjsu.edu/>.

## RESEARCH FOUNDATION

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

### **Research Foundation fosters the University's quest for excellence by:**

- Supporting faculty success by promoting, developing and managing sponsored programs. Support the development of intellectual property by acting as the university's exclusive agent for technology commercialization. Develop 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. Develop unique opportunities for student research with faculty mentors and seek student internships in local business, industry, professional organizations, and public agencies, art museums, historical societies, and other appropriate venues.
- Delivering specialized business services by administering funds for campus programs. Seek opportunities to manage monies for other CSU/campus auxiliaries and/or public agencies and maintain 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." Provide 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 2015/16 Budget

### Revenues

Fees	\$	5,800,000
Investment income		440,000
Federal grants and contracts		25,000,000
State grants and contracts		12,000,000
Private gifts, grants and contracts		8,500,000
Other revenue activities - campus organizations	(a)	11,000,000
Other revenue and support		260,000
<b>Total Revenues</b>	<b>\$</b>	<b>63,000,000</b>

### Expenses

#### Salary and Benefits

Salary and wages	\$	29,800,000
Staff benefits		8,600,000
Postretirement benefits - accrued expense		1,200,000
		<b>39,600,000</b>

### Operating Expenses & Equipment

Depreciation	\$	230,000
Equipment purchase		1,100,000
Equipment rent and lease		32,000
University Admin. Services & Facilities Use		350,000
Occupancy (rent, Janitorial, utilities, insurance)		1,950,000
Printing		87,000
Building repairs and maintenance		280,000
Scholarships and fellowships		3,700,000
Supplies		2,000,000
Telephones/communications		300,000
Travel		3,000,000
Contracted services and fees	(b)	9,800,000
Professional fees (accounting and legal)		550,000
Net alloc./grants/transfers to related entities		
	<b>\$</b>	<b>23,379,000</b>
<b>Total Expenses</b>	<b>\$</b>	<b>62,979,000</b>

### Net Revenues of Expenses

<b>Prior Year Fund Balance</b>	<b>\$</b>	<b>13,000,000</b>
<b>Ending Fund Balance</b>	<b>\$</b>	<b>13,021,000</b>

#### Footnotes:

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

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

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

# SPARTAN SHOPS, INC.

## **Mission Statement**

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

## **Vision Statement**

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

Spartan Shops is comprised of four major divisions:

### **Retail Services**

This division includes Dining Services and Spartan Bookstore. In April, 2011 Spartan Shops signed a 10-year contract with Barnes and Noble College Booksellers. The commission income is projected to be \$825K for FY 2015/16. Dining Services consists of the residential meal program incorporated within the Dining Commons, retail foodservice operations located on campus, and catering services. The projected sales for Dining Services are \$21.5M for FY 2015/16.

### **Concessions Services**

This division includes Event Center Arena and Spartan Stadium concessions and novelty services provided to guests of each venue in addition to South Campus athletic facilities. In October 2011, Spartan Shops entered into a 5-year service agreement with SJSU Student Union, Inc. to provide food and beverage concession services to the Event Center Arena. Event Center Arena concession sales are projected to be \$334K for FY 2015/16. Spartan Shops has also entered into a 4-year service agreement from July 1, 2015 through June 30, 2019 with Spartan Athletics to provide food & beverage concession services, novelty services and catering services at Spartan Stadium and South Campus. Spartan Stadium and South Campus sales are projected to be \$331K for FY 2015/16.

### **Commercial Services**

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

### **Finance and Administrative Technology**

This division includes the following departments: Finance and Accounting, Human Resources, and Information Technology. The Finance and Accounting department is responsible for providing financial tracking, reporting, payroll, and compliance expertise and support pertaining to all company related financials. The Human Resources department offers expertise and support in the areas of Employee Relations, Compensation and Benefits, Staffing and Training, Workers' Compensation and Safety, and Risk Management. The Information Technology department provides company-wide support for all business applications and services while strategically designing infrastructure to enable tomorrow's business growth.

Spartan Shops is currently a \$24M+ operation and employs approximately 63 regular benefited employees. Spartan Shops also employs an estimated 600 students and temporary casual part time employees.

# Spartan Shops, Inc.

## 2015/16 Budget

	Finance & Administrative Technology	Bookstore Contract Management	Dining Services	Concessions	Real Estate	2015/16 Company Total
<b>Resources</b>						
<b>Sales</b>						
Sales Income			\$ 21,578,254	\$ 710,701	\$ 247,880	\$ 22,536,835
Less: Cost of Sales			7,669,083	242,215		7,911,298
<b>Gross Profit</b>	\$ -	\$ -	\$ 13,909,171	\$ 468,486	\$ 247,880	\$ 14,625,537
<b>Other Income</b>						
Commissions		\$ 825,000	\$ 281,131	\$ 23,833		\$ 1,129,964
Service Income						
Interest Income	12,000				19,208	31,208
Miscellaneous Income		1,010,000	4,825			1,014,825
<b>Total Other Income</b>	\$ 12,000	\$ 1,835,000	\$ 285,956	\$ 23,833	\$ 19,208	\$ 2,175,997
<b>Total Resources</b>	\$ 12,000	\$ 1,835,000	\$ 14,195,127	\$ 492,319	\$ 267,088	\$ 16,801,534
<b>Expenses</b>						
<b>Salary &amp; Benefits</b>	\$ 1,145,958		\$ 8,503,991	\$ 439,046	\$ 50,167	\$ 10,139,162
<b>Operating Expenses &amp; Equipment</b>						
Franchise Fee			\$ 401,828			\$ 401,828
Depreciation	55,008	144,643	567,258	54,604	67,423	888,936
Capital Lease CPEF Program	26,638		114,891			141,529
Supplies	35,300		482,444	21,608		539,352
Repairs & Maintenance	322,800	3,000	277,781	18,295	36,000	657,876
Utilities	42,604		666,181		12,840	721,625
Advertising	62,200		45,345	2,400		109,945
Services	181,129		603,805	13,607	135	798,676
Equipment	6,600		203,026	26,450		236,076
Postage & Shipping	4,400		600			5,000
Facility Use Fees	33,900	62,625	1,023,798	84,520		1,204,843
Staff Recruitment & Training	90,900		79,600			170,500
Admin Operating Costs	31,978		156,382	17,469	109,485	315,314
Loss Disposal of capital assets						
<b>Total Operating Expenses &amp; Equipment</b>	\$ 893,457	\$ 210,268	\$ 4,622,939	\$ 238,953	\$ 225,883	\$ 6,191,500
<b>Total Expenses</b>	\$ 2,039,415	\$ 210,268	\$ 13,126,930	\$ 677,999	\$ 276,050	\$ 16,330,662
<b>Net Revenues of Expenses</b>	\$ (2,027,415)	\$ 1,624,732	\$ 1,068,197	\$ (185,680)	\$ (8,962)	\$ 470,872
F&A Allocation	2,027,415	(81,097)	(1,865,221)	(60,823)	(20,274)	
<b>Net Income/(Loss)</b>	\$ -	\$ 1,543,635	\$ (797,024)	\$ (246,503)	\$ (29,236)	\$ 470,872
<b>Prior Year Fund Balance</b>						8,213,439
<b>Ending Fund Balance</b>						\$ 8,684,311

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

## STUDENT UNION, INC.

The Student Union of San José State University is a California State University auxiliary organization that began its operations in October 1969 and became incorporated in March 1982. Student Union, Inc. manages and maintains three major facilities at SJSU: the Student Union Building with its new East and West expansions, the Aquatic Center, and the Event Center Building. The remodeled main Student Union section will re-open in the Fall of 2015.

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

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

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

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

Revenues from the mandatory Student Union fee are projected to be approximately \$20.9 million in FY 2015/16, depending on enrollment. The Student Union Board of Directors has requested that \$6.1 million in student fees be returned to the Student Union for the 2015/16 operations and \$2 million for capital projects. The balance of the collected student fees are held in trust by San José State University and will be used to pay for the ongoing renovations and expansion of the Student Union building and the planned Student Recreation & Aquatic Center Project (SRAC). The student fees will also be used to pay down on project costs – thereby lowering the bond debt on each of the major construction projects – and build reserves for future capital improvements.

Generating income from programs, services, and facility rentals continues to be a priority due to the increasing operational needs of the existing facilities. The Board-approved budget for FY 2015/16 includes revenues totaling \$9,568,610 (including \$6,096,289 in student fees provided for operations) and operating expenses of \$9,568,610 plus an additional amount of \$2,097,191 in capital projects.

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

NEW SU EAST & WEST WINGS	EVENT CENTER	AQUATIC CENTER	ATM BUILDING
Grand Ballroom Event Services Information Center Indoor Theater Union Square Food Court Various Portable ATMs A.S. General Services A.S. Computer Center Spartan Bookstore (B&N)	Arena/Technical & A/V Box Office/Ticketmaster Outlet Club Sports Sport Club Dance Studios Fitness Room Aerobics Room Mini-Gym New Multi-Purpose Room Racquetball Courts A.S. Campus Recreation Personal Training US Bank ATM	Lap Swimming Recreational Swimming Swim Classes Lifeguard Training CPR & First Aid Training	Bank of America Bank of the West JPMorgan Chase Bank Wells Fargo Bank

# Student Union, Inc. 2015/16 Operating Budget

	General Administration	Student Union Building	Event Center Building	Aquatic Center	Total Budget
<b>Revenues</b>					
Student Union Fees	\$ 6,096,289	\$ -	\$ -	\$ -	\$ 6,096,289
Service Fees		96,900	85,000	57,000	238,900
Reimbursement of Event Costs			750,000		750,000
Interest Income	250,000				250,000
Rental Income		1,115,385	934,386	32,500	2,082,271
Commissions & Other	15,000	1,500	134,500	150	151,150
<b>Total Operating Revenues</b>	<b>\$ 6,361,289</b>	<b>\$ 1,213,785</b>	<b>\$ 1,903,886</b>	<b>\$ 89,650</b>	<b>\$ 9,568,610</b>
<b>Expenses</b>					
Salaries and Wages	\$ 1,004,686	\$ 1,025,811	\$ 1,123,708	\$ 289,368	\$ 3,443,573
Staff Benefits	418,452	385,743	277,495	43,491	1,125,181
<b>Total Salaries &amp; Benefits</b>	<b>\$ 1,423,138</b>	<b>\$ 1,411,554</b>	<b>\$ 1,401,203</b>	<b>\$ 332,859</b>	<b>\$ 4,568,754</b>
<b>Operating Expenses &amp; Equipment</b>					
Travel	\$ 13,472	\$ 12,516	\$ 22,950	\$ 2,550	\$ 51,488
Risk Coverage/Insurance	61,187	44,958	43,601	40,010	189,756
Supplies	49,463	197,568	88,640	31,960	367,631
Communications	136,858	2,258	2,464		141,580
Repairs and Maintenance	24,490	29,351	111,564	31,500	196,905
Event Costs-(Reimb. Portion)			750,000		750,000
Event Costs-Other	78,587	6,000	5,250	9,550	99,387
Utilities		465,000	320,000	145,000	930,000
Small Equipment Purchases	58,350	72,165	4,000		134,515
Services from Outside Agencies	775,974	194,772	281,759	33,250	1,285,755
Depreciation	640,000				640,000
OPEB Obligation	173,440				173,440
Staff Development & Other	14,249	9,350	8,550	7,250	39,399
<b>Total Operating Expenses &amp; Equipment</b>	<b>\$ 2,026,070</b>	<b>\$ 1,033,938</b>	<b>\$ 1,638,778</b>	<b>\$ 301,070</b>	<b>\$ 4,999,856</b>
<b>Total Operating Expenses</b>	<b>\$ 3,449,208</b>	<b>\$ 2,445,492</b>	<b>\$ 3,039,981</b>	<b>\$ 633,929</b>	<b>\$ 9,568,610</b>
<b>Operating Income (Loss):</b>					<b>\$ -</b>
<b>Funding of Capital Projects</b>					<b>\$ (2,097,191) (a)</b>
<b>Increase/(Decrease) in Net Position</b>					<b>(2,097,191)</b>
<b>Net Position Beginning of Year (Unaudited)</b>					<b>9,078,252</b>
<b>Net Position End of Year</b>					<b>\$ 6,981,061</b>

**Footnote:**

**(a) FY 2015/16 Capital Projects**

	<b>Project Costs:</b>
Custodial Equipment for New SU Building	\$ 43,000
Trash & Recycling Receptacles for New SU Building	37,340
PC Replacement Project	28,317
Event Center Arena Retractable Seating Project	561,225
Remodel of Visitors Locker Room 1071	20,000
Event Center Digital Ethernet Audio Routing System	36,300
Clear-Com Communications Upgrade	26,500
Refinishing of Sport Club Floors & Recarpeting Admin Areas	44,509
Student Union Architectural Branding Project	1,300,000
<b>Total of Capital Projects:</b>	<b>\$ 2,097,191</b>

Additional information regarding the Student Union Inc. is available at [www.union.sjsu.edu](http://www.union.sjsu.edu).

## TOWER FOUNDATION

The Tower Foundation, formed in 2004, is San José State's not-for-profit philanthropic entity. The value of a state supported university having a foundation is that it enables our community of alumni, friends, students, faculty and corporations to join us in making a college education possible for our talented students.

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

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

After the success of the Acceleration campaign, approximately 40% of the development team was recruited away by universities embarking on their first campaigns, affecting our fundraising efforts. This is expected after a successful campaign and it enables the institution to rebuild and refocus fundraising efforts. Six new directors of development were hired in the last year, and we expect that as they connect with alumni and friends of the university, the pipeline of giving to SJSU will again be tapped. There is much excitement about changes occurring on campus, with two new deans, three new vice presidents and an interim president, who will guide the campus while a national search is conducted for the next president of this university that anchors the nation's tenth largest city.

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

Tower Foundation's \$120 million endowment is comprised of over 600 individual endowment accounts. Tower Foundation works with investment firm Beacon Pointe Advisors as the portfolio consultant and manager of managers, to allocate endowment assets to a diversified portfolio of domestic and international equities, fixed income, real estate, cash equivalents, private equity and other investments. Last year's investment performance reflected the cooling off in the broader market.

Earlier this year, the Tower Foundation board approved a 4% endowment distribution. We remain confident that the investment portfolio is well positioned, from both a risk and a return standpoint, to support SJSU and its growth in the future.



## Tower Foundation 2015/16 Budget

	Budget	
<b>Revenues</b>		
Endowment Gifts	\$ 3,000,000	
Gifts & Pledges	14,000,000	
Bequests	4,000,000	
Nonmonetary Gifts	500,000	
Other Investment & Operating Revenues	4,000,000	(a)
<b>Total Revenues</b>	<b>\$ 25,500,000</b>	
<b>Expenses</b>		
<b>Tower Operating Expenses</b>		
Tower Operating Expenses	\$ 2,457,107	
<b>Tower Program Distributions</b>		
SJSU Program Activities	\$ 12,500,000	(b)
SJSU Endowment Distributions	4,500,000	(c)
SJSU Outreach Funds	145,000	(d)
	<b>\$ 17,145,000</b>	
<b>Restricted Funds &amp; Reserves</b>		
Restricted Endowments	\$ 2,723,000	
Restricted Pledges & Bequests	2,400,000	
Operating & Campaign Reserves	774,893	
	<b>\$ 5,897,893</b>	
<b>Total Expenses</b>	<b>\$ 25,500,000</b>	
<b>Net Revenue of Expenses</b>	<b>\$ -</b>	
<b>Prior Year Fund Balance</b>	<b>169,582,717</b>	
<b>Ending Fund Balance</b>	<b>\$ 169,582,717</b>	

*Footnotes:*

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

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

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

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

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

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# Appendix

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

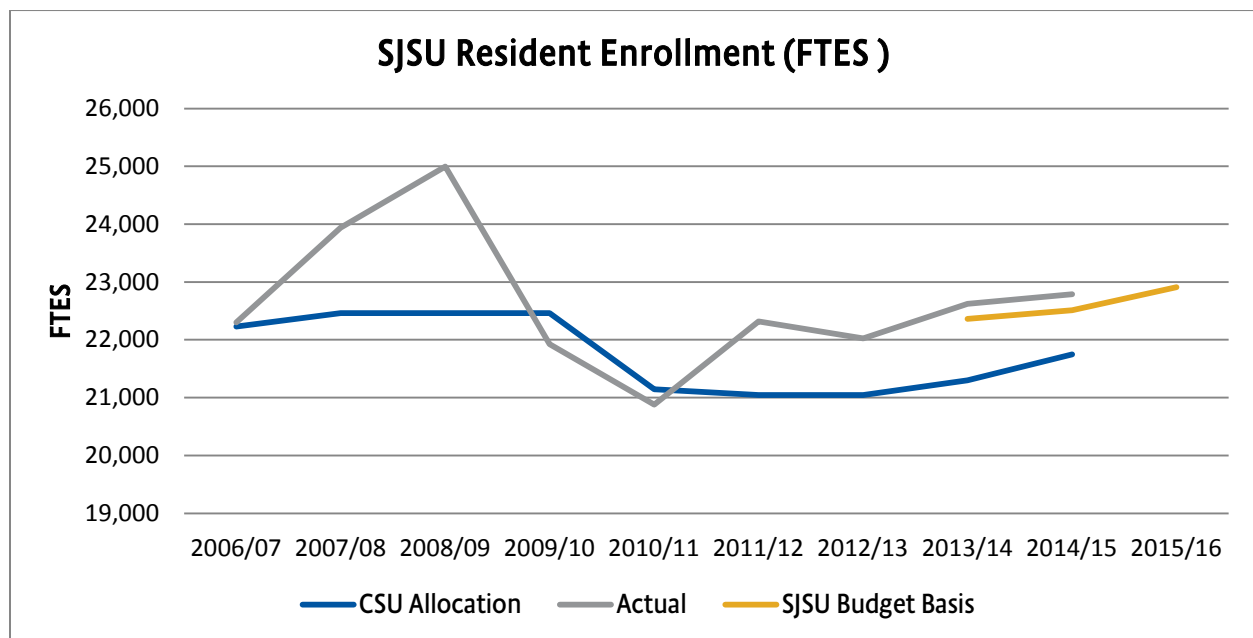
# STUDENT ENROLLMENT

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

## Resident Enrollment (State-supported)

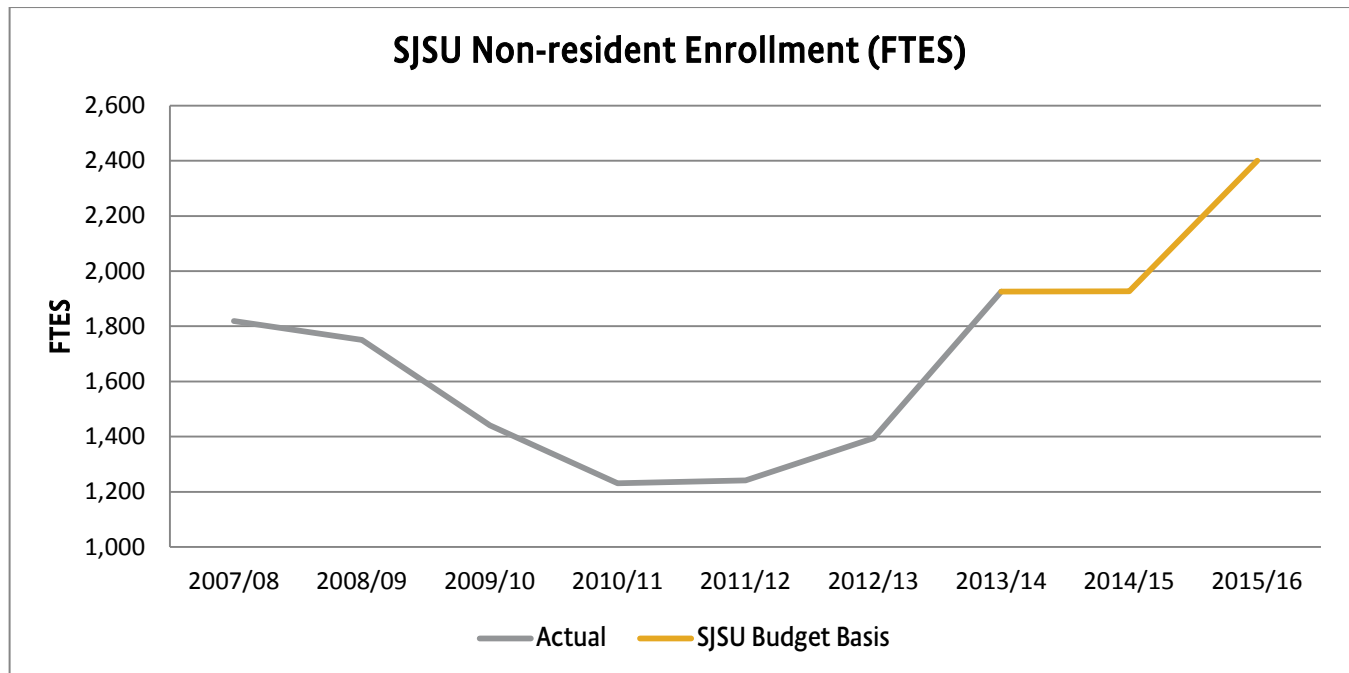
At SJSU, resident student enrollment has fluctuated in recent years, mainly due to state budget actions. As the chart below shows, SJSU's enrollment allocation ("target") was essentially flat between 2006/07 and 2009/10 at about 22,460 FTES. In response to deep budget reductions made too late in 2009/10 to implement, the CSU reduced enrollment targets in 2010/11 by 9.5%, which reduced SJSU's target from 22,460 to 20,027. The 2010/11 State budget was finalized until October 2010, after school was in session. SJSU's target was increased to 21,145, but it was again too late to implement. SJSU enrolled 20,881 resident students that year and was subsequently penalized in 2011/12 with a 100 FTES reduction (the associated General Fund reduction was \$730,500) for exceeding target. Beginning in the 2015/16 fiscal year, the CSU has eliminated over-enrollment penalties, however, the campus has committed to remaining within 3.5% of the CSU enrollment target.

Since 2010/11, SJSU's resident enrollment has consistently exceeded the target set by CSU, and the campus is classified as impacted in all undergraduate programs. In 2015/16, SJSU's resident FTES target grew by 453 FTES for a total of 22,201, however, some of that enrollment growth (approximately 200 FTES) will not be realized until the 2016-17 academic year. Meanwhile, enrollment is expected to exceed the CSU target by about 3.5%.



### Non-Resident Enrollment (Self-supported)

While the CSU Support Budget includes projections for both resident and non-resident FTES, the State funds only resident FTES. Non-resident FTES are self-supported through Tuition Fee and Non-resident Fee revenues, and the campuses have authority to set their own targets within a reasonable range. As the chart below shows, non-resident enrollment has recovered from a large reduction in 2010/11, when the campus curtailed graduate admissions. Expanding non-resident enrollment is a high priority for SJSU, and heightened recruitment efforts are beginning to show results. In 2015/16, SJSU expects non-resident enrollment to continue its upward trajectory as SJSU gradually transforms into a truly global campus community.



### SJSU Overall Enrollment Summary

	2008/09	2009/10	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16
<b>Target FTES</b>								
Resident	22,460	22,460	21,145	21,045	21,045	21,298	21,728	22,001
Non-Resident	1,239	1,239	1,239	1,171	1,239	1,607	1,927	2,400
<i>Total Target FTES</i>	23,699	23,699	22,384	22,216	22,284	22,905	22,905	24,601
<b>Actual FTES</b>								
Resident	23,939	24,991	21,927	20,881	22,318	22,023	22,788	
Non-Resident	1,819	1,751	1,441	1,231	1,241	1,395	2,532	
<i>Total Actual FTES</i>	25,758	26,742	23,368	22,112	23,559	23,418	25,320	

# STUDENT FEES

## Mandatory Fee Table

The table on the following page documents changes in student mandatory fees from 2004/05 to 2015/16. "Mandatory Student Fees" are defined as those fees required from an individual in order to attend San José State University. Mandatory fees can be system-wide or campus specific. For example, the Tuition Fee, set by the CSU Trustees is a mandatory, system-wide fee. Other mandatory student fees such as Associated Student, Health Facilities, Health Services, etc., are determined by individual CSU campuses.

## Voluntary Student Representation Fee

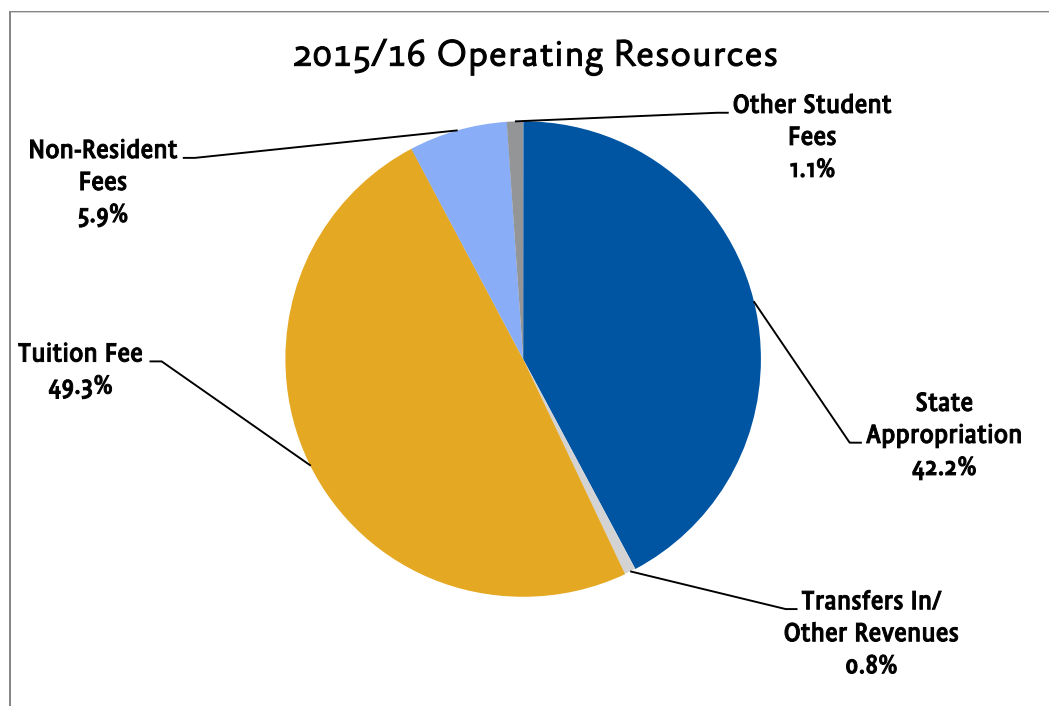
After a lengthy consultation process throughout the CSU a new voluntary fee for the California State Student Association (CSSA) known as the "Student Involvement and Representation Fee" (SIRF) was implemented in 2015/16. This fee is assessed at a rate of \$2 in the fall and spring terms and students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

## Student Fee Review

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

## State General Fund Appropriations and CSU Operating Fund Revenues

Mandatory Student Fees are an important part of the financial well-being of the University, but like most CSU campuses, SJSU relies heavily on State support for funding (42%). Tuition fees are the University's largest student fee revenue source (49%) and tuition fees from non-resident students is the second largest source of student fee revenue (6%). Refer to page 6.





## GLOSSARY

### BUDGET/FINANCE RELATED TERMS

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

**Annualized FTES:** Fall FTES added to Spring FTES divided by two plus  $\frac{1}{2}$  Summer FTES. Equivalent to College Year FTES.

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

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

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

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

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

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

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

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

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

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

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

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

**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:

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

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

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

**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.

**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.

**Middle Class Scholarship (MCS):** The scholarship is available to undergraduate and credential students with family incomes up to \$150,000. The award amount is based on the number of students' eligible statewide and funding allocated by the state budget. Awards are determined by the California Student Aid Commission.

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

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

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

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



increased the increase to awards has necessitated a change in nomenclature, and grant is now also referred to as a "Tuition Fee Discount".

**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.

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

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

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

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

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

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

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

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

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

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

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

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

**Minor Capital Outlay:** Construction project where the estimated total project cost is below \$600,000 for all phases, including design and construction.

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

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

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

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

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

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

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

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

**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.

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

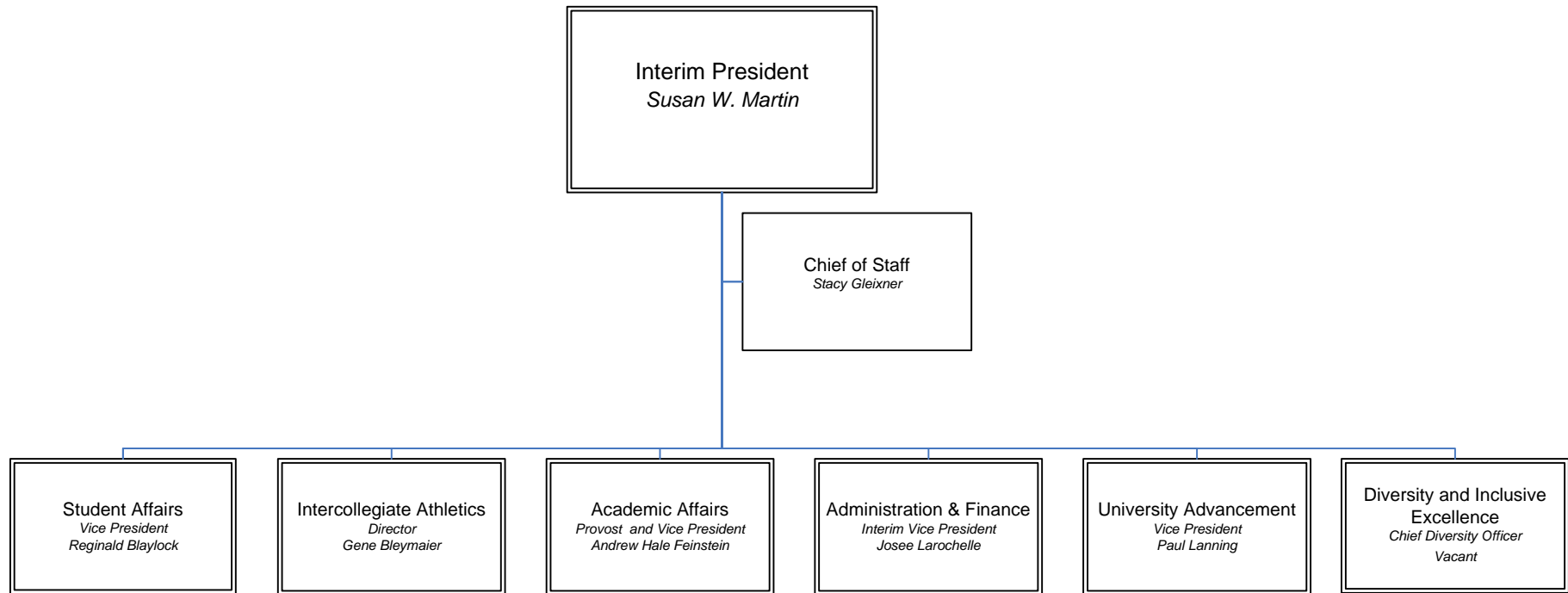
**Tower Foundation:** The Tower Foundation is SJSU's auxiliary organization dedicated solely to philanthropy. Its primary mission is to build bridges with alumni and friends by improving services, stewardship and donor support. The Foundation encourages private gifts, trusts, and bequests for the benefit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

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

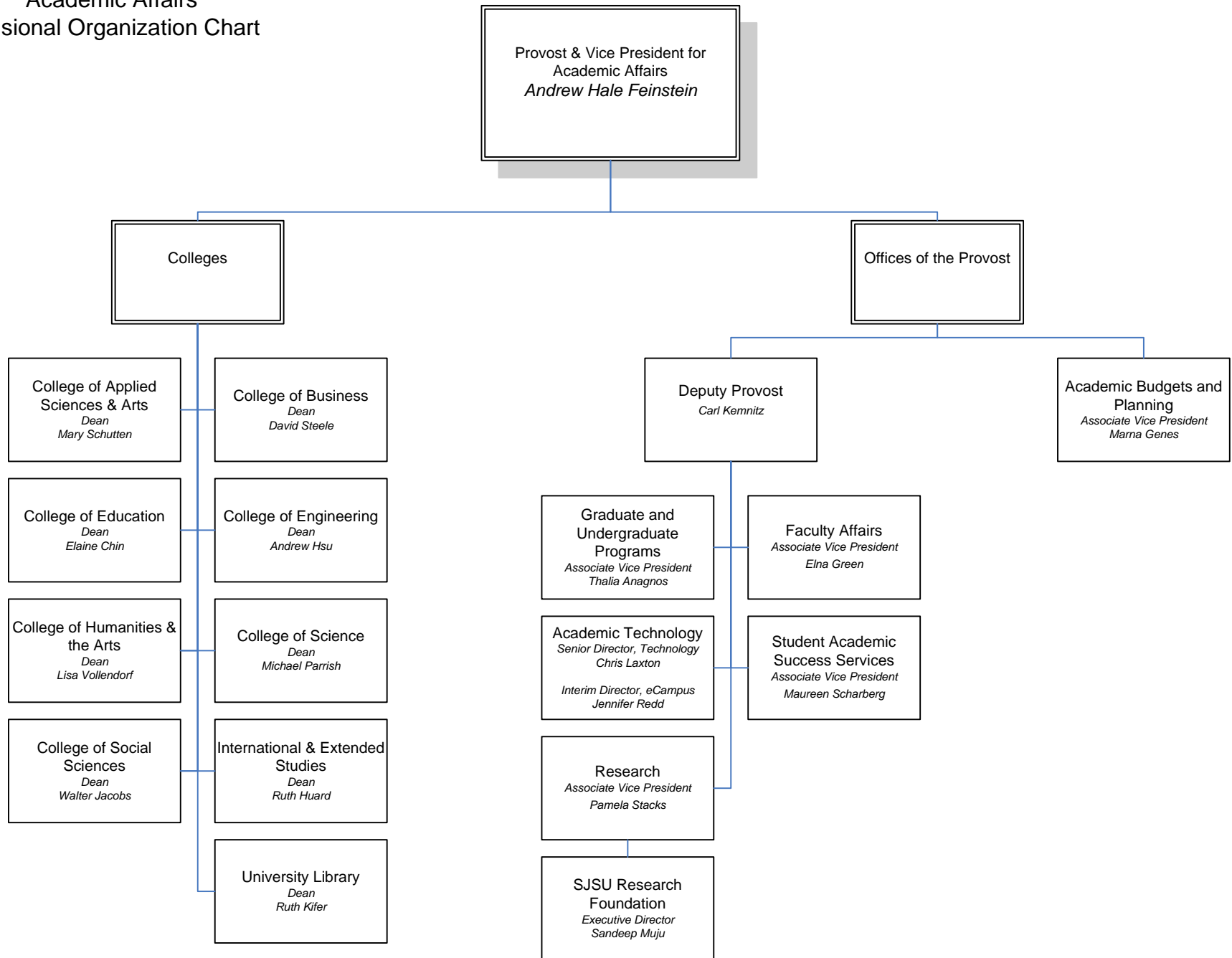
**Tuition Fee Discount:** See State University Grant (SUG).

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

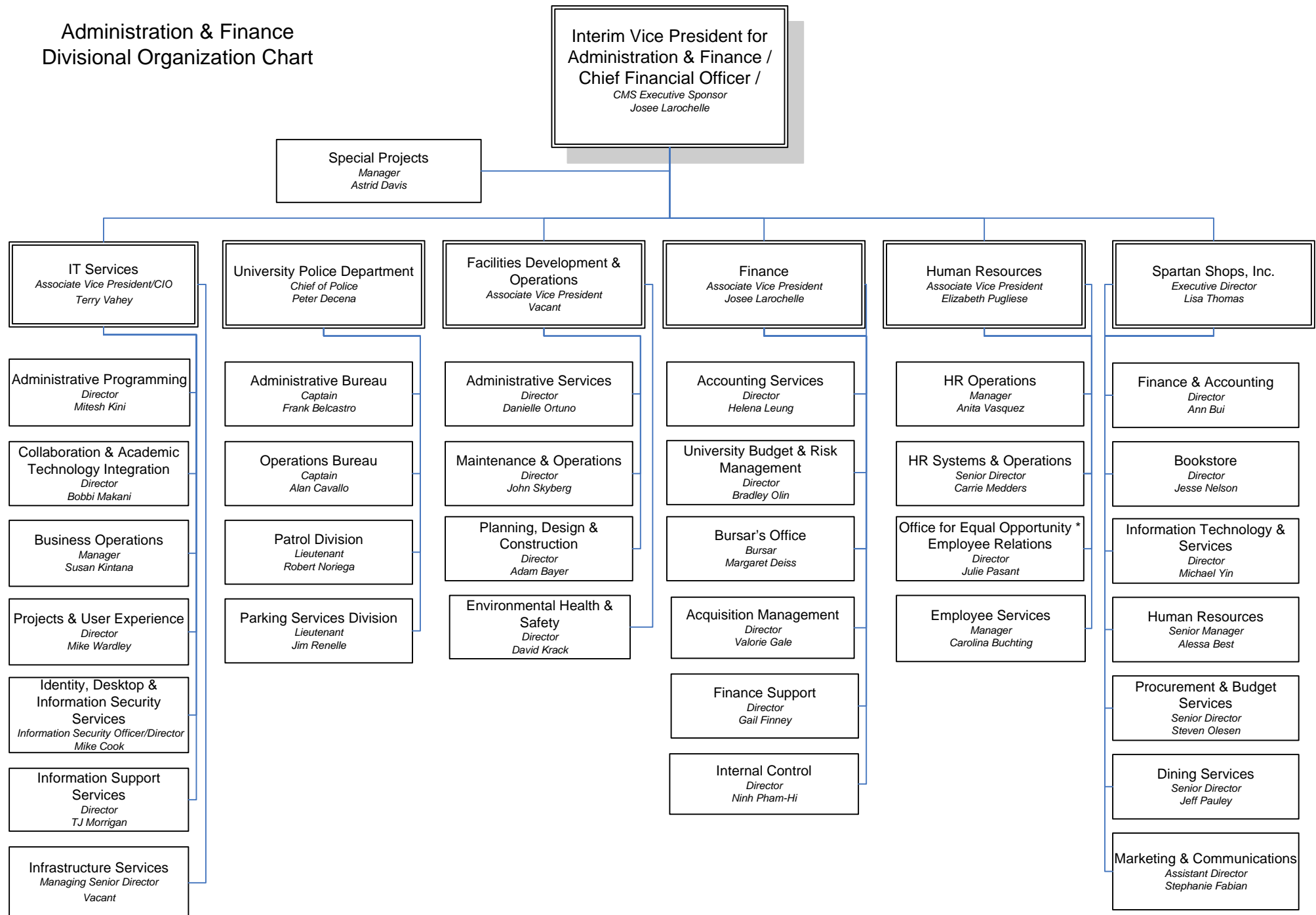
President's Office  
Organizational Chart



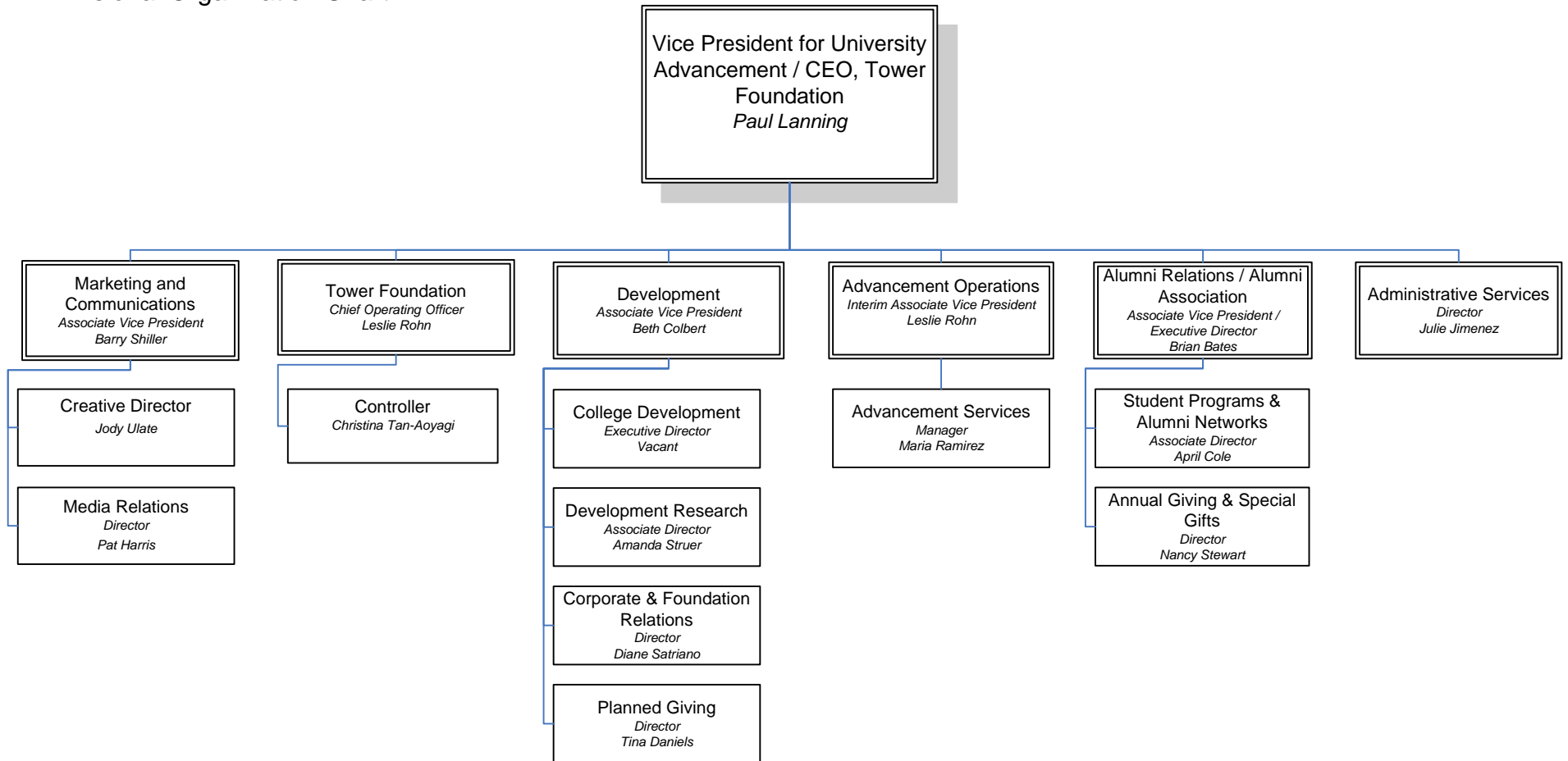
# Academic Affairs Divisional Organization Chart



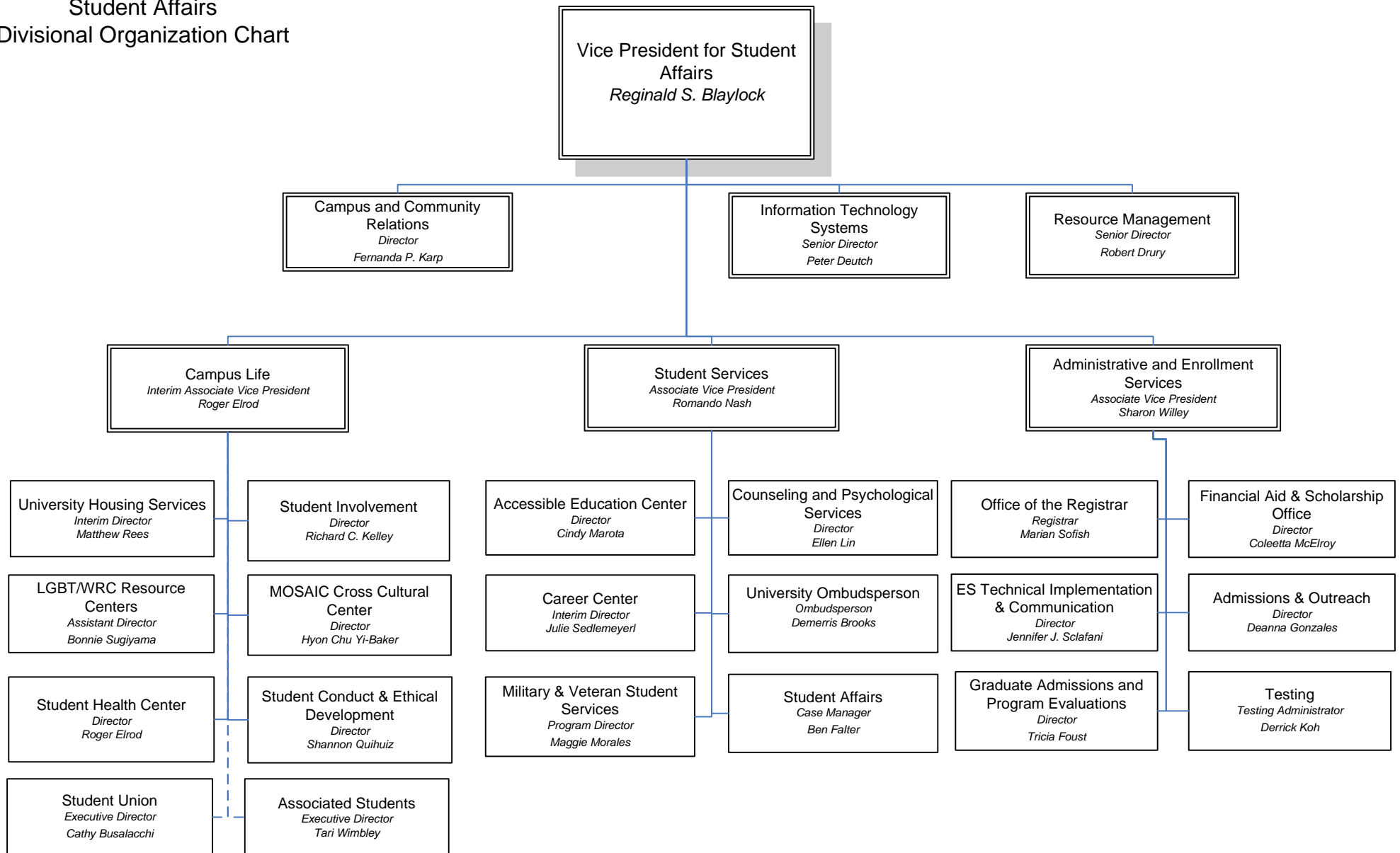
# Administration & Finance Divisional Organization Chart



# University Advancement Divisional Organization Chart

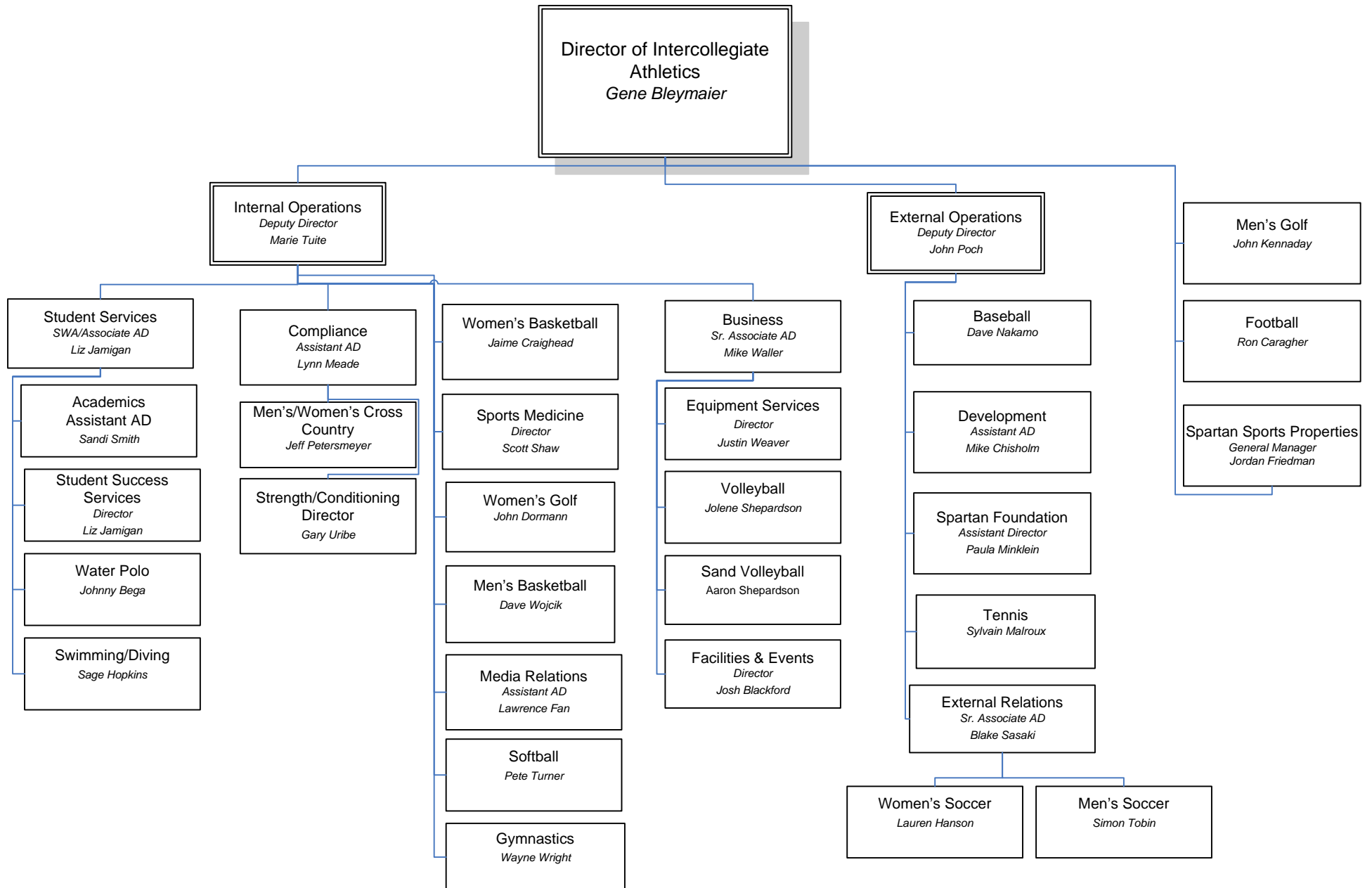


# Student Affairs Divisional Organization Chart





# Intercollegiate Athletics Divisional Organization Chart



Office of Diversity and Inclusive Excellence  
Organization Chart

