

SJSU SAN JOSÉ STATE UNIVERSITY



2023/24 ANNUAL BUDGET REPORT

FOREWORD

Purpose and Scope of this Document

This document is a presentation of San José State University's (SJSU's) planned budget for the fiscal year 2023/24 to serve as a reference for the campus community and other interested parties. The university budgets are addressed in varying detail, but the main focus of this document is SJSU's Operating Budget. The Operating Budget has two main funding sources: General Fund support from the State of California that is distributed by the California State University (CSU) Chancellor's Office to the campus, and student tuition and fees collected by the campus.

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 is available online at
<https://www.sjsu.edu/fabs/services/transparency/annual-reports.php>

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University Resource Summaries

Budget Calendar

Highlights and Facts: 2023/24 Operating Budget

Operating Budget Comparison: 2022/23 vs. 2023/24

2023/24 Operating Budget Resources

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2023/24 Expenditure Budget by University Division

Comparison of CSU Campus Expenditures

BUDGET CALENDAR

The university engages in financial planning and budget development throughout the fiscal year, across varying planning horizons. For the annual Operating Budget, the planning cycles and decisions of three primary bodies influence the timeline and amounts: The State of California, the California State University and its Board of Trustees, and the university campus. Below is a general description of the planning cycles and a graphical display of the calendar.

The CSU system is unique with its 23 campus system and 450,000 + students, known as the People’s university system with a diverse population. We have a longstanding reach for setting the standard for public higher education in the U.S., the CSU is a place of opportunity and we have challenges. When it comes to facing budgetary concerns, we are no different than other university systems around the country. We have limited streams of income, mostly from state appropriations, tuition and fees and rising expenditures. It is against this backdrop that the Cal State system is making difficult decisions with the intent to provide system wide financial predictability and sustainability. The same is true here at San José State. Our goal is to create a multi-year financially sustainable budget model.

State of California

Each year by January 10, the Governor of the State of California submits the Governor’s Budget and Budget Bill to the Legislature for consideration. The budget reflects the goals and objectives of the Administration for the forthcoming fiscal year, which begins in July. Over the following months, Legislative Budget Subcommittees hold budget hearings, the Legislative Analyst Office (LAO) prepares an analysis of the Budget Bill, and other considerations and funding needs are discussed and examined. In May, the proposed Governor’s Budget is updated as the “May Revision” to reflect changes in revenues, expenditures, and reserve estimates based on the latest economic forecast. The final approved State Budget Bill is adopted by the Constitutional deadline of June 15 of each year. Detailed information on the California Budget is available on the State Budget website.¹ A more detailed State allocation timeline can be found from the Department of Finance timetable webpage.²

California State University

The California State University Office of the Chancellor prepares an annual Operating Budget request to the State for review and approval by the Board of Trustees, which has historically been scheduled for discussion at the November Board meeting. The annual CSU Operating Budget request is published online with supporting documentation and may be viewed from the CSU Budget website.³ When the Governor’s Budget is published in early January, the CSU issues a preliminary campus budget allocation in a coded memo with the campus-level estimated allocations. After the State enacts the Budget, final budget allocations are provided to campuses in late summer. Subsequent budget allocations are issued for other one-time funding or specific programs.

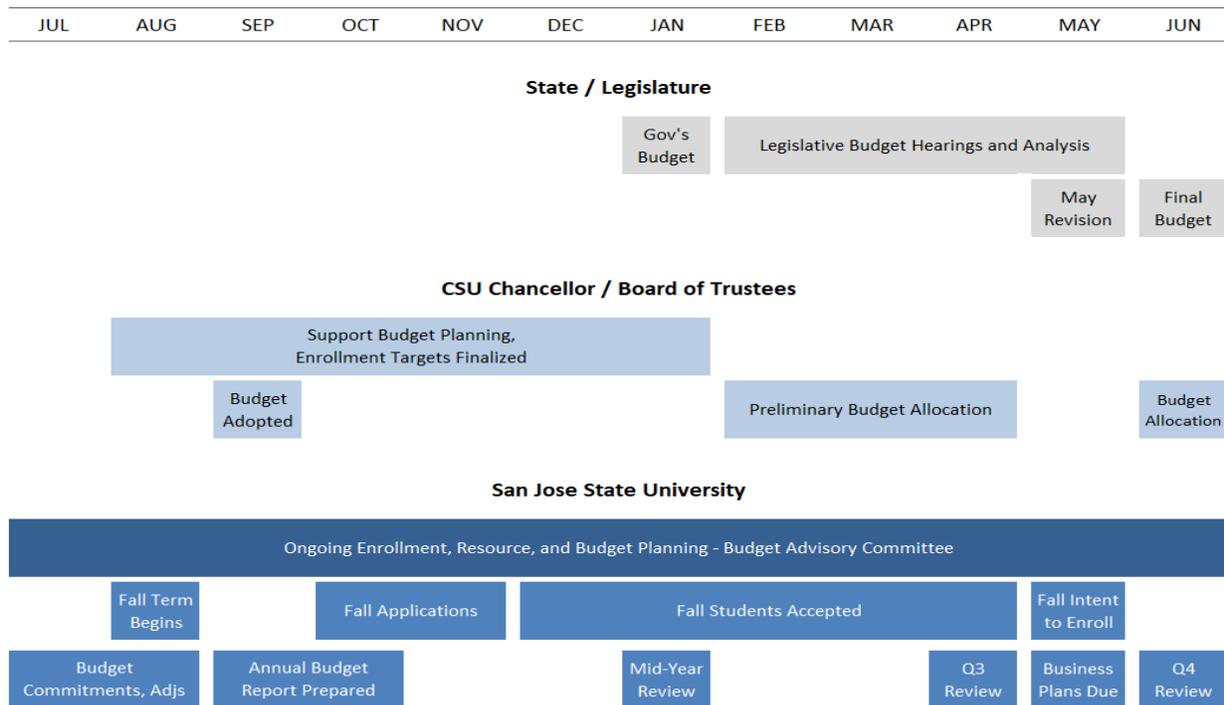
¹ <https://www.ebudget.ca.gov/>

² <https://dof.ca.gov/budget/budget-calendars/>

³ <https://www.calstate.edu/csu-system/about-the-csu/budget>

University

Though the university budgets on a fiscal year (July 1 – June 30) and is dependent on the State and CSU budget cycles, budget development at San José State University is an ongoing, multi-year process that is aligned with the strategic planning of our campus. University goals and the processes involved in reaching those goals, influence the distribution of campus resources. Throughout the year, the President’s Cabinet is informed of the State and CSU budget progress and the potential impacts on the campus Operating Budget. In light of the final budget allocation from the CSU and other local fiscal impacts, such as cost increases and priorities, the annual Operating Budget is updated and discussed with the President’s Cabinet. Funding commitments and adjustments are then distributed to Divisions. The resulting Operating Budget and report on other ancillary and self-support fund budgets is presented in the document that follows.



In 2023/24, the BAC has been asked to advise the President on a multi-year plan for a financially sustainable budget model. By December 2023, the BAC is to advise the President on potential fiscal approaches that the campus should address on the path(s) to financial sustainability. The path(s) can take multiple years, but are required to be balanced and close the campus’s budget gap. This outcome has a direct link between the annual budget and the Transformation 2030 Strategic Plan. Goal 3: Grow and Thrive, states “....Ensures long term financial sustainability...”

California State University policy governs that the campus chief financial officer must ensure budget reviews that compare budgeted and actual revenues and expenditures are conducted and act to resolve any discrepancies. In support of this policy, Divisions, Self-Support programs, and Auxiliaries are asked to prepare a Mid-Year, Q3, and Q4 budget variance report.

Business Plan submissions for Self-Support programs and Auxiliaries consist of a multi-year financial plan. Financial plans should be supported by an employee position list and an informative and concise narrative that addresses any major changes to the program’s fiscal health and anticipated challenges.

HIGHLIGHTS AND FACTS: 2023/24 OPERATING BUDGET

San José State University and Higher Education have managed through several significant budgetary challenges over the past several years. As the campus has emerged from the COVID-19 pandemic and the spend down of CARES Act funding a significant budget gap exists. The campus planned its way out of the budget gap in the prior year by relying on CARES Act federal funds, campus reserves, and spending plan reductions. The campus executed on a plan that avoided layoffs and prevented severe budget cuts, and allowed for continued progress towards campus priorities including ongoing tenured and tenure-track hiring and research.

Entering 2023/24 budget cycle the Governor's Budget released in January honored the ongoing multi-year compact agreement with an investment in higher education and the CSU – an ongoing increase of 5% or \$227 million towards CSU operating costs, a 1% increase in funded enrollment (equivalent to 3,434 full-time resident students), and \$3 million for student basic needs, disabled students, mental health and rapid rehousing support. The budget outlined a multi-year compact and pathway to grow CSU base funding each year from 2023/24 through 2026/27, with a plan to increase the state General Fund appropriation by at least five percent each year in return for the CSU to meet student-centric goals including expanding enrollment, student success and equity, affordability, and supporting workforce preparedness. The May Revision maintained the ongoing level of General Fund support for the CSU that was outlined in January. Currently, both positive and negative economic signals make the future uncertain. It is unclear if there will be additional state revenue to support CSU priorities above that provided by the compact. Market volatility, specifically capital gains, delayed tax receipts, rising inflation, and interest rates, contribute to continued economic uncertainty.

Base Funding

At the end of June, Governor Newsom and the Legislature finalized the State of California's \$226 billion general fund spending plan for 2023/24. The 2023/24 California State Budget allocated \$330 million in ongoing General Funds to the California State University. The incremental funding included:

- \$227 million of unallocated operating funds (compensation and mandatory costs included);
- \$100 million to support debt service for CSU infrastructure projects
- \$1 million for student basic needs
- \$1 million to support students with disabilities; and
- \$1 million to support mental health resources, Rapid Rehousing, and other programs.

A summary of the base funding allocated to San José can be reviewed in the following Operating Budget Comparison report.

Budgeted Enrollment

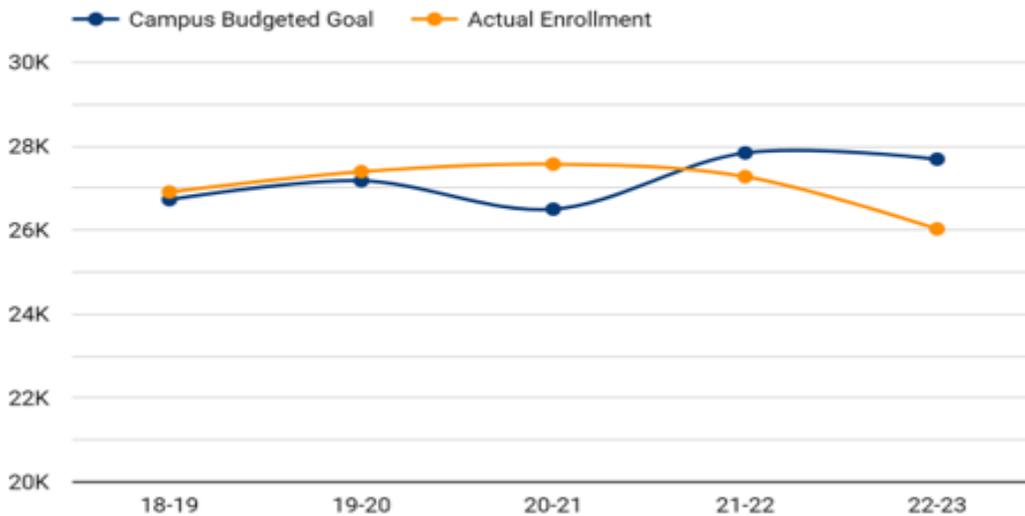
The university enrollment plan for 2023/24 budgeted 26,330 FTES. The State provided funding to increase CSU enrollment by 3,434 FTES; the campus was allotted an increase of 239 FTES. As the campus is emerging from the pandemic non-resident enrollment has declined. In this year’s enrollment plan non-resident enrollment was reduced by 200 FTES resulting in the net increase of 39 FTES in this year’s plan. Higher education enrollment declined across the country during the pandemic, but many CSU campuses collectively fared better than other institutions.

The budgeted enrollment plan for 2023/24 is summarized below.

	2022/23 Budget			2023/24			Change		
	Base	Surplus	Total	Base	Surplus	Total	Base	Surplus	Total
Resident FTES	23,891	1,399	25,290	24,130	-	24,130	239	(1,399)	(1,160)
Non-resident FTES	2,400	-	2,400	2,200	-	2,200	(200)	-	(200)
Total FTES	26,291	1,399	27,690	26,330	-	26,330	39	(1,399)	(1,360)

Historical Enrollment Trends

Enrollment



As you can see from this chart, we were operating on a positive, upward enrollment trajectory prior to the pandemic, and our planning assumed these successes would continue. We were significantly ahead of plan and target. We assumed this was the future path forward. With the actual enrollment from the past two years plotted here, it's obvious those assumptions, in hindsight, were flawed. Decisions were started or accelerated in the 2020/21 timeframe. In reality we should have started these significant structural deficit conversations at least two years ago.

Base Budget Deficit

The university's budget deficit is not a new challenge. This is something we have been dealing with, delaying dealing with due to a global pandemic, and making changes involving *ONE-TIME* spending for some time. Entering 2023/24, we have a \$14.7M structural deficit that still needs to be resolved.

Beginning 2018/19, the campus had a strategic and transformational approach to budgeting. The campus made investments in critical units on campus, including the Divisions of Research and Innovation, Information Technology, College of Graduate Studies, and funding key areas such as Title IX, Clery, Athletics, Community and Government Relations. Included in this plan were Student Success initiatives and expansion of courses, faculty hiring and start-up packages, and research to the benefit of the entire campus community.

These investments were made by leveraging ongoing surplus enrollment revenues, annual salary savings, reserves, and other one-time funding streams. Expansion in enrollment was anticipated to continue to grow, as was General Fund support, along with full funding for costs.

Over the past few years, declining enrollment trends have emerged, necessitating the campus to evaluate the level of surplus enrollment and the future growth in campus programs. Although significant State commitments were made, the CSU was not able to completely fund all cost increases in the General Fund. The CSU budget allocation to the campus required the self-funding of portions of the ongoing costs.

At SJSU, the Budget Advisory Committee, or BAC, is classified as a “special agency” of SJSU’s Academic Senate. This means that the BAC was created by and charged through Senate policy, and it also reports back to the Senate. On a side note, the BAC is just one of many examples of the impact of the Senate within our campus community.

Each year, the BAC’s charge is to advise SJSU’s President on the university budget throughout the three major phases of planning, implementation, and review. And this year in particular, President Teniente-Matson has asked the BAC to advise on a multi-year plan for a financially sustainable budget model.

As per its charge, the BAC will identify budget-related challenges, collect feedback as broadly and inclusively as it can, consider priorities from different constituencies, and then propose potential solutions to the President.

Then, leading up to the President’s implementation phase of budgetary decisions, the BAC will continue to serve as a resource for the SJSU community in understanding statewide, CSU system-level, and university-wide budgeting processes. To that end, and again as per its charge, the BAC will offer advice to the President on how to communicate budget-related information to SJSU.

In Spring 2023, the BAC recommended the following:

This past year, the Budget Advisory Committee (BAC) has been charged with exploring ways to reduce the campus’s \$37.5 million structural deficit in 2022/23. We have reviewed many areas of the campus and will continue next year on this deep dive into understanding our campus finances. The BAC would like to acknowledge the presentations and information shared by the campus divisions. Several of the following were presented by the divisions as potential action items. Our recommendations focus on common areas that have the potential for the most immediate and measurable impacts.

A. Organizational changes

1) Review an estimated 300 positions that have been open for a minimum of one fiscal year, with the intent of not hiring certain positions. The criterion for elimination of positions should not be based purely on the length of time that they have remained open. Positions are to be realigned in departments, at the discretion of each Division's Vice-President.

- Estimated cost savings: 80 positions, times \$80K + 1.5x benefits = \$10 million

2) Reduce operating expenses & equipment (OE&E)

a) Maximize fiscal year 2022-23 savings to help with year-end reserves. Any unspent funds are to be rolled over as one-time money funds for the next fiscal year.

b) We propose a ten percent base reduction for fiscal year 2023-24

3) Additional targeted reductions by division should be considered on their merits

4) Adjust Campus Cost Allocations, appropriately charging campus enterprises (parking, housing) and auxiliaries for their usage of campus resources

5) Identify issues and streamline SJSU procedures within campus auxiliaries, IT, Housing, UP, FD&O, and Finance and Business Services. Develop cost saving solutions and reduce staff workload. Employ shared services models within SJSU, as well as local community colleges (i.e. UPD Dispatch), and other CSUs (i.e. HR and IT services)

6) Create a cross departmental collaboration program to temporarily assist with employee vacancies within key departments like UP (mainly Faculty Services), Enrollment Management, and FABS. Identify a pool of highly trained and experienced group of staff people that can temporarily or seasonally assist other departments, and pay for their extra workload via stipends/assigned time using salary savings.

We estimate the approaches in Section A could yield \$20-30M in savings.

B. Configure Enrollment Management to be an all-University effort

1) Invest in more closely linking classes and course sections with student demand, by ensuring the utilization and (re)training students, faculty and staff on eAdvisor tools (ie. MyGPS, MyPlanner). We must reduce the number of under-enrolled classes with better tools to predict which classes students will need and choose.

2) Focus on not only incoming freshmen and transfers, but on retention of our current students, by investing in academic advising so we can identify why students are dropping out.

3) Further formalize, strengthen, or establish outreach programs that align Bay Area High Schools and local Community Colleges with our enrollment strategies.

4) Identify where we excel in enrollment (ie. School of Information) and see how we can mirror these processes campus-wide.

5) Consider university-, college- and department-based student fees, in consultation with the appropriate bodies.

6) Actively target enrollment increases above the current 101% target, with emphasis on transfers and retention.

7) Increase the enrollment of nonresident students above the current budget target of 2400.

C. Continue Academic Affairs efforts (shared in the Provost's Budget Forum) to:

1) Increase Faculty to Student Ratios back to pre-pandemic levels

2) Review / improve assigned time provided to faculty to compensate them for activities that are not part of their regular duties.

3) Identify and utilize academic space that is under-utilized during Fridays, weekends, summer breaks, even if there is short-term revenue loss as students avoid these offerings.

4) Better enforce guidelines regarding low-enrolled courses, and consider offering certain courses less frequently.

D. At the CSU level, we ask that you advocate for the following:

1) CSU Tuition increase (beginning in fiscal year 2024/25)

2) Replenishment General Fund reserve levels (previously drawn down)

3) Establishment of a "new opportunity fund" for new initiatives

4) New Deferred Maintenance Funding from the State of California (GO Bond)

E. Athletics Revenues:

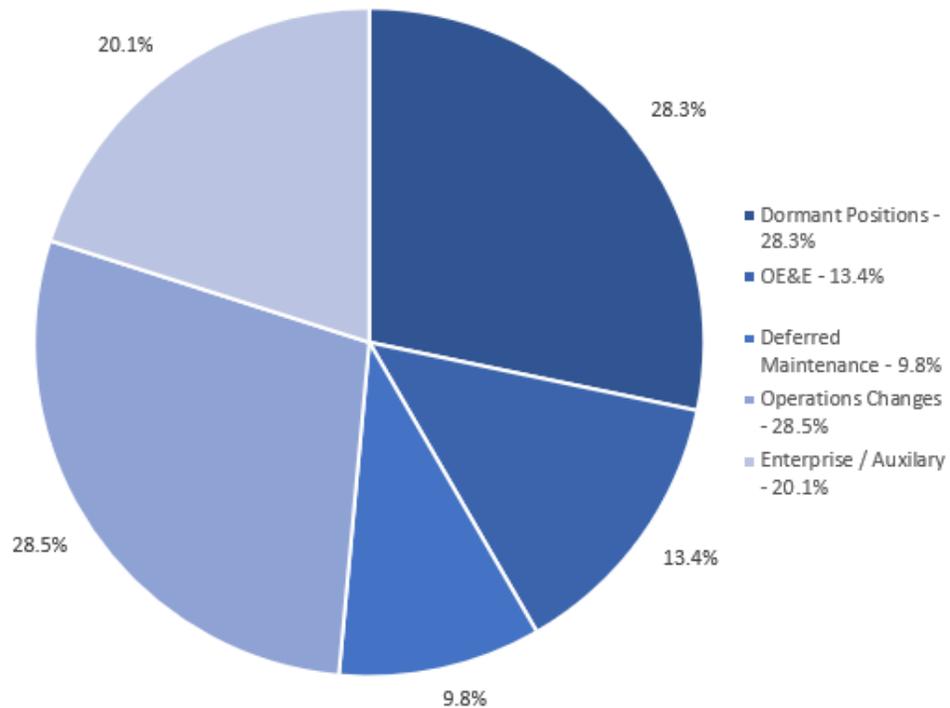
Continue to focus on improving "Generated Revenues" from athletics with the potential of returning monies received in excess of the budget to the general funds and SSETF / Associated Students

Spring 2023 BAC recommendations

The BAC’s recommendations for organizational changes, OE&E reductions, division reductions and adjusting campus allocations were all accepted by the Cabinet and resulted in over \$20 million in Base Budget reductions in this fiscal year. Further, the recommendation to configure Enrollment Management to be an all-University effort is also being implemented on 11/1/2023.

Note that the BAC recommended increasing enrollment to 101% of the target; however, the university budgeted at 100% of the resident target. The current Fall 2023 resident enrollment is short of this and currently stands at 99.6%.

\$20M in Base Reductions for 2023/24



Limited investments will continue to be made to ensure that the campus moves forward toward the recalibration of the goals and vision of Transformation 2030. Students will be supported in their academic journey and collegiate experience at San José. The campus will not use one-time revenues in support of ongoing activities and will look to backfill the current base deficit. Over the year ahead, The President’s plan is to utilize the Budget Advisory Committee to review budget plans, assumptions, and offer advisory recommendations to the President’s Cabinet. The committee is charged with advising the President on a multi-year plan for a financially sustainable budget model.

Following are tables outlining the 2023/24 Operating Budget changes from year to year as well as a listing of ongoing Operating Budget resources and funding commitments. The Operating Budget Sources and Uses table details the distribution of the funding across the campus in support of priorities and budgetary needs.

OPERATING BUDGET COMPARISON: 2022/23 VS. 2023/24

	2022/23 Budget	2023/24 Budget	Adjustment	
Base Operating Budget				
General Fund Appropriation	\$221,068,000	\$233,232,000	\$12,164,000	5.5%
Revenues ^(a, b)	\$211,281,986	\$213,884,357	\$2,602,371	1.2%
	\$432,349,986	\$447,116,357	\$14,766,371	3.4%
Budgeted FTES				
CSU Resident FTES Allocation	23,891	24,130	239	1.0%
Non-Resident FTES (campus target)	2,400	2,200	(200)	-8.3%
	26,291	26,330	39	0.1%
Detail of Budget Adjustments				
Adjustments to the General Fund Appropriation				
Prior Year Retirement Adjustment		\$4,620,000		
Employer Paid Health Premiums		\$3,326,000		
Liability & Property Insurance Premiums		\$807,000		
Graduation Initiative 2025		\$1,687,000		
Enrollment Growth		\$1,943,000		
Student Basic Needs		\$479,000		
State University Grant Redistribution		(\$698,000)		
			\$12,164,000	
Adjustments to Revenues				
Adjustments to Revenues per Systemwide				
Tuition from Enrollment Growth		\$1,582,000		
Campus Budget Adjustments ^(c)				
Tuition Fee Adjustment		(\$10,050)		
Non-Resident Tuition Fee Adjustment		(\$2,040,000)		
Other Student Fees		(\$306,000)		
Cost Recovery Revenue Adjustment		\$3,376,421		
			\$2,602,371	
			\$14,766,371	

Footnotes:

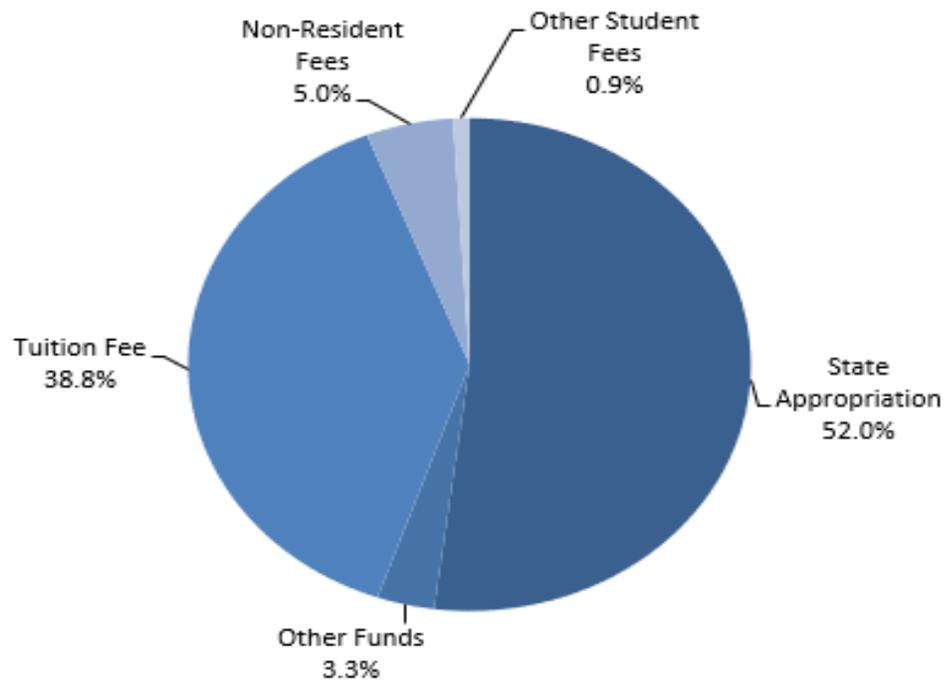
^(a) In 2020/21 and 2021/22, the Operating Budget included surplus tuition fee revenues as a recurring resource. Starting in 2022/23, the report displays base budgeted tuition only.

^(b) See next page for a breakdown of Resources. Next page also includes Federal Work Study as a Resource.

^(c) The Campus has historically reported Campus Budget Adjustments which represented the differences between campus-calculated fee revenues versus fee revenues calculated by the Chancellor's Office. The differences were primarily due to variations in student mix and student average unit load.

2023/24 OPERATING BUDGET RESOURCES

State Appropriation	\$233,232,000	52.0%
Tuition Fees		
Tuition Fees	\$173,788,050	
Campus Adjustment to Tuition Fees	(\$10,050)	
	\$173,778,000	38.8%
Non-Resident Fees		
Non-Resident Fees	\$24,480,000	
Campus Adjustment to Non-Resident Fees	(\$2,040,000)	
	\$22,440,000	5.0%
Other Student Fees		
Application Fee	\$2,570,000	
Diploma/Commencement Fee	\$336,000	
Transcript Fee	\$515,000	
Other Student Fees	\$773,000	
	\$4,194,000	0.9%
Other Resources		
Campus Work Study Program	\$1,280,000	
Cost Recovery from Other Funds	\$13,472,357	
	\$14,752,357	3.3%
Total Operating Budget Resources	\$448,396,357	100.0%



2023/24 OPERATING BUDGET SOURCES AND USES

	Ongoing	One-Time	Total
Sources of Funds			
General Fund Appropriation	\$12,164,000		\$12,164,000
Campus Tuition and Fee Adjustments	(\$774,050)		(\$774,050)
Cost Recovery Revenues	\$3,376,421		\$3,376,421
Operating Fund Reserve		\$9,517,412	\$9,517,412
Total Sources	\$14,766,371	\$9,517,412	\$24,283,783
 Planned Uses of Funds			
Mandatory Costs/Existing Commitments			
Health & Dental Premiums Adjustment	\$3,326,000		\$3,326,000
Retirement Adjustments	\$4,620,000		\$4,620,000
State University Grants Redistribution	(\$698,000)		(\$698,000)
	\$7,248,000		\$7,248,000
 Approved Division Requests and Priorities			
<u>Academic Affairs</u>			
Enrollment Support ^(a)	\$283,433		\$283,433
Research, Scholarly & Creative Activity (RSCA)			
Assigned Time	\$2,000,000		\$2,000,000
Student Assistants		\$1,200,000	\$1,200,000
First Street Lease for Urban Planning		\$36,402	\$36,402
SSI (unfunded from CBA)	\$1,000,000		\$1,000,000
Base Budget Reduction – EM	(\$1,400,000)		(\$1,400,000)
Base Budget Reduction	(\$6,960,000)		(\$6,960,000)
	(\$5,076,567)	\$1,236,402	(\$3,840,165)
 <u>Administration & Finance</u>			
Base Budget Reduction	(\$4,570,000)		(\$4,570,000)
	(\$4,570,000)		(\$4,570,000)
 <u>Information Technology</u>			
Base Budget Reduction	(\$1,000,000)		(\$1,000,000)
	(\$1,000,000)		(\$1,000,000)
 <u>Institutional Affairs</u>			
Base Budget Reduction	(\$1,104,242)		(\$1,104,242)
	(\$1,104,242)		(\$1,104,242)
 <u>Intercollegiate Athletics</u>			
Base Budget Reduction	(\$500,000)		(\$500,000)
	(\$500,000)		(\$500,000)

	Ongoing	One-Time	Total
<u>Office of the President</u>			
Base Budget Reduction	(\$290,000)		(\$290,000)
	(\$290,000)		(\$290,000)
<u>Research and Innovation</u>			
Base Budget Reduction	(\$600,000)		(\$600,000)
	(\$600,000)		(\$600,000)
<u>Student Affairs</u>			
Graduation Initiative 2025 (tbd)	\$687,000		\$687,000
Student Basic Needs	\$479,000		\$479,000
Base Budget Reduction – EM to AA	\$1,400,000		\$1,400,000
Base Budget Reduction	(\$2,820,000)		(\$2,820,000)
	(\$254,000)		(\$254,000)
<u>University Advancement</u>			
Base Budget Reduction	(\$1,300,000)		(\$1,300,000)
	(\$1,300,000)		(\$1,300,000)
<u>University-Wide & Cross-Division Commitments</u>			
Tower Projects (5 years)		\$1,567,000	\$1,567,000
ISB Utilities	\$585,168		\$585,168
Risk Management Premiums	\$807,000		\$807,000
Financial Aid		\$110,700	\$110,700
Base Budget Reduction	(\$1,250,000)		(\$1,250,000)
	\$142,168	\$1,677,700	\$1,819,868
Total Approved Division Requests and Priorities	(\$7,304,641)	\$4,914,102	(\$4,390,539)
Net Sources (Uses)	\$22,071,012	\$6,603,310	\$28,674,322

Footnotes:

(a) Includes funding for faculty.

(b) Enrollment Management transition to Academic Affairs estimated budget \$12M.

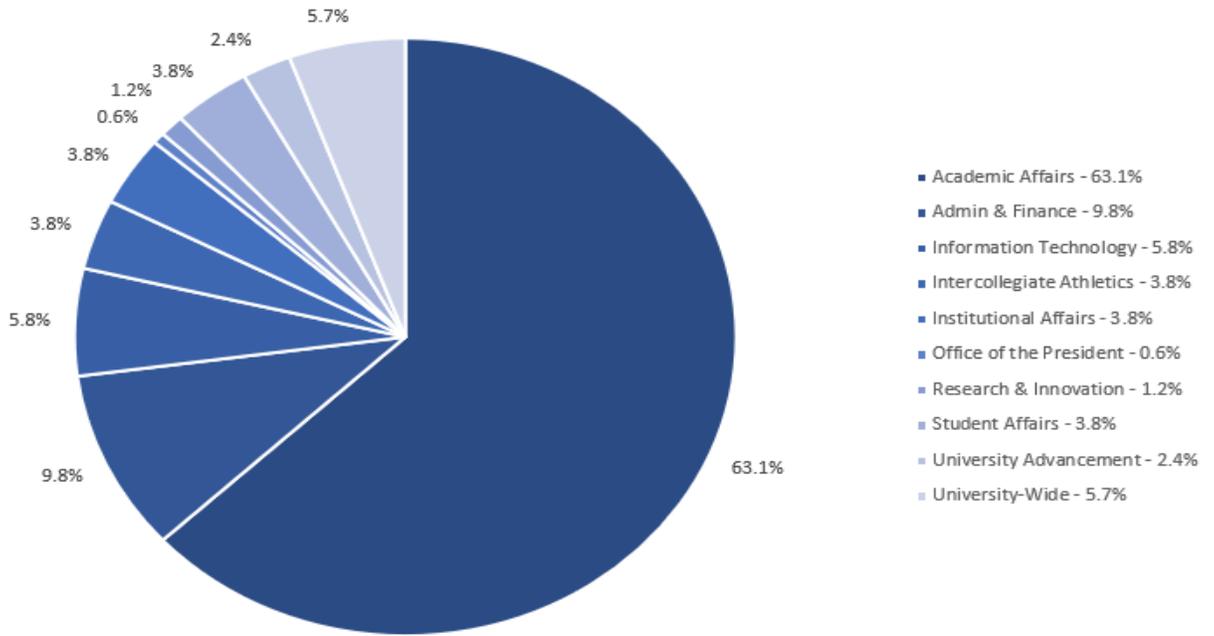
2023/24 EXPENDITURE BUDGET BY UNIVERSITY DIVISION

	Academic Affairs	Admin & Finance	Information Technology	Institutional Affairs	Intercollegiate Athletics	Office of the President	Research and Innovation	Student Affairs	University Advancement	University- Wide	Total University	% of Total
Operating Fund ^(a)												
Salaries	\$170,409,034	\$21,861,952	\$12,092,445	\$9,429,784	\$10,695,837	\$1,387,898	\$2,273,166	\$6,765,354	\$5,120,127	(\$974,996)	\$239,060,601	31.8%
Projected Benefits ^(b)	\$88,439,132	\$11,412,922	\$6,312,800	\$4,922,771	\$5,583,708	\$724,545	\$1,186,695	\$3,531,822	\$2,672,936	(\$508,994)	\$124,278,337	16.5%
OE&E	\$10,275,689	\$8,765,661	\$6,330,066	\$1,652,010	\$0	\$326,396	\$1,869,092	\$5,769,130	\$2,471,802	\$25,894,327	\$63,354,173	8.4%
Subtotal	\$269,123,855	\$42,040,535	\$24,735,311	\$16,004,565	\$16,279,545	\$2,438,839	\$5,328,953	\$16,066,306	\$10,264,865	\$24,410,337	\$426,693,111	56.8%
Restricted Student Aid ^(c)	\$714,286	\$292,857	\$28,571	\$64,286	\$64,286	\$85,714	\$57,143	\$321,429	\$92,857	\$35,779,774	\$37,501,203	5.0%
Total Operating Fund	\$269,838,141	\$42,333,392	\$24,763,882	\$16,068,851	\$16,343,831	\$2,524,553	\$5,386,096	\$16,387,735	\$10,357,722	\$60,190,111	\$464,194,314	61.8%
Graduate Business Professional Fee	\$671,000									\$167,500	\$838,500	0.1%
Student Orientation Programs	\$3,600							\$2,154,347			\$2,157,947	0.3%
SSETF-Instructionally Related Activities:	\$1,496,912				\$9,402,356			\$500,000		\$181,061	\$11,580,329	1.5%
SSETF-Course Support ^(d)	\$2,113,328										\$2,113,328	0.3%
SSETF-Student Success ^(d)	\$6,269,955		\$350,000					\$2,536,237		\$2,240,515	\$11,396,707	1.5%
Campus Revenue Funds												
Professional and Continuing Education	\$34,912,726	\$4,954,432						\$1,576,410		\$1,395,328	\$42,838,896	5.7%
Housing Funds								\$50,826,774			\$50,826,774	6.8%
Lottery Funds	\$2,645,656							\$40,080		\$148,990	\$2,834,726	0.4%
Other Revenue Sources ^(e)	\$537,000				\$13,179,294			\$495,000			\$14,211,294	1.9%
Parking Funds		\$9,204,400									\$9,204,400	1.2%
Student Health Funds								\$19,352,033			\$19,352,033	2.6%
Campus Auxiliaries												
Associated Students								\$9,657,518			\$9,657,518	1.3%
Research Foundation							\$58,287,686				\$58,287,686	7.8%
Spartan Shops		\$4,689,524									\$4,689,524	0.6%
Student Union								\$12,335,882			\$12,335,882	1.6%
Tower Foundation									\$35,000,000		\$35,000,000	4.7%
Total All Funds	\$318,488,318	\$61,181,748	\$25,113,882	\$16,068,851	\$38,925,481	\$2,524,553	\$63,673,782	\$115,862,016	\$45,357,722	\$64,323,505	\$751,519,858	100.0%

Footnotes:

- (a) Operating Fund expenditure budget includes base budgets allocated in the current year, including Enrollment Management (Est. \$12M) transition to Academic Affairs.
- (b) Benefit budgets for the Operating Fund are projected across all divisions at 52% of salaries.
- (c) Restricted Student Aid includes Federal Work Study and matching portions, Tuition Discount (SUG), Supplemental Educational Opportunity Grants (SEOG) and State Graduate Fellowship Grants.
- (d) Refer to the 2023/24 Student Success, Excellence Technology Fee financial display for greater detail.
- (e) Other Revenue Sources include miscellaneous revenues from ticket sales, fundraising (for Athletics), rental of University space, and other miscellaneous revenue-generating activities.
- (f) U-Wide includes reserves, utilities, MLK Facility, Hammer Theatre, risk management, hazardous waste, space rental, and university membership fees.

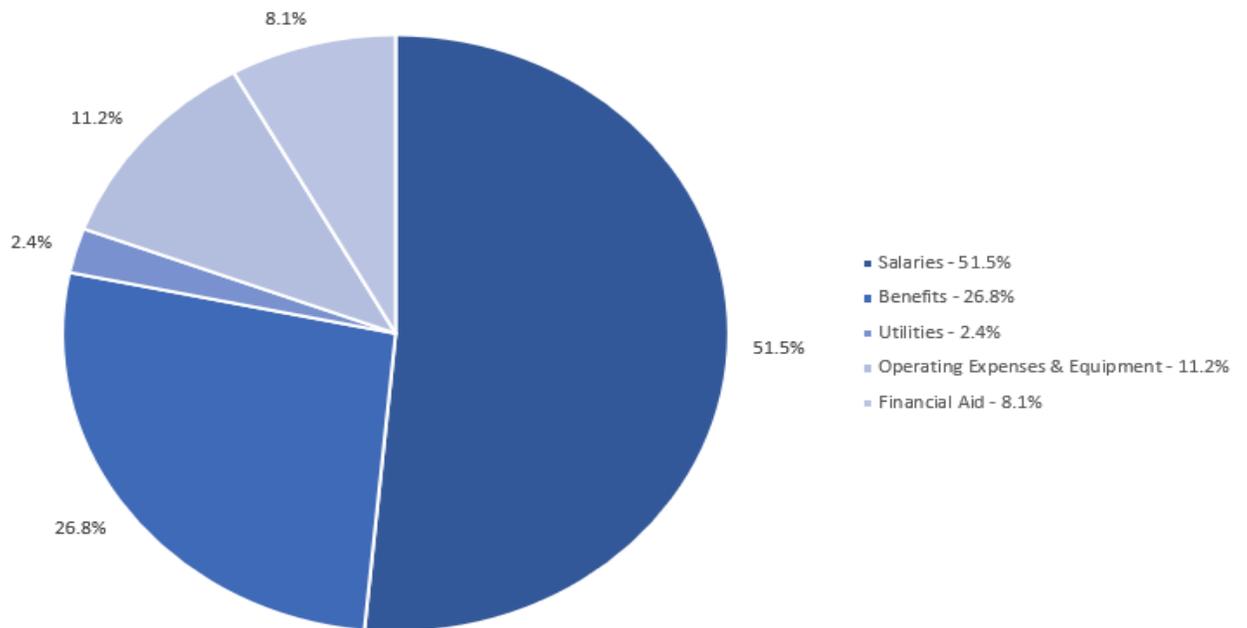
2023/24 Operating Fund Expenditure Budget by Division



Footnote:

^(a)Enrollment Management transition to Academic Affairs estimated budget \$12M.

2023/24 Operating Fund Expenditure Budget by Category



COMPARISON OF CSU CAMPUS EXPENDITURES

2021/22 Expenditures by Category for San José and "Big 5" CSU Institutions

	San José		Northridge		San Diego		San Francisco		Long Beach		Fullerton	
	Actuals	%	Actuals	%	Actuals	%	Actuals	%	Actuals	%	Actuals	%
<i>(\$ millions)</i>												
Instruction	\$228.8	42%	\$213.7	39%	\$234.0	39%	\$207.5	44%	\$252.8	42%	\$230.6	40%
Research	\$5.1	1%	\$3.2	1%	\$6.2	1%	\$0.7	0%	\$3.8	1%	\$0.8	0%
Public Service	\$3.2	1%	\$1.1	0%	\$1.1	0%	\$1.6	0%	\$1.3	0%	\$3.0	1%
Academic Support	\$49.1	9%	\$58.7	11%	\$58.1	9%	\$40.9	9%	\$62.4	10%	\$38.6	7%
Student Services	\$68.5	13%	\$66.5	12%	\$79.4	13%	\$35.7	7%	\$64.4	10%	\$49.6	8%
Institutional Support	\$66.4	12%	\$78.0	14%	\$81.2	13%	\$86.4	18%	\$77.5	13%	\$97.8	17%
Operation & Maintenance	\$78.2	15%	\$67.8	12%	\$97.8	16%	\$60.5	13%	\$75.5	13%	\$90.9	16%
Student Financial Aid	\$39.3	7%	\$63.8	11%	\$54.4	9%	\$42.8	9%	\$65.3	11%	\$61.8	11%
Total Operating Expenses ^(a)	\$538.6	100%	\$552.8	100%	\$612.3	100%	\$476.0	100%	\$603.0	100%	\$573.1	100%
2021/22 College Year FTES ^(b)	28,609		32,214		32,540		22,121		33,336		32,731	
\$ Expended per FTES	\$18,826		\$17,160		\$18,818		\$21,519		\$18,087		\$17,510	

Footnotes:

^(a) Expenditure data provided by the CSU Budget Office. The data reports all CSU Operating Fund activity by program and GAAP financial classifications.

^(b) Full Time Equivalent Students (FTES) reported per CSU Enrollment Dashboards available from <https://www.calstate.edu/data-center/institutional-research-analyses>.

^(c) Campus Research includes Instruction research activities.

Select Funds and Self-Support Operations

Capital Outlay and Deferred Maintenance

Student Success, Excellence and Technology Fee

Intercollegiate Athletics

Lottery Fund

College of Professional and Global Education (CPGE)

Professional and Continuing Education (PaCE)

Student Wellness Center

University Housing Services

University Parking Services

CAPITAL OUTLAY AND DEFERRED MAINTENANCE

As the oldest campus in the California State University system, San José State University has continuously planned and evolved to meet the anticipated growth of its footprint and physical space. Transformation 2030 recalibrated strategic vision of the campus, a Campus Master Plan is under development to assess and address the space and functional needs of the campus and local community. Extensive feedback has been solicited to ensure that the Plan's framework reflects the vision and goals of SJSU's future and that the Plan can guide the strategy for future campus growth through 2040.

In conjunction with that longer-range plan, the campus continues to invest in the maintenance of existing facilities and improvements as funding allows. Each year, all CSU campuses submit a plan to the Office of the Chancellor to request the inclusion of projects in the CSU's Multi-Year Plan for facility renewal and capital improvements. The comprehensive CSU Multi-Year Plan includes both academic and self-support projects and is presented to the CSU Board of Trustees and later submitted to the State Legislature and Department of Finance for funding.⁴ The campus has put forward a number of major capital projects for inclusion in the CSU Multi-Year Plan for 2022/2023 through 2026/2027, including major renovations of Engineering and Duncan Hall as academic projects, other deferred maintenance and infrastructure improvement projects, and Campus Village 3 for Student Housing.

Major Capital Improvements

On the Main Campus, the Interdisciplinary Science Building (ISB), the first new academic building in over three decades, is now open to the campus. The building delivers 165,000 GSF of modern and dynamic space for teaching, research, collaborative spaces, and offices. The Spartan Athletics Center (SAC), 55,000 GSF, two-story building on the east side of CEFCU Stadium, is now open to the student-athletes and academics at South Campus.

The CSU Board of Trustees approved the housing project at the Alfred E. Alquist Building in downtown San José in January 2023. With this approval, SJSU is in the process of identifying a qualified development team to partner with SJSU for this project. The Alquist project seeks to deliver apartment units with space reserved for university graduate students, faculty, and staff with both subsidized and market rate units.

The campus also received access to State Affordable Student Housing grant funding, made available under the Postsecondary Education Trailer Bill (SB 169) approved by the Governor in September 2021, for student housing. This grant provides debt service coverage for up to \$89 million.

Deferred Maintenance, Renewal, and Improvements

The CSU and campus continue to commit significant resources towards reducing the backlog of deferred maintenance. The Budget Act of 2021 included one-time General Fund support for the CSU, of which \$898 million was allocated towards facilities & infrastructure projects. San Jose received \$18.7 million towards five deferred maintenance and energy efficiency projects, including critical fire alarm projects, roof and HVAC replacements, and a master key system. From 2022/23, San Jose was recently awarded an additional \$6.9

⁴ Plans may be viewed online from the Capital Planning, Design and Construction Resource Library at www.calstate.edu/cpdc.

million for another set of deferred maintenance projects needed at Duncan Hall and Moss Landing. Note this amount was only 1% of the funds received by the Chancellor's Office.

Each year, the campus receives an annual dividend payout from the CSU's invested Total Return Portfolio (TRP), which is restricted under the California Education Code to be used to support deferred maintenance and capital improvements. Last year's dividend amount was \$3.1 million, which will support an array of capital project needs, both large and small on Main and South Campus.

Weather Challenges in 2022/23

San Jose State saw a number of significant weather related issues last winter and spring. These include: South Campus Powerlines and tree issues, the plaster siding and structure at Tower Hall, roof issues at the Simpkins Stadium Center, and flooding in the basements at Duncan Hall and Dwight Bentel Hall.

Deferred Maintenance

We have approximately \$1.2 billion in maintenance backlog over the next ten years around the San Jose campus. There have been repeated CSU asks of the Governor to allocate unique one-time State funding to address this across the system. To date, very limited money has been provided to the Chancellor's Office.

STUDENT SUCCESS, EXCELLENCE AND TECHNOLOGY FEE

Introduced in Fall 2012, the Student Success, Excellence and Technology Fee (SSETF) is a mandatory student fee paid by all matriculated and enrolled students. The fee was approved by Executive Order 1078 to support and expand on six articulated priorities of student success and subsumed other existing Miscellaneous Course Fees (field trip fees excluded) and Instructionally Related Activities (IRA) fees. The priorities are as follows:

- Student Success Services & Graduation Pathways: Expand support for comprehensive student success services and improved pathways to graduation.
- 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.
- 21st Century Teaching Spaces: Create 21st century classrooms, labs, and learning spaces, including virtual spaces (e.g., lecture capture, e-portfolios, social media, etc.)
- Retention & Graduation: Expand support for all students and work to close the retention and graduation gap for Under-represented Minority students (URM).
- Course Support: Enhance support for instructional materials and methods used in the delivery of instruction.
- 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.

The fee is subject to an annual inflationary adjustment based on the Common Fund Higher Education Price Index (HEPI). For 2023/24, the fee was increased from \$343.50 to \$361.50 per academic year term. As the fee is structured as a headcount-based fee, fee revenue is subject to the variability of enrollment levels.

Funding Call and the Campus Fee Advisory Committee (CFAC)

In March 2022, a call for funding proposals for expending over two years, 2022/23 and 2023/24, was issued to campus Divisions. All proposals submitted were reviewed by the Campus Fee Advisory Committee (CFAC) in May 2022, and the committee provided an advisory recommendation regarding the proposals to the President. The President subsequently approved one-time commitments of \$2.1 million for 2023/24. The following commitments were approved for funding. On March 17, 2023, the Campus Fee Advisory Committee (CFAC) approved the proposal to allow Academic Affairs to be officially recognized as managing the fund balance and all expenditures (salary and benefits pool) in the SSETF Course Support fund.

	2023/24
<u>Academic Affairs</u>	
LCoB Enhanced Student Success Support	\$80,488
Extended Study Hours in the Library	\$439,773
Late Night Tutoring in the Library	\$115,200
Undergraduate Advising Support for 1 st and 2 nd Yr Students	\$795,737
	<hr/> \$1,431,198
 <u>Student Affairs</u>	
1 st Yr Transition Program for Historically Underserved	\$171,276
Native American/Indigenous Student Success Center	\$147,300
APID/A Student Success Center	\$258,846
ESports & Campus Connections	\$133,900
	<hr/> \$711,322
 Grand Total	 <hr/> \$2,142,520 <hr/>

**Student Success, Excellence & Technology Fee
2023/24 Budget**

	SSETF - IRA	SSETF - Course Support	SSETF - Student Success	Total
Revenues				
Fees ^(a)	\$11,312,910	\$2,318,701	\$9,027,498	\$22,659,109
Total Revenues	\$11,312,910	\$2,318,701	\$9,027,498	\$22,659,109
Division Expenses				
Academic Affairs	\$1,496,912	\$2,113,328	\$6,269,955	\$9,880,195
Student Affairs			\$2,402,337	\$2,402,337
Student Union	\$500,000		\$133,900	\$633,900
Intercollegiate Athletics	\$9,402,356			\$9,402,356
Information Technology			\$350,000	\$350,000
University-Wide ^(b)	\$181,061	\$0	\$2,240,515	\$2,421,576
Total Division Expenses	\$11,580,329	\$2,113,328	\$11,396,707	\$25,090,364
Net Revenue (Expense)	(\$267,419)	\$205,373	(\$2,369,209)	(\$2,431,255)
Prior Year Balance ^(c)	(\$532,022)	\$1,729,667	\$5,659,379	\$6,857,024
Projected Ending Balance ^(d)	(\$799,441)	\$1,935,040	\$3,290,170	\$4,425,769

Footnotes:

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

^(b) University-Wide includes employee benefits pool. The budget is allocated over the course of the fiscal year to Divisions (excluding Athletics) to cover the actual benefit expenses incurred. CFAC approved the transfer of the Course Support budget to Academic Affairs.

^(c) Balance displayed is net of encumbrances at prior year-end.

^(d) The SSETF-IRA fund currently displays a structural deficit due to the decline in budgeted enrollment, as well as prior year commitments and employee compensation adjustments for Divisions other than Athletics. Revenues from surplus enrollment and future year inflationary adjustments will be committed to resolving the deficit.

INTERCOLLEGIATE ATHLETICS

The vision of San José State Athletics is captured in The Charge of the Spartans, to provide a cutting-edge experience for student-athletes and promote an environment that builds champions in the classroom, in competition, and in the community.

We uphold University values for excellence by:

- Establishing San Jose State University, Spartans Athletics, and the city of San Jose as a first-choice destination;
- Accelerating a transformative environment that encourages personal and professional growth and the pursuit of knowledge, while advancing University and Athletics goals and objectives;
- Being innovative in consistently seeking once unimaginable accomplishments by utilizing a forward-thinking mindset and strategically building meaningful relationships with University students, faculty, staff, alumni, sponsors, donors, and friends;
- Emanating positivity and giving maximum effort in growing the SJSU brand, its student-focused traditions, and unifying all constituents;
- Focusing on the foundational principles of fiscal responsibility and efficiency, health and welfare considerations, gender equity, social and racial justice, diversity and inclusion, collaboration, and good sporting conduct by all coaches, administrative staff, and student-athletes.

In 2022/23 Spartan Athletics had their best athletics year in school history as women's soccer and baseball both won Mountain West championships, while volleyball, softball, and men's soccer made it to the title games. Women's golf qualified for their second consecutive NCAA Championship with Lucia Lopez Ortega becoming the second straight SJSU women's golfer to finish runner-up at the women's golf national championship. Additionally, Emilia Sjostrand became the first women's track and field indoor and outdoor All-American in SJSU history. The football team earned a bowl game berth, competing in the Famous Idaho Potato Bowl. It is the first season the Spartans made postseason tournaments in football, men's basketball, and baseball, all in the same year. The university was one of 31 schools to participate in a bowl game and an NCAA baseball regional tournament this year. This was the first time since 1986/87 that both men's basketball and football finished with a winning record.

Spartan Athletics manages a robust FBS level Division I program with 22 sponsored sports.

**Intercollegiate Athletics
2023/24 Budget**

	CSU Operating Fund	SSETF	Generated Revenues	Total
Revenues/Allocations				
Allocated Funds	\$16,343,831	\$9,402,356		\$25,996,187
Subtotal	\$16,343,831	\$9,402,356	\$0	\$25,746,187
MW Proceeds / Development from Tower			\$6,118,008	\$6,118,008
Ticket Sales			\$1,007,000	\$1,007,000
Game Guarantees			\$1,700,000	\$1,700,000
NCAA Distribution			\$1,514,286	\$1,514,286
Facilities/Marketing			\$2,840,000	\$2,840,000
Total Revenues/Allocations	\$16,343,831	\$9,402,356	\$13,179,294	\$38,925,481
Expenses				
Salaries & Benefits				
Salaries	\$10,695,837		\$193,656	\$10,889,493
Benefits	\$5,583,708		\$96,828	\$5,680,536
Work Study	\$64,286			\$64,286
Subtotal	\$16,343,831	\$0	\$290,484	\$16,634,315
Operating Expenses & Equipment				
Grants in Aid			\$9,329,205	\$9,329,205
Team Travel		\$5,359,227		\$5,509,227
Operational Expense		\$4,043,129	\$3,559,605	\$6,275,354
Subtotal	\$0	\$9,402,356	\$12,888,810	\$22,541,166
Total Expenses	\$16,343,831	\$9,402,356	\$13,179,294	\$38,925,481
Net Revenues of Expenses	\$0	\$0	\$0	\$0
Prior Year Fund Balance	\$0	\$0	\$0	\$0
Ending Fund Balance, All Funds	\$0	\$0	\$0	\$0

LOTTERY FUND

San José State University will receive almost \$2.8 million in lottery revenues from the CSU in 2023/24. Actual revenues to SJSU are based on deposits received quarterly by the CSU from the California State Lottery, and they are adjusted due to fluctuations in lottery receipts. CSU lottery revenue projections are conservative and usually do not vary significantly from one fiscal year to the next.

The primary programs supported by Lottery Funds are:

- Library Acquisitions (books, periodicals, subscriptions, etc.). The campus has designated \$2.2 million for this program.
- The Teacher Recruitment Project (TRP) which provides funding of \$75,000 to support the recruitment of students into mathematics and science teaching careers. The goal is to attract participants from environments in which teaching has not been a common career goal, assisting these students in qualifying for entrance into the teaching profession. Participants include teacher aides from K-12 schools, secondary school students, community college students, and undergraduate students interested in teaching as a profession.

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

Lastly, the CSU also provides funding support for the California Pre-Doctoral Program, which is administered by the Chancellor's Office of Academic Services and Professional Development. This program is designed to increase the pool of university faculty by supporting the doctoral aspirations of individuals who are current upper-division or graduate students in the CSU, economically and educationally disadvantaged, interested in a university faculty career, U.S. citizens or permanent residents, and leaders of tomorrow. Students who are chosen for this award are designated Sally Casanova Scholars as a tribute to Dr. Sally Casanova, for whom the Pre-Doctoral scholarship is named. Funding is a pass-through and is disbursed by the campus Financial Aid office. Three SJSU students were selected as Sally Casanova California Pre-Doctoral Scholars for 2023/24, and each of them will receive a \$3,000 scholarship to support their Pre-Doctoral activities.

**Lottery Fund
2023/24 Budget**

Revenues

CSU Allocation	\$2,733,000
Interest	\$500
Early Assessment Program	<u>\$100,000</u>

Total Revenues \$2,833,500

Expenses

Operational Costs

University Administrative Overhead	\$134,050
CSU Risk Pool Assessment	\$14,540
Interfund Pension Loan	<u>\$400</u>

\$148,990

Funded Activities/Programs

University Library Funding	\$2,162,000
Academic Affairs Program	\$250,000
Teacher Recruitment Project	\$75,000
Early Assessment Program	\$100,000
C.O. PY Initiatives (SJSU Spartan Student Impact, SJSU House Concept, STEM VISTA, AL\$)	<u>\$98,736</u>

\$2,685,736

Total Expenses \$2,834,726

Net Revenue (Expense) **(\$1,226)**

Prior Year Fund Balances

Undesignated	\$516,287
Early Assessment Program	\$11,840
Pre-Doctoral Program	<u>\$21,154</u>

Projected Ending Fund Balance \$548,055

College of Professional and Global Education (CPGE)

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

Highlights of the 2023/24 Budget

The Professional and Continuing Education (PaCE) revenues for 2023/24 are projected at \$46 million, which includes non-credit revenues and is exclusive of PaCE revenue from San Jose Online and Early Start Program.

Following the current revenue distribution model, approximately \$36 million will be allocated for shared costs to campus partners (i.e., Divisions of Administration & Finance, Student Affairs, and Academic Affairs).

During the last few years, CPGE had a couple of significant organizational changes, which increased the scope of our operations from offering and managing self-support programs to now offering regular, state-side programs, similar to the other academic colleges across campus. To ensure our success as an academic college, we have planned investments in key and foundational areas of student success (e.g., creating resources and staffing for student advising), faculty success (e.g., ensuring diverse faculty recruitment/retention in STEM fields and supporting RSCA), and curricular innovation. Our college's model of offering both state and self-support degree programs allows us to invest in the university's instructional and research mission. We have created pathways to co-fund and sustain tenure-track faculty hiring as well as RSCA related activities for faculty and students.

Enrollment growth is projected to increase through an accelerated increase in special session degree programs and faculty-led short-term study abroad courses. Investment in new program development, diversifying our program base, and enhancing the "value add" of our existing programs are additional ways we will achieve growth. We seek to maintain leadership among the CSUs in terms of self-support graduate programs and working to expand our special session portfolio of undergraduate degree programs.

It is critical to note that in the last five years, the number of self-support programs has more than doubled, yet our staffing to support these programs has not kept pace. As we invest in our infrastructure (classroom, laboratory space, faculty, instructors, and support staff) to provide for program growth, student success, and research-active faculty, our multi-year financial plan provides funding to support new positions and retention to ensure and sustain the success of our programs, and our students. Our 2023/24 business plan reflects our attempt to right-size our staffing to close the gap in meeting current needs and future resource allocations to ensure that we have the added staff for the planned increases in programs and the associated workload.

Last fall, we initiated a financial review of 40 self-support special session degree and certificate programs. Subsequently, the fee for these self-support programs was increased to sustain the quality of education and increase access to highly qualified faculty and cutting-edge research and technology in order to ensure the continued success of our institution. The fee increase ranged from 6% to 26% for 16 programs that had not had a fee review for over eight years and 21 programs without a fee review in three years.

In addition to the infrastructure challenges to scale up, increasing competition in the areas of non-resident student recruitment and online education, challenges in state authorizations for online offerings, the increasing competition from other Bay Area universities and Silicon Valley campuses of other reputed institutions (Carnegie Mellon, Northeastern, Arizona State University, and UC Santa Cruz) pose formidable competition to our professional degree programs.

The Interdisciplinary Science Building (ISB) will increase classroom and laboratory capacity in the STEM programs. However, to be able to fully leverage ISB's infrastructure so the STEM programs can achieve their growth potential, we still require considerable investments in capital infrastructure to create the most innovative classrooms, an incubator/accelerator complex to provide students with a learning experience on real-world innovation and entrepreneurship as well as a state-of-the-art Innovation Loft and applied laboratories (Data Analytics, Intelligent Systems, Metaverse Systems, and Augmented Reality).

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

**College of Professional and Global Education (CPGE)
2023/24 Budget**

	Central Operations	Academics ^(a)	Study Abroad and Away	Total
Revenues				
Revenues	\$8,729,533	\$12,425,108	\$1,086,250	\$22,240,891
Interest			\$7,409	\$7,409
Total Revenues ^(b)	\$8,729,533	\$12,425,108	\$1,093,659	\$22,248,300
Expenses				
Salaries and Benefits				
Salaries and Staff Benefits	\$5,783,109	\$9,516,615	\$604,384	\$15,904,108
Student Assistants	\$200,000	\$198,780	\$10,880	\$409,660
	\$5,983,109	\$9,715,395	\$615,264	\$16,313,768
Operating Expenses & Equipment				
Communications	\$6,500	\$11,600		\$18,100
Travel	\$18,000	\$248,500	\$195,525	\$462,025
Contractual Services ^(c)	\$540,549	\$481,880	\$217,250	\$1,239,679
Information Technology	\$127,832	\$225,000	\$20,080	\$372,912
Postage	\$6,400	\$10,000		\$16,400
Printing	\$28,400	\$45,302	\$4,000	\$77,702
Supplies	\$192,880	\$134,300	\$4,000	\$329,380
Training & Prof Dev.	\$48,000	\$20,000	\$5,000	\$73,000
Advertising	\$47,400	\$269,779		\$317,179
Library Cost Recovery		\$504,036		\$504,036
Space Rental	\$318,554	\$3,000		\$321,554
Accreditation	\$70,000	\$2,500		\$72,500
Recruitment & Relocation	\$17,400	\$25,000		\$42,400
Memberships Due	\$7,124	\$50,717	\$1,200	\$59,041
Facility Use Fee	\$26,088			\$26,088
Professional Services		\$5,000		\$5,000
Books and Other Expenses		\$14,000		\$14,000
Food Catering		\$31,370		\$31,370
Other Operating	\$49,500			\$49,500
Operating Transfers Out Scholarships		\$300,999		\$300,999
Prior Year Expenditure Adj	\$352,435	\$267,251	\$16,222	\$635,908
	\$1,858,562	\$2,651,964	\$461,477	\$4,972,003
Total Expenses	\$7,841,671	\$12,367,359	\$1,076,741	\$21,285,771
Net Revenue (Expense)	\$887,862	\$57,749	\$16,918	\$962,529
SJSU Online Scheduling Coordinator	\$100,512	(\$86,468)		\$15,044
Prior Year Fund Balance	\$2,199,333	\$2,616,129	\$39,533	\$4,854,995
Projected Ending Fund Balance	\$3,187,707	\$2,588,410	\$56,451	\$5,832,568

Footnotes:

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

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

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

PROFESSIONAL AND CONTINUING EDUCATION (PACE)

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

- Open University (OU) program allows course access to non-matriculated students (including disqualified students) on a space-available basis to pursue their educational or personal enrichment goals and earn college credit.
- Intersession courses provide current San José State University students and the public an opportunity to take classes for college credit in winter and summer sessions.
- Special Session professional degree programs and certificates offer a unique opportunity for both traditional students and working professionals to earn academic credentials at an alternate schedule, often online and/or off campus.
- Non-credit continuing education unit programs offer an opportunity for professionals to quantify their time in professional development and training activities. The university maintains a record of its educational accomplishments for non-credit educational and career enhancement experiences.
- Programs are offered in innovative modes (online, asynchronous, and accessible off-site locations) with accessible schedules (evenings, weekends, and summers) to ensure that individuals from all walks of life (traditional students, re-entrants to the workforce, career changers, and working professionals) have access to our program offerings.

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

With \$43.6 million in professional and continuing education (PaCE) revenue for the year ending June 30, 2023, SJSU accounted for 10% of the total \$417 million in PaCE revenue for the CSU and was the top generator amongst the twenty-three campuses. Following the current revenue distribution model, \$34.0 million of gross revenue was allocated (from fund 48000) as shared costs to campus partners (i.e., Division(s) of Administration and Finance, Student Affairs, and Academic Affairs).

The global pandemic and the associated travel restrictions have had a devastating impact on study-abroad programs. As the pandemic transitions to an endemic, and global travel resumes, we are seeing an upward trend in student demand and faculty desire to lead short-term study abroad programs. We are expecting about 25-30 programs, with 300 students, over the summer and winter in the coming year.

SJSU's PaCE program portfolio in 2023/24 will include forty-seven active degree programs and graduate certificates. In addition, we have a steady program pipeline of nine-degree programs over the next three to five years. We project to increase PaCE revenue over the next three years through an accelerated increase in special session degree programs and faculty-led short-term study abroad courses. We seek to maintain leadership among the CSUs in terms of self-supporting graduate programs and working to expand our special session portfolio of undergraduate degree programs.

**Professional and Continuing Education Fund (PaCE)
2023/24 Budget**

	Academic Affairs	Admin & Finance	Student Affairs	University Wide	Faculty-Led Study Abroad	Total
Revenues						
Credit Revenues						
Open University ^(a)		\$191,601	\$60,964	\$1,489,261		\$1,741,826
Special Session	\$27,374,352	\$3,542,563	\$1,127,179	\$161,026		\$32,205,120
Winter Session	\$1,651,997	\$213,788	\$68,023	\$9,718		\$1,943,526
Summer Session	\$7,777,343	\$1,006,480	\$320,244	\$45,749		\$9,149,815
Faculty Led Study Abroad ^(b)					\$1,086,250	\$1,086,250
	<u>\$36,803,692</u>	<u>\$4,954,432</u>	<u>\$1,576,410</u>	<u>\$1,705,754</u>	<u>\$1,086,250</u>	<u>\$46,126,537</u>
Other Revenues						
Non Credit Revenue	\$220,000					\$220,000
Interest				\$408,548	\$7,409	\$415,957
	<u>\$220,000</u>	<u>\$0</u>	<u>\$0</u>	<u>\$408,548</u>	<u>\$7,409</u>	<u>\$635,957</u>
Total Revenues	<u>\$37,023,692</u>	<u>\$4,954,432</u>	<u>\$1,576,410</u>	<u>\$2,114,301</u>	<u>\$1,093,659</u>	<u>\$46,762,494</u>
Total Expenses	<u>\$33,835,985</u>	<u>\$4,954,432</u>	<u>\$1,576,410</u>	<u>\$1,395,328</u>	<u>\$1,076,741</u>	<u>\$42,838,896</u>
Net Revenue (Expense)	\$3,187,707	\$0	\$0	\$718,973	\$16,918	\$3,923,598
Transfer In (Out)						
Designated Reserves						
Operating Reserve						
Facility Reserve	\$907,891					\$907,891
Scholarship						
Program Development	\$15,078					\$15,078
Total Designated Reserves	\$922,969	\$0	\$0	\$0	\$0	\$922,969
Total Prior Yr Fund Balance	\$19,981,116	\$0	\$2,630,739	\$4,951,512	\$167,076	\$27,730,443
Projected Ending Fund Balance	<u>\$23,168,823</u>	<u>\$0</u>	<u>\$2,630,739</u>	<u>\$5,670,485</u>	<u>\$183,994</u>	<u>\$31,654,041</u>

Footnotes:

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

^(b) Study Abroad revenue includes program fee (approx. \$ 1 million), which is a pass-through for program expenses, and not "true" revenue available for operating purposes.

STUDENT WELLNESS CENTER

San José State University's Student Wellness Center (SWC) is a fully accredited outpatient clinic and student-development center that offers wellness education and health promotion programming and resources, counseling, psychological services, primary and specialty healthcare, and ancillary services, including laboratory, pharmacy, and imaging.

23-24 Goals and Strategies

Equity - Reduce the Biggest Health Risks

The underrepresented student gains equitable health and well-being outcomes via unbiased and culturally relevant SWC services. Assessment strategies illuminate the need for targeted interventions to resolve equity gaps. Configure electronic health records system. Develop and launch an integrated SWC assessment and survey strategy and create shared metrics to evaluate outcomes over time. Reinstate "Let's Talk" services with clinical case managers within targeted student success centers.

Access - Grow Access

Redesign the SWC website to provide ease of access to self-service resources and additional care. Develop and implement integrated SWC promotional identity on social media and other channels. Integrated with the HWSS area, design, and launch health and well-being in the classroom/center training for faculty and staff.

Access - Engagement

Redesign initial student engagement experience, including redesigning SWC phone staffing and tree structure to reduce call wait times by at least 10%. Implement online appointment access for all core services in each of the service teams.

Growth- Tackle Anxiety

The student gains essential knowledge, skills, resources, and confidence to define, pursue, develop, and launch integrated, preventive, universal educational and self-help strategies across the SWC. Integrated with the HWSS area, develop and launch planning resources for students to enhance their health and well-being.

Resilience- Embed Mental Health & Develop Complex Case Response Strategy

The student is supported to obtain responsive, coordinated, and student-centered acute care.

Assess campus suicide risks, engage external review experts in assessment, and share assessment results with campus partners. Implement opioid overdose reversal education and medication distribution. Implement PHQ-9 wellness assessment in 50% of first-time SWC visits to identify intersecting student needs.

Assess, plan, and launch priority improvements to care coordination for complex student health issues that pose risks for adverse mental health and academic outcomes, e.g., substance use, ADHD, disordered eating, medical leaves, gender-affirming care, and termination of services.

Deliver Value

Assess, plan, and launch priority improvements to the augmented service fee collection strategy to maintain the viability of augmented services. Complete top leadership hires: Dir. of Care Experience and Operations, Dir. of Counseling and Psychological Services, Dir. of Health Services. Train teams on new guides.

The SWC is a self-supported unit that is funded by a mix of student fees and fees for augmented services. The SWC manages the following funds.

Health Fee Fund

The Health Fee fund serves as the primary operating fund for student fees and SWC services.

The 2022/23 outcomes, student engagement with SWC services is approaching pre-pandemic levels. Although declining relative to prior years, COVID-19 safety measures continued to impact clinic capacity.

2022/23 budget amid these demands, the Health Services department was reaccredited by the Accreditation Association for Ambulatory Healthcare (AAAHC) for three years (the maximum), achieved compliance with Senate Bill 24 (adding medication abortion services), and prepared for compliance with the Senate Bill 367 (opioid overdose reversal medication).

The SWC received \$200K in funding from the state for SB 24 expenses, which was placed in fund 38101.

Based on the plan's assumptions, net revenue is expected to be \$3.2M in deficit. If the trend continues as projected, the ending fund balance will drop below a six-month reserve maximum in AY 25-26 and will require a reassessment of the Health Fee or expense restructuring.

Fee for Augmented Services Fund

The Fee for Augmented Services fund receives revenue and expenses generated from augmented services that are not included in typical subscriber services funded by the Health Fee. Augmented services include special examinations, immunizations, and prescriptions. In preparation for recovering labor and material expenses in this fund, fees for 2023/24 were revised to include labor and material costs. Revenue is expected to increase to \$300K in 2023/24 with the new augmented services fee structure.

Health Facility Fee Fund

The Health Facility Fee fund supports the Student Wellness Center facility - the maintenance, debt service on the Systemwide Revenue Bond issued for the building's construction, as well as facility maintenance and improvement projects. During 2022/23, initial project plans were developed to start in 2023/24, over the coming three years, the SWC intends to invest in several facility enhancement projects. The projects will update the infrastructure for hybrid education and engagement, provide chaperone capability, and create more confidential administrator spaces and more private consultation spaces for pharmacies. Despite these planned facilities projects, the Health Facility Fee balance is projected to be above the reserve target of six months of expense. The SWC will continue to explore ways to manage long-term reserves, commitments, and anticipated fee revenues.

SJSU Cares

Centered on supporting students, SJSU Cares aims to reduce or remove barriers to their continued academic and career progress that may arise from:

- Urgent, unexpected financial or other essential resource needs,
- Urgent, unexpected personal situations or health concerns that could benefit from coordinated support to help them recover more quickly, and
- Ongoing challenges meeting their basic needs, such as food, housing, clothing, and transportation, despite having tapped all available personal resources, including working part-time, borrowing, or other sources.

Last year, SJSU Cares, provided intensive support for over 1,040 complex student concerns related to basic needs and behavioral health. The team delivered 118 financial assistance grants, 577 nights of emergency housing, over 37,000 visits to the Spartan Food Pantry, and innumerable connections to other campus services. They partnered with the Career Center to connect dozens of students to rapid part-time employment. Additionally, this summer, SJSU invited a leading team in basic needs services from a similar university to evaluate and recommend enhancements to basic needs services. SJSU will leverage insights from this review to further optimize basic needs services across campus to deliver best-in-class student care.

In the coming year, SJSU plans to invest over \$1.4 million in new funds from the State of California for student basic needs and well-being. These resources will enhance funding for student housing assistance grants, short-term emergency beds, and long-term housing support through the Rapid Rehousing Program partnership with Bill Wilson Center.

**Student Wellness Center (SWC)
2023/24 Budget**

	Health Services (incl Mental Health)	Augmented Health Services (Fee for Service)	Health Facility	Capital Improv / Maint & Repair	Total
Revenues					
Student Fees	\$12,433,600	\$300,000	\$2,485,394		\$15,218,994
Interest	\$98,225	\$14,910	\$66,291		\$179,426
Total Revenues	\$12,531,825	\$314,910	\$2,551,685	\$0	\$15,398,420
Expenses					
Salaries	\$8,528,412	\$487,538			\$9,015,950
Benefits	\$4,291,937	\$218,850			\$4,510,787
Subtotal	\$12,820,349	\$706,388	\$0	\$0	\$13,526,737
Operating Expenses & Equipment	\$1,350,305	\$219,099	\$450,324	\$450,000	\$2,469,728
SJSU Overhead / CSU Chargebacks	\$1,561,054	\$18,428	\$1,200,713		\$2,780,195
Total Expenses	\$15,731,708	\$943,915	\$1,651,037	\$450,000	\$18,776,660
Repairs & Maintenance Transfers					\$0
Capital Improvement Transfers					\$0
Debt Service Payments			(\$1,025,373)		(\$1,025,373)
Net Revenue	(\$3,199,883)	(\$629,005)	(\$124,725)	(\$450,000)	(\$4,403,613)
Prior Year Fund Balance	\$11,092,473	\$720,991	\$10,271,553	\$2,781,861	\$24,866,878
Projected Ending Fund Balance	\$7,892,590	\$91,986	\$10,146,828	\$2,331,861	\$20,463,265

Footnotes:

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

UNIVERSITY HOUSING SERVICES

University Housing Services (UHS) strives to create a residential community that supports and enhances academic success, fosters the learning and development of our students, and promotes student involvement and civic engagement. Housing practices promote efficiency, operational effectiveness, and fiscal responsibility. UHS currently hosts approximately 4127 students.

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

Housing revenue is generated from the following sources:

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

2022/23 Accomplishments

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

- We continued to increase our occupancy from prior years.
- Our Residential staff, Faculty in Residence, and housing student organizations were able to provide more educational and social virtual programming and larger in-person events that helped to engage our residents.
- Housing continues to maximize the use of our residential management database system, StarRez. The additional modules and features purchased allowed us to streamline processes, increase efficiencies, and enhance services provided to residents.

2023/24 Housing Budget

University Housing Services is slowly getting back to normal occupancies, which will also bring some challenges:

- The 2022/2023 UHS year-end balance was \$24.8M since we encountered some difficulties starting some of the deferred maintenance projects. Staffing shortages throughout the university in various departments were factors that delayed some of the Housing projects that we had expected to start last fiscal year.
- Housing, like other departments on campus, is struggling to fill vacant positions and retain staff in our Residential Life and Custodial areas. Challenges remain in being able to offer competitive salaries and staff desiring positions that offer greater work from home opportunities.
- We have started a Housing and Dining Master Plan to help us project and prepare for our future projects, including the lease/Purchase of an off-campus building (CV6) and recommendation of when would be a good starting point for CV3

**University Housing Services
2023/24 Budget**

Revenues

Student Housing Rent	\$53,242,337
Conference and Overnight Guests	\$1,305,000
Other Revenues	\$619,235
Miscellaneous Student Fees	\$290,000
Auxiliaries Rent Revenues	\$274,900

Total Revenues	\$55,731,472
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Expenses

Salary and Benefits

Salaries and Wages	\$5,244,796
Benefits	\$3,794,729
Student Assistants	\$1,509,367

\$10,548,892

Operating Expenses & Equipment

General Supplies/Services	\$4,426,982
Equipment/Furniture Replacement	\$645,150
Insurance Premiums	\$1,029,833
Internet/Cable (UTS)	\$1,262,998
Repairs, Maintenance & FD&O Services	\$6,132,405
Utilities	\$4,206,236
Business Services	\$989,586
CSU Centrally Paid Costs	\$217,247
Ground Lease Fees	\$342,953
Security (UPD)	\$770,287
Debt Service ^(a)	\$20,254,205

\$40,277,882

Total Expenses	\$50,826,774
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Transfer in from Parking for CV Parking Costs	\$586,410
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Transfer out to Housing Maintenance and Repair Fund	(\$7,000,000)
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Net Revenue (Expense)	(\$1,508,892)
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Prior Year Fund Balance	\$25,426,589
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Projected Ending Fund Balance ^(b)	\$23,917,697
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Footnotes:

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

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

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

UNIVERSITY PARKING SERVICES

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

Highlights of Current Year 2023/24 Budget

Parking Services revenue will slightly increase as the campus continues to return to normal operations in the 2023/24 academic year. Many of these returning faculty, staff, and students are anticipated to return to campus in Single Occupancy Vehicles (SOVs), thus increasing demand on our campus parking inventory.

Parking Services implemented its comprehensive plan to facilitate event parking on the Main and South Campus utilizing virtual permitting. Utilizing web-based technologies and applications that eliminate the need for pay-at-gate has mitigated the large traffic jams created during events.

Over the past several years, Parking Services has utilized financial resources to assist other departments such as Housing, Child Development Center (CDC), Athletics, and Facilities Services. An established Memorandum of Understanding with these departments will establish the services provided by Parking Services and ensure the departments have budgeted their parking costs. During this year, Parking Services established several Service Level Agreements. These memos intend to provide a partnership between Parking Services and our partners' Facilities, Design & Operations, Athletics, and Campus Housing.

Parking Services experienced great success through the deployment of its Events Logistics Plan by instituting an expanded Parking Event Fee Rate Program. The new event plan will allow Parking Services to mitigate challenges to the campus transportation system. Further expansion of this program will allow Parking Services to mitigate stresses on the transportation system by instituting "Demand Pricing," which levies additional fees for events that are scheduled during periods of heavy campus demand.

**University Parking Services
2023/24 Budget**

	Parking Fees	Fines & Forfeitures	Capital Projects	Special Events	Total
Revenues					
Parking Permits	\$7,334,000				\$7,334,000
Parking Coin gates	\$74,000				\$74,000
Parking Fines		\$495,000			\$495,000
Revenue-Others	\$310,000				\$310,000
Interest	\$30,000	\$400			\$30,400
Cost Recovery from	\$110,000				\$110,000
Cost Recovery from Others	\$160,000				\$160,000
Total Revenues	\$8,018,000	\$495,400	\$0	\$0	\$8,513,400
Expenses					
Salaries & Wages	\$1,179,926				\$1,179,926
Benefits	\$737,865				\$737,865
	\$1,917,791	\$0	\$0	\$0	\$1,917,791
Operating Expenses &					
Charges for Business	\$474,485	\$39,600			\$514,085
Contractual Services	\$137,409	\$140,000			\$277,409
Communications	\$2,000				\$2,000
General Operating Expenses	\$850,140	\$270,000			\$1,120,140
Printing/Duplicating	\$13,000				\$13,000
Facility Upkeep	\$839,122				\$839,122
Utilities	\$249,100				\$249,100
Merchant's Credit Card Fee	\$128,000				\$128,000
Insurance & Risk Expenses	\$282,800				\$282,800
UPD Security	\$1,542,024				\$1,542,024
	\$4,518,080	\$449,600	\$0	\$0	\$4,967,680
Total Expenses	\$6,435,871	\$449,600	\$0	\$0	\$6,885,471
Transfers In (Out)					
Debt Service	(\$2,318,929)				(\$2,318,929)
Capital Projects	\$250,000		(\$250,000)		\$0
Special Events	\$20,666			(\$20,666)	\$0
Total Transfers In (Out)	(\$2,048,263)	\$0	(\$250,000)	(\$20,666)	(\$2,318,929)
Net Revenues (Expenses)	(\$466,134)	\$45,800	(\$250,000)	(\$20,666)	(\$691,000)
Prior Year Fund Balance	\$490,993	\$47,674	\$2,462,294	\$20,666	\$3,021,627
Projected Ending Fund	\$24,859	\$93,474	\$2,212,294	\$0	\$2,330,027

Auxiliary Organizations

Associated Students

Research Foundation

Spartan Shops, Inc.

Student Union, Inc.

Tower Foundation

ASSOCIATED STUDENTS

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

Student Government (Government, Scholarships, Affordable Book Vouchers)

Represent the students of San José State University through participation in campus governance activities with a focus on fostering student advocacy and leadership development while supporting the University's academic mission. Provide scholarships and financial support to student academic projects and organizations.

Engagement and Community Building (CCCAC, Events)

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

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

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

Sustainable Transportation Services (Transportation Solutions)

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

Organizational Health (Admin, HR, Marketing, Finance)

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

**Associated Students
2023/24 Budget**

Revenues

Department of Education contracts & Parent fees	\$1,826,839
UPD Grant	\$95,200
A.S. Activity Fees	\$6,879,219
Reserve Funding	\$391,500
Print Shop Income	\$407,000
Department Program /Print Shop Revenue	\$94,786
Interest Income	\$30,000
Total Revenues	\$ 9,724,544

Expenses

Salaries & Wages	\$ 2,937,180
Student Assistants	\$ 1,509,083
Stipends	\$127,840
Payroll Taxes	\$ 230,779
Fringe Benefits	\$ 893,288
Total Salaries & Benefits	\$ 5,698,170

Staff Development & Support	\$ 77,243
Hospitality	\$ 31,600
Smart Pass	\$1,281,080
Operating /Supplies Expenses	\$673,580
Rental	\$235,272
Utilities	\$57,400
Property Tax	\$3,848
University Charges	\$327,611
Fees, Contracts & Services, Repairs	\$368,919
Transportation Demand Management (TDM) Project	\$128,250
Licenses and Artist Fees	\$93,340
Audit/Accounting/Legal	\$107,000
Bank Charges /Merchant	\$31,320
Insurance	\$104,330
Food Services	\$144,820
Travel/ITS	\$116,735
Student Organization & Spartan Community Funding	\$170,000
Capital Outlay & Equipment	\$7,000

Total Operating Expenses & Equipment **\$3,959,348**

Total Expenses **\$9,657,518**

Net Operating

Depreciation	\$261,549
OPEB	\$225,000

Change in Net Assets **(\$419,523)**

RESEARCH FOUNDATION

The San José State University Research Foundation (SJSURF) is a 501(c)(3) nonprofit corporation and an auxiliary of the University. As an integral part of the Division of Research and Innovation, the SJSURF provides administrative and business support to the campus research enterprise.

SJSURF activities:

- Supporting faculty success by managing sponsored programs
- Supporting the development of intellectual property by acting as the university's exclusive agent for technology commercialization
- Administration and execution of agreements related to research, scholarship, and creative activity
- Delivering specialized business services by administering funds for campus self-support programs
- Expanding student horizons by promoting student involvement in sponsored programs

Today, the Research Foundation employs nearly 1,000 people and has nearly \$60 million in annual revenues. This federal, state, and private funding supports SJSU's expanding research enterprise, placing San José State as the leading non-PhD granting university in the country for total R&D expenditures.

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

**Research Foundation
2023/24 Budget**

Revenues

Fees	\$8,903,858
Investment Income	\$1,720,000
Grants and Contracts	\$42,947,000
Other Revenue Activities - Campus Organizations ^(a)	\$3,662,000
Other Revenue and Support	\$1,100,000

Total Revenues \$58,332,858

Expenses

Salary and Benefits

Salary and Wages	\$31,201,874
Staff Benefits	\$8,898,312

\$40,100,186

Operating Expenses & Equipment

Depreciation	\$1,600,000
Equipment Purchase	\$560,000
Equipment Rent and Lease	\$190,000
University Admin. Services & Facilities Use	\$470,000
Occupancy (Rent, Janitorial, Utilities, Insurance)	\$1,500,000
Printing	\$21,500
Building Repairs and Maintenance	\$130,000
Scholarships and Fellowships	\$1,600,000
Supplies	\$1,340,000
Telephones/Communications	\$510,000
Travel	\$636,000
Contracted Services and Fees ^(b)	\$6,600,000
Professional Fees (Accounting and Legal)	\$430,000
Net Alloc/Grants/Transfers to Related Entities	\$2,600,000

\$18,175,000

Total Expenses \$58,287,686

Net Revenue (Expense)

\$45,172

Prior Year Fund Balance

\$20,007,140

Projected Ending Fund Balance

\$20,052,312

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 subcontracted to other universities, organizations, and individuals.

For more information about Research Foundation finances, operations, etc., visit <http://www.sjsu.edu/researchfoundation>

SPARTAN SHOPS, INC.

Spartan Shops, Inc. (SSI), a 501(c)(3) nonprofit organization, was founded in 1956 to benefit the San José State University (SJSU) campus. The core purpose is providing quality support services to the campus community.

The 2022/23 school year resulted in an increasing population on campus. This is the first year after the COVID-19 pandemic where the campus is fully repopulated, reestablishing community engagement, and continuing efforts towards student success. With an increase in students living in University Housing and more courses being offered in person, Dining Services and the Bookstore are seeing more foot traffic in retail locations. As nationally witnessed, the continued rising cost of food and labor has impacted our finances, and SSI seeks a more financially sustainable approach to rate structures. In 2022/23 SSI requested approval for a 5% increase in Meal Plan Rates. The proposed increase was approved and will allow SSI to meet contractual obligations with partners.

For the year 2023/24, SSI's focus is to implement a more financially sustainable model with our commercial partners (i.e. Chartwells and Barnes & Noble). Spartan Shops is comprised of three major divisions:

Dining Service Management

On July 1, 2022, SSI began the Profit & Loss business model with Chartwells. SSI earned the amount of \$1,198M in commissions. The original projected commissions of (\$2.3M) were not met due to falling short of our financial considerations. These financial losses are mainly attributed to the unmet contracted volumes of mandatory and voluntary meal plans which impact the overall financial health of SSI.

Another crucial component of the SSI budget is spending on facility and equipment repair, as well as utilities. As predicted, utilities increased for the year 2022/23 with a total of \$611K in expenditures. As mentioned in the prior year's narrative, SSI's increasingly aging equipment has resulted in \$293K for repairs & maintenance.

At the end of the 2022/23, the Chartwells food service agreement was extended two additional years to June 30, 2037. SSI leadership renegotiated the agreement to include annual contributions towards facility use fees, and repair & maintenance of equip. It realigned the financial considerations to more accurately reflect the associated operational expenditures for SSI and expected meal plan volumes.

Bookstore Management

With the steady repopulation of our campus in the 2022/23 year, Barnes & Noble Bookstore increased sales by 3.7%. This resulted in a total of \$539K commissions to SSI.

In the 2023/24 year, SSI and Barnes & Noble will focus on increasing service knowledge and community engagement with the student population via campus events.

Commissions are projected at \$583K for 2023/24.

Real Estate

SSI continues to provide 13 off-campus units at 20% below the market rate, which is available only to faculty and staff.

In 2022/23, San Jose State University awarded Cal-Western Property Management with the responsibility of managing these 13 units. With over 54 years of experience, SSI is confident that Cal-Western Property Management will improve the maintenance of the homes and the well-being of tenants in the properties.

Spartan Shops, Inc.
2023/2024 Budget

Resources

Sales

Real Estate Rental Income	\$340,000
Total Sales	\$340,000
Gross Profit	\$340,000

Other Income

Bookstore Commission	\$583,000
Dining Services Revenues	\$914,000
Management Income	\$49,500
Interest Income	\$83,560
Misc Income	\$1,135,000
Total Other Income	\$2,765,060

Total Resources	\$3,105,060
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Operating Expenses

Salary & Benefits	\$21,000
Depreciation	\$932,628
Repair & Maintenance	\$440,600
Utilities	\$661,480
University Donations	\$1,000
Services	\$1,316,746
Facility Fee - University	\$1,165,000
Insurance	\$118,672
Bank Service Charge	\$6,700
Tax and Licenses	\$8,300
Other Expenses	\$17,398
Total Operating Expenses	\$4,689,524

Net Gain (Loss) per P&L	(\$1,584,464)
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Prior Year Fund Balance per P&L	(\$370,189)
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Projected Ending Fund Balance per P&L	(\$1,954,653)
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STUDENT UNION, INC.

The Student Union of San José State University is a California State University auxiliary organization that began its operations in October 1969 and became incorporated in March 1982. Student Union, Inc. manages and operates three major facilities at SJSU: the Diaz Compean Student Union Building with its new East and West expansions, the Provident Credit Union Event Center Building, and the Spartan Recreation and Aquatic Center, which opened in April of 2019. Students interact with the Student Union, Inc. daily through the use of facilities, and participation in sponsored events, through Student Union, Event Center, and Spartan Recreation programs. The Student Union also acts as a bridge to the greater campus community, offering the use of recreational facilities, diverse concerts, and events on campus.

The Student Union is governed by a Board of Directors composed of fourteen (14) voting members:

- Students – Eight (8)
- Faculty – Two (2)
- Ex-Officio Directors – Three (3), VPAF, VPSA, AS President or their designee
- Community Member – One (1)

Revenue sources include the Funded Budget for Operations, as well as revenues earned from various services offered, and external rental of the facilities. These revenues support the costs of programming and operating the facilities, and minor capital projects.

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

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

Student Union, Inc.
2023/24 Operating Budget

	Student Union	Event Center	SRAC	Total
Revenues				
Funded Budget for Operations	\$6,293,474	\$1,586,352	\$3,229,838	\$11,109,664
Reimbursement of Event Costs	\$89,922			\$89,922
Investment Income	\$300,000			\$300,000
Rental Income	\$13,714	\$100,000	\$17,630	\$131,344
Program Revenues	\$291,000	\$75,092	\$338,860	\$704,952
Total Operating Revenues	\$6,988,110	\$1,761,444	\$3,586,328	\$12,335,882
Expenses				
Salaries and Wages	\$4,117,772	\$1,037,938	\$2,113,258	\$7,268,968
Staff Benefits	\$974,748	\$245,698	\$500,244	\$1,720,690
Total Salaries & Benefits	\$5,092,520	\$1,283,636	\$2,613,502	\$8,989,658
Operating Expenses & Equipment				
Travel	\$14,142	\$3,565	\$7,258	\$24,965
Risk Coverage/Insurance	\$95,061	\$23,961	\$48,786	\$167,808
Supplies	\$123,392	\$31,102	\$63,325	\$217,819
Communications	\$224,181	\$56,508	\$115,051	\$395,740
Repairs and Maintenance	\$131,771	\$33,214	\$67,625	\$232,610
Programming Costs	\$340,806	\$85,905	\$174,903	\$601,614
Small Equipment Purchases	\$7,090	\$1,787	\$3,639	\$12,516
Services from Outside Agencies	\$923,352	\$232,743	\$473,868	\$1,629,963
Staff Development & Other	\$35,795	\$9,023	\$18,371	\$63,189
Total Operating Expenses	\$1,895,590	\$477,808	\$972,826	\$3,346,224
Total Expenses	\$6,988,110	\$1,761,444	\$3,586,328	\$12,335,882
Operating Income (Loss)	\$0	\$0	\$0	\$0
Capital Updates	\$672,000	\$0	\$0	\$672,000

Footnotes:

Capital updates were included below the line and funding was provided to cover the costs.

TOWER FOUNDATION

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

Through membership on Tower Foundation's board of directors, SJSU engages prominent alumni and citizens in the life of the university. Board members play a critical role in advising the President on shaping philanthropic strategy, community partnerships, and campus issues. They work closely with university leadership to reach out to alumni and businesses to build commitment and funding for San José State. Comprised of up to 43 community members, most of whom are SJSU alumni, board members are appointed for three-year terms. San José State University's President and Vice President for Advancement serve as ex-officio members.

SJSU has a large, loyal alumni base, and their donations as well as those from parents, businesses, private foundations, and other organizations, have demonstrated the shared belief that high-quality public education is the main source of an educated and prepared workforce. SJSU powers Silicon Valley and anchors the nation's tenth-largest city, providing more graduates to high-tech employers than any other institution of higher education. This vital partnership creates opportunities for future collaboration both inside and outside of the classroom.

One of the most important factors in achieving distinction is a sizable endowment – built by people who are committed to the hands-on education we provide and the opportunities it creates for our students. A large endowment provides student educational experiences and faculty research opportunities that would not be possible without it. The endowment also provides scholarship support to deserving students, making it possible for students to graduate with less student loan debt. As the endowment grows, endowment distributions provide an income stream that can create the critical margin of excellence that will enable SJSU to continue to provide the highly educated workforce required to fuel the economic engine that is Silicon Valley.

Tower Foundation's \$182 million endowment is comprised of over 600 individual endowment funds. Tower Foundation works with Beacon Pointe Advisors, its portfolio consultant, and manager of managers, to allocate endowment assets to a diversified portfolio of domestic and international equities, fixed income, real estate, private equity, and other investments.

**Tower Foundation
2023/24 Budget**

Revenues

Gifts, Pledges & Bequests	\$29,500,000
Nonmonetary Gifts	\$500,000
Other Investment & Non-operating Revenues ^(a)	\$5,000,000
Total Revenues	\$35,000,000

Expenses

Tower Operating Expenses

Tower Operating Expenses	\$4,246,300
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Tower Program Distributions

SJSU Program Activities ^(b)	\$16,737,200
SJSU Endowment Distributions ^(c)	\$6,800,000
SJSU Outreach Funds ^(d)	\$216,500
	\$23,753,700

Restricted Funds & Reserves

Restricted Endowments	\$3,750,000
Restricted Pledges & Bequests	\$2,250,000
Operating & Campaign Reserves	\$1,000,000
	\$7,000,000

Total Expenses	\$35,000,000
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Net Revenue of Expenses

\$0

Prior Year Fund Balance

\$250,793,059

Projected Ending Fund Balance

\$250,793,059

Footnotes:

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

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

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

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

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

Appendix

Student Enrollment and Fees

Glossary of Budget Related Terms

Organizational Charts By Division

STUDENT ENROLLMENT AND FEES

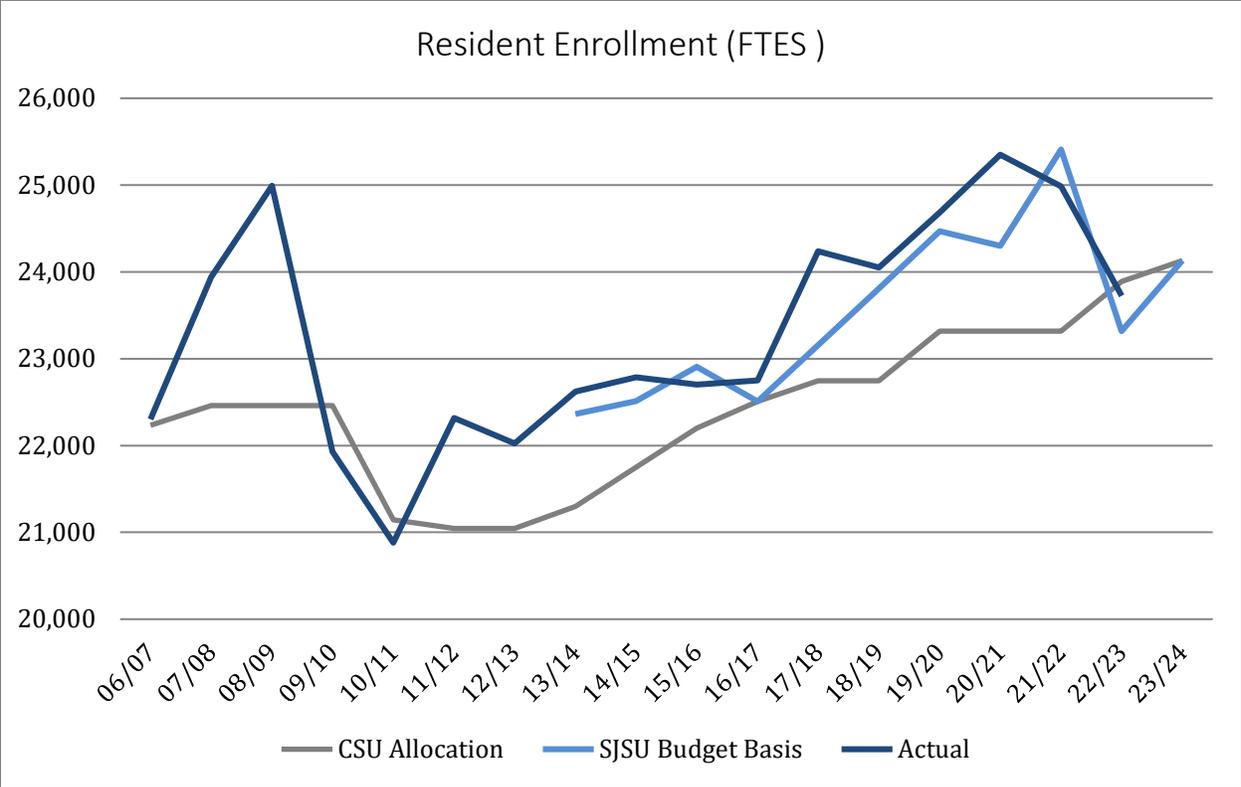
Student enrollment informs the CSU's budget allocations from the State and resource planning efforts for both operating budgets and capital outlay plans. The CSU's enrollment planning cycle begins in fall for the following fiscal year and results in a systemwide enrollment level incorporated into the annual Board of Trustees' Support Budget. College-year enrollment targets for each campus are jointly determined by the chancellor and campus presidents and include state-supported summer term enrollments. Targets are referenced in terms of Full Time Equivalent Students (FTES), which are based of 15 units of coursework for undergraduate and postbaccalaureate students and 12 units of coursework for graduate students seeking master's or doctoral degrees. The Average Unit Load (AUL) is a closely followed student metric. The CSU Graduation Initiative 2025 and efforts at SJSU have encouraged students to achieve a higher Average Unit Load (AUL) to lessen the time to degree.

Resident Enrollment (State-Supported)

Over the last 15 years, resident student enrollment has fluctuated at SJSU. SJSU's enrollment allocation for funded students ("target") was essentially flat between 2006/07 through 2009/10 at approximately 22,460 FTES. In response to budget reductions, the CSU reduced enrollment targets in 2010/11 and 2011/12 to 21,045 FTES. In the following years, SJSU's resident enrollment continued to grow and consistently exceeded the target set by CSU which reached 23,316 for 2019/20. The campus anticipated continued state-funded growth and high demand from resident students and over-enrollment beyond the state-supported target referred to as "surplus" resident enrollment.

As the COVID-19 pandemic began early in 2020, the spring term of 2019/20 was already underway. Instruction was moved to a virtual modality, and enrollment remained at levels consistent with the pre-pandemic fall term. The enrollment plan for 2020/21 was modified downwards to reflect straining conditions of the pandemic but actual enrollment exceeded expectations and budget. Projections for the subsequent year, 2021/22, were modified upwards to 25,410 FTES including surplus, though the year ended lower than budgeted at 24,985 FTES.

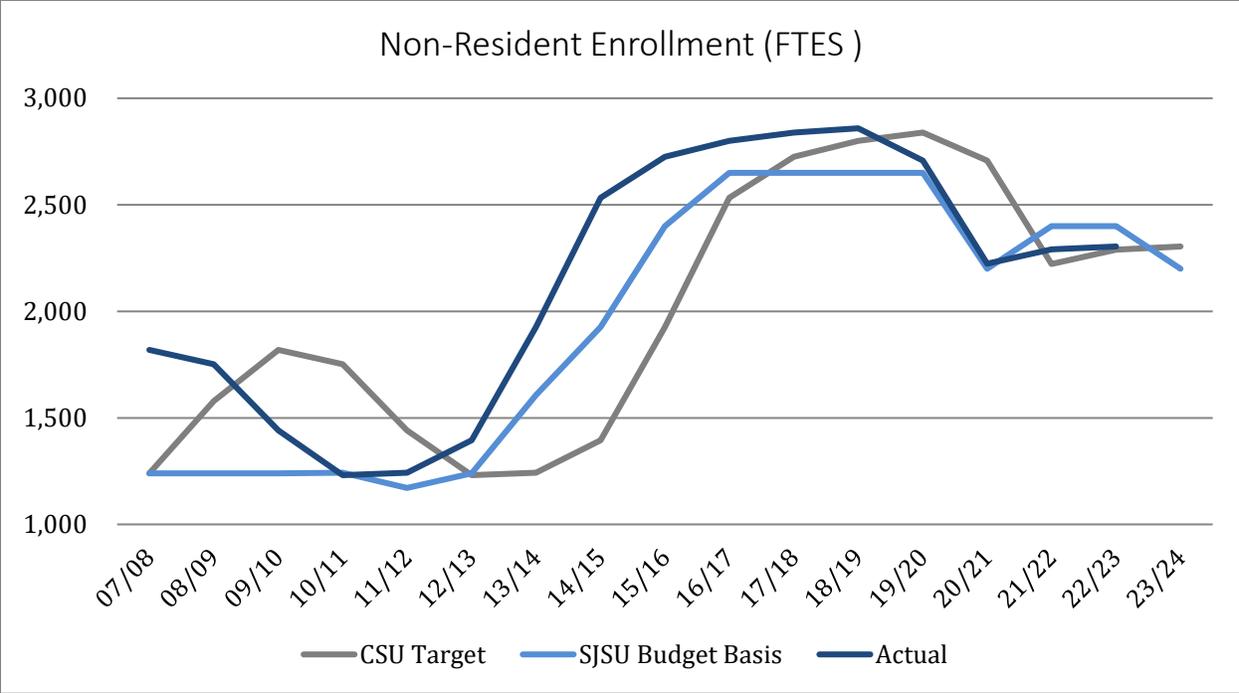
In 2022/23, the CSU increased the campus enrollment allocation by 575 FTES, which essentially moved planned enrollment from "surplus", funded with tuition fees only, to base FTES supported with General Fund and tuition fees. However, the actual enrollment decreased by 166 FTES and ended at 23,725 FTES. Enrollment projections for 2023/24 were modified upward in anticipation of post-pandemic enrollment levels to 24,130 FTES.



Non-Resident Enrollment (Self-Supported)

While the CSU Operating 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 enrollment targets within a reasonable range. For many years, expanding non-resident enrollment has been a priority for SJSU, with heightened effort towards recruitment.

For 2020/21, a decrease of 507 (19%) non-resident FTES was planned to reflect travel restrictions or an unwillingness for international students to travel during the COVID-19 pandemic. Actual enrollments were in alignment with those planned targets, as the campus recorded 2,223 non-resident FTES. For 2021/22, the campus enrollment plan anticipated that non-resident FTES would rebound slightly, and the budget plan was based on 2,400 in base FTES, and 2,430 FTES including surplus. The final non-resident FTES reported for 2021/22 was 2,291, much lower than planned and budgeted. As a result, the non-resident budgeted enrollment for 2022/23 was adjusted to 2,400 FTES but it ended at 2,304 FTES. Non-resident budgeted enrollment target for 2023-24 is conservatively planned at 2,200 FTES.



CSU Target and Actual FTES

	14/15	15/16	16/17	17/18	18/19	19/20	20/21	21/22	22/23	23/24
<u>Target FTES</u>										
Resident	21,748	22,201	22,507	22,747	22,747	23,316	23,316	23,316	23,316	24,130
Non-Resident	1,927	2,400	2,650	2,650	2,650	2,650	2,200	2,400	2,400	2,200
Total Target FTES	23,675	24,601	25,157	25,397	25,397	25,966	25,516	25,716	25,716	26,330
<u>Actual FTES</u>										
Resident	22,790	22,701	22,751	24,237	24,050	24,686	25,349	24,985	23,725	
Non-Resident	2,532	2,726	2,800	2,839	2,859	2,707	2,223	2,291	2,304	
Total Actual FTES	25,322	25,427	25,551	27,076	26,909	27,393	27,572	27,276	26,029	

Student Fees 2012/13 to 2023/24

Fiscal Year	Tuition Fee for Academic Year										Non-Resident Tuition Per Unit	Campus Mandatory Fees							
	Undergraduate Tuition Fee		Graduate Tuition Fees									(Academic Year fees that must be paid to apply to, enroll in, or attend SJSU)							
			Non-Teacher Credential		Teacher Credential Candidates		Education Doctorate	Nursing Doctorate	Audiology Doctorate	Health Facilities		Health Services	IRA	Doc	Assoc Students	Student Union	SSETF	Total Campus Fees	
	Up to 6 Units	6.1 Units or Greater	Up to 6 Units	6.1 Units or Greater	Up to 6 Units	6.1 Units or Greater	Semester/Quarter	Semester	Semester										
2023/24	\$3,330	\$5,742	\$4,164	\$7,176	\$3,864	\$6,660	\$11,838	\$15,270	\$14,742	\$396	\$76	\$380	\$0	\$36	\$211	\$824	\$723	\$ 2,250	
<i>Change Over PY</i>	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%								4.3%	
2022/23	\$3,330	\$5,742	\$4,164	\$7,176	\$3,864	\$6,660	\$11,838	\$15,270	\$14,742	\$396	\$72	\$380	\$0	\$34	\$201	\$783	\$687	\$ 2,157	
<i>Change Over PY</i>	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%								2.2%	
2021/22	\$3,330	\$5,742	\$4,164	\$7,176	\$3,864	\$6,660	\$11,838	\$15,270	\$14,742	\$396	\$70	\$380	\$0	\$33	\$196	\$762	\$669	\$ 2,110	
<i>Change Over PY</i>	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%								0.0%	
2020/21	\$3,330	\$5,742	\$4,164	\$7,176	\$3,864	\$6,660	\$11,838	\$15,270	\$14,742	\$396	\$70	\$380	\$0	\$33	\$196	\$762	\$669	\$ 2,110	
<i>Change Over PY</i>	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%								0.0%	
2019/20	\$3,330	\$5,742	\$4,164	\$7,176	\$3,864	\$6,660	\$11,838	\$15,270		\$396	\$70	\$380	\$0	\$33	\$196	\$762	\$669	\$ 2,110	
<i>Change Over PY</i>	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%		0.0%								2.7%	
2018/19	\$3,330	\$5,742	\$4,164	\$7,176	\$3,864	\$6,660	\$11,838			\$396	\$68	\$364	\$0	\$32	\$192	\$744	\$654	\$ 2,054	
<i>Change Over PY</i>	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%			0.0%								3.8%	
2017/18	\$3,330	\$5,742	\$4,164	\$7,176	\$3,864	\$6,660	\$11,838			\$396	\$120	\$295	\$0	\$31	\$185	\$717	\$631	\$ 1,979	
<i>Change Over PY</i>	4.9%	4.9%	6.6%	6.5%	4.9%	4.9%	6.5%			6.5%								1.8%	
2016/17	\$3,174	\$5,472	\$3,906	\$6,738	\$3,684	\$6,348	\$11,118			\$372	\$118	\$290	\$0	\$31	\$182	\$704	\$620	\$ 1,945	
<i>Change Over PY</i>	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	n/a			0.0%								2.0%	
2015/16	\$3,174	\$5,472	\$3,906	\$6,738	\$3,684	\$6,348	\$11,118			\$372	\$116	\$284	\$0	\$30	\$178	\$690	\$608	\$ 1,906	
<i>Change Over PY</i>	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	n/a			0.0%								3.0%	
2014/15	\$3,174	\$5,472	\$3,906	\$6,738	\$3,684	\$6,348	\$11,118			\$372	\$113	\$276	\$0	\$30	\$172	\$670	\$590	\$ 1,851	
<i>Change Over PY</i>	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	n/a			0.0%								-1.1%	
2013/14	\$3,174	\$5,472	\$3,906	\$6,738	\$3,684	\$6,348				\$372	\$111	\$272	\$0	\$30	\$169	\$659	\$630	\$ 1,871	
<i>Change Over PY</i>	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%				0.0%								12.9%	
2012/13	\$3,174	\$5,472	\$3,906	\$6,738	\$3,684	\$6,348				\$372	\$109	\$253	\$0	\$30	\$147	\$648	\$470	\$ 1,657	
<i>Change Over PY</i>	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%				0.0%								21.1%	

Note: Inflationary adjustments were suspended for FY2020/21-2021/22 during the COVID-10 pandemic.

GLOSSARY OF BUDGET RELATED TERMS

Academic Year: Refers to the time period beginning with the fall semester and ending with the spring semester.

Annualized Full Time Equivalent Student (FTES): Fall FTES added to Spring FTES divided by two plus ½ Summer FTES. Equivalent to College Year FTES.

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

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

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

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

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

California Military Department GI Bill Award Program: Formerly the California National Guard Education Assistance Award Program, a state-funded award for eligible and active members in the California National Guard, the State Military Reserve, or the Naval Military.

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

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

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

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

CARES Act: The Coronavirus Aid, Relief and Economic Security (CARES) Act, passed by the federal government on March 27, 2020 to provide fast and direct economic aid to the American people negatively impacted by the COVID-19 pandemic. A portion of those funds was given to the Office of Postsecondary Education as the Higher Education Emergency Relief Fund, or HEERF.

College Year: A 12-month period beginning with the summer semester and followed by the fall and spring semesters.

Continuing Education: Refer to Professional and Continuing Education.

Deferred Maintenance: A backlog of maintenance for building and utility infrastructure systems. Examples include re-roofing a building, electrical repairs, plumbing repairs, and road repairs.

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

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

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

Educational Opportunity Program (EOP): Provides grants, counseling and tutorial services to low-income and educationally disadvantaged undergraduate students. Recipients must be California residents who are admitted through the Educational Opportunity Program and have an Expected Family Contribution of \$5,000 or less.

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

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

Federal Direct Student (DL) Loan Program: Four loan programs supported by the Federal government that provide students and parents financial assistance. Stafford Subsidized is available to students with demonstrated financial

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

Federal Pell Grants (Pell Grant): Grants, named after Senator Claiborne Pell, which do not have to be repaid and are based on financial need. They are awarded to qualified undergraduate students and students in credential programs. The Pell Grant also provides a foundation upon which other aid can be awarded. It is based on the Expected Family Contribution (EFC), which changes every year and cannot exceed \$5,846 (as of Fall 2021), and is prorated according to the number of units enrolled. The maximum award is for 6 years.

Federal Supplemental Educational Opportunity Grant (SEOG): A federal grant that provides assistance for undergraduates with exceptional financial need. This grant is a supplement to the above Pell Grant and is very limited.

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

Financial Aid Programs: The following types of financial aid are available from federal, state and private funding sources to assist students in meeting their educational costs. Some financial aid awards are based on financial need, scholastic achievement, and/or pre-determined attributes. Financial Aid awards at SJSU may include the following and are listed elsewhere in the glossary: Cal Grant, California National Guard Education Assistance Award, Ed.D Program – Education Leadership Grant, Graduate Business Professional Grant (GBPG), Graduate Equity Fellowship (GEF), Kuhlman Loan, Middle Class Scholarship (MCS), State University Grant (SUG), and Teacher Education Assistance for College and Higher Education (TEACH) Grant.

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

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

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

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

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

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

Headcount: An inventory of staff, faculty, or students in a group taken by counting individuals.

Higher Education Emergency Relief Fund (HEERF): Through the CARES Act, the U.S. Department of Education created the Higher Education Emergency Relief Fund (HEERF) to provide funds directly to universities and students to support higher education during the COVID-19 pandemic. The campus received support from HEERF I under the initial CARES Act, support from HEERF II under the Coronavirus Response and Relief Supplemental Appropriations Act (CRRSAA), which was passed in December 2020, and support from HEERF III under the American Rescue Plan Act (ARPA), which was passed in March 2021.

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

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

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

Major Capital Outlay: Construction project where the estimated total project cost for all phases, including design and construction, is over \$929,000. State site acquisition projects, regardless of cost, are funded in major capital outlay.

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

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

Middle Class Scholarship (MCS): The scholarship is available to undergraduate and teaching credential students with family incomes and assets up to \$177,000 (as of Fall 2021). The award amount is based on the number of students' eligible statewide and funding allocated by the state budget. Awards are determined by the California Student Aid Commission.

Minor Capital Outlay: Construction project where the estimated total project cost is equal to or below \$929,000 for all phases, including design and construction.

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

Non-Recurring Maintenance/Repair (NRMR): A type of capital project that generally refers to deferred maintenance and work required to restore facilities, buildings, equipment, roads, sidewalks, sewer and water systems, utility infrastructure, and grounds to their original condition or to such condition that they can be effectively used for their intended purpose, ensuring ongoing operation of the campus. Typically, this work occurs on cycles greater than one year (and is not funded as part of the new space budget allocation).

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

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

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

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

Recurring Maintenance/Repair: A type of maintenance that typically occurs in cycles of less than one year for ongoing, routine operations and maintenance of buildings and equipment. The work is necessary to keep facilities, buildings, equipment, roads, sidewalks, sewer and water systems, utility infrastructure, and grounds in good repair, appearance and operating condition.

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

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

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

Self-Support Courses: Courses that are funded entirely by student fees.

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

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

State University Grant (SUG): A grant program that provides need-based awards to cover a portion of the Tuition Fee for eligible undergraduate and graduate California residents who have an expected family contribution of \$5,000 or less.

State-Support Courses: Courses that are partially funded by the state of California.

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

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

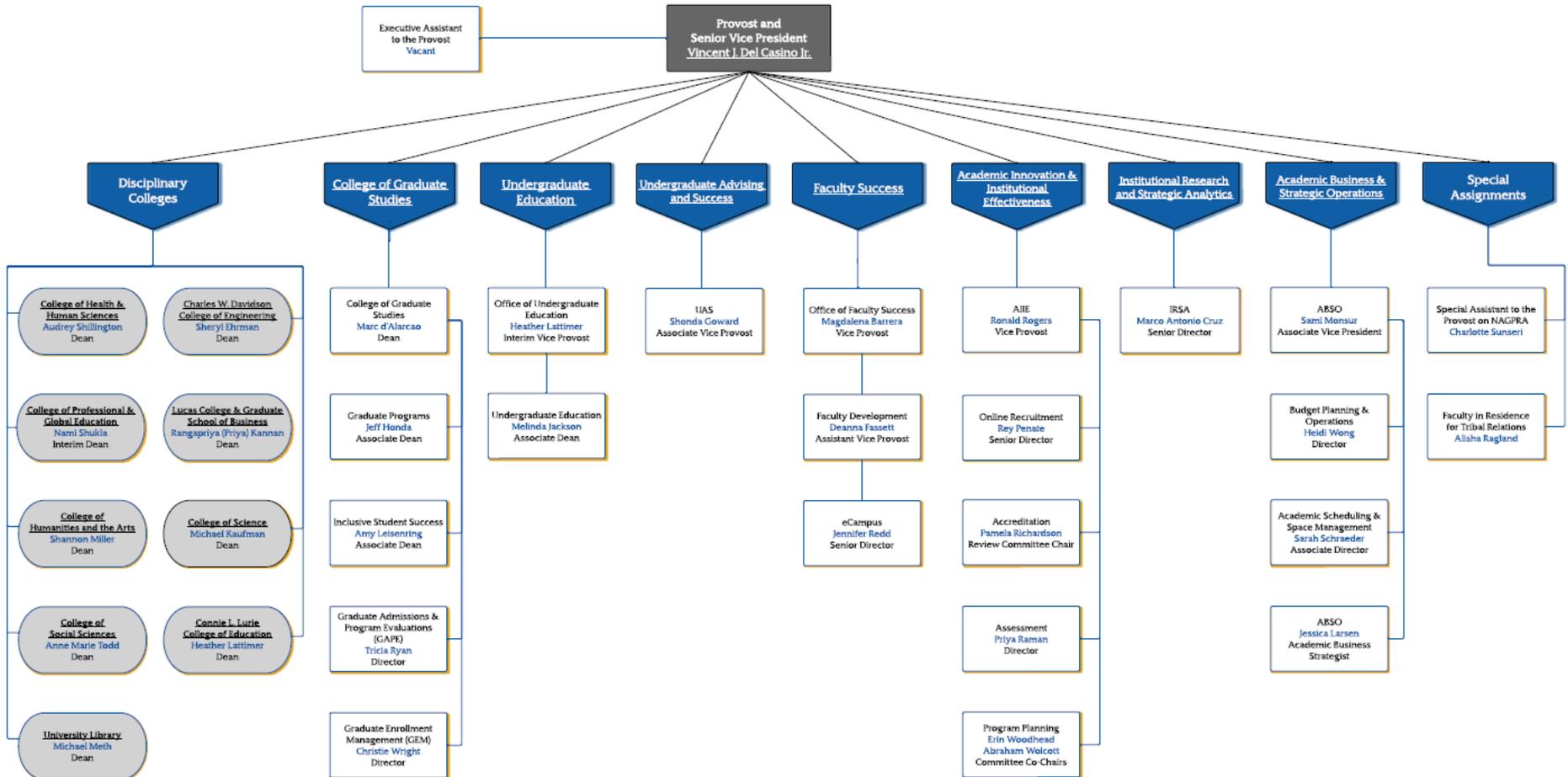
Teacher Education Assistance for College and Higher Education (TEACH) Grant: Provides grants to eligible students enrolled in teacher credential and graduate education programs who intend to teach in public or private elementary, or secondary schools that serve students from low-income families.

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

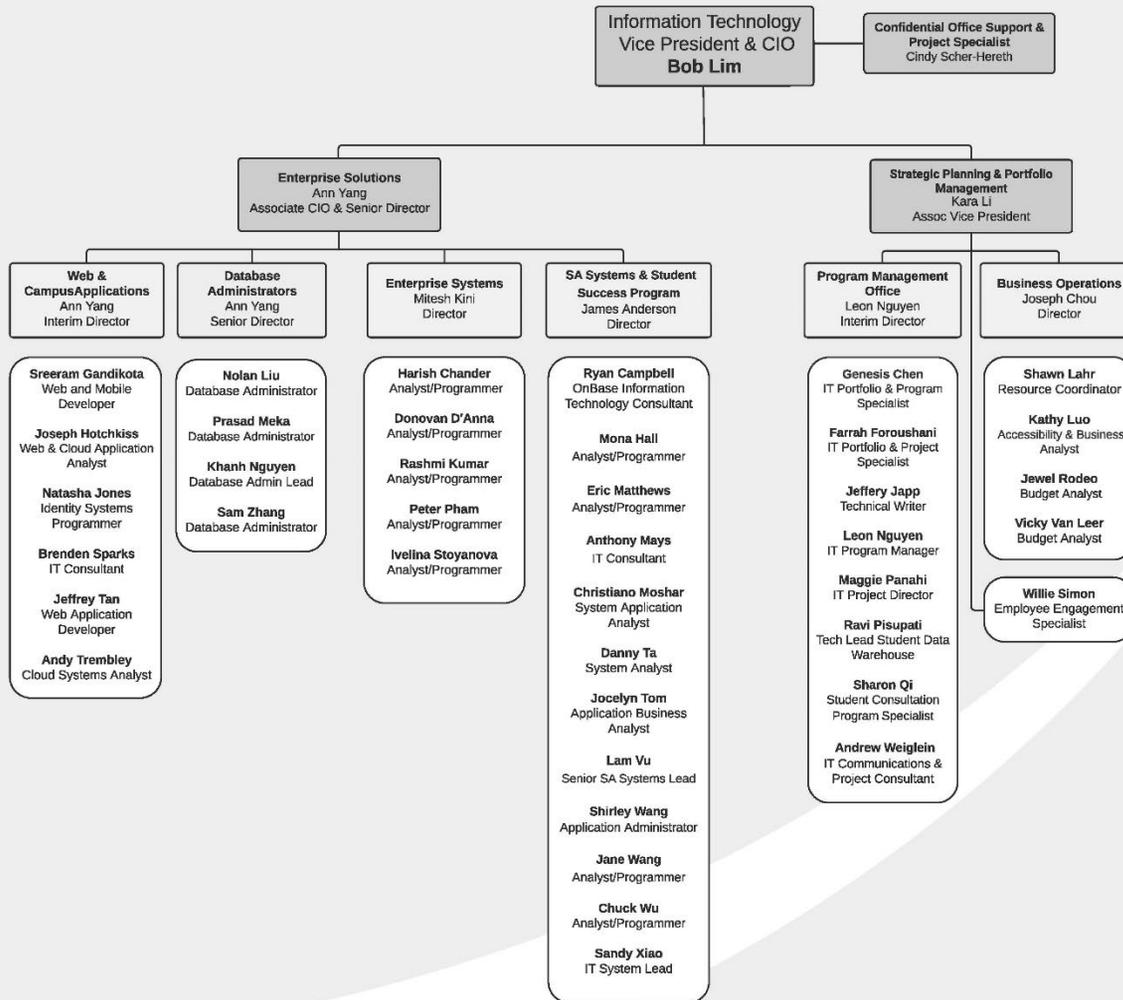
Tuition Fee: In November 2010, the Board of Trustees voted to rename the State University Fee (SUF) the Tuition Fee. All students, resident and non-resident, pay the Tuition Fee.

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

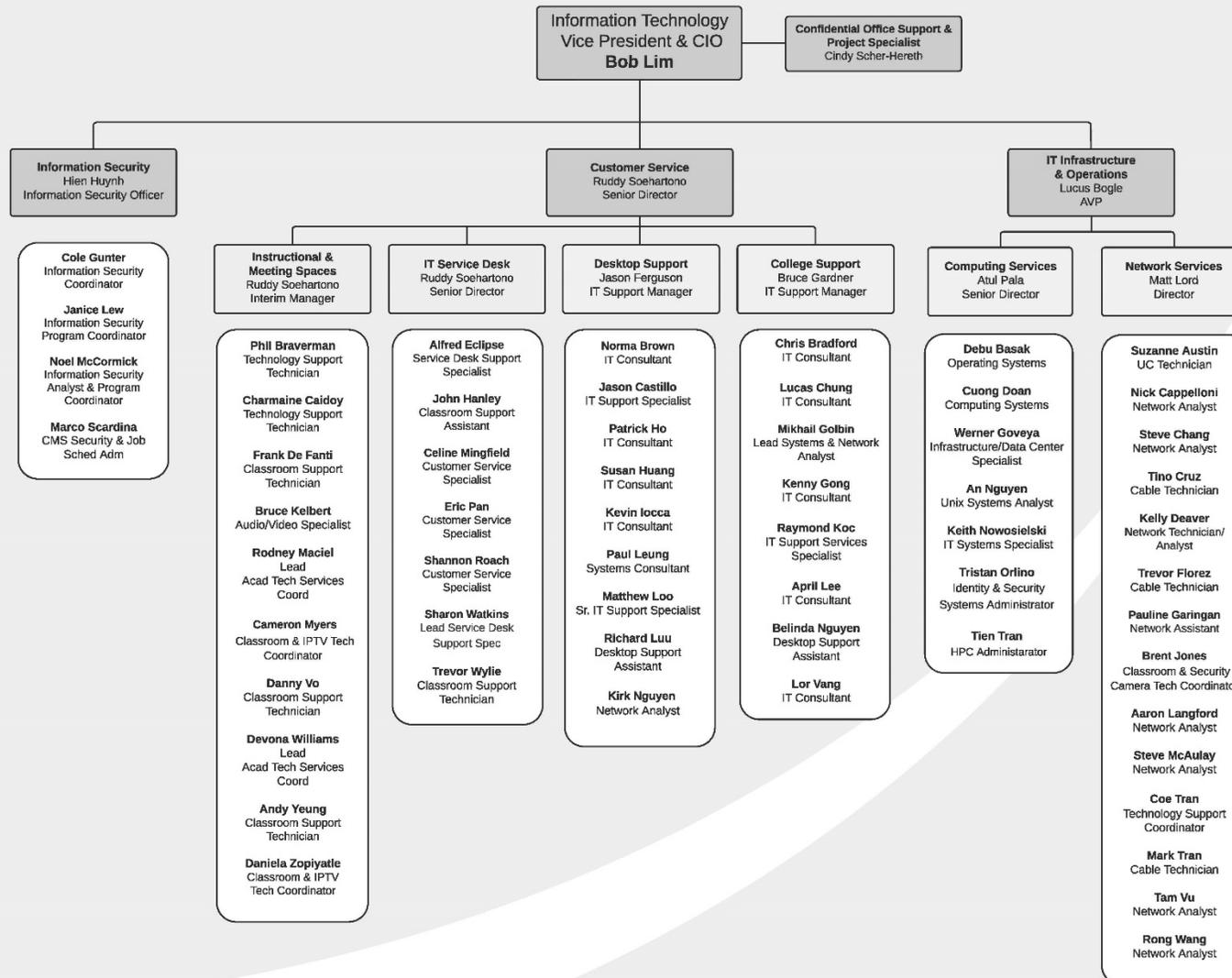
ORGANIZATIONAL CHARTS BY DIVISION

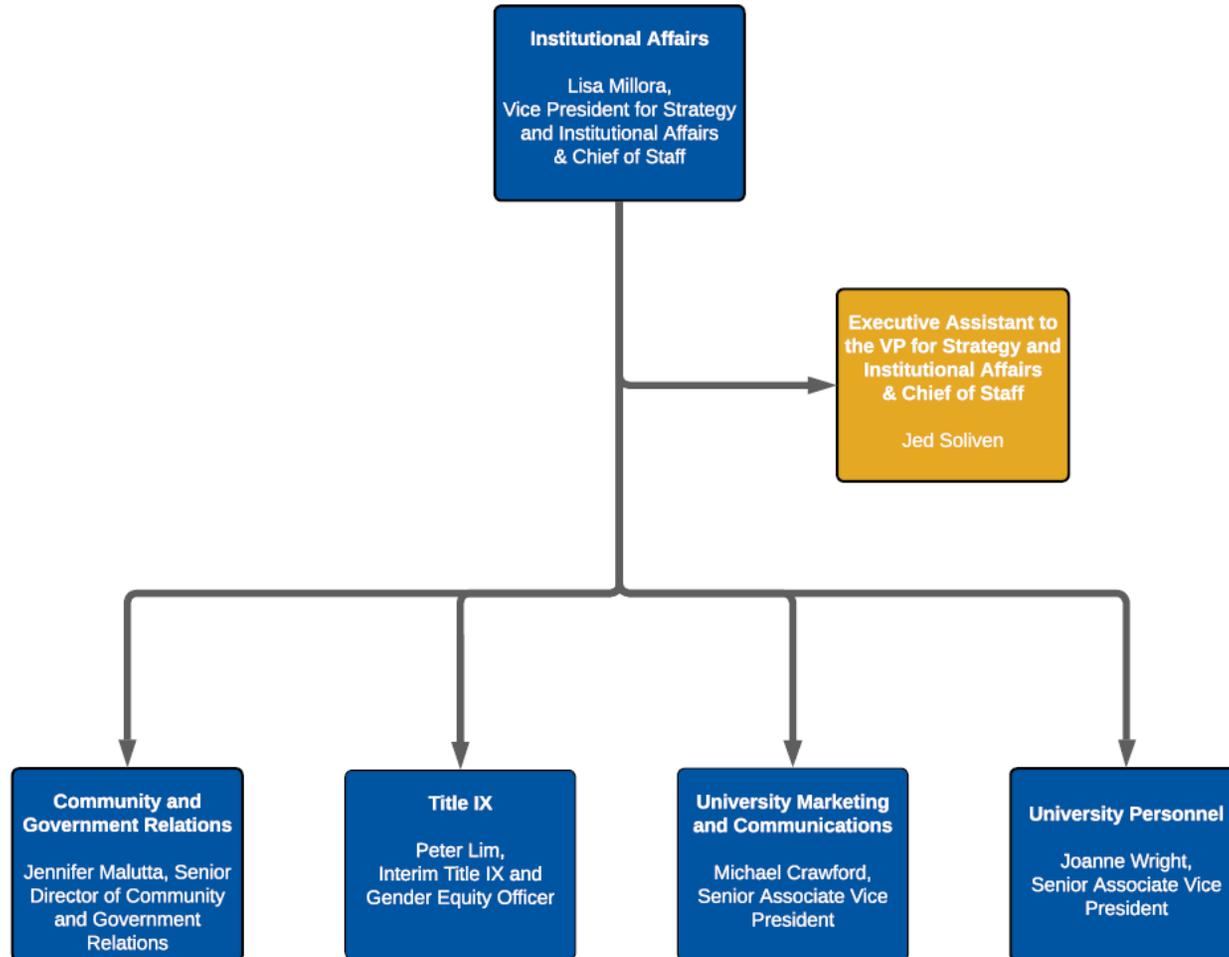


Last Update: 9/1/2023



08/14/2023



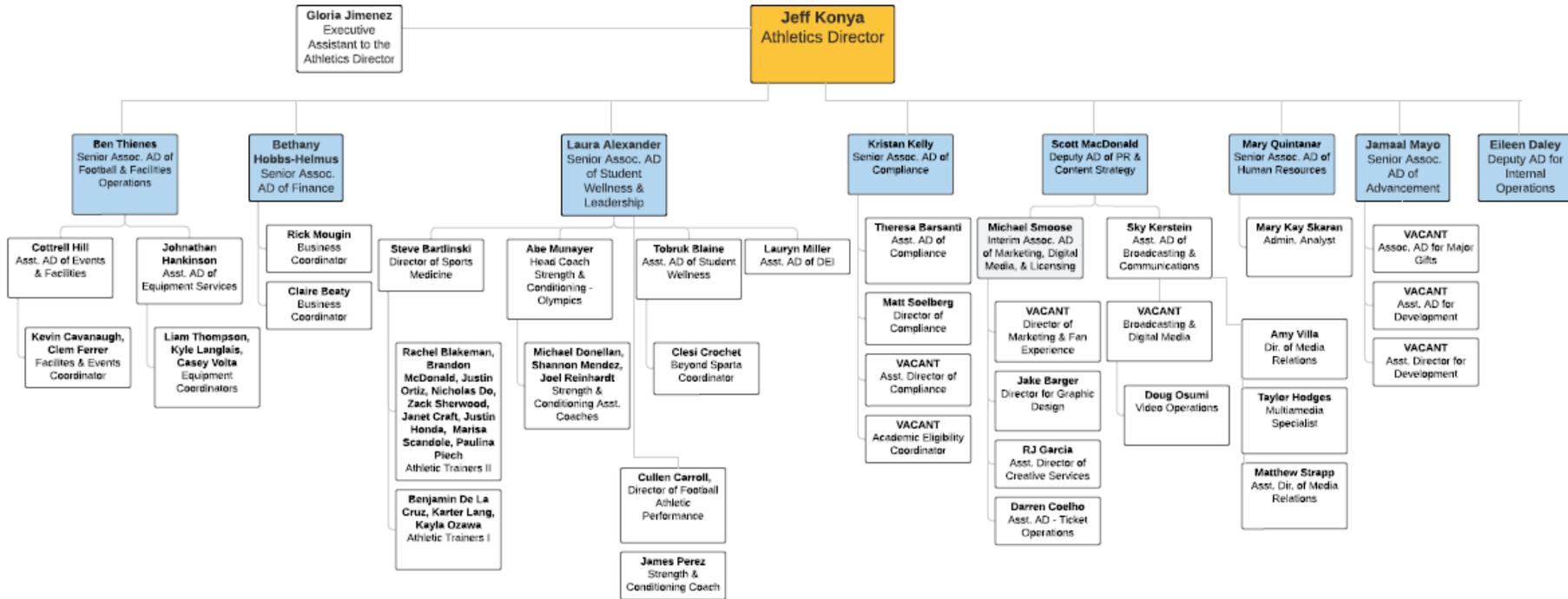


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	Confidential Administrative Assistant

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Division of Intercollegiate Athletics
San José State University

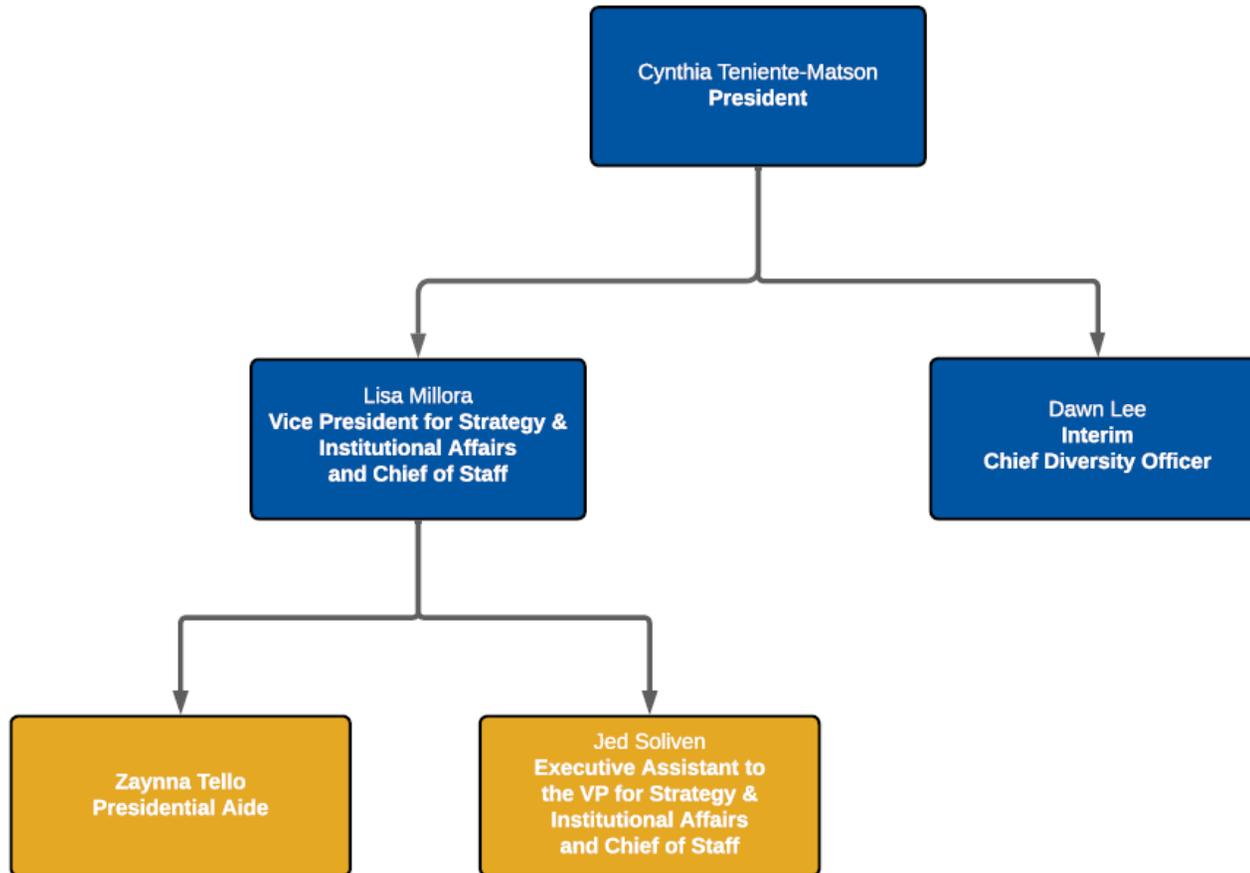


The Charge of the Spartans

San José State Athletics will provide a **cutting-edge experience** for student-athletes and promote an environment that **builds champions** in the classroom, in competition, and in the community.

#ALLSPARTANS

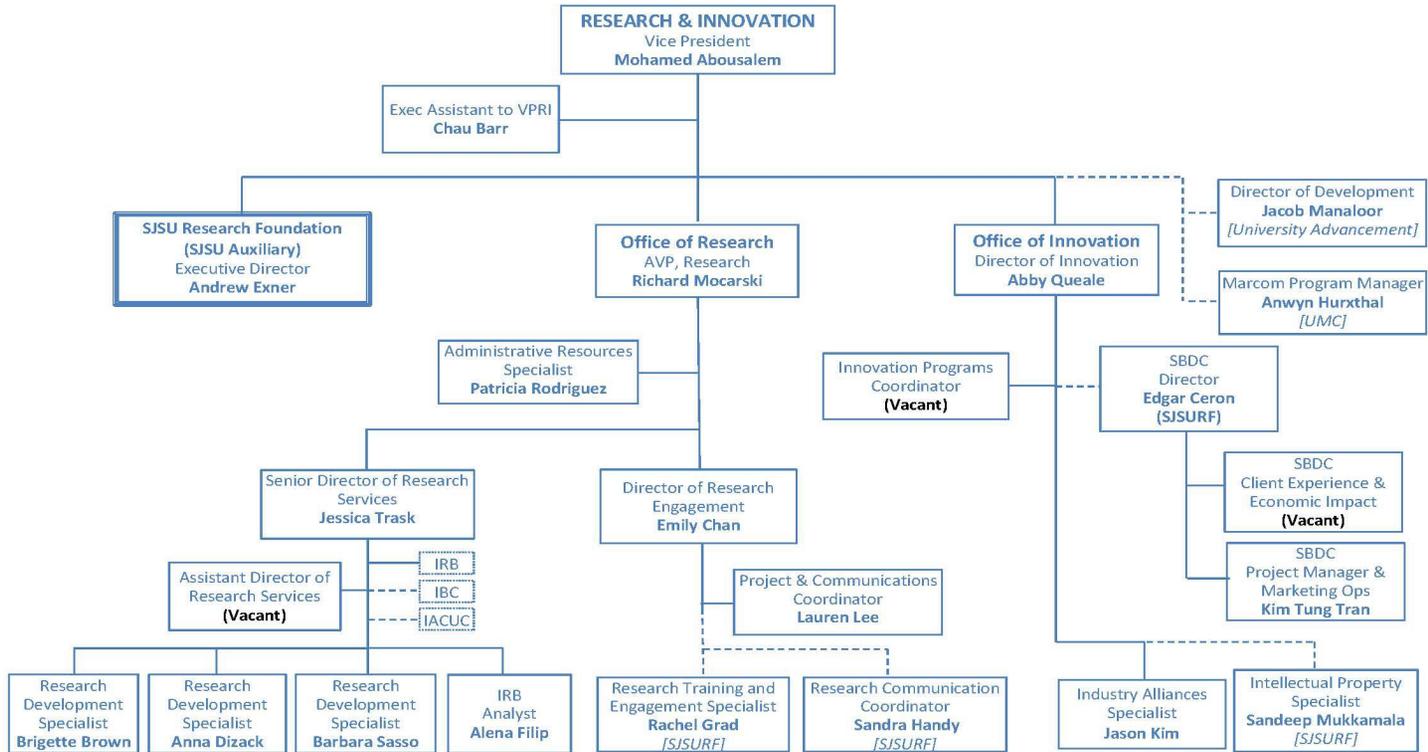
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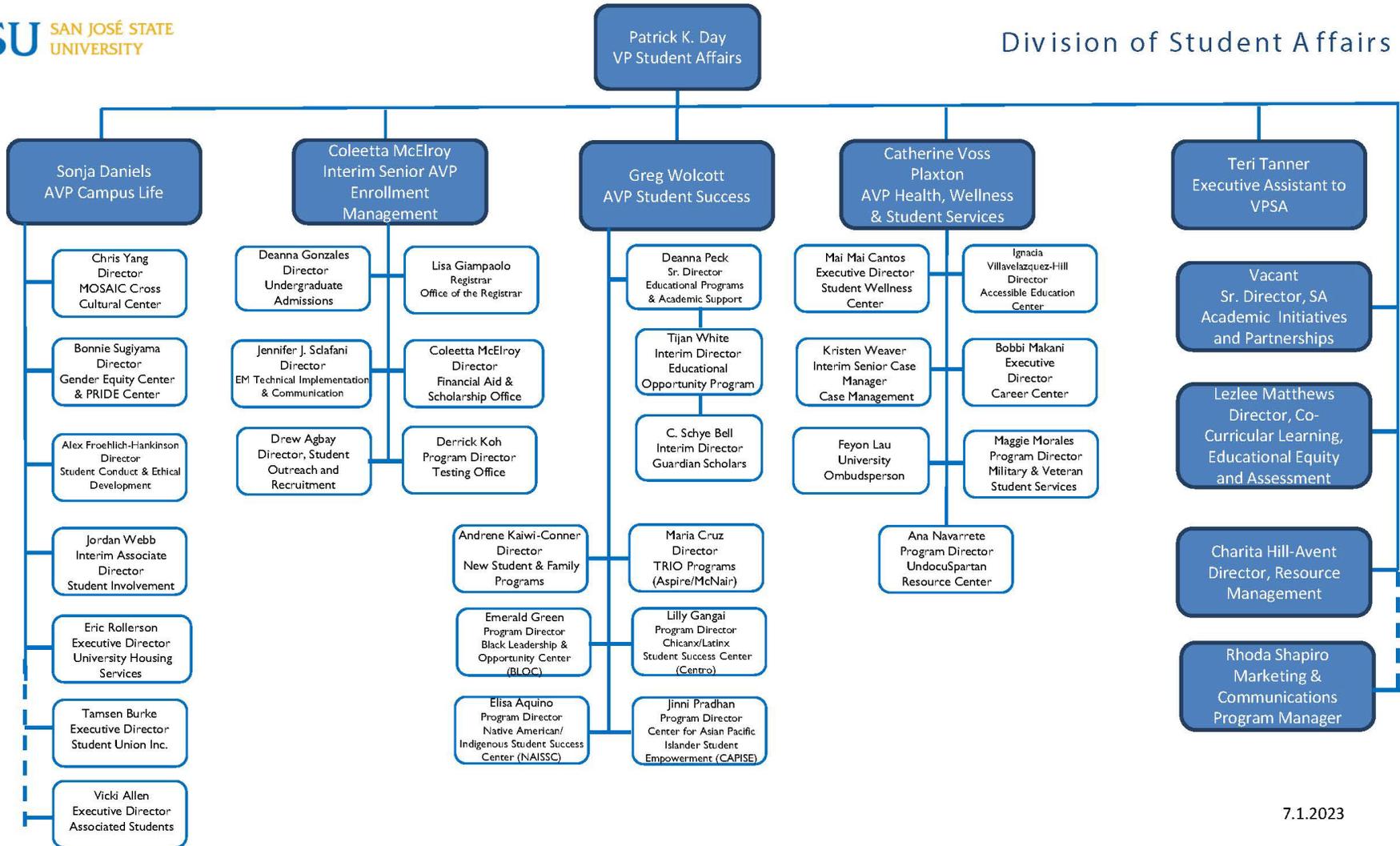
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Division of Research & Innovation



As of August 23, 2023



7.1.2023

