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# SAN JOSÉ STATE UNIVERSITY

*2021-22 Annual Budget Report*

October 21, 2021

**TO:** Campus Community

**FROM:** Charlie Faas, Vice President for Administration & Finance/CFO

**SUBJECT:** 2021/22 BUDGET REPORT

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The past nineteen months of a world-wide pandemic have represented unprecedented financial losses and untold impacts on the lives of our students, faculty, staff, and community. The campus collectively participated in many measures to reduce spending last year which significantly supported the campus in the face of budget reductions. These measures did not eliminate the challenges faced nor our coming challenges.

The subsequent State economic rebound and CSU funding reinstatement in the Governor's final budget along with the federal emergency aid have been critical for the campus. However, these do not change the facts that the majority of the baseline funding is already committed to existing or anticipated expenditures. Nor does it acknowledge that these one-time funds do not address the ongoing growth of our deferred maintenance backlog, or the increasing costs associated with the changing demands in the post-pandemic classroom.

The State announced an increase in recurring General Fund appropriations for the CSU in the Budget Act of 2021. However, more than half of these dollars simply restore last fiscal year's General Fund reduction to the CSU. The actual new funding includes designated funds and CSU campus-specific programs (none of which were designated for SJSU). In addition, the Chancellor's Office retained funds for systemwide priorities. This combination results in SJSU essentially receiving a general fund reduction this year.

Each year, the campus expresses interest in specific topics. I have highlighted in this year's budget presentation the following: the use of federal aid (HEERF and CARES) received, the disposition of funds designated for Student Basic Needs and Mental Health, the funding for university community policing, and the increased support in Title IX.

We continue to be guided by Transformation 2030, evaluating and articulating the campus goals and outcomes, and directing resources accordingly. As exhibited across campus through various conversations, student success and the pursuit of improved graduation rates along with continuing to close achievement gaps remain a clear priority for the years ahead. Other significant initiatives include the expansion of research and innovation activities, support for faculty recruitment, addressing anti-Black racism at San José State University, and continued investments in safety, security and facilities to enhance the SJSU experience and enable future growth.

The following document is a presentation of San José State University's (SJSU's) annual operating budget plan for 2021/22. SJSU budgets are addressed in varying detail, but the main focus of this document is SJSU's Operating Budget. The Operating Budget has two main components: funding appropriated from the State of California that is distributed by the California State University (CSU) Chancellor's Office to SJSU, and student fee revenues collected by the campus. Budget presentations in this document are primarily focused on the current fiscal year from an overall University perspective. Financial information relating to specific units may be obtained by contacting the appropriate Vice President's Office for assistance.

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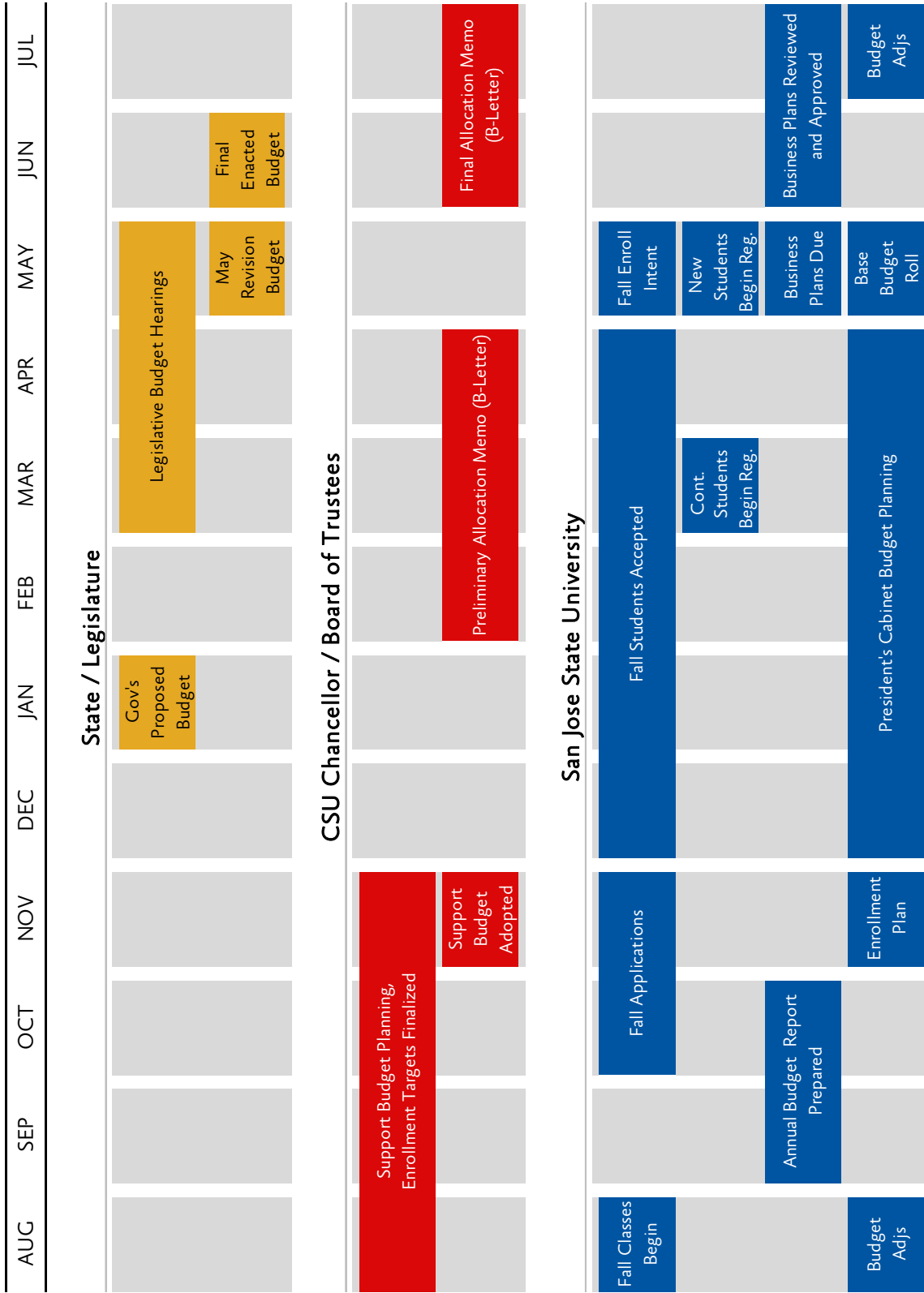
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## University Resource Summaries

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# BUDGET CALENDAR



## HIGHLIGHTS AND FACTS: 2021/22 OPERATING BUDGET

At this time last year, SJSU faced a daunting budget gap of \$92 million resulting from the swift outbreak of COVID-19 and the emerging worldwide pandemic. The funding shortfall was created by a multitude of factors - a mix of state support reductions, enrollment impacts, response costs and revenue losses in enterprise units. Through many measures, including federal support established by the CARES Act, a spend-down of university and auxiliary reserves, and expenditure deferrals and avoidances, the campus executed on a plan that avoided layoffs and furloughs, prevented severe budget cuts, and allowed for continued progress towards campus priorities. SJSU took several risks and continued investing in faculty hiring, funded research, and faculty start-ups. Other critical hires also were made.

While the state support has since been restored for the 2021/22 budget year as detailed below, the campus is still drawing from the federal grants to support pandemic response needs and revenue losses, and continues to employ many of the other cost management strategies in targeted areas, such as travel and hiring, to mitigate the budget challenges. In doing so, the campus has positioned itself to continue to invest in areas of high impact, Transformation 2030 objectives, and is looking at alternative modalities of education.

### Base Funding

In June 2021, Governor Newsom signed and enacted the 2021/22 California State Budget which allocated \$550 million in ongoing General Funds to the California State University. The incremental funding restored the \$299 million budget cut enacted in 2020/21, and provided funding to invest in the Board of Trustees' priorities including the Graduation Initiative 2025 for student success and AB1460 Ethnic Studies requirements. The 2021/22 increase brought recurring state support for the CSU operating budget to \$4.2 billion.

At the Systemwide level, support totaling \$22 million was allocated to SJSU. This represented a combination of the restoration of the 2020/21 decrease and proportionate funding towards remaining funded costs. However, the CSU held back over \$8 million of base funding for future Systemwide priorities and reallocated the State University Grant (SUG) pool across the system based on student need profiles, which resulted in a \$1.5 million decrease to SJSU. A drop in retirement contribution rates also resulted in a negative General Fund adjustment of \$2.8 million for SJSU. After these latter three adjustments, the General Fund support for the campus totals \$193 million, approximately the same base funding level as 2019/20 (\$192 million). A summary of the CSU's and SJSU's base budget allocations is displayed below.

State Support and Expenditure Adjustments	CSU	SJSU
Restoration of 2020/21 General Fund Reduction	\$299,043,000	\$19,302,000
Graduation Initiative 2025	\$150,000,000	\$6,839,000
AB 1460 Ethnic Studies	\$16,319,000	\$812,000
Compensation Adjustment	\$45,106,000	\$82,000
Employer Paid Health Premiums	\$23,782,000	\$1,517,000
Operations and Maintenance of New Facilities	\$15,206,000	\$3,340,000
Other Program Adjustments	\$43,846,000	
Reduction for Systemwide Priorities		(\$8,075,000)
State University Grant Redistribution		(\$1,464,000)

<b>State Support and Expenditure Adjustments</b>	<b>CSU</b>	<b>SJSU</b>
<b>Subtotal Base Additions</b>	<b>\$550,192,000</b>	<b>\$22,353,000</b>
Prior Year Retirement and Compensation Adjustment	(\$42,716,000)	(\$2,804,000)
<b>Total Adjustments</b>	<b>\$507,476,000</b>	<b>\$19,549,000</b>

### One-Time Funding

The Budget Act of 2021 also included a one-time General Fund increase of \$976 million to the CSU for instructional, student and faculty support, and operating programs (\$67 million), facilities and infrastructure (\$898 million), and legislative priorities (\$11 million). Of the \$67 million allocation for operations, SJSU received \$3 million for enrollment funding in support of GI2025 (Budget Act of 2018), \$1.5 million for emergency financial assistance grants for low-income students, and \$700K towards the costs of faculty professional development and leveraging technology to improve learning outcomes. At a later date, the CSU will distribute allocation orders for the remaining facilities and infrastructure and legislative priorities funding.

### Budgeted Enrollment

Prior to the pandemic, the university enrollment plan for 2020/21 was 27,705 full-time equivalent students (FTES), which was then revised downwards to 26,500 FTES to address an anticipated decline in non-resident FTES, including a projected loss of 500 international students.

For 2021/22, the SJSU enrollment plan calls for a total of 27,840 FTES, 25,716 in base plus an additional 2,124 in “surplus” FTES. Additional details may be found in the Student Enrollment and Fees section of the report.

	2020/21 Budget			2021/22 Budget			Change		
	Base	Surplus	Total	Base	Surplus	Total	Base	Surplus	Total
Resident FTES	23,316	984	24,300	23,316	2,094	25,410	-	1,110	1,110
Non-resident FTES	2,200	-	2,200	2,400	30	2,430	200	30	230
<b>Total FTES</b>	<b>25,516</b>	<b>984</b>	<b>26,500</b>	<b>25,716</b>	<b>2,124</b>	<b>27,840</b>	<b>200</b>	<b>1,140</b>	<b>1,340</b>

### Funding Allocations and Campus Priorities

Following are tables outlining the operating budget changes from year-to-year as well as a listing of ongoing operating budget resources, and funding commitments. As in the recent reports and displays, the budget captures ongoing salary savings that have been accrued to the central budget since 2018/19. In addition, the budget incorporates grant support from the Higher Education Emergency Relief Fund (HEERF), one-time funds and reserves, as well as a loan from the Chancellor’s Office to support cash liquidity needs within Athletics while the Mountain West conference distributions are recorded at Tower Foundation to cover donor supported activities in advance of full fundraising.

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

## Operating Budget Comparison 2020/21 vs. 2021/22

	2020/21 Budget	2021/22 Budget	Adjustment	
<b>Operating Budget</b>				
General Fund Appropriation	\$173,637,000	\$193,186,000	\$19,549,000	11.3%
Revenues <sup>1,2</sup>	\$209,457,307	\$211,987,307	\$2,530,000	1.2%
	<b>\$383,094,307</b>	<b>\$405,173,307</b>	<b>\$22,079,000</b>	<b>5.8%</b>

<b>Budgeted FTES</b>				
CSU Resident FTES Allocation	23,316	23,316	0	0.0%
Non-Resident FTES (campus target)	2,200	2,400	200	9.1%
	<b>25,516</b>	<b>25,716</b>	<b>200</b>	<b>0.8%</b>

### Detail of Budget Adjustments

#### Adjustments to the General Fund Appropriation

Reduction for Systemwide Priorities	(\$8,075,000)	
Prior Year Retirement Adjustment	(\$2,885,000)	
Prior Year Compensation Adjustment	\$81,000	
State University Grant Redistribution	(\$1,464,000)	
Restoration of 2020/21 General Fund Reduction	\$19,302,000	
AB 1460 Ethnic Studies	\$812,000	
Graduation Initiative 2025	\$6,839,000	
Compensation Adjustment	\$82,000	
Employer Paid Health Premiums	\$1,517,000	
Operations and Maintenance of New Facilities	\$3,340,000	
	<b>\$19,549,000</b>	

#### Adjustments to Revenues

##### Campus Budget Adjustments <sup>3</sup>

Tuition Fee Adjustment	\$794,000	
Non-Resident Tuition Fee Adjustment	\$1,084,000	
Other Student Fee Adjustments	\$617,000	
Federal Work Study Adjustment	\$35,000	
	<b>\$2,530,000</b>	
	<b>\$22,079,000</b>	

#### Footnotes:

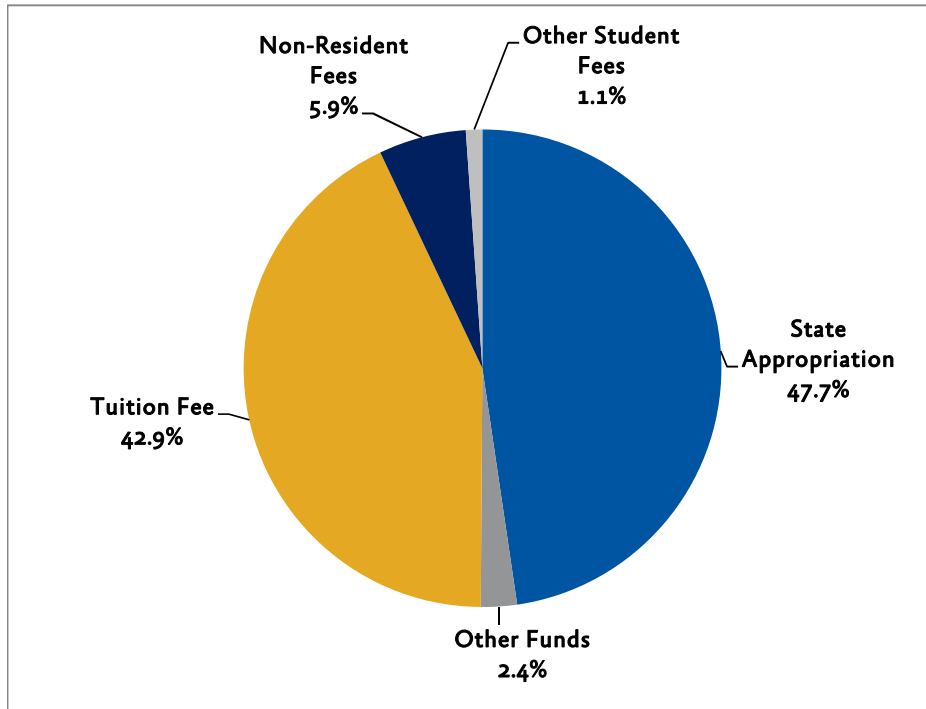
<sup>1</sup> Includes recurring surplus tuition fee revenues included as a Campus Budget Adjustment in 2020/21.

<sup>2</sup> See next page for a breakdown of Revenues.

<sup>3</sup> 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.

## 2021/22 Operating Budget Resources

<b>State Appropriation</b>	<b>\$193,186,000</b>	<b>47.7%</b>
<b>Tuition Fee</b>		
Tuition Fee	\$167,236,000	
Campus Adjustment to Tuition Fee	\$6,396,000	
	<b>\$173,632,000</b>	<b>42.9%</b>
<b>Non-Resident Fees</b>		
Non-Resident Fees	\$22,924,000	
Campus Adjustment to Non-Res. Fee	\$1,084,000	
	<b>\$24,008,000</b>	<b>5.9%</b>
<b>Other Student Fees</b>		
Application Fee	\$2,867,000	
Diploma/Commencement Fee	\$336,000	
Transcript Fee	\$515,000	
Other Student Fees	\$782,000	
	<b>\$4,500,000</b>	<b>1.1%</b>
<b>Other Funds</b>		
Campus Work Study Program	\$1,040,000	
Cost Recovery from Other Funds	\$8,807,307	
	<b>\$9,847,307</b>	<b>2.5%</b>
<b>Total Operating Fund Resources</b>	<b>\$405,173,307</b>	<b>100.0%</b>



## 2021/22 Operating Budget Sources and Uses

	Ongoing	One-Time	Total
<b>Sources of Funds</b>			
General Fund Appropriation	\$19,549,000	\$5,174,000	\$24,723,000
Campus Tuition and Fee Adjustments	\$2,495,000	\$7,422,500	\$9,917,500
Loan from CO		\$7,000,000	\$7,000,000
Higher Education Emergency Relief Fund (HEERF)		\$5,000,000	\$5,000,000
Work Study Increase	\$35,000		\$35,000
University Funds Carried Forward		\$34,755,335	\$34,755,335
<b>Total Sources</b>	<b>\$22,079,000</b>	<b>\$59,351,835</b>	<b>\$81,430,835</b>
<b>Planned Uses of Funds</b>			
<b>Mandatory Costs/Existing Commitments</b>			
Employee Compensation	\$163,000		\$163,000
Health & Dental Premiums Adjustment	\$1,517,000		\$1,517,000
Retirement Adjustments	(\$2,885,000)		(\$2,885,000)
Work Study Increase	\$35,000		\$35,000
State University Grants Adjustment	(\$1,464,000)		(\$1,464,000)
New Facility Operations	\$2,462,489	(\$2,462,489)	\$0
Student Grants		\$1,514,000	\$1,514,000
	<b>(\$171,511)</b>	<b>(\$948,489)</b>	<b>(\$1,120,000)</b>
<b>Balance Remaining for Division Requests and Priorities</b>	<b>\$22,250,511</b>	<b>\$60,300,324</b>	<b>\$82,550,835</b>
<b>Approved Division Requests and Priorities</b>			
<u>Academic Affairs</u>			
College of Graduate Studies Expansion-Ops	\$178,100		\$178,100
Institutional Effect & Strategic Analytics	\$200,000		\$200,000
Marine Science Scholarships (MLML)	\$105,000		\$105,000
Re-allocate EAB APS from IT to AAD for IESA	\$70,000		\$70,000
Ethnic Studies	\$800,000		\$800,000
Support Staff for Critical Positions (3 FTE)	\$240,944		\$240,944
Research, Scholarly & Creative Activity (RSCA) Assigned Time		\$2,000,000	\$2,000,000
Travel Reduction-COVID		(\$862,500)	(\$862,500)
Faculty Recruitment & Startup F20 Cohort		\$1,050,000	\$1,050,000
Faculty Recruitment & Startup F21 Cohort		\$1,900,000	\$1,900,000
Enrollment Support <sup>1</sup>	\$1,436,160	\$7,362,634	\$8,798,794
	<b>\$3,030,204</b>	<b>\$11,450,134</b>	<b>\$14,480,338</b>
<u>Administration &amp; Finance</u>			
Financial Forecasting & Position Control System	\$35,000		\$35,000
Travel Reduction-COVID		(\$62,500)	(\$62,500)
	<b>\$35,000</b>	<b>(\$62,500)</b>	<b>(\$27,500)</b>
<u>Information Technology</u>			
Travel Reduction-COVID		(\$50,000)	(\$50,000)
	<b>\$0</b>	<b>(\$50,000)</b>	<b>(\$50,000)</b>

## 2021/22 Operating Budget Sources and Uses

	Ongoing	One-Time	Total
<u>Intercollegiate Athletics</u>			
Compensation Adjustments-Football	\$592,000		\$592,000
Compensation Adjustments-Men's Basketball	\$414,400		\$414,400
Sports Medicine Chaperones (3)	\$147,000		\$147,000
MWC Proceeds Backfill	\$3,000,000		\$3,000,000
Loan Repayment (\$7M load repaid over 7 years)		\$1,036,323	\$1,036,323
	<b>\$4,153,400</b>	<b>\$1,036,323</b>	<b>\$5,189,723</b>
<u>Office of the President</u>			
Title IX Positions (2)	\$222,000		\$222,000
Title IX Operations	\$350,000		\$350,000
Strategic Communications	\$400,000	\$100,000	\$500,000
Contractual Commitment		\$200,000	\$200,000
Overloads		\$132,000	\$132,000
EARC Accommodations		\$15,000	\$15,000
UP Exit Survey Software, Education and Training	\$60,000		\$60,000
Community & Gov't Relations (Racial Justice Symposium)	\$75,000		\$75,000
Travel Reduction-COVID		(\$112,500)	(\$112,500)
	<b>\$1,107,000</b>	<b>\$334,500</b>	<b>\$1,441,500</b>
<u>Research and Innovation</u>			
Research & Innovation Setup	\$66,587		\$66,587
Travel Reduction-COVID		(\$5,000)	(\$5,000)
	<b>\$66,587</b>	<b>(\$5,000)</b>	<b>\$61,587</b>
<u>Student Affairs</u>			
Travel Reduction-COVID		(\$125,000)	(\$125,000)
	<b>\$0</b>	<b>(\$125,000)</b>	<b>(\$125,000)</b>
<u>University Advancement</u>			
Director of Development-Research & Innovation	\$167,240		\$167,240
Travel Reduction-COVID		(\$72,500)	(\$72,500)
	<b>\$167,240</b>	<b>(\$72,500)</b>	<b>\$94,740</b>
<u>University-Wide &amp; Cross-Division Commitments</u>			
Library & Dorm Security - Cancel Prior Year Commitment	(\$400,000)		(\$400,000)
Insurance Premiums	\$850,000		\$850,000
Legal Fees	\$250,000		\$250,000
Campus Match for \$10.8M DM Allocation		\$1,087,000	\$1,087,000
Tower Projects (5 years)		\$1,567,000	\$1,567,000
	<b>\$700,000</b>	<b>\$2,654,000</b>	<b>\$3,354,000</b>
<b>Total Approved Division Requests and Priorities</b>	<b>\$9,259,431</b>	<b>\$15,159,957</b>	<b>\$24,419,387</b>
<b>Net Sources (Uses)</b>	<b>\$12,991,080</b>	<b>\$45,140,367</b>	<b>\$58,131,448</b>
<b>Beginning Budget Balance</b>	<b>(\$43,295,668)</b>		<b>(\$43,295,668)</b>
<b>Ending Budget Balance</b>	<b>(\$30,304,588)</b>	<b>\$45,140,367</b>	<b>\$14,835,779</b>

Footnotes:

<sup>1</sup> Includes funding for new faculty.

## 2021/22 Expenditure Budget by University Division

	Office of the President	Academic Affairs	Admin & Finance	Student Affairs	Intercollegiate Athletics	University Advancement	Information Technology	Research and Innovation	U-Wide (f)	Total University	% of Total
<b>Operating Fund (a)</b>											
Salaries	\$9,251,061	\$156,116,419	\$21,252,990	\$13,339,136	\$10,590,016	\$4,887,471	\$11,579,975	\$1,998,828	2,501,724	\$231,517,620	32.2%
Projected Benefits (b)	\$4,440,509	\$74,935,881	\$10,201,435	\$6,402,785	\$5,083,208	\$2,345,986	\$5,558,388	\$959,437	\$2,218,924	\$112,146,553	15.6%
OE&E	\$2,292,705	\$14,292,835	\$8,784,734	\$4,104,356	\$186,092	\$3,089,093	\$6,664,451	\$2,406,335	\$23,475,813	\$65,296,414	9.1%
<b>Total Before Reduction</b>	<b>\$15,984,275</b>	<b>\$245,345,135</b>	<b>\$40,239,159</b>	<b>\$23,846,277</b>	<b>\$15,859,316</b>	<b>\$10,322,550</b>	<b>\$23,802,814</b>	<b>\$5,364,600</b>	<b>\$28,196,461</b>	<b>\$408,960,587</b>	<b>56.8%</b>
Division Savings and Reductions	(\$112,500)	(\$862,500)	(\$62,500)	(\$125,000)	\$0	(\$72,500)	(\$50,000)	(\$5,000)	\$1,290,000	\$0	0.0%
<b>Net Budget After Reductions</b>	<b>\$15,871,775</b>	<b>\$244,482,635</b>	<b>\$40,176,659</b>	<b>\$23,721,277</b>	<b>\$15,859,316</b>	<b>\$10,250,050</b>	<b>\$23,752,814</b>	<b>\$5,359,600</b>	<b>\$29,486,461</b>	<b>\$408,960,587</b>	<b>56.8%</b>
Restricted Student Aid (c)	\$142,857	\$485,714	\$271,429	\$307,143	\$42,857	\$71,429	\$14,286	\$42,857	\$39,350,203	\$40,728,775	5.7%
<b>Total Operating Fund</b>	<b>\$16,014,632</b>	<b>\$244,968,349</b>	<b>\$40,448,088</b>	<b>\$24,028,420</b>	<b>\$15,902,173</b>	<b>\$10,321,479</b>	<b>\$23,767,100</b>	<b>\$5,402,457</b>	<b>\$68,836,664</b>	<b>\$449,689,362</b>	<b>62.5%</b>
Graduate Business Professional Fee		\$561,000							\$362,000	\$923,000	0.1%
Student Orientation Programs		\$18,868		\$1,456,000						\$1,474,868	0.2%
SSETF-Instructionally Related Activities (d)		\$1,545,974		\$500,000	\$8,789,752				\$121,368	\$10,957,094	1.5%
SSETF-Course Support (d)		\$2,875,324							\$141,485	\$3,016,809	0.4%
SSETF-Student Success (d)		\$4,979,412		\$3,982,388					\$1,712,999	\$10,674,799	1.5%
<b>Campus Revenue Funds</b>											
Professional and Continuing Education		\$36,073,959	\$4,829,466	\$1,536,648					\$3,582,249	\$46,022,323	6.4%
Housing Funds				\$39,689,442						\$39,689,442	5.5%
Lottery Funds		\$2,159,248		\$44,016					\$175,986	\$2,379,250	0.3%
Other Revenue Sources (e)		\$781,000		\$428,000	\$7,281,948					\$8,490,948	1.2%
Parking Funds			\$6,445,026							\$6,445,026	0.9%
Student Health Funds				\$23,122,364						\$23,122,364	3.2%
<b>Campus Auxiliaries</b>											
Associated Students				\$8,961,470						\$8,961,470	1.2%
Research Foundation								\$53,130,000		\$53,130,000	7.4%
Spartan Shops			\$4,468,503							\$4,468,503	0.6%
Student Union				\$14,602,842						\$14,602,842	2.0%
Tower Foundation						\$35,661,500				\$35,661,500	5.0%
<b>Total All Funds</b>	<b>\$16,014,632</b>	<b>\$293,963,134</b>	<b>\$56,191,083</b>	<b>\$118,351,590</b>	<b>\$31,973,873</b>	<b>\$45,982,979</b>	<b>\$23,767,100</b>	<b>\$58,532,457</b>	<b>\$74,932,751</b>	<b>\$719,709,599</b>	<b>100.0%</b>

**Footnotes:**

(a) Operating Fund expenditure budget includes base budgets plus one-time funding allocated in the current year.

(b) Benefit budgets for the Operating Fund are projected across divisions at 48% of total salaries, with one-time Enrollment Support to Academic Affairs at a rate of 28%.

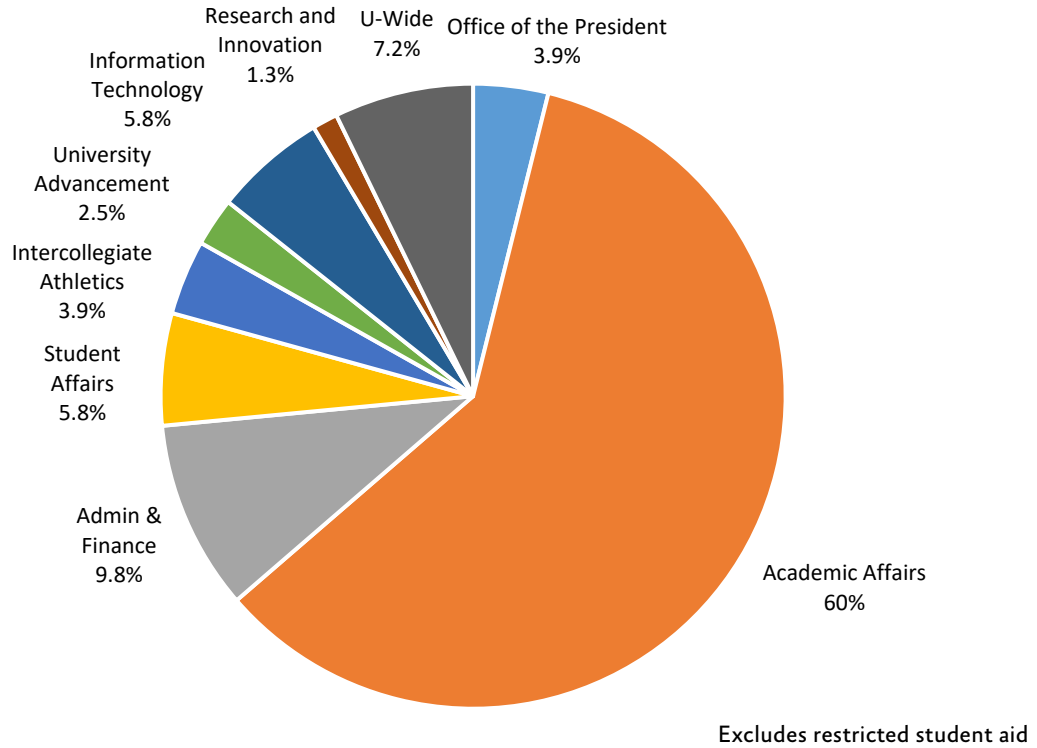
(c) Restricted Student Aid includes Federal Work Study and matching portions, Tuition Discount (SUG), Supplemental Educational Opportunity Grants (SEOG) and State Graduate Fellowship Grants.

(d) Refer to the 2021/22 Student Success, Excellence Technology Fee financial display for greater detail.

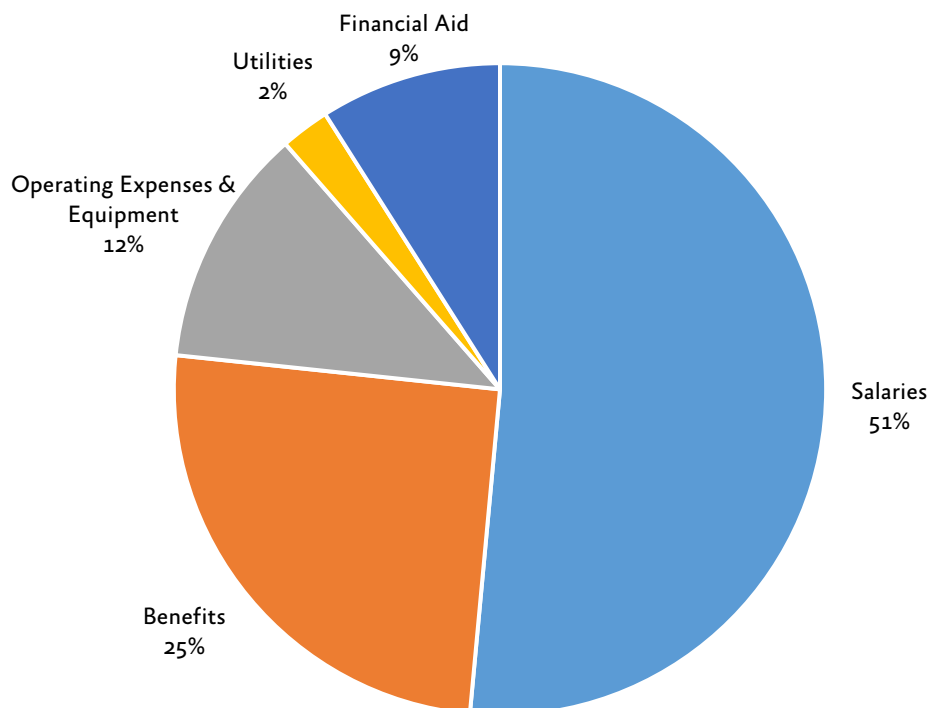
(e) Other Revenue Sources include miscellaneous revenues from ticket sales, Spartan Foundation (Athletics), rental of University space, and other miscellaneous revenue-generating activities.

(f) U-Wide includes contingencies, utilities, MLK Facility, Hammer Theatre, risk management, hazardous waste, space rental, and university memberships fees.

### 2021/22 Operating Fund Expenditure Budget by Division



### 2021/22 Operating Fund Expenditure Budget by Category



## COMPARISON OF CSU CAMPUS EXPENDITURES 2019/20

### 2019/20 Comparison of San Jose and "Big 5" CSU Institutions

Expense Categories (c)	San Jose		Northridge		San Diego		San Francisco		Long Beach		Fullerton	
	Actuals	%	Actuals	%	Actuals	%	Actuals	%	Actuals	%	Actuals	%
Instruction	\$213,428,553	42%	\$207,385,870	42%	\$219,940,022	41%	\$200,136,012	43%	\$231,891,558	46%	\$219,441,162	41%
Research	\$1,208,432	0%	\$4,074,751	1%	\$6,280,524	1%	\$990,358	0%	\$3,429,985	1%	\$815,278	0%
Public Service	\$3,136,302	1%	\$5,606,130	1%	\$1,771,257	0%	\$2,079,704	0%	\$1,696,512	0%	\$1,250,317	0%
Academic Support	\$40,911,245	8%	\$46,856,775	10%	\$55,260,597	10%	\$45,974,087	10%	\$51,602,605	10%	\$36,846,426	7%
Student Services	\$66,884,947	13%	\$66,013,730	13%	\$69,671,883	12%	\$35,785,963	8%	\$57,576,905	11%	\$47,959,255	9%
Institutional Support	\$64,608,323	13%	\$39,000,574	8%	\$73,652,689	13%	\$68,900,594	15%	\$45,017,811	9%	\$88,839,679	17%
Operation & Maintenance	\$82,994,024	15%	\$56,412,015	12%	\$86,498,618	15%	\$65,119,878	14%	\$55,534,786	11%	\$76,765,668	14%
Student Financial Aid	\$40,893,804	8%	\$63,994,391	13%	\$45,866,999	8%	\$45,994,639	10%	\$59,622,303	12%	\$61,425,305	12%
<b>Total Operating Expenses</b>	<b>\$514,065,630</b>	<b>100%</b>	<b>\$489,344,236</b>	<b>100%</b>	<b>\$558,942,589</b>	<b>100%</b>	<b>\$464,981,235</b>	<b>100%</b>	<b>\$506,372,465</b>	<b>100%</b>	<b>\$533,343,090</b>	<b>100%</b>
<b>2019/20 College Year FTES (d)</b>	<b>28,490</b>		<b>32,471</b>		<b>32,169</b>		<b>24,583</b>		<b>32,673</b>		<b>33,202</b>	
<b>\$ Expended per FTES</b>	<b>\$18,044</b>		<b>\$15,070</b>		<b>\$17,375</b>		<b>\$18,915</b>		<b>\$15,498</b>		<b>\$16,064</b>	

*Footnotes:*

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

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

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

Source: [www.calstate.edu/data-center/institutional-research-analyses/Pages/enrollment](http://www.calstate.edu/data-center/institutional-research-analyses/Pages/enrollment)

(d) Rounded to nearest FTES.



## Select Funds and Self-Support Operations

### Select Funds

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

### Self-Support Operations

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

## CAPITAL OUTLAY AND DEFERRED MAINTENANCE

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

### Major Capital Improvements

In early 2021, the construction of the multi-level South Campus Parking Garage and Field Facility at South 10th Street and East Alma Avenue was completed and the facility welcomed students and the campus community for Fall 2021. The overall project created almost 1,500 parking spaces and a lighted field to be used for recreational and intramural activities and other campus and community purposes. Back on Main Campus, the construction of the eight-story Interdisciplinary Science Building (ISB) continues, with an expected completion date of Fall 2023. The ISB facility will provide academic space for teaching, research labs, faculty offices, and collaborative spaces

In November 2020, the CSU Board of Trustees approved the Spartan Athletics Center (SAC) project. The SAC will be 55,000 GSF, two-story facility constructed on the east side of CEFCU Stadium and will house locker rooms for the football and soccer teams, training rooms, offices, a leadership development center, an auditorium for broad use, and viewing areas for CEFCU Stadium, among other features. Once open in Fall 2023, the facility will provide much needed space for student athletes and academics at South Campus. The project budget of \$57.6 million will be supported with contributions from donors, financing through the Systemwide Revenue Bond Program, and reserves.

Planning efforts towards the potential mixed-use housing project at the Alfred E. Alquist Building in downtown San José continue from the prior year. The campus is also preparing a proposal to access State Affordable Student Housing grant funding, made available under the Postsecondary Education Trailer Bill (SB 169) approved by the Governor in September, for the Campus Village 3 and Dining Commons project.

The campus has put forward a number of other major capital projects for inclusion in the CSU Five-Year Plan for 2020/21 through 2025/26, including several academic projects for the renovations of Duncan Hall and Engineering, as well as deferred maintenance and infrastructure improvement projects. Due to limited funding, not all projects are funded and proceed, even if approved by the Board and Department of Finance.

### Deferred Maintenance, Renewal, and Improvements

The CSU and campus continue to commit significant resources towards reducing the backlog of deferred maintenance. In 2019/20, San Jose received funding of \$10.2 million for select deferred maintenance and renewal projects and \$16.6 million towards infrastructure and steam line projects that continue this year.

The Budget Act of 2021 also included one-time General Fund support to the CSU, of which \$898 million will be allocated towards facilities & infrastructure projects across the system. The funds are held centrally pending the review and allocation by the Chancellor's Office.

In 2020/21, San Jose received the second annual dividend payout from the CSU's invested Total Return Portfolio (TRP), which is restricted under California Education Code to be used to support deferred maintenance and capital improvements. Last year's dividend amount was \$2.4 million, which was largely committed to the audiology renovation project. The campus expects to receive the 2021/22 allocation in the near future.

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

The display on the following page identifies allocations made from the Student Success, Excellence and Technology Fee (SSETF). The SSETF is a mandatory student fee paid by all students. The per-term fee rate for 2021/22 is \$334.50. The fee was formerly collected as three different fees: SSETF-Instructionally Related Activities (\$167), SSETF-Course Support (\$34.00), and SSETF-Student Success (\$133.50). The six priorities supported by the SSETF are detailed below.

1. Student Success Services & Graduation Pathways  
Expand support for comprehensive student success services and improved pathways to graduation.
2. Academic Technology  
Enhance support for effective student-related academic technology initiatives that complement, but do not duplicate, technology initiatives identified in CSU's annual support budget.
3. 21st Century Teaching Spaces  
Create 21<sup>st</sup> century classrooms, labs and learning spaces, including virtual spaces (e.g., lecture capture, e-portfolios, social media, etc.)
4. Retention & Graduation  
Expand support for all students and work to close the retention and graduation gap for Under-represented Minority students (URM).
5. Course Support  
Enhance support for instructional materials and methods used in the delivery of instruction.
6. Instructionally Related Activities  
Support for activities that fall under the definition of and statutes related to Instructionally Related Activities (IRA) in Title 5 and the California Education code, including Athletics.

### Campus Fee Advisory Committee (CFAC)

SSETF proposals are submitted by division leadership and reviewed by the Campus Fee Advisory Committee (CFAC) and approved by the President. The displays on the following page reflect both base and one-time revenues based on the University enrollment plan and allocations. For updates to the SSETF commitments, please visit <https://www.sjsu.edu/fabs/how-we-can-help/policies-guides/ssetf>.

## Student Success, Excellence & Technology Fee 2021/22 Budget

	SSETF-IRA	SSETF-Course Support	SSETF-Student Success	Total SSETF Budget
<b>Revenues</b>				
Fees	\$10,957,094	\$2,232,350	\$8,760,153	\$21,949,597 <sup>(a)</sup>
<b>Total Operating Revenues</b>	<b>\$10,957,094</b>	<b>\$2,232,350</b>	<b>\$8,760,153</b>	<b>\$21,949,597</b>
<b>Division Expenses</b>				
Academic Affairs	\$1,545,974	\$2,875,324	\$4,979,412	\$9,400,710 <sup>(b)</sup>
Student Affairs			3,982,388	3,982,388
Student Union (Club Sports)	500,000			500,000
Intercollegiate Athletics	8,789,752			8,789,752
University-Wide	121,368	141,485	1,712,999	1,975,852 <sup>(c)</sup>
<b>Total Division Expenses</b>	<b>\$10,957,094</b>	<b>\$3,016,809</b>	<b>\$10,674,799</b>	<b>\$24,648,702</b>
<b>Net Revenue (Expense)</b>	<b>\$0</b>	<b>(\$784,459)</b>	<b>(\$1,914,646)</b>	<b>(\$2,699,105)</b>
<b>Prior Year Balance Net of Encumbrances</b>	<b>(\$315,371)</b>	<b>\$784,459</b>	<b>\$5,216,042</b>	<b>\$5,685,130</b>
<b>Projected Ending Fund Balance</b>	<b>(\$315,371)</b>	<b>\$0</b>	<b>\$3,301,396</b>	<b>\$2,986,026 <sup>(d)</sup></b>

*Footnotes:*

- (a) Fees are now collected as one fee. The revenue amounts include both base and one-time projected revenues.*
- (b) Includes pending allocations to Academic Affairs for advisors, Late Night Extended Study Hours and Late Night Tutoring.*
- (c) Includes employee benefits pool. Budget is allocated over the course of the fiscal year to Academic Affairs and Student Affairs to cover actual benefit expenses incurred.*
- (d) The SSETF-IRA fund shows a structural deficit as compensation adjustments from collective bargaining agreements have exceeded the annual HEPI adjustment. Revenues from future growth and surplus enrollment will be committed to resolving the deficit.*

# INTERCOLLEGIATE ATHLETICS

## *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 the 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 sporting conduct by all coaches, administrative staff and student-athletes.*

## **Key Successes and Planning Assumptions**

This past year, Spartan Athletics won Mountain West Championships in Women's Tennis and Football. Each coach and their staffs were extended and received additional compensation. Each of these groups are doing great work with our student athletes, graduation rates and university image.

This year and the past few years have seen a significant increase in donor money to improve facilities and operations. Improvements to Women's Tennis, Soccer, Volleyball and Softball along with Men's Football, Soccer and Basketball have changed the recruiting, retention and performance of these teams.

With the uncertainty of attendance policies, a conservative approach has been taken for ticket revenues and corresponding revenues tied to guest visiting campus.

Athletics is restoring the travel budgets for the teams to pre-COVID numbers. Safety while travelling will somewhat increase the overall expenses as well. An example of this is the use of bus charters where mini-vans have been rented in the past.

Student-Athlete well-being is also at the forefront of the 2021/22 budget. Funding was established for athlete mental health and Wellbeing Attendant Chaperones in this cycle. We are also implementing the Beyond Sparta program and expanding non-travel meals to the entire student athlete group.

Two coaches and the staffs were non-retained, Track & Field and Men's Basketball. Each of these positions, staffs and operations have been significantly upgraded.

Women's Basketball was also proactively and equitably adjusted as well. Even with all these changes (except in a very few instances), SJSU is typically at or below the funding midpoint of the conferences where we compete.

Some structural deficits were addressed by moving Mountain West TV revenues and borrowing \$7M from the CSU Chancellors Office with a 7-year, low interest loan.

During this coming year, the new Director of Athletics, Campus CFO, and the strategic sourcing team will negotiate new revenue deals for sponsorships, ticketing, apparel and multi-media rights. This timing is advantageous with the improved play in our most visible sports.

There will continue to be costs related to COVID testing and PPE equipment for the staff and student-athletes in 2021/22. There is \$382,700 remaining in the HEERF II funding allocation to support the expenses.

In conclusion, managing a robust FBS level Division I program that sponsors 22 sports is daunting. Athletics will continue to engage in efforts to generate much needed additional revenue, while maintaining a strong commitment to fiscal responsibility.

## Intercollegiate Athletics 2021/22 Budget

	CSU Operating Fund	SSETF	Generated Revenues	All Funds Total
<b>Revenues/Allocations</b>				
Allocated Funds	\$10,669,593	\$8,789,752		\$19,459,345
Estimated benefits	Incl above			0
	<b>\$10,669,593</b>	<b>\$8,789,752</b>	<b>\$0</b>	<b>\$19,459,345</b>
MWC Backfill	\$3,000,000			\$3,000,000
New Coaches MBB / FB	1,006,400			1,006,400
Loan Revenue Backfill	1,036,323			1,036,323
Conference distribution				0
Wellbeing Attendant Chaperones	147,000			147,000
	<b>\$5,189,723</b>	<b>\$0</b>	<b>\$0</b>	<b>\$5,189,723</b>
Work-Study Funds	\$42,857			\$42,857
Student Assistants				0
Tower Revenue Allocation			2,750,000	2,750,000
Ticket Sales			818,400	818,400
Game Guarantees			1,600,000	1,600,000
NCAA Distribution			1,663,548	1,663,548
Facilities/Marketing/etc.			350,000	350,000
Concessions/Parking/etc.			100,000	100,000
<b>Total Revenues/Allocations</b>	<b>\$15,902,173</b>	<b>\$8,789,752</b>	<b>\$7,281,948</b>	<b>\$31,973,873</b>
<b>Expenses</b>				
<b>Salaries &amp; Benefits</b>				
Salaries	\$10,590,016			\$10,590,016
Benefits	5,083,208			5,083,208
Graduate Assistants			198,535	198,535
Student Wages	109,203		9,857	119,060
Work Study	42,857			42,857
	<b>\$15,825,284</b>	<b>\$0</b>	<b>\$208,392</b>	<b>\$16,033,676</b>
<b>Operating Expenses &amp; Equipment</b>				
Grants in Aid *			\$7,073,556	\$7,073,556
Team Travel		3,043,635		3,043,635
Information Technology Coses		163,415		163,415
Operational Expense	76,889	5,582,702		5,659,591
	<b>\$76,889</b>	<b>\$8,789,752</b>	<b>\$7,073,556</b>	<b>\$15,940,197</b>
<b>Total Expenses</b>	<b>\$15,902,173</b>	<b>\$8,789,752</b>	<b>\$7,281,948</b>	<b>\$31,973,873</b>
<b>Net Revenues of Expenses</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Prior Year Fund Balance</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Ending Fund Balance, All Funds</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

\* Grants in Aid expense charged to financial aid funds in 2020/21 was \$462,946.

\* Grants in Aid expense charged to financial aid funds in 2021/22 is \$591,092.

## LOTTERY FUND

San José State University will receive \$2.2 million of lottery revenues in 2021/22 from the CSU. The revenue amount will be the same as prior year. Actual revenues to SJSU are based on deposits received quarterly by the CSU from the California State Lottery, and they are adjusted due to fluctuations in state lottery receipts. CSU lottery revenue projections are conservative and usually do not vary significantly from one fiscal year to the next.

The primary programs supported by Lottery Funds are:

- Library Acquisitions (books, periodicals, subscriptions, etc.). The campus has designated \$1.9 million for this program.
- The Teacher Recruitment Project (TRP) which provides funding of \$75,000 to support the recruitment of students into mathematics and science teaching careers. The goal is to attract participants from environments in which teaching has not been a common career goal, assisting these students in qualifying for entrance into the teaching profession. Participants include teacher aides from K-12 schools, as well as secondary school students, community college students and undergraduate students who are interested in teaching as a profession.

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

The CSU also provides funding support for the California Pre-Doctoral Program which is administered by the Chancellor's Office California Pre-Doctoral Program. 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.

Last spring, the Chancellor's Office also provided funding support for the following initiatives: CSU STEM VISTA mini-grants, the Campus Transition Programs RFP grants (e.g., SJSU Spartan Student Impact Project, and the SJSU House Concept), and the Affordable Learning Solutions (ALS) grants. The divisions did not have the opportunity to spend their funds and had a carry forward balance in the amount of \$128,264 for 2021/22.

## Lottery Fund 2021/22 Budget

<b>Revenues</b>	
CSU Allocation	\$2,221,000
Interest	1,175
Early Assessment Program	100,000
<b>Total Revenues</b>	<b><u>\$2,322,175</u></b>
<b>Expenses</b>	
<b>Operational Costs</b>	
University Administrative Overhead	165,299
CSU Risk Pool Assessment	10,287
Interfund Pension Loan	400
	<b><u>\$175,986</u></b>
<b>Funded Activities/Programs</b>	
University Library Funding	1,900,000
Teacher Recruitment Project	75,000
Early Assessment Program	100,000
C.O. PY Initiatives (SJSU Spartan Student Impact, SJSU House Concept, STEM VISTA, ALS )	128,264
	<b><u>\$2,203,264</u></b>
<b>Total Expenses</b>	<b><u>\$2,379,250</u></b>
<b>Net Revenues (Expenses)</b>	<b>(\$57,075)</b>
<b>Prior Year Fund Balances</b>	
Undesignated	<b>\$383,843</b>
Early Assessment Program	<b>(\$3,387)</b>
Pre-Doctoral Program	<b>\$16,813</b>
<b>Projected Ending Fund Balance</b>	<b><u>\$340,194</u></b>

Note :  
Library materials budget is fully funded.

## COLLEGE OF PROFESSIONAL AND GLOBAL EDUCATION (CPGE)

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

### Highlights of the 2021/22 Budget

The Professional and Continuing Education (PaCE) revenues for 2021/22 are projected at \$45 million which includes non-credit revenues. Following the current revenue distribution model, approximately \$35.5 million will be allocated for shared costs to campus partners (i.e., Divisions of Administration & Finance, Student Affairs, and Academic Affairs).

During the last two 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.

Enrollment growth is projected to increase through an accelerated increase in special session degree programs and faculty-led short-term study abroad courses. Six new degree or certificate programs were added in the last year to make up our current portfolio of 47 programs. 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 have more than doubled, yet our staffing to support these programs have 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 2021/22 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 additional staff for the planned increases in programs and the associated workload.

In addition to the infrastructure challenges to expand programs, increasing competition in the areas of non-resident student recruitment and online education, challenges in state authorizations for online offerings, the increasing competition from other Bay Area universities and Silicon Valley campuses of other reputable institutions pose tremendous competition to our professional degree programs. To grow and sustain our market share, we must continue to explore emergent growth areas and work together with partner colleges to pursue the development of new professional degree and certificate programs, as well as to invest in our facilities, faculty and staff.

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

**College of Professional and Global Education (CPGE)  
2021/22 Budget**

	Central Operations	Academics	Study Abroad and Away	Total	(a)
<b>Revenues</b>					
Revenues	\$8,541,799	\$10,427,357	\$1,032,611	\$20,001,767	
Interest			22,715	22,715	
<b>Total Revenues</b>	<b>\$8,541,799</b>	<b>\$10,427,357</b>	<b>\$1,055,326</b>	<b>\$20,024,482</b>	(b)
<b>Expenses</b>					
<b>Salaries and Benefits</b>					
Salaries and Staff Benefits	4,843,992	7,446,226	640,589	12,930,807	
Student Assistants	154,500	116,422	12,360	283,282	
	<b>\$4,998,492</b>	<b>\$7,562,648</b>	<b>\$652,949</b>	<b>\$13,214,089</b>	
<b>Operating Expenses &amp; Equipment</b>					
Communications	1,500	12,800		14,300	
Travel	49,000	217,000	252,842	518,842	
Contractual Services	700,000	413,743	221,405	1,335,148	(c)
Information Technology	47,000	35,939	24,080	107,019	
Postage	5,000	5,000		10,000	
Printing	50,000	15,000	5,000	70,000	
Supplies	250,000	116,000	4,000	370,000	
Training & Prof Dev.	34,000	25,000	2,000	61,000	
Advertising	150,000	323,965		473,965	
Space Rental	293,749			293,749	
Accreditation		60,000		60,000	
Recruitment & Relocation	20,000			20,000	
Insurance Expense				0	
Memberships Due	8,500	50,000	2,000	60,500	
Facility Use Fee	81,000			81,000	
Food Catering		75,000		75,000	
Other Operating	57,500	31,500		89,000	
Operating Transfers Out		1,476,089		1,476,089	(d)
Prior Year Encumbrance Roll	238,470			238,470	
Prior Year Expenditure Adj	262,848		12,806	275,654	
	<b>\$2,248,567</b>	<b>\$2,857,036</b>	<b>\$524,133</b>	<b>\$5,629,736</b>	
<b>Total Expenses</b>	<b>\$7,247,059</b>	<b>\$10,419,684</b>	<b>\$1,177,082</b>	<b>\$18,843,825</b>	
<b>Net Revenue (Expense)</b>	<b>\$1,294,740</b>	<b>\$7,673</b>	<b>(\$121,756)</b>	<b>\$1,180,657</b>	
<b>De-Allocation, per AAD's PaCE Reserve Policy</b>		<b>(2,871,663)</b>		<b>(2,871,663)</b>	
<b>ISB Space T&amp;I Installments</b>	<b>(1,868,795)</b>			<b>(1,868,795)</b>	(d)
<b>Prior Year Fund Balance</b>	<b>2,104,554</b>	<b>5,898,159</b>	<b>489,862</b>	<b>8,492,575</b>	
<b>Projected Ending Fund Balance</b>	<b>\$1,530,499</b>	<b>\$3,034,169</b>	<b>\$368,106</b>	<b>\$4,932,774</b>	

*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.

(d) Transfer out amounts from academic units include \$254K for CH project, and \$1.2M for ISB Innovation Loft; \$1.9M transfer out from CPGE for ISB (space installment).

## PROFESSIONAL AND CONTINUING EDUCATION FUND (PACE)

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

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

Programs are offered in innovative modes (online, asynchronous, and accessible off-site locations) with accessible schedules (evenings, weekends, and summers) to ensure that individuals from all walks of life (traditional students, re-entrants to the workforce, career changers, and working professionals) have access to our program offerings.

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

With \$44.2 million in professional and continuing education (PaCE) revenue for the year ending June 30, 2021, SJSU/CPGE accounted for 10% of the total \$419 million generated in extended education fees by the 23 campuses of the California State University (CSU). We have continued to serve the largest number of students over the past three years.

	Head Count	% Δ	FTES	% Δ
Fall 2017	2,489		1,181.0	
Fall 2018	2,647	6.3%	1,270.6	7.6%
Fall 2019	2,899	9.5%	1,413.2	11.2%
Fall 2020	3,275	13.0%	1,605.5	13.7%

For the fiscal year 2020/21, PaCE revenue, generated through the various program streams increased four percent over prior year.

PaCE Program	2019/20	2020/21	YOY % Change
Open University	\$2,472,864	\$1,631,603	-34%
Special Session	26,789,735	29,724,281	11%
Winter Session	2,164,609	1,970,195	-9%
Summer Session	9,902,903	10,652,567	8%
Faculty Led Study Abroad	1,114,296	237,088	-79%
Non-Credit	166,382	74,790	-55%
<b>Total PaCE</b>	<b>\$42,610,790</b>	<b>\$44,290,525</b>	<b>4%</b>

New programs approved for self-support delivery in 2021/22 include the following:

- Bachelor of Science in Information Science and Data Analytics, a 60-unit degree completion program and first undergraduate degree in the School of Information.
- Bachelor of Arts in Interdisciplinary Studies with a concentration of Educational and Community Leadership is a 60-unit degree completion program from the Department of Educational Leadership in the College of Education.
- Master of Science in Artificial Intelligence, a 33-unit degree program is designed to provide cutting-edge academic and hands-on training to data and artificial intelligence systems and technologies.
- Master of Social Work Advanced Standing, a 37-unit degree program will allow students with a BA Social Work to complete the graduate degree in one year.
- Master of Science in Engineering, Smart Sustainable Energy Systems Specialization is a 30-unit hybrid program, offered through Engineering Extended Studies in the College of Engineering. The program is expected to launch in spring 2022 with a cohort of 35.
- Nursing Specialty Advanced Certificate offered from the Valley Foundation School of Nursing in the College of Health and Human Sciences will provide comprehensive wound, ostomy, and foot and nail education courses for academic credit.

The global pandemic and the associated travel restrictions had a devastating impact on study abroad programs. To mitigate this impact on the student’s learning experience and to continue advancing the value and mission of global learning, last year we launched the Virtual International Partners (VIP), a free program to foster friendships with a focus on global learning. Since the pilot in fall 2020, the program has served about 400 students. The value of this free program is that it has enabled a growing number of students to envision study abroad possibilities and we are hopeful for a fast post-pandemic rebound, starting with summer 2022.

SJSU’s PaCE program portfolio in 2021/22 will include forty-seven degree programs and graduate certificates. In addition, we have a steady program pipeline of over ten-degree programs over the next three years, inclusive of the undergraduate (BA/BS) degree completion programs, scheduled for fall 2022.

## Professional and Continuing Education Fund (PaCE) 2021/22 Budget

	Academic Affairs	Administration & Finance	Student Affairs	University Wide	Faculty-Led Study Abroad	Total
<b>Revenues</b>						
<b>Credit Revenues</b>						
Open University		\$179,575	\$57,137	\$1,395,787		\$1,632,499 (a)
Special Session	\$25,605,685	3,313,677	1,054,352	150,622		30,124,335
Winter Session (intersession)	1,640,481	212,298	67,549	9,650		1,929,978
Summer Session (intersession)	8,684,810	1,123,917	357,610	51,087		10,217,424
Faculty Led Study Abroad					\$1,020,611	1,020,611 (b)
	<b>\$35,930,976</b>	<b>\$4,829,466</b>	<b>\$1,536,648</b>	<b>\$1,607,145</b>	<b>\$1,020,611</b>	<b>\$44,924,847</b>
<b>Other Revenues</b>						
Non Credit Revenue	142,668				12,000	143,042
Early Start Program	353,732					353,732
Interest				470,082	22,715	492,797
	<b>\$496,400</b>	<b>\$0</b>	<b>\$0</b>	<b>\$470,082</b>	<b>\$34,715</b>	<b>\$989,571</b>
<b>Total Revenues</b>	<b>\$36,427,376</b>	<b>\$4,829,466</b>	<b>\$1,536,648</b>	<b>\$2,077,227</b>	<b>\$1,055,326</b>	<b>\$45,914,418</b>
<b>Total Expenses</b>	<b>\$34,896,877</b>	<b>\$4,829,466</b>	<b>\$1,536,648</b>	<b>\$3,582,249</b>	<b>\$1,177,082</b>	<b>\$46,022,323</b>
<b>Net Revenue (Expense)</b>	<b>\$1,530,499</b>	<b>\$0</b>	<b>\$0</b>	<b>(\$1,505,022)</b>	<b>(\$121,756)</b>	<b>(\$107,905)</b>
<b>Transfer In (Out)</b>						
<b>Designated Reserves</b>						
Operating Reserve	3,259,244				531,006	3,790,249
Facility Reserve	2,646,706					2,646,706 (c)
Scholarship	500,817					500,817
Program Development	1,651,925					1,651,925
<b>Total Designated Reserves</b>	<b>\$8,058,692</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$531,006</b>	<b>\$8,589,697</b>
<b>Total Prior Yr Fund Balance</b>	<b>\$22,012,552</b>	<b>\$0</b>	<b>\$1,751,785</b>	<b>\$9,255,951</b>	<b>\$490,148</b>	<b>\$33,510,437</b>
<b>Projected Ending Fund Balance</b>	<b>\$23,543,051</b>	<b>\$0</b>	<b>\$1,751,785</b>	<b>\$7,750,929</b>	<b>\$368,392</b>	<b>\$33,402,533</b>

*Footnotes:*

(a) Academic Affairs receives support for Open University revenue in CSU Operating Fund. The OU PaCE balance is set aside for the university to use on capital projects or other strategic initiatives. In 2021/22, U-Wide will support an investment of \$2M towards SJSU Online.

(b) Study Abroad revenue includes program fee (approx. 70% of total revenue), which is a pass-through for program expenses, and not "true" revenue available for operating purposes.

(c) Reserves to be transferred out for ISB (space installment, lab build out, and FF&E).

(d) University-Wide balance includes 46% of summer 2021 revenue reclassified to 2020/21 (\$ 6.8 million) at year-end for GAAP reporting, which will be allocated to campus partners in 2021/22.

## STUDENT HEALTH CENTER

San Jose State University’s Student Wellness Center (SWC) is a fully accredited outpatient clinic and active student development center that offers wellness education, medical and counseling services, primary and specialty care, diagnostic and therapeutic services, and patient record-keeping.

2021/22 Operational Goals	Key Initiatives
1 Assess the needs for and impact of SJSU's wellness education, services, and programs.	Relaunch SWC Advisory Committee
2 Deliver evidence-based wellness education, services, and programs that foster student agency and lifelong wellness.	Integrated wellness learning goals COVID student wellness strategy
3 Engage students and the campus community to promote healthy development and constructive mindsets and behaviors that foster student success and well-being.	Rebrand the integrated SWC Develop integrated promo campaign to build health equity
4 Conscientiously steward SWC people, resources, and operations to maximize student return on investment (ROI) from SWC education, services, and programs.	Organizational, functional, and normative integration of the SWC Hire key leadership roles

### COVID-19 Response Highlights

The SWC has led the campus response to COVID-19 by providing tests to 1,000 students each week, hosting vaccination clinics, managing over 1,200 reported cases per year. The team adapted to student demand for remote and self-help resources by converting many in-person services to a remote format. In the 2020/21 year, 34% of medical, 100% of CAPS, and 100% of educational services were delivered remotely. In Q2, the SWC will deploy Ready Education’s Contact Trace module to expand case-management capacity.

### People and Organization:

The SWC reports into the AVP of Health, Wellness, and Student Services within the Division of Student Affairs. The senior leadership team includes the following administrators.

<b>Immaculate (Mai Mai) Cantos, MPH,</b> started 2/2021	Executive Director
<b>Dr. Barbara Fu, MD,</b> started 6/2005	Interim Medical Director
<b>Dr. Kell Fujimoto, PsyD,</b> started 8/2001	Senior Director, Well-being, Counseling & Psychological Serv.

## Facilities and Operational Infrastructure

The SWC's facility received several updates to mitigate COVID-19 risks. Touchless elevator controls and signage were installed to reduce behavioral risks from COVID-19. A detailed SWC plan for campus repopulation identified additional preparations required to manage increased building occupancy, prevent spread of COVID-19, and maintain services.

In the coming year, the SWC will invest approximately \$165,000 in new IT to improve remote services for staff and students, patient record-keeping, financial management, and immunization tracking. Additional investments will be made in waiting room furniture (\$50,000) and office systems hardware (\$25,000).

## Business Model and Financial Position

The Student Wellness Center is funded by a mix of student fees and fees for augmented services. As a self-supported unit, these fees must cover the cost of payroll, materials, facilities, furniture, equipment, technology, campus and CSU cost recovery, and debt service for the 2015 construction of the Student Wellness Center.

As the SWC works toward operational integration in the coming year, the team will consider strategies, such as department consolidation, to improve cost of care tracking in the 51000 Health Fee Fund.

The biggest expense drivers for changes to net revenues are:

- Increases in personnel costs, which represent 82% of costs and tend to grow 3-4% each year.
- Changes in CSU and/or SJSU cost recovery amounts, which represent 10% of expenses in the 51000 Health Fee fund and tend to grow 3-4% each year.

## Financial Position

Reserves in the Health Fee Fund and the Facility Fee Fund are well above the campus maximum reserve guidance. The last two years brought operational disruptions that reduced planned expenses in most categories except supplies for COVID-19 mitigation. The SWC has acted to reduce the current reserve, moving all remaining staffing and operational funding from general funds to Health Fee funds and reducing augmented services fees. With the planned SWC organizational integration, leadership intends to complete a full financial review and develop cost accounting strategies to improve cost management and strategically invest current reserves.

## Student Wellness Center (SWC) 2021/22 Budget

	Health Services (incl Mental Health)	Augmented Health Services (Fee for Service)	Facilities	Capital Improvements / Maint & Repair	SHC Total
<b>Revenues</b>					
Student Fees	\$12,762,446	\$336,600	\$2,326,146		\$15,425,192
Interest	308,397	24,740	215,000		548,137
<b>Total Revenues</b>	<b>\$13,070,843</b>	<b>\$361,340</b>	<b>\$2,541,146</b>	<b>\$0</b>	<b>\$15,973,329</b>
<b>Expenses</b>					
Salaries	8,797,998				8,797,998
Benefits	4,065,710				4,065,710
Subtotal Salaries and Benefits	\$12,863,708	\$0	\$0	\$0	\$12,863,708
Operating Expenses & Equipment	1,113,967	304,200	14,684	302,370	1,735,221
Covid-19 Response & Related Costs	5,285,000				5,285,000
SJSU Overhead / CSU Chargebacks	1,087,165	21,150	661,120		1,769,435
<b>Total Expenses</b>	<b>\$20,349,840</b>	<b>\$325,350</b>	<b>\$675,804</b>	<b>\$302,370</b>	<b>\$21,653,364</b>
Repairs & Maintenance Transfers			(141,650)	141,650	0
Capital Improvement Transfers			(182,864)	182,864	0
Operating Fund					0
Debt Service Payments			(1,469,000)		(1,469,000)
<b>Net Revenue (Expense)</b>	<b>(\$7,278,997)</b>	<b>\$35,990</b>	<b>\$71,828</b>	<b>\$22,144</b>	<b>(\$7,149,035)</b>
<b>Prior Year Fund Balance</b>	<b>\$11,280,738</b>	<b>\$957,541</b>	<b>\$8,136,321</b>	<b>\$3,043,977</b>	<b>\$23,418,577</b>
<b>Projected Ending Fund Balance</b>	<b>\$4,001,741</b>	<b>\$993,531</b>	<b>\$8,208,149</b>	<b>\$3,066,121</b>	<b>\$16,269,542</b>

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

# UNIVERSITY HOUSING SERVICES

University Housing Services (UHS) strives to create a residential community that supports and enhances academic success, fosters the learning and development of our students, and promotes student involvement and civic engagement. Housing's practices promote efficiency, operational effectiveness, and fiscal responsibility. UHS currently hosts about 3694 residents.

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

Housing revenue is generated from the following sources:

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

## 2020/21 Accomplishments

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

- With the help of our Facilities staff and Residential Life staff, and other staff working virtually and occasionally in person, we were able to keep our Housing department open for the 2020/21 Academic year.
- Our Residential staff, Faculty in Residence, and our housing student organizations were able to provide educational and social virtual programming that helped to engage our residents during this difficult time.
- Housing continued the additional cleaning and other health safety measures requested by state and campus health officials to address the continued COVID-19 threat.
- We also implemented COVID testing throughout the academic year after our residents came back from major holidays or breaks that helped us detect and address any positive cases quickly.

A HEERF Fund disbursement helped us pay a portion of our \$14 million debt service payment since we incurred a \$17 million rent revenue loss when it was announced that most classes would remain virtual for the 2020/21 Academic Year.

## 2021/22 Housing Budget

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

- The 2021/22 UHS year-end balance is projected to be \$8 million.
- For the Academic Year 2021/22, some classes will be virtual and vaccinations became mandatory for Fall 2021 to live on-campus which resulted in our initial 97% occupancy dropping throughout the summer. Therefore, our rent revenue 2021/22 projections used an 80% occupancy forecast (approx. 3369 residents).
- We have allocated \$2 million to complete some deferred maintenance and repair projects.
- We are attempting to fill our prior vacancies that were on hold now that we have more residents to provide service to.

## University Housing Services 2021/22 Budget

### Revenues

Student Housing Rent	\$39,543,256
Conference and Overnight Guests	135,000
Other Revenues	134,000
Miscellaneous Student Fees	292,000
Auxiliaries Rent Revenues	7,422

<b>Total Revenues</b>	<b>\$ 40,111,678</b>
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### Expenses

#### Salary and Benefits

Salaries and Wages	\$ 3,723,571
Benefits	2,579,174
Student Assistants	1,640,708
	<b>7,943,453</b>

#### Operating Expenses & Equipment

General Supplies/Services	\$ 2,226,099
Equipment/Furniture Replacement	149,650
Insurance Premiums	469,348
Internet/Cable (UTS)	1,268,508
Repairs, Maintenance & FD&O Services	5,464,233
Utilities	2,542,203
Payments to Service Providers:	
Business Services	254,935
CSU Centrally Paid Costs	208,558
Ground Lease Fees	342,953
Security (UPD)	161,201
Debt Service (a)	18,658,301
	<b>31,745,989</b>

<b>Total Expenses</b>	<b>\$ 39,689,442</b>
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Transfer in from Parking Trust Fund	456,577
Transfer in from Reserve Fund	3,527,916
Transfer out to Housing Maintenance and Repair Fund	(1,095,566)

<b>Net Revenue (Expense)</b>	<b>\$ 3,311,163</b>
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<b>Prior Year Fund Balance</b>	4,920,866
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<b>Housing Operations Reserve Fund Balance</b>	-
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<b>Projected Ending Fund Balance (b)</b>	<b>\$ 8,232,029</b>
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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 2021/22 Budget

Parking Services is anticipating increased revenues for the 2021/22 fiscal year. Parking revenue is forecasted to be approximately 80% of normal operations. The increase in revenues is attributable to the relaxing of social distancing protocols due to the widespread availability of the COVID-19 vaccination throughout the state and county. The campus has recently announced a repopulation plan including a return to on-campus instruction. Many of the returning faculty, staff, and students are anticipated to return to campus in single occupancy vehicles thus increasing the demand for campus parking.

During the year, Parking Services saw the completion of the South Campus Parking Garage. In addition, this summer fifty (50) new charging stations will be installed in the Park and Ride lot. Later this year a determination will be made whether additional shuttle staffing will be required to accommodate parking customers who park in the new South Campus Parking Garage.

Capital projects are anticipated to begin this year. Parking Services will need to replace two (2) transit shuttles. The continuation of leveraging app-based technologies to provide customer service features that are more accessible to the campus from student and staff cars. The expansion of these services and features will provide more convenient service, but also provide social distancing protocols to mitigate COVID-19 transmission to students and staff.

## University Parking Services 2021/22 Budget

	Parking Fees	Fines & Forfeitures	Capital Projects	Special Events	Total
<b>Revenues</b>					
Parking Permits	\$5,349,000				\$5,349,000
Parking Coingates	333,000				333,000
Parking Fines		\$276,000			276,000
Revenue-Others	101,000				101,000
Interest	50,000	500			50,500
Cost Recovery from Auxiliaries	19,000			\$10,000	29,000
Cost Recovery from Others	52,000				52,000
<b>Total Revenues</b>	<b>\$5,904,000</b>	<b>\$276,500</b>	<b>\$0</b>	<b>\$10,000</b>	<b>\$6,190,500</b>
<b>Expenses</b>					
Salaries & Wages	\$1,297,944	\$25,000		\$7,000	\$1,329,944
Benefits	955,367			500	955,867
	<b>\$2,253,311</b>	<b>\$25,000</b>	<b>\$0</b>	<b>\$7,500</b>	<b>\$2,285,811</b>
<b>Operating Expenses &amp; Equipment</b>					
Charges for Business Services	\$472,320	\$22,000			\$494,320
Contractual Services	150,000	250,000			400,000
Communications	2,000				2,000
Equipment	173,850				173,850
General Operating Expenses	813,763	10,000			823,763
Printing/Duplicating	3,500				3,500
Facility Upkeep	735,828				735,828
Utilities	255,850				255,850
Merchant's Credit Card Fee	100,000				100,000
Insurance & Risk Expenses	148,539				148,539
	<b>\$2,855,650</b>	<b>\$282,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$3,137,650</b>
<b>Total Expenses</b>	<b>\$5,108,961</b>	<b>\$307,000</b>	<b>\$0</b>	<b>\$7,500</b>	<b>\$5,423,461</b>
<b>Transfers In (Out)</b>					
Parking Fees		\$35,000			\$35,000
Debt Service	(\$1,021,565)				(1,021,565)
Fines & Forfeitures	(35,000)				(35,000)
<b>Total Transfers In (Out)</b>	<b>(\$1,056,565)</b>	<b>\$35,000</b>	<b>\$0</b>	<b>\$0</b>	<b>(\$1,021,565)</b>
<b>Net Revenues (Expenses)</b>	<b>(\$261,526)</b>	<b>\$4,500</b>	<b>\$0</b>	<b>\$2,500</b>	<b>(\$254,526)</b>
<b>Prior Year Fund Balance</b>	<b>\$1,895,610</b>	<b>\$17,707</b>	<b>\$2,462,294</b>	<b>\$58,360</b>	<b>\$4,433,971</b>
<b>Projected Ending Fund Balance</b>	<b>\$1,634,084</b>	<b>\$22,207</b>	<b>\$2,462,294</b>	<b>\$60,860</b>	<b>\$4,179,445</b>

*Footnotes:*

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



## Auxiliary Organizations

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

## ASSOCIATED STUDENTS

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

### **Student Government (Government, Scholarships, Affordable Book Vouchers)**

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

### **Engagement and Community Building (CCCAC, Events)**

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

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

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

### **Sustainable Transportation Services (Transportation Solutions)**

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

### **Organizational Health (Admin, HR, Marketing, Finance)**

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

## Associated Students 2021/22 Budget

<b>Revenues</b>	
Department of Education contracts & Parent fees	\$1,036,421
UPD Grant	95,200
A.S. Activity Fees	6,334,956
Print Shop Income	299,450
Department Program Revenue	186,456
Interest Income	74,800
<b>Total Revenues</b>	<b><u>\$8,027,283</u></b>
<b>Expenses</b>	
<b>Salary and Benefits</b>	
Salaries & Wages	\$2,507,214
Student Assistants	1,353,019
Stipends	134,280
Payroll Taxes	188,033
Fringe Benefits	849,989
<b>Total Salary and Benefits</b>	<b><u>\$5,032,535</u></b>
<b>Operating Expenses &amp; Equipment</b>	
Staff Development & Support	\$50,594
Cellular phone & ITS	17,840
Hospitality	31,950
Smart Pass	1,053,800
Affordable Book Vouchers	80,000
Student Grants & Scholarships	93,500
Operating Expenses	96,921
Supplies	88,458
Rental	195,334
Utilities	72,600
Property Tax	4,757
Janitorial/Landscaping	115,234
University Charges	304,740
Repairs	30,500
Publicity & Promotion	63,790
Fees, Contracts & Services	189,319
Transportation Demand Management (TDM)	285,000
Artist Fees	54,600
Licenses and Fees	9,922
Audit/Accounting	94,899
Bank Charges	3,600
Merchant Fees	16,020
Legal Fees	12,000
Insurance	67,658
Food Services	61,315
Travel	42,235
Student Organization & Spartan Community Funding	200,000
Capital Outlay & Equipment	20,000
<b>Total Expenses</b>	<b><u>\$3,356,586</u></b>
<b>Total Expenses</b>	<b><u>\$8,389,121</u></b>
<b>Net Operating</b>	<b><u>(\$361,838)</u></b>
<b>Net Operating Revenue less expenses</b>	<b>(\$361,838)</b>
<b>Less:</b>	
<b>Depreciaton</b>	<b>261,549</b>
<b>OPEB</b>	<b>162,370</b>
<b>AS House Rent</b>	<b>148,430</b>
<b>Change in Net Assets</b>	<b><u>(\$934,187)</u></b>

## SAN JOSE STATE UNIVERSITY RESEARCH FOUNDATION

The San José State University Research Foundation (SJSURF) is a 501(c)(3) non-profit 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. In doing so, we are continually inspired by the intellect, creativity, and dedication demonstrated by our principal investigators, who explore groundbreaking scientific theories, conduct progressive engineering research, and lead initiatives that transform the community.

### **SJSURF activities:**

- Supporting faculty success by promoting, developing and managing sponsored programs. Supporting the development of intellectual property by acting as the university's exclusive agent for technology commercialization
- Expanding student horizons by promoting student involvement in sponsored programs. Developing unique opportunities for student research with faculty mentors and seeking student internships in local businesses, industry, professional organizations, and public agencies
- Delivering specialized business services by administering funds for campus programs

Today the Research Foundation employs nearly 1,000 and has annual revenues of nearly \$60 million. This federal, state, and private funding supports SJSU's expanding research enterprise, placing San José State among the top 225 universities 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 2021/22 Budget

### Revenues

Fees	\$8,100,000
Investment Income	1,600,000
Federal Grants and Contracts	22,100,000
State Grants and Contracts	9,700,000
Private Gifts, Grants and Contracts	6,800,000
Other Revenue Activities - Campus Organizations (a)	3,400,000
Other Revenue and Support	1,100,000

<b>Total Revenues</b>	<b>\$52,800,000</b>
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### Expenses

#### Salary and Benefits

Salary and Wages	27,000,000
Staff Benefits	7,700,000
Postretirement Benefits - Accrued Expense	0

<b>\$34,700,000</b>
---------------------

### Operating Expenses & Equipment

Depreciation	1,570,000
Equipment Purchase	520,000
Equipment Rent and Lease	175,000
University Admin. Services & Facilities Use	410,000
Occupancy (Rent, Janitorial, Utilities, Insurance)	1,300,000
Printing	35,000
Building Repairs and Maintenance	120,000
Scholarships and Fellowships	2,400,000
Supplies	1,350,000
Telephones/Communications	480,000
Travel	400,000
Contracted Services and Fees (b)	6,800,000
Professional Fees (Accounting and Legal)	370,000
Net Alloc/Grants/Transfers to Related Entities	2,500,000

<b>\$18,430,000</b>
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<b>Total Expenses</b>	<b>\$53,130,000</b>
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**Net Revenue (Expense)**

<b>-\$330,000</b>
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**Prior Year Fund Balance**

<b>\$19,234,608</b>
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**Projected Ending Fund Balance**

<b>\$18,904,608</b>
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*Footnotes:*

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

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

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

## SPARTAN SHOPS, INC.

Spartan Shops is a not-for-profit 501(c)(3) campus benefit corporation founded in 1956 for the purpose of providing support services to the San José State University (SJSU) campus community.

The 2020/21 school year was a financial struggle as the COVID-19 pandemic forced SJSU to move to a mostly virtual environment. The absence of the large student population had a detrimental impact on Dining Services and the Bookstore. However, services remained open, but limited, for the on-campus population, such as Housing residents and Athletes. On campus housing dropped from a customary 4,000+ students to 850. Dining plans saw a similar reduction.

From 2021/22 and beyond, it will take much longer than 3 years to recover and to become profitable under current circumstances, conditions, and liabilities. Chartwells is expected to be the primary revenue generator as business returns to normal. However, it may require an expansion of commercial services and operations to create additional revenue streams for Spartan Shops to become profitable.

Spartan Shops is comprised of four major divisions:

### **Dining Service Management**

We are in the final year of the Management Fee portion of the 10-year Chartwells food service agreement. Spartan Shops is required to pay a subsidy to Chartwells for any Net Loss in this last contract year. For 2020/21, Spartan Shops would be required to pay \$3.8M to Chartwells for the net loss. In October 2020, Chartwells and Spartan Shops agreed on an amendment that would provide cash relief for Spartan Shops. This included a \$1.5M cash advance of future commissions and moving up the \$2M signing bonus.

2021/22 would be the beginning of a Profit & Loss financial arrangement where Spartan Shops would earn commission on Chartwells gross sales, which is projected to be \$1.5M for the year. Note that utilities expenses continue to rise, they are projected to be \$630k.

There are some exciting new projects scheduled for this year. A new Starbucks will be added to the MLK Library, on the university side (targeted for May 2022). Panda Express in the Student Union, a student favorite was expanded, providing higher volume and more efficient sales. Halal Shack is a brand new concept that will replace the Steak and Shake, bringing faster service and more flavorful options, will be in place by Spring 2022.

### **Bookstore Management**

Similar to the above, during 2020/21 the Barnes & Noble Bookstore was affected by the closure of the Student Union building, particularly during the start of Fall instruction where campus closed due to the surrounding wildfires. Closure during the opening weeks of Fall semester affected the original forecasted revenue numbers for the month. While these affected in-store operations & revenue, online ordering remained an option for students.

Store hours were limited to adjust to the diminished traffic on campus. We anticipate for Bookstore operations to return close to normal for 2021/22, projected commission of \$585k.

## **Real Estate**

Of the 13 off-campus units, 11 are available for rental. The remaining 2 units are in-need of remodeling. Remodeling projects were on-hold for 2020/21. Towards the end of the 2020/21, 3 tenants moved out, electing to not renew their lease.

Repair & maintenance expenses were kept to a minimum, remaining within the budgeted amount. Spartan Shops continues to receive payment for management of the President's residence.

In 2021/22, at least one unit will need immediate remodeling to address maintenance issues carried over from a long-term tenant. It is projected to have the project completed by the end of the calendar year to have a tenant move-in for Spring semester.

## Spartan Shops, Inc. 2021/22 Budget

	Amount	% of Total Resources
<b>Resources</b>		
<b>Sales</b>		
Real Estate Rental Income	\$267,171	7.91%
Total Sales	<u>\$267,171</u>	<u>7.91%</u>
Gross Profit	<u>\$267,171</u>	<u>7.91%</u>
<b>Other Income</b>		
Bookstore Commission	\$585,474	17.33%
Dining Services Revenues	1,459,174	43.20%
Dining Services Contract Signing Bonus	793,061	23.48%
Management Income	49,500	1.47%
Interest Income	\$1,000	0.03%
Misc Income	222,245	6.58%
Total Other Income	<u>\$3,110,454</u>	<u>92.09%</u>
<b>Total Resources</b>	<b><u>\$3,377,625</u></b>	<b><u>100.00%</u></b>
<b>Operating Expenses</b>		
Salary & Benefits	\$108,473	3.21%
Depreciation	1,668,439	49.40%
Real Estate Repair & Maintenance	660,000	19.54%
Utilities	718,000	21.26%
University Donations	15,100	0.45%
Services	984,207	29.14%
Equipment	1,199	0.04%
Postage & Shipping	30	0.00%
Facility Fee - University	157,099	4.65% (a)
Insurance	128,029	3.79%
Bank Service Charge	8,779	0.26%
Tax and Licenses	7,001	0.21%
Other Expenses	12,147	0.36%
Total Operating Expenses	<u>\$4,468,503</u>	<u>132.30%</u>
Total Expenses	<u>\$4,468,503</u>	<u>132.30%</u>
<b>Net Loss</b>	<b><u>(\$1,090,878)</u></b>	<b><u>-32.30%</u></b>
<b>Prior Year Fund Balance</b>	<b>\$3,177,396</b>	
<b>Projected Ending Fund Balance</b>	<b>\$2,086,518</b>	

Footnotes:

(a) Facility Fee based on 7.5% of estimated annual revenue \$2.09 million

# STUDENT UNION, INC.

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

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

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

Revenue sources include the mandatory Student Union fee, as well as revenues earned from various services offered, and rental of the facilities. These revenues support the costs of operating the facilities, major and minor capital projects, and the annual debt service payments. Revenues from the mandatory Student Union fee collected by the University on behalf of the Student Union are projected to be approximately \$23 million in 2021/22. The balance of the collected student fees are held in trust by San José State University and will be used to pay for the debt related to the expansion/renovation of the Student Union and the new Spartan Recreation and Aquatic Center which is \$8,706,562 for 2021/22.

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 IDEA Lab 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

\* Provident Credit Union Event Center and the ATM Building are student fee buildings that are now operated by the university.

## Student Union, Inc. 2021/22 Operating Budget

	Administration	Student Union	Event Center	SRAC	Annual Budget	New SU	Event Center
<b>Revenues</b>							
Student Union Fees	\$650,000	\$1,370,000	\$1,600,000	\$4,250,000	<b>\$7,870,000</b>	\$6,270,000	\$1,600,000
Use of Reserves	4,500,000	2,000,000			<b>6,500,000</b>	6,500,000	0
Reimbursement of Event Costs			0		<b>0</b>	0	0
Interest Income	72,500				<b>72,500</b>	72,500	0
Rental Income		100,000	100,000	10,000	<b>210,000</b>	110,000	100,000
Other	0				<b>0</b>	0	0
<b>Total Operating Revenues</b>	<b>\$5,222,500</b>	<b>\$3,470,000</b>	<b>\$1,700,000</b>	<b>\$4,260,000</b>	<b>\$14,652,500</b>	<b>\$12,952,500</b>	<b>\$1,700,000</b>
<b>Expenses</b>							
Salaries and Wages	\$2,000,000	\$1,200,000	\$550,000	\$2,200,000	<b>\$5,950,000</b>	\$5,400,000	\$550,000
Staff Benefits	1,000,000	500,000	200,000	500,000	<b>2,200,000</b>	2,000,000	200,000
<b>Total Salaries &amp; Benefits</b>	<b>\$3,000,000</b>	<b>\$1,700,000</b>	<b>\$750,000</b>	<b>\$2,700,000</b>	<b>\$8,150,000</b>	<b>\$7,400,000</b>	<b>\$750,000</b>
<b>Operating Expenses &amp; Equipment</b>							
Travel	\$40,000	\$20,000	\$5,000	\$25,000	<b>\$90,000</b>	\$85,000	\$5,000
Risk Coverage/Insurance	322,603	425	31,925	52,893	<b>407,846</b>	375,921	31,925
Supplies	63,783	148,077	52,967	119,351	<b>384,178</b>	331,211	52,967
Communications	333,264	176			<b>333,440</b>	333,440	0
Repairs and Maintenance	200	64,873	65,999	124,180	<b>255,252</b>	189,253	65,999
Event Costs-(Reimb. Portion)			0		<b>0</b>	0	0
Programming Costs	73,700	198,611	2,900	40,603	<b>315,814</b>	312,914	2,900
Utilities		846,180	474,578	732,551	<b>2,053,309</b>	1,578,731	474,578
Small Equipment Purchases	10,000	0	0	0	<b>10,000</b>	10,000	0
Services from Outside Agencies	934,287	321,915	134,011	375,798	<b>1,766,011</b>	1,632,000	134,011
Staff Development & Other	33,107	11,622	4,685	37,578	<b>86,992</b>	82,307	4,685
OPEB Obligation	400,000				<b>400,000</b>	400,000	0
<b>Total Operating Expenses</b>	<b>\$2,210,944</b>	<b>\$1,611,879</b>	<b>\$772,065</b>	<b>\$1,507,954</b>	<b>\$6,102,842</b>	<b>\$5,330,777</b>	<b>\$772,065</b>
<b>Total Expenses</b>	<b>\$5,210,944</b>	<b>\$3,311,879</b>	<b>\$1,522,065</b>	<b>\$4,207,954</b>	<b>\$14,252,842</b>	<b>\$12,730,777</b>	<b>\$1,522,065</b>
<b>Operating Income (Loss)</b>	<b>\$11,556</b>	<b>\$158,121</b>	<b>\$177,935</b>	<b>\$52,046</b>	<b>\$399,658</b>	<b>\$221,723</b>	<b>\$177,935</b>
Capital Updates	\$0	\$150,000	\$150,000	\$50,000	<b>\$350,000</b>	\$200,000	\$150,000
Depreciation	\$0	\$250,000	\$190,000	\$250,000	<b>\$690,000</b>	\$500,000	\$190,000

**Notes:**

This VERY PRELIMINARY Budget was developed OUTSIDE the Operating Agreement process and APPROXIMATES the anticipated budget that will be agreed upon after the Operating Agreement is resolved.

Salaries and Wages, Staff Benefits, and Travel were based on best estimates.

Depreciation was "removed" from the P&L as this is non-cash.

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 \$197 million endowment is comprised of over 600 individual endowment funds. Tower Foundation works with Beacon Pointe Advisors, its portfolio consultant and manager of managers, to allocate endowment assets to a diversified portfolio of domestic and international equities, fixed income, real estate, private equity and other investments.

Earlier this year, the Tower Foundation board of directors approved a 4% endowment distribution, directing over \$5.9 million to the campus for scholarships, faculty support and the programs our donors have made possible. Tower Foundation remains confident that its endowment investment portfolio is well positioned, from both a risk and a return standpoint, to weather the uncertainty in the markets in order to support SJSU and its growth in the future.

## Tower Foundation 2021/22 Budget

### Revenues

Endowment Gifts	\$5,200,000	
Gifts & Pledges	14,000,000	
Bequests	11,000,000	
Nonmonetary Gifts	500,000	
Other Investment & Non-operating Revenues	4,961,500	(a)
<b>Total Revenues</b>	<b>\$35,661,500</b>	

### Expenses

#### Tower Operating Expenses

Tower Operating Expenses	<b>\$4,003,632</b>
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#### Tower Program Distributions

SJSU Program Activities	\$18,800,000	(b)
SJSU Endowment Distributions	5,900,000	(c)
SJSU Outreach Funds	222,000	(d)
	<b>\$24,922,000</b>	

#### Restricted Funds & Reserves

Restricted Endowments	\$4,000,000
Restricted Pledges & Bequests	2,000,000
Operating & Campaign Reserves	735,868
	<b>\$6,735,868</b>

<b>Total Expenses</b>	<b>\$35,661,500</b>
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Net Revenue of Expenses	<b>\$0</b>
Prior Year Fund Balance	<b>\$259,681,559</b>
Projected Ending Fund Balance	<b>\$259,681,559</b>

#### Footnotes:

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

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

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

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

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



## Appendix

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

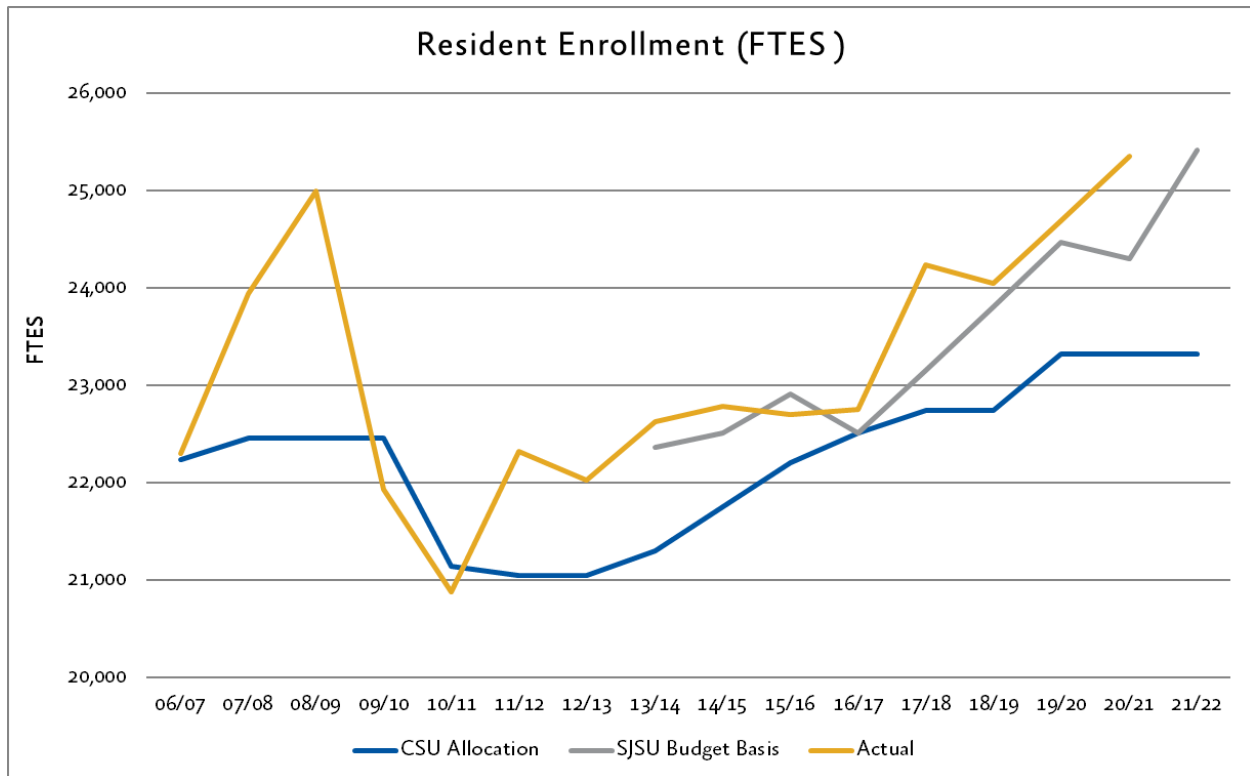
## STUDENT ENROLLMENT

Student enrollment informs the CSU’s budget allocations from the State and resource planning efforts. The CSU’s enrollment planning cycle begins in fall for the following fiscal year and results in a systemwide enrollment level incorporated into the annual Board of Trustees’ Support Budget. Enrollment targets for each campus are jointly determined by the chancellor and campus presidents. Targets are referenced in terms of Full Time Equivalent Students (FTES) based on an Average Unit Load (AUL) of 15 units for undergraduate students. The CSU Graduation Initiative 2025 and efforts at SJSU have encouraged students to achieve a higher Average Unit Load (AUL) to lessen the time to degree.

### Resident Enrollment (State-Supported)

Over the last 15 years, resident student enrollment has fluctuated over the years at SJSU. SJSU’s enrollment allocation (“target”) was essentially flat between 2006/07 and 2009/10 at approximately 22,460 FTES. In response to deep budget reductions made too late in 2009/10 to implement, the CSU reduced enrollment targets in 2010/11 and 2011/12 to 21,045 FTES.

Since then, SJSU’s resident enrollment has consistently exceeded the target set by CSU, and the campus is classified as “impacted” in all undergraduate programs. In 2019/20, the FTES target was set to 23,316 residents. As the COVID-19 pandemic began early 2020, the enrollment target has been held at 23,316 FTES through 2021/22. Actual resident enrollments totaled 25,350 FTES in 2020/21, exceeding the CSU target by a strong margin. Continued growth is anticipated by strategic management and campus master planning committees.

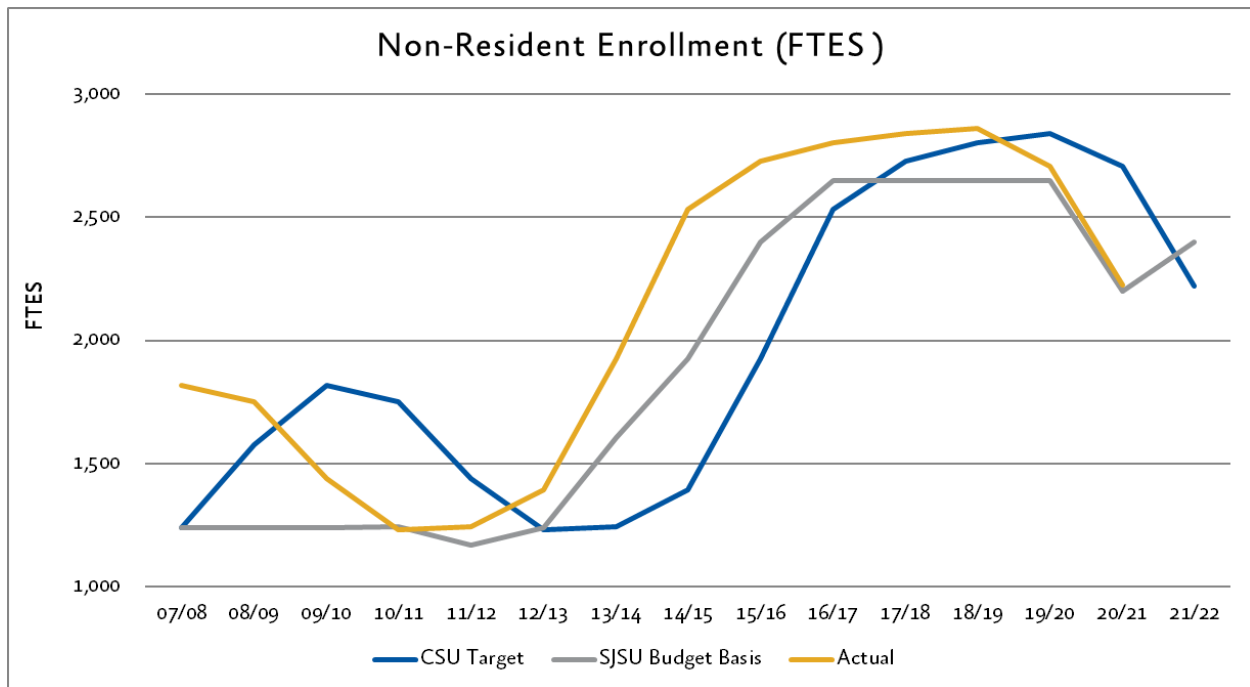


### Non-Resident Enrollment (Self-Supported)

While the CSU Support Budget includes projections for both resident and non-resident FTES, the State funds only resident FTES. Non-resident FTES are self-supported through Tuition Fee and Non-resident Fee revenues, and the campuses have authority to set their own targets within a reasonable range.

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

For 2020/21, a decrease of 507 FTES (19%) to non-resident enrollment was planned to reflect the 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 will increase non-resident FTES to 2,400 in base, 2,430 overall, in a partial restoration of the decrease resulting from the pandemic.



### CSU Target and Actual FTES

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

**Student Fees  
2008/09 to 2021/22**

Fiscal Year	Tuition Fee for Academic Year									Non-Resident Tuition Per Unit	Campus Mandatory Fees							
	Undergraduate Tuition Fee		Graduate Students' Tuition Fee								(Academic Year fees that must be paid to apply to, enroll in, or attend SJSU)							
			Non-Teacher Credential		Teacher Credential Candidates		Education Doctorate	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									
<b>2021/22</b>	\$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%
<b>2020/21</b>	\$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%
<b>2019/20</b>	\$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%								2.7%
<b>2018/19</b>	\$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%
<b>2017/18</b>	\$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%
<b>2016/17</b>	\$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%
<b>2015/16</b>	\$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%
<b>2014/15</b>	\$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%
<b>2013/14</b>	\$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%
<b>2012/13</b>	\$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%
<b>2011/12</b>	\$3,174	\$5,472	\$3,906	\$6,738	\$3,684	\$6,348				\$372	\$106	\$219	\$234	\$30	\$147	\$632		\$ 1,368
<i>Change Over PY</i>	26.3%	26.2%	26.0%	26.1%	26.2%	26.2%				0.0%								20.0%

Note: For 2021/22, for the second year in a row, the inflationary adjustments were suspended.

## GLOSSARY OF BUDGET/FINANCE RELATED TERMS

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

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

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

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

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

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

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

**California 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 Jose State University to maintain adequate financial reserves to ensure responsible fiscal management, advance University priorities, and mitigate current and future risk.

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

**Capital 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:** Funding allocated for specific campus projects that are designed to continue the useful lifespan of a facility. 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 the exceptional financial need. This grant is a supplement to the above Pell Grant and is very limited.

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

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

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

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

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

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

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

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

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

**Higher Education 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 \$752,000. 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 \$752,000 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.

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

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

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

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

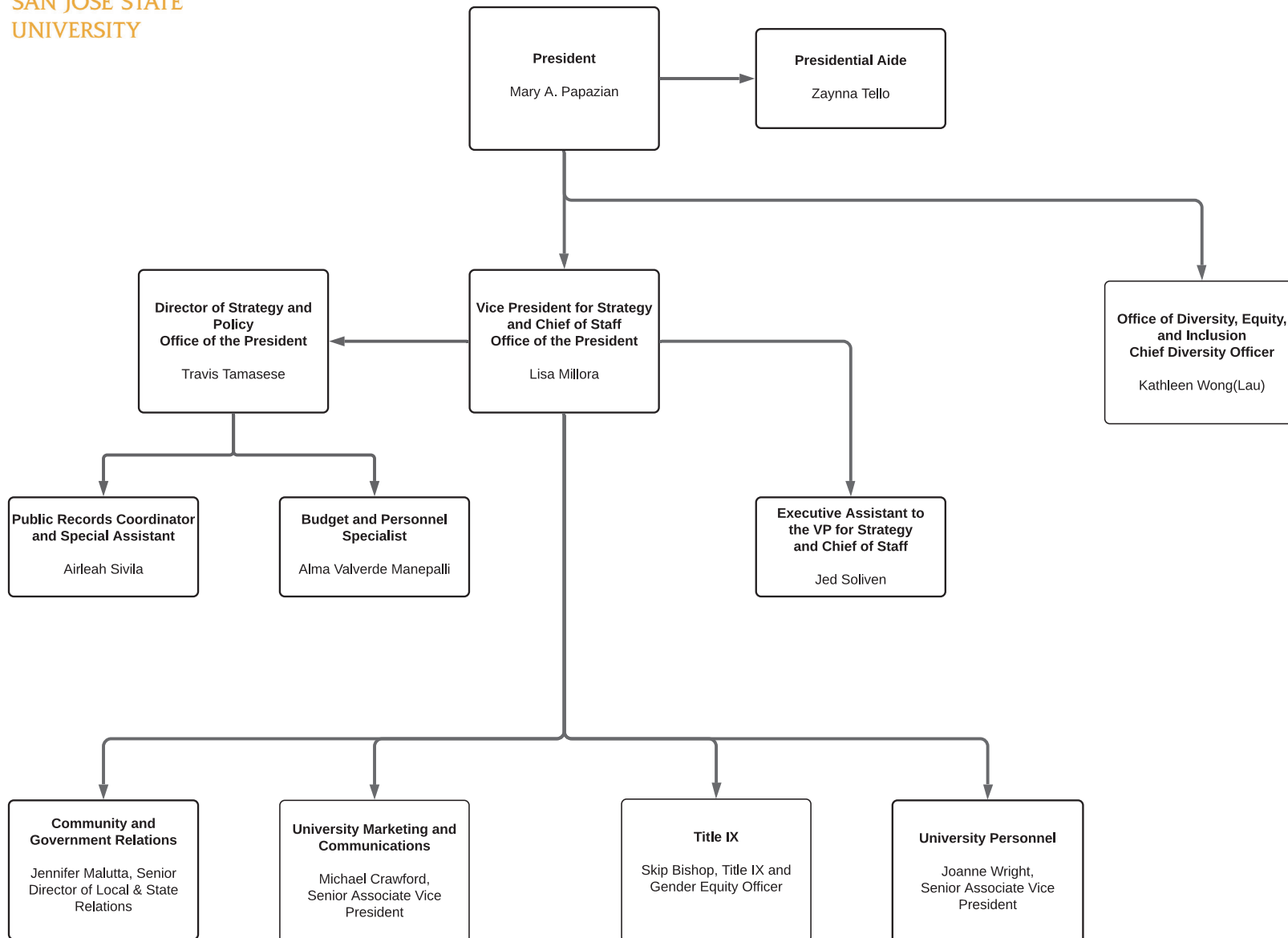
**Support Budget:** Operating Fund base budget plus any one-time funding for a given fiscal year.

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

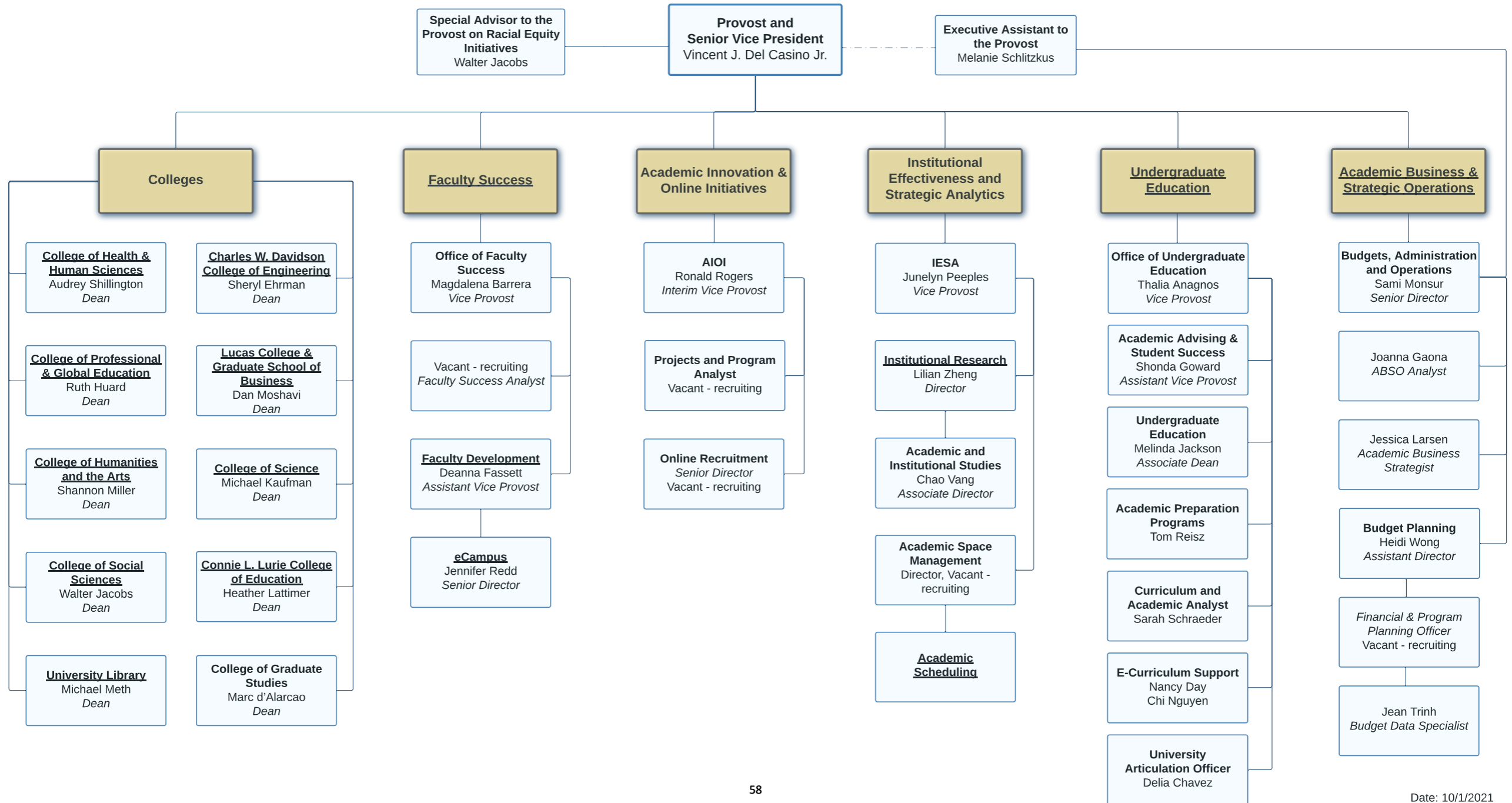
**Tower Foundation:** The Tower Foundation is SJSU's auxiliary organization dedicated solely to philanthropy. Its primary mission is to build bridges with alumni and friends by improving services, stewardship and donor support. The Foundation encourages private gifts, trusts, and bequests for the benefit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

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

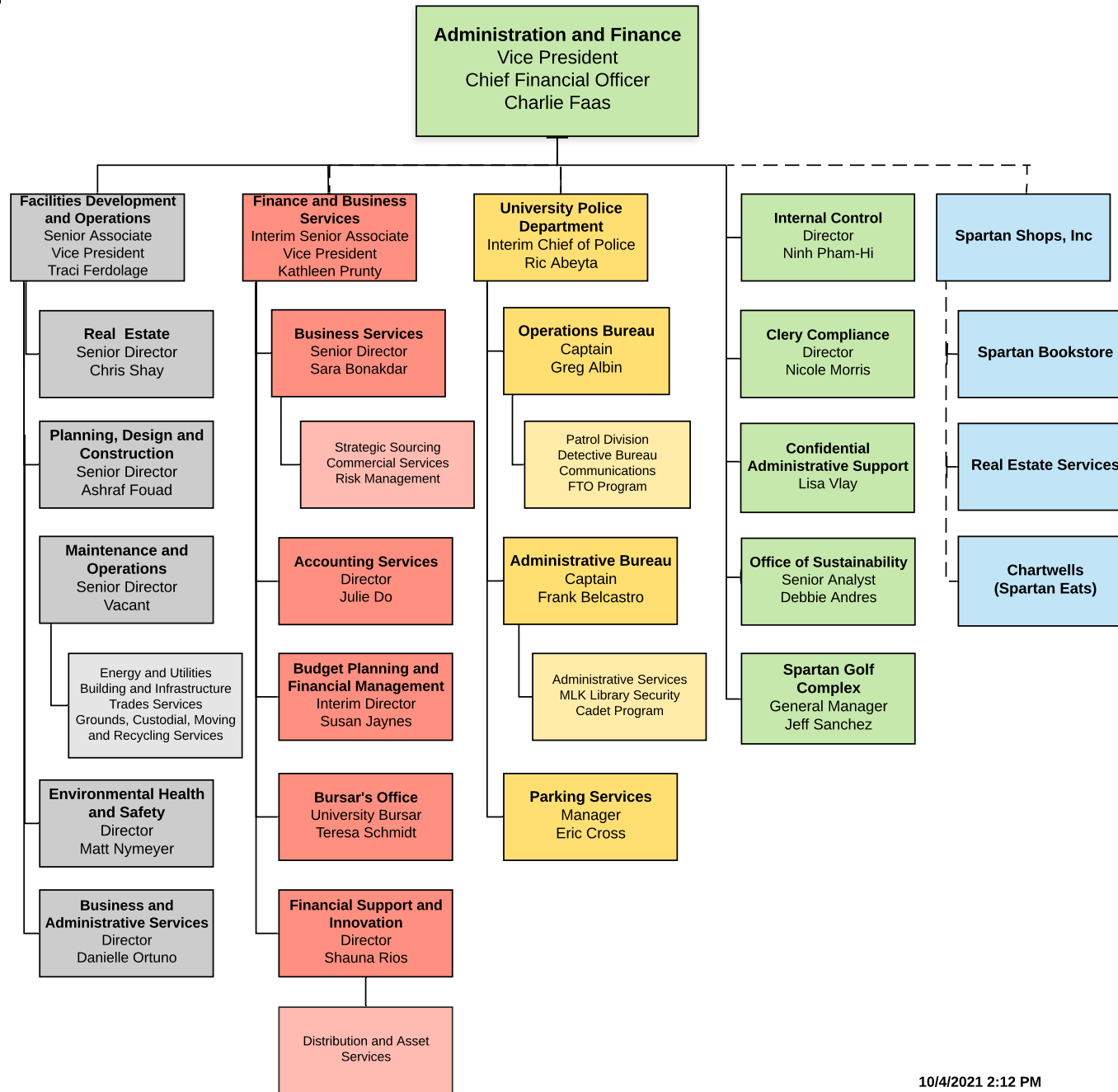
**University Wide Resources:** Resources essential to the operation of the campus and independent from any particular division's core activities. Examples include utilities, benefits and compensation pools, space rental and risk pool premiums.



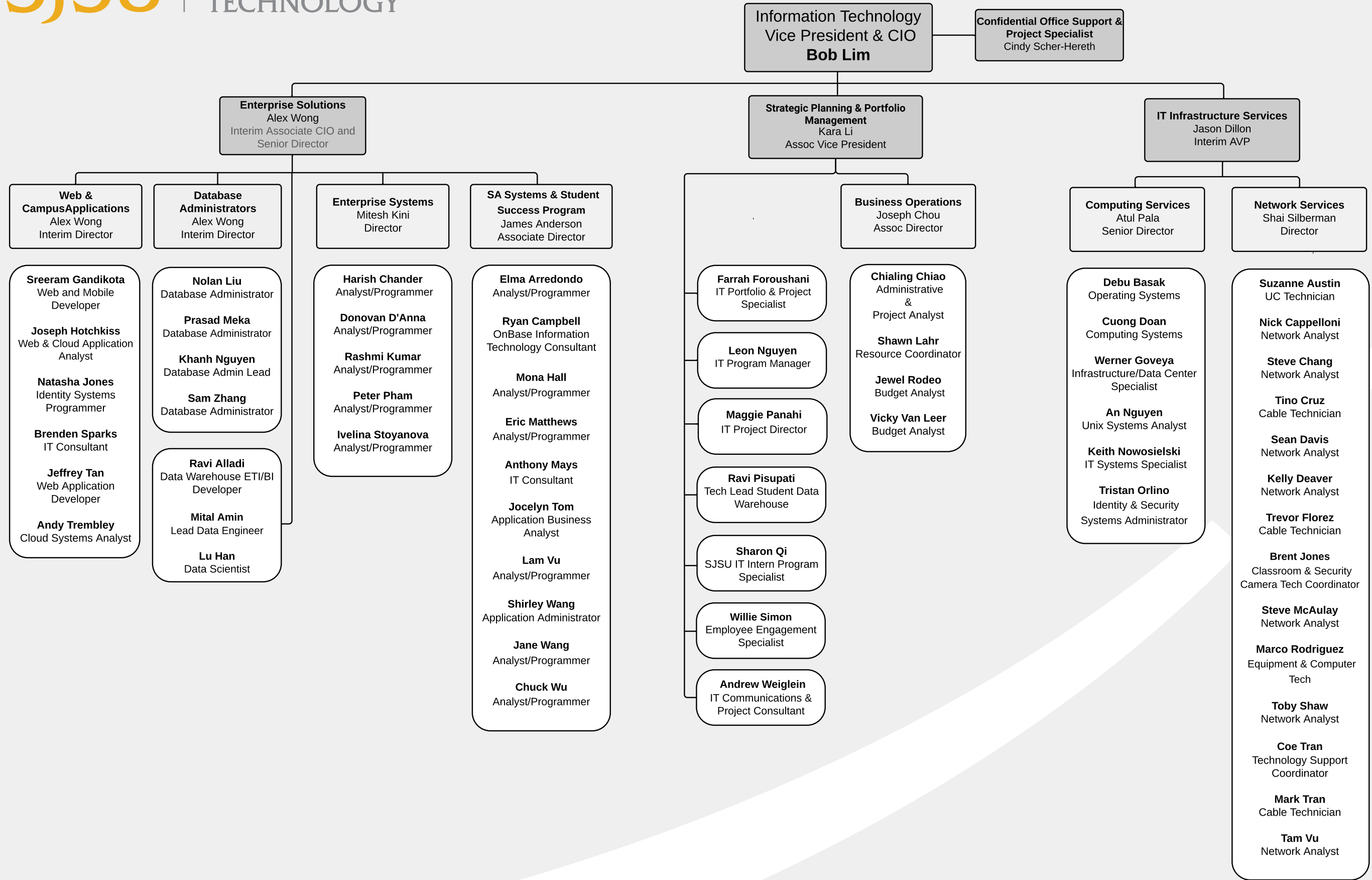
## Academic Affairs Division Organizational Chart

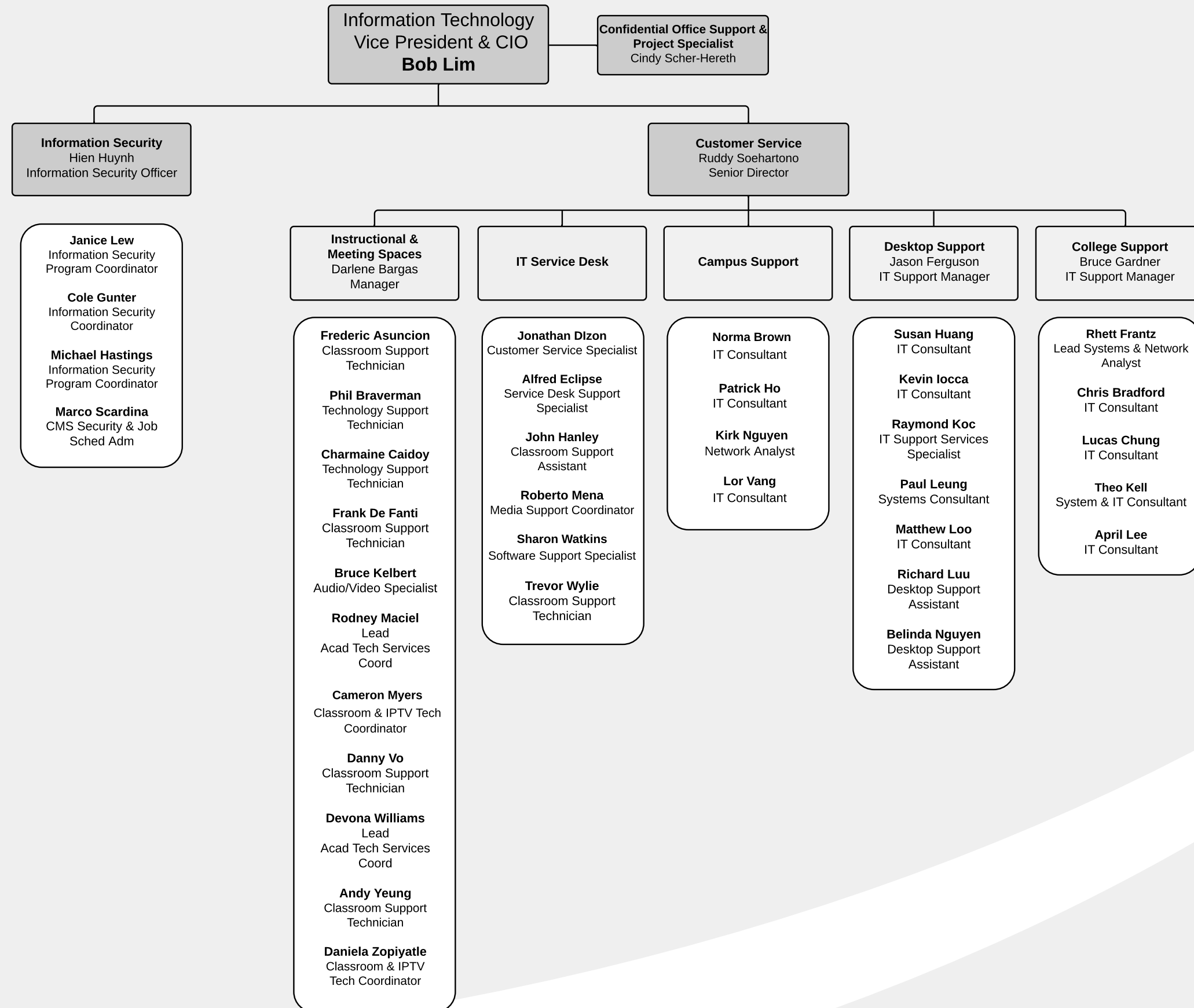


**ADMINISTRATION AND  
FINANCE DIVISION  
ORGANIZATIONAL CHART**



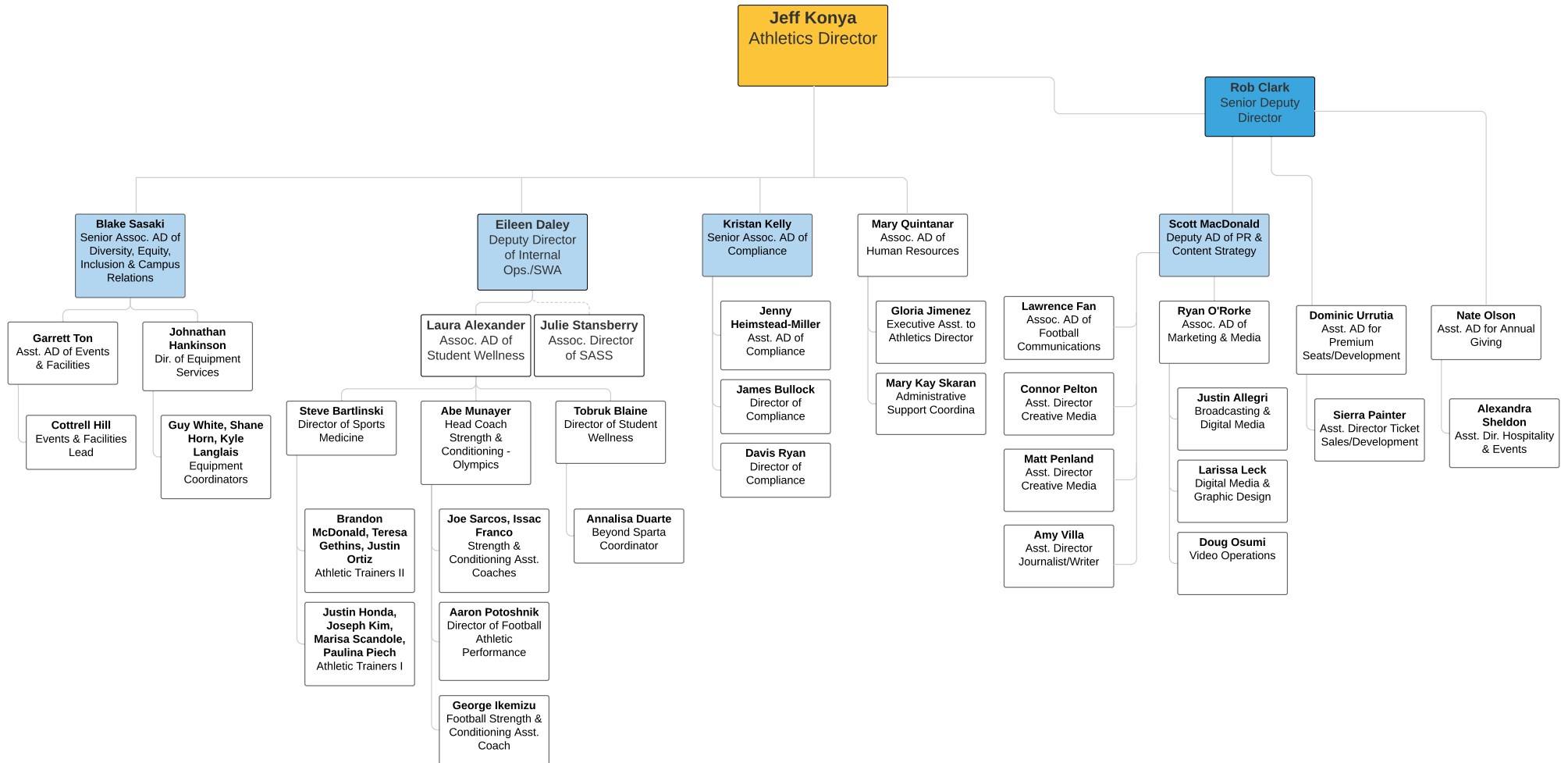
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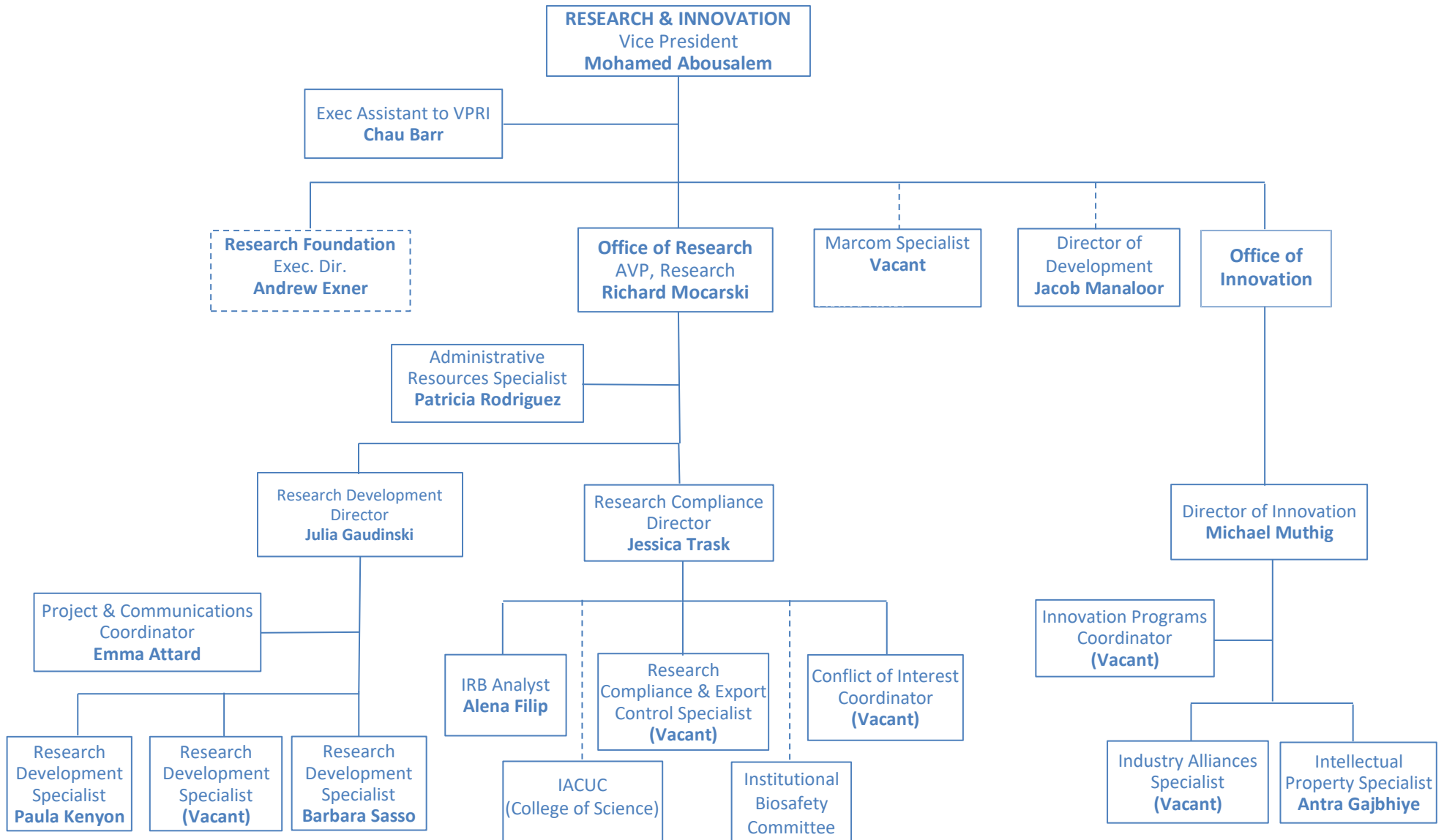
**Division of Intercollegiate Athletics**  
**San José State University**



The Charge of the Spartans

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

# Research & Innovation Division



# Division of Student Affairs

