

## 2025-26 Instructional Budget Reduction Plan

In consideration of the overall reduction plan, Academic Affairs has determined the following actions are necessary to reduce the instructional budget and related costs by \$8 million, a number arrived at in planning for the campus budget reduction plan. All of the actions identified below are tied to a lack of funds and are unprecedented reductions in order to bring our budget into alignment with current fiscal realities.

We have been looking at our academic program mix for the last two years, with the Academic Master Planning process and the analytical work of the Current and New Programs (CNP) Working Group. During this academic year, however, our financial situation has worsened and the campus has been given a mandate to fully address the budget deficit this fiscal year. Thus, we have relied on the metrics and reviews of CNP, as well as on Market and Economic data available through Gray Decision Intelligence, internal Tableau dashboards, and Academic Resources analysis to make the decisions reflected below. The instructional budget reduction plan represents a measured and full analysis of multiple metrics, while keeping in mind the values and strategic priorities of the Universities *Strategic Plan 2025*.

Details of the Instructional Budget Reduction Plan are as follows:

1. **Reduce Instructional Budget with a projected budget reduction of \$6 million.** Eliminate academic programs and departments. Such a reduction can only be accomplished through reduction of lecturers and tenure-track/tenured faculty layoffs. Impacted lecturers will be laid off as of May 23, 2025; impacted tenure-track/tenured/FERP faculty will be laid off as of July 21, 2025.
  - a. **Major degree programs identified for elimination:** Administrative Services Credential in Education Leadership; Applied Statistics BA; Art History BA; Art Studio BFA; Dance BA; Earth and Environmental Sciences BA; Economics BA; Education Leadership MA; English MA; French BA; Geology BS; Global Studies BA; History MA; Interdisciplinary Studies BA and BS; Interdisciplinary Studies MA and MS; Philosophy BA; Physical Science BA; Physics BA; Physics BS; Public Administration MPA; Theatre Arts BA; Women's and Gender Studies BA.
  - b. **Extended education programs identified for elimination:** Executive MBA; Film Studies MA; Organization Development MA; Spanish MA
  - c. **Minors identified for elimination:** Art History, Economics, French, Geology, German Cultural Studies, Global Studies, Interdisciplinary Studies, Museum and Gallery Studies, Paleontology, Philosophy, Queer Studies, Theatre Arts, Women's and Gender Studies
  - d. **Departments identified for closure:** Art History; Economics; Geology; Philosophy; Theater/Dance; Women's and Gender Studies (Impacted lecturers and tenure-track faculty will be issued notice of lay off, where applicable, in keeping with CBA requirements or will not be offered subsequent work.)
  - e. **Programs identified for merger:**

- The current departments of American Multicultural Studies, Chicano and Latino Studies, and Native American Studies will be consolidated into one Ethnic Studies department with a single major and will be merged with the Spanish department
  - Anthropology BA and Human Development BA will merge programs (faculty have already planned this merger)
  - Liberal Studies Ukiah BA will merge with the Hutchins School of Liberal Studies BA.
- f. **Reductions of instructional faculty (i.e., lecturers and FERP faculty):** will be reduced in Ethnic Studies, Hutchins School of Liberal Studies, the Library, Modern Languages, History, Political Science, and Physics/Astronomy.
2. **Reduce assigned time, with a projected budget reduction of \$500,000.** This will put more full-time tenure-track/tenured faculty in the classroom, realign resources, and prioritize instruction. Assigned time will be affected by changes to the organizational structures in the Colleges, as indicated below:
- a. **Departments in schools impacted by department eliminations:** English will be a standalone department with a department chair; Mathematics and Statistics will be a standalone department with a department chair; Music will be a standalone department with a department chair
  - b. **Schools identified for consolidation into departments with a single chair** (Note: Chair time-base beginning Fall 2025 will be corrected using the formula  $x \text{ units}/15$  rather than  $x \text{ units}/12$ .): Applied Human and Environmental Sciences; Communication Studies and Studio Art; Electrical Engineering and Computer Science; Ethnic Studies and Spanish; Nursing and Health; Physical Science; Politics and History; Sociology and Criminology/Criminal Justice. The School of Business and the Hutchins School of Liberal Studies, and the School of Teacher Education will remain Schools, and each school will have a single chair. The department chair release time model will be based on APARC recommendations.
  - c. **Reorganizations resulting from department and program eliminations:** Special Education Credential will merge with the other credentials in Teacher Education.
3. **Increase instructional SFR to 22 with a projected budget reduction of \$1.5 million.** This will result in fewer low-enrolled sections and more efficient use of instructional resources.
4. **Eliminate MPP lines and vacant positions.** (Budget reduction is included in Budget Office plan). While Academic Affairs has eliminated several MPP lines over the last three years, further reduction is necessary. This fall, Academic Affairs has non-retained one MPP. The unfilled Dean of the Library position has been identified for elimination, and the role will be assigned, as it currently is, to Dean Laura Alamillo. There are currently four Interim MPP positions partially funded from salary savings from the Dean's position. The Interim Executive Director of the Arts, the Interim Associate Dean of the College of Humanities, Social Sciences

and the Arts and the Interim Associate Dean of the College of Science, Technology, and Business will retreat back to faculty. Each College will have a faculty Associate Dean funded from base faculty salary, Provost Office funding, and College funding starting in Academic Year 2025-26. The Associate Dean of the Library Interim MPP position will be renewed and funded from base faculty salary (faculty position will not be replaced) and Library funding and reviewed again in Spring 2026.

5. **Freeze Faculty and Staff Appointments.** This is an ongoing process. There will continue to be impacts on course availability and staff workload.
6. **Reduce Additional Pay for Faculty.** The Provost Office, Deans, and College staff, in consultation with faculty, will analyze additional pay for faculty funded by the Instructional Budget in Spring 2025 and following, seeking to minimize non-essential compensation.
7. **End the use of CS code 36.** CS code 36 is a course code that derives from [EP&R 76-36](#), a set of CSU guidelines on the faculty workload associated with different types of courses. CS 36 is fieldwork and project work. Beginning in Fall 2026, Academic Affairs will no longer pay for courses with CS code 36. Courses with that CS code may be converted to CS code 78 or faculty may develop credit-bearing courses to be taught on-load as part of the required 24 units per year.
8. **Full Workload for Tenure-Track Faculty.** All tenure-track faculty must teach 23-24 units per academic year in accord with the Collective Bargaining Agreement.

#### Changes to Faculty Work

Selected tenure-track faculty in Ethnic Studies will need to pursue Joint Appointments with English, Communication and Media Studies, and other departments depending on need and faculty disciplinary expertise.

The impacts of some of these decisions are subject to meet and confer. Faculty input on the process is welcome, per the Discontinuing and Suspending Degree Programs Policy, but must be received by March 30, 2025.

#### Additional Changes to Existing Programs

The following changes will help Academic Affairs increase enrollment, streamline curriculum, reduce the need for lecturer staff, and increase SFR by simplifying options for students and implementing strategic course scheduling. Faculty are responsible for curriculum, and therefore these changes will need to be analyzed and developed by departmental faculty promptly with a deadline of May 2026.

*General Guidelines:*

- Every bachelor's degree program must align with an Associate Degree for Transfer
- Adding units to undergraduate majors will not be approved unless there is a requirement from a disciplinary accreditor. Students should use the 5 units freed up in the General Education program to explore second majors, minors, interdisciplinary work, Spanish language instruction, or course pathways that increase a student's employability
- Departments will need to develop partnerships with one another and will need to share faculty and courses to assist with teaching out the students in eliminated majors.

*Specific Changes by Program:*

- Art Studio, BA: Reduce tracks and, to the extent possible, use of lecturers
- Business Administration, MBA: Bring Wine MBA Concentration online in a pilot project
- Cinematic Arts, BA: Continue increasing number of majors and consider providing service courses to other majors or General Education to increase FTES
- Counseling, MA: Increase admission of applicants to reach a regular enrollment of 100 students; consider course fees
- Criminology and Criminal Justice Studies, BA: Continue increasing number of majors and revise internship program in line with the ending of funding for CS Code 36.
- Electrical and Computer Engineering, BA and MA: Increase number of majors and consider implementation of a blended program
- English, BA: Consider curriculum revision for enrollment growth
- Environmental Science, Geography, and Management, BS: Continue curriculum revisions and streamlining for enrollment growth
- Environmental Studies, Geography, and Planning, BA: Continue curriculum revisions and streamlining for enrollment growth
- Ethnic Studies: Reduce reliance on lecturers and develop joint appointments for at least four Ethnic Studies faculty to serve other majors. Courses should be cross-listed with Ethnic Studies.
- Liberal Studies, Hutchins, BA: Increase seminar size from 15 to 20
- Music, BM: Strengthen alignment with SSU's HSI designation; bring in a consultant paid for by the College to assist with scheduling and fiscal sustainability; eliminate or change low-enrolled tracks; move towards a 4-semester rotation of courses; reduce dependence on lecturer staff; pay for private lessons with endowment funds; increase GE offerings to increase SFR and FTES; consider charging course fees; fundraise to cover cost of festivals rather than paying faculty overloads and consider using festival revenue to support private lessons
- Nursing, BS (Pre-Licensure) and BS (with RN): Continue increasing program enrollment to the extent possible
- Psychology, BA: Continue increasing number of majors and end impaction immediately
- Sociology, BA: Consider curriculum revision for enrollment growth
- Spanish, BA: Consider professional audiences as a focus for the Spanish major, developing collaborations with professional degree programs
- Special Education Credential: Consider online pathway

### Extended Education

Extended Education has run a structural budget deficit for the last three years and has used up its reserves. As a result, over the course of the 2024-25 academic year, the non-academic personnel (MPP and staff) in Extended Ed will be non-retained, laid off, and/or reassigned to other critical positions on campus. Open University, which must remain in self-support, will be run by the Registrar's Office. Winter Intersession will be moved to the state side. Summer Session was moved last year. The Osher Life-Long Learning unit will move under Executive Director Jacob Yarrow. EXCEL will be managed by the College of Education, Counseling, and Ethnic Studies. All Extended Education degree programs will be discontinued or moved state side and any non degree programs will be reviewed and continued, if viable, within the applicable College.

### Teach-Out Plans

The Provost Office and Deans will provide support to faculty in developing teach-out plans during Spring 2025 for each of the programs to be eliminated.

To achieve budget cuts and graduate students in a timely fashion, faculty in impacted programs will need to consider substitutions, waivers of requirements, use of courses in other prefixes, course sharing, and online courses from other CSUs through CSU Fully Online. The Chancellor's Office is working with us to ensure that students in impacted majors can take more than one course per semester through CSU Fully Online.

Students in eliminated majors will need to be within 60 units of completing all requirements for graduation by the end of Spring 2025 so they can follow a pathway to graduating within two years (by the end of the Spring 2027 semester). Students who are not within 60 units of graduation or are otherwise unable to follow a pathway to graduating within two years will be required to change majors by May 22, 2025 (the end of the Spring 2025 semester).

### Career Development

Sonoma State is working to develop a more robust career development program through a collaboration between Academic Affairs and Student Affairs; as part of that career development program, support will be available to faculty in developing employability plans for students, encouraging community engagement, internships, research, service-learning, and other forms of experiential learning.