



JAX STATE
Jacksonville State University[™]

2025-2026
Adopted Budget

the FRIENDLIEST CAMPUS in the SOUTH

WE HAVE RECORD ENROLLMENT

The Internal Audit Department identified several opportunities to strengthen Jax State's cash management (March 17, 2022, report) and budget processes (June 6, 2022, report). Jax State will continue to improve both areas through integrated planning, ensuring that resources and programs are aligned sustainably to meet strategic priorities.

Educational best practices encourage that the allocation of resources be consistent with established goals, policies, and plans. The institution's fiscal environment will operate responsibly to achieve the following:

Balanced Budgets

Positive cashflows

Appropriate Reserve Level

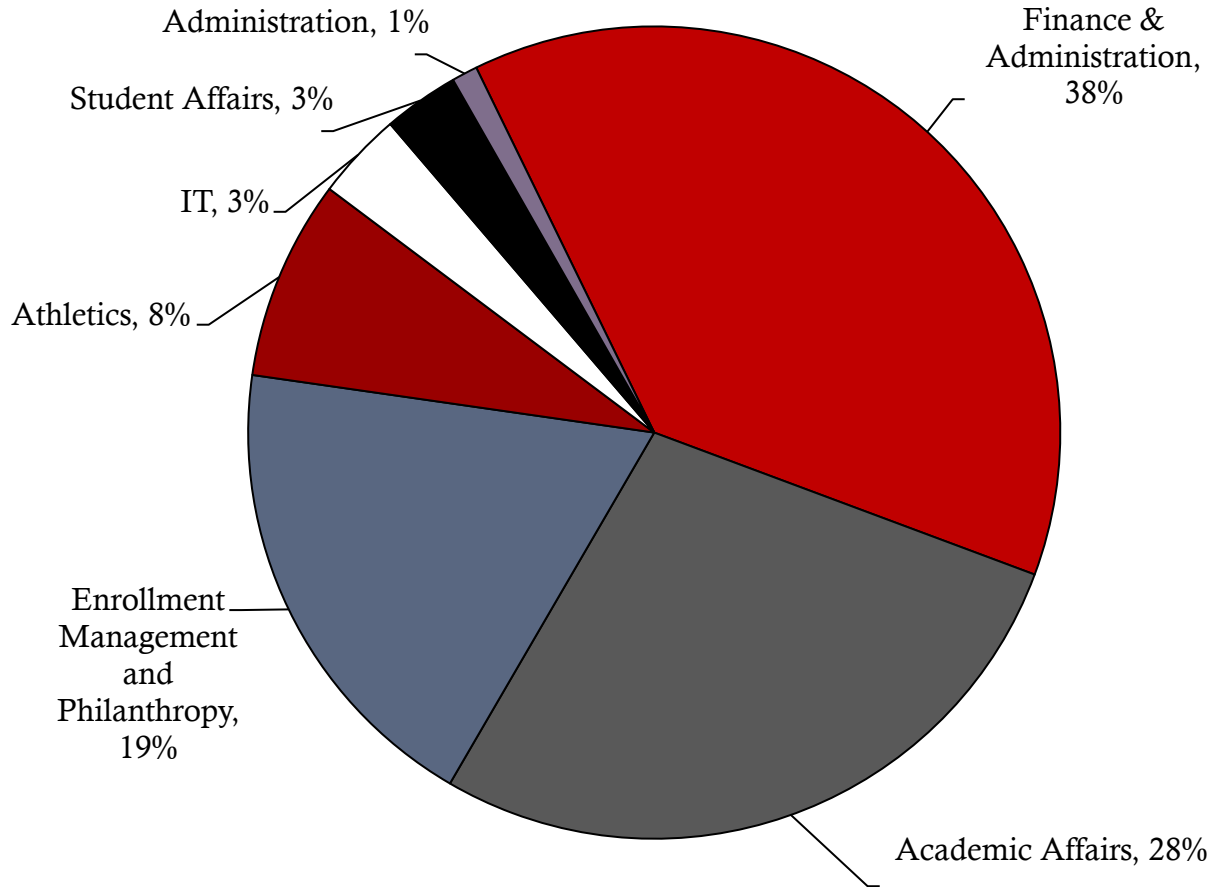
.....Where is the money?

Fiscal Year 2025-2026

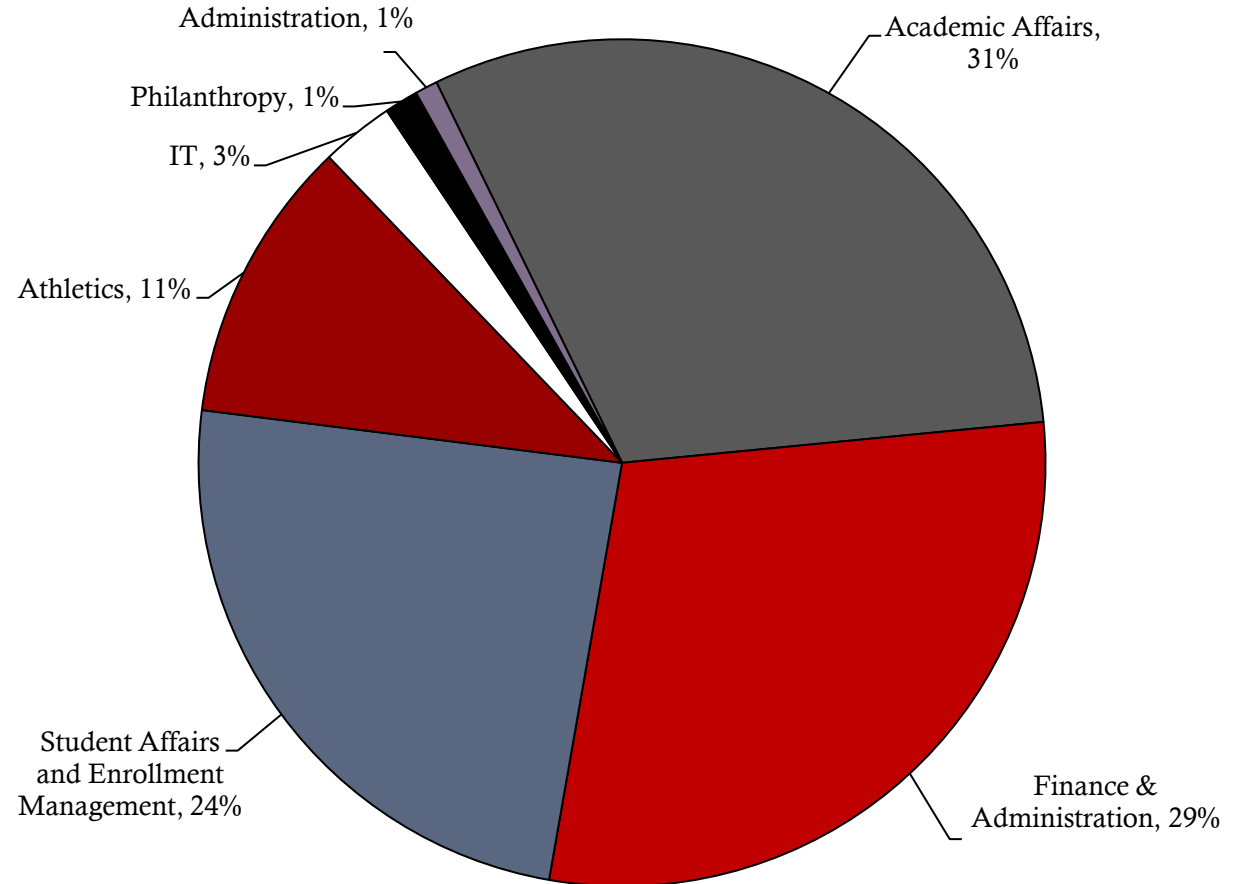
- | | |
|---|---------------|
| • Retirement Employer Cost Increases | Mandatory |
| • PEEHIP Employer Cost Increases | Mandatory |
| • Unfunded Tuition Discounts (scholarships) | Discretionary |
| • Contractual Obligation Increases | Discretionary |
| • Campus Safety Projects | Necessary |
| • Student Success Initiatives | Necessary |
| • Dual Enrollment Initiatives | Necessary |
| • Compensation Initiatives | Necessary |
| • Right-sizing the budget | |

EXPENSE BY ORGANIZATION

Prior Review – 2021-2022



Current Review – 2023-2024

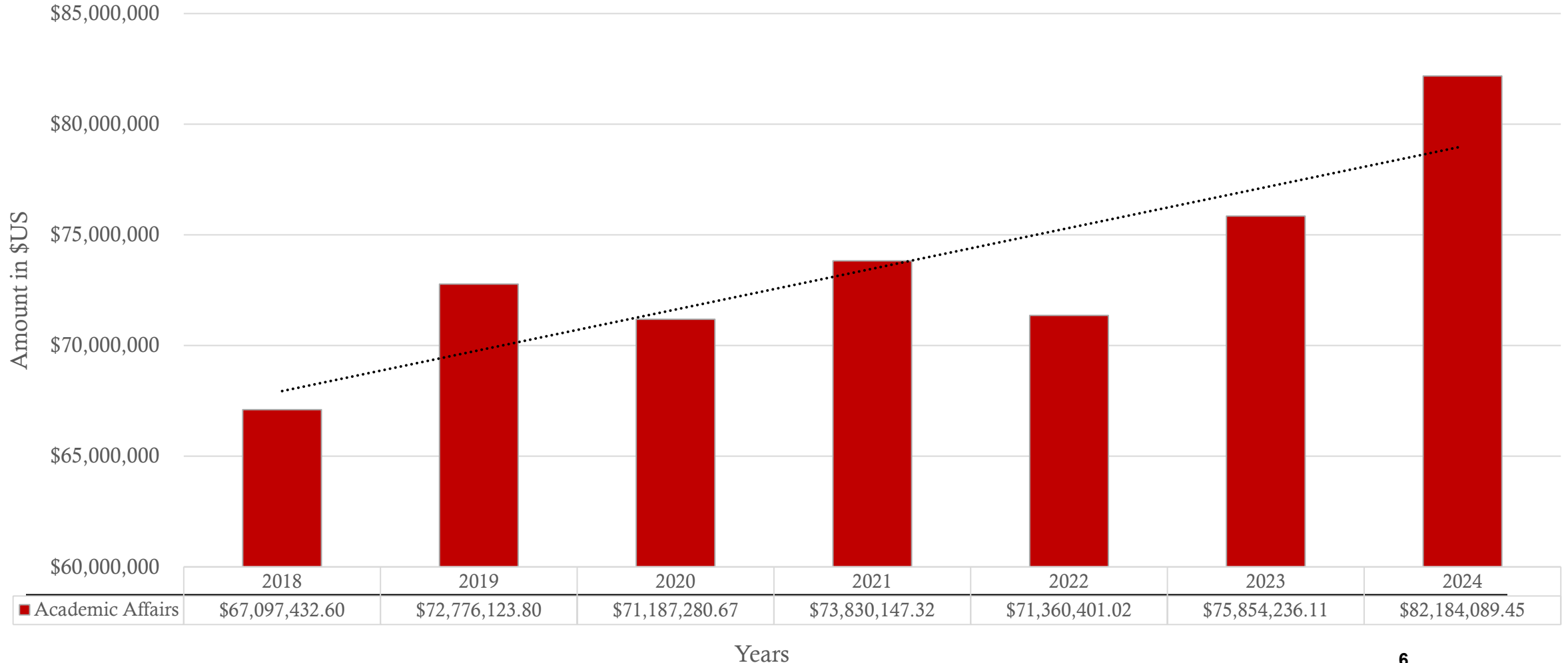


Source: Banner Finance - Internal Audit (IA) reviewed expenditure data from 2018 – 2024 to determine the percentage of dollars expended by the Cabinet division to provide a visual of “how we spend our money.”

ACADEMIC AFFAIRS EXPENSE TREND

2018-2024

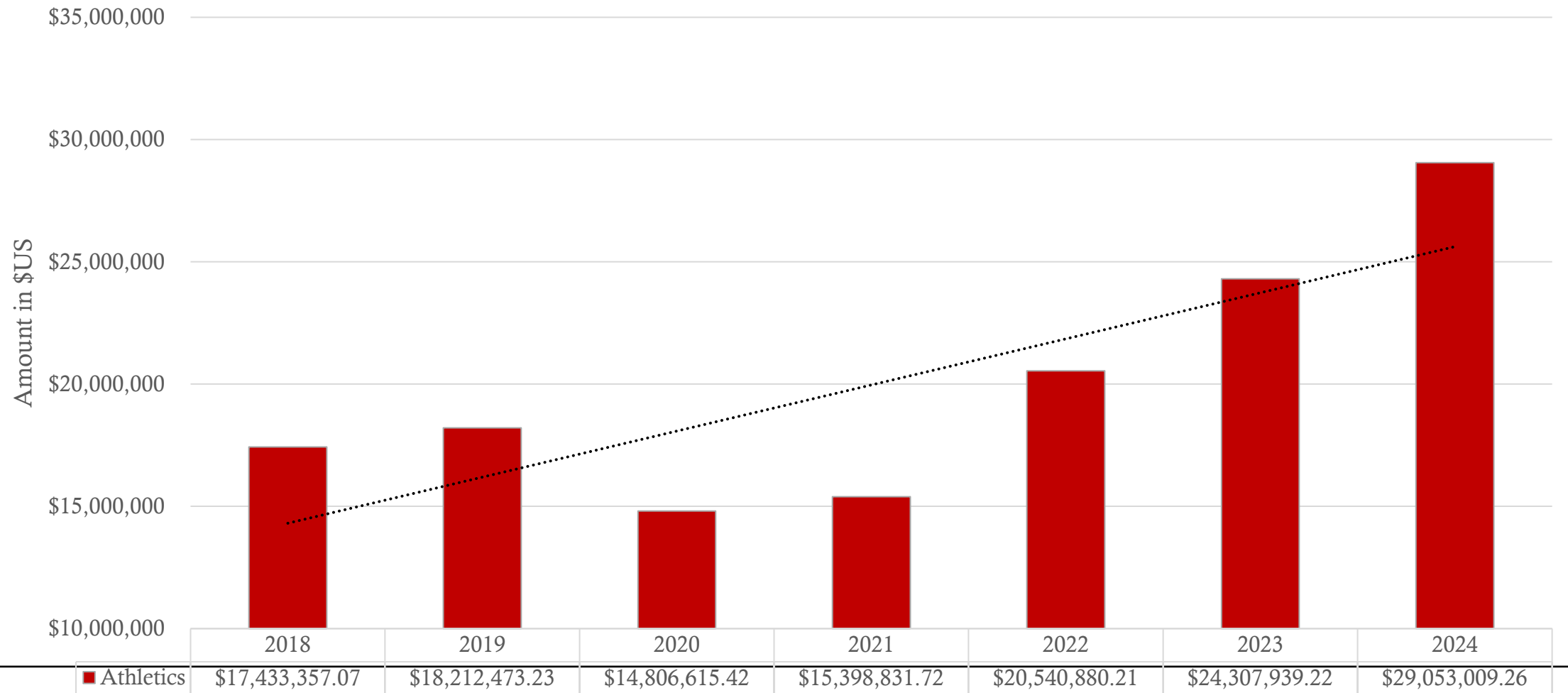
FINDINGS: 55% (prior review 53%) of expenditures can be considered student-focused (31% Academic Affairs and 24% Student Affairs & Enrollment Management). Substantial investment in student success initiatives to position the institution for the introduction of performance-based appropriation funding.



ATHLETICS EXPENSE TREND

2018-2024

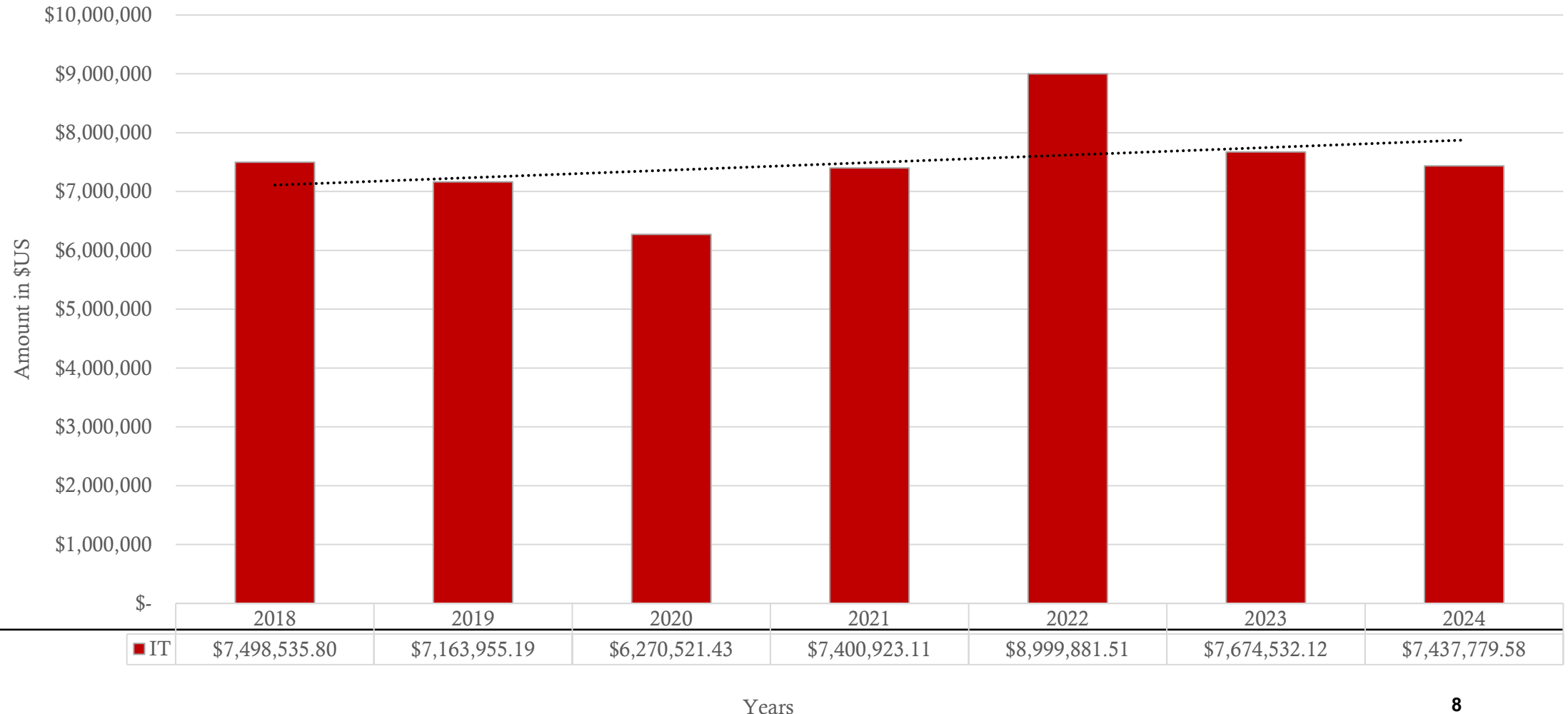
FINDINGS: 11% (prior review 8%) of expenditures relate to Athletics



TECHNOLOGY EXPENSE TREND

2018-2024

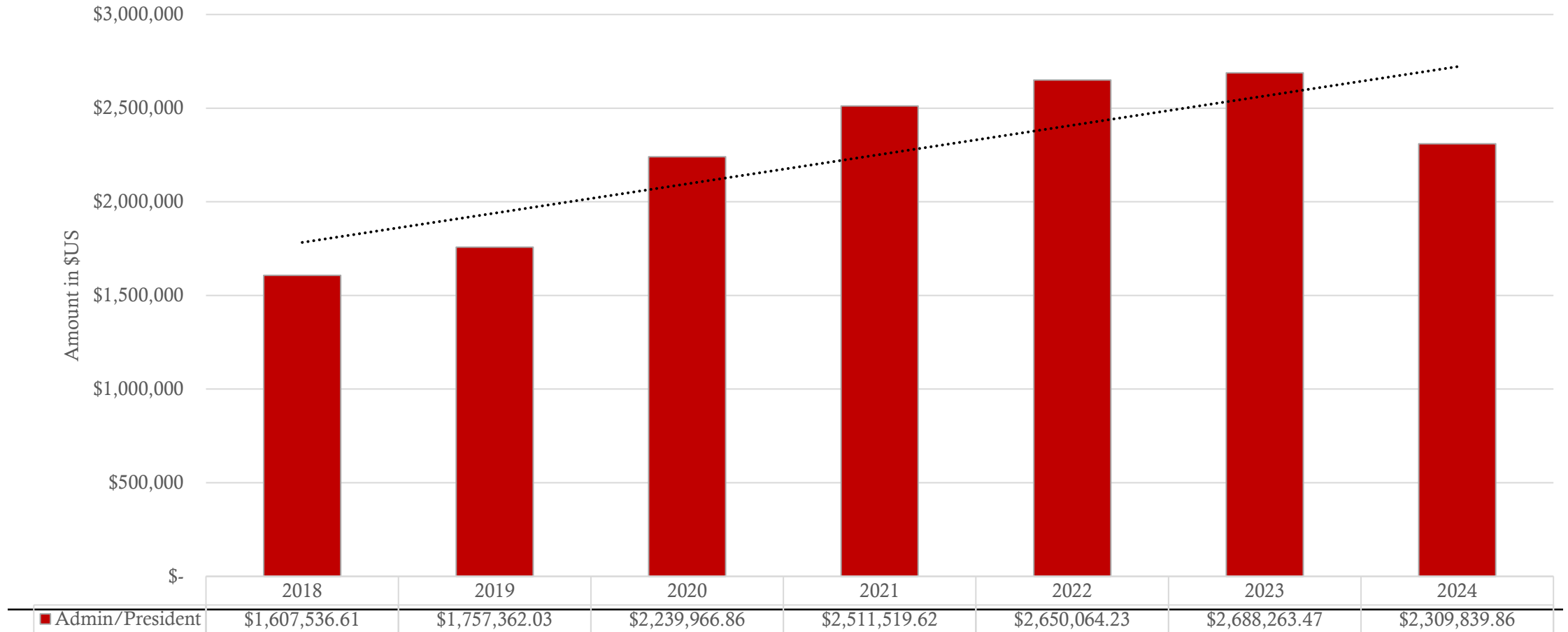
FINDINGS: 34% (prior review 38%) of expenditures can be considered administrative (29% Finance & Administration, 3% Technology, 1% Administrative, and 1% Advancement)



ADMINISTRATION EXPENSE TREND

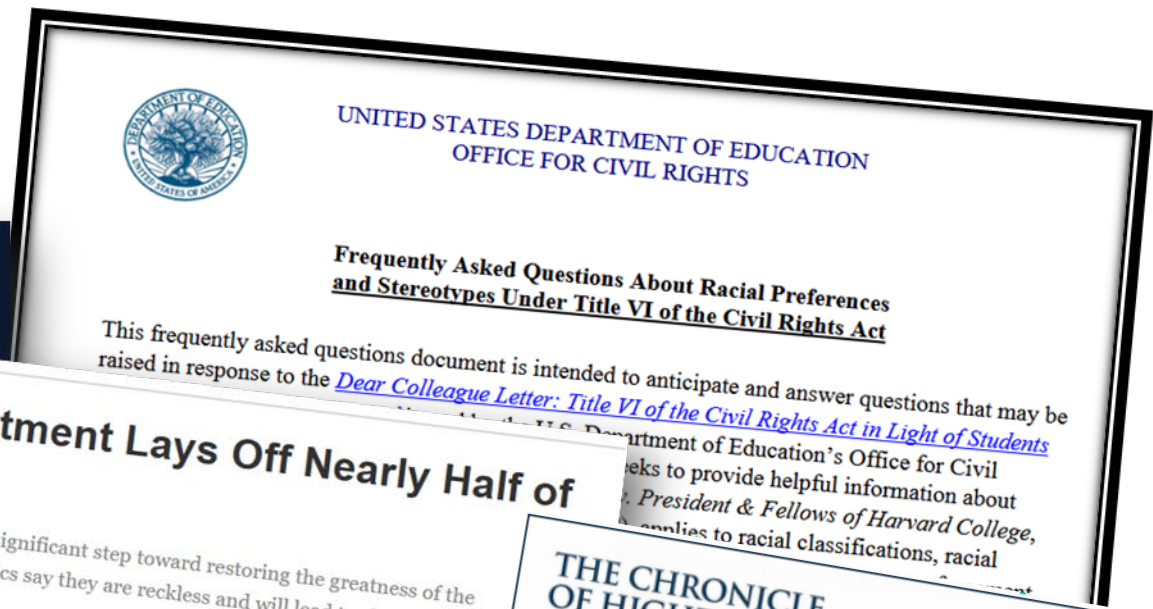
2018-2024

FINDING: The percent of expenditure dollars related to Finance and Administration has significantly declined as we have moved forward from Tornado recovery and COVID-19 impact. Jax State has reinvested these dollars in Enrollment, Athletics, and Advancement as we work towards the goal of increasing enrollment.



Economic Outlook

Funding Uncertainty, Executive Actions, and Regulatory Changes



March 11, 2025

Education Department Lays Off Nearly Half of Staff

McMahon said the reductions are a "significant step toward restoring the greatness of the United States education system." Critics say they are reckless and will lead to chaos and confusion.

By Liam Knox, Jessica Blake and Katherine Knott

Federal Student Aid
@FAFSA

The U.S. Department of Education is issuing an order regarding the Public Service Loan Forgiveness (PSLF) Program is not changing today. No further action. To learn more about the program, visit StudentAid.gov/publicservice.

10:24 AM · Mar 10, 2025 · 31.7K Views



THE CHRONICLE OF HIGHER EDUCATION
July 23, 2025

The Money Problem No College Can Escape



Updated at 8:30 p.m., March 11

The Education Department laid off "nearly 50 percent" of its more than 4,100 employees Tuesday evening, according to four sources inside the agency who were told about the plans and an agency news release.

By the authority vested in me as Secretary of Education, it is hereby...

Section 1. Purpose. In 2010, the Department of Education established the Public Service Loan Forgiveness (PSLF) Program to encourage borrowers to serve in public service by forgiving their remaining student loan payments. The prior administration abused the PSLF Program through a waiver process, using taxpayer

Jax State's Fiscal Year 2026 annual budget proposal reflects a continued commitment to student success, the employees who work to support those students, and the institution's long-term mission and viability. Renewed focus on a culture of compliance and utilization of best practices to effectively respond and mitigate risks. Also, dedicated to maintaining a budget that aligns revenue with expenditures is a critical component to the fiscal health operational structure required to remain a viable institution (sustainability).



Student Success & Retention

Supporting students to reach their educational goals.



Capital Projects

Solutions to comply with regulations preserve the infrastructure's useful life



Compensation Study

Continue achievable and fiscally responsible phased compensation plan

Sustainability, Maintenance & Fiscal Stewardship

Foster stewardship of facilities & financial resources



Strategic Priority Investment

FISCAL YEAR 2026

2025-26 Adopted Budget Assumptions

As Jacksonville State University (Jax State) continues to operationalize the recently approved [Strategic Plan](#), the university is transitioning operations to proactively address campus transformation. The annual budget process provides an opportunity to assess Jax State's operations and is a key element of the overall business planning process. The Governor's proposed budget appropriation for Jax State was approximately a 6% increase.

The university has begun implementing proactive strategic fiscal management measures to ensure a balanced budget, given the volatility and uncertainty of the educational financial environment. These measures may expand to reorganizing and realigning initiatives to provide cost-efficient and, therefore, sustainable programs and services. Jax State continues to evaluate financial liquidity and long-term commitments based on projected cost trends. The Fiscal Year 2025-26 Proposed Budget was developed to maintain the university's academic programs and foster student success.

Jacksonville State University

Alabama State Budget & Educational Trust Fund

The Governor's budget for 2025-26 is similar to the prior year's budget that it contains a significant number of appropriations for higher education. With surplus projected revenues for this year being similar to last, the State of Alabama has seen growth in both ongoing and one-time funds. While the economic outlook and revenue have improved, the same budget resiliency that helped the state through the pandemic will continue to be critical to protect programs in the future and to prepare the state for future emergencies. The forecast does not project any structural deficits in the future or appropriation prorations. Nevertheless, a return to high levels of inflation and sales taxes will impact state revenues. These risks could constrain the state's ability to significantly continue ongoing commitments. However, the state's Rainy-Day Fund and Budget Stabilization Fund are available to partially mitigate the impact of these risks.

the FRIENDLIEST CAMPUS *in the* SOUTH



Compensation Study Update

- Jax State is actively working toward aligning faculty salaries with the CUPA data. The goal was to have all faculty at their current position-based market salary during the FY2025-2026 Budget Year.
 - Faculty: hired before 8/1/24 were adjusted (including promotion & tenture) – approximately \$270,000
 - Staff: hired before 8/1/24 are being reviewed and will be adjusted – amount TBD
- **Next Steps**
 - It will be the target to have existing faculty at the midpoint within 3-5 years, contingent on sustainable funding.

MOVING EXISTING EMPLOYEES TO BASE MARKET SALARY ...



BUDGET HIGHLIGHTS

FISCAL YEARS 2024, 2025, and 2026

Tuition for Enrollment Categories	\$5/\$6 increase for FY26, and \$5/\$6 FY25
Residence Halls	2% or 3% increase for FY26, 2% or 3% increase for FY25, and 2.0% increase for FY24
Meal Plan	4% increase for FY26 (\$2,024 to \$2,105), 4% increase FY25 and 4% increase FY24
Unrestricted Gifts	\$8.5 million target in FY26 to support debt service, \$6.0 million target in FY25 to support debt service, and \$403,000 in FY24
Investments in Our People	A continued investment in our people over three - five years in support of the multi-year efforts to elevate our workforce. This multi-year investment includes restructuring base salary and total compensation.
Financial Aid	46 percent of undergraduate tuition and mandatory fees Increase in athletic scholarships with the transition to Conference USA.
Other Operating Expenses	A wide range of initiatives including research, athletics, residence halls, student health and wellness, and programming expenses.
Infrastructure Technology Capital Funding	A wide range of technology initiatives including campus technology and infrastructure portfolio, lifecycle replacement, increase to support enterprise infrastructure needs, funding towards a productivity enhancement software.

DEBT SERVICE & CAPITAL PROJECTS



Jacksonville State University Debt Service Fund

FISCAL YEAR 2026

	Description	Maturity Interest Rate	Interest		Principal	Total Annual Debt Service	Total Outstanding 9/30/2026
			1 st Payment	2 nd Payment			
Series 2015 Bonds	Stadium & Housing	2.2%	167,370	166,600	70,000	403,970	8,530,000
Series 2016 Bonds	Stadium & Housing	2.5%	170,963	170,150	65,000	406,113	8,755,000
Series 2017 Bonds	Stadium & Housing	5.0%	486,834	449,584	1,490,000	2,426,418	24,800,000
Series 2017A Bonds	Foundation UREC Lease*	4.0%	846,747	846,747	450,000	2,143,494	40,715,000
Series 2020 Bonds	Stadium, Housing, & General Construction Refunding	4.0%	792,191	762,491	1,485,000	3,039,681	42,870,000
2018 Line of Credit**	Construction Line of Credit (\$30.0 M)						
2021 Line of Credit	General Purpose Line of Credit (\$5.0 M)						
Series 2023A Tax-Exempt	Foundation Athletics, Housing, & Dining Facilities			4,108,200	0	4,108,200	71,803,814
Series 2023B Taxable	Foundation Athletics, Housing, & Dining Facilities			3,198,430	565,000	3,763,430	41,144,488
Series 2024A Tax-Exempt	Foundation Housing***			4,492,625	0	4,492,625	71,803,814
Series 2024B Taxable	Foundation Housing, ***			417,556	0	417,556	41,144,488
Annual Debt Service			2,464,105	14,612,383	4,125,000	21,201,487	238,618,302

*Foundation Bonds paid as lease payments.

**Line of Credit Payment Balance is \$6.5 million repayment is pending.

***Foundation Series 2024A & B - Net Debt Service reflects the use of capitalized interest one year after all facilities are opened.

Jacksonville State University

CAPITAL PROJECT OUTLAY BUDGET – FISCAL YEAR 2026

Jax State’s FY26 annual budget submission reflects its continued commitment to the success of its students and the employees who work to support those students as well as the long-term mission and viability of the institution. Renewed focus on a culture of compliance and utilization of best practices to effectively respond and mitigate risks. Also, dedicated to maintaining a budget for that aligns revenue with expenditures is a critical component to the fiscal health operational structure required to remain a viable institution (sustainability).

Facility	Scope of Work	Project Costs (NTE)	FY26 Budget
SIF Stadium Fire Repairs*	Concessions, bathroom, sound system, temp facilities	\$816,113	\$100,000
Randy Owen Performing Ctr.*	Building construction	\$41,126,108	\$14,500,000
FEMA Angle Hall Windows*	Window Replacement	\$1.3 million	TBD
2024 ALDOT - TAP Grant*	Hwy 21 Safety Improvements	\$1,066,000	\$100,000
2026 ALDOT - TAP Grant*	Hwy 21 and SR-204/Nisbet Street	\$957,618	\$191,523
Pedestrian Safety*	Camera, signage, lighting	\$3 million	\$100,000
Stephenson	Multiple restoration projects	\$150,000	\$50,000
Campus Maintenance	Campus-wide (multiple projects)	\$375,000	\$375,000
Compliance	Campus-wide (ADA & Fire alarms multiple projects)	\$3,200,000	\$3,200,000
Jack Hopper Renovation	Food Service Equipment removal, new flooring, & Furniture	\$12,700,000	\$0
Randy Owen Performing Ctr.	Church: audio-visual modernizations	\$1,000,000	\$150,000

*Funded (partially or fully) from external source.

SUMMARY REVENUE AND EXPENDITURE

FISCAL YEAR 2026 – Adopted vs Adopted (Dollars in thousands)

This schedule summarizes the total revenue and expenditure budgets by operating funds.



Jacksonville State University FY 2025-2026 Adopted Budget

	FY26 Proposed Budget	FY26 Adopted Budget	Budget Change	% Change
Revenues				
Tuition and Fees	103,004,455	101,504,455	(1,500,000)	-1.46%
State Appropriations*	61,088,407	61,933,407	845,000	1.38%
Athletics	9,896,889	12,000,000	2,103,111	21.25%
Auxiliaries	25,373,197	25,373,197	-	0.00%
Other	6,750,000	6,750,000	-	0.00%
Reserves to Balance	2,536,017	2,406,641	(129,376)	-5.10%
Restricted Funds	5,500,000	8,000,000	2,500,000	45.45%
Total Revenue	214,148,965	217,967,700	3,818,735	1.78%
Expenses				
Salaries	97,874,288	100,000,000	2,125,712	2.17%
Utilities	5,906,977	4,500,000	(1,406,977)	-23.82%
Debt Service	21,201,488	21,201,488	-	0.00%
Scholarships	32,000,000	34,000,000	2,000,000	6.25%
Insurance	3,742,280	3,742,280	-	0.00%
Other Expenses	26,589,467	27,189,467	600,000	2.26%
Auxiliaries	21,334,465	19,334,465	(2,000,000)	-9.37%
Restricted Funds	5,500,000	8,000,000	2,500,000	45.45%
Total Expenses	214,148,965	217,967,700	3,818,735	1.78%
*Includes the following earmarks:				
Center for Applied Forensics	500,000	500,000		
Center for Law Enforcement Best Practices	475,000	475,000		
Center for Manufacturing Support	700,000	700,000		
Economic Development Initiative	225,000	425,000		
Little River Canyon Field School	450,000	450,000		
Correctional Professional Training	150,000	150,000		
Paint Rock Valley Genetic Research	-	320,000		
Sweet Trails Alabama	-	550,000		
	2,500,000	3,570,000		