



**2025/26 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 2025/26 to serve as a reference for the campus community and other interested parties. The university budgets are addressed in varying detail, but the 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>

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University Resource Summaries

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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 22 campuses system and 450,000 students. 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 campuses in late summer. Subsequent budget allocations are issued for other one-time funding or specific programs.

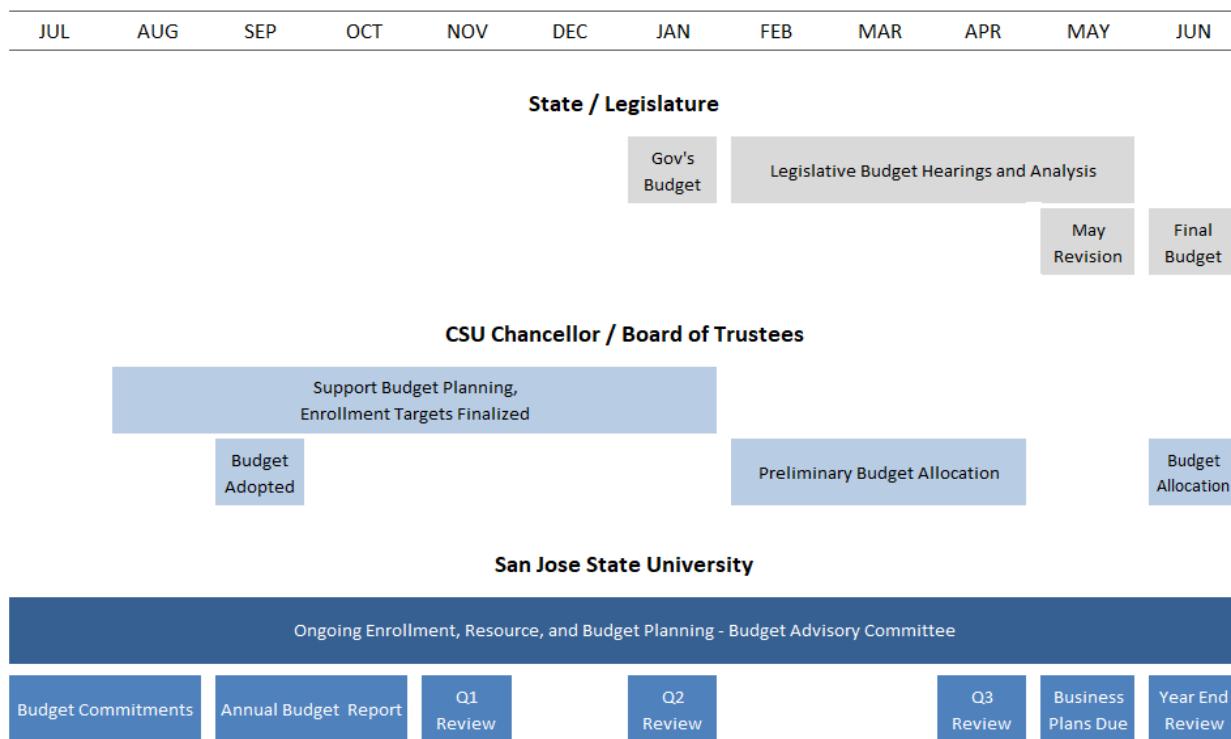
¹ <https://www.ebudget.ca.gov/>

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

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

University

Though the university budgets on a fiscal year (July 1 – June 30) and is dependent on the State and CSU budget cycles, budget development at San José State University is an ongoing, multi-year process 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 auxiliary and self-support enterprise 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 enterprise programs, and Auxiliaries are asked to prepare a Q1, Q2, and Q3 budget variance report.

Business Plan submissions for self-support enterprise 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: 2025/26 OPERATING BUDGET

As the heart of innovation in Silicon Valley, San José State University (SJSU) stands at a crossroads in its journey toward becoming an even more dynamic and responsive institution. For the 2025/26 fiscal year, SJSU's operating budget plan reflects a deliberate balance between fostering growth, maintaining fiscal stability, and reinforcing its commitment to student success. With a total operating budget of \$500 million, the university aims to invest in both the foundational needs of its community and the evolving demands of the future.

The 2025/26 California State Budget includes a \$143.8 million reduction in base General Fund appropriation for the CSU, which translates to a \$8.5 million reduction for SJSU. The financial landscape for 2025/26 sees SJSU navigating a mix of familiar revenue sources. The largest contribution will come from state funding, which remains a crucial pillar of the budget. For a university in the California State University (CSU) system, state allocations play a key role in maintaining affordability for students, while enabling the institution to invest in its future growth. Alongside this, student tuition and fees continue to play a significant role, with modest increases expected to account for inflation and rising operational costs. Despite these increases, SJSU remains committed to ensuring that higher education remains accessible, particularly for underrepresented and first-generation students.

At the heart of SJSU's 2025/26 budget is a strong commitment to student success. For the university, success is measured not just by graduation rates but by the holistic experience students have during their academic journey. In response to the needs of its diverse student body, SJSU is dedicating significant resources to student support services. Initiatives aimed at increasing retention and graduation rates are at the forefront, including enhanced academic advising, mental health services, and tutoring programs. These efforts are designed to ensure that all students, regardless of background, have the tools and support they need to succeed, both academically and personally.

The university is also placing a premium on technology investments to meet the needs of both traditional and non-traditional students. Enhanced Wi-Fi access, classroom technology upgrades, and expanded online learning options are pivotal in creating a flexible, future-ready campus. These investments will allow SJSU to continue adapting to changing educational landscapes, ensuring that all students have the ability to succeed in a variety of learning environments.

Of course, the 2025/26 budget also reflects the challenges that lie ahead. State budget uncertainty, inflation, and fluctuating enrollment patterns—especially post-pandemic—pose ongoing risks. Nevertheless, SJSU's leadership is committed to long-term fiscal sustainability, with strategic planning that includes building reserve funds and addressing long-term pension obligations. In fact, one of the President's five priorities for 2025/26 is a financially sustainable budget model. This proactive approach is designed to ensure that the university remains financially resilient, even in the face of unforeseen challenges.

Moreover, SJSU is positioning itself for continued growth and opportunity through community partnerships, particularly with the tech industry and local businesses. With Silicon Valley at its doorstep, the university has long been a vital partner in workforce development. For the first time in its history, San José State has received a 2025 R2 research activity designation from the American Council on Education and the Carnegie Foundation, elevating the university's profile as a nationally and globally recognized research institution. SJSU becomes the eighth campus in the CSU system to earn the R2 designation. The R2 designation indicates that SJSU is a high-spending and doctorate production university. The 2025/26 budget will continue to support initiatives that create direct pathways for students to transition from academic life to professional careers, particularly in fields like engineering, data science, and entrepreneurship.

The Budget Act of 2025 includes a \$143.8 million reduction in base General Fund appropriation for the California State University (CSU), with restoration intended in 2026/27. The budget includes increases of \$0.3 million for drug testing devices at universities; \$1.3 million for the Center for California Studies Capital Fellows Program; and \$0.2 million for the Corporation for Education Network Initiatives in California. New tuition revenue from the 6% tuition rate increase will only partially cover the university's new costs for 2025/26. Rather than receiving \$252.3 million in new state funding for 2025/26 as planned, the fourth year of the compact will be deferred, with the intent to split it into two ongoing payments: \$100.9 million in 2026-27 and \$151.4 million in 2028/29. A one-time back payment of \$252.3 million is also planned for 2027/28. The dual expectation to reduce funding and increase spending exposes the CSU to significant fiscal risks. Universities will need to responsibly align costs with available state and tuition funding.

Base Funding

Governor Newsom and the Legislature finalized the State of California's \$228 billion general fund spending plan for 2025/26. The 2025/26 California State Budget includes a \$143.8 million reduction in base General Fund appropriation for the CSU. The incremental Tuition Revenue from the rate increase funded the following:

- \$60 million for Health Care Premiums
- \$6.5 million for Operations and Maintenance of New Facilities
- \$9.9 million for Liability and Property Insurance Premiums
- \$31 million for Utilities
- \$55 million for State University Grants

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 2025/26 budgeted 29,000 FTES. The campus received an additional reallocation of 240 FTES due to exceeding the resident enrollment target in prior years. In this year's enrollment plan, non-resident enrollment was held unchanged at 2,100 FTES and the surplus resident enrollment was budgeted at 1,816 FTES, resulting in a net increase of 2,056 FTES for 2025/26. The budgeted enrollment plan for 2025/26 is summarized below.

| | 2024/25 | | | 2025/26 | | | Change | | |
|--------------------------|---------------|------------|---------------|---------------|--------------|---------------|------------|--------------|--------------|
| | Base | Surplus | Total | Base | Surplus | Total | Base | Surplus | Total |
| Resident FTES | 24,353 | 491 | 24,844 | 24,593 | 2,307 | 26,900 | 240 | 1,816 | 2,056 |
| Non-resident FTES | 2,100 | - | 2,100 | 2,100 | - | 2,100 | - | - | - |
| Total FTES | 26,453 | 491 | 26,944 | 26,693 | 2,307 | 29,000 | 240 | 1,816 | 2,056 |

Campus Base Budget

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.

Entering 2025/26, the campus had to navigate the challenges posed by the Governor's CSU budget reduction, which necessitated a budget reduction of \$8.5 million. This reduction allowed for a one-time contribution to eliminate the campus \$5.9 million operating fund shortfall from 2023/24. Additionally, for the first time in many years, the budget plan included a contribution of \$2.1 million to the campus general fund reserves.

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—planning, implementation, and review. Notably, the SJSU President has tasked the BAC with advising on a multi-year plan to establish a financially sustainable budget model. Following its charge, the BAC will identify budget-related challenges, solicit feedback, 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 charge, the BAC will also counsel the President on disseminating budget-related information to SJSU.

OPERATING BUDGET COMPARISON: 2024/25 vs. 2025/26

| | 2024/25 Budget | 2025/26 Budget | Change |
|----------------------------|----------------------|----------------------|--------------------------|
| Operating Budget | | | |
| General Fund Appropriation | \$250,315,000 | \$239,832,000 | (\$10,483,000) -4.2% |
| Revenues ^(a, b) | 232,000,269 | 260,387,028 | 28,386,759 12.2% |
| | \$482,315,269 | \$500,219,028 | \$17,903,759 3.7% |

Detail of Budget Adjustments

Adjustments to the General Fund Appropriation

| | |
|---|---------------------|
| Reverse 2024-25 One-Time General Fund Reduction | \$3,901,000 |
| General Fund Reduction | (8,901,000) |
| 2024-25 State-Funded Retirement Adjustment | (9,086,000) |
| 2024-25 Resident Target Reallocation, 240 FTES | 2,202,000 |
| General Fund Adjustment | <u>1,401,000</u> |
| | (10,483,000) |

Adjustments to Revenues

Adjustments to Revenues per Systemwide

| | |
|--|-------------|
| Tuition from Enrollment Reallocation, 240 FTES | \$1,779,782 |
| Tuition from Tuition Rate Increase | 11,584,218 |

Campus Budget Adjustments ^(b)

| | |
|-------------------------------------|---------------------|
| Tuition Fee Adjustment Surplus | 13,205,000 |
| Non-Resident Tuition Fee Adjustment | 1,378,000 |
| Student Fees Adjustment | 411,000 |
| Cost Recovery Adjustment | <u>28,759</u> |
| | 28,386,759 |
| | \$17,903,759 |

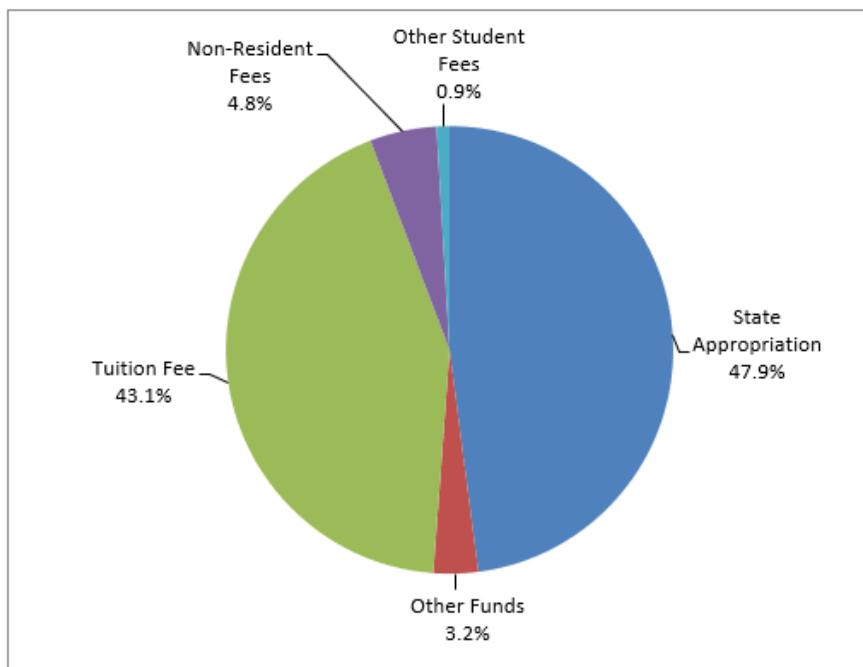
Footnotes:

^(a) In 2025/26, the Operating Budget included surplus tuition fee revenues as a recurring resource.

^(b) The Campus has historically reported Campus Budget Adjustments to tuition fees 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.

2025/26 OPERATING BUDGET RESOURCES

| | | |
|---|----------------------|---------------|
| State Appropriation | \$239,832,000 | |
| | \$239,832,000 | 47.9% |
| Tuition Fees | | |
| Tuition Fees | \$185,065,000 | |
| Tuition Fees - Surplus | 17,106,000 | |
| Campus Adjustment to Tuition Fees | 13,364,000 | |
| | \$215,535,000 | 43.1% |
| Non-Resident Fees | | |
| Non-Resident Fees | \$22,705,000 | |
| Campus Adjustment to Non-Resident Fees | 1,378,000 | |
| | \$24,083,000 | 4.8% |
| Other Student Fees | | |
| Application Fee | \$2,573,000 | |
| Diploma | \$470,000 | |
| Transcript Fee | \$750,000 | |
| Other Student Fees | 886,500 | |
| | \$4,679,500 | 0.9% |
| Other Resources | | |
| Campus Work Study Program | | |
| Cost Recovery from Other Funds | \$16,089,528 | |
| | \$16,089,528 | 3.2% |
| Total Operating Budget Resources | \$500,219,028 | 100.0% |



2025/26 OPERATING BUDGET SOURCES AND USES

| | Ongoing | One-Time | Total |
|--|----------------------|---------------------|---------------------|
| Sources of Funds | | | |
| General Fund Appropriation | (\$14,384,000) | \$3,901,000 | (\$10,483,000) |
| Campus Tuition and Fee Adjustments | 15,153,000 | 13,205,000 | 28,358,000 |
| Cost Recovery Revenues | 28,759 | | 28,759 |
| Total Sources | \$797,759 | \$17,106,000 | \$17,903,759 |
| Planned Uses of Funds | | | |
| Mandatory Costs/Existing Commitments | | | |
| Health & Dental Premiums Adjustment | \$3,797,000 | | \$3,797,000 |
| 2024-25 State-Funded Retirement Adjustment | (9,086,000) | | (9,086,000) |
| Property & Insurance Premiums | 577,000 | | 577,000 |
| Compensation increases - STEPS | 466,000 | | 466,000 |
| Utilities | 3,534,000 | | 3,534,000 |
| State University Grants | 5,077,000 | | 5,077,000 |
| | \$4,365,000 | \$0 | \$4,365,000 |
| Approved Division Requests and Priorities | | | |
| <u>Academic Affairs</u> | | | |
| Enrollment Support | \$1,775,412 | \$9,368,228 | \$11,143,640 |
| Category 2 Document Fee - Transcripts | 235,000 | | 235,000 |
| Enrollment Deposits | | 33,158 | 33,158 |
| CSU Libraries Conference | | 11,997 | 11,997 |
| IFTs - Restricted | | 816,049 | 816,049 |
| Base Budget Reduction | (5,732,000) | | (5,732,000) |
| | (\$3,721,588) | \$10,229,431 | \$6,507,843 |
| <u>Administration & Finance</u> | | | |
| Category 2 Document Fee - Tower Card | \$42,000 | | \$42,000 |
| CSU Buy Implementation | | 150,000 | 150,000 |
| CHRS Implementation | | 150,000 | 150,000 |
| Cost Recovery - Spartan Shops Personnel | 28,759 | | 28,759 |
| Base Budget Reduction | (1,105,000) | | (1,105,000) |
| | (\$1,034,241) | \$300,000 | (\$734,241) |
| <u>Information Technology</u> | | | |
| Base Budget Reduction | (\$491,000) | | (\$491,000) |
| | (\$491,000) | \$0 | (\$491,000) |

Intercollegiate Athletics

| | | |
|-------------------------|---------------------------|------------------|
| Faculty coach positions | \$450,000 | \$450,000 |
| Base Budget Reduction | (335,000) | (335,000) |
| | (<u>\$335,000</u>) | \$450,000 |

Office of the President

| | | |
|-----------------------|---------------------------|------------------|
| IFTs - Restricted | \$194,000 | \$194,000 |
| Base Budget Reduction | (214,000) | (214,000) |
| | (<u>\$214,000</u>) | \$194,000 |

Research and Innovation

| | | |
|-------------------------|---------------------------|------------------|
| RSCA Summer Fellowships | \$124,894 | \$124,894 |
| Rapid + FY 24.25 | 9,300 | 9,300 |
| IFTs - Restricted | 1,000 | 1,000 |
| Loss of research grants | 89,806 | 89,806 |
| Base Budget Reduction | (109,000) | (109,000) |
| | (<u>\$109,000</u>) | \$225,000 |
| | | \$116,000 |

Student Affairs

| | | |
|-----------------------|--------------------|-------------|
| Base Budget Reduction | (\$319,000) | (\$319,000) |
| | (\$319,000) | \$0 |

University Advancement

| | | |
|-----------------------------------|-------------------|------------------|
| Category 2 Document Fee - Diploma | \$134,000 | \$134,000 |
| Commencement 2025 Ticket Sales | 85,140 | 85,140 |
| OEE | 92,978 | 92,978 |
| Base Budget Reduction | (195,000) | (195,000) |
| | (\$61,000) | \$178,118 |
| | | \$117,118 |

University-Wide & Cross-Division Commitments

| | | |
|--------------------------------------|-------------|--------------------|
| Contribution to carryforward deficit | \$5,941,558 | \$5,941,558 |
| Contribution to campus reserves | 2,125,481 | 2,125,481 |
| Football practice fields | 180,000 | 180,000 |
| | \$0 | \$8,247,039 |
| | | \$8,247,039 |

| | | | |
|--|----------------------|---------------------|---------------------|
| Total Approved Division Requests and Priorities | (\$6,284,829) | \$19,823,588 | \$13,538,759 |
|--|----------------------|---------------------|---------------------|

| | | | |
|---------------------------|--------------------|----------------------|--------------|
| Net Sources (Uses) | \$2,717,588 | (\$2,717,588) | (\$0) |
|---------------------------|--------------------|----------------------|--------------|

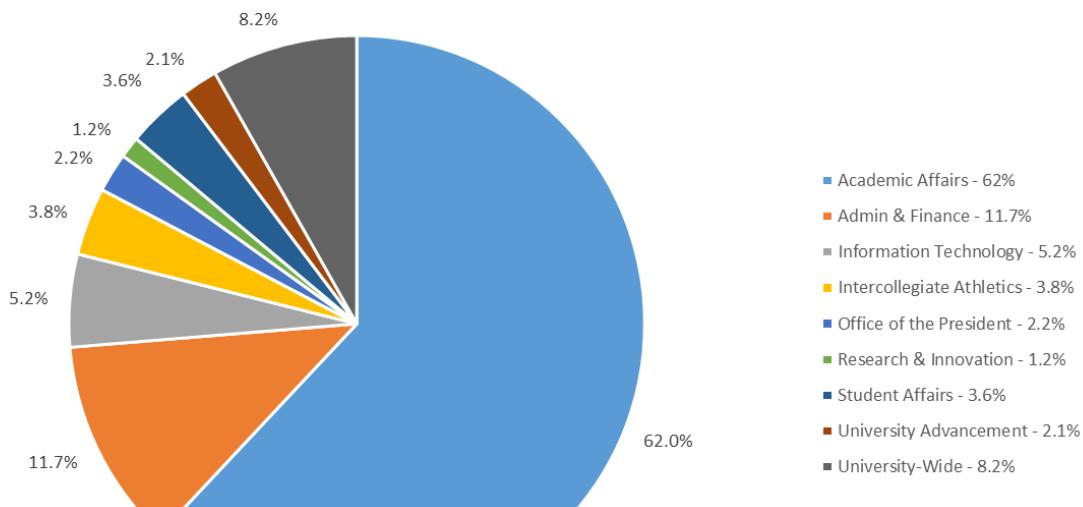
2025/26 EXPENDITURE BUDGET BY UNIVERSITY DIVISION

| | Academic Affairs | Admin & Finance | Information Technology | Intercollegiate Athletics | Office of the President | Research and Innovation | Student Affairs | University Advancement | University-Wide ^(f) | Total University | % of Total | |
|---------------------------------------|----------------------|---------------------|------------------------|---------------------------|-------------------------|-------------------------|----------------------|------------------------|--------------------------------|----------------------|---------------|-------------|
| Operating Fund ^(a) | | | | | | | | | | | | |
| Salaries | \$180,378,169 | \$30,193,843 | \$11,562,392 | \$11,450,535 | \$5,707,950 | \$2,239,773 | \$10,084,992 | \$4,680,123 | (\$4,575,519) | \$251,722,258 | 29.1% | |
| Projected Benefits ^(b) | 91,421,731 | 15,303,256 | 5,860,210 | 5,803,517 | 2,892,981 | 1,135,192 | 5,111,414 | 2,372,044 | (2,319,027) | 127,581,319 | 14.7% | |
| OE&E | 9,990,872 | 7,315,756 | 5,984,530 | (6,429) | 1,482,290 | 2,114,721 | 940,093 | 2,430,825 | 45,626,000 | 75,878,658 | 8.8% | |
| Subtotal | \$281,790,772 | \$52,812,855 | \$23,407,132 | \$17,247,623 | \$10,083,221 | \$5,489,686 | \$16,136,499 | \$9,482,992 | \$38,731,455 | \$455,182,234 | 52.6% | |
| Restricted Student Aid ^(c) | | | | | | | | | \$45,036,794 | \$45,036,794 | 5.2% | |
| Total Operating Fund | \$281,790,772 | \$52,812,855 | \$23,407,132 | \$17,247,623 | \$10,083,221 | \$5,489,686 | \$16,136,499 | \$9,482,992 | \$83,768,249 | \$500,219,028 | 57.8% | |
| Graduate Business Professional Fee | \$1,275,000 | | | | | | | | \$257,500 | \$1,532,500 | 0.2% | |
| Student Orientation Programs | 1,855,000 | | | | | | | | | 1,855,000 | 0.2% | |
| SSETF ^(d) | 10,478,433 | | 739,367 | 11,463,791 | | | | 1,253,493 | | 3,494,608 | 27,429,692 | 3.2% |
| Campus Revenue Funds | | | | | | | | | | | | |
| Professional and Continuing Education | 59,696,985 | 7,719,044 | | | | | | | 2,306,156 | 69,722,185 | 8.1% | |
| Housing Funds | | | | | | | | 74,181,349 | | 74,181,349 | 8.6% | |
| Lottery Funds | 2,587,000 | | | | | | | | 186,120 | 2,773,120 | 0.3% | |
| Other Revenue Sources ^(e) | 714,186 | 594,283 | | 12,925,541 | | | 532,879 | | | 14,766,889 | 1.7% | |
| Parking Funds | | 9,993,151 | | | | | | | | 9,993,151 | 1.2% | |
| Student Health Funds | | | | | | | 19,814,347 | | | 19,814,347 | 2.3% | |
| Campus Auxiliaries | | | | | | | | | | | | |
| Associated Students | | | | | | 10,034,399 | | | | 10,034,399 | 1.2% | |
| Research Foundation | | | | | 68,151,339 | | | | | 68,151,339 | 7.9% | |
| Spartan Shops | | 5,186,930 | | | | | | | | 5,186,930 | 0.6% | |
| Student Union | | | | | | 19,342,176 | | | | 19,342,176 | 2.2% | |
| Tower Foundation | | | | | | | 40,270,000 | | | 40,270,000 | 4.7% | |
| Total All Funds | \$358,397,376 | \$76,306,263 | \$24,146,499 | \$41,636,955 | \$10,083,221 | \$73,641,025 | \$141,295,142 | \$49,752,992 | \$90,012,633 | \$865,272,105 | 100.0% | |

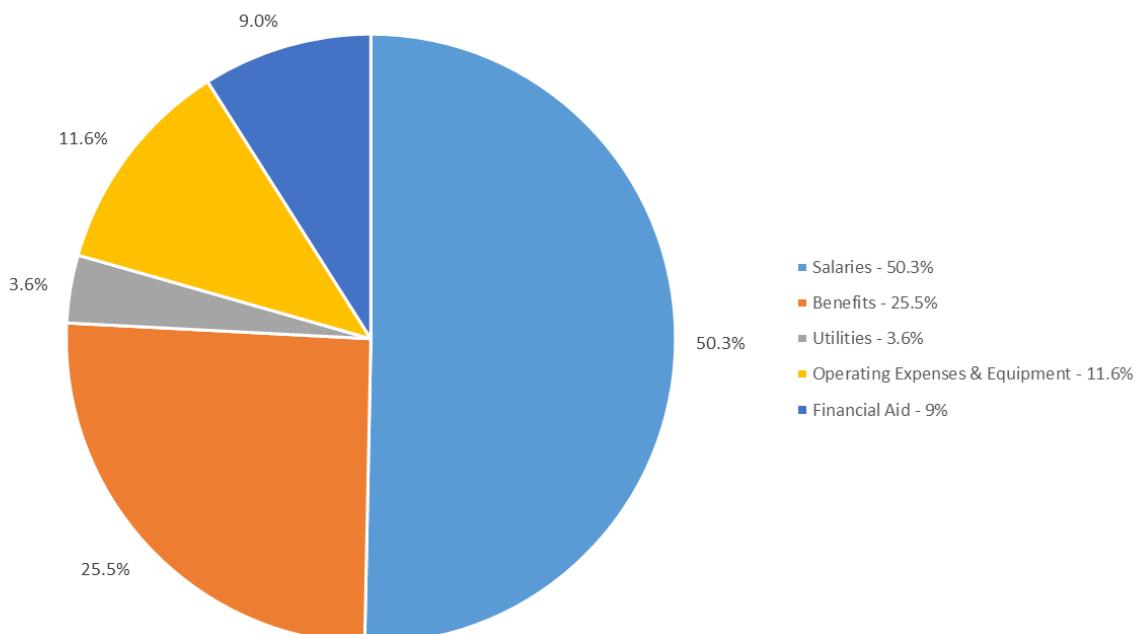
Footnotes:

- (a) Operating Fund expenditure budget includes base budgets and one-time budgets allocated in the current year.
- (b) Benefit budgets for the Operating Fund are projected across all divisions at 51% of salaries.
- (c) Restricted Student Aid includes State University Grant (SUG), Supplemental Educational Opportunity Grants (SEOG), and State Graduate Fellowship Grants.
- (d) Refer to the 2025/26 Student Success, Excellence Technology Fee financial display for greater detail.
- (e) Other Revenue Sources include miscellaneous revenues from Athletics, rental of university space, and other revenue-generating activities.
- (f) U-Wide includes reserves, utilities, MLK Facility, Hammer Theatre, risk management, hazardous waste, space rental, and university membership.

2025/26 Operating Fund Expenditure Budget by Division



2025/26 Operating Fund Expenditure Budget by Category



COMPARISON OF CALIFORNIA STATE UNIVERSITY (CSU) CAMPUS EXPENDITURES

2024/25 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 | % |
| (\$ millions) | | | | | | | | | | | | |
| Instruction | \$240.5 | 42% | \$243.7 | 41% | \$275.9 | 42% | \$201.5 | 46% | \$284.8 | 46% | \$272.5 | 43% |
| Research | \$2.9 | 1% | \$3.1 | 1% | \$22.5 | 3% | \$0.9 | 0% | \$4.5 | 1% | \$1.3 | 0% |
| Public Service | \$1.7 | 0% | \$1.0 | 0% | \$1.5 | 0% | \$9.5 | 2% | \$2.3 | 0% | \$2.5 | 0% |
| Academic Support | \$53.9 | 10% | \$69.2 | 12% | \$61.0 | 9% | \$40.9 | 9% | \$64.2 | 10% | \$44.6 | 7% |
| Student Services | \$76.5 | 14% | \$79.3 | 13% | 98.2 | 15% | \$37.5 | 9% | \$73.3 | 11% | \$75.5 | 12% |
| Institutional Support | \$67.3 | 12% | \$57.2 | 10% | \$78.9 | 12% | \$57.0 | 14% | \$69.0 | 11% | \$94.6 | 15% |
| Operation & Maintenance | \$78.7 | 13% | \$65.1 | 11% | \$75.7 | 11% | \$47.0 | 11% | \$66.3 | 10% | \$66.4 | 10% |
| Student Financial Aid | \$43.9 | 8% | \$73.8 | 12% | \$52.8 | 8% | \$40.6 | 9% | \$73.0 | 11% | \$74.8 | 13% |
| Total Operating Expenses ^(a) | \$565.6 | 100% | \$592.3 | 100% | \$666.7 | 100% | \$434.8 | 100% | \$637.4 | 100% | \$632.5 | 100% |
| 2024/25 College Year FTES ^(b) | 28,201 | | 31,191 | | 36,459 | | 18,738 | | 35,069 | | 36,157 | |
| \$ Expended per FTES | \$20,055 | | \$18,990 | | \$18,285 | | \$23,206 | | \$18,177 | | \$17,492 | |

Footnotes:

^(a) Expenditure data reported per CSU Financial Transparency Portal. 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>.

Select Funds and Self-Support Enterprise 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 has been designed 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 enterprise projects. It is presented to the CSU Board of Trustees and later submitted to the State Legislature and Department of Finance for funding. The campus has put forward several major capital projects for inclusion in the CSU Five Year Capital Outlay Plan for 2025/26 through 2029/30, 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, and other deferred maintenance and infrastructure improvement projects.

Major Capital Improvements

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, a gaming and TV room, and a community kitchen, giving Spartans a new place to call home. This purchase will be completed by 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.

Deferred Maintenance, Renewal, and Improvements

San Jose State University currently has deferred maintenance needs worth several hundred million dollars. SJSU has also experienced several significant weather-related issues during the year. 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

In 2025/2026, projects such as the modernization of MLK Library elevators, lighting retrofits, and HVAC controls renewal are highlighted as critical investments to ensure operating efficiency, safety, and resiliency. The MLK Reserve Fund will also provide matching resources for an \$8.2 million state grant awarded to the City of San José to complete projects over the next three years. While this represents a positive infusion of resources, it is anticipated that the fund balance will be depleted once these projects are executed.

Financial planning remains central to addressing long-term capital and maintenance needs. The University is holding minimum reserve balances to provide flexibility for urgent or emergency repairs in the event of catastrophic equipment failure. Campus-wide, Facilities Development & Operations has restructured project management approaches to balance in-house staffing with consultant resources, ensuring cost efficiency while maintaining compliance and stewardship over projects.

The Total Return Portfolio (TRP) distribution from the Chancellor's Office remains a critical recurring source of funding. For FY 2025/26, SJSU received \$7.9 million, which will be used for academic deferred maintenance and capital improvements but may not be used for ongoing operations.

STUDENT SUCCESS, EXCELLENCE AND TECHNOLOGY FEE

Effective Academic Year 2012/13 and with approval from the Chancellor's Office, the campus implemented a new Category II Student Success fee that also included (bundled) the prior existing IRA fee and Course Support fees into one new, Student Success fee known as Student Success, Excellence and Technology Fee (SSETF). The SSETF is authorized through the San José State University Fees policy. SJSU's priorities supported by the SSETF are as follows:

- Expand support for comprehensive student success services and improve pathways to graduation (e.g. access to high demand classes and labs; increase writing, math and tutorial services; enable career and professional development and alumni mentoring; implement a new integrative First Year Program; implement more high impact practices such as early-warning technology, enhanced advising and tutoring; support undergraduate and graduate research; increase service learning and community engagement opportunities; expand summer bridge; and enhance services for students with disabilities).
- Enhance support for effective academic technology initiatives (e.g., LMS, lecture capture, improve student access to state-of-the art software (e.g., adoption of digital media software such as Adobe), improve student access to academic technology hardware and devices including e-readers, iPads, and increase utilization of multi-platform-based educational learning materials.
- Upgrade classrooms, laboratories, and other learning spaces (including virtual spaces) with the latest hardware and software to provide a state-of-the-art teaching and learning environment for our students.
- Expand support to close the retention and graduation gap for Underrepresented Minority students (URM).
- Continuing to support activities that are essential to a quality educational program and an important instructional experience for any student enrolled in the respective program may be considered instructionally related activities including co-curricular activities that enhance and support student engagement and retention.
- Continue to support Intercollegiate Athletics for costs that are necessary for a basic competitive program including equipment and supplies and scheduled travel.

The fee is subject to annual inflationary adjustments based on the Common Fund Higher Education Price Index (HEPI). For 2025/26, the fee increased from \$376 to \$389 per academic year term. As the fee is structured as a headcount-based fee, fee revenue is subject to the variability of enrollment levels.

Student Success, Excellence & Technology Fee
2025/26 Budget

REVENUES

| | |
|------|----------------------------|
| Fees | <u>\$27,532,059</u> |
| | <u>\$27,532,059</u> |

DIVISION EXPENSES

| | |
|--------------------------------|----------------------------|
| Academic Affairs | \$10,478,433 |
| Student Affairs | 753,493 |
| Student Union | 500,000 |
| Intercollegiate Athletics | 11,463,791 |
| Information Technology | 739,367 |
| University-Wide ^(a) | <u>3,494,608</u> |
| | <u>\$27,429,692</u> |

Net Revenue (Loss) **\$102,367**

Prior Year Balance **\$2,169,652**

Projected Ending Balance **\$2,272,019**

Projected One-time Spending ^(b) **\$1,951,123**

Footnotes:

^(a) 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.

^(b) Includes \$1,487,437 for Academic Advising and \$463,686 for Library Extended Study Hours.

INTERCOLLEGIATE ATHLETICS

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

We uphold University values for excellence by:

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

Intercollegiate Athletics
2025/26 Budget

| | CSU Operating Fund | SSETF | Generated Revenues | Total |
|-------------------------------------|---------------------------|---------------------|---------------------------|---------------------|
| REVENUES | | | | |
| Allocated Funds | \$17,517,132 | \$11,713,791 | | \$29,230,923 |
| MW Proceeds/ Development from Tower | | | 6,338,023 | 6,338,023 |
| Ticket Sales | | | 1,656,848 | 1,656,848 |
| Games Gaurantees | | | 1,952,900 | 1,952,900 |
| NCAA Distribution | | | 1,505,228 | 1,505,228 |
| Development | | | 813,640 | 813,640 |
| Other | | | 920,000 | 920,000 |
| | \$17,517,132 | \$11,713,791 | \$13,186,639 | \$42,417,562 |
| EXPENSES | | | | |
| Salaries & Benefits | | | | |
| Salaries and Wages | \$11,449,106 | \$920,528 | \$1,537,513 | \$13,907,147 |
| Benefits | 6,068,026 | 487,880 | 693,693 | 7,249,599 |
| | \$17,517,132 | \$1,408,408 | \$2,231,206 | \$21,156,746 |
| Operating expenses | | | | |
| Grants in Aid | | | \$8,730,335 | \$8,730,335 |
| GIA - Graduate Assistants | | | 439,000 | 439,000 |
| Team Operations | 5,971,022 | | | 5,971,022 |
| Game Gaurantees | | | 1,000,000 | 1,000,000 |
| Athletic Admin | 4,610,000 | | | 4,610,000 |
| Donor Stewardship and Engagement | | | 200,000 | 200,000 |
| Ticket Office | | | 325,000 | 325,000 |
| | \$0 | \$10,581,022 | \$10,694,335 | \$21,275,357 |
| Total Expenses | \$17,517,132 | \$11,989,430 | \$12,925,541 | \$42,432,103 |
| Net Revenue (Loss) | \$0 | (\$275,639) | \$261,098 | (\$14,541) |

LOTTERY FUND

San José State University will receive \$3 million in lottery revenues from CSU in 2025/26. 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 the California State University (CSU), the California Department of Education (CDE), and the 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, enabling CSU faculty to sponsor reading institutes and develop teaching materials that 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
2025/26 Budget

| REVENUES | |
|--|---------------------------|
| Transfers In From Other Funds/Appropriations | \$2,904,000 |
| Interest | 500 |
| Early Assessment Program | 100,000 |
| | <u>\$3,004,500</u> |
| EXPENSES | |
| Operating Expenses | |
| Business & Financial Services | \$174,240 |
| Liability Premiums | 11,032 |
| Workers Compensation Premiums | 270 |
| NDI/IDL/UI Premiums | 178 |
| Interfund Pension Loan | 400 |
| | <u>\$186,120</u> |
| Funded Activities/Programs | |
| University Library Funding | \$2,162,000 |
| Academic Affairs Program | 250,000 |
| Teacher Recruitment Project | 75,000 |
| Early Assessment Program | 100,000 |
| | <u>\$2,587,000</u> |
| Total Expenses | |
| | <u>\$2,773,120</u> |
| Net Revenue (Loss) | |
| Prior year carry over initiative | \$87,335 |
| Prior Year Fund Balances | |
| Unallocated Base | \$319,286 |
| Early Assessment Program | 7,300 |
| Pre-Doctoral Program | 2,000 |
| Projected Ending Fund Balance | |
| | <u>\$647,301</u> |

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, expanding higher education access to adult learners and professionals seeking to advance their careers and shape the future of the workforce.

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:

- Undergraduate degree completion programs are offered via SJSU Online for the adult learner community with some college but no degree. This also provides a pathway to reconnect with students who left SJSU without finishing 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.
- Graduate 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 terms of the 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.

- Accounted for over 12% of the over \$420 million generated in extended education fees by the 22 campuses
- Served the most significant number of students (over 22% of the total enrolled students across 22 campuses)

Highlights of the 2025/26 Budget

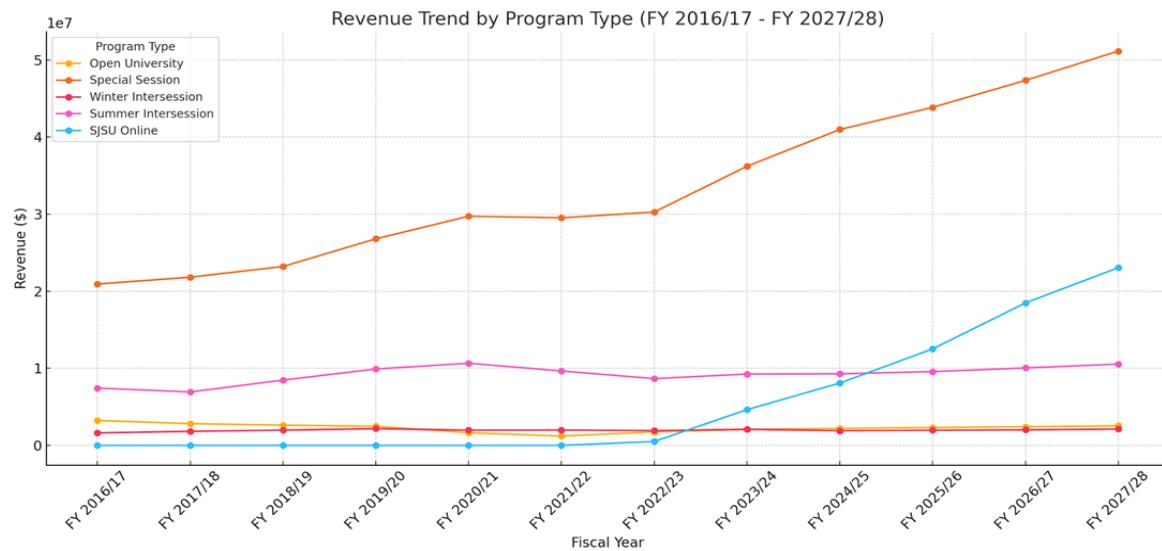
Status and Future Direction

Effective Fall 2025, fees for all special session programs and courses will increase by five percent (5%) and span through 2028/29. 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. They will provide tuition stability and predictability for students and allow the university to manage economic changes over time more effectively.

New programs launching in AY 2025/26 are:

- MS Instructional Design and Technology - Fall 2025
- MS Biotechnology, Medical Product Development Management Concentration - Fall 2025
- BS Interdisciplinary Studies, Science, Technology and Society Concentration - Spring 2026
- BA Communication Studies - Spring 2026

SJSU's PaCE program portfolio in 2025-26 includes fifty-one active degree programs and graduate certificates. For FY 2025-26, we project \$71 million in Professional and Continuing Education (PaCE) revenue, ~12% increase over FY 2024-25 revenue.



The above illustrates the revenue trends for key PaCE programs (excluding Faculty-Led Study Abroad and non-credit) across fiscal years FY 2016/17 to FY 2027/28. The graph highlights the significant growth of Special Session and SJSU Online, and the steady upward movement of Summer and Winter Intersessions, as well as Open University.

- Graduate programs are the primary revenue source and show consistent growth.
- Summer and Winter Intersession revenues remain relatively stable with modest variations.
- Open University experienced early declines but has shown recent recovery.
- Study abroad programs have been underperforming in terms of enrollment and revenue for the past few years due to the global pandemic, ongoing endemic conditions, and geopolitical instability.

- 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, primarily 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.
- Undergraduate degree completion programs exhibit rapid growth since the launch in FY 2022/23, and are expected to become the second-largest contributor by FY 2027/28

Opportunities

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.). There has been an increasing demand from students to access campus services similar to those of other matriculated students in recent years. We are collaborating with campus partners to create a streamlined pathway that extends support services to our PaCE students.

We also need to invest in the organizational infrastructure to retain critical staff incumbents and provide them with the necessary tools and opportunities to grow, contribute to program growth, and support student success initiatives.

Program Development Reserve: Starting this year, we designated “seed funds” in operating budgets for SJSU Online (fund 48004) and Special Session Graduate programs (fund 48190). With prior approvals from PaCE Leadership and the Provost, these designated resources will increase our capacity to incubate and help accelerate program growth.

- New program development and support course costs for degrees and certificates in the development stages to create business efficiencies and maintain policy compliance.
- Foster inter-disciplinary collaboration among academic partners by supporting initiatives that may be beyond the financial resources of any single department or college.

The PaCE Operating Reserve will be held in fund 48191 and designated towards three months of salaries and other operational expenses in case of a disruptive event that could significantly impact key assets or programs. As the division moves forward with decentralizing SJSU Online, any year-end balance will remain with the respective programs or colleges. These entities will be responsible for developing and building their own reserves, in accordance with the AAD Reserve Policy. The reserves for SJSU Online Central Services will be held at the division level.

Professional and Continuing Education Fund (PaCE)
2025/26 Budget

| | Academic Affairs | Admin & Finance | University Wide | Faculty-Led Study Abroad | Total |
|---|---------------------|--------------------|---------------------|--------------------------|---------------------|
| REVENUES ^(a) | | | | | |
| Open University ^(b) | \$80,512 | \$253,038 | \$1,966,792 | | \$2,300,342 |
| Special Session | 38,801,162 | 4,822,743 | 219,216 | | 43,843,121 |
| Winter Session | 1,729,252 | 214,935 | 9,770 | | 1,953,957 |
| Summer Session | 8,464,340 | 1,052,065 | 47,821 | | 9,564,226 |
| SJSU Online | 11,072,659 | 1,376,263 | 62,557 | | 12,511,479 |
| Faculty Led Study Abroad ^(c) | | | | 1,053,856 | 1,053,856 |
| Non-Credit Revenue | 215,000 | | | | 215,000 |
| Early Start Program | 133,980 | | | | 133,980 |
| Interest | | | | 8,773 | 8,773 |
| | \$60,496,905 | \$7,719,044 | \$2,306,156 | \$1,062,629 | \$71,584,734 |
| EXPENSES | | | | | |
| Total Expenses | \$58,379,513 | \$7,719,044 | \$2,306,156 | \$1,317,472 | \$69,722,185 |
| NON-OPERATING EXPENSES | | | | | |
| Designated Reserves | | | | | |
| Capital Reserve | \$1,745,845 | | | | \$1,745,845 |
| Scholarship | 967,200 | | | | 967,200 |
| Strategic Investments | | | 10,832,441 | | 10,832,441 |
| | \$2,713,044 | \$0 | \$10,832,441 | \$0 | \$13,545,485 |
| Net Revenue (Loss) | \$2,117,392 | \$0 | \$0 | (\$254,843) | \$1,862,549 |
| Prior Year Balance | \$23,340,305 | \$0 | \$10,832,441 | (\$416,935) | \$33,755,811 |
| Projected Ending Balance | \$25,457,696 | \$0 | \$10,832,441 | (\$671,778) | \$35,618,360 |

Footnotes:

^(a) Revenue allocation, as per the current PaCE revenue distribution policy for different programs.

^(b) Academic Affairs receives Open University revenue in the CSU Op fund; Enrollment Management receives 3.5% and 85.5% is set aside for the university to use on capital projects or other strategic initiatives

^(c) Study Abroad revenue includes program fee (approx. \$1 million), which is a pass-through for programming 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, SWC will invest in the following improvement efforts in 2025/26.

1. For Advance Holistic Mental Health, connect new students to services with distributed wellness hubs. Deploy common diagnosis documentation standards in CAPS and Health. Generate revenue through billing.
2. Deploy a software tool and protocols to manage SWC-wide regulatory compliance documentation and training associated. Pursue AAAHC integrated clinic accreditation.
3. Deploy Medicate, and onboard staff and faculty by July 31st. Grow student appointment self-booking. Ensure consistent use of diagnostic codes to support billing. Improve reporting.

Key Outputs to Date

Unique students served

| 1682 Wellness and Health Promotion | FY 24/25 |
|---|-----------------|
| Educational events | 1430 |
| Tabling/outreach events | 21,513 |
| Condom Co-op | 26,710 |
| 1073 Counseling and Psychological Services | FY 24/25 |
| Individual or couples' therapy | 1,844 |
| Group therapy/Same-day services | 549 |
| Crisis counseling sessions | 312 |
| 1157 Health Services | FY 24/25 |
| Primary care | 3,024 |
| Specialty care (sports medicine, psychiatry) | 142 |
| Ancillary services (lab., radiology, Phys. therapy) | 653 |

People and Organization

The SWC is composed of four sub-departments with 109 staff, faculty, and trainees 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)
2025/26 Budget

REVENUES

| | |
|-----------------------------|----------------------------|
| Student Health Fee | \$13,667,110 |
| Augmented (fee for Service) | 200,000 |
| Facilities Fee | 3,020,976 |
| Cost Recovery | 4,000 |
| Interest | 469,134 |
| | <hr/> |
| | <u>\$17,361,220</u> |

EXPENSES

Salaries & Benefits

| | |
|--------------------|----------------------------|
| Salaries and Wages | \$9,384,669 |
| Benefits | 4,596,175 |
| | <hr/> |
| | <u>\$13,980,844</u> |

Operating expenses

| | |
|---|---------------------------|
| Communications | \$3,340 |
| Utilities Group | 87,360 |
| Travel | 38,800 |
| State Pro Rata Charges Group | 25,119 |
| Contractual Services Group | 436,937 |
| Information Technology Costs | 527,480 |
| Services from Other Funds/Agencies Group (CSU MB) | 12,025 |
| Operating Expenses | 3,319,947 |
| | <hr/> |
| | <u>\$4,451,009</u> |

Total Expenses

\$18,431,853

NON-OPERATING EXPENSES

| | |
|--------------|---------------------------|
| Debt Service | \$1,382,494 |
| | <hr/> |
| | <u>\$1,382,494</u> |

Net Revenue (Loss)

(\$2,453,127)

Prior Year Balance

\$21,030,550

Projected Ending Balance

\$18,577,423

Footnotes:

Student Wellness Center all funds budget plan.

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 operations are grounded in efficiency, operational effectiveness, and fiscal responsibility. UHS currently hosts approximately 5,000 students. UHS projected fall semester occupancy is 98% (4,905).

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);
- Rental Income from Chartwells for use of the Dining Commons, Village Market and Spartan Village on the Paseo Kitchen.
- Damage fees, application fees, late fees, license processing fees, and Parking fees from Campus Village and International House lot.

2024/25 Accomplishments

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

- Housing reopened courtesy desks in all residence halls, enhancing both security and resident support
- Housing continues to maximize the use of our residential management database system, StarRez.
- Upgrades include a text messaging feature for payment reminders and program announcements.
- Housing continues 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.
- Invest in new furniture and other refurbishment projects at International House.

2025/26 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 continue to assess 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, will be launched in the current academic year, is essential for strategically planning future growth and prioritizing improvements in housing projects.

University Housing Services 2025/26 Budget

REVENUES

| | |
|---|----------------------------|
| Student Housing Rent (Fall to Sum) | \$66,283,462 |
| Conference/Overnight Guests/Orientation | 1,880,000 |
| Other Revenues | 2,645,232 |
| Miscellaneous Student Fees | 338,711 |
| Auxiliaries Rent Revenues | 263,315 |
| | <u>\$71,410,720</u> |

EXPENSES

Salaries & Benefits

| | |
|--------------------|----------------------------|
| Salaries and Wages | \$10,458,925 |
| Benefits | 6,128,087 |
| | <u>\$16,587,012</u> |

Operating expenses

| | |
|---|----------------------------|
| Communications | \$31,164 |
| Utilities Group | 4,859,308 |
| Travel | 28,914 |
| Capital Outlay Projects (Spartan Village on the Paseo) ^(a) | 10,000,000 |
| State Pro Rata Charges Group | 32,475 |
| Contractual Services Group | 5,067,484 |
| Information Technology Costs | 888,208 |
| Services from Other Funds/Agencies Group | 16,480 |
| Equipment Group | 925,188 |
| Operating Expenses | 14,074,341 |
| | <u>\$35,923,562</u> |

Total Expenses

\$52,510,574

NON-OPERATING EXPENSES

| | |
|-----------------------------|----------------------------|
| Debt Service ^(b) | \$21,670,775 |
| Transfer in (out) | (3,000,000) |
| | <u>\$18,670,775</u> |

Net Revenue (Loss)

(\$5,770,629)

Prior Year Balance

\$9,418,696

Projected Ending Balance

\$3,648,067

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.

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 2025/26 Budget

Parking Services implemented an increase in parking fees for the first time in over a decade. This will provide a much-needed revenue to fund its debt servicing needs. Increasing enrollment has increased the demand for parking spaces on the campus, which will also generate additional revenue in 2025/26.

Expansion of the Events Logistics Plan and an expanded Parking Event Fee Rate Program introduced last year, will enable Parking Services to further 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
2025/26 Budget

| | Parking Fees | Fines & Forfeitures | Capital Projects | Total |
|--|---------------------------|-------------------------|--------------------|---------------------------|
| REVENUES | | | | |
| Parking Permits | \$7,644,000 | | | \$7,644,000 |
| Parking Coin Gates | 45,000 | | | 45,000 |
| Parking Fines | | 527,408 | | 527,408 |
| Revenue-Others | 321,000 | | | 321,000 |
| Interest | 75,000 | 2,194 | | 77,194 |
| Cost Recovery from Aux | 50,000 | | | 50,000 |
| Cost Recovery from Others | 325,000 | | | 325,000 |
| | <u>\$8,460,000</u> | <u>\$529,602</u> | <u>\$0</u> | <u>\$8,989,602</u> |
| EXPENSES | | | | |
| Salaries & Benefits | | | | |
| Salaries and Wages | \$1,318,103 | | | \$1,318,103 |
| Benefits | 926,877 | | | 926,877 |
| | <u>\$2,244,980</u> | <u>\$0</u> | <u>\$0</u> | <u>\$2,244,980</u> |
| Operating expenses | | | | |
| Communications | \$2,000 | | | \$2,000 |
| Utilities Group | 296,700 | 21,560 | | 318,260 |
| Travel | 10,000 | | | 10,000 |
| State Pro Rata Charges Group | 25,631 | | | 25,631 |
| Contractual Services Group | 57,806 | 423,551 | | 481,357 |
| Information Technology Costs | 136,718 | | | 136,718 |
| Services from Other Funds/Agencies Group | 13,164 | 11,132 | | 24,296 |
| Operating Expenses | 4,384,689 | 49,205 | | 4,433,894 |
| | <u>\$4,926,708</u> | <u>\$505,448</u> | <u>\$0</u> | <u>\$5,432,156</u> |
| Total Expenses | <u>\$7,171,688</u> | <u>\$505,448</u> | <u>\$0</u> | <u>\$7,677,136</u> |
| NON-OPERATING EXPENSES | | | | |
| Transfer (In) Out | (\$350,110) | \$0 | \$350,110 | \$0 |
| Debt Services | 2,316,015 | 0 | 0 | 2,316,015 |
| | <u>\$1,965,905</u> | <u>\$0</u> | <u>\$350,110</u> | <u>\$2,316,015</u> |
| Net Revenue (Loss) | (\$677,593) | \$24,155 | (\$350,110) | (\$1,003,548) |
| Prior Year Balance | \$183,306 | \$22,631 | \$350,110 | \$556,047 |
| Projected Ending Balance | (\$494,287) | \$46,786 | \$0 | (\$447,501) |

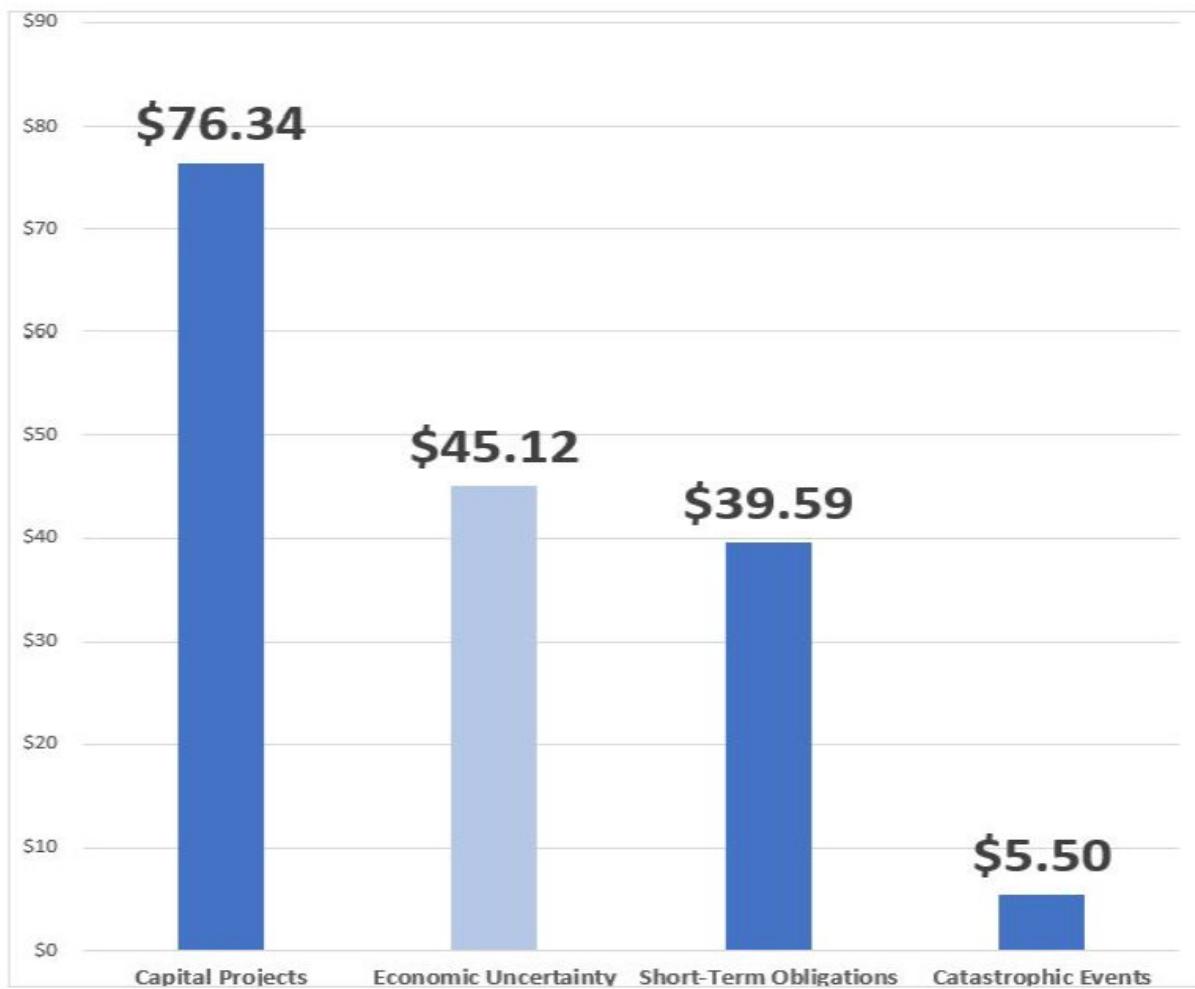
Campus Reserves Analysis

Campus Reserves

CAMPUS RESERVES

This chart shows the campus Student Fee and Enterprise Reserves for the fiscal year ending 2024/25 in \$ millions. Enterprises include Housing, Parking, Health Center, Professional and Continuing Education (PaCE), Student Union Trust, Capital, and Lottery funds.

The fiscal year ended with approximately \$167 million in campus reserves. These reserves are designated for mandated purposes and are not available for reallocation. Reserves for capital projects and short-term obligations are shown in dark blue. The reserves shown in light blue are available only for one time usage; therefore, they should not be used for salary or ongoing operations.



Source:

<https://www.calstate.edu/csu-system/transparency-accountability/financial-transparency-portal>

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)

To represent students 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)

To cultivate and engage 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)

To fulfill the service needs of students by providing supplemental programs, including quality childcare; 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)

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

**Associated Students
2025/26 Budget**

REVENUES

| | |
|---|--------------------|
| California Agency Contracts & Parent Fees | \$7,404,094 |
| UPD Grants for Transportation Solutions | 98,056 |
| Associated Students Student Activity Fees | 1,637,402 |
| Reserve Funding | 93,250 |
| Print Shop Income | 418,813 |
| Program Revenue | 132,677 |
| Interest Income | 79,000 |
| | <hr/> |
| | \$9,863,292 |

EXPENSES

Salaries & Benefits

| | |
|--------------------|--------------------|
| Salaries and Wages | \$4,681,718 |
| Benefits | 936,566 |
| | <hr/> |
| | \$5,618,284 |

Operating expenses

| | |
|----------------------------|--------------------|
| Communications | \$21,200 |
| Utilities | 64,900 |
| Travel | 80,925 |
| Capital Outlay & Equipment | 1,000 |
| Financial Aid | 93,250 |
| Contractual Services Group | 340,754 |
| Operating Expenses | 3,416,881 |
| | <hr/> |
| | \$4,018,910 |

Total Expenses

\$9,637,194

NON-OPERATING EXPENSES

| | |
|----------------------------|------------------|
| Depreciation | \$230,014 |
| OPEB (Actuarial increment) | 167,191 |
| | <hr/> |
| | \$397,205 |

Net Revenue (Loss)

(\$171,107)

Reserve scholarships operating spending

\$93,250

Projected Ending Balance

(\$264,357)

RESEARCH FOUNDATION

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 \$68 million in annual revenue. This federal, state, and private funding supports SJSU's expanding research enterprise, placing San José State as a leading 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
2025/26 Budget**

REVENUES

| | |
|---|----------------------------|
| Fees | \$10,355,000 |
| Investment Income | 1,962,000 |
| Grants and Contracts | 50,314,400 |
| Other Revenue Activities - Campus Organizations (a) | 4,283,700 |
| Other Revenue and Support | 1,286,200 |
| | <u>\$68,201,300</u> |

EXPENSES

Salaries & Benefits

| | |
|--------------------|----------------------------|
| Salaries and Wages | \$36,560,795 |
| Benefits | 10,426,597 |
| | <u>\$46,987,392</u> |

Operating expenses

| | |
|---|----------------------------|
| Communications | \$597,320 |
| Utilities Group | 1,757,625 |
| Travel | 710,680 |
| Contractual Services Group ^(b) | 7,733,550 |
| Equipment Group | 872,000 |
| Depreciation | 1,874,800 |
| Operating Expenses | 7,617,972 |
| | <u>\$21,163,947</u> |

Total Expenses

\$68,151,339

Net Revenue (Loss) \$49,960

| | |
|---------------------------------|---------------------|
| Prior Year Balance | \$20,102,112 |
| Projected Ending Balance | \$20,152,072 |

Footnotes:

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

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

For more information about Research Foundation finances, operations, etc., visit [sjsu.edu/research foundation](http://sjsu.edu/research/foundation)

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 2024/25 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 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 2025/26, 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

Spartan Shops partners with Chartwells Higher Education to provide dining services to our campus community. Spartan Shops is projected to earn an estimated \$2.2M from our dining commissions for the upcoming year.

Dining continues to be our largest revenue generating source - composing approximately 37% of annual revenues and the foundation of our financial stability. While we forecast a prosperous financial year with Chartwells, we will need strategical planning for the growing expenses such as:

- Labor -which as of January 2025, sits at a minimum of \$17.95 per hour wage
- Increasing repairs on SSI's aging equipment
- Growing utilities
- Facilities Use Fees (FUF)

For FY 25/26 we received approval to increase the Meal Plan Rates by 5%, which is in alignment with CPI & ECI. SSI and Chartwells will continue to focus on increasing our community engagement, catering and retail opportunities and implementing campus feedback obtained through community forums and surveys.

Bookstore Management

Spartan Shops continues to work alongside our Barnes and Noble (B&N) partners to secure financial stability. B&N is set to expire June 30, 2026. Spartan Shops is currently in the process of preparing a formal bid to explore service providers, operating models, and opportunities for new capital investments to benefit the University.

There is also an opportunity to grow revenues with a revised commission and contractual relationship structure.

Spartan Shops is projected to make \$516K in commissions on FY 25/26, a 5% increase from last year's earned commissions. Bookstore commissions comprise approximately 10% of SSI's revenues.

Real Estate

SSI partners with Cal Western Property Management to oversee our 13 off-campus units.

During our SSI Board Meeting in April 2025, SSI leadership requested approval for critical improvements to our community and achieved unanimous support from our board. In FY 25/26 we will be repairing roofs, painting exteriors to add to the curb appeal, and adding fencing for added security to our historic homes. This will help extend the life of our properties and continue to provide a safe environment for our Spartan staff and faculty.

Our rental revenue for FY 25/26 is projected to be \$345K, approximately 7% of our revenue. This revenue is projected based on the occupancy of 12/13 units; one unit is currently open for active campus recruiting purposes. This unit has the potential to generate \$27K in additional revenue, if occupied.

Spartan Shops, Inc.
2025/26 Budget

REVENUES

| | |
|---------------------------|---------------------------|
| Real Estate Rental Income | \$345,000 |
| Bookstore Commission | 515,811 |
| Dining Services Revenues | 2,200,000 |
| Management Income | 49,500 |
| Interest Income | 176,659 |
| Misc Income | <u>1,907,416</u> |
| | <u>\$5,194,386</u> |

EXPENSES

Salaries & Benefits

| | |
|-----------------------|------------------------|
| Salaries and Benefits | \$20,000 |
| | <u>\$20,000</u> |

Operating expenses

| | |
|----------------------------|---------------------------|
| Utilities Group | \$760,000 |
| Contractual Services Group | 1,307,358 |
| Operating Expenses | <u>2,024,948</u> |
| | <u>\$4,092,306</u> |

Total Expenses

\$4,112,306

NON-OPERATING EXPENSES

| | |
|--------------|---------------------------|
| Depreciation | \$1,074,624 |
| | <u>\$1,074,624</u> |

Net Revenue (Loss)

\$7,456

Prior Year Balance

(\$1,120,156)

Projected Ending Balance

(\$1,112,700)

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 utilize the Student Union, Event Center, and the Recreation Center frequently. 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 Cnter Chicanx/Latinx Student Success Ceter African American/Black Student Success Center Center for Asian Pacific Islander Stuent 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.
2025/26 Operating Budget

| | Student Union | Event Center | SRAC | Total |
|-----------------------------------|----------------------|---------------------|----------------------|----------------------|
| REVENUES | | | | |
| Student Union Fee Funding | \$10,945,079 | \$437,803 | \$3,064,622 | \$14,447,504 |
| Student Programming Funding | 40,966 | 19,538 | 89,496 | 150,000 |
| Program Revenues | 411,649 | | 464,317 | 875,966 |
| Rental Income | 17,000 | 243,000 | 12,910 | 272,910 |
| Reimbursement of Event Costs | 67,151 | 155,425 | 15,720 | 238,296 |
| Investment Income | 300,000 | | | 300,000 |
| | \$11,781,845 | \$855,766 | \$3,647,065 | \$16,284,676 |
| EXPENSES | | | | |
| Salaries & Benefits | | | | |
| Salaries and Wages | \$5,211,237 | \$327,851 | \$3,108,759 | \$8,647,847 |
| Benefits | 1,902,577 | 89,323 | 527,879 | 2,519,779 |
| | \$7,113,814 | \$417,174 | \$3,636,638 | \$11,167,626 |
| Operating expenses | | | | |
| Supplies | \$186,861 | \$3,900 | \$203,851 | \$394,612 |
| Student Affairs Cost Allocation | 113,156 | 4,526 | 31,684 | 149,366 |
| Communications | 21,885 | 5,500 | 200 | 27,585 |
| Travel | 48,355 | 4,540 | 46,082 | 98,977 |
| Insurance | 126,000 | 57,600 | 75,600 | 259,200 |
| Repairs & Maintenance | 43,793 | 30,000 | 227,478 | 301,271 |
| Event Costs | 1,163,047 | 377,975 | 49,970 | 1,590,992 |
| Non-Capital Equipment | 156,973 | | 28,577 | 185,550 |
| Outside Services | 813,012 | 83,960 | 887,739 | 1,784,711 |
| Staff Development | 132,848 | 2,950 | 188,988 | 324,786 |
| | \$2,805,930 | \$570,951 | \$1,740,169 | \$5,117,050 |
| Total Expenses | \$9,919,744 | \$988,125 | \$5,376,807 | \$16,284,676 |
| NET OPERATING INCOME(LOSS) | \$1,862,101 | (\$132,359) | (\$1,729,742) | \$0 |
| NON-OPERATING EXPENSES | | | | |
| Depreciation | \$238,637 | \$9,545 | \$66,818 | \$315,000 |
| Capital Outlay | 1,775,000 | 430,000 | 537,500 | 2,742,500 |
| | \$2,013,637 | \$439,545 | \$604,318 | \$3,057,500 |
| Net Revenue (Loss) | (\$151,536) | (\$571,904) | (\$2,334,060) | (\$3,057,500) |

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 of the 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 key 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.

As of June 30, 2025, the Tower Foundation's investment portfolio had an aggregate market value of approximately \$264.6 million. The portfolio consists of 694 individual endowments. Tower Foundation works with Beacon Pointe Advisors, its portfolio consultants, 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
2025/26 Budget**

REVENUES

| | |
|--|----------------------------|
| Gifts, Pledges & Bequests | \$31,500,000 |
| Nonmonetary Gifts | 500,000 |
| Other Investment & Non-operating Revenues ^(a) | <u>8,500,000</u> |
| | <u>\$40,500,000</u> |

EXPENSES

Tower Operating Expenses

| | |
|--------------------------|---------------------------|
| Tower Operating Expenses | <u>\$6,580,000</u> |
| | <u>\$6,580,000</u> |

Tower Program Distributions

| | |
|---|----------------------------|
| SJSU Program Activities ^(b) | \$10,000,000 |
| SJSU Endowment Distributions ^(c) | 7,875,000 |
| SJSU Outreach Funds ^(d) | 215,000 |
| | <u>\$18,090,000</u> |

RESTRICTED FUNDS & RESERVES

| | |
|-------------------------------|----------------------------|
| Restricted Endowments | \$4,500,000 |
| Restricted Pledges & Bequests | 11,000,000 |
| Operating & Campaign Reserves | 100,000 |
| | <u>\$15,600,000</u> |

Total Expenses ^(e)

\$40,270,000

Net Revenue (Loss) \$230,000

Prior Year Balance \$229,974,788

Projected Ending Balance \$230,204,788

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 provide 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.

Appendix

[Student Enrollment and Fees](#)

[Glossary of Budget Related Terms](#)

[Organizational Charts by Division](#)

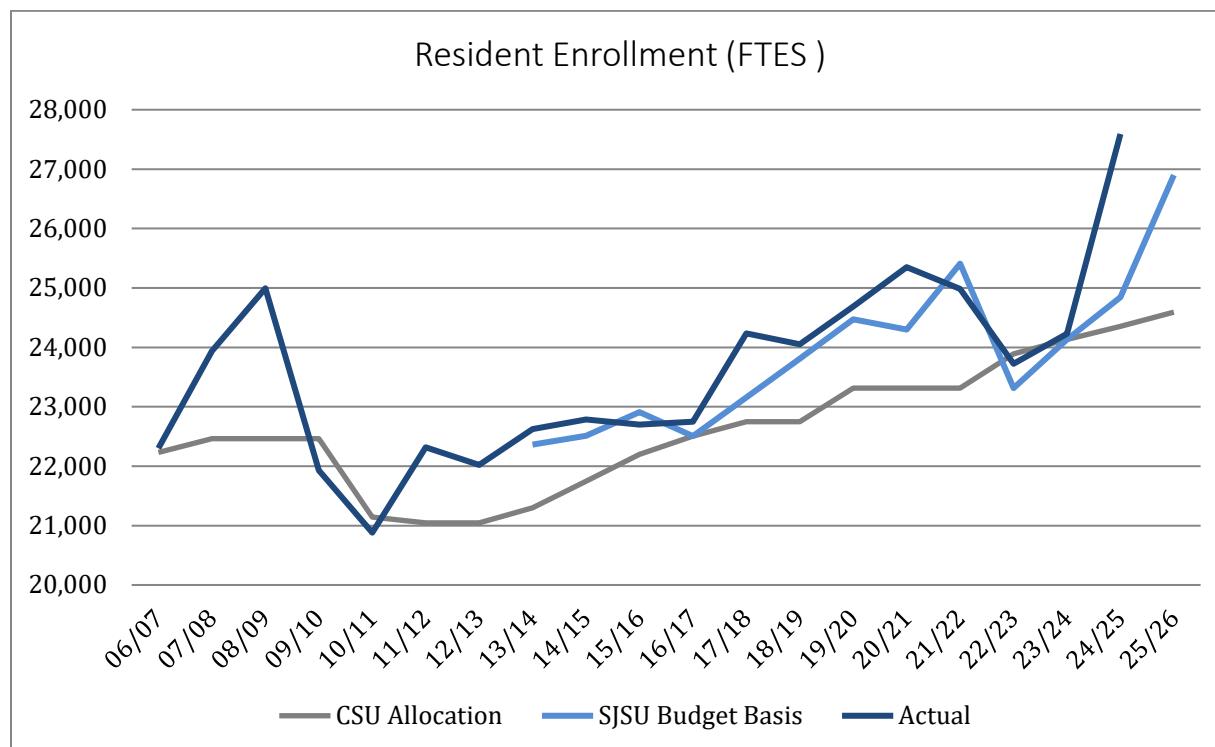
STUDENT ENROLLMENT AND FEES

Student enrollment drives the CSU's budget allocations from the State and resource planning efforts for both operating budgets and capital outlay plans. The CSU's enrollment planning cycle begins in fall for the following fiscal year and results in a systemwide enrollment level incorporated into the annual Board of Trustees' support budget. The Chancellor and campus Presidents jointly determine college-year enrollment "targets" for each campus 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 post-baccalaureate 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 shorten the time to degree completion.

Resident Enrollment (State-Supported)

Over the last 15 years, resident student enrollment has fluctuated at SJSU. The campus has experienced continued state-funded growth and high demand from resident students and over-enrollment beyond the state-supported target referred to as "surplus" resident enrollment in recent years. This substantial increase reflects strong demand from resident students and successful recruitment efforts.

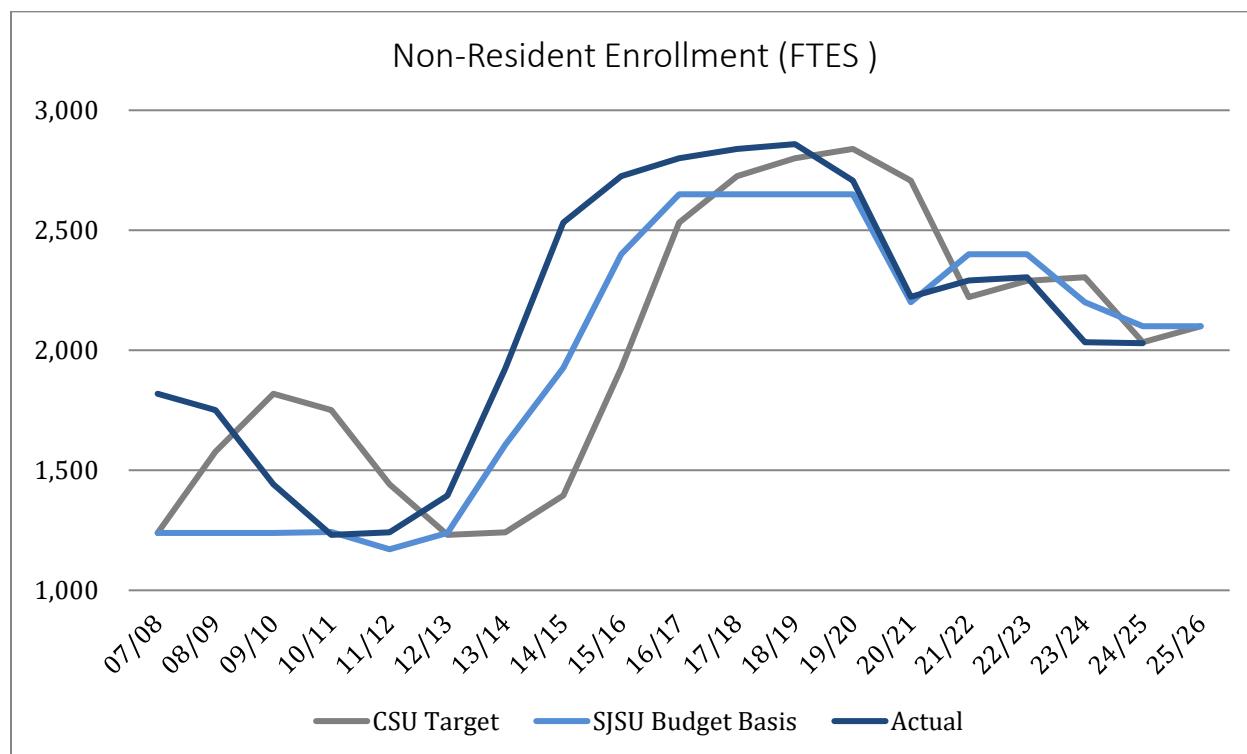
Surplus enrollment is funded with tuition fees only while "target" enrollment is supported with both General Fund and tuition fees. For 2025/26, the CSU increased the campus enrollment allocation by 240 FTES to 24,593 FTES. The budgeted total resident enrollment plan for 2025/26 is 26,900 FTES, which includes 2,307 surplus FTES. Historical resident enrollment data is shown in the chart below.



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. Expanding non-resident enrollment has been a priority for SJSU.

The non-resident budgeted enrollment target for 2024/25 was 2,100 FTES, and actual enrollment was 2,030 FTES, representing a slight decrease of 70 FTES from the target. For 2025/26, SJSU has maintained its non-resident enrollment target at 2,100 FTES as the campus continues to monitor federal regulation changes. Historical non-resident enrollment data is shown in the chart below.



Recent target vs. actual total enrollment data is shown in the table below.

| | 14/15 | 15/16 | 16/17 | 17/18 | 18/19 | 19/20 | 20/21 | 21/22 | 22/23 | 23/24 | 24/25 | 25/26 |
|--------------------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|
| <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 | 26,900 |
| Non-Resident | 1,927 | 2,400 | 2,650 | 2,650 | 2,650 | 2,650 | 2,200 | 2,400 | 2,400 | 2,200 | 2,100 | 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 | 29,000 |
| <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 | 25,562 | |
| Non-Resident | 2,532 | 2,726 | 2,800 | 2,839 | 2,859 | 2,707 | 2,223 | 2,291 | 2,304 | 2,034 | 2,030 | |
| Total Actual FTES | 25,322 | 25,427 | 25,551 | 27,076 | 26,909 | 27,393 | 27,572 | 27,276 | 26,029 | 26,263 | 27,592 | |

Student Fees

2012/13 to 2025/26

| 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 |
| | 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 | | | | | | | | | |
| 2025/26 | \$3,738 | \$6,450 | \$4,344 | \$7,488 | \$4,680 | \$8,064 | \$13,296 | \$17,160 | \$16,560 | \$19,320 | \$444 | \$84 | \$380 | \$0 | \$40 | \$228 | \$886 | \$778 | \$ 2,396 |
| <i>Change Over PY</i> | 6.0% | 6.0% | 6.0% | 6.0% | 6.0% | 6.0% | 6.0% | 6.0% | 6.0% | 6.0% | 5.7% | | | | | | | | 3.0% |
| 2024/25 | \$3,528 | \$6,084 | \$4,098 | \$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 | \$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% | | | | | | | | 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 FY2020-22 during the COVID-19 pandemic.

GLOSSARY OF BUDGET RELATED TERMS

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

Annualized Full Time Equivalent Student (FTES): Half of the sum of Fall, Spring, and Summer FTES. Equivalent to College Year (CY) FTES.

Average Unit Load (AUL): This number is an indicator of average course load for students. A Full Time Equivalent student is considered any student with a unit load of 6.1 or greater. 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: Operating budget given to a unit to continue supporting 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 its 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 California Dream Loan is a subsidized loan program for undergraduate students with a valid CA Dream Act application and a 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 fees charged by campus entities that provide a service to students, faculty, or staff. Campus Revenue Funds are managed as self-supporting enterprises. Examples include PaCE, University Housing, Intercollegiate Athletics, Lottery, Parking and Student Health Services.

Campus Reserves Policy: Integrated CSU Administrative Manual formalized and established a system wide policy on the creation and use of carryforward balances. San José State University maintains adequate financial reserves to ensure fiscal management, advance University priorities, and mitigate current and future risks in accordance with this policy.

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

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

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 (PaCE).

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 discretionary resource available for allocation by the campus President.

Donor Directed Scholarships: Scholarship funding originating from third-party sources and designated for specific students by the funding agency.

Education Leadership Grant: Students admitted to the EdD 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 (EFC) below the current limit.

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 formula established by law that is calculated based on financial information provided by the Free Application for Federal Student Aid (FAFSA). Financial Aid office uses this data to determine financial aid award.

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

Federal Pell Grants (Pell Grant): Financial need-based grants that do not need to be repaid. They are awarded to qualified undergraduate students and students in credential programs.

Federal Supplemental Educational Opportunity Grant (SEOG): A federal grant that assists undergraduates with exceptional financial need, which is a supplement to Pell Grant.

Federal Work Study (FWS): Federal Funds are allocated to the campus for the purpose of hiring students with qualifying financial needs.

Financial Aid Programs: Financial Aid Programs may include Cal Grant, California National Guard Education Assistance Award, 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 12 month period that begins on July 1 and ends on June 30 of the next calendar year.

Fund: 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.

Graduate Business Professional Grant (GBPG): Provides grants to eligible graduate California residents enrolled in the state-supported professional master's degree programs, e.g., MS Accountancy and Master of Business Administration.

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.

Kuhlman Loan: An institutional loan program for eligible students who must be upper-division, credential or graduate with a satisfactory academic record.

Labor Cost Distribution: A process that distributes payroll expenditures to designated funding sources in the Finance system.

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

Major Capital Outlay: A project where the estimated total project cost for all phases, including design and construction, is over a threshold prescribed by the Chancellor's Office. State site acquisition projects, regardless of cost are considered a major capital outlay.

Mandatory Fees: Fees that are either CSU Category I (such as tuition and application fee) or Category II (mandatory campus fees). Mandatory campus 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 (FTES) at CSU.

Middle-Class Scholarship (MCS): The scholarship is available to undergraduate and teaching credential students with family incomes below a prescribed threshold. The California Student Aid Commission determines these awards.

Minor Capital Outlay: Construction project where the estimated total project cost is equal to or below the major capital outlay threshold.

Non-Mandatory Fees: CSU Categories III, IV, and V fees. Category III fees refer to miscellaneous course fees associated with a state supported course for materials and services used in course instruction. Category IV fees refer to fees other than Categories 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 fees refer to fees paid to self-support enterprises such as extended education, parking, and housing.

Non-recurring Maintenance/Repair (NRMR): A capital project that generally refers to deferred maintenance and work required to restore facilities, buildings, equipment, roads, sidewalks, 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.

Non-Resident Fee: Fee paid by non-California 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 base budget.

Operating Fund: A fund consisting of State Appropriation, University Fees, and other Student Fees.

Professional and Continuing Education (PaCE): Revenue generated from self-support degree and certificate programs, courses (credit, non-credit), and continuing education units. Previously known as Continuing Education Revenue Fund (CERF).

Recurring Maintenance/Repair: Maintenance that typically occurs in cycles of less than one year for ongoing, routine operations and maintenance of buildings and equipment.

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

Revenue Funds: Self-supporting enterprises that generate their own revenue independent of the State's appropriation to the campus. Examples are Student Health Services, Professional and Continuing Education, University Housing, and Parking operations.

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.

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 below the current threshold limits.

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

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

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: 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: A fee paid by students to enroll at SJSU.

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