Campus Budget & Planning Forum

Fall 2022

Sonoma State University

November 3rd, 2022

SONOMA STATE UNIVERSITY

UNIVERSITY BUDGET & RESOURCE PLANNING

President’s Welcome

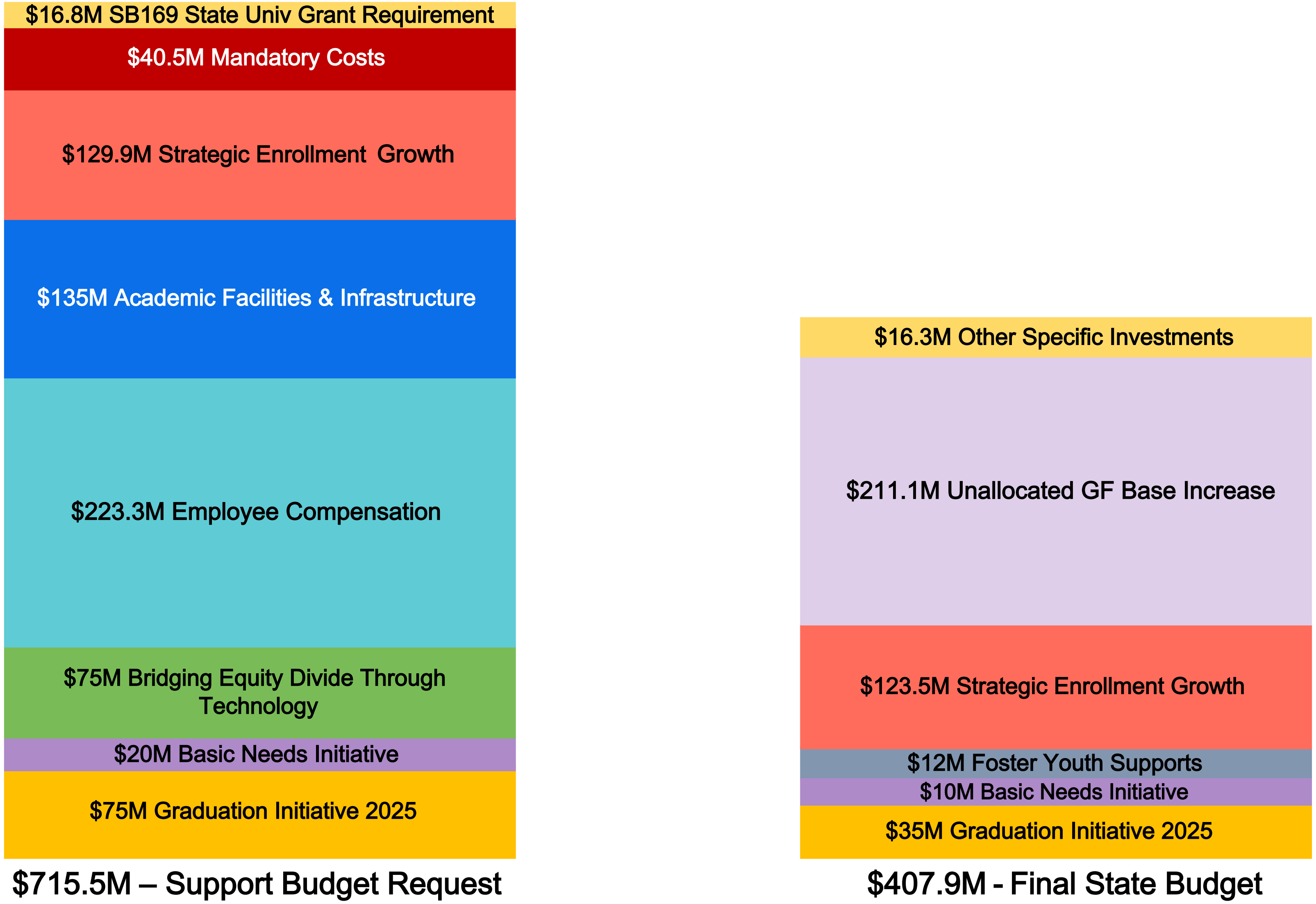
Fall Budget Briefing

SONOMA STATE UNIVERSITY

UNIVERSITY BUDGET & RESOURCE PLANNING

Final State Budget and Campus Allocation Memo

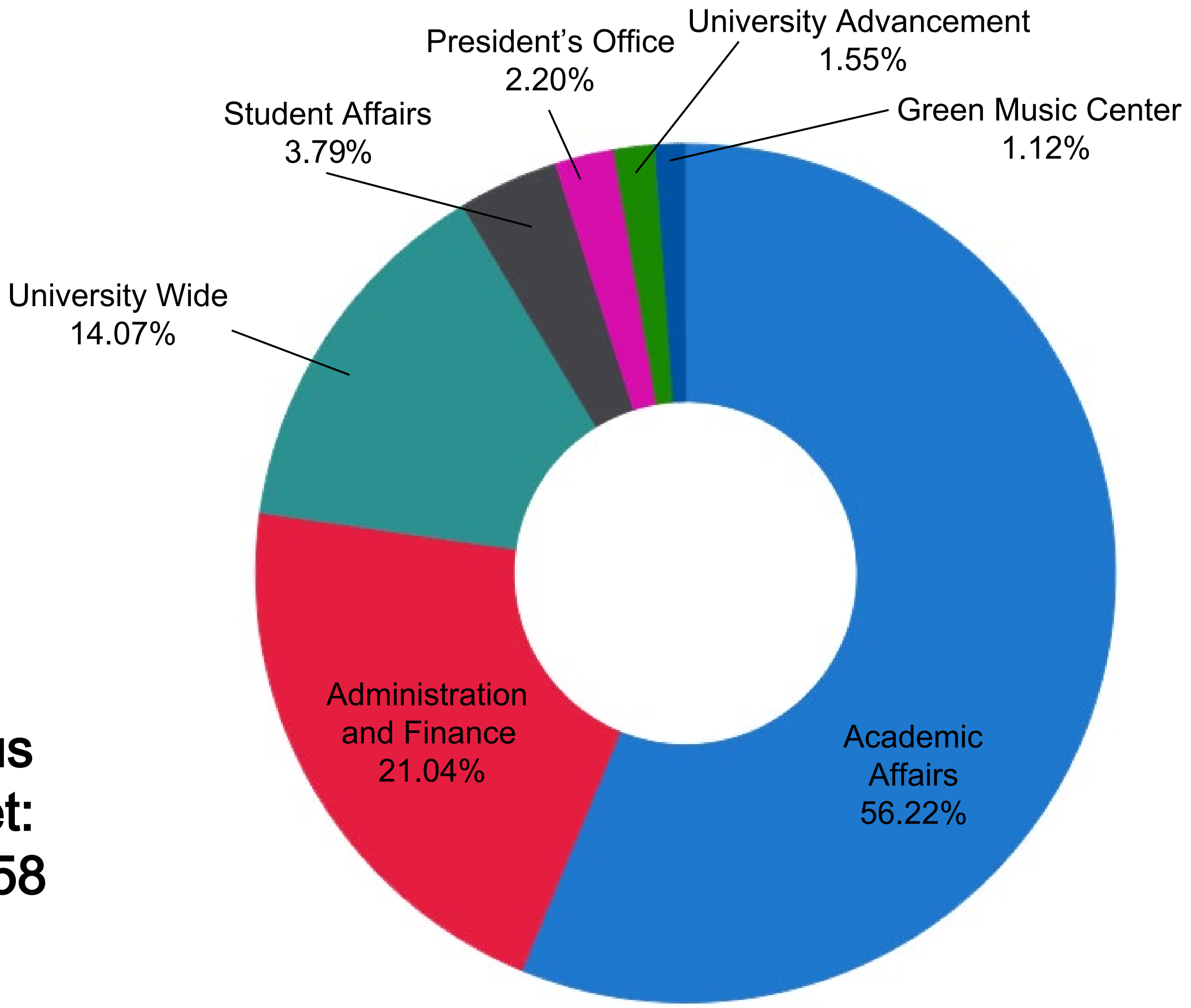
Final State Budget



Campus Budgeted Revenue 2022-2023

	2022-2023
Prior Year Campus Budget	**$136,313,656**
Restricted Funds: Employee Salary Increases and Benefits	$7,164,000
Foster Youth Program	$288,000
Total, Revenue Increases	**$7,452,000**
Redistribution of CSU Financial Aid State University Grant	($437,000)
Campus Budgeted Revenue Increases/(Decreases)	($5,434,199)
Total, Revenue Decreases	**($5,871,199)**
Total 2022-2023 Campus Budget	**$137,894,457**

2022-2023 Preliminary Budget by Division

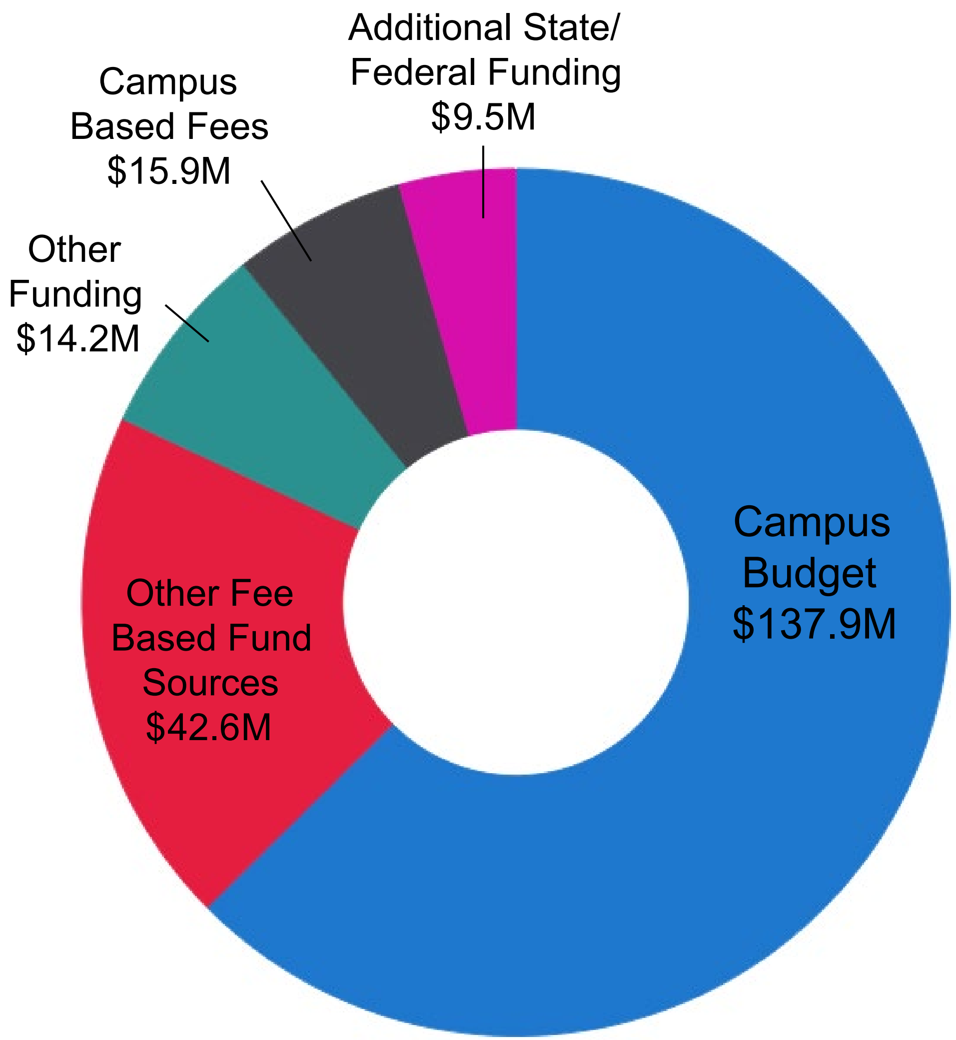


Total 22/23 Campus Expenditure Budget: $ 151,780,858

Note:
New funding for Employee Compensation and Foster Youth Program have not yet been fully distributed and are held in University Wide

Benefits are distributed to Divisions
State University Grants are not included

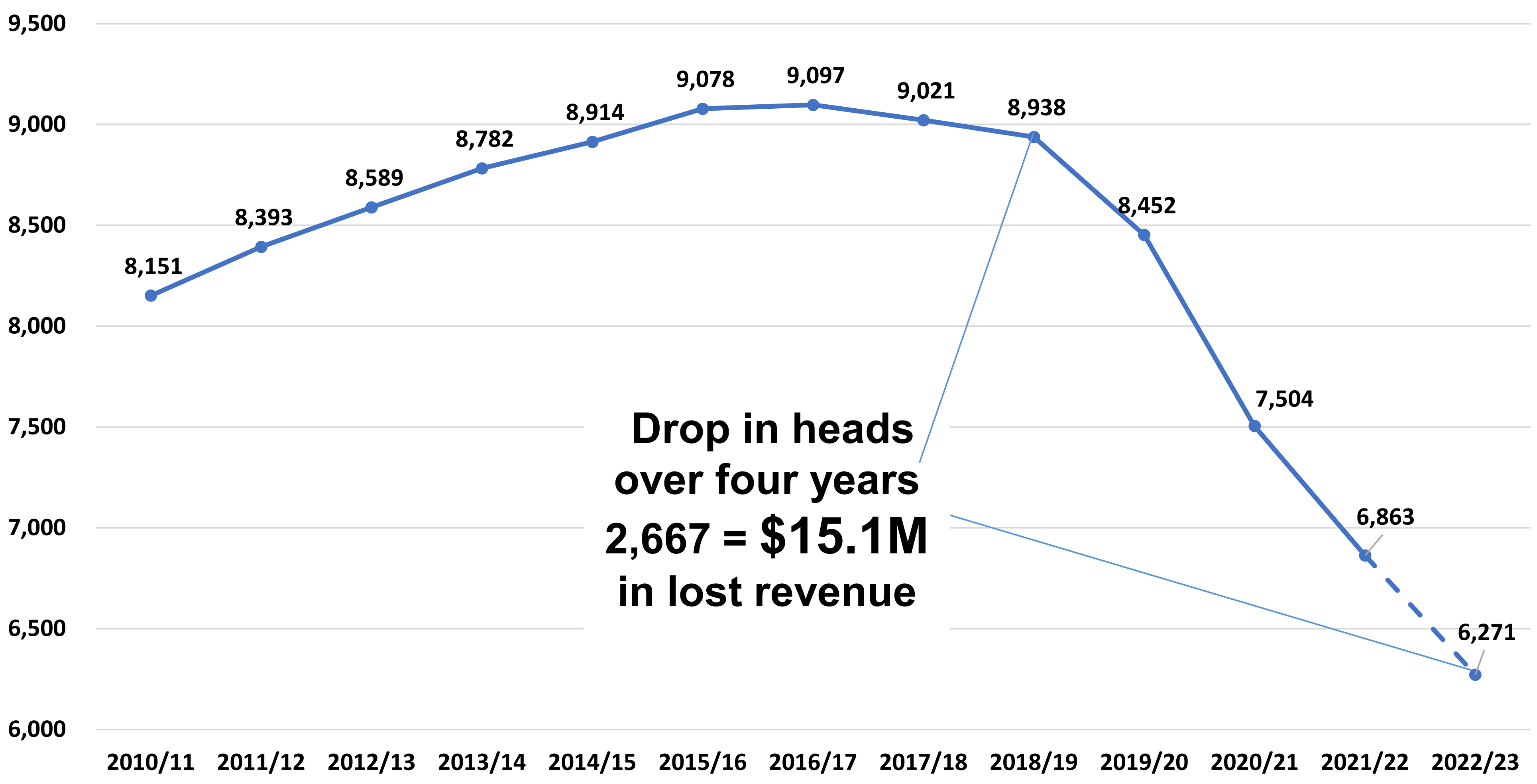
2022-2023 University Budgeted Revenue



Source		Total	
Campus Budget	**$**	**137,894,457**	**62.61%**
Additional State/Federal Funding			
Lottery	$	978,000	
Office of Research and Sponsored Programs	$	8,568,835	
	$	**9,546,835**	**4.33%**
Campus-Based Fees			
Associated Students	$	2,430,702	
Campus Union	$	6,678,248	
Center for Performing Arts	$	536,093	
Counseling and Psychological Services	$	863,311	
Instructionally Related Activities	$	524,974	
Intercollegiate Athletics	$	2,097,537	
Library	$	210,933	
Student Health Center	$	2,579,144	
	$	**15,920,942**	**7.23%**
Other Fee Based Fund Sources			
Residential Education and Campus Housing	$	32,069,010	
School of Extended and International Education	$	8,434,000	
Transportation and Parking Services	$	2,128,134	
	$	**42,631,144**	**19.36%**
Other Funding			
Green Music Center	$	3,302,920	
Sonoma State Enterprises	$	8,703,267	
Sonoma State University Foundation	$	520,671	
Endowment Earnings Distribution	$	1,719,058	
	$	**14,245,916**	**6.47%**
Total University Resources	**$**	**220,239,294**	**100.00%**

Campus Deficit

Enrollment Decline Cost Implications



Annualized Headcount Data

2022-2023 Projected Campus Base Deficit

2022-2023 Campus Budgeted Revenue	$	137,894,457
2022-2023 Campus Budgeted Expense	$	151,780,858
2022-2023 Base Deficit	**$**	**(13,886,401)**

2022-2023 Projected Campus Deficit Detail – Base Changes

2021-2022 Base Deficit	$ (11,188,772)
Estimated increase/(decrease) in tuition revenue	$ (3,299,253)
Reduction in cost allocation revenue	$ (2,111,946)
Reduction in other campus revenue	$ (38,000)
Total Base Changes in Revenue	**$ (16,637,971)**
Utilities Energy Increases	$ (818,951)
Unfunded Retirement Increases	$ (423,270)
Unfunded 21/22 Comp Pool	$ (82,750)
Rent Increase in Base	$ (35,604)
21/22 Minimum Wage Increase	$ (95,253)
Cost Recovery Expense Increases	$ (139,620)
UW Savings to Deficit	$ 61,600
22/23 Risk Pool Increases	$ (104,493)
Unfunded 22/23 Comp Pool - Estimate	$ (650,000)
Total Base Changes in Mandatory Costs	**$ (2,288,341)**
2022-2023 Base Reductions	**$ 5,039,911**
Total Projected 2022-2023 Base Deficit	**$ (13,886,401)**

2022-2023 Projected Campus Deficit Detail – Total Deficit

Total Projected 2022-2023 Base Deficit	**$ (13,886,401)**
Estimated Onetime Comp Stipends	$ (2,000,000)
Total Additional Onetime Cost	**$ (2,000,000)**
Total Projected 2022-2023 Deficit	**$ (15,886,401)**

2022-2023 Campus Deficit Funding Plan

REMAINING SURPLUS/(SHORTFALL)	**$**	**(15,886,401)**

University Wide Strategies		**Amount**
Net Interest Revenue	$	300,000
Excess Funds from 21/22 Deficit Strategies	$	3,050,000
HEERF Funds	$	2,500,000
Use of Campus Reserves - Operating	$	850,000
Use of Campus Reserves - Capital	$	1,527,576
Hiring Slowdown Savings	$	500,000
New Funding Held Centrally Until Needed	$	172,000
Total, University Wide Strategies	**$**	**8,899,576**

Total Remaining Surplus/(Shortfall) After UW Strategies	**$**	**(6,986,825)**

2022-2023 Campus Deficit Funding Plan

REMAINING SURPLUS/(SHORTFALL)	**$**	**(6,986,825)**

Division Funds- One Time Funding Strategies		**Amount**
Academic Affairs One Time Reduction	$	2,733,724
Office of the President	$	59,606
University Advancement	$	50,277
Academic Affairs	$	2,000,261
Student Affairs	$	592,957
Administration and Finance	$	1,000,000
Green Music Center	$	550,000
Total, Division Funds- One Time Funding Strategies	**$**	**6,986,825**

Total Remaining Surplus/(Shortfall) After Onetime Strategies	**$**	**-**

2022-2023 Composition of Deficit

	2022-2023
Enrollment Related Tuition and Other Fee Reductions	$ (15,067,253)
State Budget Reduction Net	$ 217
State Budget Restoration - Redirected to Systemwide Comp	$ (3,259,000)
Other Revenue Reductions	$ (3,187,128)
Unfunded Mandatory Cost Increases - Salaries and Benefits	$ (3,386,090)
Campus Underfunded Costs	$ (2,353,010)
Subtotal, Increases to Budgeted Deficit	***$ (27,252,264)***
Base Reduction Strategies	$ 13,364,347
Deficit Net Total	**$ (13,887,917)**

2022 -2023 Campus Budget Plan available on [OpenBook]

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

Questions? Please email budget@sonoma.edu

Multi-Year Enrollment & Budget Planning

SONOMA STATE UNIVERSITY | UNIVERSITY BUDGET & RESOURCE PLANNING

Multi-Year Enrollment and Budget Planning

The Chancellor's Office has asked that the campus provide the following by November 14th, 2022:

- A five-year strategic enrollment increase plan through 2026-2027 with detailed strategies, goals and milestones.

- A multi-year budget plan that eliminates deficit spending by fiscal year 2024-2025. The plan should include strategies to align campus revenues and expenditures.

After initial submission, SSU is to provide updates on the progress of the enrollment and budget plans every six months.

Strategic Enrollment Management Plan

SEM Plan Overview

- SSU Enrollment is projected to declinein the next year due to graduation rates improving faster than new student enrollment.
- To stabilize and grow, we will need successive years of steadily increasing new student enrollment and that is the primary focus of this SEM plan.
- Our top priorities involve executing a **marketing plan, increasing yield rates, outreach, new student recruitment,** and **retention.**

SEM Plan Goals and Strategies

- Deploying Recruitment Scholarships
- Diversifying SSU's Recruitment Approach
- Employee Digital Marketing, College Board Acquisitions, and Social Media
- Leveraging Campus Tours
- Improving the SSU Website
- Developing a Culture of Cultivation
- Investing in New Technologies
- Enhancing Admissions Results
- Developing a Guaranteed Admissions Program
- Increasing Yield
- Re-engaging and Re-enrolling Underserved Students
- Ensure Equitable Access to Digital Degree Roadmaps

Current Outreach Work

Attending **254** College Fairs Throughout the State

Bought High School Counselor Lists – **549** Counselors

Engaging with **96** High Schools That Sent us 30+ Applicants

Scheduled **60** School Visits for a Potential **2,859** Students

Scheduled **431** Family Visit Tours

Alums Making Calls to Encourage In-Progress Applicants

Bought **40,000** High School Names

Conducting Digital Campaigns Based on Location of High School and Community Colleges

Multi-Year Budget Planning

Revenue Enhancement Strategies

Increase Enrollment:

- Strategic enrollment management plan
- Moving summer session to state side
- Increase self-support programs
- End impaction for high demand programs

Increase Rental Revenue:

- Increased use of campus housing by faculty and staff
- Partner with local colleges to house students at SSU
- Increase summer conferences

Increase Other Revenue:

- Increase grant revenue
- Increase private support
- CSU system support for essential infrastructure improvements

Expense Reduction Strategies

People:

- Voluntary Separation Incentive Program
- Administrative Reorganization
- Shared Services
- Reduce Assigned Time

Facilities:

- Prioritize facilities and grounds maintenance
- Relocate programs from modular and leased spaces
- Concentrating classroom spaces into fewer buildings
- Energy Efficiency Initiatives

Programs:

- Program Evaluation
- Review Low Enrolled Programs
- Department and School-based Reorganization
- Streamline Instruction Costs

Operations:

- Reduce travel
- Reduce supplies and other operating expenses
- Review number of events and participation
- Reduce use of cell phone reimbursements
- Reduce total number of printers and copiers campus-wide

Other Things We Are Working On

- Academic Master Plan
- Emergency Dispatch
- CSU Buy
- Concur Travel Management
- Specialized Assistance for Everyone (SAFE) Program

Townhall Question and Answer Session