Campus Budget & Planning Forum

Spring 2024
Sonoma State University
March 14th, 2024
Welcome
Spring Budget Briefing

Laura Lupei
AVP University Budget and Resource Planning
The state budget is facing a multi year budget shortfall, and one budget strategy includes deferring the 2024-2025 CSU compact funding of $240M to 2025-2026.

- **2024-2025**
  - CSU Spends $240M in onetime
  - No impact to 24-25 planning on the Campus level at this time

- **2025-2026**
  - State reimburses CSU $240M onetime
  - State allocates $240M in base funds (year 3 of compact)
  - State allocates $252M in base funds (year 4 of compact)
Funding in the January Governor’s Budget does not fully cover CSU funding needs as outlined in the Board of Trustees (BOT) request.

<table>
<thead>
<tr>
<th>Board Of Trustees Request</th>
<th>January’s Governor Budget</th>
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<tbody>
<tr>
<td>$57.5M Financial Aid: State University Grant (SUG)</td>
<td>$57.5M</td>
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<tr>
<td>$55M Student Access and Enrollment</td>
<td>$55M</td>
</tr>
<tr>
<td>$37M Graduation Initiative 2025 &amp; Basic Needs</td>
<td>$3M</td>
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<tr>
<td>$20.1M Compliance Programs</td>
<td>$10.1M</td>
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<tr>
<td>$63.7M Required Operational Costs</td>
<td>$35.2M</td>
</tr>
<tr>
<td>$25M Academic Facilities and Infrastructure (Debt Service)</td>
<td>$10M</td>
</tr>
<tr>
<td>$220.7M Faculty and Staff Compensation Pool</td>
<td>$163.7M</td>
</tr>
<tr>
<td>$78.3M Health Premiums</td>
<td>$78.3M</td>
</tr>
<tr>
<td>$557.4M TOTAL</td>
<td>$412.9M</td>
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</table>
2024-2025 Campus Budget Planning
2023-2024 was the lowest enrollment year for SSU and now SEM is working to increase enrollment above past trends.
The campus will need to make plans to eliminate the remaining base deficit of $6.3M that the President was charged with balancing by the 2024-2025 year.

<table>
<thead>
<tr>
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<th>2024-2025</th>
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<tbody>
<tr>
<td>2023-2024 Base Deficit</td>
<td>$(9,261,453)</td>
</tr>
<tr>
<td>Increase in Tuition Revenue</td>
<td>$1,754,500</td>
</tr>
<tr>
<td>Adjustments to Cost Allocation Revenue</td>
<td>$1,939,050</td>
</tr>
<tr>
<td><strong>Total Base Changes in Revenue</strong></td>
<td><strong>$(5,567,903)</strong></td>
</tr>
<tr>
<td>Unfunded Mandatory Cost</td>
<td>$(500,000)</td>
</tr>
<tr>
<td>New Unfunded Positions (Title IX, SEM)</td>
<td>$(245,000)</td>
</tr>
<tr>
<td><strong>Total Base Changes in Cost</strong></td>
<td><strong>$(745,000)</strong></td>
</tr>
<tr>
<td><strong>Subtotal, Projected Base Deficit</strong></td>
<td><strong>$(6,312,903)</strong></td>
</tr>
</tbody>
</table>
There have been subsequent actions taken that have affected our budget, bringing our total deficit for 2024-2025 to **$12.9M**.

<table>
<thead>
<tr>
<th>Subtotal, Projected Base Deficit</th>
<th>$ (6,312,903)</th>
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</thead>
<tbody>
<tr>
<td><strong>Additional Adjustments</strong></td>
<td></td>
</tr>
<tr>
<td>6% Tuition Increase</td>
<td>$ 1,930,000</td>
</tr>
<tr>
<td>Unfunded Compensation - (23/24 &amp; 24/25)</td>
<td>$ (6,250,000)</td>
</tr>
<tr>
<td>3% Enrollment Reallocation</td>
<td>$ (2,252,000)</td>
</tr>
<tr>
<td><strong>Total, Additional Adjustments</strong></td>
<td>$ (6,572,000)</td>
</tr>
<tr>
<td><strong>Total Projected 2024-2025 Base Deficit</strong></td>
<td>$ (12,884,903)</td>
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</table>
The University will need to explore ways to address the $12.9M budget deficit.
It is still early in the spring planning timeline and many of these planning assumptions may still shift before the state budget is finalized in June.
2023-2024 Campus Budget Plan available on OpenBook

Accessed through the Budget Office website: budget.sonoma.edu

Questions? Please email budget@sonoma.edu
Strategic Enrollment Updates & Next Steps 2024-2029

Dr. Ed Mills
Vice President for Strategic Enrollment
# Quick Enrollment Update

**Spring 2024 Headcount**

- Current Headcount = 5,539
- Fall Headcount at Census = 5,867
- Estimated Annualized Headcount = 5,700
- 2023-24 Annualized Headcount Budgeted = 5,549
- Outcome = +151

**Fall 2024 Apps and Admits**

- Total Applications 14,008 (+6%)
- Undergraduate Admits
  - First Time Students 9,004 (+6.8%)
  - New Transfer 2,417 (+13.2%)
- Moved to “Rolling Admissions” & Extended Acceptance Deadline June 1
- Admitted Student Receptions March 17 - 24
Marketing Venn Diagram

Broad Goals:
University Marketing and Branding (StratComm)
- Brand Creation, Marketing, & Compliance
- University Profile, Positioning, & News
- Academic Master Plan – Marketing
- Development and Communication
- Support Student Recruitment

Enrollment Marketing & Yield Mgmt (SEM & Dept.s)
- Prospect, Lead, & App Generation
- Conversion Events, Program Promotion, Partnership Programs
- Academic Departments Profiles & Events
- Yield Management, Down Funnel Conversion, Drive Enrollment
Mini-Campaigns & Conversion (Yield) Activities

Directed Communications by Area of Interest:

- Social Media
- E-Mail and Messaging
- Direct Mail
- Marketing Collateral
- Special Events

Developed by Academic Department, Center of Excellence, Campus Life, Support Service, etc.

- Faculty / Student Interaction
- Students in Action
- Facilities / Amenities
- Events and Activities
FAFSA Delays
Annualized Enrollment Goals 2023-2029 (Headcount)

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<tbody>
<tr>
<td>Budgeted</td>
<td>5549</td>
<td>5842</td>
<td>5895</td>
<td>5905</td>
<td>5961</td>
<td>5964</td>
</tr>
<tr>
<td>+7% / Year</td>
<td></td>
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<tr>
<td>HC Goal</td>
<td>5,600</td>
<td>6,100</td>
<td>6,527</td>
<td>6,984</td>
<td>7,473</td>
<td>7,996</td>
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Actual: 5,700

1. Annual Strategies
   • 2024-2026 = Focus on Increasing First Year Students
   • 2025-2027 = Focus on Increasing Transfer Students
   • 2026 – 2028 = Focus on Graduate and Credential
   • 2024 – 2029 = Build International (domestic transfer, out of country)
   • 2025 – 2029 = Build Dual Enrollment
THANK YOU!
Campus Updates

President Mike Lee
Sonoma State University
Townhall Question and Answer Session