

Date: January 26, 2026

To: Stacey Bosick, Interim Provost and Vice President of Academic Affairs and Chair of University Budget Advisory Committee;

Jeff Wilson, Interim Chief Financial Officer and Vice President of Administration and Finance and Vice Chair of University Budget Advisory Committee

From: Michael Spagna, President

**Re:** University Budget Advisory Committee Recommendations

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Dear UBAC Colleagues,

I want to begin by thanking the University Budget Advisory Committee for the tremendous work reflected in this report. I recognize that it is no small feat to bring together multiple constituencies across campus, engage in meaningful dialogue, and produce a collaborative set of recommendations. I am impressed by the process the committee undertook. It is evident that this was an inclusive effort that incorporated perspectives from the broader campus community.

I am encouraged by the resulting recommendations. They are creative, broad in scope, and genuinely exciting for the future of Sonoma State. UBAC has met the charge that was set out, and I am committed to honoring the intent and direction of these recommendations.

As we move from conceptual recommendations toward implementation and funding decisions, the next step is to gather a deeper level of detail. This request is not a reflection of any shortcoming in the recommendations themselves. Rather, it reflects the natural transition to decisions that require greater specificity, particularly given the scale and scope of several proposals.

This additional information will help ensure clarity, feasibility, and alignment with institutional priorities. For each funding recommendation, please provide a brief written response addressing the areas outlined below. I anticipate this will involve working closely with the individual or individuals who would lead each initiative.

For expediency, responses may be submitted on a rolling basis throughout the spring semester. Initiatives that are sufficiently developed and feasible may be funded as materials are received. Please ensure that all follow-up materials are submitted no later than May 1, 2026.

For each recommendation, please address the following.

**Scope and deliverables**

- What will be created, piloted, or expanded during the funding period.
- What is new activity versus continuation or expansion of existing work.
- How success will be measured at one year and two years.

**Justification and alignment**

- How the initiative aligns with SSU Commitment funding priorities.
- Relationship to existing initiatives, centers, or strategic priorities.
- How overlap or duplication will be avoided.

**Leadership and accountability**

- Responsible units, departments, or centers.
- Primary individual or lead for the initiative.
- Responsibility for assessment and reporting.

**Budget and staffing**

- Itemized one-time budget.
- Any anticipated external funding prospects.
- Faculty and staff roles required.
- Anticipated impact on workload.

**Sustainability**

- What happens when the proposed funding period ends.
- Whether activities are expected to sunset.
- If continuation is anticipated, the likely source of ongoing support.

**Expected outcomes**

- Anticipated outcomes such as enrollment impact, student participation, credentials, partnerships, or revenue generation.

Again, thank you for your dedication to this process and for the rich diversity of innovative ideas reflected in these recommendations. I appreciate UBAC's continued partnership as we move into the next phase of this work.