

CSUSM Corporation

Board of Directors

Annual Report



2025 - 2026



CORPORATION

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Corporation Overview

About CSUSM Corporation

CSUSM Corporation is one of three self-supporting auxiliary organizations serving CSUSM and governed by the Board of Directors. Our purpose is to advance CSUSM's mission by providing services and resources not typically furnished by the state.



Mission

Our mission is to ignite student success and social mobility by enriching student engagement, supporting research, and strengthening campus collaborations.

Vision

Our vision is to be a driving force in the CSU by providing meaningful contributions through innovative initiatives, supporting student success, and cultivating an environment of inclusivity and collaboration.



Values

We Act with Integrity and Respect: We are honest and act in good faith, with empathy and respect for all individuals, their diverse backgrounds, experiences, and approaches.

We are Accountable: We actively engage in discussions and follow through on our commitments. We take pride in our achievements and celebrate our success.

We Collaborate and Implement Solutions: We work across organizational boundaries and levels to deliver impactful results. We foster a cooperative environment that promotes open sharing and feedback.

We Believe Everyone Should be Seen, Heard, Valued, and Empowered to Contribute: We believe that working with people of diverse backgrounds, cultures, and perspectives drives innovation, deepens connections between people, and helps us grow into better professionals and leaders.

We are a Family: We actively support one another so that people can feel valued, appreciated, and cared for. We respect and treat each other with kindness and compassion and cultivate a positive, energizing, optimistic, and fun environment.

Corporation Overview

CSUSM Corporation Operations

Commercial Services

Commercial Services manages 26 commercial partners, connecting them with the campus community, ensuring compliance with contract requirements and identifying opportunities.



Housing and Residential Education

Housing and Residential Education gives students easy access to academic resources, recreational facilities, and social opportunities to make lasting memories at CSUSM.



Facility Operations and Capital Projects

CSUSM Corporation owns, oversees and/or manages Cal State San Marcos' properties including: the Extended Learning Building, USU Dining, the Center for Children and Families, the University Bookstore, on-campus Housing, and more.



The Office of Sponsored Projects

The Office of Sponsored Projects supports the university by entering into agreements with project sponsors and provides post-award fiscal, compliance, and administrative oversight.



Human Resources and Payroll Services

Human Resources and Payroll Services ensures the adherence to all employment laws, legislative issues and regulations. Their mission is to provide quality customer service in the areas of compensation, benefits administration, training, and employee relations.



Business Services and Finance

The Business Services and Finance of CSUSM Corporation is entrusted to manage and maintain Corporation policies & procedures, campus programs, all financial operations, and business operations.

Procurement and Contracts Services

Procurement and Contract Services manages the purchasing of goods, services, and commercial operations to support campus programs, grants, and auxiliary activities.

A Letter from the Executive Director



Deanne Ellison

Executive Director, *CSUSM Corporation*
Associate Vice President, *Business Development*

Our celebration has begun with the arrival of the incoming Class of 2030 to campus. The question we ask ourselves at this time of year is, are we ready? Our emphatic answer is yes.

The Class of 2030 has arrived just in time to be the first to live in Black Oak Hall, the first to eat their meals in Kwiila Dining, and the first to enjoy coffee from El Kafecito on Founders Plaza. They will be among the first to live in Discovery Hall and to use the state-of-the-art Student Wellness and Recreation Center scheduled to open this time next year.

These incoming students will be the first to attend class in Hunter Hall, the first to purchase sweatshirts and course materials from our new partner Barnes & Noble College, and by Spring will celebrate the opening of our new location of the University Bookstore in North City. They will be the first class to experience First Day Inclusive Access for digital course materials, and to enjoy late night pizza and street tacos in 200 Eats (formerly Campus Way Café).

All these firsts are made possible by the bold, game-changing, shared vision of our campus colleagues, commercial partners and our CSUSM Corporation Board of Directors.

To support these milestones within the corporation we have adopted better tools to more efficiently steward our new and existing resources. For the first time we adopted Concur for travel and expenses tracking, joined the system-wide CSU Buy system for procurement, and invested in Revenue Vision for management of contracts and agreements. To manage assets, preventative maintenance and work orders we have implemented a common maintenance management system (CMMS). In addition, we are rolling out a new Human Resources performance management system that includes “360 degree” evaluations, and Corporation Payroll and Faculty Affairs worked together to improve processes for additional employment and tracking effort for those who serve in multiple roles on campus.

As I have said before, it is an extraordinary moment to be a part of CSUSM, particularly from the lens of firsts around every corner. We will continue to live our mission to ignite student success and social mobility, enrich student engagement, support research, and strengthen campus collaborations - one milestone at a time.

Together with the Class of 2030, we are learning, growing, and improving; and like them, we are just getting started.

- *Deanne Ellison, M.Ed., CASP*



Board of Directors

CSUSM Corporation is governed by CSUSM Corporation Board of Directors consisting of University administration, community members and faculty, alumni and student representation. All meetings are open to the public.



Dr. Sarah Villarreal

Chief of Staff, Office of the President, CSUSM
Designated Member (President's Designee)



Leon Wyden

Vice President, Finance & Administrative Services, CSUSM
Designated Member



Dr. Carl Kemnitz

Provost & Vice President, Academic Affairs, CSUSM
Designated Member



Dr. Charles De Leone

Dean, Graduate Studies and Research, CSUSM
Designated Member



Dr. Viridiana Diaz

Vice President, Student Affairs, CSUSM
Administrative Member



Dr. Jennifer Ostergren

Dean, College of Education, Health & Human Services, CSUSM
Administrative Member



Kristin Stewart

Associate Professor, College of Business Administration Marketing, CSUSM
Faculty Member



Dr. Kimberley Pulvers

Professor, College of Humanities, Arts, Behavioral & Social Sciences Psychology, CSUSM
Faculty Member



Dr. Denise Garcia

Professor, College of Science, Technology, Engineering, & Mathematics Biology, CSUSM
Faculty Member



Mr. Christopher D. Thibodeau, CPA, MBA

Senior Manager, Audit and Assurance, Baker Tilly
Alumni/Community Member



Dr. Ann Bersi

Member of Nevada Tax Commission/Attorney
Community Member



Ms. Carmen Rene, CPA

Chief Financial Officer Energy Source, LLC
Community Member



Mr. Michael Walsh

Product Owner Viasat, Inc.
Community Member



Elaine Pollard

President, Associated Students Inc., CSUSM
Designated Member/Student Member



Cameron Munn

Vice President, Student and University Affairs, Associated Students Inc., CSUSM
Student Member

Stories from the Board

This year I was honored to receive a new grant, marking 16 years of continuous external funding. I am grateful to all the mission-driven people in CSUSM Corporation who support this work including the Office of Sponsored Projects and Human Resources, as well as CSUSM Office of Graduate Studies and Research and Accounts Payable. Bringing my perspective as a PI and faculty member to the CSUSM Corporation Board of Directors is a rewarding way to make an impact.

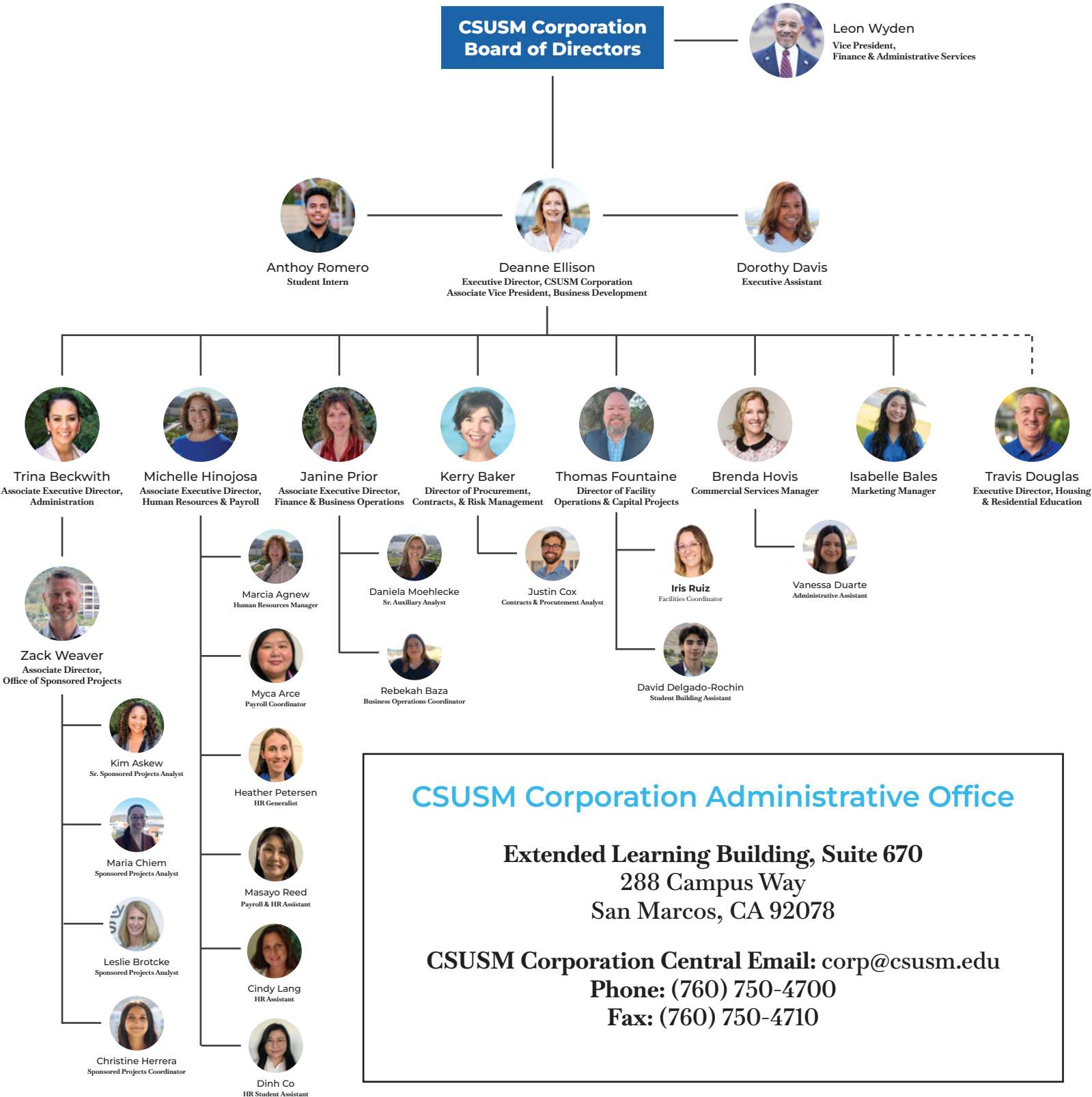
- Kimberley Pulvers, Faculty Member

One of my favorite memories was being part of the relocation and remodeling of the Crash's Market and Starbucks on campus. As a board member, I remember asking what the expected return on investment (ROI) for the project would be, and the answer I received really broadened my perspective and deepened my appreciation for the CSUSM Corp's leadership and mission. The response was simply, "It will really enhance the students' experience." It wasn't about a dollar value or cost savings. It was about creating value for stakeholders. That answer has stayed with me ever since. Since then, I've continued to see the Corp. make many other decisions that reflect those same values.

- Kristin Stewart, Faculty Member

CSUSM Corporation Administraion

The CSUSM Corporation Administrative Team includes 24 full-time staff and 3 student assistants.



Commercial Services



Commercial Services is responsible for the oversight and management of all commercial partner relationships. Our goal is to connect our valued partners with the campus community, deliver quality products and services, ensure compliance with contract requirements and identify new opportunities.

Commercial Partners

PepsiCo



Sodexo



KinderCare



Collegiate Licensing Company



Barnes & Noble College



FedEx



First Class Vending



PNC Bank



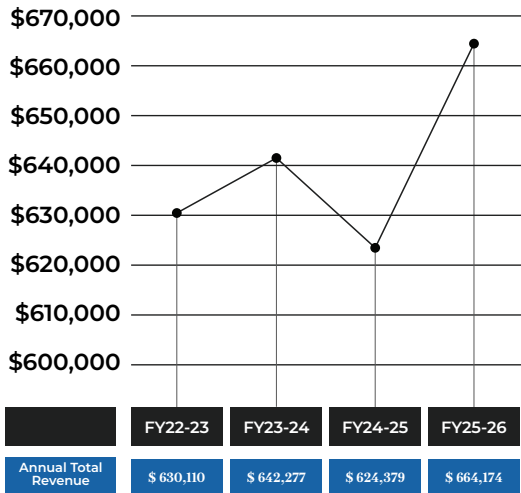
El Kafecito



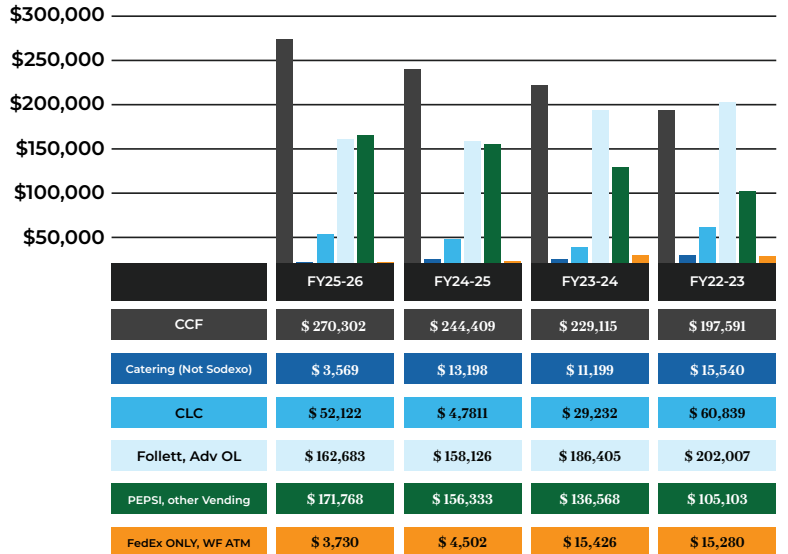
Commercial Services

Financial Summary

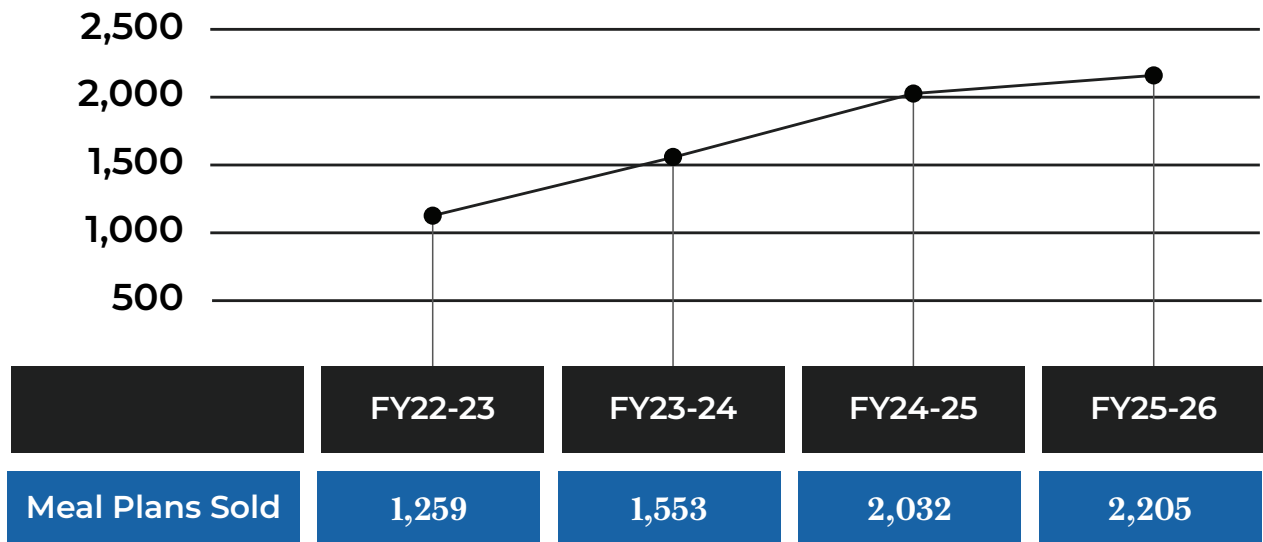
Annual Total Revenue



Revenue by Source (FY22-23 to FY25-26)



Meal Plans Sold by Academic Year



Commercial Services

Highlights and Achievements

Center For Children and Families

The Center for Children and Families (CCF), operated by KinderCare, provides high-quality early childhood education while serving as a key learning and research partner for CSUSM students. With 12 classrooms serving up to 169 children and more than 55 staff, CCF supports 30–40 service-learning students and 2–5 interns each semester through hands-on experiences. CCF maintains strong academic partnerships with Child and Adolescent Development, Human Development, and Speech- Language Pathology. These partnerships support weekly university courses, classroom instruction, child observations and developmental assessments, graduate \ and undergraduate clinical experiences, and direct feedback to families. As CCF approaches its 20th anniversary in September 2027, its continued partnership strengthens student learning, supports research and professional preparation, and serves CSUSM students, employees, and families.

12
Classrooms

169
Children Served



University Bookstore

Barnes & Noble College became the University Bookstore's new campus partner in June 2026, expanding access to course materials, apparel, technology, and spirit merchandise while enhancing the campus experience. Early results include a 400% improvement in faculty course material adoption from spring to fall 2026, reflecting increased engagement and a more customer-focused bookstore experience.

400%
Increase in Faculty
Course Material Adoption



Kwíila Dining and New Meal Plan Program

CSUSM Dining Services by Sodexo launched a new declining-balance meal plan in Fall 2026 to support increased first-year housing and growing demand for mandatory meal plans. The model has two components: a membership fee that supports dining operations, facility enhancements, student



programming, nutrition resources, and member benefits; and Dining Dollars, which students use to purchase food at campus dining locations, with preferred pricing at the newly opened Kwíila Dining. As students use their Dining Dollars, their available balance declines, giving them greater flexibility and choice in how and where they use their meal plan funds. The program also expands service hours, transparency, and value while strengthening Dining Services leadership through the promotion of General Manager Paul Reardon to Resident District Manager and the addition of new Executive Chef and Catering Director talent.

Commercial Services

The Future

University Bookstore Relocation

In Spring 2027, the University Bookstore will relocate to the Extended Learning Building at the corner of Barham Drive and Campus Way. The new 4,300-square-foot location will provide enhanced access for students and the campus community based on proximity to campus and convenient free short-term parking in PS2. The state-of-the-art store features extensive window frontage facing the campus across Barham Drive providing a warm welcome to the campus community it serves, as well as visitors to North City.



Inclusive Access / First Day by Course Initiative

CSUSM is preparing to implement BNC's First Day by Course beginning in Spring 2027. This inclusive access program provides students with required digital course materials through the campus learning management system at discounted rates. Students receive access to materials on or before the first day of class, helping to improve academic preparedness and academic success. The program also allows eligible course material costs to be covered through financial aid and includes an opt-out option for students.

The upcoming rollout builds on the University's ongoing efforts and proven success to address course material affordability and enhances the student academic experience.



Campus Dining Update: 200 Eats

Campus Way Café will be reimagined as “200 Eats”, a new late-night dining venue launching in Spring 2027. While plans are still being finalized, the concept will operate from approximately 4:00 p.m. to midnight, providing additional evening dining options for students and the campus community. The menu will feature fresh-made pizza by the slice or the pie, street taco-style offerings, and grab-and-go items for students on the move.

Housing and Residential Education



Housing and Residential Education's motto of *Live, Learn, Thrive* is the origin of providing students easy access to academic resources, recreational facilities, and social opportunities to make lasting memories at CSUSM. Housing communities are dedicated to serving first-year, continuing, transfer and international students.

Housing Communities



886 BEDS

The QUAD

The QUAD offers modern, campus-affiliated living tailored for continuing and transfer students in the heart of North City. This vibrant community features fully furnished apartment-style spaces within every apartment, providing the perfect balance of independence and convenience.



373 BEDS

North Commons

North Commons is a traditional residence hall for first-time students attending CSUSM. This cutting edge, suite-style complex provides a unique home experience with seven floors of contemporary living, spectacular views of the campus, and serves as the hub for the San Marcos Experience Residential Learning Community.



763 BEDS

University Village Apartments

University Village Apartments offers a living experience designed for continuing and transfer students attending CSUSM. This apartment-style community features a variety of room options and is strategically located on campus, it provides the perfect balance of independence and collegiate support.



555 BEDS

Black Oak Hall

Opening its doors for the Fall 2026 semester, Black Oak Hall is our brand-new, state-of-the-art traditional residence hall designed exclusively for first-year students. Black Oak Hall is all about connection and convenience; where students can foster a close-knit, social community, supporting students with more affordable housing opportunities.

Housing and Residential Education

Financial Summary

CSUSM Corporation: Housing

Combined High-Level Summary	FY22-23 Actual	FY23-24 Actual	FY24-25 Actual	FY25-26 Prelim
Total Revenues	\$ 6,856,276	\$ 7,679,436	\$ 8,624,206	\$ 9,103,539
Total Expenses	\$ 6,856,276	\$ 4,024,838	\$ 5,228,024	\$ 8,147,489
Net Income/(Loss)	\$ 3,671,351	\$ 3,654,598	\$ 3,396,182	\$ 956,050

Highlights and Achievements

In Fall 2025, CSUSM Corporation assumed housing operations and facilities management, successfully ending a private management contract and hiring 15 new staff to manage these responsibilities in-house.

This restructuring allows the Corporation to exercise greater control over services and student experiences impacting recruitment, retention, student success, and CSUSM's strong reputation.



\$4.2M
Savings & Revenue

The net financial impact of the housing restructuring is expected to be approximately \$4.2 M of combined savings and new revenue over the next five years.



That internal capability was tested almost immediately by a substantial mold mitigation effort that required the short-term relocation of approximately 430 residents. Housing staff coordinated consultants, a national mold remediation firm, three hotels, shuttle and rideshare transportation, and food access solutions to manage the displacement — a response that drew on the same operational muscle the restructuring was designed to build.

Housing and Residential Education

708

Returning Student Beds

Through the addition of Black Oak Hall, Housing was able to increase the number of returning student beds for 2026-2027 from 400 to 708, which helped us grow from meeting 46% of demand to 67% of demand among our returning students.



Resident students attended 377 programs during the 2025-26 academic year with the highest attendance among programs focused on Holistic Wellness and Equity, Inclusion, and Social Responsibility. The most popular programs were Super STEM Saturday, Safari Park trip, and Sprinter trip to Oceanside Farmers Market.

377

Programs



100%

Retention

+0.24

GPA Gap

Beyond the physical and financial story, this year's outcomes data make a clear case for the value of on-campus living: residents in the CSTEM and San Marcos Experience Residential Learning Communities were retained at 100% from fall to spring, against 92.7% for students not living in on-campus housing. In general, students in housing posted GPAs 0.24 points higher than their off-campus housing peers.

Awards and Recognitions



Dr. Travis Douglas

Executive Director, Housing & Residential Education
*Outstanding Manager Award Recognition,
Division of Student Affairs End of the Year Awards*



Tabitha Blackburn

Housing Services Coordinator, Housing & Residential Education
Star Award, Division of Student Affairs January 2026



Tatiana Ferreira

Licensing Coordinator, Housing & Residential Education
*Outstanding Administrative or Operational Support Award,
Division of Student Affairs End of the Year Awards*

The Future

In addition to the completion of Black Oak Hall and Kwila Dining, which added 555 first-year beds, construction has started on Discovery Hall, which will add 926 first-year beds and a new student-fee-supported Wellness and Recreation Center for Fall 2027.

+1,481

First-Year Beds

Facility Operations and Capital Projects



The Corporation owns and/or manages several CSUSM properties and locations. Facility Operations and Capital Projects provides oversight and support to all the Corporation locations including the Extended Learning Building, Parking Structure 2, University Bookstore, CSUSM Housing communities, CSUSM Dining locations, and the Center for Children and Families.

Properties and Locations

Extended Learning Building



Parking Structure 2



University Bookstore



CSUSM Housing



CSUSM Dining Services



Center for Children & Families



Site Responsibilities

Building & Preventative Maintenance Special Projects Groundskeeping Capital Project Management

Building Improvements Recycling & Composting Hoist Waste Management Budgeting & Estimating

Housekeeping & Custodial Resourcing Utility Management Lot Management Equipment Management

Facility Operations and Capital Projects

Highlights and Achievements

50+
Projects

The Facilities team delivered more than 50 projects across the CSUSM Corporation portfolio, advancing strategic capital improvements, infrastructure, accessibility, and tenant enhancements while sustaining essential day-to-day operations. These investments strengthened the campus experience and positioned the Corporation for continued growth.



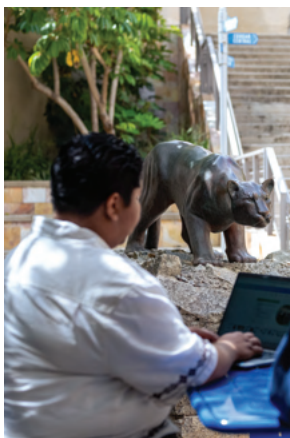
A key accomplishment was the successful relocation of Starbucks, enhancing the customer experience and modernizing the campus dining environment.



The opening of Shake Smart expanded healthy dining options and strengthened the campus experience.



The completion of Kwiila Dining and Black Oak Hall marked a significant milestone, transforming student dining experience and creating a dynamic new gathering space. These strategic investments reflect the Facilities team's commitment to advancing the Corporation's vision through thoughtful planning, collaboration, and execution.



Facilities advanced key campus priorities by installing ADA automatic door operators at the Speech-Language Pathology Clinic and replacing more than 35 DXS building automation controllers in the Extended Learning Building, improving accessibility, reliability, energy efficiency, and long-term building performance.

The Future

Facilities is advancing a strategic portfolio of projects— including Discovery Hall, the Campus Way Café to 200 Eats redesign, and the Barnes & Noble buildout—to enhance campus amenities, support student success, and position the Corporation for continued growth.

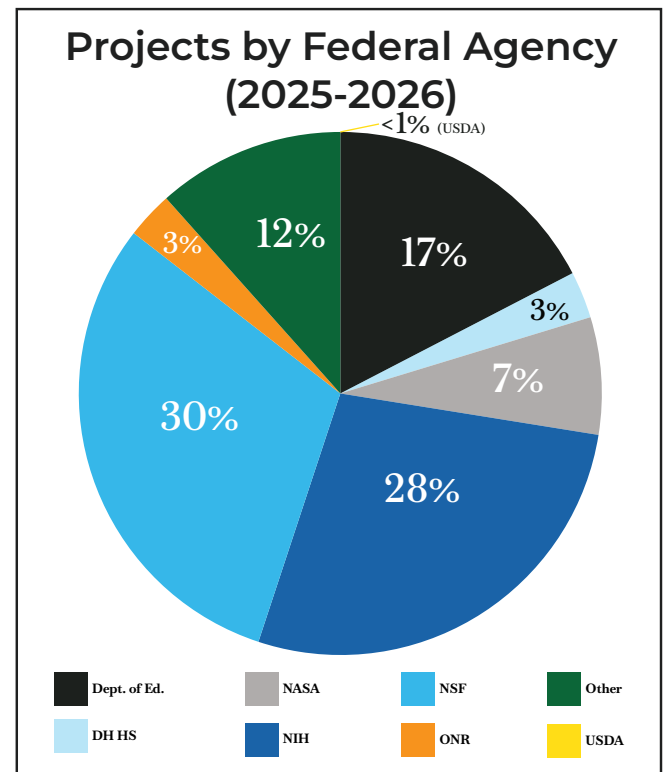
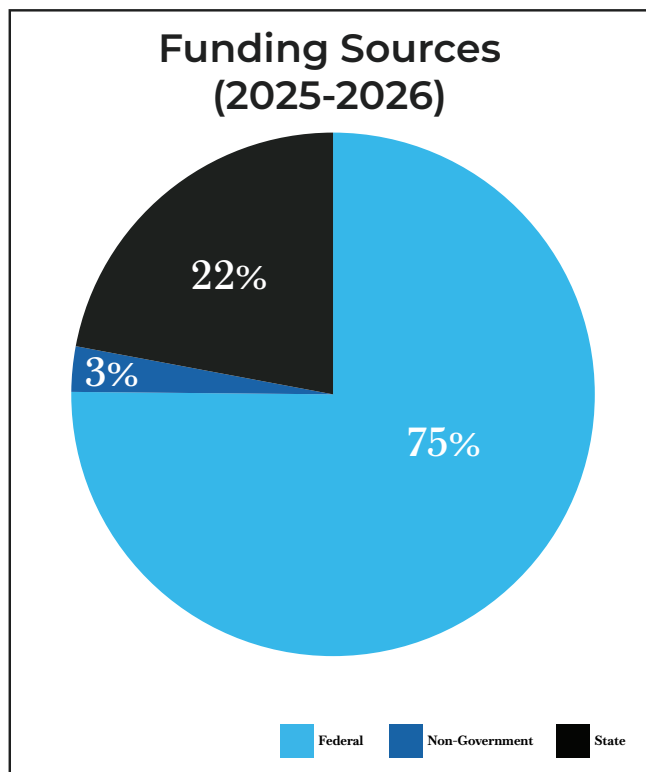
Office of Sponsored Projects



The Office of Sponsored Projects supports CSUSM faculty and staff through expertise, education, assistance, and oversight of sponsored projects and research, managing contracts and grants from federal, state, foundation, public, and private sources. The team negotiates and executes awards and subawards, supports collaborative research, and maintains policies and procedures to ensure compliance and effective project administration.

Portfolio Composition

Federal sponsors account for three-quarters of the FY 2025–26 portfolio, with state sources supplying 22% and non-governmental sponsors 3%. Within the federal share, the National Science Foundation (30%) and the National Institutes of Health (28%) together represent well over half of federally funded projects, followed by the Department of Education at 17%.



A 75% federal concentration, weighted toward NSF and NIH, ties portfolio performance closely to federal appropriations and agency policy. OSP has responded operationally – automating cash draws to meet new federal requirements and preparing for the 2026 Uniform Guidance updates – and diversification of the sponsor base remains a strategic consideration for the Board.

Office of Sponsored Projects

Financial Summary

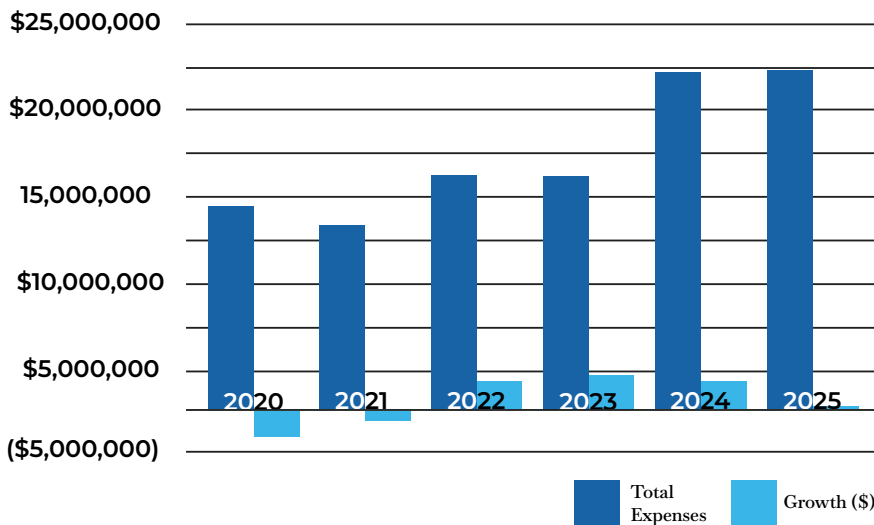
Sponsored project expenditures totaled \$22,144,601 in FY 2025, essentially level with the prior year (\$22,230,789, a change of less than one percent). This plateau follows three years of double-digit growth that lifted annual expenditures by more than \$9 million from the FY 2021 low.

Sponsored Projects Expenditures

Fiscal Year	Total Expenditures	Change vs Prior Year	Growth %
FY 2020	\$14,108,521	(\$3,166,780)	22%
FY 2021	\$12,966,953	(\$1,141,568)	(9%)
FY 2022	\$15,543,054	\$2,576,101	17%
FY 2023	\$19,145,980	\$3,602,926	19%
FY 2024	\$22,230,789	\$3,084,810	14%
FY 2025	\$22,144,601	(\$86,188)	<1%

Growth % reflects the change as a share of current-year expenditures, consistent with prior-year board reporting. FY 2025 figures are as of August 7, 2026.

Sponsored Projects Expenditures



The flat result is best read as stabilization at a new, higher baseline rather than a reversal. The portfolio expanded rapidly from FY 2022 through FY 2024 as large multi-year awards — including ARPA, the Child Care Access Program, and Veterans to Naval Careers — moved into active spending. FY 2025 reflects those awards reaching steady-state expenditure, and in some cases approaching their closeout phase. Sustaining the current level into FY 2027 will depend on new award capture and on the federal funding environment.

Office of Sponsored Projects Highlights and Achievements

A Year at a Glance

100+

Sponsored Projects

\$22.1M

Sponsored Expenditures

0

Audit Findings

\$2.5M

Scholarship Dollars

235

Student Awarded
Scholarships

\$500k+

Wages Paid to
Student Employees

The Office of Sponsored Projects (OSP) closed the year managing more than 100 active sponsored projects across 28 sponsoring agencies, representing \$22.1 million in sponsored expenditures. Building on four consecutive years of portfolio growth, OSP sustained its historic high while strategically focusing on strengthening compliance infrastructure, advancing process automation, and enhancing support for the campus research community.

OSP strengthened compliance and operational efficiency while adapting to new federal requirements, achieving zero single audit findings. Improvements included annual Conflict of Interest disclosures, subaward/FFATA monitoring, automated federal cash draws, integration of sponsored-project purchasing requirements into CSUBuy, and expanded engagement with academic, research, budget, and CSTEM leadership.

Every dollar of sponsored funding administered by OSP is a dollar of external investment in CSUSM students, faculty research, and regional capacity — delivered at zero audit findings and with a growing share flowing directly to students as scholarships and paid research employment.

Student and Community Impact

OSP-administered sponsored funding delivered measurable benefits to students and the broader community, providing \$2.5 million in scholarships to 235 students and more than \$500,000 in wages to student employees engaged in sponsored projects, supporting both financial access and valuable research and professional experience. In addition, OSP supported more than 27 subawardee collaborators, extending the reach and impact of CSUSM-led research and initiatives across partner institutions and community organizations.



Projects We Are Proud to Support

Archival Work in Mexico

Faculty-led archival research helping Mexican communities recover and learn their own history, profiled by CSUSM University Communications

Read the Story



CSUSM Child Care Access Program

**\$30
Million**

Subsidizes child care for student parents, removing one of the most persistent barriers to persistence and on-time completion.

Veterans to Naval Careers

**\$5.6
Million**

Supports student veteran interns, connecting military service experience to defense-sector career pathways.

Transfer Collaborative

Streamlining access to transfer resources, student and credit mobility, transfer pathways, and C2C transfer dashboards.

Program Info



Office of Sponsored Projects

Signature Investment: ARPA Grant Builds Temecula Infrastructure



The \$5.5 million ARPA award continued to build instructional capacity at the Temecula campus and at MSJC–Temecula, converting one-time federal relief funding into durable teaching infrastructure across nursing, software engineering, business, and early childhood development programs.

Nursing Simulation Lab



Equipped the School of Nursing in Temecula with comprehensive simulation and clinical equipment to support high-quality nursing education and hands-on training.

Software Engineering Pathway

Purchased 48 laptops for the computer lab in Room 228 at MSJC–Temecula supporting the 2+2 Software Engineering program, and funded salary for a tenure-track faculty member and lecturers teaching in the program.

Technology Infrastructure

Partnered with Instructional and Information Technology Services on network connectivity and security system upgrades, and on selecting cameras and smartboards supportable by campus technologists for the Early Childhood Development program.

Expanded Course Offerings.



Delivered College of Business courses at MSJC–Temecula across Spring 2025, Summer 2025, Fall 2025, Spring 2026, and Summer 2026.



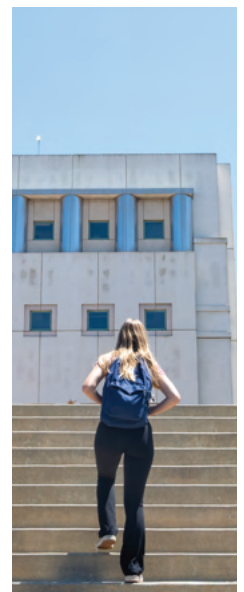
Zack Weaver
Associate Director,
Sponsored Projects

Staff Accomplishments

Zack Weaver earned the national Certified Financial Research Administrator (CFRA) credential, strengthening the office's expertise in sponsored research financial management.

The Future

OSP's FY 2026–27 agenda focuses on strengthening stewardship, operational efficiency, regulatory readiness, and engagement across the sponsored projects lifecycle. Priorities include establishing regular property inventory and reporting, modernizing award closeout processes, implementing anticipated Uniform Guidance updates, exploring AI applications to improve pre- and post-award operations, conducting a comprehensive year-end performance review, and expanding faculty engagement through four open forums for the sponsored projects community.



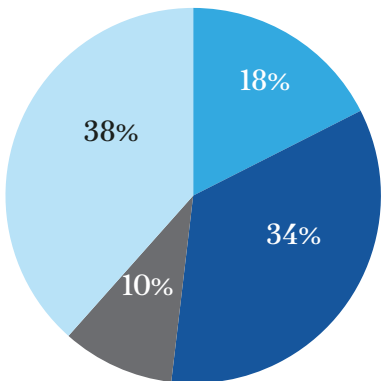
Human Resources and Payroll Services



CSUSM Corporation’s Human Resources and Payroll Services provide strategic support in compensation, benefits, training, employee relations, and payroll while ensuring regulatory compliance. The team serves employees, project managers, and the campus community with a focus on safety, ethics, and organizational excellence.

Workforce Profile

Employees
(2025-2026)



Full-Time CSUSM Staff, Faculty, Coach Part-Time CSUSM Students

Employees
(2025-2026)

Employee Type	Quantity
Full Time	94
CSUSM Staff, Faculty, Coaches	184
Part Time	52
CSUSM Students	206
TOTAL	536



Human Resources and Payroll Services

Highlights and Achievements

536
Employees

99.9%
Payroll Accuracy

100%
Compliance

The CSUSM Corporation Human Resources and Payroll department supported 536 employees while holding a 99.9% payroll accuracy rate and maintaining 100% compliance with California and federal labor law. Key improvements included on-time 941 filings and W-2 distribution, early submission of California Pay Data Reporting enhancements to payroll scheduling, Payroll Information Management System, and additional employment and effort-tracking processes.



The department managed high-volume workforce transitions, completing 304 new-hire orientations, 386 separations, and 277 additional employment appointments, while successfully transitioning 15 Housing Management positions from contracted to in-house Corporation employment.



Guided by its commitment to exceptional service, employee safety, and ethical stewardship, Human Resources and Payroll strengthened workforce support through e-Verify enrollment, partnership with campus stakeholders to develop Youth Protection and Workplace Violence Prevention plans, and expanded Live Scan vendor capacity to ensure continuity in background clearance services.

Beyond workforce operations, Human Resources and Payroll expanded its impact by supporting Title IX employee relations matters, monitoring the implications of federal shutdown announcements, and strengthening community engagement through the San Marcos Boys & Girls Club Career Connections event and Career Pathways internship program.

The Future

Human Resources and Payroll Services is launching a new Performance Management System (PMS) in the upcoming year. Implementation of a new PMS will modernize CSUSM Corporation's review process by replacing manual, document-based tracking with automated 90-day and annual reviews. The system will improve consistency, timeliness, and user experience through automated scheduling, reminders, customizable forms, and secure centralized record-keeping. It will also reduce HR's administrative workload while providing managers and employees with a more streamlined approach to feedback and performance expectations.



Business Services and Finance



The Business Services and Finance team of CSUSM Corporation manages and maintains policies & procedures, campus programs, and all business and financial operations.

Operations and Services



Budget Development

Create and manage the organization's budget.

Financial Reporting

Prepare and present financial reporting.

Investment Management

Oversee and optimize investment portfolios.

Year-End Financial and Compliance Audit

Coordinate with accounting and external auditors for financial and compliance audits and preparation of necessary returns.

Policies and Procedures

Develop, implement, and maintain organizational policies and procedures.

Customer Service and Training

Provide customer service and training to staff and stakeholders.

Fixed Asset Management

Collaborate with campus departments to track and manage the organization's fixed assets.

Continuous Improvement

Implement new tools, like Concur and Revenue Vision, to enhance CSUSM Corporation's business practices.

Campus Program Administration

Administer and manage campus-based programs.

Business Services and Finance

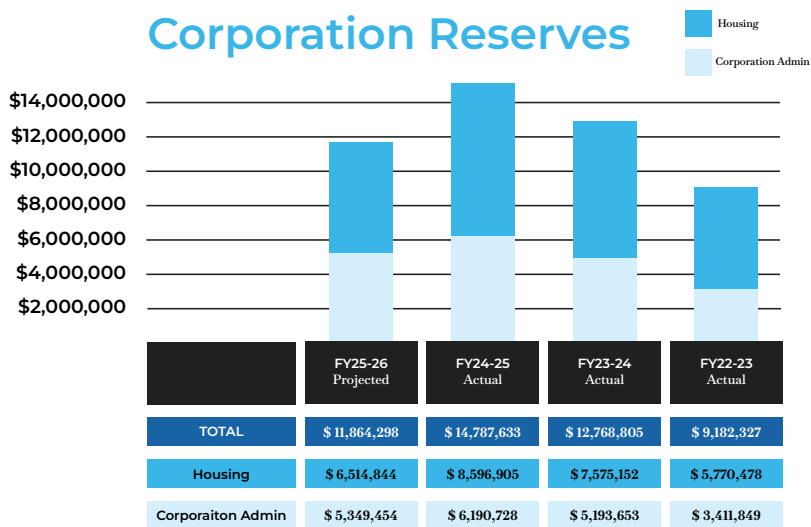
Financial Summary

CSUSM Corporation: Combined Operations*

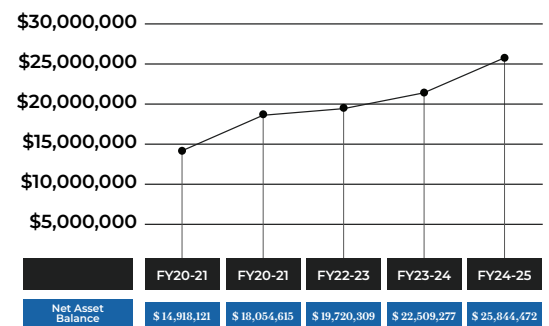
Combined High-Level Summary	FY25-26 Prelim	FY24-25 Actual	FY23-24 Actual	FY22-23 Actual
Total Revenues	\$ 15,672,241	\$ 14,418,520	\$ 14,306,634	\$ 10,727,244
Total Expenses	\$ 14,504,653	\$ 10,184,575	\$ 9,181,552	\$ 7,135,414
Net Income/(Loss)	\$ 1,167,588	\$ 4,233,945	\$ 5,125,082	\$ 3,591,414

*Combined Operations = Corporation Administration, Housing, and Dining

Corporation Reserves



CSUSM Corporation Financial Trend



Business Services and Finance

Highlights and Achievements



0

Audit Findings

During FY 2025–26, CSUSM Corporation demonstrated strong financial stewardship and governance, achieving zero findings in its external Financial and Compliance Audits conducted by Aldrich CPA + Advisors LLP while continuing to support CSUSM Internal Audit reviews.

The CSUSM Corporation also strengthened financial infrastructure and institutional capacity through:

1. Partnerships with campus Finance and Administrative Services.
2. Implementation of Concur, providing standardized expense approvals, documentation, and audit trails.
3. Introduction of the Universal Card, establishing controlled purchasing and transaction oversight for auxiliaries.
4. Supporting the transition of in-house accounting and financial reporting processes for Housing providing centralized oversight, standardized reporting, and greater visibility into financial activity following the transition from third-party management.



Procurement and Contract Services



Procurement and Contract Services manages the purchasing of goods, services, and commercial operations to support campus programs, grants, and auxiliary activities.

Highlights and Achievements

873

Purchase Orders

\$12.35M

Total Purchase
Order Value

Procurement and Contract Services managed significant purchasing and contracting activity, issuing 873 purchase orders totaling \$12.35 million, executing 105 agreements, and awarding six major service contracts across key Corporation operations. The team also modernized procurement infrastructure by transitioning contracts to CSUBuy, rebuilding core templates, launching RevenueVision for revenue tracking, and updating procurement practices to align with current OMB spending guidelines.

The department also advanced several strategic agreements with direct operational significance: an affiliation agreement with Seabreeze Properties giving CSUSM Housing management of North Commons and the Quad, completion of Phase 1 of the Corporation-wide Safety Assessment in partnership with Alliant Insurance Services, and an updated campus alcohol policy developed jointly with University Advancement, the Dean of Students, Events and Conference Services, CSUSM Dining Services, faculty, and student representatives.



30
New Catering Partner
Relationships

On the business development side, the department built 30 new catering partner relationships, established a shared services agreement with the SDSU Research Foundation that enables CSUSM to manage intellectual property and onboarded three new licensees for the Infinity Lab. The team's growing external profile was also on display at the AOA 2026 conference in Oakland, where Justin Cox delivered his first conference presentation, on the corporation's experience implementing CSUBuy.



Justin Cox
Contracts and Procurement Analyst

The Future

The coming year will include several major milestones, including the openings of the Student Wellness & Recreation Center, Discovery Hall, and new Bookstore location. Discovery Hall will also launch with a Seabreeze Properties affiliation and management agreements. In addition, the Corporation and OSP Operating Agreements are scheduled for renewal in the coming year.



CSUSM Corporation Gives Back



CSUSM Corporation contributes in a variety of different ways throughout the year to enhance the student educational experience and further the mission of CSUSM student success.

Highlights and Achievements

2,942
Funded Meals

Over the past five years Corporation employees and volunteers have contributed to Giving Day helping to fund the donation of 2,942 free meals to CSUSM Cougar Care Network. These meals are made available to students with food insecurity.

YTD 4,448 meals were donated to Cougar Care Network by CSUSM Dining Services through Sodexo to help Swipe Out Hunger.

4,448
Meals Donated



\$15.5K
ASCEND Sponsorship

Through our partnership with PepsiCo the Corporation provides \$15,500 per year in support for students through ASCEND sponsorship support, campus sustainability support, and support of Athletics programs.

\$2.5K
From First Class Vending

CSUSM Corporation's partnership with First Class Vending provides \$2,500 annually towards academic support, event sponsorship, special promotions, and philanthropic support.



CSUSM Corporation staff donates their time volunteering year after year for Fall and Spring Commencement, Fall move-in, ASI's Festival 78, Discover CSUSM, Cougar Blue Day, Commencement, and various other events on campus.



During the holidays CSUSM Corporation staff gives back to the community in various ways such as Toys for Tots drives, making handmade cards for the elderly in nursing homes, and passing out Halloween treats to children at the Center for Children and Families.

CSUSM Corporation Gives Back



From June through August 2026, Mission Hills High School graduate Aimee Gonzalez completed a 120-hour Career Pathways internship with CSUSM Corporation's Human Resources & Payroll team, with wages funded by the Boys & Girls Club of San Marcos. The internship provided hands-on HR and payroll experience, meaningful project contributions, and mentorship while helping Aimee build familiarity with the campus and strengthen her connection to CSUSM before beginning her freshman year.

\$157K

Innovation Hub & Industry Partnership Program Support

CSUSM Corporation provided \$157,000 to support the Innovation Hub and Industry Partnership programs, with funding allocated to a dedicated Innovation Hub position and an additional contribution to industry partnership activities.

The investment provides clear accountability for the use of CSUSM Corporation resources while aligning funding with institutional priorities, strengthening industry engagement, and advancing innovation and economic impact.



A \$75,000 allocation supported Campus/Community Relations (CCR) activities, including events, donor meetings, and employee recognition. Funds are maintained in Corporation project accounts for designated campus departments, are not used for salaries or benefits, and remain available for future use when not fully expended, allowing balances to carry forward across fiscal years.

\$75K

CCR Funding

\$27.5K

Summit Athletic Funding



A \$27,500 engagement with Summit Athletic Media supports development of campaign materials for CSUSM's Alternative Consultation Process regarding proposed increases to three mandatory student fees supporting Student Health and Counseling Services, Enrollment Management Services, and Athletics. Summit is responsible for campaign theming, creative direction, design, revisions, and final electronic files, while CSUSM provides the underlying information and approved messaging. The engagement establishes clear roles and deliverables, supporting consistent, accurate, and transparent communications while maintaining appropriate oversight of Corporation resources throughout the consultation process.