

SJSU SAN JOSÉ STATE UNIVERSITY



2024/25 ANNUAL BUDGET REPORT

FOREWORD

Purpose and Scope of this Document

This document is a presentation of San José State University's (SJSU's) planned budget for the fiscal year 2024/25 to serve as a reference for the campus community and other interested parties. The university budgets are addressed in varying detail, but the main focus of this document is SJSU's Operating Budget. The Operating Budget has two main funding sources: General Fund support from the State of California, distributed by the California State University (CSU) Chancellor's Office to the campus, and student tuition and fees collected by the campus.

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

Distribution of this Document

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

Published by:

Office of Budget & Financial Management
Division of Administration & Finance
San José State University
<https://www.sjsu.edu/fabs/services/budget/university.budget.office@sjsu.edu>

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BUDGET CALENDAR

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

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

State of California

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

California State University

The California State University Office of the Chancellor prepares an annual Operating Budget request to the State for review and approval by the Board of Trustees, which has historically been previewed in July and voted on in September. The annual CSU Operating Budget request is published online with supporting documentation and may be viewed from the CSU Budget website.³ When the Governor's Budget is published in early January, the CSU issues a preliminary campus budget allocation in a coded memo with the campus-level estimated allocations. This was moved up to be able to communicate the CSU needs and influence the Governor's January initial budget. After the State enacts the Budget, final budget allocations are provided to

¹ <https://www.ebudget.ca.gov/>

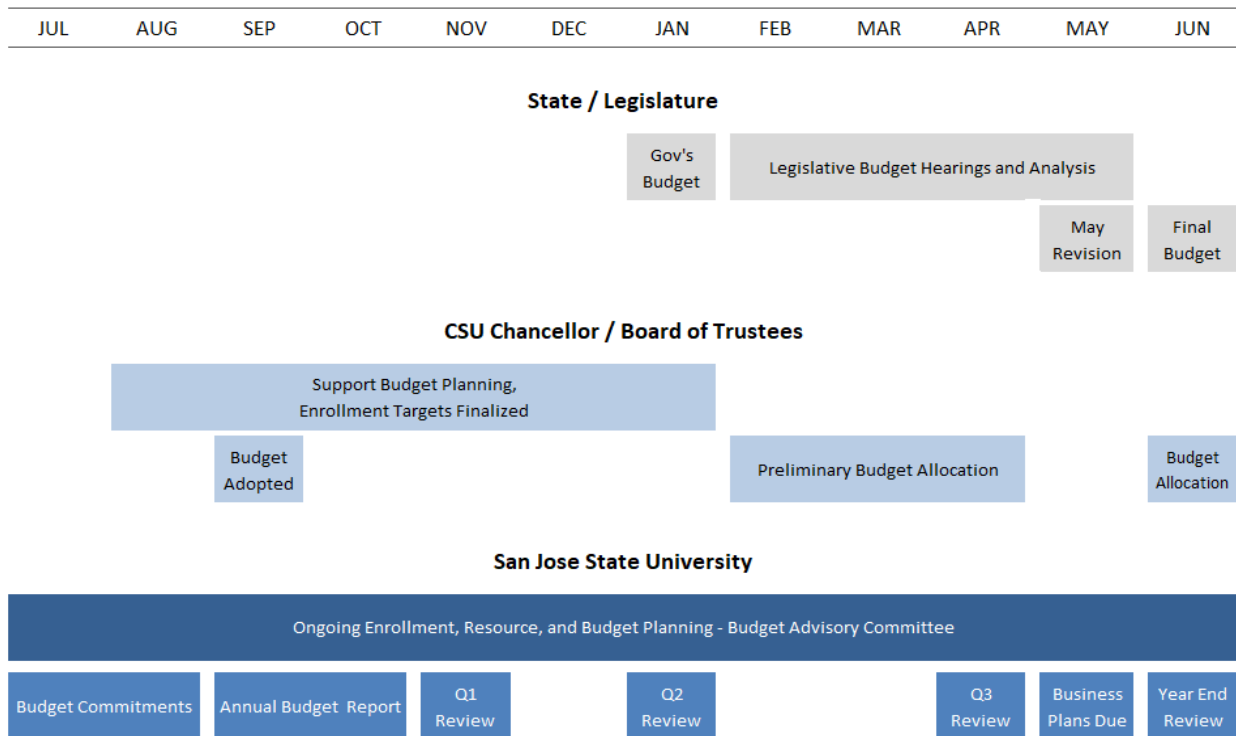
² <https://dof.ca.gov/budget/budget-calendars/>

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

campuses in late summer. Subsequent budget allocations are issued for other one-time funding or specific programs.

University

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



California State University policy governs that the campus chief financial officer must ensure budget reviews that compare budgeted and actual revenues and expenditures are conducted and act to resolve any discrepancies. In support of this policy, Divisions, Self-Support programs, and Auxiliaries are asked to prepare a Q1, Q2, and Q3 budget variance report.

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

HIGHLIGHTS AND FACTS: 2024/25 OPERATING BUDGET

San José State University managed through several significant budgetary challenges over the past several years. The campus planned its way out of the budget gap in the prior year by relying on campus reserves and spending reduction plans. The campus executed a plan that avoided layoffs and allowed for continued progress toward campus priorities, including ongoing tenured and tenure-track hiring and research.

The Budget Act of 2024 includes a \$246 million increase in base General Fund appropriation for the California State University (CSU). The 2024/25 budget includes a \$240 million base increase for CSU operational costs, \$5.5 million to expand veteran tuition waivers, \$0.3 million for the Center for California Studies Assembly Fellows Program, and \$0.2 million for the Corporation for Education Network Initiatives in California. In part offsetting the 2024/25 increase, the CSU will receive a one-time reduction of \$75 million as part of the state's efforts to address its budget deficit.

In March 2024, the University announced a reduction of \$35 million, representing a 6% decrease across all divisions. This was on top of a \$20 million reduction in the previous year. The two reductions combined for an Academic Affairs 10% reduction, while all other divisions saw an approximate 16% decrease. This approach enabled the campus to achieve a balanced budget for the 2024/25 fiscal year for the first time in over five years and reinforced the commitment to prioritize students' academic requirements.

For 2024/25, the University has \$482 million in revenues, with approximately half of that amount coming from State Appropriations and the other half from tuition and fees. This year, the campus received the 5% compact from the Governor and the first year of the CSU's 6% tuition increase. Many universities are experiencing enrollment declines and significant competition. Our campus has challenges, but we have shown significant enrollment improvements this year.

Key initiatives and priorities remain at the forefront of our mission. The University must maintain a focus on Graduation Initiative, Title IX, NAGPRA compliance, and Basic Needs, which are imperative to student success. We will continue to invest strategically in these areas, finding innovative ways to advance our goals even with limited resources.

Base Funding

At the end of June, Governor Newsom and the Legislature finalized the State of California's \$226 billion general fund spending plan for 2024/25. The 2024/25 California State Budget allocated \$240 million in ongoing General Funds to the California State University. The incremental funding included:

- \$240 million of unallocated operating funds (compensation and mandatory costs included).
- \$5.5 million to expand veteran tuition waivers
- \$15.9 million for Title IX and Anti-Discrimination Programs
- \$4 million to NAGPRA and Cal NAGPRA Compliance
- \$20 million to support Graduation Initiative and Student Success

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

Budgeted Enrollment

The university enrollment plan for 2024/25 budgeted 26,944 FTES. The State provided funding to increase CSU enrollment by 3,484 FTES; the campus was allotted an increase of 73 FTES. The campus received an additional reallocation of 150 FTES due to exceeding the resident enrollment target. The university was the only northern California campus to receive resident target reallocation. In this year’s enrollment plan, non-resident enrollment was reduced by 100 FTES and includes an increase in surplus enrollment of 491 FTES, resulting in a net increase of 614 FTES in this year’s plan.

The budgeted enrollment plan for 2024/25 is summarized below.

	2023/24			2024/25			Change		
	Base	Surplus	Total	Base	Surplus	Total	Base	Surplus	Total
Resident FTES	24,130	-	24,130	24,353	491	24,844	223	491	714
Non-resident FTES	2,200	-	2,200	2,100	-	2,100	(100)	-	(100)
Total FTES	26,330	-	26,330	26,453	491	26,944	123	491	614

Campus Base Budget

At the end of the 2022/23 fiscal year, the university faced a budget deficit of \$37.6 million. Through hard work, meticulous planning, and recommendations from the Budget Advisory Committee, the campus successfully reduced the budget by \$23 million. This strategic approach involved prioritizing campus programs and following the reduction, reallocation, restructuring, and reorganization plan (Four R’s).

At the commencement of the 2024/25 fiscal year, the university encountered a \$35 million structural deficit, which was addressed through a comprehensive plan entailing \$30.5 million in budget reductions and a \$4.5 million increase in campus revenues. This concerted effort led to the first balanced campus budget in over five years. Despite enrollment challenges, current forecasts indicate that the campus is poised to surpass the Chancellor’s Office enrollment targets by an additional 500 full-time equivalent students.

The Budget Advisory Committee (BAC) at SJSU is designated as a "special agency" of the Academic Senate, established and governed under Senate policy. The BAC advises the President and serves as a prime example of shared governance in the campus community.

Annually, the BAC provides guidance to SJSU’s President on university budget matters throughout the three primary phases of planning, implementation, and review. Notably, President Teniente-Matson has tasked the BAC with advising on a multi-year plan to establish a financially sustainable budget model.

Following its mandate, the BAC will identify budget-related challenges, solicit feedback inclusively, assess priorities from diverse constituencies, and propose potential solutions to the President.

Furthermore, in the lead-up to the President’s implementation phase of budget decisions, the BAC will continue to function as a valuable resource for the SJSU community in comprehending statewide, CSU system-level, and university-wide budgeting processes. In line with its mandate, the BAC will also counsel the President on disseminating budget-related information to SJSU.

Budget Advisory Committee conclusions from the Spring 2024 Memo:

While the Governor's compact proposing a 5% annual increase in state funding for the CSU has three years to run, the State's current financial woes cast doubt as to whether the compact can be honored. The Governor had proposed delaying the 2024/25 increase for a year with a promise to honor it in 2025/26 and backfill the one-year shortfall. The Governor has also proposed an additional \$75 million reduction to the CSU for 2024/25.

The compact was reinstated in June 2024 after significant advocacy by the Unions, the Chancellor's Office, and Campuses.

The 6% budget reduction to each division announced at the Budget Town Hall in early Spring 2024 closed the campus's \$35 million structural deficit and funded the campus required 2023/24 and 2024/25 employee compensation increases.

Looking ahead to 2025/26, however, our university may need to make more surgical reductions to help right size the budget. This will require additional input from the BAC members representing their units and divisions.

For the BAC's part, we reiterate the importance of transparency and open communication around budgetary matters, and maintaining SJSU's fiscal responsibility while also serving the needs of our students and ensuring their academic success.

OPERATING BUDGET COMPARISON: 2023/24 vs. 2024/25

	2023/24 Budget	2024/25 Budget	Adjustment	
Base Operating Budget				
General Fund Appropriation	\$233,232,000	\$250,315,000	\$17,083,000	7.3%
Revenues ^(a, b)	\$213,884,357	\$231,534,269	\$17,649,912	8.3%
	\$447,116,357	\$481,849,269	\$34,732,912	7.8%
Budgeted FTES				
CSU Resident FTES Allocation	24,130	24,353	223	0.9%
Non-Resident FTES (campus target)	2,200	2,100	(100)	-4.5%
	26,330	26,453	123	0.5%
Detail of Budget Adjustments				
Adjustments to the General Fund Appropriation				
One-Time State Reductions		(\$3,901,000)		
Support for Students with Disabilities		\$46,000		
Project Rebound		\$300,000		
2023-24 Compensation		\$8,505,000		
GI 2025-Student Success		\$1,305,000		
Employer Paid Health Premiums		\$5,018,000		
Property & Insurance Premiums		\$1,340,000		
2024-25 Compensation		\$10,247,000		
Title IX Programs		\$500,000		
CalNAGPRA		\$200,000		
Veterans Tuition Waivers		\$220,000		
2023-24 Resident Target Reallocation		\$1,208,000		
2024-25 Strategic Resident Enrollment		\$1,152,000		
State University Grant Redistribution		\$2,012,000		
		\$28,152,000		
Adjustments to Revenues				
Adjustments to Revenues per Systemwide				
Tuition from Enrollment Growth		\$489,000		
Tuition from Tuition Rate Increase		\$10,580,000		
Campus Budget Adjustments ^(c)				
Tuition Fee Adjustment		\$76,000		
Tuition Fee Adjustment – Surplus		\$3,435,000		
Non-Resident Tuition Fee Adjustment		\$265,000		
Student Fees Adjustment		\$74,500		
Campus Funded Portion of Compensation		(\$10,927,000)		
Cost Recovery Revenue Adjustment		\$2,588,412		
		\$6,580,912		
			\$34,732,912	

Footnotes:

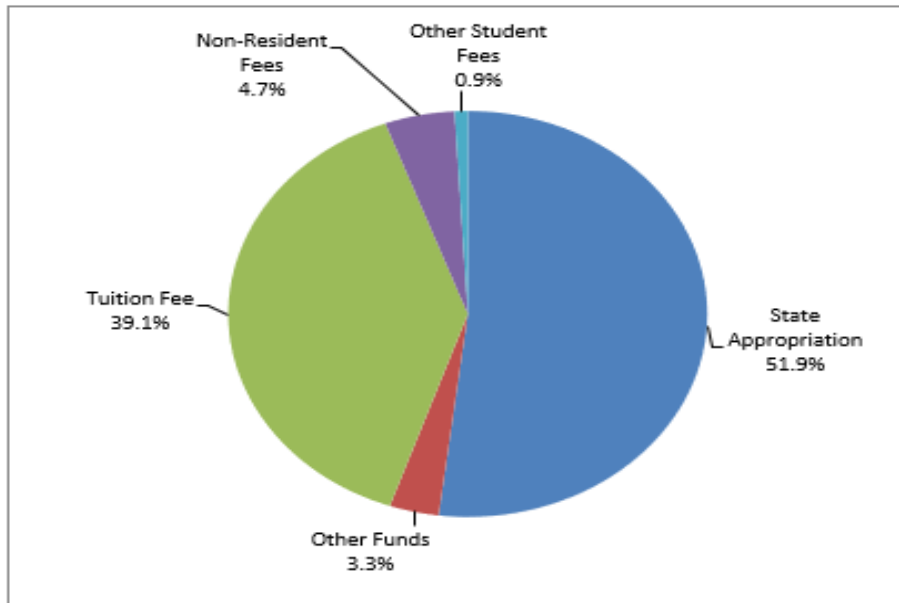
(a) For 2024/25, the Operating Budget includes surplus tuition fee revenues as a recurring resource.

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

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

2024/25 OPERATING BUDGET RESOURCES

State Appropriation	\$254,216,000	
One-Time Reduction	(\$3,901,000)	
	\$250,315,000	51.9%
Tuition Fees		
Tuition Fees	\$173,778,000	
Tuition Fees - Surplus	\$3,435,000	
Campus Adjustment to Tuition Fees	\$11,287,000	
	\$188,500,000	39.1%
Non-Resident Fees		
Non-Resident Fees	\$22,440,000	
Campus Adjustment to Non-Resident Fees	\$265,000	
	\$22,705,000	4.7%
Other Student Fees		
Application Fee	\$2,569,500	
Diploma/Commencement Fee	\$336,000	
Transcript Fee	\$515,000	
Other Student Fees	\$848,000	
	\$4,268,500	0.9%
Other Resources		
Cost Recovery from Other Funds	\$16,060,769	3.3%
Subtotal Operating Budget Resources	\$481,849,269	100.0%
Campus Work Study Program	\$1,280,000	
Total Operating Budget Resources	\$483,129,269	



2024/25 OPERATING BUDGET SOURCES AND USES

	Ongoing	One-Time	Total
Sources of Funds			
General Fund Appropriation	\$20,984,000	(\$3,901,000)	\$17,083,000
Campus Tuition and Fee Adjustments	\$11,626,500	\$3,435,000	\$15,061,500
Cost Recovery Revenues	\$2,588,412		\$2,588,412
Total Sources	\$35,198,912	(\$466,000)	\$34,732,912
 Planned Uses of Funds			
Mandatory Costs/Existing Commitments			
Health & Dental Premiums Adjustment	\$5,018,000		\$5,018,000
Property & Insurance Premiums	\$1,340,000		\$1,340,000
2024/25 Compensation Funding	\$21,174,000		\$21,174,000
State University Grants Redistribution	\$2,012,000		\$2,012,000
	\$29,544,000		\$29,544,000
 Approved Division Requests and Priorities			
<u>Academic Affairs</u>			
Enrollment Support ^(a)	\$909,899	\$1,994,147	\$2,904,046
Faculty Start-Up		\$1,300,000	\$1,300,000
Student Assistants		\$2,000,000	\$2,000,000
GI 2025/Student Success	\$1,305,000		\$1,305,000
First Street Lease for Urban Planning		\$37,495	\$37,495
Project Rebound	\$300,000		\$300,000
CalNAGPRA	\$200,000		\$200,000
Base Budget Reduction	(\$19,580,000)		(\$19,580,000)
	(\$16,865,101)	\$5,331,642	(\$11,533,459)
 <u>Administration & Finance</u>			
Base Budget Reduction	(\$3,110,000)		(\$3,110,000)
	(\$3,110,000)		(\$3,110,000)
 <u>Information Technology</u>			
Base Budget Reduction	(\$2,480,000)		(\$2,480,000)
	(\$2,480,000)		(\$2,480,000)
 <u>Intercollegiate Athletics</u>			
Base Budget Reduction	(\$2,080,000)		(\$2,080,000)
	(\$2,080,000)		(\$2,080,000)
 <u>Office of the President</u>			
Base Budget Reduction	(\$600,000)		(\$600,000)
	(\$600,000)		(\$600,000)

	Ongoing (\$600,000)	One-Time	Total (\$600,000)
<u>Research and Innovation</u>			
Base Budget Reduction	(\$320,000)		(\$320,000)
	(\$320,000)		(\$320,000)
<u>Student Affairs</u>			
Support for Students with Disabilities	\$46,000		\$46,000
Base Budget Reduction	(\$910,000)		(\$910,000)
	(\$864,000)		(\$864,000)
<u>University Advancement</u>			
Base Budget Reduction	(\$1,270,000)		(\$1,270,000)
	(\$1,270,000)		(\$1,270,000)
<u>University-Wide & Cross-Division Commitments</u>			
Utilities	\$2,541,564		\$2,541,564
Financial Aid	\$531,400		\$531,400
Veterans Tuition Waivers	\$220,000		\$220,000
Anticipated University-Wide Savings		(\$5,331,642)	(\$5,331,642)
	\$3,292,964	(\$5,331,642)	(\$2,038,678)
Total Approved Division Requests and Priorities	\$5,247,863	\$0	\$5,247,863
Net Sources (Uses)	\$29,951,049	(\$466,000)	\$29,485,049

Footnotes:

^(a) Includes funding for faculty.

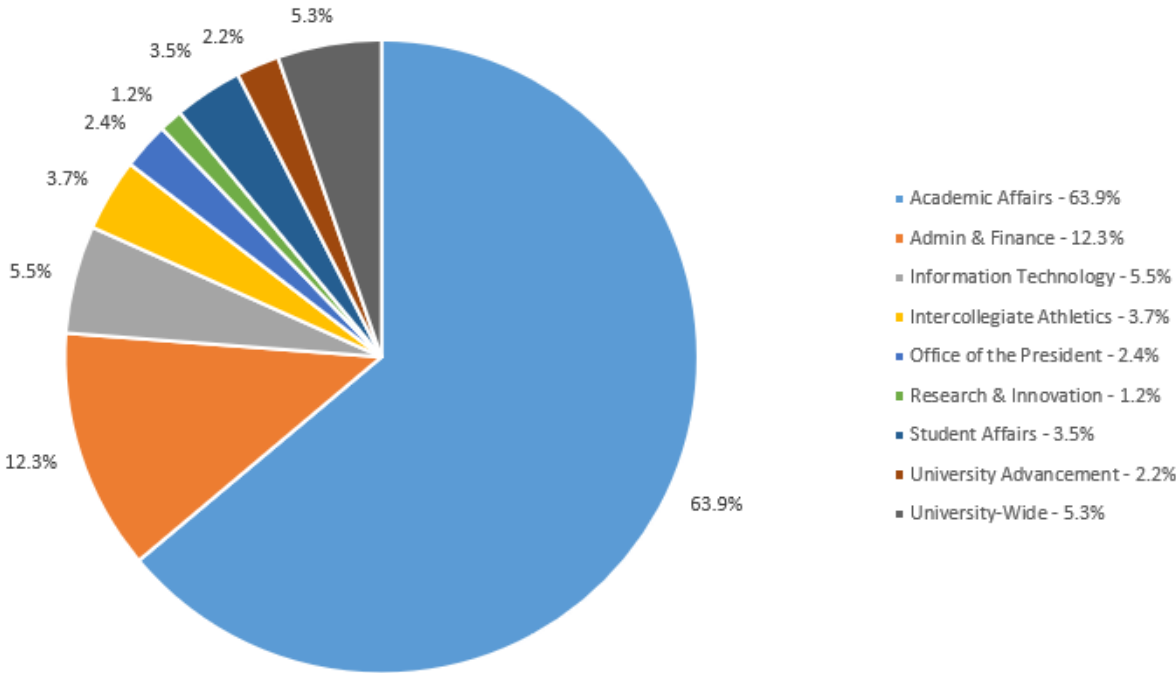
2024/25 EXPENDITURE BUDGET BY UNIVERSITY DIVISION

	Academic Affairs	Admin & Finance	Information Technology	Intercollegiate Athletics	Office of the President	Research and Innovation	Student Affairs	University Advancement	University- Wide	Total University	% of Total
Operating Fund ^(a)											
Salaries	\$175,832,515	\$30,632,272	\$11,554,179	\$10,290,995	\$5,948,048	\$2,258,113	\$7,785,047	\$4,716,362	(\$3,353,598)	\$245,663,933	30.5%
Projected Benefits ^(b)	\$96,950,899	\$16,890,086	\$6,370,767	\$6,183,708	\$3,279,647	\$1,245,083	\$4,292,535	\$2,600,518	(\$2,206,602)	\$135,606,641	16.9%
OE&E	\$9,388,676	\$6,656,169	\$6,301,495	\$0	\$1,243,786	\$1,811,899	\$3,460,293	\$2,228,063	\$29,002,281	\$60,092,662	7.5%
Subtotal	\$282,172,090	\$54,178,527	\$24,226,441	\$16,474,703	\$10,471,481	\$5,315,095	\$15,537,875	\$9,544,943	\$23,442,081	\$441,363,236	54.9%
Restricted Student Aid ^(c)	\$240,589	\$107,143	\$8,571	\$19,286	\$25,714	\$17,143	\$70,125	\$27,857	\$39,969,605	\$40,486,033	5.0%
Net Budget	\$282,412,679	\$54,285,670	\$24,235,012	\$16,493,989	\$10,497,195	\$5,332,238	\$15,608,000	\$9,572,800	\$63,411,686	\$481,849,269	59.9%
Campus Work Study Program ^(c)	\$561,376	\$250,000	\$20,000	\$45,000	\$60,000	\$40,000	\$163,626	\$65,000	\$74,998	\$1,280,000	0.2%
Total Operating Fund	\$282,974,055	\$54,535,670	\$24,255,012	\$16,538,989	\$10,557,195	\$5,372,238	\$15,771,626	\$9,637,800	\$63,486,684	\$483,129,269	60.1%
Graduate Business Professional Fee	\$1,007,000								\$167,500	\$1,174,500	0.1%
Student Orientation Programs	\$7,600						\$3,051,745			\$3,059,345	0.4%
SSETF-Instructionally Related Activities	\$1,500,922			\$10,156,152			\$500,000		\$373,307	\$12,530,381	1.6%
SSETF-Course Support ^(d)	\$2,022,603									\$2,022,603	0.3%
SSETF-Student Success ^(d)	\$5,306,326		\$350,000				\$2,023,319		\$2,641,851	\$10,321,496	1.3%
Campus Revenue Funds											
Professional and Continuing Education	\$49,178,025	\$6,453,400							\$2,110,239	\$57,741,664	7.2%
Housing Funds							\$63,649,483			\$63,649,483	7.9%
Lottery Funds	\$2,587,000						\$0		\$185,263	\$2,772,263	0.3%
Other Revenue Sources ^(e)	\$679,644	\$117,367		\$12,582,236			\$495,000			\$13,874,247	1.7%
Parking Funds		\$9,342,509								\$9,342,509	1.2%
Student Health Funds							\$19,650,310			\$19,650,310	2.4%
Campus Auxiliaries											
Associated Students							\$9,793,748			\$9,793,748	1.2%
Research Foundation						\$62,520,200				\$62,520,200	7.8%
Spartan Shops		\$5,204,102								\$5,204,102	0.6%
Student Union							\$14,695,590			\$14,695,590	1.8%
Tower Foundation								\$32,837,400		\$32,837,400	4.1%
Total All Funds	\$345,263,175	\$75,653,048	\$24,605,012	\$39,277,377	\$10,557,195	\$67,892,438	\$129,630,821	\$42,475,200	\$68,964,844	\$804,319,110	100.0%

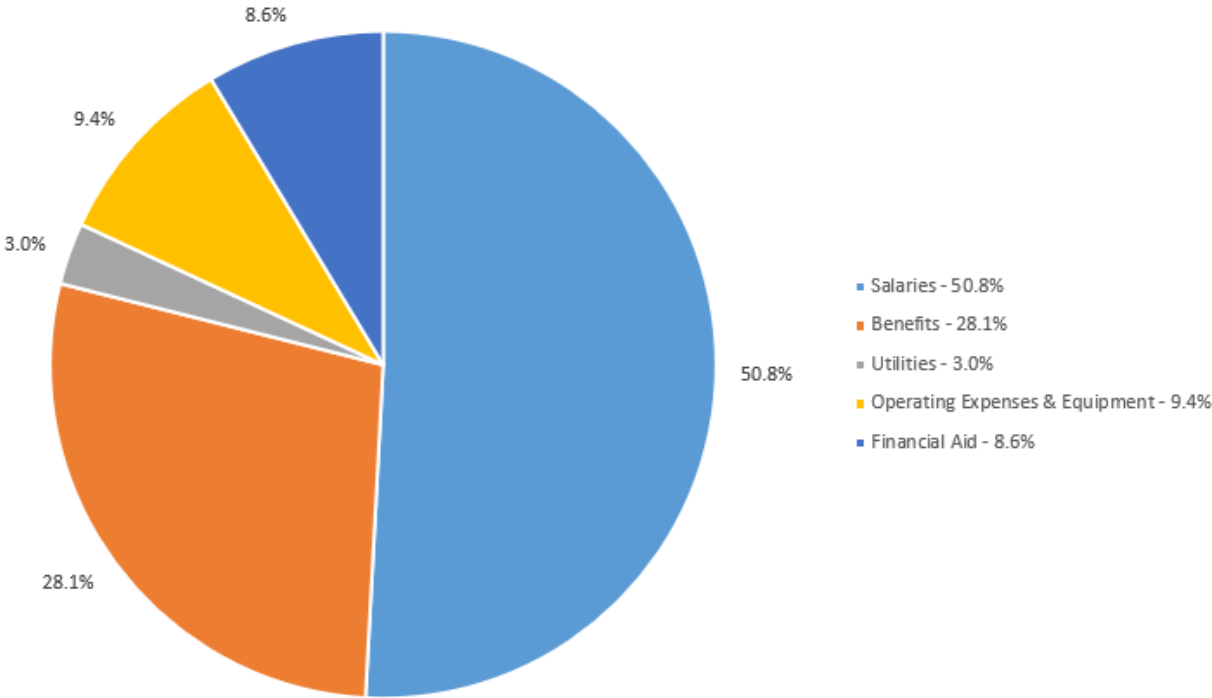
Footnotes:

- (a) Operating Fund expenditure budget includes base budgets allocated in the current year.
- (b) Benefit budgets for the Operating Fund are projected across all divisions at 54% of salaries.
- (c) Restricted Student Aid includes Federal Work Study(\$1.28M) and matching portions, Tuition Discount (SUG), Supplemental Educational Opportunity Grants (SEOG) and State Graduate Fellowship Grants.
- (d) Refer to the 2024/25 Student Success, Excellence Technology Fee financial display for greater detail.
- (e) Other Revenue Sources include miscellaneous revenues from ticket sales, fundraising (for Athletics), rental of University space, and other miscellaneous revenue-generating activities.
- (f) U-Wide includes reserves, utilities, MLK Facility, Hammer Theatre, risk management, hazardous waste, space rental, and university membership fees.

2024/25 Operating Fund Expenditure Budget by Division



2024/25 Operating Fund Expenditure Budget by Category



COMPARISON OF CSU CAMPUS EXPENDITURES

2022/23 Expenditures by Category for San José and "Big 5" CSU Institutions

	San José		Northridge		San Diego		San Francisco		Long Beach		Fullerton	
	Actuals	%	Actuals	%	Actuals	%	Actuals	%	Actuals	%	Actuals	%
<i>(\$ millions)</i>												
Instruction	\$227.5	44%	\$219.3	40%	\$245.8	43%	\$205.8	46%	\$259.7	43%	\$240.2	45%
Research	\$7.0	1%	\$3.2	1%	\$19.3	3%	\$0.7	0%	\$4.6	1%	\$0.9	0%
Public Service	\$2.0	0%	\$1.2	0%	\$1.2	0%	\$2.3	1%	\$2.5	0%	\$4.1	1%
Academic Support	\$48.2	9%	\$56.8	10%	\$54.3	9%	\$41.6	9%	\$57.8	10%	\$37.3	7%
Student Services	\$82.5	16%	\$75.1	14%	89.1	15%	\$37.8	8%	\$70.2	11%	\$57.0	10%
Institutional Support	\$45.9	9%	\$53.0	10%	\$54.5	9%	\$40.5	9%	\$51.9	9%	\$75.0	14%
Operation & Maintenance	\$70.6	13%	\$60.3	11%	\$71.8	12%	\$74.5	17%	\$80.8	14%	\$57.0	11%
Student Financial Aid	\$39.2	8%	\$83.3	14%	\$54.1	9%	\$47.2	10%	\$69.5	12%	\$63.7	12%
Total Operating Expenses ^(a)	\$522.8	100%	\$552.1	100%	\$590.0	100%	\$450.6	100%	\$596.9	100%	\$535.1	100%
2022/23 College Year FTES ^(b)	32,432		36,123		36,637		25,046		38,270		39,729	
\$ Expended per FTES	\$16,120		\$15,285		\$16,103		\$17,989		\$15,598		\$13,470	

Footnotes:

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

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

^(c) Campus Research includes Instruction research activities.

Select Funds and Self-Support Operations

Capital Outlay and Deferred Maintenance
Student Success, Excellence and Technology Fee
Intercollegiate Athletics
Lottery Fund
Professional and Continuing Education (PaCE)
Student Wellness Center
University Housing Services
University Parking Services

CAPITAL OUTLAY AND DEFERRED MAINTENANCE

As the oldest campus in the California State University system, San José State University has continuously planned and evolved to meet the anticipated growth of its footprint and physical space. Transformation 2030 recalibrated the strategic vision of the campus and a Campus Master Plan, nearing completion, is designed to set forward the vision necessary to address the space and functional needs of the campus. Extensive feedback has been solicited to ensure that the Master Plan's framework reflects the vision and goals of SJSU's future while providing a strategic guide for future campus growth through 2040.

In conjunction with that longer-range plan, the campus continues to invest in the maintenance of existing facilities and improvements as funding allows. Each year, all CSU campuses submit a plan to the Office of the Chancellor to request the inclusion of projects in the CSU's Five-Year Capital Outlay Plan to address deferred maintenance, infrastructure improvements, facility renewal, and capital improvements. The comprehensive CSU Five Year Capital Outlay Plan includes both academic and self-support projects and is presented to the CSU Board of Trustees and later submitted to the State Legislature and Department of Finance for funding.⁴ The campus has put forward a number of major capital projects for inclusion in the CSU Five Year Capital Outlay Plan for 2024/2025 through 2028/2029, including major renovations of Engineering, Duncan Hall, and Sweeney Hall as well as major renovation of campus classrooms as academic projects, replacement of the Central Plant to meet energy goals, other deferred maintenance and infrastructure improvement projects, and the Alquist Redevelopment for faculty, staff and graduate student housing.

Major Capital Improvements

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

Additionally, the campus successfully added the Spartan Village on Paseo building to SJSU's existing student housing stock which brings more Spartans to the core of San José's vibrant urban community. The project added nearly 700 student beds, including 124 affordable beds, in an upscale student residential community inclusive of on-site dining, a fitness center, expansive study lounges, gaming and TV room, and a community kitchen giving Spartans a stunning new place to call home. This project is intended to become an acquisition in December 2025 through the utilization of Housing reserves, State Revenue bond debt, and debt service coverage for \$89 million through State Affordable Student Housing grant funding, made available under the Postsecondary Education Trailer Bill (SB 169) approved by the Governor in September 2021, for student housing.

The CSU Board of Trustees approved the conceptual plan for faculty, staff and graduate student workforce housing project at the former Alfred E. Alquist Building in downtown San José in January 2023. In August 2024, the Department of General Services (DGS) transferred it to SJSU via CSU Board of Trustees. SJSU is in the process of identifying a qualified development team to partner with SJSU for this project. The Alquist project seeks to

deliver apartment units with space reserved for university graduate students, faculty, and staff at below market workforce housing affordable rents.

Deferred Maintenance, Renewal, and Improvements

Over the past two years, the CSU has not been provided any deferred maintenance funding from the State thus exacerbating an issue already challenging to our campus. Based on the most recent review and update to the campus facility condition assessments, a CSU wide program administered by Facilities Development & Operations, it is estimated the University currently has \$782 million in deferred maintenance and, if not addressed or properly funded, will grow the level of deferred maintenance backlog to \$1.4 billion over the next ten years. The CSU continues to prioritize requests for deferred maintenance funding in discussions with the Governor and Legislature during the annual State budget process to secure unique one-time State funding to address this across the system.

Each year, the campus receives an annual dividend payout from the CSU's invested Total Return Portfolio (TRP), which is restricted under the California Education Code to be used to support deferred maintenance and capital improvements. Last year's dividend amount was \$3.1 million, which will support an array of capital project needs, including: The Native American Student Center at the Spartan Memorial, Duncan Hall Space Renovation, campus video camera integration, and the MPEL Lab renovations for Engineering.

Weather Challenges in 2023/24

San Jose State saw a number of significant weather-related issues last winter and spring. Those projects were Duncan Hall Water Leak & Remediation, investment of nearly \$500K in FD&O operating budget funds into roof repairs associated with water leaks, and continued investigation into Tower Hall's existing plaster siding due to observed delamination issues caused by aging and weather.

STUDENT SUCCESS, EXCELLENCE AND TECHNOLOGY FEE

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

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

The fee is subject to annual inflationary adjustments based on the Common Fund Higher Education Price Index (HEPI). For 2024/25, the fee was increased from \$361.50 to \$376.00 per academic year term. As the fee is structured as a headcount-based fee, fee revenue is subject to the variability of enrollment levels.

Funding Call and the Campus Fee Advisory Committee (CFAC)

In March 2024, a call for funding proposals for expanding in one year, 2024/25, was issued to campus Divisions. All proposals submitted were reviewed by the Campus Fee Advisory Committee (CFAC) in May 2024 and the committee provided an advisory recommendation regarding the proposals to the President. The President subsequently approved one-time commitments of \$3 million in July 2024. The following commitments were approved for funding.

2024/25

Academic Affairs

LCoB Enhanced Student Success Support (#S2201)	\$87,368
Extended Study Hours in the Library (#S2202)	\$463,686
Late Night Tutoring in the Library (#S2203)	\$115,200
Undergraduate Advising Support for 1 st and 2 nd Yr Students (#S2204)	\$863,751
	<hr/>
	\$1,530,005

President's Office

Undergraduate Research Opportunity Program (#S2205)	\$72,000
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Student Affairs

1st Yr Transition Program for Historically Underserved Students (#S2206)	\$171,276
Native American/Indigenous Student Success Center (#S2207)	\$156,963
APID/A Student Success Center (#S2208)	\$275,381
	<hr/>
	\$603,620

University-Wide

Smart Classroom Project (#S2401)	\$800,000
Projected savings	(\$30,000)
	<hr/>
Grand Total	\$2,975,752
	<hr/>

**Student Success, Excellence & Technology Fee
2024/25 Budget**

	SSETF - IRA	SSETF - Course Support	SSETF - Student Success	Total
Revenues				
Fees ^(a)	\$13,058,790	\$2,501,762	\$9,749,025	\$25,309,577
Total Revenues	\$13,058,790	\$2,501,762	\$9,749,025	\$25,309,577
Division Expenses				
Academic Affairs	\$1,500,922	\$2,022,603	\$5,306,326	\$8,829,851
Student Affairs			\$2,023,319	\$2,023,319
Student Union	\$500,000			\$500,000
Intercollegiate Athletics	\$10,156,152			\$10,156,152
Information Technology			\$350,000	\$350,000
University-Wide ^(b)	\$373,307		\$2,641,851	\$3,015,158
Total Division Expenses	\$12,530,381	\$2,022,603	\$10,321,496	\$24,874,480
Net Revenue (Expense)	\$528,409	\$479,159	(\$572,471)	\$435,097
Prior Year Balance ^(c)				\$2,540,656
Projected Ending Balance				\$2,975,752
Projected One-time Spending ^(d)				\$2,975,752

Footnotes:

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

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

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

^(d) CFAC approved 2024/25 one-time commitments.

INTERCOLLEGIATE ATHLETICS

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

We uphold University values for excellence by:

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

Of all the tremendous athletics accomplishments, earning the prestigious NACDA Community Service Award, presented by the Fiesta Bowl, is the highlight for SJSU in 2023/24. The Spartans spent over 20,000 hours in the community and generated nearly a half-million dollars within the San José community. The Fiesta Bowl will come to campus and present the national award on Nov. 16 for the home game against Boise State inside CEFCU Stadium.

SJSU is spending near the bottom of all the conferences where Spartans compete, and it sponsors more sports than all but one of our Mountain West conference counterparts. Managing a robust FBS-level Division I program with 22 sponsored sports is a formidable yet impactful endeavor. Spartan Athletics continues to engage in efforts to generate much-needed additional revenue while maintaining a strong commitment to fiscal responsibility.

**Intercollegiate Athletics
2024/25 Budget**

	CSU Operating Fund	SSETF	Generated Revenues	Total
Revenues/Allocations				
Allocated Funds	\$16,538,989	\$10,156,152		\$26,695,141
Subtotal	\$16,538,989	\$10,156,152	\$0	\$26,695,141
MW Proceeds / Development from Tower			\$6,683,469	\$6,683,469
Ticket Sales			\$1,732,000	\$1,732,000
Game Guarantees			\$1,174,800	\$1,174,800
NCAA Distribution			\$1,481,616	\$1,481,616
Facilities/Marketing			\$1,510,351	\$1,510,351
Total Revenues/Allocations	\$16,538,989	\$10,156,152	\$12,582,236	\$39,277,377
Expenses				
Salaries & Benefits				
Salaries	\$10,290,995		\$2,315,000	\$12,605,995
Benefits	\$6,183,708		\$1,239,725	\$7,423,433
Work Study	\$64,286			\$64,286
Subtotal	\$16,538,989		\$3,554,725	\$20,093,714
Operating Expenses & Equipment				
Grants in Aid			\$9,027,511	\$9,027,511
Team Operational Expenses		\$10,156,152		\$10,156,152
Subtotal	\$0	\$10,156,152	\$9,027,511	\$19,183,663
Total Expenses	\$16,538,989	\$10,156,152	\$12,582,236	\$39,277,377

LOTTERY FUND

San José State University will receive \$3 million in lottery revenues from CSU in 2024/25. 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 \$2.2 million for this program.
- The Teacher Recruitment Project (TRP) which provides funding of \$75,000 to support the recruitment of students into mathematics and science teaching careers. The goal is to attract participants from environments in which teaching has not been a common career goal, assisting these students in qualifying for entrance into the teaching profession. Participants include teacher aides from K-12 schools, secondary school students, community college students, and undergraduate students interested in teaching as a profession.

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

Lastly, the CSU also provides funding support for the California Pre-Doctoral Program which is administered by the Chancellor's Office of Academic Services and Professional Development. This program is designed to increase the pool of university faculty by supporting the doctoral aspirations of individuals who are current upper-division or graduate students in the CSU, economically and educationally disadvantaged, interested in a university faculty career, U.S. citizens or permanent residents, and leaders of tomorrow. Students who are chosen for this award are designated Sally Casanova Scholars as a tribute to Dr. Sally Casanova, for whom the Pre-Doctoral scholarship is named. Funding is a pass-through and is disbursed by the campus Financial Aid office. Three SJSU students were selected as Sally Casanova California Pre-Doctoral Scholars for 2024/25, and each of them will receive a \$2,000 scholarship to support their Pre-Doctoral activities.

**Lottery Fund
2024/25 Budget**

Revenues

CSU Allocation	\$2,904,000
Interest	\$500
Early Assessment Program	<u>\$100,000</u>
Total Revenues	<u><u>\$3,004,500</u></u>

Expenses

Operational Costs

University Administrative Overhead	\$172,200
CSU Risk Pool Assessment	\$12,663
Interfund Pension Loan	<u>\$400</u>
	<u>\$185,263</u>

Funded Activities/Programs

University Library Funding	\$2,162,000
Academic Affairs Program	\$250,000
Teacher Recruitment Project	\$75,000
Early Assessment Program	<u>\$100,000</u>
	<u>\$2,587,000</u>
Total Expenses	<u><u>\$2,772,263</u></u>

Net Revenue (Expense) \$232,237

Prior Year Carry Over Initiatives \$361,347

Prior Year Fund Balances

Undesignated	\$724,999
Early Assessment Program	(\$30,694)
Pre-Doctoral Program	<u>\$2,000</u>

Projected Ending Fund Balance \$567,195

PROFESSIONAL AND CONTINUING EDUCATION (PACE)

The mission of the Professional and Continuing Education (PaCE) at San José State University (SJSU) is to provide access to relevant educational programs that allow individuals to gain knowledge in a dynamic and innovative environment and become engaged, productive members of an evolving global society.

Our vision is to be a

- Globally recognized arm of SJSU to expand higher education access to adult learners and professionals seeking to expand their learning and advance in their careers;
- Shape the future of the workforce;
- Prepare students for professions that exist today and those that have yet to be created.

PaCE 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 and adult learners, re-entrants to the workforce, career changers, and working professionals) have access to our program offerings.

Current PaCE program streams include:

- SJSU Online, an academic initiative led by the Office of Academic Innovation and Institutional Effectiveness (AIIE) offers degree completion programs for the adult learner community with particular emphasis on Californians with some college experience but no degree and to reconnect with students who left SJSU and have been unable to finish their degrees. Offering 100% online pathways, across five academic terms per year - four 8-week terms in fall and spring and one 8-week term in summer, the undergraduate degree completion programs have three application/admission cycles each year, culminating with newly admitted students in August, January, and May.
- Special Session professional degree programs and certificates offer a unique opportunity for traditional students and working professionals to earn academic credentials at an alternate schedule, often online and/or off campus.
- Intersession courses allow current SJSU students and the public to take classes for college credit during the winter and summer.
- The Open University (OU) pathway allows non-matriculated students (including students on academic disqualification) to access courses on a space-available basis to pursue their educational or personal enrichment goals and earn college credit.
- Non-credit, continuing education unit programs offer professionals an opportunity to quantify their time in professional development and training activities and have the university maintain a record of their educational accomplishments for non-credit educational and career enhancement experiences.

An academically and financially viable unit, PaCE at SJSU is one of the most diverse (in types of programs offered), innovative, and successful units in the California State University (CSU). We have continued to serve the largest and an increasing number of students over the past five years.

- Served the largest number of students (21% of the total enrolled students in 23 campuses)
- Accounted for approximately 11% of the total PaCE revenue generated in extended education fees by the 23 campuses

Highlights of the 2024/25 Budget

Status and Future Direction

Effective Fall 2024, fees for all special session programs and courses will increase by three percent (3%). Subsequently, we will increase tuition fees by five percent (5%) per year starting with the academic year 2025/26 and will span through 2028/2029. This fee increase is necessary to support increases in contractual salary and benefit costs as well as the inflationary impact on other operational costs and to sustain the quality of education we offer. Further, these increases align with the multi-year increases in stateside tuition and will provide tuition stability and predictability for students and allow the university to more effectively manage economic changes over time.

SJSU's PaCE program portfolio in 2024/25 includes over fifty-five active degree programs and graduate certificates. For 2024/25, we project \$60 million in Professional and Continuing Education (PaCE) revenue, approximately a 10% increase over 2023/24 revenue.

- SJSU Online Undergraduate degree completion programs have met or exceeded our initial projections in enrollments and average unit loads, the pace of adding new programs to the pipeline has been slow. The lower number of total programs and the resulting overall student enrollments during the initial years have impacted the originally projected revenues. For Fall 2024, our program portfolio includes eight-degree completion programs across disciplines and are still projecting to match the original forecast of twelve-degree completion programs by 2025/26 and based on the revised projected enrollment model, we anticipate to generate sufficient revenues to break even during 2025/26.
- Special Session Graduate degree and certificate programs continue to exceed enrollment and revenue projections. For 2024/25, our program portfolio of forty-seven active programs includes two new programs: MA in Speech Language Pathology and Certificate in Clinical Genetic Molecular Biologist Scientist Training. In addition, we have a steady program pipeline of ten special session degree programs in various stages of development to launch over next three to five years.
- Study Abroad courses offered in special session during winter and summer terms have been underperforming in terms of enrollment and revenue for the past few years. As the global pandemic transitions to an endemic, we are cautiously optimistic for an upward trend in student demand and faculty desire to lead short-term study abroad programs. Further, as part of a comprehensive strategic plan, we are exploring options to build capacity in self-support study abroad programs in major disciplines across campus. The short-term strategy (for the immediate 2 years) will include scaling up the direct-enroll programs offered as summer school abroad and summer internships abroad. The direct-enroll programs are more economical (because third-party involvement and their associated fees are not required) and will offer a variety of course options and internship opportunities. Adding more winter faculty-led programs and spring alternative break programs offers an opportune time between regular sessions for students to enroll as well.

- Intersession and Open University are projected to grow at a steady pace through expanded outreach to drive enrollment growth in available course offerings, targeted advising and marketing campaigns to reach and yield a broader and diverse student audience.
- The “non-credit continuing education” market is highly competitive, with low return on investment. Given the opportunity cost to break into this niche market, it is not strategic for SJSU to actively pursue these options, especially when our core competency lies in academic degree programs. However, in collaboration with workforce boards and industry advisors, we continue to offer targeted non-credit courses to fill identified skill gaps and create access through accelerated training programs. When appropriate, these offerings are strategically aligned with the credit program roadmap to build a future customer base or to leverage marketing channels for existing and upcoming programs.

Opportunities

Marketing is integral to any enrollment growth strategy, plan, and execution and we are integrating with University Marketing and Communications to leverage domain expertise and resources across PaCE programs to build brand identity and strategically align and drive enrollments across programs.

Securing state and federal compliance for out-of-state activities (e.g., online programs, fieldwork and internship experiences, faculty teaching from another state, marketing, advertising, etc.) has been a critical priority for the past several years. Federal regulations require institutions to document that they have the proper approval to serve students in other states and provide specific general and individual notifications and disclosures.

Students who matriculate into self-support degree programs often are not provided the same level of campus support services (e.g., career services, health center, etc.). While many of the students in these programs are working professionals taking off-campus classes, there has been an increasing demand from the students to avail themselves of campus services similar to those of other matriculated students in recent years. We are engaging with campus partners to develop a streamlined pathway to extend campus support services to our self-support students.

In addition to the infrastructure challenges to scale up, the increasing competition from other Bay Area universities and Silicon Valley campuses of other reputed institutions continues to pose formidable competition to our professional degree programs.

PaCE 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 our decision-making ability to invest and re-invest the operating funds into strategic priorities and the associated resources is critical to maintaining the desired growth trajectory and success.

**Professional and Continuing Education Fund (PaCE)
2024/25 Budget**

	Academic Affairs	Admin & Finance	University Wide	Faculty-Led Study Abroad	Total
Revenues					
Credit Revenues					
Open University ^(a)		\$225,830	\$1,827,168		\$2,052,998
Special Session	\$32,619,250	\$4,054,370	\$184,290		\$36,857,910
Winter Session	\$1,898,017	\$235,912	\$10,723		\$2,144,652
Summer Session	\$8,193,765	\$1,018,434	\$46,292		\$9,258,491
SJSU Online	\$7,394,510	\$918,854	\$41,766		\$8,355,130
Faculty Led Study Abroad ^(b)				\$1,164,922	\$1,164,992
	\$50,105,542	\$6,453,400	\$2,110,239	\$1,164,922	\$59,834,173
Other Revenues					
Non-Credit Revenue	\$200,000				\$200,000
Early Start Program	\$287,455				\$287,455
Interest				\$7,092	\$7,092
	\$487,455	\$0	\$0	\$7,092	\$494,547
Total Revenues	\$50,592,997	\$6,453,400	\$2,110,239	\$1,172,084	\$60,328,720
Total Expenses	\$47,894,359	\$6,453,400	\$2,110,239	\$1,283,666	\$57,741,664
Net Revenue (Expense)	\$2,698,638	\$0	\$0	(\$111,582)	\$2,587,056
Transfer In (Out)	(\$190,688)			\$190,688	\$0
Designated Reserves					
Capital Reserve	\$2,058,893				\$2,058,893
Scholarship	\$1,358,375				\$1,358,375
Strategic Investments			\$8,570,797		\$8,570,797
Total Designated Reserves	\$3,417,268	\$0	\$8,570,797	\$0	\$11,988,065
Total Prior Yr Fund Balance	\$21,048,509	\$0	\$8,570,797	(\$79,106)	\$29,540,200
Projected Ending Fund Balance	\$23,556,459	\$0	\$8,570,797	\$0	\$32,127,256

Footnotes:

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

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

STUDENT WELLNESS CENTER

San José State University’s Student Wellness Center (SWC) is an accredited outpatient clinic and education center that offers health-promotion programming and resources, wellness education and coaching, clinical case management, individual and group therapy, crisis counseling, psychological services and referrals, primary and limited specialty healthcare, and ancillary services including laboratory, pharmacy, imaging, and physical therapy.

In addition to providing these services, the SWC will invest in the following improvement efforts in 2024-2025.

1. For the Strategic Plan for Student Mental Health, launch a stepped care service model to grow student access to mental health resources and services for prevention and early intervention.
2. Deploy a software tool and protocols to manage SWC-wide compliance and training associated with regulations, operational accreditation, and credentialing and privileging. Pursue AAAHC integrated clinic accreditation.
3. Design and implement tools, processes, and procedures to enable accurate and consistent reporting of clinic supplies on hand, supplies utilization, and periodic supply inventory.

Key Outputs to Date

Unique students served

1682 Wellness and Health Promotion	FY 23/24
Educational events	603
Tabling/outreach events	3,638
Condom Co-op	1301
1073 Counseling and Psychological Services	FY 23/24
Individual or couples’ therapy	1,574
Group therapy	49
Crisis counseling sessions	312
1157 Health Services	FY 23/24
Primary care	3,568
Specialty care (sports medicine, psychiatry)	212
Ancillary services (lab., radiology, Phys. therapy)	148

People and Organization

The SWC is composed of four sub departments with 109 staff, faculty, and trainees, along with several student assistants represented by six bargaining units. The senior leadership team includes the following administrators and staff leaders.

Catherine Voss Plaxton, EDD	Associate Vice President, Health, Wellness, and Student Services
Nnenna Abaeze, DNP, RN, FNP-C, PMHNP-BC, CNL, PHN	Director, Health Services
Kathy Lee, PHD	Director, Counseling & Psychological Services
Kamillah Tumakay, MPA	Assoc. Director, Campus Wellness Education & Health Promotion
Ben Falter, MA	Director, Care Experience and Operations
Immaculate (Mai Mai) Cantos, MPH	Director, Strategic Initiatives

**Student Wellness Center (SWC)
2024/25 Budget**

Revenues

Student Health and Facilities Fees	\$14,909,198
Cost Recovery	\$5,350
Interest	\$178,813

Total Revenues	\$15,093,361
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Expenses

Salary and Benefits

Salaries and Wages	\$9,025,806
Benefits	\$4,791,048
	\$13,816,854

Operating Expenses & Equipment

Operating Expenses & Equipment	\$2,007,592
CSU Chargebacks / Admin Overhead	\$2,796,241

Total Expenses	\$18,620,687
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Debt Service	\$1,029,623
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Net Revenue	(\$4,556,949)
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Prior Year Fund Balance	\$21,298,503
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Projected Ending Fund Balance	\$16,741,554
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Footnotes:

Student Wellness Center all funds budget plan.

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

UNIVERSITY HOUSING SERVICES

University Housing Services (UHS) strives to create a residential community that supports and enhances academic success, fosters the learning and development of our students, and promotes student involvement and civic engagement. Housing practices promote efficiency, operational effectiveness, and fiscal responsibility. UHS currently hosts approximately 5,000 students.

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

Housing revenue is generated from the following sources:

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

2023/24 Accomplishments

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

- We continued to increase our occupancy from prior years.
- Housing continues to maximize the use of our residential management database system, StarRez.
- Housing also began the procurement process to be able to text our residents' messages to help with payment reminders and program opportunities.
- Housing began negotiations to lease a section of an existing hotel (Spartan Village on the Paseo) to help create additional spaces for our residents and revitalize our downtown area.
- Began to oversee the International House which is an off-campus building owned by the Research Foundation.

2024/25 Housing Budget

University Housing Services is still encountering some challenges and observations:

- Housing continues to face challenges in filling vacant positions. Primary challenges include limitations in offering competitive salaries, the high cost of living in the Bay Area, and a growing preference among staff for roles that provide more flexible, remote work opportunities. Similarly, staffing shortages throughout the university have also affected the start of key housing deferred maintenance projects.
- We are currently assessing the impact of adding Spartan Village and International House to our housing portfolio, particularly regarding the need for additional staffing or maintenance beyond what is outlined in the business plan.
- A comprehensive Housing and Dining Master Plan, scheduled for 2024/25, is essential for strategically planning future growth and prioritizing improvements in housing projects.

**University Housing Services
2024/25 Budget**

Revenues

Student Housing Rent	\$64,862,203
Conference and Overnight Guests	\$2,005,000
Other Revenues	\$400,000
Miscellaneous Student Fees	\$310,000
Auxiliaries Rent Revenues	\$304,900

Total Revenues	\$67,882,103
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Expenses

Salary and Benefits

Salaries and Wages	\$6,626,438
Benefits	\$4,054,338
Student Assistants	\$1,313,967

	\$11,994,743
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Operating Expenses & Equipment

General Supplies/Services	\$13,991,138
Equipment/Furniture Replacement	\$682,752
Insurance Premiums	\$1,370,412
Internet/Cable (UTS)	\$1,293,612
Repairs, Maintenance & FD&O Services	\$6,044,018
Utilities	\$3,728,484
Business Services	\$2,229,259
CSU Centrally Paid Costs	\$240,011
Ground Lease Fees	\$342,953
Security (UPD)	\$1,287,514
Debt Service ^(a)	\$20,264,587

	\$51,474,740
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Total Expenses	\$63,469,483
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Transfer in from Parking for CV Parking Costs	\$604,002
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Net Revenue (Expense)	\$5,016,622
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Transfer to Housing Reserve Fund	\$10,000,000
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Transfer to Housing Maintenance and Repair Fund	\$4,000,000
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Prior Year Fund Balance	\$19,968,962
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Projected Ending Fund Balance ^(b)	\$10,985,584
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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 revenue through parking permit sales and parking citation fines. Parking Services comprises three divisions: Business Administration, Parking Enforcement, and Shuttle Operations. Parking permits are 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 2024/25 Budget

Parking Services revenue will slightly increase as the campus returns to normal operations in 2024/25. Many of these returning faculty, staff, and students are anticipated to return to campus in Single-Occupancy Vehicles (SOVs), thus increasing demand for our campus parking inventory.

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

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

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

**University Parking Services
2024/25 Budget**

	Parking Fees	Fines & Forfeitures	Capital Projects	Special Events	Total
Revenues					
Parking Permits	\$7,352,000				\$7,352,000
Parking Coin gates	\$74,000				\$74,000
Parking Fines		\$500,000			\$500,000
Revenue-Others	\$316,000				\$316,000
Interest	\$30,000	\$50			\$30,050
Cost Recovery from Aux	\$70,000				\$70,000
Cost Recovery from Others	\$375,000				\$375,000
Total Revenues	\$8,217,000	\$500,050	\$0	\$0	\$8,717,050
Expenses					
Salaries & Wages	\$1,266,184				\$1,266,184
Benefits	\$799,343				\$799,343
	\$2,065,527	\$0	\$0	\$0	\$2,065,527
Operating Expenses &					
Charges for Business	\$510,804	\$40,000			\$550,804
Contractual Services	\$55,801	\$350,000			\$405,801
Communications	\$2,000				\$2,000
General Operating Expenses	\$850,471	\$105,400			\$955,871
Printing/Duplicating	\$15,000				\$15,000
Facility Upkeep	\$913,150				\$913,150
Utilities	\$256,250				\$256,250
Merchant's Credit Card Fee	\$125,000				\$125,000
Insurance & Risk Expenses	\$368,411				\$368,411
UPD Security	\$1,368,352				\$1,368,352
Debt Service	\$2,316,343				\$2,316,343
	\$6,781,582	\$495,400	\$0	\$0	\$7,276,982
Total Expenses	\$8,847,109	\$495,400	\$0	\$0	\$9,342,509
Transfers In (Out)					
Capital Projects	\$862,294		(\$862,294)		\$0
Parking Fees	(\$69,472)			\$69,472	\$0
Total Transfers In (Out)	\$792,822	\$0	(\$862,294)	\$69,472	\$0
Net Revenues (Expenses)	\$162,713	\$4,650	(\$862,294)	\$69,472	(\$625,459)
Prior Year Fund Balance	\$104,420	\$2,692	\$862,294	(\$69,472)	\$899,934
Projected Ending Fund	\$267,133	\$7,342	\$0	\$0	\$274,475

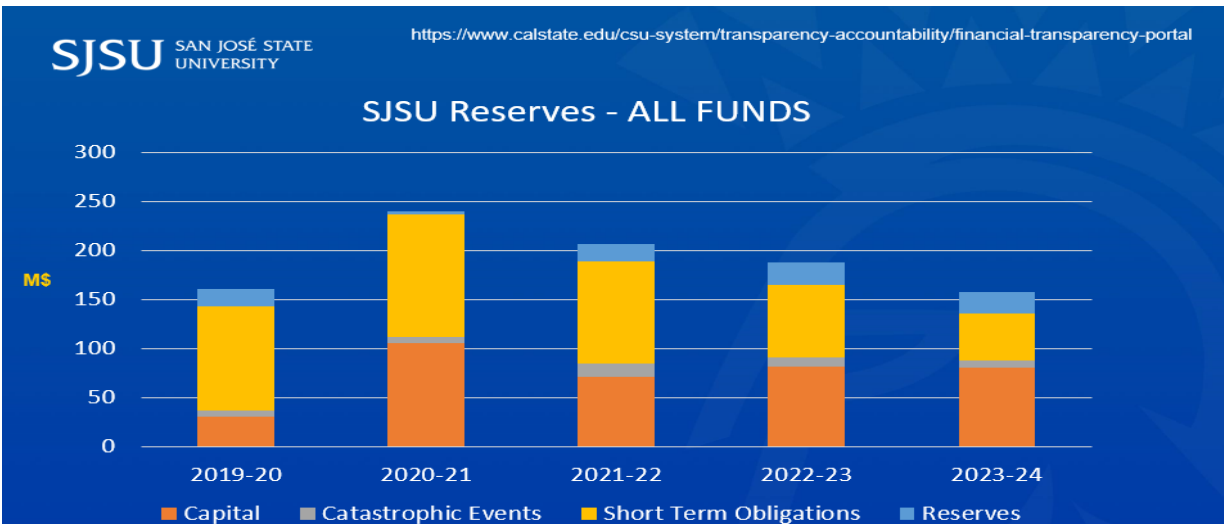
Campus Reserves Analysis

Campus Reserves

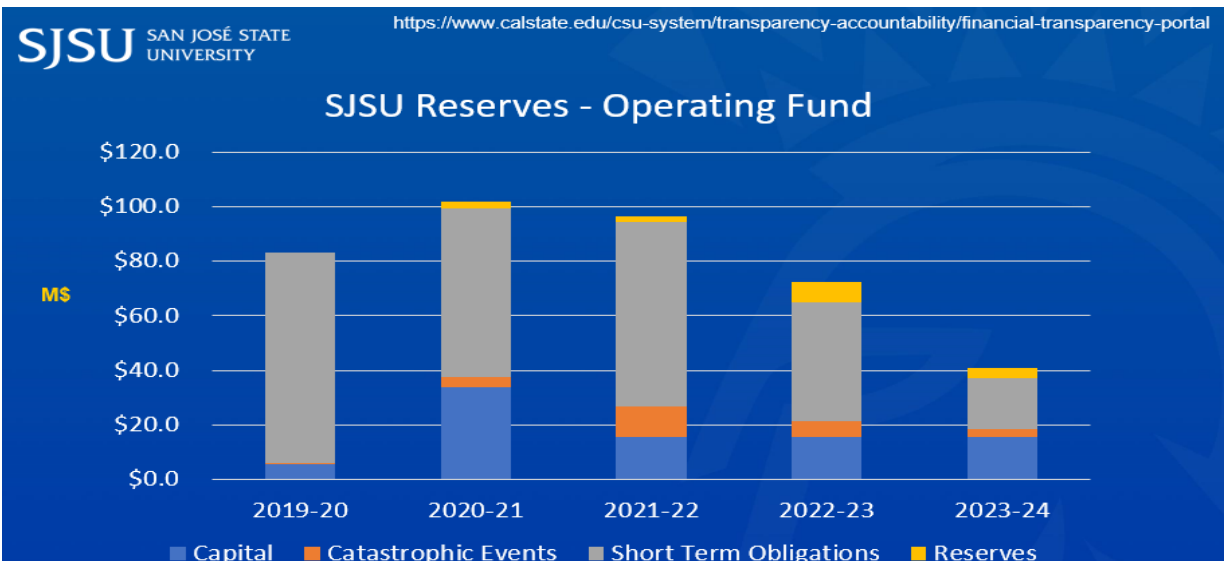
CAMPUS RESERVES

These graphs are from the CSU’s transparency portal and show the past five years of all campus reserves. These include the Operating Fund, Housing, Student Union, Parking, Capital, and Lottery funds.

The 2020/21 peak included construction funds for the ISB building. Campus reserves have consistently been around \$160 million a year. Most of these are designated reserves for capital projects and short-term obligations. They are allocated for mandated purposes and are not flexible or available for reallocation. They also represent one-time funds and should not be used for salary or ongoing operations.



The Operating Fund portion of total campus reserves has been significantly reduced over the past years. These very limited funds are tied up in short-term and capital obligations. This is where the campus borrowed \$9 million to close last year. After paying back the \$9 million loan and continuing to have a financially sustainable budget, our goal will be to replenish the campus reserves. Campus reserves provide flexibility for planning and short-term investments.



Auxiliary Organizations

Associated Students

Research Foundation

Spartan Shops, Inc.

Student Union, Inc.

Tower Foundation

ASSOCIATED STUDENTS

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

Student Government (Government, Scholarships, Affordable Book Vouchers)

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

Engagement and Community Building (CCCAC, Events)

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

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

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

Sustainable Transportation Services (Transportation Solutions)

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

Organizational Health (Admin, HR, Marketing, Finance)

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

**Associated Students
2024/25 Budget**

Revenues

California Agency Contracts & Parent Fees	\$1,980,565
UPD Grant for Transportation Solutions	\$98,056
A.S. Student Activity Fees	\$7,038,910
Reserve Funding	\$118,250
Print Shop Income	\$465,000
Program Revenue	\$68,138
Interest Income	\$28,571
Total Revenues	\$9,797,490

Expenses

Salaries & Wages	\$2,793,611
Student Assistants	\$1,569,879
Stipends	\$127,840
Payroll Taxes	\$243,544
Fringe Benefits	\$1,115,959
Total Salaries & Benefits	\$5,850,833

Staff Development & Support	\$79,980
Hospitality	\$33,000
Smart Pass	\$1,240,120
Operating /Supplies Expenses	\$549,969
Rental	\$218,556
Utilities	\$58,900
Property Tax	\$2,829
University Charges	\$397,934
Fees, Contracts & Services, Repairs	\$440,711
Audit/Accounting/Legal	\$88,330
Bank Charges /Merchant	\$34,562
Insurance	\$113,979
Food Services	\$179,660
Travel	\$81,283
Student Organization & Spartan Community Funding	\$408,250
Capital Outlay & Equipment	\$14,852
Total Operating Expenses & Equipment	\$3,942,915

Total Expenses **\$9,793,748**

Net Operating

Depreciation	\$255,663
OPEB	\$197,705
Change in Net Assets	(\$449,626)

RESEARCH FOUNDATION

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

SJSURF activities:

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

Today, the Research Foundation employs nearly 1,000 people and has more than \$63 million in annual revenue. This federal, state and private funding supports SJSU's expanding research enterprise, placing San José State as the leading non-PhD granting university in the country for total R&D expenditures.

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

**Research Foundation
2024/25 Budget**

Revenues

Fees	\$9,500,000
Investment Income	\$1,800,000
Grants and Contracts	\$46,160,000
Other Revenue Activities - Campus Organizations ^(a)	\$3,930,000
Other Revenue and Support	\$1,180,000

Total Revenues \$62,570,000

Expenses

Salary and Benefits

Salary and Wages	\$33,542,015
Staff Benefits	\$9,565,685

\$43,107,700

Operating Expenses & Equipment

Depreciation	\$1,720,000
Equipment Purchase	\$590,000
Equipment Rent and Lease	\$210,000
University Admin. Services & Facilities Use	\$480,000
Occupancy (Rent, Janitorial, Utilities, Insurance)	\$1,612,500
Printing	\$25,000
Building Repairs and Maintenance	\$160,000
Scholarships and Fellowships	\$1,780,000
Supplies	\$1,440,000
Telephones/Communications	\$548,000
Travel	\$652,000
Contracted Services and Fees ^(b)	\$7,095,000
Professional Fees (Accounting and Legal)	\$400,000
Net Alloc/Grants/Transfers to Related Entities	\$2,700,000

\$19,412,500

Total Expenses \$62,520,200

Net Revenue (Expense)

\$49,800

Footnotes:

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

^(b) Contracted services and fees are grants and contracts or subcontracted to other universities, organizations, and individuals.

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

SPARTAN SHOPS, INC.

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

For the 2023/24 school year, Spartan Shops experienced a steady business flow. We are continuing to see upward trends in campus engagement and events. This has provided opportunities for our partners to maintain the momentum and increase sales. While we continue on the right path, it is notable to mention that the rising national costs of utilities, food, and labor will continue to impact our finances. Spartan Shops will continue to take preventive measures to ensure the auxiliary's well-being. Such examples include meal plans and rental rate increases to meet financial obligations to our University.

In 2024/25, Spartan Shops will focus on closely monitoring expenses and managing our partnerships.

Spartan Shops continues to be comprised of three major divisions:

Dining Service Management

In 2023/24, Spartan Shops managed to improve our financial path to recovery.

Spartan Shops met the contractual obligations for volumes of our mandatory and voluntary meal plans with Chartwells for the first time. The increased collaboration across departments (e.g. Housing, SSI, Chartwells) allowed Spartan Eats to market and engage student and parent interest. In addition to our campus community, Spartan Eats dining service has expanded to include Spartan Village on the Paseo (SVP), The International House, and the Habbas Law Athletic Center. These three new locations added 700 new daily meal services this year.

Previous year negotiations added annual contributions from our Chartwells partner, allowing SSI to maintain equipment repairs and maintenance costs to an all-time low. This goal was achieved by proactively monitoring expenses and fostering robust communication with our stakeholders (e.g. Facilities and Development).

For 2024/25, our projected commissions are \$2.1M. Our expansion of dining services paired with our cautious financial monitoring will aid in reaching SSI's goals.

Bookstore Management

Spartan Shops continues to work alongside our Barnes and Noble (B&N) partners to secure financial stability. B&N experienced financial impacts nationwide that constrained their abilities for revenue-growing opportunities. This has now been resolved.

While notable progress has been made, there is still much room for improvement. Our projected commissions for 2023/24 were \$583K, and B&N met \$512K. This is attributed to decreased physical book sales, and gift sales (which include apparel, branded items, and commencement gifts).

For 2024/25, SSI and B&N leadership will focus on the following:

- Increased campus events engagement
- Social media presence that will improve marketing strategies
- Strategic storefronts and merchandise that will boost sales

Real Estate

The Cal-Western and SSI partnership has proven to be successful. For the 2023/24 fiscal year, we managed to keep 98% occupancy throughout the year. This factor and moderately increased rental rates allowed us to meet our projected revenue. SSI continues to comply with our 20% below-market rate goal.

Our increased revenue also allows us to fund improvements and overdue repairs for our off-campus units. The repairs allowed us to enhance the living space and strengthen our community ties.

Our goal for 2024/25 will be to maintain a steady occupancy rate and increase our rental revenue opportunities.

Spartan Shops, Inc.
2024/25 Budget

Resources

Sales

Real Estate Rental Income	\$353,056
Total Sales	\$353,056

Other Income

Bookstore Commission	\$461,817
Dining Services Revenues	\$2,100,000
Management Income	\$49,500
Interest Income	\$215,560
Misc Income	\$1,836,016
Total Other Income	\$4,662,893

Total Resources **\$5,015,949**

Operating Expenses

Salary & Benefits	\$20,000
Depreciation	\$1,146,099
Repair & Maintenance	\$450,000
Utilities	\$750,000
University Donations	\$1,000
Services	\$1,397,570
Facility Fee - University	\$1,253,000
Insurance	\$156,033
Bank Service Charge	\$4,700
Tax and Licenses	\$7,700
Other Expenses	\$18,000
Total Operating Expenses	\$5,204,102

Net Gain (Loss) per P&L **(\$188,153)**

STUDENT UNION, INC.

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

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

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

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

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

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

Student Union, Inc.
2024/25 Operating Budget

	Student Union	Event Center	SRAC	Total
Revenues				
Funded Budget for Operations	\$9,658,975	\$449,254	\$3,369,410	\$13,477,639
Reimbursement of Event Costs	\$49,107	\$10,000	\$12,400	\$71,507
Investment Income	\$301,000			\$301,000
Rental Income	\$15,000	\$70,000	\$10,450	\$95,450
Program Revenues	\$300,703		\$449,291	\$749,994
Total Operating Revenues	\$10,324,785	\$529,254	\$3,841,551	\$14,695,590
Expenses				
Salaries and Wages	\$4,268,994	\$137,350	\$3,113,523	\$7,519,867
Staff Benefits	\$1,755,831	\$68,675	\$560,779	\$2,385,285
Total Salaries & Benefits	\$6,024,825	\$206,025	\$3,674,302	\$9,905,152
Operating Expenses & Equipment				
Travel	\$60,195		\$34,102	\$94,297
Risk Coverage/Insurance	\$109,200	\$48,600	\$66,300	\$224,100
Supplies	\$175,279	\$300	\$176,823	\$352,402
Communications	\$595,415	\$27,694	\$207,703	\$830,812
Repairs and Maintenance	\$26,948		\$500	\$27,448
Programming Costs	\$1,162,080	\$85,500	\$11,230	\$1,258,810
Small Equipment Purchases	\$48,664		\$187,368	\$236,032
Services from Outside Agencies	\$753,284	\$400	\$853,562	\$1,607,246
Staff Development & Other	\$119,503		\$39,788	\$159,291
Total Operating Expenses	\$3,050,568	\$162,494	\$1,577,376	\$4,790,438
Total Expenses	\$9,075,393	\$368,519	\$5,251,678	\$14,695,590
Operating Income (Loss)	\$0	\$0	\$0	\$0
Capital Updates	\$889,000	\$85,000	\$45,200	\$1,019,200

Footnotes:

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

TOWER FOUNDATION

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

Through membership on Tower Foundation's board of directors, SJSU engages prominent alumni and citizens in the life of the university. Board members play a critical role in advising the President on shaping philanthropic strategy, community partnerships, and campus issues. They work closely with university leadership to reach out to alumni and businesses to build commitment and funding for San José State. Comprised of up to 41 members, most of whom are SJSU alumni, elected board members are appointed for three-year terms. San José State University's President, several vice presidents, faculty, and students serve as ex-officio members on the board

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 thirteenth-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 \$242 million endowment is comprised of over 680 individual endowment funds. Tower Foundation works with Beacon Pointe Advisors, its portfolio consultant, and manager of managers, to allocate endowment assets to a diversified portfolio of domestic and international equities, fixed income, real estate, private equity, and other investments.

**Tower Foundation
2024/25 Budget**

Revenues

Gifts, Pledges & Bequests	\$24,500,000
Nonmonetary Gifts	\$500,000
Other Investment & Non-operating Revenues ^(a)	\$8,000,000
Total Revenues	\$33,000,000

Expenses

Tower Operating Expenses	\$4,272,400
Tower Operating Expenses	

Tower Program Distributions

SJSU Program Activities ^(b)	\$9,000,000
SJSU Endowment Distributions ^(c)	\$6,450,000
SJSU Outreach Funds ^(d)	\$215,000
	\$15,665,000

Restricted Funds & Reserves

Restricted Endowments	\$3,100,000
Restricted Pledges & Bequests	\$9,000,000
Operating & Campaign Reserves	\$800,000
	\$12,900,000

Total Expenses ^(e)	\$32,837,400
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Net Revenue of Expenses	\$162,600
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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.

^(e) Pass-throughs for Athletics and Habbas Law Athletics Center debt financing are not included in this schedule.

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

Appendix

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

STUDENT ENROLLMENT AND FEES

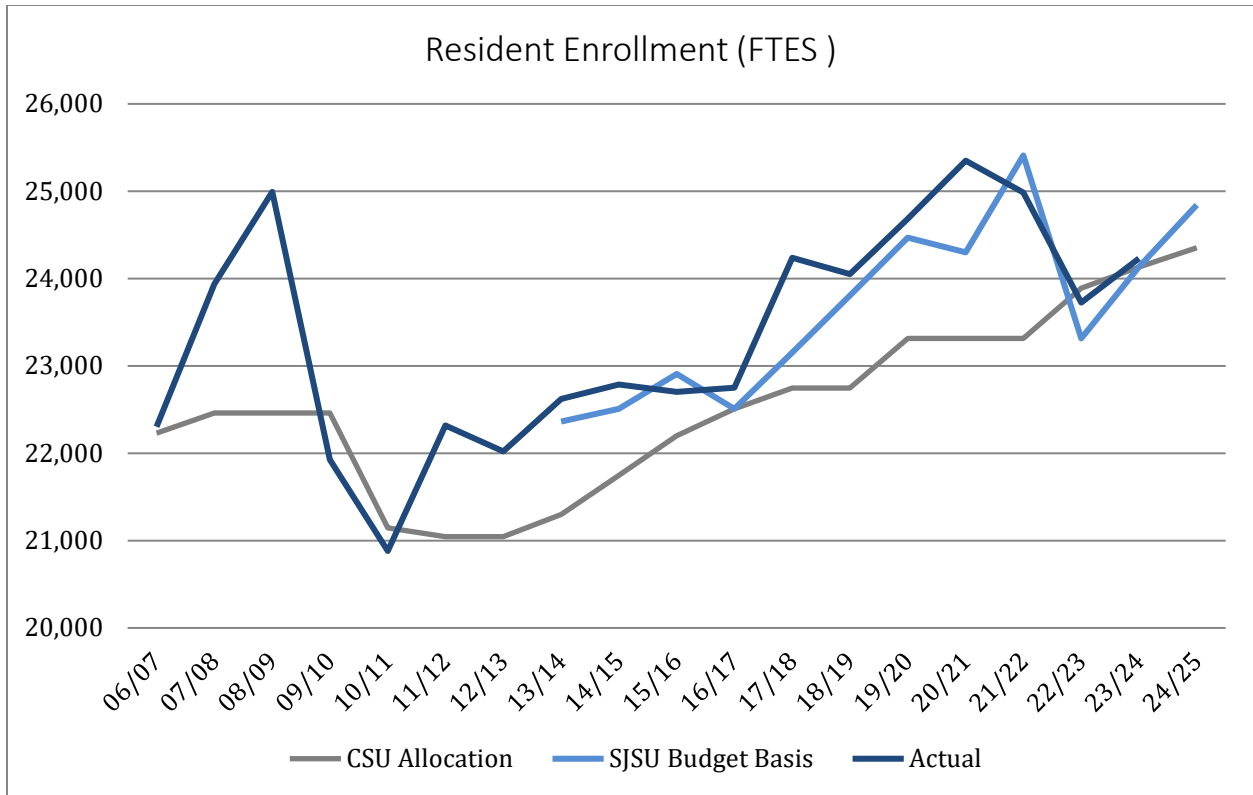
Student enrollment informs the CSU's budget allocations from the State and resource planning efforts for both operating budgets and capital outlay plans. The CSU's enrollment planning cycle begins in the fall for the following fiscal year and results in a systemwide enrollment level incorporated into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

Resident Enrollment (State-Supported)

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

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

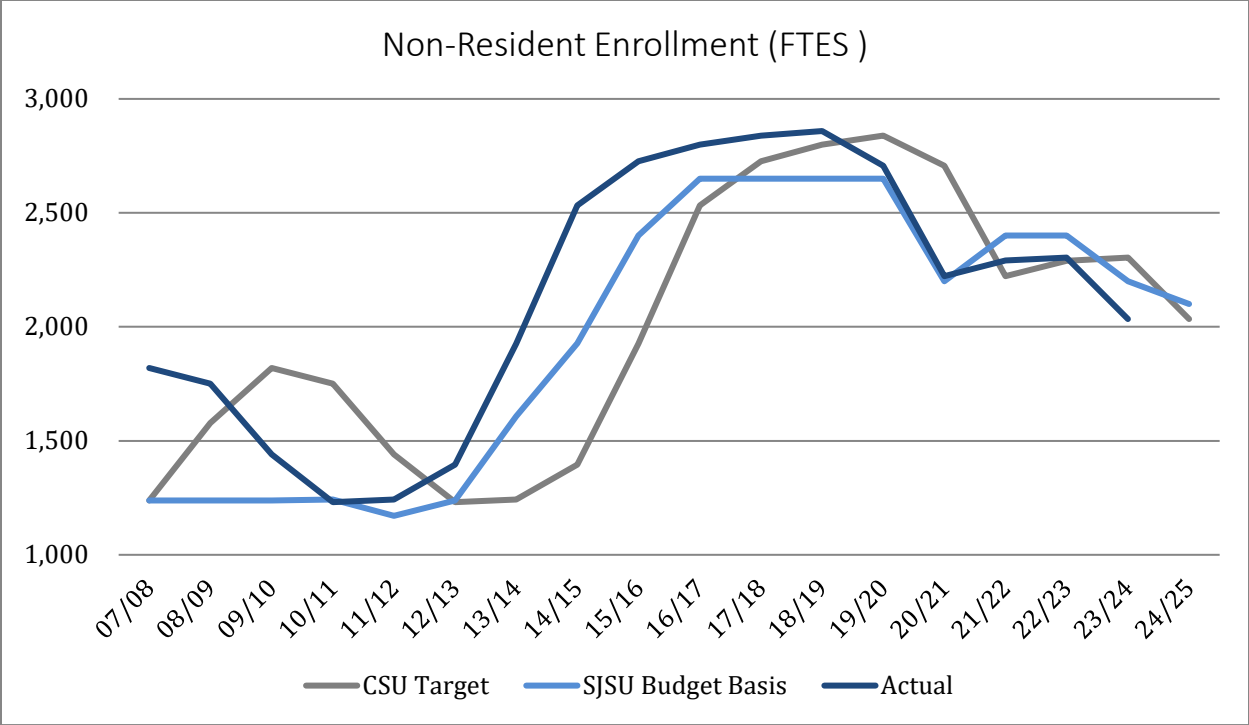
In 2022/23, the CSU increased the campus enrollment allocation by 575 FTES, which essentially moved planned enrollment from "surplus", funded with tuition fees only, to base FTES supported with General Fund and tuition fees. However, the actual enrollment decreased by 166 FTES and ended at 23,725 FTES. Enrollment projections for 2023/24 were modified upward in anticipation of post-pandemic enrollment levels to 24,130 FTES and the actual enrollment increased by 99 and ended at 24,229 FTES. Since SJSU exceeded the resident enrollment target in 2023/24, the budgeted total resident enrollment plan for 2024/25 is 24,844 FTES including surplus.



Non-Resident Enrollment (Self-Supported)

While the CSU Operating Budget includes projections for both resident and non-resident FTES, the State funds only resident FTES. Non-resident FTES are self-supported through tuition fee and non-resident fee revenues, and the campuses have authority to set their own enrollment targets within a reasonable range. For many years, expanding non-resident enrollment has been a priority for SJSU, with heightened effort towards recruitment.

For 2020/21, a decrease of 507 (19%) non-resident FTES was planned to reflect travel restrictions or an unwillingness for international students to travel during the COVID-19 pandemic. Actual enrollments were in alignment with those planned targets, as the campus recorded 2,223 non-resident FTES. For 2021/22, the campus enrollment plan anticipated that non-resident FTES would rebound slightly, and the budget plan was based on 2,400 in base FTES, and 2,430 FTES including surplus. The final non-resident FTES reported for 2021/22 was 2,291, much lower than planned and budgeted. As a result, the non-resident budgeted enrollment for 2022/23 was adjusted to 2,400 FTES but it ended at 2,304 FTES. Non-resident budgeted enrollment target for 2023/24 is conservatively planned at 2,200 FTES but it decreased by 166 FTES and ended at 2,034 FTES. For 2024/25 the campus reduced its non-resident enrollment target by 100 FTES from 2,200 to 2,100 FTES.



CSU Target and Actual FTES

	14/15	15/16	16/17	17/18	18/19	19/20	20/21	21/22	22/23	23/24	24/25
<u>Target FTES</u>											
Resident	21,748	22,201	22,507	22,747	22,747	23,316	23,316	23,316	23,316	24,130	24,353
Non-Resident	1,927	2,400	2,650	2,650	2,650	2,650	2,200	2,400	2,400	2,200	2,100
Total Target FTES	23,675	24,601	25,157	25,397	25,397	25,966	25,516	25,716	25,716	26,330	26,453
<u>Actual FTES</u>											
Resident	22,790	22,701	22,751	24,237	24,050	24,686	25,349	24,985	23,725	24,229	
Non-Resident	2,532	2,726	2,800	2,839	2,859	2,707	2,223	2,291	2,304	2,034	
Total Actual FTES	25,322	25,427	25,551	27,076	26,909	27,393	27,572	27,276	26,029	26,263	

Student Fees 2012/13 to 2024/25

Fiscal Year	Tuition Fee for Academic Year										Non-Resident Tuition Per Unit	Campus Mandatory Fees							
	Undergraduate Tuition Fee		Graduate Tuition Fees									(Academic Year fees that must be paid to apply to, enroll in, or attend SJSU)							
			Non-Teacher Credential		Teacher Credential Candidates		Education Doctorate	Nursing Doctorate	Audiology Doctorate	Occupational Therapy		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	Semester									
2024/25	\$3,528	\$6,084	\$4,038	\$7,062	\$4,416	\$7,608	\$12,546	\$16,188	\$15,624	\$18,228	\$420	\$80	\$380	\$0	\$38	\$220	\$856	\$752	\$ 2,326
<i>Change Over PY</i>	5.9%	6.0%	-1.6%	-1.6%	14.3%	14.2%	6.0%	6.0%	6.0%	0.0%	6.1%								3.4%
2023/24	\$3,330	\$5,742	\$4,164	\$7,176	\$3,864	\$6,660	\$11,838	\$15,270	\$14,742		\$396	\$76	\$380	\$0	\$36	\$211	\$824	\$723	\$ 2,250
<i>Change Over PY</i>	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%		0.0%								4.3%
2022/23	\$3,330	\$5,742	\$4,164	\$7,176	\$3,864	\$6,660	\$11,838	\$15,270	\$14,742		\$396	\$72	\$380	\$0	\$34	\$201	\$783	\$687	\$ 2,157
<i>Change Over PY</i>	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%		0.0%								2.2%
2021/22	\$3,330	\$5,742	\$4,164	\$7,176	\$3,864	\$6,660	\$11,838	\$15,270	\$14,742		\$396	\$70	\$380	\$0	\$33	\$196	\$762	\$669	\$ 2,110
<i>Change Over PY</i>	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%		0.0%								0.0%
2020/21	\$3,330	\$5,742	\$4,164	\$7,176	\$3,864	\$6,660	\$11,838	\$15,270	\$14,742		\$396	\$70	\$380	\$0	\$33	\$196	\$762	\$669	\$ 2,110
<i>Change Over PY</i>	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%		0.0%								0.0%
2019/20	\$3,330	\$5,742	\$4,164	\$7,176	\$3,864	\$6,660	\$11,838	\$15,270			\$396	\$70	\$380	\$0	\$33	\$196	\$762	\$669	\$ 2,110
<i>Change Over PY</i>	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%			0.0%								2.7%
2018/19	\$3,330	\$5,742	\$4,164	\$7,176	\$3,864	\$6,660	\$11,838				\$396	\$68	\$364	\$0	\$32	\$192	\$744	\$654	\$ 2,054
<i>Change Over PY</i>	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%				0.0%								3.8%
2017/18	\$3,330	\$5,742	\$4,164	\$7,176	\$3,864	\$6,660	\$11,838				\$396	\$120	\$295	\$0	\$31	\$185	\$717	\$631	\$ 1,979
<i>Change Over PY</i>	4.9%	4.9%	6.6%	6.5%	4.9%	4.9%	6.5%				6.5%								1.8%
2016/17	\$3,174	\$5,472	\$3,906	\$6,738	\$3,684	\$6,348	\$11,118				\$372	\$118	\$290	\$0	\$31	\$182	\$704	\$620	\$ 1,945
<i>Change Over PY</i>	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	n/a				0.0%								2.0%
2015/16	\$3,174	\$5,472	\$3,906	\$6,738	\$3,684	\$6,348	\$11,118				\$372	\$116	\$284	\$0	\$30	\$178	\$690	\$608	\$ 1,906
<i>Change Over PY</i>	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	n/a				0.0%								3.0%
2014/15	\$3,174	\$5,472	\$3,906	\$6,738	\$3,684	\$6,348	\$11,118				\$372	\$113	\$276	\$0	\$30	\$172	\$670	\$590	\$ 1,851
<i>Change Over PY</i>	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	n/a				0.0%								-1.1%
2013/14	\$3,174	\$5,472	\$3,906	\$6,738	\$3,684	\$6,348					\$372	\$111	\$272	\$0	\$30	\$169	\$659	\$630	\$ 1,871
<i>Change Over PY</i>	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%					0.0%								12.9%
2012/13	\$3,174	\$5,472	\$3,906	\$6,738	\$3,684	\$6,348					\$372	\$109	\$253	\$0	\$30	\$147	\$648	\$470	\$ 1,657
<i>Change Over PY</i>	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%					0.0%								21.1%

Note: Inflationary adjustments were suspended for FY2020/21-2021/22 during the COVID-19 pandemic.

GLOSSARY OF BUDGET RELATED TERMS

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Continuing Education: Refer to Professional and Continuing Education.

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

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

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

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

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

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

Expected Family Contribution (EFC): A number that higher education financial aid employees apply to determine financial aid amounts for various awards. The EFC formula is established by law and is calculated based on financial information provided by 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 with 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 assists undergraduates with exceptional financial need. This grant is a supplement to the above Pell Grant and is very limited.

Federal Work Study (FWS): Federal Funds are allocated to the campus for the purpose of hiring students with qualifying financial needs. 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 percentage. Typical it is a 70/30 or 75/25 split for matching funds.

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

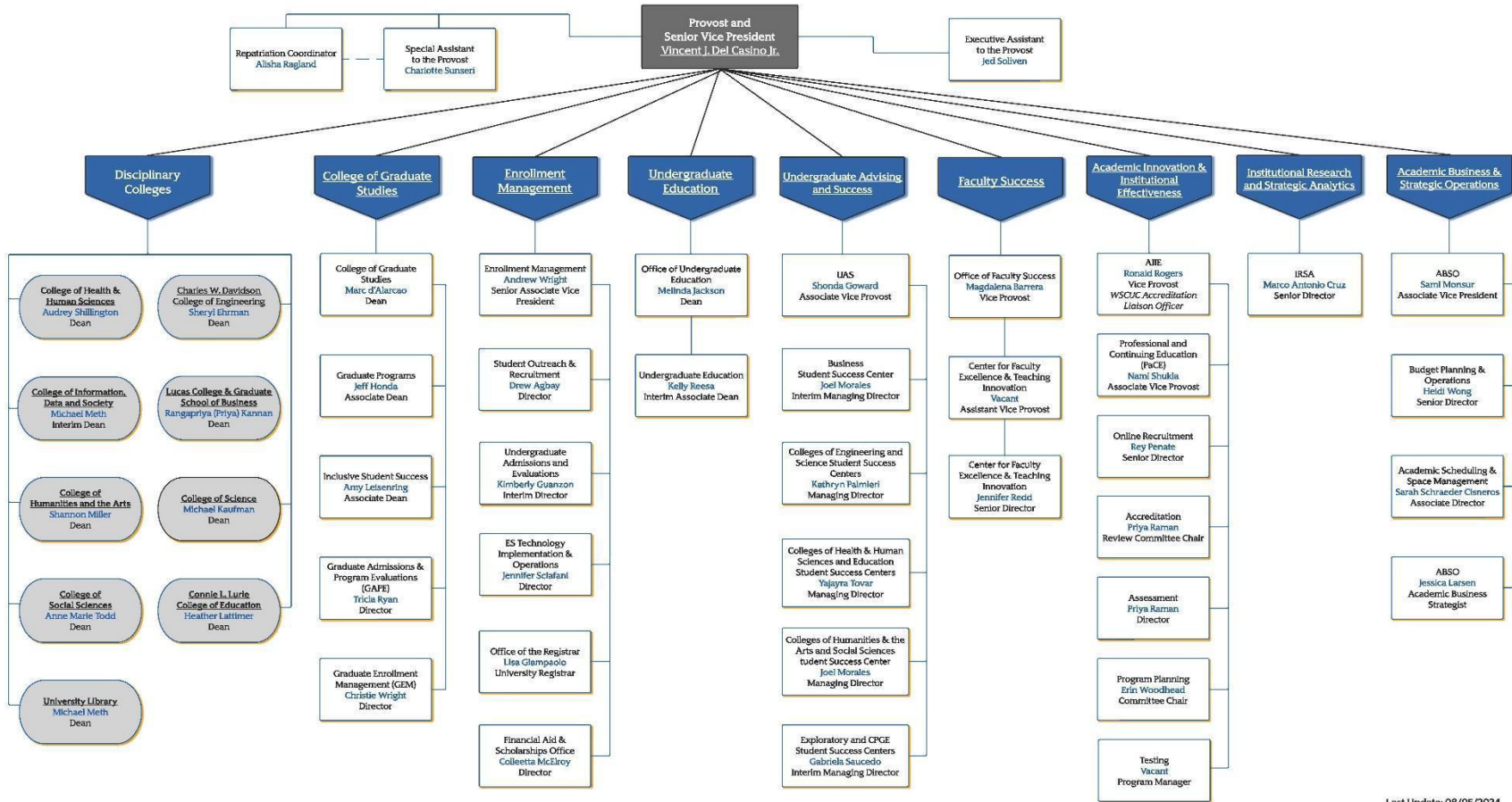
Tuition Fee: In November 2010, the Board of Trustees voted to rename the State University Fee (SUF) the Tuition Fee. All students, resident and non-resident, pay the Tuition Fee.

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

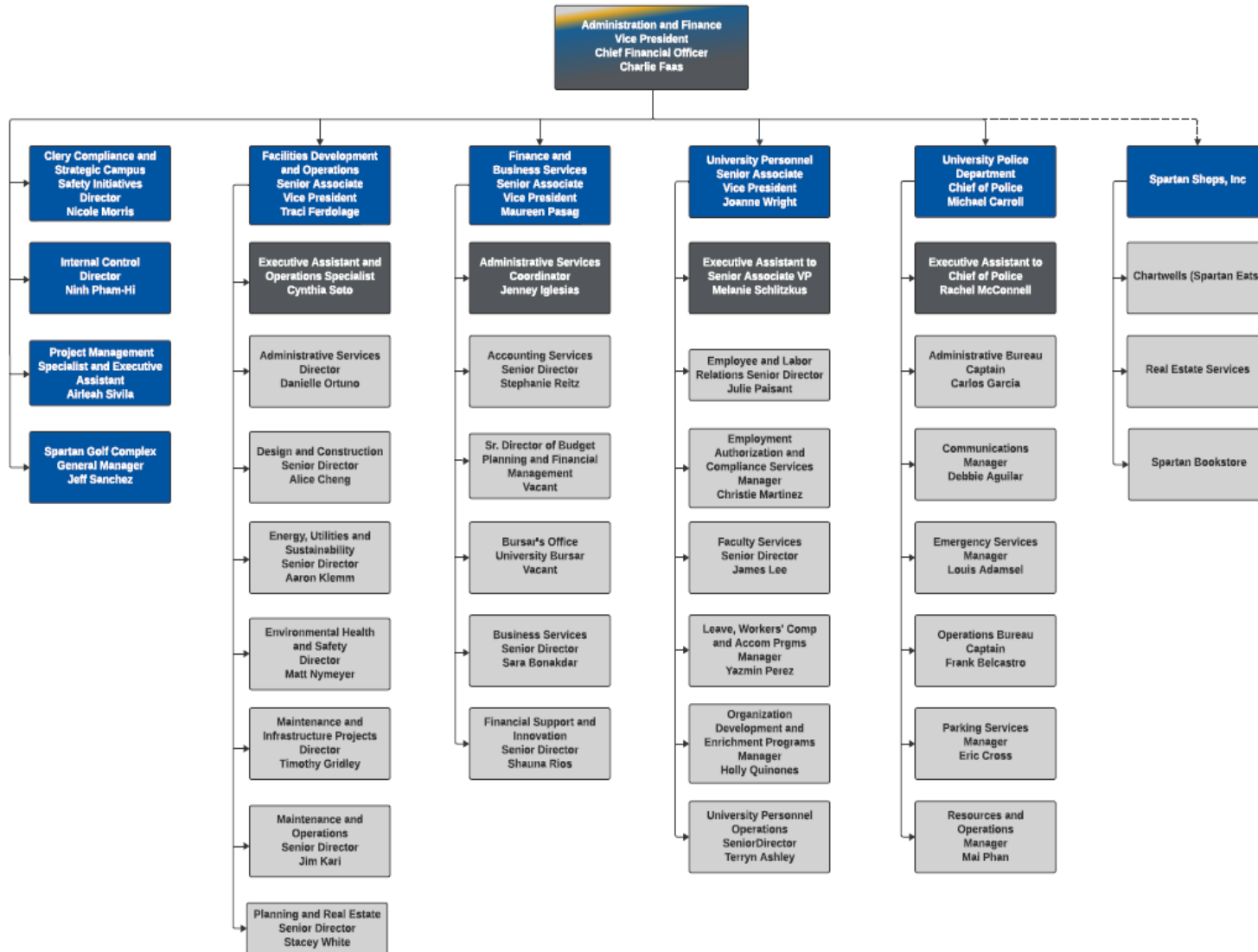
ORGANIZATIONAL CHARTS BY DIVISION

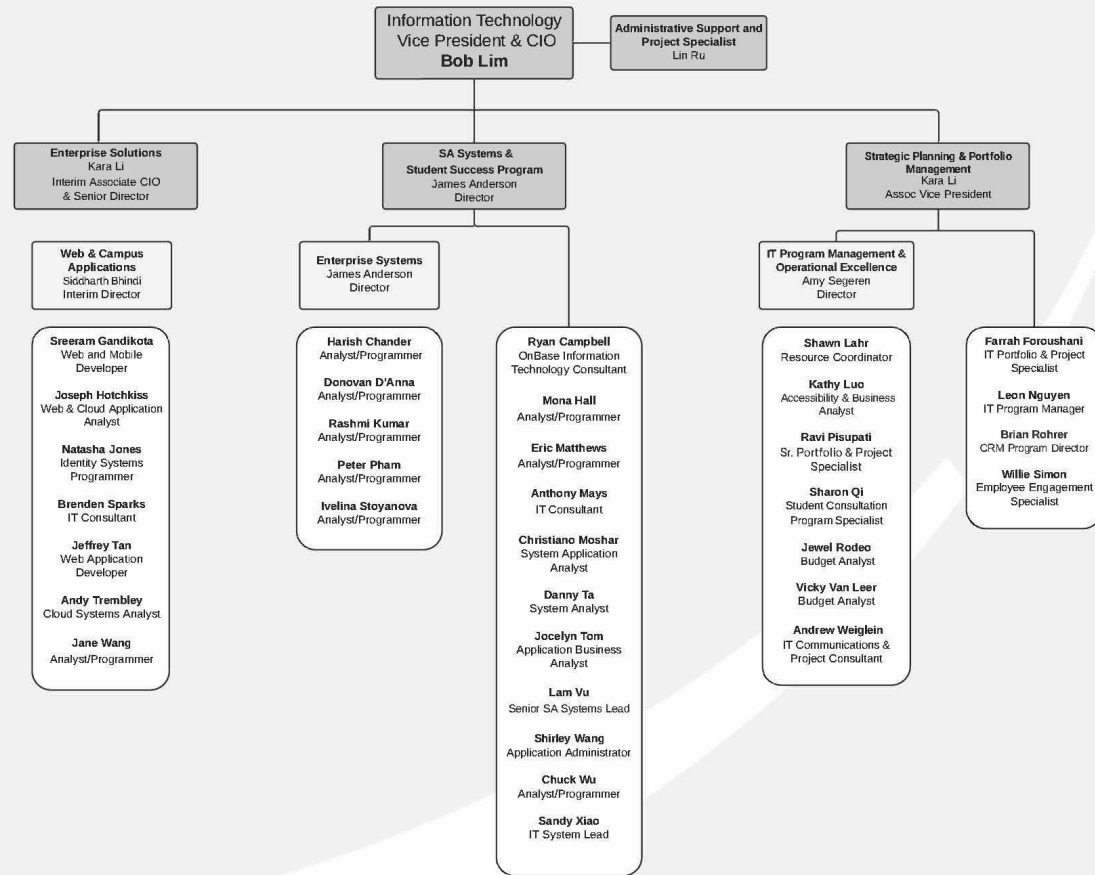


ACADEMIC AFFAIRS DIVISION Organizational Chart

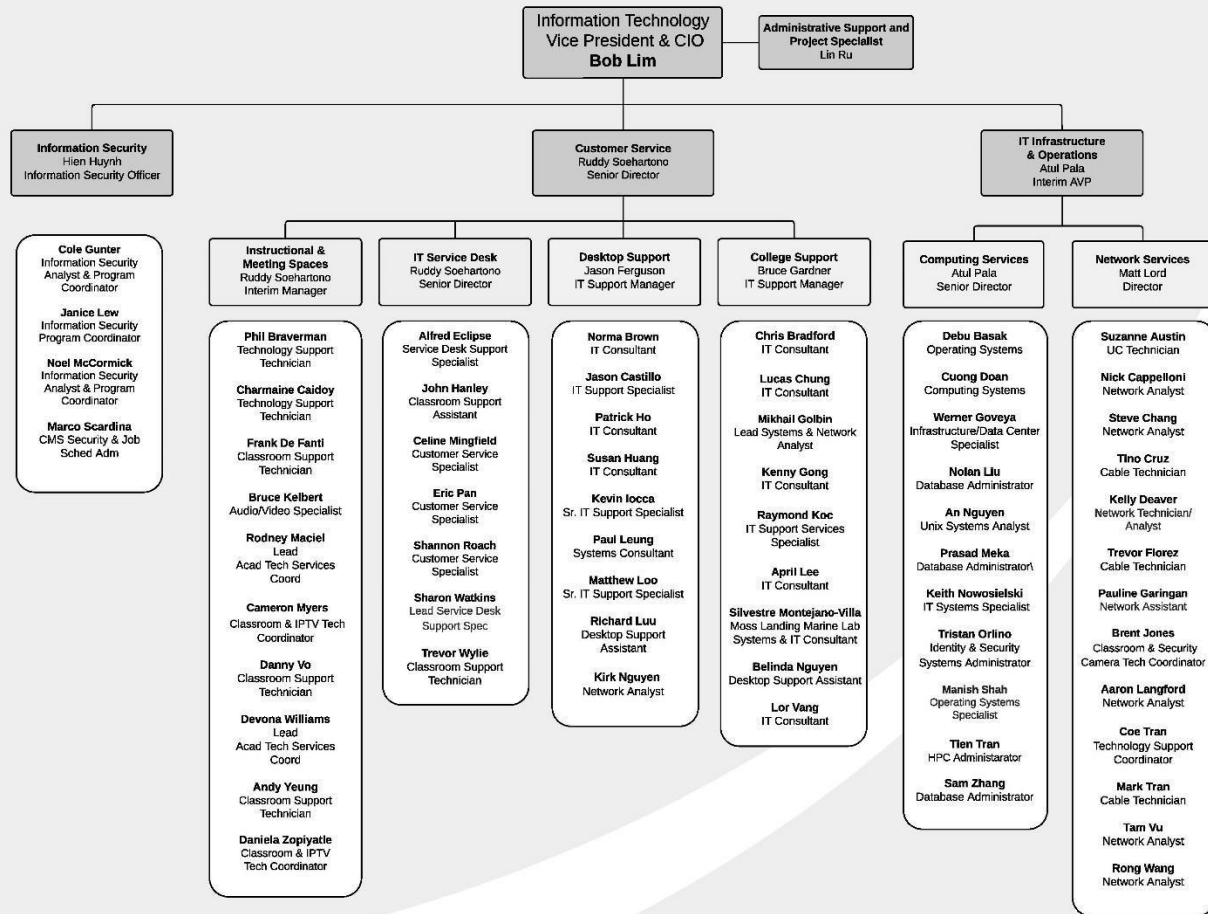


Last Update: 08/05/2024





09/13/2024

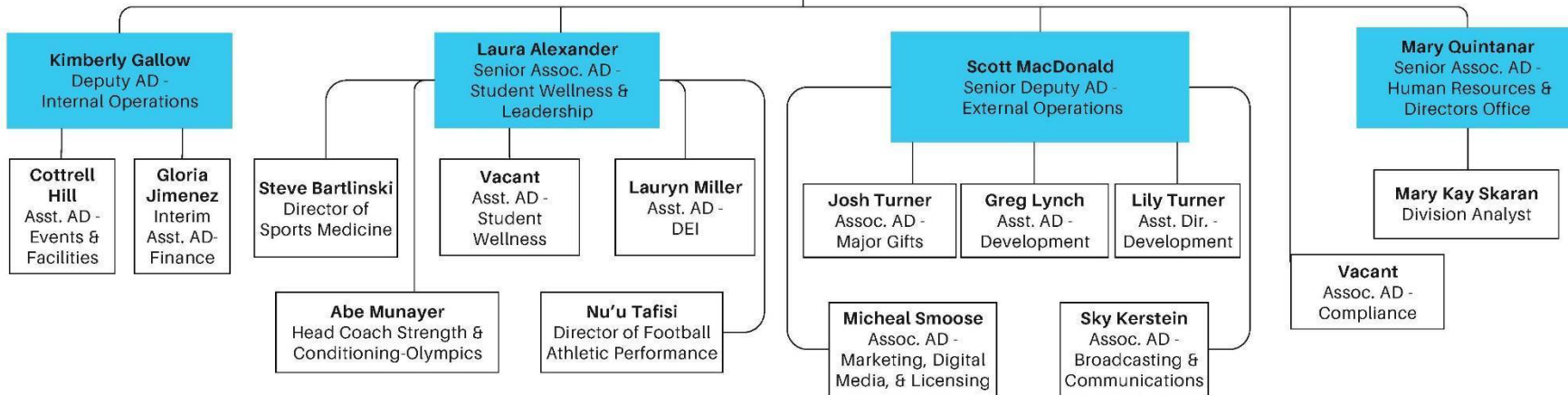




DIVISION OF INTERCOLLEGIATE ATHLETICS

San Jose State University

Jeff Konya
Athletics Director



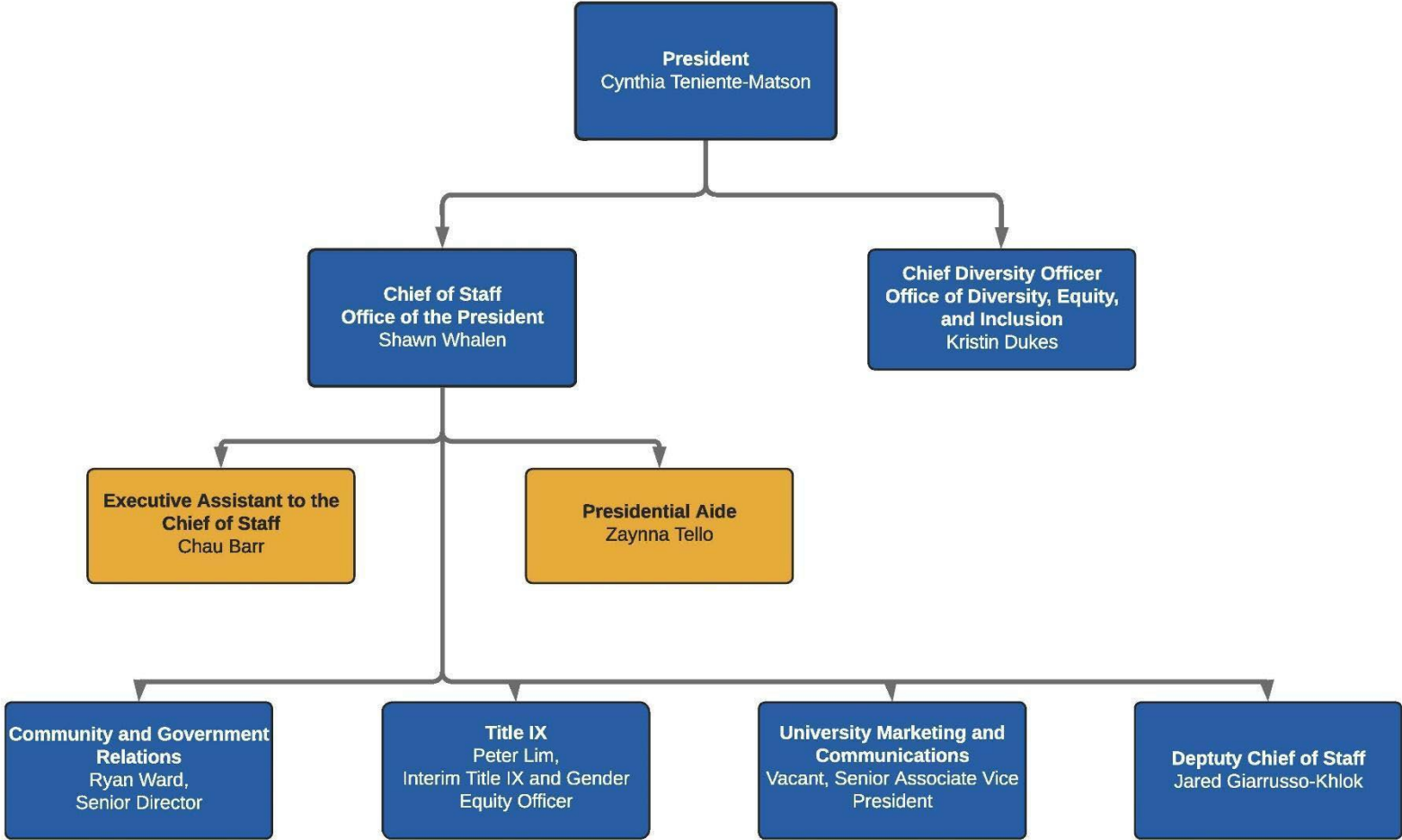
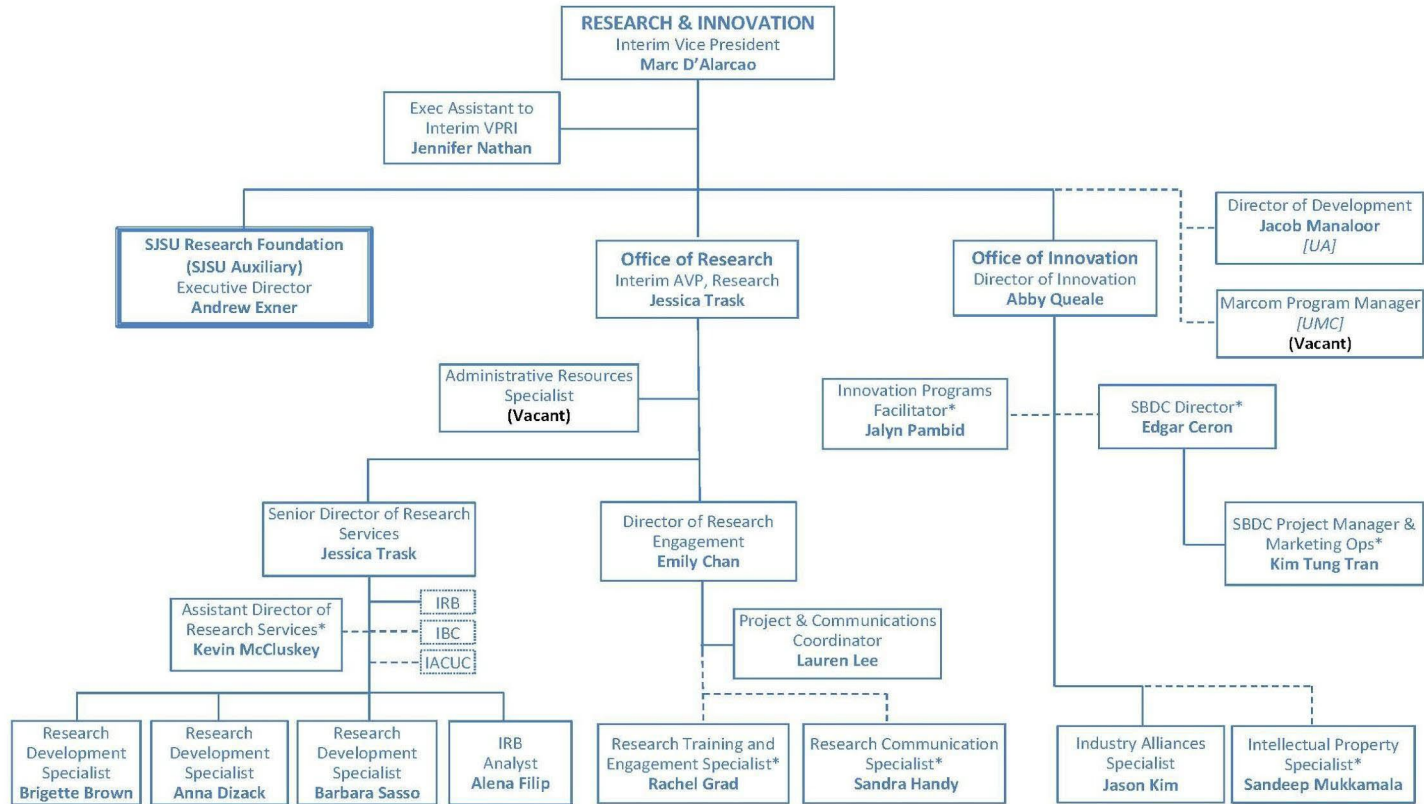


Diagram key

- MPP
- Confidential Administrative Assistant

9/19/2024

Division of Research & Innovation

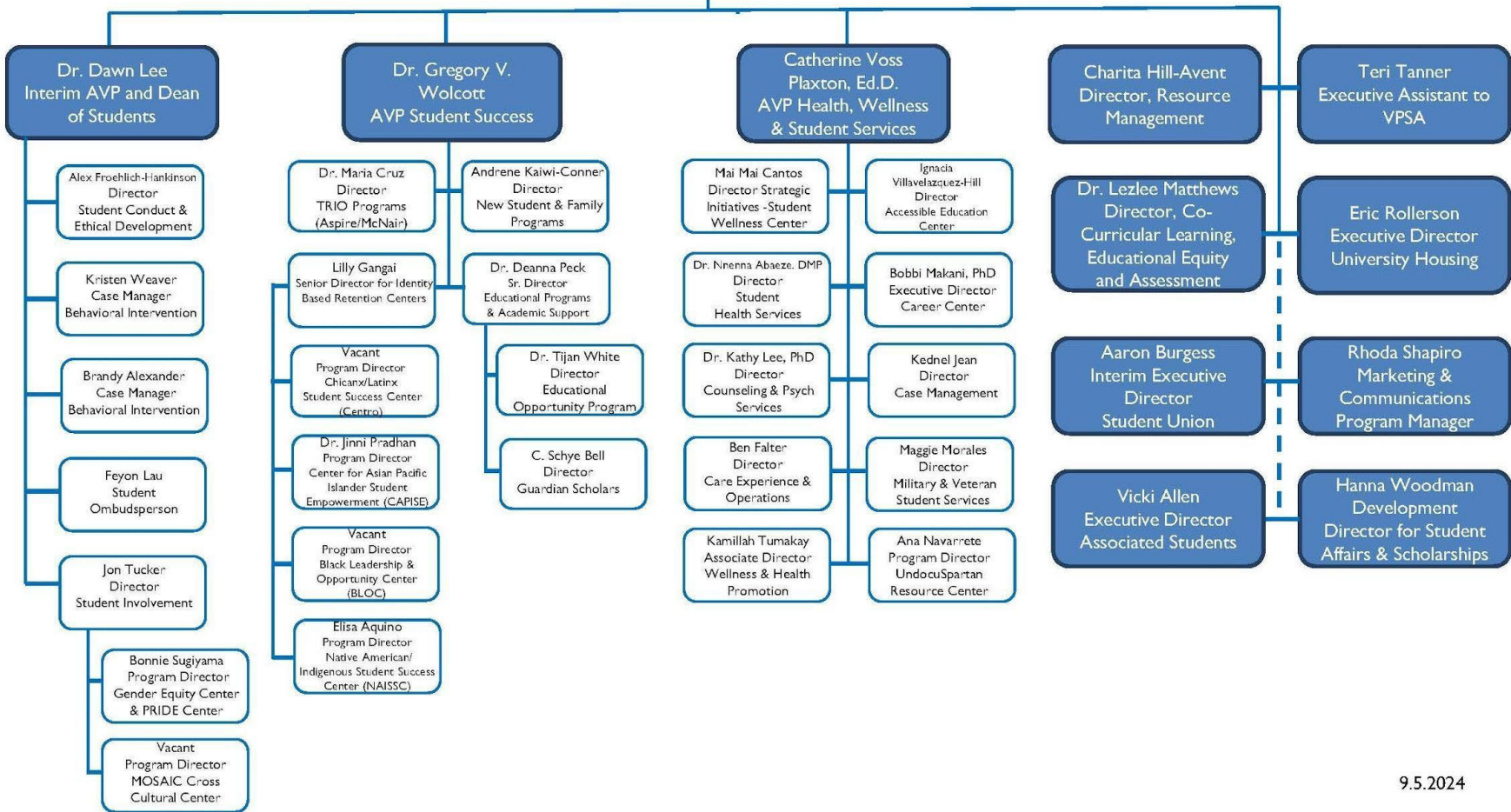


As of September 10, 2024

* SJSU Research Foundation

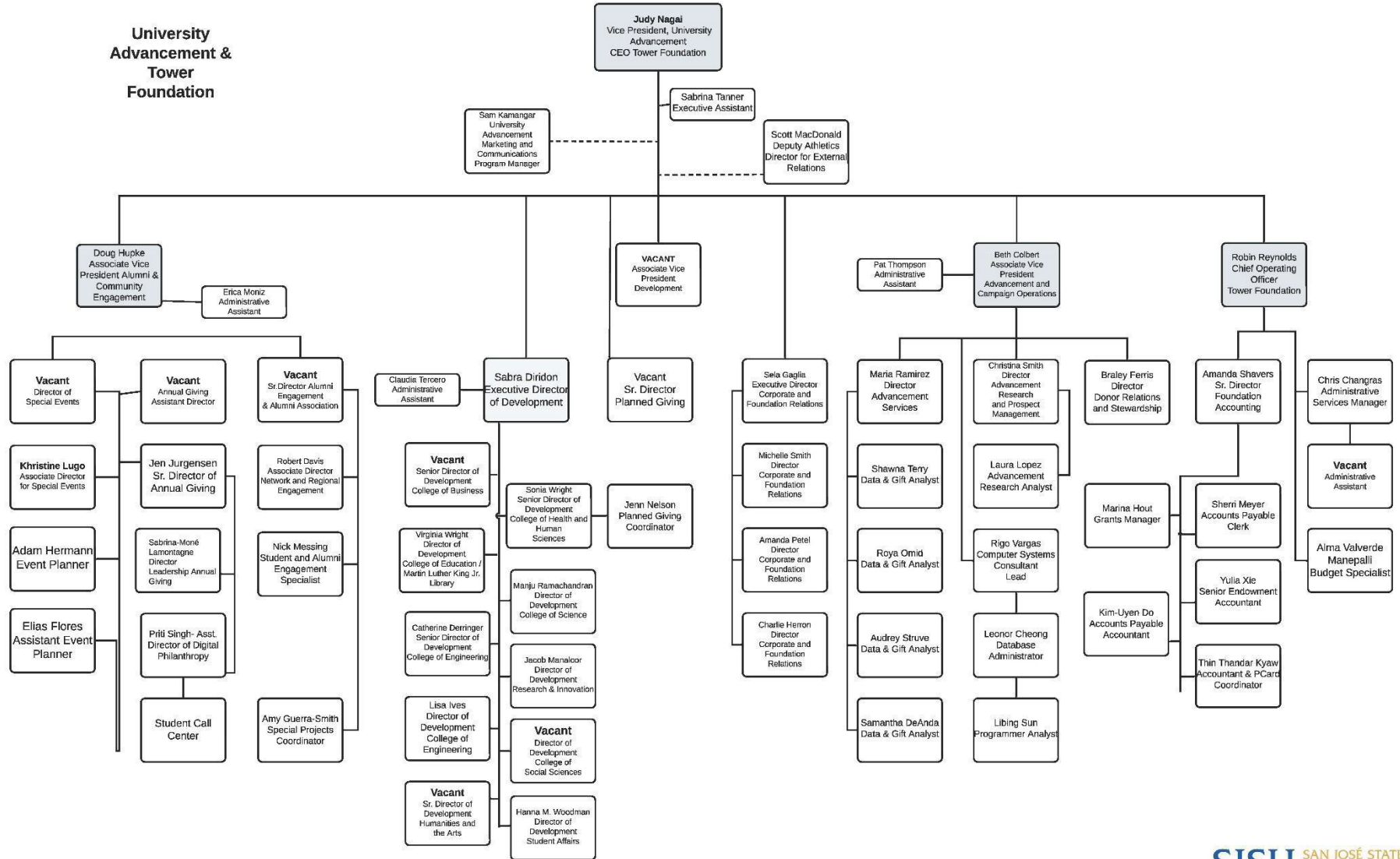
Mari Fuentes-Martin, Ed.D.
Vice President
Student Affairs

Division of Student Affairs



9.5.2024

**University
Advancement &
Tower
Foundation**



Effective 09-17-2024

