



Dr. Cynthia Teniente-Matson, President

Dear Spartan Community,

At San José State University, our commitment to *People-Centered Excellence* is foundational to who we are. This concept isn't just a guiding principle—it embodies our belief that when every individual does their best work, no matter the role, they contribute meaningfully to our mission of student success, innovation, and community transformation.

Initiated in January 2024, within the charge of the Budget Advisory Committee, dedicated workgroups composed of faculty, staff, and administrators were formed to engage in a comprehensive review of key areas across campus. Together, they have thoughtfully examined our practices and identified opportunities for change.

One powerful insight emerged from their efforts: the collective impact of individual excellence. Every contribution—whether teaching in a classroom, advising students, maintaining our facilities, or managing complex systems—helps lay the foundation for student success.

Their work highlighted that we must do more to ensure people feel supported, empowered and valued, including:

- **Recruitment and Retention Challenges:** Addressing staffing challenges through focused recruitment, retention, and professional development to support a thriving workforce.
- **Resource Allocation and Collaboration:** Strengthening collaboration across departments and divisions ensures we maximize the impact of our limited resources and achieve institutional goals.
- **Streamlining Processes:** Improving efficiencies in our systems allows our teams to focus their energy on high-impact work that supports students and reduces unnecessary redundancies and burdens.
- **Leveraging Data for Decision-Making:** Accessing reliable data, paired with the right tools, empowers our teams to make informed decisions that serve our campus community better.
- **Planning for Continuity and Growth:** Investing in succession planning, cross-training, and business continuity ensures operational stability and enhances long-term success.

Each of these themes underscores a shared commitment to *People-Centered Excellence*. While we cannot tackle everything all at once, the next phase of this methodical approach will yield a future-state business operations model.

As we reflect on this important work, I want to thank all who participated thus far and those who continue to make SJSU a place of opportunity, collaboration, and impact. We remain steadfast in our commitment to sustainability and resilience—balancing innovation with responsible stewardship of our resources. Initiatives like exploring the Human Resource and Finance processes, funded by the Chancellor's Office, exemplify our dedication to streamlining services, ensuring that our administrative processes effectively support our faculty, staff, and students. These efforts are part of a larger vision to address challenges, embrace opportunities, and secure SJSU's future as a leader in educational excellence. Together, we're building a future rooted in excellence—driven by the contributions of the remarkable individuals who make it possible.

Thank you for your continued dedication to our students and our shared mission.

Sincerely,



Dr. Cynthia Teniente-Matson

President

(She/Her/Ella)

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