

SONOMA STATE UNIVERSITY

**SCHOOL OF EXTENDED AND
INTERNATIONAL EDUCATION**

Business Plan
2018-2021

July 2018

Overview

The School of Extended and International Education (SEIE) at Sonoma State University (SSU) began, with new leadership in July 2015, to expand partnerships, provide financial assistance to students in support of Graduation Initiative 2025 (GI 2025) and to make all programs that were losing money financially as close to breakeven as possible. SEIE, as all continuing education units in the California State University (CSU) system is governed by executive orders (EOs) from the CSU Chancellor's Office. Two important Eos include: [EO 1000](#) and [EO 1099](#). EO 1099 defines the role of extended education on any CSU campus; EO 1000 dictates how funds generated by extension programs can be spent on CSU campuses. There are also various executive orders that govern international education activities. Some of the international support activities at SSU have changed organizational structure since the previous business plan (see Org Chart 2018-19 below).

SEIE views its operations as five units, where each of these units connects to the university and regional communities. There are some costs that are structural to SEIE's position as an auxiliary unit of the university operations. SEIE pays rent for all its spaces on campus, including classroom space. Part of the 2018-21 business plan is to have operations both on and off of SSU's campus due to shifting space needs on-campus and a potential remodel of Stevenson Hall.

A continued goal of SEIE is to grow academic credit and non-credit (professional development and training) programs strategically, but also grow our OLLI and international student attendance. Growth in this strategic plan is more about breadth than depth; SEIE continues to be a place where faculty can be entrepreneurial and our staff provides excellent service to students, faculty and the greater community every day.

We start with a look at SEIE financials since academic year 2014-15, the year before the last business plan. The current figures show the 2015-16, and 2016-17 fiscal years, as well as the projections for the 2017-18 and 2018-19 fiscal years for perspective. Growth goals are reflected in the projections through 2021, as well as shifting expenses based on both an imminent move off-campus and staff subsidization in international education and admissions. Source and use (income) statements and forecasts are shown here, as SEIE assets and liabilities are held at the university level.

Sonoma State University has the following strategic goals and core values:

- Diversity and social justice;
- Sustainability and environmental inquiry;
- Connectivity and community engagement;
- Adaptability and responsiveness; and
- Access and partnership.

SEIE's everyday operations are meant to support these goals and exemplify these core values. Like other units on campus, SEIE faces challenges and has many opportunities over this strategic planning horizon.

Challenges/Opportunities SEIE faces toward 2021:

1. The Osher Lifelong Learning Institute (OLLI) decided to eliminate its administration of a satellite campus at Oakmont Senior Living in Santa Rosa, CA. The Osher endowment and the Stolman gift continue to provide financial capital and income to support and grow OLLI programs and its students. OLLI operations have continued to experience net annual losses, though donations have increased. A new location in downtown Santa Rosa, at the Glaser Center (555 Mendocino Ave) provides some offset to lost revenue from Oakmont. Also, staff are charged (see SEIE strategic plan) with increasing average attendance for the on-campus program. In short, two continuing issues remain: (1) generating movement toward positive net revenue from operations; and (2) better defining OLLI student benefits.
2. International programs continue to have sliding demand, little institutional support for recruitment and student activities, and fewer matriculating students generally. Further, staff that existed inside of SEIE organizationally to support international programs (CSU IP and Study Abroad) and admissions support have been re-assigned to both Student Affairs and Academic Affairs. As of July 2018, SEIE is still financially responsible for 3.9 FTE salaries that are no longer managed by SEIE administration. This fragmentation at a time of shifting international student demand and global instability in terms of currency values and politics has made recruiting international students more difficult and costly decision making. To truly drive more students to SSU, a comprehensive strategy is needed.
3. Non-degree programs need to remain relevant to SSU's regional workforce, and some of SEIE's programs are losing relevance, not financially self-sufficient, or both. During the 2018-21 timeframe, SEIE intends to use labor market data, connections throughout the region, and refine its suite of non-credit, workforce development programs. The need for more certification programs, continuing education for professionals, and other service programs to local industries is growing, as is competition. Partnerships and niche programming is likely to replace classic programs of self-enrichment.
4. The Executive MBA suite remains SEIE's flagship degree program. There is now a hybrid, global EMBA program in the works. Some degree programs continue on though barely profitable and also experienced some administrative concerns since the last strategic plan period. Staff have been tasked with re-shaping these programs in such a way that allow more efficiencies in staff time and also a better fit to market with the existing programs
5. Given the regional labor markets and forecasts for the next three years and the turnover experienced in the last two fiscal years, SEIE must recruit and retain staff better. Forecasts suggest no recession and continued tight labor markets through 2021, hence indicators of flattening program demand and labor market conditions with rising costs.

Operations Objectives: For our central operations in the 2018-2021 planning cycle; central operations in SEIE support all programs.

1. Plan, execute and complete move to off-campus office space by June 2019;
2. Continue to support and advocate for on-campus space and presence;
3. Conduct annual reviews by business unit for continuous improvement;
4. Support the Drupal conversion campus wide as pertains to SEIE units;
5. Invest in professional development for staff and team building;
6. Provide quarterly SEIE financial reporting for all programs, monitored monthly;
7. Evaluate current business and administrative practices to achieve greater efficiencies (reduce expenses);
8. Implement a virtual storefront that provides a better customer experience than in previous iterations;
9. Provide a professional level of customer service as defined by best practices of peer Extended Education units within the CSU system;
10. Provide opportunities for SEIE internal training and develop staff member yearly professional development plans;
11. Establish quality, functional space for staff, faculty, programs, and services to promote program growth and provide a positive work environment;
12. Review professional training manuals with input from all units of SEIE;
13. Support cultural competence development in staff and administrators; and
14. Ensure that program fees are competitive in the region and with peer CSU Extended Education institutions.

Describing SEIE: Current Inventory of Programs and Offerings

The inventory of Extended Education programs as of July 2018 spans academic degree programs to classic continuing education unit (CEU) and other non-degree training classes. Some of the non-degree offerings are for personal enrichment for those over 50 years of age (the Osher Lifelong Learning Institute or OLLI program) and students in grades 5 to 9 (the EXCEL Program for Youth). SEIE is also the home for intensive English language courses in our Sonoma State American Language Institute (SSALI) program and also our extension of Open University for international students that cannot utilize Study Abroad called Semester at Sonoma (SAS). For more information or current inventory lists please go to the websites listed below: <http://web.sonoma.edu/exed>

Degree Programs:

- MS Computer Engineering Sciences
- Degree Completion in Liberal Studies at different locations:
 - Napa
 - Solano
 - SSU
- Degree Completion Program in Business Administration
 - College of Marin
- MA Depth Psychology
- Executive MBA suite
- MA in Film Studies
- MS Nursing (Post Masters)
- MA in Org Development (OD)
- MA Spanish

Non-Degree (Certificate) Programs

- Agile Project Management
- APCE Post Master's Certificate;
- Audio Recording and Production Certificate
- AND-MSN Pathways (Nursing)
- Cannabis in California
- Conflict Resolution
- Construction Management
- Craft Beer
- Human Resource Management
- Makers Certificate
- Nursing Transition into Practice (T2P)
- Project Management
- Sonoma State American Language Institute (SSALI)
- Social Media Certificate
- Wine Business Management
- Wine Business Certificate Courses
- Word Press

Lifelong Learning Programs:

- Osher Lifelong Learning Institute (OLLI), programs for those 50 and older; and
- EXCEL summer camps for students entering 4th grade to entering 9th grade (8-14)

For the term of this business plan, per the 2018-2021 Strategic Plan for SEIE, the following are potential new programs:

- Allied Health and Master's in Social Work (MSW);
- Degree completion programs in Business Administration and Psychology;
- Hospitality as a degree program; and
- Cooperative enterprises.

Additional Revenue Generation Possibilities:

- Federal and state grant funding;
- Increased marketing and scholarships to enhance access;
- Fundraising and gifts; and
- Additional programs throughout our service area.

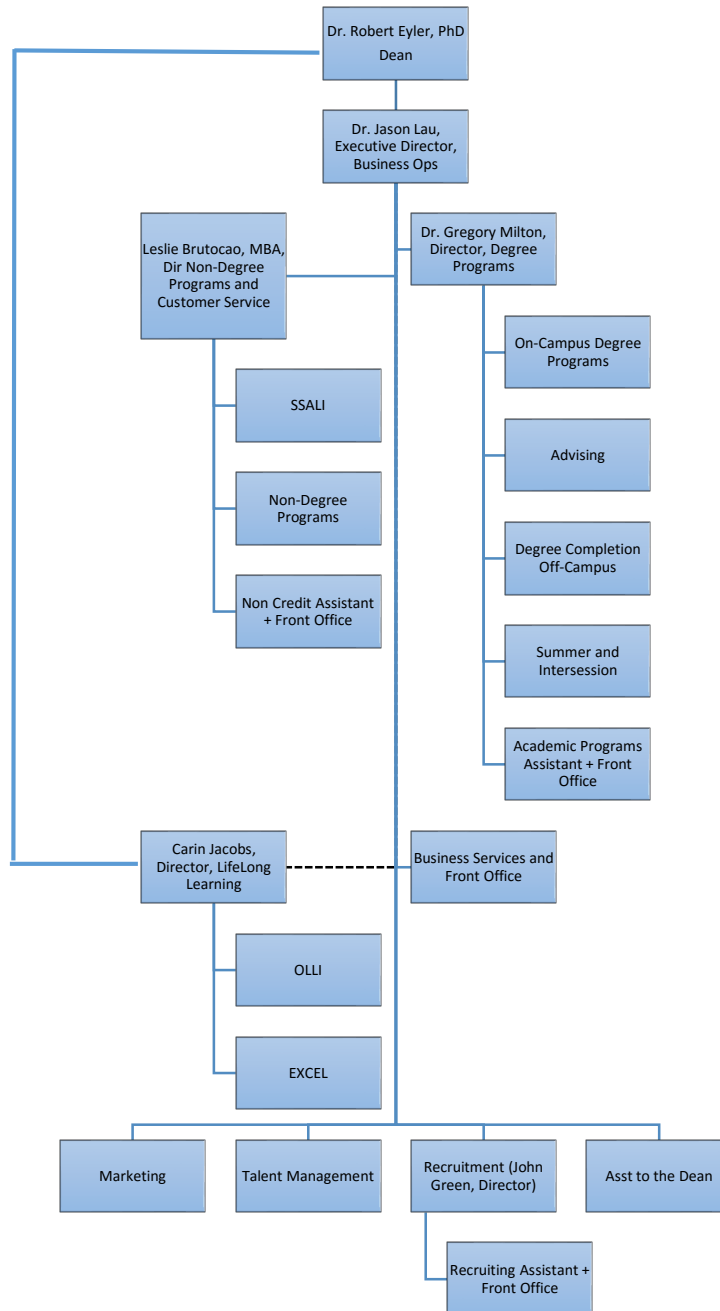
SEIE Promotion and Advertising: Maintenance and Expansion

- Social media presence
 - Student-centered campaigns (Linked In, Instagram, Facebook, What's App)
- Catalogs (hardcopy and online);
- Direct mailing announcements;
- Constant Contact (email newsletters and announcements) and direct virtual contact;
- Online newsletters;
- Regional newspaper advertisement;
- Regional presentations (internal to SSU and external);
- Informational meetings;
- Contact lead personnel in regional industry;
- Community Outreach (chambers of commerce, workforce development and investment organizations, etc.);
- Participation in regional, national and international conferences, with a focus on workforce development; and
- Membership in local, regional, state-level, national and international organizations.

Operations and Organizational Model

The School of Extended Education has been in existence since the inception of Sonoma State in 1960. The School is a self-support operation that comes under the CSU heading of Extended and/or Continuing Education. The School is located in Stevenson Hall on the SSU main campus. This org chart recognizes the distinctive units under SEIE, where the Executive Director of Business Services administrates over all finance, marketing and talent management functions.

School of Extended Education 2018 Organization Chart by Business Units



Pricing: Program Fees

The following table shows fees for the 2018/19 Fee Statement for School of Extended and International Education as examples of our fee structure and what students pay by program in 2018

Program	FY 2017-2018	FY 2018-2019
Social Media Certif. Program	\$1,050	\$1,050
Audio & Recording Prod Cert	\$285	\$450
CEU Contracts	\$60-\$155	\$60-\$155
Nurs. Trans. Into Prac. Cert.	\$800	\$1,000
Construction Management	\$300	\$350
Project Management	\$2,050	\$2,050
Makers Certificate Program	\$300/CEU	\$300/CEU
Agile Proj Mgt Cert	\$1,850	\$1,850
Supply Chain Mgt Cert	n/a	pending
Cannabis in California	n/a	\$125
Career Development and Coaching	n/a	\$225
Conflict Management Workshop	n/a	\$99
Family Legacy Workshop	n/a	\$175
Human Resource Mgt Certificate	\$790	\$790
Ext Ed Wine Busn Cert	Seminars: \$360/course	\$390/course
Wine Bus Mgmt Certificate	Foundation: \$710/course	\$795/course
	Intermediate/Advanced: \$960/course	\$1100/course
	Late Registration Fee: \$30	\$30
	Late Registration Fee: \$30	\$30
Academic Contracts_Ext	\$65/unit	\$65/unit
Conflict Resolution	\$225/unit	\$225/unit
EXT ED Early Child Educ Cert	\$415/unit	\$415/unit
Special Session _Intersession	\$295/unit	\$295/unit
EXCEL	AM/PM: \$185-\$205/week	AM/PM: \$185-\$205/week
	Full-day: \$380-\$420/week	Full-day: \$380-\$420/week

Pricing (cont.)

Program	FY 2017-2018	FY 2018-2019
SSALI	3 weeks: \$930	\$930
	4 weeks: \$1240	\$1,240
	5 weeks: \$1550	\$1,550
	6 weeks: \$1860	\$1,860
	7 weeks: \$2000	\$2,000
	8 weeks: \$2480	\$2,480
	9 weeks: \$2790	\$2,790
	10 weeks: \$3100	\$3,100
	Full Semester/100% FTE: \$4290	\$4,290
	Full Semester/25% FTE: \$1073	\$1,073
	Full Semester/50% FTE: \$2145	\$2,145
	Full Semester/75% FTE: \$3218	\$3,218
	Mid-Semester/1-5 hrs/week: \$500	\$500
	Mid-Semester/6-10 hrs/week: \$1000	\$1,000
	Mid-Semester/11-15 hrs/week: \$1500	\$1,500
	Mid-Semester/16-20 hrs/week: \$2000	\$2,000
	Application Fee: \$125	\$125
	Late Advising Fee: \$100	\$100
	Late Registration Fee: \$100	\$100
	Late Testing Fee: \$100	\$100
Lifelong Learning Institute_NC	\$95/1 course	\$95/1 course
	\$175/ 2 courses	\$175/ 2 courses
	\$250/ 3 courses	\$250/ 3 courses
	\$325/ 4 courses +	\$325/ 4 courses +
	\$25/summer course	\$25/summer course
	\$15 membership/term	\$15 membership/term
Open University/Semester at Sonoma	Regular Open U: \$295/unit	\$305/unit
	Semester @ Sonoma: \$4,750/semester	\$4,750

Pricing (cont.)

Program	FY 2017-2018	FY 2018-2019
General Business (Foundation MBA)	\$759/unit	\$759/unit
Special Session _Fall_Spring	\$295/unit	\$305/unit
Special Studies_Spcl Sesn	\$295/unit	\$305/unit
ADN-MSN Pathways (CNECM) 312/313	\$375/unit	\$400/unit
Degree Completion (Hutchins)	\$425/unit	\$425/unit
MA Psychology_Depth	\$600/unit	\$600/unit
MS CES	\$500/unit	\$500/unit
MS Nursing (FNP)	\$550/unit	\$550/unit
MA Organizational Development	\$695/unit	\$695/unit
Executive MBA / WineEMBA	\$1650/unit	\$1650/unit
Executive Hybrid-Wine	n/a	\$2150/unit
MA Film Studies	\$550/unit	\$550/unit
MA Spanish	\$450/unit	\$450/unit
BA Lib Studies Napa Valley	\$400/unit	\$400/unit
Special Session - Summer	Undergrad: \$340/unit	\$340/unit
	Grad: \$390/unit	\$390/unit
LIBS Solano	\$400/unit	\$400/unit
BA College of Marin	n/a	\$400/unit
Administrative Fee (Non-credit Programs)	\$25	\$25
Certification Fee-Conflict Resolution	\$30	\$30
Dishonored Check Fee	\$20	\$25
Enrollment Reservation Deposit (BA Programs)	\$200	\$200
Enrollment Reservation Deposit (EMBA Program)	\$400	\$400
Insurance Purchase Admin Fee	\$25	\$25
SSALI Administrative Fee	n/a	\$75
International Student Identity Card (ISIC)	\$25	\$25
Late Registration Fee (Academic Degree Programs)	\$25	\$25
Project Continuation	\$275/unit	\$275/unit

Enrollments by Program Areas Academic Years 2015-18, and projected for 2018-19

The table below contains enrollments by each program area offered through Extended Education in the 2017-18 academic year.

UNDULICATED STUDENTS—ACADEMIC YEARS 16-17 and 17-18 (in progress) as of 6/5/18								
	16-17	17-18		16-17	17-18		16-17	17-18
TOTAL SEIE STUDENTS:	7,354	5,856*						
Credit Programs	3,210	2,865*	Non-Credit/CEU	961	726*	Lifelong Learning	1,960	1,729*
Undergraduate Degrees:	105	105	Non-Credit Certificates/Programs:	880	646	EXCEL*	514	519*
BADCP	64	65	Agile Project Management	9	-	OLLI*	1,446	1,210*
Napa/Solano BA	41	40	Audio and Recording Certificate	13	9			
Post-Graduate Degree:	182	159	Cannibas	73	89			
CES	11	12	Career Development Workshops	-	6			
Depth Psychology	29	24	Construction Management	41	40			
EMBA	88	84	Craft Beer	30	-			
Film	-	7	HRM Certificate	108	104	Other	1,223	536*
FNP	12	8	Maker Certificate*	52	55*	Early Start*	832	155*
Organization Development	22	24	Nursing Transition to Prac*	44	12*	<i>(projected to be down 50% or more)</i>		
Spanish*	20	15*	Professional Social Media	12	10	Open University	56	56
Special Sessions:	87	65	Project Management Certificate	36	34	Project Continuation:	83	93
Credit Certificates/Programs:	62	15	Quickbooks	-	20	Contract Credit*	252	232*
Early Childhood Education	8	7	Wine Business Management*	207	219*			
Conflict Resolution	2	-	Wine Entrepreneurship Certific	9	-			
Professional Sales Certificate	15	8	Wine Industry Finance	-	48			
EMBArk/DisEMBArk	37	-	Wine Seminars	246	-			
Intersession	1,164	1,093	SSALI	67	65			
Summer Session*	1,610	1,537*	Semester at Sonoma	14	15			
<i>(projected to be flat)</i>								

*Enrollment in Progress for Summer 2018

Summary

SEIE's focus continues to be the creation of partnerships. This is highly dependent on on-campus, academic faculty, departments and schools. The most significant growth is to come from new special sessions, intersessions, online programs, academic certificates, minors, and undergraduate and graduate degrees. These new programs will be delivered through various modalities with a focus on expansion of online and hybrid to reduce the need for new capital and to use a broader audience than what is physically possible in a classic format. However, some programs, due to their experiential nature, will need to be supported with space. It is necessary that SEIE and SSU invest capital in infrastructure, inventory and partnership development. You will see a capital budget below as well.

We expect non-credit, professional development programs to grow, but perhaps not at the same speed as our degree programs. SEIE staff will work with SSU's academic schools to find programs that are market-ready and possible to help serve the North Bay region. The project management certificate program is a great example of such a partnership.

Financial Model

SEIE's financial model represents its individual unit budgets and flows. Our central operations unit acts as a service to the other program units. For example, our academic degree and for-credit programs constitute a unit. Marketing, finance and talent management functions support and provide services to our degree programs as well as summer/winter course offerings for state-side students. Such support extends to Lifelong Learning (OLLI, EXCEL), International Programs (SSALI, etc.) and our non-degree and professional development programs (CEUs, certificates, and workforce development).

SEIE generates no content on the for-credit side alone; we have academic partners on campus for all degree and summer/winter programs and courses. New courses or programs must pass through a budget process and also through faculty-led curriculum committees as needed.

New programs need not be immediately profitable, but must plan to be at least break even over a two-year timeframe. Such planning allows for some flexibility in how faculty can experiment with new programs and certificates. Current programs face similar financial scrutiny on an annual basis, where tactical adjustments based on financial performance may be needed to reach strategic, financial goals for each unit.

As a not-for-profit unit of Sonoma State University, any excess revenues must be directed to programs and cannot be directed out of SEIE (based on Executive Order 1099) per se. The university president has ultimate authority over SEIE reserve accounts as with any other auxiliary units on SSU's campus.

We have an impending move off-campus coming in 2019 due to space constraints and a building remodel on campus; SEIE is also making technological investments with some of the reserves to provide better learner experiences. These include support for:

- Conversion to Augusoft/Lumens storefront software;
- Canvas as a learning management software;
- Salesforce as a customer/client/donor management system tool;
- Zoho as a project management tool;
- File Maker as an organizational tool; and
- The Drupal conversion of SEIE web architecture and look.

As our budget information below shows, SEIE makes annual, strategic investments in faculty, students and staff. Faculty payments for teaching constitute close to 35 percent of our annual budget of approximately \$10 million in gross revenue annually. We have redistributed revenues to student scholarships, where those that may not have been able to access summer and winter programming to graduate earlier and perhaps save more money overall on their education now have that access. Staff professional development is very important to retaining current staff and also keeping them up to date with changes in their specialties and new technologies.

Revenue Streams: No funding comes from public resources for SEIE programs or operations.

- Revenue-based taxation paid to SEIE as an administrative cost of any and all programming;
- Revenues from degree programs within SEIE;
- Revenues from non-degree programs;
 - Certificate, continuing education unit, professional development;
 - Other non-credit courses;
 - SSALI;
- Revenues from special session, summer and winter courses;
 - Includes Semester at Sonoma;
- Revenues from Lifelong Learning Programs;
 - OLLI and EXCEL;
- Fundraising revenues;
 - When outside an endowment fund; and
 - Fundraising exists mainly in the OLLI program for now.

Cost Streams

- Revenue-based charges paid to CSU and SSU as cost recovery per EO 1000;
- Staff Salaries and Benefits, including student intern salaries;
- Faculty Salaries and Benefits (as applicable);
- Rent payments for space used both on-campus and off-campus;
- State pro-rata charges from the Chancellor's Office beyond revenue-based charges above;
- Operational Expenses (OE), including office operations expenses, materials, equipment, and other items; and
- Cost recovery to SSU Admissions and Records, SSU Library and Information Center.

Each academic school at Sonoma State University has a net-revenue sharing model that provides the school with additional resources to be applied to extension programs per Executive Order 1099. Part of our revenue goes to SSU and CSU central via Administration and Finance. SEIE must provide administration with a fee letter for approval for all programs, and must watch not to violate supplanting and other protections of state-side programming per EO 1099.

Budget Projections

Budget Projections from July 1, 2018 to June 30, 2021

These projections also show the link between SEIE's fund balances and the net revenue generated from operations such that programs in SEIE have "bank accounts" for their programs to do some dynamic planning. The budgets are subject to change due to administrative, economic and other conditions changing. The following summarize the fiscal-year projections for the growth revenues, expenses, and additions (subtractions) to SEIE reserves.

All SEIE units are managed to insure fiscal responsibility (i.e., balance their yearly budgets).

Sources, Uses, and Allocations: 2018-19, 2019-20, 2020-21

Accounts	2018-19	2019-20	2020-21
Sources	\$9,718,700	\$10,010,000	\$10,311,000
Uses			
Faculty Salaries and Benefits	-3,085,367	-3,208,782	-3,337,133
Staff Salaries and Benefits	-2,274,474	-2,388,198	-2,507,608
Operating Expenses	-1,157,648	-1,169,224	-1,180,917
Other Uses (including EO 1000 cost recovery to CSU/SSU)	-2,798,909	-3,198,796	-3,228,343
Abatements	385,000	385,000	385,000
Allocations to Schools	-417,000	-430,000	-442,000
Addition to Reserves	\$0	\$0	\$0

Note: Numbers in parentheses () are uses of funds. Abatements are preliminary sources to be offset by uses.

More details on the typical, line-item budget used by SEIE is below for fiscal year 2017-18 and the FY 2018-19 budget in detail.

Financial Report, Actuals and Projections, 2017-18 Actuals, 2018-19 Projections

	Actuals	Actuals	Budget
	2016-17	2017-18	2018-19
FUND SOURCES:			
Summer	\$2,063,400	\$2,445,761	\$2,449,724
Contract Special Session	\$0	\$0	\$0
Special Session Degree Programs	\$3,383,700	\$3,551,999	\$3,639,565
Special Session	\$1,562,100	\$1,620,657	\$1,833,068
CEU	\$716,400	\$626,429	\$705,258
Contract CEU	\$0	\$0	\$0
Extension	\$0	\$0	\$0
Contract Extension	\$40,100	\$34,280	\$45,812
Open University	\$179,000	\$164,011	\$177,727
Non Credit	\$757,400	\$627,609	\$730,943
Miscellaneous - Related to Student Fees	\$11,000	\$14,193	\$16,065
Miscellaneous - Non-Related to Student Fees	\$198,400	\$177,512	\$120,488
(A) TOTAL FUND SOURCES	\$8,911,500	\$9,262,451	\$9,718,649
FUND USES:			
Faculty Salaries	2,567,089	2,966,699	3,085,367
Staff Salaries	1,080,654	1,132,316	1,174,015
Management	692,103	696,364	722,008
Benefits	931,849	1,058,134	1,100,459
Other Labor Payments	49,833	96,831	100,000
Utilities	32,334	32,334	33,000
Travel	74,143	76,574	23,893
Scholarships	216,680	240,980	250,000
State Pro Rata	176,103	240,619	234,520
Contractual Services	550,613	541,364	560,321
Op Ex	1,925,940	2,003,645	1,157,648
Cost Recovery	539,768	758,231	875,167
Other Expenses	217	7,420	0
Total Uses	8,837,324	9,851,511	9,316,398
(C) Less: Abatements	\$0	\$0	\$0
OLLI Endowment Earnings & Stolman C0025 Fund	\$210,000	\$239,000	\$250,000
Excel Scholarships	\$5,000	\$5,000	\$5,000
Early Start Faculty and Staff Salaries & Benefits	\$150,000	\$132,000	\$130,000
(D) TOTAL EXPENSES: (B) - (C)	\$8,472,324	\$9,468,188	\$8,931,399
(E) Total Funds Available: (A) - (D)	\$439,176	\$882,812	\$787,250

How Funds are allocated to Academic Affairs, 2017-18 Actuals and 2018-19 Budget

	Actuals 2016-17	Actuals 2017-18	Budget 2018-19
Distribution of Revenue in Excess of Expenses			
Academic Affairs	39,013	\$47,294	\$45,000
Admissions & Records	18,869	\$20,104	\$20,700
Library	45,528	\$50,760	\$51,000
School of Arts & Humanities	55,545	\$64,229	\$56,500
School of Business & Economics	210,033	\$217,748	\$154,700
School of Education	24,103	\$21,487	\$25,000
School of Science & Technology	68,478	\$37,654	\$30,000
School of Social Sciences	39,342	\$42,028	\$34,000
			\$350
(F) TOTAL DISTRIBUTION TO ACADEMIC AFFAIRS	500,911	501,304	\$417,250
	\$0	\$0	
(G) Transfer out to SBE for WBLI	\$0	\$1,240,000	\$-
(H) Transfer out to Intl Ed RM017 & RM018	\$356,000	\$402,816	\$370,000
	\$0	\$0	
(I) TOTAL FUND USES: (D) + (F) + (G) + (H)	\$9,329,235	\$11,612,308	\$9,718,649
	\$0	\$0	0
(J) PROJECTED SURPLUS/LOSS TO SCHOOL'S RESERVES: (A) - (I)	\$0	(\$1,261,308)	\$0

In general, we plan to cash flow any costs of moving and other expenses and not touch any of the reserve accounts as possible. Given the breakeven nature of each year's budget, we have no additions or subtractions to reserves projected at this time.

Appendix A Location and Demographics

Location

Extended Education classes and programs are delivered both on the Sonoma State University campus and through the Sonoma County Region. The SSU campus is located 50 miles north of San Francisco. The School currently operates extended programs in Napa, Alexander Valley, Solano County, Santa Rosa, and the town of Sonoma.

Demographics

These tables come from the American Community Survey of the Census Bureau (<http://factfinder.census.gov>) for Sonoma County and California as simple representations of the demography regionally versus the state overall.

**Household Demography, 2012-16 Annual Averages from the American Community Survey
US Census Bureau, 2017 (factfinder.census.gov)**

Subject	California		Sonoma County, California	
	Estimate	Percent	Estimate	Percent
HOUSEHOLDS BY TYPE				
Total households	12,807,387	12,807,387	189,043	189,043
Average household size	2.95	(X)	2.59	(X)
Average family size	3.54	(X)	3.15	(X)
EDUCATIONAL ATTAINMENT				
Population 25 years and over	25,554,412	25,554,412	350,617	350,617
Less than 9th grade	2,524,636	9.9%	23,275	6.6%
9th to 12th grade, no diploma	2,048,327	8.0%	21,515	6.1%
High school graduate (includes equivalency)	5,260,904	20.6%	68,113	19.4%
Some college, no degree	5,548,479	21.7%	88,613	25.3%
Associate's degree	1,995,579	7.8%	33,159	9.5%
Bachelor's degree	5,136,043	20.1%	74,393	21.2%
Graduate or professional degree	3,040,444	11.9%	41,549	11.9%
Percent high school graduate or higher	(X)	82.1%	(X)	87.2%
Percent bachelor's degree or higher	(X)	32.0%	(X)	33.1%
PLACE OF BIRTH				
Total population	38,654,206	38,654,206	497,776	497,776
Native	28,216,576	73.0%	414,126	83.2%
Born in United States	27,718,238	71.7%	407,940	82.0%
State of residence	21,194,542	54.8%	304,712	61.2%
Different state	6,523,696	16.9%	103,228	20.7%
Foreign born	498,338	1.3%	6,186	1.2%
U.S. CITIZENSHIP STATUS				
Foreign-born population	10,437,630	10,437,630	83,650	83,650
Naturalized U.S. citizen	5,139,275	49.2%	34,925	41.8%
Not a U.S. citizen	5,298,355	50.8%	48,725	58.2%

Economic Demography, 2012-16 Averages from American Community Survey (Census)

Subject	California		Sonoma County, California	
	Estimate	Percent	Estimate	Percent
OCCUPATION				
Civilian employed population 16 years and over	17,577,142	17,577,142	243,985	243,985
Management, business, science, and arts	6,618,546	37.7%	88,717	36.4%
Service	3,292,699	18.7%	49,750	20.4%
Sales and office	4,117,361	23.4%	56,388	23.1%
Natural resources, construction, and maintenance	1,600,708	9.1%	25,486	10.4%
Production, transportation, and material moving	1,947,828	11.1%	23,644	9.7%
CLASS OF WORKER				
Civilian employed population 16 years and over	17,577,142	17,577,142	243,985	243,985
Private wage and salary workers	13,707,752	78.0%	184,348	75.6%
Government workers	2,390,893	13.6%	31,234	12.8%
Self-employed in own unincorporated business	1,448,125	8.2%	27,988	11.5%
Unpaid family workers	30,372	0.2%	415	0.2%
INCOME AND BENEFITS (IN 2013 INFLATION-ADJUSTED DOLLARS)				
Total households	12,807,387	12,807,387	189,043	189,043
Less than 10,000	728,895	5.7%	7,930	4.2%
10,000 to 14,999	629,347	4.9%	7,725	4.1%
15,000 to 24,999	1,165,049	9.1%	15,202	8.0%
25,000 to 34,999	1,111,844	8.7%	15,539	8.2%
35,000 to 49,999	1,507,937	11.8%	23,022	12.2%
50,000 to 74,999	2,115,762	16.5%	34,588	18.3%
75,000 to 99,999	1,552,490	12.1%	25,349	13.4%
100,000 to 149,999	1,950,658	15.2%	30,967	16.4%
150,000 to 199,999	935,208	7.3%	14,650	7.7%
200,000 or more	1,110,197	8.7%	14,071	7.4%
Median household income (dollars)	63,783	(X)	66,833	(X)
Mean household income (dollars)	91,149	(X)	91,256	(X)
With earnings	10,300,159	80.4%	147,054	77.8%
Mean earnings (dollars)	91,564	(X)	86,879	(X)
With Social Security	3,423,062	26.7%	62,777	33.2%
Mean Social Security income (dollars)	17,741	(X)	18,460	(X)
With retirement income	2,040,930	15.9%	37,748	20.0%
Mean retirement income (dollars)	30,242	(X)	31,580	(X)

Population Demography from American Community Survey, 2009-13 Averages

Subject	California		Sonoma County, California	
	Estimate	Percent	Estimate	Percent
SEX AND AGE				
Total population	38,654,206	38,654,206	497,776	497,776
Male	19,200,970	49.7%	243,919	49.0%
Female	19,453,236	50.3%	253,857	51.0%
10 to 14 years	2,536,895	6.6%	29,119	5.8%
15 to 19 years	2,633,446	6.8%	30,779	6.2%
20 to 24 years	2,891,020	7.5%	31,748	6.4%
25 to 34 years	5,701,167	14.7%	64,564	13.0%
35 to 44 years	5,159,031	13.3%	60,767	12.2%
45 to 54 years	5,215,194	13.5%	68,967	13.9%
55 to 59 years	2,418,507	6.3%	36,447	7.3%
60 to 64 years	2,083,531	5.4%	36,528	7.3%
65 to 74 years	2,822,406	7.3%	49,488	9.9%
75 to 84 years	1,475,866	3.8%	22,233	4.5%
85 years and over	678,710	1.8%	11,623	2.3%
Median age (years)	36.0	(X)	41.2	(X)
18 years and over	29,513,923	29,513,923	395,101	395,101
Male	14,532,102	49.2%	191,388	48.4%
Female	14,981,821	50.8%	203,713	51.6%
18 years and over	29,513,923	29,513,923	395,101	395,101
RACE				
Total population	37,659,181	37,659,181	487,469	487,469
One race	36,031,822	95.7%	469,852	96.4%
Two or more races	1,627,359	4.3%	17,617	3.6%
One race	36,867,047	95.4%	472,872	95.0%
White	23,680,584	61.3%	378,638	76.1%
Black or African American	2,261,835	5.9%	7,848	1.6%
American Indian and Alaska Native	285,512	0.7%	5,353	1.1%
Asian	5,354,608	13.9%	19,421	3.9%
Native Hawaiian and Other Pacific Islander	150,908	0.4%	1,602	0.3%
Some other race	5,133,600	13.3%	60,010	12.1%
Two or more races	1,787,159	4.6%	24,904	5.0%
HISPANIC OR LATINO AND RACE				
Total population	38,654,206	38,654,206	497,776	497,776
Hispanic or Latino (of any race)	14,903,982	38.6%	129,634	26.0%
Not Latino	23,750,224	61.4%	368,142	74.0%