







Projected Financial Gap

SFSU's UBC recently voted to approve an assumed ~5% unfunded mandate from the governor's office, decreasing the projected deficit significantly.

	2025-26 ¹
Total Resources (Budgeted + Adjustments)	\$341,899,288
Total Expenditures (Budgeted + Adjustments)	\$377,523,519
Deficit	(\$35,624,231)

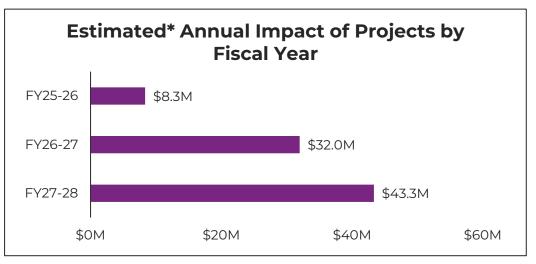
The University Budget Committee (UBC) approved a one-time use of \$10M to cover part of this deficit. The remaining \$25.6M must be cut from the overall institutional budget, including the administrative and academic enterprises.

Deficit Drivers

- Decrease in tuition revenues and corresponding reduction in state appropriations
- Increase in financial penalties for missed enrollment targets
- Reinstatement of critical positions closed due to Voluntary Separation Incentive Program (VSIP)
- Increase in operating expenses, utilities, and risk pool costs
- Implementation of proposed state funding cuts

Huron-Identified Levers

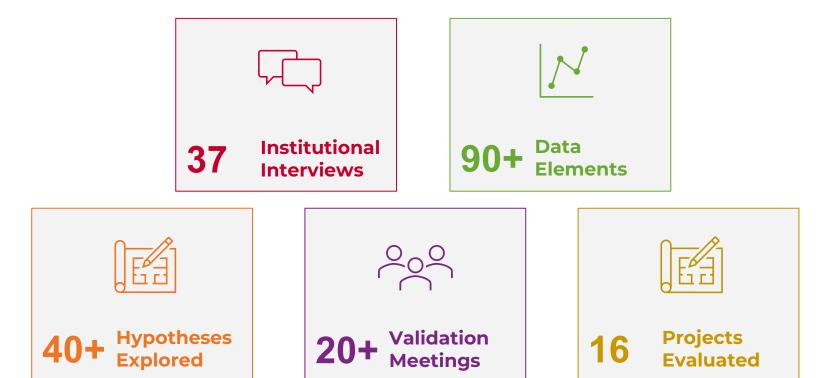
The cost reduction and revenue enhancement initiatives identified through this engagement are annually-recurring strategies that are likely to achieve cumulative effects over time as they ramp up to their full potential.



*Estimates are calculated at either the low, midpoint, or high end of the financial benefit range based on assumptions around SFSU's institutional context and position, as well as market conditions and feasibility of the specific projects.

Huron's Process

Over the course of 5+ months, Huron has leveraged institutional, peer, and public data, stakeholder interviews, and customized models to assess the academic portfolio of SFSU.



The Steering Committee as well as functional and academic leaders at the institution worked alongside Huron to gather and reconcile data and validate findings to arrive at a list of options for recurring financial improvements.

Recognizing SFSU's Strengths

Huron met dozens of campus leaders and stakeholders to obtain a thorough understanding of both the institution's strengths and opportunities for improvement.

Mission Alignment

SFSU's focus on social justice and accessibility is a celebrated cornerstone of its identity and reputation, with the University's commitment extending to making a meaningful impact on the community.



Readiness to Act

SFSU leadership are **cognizant of the challenges facing the institution** and
have already taken steps to address
financial and enrollment challenges in the
past (e.g., reducing low-enrolled classes).
Undertaking the **Institutional Resilience**project demonstrates additional
orientation to action.

Academic Excellence

SFSU is known for **pioneering academic programming**, such as the country's first College of Ethnic Studies, as well as high-caliber programming that meets **state and local workforce needs** like Nursing, Education, and Social Work.

Recommended Projects Overview

Huron evaluated the projects listed below, with potential financial impacts totaling up to \$50M, largely dependent on how aggressively SFSU chooses to pursue each/any of them.

Project		Financial Impact Est.		Savings Bucket	Type
1	Academic Portfolio Adjustments	\$4.6M	\$9.0M	Academic Portfolio	Cost Savings
2	Student to Faculty Ratio	\$0.9M	\$4.1M	Academic Efficiency	Cost Savings
3	Instructional Capacity	\$3.4M	\$6.9M	Academic Efficiency	Cost Savings
4	Academic Structure	\$0.5M	\$0.7M	Academic Efficiency	Cost Savings
5	Managerial Capacity	\$1.0M	\$1.8M	Organizational	Cost Savings
6	Supervisory Titles with 0 Direct Reports	\$1.0M	\$1.8M	Organizational	Cost Savings
7	Centralization	\$0.6M	\$1.3M	Organizational	Cost Savings
8	Administrative Staffing Adjustments	\$2.1M	\$4.1M	Organizational	Cost Savings
9	Vacant Positions	\$2.6M	\$5.1M	Organizational	Cost Savings
10	Office Space	\$2.0M	\$4.4M	Space	Revenue
11	Procurement	\$0.7M	\$2.1M	Institutional Spend	Cost Savings
12	Athletics	\$0.7M	\$1.4M	Department Efficiency	Cost Savings
13	Student Retention	\$0.2M	\$3.9M	Retention	Revenue
14	Individual Giving	\$1.7M	\$2.4M	Advancement	Revenue
15	Donor Pipeline	\$0.3M	\$0.8M	Advancement	Revenue
16	Board Giving	\$0.5M	\$1.0M	Advancement	Revenue
	Total Range:	\$22.7M	\$50.9M		

^{*}Some benefits may not be mutually exclusive depending on the depth of pursuit and/or any interdependencies between projects.

¹Analysis is based on averages found in programmatic case studies, extrapolated out to 20 theoretical programs

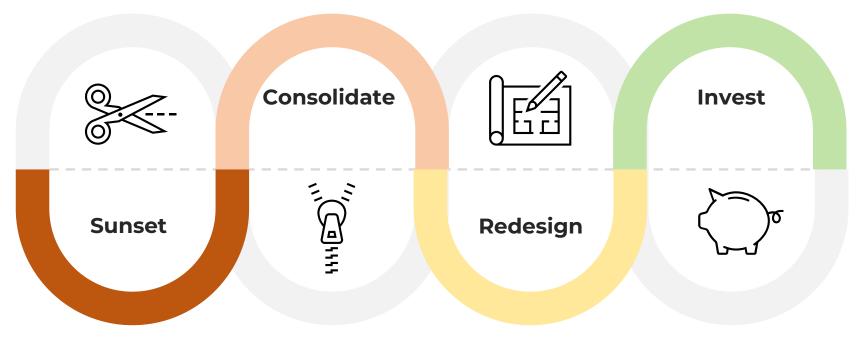
Deprioritized Projects

Huron explored but deprioritized some projects surfaced by Steering Committee members for a variety of reasons, though a few may still be linked to some savings.

Function	Hypothesis	Reasoning
Academic	Open U	Huron did not have sufficient data available to investigate this hypothesis, and it would likely contribute only to self- support units as opposed to the general operating fund.
Information Technology	Computer Lab Utilization	SFSU functional leaders are already analyzing this hypothesis and were preparing to present findings to senior leadership.
Information Technology	Application Rationalization	Huron was unable to gather data related to pricing on existing application portfolio, but some of this financial benefit may already be realized through procurement adjustments.
Organizational	Shared Services	SFSU is already pursuing an opportunity related to shared services with other third- party support.
Space Utilization	Academic Space	Huron assessed occupancy of academic space and determined that the data does not suggest there is a viable opportunity for cost savings.
Space Utilization Underutilized Buildings		At the suggestion of project sponsors, the team deprioritized projects that would not generate recurring benefit.
Space Utilization	Close Downtown Campus	After reviewing the financial transactions for this campus, it was determined that the revenue offsets from leasing the space when unused mitigated costs enough to make this a low- cost asset
Student Success	Industry Partnerships	SFSU is doing well at corporate philanthropy. While partnerships could be a tactic to enhance retention or student outcomes, Huron deprioritized this hypothesis because it is not directly tied to cost savings.
Enrollment	Funnel Analysis	Huron was notified of another engagement focusing on this specific topic, so it was deprioritized to mitigate redundant efforts.

Portfolio Management Options

The makeup of an academic portfolio balances programs that perform at varying levels. When adjusting or right-sizing the portfolio makeup, the below levers can be pulled.*



Discontinue a program and remove from the portfolio. Typically requires teaching out any existing students.

Identify
complementary
disciplines to merge
and benefit from
economies of scale
and shared
resources.

Adjust curriculum, partnership models, and/or modality to respond to shifting demands.

Accelerate program potential by strategically investing in new/additional resources.

*These levers refer specifically to what can be done when designing a balanced portfolio of programs. Economic levers, explored in separate sections, will apply to the operations of curricular delivery.

In-Scope Programs by Discipline

The table below represents the number of departments and **unique** CIP codes by program level, excluding duplicate awards with multiple 'concentrations.'

COLLEGE	# Depts*	# Bachelors	# Masters	# Doctoral	Total Programs
Business	10	4	4	0	8
Education	6	1	5	2	8
Ethnic Studies	6	5	1	0	6
Health & Social Sciences	13	12	10	1	23
Liberal & Creative Arts	22	30	22	0	52
Science & Engineering	9	17	17	0	34
Total	66	69	59	3	131

^{*}Department number includes "Dean's Office" for each College to account for interdisciplinary programs

¹⁷ programs were listed as "Discontinued," or "Suspended" and are excluded from this analysis

¹³ programs are new programs, having started within the last 4 years, and thus do not have sufficient completions data and are excluded 8 programs lack published data relative to the market and are excluded from this analysis

Market Positioning Methodology

The positioning analysis scores each program across 6 performance metrics as outlined below. The market has been defined as the State of California.

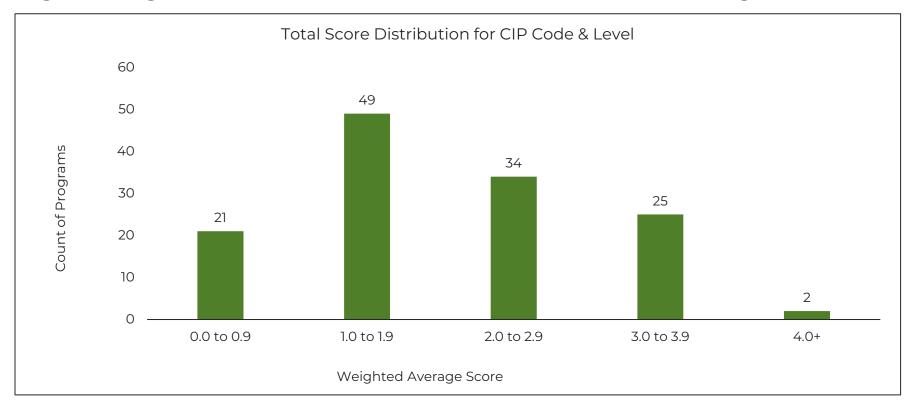
Woight.	t Metric	Score					
Weight			1	2	3	4	5
17%	Volume of SFSU Completions in this program for AY2023	Score	5	10	15	20	25
17%	Growth trend in SFSU Completions of this program from AY2019 – AY2023	Score minimum	-5.0%	-2.0%	0.0%	3.0%	5.0%
17%	Growth trend in California market for student demand of this program from AY2019 – AY2023	Score minimum	-5.0%	-2.0%	0.0%	3.0%	5.0%
17%	SFSU share of regional market in this program AY2023	Score minimum	2.0%	5.0%	7.0%	10.0%	12.0%
17%	Growth trend in SFSU market share of this program from AY2019 – AY2023	Score minimum	-5.0%	-2.0%	0.0%	3.0%	5.0%
17%	10-year Compound Annual Growth Rate of labor market based on jobs requiring degrees with this CIP code	Score minimum	0.3%	0.8%	1.2%	1.6%	2.0%

The number of degrees conferred for a specific course of study in a given year. May be greater than the actual number of students who graduated, as Lightcast includes both primary and secondary majors. Both primary and secondary majors are included because a graduate with a dual major in mathematics and electrical engineering should be considered part of the potential supply for occupations that map to both majors.

The reference period for a completion year is July 1 of the prior year through June 30 of the current year.

Market Positioning Findings

SFSU's programs fall into the following scores distribution with only two programs scoring high enough across all six metrics to attain a total score higher than 4.0



The Steering Committee
was given this market
information to consider as a
potential input of many as
SFSU currently explores
portfolio management
options through the
Institutional Review
Committee (IRC).

These scores are meant to call attention to areas that show exceptional market potential, or that invite further scrutiny and assessment. They do not intend to diagnose, as data may lack important institutional context.

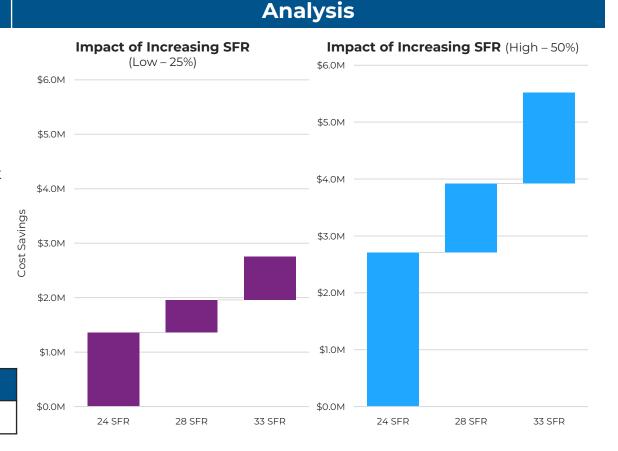
Student-Faculty Ratio

The median student to faculty ratio *by course* at SFSU was 28 in AY 23-24. About 49% of recorded courses fell below the median ratio, suggesting an opportunity to increase efficiencies.

Case for Change

- In AY 23-24, there was a total of 9,873 sections offered across the University¹. About 49% of in-scope sections **had less than the median (28) student to faculty ratio (SFR)**².
- If every course's enrollment was brought to the current median, the course work inventory would allow for a 13% increase in additional enrollments.
- Increasing low enrolled courses to meet the median can boost efficiency and mitigate the need for part time or full-time lecturers.
- If SFSU were to increase the student to faculty ratio of 25-50% of low-enrolled sections to the median (+/- 4-5), the reduction in number of sections taught would result in a savings of \$1.4M-\$5.5M in direct instructor compensation. Savings assume that redistribution of students could reduce the number of sections needed by ~150-600³.

Financial Impact (Low)	Financial Impact (High)
\$1.4M	\$5.5M



Source: Online Schedule Bldg Report AY20-AY23; All Years Census; 2023 Payroll

Section count does not include self support classes (i.e., ATHL, CEEL, CPEL, EXCO, CBE, CRSM, CSUIP, EXCH, ICE, and UCB).

²Sections are considered in-scope if the section is undergraduate level and not a lab or supervision section. SFR calculation is based on headcount not FTES/FTEF calculation ²Cost savings calculations assume that lecturer reductions are proportionate to ratio of full-time lecturers (14%) to part-time lecturers (86%).

Instructional Capacity

Leveraging Tenure / Tenure Track (T/TT) faculty capacity to increase teaching loads can result in significant cost savings.

Case for Change

- In Fall 2023 and Spring 2024, 1,063 courses were taught by Full Time Lecturers (FTL) and 2,974 courses were taught by Part Time Lecturers (PTL) out of a total of 8,758 courses across all colleges.
- Approximately 53% of T/TT faculty had teaching loads below Weighted Teaching Unit (WTU) "expectations"². Many of these instructors are assumed to have course releases, with an estimated \$14M in reassignment costs in AY 23-24.
- Redistributing courses taught by lecturers to full time faculty can minimize lecturer expenses and reassignment costs.
- Assuming approximately half of T/TT faculty have a reduced load, ~340 T/TT faculty can take on an additional ~300-700 courses by either meeting current load expectations (3:3) or raising the expectation to a 3:4, saving approximately \$3.4-\$6.9M in direct lecturer compensation³. An additional \$3.4M savings may be achievable by increasing to a 4:4 load.

Financial Impact (Low)	Financial Impact (High)
\$3.4M	\$6.9M

Analysis

T / TT Load Impact on Lecturer Reliance¹ Shifting to a 3:3 or 3:4 for Underutilized Faculty



Source: Online Schedule Bldg Report AY20-AY23; All Years Census; 2023 Payroll

¹Analysis excludes faculty in the Graduate College of Education who already teach a 4:4 load.

²Below load is defined as below 18 WTUs for T/TT non-GCOE faculty. A faculty with a variation of < -1 WTU was considered "meets."

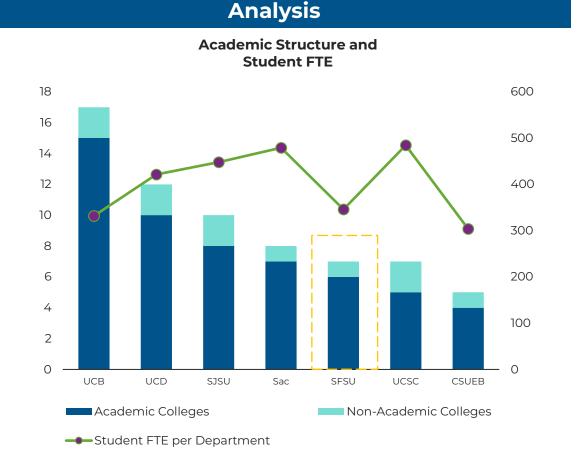
Academic Structure

SFSU's student to department ratio is slightly above its comparators, suggesting a potential ortortunity to reorganize disciplines alongside changes to the portfolio.

Case for Change

- Changes to the academic portfolio may necessitate changes in the academic structure at SFSU.
- As our previous report highlighted, **SFSU is below the median** ratio of students to departments with a ratio of 341, meaning there is opportunity to decrease the number of departments to better align with comparators, which may also lead to a more nimble organization able to more quickly respond to an increasingly unpredictable higher education landscape.
- If SFSU were to increase its student to department ratio from 346 to the median (402) or average (421) across comparators, SFSU could reduce the number of departments by approximately 8-11.
- Cost savings from supplemental pay allocated to department chairs alone could results in savings of approximately \$530K-\$680K.

Financial Impact (Low)	Financial Impact (High)
\$530K	\$680K



Managerial Capacity

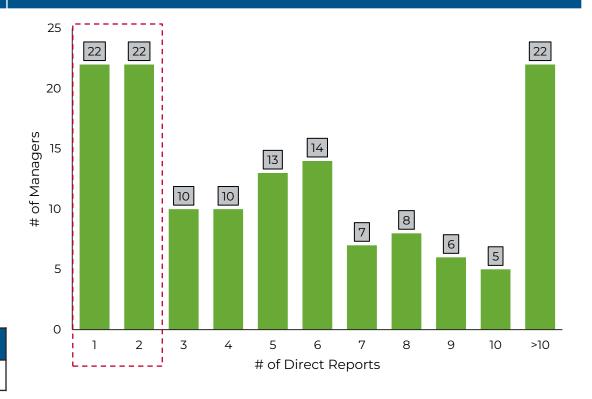
Over 30% of supervisors across all divisions manage two or fewer individuals, indicating an opportunity to address managerial capacity.

Case for Change

- At SF State, the average **direct reports per supervisor**¹ **is 7.7,** yet **44 of 139 supervisors** (**31%** of supervisors) **supervise 1 or 2** in-scope direct reports¹, totaling **nearly \$9.0M** in compensation (inclusive of fringe benefits²).
- Cost-savings opportunities could mean investigating areas for reallocation of direct reports or consolidation.
- Increasing the number of direct reports across supervisors may help achieve the following operational efficiencies:
 - o Expands a supervisor's management experience/abilities.
 - o Provides management opportunities to additional employees.
 - Allows supervisors to focus on planning/setting targets.
- Reducing 10% of supervisors with 2 or fewer direct reports (5 supervisors) results in cost savings of \$1.0M (including fringe benefits). Expanding this reduction to 20% (9 supervisors) would lead to a cost savings of \$1.8M.

Financial Impact (Low)	Financial Impact (High)
\$1.0M	\$1.8M

Count of Supervisors by # of Direct Reports



Source: SF State Employee Payroll for FY2023, SF State Employee Roster for FY2023

Note: This data does not include vacancies. All full-time employees are included in the project scope. All Part-Time, Temporary, Student and Graduate Assistants, and non-supervising faculty are excluded.

¹Supervisors are any full-time Staff and Faculty with 1 or more direct reports.

²Fringe benefits are assumed to be 50% of annual salary.

Supervisory Titles without Direct Reports

Supervisory titles across SF State reflect disparate levels of managerial responsibilities, presenting opportunities for cost savings.

Case for Change

- Currently, 57 of 179 employees (32%) have supervisory titles¹ without inscope direct reports, totaling nearly \$9.1M in compensation (inclusive of fringe benefits²).
- In some cases, supervisory titles without direct reports may be
 necessary, such as overseeing strategic initiatives, operations, etc. In
 some divisions, Directors may not be expected to oversee direct reports.
 - Evaluating supervisor titles to determine which should assume managerial responsibilities is essential for ensuring clear leadership structures, improving operational efficiency, and optimizing resource allocation.
- Reducing **10%** of supervisor titles with no reports (6 supervisors) results in cost savings of around **\$1.0M** (including fringe benefits). Expanding this reduction to **20%** (11 supervisors) would lead to a cost savings of **\$1.8M**.

Supervisory Titles without Direct Reports

	Cabinet	Supervisory Titles without Direct Reports	% Total Supervisor Titles without DR
	University Advancement	19	33%
•	Administration & Finance	14	25%
l	Student Affairs & Enrollment	13	23%
	Academic Affairs	8	14%
	Office of the President	3	5%

Financial Impact (Low)	Financial Impact (High)
\$1.0M	\$1.8M

Source: SF State Employee Payroll for FY2023, SF State Employee Roster for FY2023

Note: This data does not include vacancies. All full-time employees are included in the project scope. All Part-Time, Temporary, Student and Graduate Assistants, and non-supervising faculty are excluded.

¹Supervisory titles are position titles that contain any of the following: President, Chief, Director, Manager, Provost, Registrar, Chair, Dean, Lead, Supervising, Head ²Fringe benefits are assumed to be 50% of annual salary.

Centralization

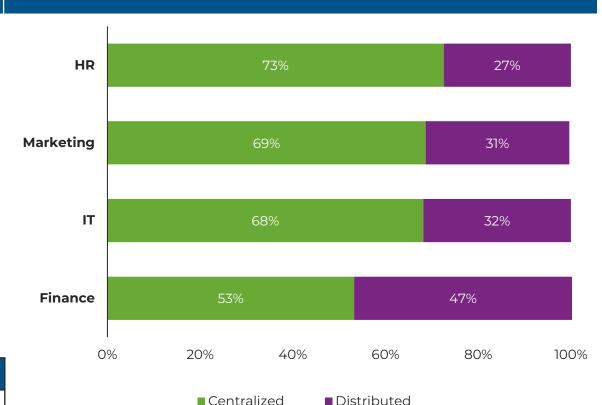
Leveraging shared services and governance across 4 core administrative functions could generate additional cost savings through increased efficiency and resource optimization.

Case for Change

- SFSU has **83 distributed administrative staff** FTEs across 4 key administrative functions, amounting to **\$13.6M in compensation**.
- Sharing resources across units for those with similar work functions could consolidate work, thus allowing for:
 - Greater standardization
 - Limited duplication
 - Cost savings
 - Clarity of effort
 - o Better career pathing
- Based on Huron's experience, centralizing distributed roles across these administrative functions will enhance efficiency by approximately 5–10%, translating into cost savings ranging from \$650K (low estimate), based on a 4.2 FTE reduction, to \$1.3M (high estimate), reflecting an 8.3 FTE reduction.

Total Financial Impact (Low) \$650K Total Financial Impact (High) \$1.3M

Centralization of Administrative Functions



Title Analysis

In addition to centralizing core administrative functions, SFSU may review job titles across 5 functions to ensure consistency, reduce redundancies, and align with industry standards.

Case for Change

- In addition to centralizing core administrative functions, SFSU may consider **reviewing job titles** to ensure consistency, eliminate redundancies, and align with industry standards.
- SFSU may align FTE levels across five functions with national and internal benchmarks, targeting a total reduction of 154.3 to 157.5 FTEs and generating \$20.4M to \$20.9M in cost savings over three years, depending on centralization efforts. Initial reductions should follow a gradual, scalable approach aligned with organizational capacity and centralization progress.
 - Additionally, SFSU may consider investing in 51.7 FTEs (\$4.7M) over the next few years to strengthen three administrative areas that are currently below benchmark levels.
- The estimated financial impact ranges from **\$2.1M on the low end**, reflecting a **15.7 FTE reduction** (10% of the 157.5 FTE target), to **\$4.1M on the high end**, reflecting a **30.9 FTE reduction** (20% of the 154.3 FTE target).

Total Financial Impact (Low)	Total Financial Impact (High)
\$2.1M	\$4.1M

Administrative Title Analysis Summary

= Financial Impact / Cost Savings = Financial Investme

Function	FTE	Ideal FTE	FTE Difference		
General Admin.	353.8	261.4	92.4		
IT	151.3 - 153.8	101.9	49.4 - 51.9		
Grounds Crew	16.5	9.6	6.9 4.4 – 4.8 1.2 – 1.5		
HR	28.0 - 28.4	23.7			
Marketing	17.2-17.5	16.0			
Custodial	84.1	119.5	35.4		
Financial Aid	18.8	28.1	9.2		
Admissions	23.3	30.4	7.1		

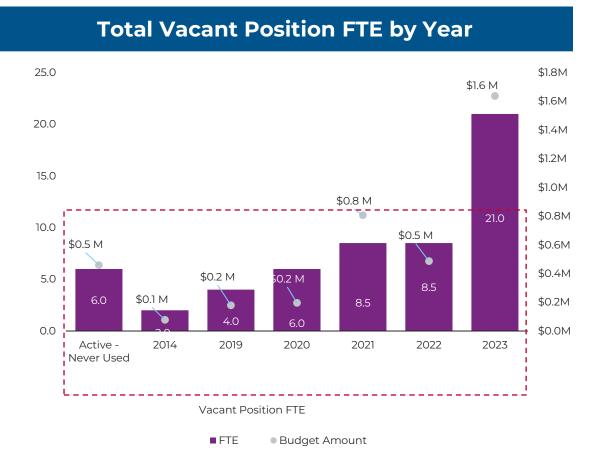
Vacancies (1 of 2)

Vacant positions translate to higher costs for the organization and difficulty in deploying the expenses towards strategic initiatives.

Case for Change

- SFSU currently has a total of **181.6 FTE across 185 vacant positions** across 2014 through 2024, with **56 FTE (31% of the total)** either becoming vacant before 2024 or remaining active but never filled.
- Many units have been reallocating funds from these vacant
 positions to support other initiatives, highlighting a possibility to
 optimize staffing levels, reduce administrative inefficiencies, and
 reallocate resources to higher-priority areas.
- To enhance efficiency, SFSU may consider closing all vacancies from 2022 or earlier and 50% of those from 2023, totaling 45.5 FTEs and generating approximately \$3.0M in savings. Since many of these positions have remained unfilled for an extended period, they may no longer be essential to current operational needs.
- Even if only 50% of budgeted positions are closed, SFSU could still realize up to \$1.5M in savings, allowing for better resource allocation toward key institutional initiatives.

Total Financial Impact (Low)	Total Financial Impact (High)			
\$1.5M	\$3.0M			



Vacancies (2 of 2)

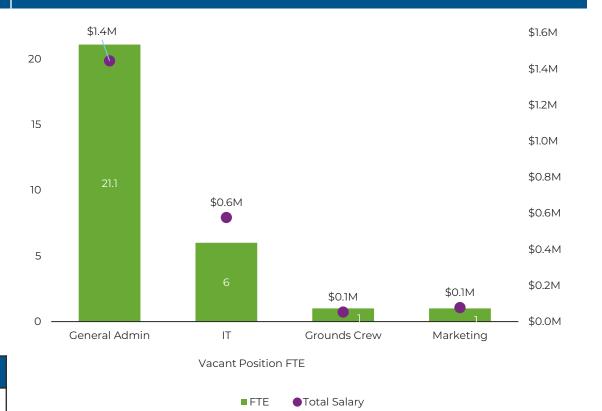
SFSU should close vacant 2024 positions tied to four key administrative areas to reduce inefficiencies, optimize costs, and reallocate resources.

Case for Change

- In 2024, SFSU had **125.6 FTE across 128 vacant positions**, representing \$13.7M in expenses. **29.1 FTE** (23% of the 2024 total) fall within 4 administrative functions that could see a reduction in FTE over the next 3 years. These positions represent **\$2.1M in budgeted expenses** (or 16% of the 2024 total).
- To enhance efficiency, SFSU may consider closing all vacancies tied to these functions, resulting in \$2.1M in savings. Closing these vacancies would eliminate inefficiencies, reduce overhead costs, and align resources with higher-priority needs, making full closure a strategic cost-saving measure.
- Alternatively, a more moderate approach—reducing 50% of these positions—would still generate approximately \$1.1M in savings while maintaining some capacity in these functions. This option balances cost reductions with operational flexibility, allowing for a more gradual restructuring of resources.

Total Financial Impact (Low) \$1.1M Total Financial Impact (High) \$2.1M

Vacant Position FTE by Administrative Function



Space Utilization: Office Space

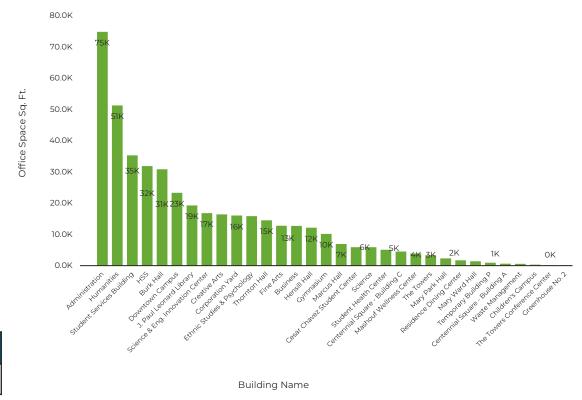
SFSU can evaluate hybrid work policies and data collection practices to address inefficient use of office space, which can be costly.

Case for Change

- SFSU currently has **3.5K office workstations** and **437.6K assignable** square feet (ASF) of office space.
- With 2,175 employee FTEs² utilizing office space, each FTE is currently allocated 201.1 ASF, which is 15% above the CSU benchmark of 175 ASF per professional staff member. Based on this benchmark, SFSU has an excess of 56.9K ASF in office space. This number could increase as SFSU continues to make adjustments to its workforce.
- o From a workstation perspective, each FTE is assigned 1.6 workstations. Given the university's hybrid work model, SFSU could aim for a **1:1** workstation-to-employee ratio or lower to optimize space utilization.
- San Francisco leasing hit 2.2M SF in Q4 2024, up from 1.7M in Q3, the highest since 2019. Vacancy rates dipped from 34.5% to 34.3%. With vacancies still high, SFSU must invest in marketing and competitive pricing to attract tenants.
- At current office space market rates of \$36-\$78 per office square foot, leasing the excess office space could generate anywhere from \$2.0M to \$4.4M.

Financial Impact (Low)	Total Financial Impact (High)			
\$2.0M	\$4.4M			

Office Space Sq. Ft. by Building



Strategic Sourcing

Preliminary analysis of procurement spend reveals opportunities for savings through improved spend management and vendor consolidation.

Case for Change

- Huron analyzed SFSU's FY2020 FY2024 procurement, totaling \$926.1M, to differentiate categorized and not categorized spend
- Spend was categorized into addressable, non-addressable, and not categorized spend
 - \$377.7M (41% of total spend) in addressable spend was segmented into 10 Level I and 44 Level II categories, providing insights into SFSU's spending profile
 - \$539.6M (58% of total spend) in non-addressable spend fell into 3
 Level I and 7 Level II categories
 - \$8.8M (1% of total spend) remained uncategorized
- Based on extensive experience with Higher Education clients, Huron estimates potential savings for SFSU between \$650K and \$2.1M
 (0.2% to 0.8% of FY2024 spend) through strategic sourcing initiatives

Financial Impact (Low)	Financial Impact (High)			
\$650K	\$2.1M			

FY2020 - 2024 Addressable Spend - 41%

- Vendor spend that can be influenced by strategic sourcing efforts to achieve better pricing, financial incentives, improved supplier relationships, process efficiencies, service enhancement, demand and consumption management and optimization, etc.
- Example: Maintenance and Repair Products, Software

FY2020 - 2024 Non-Addressable Spend - 58%

- Spend that is not addressable by strategic sourcing efforts
- Examples: Construction, Non-profit Organizations, Higher Education Institutions, Federal/State/Local Governments, etc.

FY2020 - 2024 Not Categorized Spend - 1%

- Vendors with less than \$10K in FY2020 2024 spend are not categorized
- There are approximately 4.6K uncategorized suppliers

Athletics: Right Sizing Portfolio

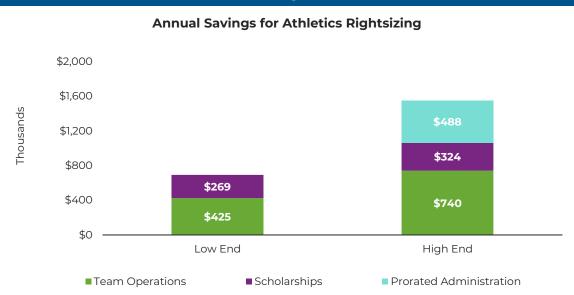
By reducing the Athletics portfolio to the minimum requirements of NCAA Division II status, SFSU could reach significant annual savings while maintaining its program.

Case for Change

- SFSU can **save up to \$1.4M** by reducing the portfolio to 10 sports, which would allow the University to maintain its Division II status while right-sizing current offerings.
- Current **minimum requirements for scholarships** at the D-II level amount to \$250K annually. SFSU has been spending closer to \$750K annually due to donor funds that have since run out. The department is proposing to cut scholarship funding to more closely align with the minimum.
- The high end of the savings range reflects a **prorated** adjustment to administrative costs in line with the sunsetting of 3 of 13 current programs, where the low end conservatively assumes no changes to administrative spend.
- Savings assume an average 50% **reduction in enrollment** of athletes within the targeted sports. Other considerations that may **impact the profitability** of the Athletics Department is the reduction in I.R.A. fees with continued decline in enrollment.

Financial Impact (Low)	Financial Impact (High)
\$700K	\$1.4M

Analysis



The least expensive sports included in the low figures are: Men's and Women's Soccer and Men's Cross Country.

The most expensive sports included in the high figures* are: Men's Basketball, Women's Softball, and Men's Baseball

Retention

ssumptions

By increasing undergraduate retention for first-time freshmen and transfer students, SFSU may be able to earn up to \$3.9M annually in **gross** tuition revenue through 2030.

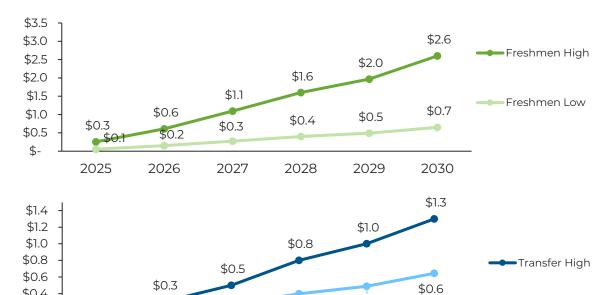
Case for Change

- High Growth Scenario: If SFSU can increase retention by 1% year-over-year (YoY) for undergraduate students during their first 1-2 years on campus, the University may be able to realize an additional \$0.4M-\$3.9M in annual gross tuition revenue from increasing continuing students through 2030.
- Low Growth Scenario: Even a first-year retention increase of only 0.5% YoY yields an additional \$0.2M-\$1.3M in annual gross tuition revenue for SFSU, highlighting the positive, compounding effect of retention on continuing enrollment.
- 1. Assumes incoming first-time freshmen and transfer enrollments held steady at 2,338 students and 2,315 students, respectively.
- 2. High Growth Scenario: Assumes first-year retention rates for first-time freshmen and transfers increase 1% YOY through 2030. Second-year retention for first-time freshmen also assumed to increase 1% YOY (matching strategic plan metric goal).
- 3. Low Growth Scenario: Assumes first-year retention rates for first-time freshmen and transfers increase 0.5% YOY through 2030.

Annual Impact (Low)	Annual Impact (High)			
\$200K (gross)	\$3.9M (gross)			

Analysis

Annual Additional Tuition Revenue From Retention Increases YOY, Fall 2025 – Fall 2030



2030

Transfer Low

Increase Giving by Individuals

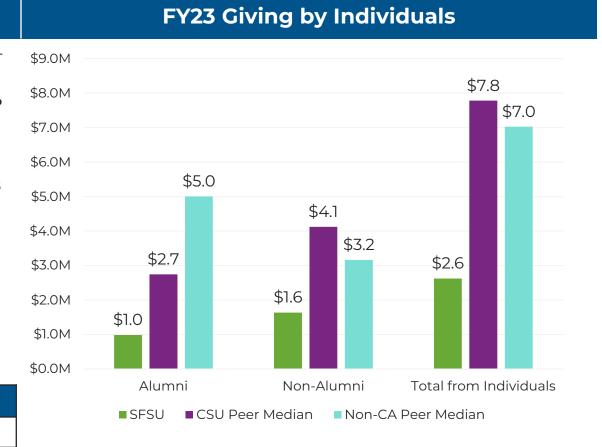
SFSU can raise \$1.7M – \$2.4M in additional revenue annually by increasing total giving by individuals, including both alumni and non-alumni donors.

During FY24, SFSU raised \$987K from alumni and \$1.6M from nonalumni donors, for a total of **\$2.6M in individuals giving.**

Case for Change

- SFSU's system peer cohort median for alumni giving is \$2.7M (12% of total giving) while the non-system peer median is \$5.0M, (24% of total giving).
- SFSU's system peer cohort median for non-alumni giving is **\$4.1M** (**24% of total giving**), while the non-system peer cohort median is **\$3.1M** (**13% of total giving**).
- Individual giving makes up 9% of SFSU's total giving, or \$2.6M
 While the CSU System peer median is 24% or \$7.7M raised and non-CA peer median is \$7.0M for 28% of their total giving.
- Investing in **prospect research**, conducting **portfolio analyses** and building the **donor pipeline** will drive fundraising success.
- Meeting the CSU peer median of 24%, equates to **an additional \$1.7M**; at 28%, **SFSU would raise an additional \$2.4M**.

Total Financial Impact (Low)	Total Financial Impact (High)			
\$1.7M	\$2.4M			



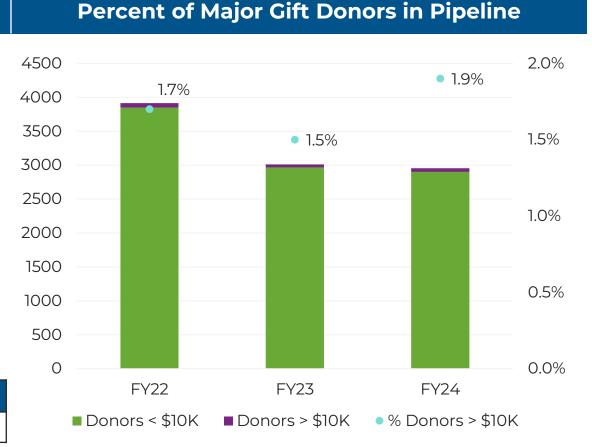
Donor Pipeline

SFSU can generate additional revenue of \$300K to \$800K by improving its donor pipeline and upgrading more donors into major gift donors.

Case for Change More than 647 donors participated in Gators Give Day 2025. They contributed \$109,832 for an average gift per donor of \$170. If SFSU converted 5% of its Gators Give donors to \$10,000 major gift donors, it would raise an additional \$320,000. SFSU should consider a qualification initiative to move donors up the pipeline using segmented and targeted efforts to uncover

- SFSU should consider a qualification initiative to move donors up
 the pipeline using segmented and targeted efforts to uncover
 major giving prospects and focus on donor retention. A review of
 other assigned prospects could help prioritize those with the
 highest giving and capacity levels to increase likelihood of major
 gift closure.
- Through a prospect portfolio evaluation, similarly sized institutions have uncovered 250-750 high-value, unmanaged prospects with combined wealth assessments ranging from \$25 million - \$75 million.

Total Financial Impact (Low)	Total Financial Impact (High)				
\$0.3M	\$0.8M				



Implement a Culture of Board Giving

By implementing a culture of Board giving, SFSU can raise between \$500K and \$1M in both hard and soft credit giving.

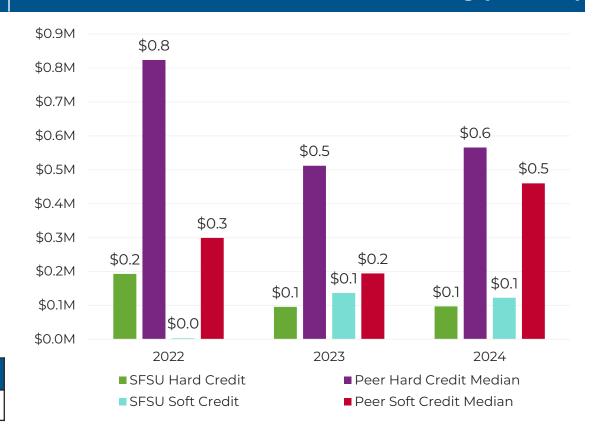
Case for Change

SFSU's reported total giving from Board members ranged from \$196K and \$219K during FY22-FY24. During that same period, SFSU's peer median for total Board giving was \$953K-\$1.5M.

- The FY24 peer median for hard credit giving was \$565K; the peer median for soft credit giving was \$460K. Hard credit refers to the actual gift or pledge received from a donor, while soft credit recognizes individuals who influence the gift but do not provide direct funds.
- If SFSU could meet its peer median of \$1.0M for total Board giving, it would raise an additional \$800K. Meeting the hard credit median only, SFSU would raise an additional \$468K.
- SFSU should revisit its Board engagement strategies to develop a culture of giving. SFSU can set participation expectations and highlight hard and soft credit opportunities to support SFSU.
- Board members should consider SFSU as one of their top philanthropic priorities and strive for 100% participation annually.

Total Financial Impact (Low)	Total Financial Impact (High)
\$0.5M	\$1.0M

Public Institution Foundation Board Giving (FY22-24)



Source: CASE VSE Public Institution Board Giving, Hard and Soft Credit

Sequence of Activities

Dependent on SFSU's decisions, different projects may transition directly into design work while others may be more immediately acted upon.

Assessment (Current)

Establish Work Teams

Design

Act and Communicate

Implementation

Discuss financial benefit realization and implementation considerations to align on next steps.

Final Steering Committee Meeting

Develop a project management structure, including an accountable leader for the prioritized project and detailed project plan(s) with target goals and timelines.

Share out decisions, potential impacts, sequencing, and next steps to the broader community.

Post-Meeting Decision-Making

Determine the prioritized project sequencing and initial milestones, considering current in-flight initiatives.

Sequence Design Decisions

Determine how to operationalize each of the prioritized projects, including rewriting policies, determining roles and responsibilities, and reviewing data.

Implement and Monitor

Operationalize each of the prioritized projects and track against initial project plan(s).

Financial Project Outlook

Estimated Stage:

Assess

Based on the project complexity and SFSU's progress to date, the below matrix highlights elements of the assumed current state for project implementation readiness.

Revenue Generating and Cost Saving Projects							
	High-End of Benefit Range, Lower Estimated Effort / Resource Intensity	High-End of Benefit Range, Medium Estimated Effort / Resource Intensity	High-End of Benefit Range, High Estimated Effort / Resource Intensity				
	Athletics	Academic Structure Instructional Capacity					
	Centralization Board Giving Vacant Positions	Student to Faculty Ratio Donor Pipeline	Academic Portfolio Adjustments Administrative Staffing Adjustments Individual Giving Retention				
Procurement		Supervisory Titles with 0 Direct Reports Office Space	Managerial Capacity				
	Low-End of Benefit Range, Lower Estimated Effort / Resource Intensity	Low-End of Benefit Range, Medium Estimated Effort / Resource Intensity	Low-End of Benefit Range, High Estimated Effort / Resource Intensity				

Implement

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Design

Implementation Roadmap

The following represents an illustrative timeline outlining actions and potential decision points as SFSU begins the next phase of work in achieving institutional resilience.

Engagement Tasks / Month #	April 2025	May 2025	June 2025	July 2025	Aug. 2025	Sept. 2025	Oct. 2025+	Proposed Owner
Institutional Review Committee (IRC)								
IRC assesses academic portfolio and makes recommendation on programs		*						Academic Affairs
Institutional Resilience								
Huron concludes Institutional Resilience engagement								
SFSU finalizes cost savings targets for each fiscal year		2						Finance & Administration
SFSU leadership prioritizes and scopes projects for implementation		3						Executive Team
Implementation								
SFSU determines estimated effort for each project			4					By Function
SFSU aligns estimated effort with internal team's capacity			5					TBD
SFSU establishes appropriate project management structure								TBD
SFSU assigns project owners for implementation								TBD
SFSU initiates assessment, design, or implementation of projects					6			By Function

Key Implementation Decisions



Does the IRC proposal meet savings targets within the desired time frame?



How much of the **deficit** will SFSU aim to address with each fiscal year?



What projects will SFSU **pursue** and in what order? How will outputs from other campus efforts **integrate** with Huron's?



Does SFSU have the **execution capabilities** to be successful? If not, what expertise is needed?



Do assigned team members have **capacity** to support? If not, how will gaps be addressed?



Can prioritized projects begin implementation? If not, does additional assessment, design, or vetting need to occur?

Appendix

Project Glossary



Project Descriptions

Project	Synopsis
Academic Portfolio Adjustments	Right-size the academic portfolio to accommodate the institution's 'new normal' of smaller enrollments by adjusting programs through sunsetting, consolidating, or redesigning.
Academic Efficiency (Student to Faculty Ratio, Instructional Capacity)	Further reduce reliance on lecturer faculty and shift coursework burden to full-time tenure / tenure-track faculty by either increasing student faculty ratio for select classes or shifting workload expectations.
Academic Structure	Reduce the number of academic departments to achieve desired student to department ratio and streamline operations.
Administrative Efficiency (Managerial Capacity, Supervisors with 0 Direct Reports, Centralization, Staffing Adjustments, Vacant Positions)	Streamline operations, address inefficiencies, and make the best use of resources while staying aligned with industry and internal standards.
Office Space	Repurpose excess office space to generate revenue through external leasing opportunities.
Procurement	Improve spend management through supplier consolidation and strengthened enforcement of policies.
Athletics	Reduce SFSU's athletics portfolio to only include 10 sports while maintain NCAA Division II status.
Student Retention	Boost retention through targeted efforts that focus on underrepresented minority (URM) students and Pell-eligible students.
Advancement (Individual Giving, Donor Pipeline, Board Giving)	Generate additional revenues from strengthening components of fundraising operations including growing individual giving, building the major gift pipeline, and creating a culture of Board giving.