

Fall 2026 Budget & Planning Forum

Sonoma State University
October 15th, 2026

**SONOMA
STATE**
UNIVERSITY

UNIVERSITY BUDGET
& RESOURCE PLANNING

President's Welcome

Michael Spagna
President, Sonoma State University

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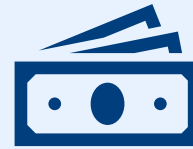
Budget Planning Principles



Students First



Value Personnel



Financial Resiliency



Campus Engagement

Strategic Enrollment Management



POSITIVE MOMENTUM

Enrollment efforts are driving progress and building a stronger foundation.



A SUSTAINABLE PATH FORWARD

Focusing on sustainable growth through recruitment, retention, and student success.



EXPANDING OPPORTUNITIES

Attracting more students through regional efforts, partnerships, and a unified marketing campaign.



ATHLETICS AS A CATALYST

The return of athletics creates new opportunities to attract students and strengthen community engagement.

ENROLLMENT SCENARIO PLANNING



LOW SCENARIO STEADY GROWTH

- Modest regional growth
- Reimagined athletics begins fall 2027



MEDIUM SCENARIO CONTINUED GROWTH

- Moderate regional growth
- Includes reimagined athletics



HIGH SCENARIO EXPANDED GROWTH

- Slightly higher regional growth
- Includes reimagined athletics and two new sports in 2028–29

NCAA Division II Athletics



LAUNCH TIMELINE

Fall 2027

New seasons will begin in fall 2027 as part of a phased, six-year strategy to build a sustainable program.



10 NCAA DIVISION II SPORTS

WOMEN'S SPORTS (6)

Basketball
Cross Country
Golf
Soccer
Softball
Volleyball

MEN'S SPORTS (4)

Basketball
Cross Country
Golf
Soccer

186

EXPECTED
STUDENT-ATHLETES



GUIDING PRINCIPLES

Bringing athletics back to Sonoma State in a thoughtful, sustainable way that supports our students, strengthens our campus community, and advances the university's future.



FUNDING STRATEGY

Multiple Sources. No Impact to Academics. No New Fees.

Athletics will be funded through a combination of philanthropy and sponsorships, the one-time Sonoma State Commitment funds, existing student fees (to be directed back to athletics in 2027-28), and a multi-year plan to grow enrollment — without taking funding from academic programs or raising student fees.



Philanthropy
& Sponsorships



Sonoma State
Commitment Funds



Existing
Student Fees



Enrollment
Growth Over Time

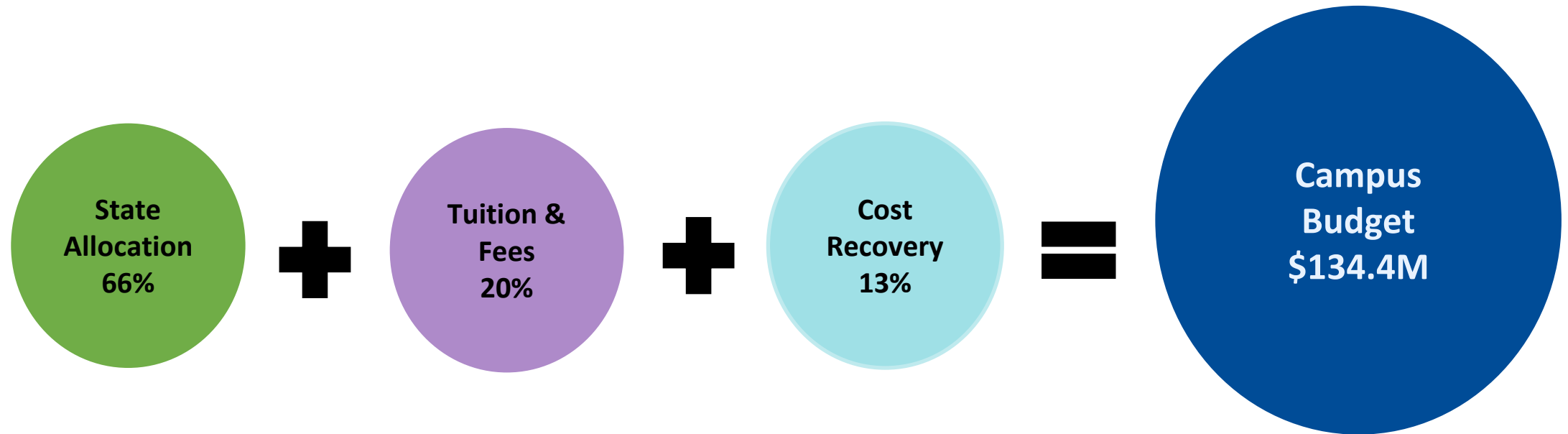
Fall Budget Briefing

Laura Lupei
AVP, University Budget & Resource Planning

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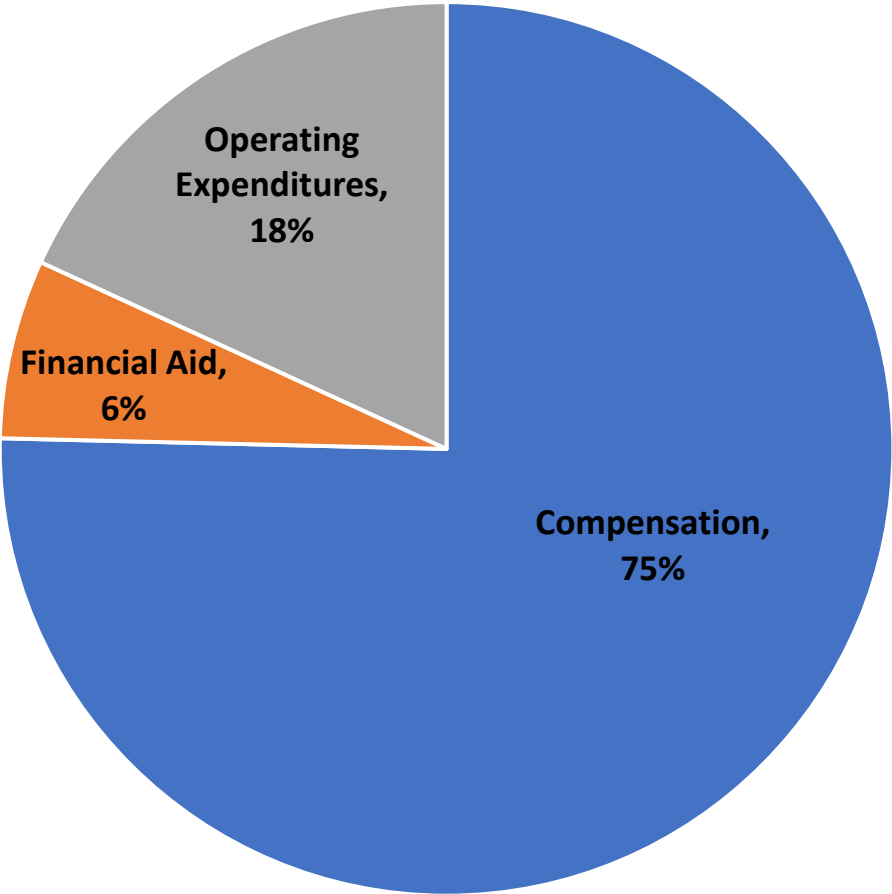
UNIVERSITY BUDGET
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The Campus Budget is composed of three primary funding sources: State Allocation, Student Fees and Tuition, and Cost Recovery.



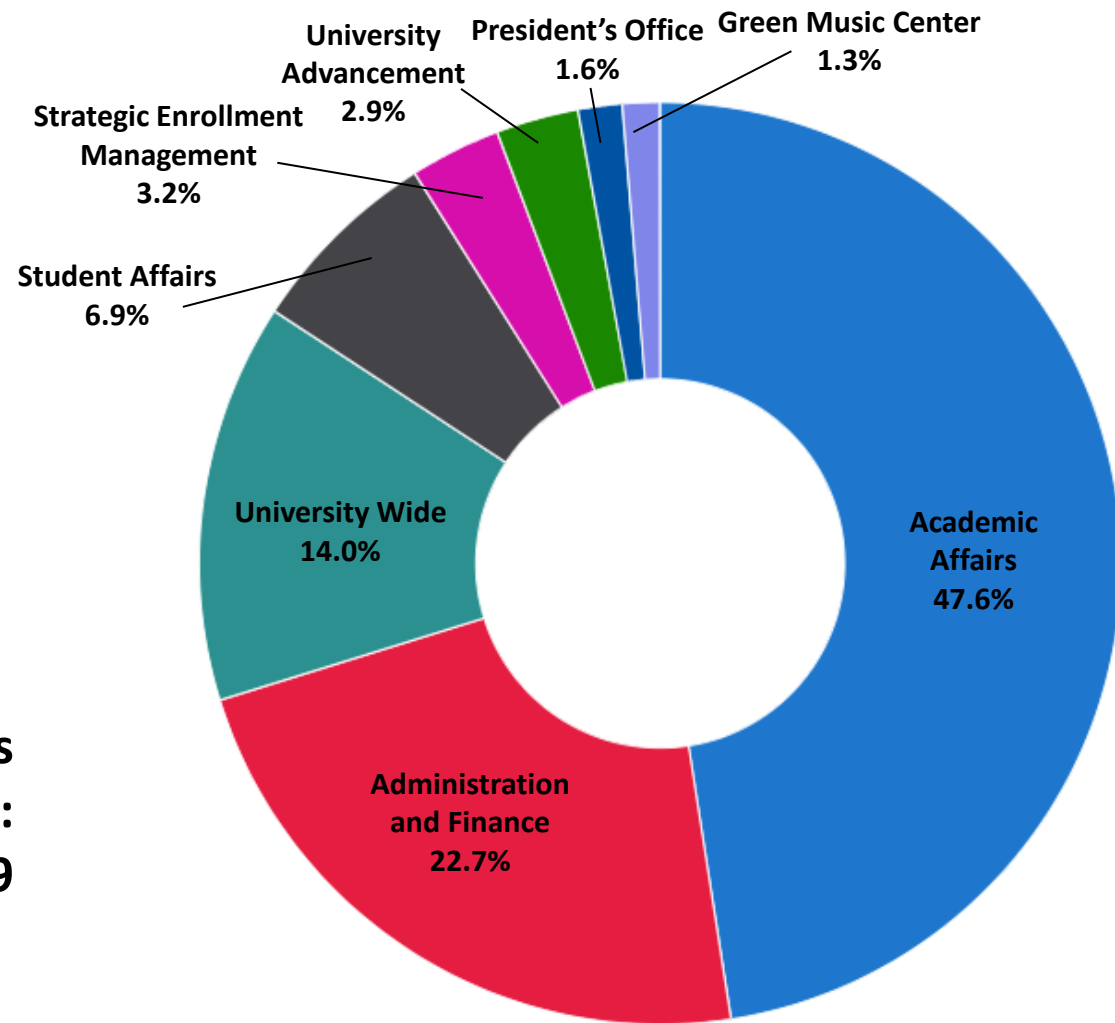
Total 26/27 Campus Revenue Budget: \$134,379,130

Much of the Campus Budget is spent on salaries and benefits.



**Total 26/27 Campus Expenditure Budget:
\$143,499,869**

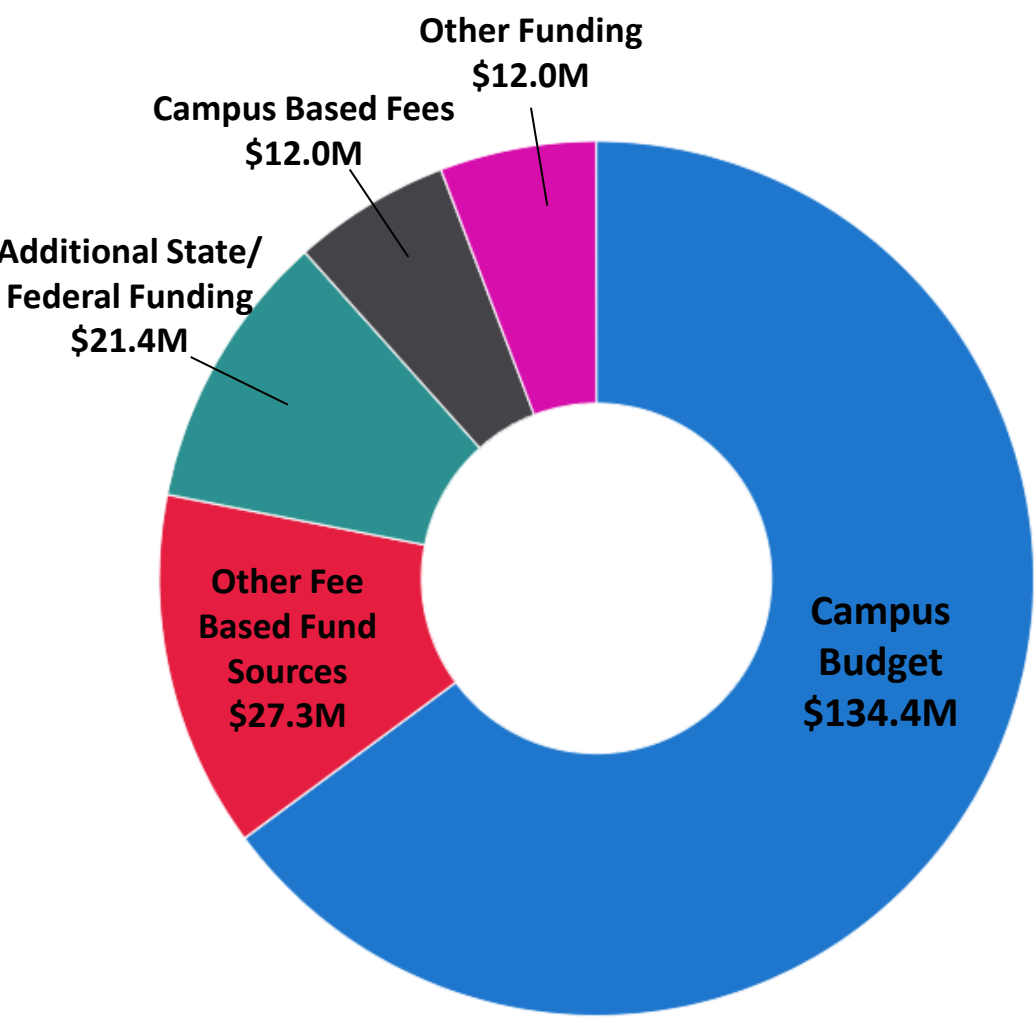
The Campus Budget can be split out by Division with Academic Affairs being the largest Division on campus.



**Total 2026-2027 Campus
Expenditure Budget:
\$ 143,499,869**

*Benefits are distributed to Divisions
State University Grants are not included*

The University has other funding sources in addition to the Campus Budget. These funding sources include student fees, self support program revenue and grants.



Source	Total	
Campus Operating Budget	\$134,379,130	64.88%
Additional State/Federal Funding		
Lottery	\$1,077,000	
Research and Grant Awards	\$20,211,000	
Other State Funding	\$85,600	
	\$21,373,600	10.32%
Campus-Based Fees		
Associated Students	\$2,311,649	
Campus Union	\$4,713,626	
Student Health and Wellness	\$2,448,674	
Instructionally Related Activities	\$2,575,233	
	\$12,049,182	5.82%
Other Fee Based Fund Sources		
Residential Education and Campus Housing	\$22,212,551	
Extended Education	\$1,434,750	
Transportation and Parking Services	\$1,552,603	
Seawolf Bundle	\$1,670,000	
Miscellaneous Fee Based Fund Sources	\$463,000	
	\$27,332,904	13.20%
Other Funding		
Green Music Center Presenting Fund	\$3,872,445	
Sonoma State Enterprises	\$5,177,908	
Sonoma State University Foundation	\$700,243	
Endowment Earnings	\$2,234,775	
	\$11,985,371	5.79%
Total University Resources	\$207,120,187	100.00%

University Reserves

The total University Wide 2025/2026 ending balance is \$20M, including adding \$6.5M to the University Reserves.

University Operating Reserve	\$ 5,402,340
University Capital Reserve	\$ 5,149,286
University Maintenance Reserve	\$ 1,421,894
University Equipment Reserve	\$ 339,205
Fund 27-28 Presidential Scholarships	\$ 1,000,000
Utilities Balance Roll for Utilities Needs	\$ 267,145
<i>Transfer to University Reserve</i>	<i>\$ 6,497,319</i>
Total	\$ 20,077,188

This brings the beginning balance of the University Reserves for 2026-2027 to \$19.6M.

	25/26 Ending Reserve Balance	25/26 YE Distribution	26/27 Designated Allocation	26/27 Beginning Reserve Balance
Operating Reserve	\$ 5,402,340	\$ 3,444,229	\$ 420,433	\$ 9,267,002
Maintenance Reserve	\$ 1,421,894	\$ 589,957	\$ 72,015	\$ 2,083,866
Capital Reserve	\$ 5,149,286	\$ 2,406,607	\$ 293,771	\$ 7,849,664
Equipment Reserve	\$ 339,205	\$ 56,527	\$ 6,900	\$ 402,632
Total	\$ 12,312,725	\$ 6,497,320	\$ 793,119	\$ 19,603,164

2026-2027 Budget Planning

The final state budget provides a \$505.9M base funding increase to the CSU for 2026-2027.

Final State Budget – CSU State Funding

2024-2025

FINAL

Ongoing:
+\$240M Increase
(Year 3 Compact)

\$0M Reduction

One Time:
-\$75M Reduction

2025-2026

FINAL

Ongoing:
\$0 Increase
(Year 4 Compact)

-\$143.8M Reduction
**offered zero-interest
loan to offset deferral*

One Time:
+ \$50M: SSU (\$45M) &
Low Enrolled
campuses (\$5M)

2026-2027

FINAL

Ongoing:
+ Restoration of
\$143.8M reduction

+ \$100.9M Increase
(Partial Year 4
Compact)

+ \$264.8M Increase
(Full Year 5 Compact)

One Time:
+ Offered a second
\$143.8M interest-free
loan.

Changes to the campus revenue budget total to a net decrease of \$2.7M for this year.

Prior Year Campus Operating Budget	\$137,092,264
5% Resident Target Reallocation	(\$3,771,000)
Retirement Adjustment	\$3,289,000
Health Premium Increases	\$401,000
Liability and Property Insurance Premium Increases	\$121,000
Utilities Increases	\$784,000
Increase to State University Grant	\$795,000
Offset New State Allocation Based on Estimated Tuition from 6% Increase	(\$1,972,000)
Campus Adjustments to Revenue	(\$2,360,134)
Total, Changes to Campus Allocation and Revenue Sources	(\$2,713,134)
Adjusted Base Revenue Budget	\$134,379,130

With the adjustments to revenue and expense, the total 2026-2027 base deficit is \$9.1M.

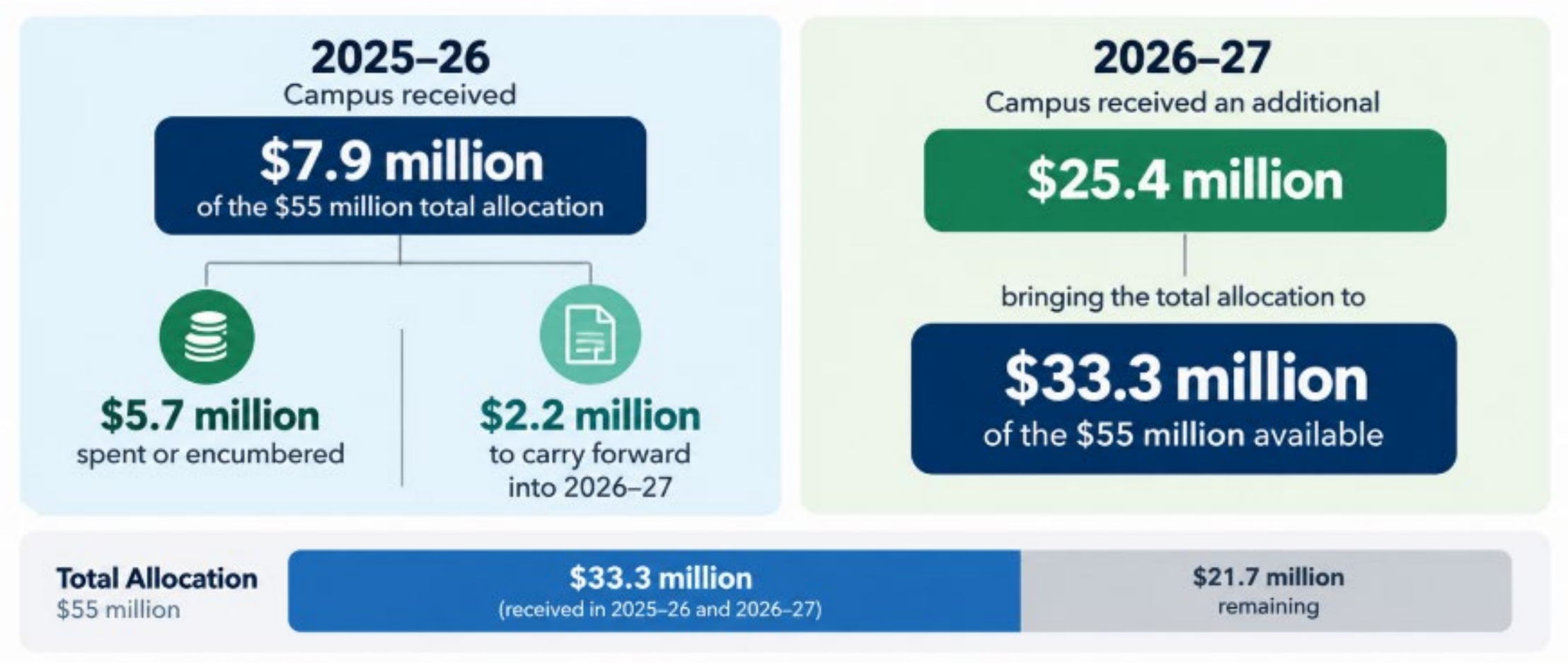
	2026-2027
PY Base Surplus	\$ 1,023,564
Changes in tuition revenue based on increase/(decrease) in enrollment	\$ (5,197,452)
Adjustments to Cost Allocation Revenue	\$ 1,241,366
Adjustments to other campus revenue	\$ 7,500
5% Enrollment Reallocation	\$ (3,771,000)
6% Tuition Increase (Net after State Allocation Offset)	\$ (524,548)
Total Base Changes in Revenue	\$ (7,220,570)
Fund Presidential Scholarships in Base (Year 1 of 3)	\$ (500,000)
Fund Campus Essential Operations	\$ (618,373)
Investments in Campus Strategic Priorities	\$ (781,796)
Total Base Changes in Cost	\$ (1,900,169)
Total Base Deficit	\$ (9,120,739)

One-time funds have been identified to resolve the deficit for 2026-2027. The base deficit will roll to the 2027-2028 year.

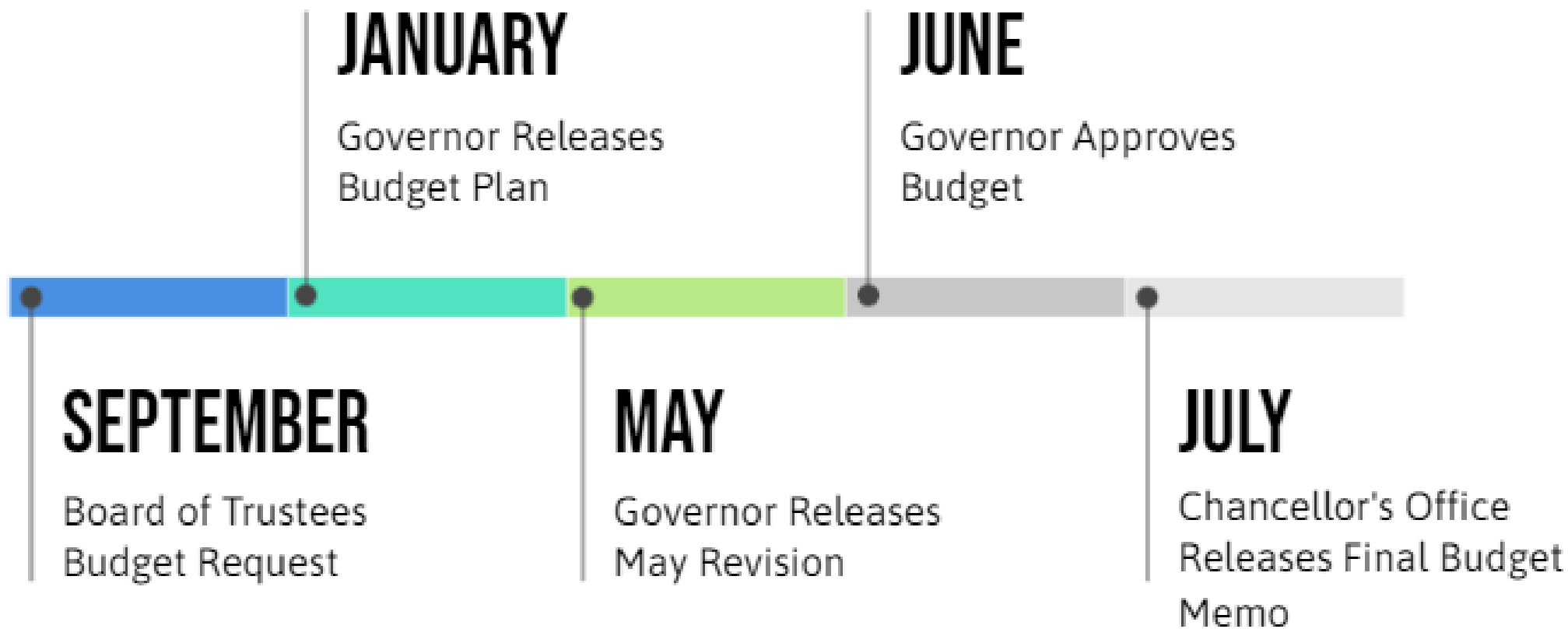
Net Base Deficit Balance	\$ (9,120,739)
2026-2027 One-Time Strategies	
University Operating Reserve	\$ 4,600,000
University Capital Reserve	\$ 1,000,000
Reallocate and Reinvest IRA	\$ 975,442
Salary Sweep Savings	\$ 350,000
Division Contributions from Year-End Roll Forward Funds	\$ 2,195,297
Total, One Time Strategies	\$ 9,120,739
Remaining 26/27 Deficit (Balance)/Surplus	\$ -
Remaining Base Deficit to Roll to 27/28	\$ (9,120,739)

Sonoma State Commitment & Bridge to the Future Allocation

Sonoma State Commitment & Bridge to the Future Update



Now that the 2026-2027 budget is finalized, the 2027-2028 budget planning cycle begins.



2026-2027 Campus Budget Plan available on [OpenBook](#)

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

Questions? Please email budget@sonoma.edu

Looking Forward

Mike Ogg

Chief Financial & Administrative Strategy Officer

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Looking Forward – Financial Strategy



Multi-Year Planning

Look beyond a single fiscal year to align budget decisions with long-term campus priorities.



Rebuilding Reserves

Restore financial capacity to manage risk, respond to volatility, and invest strategically.



All-Funds Budget

View resources holistically across funds to improve transparency and decision-making.

SSU Commitment Updates

Stacey Bosick
Interim Provost & Vice President of Academic Affairs

Gerald Jones
Vice President of Student Affairs

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SSU Commitment & Bridge to the Future Funds at Work



**Nursing
Expansion**



**Academic
Programming**



NCAA Athletics



**The Gardens at
Campus Rec & Keys on the Plaza**



Career Pathways

What's Next?

- Small Roundtable Discussions – 30 minutes
- President Spagna's Closing Remarks

Discussion Question #1

Where are you seeing the greatest impact from the actions and investments made over the past year, and how does that give you confidence about where we are headed?

Discussion Question #2

If you could make one big move over the next year to accelerate our progress, what would it be? What role could you play in that big move?

Thank you!