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March 27, 2026

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RE: CSU Consolidated Turnaround Plan

The California State University (CSU) Consolidated Turnaround Plan consolidates the Fiscal Action Plans of seven universities experiencing sustained enrollment decline and summarizes the CSU Fiscal Health Monitoring Framework implemented in August 2025. The report documents common enrollment recovery strategies, cost-saving measures, multi-year projections, and the Chancellor's Office oversight process.

This report is important because sustained enrollment decline remains the primary driver of fiscal stress at affected universities. By grounding oversight in documented university actions and projections, the framework strengthens transparency, accountability, and coordinated systemwide response.

This submission is provided pursuant to the Budget Act of 2025, which requires universities with sustained enrollment decline to submit turnaround plans to the Chancellor's Office by December 31, 2025 and for the Chancellor's Office to submit a consolidated report to the Department of Finance and relevant committees of the legislature by the extended due date of March 31, 2026.

Should you have any questions about this report, please contact me directly at (562) 951-4600.

CSU Universities
Bakersfield
Channel Islands
Chico
Dominguez Hills

East Bay
Fresno
Fullerton
Humboldt
Long Beach
Los Angeles

Monterey Bay
Northridge
Pomona
Sacramento
San Bernardino
San Diego

San Francisco
San José
San Luis Obispo
San Marcos
Sonoma
Stanislaus

CSU Report: CSU Consolidated Turnaround Plan

March 27, 2026

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Sincerely,



Patrick J. Lenz
Interim Executive Vice Chancellor and
Chief Financial Officer

PJL:lc

Full report posted to <https://www.calstate.edu/impact-of-the-csu/government/Advocacy-and-State-Relations/Pages/legislative-reports.aspx>

- c: Members, California State Legislature
Members, Joint Legislative Budget Committee
Natalie Gonzalez, Fiscal & Policy Analyst, Legislative Analyst Office
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Danielle Garcia, Deputy Vice Chancellor, System Strategy and Operations
Nathan Dietrich, Assistant Vice Chancellor, Advocacy and State Relations
Jeni Kitchell, Assistant Vice Chancellor, Finance & Budget Administration/Controller
Mark Martin, Assistant Vice Chancellor, Budget Planning and Advocacy
Cheryl Ide, Director of Budget Advocacy

CSU Consolidated Turnaround Plan
Submitted Pursuant to the Budget Act of 2025

Purpose and System Context

The California State University (CSU) serves more than 470,000 students across 22 universities, operating within a highly regulated public funding environment and facing sustained demographic, fiscal, and affordability pressures. In recent years, these pressures have intensified, particularly at universities experiencing prolonged enrollment decline.

In response, and consistent with its fiduciary responsibility to the State of California, the CSU Chancellor's Office (CO) implemented a systemwide Fiscal Health Monitoring framework in August 2025. The framework strengthens early identification of fiscal and enrollment risk, establishes consistent expectations for multi-year planning, and enables oversight and targeted support based on demonstrated conditions, while preserving CSU's mission of access, affordability, and student success.

The framework also ensures compliance with the Budget Act of 2025, which requires universities experiencing sustained enrollment decline to develop and submit turnaround plans.

Statutory Basis and Scope

Under the Budget Act of 2025, universities with sustained enrollment decline were required to submit turnaround plans to the Chancellor's Office by December 31, 2025. Each plan was required to include:

- Strategies to increase enrollment, including expected outcomes, results to date, timelines, and associated one-time and ongoing costs
- Additional enrollment strategies under consideration
- Five-year enrollment projections
- Cost-saving strategies with expected and achieved savings, implementation timelines, and further reductions under consideration

Seven universities had sustained enrollment decline: Channel Islands, Chico, Dominguez Hills, East Bay, Humboldt, San Francisco, and Sonoma. This report consolidates common enrollment recovery and cost-saving strategies identified across these seven universities, particularly those involving management efficiencies and coordination.

Part 1: CSU Fiscal Health Monitoring

Fiscal Health Monitoring Process

The Fiscal Health Monitoring framework is a structured, ongoing process used to assess risk, guide oversight, and evaluate progress. The process begins with a review of key fiscal and enrollment indicators, including resident enrollment trends, workforce ratios, operating fund performance, cost efficiency measures, and enterprise fund strength. Based on this analysis, the CO issued Fiscal Action Plan guidance to all universities.

All universities submitted Fiscal Action Plans in October 2025, addressing enrollment strategies, multi-year budget projections, cost reduction strategies, and responses to identified fiscal health concerns. The CO then held individual meetings with each university to review plans, provide guidance, and confirm alignment between proposed actions and identified risks.

CSU Consolidated Turnaround Plan
Submitted Pursuant to the Budget Act of 2025

Enrollment Conditions and Strategic Response

Enrollment volatility remains the primary driver of fiscal stress across the CSU. While conditions vary by region and university, the seven universities subject to Budget Act reporting exhibit sustained resident enrollment declines that extend beyond short-term fluctuations.

Across these universities, enrollment recovery strategies reflect a deliberate shift away from reliance on application volume toward yield optimization, retention, and re-enrollment of adult learners and stopped-out students. Common strategies include:

- **Direct and Guaranteed Admission Pathways:** Expansion of automatic admission agreements with K-12 districts and community colleges in their regions, producing higher yield rates than traditional applicant pools.
- **Retention as a Core Enrollment Lever:** Investments in proactive advising, learning communities, culturally responsive student success programs, early alerts and basic needs support.
- **Re-enrollment of Stopped-Out Students:** Targeted outreach, streamlined re-admission policies, completion grants, and high-touch advising for Californians with prior CSU credit but no degree.
- **Align Programs with Workforce Needs:** Development of blended, online, transfer-in-place, nursing, and career-connected programs aligned with regional labor demand. Universities are embedding internships, employer partnerships, and career-readiness initiatives into enrollment and retention strategies to strengthen value proposition and post-graduate outcomes.
- **Non-Resident and Adult Learners:** Strategic expansion of out-of-state recruitment (including Western Undergraduate Exchange (WUE) markets), international transfer pipelines, graduate and second-baccalaureate pathways, and re-engagement of adult learners with flexible delivery models. These efforts diversify revenue streams and stabilize enrollment amid California demographic declines.
- **Elevate Enrollment Management Position:** Establishment or strengthening of institution-wide Strategic Enrollment Management (SEM) plans, executive-level governance structures, cross-divisional enrollment committees, and performance dashboards. Enrollment is positioned as a cabinet-level priority supported by data-informed targets, measurable return on investment, and coordinated strategies.
- **Technology-Enabled Recruitment and Analytics:** Deployment of Customer Relationship Management (CRM) platforms, AI-supported engagement tools, and dashboards to evaluate return on investment and target strategies.

Enrollment projections across the seven universities generally assume gradual recovery over multiple academic years, reflecting cautious assumptions and explicit recognition of continued demographic and market headwinds. Where projections are more aggressive, the CO has requested supporting data, and contingency plans should anticipated gains not materialize.

The effectiveness of these strategies will be evaluated through improvements in retention, application and yield rates, transfer volume, and enrollment in high-demand programs. Clear metrics and multi-year projections will enable the CO to monitor measurable progress toward enrollment stabilization and recovery.

Financial Position and Cost Saving Strategies

Structural imbalance between revenues and expenditures remains a central fiscal challenge for universities experiencing enrollment decline. Rising salary and benefit costs, declining tuition revenue,

CSU Consolidated Turnaround Plan
Submitted Pursuant to the Budget Act of 2025

and fixed operational obligations have produced recurring deficits that cannot be resolved through reserves or one-time funding alone.

The seven Fiscal Action Plans attached demonstrate broad alignment in cost-savings strategies, including:

- **Workforce Realignment:** Hiring freezes, vacancy management, voluntary separation programs, lecturer non-renewals, and administrative consolidation.
- **Academic Portfolio Optimization:** Course schedule reductions, reassigned time reductions, program consolidation or discontinuation, and alignment of instructional capacity with current demand.
- **Operating Expense Reductions:** Cuts to discretionary spending, IT consolidation, facility decommissioning, and energy efficiency initiatives.

The CO is supporting and closely monitoring the durability of these actions, with particular attention to whether identified savings are recurring and sufficient to close structural gaps. The CO has also emphasized the need to distinguish short-term stabilization achieved through one-time resources from long-term fiscal sustainability.

Systemwide Accountability

The Fiscal Health Monitoring framework provides the CSU with a consistent, proactive mechanism to identify emerging risk, evaluate the effectiveness of corrective actions, and support universities facing sustained fiscal and enrollment pressure. By grounding oversight in documented university actions, multi-year projections, and recurring savings, the CSU has strengthened transparency and accountability.

This framework directly supports CSU Forward (the system's new strategic plan), advancing the strategic priority of affordability and financial viability by aligning operational capacity with enrollment realities and long-term sustainability.

Part II: Consolidated University Fiscal Action Plans

As noted above, seven universities had sustained enrollment decline and/or received one-time enrollment recovery resources: Channel Islands, Chico, Dominguez Hills, East Bay, Humboldt, San Francisco, and Sonoma. While university conditions vary, their Fiscal Action Plans reflect consistent themes that justify coordinated system oversight rather than isolated interventions.

Systemwide Synthesis

- Enrollment recovery depends primarily on yield, retention, and re-enrollment rather than raw application growth.
- Workforce and academic right-sizing are necessary but approaching operational limits at several universities.
- One-time resources provide near-term stabilization but do not resolve underlying structural gaps.
- Auxiliary and enterprise models frequently reflect enrollment assumptions that no longer hold and require redesign.
- Strong data discipline, realistic projections, and contingency planning reduce systemic risk.

University-Specific Fiscal Action Plans

Detailed Fiscal Action Plans for each university are provided in the attachments. Each documents the university's enrollment growth and cost savings strategies as required by the Budget Act of 2025.

CSU Consolidated Turnaround Plan
Submitted Pursuant to the Budget Act of 2025

Part III: Systemwide Cost Containment and Collaboration Efforts

In parallel with university actions, the CSU system is advancing systemwide initiatives to reduce structural costs, improve efficiency, and strengthen operational resilience.

Multi-University Collaboration Initiative

Launched in August 2023, this initiative enables shared services and economies of scale across functional areas, with an initial focus on procurement, information security, and benefits administration. Examples include, but are not limited to:

- **Procurement:** Systemwide rollout of CSUBUY was completed in January 2026, with all but one campus now live due to system integration limitations. Strategic sourcing and guided buying are projected to generate significant cost avoidance, estimated to be \$20M over the next three years.
- **Information Security:** Development of the Cyber Fusion Center establishes a centralized security model that reduces duplication and mitigates risk.
- **Benefits Administration:** Expansion of shared Common Human Resources System (CHRS) services is standardizing benefits operations and reducing university administrative burden.

Additional Systemwide Efforts

- Data center consolidation assessment (Cal State Compute)
- Regional shared services models (San Francisco Bay Region Network)
- Academic collaboration and program alignment
- Systemwide Strategic Enrollment Management coordination

Conclusion

The actions outlined in this report demonstrate that the CSU is responding to the Budget Act of 2025 with a disciplined, evidence-based approach that balances enrollment recovery, fiscal responsibility, and mission preservation. Through coordinated oversight, realistic planning, and sustained accountability, the CSU is working to stabilize affected universities while maintaining access and affordability for California students.

Attachments

- a. Channel Islands - 2025 Fiscal Action Plan
- b. Chico - 2025 Fiscal Action Plan
- c. Dominguez Hills - 2025 Fiscal Action Plan
- d. East Bay - 2025 Fiscal Action Plan
- e. Humboldt - 2025 Fiscal Action Plan
- f. San Francisco - 2025 Fiscal Action Plan
- g. Sonoma - 2025 Fiscal Action Plan



Channel Islands

CALIFORNIA STATE UNIVERSITY

OFFICE OF THE PRESIDENT

October 15, 2025

Patrick Lenz
Interim Executive Vice Chancellor & Chief Financial Officer

RE: Fiscal Action Plan Response | CSU Channel Islands

Dear Patrick,

In response to the Fiscal Action Plan (FAP) Submission Requirements memo dated August 29, 2025, CSU Channel Islands (CSUCI) is submitting via secure transmittal the campus response and action plan proposal.

The August 29 memo identifies three action areas, which this submission addresses directly:

1. **Enrollment:** protracted enrollment decline
2. **Operating Fund 485:** expenses per FTES above the system average, SFR below the system average, and continued reserve draws
3. **Auxiliary Organization:** the University Auxiliary Services dining contract with Chartwells Higher Education.

Given CSUCI's size and cost structure, and in alignment with the systemwide work on a sustainable funding model, our analysis confirms that neither cuts nor short-term growth alone will realign the budget to enrollment. As a smaller campus, we recognize that a durable solution requires both sides of the ledger: sustained data-informed enrollment growth and measured, multi-year cost discipline. The attachments herein present a multi-year plan that incorporates both elements of enrollment growth through new student pipelines and best practices in retention, paired with strategic, allocated, and measured reductions across multiple fiscal years.

I look forward to further discussion and sharing positive trends with you and our colleagues at future quarterly intervals.

Sincerely,

A handwritten signature in blue ink, appearing to read 'Susan Andrzejewski'.

Susan Andrzejewski, Ph.D.
Interim President

CC: Jeni Kitchell, Assistant Vice Chancellor, Finance & Budget Administration/Controller
Bradley Olin, Vice President for Business & Financial Affairs

One University Drive, Camarillo, California 93012-8599 Tel: (805) 437-8410 Fax: (805) 437-8414 www.csuci.edu

Fiscal Action Plan – [Cal State Channel Islands]

Please respond to each section outlined in the Fiscal Action Plan letter from the Chancellor's Office. If you have more than two strategies, duplicate the table as needed, using one table per strategy. If a section does not apply to your university, it may be deleted.

Section 1: Enrollment Growth Strategies & Projections (State Requirement)

1.1 Provide a detailed list of strategies your university is using or planning to use to increase student demand and enrollment from FY25-26 to FY29-30. For each strategy, please respond to the following:

Enrollment Growth Strategy 1 Prospective Pool Expansion & Yield Optimization	
What is the specific strategy?	Expand the pool of prospective first year and transfer students who consider CSUCI in their college search and increase prospective student conversion rates at each stage of the enrollment funnel from the point of application forward.
What specific enrollment-related outcomes are you aiming to achieve (e.g., application growth, improved yield, better retention)?	<ul style="list-style-type: none"> · Increase resident FTES from new student enrollment by 25% from Fall 2024 levels (i.e., from 1,325 to 1,650 - combined freshmen and transfer headcount). · Increase the freshmen and transfer completed application counts by 10% or more from Fall 2025 levels (i.e., from 7,500 to 8,300+ among freshmen; and from 3,900 to 4,250+ among transfers). · Increase the conversion rates from admission to enrollment confirmation by 10% among freshmen and transfer prospects (i.e., from 9.5% to 10.5% among freshmen; and from 35% to 38.5% among transfers). · Increase the conversion rates from enrollment confirmation to registered matriculant by 1-2 percentage points among freshmen and transfer prospects (i.e., from 85-86% to 87-88% in each group).
What actions have been taken so far, if any?	<ul style="list-style-type: none"> · Expanded procurement of prospective student contacts by more than 100,000 names through third party sources (e.g., College Board, Niche). · Leveraging the university's recent implementation of the Slate admissions CRM system, expanded enrollment marketing email communications, segmented by prospective student audience, college search stage, and student interests. · Developed new digital marketing strategies to engage first year and transfer students through website visits, increased inquiries, event participation, and applications.
What is the timeline for implementing the strategy?	The timeline for establishing this strategy is 24 months, composed of the execution of new university advertising, enrollment marketing, student engagement, and student outreach efforts across the full recruitment cycle and starting with prospective student communications up to two years in advance of prospect's start term.
What are the associated costs? (one-time, ongoing, total)	The cost of this strategy is \$1.25M in total, composed of \$250K in one-time costs associated with purchases for enhancing campus

Fiscal Action Plan – [Cal State Channel Islands]

	visit experience and recruitment technology, and \$1M in ongoing expenses. The annual costs include \$200K for prospect name procurement (e.g., College Board, Niche, WUE), \$300K for digital marketing, \$250K for expansion of on-campus recruitment events, and \$250K for increased admissions recruitment travel and print materials.
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Enrollment Growth Strategy 2 | Belonging, momentum, and retention

<p>What is the specific strategy?</p>	<p>Enhance student belonging, academic success, and persistence to graduation through coordinated engagement, advising, and support initiatives that span High-Impact Practices (HIPs), Learning Communities (LCs), the CSUCI Initiative for Mapping Academic Success (CIMAS), Student Research, Academic Advising, the Educational Opportunity Program (EOP), Cultural Centers, and the Basic Needs and Dolphin Guardian Scholars (DGS) programs.</p> <p>These integrated strategies work collectively to increase student retention and success by:</p> <ul style="list-style-type: none"> • Expanding student participation in High-Impact Practices such as Learning Communities, research, and mentoring. • Strengthening early and sustained academic advising through proactive, data-informed outreach by using analytics (e.g., academic performance, early alert notifications for absences and/or performance, enrollment patterns, or milestone progress). • Building culturally affirming and inclusive environments that promote identity development and belonging. • Reducing barriers related to food, housing, and financial insecurity through coordinated Basic Needs support. <p>Together, these initiatives create a seamless continuum of academic and personal support from matriculation through graduation, aligning directly with the CSU Student Success Framework (Category II) on retention, academic momentum, and equity. Outcomes are measured through key performance indicators such as credit momentum (e.g., 30 units by year one), DFWI reduction, GPA trends, advising utilization, and disaggregated retention metrics to ensure continuous, equity-driven improvement.</p>
<p>What specific enrollment-related outcomes are you aiming to achieve (e.g., application growth, improved yield, better retention)?</p>	<ul style="list-style-type: none"> • Increase first-to-second year retention, particularly among first-generation, Pell-eligible, and historically underrepresented students. • Improve credit accumulation, GPA, and course completion rates. • Strengthen student persistence and timely degree completion through proactive advising campaigns and holistic case management. • Enhance student engagement with advising, tutoring, mentoring, and co-curricular resources.

Fiscal Action Plan – [Cal State Channel Islands]

	<ul style="list-style-type: none"> · Increase participation in culturally affirming and identity-based campus programs. · Improve student persistence and completion rates among those experiencing financial, housing, or food insecurity. · Strengthen post-graduate outcomes and CSUCI's institutional competitiveness in student recruitment and success metrics.
<p>What actions have been taken so far, if any?</p>	<p>Learning Communities (LCs/LLCs)</p> <ul style="list-style-type: none"> · Nearly 80% of incoming first-year students in Fall 2025 are enrolled in LCs. · Fourteen Embedded Peer Mentors provide structured support across 25 communities serving both first year and transfer cohorts. · Intentional programming within Living Learning Communities (LLCs) fosters integration of residential and academic experiences, enhancing student belonging and retention. <p>CSUCI Initiative for Mapping Academic Success (CIMAS)</p> <ul style="list-style-type: none"> · Expanded into a semester-long academic recovery program supporting students experiencing academic setbacks. · Program participation is incentivized through scholarships for future coursework. · Currently being institutionalized within LCs to scale support for all students. <p>Student Research</p> <ul style="list-style-type: none"> · Expanded faculty-mentored research participation through the Miller Foundation Assistantship. · Achieved a 40% increase in student participation in SURF 2025 and greater national conference representation. · Strengthened infrastructure for sustained undergraduate research engagement. <p>Academic Advising</p> <ul style="list-style-type: none"> · Implemented a robust academic advising campaign calendar in collaboration with faculty advisors, the Registrar's Office, and EOP. · In AY24-25, 109 distinct campaigns and 82 workshops were conducted. Students who met with an advisor were significantly more likely to persist (87.3% vs. 72.1%) and to complete 12+ units per semester (73.9% vs. 55.9%). · Developed and launched an Early Alert program in key first-year Math and English courses to connect students with academic support resources. <p>Educational Opportunity Program (EOP)</p>

Fiscal Action Plan – [Cal State Channel Islands]

	<ul style="list-style-type: none"> · Implemented the Summer Success Academy (SSA), a five-week bridge program serving 80 incoming first-year students who earn six GE units, receive housing, personalized advising, peer mentoring, and enrichment activities at no cost. · SSA participants demonstrate stronger outcomes: one-year retention (75.5% vs. 70.5%), completion of Golden Four courses (45% vs. 42.2%), and fewer DFWI grades after two years (1.25 vs. 2.13). · EOP Advisors provide individualized case management, resulting in higher persistence (85% vs. 79.1%), higher full-time enrollment (67% vs. 51.5%), and more students earning GPAs above 3.0 (72.3% vs. 66.9%). · The Student Success Center, home to EOP, hosted 12,644 visits from 1,196 unique students in AY24-25. <p>Cultural Centers</p> <ul style="list-style-type: none"> · The Latinx Cultural Center (LCC), Black Cultural Center (BCC), and Inclusive Student Services Center (ISSC) serve as high-impact hubs for community engagement, cultural programming, and academic connection. · Retention data demonstrate strong impact: BCC visitors retained at 88.5% vs. 63.9% for non-visitors; LCC visitors retained at 77.4% vs. 69.2%. · Hosted major programs such as Los Gritos, Ebony Ball, AAPI Heritage Week (750+ participants), and Lavender Graduation. <p>Basic Needs and Dolphin Guardian Scholars (DGS)</p> <ul style="list-style-type: none"> · Served 2,112 unique students in AY24-25, a 36% increase since AY21-22. · Expanded Dolphin Pantry utilization from 1,322 (AY21-22) to 1,968 (AY24-25). · Increased DGS enrollment from 14 (AY22-23) to 68 (AY24-25) through enhanced outreach and Cal State Apply targeting. · Implemented integrated case management, Rapid Rehousing, and CalFresh outreach in partnership with Food Share Ventura County and Financial Aid. · Students utilizing Basic Needs services persisted at higher rates: 90.7% semester-to-semester and 81.5% year-to-year compared to 87.8% and 78.3% among non-users, respectively.
<p>What is the timeline for implementing the strategy?</p>	<p>Implementation is ongoing and aligned with institutional funding and assessment cycles.</p> <ul style="list-style-type: none"> · Learning Communities and CIMAS: Continuing expansion and integration within academic programs; scaling of transfer student LCs anticipated over the next two years.

Fiscal Action Plan – [Cal State Channel Islands]

	<ul style="list-style-type: none"> • Student Research: Sustained annually with donor support and summer research funding; ongoing efforts to secure long-term institutional funding. • Advising: Fully implemented and reviewed annually to refine population targeting and intervention strategies based on campus data. • EOP: Ongoing implementation; the SSA welcomed its fourth cohort in 2025, and case management is fully operational. • Cultural Centers: Ongoing and scalable; AY25-26 plans include continued programming, academic partnerships, and tutoring collaborations. • Basic Needs and DGS: Ongoing through AY25-26, with continued integration of data and assessment of retention outcomes.
<p>What are the associated costs? (one-time, ongoing, total)</p>	<p>Learning Communities (LCs)</p> <ul style="list-style-type: none"> • \$600,000 annually to support a full-time faculty director buyout, two staff positions, 15 student assistants (Embedded Peer Mentors), experiential engagement activities, and faculty development. • Additional scaling with enrollment growth will require 6–10 more student assistants at \$14,000 per assistant per year, faculty development funds at \$2,500 per faculty, and additional staff as noted in the CIMAS budget. <p>CSUCI Initiative for Mapping Academic Success (CIMAS)</p> <ul style="list-style-type: none"> • One staff member to support LC growth and CIMAS integration. • 2–4 student assistants serving as Embedded Peer Mentors at \$14,000 each per year. • Faculty WTU for 1-unit UNIV courses (3–4 courses per semester) at \$2,800 per WTU. • Faculty development funding of \$20,000. <p>Student Research</p> <ul style="list-style-type: none"> • Research Assistants, faculty stipends, materials, and hospitality for 40 students per semester: \$294,000 (donor funded). • Summer Undergraduate Research Fellowship (SURF) for 50–55 students and 17–20 faculty: \$120,000 (no funding identified for 2026). • Faculty Director (12-month buyout), 80% staff position, and 2 Research Peer Mentors (donor funded). <p>Advising</p> <ul style="list-style-type: none"> • Approximately \$30,000 annually for EAB Navigate, the platform used for advising campaigns and student tracking. <p>EOP</p>

Fiscal Action Plan – [Cal State Channel Islands]

	<ul style="list-style-type: none"> Summer Success Academy (SSA) program cost in 2025: \$354,372 (donor funded). Ongoing case management and campaign infrastructure supported through EAB Navigate (\$30,000 annually, as reported earlier). <p>Cultural Centers</p> <ul style="list-style-type: none"> Supported by a \$1M+ (5-year) AANHPI Student Achievement Program grant to expand culturally responsive learning communities, student support services, and leadership development initiatives. <p>Basic Needs and DGS Ongoing external funding includes:</p> <ul style="list-style-type: none"> \$268,000 annually for DGS and \$260,480 for Basic Needs programming. \$400,000 for Rapid Rehousing (funded through Spring 2028). CalFresh Outreach funding through June 2026. County HHAP 3 funding through April 2026 for housing and food security initiatives. <p>Long-term sustainability is supported through legislative appropriations and foundation partnerships.</p>
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1.2 What other enrollment strategies are under serious consideration but have not yet been implemented? For each, briefly describe scope, potential impact, and timing.

Enrollment-Related Strategy Under Consideration 1 Regional Influencers & Feeders	
What is the specific strategy?	Increase partnerships and engagement with key prospective student influencer groups and feeder institutions in Ventura County and the nearby region.
Strategy Scope	<ul style="list-style-type: none"> Designate select “CSUCI Partner Schools” and “Transfer Pathway Colleges” based on engagement and student enrollment outcomes, with co-branded materials and recognition. Increase formal partnerships that include articulation agreements with community colleges. Establish a “CSUCI Counselor Advisory Board” to be in regular dialogue with school counselors who can play a role as regional opinion leaders on CSUCI’s admissions and student recruitment efforts. Increase awareness and engagement with Community Based Organizations (CBOs) in Ventura County and regionally, including leading CSU application workshops featuring guidance on FAFSA/CADAA filing. Create a “Regional Partner Council” of high school principals, community college transfer directors, and local education leaders to align recruitment messaging, share data, and track outcomes.

Fiscal Action Plan – [Cal State Channel Islands]

	<ul style="list-style-type: none"> Expand engagement with Naval Base Ventura County (NBVC), including on-base college and career counselors and fairs.
Potential Impact	Effective implementation of this strategy offers the potential for CSUCI to realize sustained incremental growth of 10% or more in new freshmen and transfer student enrollment.
Implementation Timeline	The implementation of this strategy would be built in stages over the course of three enrollment cycles. The first phase would be focused on stakeholder identification, relationship building, and the development/expansion of partnership and collaboration plans (Fall 2025). The second phase would be focused on raising awareness of partnership programs and related opportunities among prospective students (Spring 2026). The third phase would be focused on meeting enrollment goals tied to each partnership/collaboration plan (Fall 2026 and ongoing).

<i>Enrollment-Related Strategy Under Consideration 2 Campus to Career Initiatives</i>	
What is the specific strategy?	Expand the Campus to Career Internship Program to position internships and campus-based student employment as a high-impact practices that directly supports student recruitment, retention, and post-graduate success.
Strategy Scope	<ul style="list-style-type: none"> Expanding the number of students who participate in internships (paid or for-credit). Leverage on-campus employment as a career readiness initiative that fosters student belonging, strengthens time management, and improves persistence and graduation rates. Integrate intentional professional development components—including mentoring, reflection activities, and career workshops—into internships and student employment experiences. Utilize the program as a scalable, equity-focused retention strategy that supports Pell-eligible and historically underrepresented student populations.
Potential Impact	<p>Effective implementation of this strategy offers the potential to enhance both recruitment and retention outcomes.</p> <ul style="list-style-type: none"> Recruitment: Strengthen CSUCI’s competitive position by highlighting internships and career-oriented campus employment opportunities for prospective students. Retention: Increase persistence among participants by 3–5% compared to non-participants. Student Success Outcomes: Improve satisfaction, skill development, and post-graduate readiness as measured through student self-assessments, retention data, and employment or graduate school enrollment rates. Return on Investment (ROI): Achieve measurable gains in retention and career readiness with modest incremental

Fiscal Action Plan – [Cal State Channel Islands]

	costs, supported through external philanthropy and departmental cost-sharing.
Implementation Timeline	The program pilot will launch in Fall 2025, with expansion beginning Spring 2026 and phased scaling over three to five years, contingent upon funding availability. Estimated costs range from \$25,000–\$50,000 per semester, supporting 20–50 student participants per term.

1.3 What are your projected resident FTES student enrollment figures for each year from FY25-26 through FY29-30 (college-year)?

An Excel file titled Multi-Year Template has been prepared for your use in completing this response. You can find it in your designated SharePoint folder, which is linked in Attachment A.

1.4 If your university received one-time funds for enrollment growth recovery:

Plan for Enrollment Growth Recovery Funds 1 Name Buys & Digital Marketing	
What is your clear, actionable plan for use of the funds?	<p>CSUCI's plan for these funds includes the following strategies for growing the pool of prospective students considering the university in their college searches:</p> <ul style="list-style-type: none"> · Greatly expand procurement of prospective student names. Cost = \$200K. · Develop and implement comprehensive digital marketing campaigns to increase performance across all funnel stages using a multi-platform approach, including Google Search, Google Display, YouTube, Facebook, Instagram, Reddit, TikTok, CTV, and Spotify, along with dedicated landing pages to improve conversion rates. Cost = \$300K. <p>(See Figure 1 below.)</p>
What measurable outcomes will demonstrate the return on investment?	<ul style="list-style-type: none"> · Increased admission inquiries and applications. · Increased inquiries generated from digital ad conversions. · Growth in application starts and submissions driven by digital ad campaigns. · Higher conversion rates between inquiry → applicant → admit → enrollment for audiences engaged via digital channels. · Increased impressions, click-through rates (CTR), and engagement on digital ads. · Reduced cost per click (CPC) and cost per inquiry (CPI). · Improved landing page performance and conversion rates.

Plan for Enrollment Growth Recovery Funds 2 Nurture & Enhance Visit Experience	
What is your clear, actionable plan for use of the funds?	<p>CSUCI's plan for these funds also includes the following strategies for improving prospective student conversion rates by funnel stage.</p> <ul style="list-style-type: none"> · Engage a strategic enrollment management consultancy, to institute strategic omnichannel marketing (e.g., phone, text, email, and print) lead nurturing and conversions, including related admission counselor training and coaching. Cost = \$250K.

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	<ul style="list-style-type: none"> Expand campus visit and event opportunities and enhance visitor experience in ways that lead to better recognition of CSUCI's value proposition and improved prospect conversion rates. For example, CSUCI will be hosting a new Fall Open House on November 8 aimed at cultivating prospective first year and transfer student interest much earlier in the recruitment cycle than previously. Cost = \$250K. <p>(See Figure 1 below.)</p>
<p>What measurable outcomes will demonstrate the return on investment?</p>	<ul style="list-style-type: none"> Increased prospective student visit volume for both daily campus visits and admissions events. Improved visitor satisfaction scores on post visit surveys. Increased first year and transfer enrollment that was either sourced or influenced through the new initiatives.

FIGURE 1. Summary of one-time funds for enrollment growth recovery:

	One-time Funding
Plan for Enrollment Growth Recovery Funds 1	
Procurement of prospective student names expansion	\$ 200,000
Multi-platform digital marketing campaign development & implementation	\$ 300,000
	\$ 500,000
Plan for Enrollment Growth Recovery Funds 2	
Strategic enrollment management consultancy engagement	\$ 250,000
Campus visit & event opportunities expansion	\$ 250,000
	\$ 500,000
Total	\$ 1,000,000

1.5 If your university has experienced recent enrollment growth, what strategies contributed to this success and could be informative to other universities?

Successful Enrollment Growth Strategy 1	
<p>Strategy Used</p>	<p>The First-Year Math (FYM) Early Success Program is a proactive, equity-focused initiative designed to identify and support students at risk of academic difficulty early in the semester. The program integrates course-level engagement tracking, cross-divisional collaboration, and data-informed outreach to strengthen student success in foundational quantitative reasoning courses.</p> <p>Early Identification and Targeted Intervention</p> <ul style="list-style-type: none"> Each FYM course includes a customized Canvas module that measures academic engagement and learning behaviors during the first three weeks of the term. Faculty review the data and submit Student Success Checks through the Dolphin Navigate (EAB) platform, which triggers

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	<p>automated and personalized follow-up for students needing support.</p> <ul style="list-style-type: none"> Based on identified needs, students receive immediate referrals to the Learning Resource Center (LRC), Peer Mentors, and academic advisors for individualized assistance. Collaboration among Math faculty, Academic Advising, and Institutional Research ensures coordinated intervention and continuous monitoring of student progress. <p>Impact on Student Success and Retention</p> <ul style="list-style-type: none"> The initiative has fostered stronger early engagement and sense of belonging among first-year students, particularly those not college-ready in mathematics. DFWI rates in Math and Quantitative Reasoning courses decreased from 30.3% in AY23-24 to 23.6% in AY24-25. The one-year retention rate for first-time, full-time students who were not college-ready in Math increased from 57.6% for the Fall 2023 cohort to 74.4% for the Fall 2025 cohort. <p>Through early assessment, faculty-driven alerts, and coordinated outreach, the FYM Early Success Program has become a model of how proactive, equity-minded academic support can measurably improve retention and close equity gaps in foundational coursework.</p>
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Successful Enrollment Growth Strategy 2	
Strategy Used	<p>In Fall 2025, CSUCI enrolled 1,480 new students (headcount), including 553 first year students and 927 transfer students. This represents a 11.7% increase over the 2024 new student cohort (N = 1,325). This also represents the first time in the past nine years that CSUCI has seen growth in new student enrollment.</p> <p>Better Application Generation Outreach & Financial Aid Notification</p> <ul style="list-style-type: none"> Established direct admissions agreement with nearly every school district in Ventura County; additional MOUs include Carpinteria, Santa Barbara Unified School District. These agreements resulted in over 3,400 students receiving guaranteed admission. Increased Spanish-language materials in enrollment marketing communications.

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	<ul style="list-style-type: none">Improved communication of student financial aid awards through implementation of both the electronic award notification and print versions.Delivered financial aid packages to prospective students 6-8 weeks earlier in the recruitment cycle, ensuring better awareness of CSUCI's affordability in making their college choices.Reopened the admission application and extended the enrollment deadline, resulting in weeks of additional prospective student engagement after May 1. <p>Made Enrollment Confirmation & Student Onboarding Steps More Streamlined and Student-Centered</p> <ul style="list-style-type: none">The institution moved from a fragmented, 25+ step enrollment process to a single, intuitive form that captures student intent and housing choice in just a few questions.Created a new, centralized Student Onboarding Checklist that guides all admitted students from intent through arrival. Within two critical months (April 1-May 31), views to the new page exceeded 16,000, and it became the most active webpage on CSUCI's website.Leveraging real-time KPI data, admission counselors conducted timely, strategic outreach that was tailored to each student's behavior and stage in the onboarding process.The Orientation fee is now automatically billed with Fall tuition—removing financial friction from the onboarding process.
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Multi Year Enrollment Projections

University: Channel Islands

Target FTES	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30
Resident Target	6,135	6,135	5,951	5,772	5,599	5,431	5,268	5,110

Actual FTES	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30
Resident Actual	4,533	4,350	4,178	4,132	4,644	4,782	4,924	5,045
Non-Resident Actual	74	73	69	97	109	113	116	119
Total	4,608	4,423	4,247	4,229	4,753	4,895	5,040	5,164

Actual:Target	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30
Resident Variance	-1,602	-1,785	-1,773	-1,640	-955	-649	-344	-65

Actual:Target	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30
Resident Variance	-26.1%	-29.1%	-29.8%	-28.4%	-17.1%	-11.9%	-6.5%	-1.3%

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Section 2: Multi-Year Budget Plan *(If applicable, request will be defined in the Fiscal Action Plan letter from CO)*

2.1 Provide a three-year budget plan for each activity identified in the Fiscal Action Plan letter (see multi-year Excel template). For each activity, include:

- Revenues (State Appropriation, Student Fees & Other Revenues)
- Expenditures (Salaries, Benefits & Other Expenses)
- Show annual totals for revenues, expenditures, and ending balances
- Include key assumptions related to enrollment, state support, tuition, and other key drivers

An Excel file titled [Multi-Year Template](#) has been prepared for your use in completing this response. You can find it in your designated SharePoint folder, which is linked in Attachment A.

Attachment A Page 16-17 of this PDF is completed for Chancellor's Office Review and remains under the same heading.

Multi Year Budget Projections

University: Channel Islands
CSU Fund: Operating Fund (485)

	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28
Beginning Balance	78,357,789	\$74,032,193	\$40,097,242	\$35,526,082	\$31,696,082	\$32,261,082

Revenues	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28
State Appropriation	102,419,038	103,183,699	102,640,865	\$98,383,000	\$99,161,000	\$97,526,000
Tuition and Fees	34,724,637	30,430,643	30,445,179	\$30,772,000	\$38,686,000	\$41,826,000
Cost Recovery	7,645,789	8,936,003	14,508,776	\$4,444,000	\$4,444,000	\$4,444,000
Gifts, Grants, and Contracts	377,939	47,670	3,504			
Other Revenues	2,479,109	(3,176,987)	2,582,591	\$232,000	\$232,000	\$232,000
Sales and Services						
Total	\$147,646,512	\$139,421,028	\$150,180,914	\$133,831,000	\$142,523,000	\$144,028,000

Expenses	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28
Salaries and Wages	74,254,867	78,099,100	83,609,635	\$73,069,000	\$74,519,000	\$75,039,000
Benefits	38,757,370	41,570,267	39,876,070	\$40,227,000	\$40,873,000	\$41,520,000
Supplies and Services	18,612,564	18,777,657	21,437,028	\$12,881,000	\$12,906,000	\$12,080,000
Student Financial Aid	11,143,634	10,065,265	8,445,998	\$8,725,000	\$9,375,000	\$10,055,000
Other Expenses	1,170,215	550,796	390,881	\$1,994,000	\$2,463,000	\$2,897,000
Facilities	420,420	302,284	261,498	\$288,000	\$1,345,000	\$1,345,000
Sponsored Programs						
Debt Payments						
Total	\$144,359,069	\$149,365,368	\$154,021,111	\$137,184,000	\$141,481,000	\$142,936,000

Net Transfers	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28
Transfers In	552,927	909,783	212,754			
Transfers Out	8,165,965	24,900,395	943,718	\$477,000	\$477,000	\$477,000
Total	-\$7,613,038	-\$23,990,611	-\$730,963	-\$477,000	-\$477,000	-\$477,000

Net Financial Activity	-\$4,325,596	-\$33,934,951	-\$4,571,160	-\$3,830,000	\$565,000	\$615,000
	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28
Ending Balance	\$74,032,193	\$40,097,242	\$35,526,082	\$31,696,082	\$32,261,082	\$32,876,082

Budget Assumptions Used: (base/ongoing budget for CSU Fund 485 - includes Campus Operating Fund, Health Services, Orientation, Cat. III fees, MSFT)

2025-26 - reflects original campus budget which assumed 3943 FTES and increased instructional SFR of 20.3; net financial activity (deficit) is combination of Health Services (\$786K), Orientation (\$41K), MSFT (\$138K), and Campus Operating Fund (\$2,865,000)

2026-27 - assumes restoration of 2025-26 State appropriation cut, no compact, 3% Resident FTES Target reallocation (cut), added tuition revenue from FTES growth per multi year enrollment template, SFR remains at 20.3, cost of instruction tied to FTES growth at Lecturer compensation rate, 6% tuition increase but offset with mandatory costs (SUG increase, Operations & Maintenance of New Facilities, Utilities); net financial activity (contribution to reserves) is for Health Services and all other areas achieve balanced budgets through expense reduction target

2027-28 - assumes no compact, 3% Resident FTES Target reallocation (cut), added tuition revenue from FTES growth per multi year enrollment template, SFR remains at 20.3, cost of instruction tied to FTES growth at Lecturer compensation rate, 6% tuition increase but offset with mandatory costs (SUG increase, Health Premiums, Liability & Property Insurance, Utilities, and Inflation on Supplies & Services); net financial activity (contribution to reserves) is for Health Services and all other areas achieve balanced budgets through expense reduction target

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Section 3: Cost-Saving Strategies *(State Requirement)*

3.1 Provide a detailed list of strategies your university has adopted since FY24-25 to reduce costs. For each strategy, respond to the following:

Cost-Saving Strategy 1 O&E Streamlining	
What is the cost-saving strategy?	<p>O&E Streamlining</p> <p>In FY24-25, the university enacted reductions for a variety of discretionary spend line items. These include travel, professional development, memberships & subscriptions, and hospitality. Understanding that over 80% of general fund spend is labor related (salary/wages & benefits); the expectation of material savings generation from this measure was not enough to balance the budget. Despite the limited ability to balance the budget on non-salary related expenditures, there have been some significant budget reductions in these categories.</p>
What are the projected savings? <i>(one-time, ongoing, total)</i>	\$1-3M in Base Budget
What actual savings have been realized so far (if any)?	\$2.1M Base
What actions have been taken to implement this strategy?	<ul style="list-style-type: none"> · Enterprise Contracts have been eliminated (Dropbox, Vector, LinkedIn Learning, etc.) with potential for future reductions or eliminations of others. · The annual \$1.4M deferred maintenance budget was moved to 1x offsets through cap-and-trade proceeds. This is a temporary solution but should provide enough funds to cover approximately 3 years of recurring maintenance and repair funds. · Travel budgets were reduced across the institution by approximately \$250K. · Miscellaneous operating expenses were reduced across the institution by an additional \$550K.
When was this strategy launched, and when will it be completed?	Launched in Fall 2024, O&E refinement is an ongoing process as contract terms and other expenses are evaluated with an eye toward leveraging systemwide contracts and solutions. As there are opportunities to align and consolidate duplicate, redundant, or competing functions, programs, and services across the institution, more savings should be realized in future fiscal years.

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Cost-Saving Strategy 2 Eliminate Vacant Positions	
What is the cost-saving strategy?	FY24-25 Eliminate Vacant Positions With a hiring chill having been implemented and one-time savings targets achieved the year before, the ability to permanently cut a number of vacant positions became more evident in FY24-25. This was the first step in realigning the university's compensation budget to actual staffing levels, and a necessary step needed before reducing filled positions.
What are the projected savings? (one-time, ongoing, total)	Base Savings of \$9M for FY24-25 (See Figure 1 below.)
What actual savings have been realized so far (if any)?	Base Savings of \$9M each year starting in FY24-25
What actions have been taken to implement this strategy?	Vacant positions were identified and inactivated. Divisions were provided updated lists of remaining budgeted positions. A campus budget memo from the President to the campus community at the start of FY24-25 communicated the permanent reduction of vacant positions.
When was this strategy launched, and when will it be completed?	Launched: Fall 2023 Est. Completion: Fall 2024

FIGURE 1. FY24-25 Budget Reductions

2024-25 Budget Reductions	Budget Amount	Budget FTE
Compensation (Salaries + Benefits)		
Faculty	\$ -	-
Lecturers	\$ (4,800,000)	(40.95)
MPP	\$ (1,780,201)	(12.00)
Staff	\$ (2,399,490)	(25.75)
Student Assistants	\$ (10,963)	-
Subtotal, Compensation	\$ (8,990,654)	(78.70)
O&M		
Communications	\$ (657)	-
Utilities	\$ -	-
Travel	\$ (249,682)	-
Capital Outlay (Deferred Maintenance)	\$ (1,325,000)	-
Library Acquisitions	\$ 8,729	-
Financial Aid	\$ -	-
Contractual Services	\$ (21,750)	-
Information Technology Costs	\$ (23,252)	-
Services from Other Funds/Agencies	\$ -	-
Equipment	\$ (500)	-
Mis. Operating Expenses	\$ (496,495)	-
Subtotal, O&M	\$ (2,108,607)	
Total	\$ (11,099,261)	(78.70)

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Cost-Saving Strategy 3 Workforce Response Plan & Hiring Freeze	
What is the cost-saving strategy?	FY25-26 Workforce Response Plan & Hiring Freeze Per the June 6, 2025 campus Memorandum to the Chancellor's Office, the university implemented a broad workforce response program in FY24-25, effective in FY25-26. The workforce response plan incorporated four primary elements: 1) elimination of vacant positions remaining; 2) voluntary separation programs (VSPs) for Teamsters (Unit 6) and Faculty (Unit 3); 3) involuntary separations and partial layoffs of staff, MPPs, and AY Lecturer entitlements; and 4) a hiring freeze accompanied by a new workforce analysis process to contain labor costs through attrition (replacing prior hiring chill).
What are the projected savings? (one-time, ongoing, total)	Base Savings of \$10.4M for FY25-26
What actual savings have been realized so far (if any)?	Ongoing savings will not be fully realized until approximately midyear in FY25-26. This is the result of significant vacation and voluntary separation settlement payouts of approximately \$1.7M across both the prior and current fiscal years.
What actions have been taken to implement this strategy?	See Figure 2 below.
When was this strategy launched, and when will it be completed?	Launched: Spring 2025 Est. Completion: Spring 2026

FIGURE 2. FY25-26 Budget Reductions

2025-26 Budget Reductions	Compensation Budget	FTE Budget	
Staff & MPP			
Net vacancies	\$ (804,000)	(14.20)	vacant positions less funding for unbudgeted positions
MPP layoffs	\$ (581,000)	(4.00)	
CSUEU layoffs	\$ (885,000)	(10.50)	total of 11 employees
Teamsters early exits	\$ (464,000)	(3.00)	
Teamsters layoffs	\$ (223,000)	(2.00)	
	\$ (2,957,000)	(33.70)	
Faculty			
Faculty accelerated retirements	\$ (2,173,000)	(12.73)	total of 13 faculty
Faculty layoffs	\$ (260,000)	(2.00)	
Natural attrition/WTU reductions	\$ (5,023,000)	(30.27)	
	\$ (7,456,000)	(45.00)	
Total	\$ (10,413,000)	(78.70)	19 laid off employees, 16 voluntary exits

3.2 What other cost-saving strategies are being actively explored but not yet implemented? For each, briefly describe scope, potential impact, and timing.

Cost-Saving Strategy Under Consideration 1	
What is the specific strategy?	Measured and Incremental Annual Savings Targets

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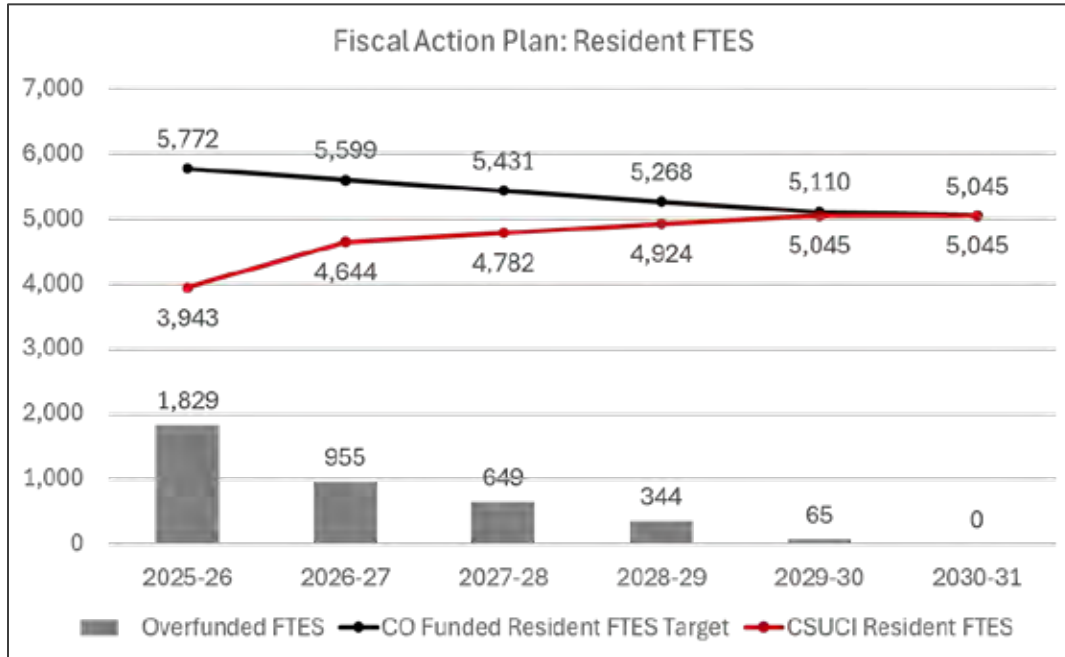
	Each component unit of the organization will be assigned reduction targets over a five-year time span through FY30-31 in alignment with the anticipated 3% CSU annual enrollment target reallocation process as the university steadily makes resident enrollment gains.
Strategy Scope	<p>Savings targets will be assigned to each division annually as part of the budget planning process, while preserving direct instruction within these savings targets. Consideration will be given to prior reductions, as well as carve outs for centrally managed activities such as utilities. The goal with this incremental approach is to make modest budgetary adjustments each year in alignment with enrollment gains and CSU enrollment funding reallocations.</p> <p>To the extent that there are unanticipated budget variances in future fiscal years that add cost pressures, the university will rely on fund balance to smooth out the troughs while savings targets are adjusted across the multi-year planning horizon.</p>
Potential Impact	Annual Base Budget Cumulative Savings of \$7M (see Figure 3 below) by FY30-31
Implementation Timeline	Five Years (see Figure 4 below)

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FIGURE 3. Core Operating Fund (GD901) Savings Target 5 Year Plan

Approach to Balancing Budget (based on Projected Enrollment Growth)						
	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31
Beginning Base Budget Deficit	(2,865,000)					
Restoration of 2025-26 State Appropriation reduction		2,463,000				
3% Resident FTES Target reallocation adjustment		(1,684,000)	(1,636,000)	(1,587,000)	(1,539,000)	(1,490,000)
Additional revenue from projected enrollment growth		4,643,000	914,000	941,000	802,000	-
Additional cost of instruction due to projected enrollment growth		(3,815,000)	(751,000)	(773,000)	(659,000)	-
Potential annual savings targets to be distributed		1,258,000	1,473,000	1,419,000	1,396,000	1,490,000
Ending Base Budget Deficit	(2,865,000)	-	-	-	-	-

FIGURE 4. Enrollment Convergence Projection



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Section 4: Other/Audit Findings/Auxiliary Organizations

4.1 Please provide a detailed description of the actions your university is taking to address the Fiscal Health Indicator(s) identified in Attachment A of your Fiscal Action Plan letter. Use one table for each bullet identified.

Fiscal Health Indicator 1	
<p>What action has been/will be taken to address the Fiscal Health Indicator?</p>	<p><i>Fiscal Action Plan health indicator 3 identified concerns related to University Auxiliary Services (UAS), an Auxiliary Organization, dining services contract with Chartwells Higher Education (CHE). The following actions have been identified and taken, with a timeline of research and implementation steps to follow as provided below:</i></p> <p>Actions Completed</p> <p><u>Going Concern Memo.</u> In September 2025, UAS leadership issued a memorandum to Cohn Reznick, the independent financial audit firm responsible for the auxiliary, acknowledging the going concern with the board-approved FY25-26 operating budget. The memo explicitly stated the need to leverage alternate funding strategies within the current fiscal year to extend UAS' financial runway through FY29-30 in the absence of increased enrollment, which is directly related to residential meal plan sales. The memo discussed the possibility of relying upon alternative agreements to distribute ongoing fixed costs in the amount of \$1.2M per year to other university enterprises and operations.</p> <p><u>Executive Leadership & Board of Directors Notification.</u> Following issuance of the going concern memo, executive leadership including the Interim President was consulted about the concern. Following this discussion, at the UAS regularly scheduled quarterly board meeting, university administration provided a strategic planning update, recognizing the financial challenges in Year 1 of the CHE Dining contract, as well as the going concern. An array of options under consideration (referenced below) were discussed in broad terms. It was communicated that administration would return to the UAS Board in December 2025 with detailed options, a recommendation, and proposed alternatives to address the going concern and more pressing issues regarding performance under the CHE multi-year contract.</p> <p>Next Steps Actions Under Review/Consideration</p> <p>Several options and strategies are being explored to address the fiscal health concerns of UAS. It is likely that a combination of these strategies will need to be implemented to resolve the going concern.</p> <p><u>Dissolution of UAS:</u> Moving University Auxiliary Services contract administration and operations stateside could enable a range of institutional enterprises to absorb some of the fixed costs that have been covered by the Auxiliary for many years.</p>

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	<p><u>Fixed Cost Transfer/Reduction:</u> UAS carries an estimated \$1.2M in annual fixed costs for debt service, campus & external facility leases, and campus overhead cost allocations. CSUCI is exploring an all-funds approach that may allow the operation to offload some or all these costs until enrollment and dining sales rise to a level that allows Campus Dining to sustain itself and rebuild its reserves. In addition, the campus completed an internal audit of utility cost allocations which uncovered an overbilling of water & sewer charges to UAS which will result in a credit of over \$100K. This credit will be recognized in FY25-26 and result in annual utility cost savings versus budget.</p> <p><u>Chartwells Contract Renegotiation</u> There is mutual interest between university administration and CHE to renegotiate the current contract to address the dining program's financial concerns. The administration will explore the feasibility of converting to a P&L model, extending the contract term, relinquishing catering services & operations, and redirecting contractual fund allocations to support the operational deficit. This is pending a decision and offer from Chartwells leadership.</p> <p><u>Revenue Generation.</u> Campus leadership is working with UAS and Chartwells on targeted marketing campaigns to expand voluntary meal plan sales to commuter students and staff as well as community members and neighbors in the nearby University Glen, Anacapa Canyon, and Pt. Mugu Naval Air Force Base. Also under consideration is the expansion of off campus catering opportunities within those same neighboring communities. More research is required to better understand potential market share and capacity to meet demand from these populations.</p> <p><u>CHE/Campus Collaboration in Support of Enrollment & Retention.</u> The dining program will continue to work closely with campus partners including Housing & Residential Education (HRE), Enrollment Management (Admissions & Recruitment) and others to engage with our existing and prospective students, showcasing dining as an essential highlight of the campus experience. Collaborating with Enrollment Management and HRE will support Campus Dining with increased retail sales and mandatory meal plans.</p> <p>Anticipated Timeline of Activities</p> <ul style="list-style-type: none"> • Finalize Recommendations & Alternatives (11/15/25) • Special Board Meeting (11/20/25) • Request Board Vote (12/4/25) • Obtain Presidential Approval (12/17/25) • Begin Implementation (1/1/26)
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Please respond to each section outlined in the Fiscal Action Plan letter from the Chancellor’s Office. If you have more than two strategies, duplicate the table as needed, using one table per strategy. If a section does not apply to your university, it may be deleted.

Section 1: Enrollment Growth Strategies & Projections (State Requirement)

1.1 Provide a detailed list of strategies your university is using or planning to use to increase student demand and enrollment from FY25-26 to FY29-30. For each strategy, please respond to the following:

Enrollment Growth Strategy 1	
<p>What is the specific strategy?</p>	<p style="text-align: center;">Goal:</p> <p>Increase annualized CA resident FTES by 11% to achieve 14,469 by 27-28.</p> <p style="text-align: center;">Strategies:</p> <ol style="list-style-type: none"> 1. The Wildcat Guarantee provides automatic admission to students at partnered schools who meet eligibility requirements. To enhance engagement and strengthen high school partnerships, Chico State will host off-campus yield events in Spring 2026 for Wildcat Guarantee partner schools. These events will offer personalized admission support, connection opportunities, and guidance to help admitted students transition successfully to Chico State. 2. Launch a Weekly Inquiry Pool Conversion Report in Salesforce by spring 2026 to track engagement, ROI, and optimize recruitment strategies. 3. Revamp yield communications by late fall 2025 to share the Chico State story through engaging, student-centered messaging. 4. Expand parent engagement with tailored campaigns, mailings, and events to increase family connection and support. 5. Transform Area Receptions into celebratory, interactive events highlighting Chico State’s strengths and admission steps. 6. Prioritize the timely processing of Dependency Status appeals for intent-to-enroll students to ensure financial aid readiness. 7. Offer targeted recruitment scholarships to motivate early, informed college decision-making. 8. Launch a comprehensive onboarding program by fall 2026 to guide students from admission through first-year success. 9. Expand Critical Success Courses annually through 2027–28 to close equity gaps and improve retention. 10. Enhance unit-load guidance to promote full-time enrollment and timely degree progress. 11. Advance equitable recruitment practices with data-informed, culturally relevant outreach to close URM gaps by 2027. 12. Strengthen LA County partnerships supporting URM students and sustaining a college-going culture. 13. Launch an aggressive 12th-grade campaign in fall 2025 to increase applications and yield for fall 2026.

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	14. Develop a Wildcat Guarantee communication plan celebrating guaranteed admission and guiding students to apply.
What specific enrollment-related outcomes are you aiming to achieve (e.g., application growth, improved yield, better retention)?	<p style="text-align: center;">Outcome:</p> <ol style="list-style-type: none"> Undergraduate Yield: Improve the undergraduate admit yield rate by 0.6% year over year through enhanced recruitment, communication, and engagement strategies. Retention: Increase first-year to second-year retention for both FTIC and transfer students by 5% by the 2027–28 academic year through comprehensive onboarding, advising, and academic support initiatives. Unit Load: Raise the average student unit acquisition to 14.15 by 2028 by strengthening unit-load guidance and promoting full-time enrollment for timely degree progress. Equity and Access: Develop a disaggregated URM enrollment plan by fall 2025 to guide equity-driven recruitment and outreach strategies that support balanced representation. Application Growth: Increase fall 2026 FTIC applications by 2.5% over fall 2025 through targeted marketing, name buys, and tailored communication campaigns.
What actions have been taken so far, if any?	<ol style="list-style-type: none"> Off-Campus Yield Event for Wildcat Guarantee Partner High Schools: Spring 2026 on-campus event series planned; dates confirmed for March–May. Improve Area Receptions: Hosting new, more engaging events in San Jose, Sacramento, and Los Angeles. Strengthen Partnerships in LA County Areas Serving URM Students: Lakewood HS overnight visit confirmed; CSU Bound Temecula event held October 7–9. Launch Application Generation Journey for 12th Grade Students (Fall 2026): Purchased 50,000 senior names; communication campaign launched this week.
What is the timeline for implementing the strategy?	From 25-26 to 27-28.
What are the associated costs? (one-time, ongoing, total)	\$1.2M, funding sources to be determined.

Enrollment Growth Strategy 2	
What is the specific strategy?	<p style="text-align: center;">Goal:</p> <p>Grow long-term enrollment pipeline in select CA areas through data analysis, marketing, and partnership.</p> <p style="text-align: center;">Strategies:</p> <ol style="list-style-type: none"> Redesign the Counselor Breakfast into a comprehensive Counselor Summit with targeted sessions highlighting Wildcat Guarantee outcomes, new partnerships, and Chico State’s academic and support resources. Expand Wildcat Guarantee marketing through CCGI partnerships, showcasing Chico State’s unique benefits and

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	<p>sending personalized welcome postcards to students and families.</p> <ol style="list-style-type: none"> 3. Create an integrated prospect journey map by July 2026 to connect all entry points and optimize communication flow for a seamless user experience. 4. Continue targeted paid marketing campaigns in English and Spanish to boost brand awareness, applications, and yield across key regions. 5. Overhaul prospect communications by early fall 2026 to deliver a more compelling Chico State story and deepen prospective student engagement. 6. Chico State will launch the Future Wildcats Nurture Campaign, reaching up to 80,000 prospective students in grades 9–11. By purchasing student contact lists, the university will deliver targeted communications and engagement activities designed to build early awareness of Chico State and encourage future applications. 7. Develop a daily FTES report and enrollment dashboard offering real-time insights and projections to support data-informed institutional decisions. 8. Form a task force to establish one transfer-in-place degree program each at Shasta, Yuba, and Siskiyou Colleges by fall 2026, expanding access and improving degree completion.
<p>What specific enrollment-related outcomes are you aiming to achieve (e.g., application growth, improved yield, better retention)?</p>	<p style="text-align: center;">Outcomes:</p> <ol style="list-style-type: none"> 1. Partnership Expansion: Develop nine new high school partnerships for the Wildcat Guarantee program by 2028 to expand access and strengthen Chico State’s pipeline of qualified applicants. 2. Brand Awareness: Increase brand awareness in key regions by 2028 through sustained, data-driven external marketing and outreach initiatives. 3. Data and Reporting: Establish a comprehensive year-over-year enrollment tracking system by 2028 to support long-term trend analysis, projections, and data-informed decision-making. 4. Transfer Pathways: Establish Transfer-in-Place agreements with regional community colleges to better serve rural students and enhance four-year degree completion rates within Chico State’s service region.
<p>What actions have been taken so far, if any?</p>	<ol style="list-style-type: none"> 1. Host a Comprehensive Counselor Summit: Scheduled for April 10, 2026. 2. Increase Brand Awareness, Applications, and Yield: Spring 2026 marketing concluded in September; Fall 2026 campaigns launched on October 1, targeting English/Spanish FTIC, transfer, and teen household audiences.
<p>What is the timeline for implementing the strategy?</p>	<p>From 25-26 to 27-28.</p>
<p>What are the associated costs? (one-time, ongoing, total)</p>	<p>One-time: \$5,000; Ongoing: \$49,500; Total: \$153,000, funding sources to be determined.</p>

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Enrollment Growth Strategy 3	
What is the specific strategy?	<p>Goal: Double domestic out-of-state enrollment and grow international enrollment by 5% by 27-28.</p> <p>Strategies:</p> <ol style="list-style-type: none"> 1. Improve international admissions by modernizing systems and streamlining I-20/DS2019 processing to enable faster decisions and earlier student engagement by 2025–26. 2. Strengthen global partnerships and outreach through agent evaluation, new pathway programs, and targeted campaigns to grow and diversify international enrollment. 3. Conduct a market analysis by spring 2026 to identify key out-of-state markets and recommend strategic adjustments in recruitment, marketing, and scholarships. 4. Implement an out-of-state recruitment plan for fall 2026 and 2027 with defined targets, optimized marketing, and tailored outreach to expand Chico State’s national reach.
What specific enrollment-related outcomes are you aiming to achieve (e.g., application growth, improved yield, better retention)?	<p>Outcomes:</p> <ol style="list-style-type: none"> 1. International Enrollment Growth: Increase annualized international student enrollment by 5% by 2028 through enhanced admissions efficiency, expanded global partnerships, and strengthened international recruitment and outreach initiatives. 2. Out-of-State Enrollment Growth: Double domestic undergraduate out-of-state enrollment headcount by spring 2028 through targeted market analysis, strategic recruitment planning, and tailored marketing investments.
What actions have been taken so far, if any?	Modifications to the review of international applications are underway.
What is the timeline for implementing the strategy?	From 25-26 to 27-28.
What are the associated costs? (one-time, ongoing, total)	On-going: \$15,000; Total: \$45,000, funding sources to be determined.

Enrollment Growth Strategy 4	
What is the specific strategy?	<p>Goal: Grow new student populations through academic innovation.</p> <p>Strategies:</p> <ol style="list-style-type: none"> 1. Launch a Blended Programs initiative through Graduate Studies to train staff, align messaging, and support the development and promotion of new blended degree programs.

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	<ol style="list-style-type: none"> 2. Develop a three-year Chico State Online growth plan outlining infrastructure, policy, and funding needs, with phased implementation starting fall 2026. 3. Conduct a nursing program viability study under the Provost to assess expansion options, costs, and demand for BSN, accelerated, and graduate programs. 4. Assess graduate program growth capacity to identify investments and create a plan achieving 10% enrollment growth by 2027–28 through high-demand and new program offerings.
What specific enrollment-related outcomes are you aiming to achieve (e.g., application growth, improved yield, better retention)?	<p style="text-align: center;">Outcomes:</p> <ol style="list-style-type: none"> 1. Blended Program Growth: Double graduate enrollment in blended programs by 2027–28 through coordinated training, promotion, and program development efforts. 2. Online Education Expansion: Develop Chico State Online to strategically grow and support high-quality online degree programs with sustainable infrastructure and policies. 3. Nursing Program Expansion: Expand nursing education opportunities by increasing program capacity and launching innovative degree pathways aligned with regional workforce needs. 4. Graduate Enrollment Growth: Implement a strategic graduate enrollment plan to achieve 10% overall growth by 2027–28 through targeted investments and expansion of high-demand academic programs.
What actions have been taken so far, if any?	A number of Blended Programs have launched in the past year.
What is the timeline for implementing the strategy?	From 25-26 to 27-28.
What are the associated costs? (one-time, ongoing, total)	One-time: \$27,000, funding sources to be determined.

1.2 What other enrollment strategies are under serious consideration but have not yet been implemented? For each, briefly describe scope, potential impact, and timing.

Enrollment-Related Strategy Under Consideration 1	
What is the specific strategy?	Create a 3-year plan to achieve stateside summer enrollment of 1,000 FTES by 2028, with growth contributed primarily by in-person courses.
Strategy Scope	Establish a 2025–26 working group to build on prior planning and deliver a comprehensive summer enrollment and support plan by spring 2026—addressing resource needs, curriculum and scheduling guidelines, faculty development, student engagement strategies, and continuous assessment measures.
Potential Impact	Increase summer CA resident enrollment to 1,000 FTES.
Implementation Timeline	Develop and launch at least one tactic by summer 2027.

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1.3 What are your projected resident FTES student enrollment figures for each year from FY25-26 through FY29-30 (college-year)?

An Excel file titled Multi-Year Template has been prepared for your use in completing this response. You can find it in your designated SharePoint folder, which is linked in Attachment A.

1.4 If your university received one-time funds for enrollment growth recovery:

Plan for Enrollment Growth Recovery Funds 1	
What is your clear, actionable plan for use of the funds?	Chico State has developed a comprehensive Strategic Enrollment Management (SEM) Plan, launching October 1, 2025, designed to guide sustainable enrollment growth and student success. The plan includes detailed enrollment analyses, future market assessments, and goal-driven initiatives with associated investments. Approximately \$366,000 in one-time Enrollment Growth Recovery Funds will be directed toward some of the targeted SEM goals and initiatives listed in the above Enrollment Growth Strategies.
What measurable outcomes will demonstrate the return on investment?	The SEM Plan includes clearly defined processes and performance measures tied to each goal, with corresponding cost estimates. Outcomes will be evaluated through metrics such as application and enrollment trends, retention and graduation rate improvements, and progress toward enrollment targets, ensuring accountability and demonstrated return on investment.

Plan for Enrollment Growth Recovery Funds 2	
What is your clear, actionable plan for use of the funds?	Chico State will invest \$150,000–\$300,000 in one-time Enrollment Growth Recovery Funds to support the Reimagining Student Affairs Services Initiative, which integrates AI-enabled tools and a Digital Onboarding Hub to enhance student outreach, engagement, and retention. The project includes a 24/7 AI Student Support Co-Pilot, Career Readiness Coach, and Purpose Pods to strengthen peer connections and link early coursework to career outcomes. Developed collaboratively by Student Affairs and IT, this initiative modernizes service delivery, expands digital access, and improves the overall student experience while advancing institutional efficiency.
What measurable outcomes will demonstrate the return on investment?	Success will be measured through increased application-to-enrollment conversion, first-year retention, and student satisfaction. Operational efficiencies are projected to save more than 26,500 staff hours annually, enabling faster financial aid disbursement, enhanced service equity for first-generation and multilingual families, and improved staff capacity for high-impact student support.

Plan for Enrollment Growth Recovery Funds 3	
What is your clear, actionable plan for use of the funds?	Chico State has secured a \$1.5 million investment from the Foundation, complemented by an additional \$1.5 million from the

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	<p>President’s Office, totaling \$3 million to support new student recruitment and retention over the next two years. Chico State will use these Enrollment Growth Recovery Funds to create targeted recruitment scholarship programs for incoming students, enhancing affordability and attracting a diverse pool of new enrollees. This strategic investment strengthens the University’s competitiveness, supports enrollment growth, and advances student success and retention goals.</p>
<p>What measurable outcomes will demonstrate the return on investment?</p>	<p>These funds will provide 1,000 FTIC Recruitment/Yield Scholarships of \$3,000 each, distributed as \$1,500 in 2026–2027 and \$1,500 renewed in 2027–2028. Award notifications will begin in November 2025 and continue until all funds are allocated. The Enrollment Management team will evaluate the impact of these scholarships by tracking the number of awards offered, student acceptance rates, and first-year retention outcomes of recipients. These metrics will demonstrate the effectiveness of the scholarship funding in driving new student enrollment, improving yield, and supporting persistence, providing a clear measure of return on investment for this \$3 million initiative.</p>

Multi Year Enrollment Projections

University: Chico

Target FTES	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30
Resident Target	15,560	15,560	15,093	14,640	14,640	14,640	14,640	14,640

Actual FTES	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30
Resident Actual	12,118	12,268	13,175	13,516	13,989	14,469	14,758	15,053
Non-Resident Actual	338	371	400	332	416	500	510	520
Total	12,456	12,639	13,575	13,848	14,405	14,969	15,268	15,573

Actual:Target	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30
Resident Variance	-3,442	-3,292	-1,918	-1,124	-651	-171	118	413

Actual:Target	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30
Resident Variance	-22.1%	-21.2%	-12.7%	-7.7%	-4.4%	-1.2%	0.8%	2.8%

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Section 2: Multi-Year Budget Plan *(If applicable, request will be defined in the Fiscal Action Plan letter from CO)*

2.1 Provide a three-year budget plan for each activity identified in the Fiscal Action Plan letter (see multi-year Excel template). For each activity, include:

- Revenues (State Appropriation, Student Fees & Other Revenues)
- Expenditures (Salaries, Benefits & Other Expenses)
- Show annual totals for revenues, expenditures, and ending balances
- Include key assumptions related to enrollment, state support, tuition, and other key drivers

An Excel file titled [Multi-Year Template](#) has been prepared for your use in completing this response. You can find it in your designated SharePoint folder, which is linked in Attachment A.

Multi Year Budget Projections

University: Chico
CSU Fund: IRA (463)

	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28
Beginning Balance	\$4,862,893	\$3,491,698	\$2,577,539	\$1,596,611	\$843,611	\$491,611

Revenues	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28
State Appropriation						
Tuition and Fees	\$5,487,303	\$5,713,747	\$6,092,334	\$6,318,000	\$6,782,000	\$7,055,000
Cost Recovery	\$9,552	\$10,473	\$13,372	\$13,000	\$13,000	\$13,000
Gifts, Grants, and Contracts	\$42,904	\$72,647		\$0	\$0	\$0
Other Revenues	\$52,867	\$132,975	\$121,139	\$125,000	\$118,000	\$117,000
Sales and Services	\$154,518	\$160,411	\$136,533	\$137,000	\$137,000	\$137,000
Total	\$5,747,144	\$6,090,252	\$6,363,378	\$6,593,000	\$7,050,000	\$7,322,000

Expenses	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28
Salaries and Wages	\$2,643,963	\$2,577,396	\$2,800,863	\$2,742,000	\$2,707,000	\$2,780,000
Benefits	\$1,271,411	\$1,350,506	\$1,325,115	\$1,362,000	\$1,357,000	\$1,396,000
Supplies and Services	\$3,002,513	\$2,900,769	\$3,023,171	\$3,014,000	\$3,110,000	\$3,197,000
Student Financial Aid	\$92,761	\$95,280	\$97,070	\$133,000	\$133,000	\$133,000
Other Expenses	\$80,776	\$72,321	\$89,987	\$92,000	\$92,000	\$92,000
Facilities	\$18,814	\$39	\$0	\$0	\$0	\$0
Sponsored Programs				\$0	\$0	\$0
Debt Payments				\$0	\$0	\$0
Total	\$7,110,238	\$6,996,311	\$7,336,206	\$7,343,000	\$7,399,000	\$7,598,000

Net Transfers	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28
Transfers In	\$813,546	\$890,491	\$720,836	\$519,000	\$519,000	\$519,000
Transfers Out	\$821,646	\$898,591	\$728,936	\$522,000	\$522,000	\$522,000
Total	-\$8,100	-\$8,100	-\$8,100	-\$3,000	-\$3,000	-\$3,000

Net Financial Activity	-\$1,371,194	-\$914,159	-\$980,929	-\$753,000	-\$352,000	-\$279,000
	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28
Ending Balance	\$3,491,698	\$2,577,539	\$1,596,611	\$843,611	\$491,611	\$212,611

Budget Assumptions Used:

- 2% Enrollment Growth for 25-26; 3.5% Enrollment Growth for 26-27 & 27-28
- 3% CPI for student fees
- 3% CPI for O&E
- 3% Compensation for years 26/27 & 28/27 (Staff positions only)
- IRA Golf restructuring & student assistant reductions (internship partnerships and fully utilizing work-study)

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Section 3: Cost-Saving Strategies (State Requirement)

3.1 Provide a detailed list of strategies your university has adopted since FY24-25 to reduce costs. For each strategy, respond to the following:

Cost-Saving Strategy 1	
What is the cost-saving strategy?	Divisions are directed, to the greatest extent possible, to utilize auxiliary and non-operating state funds to cover eligible expenses such as travel, contracts, supplies, and other operating costs. This approach reduces reliance on stateside general funds and helps mitigate further deficit spending.
What are the projected savings? (one-time, ongoing, total)	Projected one-time savings for FY 2025–26 total approximately \$7 million, including a \$6 million transfer from PaCE funds to the operating fund and an additional \$250,000 in auxiliary fund support for operating and equipment expenses.
What actual savings have been realized so far (if any)?	Actual one-time savings of approximately \$1 million were achieved in FY 2024–25 through increased use of trust funds. (FUNDS: Vice President of Business Capital & Misc Administration, Financial Services Administration Fund, Capital Project Management Fund)
What actions have been taken to implement this strategy?	The campus has redirected major software purchases and contractual service agreements to Trust (496) funds and collaborated with PaCE to facilitate the transfer of designated funds to the operating budget. Budget officers continue to identify eligible expenses for auxiliary fund coverage.
When was this strategy launched, and when will it be completed?	The PaCE fund transfers for FY 2025–26 have been completed. Ongoing monitoring and utilization of alternative funding sources will continue throughout the fiscal year, with progress reviewed during quarterly budget oversight meetings.

Cost-Saving Strategy 2	
What is the cost-saving strategy?	Reduces payroll costs by managing natural staff attrition, leaving non-critical positions unfilled, and reducing service levels in non-academic operations while increasing student unit load and improving efficiency through technology and workflow optimization. Ongoing monitoring ensures productivity, morale, and essential service quality remain strong, achieving sustainable savings without layoffs or major operational disruption.
What are the projected savings? (one-time, ongoing, total)	Projected ongoing savings for FY 2025–26 \$860K.
What actual savings have been realized so far (if any)?	Actual ongoing savings of approximately \$860K were achieved in FY 2024–25 through attrition and reduced service levels.
What actions have been taken to implement this strategy?	Duties were redistributed among remaining custodial staff, supported by workflow adjustments and efficiency measures to maintain service levels for academic operations while reducing cleaning frequency and service levels for administrative areas. Since fiscal year 2024–25, six custodian and four lead custodian positions have remained unfilled due to attrition, resulting in

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	ongoing payroll cost savings and improved operational efficiency through targeted service adjustments.
When was this strategy launched, and when will it be completed?	Launched in FY 2024-25 and is ongoing.

Cost-Saving Strategy 3	
What is the cost-saving strategy?	A centralized benefits pool has been established for the state operating fund to more effectively manage benefit-related expenditures. This approach allows vacancy-driven savings to be strategically retained and redeployed at the institutional level, rather than automatically redistributed for divisional spending, supporting long-term fiscal discipline and flexibility.
What are the projected savings? (<i>one-time, ongoing, total</i>)	Projected ongoing savings of approximately \$500K beginning in FY 2025–26.
What actual savings have been realized so far (if any)?	This is a new initiative for FY 2025–26; realized savings will be assessed as the program is implemented and monitored.
What actions have been taken to implement this strategy?	Division-level budget allocations for FY 2025–26 have been adjusted to centralize benefit budgets under the operating fund, enabling improved oversight and institutional control of benefit-related savings.
When was this strategy launched, and when will it be completed?	The centralized benefits pool was launched in FY 2025–26 and will continue as an ongoing cost management strategy to enhance budget efficiency and transparency.

Cost-Saving Strategy 4	
What is the cost-saving strategy?	Launched in FY 2024–25, this initiative centralizes computer purchasing and lifecycle management under the Information Technology (IT) division. All computers procured with operating funds are transitioned into a four-year lease model, replacing the traditional purchase approach. This program reduces the total cost of ownership, ensures equitable technology access across divisions, and mitigates security risks associated with outdated systems through a consistent refresh schedule.
What are the projected savings? (<i>one-time, ongoing, total</i>)	Projected ongoing savings of 10%–25% in the total cost of ownership for computing devices over each four-year cycle.
What actual savings have been realized so far (if any)?	Approximately \$500K in savings realized to date through centralized procurement, leasing efficiencies, and reduced maintenance expenditures.
What actions have been taken to implement this strategy?	In the first year, IT prioritized the replacement of the oldest systems—those five years or older—to enhance reliability and performance. A comprehensive roadmap has been established to refresh the remaining operating fund–supported computer inventory, promoting sustainable technology management and long-term cost containment across the University.

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When was this strategy launched, and when will it be completed?	The program was launched in FY 2024–25 and will continue as an ongoing, four-year refresh cycle, ensuring sustained cost savings, operational efficiency, and equitable access to current technology campus-wide.
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3.2 What other cost-saving strategies are being actively explored but not yet implemented? For each, briefly describe scope, potential impact, and timing.

Cost-Saving Strategy Under Consideration 1	
What is the specific strategy?	Reallocate funding resources to prioritize higher-impact institutional initiatives and strategic priorities.
Strategy Scope	Withdraw funding from deferred maintenance, tree maintenance, and large equipment purchases to redirect resources.
Potential Impact	General fund reallocation of \$775K. Reallocating funds from deferred maintenance, tree maintenance, and large equipment purchases would yield moderate short-term savings in non-academic operational costs, but risks increasing deferred liabilities, equipment aging, and long-term operational strain.
Implementation Timeline	To be determined

Cost-Saving Strategy Under Consideration 2	
What is the specific strategy?	Implement a moderate increase in mandatory campus-based fees to generate additional, sustainable revenue that offsets rising operational costs and reduces dependence on state funding. The fee adjustment will be introduced through a transparent, student-inclusive process.
Strategy Scope	This strategy focuses on strengthening Chico State’s financial foundation by directing new revenue toward essential student services, campus facilities maintenance, and technology enhancements. The approach ensures continued support for core academic and student programs while creating flexibility within the general fund to meet institutional priorities
Potential Impact	The increased fees will provide a stable funding source that supports high-quality student services, reduces budgetary pressures on operational areas, and enhances long-term financial stability. This approach minimizes the need for service reductions or staffing cuts, helping preserve academic quality and a positive student experience.
Implementation Timeline	To be determined

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Section 3: Cost-Saving Strategies (State Requirement)

3.1 Provide a detailed list of strategies your university has adopted since FY24-25 to reduce costs. For each strategy, respond to the following:

Cost-Saving Strategy 1	
What is the cost-saving strategy?	Decrease program offerings and reduce Sport Club financial support for travel and team operating costs.
What are the projected savings? (one-time, ongoing, total)	Projected ongoing savings of \$50K annually.
What actual savings have been realized so far (if any)?	Approximately \$5,000 in savings realized to date.
What actions have been taken to implement this strategy?	Recreation Sports has reduced select program operations, which in turn reduced payroll expenses.
When was this strategy launched, and when will it be completed?	The strategy was launched in Fall 2025 and will continue as an ongoing cost-reduction measure to sustain long-term savings.

Cost-Saving Strategy 2	
What is the cost-saving strategy?	Combine coach positions through attrition for applicable Intercollegiate Athletics to streamline staffing and reduce personnel costs while maintaining program effectiveness.
What are the projected savings? (one-time, ongoing, total)	Projected ongoing savings of \$87K annually.
What actual savings have been realized so far (if any)?	N/A – savings will begin once the strategy is implemented in FY 2026–27.
What actions have been taken to implement this strategy?	Identifying applicable positions
When was this strategy launched, and when will it be completed?	The strategy will launch in FY 2026–27 and continue as an ongoing cost-saving measure thereafter.

3.2 What other cost-saving strategies are being actively explored but not yet implemented? For each, briefly describe scope, potential impact, and timing.

Cost-Saving Strategy Under Consideration 1	
What is the specific strategy?	Reduce software and service expenses in Recreation Sports by eliminating the Wildcat Gaming Lobby (Esports) and consolidating related software and service contracts.
Strategy Scope	Consolidate or discontinue software licenses, and remove associated hardware expenses, including gaming computers and consoles.
Potential Impact	Projected ongoing savings of approximately \$9,000 annually.
Implementation Timeline	Possible implementation in FY 2026–27, pending review of program utilization, contractual obligations, and student impact.

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Cost-Saving Strategy Under Consideration 2	
What is the specific strategy?	Explore increasing or redesigning student fees dedicated to supporting Athletics to ensure program sustainability.
Strategy Scope	The campus is considering an Instructionally Related Activities (IRA) Athletics fee increase to provide stable, ongoing funding for athletic operations, including team travel, equipment, and student-athlete support services.
Potential Impact	An increase in student fee revenue would strengthen the financial foundation of Athletics, reduce dependence on general fund allocations, and maintain high-quality student-athlete experiences.
Implementation Timeline	To be determined (TBD)

Cost-Saving Strategy Under Consideration 2	
What is the specific strategy?	Implement strategic operational savings within Student Affairs to create capacity for reallocating a portion of general fund resources to support Intercollegiate Athletics. This approach leverages efficiency gains to strengthen Athletics funding without requiring additional fee revenue.
Strategy Scope	Identify and implement cost efficiencies across Student Affairs operations – such as reduced discretionary spending, staffing optimization, and program consolidation – to free up general fund resources. The reallocated funds would be directed toward sustaining Athletics operations, including team travel, equipment, and student-athlete services.
Potential Impact	This strategy would stabilize Athletics funding while promoting budget-neutral reallocation through improved operational efficiency. It enhances institutional flexibility, reduces pressure on the university’s central budget, and supports the long-term sustainability of Athletics programs.
Implementation Timeline	To be determined

Fiscal Action Plan – Dominguez Hills

Please respond to each section outlined in the Fiscal Action Plan letter from the Chancellor’s Office. If you have more than two strategies, duplicate the table as needed, using one table per strategy. If a section does not apply to your university, it may be deleted.

Section 1: Enrollment Growth Strategies & Projections (State Requirement)

1.1 Provide a detailed list of strategies your university is using or planning to use to increase student demand and enrollment from FY25-26 to FY29-30. For each strategy, please respond to the following:

Enrollment Growth Strategy 1	
What is the specific strategy?	Once a Toro, Always a Toro Initiative – Returning
What specific enrollment-related outcomes are you aiming to achieve (e.g., application growth, improved yield, better retention)?	<p>California State University, Dominguez Hills (CSUDH) is taking bold and innovative steps to reimagine student success by prioritizing the degree completion of all students – especially those whose educational journey was interrupted. This includes the large and growing population of individuals classified as “some college, no degree” – a group that totals 43.1 million nationally and 6.8 million in California alone, according to a 2025 study by the National Student Clearinghouse.</p> <p>Through our initiative, Once a Toro, Always a Toro, CSUDH is focused on achieving the following key enrollment-related outcomes:</p> <ul style="list-style-type: none"> • Increased Application Growth: By actively reengaging former students, especially those who left within the last five years, we aim to grow our applicant pool through targeted outreach and support services designed specifically for adult learners and returning students. • Improved Yield: The program implements high-touch engagement strategies that foster a strong sense of belonging and support, with the goal of converting reengaged interest into actual re-enrollment. These strategies include personal outreach, streamlined re-admission processes, and tailored advising by our reimagined college Student Success Centers. • Increased Retention and Degree Completion: Once re-enrolled, returning students are supported through flexible course offerings, career-aligned pathways, and wraparound services – all designed to help them persist, complete their degrees, and advance in their careers. We are also investing in advising and student success resources tailored to the needs of adult learners, and working professionals as we think strategically about academic programs. • Stronger Outcomes in Social Mobility and Workforce Participation: By removing barriers and providing an inclusive and accessible path back to higher education, CSUDH is helping more students – many of whom come from historically underserved communities – achieve upward social mobility and contribute meaningfully to California’s economy and workforce.

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	<p>Once a Toro, Always a Toro challenges outdated higher education structures and rethinks how we serve Returning Students – not as exceptions, but as a vital part of our student success strategy. We recognize and honor the real-world experience, professional skills, and resilience that these students bring back to the University.</p> <p>This high-touch reengagement effort focuses not only on recent students but also celebrates those who return after 10 or even 15 years away. Through strategic outreach, personalized support, and a welcoming campus culture, CSUDH is leading the way in demonstrating that it’s never too late to finish what you started in creating a Returning-Student-centric-culture.</p>																																
<p>What actions have been taken so far, if any?</p>	<p>Since the launch of Once a Toro, Always a Toro, CSUDH has implemented a multifaceted strategy to reengage students with some college and no degree. These efforts have focused on outreach, support, and breaking barriers to re-enrollment. The results from the 2023–24 academic year reflect steady progress and positive momentum.</p> <p>Recruitment and Outreach Activities</p> <p>We’ve employed a variety of recruitment strategies to connect with former students, including:</p> <p>Personalized direct mail campaigns</p> <p>Recruitment webinars tailored for prospective Returning Students with a focus on career opportunities and financial aid.</p> <p>Invitations to campus events (e.g., athletic games “HomeComing”, Discover Dominguez Hills and campus activities). Other related activities include:</p> <ul style="list-style-type: none"> • Targeted social media outreach • Digital postcards and promotional articles • Direct 1:1 telephone phone outreach • Leveraging word-of-mouth referrals <p>These efforts have generated the following outcomes:</p> <table border="1" data-bbox="641 1354 1263 1696"> <thead> <tr> <th>Recruitment Semester</th> <th>Applications</th> <th>Admits</th> <th>Enrolled</th> </tr> </thead> <tbody> <tr> <td>Fall 2022</td> <td>667</td> <td>512</td> <td>260</td> </tr> <tr> <td>Spring 2023</td> <td>358</td> <td>256</td> <td>106</td> </tr> <tr> <td>Fall 2023</td> <td>663</td> <td>409</td> <td>343</td> </tr> <tr> <td>Spring 24</td> <td>324</td> <td>251</td> <td>106</td> </tr> <tr> <td>Fall 2024</td> <td>605</td> <td>467</td> <td>288</td> </tr> <tr> <td>Spring 2025</td> <td>324</td> <td>246</td> <td>114</td> </tr> <tr> <td>Fall 2025</td> <td>606</td> <td>450</td> <td>295</td> </tr> </tbody> </table> <p>Orientation and Reconnection</p> <p>We host 30-minute Returning Student Orientation sessions, which have proven highly effective in building community, sparking</p>	Recruitment Semester	Applications	Admits	Enrolled	Fall 2022	667	512	260	Spring 2023	358	256	106	Fall 2023	663	409	343	Spring 24	324	251	106	Fall 2024	605	467	288	Spring 2025	324	246	114	Fall 2025	606	450	295
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engagement, and instilling a renewed sense of purpose among participants. These sessions serve as the foundation for continued connection and academic success.

Improved Registration Yield

Early indicators show an increase in registration yield compared to the previous year, reflecting the impact of our targeted interventions along the enrollment funnel.

Completion Grant & Financial Holds Efforts via “Just in Time” Grant

At the start of each enrollment period, we proactively identify students with past-due balances who have not yet re-enrolled. These students are evaluated for Completion Grant eligibility – a financial incentive that has helped many return and register. This initiative has directly supported reenrollment for financially impacted students along with a recently launched “Just In Time” Grant for first semester students unable to pay their tuition and offering a payment program with the grant covering the initial payment.

Onboarding the New Cohort

We’ve developed a comprehensive onboarding campaign for each new cohort, including:

- Custom messaging
- Welcome videos
- Live and recorded webinars
- Resources that connect students to academic support, advising, and campus services

These efforts extend the impact of Orientation and help students feel supported from day one.

TORO Chatbot

Through funding support, we implemented the conversational chatbot via Mainstay, which enabled direct, two-way text communication with thousands of former students. This tool has been instrumental in gauging interest, answering questions in real time, and guiding students through the steps to return. Given the strong engagement, this chatbot shows promise for broader university use.

FAQ Videos for Returning Students

To enhance communication and transparency, we’ve produced a series of FAQ videos hosted on YouTube. These are embedded in

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	<p>outreach emails, chatbot messages, and our Returning Student webpage to address common questions and reduce barriers to reentry.</p> <p>Webinars and Programming</p> <p>We continue to offer regular webinars and campus programming to support both current and prospective returning students. Collaborations – such as our upcoming webinar with the Financial Aid Office titled “<i>Financial Aid for Returning Students</i>” – provide critical information and foster continued engagement.</p> <p>CSUDH’s actions since 2023–24 demonstrate a strong commitment to reengaging returning students through high-impact, student-centered initiatives. With positive trends in applications, admissions, and enrollment – and a clear focus on improving retention and degree completion – the Once a Toro, Always a Toro initiative is helping students return, persist, and graduate.</p>
<p>What is the timeline for implementing the strategy?</p>	<p>The Once a Toro, Always a Toro initiative has been an ongoing effort, with key activities and milestones spanning several semesters. Here's an overview of the timeline to date and upcoming plans:</p> <p>Fall 2022 – Spring 2023: Initial outreach and recruitment began, including direct mail, phone campaigns, webinars, and early use of digital tools to reengage former students. Initial Listening Sessions and campus wide program development led to success stories beginning.</p> <p>Fall 2023 – Spring 2024: Expanded recruitment and communications efforts were implemented, including the use of social media, digital postcards, and increased event-based outreach. We began implementing the Completion Grant strategy and scaling up early advisement for those close to graduation.</p> <p>Fall 2024 – Spring 2025: The initiative entered a more structured phase, with formal onboarding processes, chatbot implementation (Mainstay), FAQ video integration, and improved registration yield tracking. Financial aid partnerships and webinars for Returning Students launched during this period.</p> <p>Fall 2025 (current): Continued growth in applications and enrollment. High-touch support strategies are being refined, and chatbot engagement is scaling. Orientation and onboarding are ongoing, and Census Day will provide final enrollment data for Fall 2025.</p> <p>Looking Ahead (Spring 2026 and beyond): We plan to build on current momentum, further refine our reengagement strategies, expand use of technology tools like the chatbot, and strengthen partnerships across campus to support retention and completion. This is a multi-year, evolving initiative, with continuous improvement based on data, student feedback, and enrollment trends.</p>

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<p>What are the associated costs? (one-time, ongoing, total)</p>	<p>Approximately \$300-\$600k annually, including the Director’s salary and support.</p> <p>The Once a Toro, Always a Toro initiative involves both one-time and ongoing costs associated with personnel, outreach, technology, programming, and student support. These investments are essential for sustaining high-touch engagement and providing a smooth pathway back to degree completion for returning students.</p> <p>Personnel (Ongoing Costs)</p> <p>Personnel costs make up a significant portion of the ongoing investment needed to maintain the program’s success. These roles are essential to supporting recruitment, advising, communication, and programming:</p> <ul style="list-style-type: none"> • Program Directors: Provide strategic oversight, coordinate campus partnerships, monitor outcomes, and align efforts with institutional enrollment goals. • Reenrollment Specialist(s): Serve as the primary point of contact for currently enrolled Returning Students – assisting with advisement support, registration, resolving holds, and navigating support services. • Student Success Coach: Respond to outreach campaigns, webinars, phone banking, and event support to connect with and convert former students to applicants or graduates. <p>Technology & Communication Tools (One-time & Ongoing Costs)</p> <ul style="list-style-type: none"> • Chatbot (Mainstay): Enables automated, yet personalized, text-based communication with former students. This tool supports engagement at scale and provides real-time answers to student inquiries <p>Student Programming & Support (Ongoing Costs)</p> <ul style="list-style-type: none"> • Returning Student Orientation: Materials, staffing, food/beverage (if in-person), and promotional items • Onboarding Campaigns: Messaging, video content, and curated outreach for each cohort • Webinars & Partnered Events: Topics include financial aid, advising, academic success, etc. <p>Student Support & Incentives (Ongoing, Variable)</p> <ul style="list-style-type: none"> • Completion Grants: Provide targeted financial support to help students clear past-due balances and re-enroll <ul style="list-style-type: none"> o These grants are disbursed based on financial need and academic eligibility <p>Estimated Grant Funding Pool:</p> <p>Variable by semester –depending on institutional funding availability and student demand</p> <p>These investments reflect CSUDH’s commitment to equity, student success, and closing the degree completion gap for returning learners. As the initiative evolves, we will continue to assess costs relative to student outcomes and institutional priorities.</p>
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Enrollment Growth Strategy 2	
What is the specific strategy?	Discover Dominguez Hills Day
What specific enrollment-related outcomes are you aiming to achieve (e.g., application growth, improved yield, better retention)?	<p>Recruitment initiative - Admissions & Recruitment Events - Discover Dominguez Hills</p> <p>Date: October 11, 2025</p> <p>Time: 9:00AM - 1:00PM</p> <p>Discover Dominguez Hills is a dynamic community event showcasing everything new at CSUDH! The community had the opportunity to learn about admissions and transfer pathways, discover DH’s academic offerings, and get a sneak preview of our new Housing Facility, Dining Commons, and Wellness & Recreation Center—all opening next year. The day featured: Tours of distinctive campus facilities, including our award-winning library, urban farm, E-sports venue, and Tours of distinctive campus facilities, such as our award-winning library, urban farm, E-sports venue, and our Science and Innovation building. including our award-winning library, urban farm, E-sports venue, and opportunities to meet and interact with our stellar faculty, students, and staff performances from our national champion CSUDH Dance Team. The event netted over 1,200 students, plus students on social media, supported by over 100+ volunteers, including faculty, staff and administrators. The event was a successful outreach event.</p>
What actions have been taken so far, if any?	The successful event was held on Saturday, October 11, 2025.
What is the timeline for implementing the strategy?	The strategy was implemented on 10-11-2025, and with the success of this event, plans for future events are being discussed.
What are the associated costs? (one-time, ongoing, total)	The initiative cost approximately \$170,000.
Enrollment Growth Strategy 3	
What is the specific strategy?	Dominguez Hills First-Year Experience DHFYE - retention initiative
What specific enrollment-related outcomes are you aiming to achieve (e.g., application growth, improved yield, better retention)?	<p>DHFYE provides incoming first-time, first-year (FTFY) students with a critical early academic experience that not only promotes retention but also fosters academic identity, community belonging, and financial empowerment. Participating students enroll in up to two free general education courses, engage in culturally sustaining and integrated co-curricular programming, and benefit from intentional supports like peer mentoring, embedded advising, and financial incentives. These offerings are not only evidence-based but also tailored to meet the distinct needs of our student body—many of whom are first-generation, Pell-eligible, and navigating systemic barriers to higher education. Our recent data underscore the program’s strategic value:</p> <ul style="list-style-type: none"> · CSUDH increased its first-year retention rate by 8.3% from Fall 2023 to Fall 2024, nearing our ambitious goal of 80% retention within three years.

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	<ul style="list-style-type: none"> · Early indicators such as Fall-to-Spring retention (now over 93%), reductions in academic notice placements, and increased faculty engagement with progress reports reflect clear momentum in student persistence. · The DHFYE Summer Program plays a direct role in these gains by reducing D/F grades, increasing early-credit accumulation, and improving access to essential campus resources.
What actions have been taken so far, if any?	As noted above, DH offers the program every summer and participating students enroll in up to two free general education courses, engage in culturally sustaining and integrated co-curricular programming, and benefit from intentional supports like peer mentoring, embedded advising, and financial incentives.
What is the timeline for implementing the strategy?	The strategy has been ongoing as part of the CO Early Start program.
What are the associated costs? (one-time, ongoing, total)	The initiative costs approximately \$635k annually.
Enrollment Growth Strategy 4	CRIB (Centering Resilience, Intelligence and Blackness) Scholars Program
What is the specific strategy?	The CRIB (Centering Resilience, Intelligence & Blackness) Scholars Program Summer Residential initiative was created to empower, uplift, and support the academic, social, and personal development of incoming and continuing Black students at CSUDH. The program serves as a cornerstone of the university’s strategic commitment to student success, belonging, and leadership by providing culturally grounded, community-centered programming that celebrates and sustains Black excellence.
What specific enrollment-related outcomes are you aiming to achieve (e.g., application growth, improved yield, better retention)?	<p>1. Enrollment and Retention Goals</p> <p>CSUDH’s strategic enrollment initiatives aim to:</p> <ul style="list-style-type: none"> • Increase the retention rate of first-year Black students through proactive engagement and holistic support. • Strengthen the university’s pipeline for application growth and yield among underrepresented student populations. • Foster a thriving community that promotes academic persistence, campus involvement, and graduation readiness. <p>The 2023–2024 CRIB cohort included 18 students, achieving an impressive 80% first-year retention rate.</p> <p>Of the students who did not continue, their reasons reflect meaningful life circumstances rather than disengagement or academic difficulty:</p> <ul style="list-style-type: none"> • Two students withdrew from the university to focus on motherhood. • One student transferred to a Historically Black College and University (HBCU) to further connect with their cultural and educational aspirations. • One student left CSUDH to become the primary caregiver for their terminally ill grandmother, who had raised them. <p>These individual stories highlight the resilience, compassion, and life responsibilities that define many of our scholars, reinforcing the</p>

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	<p>importance of continued holistic support through programs like CRIB.</p> <p>2. Enrollment and Retention Goals CSUDH’s strategic enrollment initiatives aim to:</p> <ul style="list-style-type: none"> • Increase the retention rate of first-year Black students through proactive engagement and holistic support. • Strengthen the university’s pipeline for application growth and yield among underrepresented student populations. • Foster a thriving community that promotes academic persistence, campus involvement, and graduation readiness. <p>For the 2023–2024 academic year, the CRIB Scholars Program achieved an 80% first-year retention rate, demonstrating meaningful progress in advancing student success and persistence.</p>
<p>What actions have been taken so far, if any?</p>	<p>The CRIB Scholars Program implemented a holistic framework centered on academic excellence, cultural empowerment, and leadership development.</p> <p>Key Actions Implemented:</p> <ul style="list-style-type: none"> • Delivered academic-centered programming emphasizing study skills, mentorship, and faculty engagement. • Facilitated social justice and leadership workshops highlighting Black scholarship, identity, and community impact. • Partnered with Toro Care to integrate wellness programming from an Afrocentric lens, emphasizing mental health, balance, and resilience. • Encouraged student participation in campus leadership and affinity organizations to deepen engagement and representation. <p>Student Impact and Campus Engagement: CRIB Scholars have made significant contributions across the CSUDH campus through active involvement in:</p> <ul style="list-style-type: none"> • Black Student Union (BSU) • Black Pre-Law Organization • Students for Social Change Organization • CSUDH Cheer and Dance Squad <p>These affiliations illustrate the program’s success in cultivating confident, connected, and community-driven student leaders who enrich campus culture and advance equity and inclusion.</p>
<p>What is the timeline for implementing the strategy?</p>	<p>The CRIB Scholars strategy follows a yearlong engagement model designed to ensure continuity of academic and social support:</p> <ul style="list-style-type: none"> • Summer Residential Experience (July): Academic onboarding, community building, and cultural immersion. • Fall and Spring Semesters: Continued engagement through mentorship, advising, and monthly leadership and social justice workshops.

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	<ul style="list-style-type: none"> Year-Round Partnerships: Sustained collaboration with Toro Care, Student Affairs, and campus cultural centers to provide holistic student support. <p>This comprehensive approach ensures that CRIB Scholars receive layered, consistent engagement throughout their CSUDH journey.</p>																								
<p>What are the associated costs? (one-time, ongoing, total)</p>	<table border="1"> <thead> <tr> <th>Category</th> <th>Description</th> <th>Cost</th> </tr> </thead> <tbody> <tr> <td>Dr. Josh Fredenburg – Circle of Change</td> <td>Leadership Development Workshop</td> <td>\$5,500.00</td> </tr> <tr> <td>Afrikan Black Coalition</td> <td>Student Conference Participation</td> <td>\$2,000.00</td> </tr> <tr> <td>BJ BluRay</td> <td>Creative Media Support</td> <td>\$350.00</td> </tr> <tr> <td>Bludso’s Catering</td> <td>Meals and Hospitality</td> <td>\$12,350.00</td> </tr> <tr> <td>Housing</td> <td>Summer Residential Housing</td> <td>\$8,250.00</td> </tr> <tr> <td>Miscellaneous Items</td> <td>Bedding Sets, Hygiene Items, Shower Shoes, Towels</td> <td>\$950.00</td> </tr> <tr> <td>Total Investment</td> <td></td> <td>\$29,400.00</td> </tr> </tbody> </table>	Category	Description	Cost	Dr. Josh Fredenburg – Circle of Change	Leadership Development Workshop	\$5,500.00	Afrikan Black Coalition	Student Conference Participation	\$2,000.00	BJ BluRay	Creative Media Support	\$350.00	Bludso’s Catering	Meals and Hospitality	\$12,350.00	Housing	Summer Residential Housing	\$8,250.00	Miscellaneous Items	Bedding Sets, Hygiene Items, Shower Shoes, Towels	\$950.00	Total Investment		\$29,400.00
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1.2 What other enrollment strategies are under serious consideration but have not yet been implemented? For each, briefly describe scope, potential impact, and timing.

Enrollment-Related Strategy Under Consideration 1	
What is the specific strategy?	Expand the Dominguez Hills First-Year Experience DHFYE
Strategy Scope	Scaling the current program will impact reaching more students, and allow DH to: <ul style="list-style-type: none"> · Expand course offerings and seats to serve a greater proportion of incoming FTFY students. · Increase wraparound supports, including peer mentoring, academic advising, and wellness resources. · Provide equitable access to technology, course materials, and stipends to reduce economic barriers. · Support faculty and staff development to sustain inclusive and equity-centered pedagogy.
Potential Impact	Recruitment and retention of approximately 400 more students
Implementation Timeline	Summer 2026

Enrollment-Related Strategy Under Consideration 2	
What is the specific strategy?	See Enrollment Growth Strategy 1: Once a Toro, Always a Toro Initiative
Strategy Scope	
Potential Impact	
Implementation Timeline	

1.3 What are your projected resident FTES student enrollment figures for each year from FY25-26 through FY29-30 (college-year)?

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An Excel file titled Multi-Year Template has been prepared for your use in completing this response. You can find it in your designated SharePoint folder, which is linked in Attachment A.

1.4 If your university received one-time funds for enrollment growth recovery:

Plan for Enrollment Growth Recovery Funds 1	
What is your clear, actionable plan for use of the funds?	<p>Discover Dominguez Hills (10/11 campus showcase) - Cost: \$170,000</p> <p>Discover Dominguez Hills, held on October 11, served as a powerful enrollment initiative that brought the university’s mission and community to life for prospective students and families. By experiencing the CSUDH campus firsthand, visitors connected with the university’s welcoming and inclusive culture, its commitment to access and diversity, and the strong sense of belonging that defines the Toro experience. The event showcased CSUDH’s distinctive academic programs, student support services, and modern facilities, while fostering collaboration across departments and reinforcing campus pride. It also strengthened relationships with local schools and community partners, provided valuable insights into student interests, and positioned CSUDH as a vibrant, student-centered institution dedicated to educational opportunity and engagement in the South Bay region.</p>
What measurable outcomes will demonstrate the return on investment?	<p>Hosted for approximately 1,200 prospective high school, community college, returning, and graduate students, the event aimed to increase 2025–26 applications by roughly 10% and convert that momentum into greater yield in Spring 2026.</p>

Plan for Enrollment Growth Recovery Funds 2	
What is your clear, actionable plan for use of the funds?	<p>Strategic Enrollment Planning – Ruffalo Noel Levitz (RNL) - Cost \$180,000</p> <p>CSUDH retained Ruffalo Noel Levitz to develop a comprehensive 2025–2028 Strategic Enrollment Plan through a multi-year consulting engagement that includes up to six two-day visits and twelve service days for analysis, report generation, and consultation. As part of this initiative, CSUDH held a campus-wide Enrollment Summit attended by more than 300 faculty, staff, students, and administrators, officially launching the Strategic Enrollment Plan effort.</p>
What measurable outcomes will demonstrate the return on investment?	<p>The plan’s structure includes an Executive Committee, a Steering Committee, and five Working Groups—a total of approximately 80 professionals representing all divisions and both undergraduate and graduate students. Together, they will collaborate from October 2024 through April 2026 to craft a data-informed plan that sets enrollment goals, establishes key performance indicators, and aligns strategies across divisions. The partnership has enabled CSUDH to engage in undergraduate and graduate enrollment projection modeling and analyze enrollment patterns, providing the foundation for robust, evidence-based decision-making.</p>

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Plan for Enrollment Growth Recovery Funds 3	
What is your clear, actionable plan for use of the funds?	<p>Dominguez Hills First-Year Experience (DHFYE) - Cost: \$200,000</p> <p>The Dominguez Hills First-Year Experience (DHFYE) continues to deliver measurable gains in student persistence, retention, and engagement. Through initiatives such as Summer DHFYE—allowing students to complete up to two GE courses at no cost before their first semester—and redesigned courses featuring culturally affirming pedagogy, community-building, and early alerts via the Toro Success Collaborative, the program has achieved strong retention results across its 2022–2024 cohorts.</p>
What measurable outcomes will demonstrate the return on investment?	<p>Each successive cohort has shown improvement in first-to-second-year retention, narrowing equity gaps and strengthening student belonging. The \$200,000 investment will sustain these gains, enhance early engagement for incoming students, and expand capacity for faculty and peer support networks. CSUDH is also exploring long-term funding to institutionalize DHFYE as a high-impact, equity-centered retention model.</p>
Plan for Enrollment Growth Recovery Funds 4	
What is your clear, actionable plan for use of the funds?	<p>Yield Campaigns – Spring Conversion Events - Cost \$200,000</p> <p>Funds will support a comprehensive, data-informed yield strategy designed to convert admitted students into enrolled Toros. Building on the momentum generated by Discover Dominguez Hills, CSUDH will implement a coordinated series of Admitted Student Days and Toro Welcome Events in collaboration with academic colleges, Student Success Centers, and key campus partners. These events will provide personalized engagement opportunities, including faculty meet-and-greets, student ambassador panels, housing and financial aid workshops, and on-the-spot intent-to-enroll confirmations.</p>
What measurable outcomes will demonstrate the return on investment?	<p>The initiative will also feature a personalized communication and engagement campaign that combines text and phone outreach from admissions counselors and peer ambassadors, targeted “We’re saving your spot” follow-up emails, and yield-specific digital and social media content. Using behavioral and predictive data, outreach will focus on students most likely to enroll but who have not yet confirmed their intent.</p> <p>Complementary efforts—such as Family Information Nights, Graduate Enrollment Webinars, and Community College Admitted Student Receptions—will strengthen relationships with key feeder schools and ensure that students and families feel supported throughout every step of the enrollment process.</p> <p>Together, these integrated yield strategies will address decision-making barriers early, emphasize CSUDH’s affordability and supportive environment, and create multiple personalized</p>

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	touchpoints that increase the number of admitted students who choose to become proud Toros.
Plan for Enrollment Growth Recovery Funds 5	
What is your clear, actionable plan for use of the funds?	Strategic Enrollment Plan Development - Cost \$25,000 Funds will support the coordination and implementation of CSUDH’s Strategic Enrollment Plan (SEP). This includes a project manager to oversee the Steering Committee and the five working groups, ensuring alignment across divisions. The initiative also includes focus groups with high school counselors, California Community College personnel, and community partners to gather input that strengthens recruitment, transfer, and retention strategies. Priority areas include Marketing & Recruitment and Academic Programs.
What measurable outcomes will demonstrate the return on investment?	The allocation will fund project management support, focus group facilitation, stakeholder engagement, and data analysis to ensure a collaborative, data-informed, and equity-driven enrollment strategy.
Plan for Enrollment Growth Recovery Funds 6	
What is your clear, actionable plan for use of the funds?	Dashboard Development and Success Markers - Cost \$50,000 The Dashboard Development & Success Markers initiative will provide the data infrastructure and analytical tools necessary to support the implementation of CSUDH’s Strategic Enrollment Management (SEM) Plan. Funding will be used to design and develop an interactive enrollment and student success dashboard that integrates key metrics across the student lifecycle—from recruitment and admission to retention and graduation.
What measurable outcomes will demonstrate the return on investment?	This initiative will enable the university to identify, monitor, and track success markers by student type, including first-year, transfer, graduate, and special population cohorts. The dashboard will support data-informed decision-making by providing real-time insights into enrollment trends, student progress, and potential barriers to persistence. By aligning data systems and success indicators, this effort will strengthen institutional capacity to evaluate outcomes, inform strategic interventions, and promote equitable student success across all divisions
Plan for Enrollment Growth Recovery Funds 7	
What is your clear, actionable plan for use of the funds?	Marketing & Communications - Cost \$50,000 This initiative will enhance CSUDH’s marketing and communications strategy to better attract, engage, and retain students throughout the enrollment lifecycle. Funding will support website updates, social media campaigns, and the development of an integrated communications calendar that aligns outreach to prospective, admitted, and continuing students. By coordinating digital, print, and event-based communications across departments, CSUDH will deliver consistent, data-informed messaging that highlights the university’s strengths, affordability, and student-centered support.

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<p>What measurable outcomes will demonstrate the return on investment?</p>	<p>This initiative will also ensure timely, personalized engagement at key decision points to improve yield, retention, and overall student satisfaction. Together, these efforts will strengthen CSUDH’s visibility, reinforce its brand identity, and provide a seamless communication experience that supports students from first contact through graduation.</p>
<p>Plan for Enrollment Growth Recovery Funds 8</p>	
<p>What is your clear, actionable plan for use of the funds?</p>	<p>Develop Transfer Receptive Culture - Cost \$50,000 The Development of a Transfer Receptive Culture initiative will strengthen CSUDH’s commitment to supporting transfer students by fostering an institutional environment that is inclusive, coordinated, and responsive to their needs. This effort will examine existing policies, procedures, and practices that impact transfer access, admission, and student success to identify barriers and opportunities for improvement. Funding will support the planning and implementation of a Transfer Summit, bringing together faculty, staff, and external partners—including community college representatives—to share best practices, align pathways, and strengthen transfer pipelines.</p>
<p>What measurable outcomes will demonstrate the return on investment?</p>	<p>The initiative will also catalogue all current transfer-related programs and initiatives to determine areas for expansion, collaboration, and potential consolidation or elimination of overlapping efforts. Through this comprehensive review and engagement process, CSUDH will build a sustainable, equity-focused transfer-receptive culture that enhances student belonging, improves transfer outcomes, and deepens partnerships with community colleges and transfer-serving organizations.</p>
<p>Plan for Enrollment Growth Recovery Funds 9</p>	
<p>What is your clear, actionable plan for use of the funds?</p>	<p>Continue and Expand College of Business and Public Policy Belonging - Cost \$25,000 Expand CBAPP’s Belonging Series to all five academic colleges to include both First-time and transfer students. The Belong Series fosters student connection, engagement, and confidence through year-long workshops, mentoring, and community-building activities designed to strengthen retention and persistence to graduation. Expansion funding will support program coordination, college-specific content development, and assessment efforts to ensure consistency and effectiveness across colleges.</p>
<p>What measurable outcomes will demonstrate the return on investment?</p>	<p>By scaling the Belong Series university-wide, CSUDH will advance its Strategic Enrollment Management (SEM) goals to increase first-year retention, close equity gaps, and promote student success across all disciplines.</p>
<p>Plan for Enrollment Growth Recovery Funds 10</p>	
<p>What is your clear, actionable plan for use of the funds?</p>	<p>Expand Toro Care Fund - Cost \$30,000 Expanded funding for the Toro CARE Grant is essential to: Increase the number of students who can receive immediate financial assistance during crises. Prevent stop-outs by providing emergency support that enables</p>

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	<p>continued enrollment. Promote student persistence and degree completion, particularly among first-generation, low-income, and underrepresented students. Strengthen the university’s capacity to respond equitably and swiftly to student emergencies.</p>
<p>What measurable outcomes will demonstrate the return on investment?</p>	<p>By expanding the Toro CARE Grant, the university reinforces its commitment to student equity, retention, and success—ensuring that no student’s educational journey is derailed by a temporary financial crisis. Additional funding will directly translate into more students supported, higher persistence rates, and stronger alignment with institutional goals for student well-being and holistic success</p>
<p>Plan for Enrollment Growth Recovery Funds 11</p>	
<p>What is your clear, actionable plan for use of the funds?</p>	<p>Enhance Transfer Credit Processes for Prospective, Admitted and Enrolling Students (RAPTOR) - Cost \$20,000 Funding will help implement the Raptor Tool via Parchment, a proven technology that automates transcript processing and data integration to modernize enrollment operations. By importing transcript data directly into the university’s Student Information System (SIS) or Customer Relationship Management (CRM) platform, the Raptor Tool eliminates manual data entry, reduces processing time by more than 50%, and enhances accuracy and efficiency across admissions and transfer credit workflows.</p>
<p>What measurable outcomes will demonstrate the return on investment?</p>	<p>This initiative directly advances Strategic Enrollment Management (SEM) priorities to strengthen institutional capacity, improve data integrity, and enhance the student experience through faster, more transparent service. Investment in this technology will yield measurable returns in operational savings, enrollment responsiveness, and student success outcomes.</p>

1.4 If your university has experienced recent enrollment growth, what strategies contributed to this success and could be informative to other universities? **N/A**

<p>Successful Enrollment Growth Strategy 1</p>	
<p>Strategy Used</p>	

<p>Successful Enrollment Growth Strategy 2</p>	
<p>Strategy Used</p>	

Fiscal Action Plan – Dominguez Hills

Section 2: Multi-Year Budget Plan *(If applicable, request will be defined in the Fiscal Action Plan letter from CO)*

2.1 Provide a three-year budget plan for each activity identified in the Fiscal Action Plan letter (see multi-year Excel template). For each activity, include:

- Revenues (State Appropriation, Student Fees & Other Revenues)
- Expenditures (Salaries, Benefits & Other Expenses)
- Show annual totals for revenues, expenditures, and ending balances
- Include key assumptions related to enrollment, state support, tuition, and other key drivers

An Excel file titled [Multi-Year Template](#) has been prepared for your use in completing this response. You can find it in your designated SharePoint folder, which is linked in Attachment A.

Fiscal Action Plan – Dominguez Hills

Section 3: Cost-Saving Strategies (State Requirement)

3.1 Provide a detailed list of strategies your university has adopted since FY24-25 to reduce costs. For each strategy, respond to the following:

Cost-Saving Strategy 1	
What is the cost-saving strategy?	Phased Right-Size Plan: Implemented a targeted four phase of cost savings plan beginning Fy 23-24 and extending through 25-26. The plan calls for all campus Division's to take proportional cuts to their operations.
What are the projected savings? (one-time, ongoing, total)	Projected ongoing savings is approximately \$19m
What actual savings have been realized so far (if any)?	\$8-10m reductions in salaries, benefits, supplies and equipment and contracts, other administrative costs, such as travel, savings on just-in-time purchasing
What actions have been taken to implement this strategy?	All campus Divisions were required to present a cost reduction plan during Cabinet meetings, and to the University Budget Committee in the Spring 2025. The budget office reduced budgets for 25-26 to ensure all phases were implemented.
When was this strategy launched, and when will it be completed?	The strategy was launched at the end of fiscal year 24 and is expected to be completed by Fall 26.

Cost-Saving Strategy 2	
What is the cost-saving strategy?	Academic Affairs (AA) Program Re-Prioritization and Reorganization Strategy: AA has submitted a comprehensive plan for further reductions of \$6.5m to close the gap. AA, which is the lifeblood of the institution absorbs 75% of the budget and based on declining enrollments, the decision was made to have AA experience the requisite reduction. The President and CFO insisted that AA 'implement' their plan for reduction to fully right-size the Division, without significant impact to the teaching and learning enterprise. <i>See copy of letter below from the Provost to the President.</i>

Fiscal Action Plan – Dominguez Hills

	<p>CSUDH</p> <p style="text-align: right;">PHILIP LAPOLT, Ph.D. INTERIM PROVOST AND VICE PRESIDENT FOR ACADEMIC AFFAIRS MAIL: Welch Hall D-440 PHONE: (310) 243-3307 EMAIL: plapol@csudh.edu</p> <p>MEMORANDUM</p> <p>Date: October 7, 2025</p> <p>To: Dr. Thomas A. Parham, University President</p> <p>Cc: Deborah Wallace, Vice President of Administration and Finance</p> <p>From: Philip LaPolt, Ph.D. Interim Provost and Vice President for Academic Affairs</p> <p>Subject: Division of Academic Affairs Budget Plan for Fiscal Year 2025-26</p> <hr/> <p>In response to Vice President Wallace's request transmitted on your behalf, I am pleased to provide a comprehensive budget plan demonstrating how the Division of Academic Affairs (AA) will achieve fiscal stability and avoid a deficit in FY 2025-26.</p> <p>The Division of Academic Affairs budget has been reduced by \$6.5 million for the current fiscal year, representing a 24% reduction over three years. As you know, we have been meeting regularly to review strategic approaches to address this reduction while maintaining academic quality and supporting student success. Below is an updated list of base AADHT expenditure reductions for this fiscal year.</p> <table border="1"> <thead> <tr> <th colspan="4">Academic Affairs 2025-26 Expenditure Reductions</th> </tr> <tr> <th>Item</th> <th>AA Base</th> <th>Benefits</th> <th>Total</th> </tr> </thead> <tbody> <tr> <td>Faculty Separations/FERPs</td> <td>\$ 1,259,544</td> <td>\$ 566,795</td> <td>\$ 1,826,339</td> </tr> <tr> <td>Staff Separations/Vacancies</td> <td>\$ 710,014</td> <td>\$ 319,506</td> <td>\$ 1,029,520</td> </tr> <tr> <td>Academic Advising & Career Development (AACD) Vacancies</td> <td>\$ 102,732</td> <td>\$ 46,229</td> <td>\$ 148,961</td> </tr> <tr> <td>Provost-funded Reassigned Time Reduction (40 WTUs)</td> <td>\$ 99,536</td> <td>\$ 44,791</td> <td>\$ 144,327</td> </tr> <tr> <td>Vice Provost/ Chief of Staff Salary Reduction Savings</td> <td>\$ 65,064</td> <td>\$ -</td> <td>\$ 65,064</td> </tr> <tr> <td>RSCA</td> <td>\$ 233,860</td> <td>\$ -</td> <td>\$ 233,860</td> </tr> <tr> <td>GSR Reductions (workshops, NGSO, SRC co-chairship)</td> <td>\$ 24,594</td> <td>\$ -</td> <td>\$ 24,594</td> </tr> <tr> <td>Library Collections, Software, & Student Assistant Budget Reductions</td> <td>\$ 172,969</td> <td>\$ -</td> <td>\$ 172,969</td> </tr> <tr> <td>CA&H Travel & College RSCA</td> <td>\$ 120,000</td> <td>\$ -</td> <td>\$ 120,000</td> </tr> <tr> <td>CHSN OEE/Travel Reduction</td> <td>\$ 40,000</td> <td>\$ -</td> <td>\$ 40,000</td> </tr> <tr> <td>OEE Leadership Flattening (GED dept chair conversion)</td> <td>\$ 17,904</td> <td>\$ -</td> <td>\$ 17,904</td> </tr> <tr> <td>OEE Associate Dean (1/2 year)</td> <td>\$ 40,000</td> <td>\$ -</td> <td>\$ 40,000</td> </tr> <tr> <td>FA&D Job Elephant & Inside Higher Ed Subscriptions</td> <td>\$ 20,000</td> <td>\$ -</td> <td>\$ 20,000</td> </tr> <tr> <td>NTTF/Class Schedule Optimization</td> <td>\$ 868,383</td> <td>\$ 390,772</td> <td>\$ 1,259,155</td> </tr> <tr> <td>OEE Reduction</td> <td>\$ 1,357,306</td> <td>\$ -</td> <td>\$ 1,357,306</td> </tr> <tr> <td>Total</td> <td>\$ 5,131,906</td> <td>\$ 1,368,094</td> <td>\$ 6,500,000</td> </tr> </tbody> </table> <p style="text-align: center; font-size: small;">CALIFORNIA STATE UNIVERSITY, DOMINGUEZ HILLS 1000 EAST VICTORIA STREET CARSON, CALIFORNIA 90747</p>	Academic Affairs 2025-26 Expenditure Reductions				Item	AA Base	Benefits	Total	Faculty Separations/FERPs	\$ 1,259,544	\$ 566,795	\$ 1,826,339	Staff Separations/Vacancies	\$ 710,014	\$ 319,506	\$ 1,029,520	Academic Advising & Career Development (AACD) Vacancies	\$ 102,732	\$ 46,229	\$ 148,961	Provost-funded Reassigned Time Reduction (40 WTUs)	\$ 99,536	\$ 44,791	\$ 144,327	Vice Provost/ Chief of Staff Salary Reduction Savings	\$ 65,064	\$ -	\$ 65,064	RSCA	\$ 233,860	\$ -	\$ 233,860	GSR Reductions (workshops, NGSO, SRC co-chairship)	\$ 24,594	\$ -	\$ 24,594	Library Collections, Software, & Student Assistant Budget Reductions	\$ 172,969	\$ -	\$ 172,969	CA&H Travel & College RSCA	\$ 120,000	\$ -	\$ 120,000	CHSN OEE/Travel Reduction	\$ 40,000	\$ -	\$ 40,000	OEE Leadership Flattening (GED dept chair conversion)	\$ 17,904	\$ -	\$ 17,904	OEE Associate Dean (1/2 year)	\$ 40,000	\$ -	\$ 40,000	FA&D Job Elephant & Inside Higher Ed Subscriptions	\$ 20,000	\$ -	\$ 20,000	NTTF/Class Schedule Optimization	\$ 868,383	\$ 390,772	\$ 1,259,155	OEE Reduction	\$ 1,357,306	\$ -	\$ 1,357,306	Total	\$ 5,131,906	\$ 1,368,094	\$ 6,500,000
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<p>What are the projected savings? (one-time, ongoing, total)</p>	<p>The AA plan calls for a \$6.5m reduction to be implemented in FY 25-26.</p>																																																																								
<p>What actual savings have been realized so far (if any)?</p>	<p>Approximately \$2m</p>																																																																								
<p>What actions have been taken to implement this strategy?</p>	<p>Approximately 70 course sections have been reduced. Savings from exercising attrition options and freezing vacant positions have netted the most savings, with some savings in the reduction of operational and administrative expenses, specifically travel and memberships.</p>																																																																								
<p>When was this strategy launched, and when will it be completed?</p>	<p>Launched: October 2024, with slated completion for May 2026</p>																																																																								

3.2 What other cost-saving strategies are being actively explored but not yet implemented? For each, briefly describe scope, potential impact, and timing.

Cost-Saving Strategy Under Consideration 1	
What is the specific strategy?	
Strategy Scope	
Potential Impact	
Implementation Timeline	

Cost-Saving Strategy Under Consideration 2

Fiscal Action Plan – Dominguez Hills

What is the specific strategy?	
Strategy Scope	
Potential Impact	
Implementation Timeline	

Fiscal Action Plan – Dominguez Hills

Section 4: Other/Audit Findings/Auxiliary Organizations

4.1 Please provide a detailed description of the actions your university is taking to address the Fiscal Health Indicator(s) identified in Attachment A of your Fiscal Action Plan letter. Use one table for each bullet identified.

<i>Fiscal Health Indicator 1</i>	
<p>What action has been/will be taken to address the Fiscal Health Indicator?</p>	<p>The material weaknesses identified in the Toro Auxiliary Partners (TAP) audit(s) were primarily attributable to two factors: (1) insufficient staffing support and (2) inadequate operational oversight.</p> <p>To address the staffing deficiency, TAP’s largest client, the Office of Sponsored Research and Programs, has appointed a Grants and Accounting Manager (July 2025) responsible for developing and strengthening internal controls, financial reporting processes, and compliance procedures. At the end of fiscal year 2024-25, progress was made on the year-end audit timeliness and internal controls.</p> <p>To remediate the oversight weakness, the Board of Directors (October 6, 2025), approved the elimination of the Executive Director position as a cost-saving measure and authorized the implementation of a shared services model. Under this model, the accounting, budget, information technology, and procurement functions will report directly to state-side managers.</p> <p>This structure is intended to ensure alignment with CSU policies, enhance accountability, and provide consistent managerial oversight of TAP’s core administrative and financial operations. Shared services model implementation – In progress, with full integration anticipated by January 2026.</p>

<i>Fiscal Health Indicator 2</i>	
<p>What action has been/will be taken to address the Fiscal Health Indicator?</p>	

Multi Year Enrollment Projections

University: Dominguez Hills

Target FTES	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30
Resident Target	11,723	11,823	11,723	11,723	11,723	11,723	11,723	11,723

Actual FTES	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30
Resident Actual	11,596	11,017	10,991	11,318	11,544	11,775	11,775	11,775
Non-Resident Actual	228	262	249	200	204	208	208	208
Total	11,824	11,280	11,240	11,518	11,748	11,983	11,983	11,983

Actual:Target	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30
Resident Variance	-127	-806	-732	-405	-179	52	52	52

Actual:Target	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30
Resident Variance	-1.1%	-6.8%	-6.2%	-3.5%	-1.5%	0.4%	0.4%	0.4%

Multi Year Budget Projections

University: Dominguez Hills
CSU Fund: Operating Fund (485)

	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28
Beginning Balance	\$46,640,648	\$32,369,158	\$13,992,306	\$18,110,273	\$14,073,273	\$15,627,273

Revenues	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28
State Appropriation	\$142,358,904	\$143,316,137	\$141,158,701	\$135,838,000	\$134,838,000	\$134,838,000
Tuition and Fees	\$95,473,147	\$92,572,547	\$96,964,725	\$102,386,000	\$114,596,000	\$114,596,000
Cost Recovery	\$13,460,542	\$8,516,088	\$10,093,354	\$10,019,000	\$8,690,000	\$8,690,000
Gifts, Grants, and Contracts	\$16,574,219	\$35,150	\$50,000	\$0	\$0	\$0
Other Revenues	-\$18,107,768	\$1,378,584	\$1,992,359	\$1,229,000	\$1,229,000	\$1,229,000
Sales and Services			\$271	\$0	\$0	\$0
Total	\$249,759,044	\$245,818,507	\$250,259,409	\$249,472,000	\$259,353,000	\$259,353,000

Expenses	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28
Salaries and Wages	\$123,263,434	\$130,487,008	\$131,422,326	\$128,207,000	\$132,757,000	\$132,757,000
Benefits	\$62,430,176	\$68,804,559	\$63,673,661	\$63,933,000	\$64,843,000	\$64,843,000
Supplies and Services	\$36,376,598	\$29,769,778	\$27,424,587	\$26,053,000	\$25,358,000	\$25,358,000
Student Financial Aid	\$33,064,674	\$31,773,981	\$39,144,372	\$31,966,000	\$31,966,000	\$31,966,000
Other Expenses	\$415,877	\$499,441	\$826,831	\$750,000	\$750,000	\$750,000
Facilities	\$814,027	\$406,872	\$368,852	\$425,000	\$425,000	\$425,000
Sponsored Programs	\$5,395,355	\$0	\$0	\$0	\$0	\$0
Debt Payments	\$47,618	\$17,598	\$602,464	\$1,440,000	\$965,000	\$965,000
Total	\$261,807,758	\$261,759,236	\$263,463,092	\$252,774,000	\$257,064,000	\$257,064,000

Net Transfers	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28
Transfers In	\$989,439	\$739,561	\$21,032,649	\$740,000	\$740,000	\$740,000
Transfers Out	\$3,212,214	\$3,175,684	\$3,710,999	\$1,475,000	\$1,475,000	\$1,475,000
Total	-\$2,222,775	-\$2,436,123	\$17,321,650	-\$735,000	-\$735,000	-\$735,000

Net Financial Activity	-\$14,271,490	-\$18,376,852	\$4,117,967	-\$4,037,000	\$1,554,000	\$1,554,000
	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28
Ending Balance	\$32,369,158	\$13,992,306	\$18,110,273	\$14,073,273	\$15,627,273	\$17,181,273

Budget Assumptions Used:

- The University anticipates a deficit for 2025-26 of \$4 million; however, the Division of Academic Affairs has submitted a plan for implementation for reducing their base budget by approximately \$6.5 million.
- The University has received \$1 million to assist with enrollment recovery, as reflected in the 2025-26 revenue allocation.
- A comprehensive plan has been developed to expand these funds. The University anticipates a steady enrollment growth of approximately 1.5% over the next couple of years anticipating meeting target FTES by 2027-28.
- The campus passed a referendum in 2023-24 to build a Student Health Wellness Recreation Center. Assumptions are made for headcount based on 2025-26 enrollment projections. Fees beginning in 2026-27 will be \$430 per year with an approximate revenue of \$6.1 million and offsetting expenditures mostly in salaries and benefits in support of the facilities operations.

Fiscal Action Plan – CSU East Bay

Please respond to each section outlined in the Fiscal Action Plan letter from the Chancellor’s Office. If you have more than two strategies, duplicate the table as needed, using one table per strategy. If a section does not apply to your university, it may be deleted.

Section 1: Enrollment Growth Strategies & Projections (State Requirement)

1.1 Provide a detailed list of strategies your university is using or planning to use to increase student demand and enrollment from FY25-26 to FY29-30. For each strategy, please respond to the following:

Enrollment Growth Strategy 1	
What is the specific strategy?	Dual Enrollment (Cal State East Bay courses held at high schools)
What specific enrollment-related outcomes are you aiming to achieve (e.g., application growth, improved yield, better retention)?	<ul style="list-style-type: none"> • Enrollments count toward CA resident enrollments • Dual enrollment students likely to matriculate after graduation
What actions have been taken so far, if any?	<ul style="list-style-type: none"> • Four courses held at four different local high schools: Hayward, Mt. Eden, James Logan, and San Leandro • A total of 94 course enrollments for fall 2025 • Will expand further in subsequent semesters
What is the timeline for implementing the strategy?	<ul style="list-style-type: none"> • Initial implementation complete in fall 2025 • Will expand in subsequent semesters
What are the associated costs? (one-time, ongoing, total)	<ul style="list-style-type: none"> • Ongoing variable costs are salaries for CSUEB part-time lecturers to teach the courses

Enrollment Growth Strategy 2	
What is the specific strategy?	Direct admission MOUs with high schools
What specific enrollment-related outcomes are you aiming to achieve (e.g., application growth, improved yield, better retention)?	<ul style="list-style-type: none"> • Increased applications from these schools • Increased yield rates from these students • Current evidence on yield rate: increase of 9% to 21% for direct admission cohorts
What actions have been taken so far, if any?	<ul style="list-style-type: none"> • MOUs with six high schools in spring 2025 • Admission letters sent to 3,220 students in spring 2025 • MOUs with an additional seven high schools in fall 2025 (13 total) • Admission letters sent to 5,000 students in fall 2025 • Intensive contact and touchpoints with admitted students • Formal MOUs with three community colleges and two in review
What is the timeline for implementing the strategy?	<ul style="list-style-type: none"> • Spring 2025 and ongoing
What are the associated costs? (one-time, ongoing, total)	<ul style="list-style-type: none"> • Possible additional staff as number of partnerships increase • Materials to distribute to admitted students

Fiscal Action Plan – CSU East Bay

1.2 What other enrollment strategies are under serious consideration but have not yet been implemented? For each, briefly describe scope, potential impact, and timing.

Enrollment-Related Strategy Under Consideration 1	
What is the specific strategy?	Contract for an AI Agent to interact with prospects and applicants
Strategy Scope	<ul style="list-style-type: none"> • Increase applications • Increase yield rates
Potential Impact	<ul style="list-style-type: none"> • 24/7 availability • More rapid response to simple inquiries • Data analytics ability • Complement and expand exiting staff capacity
Implementation Timeline	<ul style="list-style-type: none"> • Spring 2026

Enrollment-Related Strategy Under Consideration 2	
What is the specific strategy?	<ul style="list-style-type: none"> • Student social media/communications team • Provides key information in a student-friendly format
Strategy Scope	<ul style="list-style-type: none"> • Increase applications • Increase yield rate • Increase retention
Potential Impact	<ul style="list-style-type: none"> • Brand awareness • Increased applications, yield, retention, belonging
Implementation Timeline	<ul style="list-style-type: none"> • Fall 2025

1.3 What are your projected resident FTES student enrollment figures for each year from FY25-26 through FY29-30 (college-year)?

An Excel file titled Multi-Year Template has been prepared for your use in completing this response. You can find it in your designated SharePoint folder, which is linked in Attachment A.

1.4 If your university received one-time funds for enrollment growth recovery:

Plan for Enrollment Growth Recovery Funds 1	
What is your clear, actionable plan for use of the funds?	<ul style="list-style-type: none"> • Expanded digital marketing campaign for all student segments • Contract with consultant to measure ROI of recruitment, initiatives, assess student success (retention) units, and recommend online degree program expansion • AI Agent • Updated display materials for college recruitment events • Improved experience at major recruitment/yield events (Preview Day and Welcome Day)
What measurable outcomes will demonstrate the return on investment?	<ul style="list-style-type: none"> • Response to digital campaigns (click through rates, application rates) • More efficient use of resources, based on ROI measures for application, yield and retention • Use of AI Agent • Student satisfaction surveys following major events

Fiscal Action Plan – CSU East Bay

	<ul style="list-style-type: none"> Yield rates of students participating in major events
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Plan for Enrollment Growth Recovery Funds 2	
What is your clear, actionable plan for use of the funds?	<ul style="list-style-type: none"> Contracted financial aid service to provide initial award letters and repackaging letters more quickly Complements and expands existing staff capacity
What measurable outcomes will demonstrate the return on investment?	<ul style="list-style-type: none"> Shorter response time for award letters Shorter response time for repackaging letters Shorter wait times for students with complex questions in the first two weeks of the semester All of the above should contribute to increased yield and retention rates

1.5 If your university has experienced recent enrollment growth, what strategies contributed to this success and could be informative to other universities?

Successful Enrollment Growth Strategy 1	
Strategy Used	Dual enrollment courses at local high schools

Successful Enrollment Growth Strategy 2	
Strategy Used	Automatic Admission-\$1,000 Scholarships-increased yield for direct admission high schools

Multi Year Enrollment Projections

University: East Bay

Attachment D
As of October 2025

Target FTES	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30
Resident Target	12,522	12,522	12,146	11,782	11,429	11,086	10,753	10,431

Actual FTES	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30
Resident Actual	9,292	9,303	8,693	8,889	9,140	9,391	9,649	9,945
Non-Resident Actual	775	859	709	603	621	640	659	679
Total	10,066	10,162	9,402	9,492	9,761	10,031	10,308	10,624

Actual:Target	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30
Resident Variance	-3,230	-3,219	-3,453	-2,893	-2,289	-1,695	-1,104	-486

Actual:Target	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30
Resident Variance	-25.8%	-25.7%	-28.4%	-24.6%	-20.0%	-15.3%	-10.3%	-4.7%

Target: Modeled @ 3% YoY declined
 Resident: Modeled @ 2.5% YoY New Student growth
 Non-Resident: Modeled @ 3% YoY growth

Fiscal Action Plan – CSU East Bay

Section 2: Multi-Year Budget Plan *(If applicable, request will be defined in the Fiscal Action Plan letter from CO)*

2.1 Provide a three-year budget plan for each activity identified in the Fiscal Action Plan letter (see multi-year Excel template). For each activity, include:

- Revenues (State Appropriation, Student Fees & Other Revenues)
- Expenditures (Salaries, Benefits & Other Expenses)
- Show annual totals for revenues, expenditures, and ending balances
- Include key assumptions related to enrollment, state support, tuition, and other key drivers

Not Required

An Excel file titled [Multi-Year Template](#) has been prepared for your use in completing this response. You can find it in your designated SharePoint folder, which is linked in Attachment A.

Fiscal Action Plan – CSU East Bay

Section 3: Cost-Saving Strategies (State Requirement)

3.1 Provide a detailed list of strategies your university has adopted since FY24-25 to reduce costs. For each strategy, respond to the following:

Cost-Saving Strategy 1	
What is the cost-saving strategy?	<ul style="list-style-type: none"> Hiring chill; replacing only critical positions as they are vacated
What are the projected savings? (one-time, ongoing, total)	<ul style="list-style-type: none"> Difficult to project actual savings Can measure at year end
What actual savings have been realized so far (if any)?	<ul style="list-style-type: none"> On average, \$1.4 million each year (one-time to permanent)
What actions have been taken to implement this strategy?	<ul style="list-style-type: none"> Informing all hiring managers of practice HR can control rehires
When was this strategy launched, and when will it be completed?	<ul style="list-style-type: none"> Launched 2023-24 Ongoing

Cost-Saving Strategy 2	
What is the cost-saving strategy?	<ul style="list-style-type: none"> Voluntary Separation Incentive Program (VSIP), July 1, 2024 MPP position reductions, July 1, 2024
What are the projected savings? (one-time, ongoing, total)	<ul style="list-style-type: none"> Partial one-time savings were recognized in FY 2023-24 Permanent savings were fully recognized in FY 2024-25
What actual savings have been realized so far (if any)?	<ul style="list-style-type: none"> \$5 million permanent savings in salary and benefits
What actions have been taken to implement this strategy?	<ul style="list-style-type: none"> Full implementation completed in 2024-25
When was this strategy launched, and when will it be completed?	<ul style="list-style-type: none"> Launched FY2023-24 Completed FY2024-25

Cost-Saving Strategy 3	
What is the cost-saving strategy?	<ul style="list-style-type: none"> Optimize course schedule and faculty assignments Reduce course reassigned time for tenure and tenure track (T/TT) faculty to contractual levels T/TT faculty assigned to teach higher course loads Non-renewal or non-retention of lecturers
What are the projected savings? (one-time, ongoing, total)	<ul style="list-style-type: none"> Ultimately permanent
What actual savings have been realized so far (if any)?	<ul style="list-style-type: none"> \$3 million in ongoing savings beginning FY 2024-25
What actions have been taken to implement this strategy?	<ul style="list-style-type: none"> System audit of reassigned time practices Reduction in course reassignments Adjust course schedule to emphasize required courses (fewer electives offered) Increased class size, reduce cancellations

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	<ul style="list-style-type: none"> • Non-renewed and non-retained lecturers
When was this strategy launched, and when will it be completed?	<ul style="list-style-type: none"> • Launched FY2023-24 • Optimization of course schedule and faculty assignments will continue indefinitely
Cost-Saving Strategy 4	
What is the cost-saving strategy?	<ul style="list-style-type: none"> • Reduce discretionary spending (travel, supplies, services, and other operating costs.) • Decommissioning buildings • Terminating outside leases • Energy saving strategies
What are the projected savings? (<i>one-time, ongoing, total</i>)	<ul style="list-style-type: none"> • Primarily one-time, with potential for ongoing savings if spending controls are maintained
What actual savings have been realized so far (if any)?	<ul style="list-style-type: none"> • \$800K in ongoing • \$2.3M in one-time
What actions have been taken to implement this strategy?	<ul style="list-style-type: none"> • Budget instructions to all divisions • Some checks in procurement
When was this strategy launched, and when will it be completed?	<ul style="list-style-type: none"> • Launched FY2023-24 • Will continue indefinitely

3.2 What other cost-saving strategies are being actively explored but not yet implemented? For each, briefly describe scope, potential impact, and timing.

Cost-Saving Strategy Under Consideration 1	
What is the specific strategy?	<ul style="list-style-type: none"> • Unused budget to be converted to permanent expense reduction at the end of each fiscal year
Strategy Scope	<ul style="list-style-type: none"> • University-wide
Potential Impact	<ul style="list-style-type: none"> • Approximately \$2 million savings in 2025-26
Implementation Timeline	<ul style="list-style-type: none"> • August 2025 and ongoing

Cost-Saving Strategy Under Consideration 2	
What is the specific strategy?	<ul style="list-style-type: none"> • Eliminate unfilled, budgeted positions
Strategy Scope	<ul style="list-style-type: none"> • University-wide • All non-critical positions
Potential Impact	<ul style="list-style-type: none"> • Estimated \$2.4 million in salary and benefits
Implementation Timeline	<ul style="list-style-type: none"> • Launch in November 2025 • Ongoing thereafter

Cost-Saving Strategy Under Consideration 3	
What is the specific strategy?	<ul style="list-style-type: none"> • Participate in the San Francisco Bay Region Network • Reduce administrative expenses by creating one structure for most admin functions
Strategy Scope	<ul style="list-style-type: none"> • Will impact most administrative functions
Potential Impact	<ul style="list-style-type: none"> • Anticipate at least \$5 million in ongoing expense reduction for Cal State East Bay at full implementation

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Implementation Timeline	<ul style="list-style-type: none">• Planning commenced in spring 2025• First networked functions (IT, Procurement, Accounts Payable) by January 30, 2026• Full implementation by the end of 2027
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Section 4: Other/Audit Findings/Auxiliary Organizations

4.1 Please provide a detailed description of the actions your university is taking to address the Fiscal Health Indicator(s) identified in Attachment A of your Fiscal Action Plan letter. Use one table for each bullet identified.

<i>Fiscal Health Indicator 1</i>	
What action has been/will be taken to address the Fiscal Health Indicator?	<p>WASC Senior College and University Commission (WSCUC) Notice of Concern, Standard 3, CFR 3.4 (Resource Planning) and CFR 3.4 (Fiscal Stability)</p> <ul style="list-style-type: none"> • CSU System Office to provide a written assessment of CSUEB’s resource planning and fiscal stability, relative to system metrics and CSU peer institutions prior to special visit in 2027 • Written assessment will include assessment of financial reserves and alternative revenue streams • Complete SFBRN implementation for administrative savings • Implement enrollment, yield, retention strategies from this plan • Document fiscal information sharing methods • Document shared governance involvement in fiscal planning • Assess and reorganize distributed student success/retention programs to maintain or improve service and reduce costs • Expand market reach for existing fully online degree programs • Monetize existing assets to increase alternative revenue streams (two projects in development in consultation with the CSU System office)

<i>Fiscal Health Indicator 2</i>	
What action has been/will be taken to address the Fiscal Health Indicator?	

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Please respond to each section outlined in the Fiscal Action Plan letter from the Chancellor’s Office. If you have more than two strategies, duplicate the table as needed, using one table per strategy. If a section does not apply to your university, it may be deleted.

Section 1: Enrollment Growth Strategies & Projections (State Requirement)

1.1 Provide a detailed list of strategies your university is using or planning to use to increase student demand and enrollment from FY25-26 to FY29-30. For each strategy, please respond to the following:

Enrollment Growth Strategy 1	
What is the specific strategy?	External enrollment vendor partnership with 3Enrollment in support of first-time and transfer enrollment, with a focus on application generation, pre-senior awareness and relationship building, digital marketing, search strategy, AI recruitment supports, and predictive scoring of prospective students.
What specific enrollment-related outcomes are you aiming to achieve (e.g., application growth, improved yield, better retention)?	Application generation and growth for first-time and transfer populations; increased application completion/improved yield; development of new geographic markets; reduced paid search volume over time linked to improved qualifying leads and yield; expanded strategic digital marketing tied to app generation, deposit, and melt prevention.
What actions have been taken so far, if any?	One-year pilot with a smaller impact in 2024-25 cycle; expanded to a 3-year contract that launched in summer 2025.
What is the timeline for implementing the strategy?	Launched and ongoing rollout throughout 2025-26, with work continuing until current contract end in 2027-28, with possible extension after, if warranted by success.
What are the associated costs? (one-time, ongoing, total)	3-year 3E contract: \$2,038,476 3-year 3E postage costs (estimated): \$90,000 Associated 3-year search purchases: \$996,411

Enrollment Growth Strategy 2	
What is the specific strategy?	Green & Gold Guarantee affordability initiative (guaranteed free tuition/mandatory fees for students meeting specific criteria).
What specific enrollment-related outcomes are you aiming to achieve (e.g., application growth, improved yield, better retention)?	In pilot year (2025-26) primarily enhanced yield within this population and support for transfer student growth; in future years, with longer timeline to promote, increased application volume, enhanced yield, and retention for continuing G&G recipients who know their financial coverage.
What actions have been taken so far, if any?	Launched in January of 2025 for Fall 2025; preliminary numbers show Green & Gold recipients yielded 2% higher than the standard population; expanding promotion in Fall 2025 for 2026 application

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	generation, adjustment of criteria for Fall 2026 onward to match SUG changes.
What is the timeline for implementing the strategy?	Launched and ongoing rollout with annual monitoring and adjustment.
What are the associated costs? (one-time, ongoing, total)	One-time, first year launch costs: \$331,966 Ongoing costs vary depending on cohort size and retention, up to \$600,000, but paid for using 10% of increased revenue from prior G&G cohorts.

Enrollment Growth Strategy 3	
What is the specific strategy?	Expansion of Cultural Centers for Academic Excellence in support of student retention, success, and graduation.
What specific enrollment-related outcomes are you aiming to achieve (e.g., application growth, improved yield, better retention)?	This strategy is focused on retention, in particular enhanced support, academic advising, and connection that generates an enhanced sense of belonging, leading to improved student persistence and retention.
What actions have been taken so far, if any?	A four-phase plan for the enhancement of these critical support services was approved by Executive Cabinet in Spring 2025, and one-time funds in support of the first and second phases were approved for the 2025-26 year; coordinators for 2 new centers being hired, and work underway on securing faculty fellows in support of advisement expansion.
What is the timeline for implementing the strategy?	Launched but with additional planning underway, with a proposal by Summer 2026 for future needs.
What are the associated costs? (one-time, ongoing, total)	Current one-time: \$150,000 Future ongoing: still in development

Enrollment Growth Strategy 4	
What is the specific strategy?	An extensive outline of strategies and related tactics for both new enrollment and retention growth are included in our SEM Plan , which was updated in Spring 2025.
What specific enrollment-related outcomes are you aiming to achieve (e.g., application growth, improved yield, better retention)?	The various strategies included in the plan align with increased application volume, direct admissions programs, expanded market share, increased transfer populations, improved yield, improved retention and completion, enhanced job placement that can then feed future recruitment, etc.

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What actions have been taken so far, if any?	The plan was adopted in early 2023 and has been refined annually to reflect shifting realities on the ground and campus/system priorities; a 20+ person committee guides the work to implement the plan and the regular assessment and report-out to campus. For retention efforts specific to early alerts and interventions, the PASS (Proactive Advising for Student Success) initiative has been developed in coordination with the C.O. and other CSU campuses. Humboldt will pilot PASS with select academic departments in Fall 2025 to identify best practices and scalable advising/intervention methods and strategies to support students that are showing concerning academic patterns/behaviors in more than one class in a given term based on Canvas data.
What is the timeline for implementing the strategy?	The plan runs from 2023-2028.
What are the associated costs? (one-time, ongoing, total)	EMSS budgetary expenditures across the division are aligned with the work of this plan, approximately \$15 million (inclusive of the \$1.7 M in recurring Poly funds assigned to EMSS in FY 24-25).

1.2 What other enrollment strategies are under serious consideration but have not yet been implemented? For each, briefly describe scope, potential impact, and timing.

<i>Enrollment-Related Strategy Under Consideration 1</i>	
What is the specific strategy?	Visit scholarships
Strategy Scope	Building on strong yield for key visit programs on our campus, and evidence that suggests students who visit Humboldt enroll in higher numbers than those who do not. Also acknowledging the remote location and expense of travel to the campus from many of our primary recruitment locations, we are looking to increase the volume of individual visits/tours that families make on their own. One strategy used successfully at other institutions is a visit scholarship that allows students who visit and then enroll to receive a one-time scholarship in their first year, helping to drive visits and limit concerns around expense of the visit.
Potential Impact	Strong potential for increased visits leading to increased applications and improved yield on those applications. Individual visits are currently a small part of our visit portfolio and need to grow. Other visit programs, like Preview/Preview Plus, Student for a Day, and related programs, show strong yield outcomes.
Implementation Timeline	In concept refinement for pilot launch later in Fall 2025, leveraging one-time funds, with intent to secure ongoing and donor funds for the future, once concept viability can be proven.

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Enrollment-Related Strategy Under Consideration 2	
What is the specific strategy?	Enhanced programs and services for transfer, adult, and graduate populations, as well as returning Humboldt students who previously stopped out and have not yet finished a degree.
Strategy Scope	Program development and service needs are now under review, but would include academic programs, service delivery, marketing, etc.
Potential Impact	Potential to future-proof our enrollment against the demographic shifts underway and better serve the place-based members of our community while meeting regional workforce needs.
Implementation Timeline	Planning during 2025-26 academic year.

1.3 What are your projected resident FTES student enrollment figures for each year from FY25-26 through FY29-30 (college-year)?

An Excel file titled [Multi-Year Template](#) has been prepared for your use in completing this response. You can find it in your designated SharePoint folder, which is linked in Attachment A.

Multi Year Enrollment Projections

University: Humboldt

Target FTES	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30
Resident Target	7,603	7,603	7,375	7,154	7,154	7,154	7,154	7,154

Actual FTES	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30
Resident Actual	4,781	5,170	5,183	5,420	5,839	6,420	7,042	7,615
Non-Resident Actual	305	315	356	361	380	417	458	495
Total	5,086	5,485	5,539	5,781	6,219	6,837	7,500	8,110

Actual:Target	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30
Resident Variance	-2,822	-2,433	-2,192	-1,734	-1,315	-734	-112	461

Actual:Target	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30
Resident Variance	-37.1%	-32.0%	-29.7%	-24.2%	-18.4%	-10.3%	-1.6%	6.4%

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Section 3: Cost-Saving Strategies (State Requirement)

3.1 Provide a detailed list of strategies your university has adopted since FY24-25 to reduce costs. For each strategy, respond to the following:

Cost-Saving Strategy 1	
What is the cost-saving strategy?	Operating Expense Optimization
What are the projected savings? (one-time, ongoing, total)	\$1.77 million ongoing
What actual savings have been realized so far (if any)?	<p>\$1.77 million ongoing</p> <p>Operating expense reductions included:</p> <ul style="list-style-type: none"> - Supplies & Other (\$674k) - Contingencies (\$425k) - IT hardware/software (\$259k) - Training & professional development, travel, hospitality (\$182k) - Repairs & Maintenance (\$160k) - Student Assistants (\$72k) <p>Where possible, student assistant budgets were not cut, or reduced minimally, as student jobs on campus correlate with retention in our remote and rural region where jobs in the community are limited. Similarly, reductions to professional development and training were kept as minimal as possible, recognizing the importance of supporting staff growth and retention in a rural location where external opportunities are limited.</p>
What actions have been taken to implement this strategy?	<p>The Budget Office developed 5%, 7%, and 9% budget reduction scenarios and provided each division with a Divisional Reduction Template by MBU (Major Budget Unit) with detail down to chartfield and position number.</p> <p>A 5-year Budget-to-Actuals Comparison workbook (by Division, MBU, and Object Code) was also shared to help divisions plan strategically.</p> <p>Using these tools, divisions:</p> <ul style="list-style-type: none"> - Prepared reduction strategies and applied a tiered feasibility & impact framework to each reduction line to indicate practicality and potential compromise of URPC budget principles and priorities - Presented overarching strategies and division-level totals in open forums, showing how the reduction target scenarios could be achieved to provide transparency and gather campus feedback. <p>The summarized results were then used as inputs in URPC's interactive reduction tool, shaping a shared understanding of</p>

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	<p>divisional contributions. Once finalized, the URPC incorporated the divisional reduction plans into its budget recommendation to the President.</p> <p>The recommendation was ultimately approved, and the reductions were entered into Questica budget software and reflected in the 2025-26 final budget.</p>
When was this strategy launched, and when will it be completed?	<p>Launched: December 2024 (distribution of reduction templates & planning materials)</p> <p>Completed: July 2025 (final 2025-26 budget adoption)</p>

Cost-Saving Strategy 2	
What is the cost-saving strategy?	Position Realignment & Vacancy Management
What are the projected savings? (<i>one-time, ongoing, total</i>)	\$5.89 million ongoing
What actual savings have been realized so far (if any)?	<p>\$5.89 million ongoing</p> <p>The University eliminated approximately 31 vacant positions across all divisions including 7 tenure track faculty and 24 staff for a total reduction of \$3.40 million.</p> <p>Approximately, 4.5 FTE were realigned to alternate funding sources or had budgeted base funding reduced for a total of \$385k and certain divisions incorporated a vacancy rate for a total of \$151k.</p> <p>The lecturer pool was reduced by 11.1 FTE for a total of \$1.45 million while the tenure track pool was reduced by 3.6 FTE for a total of \$507k.</p> <p>Lastly, the University implemented a hiring chill in February 2025, which remains in effect, to prioritize critical functions and ensure that recruitment decisions align with institutional needs. Beyond cost containment, this measure also provides flexibility for divisions to realign staffing, redistribute workload, and strategically assess how best to use existing resources.</p>
What actions have been taken to implement this strategy?	<p>The Budget Office developed 5%, 7%, and 9% budget reduction scenarios and provided each division with a Divisional Reduction Template by MBU (Major Budget Unit) with detail down to chartfield and position number.</p> <p>A Vacant Positions & Temporary Appointments Worksheet (by position number) was also shared to help divisions plan strategically.</p> <p>Using these tools, divisions:</p>

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	<ul style="list-style-type: none"> - Prepared reduction strategies and applied a tiered feasibility & impact framework to each reduction line to indicate practicality and potential compromise of URPC budget principles and priorities - Presented overarching strategies and division-level totals in open forums, showing how the reduction target scenarios could be achieved to provide transparency and gather campus feedback. <p>The summarized results were then used as inputs in URPC’s interactive reduction tool, shaping a shared understanding of divisional contributions. Once finalized, the URPC incorporated the divisional reduction plans into its budget recommendation to the President.</p> <p>The recommendation was ultimately approved, and the reductions were entered into Questica budget software and reflected in the 2025-26 final budget.</p>
<p>When was this strategy launched, and when will it be completed?</p>	<p>Launched: December 2024 (distribution of reduction templates & planning materials)</p> <p>Completed: July 2025 (final 2025-26 budget adoption)</p>

Cost-Saving Strategy 3	
<p>What is the cost-saving strategy?</p>	<p>2025 Voluntary Separation Incentive Program (VSIP)</p>
<p>What are the projected savings? (<i>one-time, ongoing, total</i>)</p>	<p>Within the Operating Fund:</p> <p>Ongoing annual savings are estimated between \$1.1 million and \$2.4 million, assuming backfill rates of 75% and 45%, respectively.</p> <p>Final savings will depend on the actual backfill rate and individual compensation levels of new hires.</p>
<p>What actual savings have been realized so far (if any)?</p>	<p>Within the Operating Fund:</p> <p>One time cost: \$1.5 million</p> <p>One time savings: \$49,000 for 2024-25 and \$420,000 for 2025-26 through September 30, 2025.</p> <p>The program had 40 participants across all funding sources including 9 MPPs, 5 faculty and 26 staff.</p> <p>Positions funded by the Operating Fund totaled 31, including 8 MPPs, 4 faculty and 19 staff.</p>

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	20 participants separated by June 30, 2025 with the remaining participants separating no later than December 31, 2025.
What actions have been taken to implement this strategy?	<p>2025 VSIP Program announced in March 2025 with detailed Terms & Conditions, FAQs, and Q&A sessions.</p> <p>The application window ran from April 1 to April 30, 2025.</p> <p>HR and division leaders coordinated separation timing and planning for organizational and operational realignment.</p> <p>Division leaders and the Budget Office will evaluate staffing and budget impacts over summer and fall 2025. The decision to launch the program a full year in advance was intentional, giving the campus time to plan carefully, manage transitions smoothly, and realize both fiscal and organizational benefits.</p>
When was this strategy launched, and when will it be completed?	<p>Launched: March 2025 (program announced), with applications accepted in April 2025.</p> <p>Completion: Separations effective by June 30, 2025 with some exceptions extended to December 2025. Financial impact will be assessed during fiscal year 2025-26 budget planning, with any ongoing savings applied to the 2026-27 budget.</p> <p>Any one-time savings achieved in 2025-26 are being utilized at divisional discretion to support operational transitions, recruitments, and temporary workload redistribution as well as realignment and reorganization efforts where possible.</p>

Cost-Saving Strategy 4	
What is the cost-saving strategy?	Organizational Restructuring
What are the projected savings? (<i>one-time, ongoing, total</i>)	<p>Savings are embedded within broader expense optimization and position management & realignment efforts above and are realized as part of ongoing reductions.</p> <p>Specific ongoing savings depend on the functions consolidated and the scope of realignment.</p>
What actual savings have been realized so far (if any)?	Savings achieved to date are reflected in the operating expense optimization and position management & realignment already captured in the 2025-26 final budget above.
What actions have been taken to implement this strategy?	Reviewing divisional structures and realigning responsibilities across units to improve efficiency, reduce duplication, and better serve the institution.

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	<p>Examples include:</p> <ul style="list-style-type: none"> - The President’s Office division assuming responsibilities from at least two other divisions, including event planning, coordination, and some administrative tasks, to offset costs and avoid deeper reductions. - More effective use of automated systems in the admit process, along with better matching of workload to seasonal fluxes and other positions, resulted in the elimination of a vacant freshman evaluator position in the Registrar’s Office. - No longer needed a full-time position after reimagining Cal Poly Humboldt Presents.
<p>When was this strategy launched, and when will it be completed?</p>	<p>Launched: During 2024-25 as part of budget reduction planning.</p> <p>Completion: Initial restructuring has been implemented in the 2025-26 budget; ongoing adjustments will extend into 2026-27 and beyond as additional efficiencies are identified and adopted.</p>

<p>Cost-Saving Strategy 5</p>	
<p>What is the cost-saving strategy?</p>	<p>Instructional Efficiency & Program Realignment</p> <p>We continue to evaluate and adjust course offerings and academic programs to enhance efficiency and achieve cost savings while minimizing impacts on academic quality. These strategies include instructional efficiency, technology integration, and program review and reorganization.</p> <p>Instructional Efficiency: With growing enrollment, we continue to optimize class sizes and classroom utilization by consolidating low-demand courses and avoiding under-enrolled sections whenever possible. Faculty assigned time has also been reduced in order to prioritize instructional activity. As a result of these measures, Cal Poly Humboldt’s student–faculty ratio (SFR) has improved consistently over the past three years.</p> <p>Technology Integration Investment: Investments in instructional technology have expanded teaching capacity and improved student learning environments. To date, approximately 146 instructional spaces and 69 graduate laboratories have been upgraded with new classroom technologies and updated computers, aligning with curriculum needs and building capacity.</p> <p>Program Review and Reorganization: Systematic program review has informed decisions regarding the consolidation and, in some cases, discontinuation of low-enrollment programs. This process has led to the merging of several academic departments and the discontinuation of one major and one minor, thereby aligning program offerings more closely with student demand.</p>

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What are the projected savings? (one-time, ongoing, total)	See eliminated positions in cost savings strategy 2 above.
What actual savings have been realized so far (if any)?	See eliminated positions in cost savings strategy 2 above.
What actions have been taken to implement this strategy?	<p>Working closely with the Budget Office and the University Resource Planning Committee (URPC) to understand projected available resources to help guide planning efforts.</p> <p>In addition, Academic Affairs leadership, including the Provost, Deans and Associate Deans, review programs and operations and engage with faculty and staff to help inform divisional strategies as described in strategy 2 above.</p> <p>Actions include:</p> <ul style="list-style-type: none"> ● Elimination of faculty positions ● Course enrollment monitoring ● Reduced faculty assigned time ● Discontinuation of Religious Studies Major and German Minor ● The following reorganizations <ul style="list-style-type: none"> ○ World Languages & Cultures, Philosophy and Applied Humanities merger ○ Art and Film merger ○ Dance, Music and Theatre merger ○ College of Extended Education reorganization
When was this strategy launched, and when will it be completed?	This is a part of continuous process improvement to align offerings with student demand and available resources.

Cost-Saving Strategy 6	
What is the cost-saving strategy?	Commitment to Shared Governance, Communication & Transparency
What are the projected savings? (one-time, ongoing, total)	<p>While this strategy does not carry a direct dollar value, it has provided the foundation for achieving structurally balanced operating budgets over the past two years amidst significant reductions. By creating space for resilience and shared problem-solving, it has helped the campus community work through the challenges of a difficult budget climate together.</p> <p>Through open and regular communication, collaborative governance, and a strong sense of shared responsibility, this approach has kept the campus community informed and engaged, while strengthening trust, improving relationships, and ensuring that budget reductions are implemented strategically and sustainably.</p>
What actual savings have been realized so far (if any)?	\$8.3 million ongoing in 2024-25 (prior year total reductions)

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	\$7.7 million ongoing in 2025-26 (current year total reductions included above)
What actions have been taken to implement this strategy?	<p>Engaged the University Resources & Planning Committee (URPC), University Senate, and Executive Cabinet and the broader campus community in budget planning and recommendations.</p> <p>Held regular campus-wide budget forums, divisional budget updates, Budget 101 sessions, and State of the Budget updates.</p> <p>Developed clear budget priorities and guiding principles which were then shared with all campus stakeholders and importantly, followed through by applying them directly to divisional planning and institutional decision making.</p> <p>Developed and communicated detailed and multi-year budget scenarios, reduction targets, and planning parameters with campus stakeholders to promote clarity, alignment, and shared understanding throughout the budget planning process.</p> <p>Maintained a collaborative and transparent process that integrates feedback from faculty, staff, students, and leadership bodies.</p>
When was this strategy launched, and when will it be completed?	<p>Ongoing.</p> <p>The University has institutionalized this shared governance model, and it continues to guide annual budget planning, reductions, and long-term fiscal strategy.</p>

3.2 What other cost-saving strategies are being actively explored but not yet implemented? For each, briefly describe scope, potential impact, and timing.

Cost-Saving Strategy Under Consideration 1	
What is the specific strategy?	Strategic Use of Roll-Forward Balances
Strategy Scope	<p>The University set aside \$4 million in one-time funding from 2023-24 roll-forward balances to provide short-term flexibility in addressing budget pressures. These funds can be used to support future cost-saving measures or other strategic initiatives, giving divisions additional time to implement sustainable solutions.</p> <p>Importantly, this represented a departure from the University’s roll-forward guidelines and reflected a deliberate, campus-wide decision embraced by all divisions to strengthen budget planning and create flexibility for managing future reductions.</p> <p>Due to projected enrollment growth, significant advocacy efforts at</p>

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	both the state and CSU system levels, and a collaborative, campus-wide approach rooted in strong shared governance through the URPC, the University successfully developed a balanced operating budget for 2025-26 and did not need to utilize this one time funding.
Potential Impact	<p>\$4 million is still available to help manage upcoming reductions or strategic initiatives.</p> <p>Supports implementation of cost-saving programs without requiring additional immediate cuts.</p> <p>Creates a bridge that allows divisions more time to plan and implement sustainable solutions.</p>
Implementation Timeline	<p>One-time funds set aside in 2023-24.</p> <p>Available for use to offset future costs of reduction strategies or other planned initiatives.</p>

Cost-Saving Strategy Under Consideration 2	
What is the specific strategy?	Continued Operating Expense Optimization
Strategy Scope	Potential further reductions in discretionary operating costs in categories such as supplies, travel, training and professional development, contingencies, IT/software, and other costs.
Potential Impact	<p>After multiple years of reductions, most areas have already exhausted available discretionary cuts, leaving limited flexibility and increasing the risk of eroding service quality and institutional resilience.</p> <p>Reduced training and professional development limits the ability to appropriately develop staff, negatively impacting morale and hindering engagement with CSU system peers and professional networks. Given the University’s remote location, limited opportunities for in-person interaction with colleagues on other campuses further exacerbate these challenges, making professional development support even more critical.</p> <p>Cuts to contingencies reduce the University’s capacity to absorb unforeseen costs or emergencies, increasing financial and operational risk.</p>
Implementation Timeline	<p>Planning launch: December 2025 (distribution of updated reduction templates and planning materials).</p> <p>Review: Division-level plans developed and presented to URPC/Executive Cabinet and the campus community in Winter/Spring 2026.</p>

Fiscal Action Plan – Cal Poly Humboldt

	Completion: Final reductions incorporated into the 2026-27 budget adoption (July 2026).
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Cost-Saving Strategy Under Consideration 3	
What is the specific strategy?	Continued Position Realignment & Vacancy Management
Strategy Scope	<p>With approximately 80% of the Operating Fund budget dedicated to salaries and benefits, one of the University’s primary options for addressing structural deficits is to review and realign its workforce.</p> <p>Actions may include:</p> <ul style="list-style-type: none"> - Eliminating or reducing funded positions where feasible. - Using vacancy management as a tool to align staffing levels with budget capacity. - Reassigning positions to alternate funding sources, if available and viable as an ongoing funding source. - Continuing the hiring chill to ensure staffing decisions align with budget capacity and institutional priorities.
Potential Impact	<p>Cal Poly Humboldt is uniquely positioned in a growth trajectory as part of the Polytechnic transition, with year-over-year enrollment increases and new academic and student programs coming online.</p> <p>Supporting this growth with fewer faculty and reduced lecturer pool funding limits the University’s ability to offer the full range of courses students need, which can delay time to degree and reduce access to academic opportunities. At the same time, reductions to staff positions place significant pressure on existing employees, leading to workload challenges, lower morale, and reduced capacity to support students outside the classroom.</p> <p>Over time, this misalignment between growing institutional demands and constrained instructional and staffing resources risks undermining the success of the Polytechnic transition and the University’s long-term strategic goals.</p>
Implementation Timeline	<p>Planning launch: December 2025 (distribution of updated reduction templates and planning materials).</p> <p>Review: Division-level plans developed and presented to URPC/Executive Cabinet and the campus community in Winter/Spring 2026.</p> <p>Completion: Final reductions incorporated into the 2026-27 budget adoption (July 2026).</p>

Fiscal Action Plan – Cal Poly Humboldt

Cost-Saving Strategy Under Consideration 4	
What is the specific strategy?	Strategic Business Process Review
Strategy Scope	<p>The University is evaluating and redesigning administrative processes to reduce duplication, improve efficiency, and strengthen compliance.</p> <p>Examples include:</p> <ul style="list-style-type: none"> - Centralizing background checks under Human Resources, which reduces costs through economies of scale, eliminates duplicative orders across divisions, and streamlines the process for end users. - MOU with Sonoma State University (SSU) to provide support for public records requests, which opened up staff capacity to support high-risk compliance functions in Human Resources while also creating a revenue opportunity for SSU. - Proactive adoption of system-wide software for travel, procurement, student forms, registration, scholarship management, etc.
Potential Impact	<p>Annual cost savings from consolidated processes and shared services.</p> <p>Increased efficiency for campus departments and improved service to end users.</p> <p>Enhanced oversight, compliance, and risk mitigation in critical areas.</p> <p>Improved allocation of staff time to high-priority functions.</p>
Implementation Timeline	<p>Initiatives launched in 2025-26, with benefits realized immediately upon implementation.</p> <p>Ongoing identification of additional processes for review and redesign in 2025-26 and future years.</p>

Fiscal Action Plan – San Francisco State University

Please respond to each section outlined in the Fiscal Action Plan letter from the Chancellor’s Office. If you have more than two strategies, duplicate the table as needed, using one table per strategy. If a section does not apply to your university, it may be deleted.

Section 1: Enrollment Growth Strategies & Projections (State Requirement)

1.1 Provide a detailed list of strategies your university is using or planning to use to increase student demand and enrollment from FY25-26 to FY29-30. For each strategy, please respond to the following:

Enrollment Growth Strategy 1	
What is the specific strategy?	Re-enrollment of students who stopped out
What specific enrollment-related outcomes are you aiming to achieve (e.g., application growth, improved yield, better retention)?	<p>Improve retention by re-enrolling students who have stopped out of SF State and have not transferred to another CSU. We have seen steady outcomes in re-enrolling students and have new strategies to improve our outcomes. In Fall 2024 we re-enrolled 200 students. In Fall 2025, we re-enrolled 126 students.</p> <p>Graduate Level: Re-enrollment strategies for Graduate Students, beginning Fall 2019, include engaging graduate programs in an express readmission/welcome back process that removes the Cal State Apply barrier, extensive phone banking and mailer campaigns. Results average 40 graduate students a year.</p>
What actions have been taken so far, if any?	<p>We will continue our annual efforts to re-enroll students who have stopped out by leveraging the campaign functionality in EAB Navigate. We will also consider our past practices of having academic advisors reaching out to lower-division students and faculty reaching out to upper-division students. Additionally, we continue to utilize the CO-supported Welcome Back form for students who need to re-apply for admission.</p> <p>For the spring 2026 semester, we have extended the amount of a time a student can be stopped out without needing to re-apply. In the past, a student had to re-apply after two semesters. Now, they do not have to re-apply until they have been out three semesters.</p> <p>We are also going to contract with Motimatic. Motimatic is a vendor that targets specific populations of students eligible for re-enrollment via targeted social media engagement. We have utilized Motimatic in the past with positive results but then stopped due to budget constraints.</p> <p>There is a specific workgroup focused on re-enrollment as we develop our new Strategic Enrollment Management Plan. That group will make further recommendations to improve our re-enrollment efforts. Part of this conversation will include exploring a partnership with Inside Track, a non-profit that provides coaching to stopped out students to encourage re-enrollment.</p>

Fiscal Action Plan – San Francisco State University

	<p>Graduate Level: In 2025, guided senate to amend policy on Requirements for Graduate Students to allow students three semesters of non-enrollment to remain active.</p> <p>Track non-enrolled students after priority registration begins and engage in targeted outreach to encourage enrollment; share this information with graduate programs that also outreach.</p>
<p>What is the timeline for implementing the strategy?</p>	<p>September 2025: Extend stop out period to three semesters October 2025: Explore partnership opportunity with Inside Track October 2025: Start Re-enrollment Campaign in EAB Navigate October 2025: Contract Motimatic and begin social engagement October – December 2025: Motimatic social media engagement and campus outreach February 2026: Evaluate efforts and results May 2026: Begin re-enrollment efforts for Fall 2026 May-August 2026: Motimatic social media engagement and campus outreach</p> <p>Graduate Level: October 2025, begin re-enrollment campaigns for spring and fall 2026.</p>
<p>What are the associated costs? (one-time, ongoing, total)</p>	<p>Motimatic: \$50,000 annually Inside Track: Undetermined amount but anticipate Crankstart (non-profit) to fund any costs</p>

Enrollment Growth Strategy 2	
<p>What is the specific strategy?</p>	<p>Veteran Student Recruitment</p>
<p>What specific enrollment-related outcomes are you aiming to achieve (e.g., application growth, improved yield, better retention)?</p>	<p>Increase veteran and military-affiliated enrollment by implementing population specific communications, marketing materials, and partnering with a vendor specific to this population.</p>
<p>What actions have been taken so far, if any?</p>	<p>We have researched our current veteran/military-affiliated population and determined that this is a worthwhile effort to take on. Many students report choosing SF State because San Francisco offers the highest living reimbursement in the country. This uniquely positions us for growth.</p> <p>Our Strategic Marketing and Communications team has developed population specific templates for marketing and outreach efforts which is currently being adapted for this population. We have also made plans to improve the information on our website to appeal to this population.</p> <p>Similarly, we are announcing a guaranteed admission program for this population that meets the CSU minimum qualifications for our non-impacted programs (all but nursing). This will be linked to our other</p>

Fiscal Action Plan – San Francisco State University

	<p>guaranteed programs that exist or are emerging locally, as well as the CSU-wide programs.</p> <p>Our Veteran’s Student Organization has been included in this effort and we are excited to be inviting this population to our existing programs in support of our veteran student population; including, our veteran appreciation breakfast, flag raising ceremony, and veteran graduation.</p> <p>We have begun the process of securing a partnership with CollegeRecon which will help us identify prospective students in this population, allow us to be searchable on their platform, and will share information about the benefits available to prospective students.</p>
<p>What is the timeline for implementing the strategy?</p>	<p>July 2025: Create special population template with Strategic Marketing and Communications October 2025: Announce guaranteed admission program October 2025: Coordinate prospective student events with existing Veteran programming October 2025: Contract CollegeRecon November 2025 – March 2026: Joint outreach with CollegeRecon for the Fall 2026 application cycle October 2026: Evaluate efforts and results</p>
<p>What are the associated costs? (one-time, ongoing, total)</p>	<p>CollegeRecon: \$90,000/year Marketing Materials: \$25,000/year Events and Programming: \$20,000/year</p>
<p>Enrollment Growth Strategy 3</p>	
<p>What is the specific strategy?</p>	<p>Guaranteed Admission Expansion</p>
<p>What specific enrollment-related outcomes are you aiming to achieve (e.g., application growth, improved yield, better retention)?</p>	<p>Increase applications, yield and enrollment by expanding guaranteed/direct admission opportunities.</p>
<p>What actions have been taken so far, if any?</p>	<p>Building on the success of the CSU Riverside initiative, we have been exploring expanding guaranteed admission programs that could benefit SF State.</p> <p>In addition to enthusiastically participating in the expansion of CSU-wide guaranteed admission programs, the following are specific programs we are implementing locally for all programs but Nursing:</p> <ul style="list-style-type: none"> • Guaranteed admission to CSU eligible current and former foster youth • Guaranteed admission to CSU eligible Veteran and military-affiliated students • Guaranteed admission to CSU eligible San Francisco Unified graduating seniors • Guaranteed admission to CSU eligible upper division transfers from CCSF

Fiscal Action Plan – San Francisco State University

	<p>We have published a website that will serve as an avenue to market these programs and provide a framework as we expand. We are also working on marketing materials for these specific populations.</p> <p>We are hosting a press conference towards the end of October to announce the programs with CCSF and SFUSD. This will be done under our SF Promise initiative and include the SF Mayor’s office and other key city partners.</p> <p>We continue to work with the college access and transfer teams at the partner institutions to smooth pathways, look at data sharing opportunities, and further ways to streamline the process.</p>
What is the timeline for implementing the strategy?	<p>October 2025: Launch special population marketing materials and launch guaranteed admission website(s)</p> <p>October 2025: Press conference to launch SF Promise programs</p> <p>October- November 2025: Host workshops for CSU Apply and FAFSA/CADAA</p> <p>November 2025: Potentially host SF Promise visit day at SF State</p> <p>December 2025 – March 2026: Begin yield work on these populations</p> <p>Ongoing: Evaluate efforts and results</p>
What are the associated costs? (one-time, ongoing, total)	<p>Marketing Materials: \$25,000/year</p> <p>Events and Programming: \$30,000/year</p>
Enrollment Growth Strategy 4	
What is the specific strategy?	<p>Graduate Enrollment Pathway for SFSU undergraduates</p> <p>Provide an automatic admission to campus graduate programs for eligible SFSU undergraduates; institutionalize the “pilot” which was successful in providing a seamless path to graduate education for SFSU undergraduates; enhancing retention of undergraduate students.</p>
What specific enrollment-related outcomes are you aiming to achieve (e.g., application growth, improved yield, better retention)?	<p>Increase applications, yield and enrollment by expanding guaranteed/direct admission opportunities to SFSU seniors. Increase applications for graduate, teacher credential, second baccalaureate, and post-baccalaureate certificates, reduce time to admission decisions, and coordinate with graduate programs on new student engagement to increase yield rates.</p>
What actions have been taken so far, if any?	<p>Graduate Studies piloted an auto admission program for SFSU seniors graduating spring 2025, admitting over 300 students with a yield of approximately 60 graduating seniors enrolling in over 20 master’s degrees.</p>
What is the timeline for implementing the strategy?	<p>February 1, 2026 – May 15, 2026</p>
What are the associated costs? (one-time, ongoing, total)	<p>None</p>

Fiscal Action Plan – San Francisco State University

Enrollment Growth Strategy 5	
What is the specific strategy?	Second-Baccalaureate Enrollment -Career Changers Increase applications for second bachelor’s degrees for all departments that have capacity, and streamline the process using Cal State Apply/WebAdMIT.
What specific enrollment-related outcomes are you aiming to achieve (e.g., application growth, improved yield, better retention)?	Increase applications, yield and enrollment for Bay Area career changers.
What actions have been taken so far, if any?	In recent years, increased new and continue second bachelor’s students from approximately 60 to 120 on a case-by-case basis (except for nursing). Piloting open Second Bachelor’s admissions for Engineering, Biology, and Speech Language and Hearing Sciences majors at present.
What is the timeline for implementing the strategy?	Ongoing
What are the associated costs? (one-time, ongoing, total)	None
Enrollment Growth Strategy 6	
What is the specific strategy?	Graduate Enrollment Bay Area Adult Learners Leverage prospective graduate student leads through the Liaison Intelligent Names platform, Niche.com platform, through targeted department specific nurture campaigns aimed at converting leads to applications.
What specific enrollment-related outcomes are you aiming to achieve (e.g., application growth, improved yield, better retention)?	Increase applications, yield and enrollment by expanding guaranteed/direct admission opportunities to Bay Area; sharp focus on the region will mitigate the significant drop in international applications. Increase applications for graduate, teacher credential, second baccalaureate, and post-baccalaureate certificates, reduce time to admission decisions, and coordinate with graduate programs on new student engagement to increase yield rates.
What actions have been taken so far, if any?	Successful first and second years leveraging the Liaison Intelligent Names platform/EMP CRM, year three commences with the start of the Fall 2026 admission cycle.
What is the timeline for implementing the strategy?	Ongoing
What are the associated costs? (one-time, ongoing, total)	\$20,000/year

Fiscal Action Plan – San Francisco State University

1.2 What other enrollment strategies are under serious consideration but have not yet been implemented? For each, briefly describe scope, potential impact, and timing.

Enrollment-Related Strategy Under Consideration 1	
What is the specific strategy?	AI Ready Search Improvement
Strategy Scope	Engage with a 3 rd party to help us optimize our website for Generative AI Search that will take us beyond our current Search Engine Optimization efforts. Anticipated cost would be ~\$150,000 over two years. This would coincide with the launch of our new website, currently slated for summer 2026.
Potential Impact	Allow us to come up as a credible opportunity for prospective students to meet their enrollment goals when they utilize the tools they are becoming increasingly comfortable with in the college search process.
Implementation Timeline	Implementation would begin immediately so that the backend work is tracking along with the website redesign project we currently have underway.

Enrollment-Related Strategy Under Consideration 2	
What is the specific strategy?	Social Media Strategy Expansion
Strategy Scope	Employ a team of undergraduate students, marketing interns, and graduate students to expand the use of social media in our enrollment marketing efforts. Build upon enrolled influencers to help us build a relevant presence in multiple channels.
Potential Impact	Increase awareness, reputation, and relevance that will lead to increased applications, yield and enrollment. Improve retention by expanding use of social media in keeping students engaged and informed in a manner that meets the way they currently digest information.
Implementation Timeline	Implementation would begin November 2025 to help achieve fall 2026 applications -with a full launch in early 2026 to help with yield.

Enrollment-Related Strategy Under Consideration 3	
What is the specific strategy?	Tour and Visit Program Expansion
Strategy Scope	In alignment with EAB Recommendations, expand the opportunities for group tours, themed visits, and individual tour offerings by increasing the number of student tour guides on our ambassador team. Increase evening and weekend offerings (currently every other Saturday) to better meet prospective students and their influencer needs. Potential to have some improvement to our Welcome Center to better serve larger groups and to create a more welcoming environment.
Potential Impact	Campus tours and visits are a big indicator of enrollment for us and we anticipate that expanding the program would bring additional opportunity for applications and yield. Furthermore, our group tour program serves students as early as 6 th grade which can help us build momentum for future cycles.

Fiscal Action Plan – San Francisco State University

Implementation Timeline	Implementation would begin November 2025 to help achieve fall 2026 applications -with a full launch in early 2026 to help with yield.
Enrollment-Related Strategy Under Consideration 4	
What is the specific strategy?	Graduate Program Capacity
Strategy Scope	Identify graduate programs in high demand, and ascertain whether or not they have the capacity to grow enrollment with or without resources (through reallocation of undergraduate faculty to graduate programs, or an increase in SFR).
Potential Impact	Tapping unmet demand, stabilizing department enrollments, mitigating the drop in undergraduate demand, and generating revenue.
Implementation Timeline	Ongoing

1.3 What are your projected resident FTES student enrollment figures for each year from FY25-26 through FY29-30 (college-year)?

An Excel file titled Multi-Year Template has been prepared for your use in completing this response. You can find it in your designated SharePoint folder, which is linked in Attachment A.

1.3 Multi Year Enrollment Projections

University: San Francisco

Target FTES	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30
Resident Target	24,582	24,582	23,845	23,130	22,436	21,763	21,763	21,763

Actual FTES	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30
Resident Actual	20,521	19,516	18,500	17,493	16,591	15,908	15,112	14,357
Non-Resident Actual	1,192	1,189	1,129	1,023	983	962	865	779
Total	21,713	20,704	19,629	18,516	17,574	16,870	15,977	15,136

Actual:Target	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30
Resident Variance	-4,061	-5,066	-5,345	-5,637	-5,845	-5,855	-6,651	-7,406

Actual:Target	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30
Resident Variance	-16.5%	-20.6%	-22.4%	-24.4%	-26.1%	-26.9%	-30.6%	-34.0%

Fiscal Action Plan – San Francisco State University

1.4 If your university received one-time funds for enrollment growth recovery:

Plan for Enrollment Growth Recovery Funds 1	
What is your clear, actionable plan for use of the funds?	Career Focus: Hire an MPP-level employee to develop/expand industry partnerships for internship and career opportunities. Further research the ways in which our Braven partnership can contribute towards enrollment (recruitment and retention) efforts. Overall, become a more career-ready institution.
What measurable outcomes will demonstrate the return on investment?	# of students in internships, credit accumulation from internship participation, retention increases Increased interest in enrollment by shifting reputation to a more career-ready institution

Plan for Enrollment Growth Recovery Funds 2	
What is your clear, actionable plan for use of the funds?	Marketing: Expand student and intern staff in Strategic Marketing and Communications to expand social media strategy. Implement software to improve retention (Motimatic) and recruitment (Net Price Calculator).
What measurable outcomes will demonstrate the return on investment?	Expanded social media channels, number of followers/engagement. Increase students returning to SF State after stopping out. Increased inquiries via the Net Price Calculator and reduced confusion about cost of attendance.

Plan for Enrollment Growth Recovery Funds 3	
What is your clear, actionable plan for use of the funds?	Staff: Expansion of student ambassador/tour guides to increase campus tour and visit program. Implement pilot program with graduate students to embed in local community colleges for smoother transfer processes. Expand graduate assistant program focused on financial aid outreach. Hire a high level MPP to help create a new strategic enrollment management plan and drive enrollment initiatives to action and results.
What measurable outcomes will demonstrate the return on investment?	Improve inquiry count, campus visits/tours, transfer student application and enrollment, implementation of a new strategic enrollment management plan.

Plan for Enrollment Growth Recovery Funds 4	
What is your clear, actionable plan for use of the funds?	Technology: Implement a new CRM which will allow for better recruitment insights, communication, and prospect management. Expand our current ChatBot to prospective students and applicants to allow for more dynamic engagement.
What measurable outcomes will demonstrate the return on investment?	Higher engagement rate on communications, improved event attendance, increased inquiries, increased yield, reduced melt.

Fiscal Action Plan – San Francisco State University

Section 2: Multi-Year Budget Plan *(If applicable, request will be defined in the Fiscal Action Plan letter from CO)*

2.1 Provide a three-year budget plan for each activity identified in the Fiscal Action Plan letter (see multi-year Excel template). For each activity, include:

- Revenues (State Appropriation, Student Fees & Other Revenues)
- Expenditures (Salaries, Benefits & Other Expenses)
- Show annual totals for revenues, expenditures, and ending balances
- Include key assumptions related to enrollment, state support, tuition, and other key drivers

An Excel file titled [Multi-Year Template](#) has been prepared for your use in completing this response. You can find it in your designated SharePoint folder, which is linked in Attachment A.

Multi Year Budget Projections

University: San Francisco

CSU Fund: Instructionally Related Activities (463)

	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28
Beginning Balance	\$4,590,023	\$2,783,775	\$575,483	\$75,997	\$642,395	\$925,476

Revenues	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28
State Appropriation						
Tuition and Fees	\$5,436,437	\$5,170,619	\$4,860,281	\$5,933,431	\$6,564,965	\$7,113,511
Cost Recovery	\$501	\$7,895	\$2,000	\$0	\$0	\$0
Gifts, Grants, and Contracts	\$56,100	\$104,700		\$192,500	\$192,500	\$192,500
Other Revenues	\$43,967	\$70,911	\$70,391	\$61,756	\$67,686	\$66,611
Sales and Services	\$187,679	\$176,524	\$254,919	\$206,374	\$212,606	\$224,633
Total	\$5,724,683	\$5,530,648	\$5,187,592	\$6,394,061	\$7,037,757	\$7,597,255

Expenses	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28
Salaries and Wages	\$1,306,744	\$938,310	\$890,702	\$915,907	\$1,503,227	\$2,096,425
Benefits	\$723,781	\$525,351	\$498,685	\$555,826	\$851,139	\$1,189,262
Supplies and Services	\$4,714,899	\$5,581,040	\$4,284,019	\$4,135,931	\$4,100,308	\$3,632,670
Student Financial Aid	\$654,380	\$679,650	\$0	\$300,000	\$300,000	\$300,000
Other Expenses	\$17,344	\$10,557	\$9,336			
Facilities						
Sponsored Programs						
Debt Payments						
Total	\$7,417,147	\$7,734,908	\$5,682,742	\$5,907,664	\$6,754,675	\$7,218,357

Net Transfers	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28
Transfers In	\$2,677,471	\$2,678,613	\$2,103,996	\$80,000		
Transfers Out	\$2,791,255	\$2,682,646	\$2,108,332			
Total	-\$113,784	-\$4,032	-\$4,336	\$80,000	\$0	\$0

Net Financial Activity	-\$1,806,248	-\$2,208,292	-\$499,486	\$566,397	\$283,082	\$378,898
	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28
Ending Balance	\$2,783,775	\$575,483	\$75,997	\$642,395	\$925,476	\$1,304,374

Budget Assumptions Used:

Revenues

5% Drop in enrollment for FY26 and 5% drop in enrollment for FY27

2024-25: Athletics program reduced in size, from 13 NCAA Division II to 10 (NCAA DII minimum is 10). This also resulted in three FT coach reductions and three .7 reductions.

2025-26: Student fee increases from \$68 to \$100 per semester

2026-27: Student fee increase to \$125

2027-28: Student fee increases to \$150

2028-29: Student fee increases to \$175 with a 5% COLA thereafter

Expense

5% salary increase

3% increase on O&E

57% Benefits Rate

Moving coaches (faculty) salaries from General Fund onto Athletics Fee by 2028-29 when Athletics fee increases are fully realized.

Currently working on stabilizing the operating budget and making sure we are on budget with our 10 sports.

Also moving some costs from other University areas directly back into Athletics. For example, the the CCAA Dues (\$35,000) will be paid by Athletics in 2026-27 (formerly the President's Office).

Alternative Consultation (already successfully passed)

Multi Year Budget Projections

University: San Francisco

CSU Fund: Instructionally Related Activities (463)AA

	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28
Beginning Balance	\$4,590,023	\$2,783,775	\$575,483	\$75,997	\$75,997	\$75,997
Revenues	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28
State Appropriation						
Tuition and Fees	\$5,436,437	\$5,170,619	\$4,860,281	\$2,000,000	\$1,900,000	\$1,800,000
Cost Recovery	\$501	\$7,895	\$2,000			
Gifts, Grants, and Contracts	\$56,100	\$104,700				
Other Revenues	\$43,967	\$70,911	\$70,391			
Sales and Services	\$187,679	\$176,524	\$254,919			
Total	\$5,724,683	\$5,530,648	\$5,187,592	\$2,000,000	\$1,900,000	\$1,800,000
Expenses	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28
Salaries and Wages	\$1,306,744	\$938,310	\$890,702	\$10,000	\$10,000	\$10,000
Benefits	\$723,781	\$525,351	\$498,685			
Supplies and Services	\$4,714,899	\$5,581,040	\$4,284,019	\$1,990,000	\$1,890,000	\$1,790,000
Student Financial Aid	\$654,380	\$679,650	\$0			
Other Expenses	\$17,344	\$10,557	\$9,336			
Facilities						
Sponsored Programs						
Debt Payments						
Total	\$7,417,147	\$7,734,908	\$5,682,742	\$2,000,000	\$1,900,000	\$1,800,000
Net Transfers	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28
Transfers In	\$2,677,471	\$2,678,613	\$2,103,996			
Transfers Out	\$2,791,255	\$2,682,646	\$2,108,332			
Total	-\$113,784	-\$4,032	-\$4,336	\$0	\$0	\$0

Net Financial Activity	-\$1,806,248	-\$2,208,292	-\$499,486	\$0	\$0	\$0
	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28
Ending Balance	\$2,783,775	\$575,483	\$75,997	\$75,997	\$75,997	\$75,997

Budget Assumptions Used: Both FY2026-27 and FY2027-28 is currently projected to each have a 5% decline in enrollment.

Multi Year Budget Projections

University: San Francisco

CSU Fund: Instructionally Related Activities (463) ATH

	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28
Beginning Balance	\$4,590,023	\$2,783,775	\$575,483	\$75,997	\$642,395	\$925,476

Revenues	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28
State Appropriation						
Tuition and Fees	\$5,436,437	\$5,170,619	\$4,860,281	\$3,933,431	\$4,664,965	\$5,313,511
Cost Recovery	\$501	\$7,895	\$2,000			
Gifts, Grants, and Contracts	\$56,100	\$104,700		\$192,500	\$192,500	\$192,500
Other Revenues	\$43,967	\$70,911	\$70,391	\$61,756	\$67,686	\$66,611
Sales and Services	\$187,679	\$176,524	\$254,919	\$206,374	\$212,606	\$224,633
Total	\$5,724,683	\$5,530,648	\$5,187,592	\$4,394,061	\$5,137,757	\$5,797,255

Expenses	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28
Salaries and Wages	\$1,306,744	\$938,310	\$890,702	\$905,907	\$1,493,227	\$2,086,425
Benefits	\$723,781	\$525,351	\$498,685	\$555,826	\$851,139	\$1,189,262
Supplies and Services	\$4,714,899	\$5,581,040	\$4,284,019	\$2,145,931	\$2,210,308	\$1,842,670
Student Financial Aid	\$654,380	\$679,650	\$0	\$300,000	\$300,000	\$300,000
Other Expenses	\$17,344	\$10,557	\$9,336			
Facilities						
Sponsored Programs						
Debt Payments						
Total	\$7,417,147	\$7,734,908	\$5,682,742	\$3,907,664	\$4,854,675	\$5,418,357

Net Transfers	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28
Transfers In	\$2,677,471	\$2,678,613	\$2,103,996	\$80,000		
Transfers Out	\$2,791,255	\$2,682,646	\$2,108,332			
Total	-\$113,784	-\$4,032	-\$4,336	\$80,000	\$0	\$0

Net Financial Activity	-\$1,806,248	-\$2,208,292	-\$499,486	\$566,397	\$283,082	\$378,898
	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28
Ending Balance	\$2,783,775	\$575,483	\$75,997	\$642,395	\$925,476	\$1,304,374

Budget Assumptions Used:

Revenue:

Used latest IR data for headcount

5% Drop in enrollment for FY26 and 5% Drop in enrollment for FY27

Expenses:

5% salary increases

3% increase on O&E

57% Benefit Rate

Notes:

Revenues

- Gifts, Grants, and Contracts - Credit Union Fundraising

Expenses

- Salaries and Wages - Took budget for FY25 and used that as base for the rest of the year, including the 5% increase. Incorporated sal transfer from 10-year plan
- Benefits - Took budget for FY25 and used 57% benefit rate for the rest of the year
- Supplies and Services - Includes campus rec IRA spend down of CF(about \$400K for 2years)
- Student Financial Aid - FY24 looks zero because we transferred the expense to lottery fund. This is how accounting suggested we transfer the expense since they are from diff CSU fund.

Net Transfers

- Transfers In - 80K from Lottery Fund

3.1 Consolidated Cost-Saving Initiatives (FY 2024–2029) - IRA (463)

Thematic Category	Strategy Overview	Projected Savings / Financial Impact	Actual Savings / Status	Implementation Actions	Timeline / Duration
Fiscal Stabilization & Risk Mitigation	Established a contingency reserve funded by reallocating student project and travel budgets to buffer against declining enrollment and revenue shortfalls.	No direct savings; \$100K reallocated to reserve to ensure continuity of operations.	\$100K reserve maintained in FY2024–25; ongoing use to stabilize funding and offset shortfalls.	Reallocation of \$100K from student projects/travel; ongoing review of enrollment trends and revenue forecasts.	Initiated FY2023–24; continuing annually.
Program Rationalization & Operational Efficiency	Discontinuation of three intercollegiate athletic programs (Baseball, Men’s Soccer, Indoor Track & Field) to align resources with fiscal priorities.	Estimated \$401K in annual operational savings (IRA Athletics fees).	Program operations have ceased; staff reductions include 6.1 FTE (3 full-time and three part-time coaches, one trainer).	Program closures have been completed, and associated staffing reductions have been implemented.	Completed in FY2024–25.

3.2 Consolidated Cost-Saving Initiatives (FY 2024–2029) - IRA (463)

Thematic Category	Strategy Overview	Projected Savings / Financial Impact	Actual Savings / Status	Implementation Actions	Timeline / Duration
Revenue Enhancement & Sustainability	Athletics Fee increase via Alternative Consultation – from \$68 → \$100 per semester in FY2025–26, reaching \$175 by FY2028–29 (+5% annual COLA thereafter).	Incremental revenue growth projected across FY2025–29.	Consultation completed and approved Spring 2025; implementation pending.	Approved through campus governance process; implementation and communication plan established.	Initiated Spring 2025; full rollout FY2028–29.
Academic Resource Optimization	The library budget is sustained by leveraging alternative funding sources, reducing reliance on IRA funds.	Maintains service levels without new IRA expenditures.	Stable access to academic resources without increased cost burden.	Supplement library collections through other funding sources.	Ongoing since FY2023–24.
Future Efficiency Exploration	Exploring additional strategies: travel optimization, staff coaching/training efficiencies, and further resource sharing across departments.	TBD (under evaluation).	TBD (not yet implemented).	Ongoing analysis; stakeholder consultations in progress.	Under review FY2025; implementation TBD.

3.1 Cost-Saving Strategies (FY 2024–2026) - Operating Fund (485)

Category	Representative Strategies	Consolidated Description	Projected Savings	Actual Savings Realized	Key Implementation Actions	Timeline / Status
Workforce & Personnel Optimization	Optimize Instructional Delivery; Staff & MPP Reductions; Workforce Optimization; Salary Savings through Attrition	Comprehensive workforce streamlining through class consolidation, position attrition, hiring chill, and selective non-replacement of vacated roles. Focused on preserving academic quality and operational effectiveness while managing salary costs.	\$19 million ongoing annualized savings (inclusive of salary & position reductions).	\$13.5 million+ realized to date	<ul style="list-style-type: none"> Increased instructional efficiency via section consolidation. Reduced faculty, staff, and MPP FTEs through attrition and hiring controls. Consolidated units and reassigned workloads strategically. 	Initiated FY2023; ongoing across FY2026.
Organizational Restructuring & Process Redesign	Reorganization of Units; Consolidation of Administrative Units	Streamlined organizational structures to leverage economies of scale and improve process efficiency.	1.6 million ongoing	1.6 million workforce savings ongoing	<ul style="list-style-type: none"> Conducted comprehensive reviews. Merged overlapping units. Optimized administrative workflows. 	FY2024–25; completed phase one, ongoing monitoring.
Operational Cost Alignment & Service Efficiency	Review of AF Service Provider Units; Optimization of ITS and FS Cost Recovery	Conducted reviews of auxiliary service units and cost recovery models to ensure alignment between services and funding sources.	\$1.0M one-time and ongoing savings projected.	\$1.0M One-time	<ul style="list-style-type: none"> Revised service level agreements. Adjusted cost recovery mechanisms for sustainability. 	Initiated Spring 2025; full rollout FY2026–27.
Alternative Funding & Revenue Reallocation	Use of Non-State Funding for the Braven Program	Secured private philanthropic support to offset instructional costs and enhance student programs.	\$202K one-time savings.	\$202K realized	<ul style="list-style-type: none"> Partnered with Braven and SF State Foundation to fund faculty and TA salaries for career-prep courses. 	FY2024–25; completed.

Total savings of 21 million in FY2024-25 (90% workforce)

3.2 Cost-Saving Strategy Under Consideration (FY 2025–FY2028) - Operating Fund (485)

Strategy Category	Key Actions	Combined Initiatives	Potential Impact	Timeline
1. Workforce Optimization & Structural Realignment	Align staffing levels and organizational structures with institutional priorities to reduce personnel costs and enhance efficiency.	<ul style="list-style-type: none"> • Maintain a hiring chill and conduct position reviews to optimize staffing and reduce redundancy • Implement strategic non-retention and attrition—avoid backfilling non-critical roles. • Centralize faculty and staff hiring within Academic Affairs to standardize processes. • Execute targeted reorganizations across departments to eliminate duplication. • Adopt flexible staffing and shared-service models across administrative and financial units. 	<ul style="list-style-type: none"> • Stabilized personnel costs and improved efficiency. • Savings from natural attrition. • Streamlined structures and more transparent accountability. 	FY2025–FY2028
2. Shared Services & Administrative Efficiencies	Streamline administrative operations through shared systems and cross-campus collaborations.	<ul style="list-style-type: none"> • Consolidate IT, procurement, and AP platforms for unified financial operations. • Leverage regional (SF Bay Area) partnerships for joint sourcing and vendor management. • Centralize administrative processes to reduce duplication and enhance compliance. 	<ul style="list-style-type: none"> • 3–5% operational cost savings. • Improved data visibility and compliance. • Reduced processing times and duplication. 	FY2025–FY2028
3. Strategic Resource Redeployment	Maximize the use of existing staff and resources by redeploying them during periods of low demand.	<ul style="list-style-type: none"> • Redirect Academic Affairs staff during the summer months to Enrollment Management and student recruitment. • Reassign staff functions seasonally or cross-functionally based on workload needs. 	<ul style="list-style-type: none"> • Increased enrollment and productivity at no additional cost. • More efficient labor utilization. 	Starting Summer 2026
4. Financial Strategy & Fund Optimization	Strengthen financial sustainability through revised funding mechanisms and smarter resource allocation.	<ul style="list-style-type: none"> • Adjust endowment administrative fee (1.25% → 1.50%) and apply one-time gift fee to fund advancement campaigns. • Continue foundation subsidies for University Advancement salaries and operations. • Redirect generated resources to relieve general fund pressures. 	<ul style="list-style-type: none"> • Sustains core fundraising and advancement operations. • Reduces general fund dependency. 	FY2025–FY2031

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Please respond to each section outlined in the Fiscal Action Plan letter from the Chancellor’s Office. If you have more than two strategies, duplicate the table as needed, using one table per strategy. If a section does not apply to your university, it may be deleted.

Section 1: Enrollment Growth Strategies & Projections (State Requirement)

1.1 Provide a detailed list of strategies your university is using or planning to use to increase student demand and enrollment from FY25-26 to FY29-30. For each strategy, please respond to the following:

Enrollment Growth Strategy 1	
What is the specific strategy?	Moving from an Outreach to a Strategic Recruitment Model: Staff rebuild/restructure to focus on active recruitment and reconnecting with the local school districts and community colleges.
What specific enrollment-related outcomes are you aiming to achieve (e.g., application growth, improved yield, better retention)?	Focus on application growth and improved yield through the use of data-driven decisions that identify regions/areas/events of higher potential (2018-2025 Tableau data of apps/admits/enrolled).
What actions have been taken so far, if any?	Two new SSP II recruiters were hired in late Spring/Summer 2025 to fill vacancies. A new recruitment coordinator position was created/hired on June 1st, 2025 to oversee day-to-day recruitment activities, support enrollment and strategic efforts, and implement new lead generation vendors (Niche, Encoura, Collegevine, etc.). The recruitment team was also provided access to and training for Tableau data to better identify recruitment strategies in potentially higher-yield regions/areas/events.
What is the timeline for implementing the strategy?	March 2025 - June 2026
What are the associated costs? (one-time, ongoing, total)	Ongoing costs of two SSP II Recruiters (salary and benefits): \$197,627 Ongoing cost of Recruitment Coordinator (salary and benefits): \$127,799

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Enrollment Growth Strategy 2	
What is the specific strategy?	Partner with multiple lead generation vendors to build SSU's prospective student pool and strategically target high school/transfer prospects
What specific enrollment-related outcomes are you aiming to achieve (e.g., application growth, improved yield, better retention)?	Focus on application growth, improved yield, and awareness, and increased brand recognition for Sonoma State.
What actions have been taken so far, if any?	<p>SSU has partnered with Niche, CollegeVine, Encoura, EdVisorly, and Deloitte as lead generation vendors to obtain more than 100,000 prospect student leads and highlight Sonoma State on each platform to rebuild brand recognition throughout California and in new out-of-state markets. All names and inquiries are uploaded into our CRM (Slate) and used for various email, text, mail, and call campaigns. Deloitte is part of a CSU system contract.</p> <p>EdVisorly is specifically designed for recruiting transfers.</p> <p>Niche and Encoura focus on FYFT students including Southern California and out-of-state.</p> <p>CollegeVine not only provides FTFY names and platform activities, but we have also partnered with their AI recruiter efforts (see Strategy 7).</p>
What is the timeline for implementing the strategy?	March 2024 to December 2025. However, most contracts are for 2-4 years with additional year(s) offered pending available budget. EdVisorly was contracted in March 2024, but Niche and Encoura contracts were not completed until late spring/summer 2025.
What are the associated costs? (one-time, ongoing, total)	<p>One-time cost for three-year contracts: \$802,480</p> <p>Ongoing cost dependent on available budget at time of contract renewals.</p>

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Enrollment Growth Strategy 3	
What is the specific strategy?	Expand Guaranteed Admissions agreements within SSU’s six-county service area and outside the region in areas with higher applications but historically low yield.
What specific enrollment-related outcomes are you aiming to achieve (e.g., application growth, improved yield, better retention)?	Rebuilding confidence in SSU from some partners and introducing what SSU can offer prospects from outside the area to new partners outside our six-county region/service area. Focus on application growth, improved yield, and awareness, and increased partnerships for Sonoma State.
What actions have been taken so far, if any?	Starting in January 2025, SSU had approximately ten guaranteed admissions (GA) agreements in place. In Spring 2025, four GA agreements were signed: Calsitoga Unified, Lincoln Unified (Stockton, CA), Napa Valley Unified, and a unique Educator Pathway Program with SSU, College of Marin, Marin County Office of Education, and 10,000 Degrees. For Fall 2025 GA agreement work is in progress with: Santa Rosa City Schools, Visalia Unified, Kelseyville Unified, Konocti Unified, Middletown Unified, Lakeport Unified, Upper Lake Unified, St. Helena Unified, Vallejo Unified, Stockton Unified, as well as two community colleges— American River College (Sacramento CA) and Sierra College (Rocklin, Ca - Placer County). We are also in initial talks with the Sonoma County Office of Education regarding a potential county-wide agreement that would encompass all high schools in Sonoma County. Our “Next-up” potential partners include Diablo Valley College, San Joaquin Delta College, and the other three Los Rios Community College District schools: Folsom Lake College, Cosumnes River College, and Sacramento City College (located in Sacramento County).
What is the timeline for implementing the strategy?	Work is ongoing every year, but the immediate goal is to increase guaranteed

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	<p>admission/formal MOUs with 10-15 additional partnerships with high schools/districts and community colleges/districts in 2025-26. Increasing GA agreement partnerships is expected to continue over the next several years, as budget/staff capacity allows. Most agreements are 4-year agreements and will require follow-up/renewal efforts.</p>
<p>What are the associated costs? (one-time, ongoing, total)</p>	<p>Ongoing cost of \$8,000 to bring students from guaranteed admissions schools to campus for visits.</p>

Enrollment Growth Strategy 4	
<p>What is the specific strategy?</p>	<p>Marketing & Public Relations: Rebrand & website enhancements, and a new focus on advertising Creation of a new Marketing and Communications team</p>
<p>What specific enrollment-related outcomes are you aiming to achieve (e.g., application growth, improved yield, better retention)?</p>	<p>SSU/Brand recognition Focus on application growth, improved yield, and awareness, and increased brand recognition for Sonoma State.</p>
<p>What actions have been taken so far, if any?</p>	<p>SSU has contracted with Runyon Saltzman Inc. (RSE) for a comprehensive 18-month rebranding, marketing, and public relations effort. SSU reorganized Marketing and Communications into a centralized unit in late Spring/Summer 2025, and this area supports Strategic Enrollment with recruitment collateral and assets, the rebuild of the Admissions website, digital marketing for recruitment/enrollment events, and targeted marketing and communications in strategic and high-yield potential areas/cities/counties. This will also include advertising at local/regional airports, as well as an increased presence on social media.</p>

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What is the timeline for implementing the strategy?	An 18-month contract with RSE through Spring 2027
What are the associated costs? (one-time, ongoing, total)	One-time contract costs of \$1.3M

Enrollment Growth Strategy 5	
What is the specific strategy?	International Recruitment: Strategic shift to recruit continuing international transfers at domestic community colleges.
What specific enrollment-related outcomes are you aiming to achieve (e.g., application growth, improved yield, better retention)?	Focus on application growth, improved yield, and awareness, and increased brand recognition for Sonoma State with international transfer students already in the US. Access to increased international student prospects.
What actions have been taken so far, if any?	Starting in Spring 2025, we refocused our recruitment efforts for international students on specific domestic community colleges with higher enrollment rates of international students. Our international recruitment coordinator attended (virtually or in-person) thirty-two events at various colleges focused on international students and their transfer to 4-year domestic colleges. This increased Fall 2025 enrollment by over 200% for new international students. We are continuing this strategy into Fall 2025 and currently have plans to attend twenty-three international student-focused events scheduled at various community colleges. Our recruiter also participated (along with other CSU schools) in the IC3 school visit events in Mumbai, India, in August 2025.
What is the timeline for implementing the strategy?	February - December 2025 The intention is to continue this strategy if international student enrollment continues to improve at SSU (and F-1 Visa challenges persist for FTFY international students).

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What are the associated costs? (one-time, ongoing, total)	Ongoing travel cost of \$8,000
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Enrollment Growth Strategy 6	
What is the specific strategy?	Financial Incentives: Tuition, Textbook Bundle Scholarships.
What specific enrollment-related outcomes are you aiming to achieve (e.g., application growth, improved yield, better retention)?	Focus on application growth, improved yield, and awareness, and increased brand recognition for Sonoma State.
What actions have been taken so far, if any?	<p>Financial incentives for tuition and housing in various amounts and forms were offered 2023-2025. Scholarships offered to all undergraduate students in 2024-25 (\$2.5 million estimated cost). These efforts were part of SSU slowing the enrollment decline and ultimately resulted in annualized headcount enrollment increasing from 2023/24 to 2024/25 for the first time in over eight years. New student enrollment of undergraduates from Spring 2024 compared to Spring 2025 was up 35% (245 UG to 317 UG). The January 2025 budget reductions and subsequent negative press/public reaction led to the enrollment decline returning in Fall 2025 (a drop of over 700 headcount). SSU has reinstated financial incentives, beginning with Spring 2026 prospects, offering a \$1,000 one-term tuition discount and a book bundle for up to 15 credits (valued at \$285).</p> <p>For the 2026-27 undergraduate prospects, SSU is considering a \$500 tuition discount (\$250 per semester) and book bundles for both Fall 26 and Spring 27. Total value: \$ 1,070 per student for the academic year.</p>
What is the timeline for implementing the strategy?	As soon as possible, within the Fall 2026 recruitment cycle.
What are the associated costs? (one-time, ongoing, total)	<p>Spring 2026 estimated cost is \$420K depending on full-time headcount enrollment.</p> <p>The estimated cost for 2026-27 is \$1.3-\$1.75 million, depending on new undergraduate</p>

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	student enrollment for Fall 2026 and Spring 2027.
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Enrollment Growth Strategy 7	
What is the specific strategy?	AI Recruiters for Undergraduate & Graduate Prospects
What specific enrollment-related outcomes are you aiming to achieve (e.g., application growth, improved yield, better retention)?	SSU awareness for prospects One-on-one 24/7 experience and access to an SSU recruiter Application growth Improved yield via positive experience and customer service/engagement
What actions have been taken so far, if any?	CollegeVine's AI Undergraduate Recruiter (Livy) went live in Apr 2025; the Graduate AI Recruiter (Eddy) went live in June 2025.
What is the timeline for implementing the strategy?	The AI recruiters are now live and accessible via our main Admissions website: https://admissions.sonoma.edu/ With the addition of our new Admissions website going live July 1st, 2025, ongoing updates and improvements will continue throughout the four-year contract with CollegeVine. The AI recruiters will also begin to be sent on "missions" focusing on specific populations of prospects, specific interactions or topics, throughout the 2026-27 recruitment cycle.
What are the associated costs? (one-time, ongoing, total)	One-time three-year contract with CollegeVine: \$570,000 (services included in contract costs listed in strategy #2)

Enrollment Growth Strategy 8	
What is the specific strategy?	Increase out-of-state/non-resident recruitment with a focus on WUE states near California.
What specific enrollment-related outcomes are you aiming to achieve (e.g., application growth, improved yield, better retention)?	Application growth Improve yield Increased revenue

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What actions have been taken so far, if any?	For Fall 2025, SSU has assigned a recruiter to visit Nevada, Oregon, and Washington college fairs.
What is the timeline for implementing the strategy?	2025 - ongoing with the intention to expand to Hawaii and two to three other WUE-qualified states. Expanding beyond WUE states is dependent on success, but recruiting students paying full non-resident fees could increase revenue.
What are the associated costs? (one-time, ongoing, total)	Ongoing travel cost of \$10,000

Enrollment Growth Strategy 9	
What is the specific strategy?	Dual Enrollment
What specific enrollment-related outcomes are you aiming to achieve (e.g., application growth, improved yield, better retention)?	SSU awareness for prospects participating in SSU-offered courses and connections through course-related visits to SSU's campus. Improved applications, higher A-G Completion rates, leading to improved yield and decreased time to graduation.
What actions have been taken so far, if any?	SSU has a small list of local/regional high schools working directly in the offering of dual enrollment courses related to career pathways or GE courses. Fall 2025 has approximately 150 high school students enrolled in dual enrollment at SSU.
What is the timeline for implementing the strategy?	Ongoing, dependent on funding. Spring 2025 has approximately 525 high school students potentially enrolling in a dual enrollment course at SSU
What are the associated costs? (one-time, ongoing, total)	Staff workload in colleges, Academic Affairs and Strategic Enrollment to facilitate agreement/partnerships and enrollment in courses. Participating students or high schools are paying the course fees as of Fall 2025. Purchase of Dual Enrollment software: \$45,000

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Enrollment Growth Strategy 10	
What is the specific strategy?	Transcript Process Automation
What specific enrollment-related outcomes are you aiming to achieve (e.g., application growth, improved yield, better retention)?	<p>Application growth, decreased time for transcript processing, and articulation leading to improved yield, better advising, and decreased time to degree.</p> <p>More timely and accurate Transfer Credit articulation and posting will also lead to better retention.</p>
What actions have been taken so far, if any?	<p>Like most universities, Sonoma State faces challenges in receiving, processing, and articulating official transcripts for new and continuing students in a timely manner. Delays in the largely manual processes often cause issues for students during orientation and academic advising. Additionally, the current process does not facilitate pre-admission transfer credit evaluation (TCE). To address these issues, Sonoma State partnered with EdVisorly to implement their EddyAI Transcript Automation tool in spring 2025. Automating much of the TCE process, EddyAI can read an unlimited number of transcript formats, course descriptions, and numbering systems, and apply transfer credit articulation rules. The results of the AI TCE will be imported into PeopleSoft, greatly reducing the manual effort involved in TCE processing. Not only will TCEs be more timely and more accurate, but the time saved will also allow staff to focus on increasing the number of course articulation rules, performing more efficient quality control on TCEs, and working more directly with students and faculty to enhance transcript processing.</p>
What is the timeline for implementing the strategy?	The project commenced in Spring 2025 and is expected to go live in 2026.
What are the associated costs? (one-time, ongoing, total)	One-time three-year EdVisorly contract: \$147,000 (services included in contract costs listed in strategy #2)

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1.2 What other enrollment strategies are under serious consideration but have not yet been implemented? For each, briefly describe scope, potential impact, and timing.

Enrollment-Related Strategy Under Consideration 1	
What is the specific strategy?	Housing Discounts
Strategy Scope	Enhance current financial incentives to also include housing discounts
Potential Impact	Improve yield by offering cost savings to prospects and their families. Housing seems to be one of the top concerns for parents and prospective students as they consider attending out-of-area colleges and universities.
Implementation Timeline	TBD / Pending funding availability (Non-Operating Fund budget)

Enrollment-Related Strategy Under Consideration 2	
What is the specific strategy?	Spanish website content to support our Spanish-speaking prospects and their families. Given that SSU's population is 43% Hispanic/Latinx, with many families who are not bilingual, Spanish website content could provide a recruitment advantage.
Strategy Scope	Utilize our current contracted Marketing/PR firm, RSE to support some select websites and other collateral focused on our Hispanic prospects.
Potential Impact	Increase enrollment and regain some lost trust from our communities.
Implementation Timeline	2026-27

Enrollment-Related Strategy Under Consideration 3	
What is the specific strategy?	Online Programs - Add fully online major options
Strategy Scope	Identify 3-5 majors that could be offered fully online and attract students currently not considering SSU.

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Potential Impact	Increased enrollment growth and increased connections to our rural communities in Mendocino and Lake County (for example)
Implementation Timeline	2027-28

Section 3: Cost-Saving Strategies (State Requirement)

3.1 Provide a detailed list of strategies your university has adopted since FY24-25 to reduce costs. For each strategy, respond to the following:

Cost-Saving Strategy 1	
What is the cost-saving strategy?	Reduced Instructional Costs
What are the projected savings? (one-time, ongoing, total)	Ongoing base savings are \$8M in the 2025-2026 budget plan. The plan reduces \$6.5M from program and department closures, \$1.5M from increasing SFR, \$500,000 from reduction in reassigned time.
What actual savings have been realized so far (if any)?	The full \$6.5M in program reductions have been realized in the current academic year. Assigned time is down by 80 WTUs for the Fall 25 semester. The anticipated cost savings are about \$200,000 per semester, or \$400,000 per academic year. Due to program teach-out requirements, and the small class sizes of the sunsetting programs, the SFR increases are not happening in 2025-2026 as initially planned. The one-time funding of \$2M, received from the Chancellor’s Office for teach-out expenses, is offsetting the lack of increase in SFR for the next two years.
What actions have been taken to implement this strategy?	Currently six (6) departments have been closed and Tenured/Tenure-Track, as well as Lecturer, faculty have been notified for layoff as of July 1, 2025. All reassigned time is being considered for reduction to ensure only the most necessary reassigned time is funded. The current plan has reached 80% of the target.

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When was this strategy launched, and when will it be completed?	The reduction is intended to fully realize savings by the end of the 2027-28 academic year when all the teach-out plans are completed.
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Cost-Saving Strategy 2	
What is the cost-saving strategy?	Discontinuation of NCAA Athletics
What are the projected savings? <i>(one-time, ongoing, total)</i>	\$3,720,579 ongoing base savings in the 2025-2026 budget plan. Sixteen (16) positions eliminated.
What actual savings have been realized so far (if any)?	\$3,720,579 reduced from the 25-26 base budget; One-time funds have been identified to fund employee payouts, ongoing student scholarships, and ongoing contracts. Estimated one-time costs for 2025-2026 are \$450,000.
What actions have been taken to implement this strategy?	SSU conducted a thorough review of its financial situation and long-term sustainability, leading to the decision to discontinue the program at the end of the 2024–2025 academic year. The university allowed teams to complete their current seasons through spring 2025 and committed to honoring athletic scholarships for the original duration, provided students remain enrolled and academically eligible. Additionally, the university worked closely with affected student athletes to support them in exploring their options, including the possibility of transferring.
When was this strategy launched, and when will it be completed?	Launched January 2025, NCAA Division II Athletics was discontinued, and coaching contracts were not renewed on June 30, 2025.

Cost-Saving Strategy 3	
What is the cost-saving strategy?	Position Reductions
What are the projected savings? <i>(one-time, ongoing, total)</i>	Thirty-one (31) positions have been reduced through attrition for an ongoing savings of \$4,065,069 including salaries and benefits. Fourteen (14) additional positions eliminated through reorganization and Management Personnel Plan (MPP) non-retentions for ongoing savings of \$2,501,721 including

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	salaries and benefits. Total ongoing savings of \$6,566,790 through position reductions
What actual savings have been realized so far (if any)?	\$6,566,790 of ongoing base savings in the 2025-2026 base budget plan.
What actions have been taken to implement this strategy?	During the budget planning cycle for the 25-26 fiscal year, all vacant positions were reviewed. Positions deemed non-critical by the respective division Vice Presidents and the University President were eliminated. As part of this process, some staff positions were eliminated, and, to fill critical vacancies, employees were reassigned. Additionally, several MPP positions were not retained.
When was this strategy launched, and when will it be completed?	Planning launched in Fall of 2024. All position reductions were finalized on June 30, 2025

3.2 What other cost-saving strategies are being actively explored but not yet implemented? For each, briefly describe scope, potential impact, and timing.

Cost-Saving Strategy Under Consideration 1	
What is the specific strategy?	Position Attrition
Strategy Scope	Achieve cost savings through position attrition by not backfilling certain positions as employees depart. University Cabinet members will determine non-critical positions that can be eliminated without negatively impacting University operations and the student experience.
Potential Impact	Potential impact of approximately \$1.5M in 26-27 and \$1.3M in 27-28.
Implementation Timeline	Implementation of this strategy will take place beginning in the 26-27 budget planning cycle which begins in the spring of 2026. Budget changes will be finalized and implemented during the summer of 2026 for 26-27 and 2027 for 27-28.

Multi Year Enrollment Projections

University: Sonoma

Target FTES	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30
Resident Target	8,429	8,429	8,176	7,931	7,534	7,534	7,534	7,534
Actual FTES	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30
Resident Actual	5,527	5,098	5,257	4,497	4,428	4,469	4,613	4,628
Non-Resident Actual	107	107	108	108	108	108	108	108
Total	5,634	5,206	5,365	4,605	4,536	4,577	4,721	4,736
Actual:Target	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30
Resident Variance	-2,902	-3,331	-2,919	-3,434	-3,106	-3,065	-2,921	-2,906
Actual:Target	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30
Resident Variance	-34.4%	-39.5%	-35.7%	-43.30%	-41.23%	-40.68%	-38.77%	-38.57%

Multi Year Budget Projections

University: Sonoma

CSU Fund: Professional & Continuing Education (441)

	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28
Beginning Balance	\$1,822,945	\$807,674	-\$389,977	\$66,658	\$869,658	\$1,491,658
Revenues						
State Appropriation						
Tuition and Fees	\$6,611,988	\$4,315,178	\$3,608,232	\$1,933,000	\$1,486,000	\$1,304,000
Cost Recovery	\$42,045	\$220,789	\$131,282	\$55,000	\$55,000	\$55,000
Gifts, Grants, and Contracts						
Other Revenues	\$9,420	\$7,002				
Sales and Services						
Total	\$6,663,453	\$4,542,969	\$3,739,513	\$1,988,000	\$1,541,000	\$1,359,000
Expenses						
Salaries and Wages	\$4,310,408	\$3,415,531	\$1,756,169	\$428,000	\$450,000	\$472,000
Benefits	\$1,318,466	\$771,788	\$580,431	\$183,000	\$143,000	\$112,000
Supplies and Services	\$1,865,064	\$1,455,413	\$1,131,599	\$481,000	\$319,000	\$328,000
Student Financial Aid	\$66,300	\$0	\$0			
Other Expenses	\$29,939	\$29,904	\$20,856	\$7,000	\$7,000	\$7,000
Facilities						
Sponsored Programs						
Debt Payments						
Total	\$7,590,178	\$5,672,635	\$3,489,054	\$1,099,000	\$919,000	\$919,000
Net Transfers						
Transfers In	\$408,549	\$452,113	\$440,747	\$0	\$0	\$0
Transfers Out	\$497,095	\$520,097	\$234,572	\$86,000	\$0	\$0
Total	-\$88,546	-\$67,984	\$206,175	-\$86,000	\$0	\$0

Net Financial Activity	-\$1,015,271	-\$1,197,650	\$456,635	\$803,000	\$622,000	\$440,000
	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28
Ending Balance	\$807,674	-\$389,977	\$66,658	\$869,658	\$1,491,658	\$1,931,658

Budget Assumptions Used:

Teachout of EMBA, Spanish MA, Hutchins DCP will be concluded at the end of 2025-26

Years 2026-27 & 2027-28 will consist of Winter Intersession, Nursing (CNECM), Misc Special Session Courses, and Contract Credit course oppurtunities

Transfers out includes Interfund Pension Loan Repayment expected to conclude at the end of 2025-26

Assuming 5% salary increases in 2026-27 & 2027-28 and flat benefits rate

Assuming reduced CO charges as revenue and costs have gone down

Multi Year Budget Projections

University: Sonoma

CSU Fund: Operating Fund (485)

	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28
Beginning Balance	\$36,441,662	\$33,156,756	\$32,894,992	\$36,552,677	\$37,692,677	\$34,833,677
Revenues						
State Appropriation	\$91,691,391	\$94,633,054	\$93,931,364	88,888,000	84,639,000	84,639,000
Tuition and Fees	\$38,925,569	\$39,297,948	\$41,276,920	36,052,000	38,072,000	40,230,000
Cost Recovery	\$17,464,594	\$18,734,216	\$21,434,600	16,645,000	17,198,000	17,737,000
Gifts, Grants, and Contracts	\$2,337,548		\$66,000	0	0	0
Other Revenues	\$5,562,709	\$3,717,729	\$4,419,064	6,225,000	6,225,000	6,225,000
Sales and Services				0	0	0
Total	\$155,981,811	\$156,382,947	\$161,127,948	\$147,810,000	\$146,134,000	\$148,831,000
Expenses						
Salaries and Wages	\$78,836,196	\$75,661,041	\$80,962,194	69,286,000	64,995,000	64,251,000
Benefits	\$42,027,945	\$42,046,662	\$40,364,158	36,920,000	40,297,000	39,835,000
Supplies and Services	\$24,176,981	\$27,481,664	\$29,598,587	31,658,000	34,339,000	35,415,000
Student Financial Aid	\$9,630,782	\$9,930,490	\$10,708,431	8,806,000	9,362,000	9,956,000
Other Expenses	\$2,263,800	\$152,481	\$185,051	0	0	0
Facilities	\$45,259	\$102,420	\$58,613	0	0	0
Sponsored Programs				0	0	0
Debt Payments	\$76,595	\$71,015	\$67,219	0	0	0
Total	\$157,057,559	\$155,445,772	\$161,944,252	\$146,670,000	\$148,993,000	\$149,457,000
Net Transfers						
Transfers In	\$12,061,285	\$12,293,495	\$21,431,054			
Transfers Out	\$14,270,442	\$13,492,433	\$16,957,065			
Total	-\$2,209,157	-\$1,198,938	\$4,473,989	\$0	\$0	\$0

Net Financial Activity	-\$3,284,906	-\$261,764	\$3,657,685	\$1,140,000	-\$2,859,000	-\$626,000
	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28
Ending Balance	\$33,156,756	\$32,894,992	\$36,552,677	\$37,692,677	\$34,833,677	\$34,207,677

Budget Assumptions Used:

Utilizes FTES assumptions provided on enrollment tab which do not assume growth based on Strategic Enrollment Initiatives - that growth would be in excess of assumptions projected here.

Includes 5% Enrollment Reallocation for 2026-2027 along with a two year plan to decrease expenses to balance the budget by 2028-2029 ☒

Includes 6% Tuition Increase for 2026-2027 and 2027-2028 that covers mandatory cost increases and SUG☒

Does not include any restoration of cuts from the state, any other increased funding from the state or any other unfunded mandatory costs or reduction planning.☒

The 2025-2026 Budget Plan shown here is the base budget plan. Not shown is that the campus plans to spend down approximately \$5.2M of fund balance related to designated funds provided by the Chancellor's Office.☒

Fiscal Action Plan – Sonoma

Section 4: Other/Audit Findings/Auxiliary Organizations

4.1 Please provide a detailed description of the actions your university is taking to address the Fiscal Health Indicator(s) identified in Attachment A of your Fiscal Action Plan letter. Use one table for each bullet identified.

<i>Fiscal Health Indicator 1</i>	
<p>What action has been/will be taken to address the Fiscal Health Indicator?</p>	<p>Over the course of the 2024-25 academic year, the non-academic personnel (MPP and staff) in Extended Ed were non-retained, laid off, and/or reassigned to other critical positions on campus. 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. Currently, some degree programs continue through 2025-2026 and 2026-2027 to teach-out current students but are in the process of sunsetting or transitioning state-side. Open University will be run through Extended Education with oversight by Academic Programs and support by the University Registrar's Office with Extended Education providing appropriate reimbursement to the Operating Fund.</p>