

SONOMA STATE UNIVERSITY

*Recommendations of the Athletics Task Force
Submitted Friday, January 2, 2026*

PREPARED BY:

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Chapter 1: Introduction

Mammoth Sports Consulting (Mammoth) is charged with leading a task force to provide the leadership of Sonoma State University (Sonoma State/SSU) with recommendations regarding the future of intercollegiate athletics at the university. Mammoth Assistant Vice President of Consulting Tim Selgo led the task force, and this white paper contains the task force's work during the Fall Semester 2025 and its recommendations. Selgo's bio is in Appendix A.

The task force met for the first time in person at SSU on August 25, 2025.

The Athletics Task Force members are:

Task Force Member Name	Title	Contact
Gerald L. Jones	Chair	jonesg@sonoma.edu
Tim Selgo	Mammoth Sports Consulting, External Consultant	tim.selgo@mammothconsulted.com
Theodore Hayse	AS Senator for Student Affairs and Former Athlete	as.sensa@sonoma.edu
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Henry Hansel	Community Rep	hhansel@gohansel.com
Robert U'Ren	Chair, SSU Foundation	ruren@sonic.net
Val Verhunce	Former Coach	valsgolf@gmail.com

During his visit to campus on August 25, Selgo met with the following people 1-1 in addition to the task force meeting:

- Dr. Emily Cutrer, Interim President
- Dr. Gerald Jones, Vice President for Student Affairs and Dean of Students
- Martha Shott, Faculty and former Faculty Athletics Representative
- Mike Ogg – Associate Vice President, Academic Resources
- Thomas Wallace – Intercollegiate Athletic Executive Advisor to the CSU Chancellor
- Val Verhunce – 2024-25 Head Men's and Women's Golf Coach

In addition to these meetings, Selgo met virtually or had phone conversations with the following people:

- Bill Fusco, former SSU director of athletics
- Nicole Annaloro, 2024-25 SSU director of athletics
- Allen Hardison, Commissioner of the California Collegiate Athletic Association (CCAA)
- Bear Grassl, 2024-25 SSU Head Women's Volleyball Coach
- Matt Jones, Men's Golf Alum
- Sean Fitzpatrick, former Women's Cross Country/Track and Field Coach



The task force held the following meetings (all of them were virtual except for the August 25 in-person meeting):

- August 25
- September 8
- September 22
- October 6
- October 13
- October 20
- October 27
- November 3
- November 10
- November 14
- November 20
- November 25
- December 1
- December 3
- December 16

This report was written with the intent to inform the incoming president of Sonoma State University of the situation at Sonoma State regarding athletics, the task force's recommendations regarding intercollegiate athletics, and the next steps the task force believes SSU needs to execute in the months ahead.

Chapter 2: Recommendations

The Athletics Task Force makes the following recommendations:

1. **With a vote of 11-0-0, Sonoma State University reinstates its athletics programs beginning in the Fall of the 2026-27 academic year at the NCAA Division II level. The Athletics Task Force further recommends that Sonoma State proceed with a sense of urgency in reinstating athletics, given the timeline that is outlined in Chapter 5 and the urgency with respect to CCAA and NCAA notification.**
2. **With a vote of 11-0-0, to reinstate athletics at Sonoma State University with the following 13 sports:**

6 Men's Sports

- Men's Basketball
- Men's Golf
- Men's Soccer
- Men's Cross Country
- Men's Indoor Track & Field
- Men's Outdoor Track & Field

7 Women's Sports

- Women's Basketball
- Women's Golf
- Women's Soccer
- Women's Cross Country
- Women's Indoor Track & Field
- Women's Outdoor Track & Field
- Women's Volleyball

3. **With a vote of 11-0-0, to reinstate the Instructionally Related Activity fee allocation to Athletics at 62.25%.**
4. **The Athletics Task Force further recommends that, as enrollment improves and funding is viable, Sonoma State University review the possibility of reinstating baseball, softball, and adding women's flag football to its athletics program.**

Baseball and softball are legacy sports at SSU, and it was not without lengthy discussions that the task force decided on the 13 sports, which did not include baseball and softball. The Athletics Task Force ultimately decided on the recommended sports, given that these programs best assist the institution with enrollment, budget implications, Title IX, generating school spirit, and community engagement. In addition, the task force noted that several of these sports align well with Sonoma State University's federal designation as a Hispanic-Serving Institution (HSI).

A discussion of women's flag football is located in Appendix F.

The Athletics Task Force also understands that funding for athletics could impact other units on campus. However, it believes that reinstating athletics at SSU is vital to the institution and should be a funding priority.

The Athletics Task Force further understands that, as an imperative, any successful reinstated athletics program needs to be fully integrated into the campus community.



Chapter 3: Projected Expense Budget of the Intercollegiate Athletics Department

Below is a spreadsheet with a budget summary of the recommended athletics department. These are projections from the task force. The task force would note that the \$895,295 of scholarship expenses could be mitigated with housing scholarships offered to student-athletes. Chapter 9 further offers specifics that the task force believes could be possible for the use of housing scholarships for student-athletes.

ATHLETIC PROGRAM EXPENSE BUDGET SUMMARY: 7 Women's and 6 Men's Sports													
	Full Program	General*	MBB	WBB	MGO	WGO	MSO	WSO	MTF	WTF	MCC	WCC	WVB
PROJECTED EXPENSES													
Compensation													
Administrator Salary	\$595,956	\$595,956	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Faculty Salary	\$1,391,184	\$80,544	\$192,624	\$192,624	\$77,448	\$77,448	\$192,624	\$192,624	\$48,156	\$48,156	\$48,156	\$48,156	\$192,624
Staff Salary	\$240,132	\$240,132	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Student Assistants	\$40,000	\$40,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Salary	\$2,267,272	\$956,632	\$192,624	\$192,624	\$77,448	\$77,448	\$192,624	\$192,624	\$48,156	\$48,156	\$48,156	\$48,156	\$192,624
Total Benefits	\$1,380,909	\$568,312	\$119,427	\$119,427	\$48,018	\$48,018	\$119,427	\$119,427	\$29,857	\$29,857	\$29,857	\$29,857	\$119,427
Total Compensation	\$3,648,181	\$1,524,944	\$312,051	\$312,051	\$125,466	\$125,466	\$312,051	\$312,051	\$78,013	\$78,013	\$78,013	\$78,013	\$312,051
Operating Expenses													
Scholarship (ALL funds)	\$895,295	\$14,500	\$165,400	\$148,000	\$74,976	\$97,024	\$74,000	\$80,000	\$2,000	\$2,000	\$56,800	\$56,800	\$123,795
Operating Expenses	\$1,517,248	\$335,615	\$149,318	\$131,987	\$126,797	\$119,751	\$113,069	\$120,347	\$95,316	\$95,316	\$52,331	\$52,331	\$125,068
Total Operating Expenses	\$2,412,543	\$350,115	\$314,718	\$279,987	\$201,773	\$216,775	\$187,069	\$200,347	\$97,316	\$97,316	\$109,131	\$109,131	\$248,863
TOTAL EXPENSES	\$6,060,723	\$1,875,059	\$626,769	\$592,038	\$327,239	\$342,241	\$499,120	\$512,398	\$175,329	\$175,329	\$187,144	\$187,144	\$560,914
FTE	24	10.50	2.00	2.00	0.75	0.75	2.00	2.00	0.50	0.50	0.50	0.50	2.00
SAs**	186	0	14	14	10	10	30	30	20	20	10	10	18
Cost/SA by Sport			\$44,769	\$42,288	\$32,724	\$34,224	\$16,637	\$17,080	\$8,766	\$8,766	\$18,714	\$18,714	\$31,162

*Includes Athletic Administration, Strength and Conditioning, Sports Information, Compliance, Events, Training, and cancelled sports

**Target Roster Numbers

Athletics has historically been funded through multiple funding sources: state funding allocation from the operating fund for operations and scholarships, IRA fees as a permanently funded program at 62.25% per the 2003 student fee referendum, annual endowment distribution, and from other revenue sources such as fundraising, camps, scholarships, ticket sales, media rights, etc.

For FY24/25, these amounts were:

Funding Sources	FY24/25
Operating Fund Allocation	\$ 2,813,619
IRA Fee Allocation - Annual (62.25%)	\$ 2,125,149
IRA Fee Allocation – one-time	\$ 213,864
Fundraising and Scholarship - Operating Fund	\$ 659,550
Fundraising and Scholarship - Non-Operating Fund	\$ 108,857
Other Financial Sources (incl. Ticket Sales)	\$ 403,344
Total Funding Sources for FY24/25	\$ 6,324,383



Chapter 4: Maximizing the California State Legislator's One-Time \$8,000,000 designated for DII Athletics

With a vote of 9-0 (2 absent), the task force recommends the following uses of the \$8,000,000 (Note these are estimates from the task force that will need further review to determine actual costs.):

- \$300,000 (\$100,000 per year for three years) for expenses for the athletics development position and the Associate Athletic Director for External Affairs. The work anticipated with these two positions to establish a base of external revenue generation for SSU Athletics will involve travel and entertainment expenses.
- \$200,000 for start-up equipment and supplies for the athletics programs

The remaining uses are all for athletics facilities, which have not had any renovations in over twenty years. Facilities are highly important for success in college athletics for two reasons:

- Function
- Recruiting

They play a large role in the recruiting process for intercollegiate athletics as well as the student-athlete experience. Again, SSU's athletics facilities have been neglected for many years.

The task force believes that one of the best uses of the \$8,000,000 one-time state funding would be for athletics facilities, and those recommendations and an estimated budget amount are provided. The task force would note that these estimates would need further study and are based in part on Selgo's previous experience with the construction of such facilities. The task force would further note that there may be other sources of funding (e.g., sources for deferred maintenance) for some of these facility costs, thus maximizing the use of the one-time money from the CSU system for different facilities or other uses.

- A high priority for the use of this money is \$3,500,000-5,000,000 for a new track and artificial turf infield, and as many other amenities that can be afforded within this amount in order to host meets (i.e., grandstands, press box, lights, restrooms, storage room, deferred maintenance, meeting ADA requirements).

The task force noted that this facility has two potential descriptions based on the costs and the money that is available. Those two descriptions are:

- 1) The desired description would be a complete sports complex to host competitive track meets and other events with an 8-lane track, artificial turf infield, field events area, renovated grandstands, renovated restrooms, lights, press box, concessions, and storage. This complex would be an excellent recruiting tool for SSU and could host numerous other activities (e.g., other track meets such as youth meets, high school meets, etc., a potential women's flag football field, campus recreation/club sports/intramural activities, community activities to bring the community to SSU). The task force would note that this description would likely be at the higher end of the estimate.
- 2) The second option would be only an 8-lane track, artificial turf infield, lights, and a field events area. This facility would not be able to host competitive meets and other events, but would be a training facility for the SSU men's and women's cross country, indoor, and outdoor track teams. As funding becomes available, other phases could be added to this base facility to create the sports complex described in (1) above. This option would still provide SSU with an updated athletic facility where other campus-wide activities could be conducted on the track and the artificial turf infield.



- \$1,000,000 - \$1,500,000 for renovations and upgrades to the athletics weight room, locker rooms, and athletic training room.
- \$500,000 - \$1,000,000 for a new gym floor.
- Additional funds remaining to be used as decided by the new director of athletics.

The task force also believes that there will be fundraising opportunities within these facility projects for naming rights. These would be corporate or individual naming rights. An entire facility could be named for the appropriate gift, as well as various parts of each facility (e.g., the track stadium, the track itself, the artificial turf infield). Athletic alumni could be solicited for gifts to have their names placed on a locker in their team's locker room. A weight room has several areas that could be named for someone, for the appropriate gift. The task force encourages SSU to be creative in this way to meet the costs for these renovations/upgrades as much as possible through gifts, thus maximizing the \$8,000,000 from the CSU system.

Chapter 5: Communication Plan and Timeline

If the decision is made to reinstate athletics, there are numerous tasks to accomplish in order to have the athletics department in place and operating for the 2026-27 season. The three primary tasks are:

1. Timely notification to the campus community.
2. Notify the NCAA Division II and the CCAA of Sonoma State's intention to reinstate athletics and communicate closely with CCAA Commissioner Allen Hardison on the proper steps moving forward with the conference and the NCAA.
3. Hire a director of athletics, administrative support staff, and head coaching staff. A decision must be made whether or not to use a search firm for this process. Chapter 8 outlines the administrative and coaching structure recommended by the task force.
4. Form a fundraising task force to capture the momentum of reinstating athletics to begin the process of raising the money needed to complete the athletics budget. This task force recommends that the fundraising task force should be led by the SSU Advancement Office. It is suggested that the fundraising task force members include former student-athletes who might have an impact, significant past supporters of the athletics program, and any others the Advancement Office believes would be helpful to the cause. Once the athletics development officer has been hired, this task force can be activated, and it is suggested that a Day of Giving for Seawolves Athletics be conducted to kick off a fundraising drive and to obtain the list of supporters of the drive to follow up in future years to achieve sustained gifts.
5. As these things are being accomplished, someone within the institution will need to be assigned the task of taking inventory of all athletics equipment, supplies, and facilities, including office and locker room spaces. Someone, or perhaps the SSU facilities staff, will also need to begin preparations for the activity to begin in the athletics facilities that are to be used by the sports that are reinstated.

Chapter 6: National and Conference Affiliation

After the task force determined it would recommend reinstating athletics in some format, the task force focused on each aspect as it relates to national and conference affiliation. The task force did not believe NCAA Division I is an option, nor is the National Junior College Athletic Association (NJCAA) an option, given that SSU is a four-year institution.

After lengthy discussions and consideration, the task force voted 10-1-0 (with one vote for the NAIA) to focus on membership in NCAA Division II and the CCAA if athletics is reinstated.



Below is a review of the options considered by the task force for SSU in NCAA Division II, NCAA Division III, and the National Association of Intercollegiate Athletics (NAIA).

Note: Enrollment data obtained from College Navigator, budget data from EADA reports, sports from athletics' websites, and distance from Google Maps. These figures are from the 2023-24 academic year. It should also be noted that in the enrollment column, the figure on the left represents the total head count and the figure on the right represents full-time undergraduates.

NCAA Division II

There are two options within NCAA Division II for Sonoma State Athletics. They are the California Collegiate Athletic Conference (CCAA), which is historically the conference SSU has belonged to during most of its history, and the PacWest Conference. Here is the data for each conference:

California Collegiate Athletic Association – NCAA DII						
School	Distance	Public/Pri	Enrollment	Budget	Endowment	Sports
Cal Poly Humboldt	233	Public	6,156/5,594	\$7,902,578	\$32,220,457	15
Cal Poly Pomona	449	Public	26,848/24,456	\$8,274,566	\$165,987,591	12
Cal St.- Dominguez Hills	437	Public	15,181/12,730	\$6,724,276	\$24,210,274	11
Cal St. – East Bay	68	Public	13,333/10,562	\$8,753,696	\$30,043,027	16
Cal St. – Los Angeles	425	Public	25,080/21,587	\$8,213,047	\$58,107,987	15
Cal St. – Monterey Bay	155	Public	6,742/5,909	\$6,776,827	\$35,488,805	14
Cal St. – San Bernardino	474	Public	18,925/16,067	\$8,450,299	\$51,226,531	11
Cal St. – San Marcos	518	Public	15,431/14,246	\$8,644,811	\$33,548,472	15
Chico State	161	Public	14,523/13,160	\$7,241,067	\$88,694,074	13
San Francisco State	50	Public	23,908/20,756	\$7,241,067	\$162,031,540	10
Stanislaus State	137	Public	9,841/8,669	\$8,012,687	\$18,609,524	14
UC - Merced	168	Public	9,147/8,372	\$3,038,244	\$29,095,000	12
Sonoma State		Public	5,990/5,412	\$7,606,781	\$71,000,000	11

PacWest Conference						
School	Distance	Public/Pri	Enrollment	Budget	Endowment	Sports
Azusa Pacific	437	Private	6,487/2,977	\$10,296,315	\$90,358,715	19
Biola	439	Private	5,296/3,395	\$10,799,971	\$146,197,897	19
Chaminade	2,420	Private	2,602/1,764	\$4,812,788	\$40,002,770	12
Concordia – Irvine	467	Private	3,481/1,465	\$10,828,526	\$56,461,674	19
Dominican	29	Private	2,026/1,182	\$6,383,875	\$30,807,092	15
Fresno Pacific	229	Private	2,921/1,616	\$8,246,558	\$19,748,127	18
Hawaii – Hilo	2,400	Public	2,781/2,424	\$6,082,516	\$325,111	12
Hawaii Pacific	2,400	Private	4,748/3,814	\$8,246,558	\$50,709,869	16
Jessup	108	Private	1,484/1,056	\$11,319,268	\$5,960,097	17
Menlo	78	Private	840/831	\$9,087,984	\$19,668,047	14
Point Loma	540	Private	4,494/3,158	\$8,212,720	\$68,120,443	11
Vanguard	462	Private	2,219/1,987	\$7,481,345	\$16,077,890	20
Westmont	373	Private	1,310/1,310	\$6,456,141	\$89,005,489	12
Sonoma State		Public	5,990/5,412	\$7,606,781	\$71,000,000	

NOTE: Fresno Pacific is moving to the CCAA in 2026. Menlo is moving to the CCAA in 2026-27. Azusa Pacific is moving to the SCIAC.

Mammoth's Selgo contacted the NCAA office, which confirmed what the CCAA Commissioner had indicated regarding SSU's status with the NCAA Division II, and this is the current standing for SSU:



Sonoma State is considered an active member for the 2025-26 academic year, given that it satisfied membership requirements coming out of the 2024-25 academic year. If coming out of the 2025-26 academic year, the institution doesn't satisfy the minimum sports sponsorship requirements (i.e., 10 sports; 5 men and 5 women or 4 men and 6 women), the institution would be on probationary status beginning Sept. 1, for the 2026-27 academic year. During the probationary period, the institution is still eligible for the NCAA championship, but if the institution doesn't satisfy sports sponsorship during the probationary period, it would enter restricted status the following year, which, as you will see in the bylaw below, does include no access to NCAA championships.

The applicable bylaw references are below:

7.3.1.7.1.1.11.1 One-Year Probationary Period. *An institution that fails to meet the minimum sports sponsorship criterion for its division shall be placed on probation for one year for its entire program (both men's and women's sports) in the next academic year after noncompliance with sports sponsorship requirements is discovered. An institution shall be afforded the one-year probationary period for failure to comply with sports sponsorship criteria only once in every five-year period. The five-year period shall begin the September 1 after completion of the academic year in which the membership criterion is not met. (Adopted: 1/31/22, Revised: 7/19/22 effective 8/1/22, 10/18/22 effective 8/1/23)*

7.3.1.7.1.1.11.2 Application of Restricted Membership Status. *If an institution fails to meet the sports sponsorship criteria at the end of the probationary year or is ineligible for the once-in-five-year probationary period, it shall be placed in restricted membership and shall not be eligible for NCAA championship competition in all sports (both men's and women's) in the first academic year after the probationary year (or the first academic year after failure to meet the requirements if the institution is ineligible for the once-in-five-year probationary period). (See Bylaw 7.02.5.) If the institution still cannot certify compliance with the division criteria at the end of that year, it shall forfeit immediately its membership to the Association. (Adopted: 6/1/22 effective 8/1/22)*

NAIA

The options in the NAIA for Sonoma State were the California Pacific Conference (Cal Pac) and the Northwest Conference. Below is data from these two conferences compared to Sonoma State.

California Pacific Conference - NAIA						
School	Distance	Public/Pri	Enrollment	Budget	Endowment	Sports
Cal Maritime	41	Public	805/761	\$2,609,823	\$15,866,246	6/1
Northern New Mexico	1,210	Public	1,310/1,310	\$902,537	NA	6
Pacific Union	41	Private	938/910	\$1,130,627	\$32,738,045	8
Simpson	215	Private	907/755	\$13,120,089	\$6,836,063	21
Stanton	446	Private	NA	NA	NA	8
Westcliff	463	Private	6,532/2,037	\$4,985,559	NA	12
Sonoma State		Public	5,990/5,412	\$7,606,781	\$71,000,000	11

NOTE: Central College of Kansas and Walla Walla University are affiliate members in men's volleyball. Northern New Mexico only participates in men's and women's basketball and cross country.



Northwest Conference - NAIA						
School	Distance	Public/Pri	Enrollment	Budget	Endowment	Sports
George Fox	614	Private	4,431/3,004	\$5,777,936	\$30,903,613	21/2
Lewis & Clark	629	Private	3,526/2,194	\$4,814,500	\$312,222,660	23
Linfield	612	Private	1,726/1,678	\$4,391,080	\$111,899,560	23/1
Pacific	636	Private	3,479/1,613	\$4,985,655	\$59,464,673	24
Pacific Lutheran	768	Private	2,737/2,393	\$4,719,873	\$117,676,000	20
Puget Sound	773	Private	1,914/1,632	\$4,024,985	\$448,621,000	23
Whitman	762	Private	1,544/1,544	\$4,181,286	\$732,832,355	17
Whitworth	877	Private	2,345/1,939	\$4,950,445	\$189,357,345	21
Willamette	587	Private	2,112/1,571	\$3,997,628	\$304,778,000	22
Sonoma State		Public	5,990/5,412	\$7,606,781	\$71,000,000	11

Although there was not much support for either of these options within the NAIA, for Sonoma State, the question was raised regarding the NAIA's transgender policy compared to the NCAA's transgender policy, and whether or not this should be a factor for the task force to consider.

The NCAA and NAIA transgender policies are in Appendix E.

Mammoth's Selgo also reached out to the NAIA national office, and they put forth a proposal for Sonoma State University for their potential membership in the NAIA, which is located in Appendix E.

Below are the pros and cons of each affiliation that the task force discussed and considered.

Pros and Cons of DII

Pros for DII

- **\$8,000,000 one-time state funding for a three-year period**
- Like institutions in the CCAA (i.e., almost all are public, CSU institutions)
- Geographic proximity of CCAA institutions with decent geographic proximity to other DII institutions, i.e., those in the PAC West (Dominican, Jessup), for non-conference competition in many sports, and thus, would save on travel costs
- NCAA DII Postseason Championships are paid for by the NCAA (i.e., the vast majority – 90-95% - there are travel squad limits and per diem maximums, but Selgo's experiences would allow him to confidently say 90-95% of the expenses are covered)
- Sonoma State Athletics constituents (alumni, supporters) would, most likely, prefer this option and provide a better potential for generating external revenue through annual fundraising, corporate sponsorships, ticket sales, and camp revenues.

Cons for DII

- Institutions must sponsor a minimum of 10 sports (5 Men, 5 Women, or 4 Men, 6 Women)
- There is an urgency to begin in 2026-27, which may not be a con, but the urgency is noted



Pros and Cons of NAIA

Pros for NAIA

- An institution can sponsor athletics with a minimum number of sports programs and thus minimize funding for the program (i.e., as few as 4 programs, which could be considered a con)

Cons for NAIA

- The inability to use the \$8,000,000 one-time state funding, as it is tied to NCAA DII membership.
- Travel costs would be greater due to the lack of NAIA programs in SSU's geographic footprint
- Given the wider geographical footprint of the NAIA, student-athletes would miss more class time, parents would not be able to see their children play as often, and the student-athlete experience would NOT be nearly as good as a DII experience.
- Sonoma State Athletics constituents (alumni, supporters) would, most likely, **NOT** prefer this option (i.e., it would be viewed as a move downward to a lower-quality level of college athletics and/or an association of lower-quality academic institutions)
- The NAIA does not cover NAIA postseason championships expenses nearly to the extent the NCAA does. There may be some reimbursement from gate receipts, but these would not be sufficient to cover the expenses of the traveling team.

NCAA Division III

The only option in NCAA Division III for Sonoma State is the Southern California Intercollegiate Athletic Conference (SCIAC). Their data is below:

Southern California Intercollegiate Athletic Conference – NCAA DIII						
School	Distance	Public/Pri	Enrollment	Budget	Endowment	Sports
Cal Tech	421	Private	2,463/1,023	\$2,708,960	\$3,598,221,000	16
Cal Lutheran	429	Private	3,413/2,380	\$6,069,703	\$133,747,441	22/2
Chapman	450	Private	9,961/7,874	\$5,881,015	\$668,428,000	21
Claremont-Mudd-Scripps	449	Private	3,436/3,415	\$4,862,086	\$2,098,197,588	21
Occidental	419	Private	1,854/1,854	\$4,419,222	\$604,348,663	20
Pomona-Pitzer	450	Private	2,868/2,868	\$6,618,213	\$2,967,022,348	21
La Verne	444	Private	5,596/3,352	\$3,145,378	\$131,197,961	18
Redlands	432	Private	3,192/2,100	\$6,708,892	\$236,764,512	21/3
Whittier	440	Private	859/813	\$2,323,358	\$129,733,783	20
Sonoma State		Public	5,990/5,412	\$7,606,781	\$71,000,000	11

*Note: Azusa Pacific is in the process of transitioning to DIII from DII into this conference.

**Note: NCAA Division III does not offer athletics scholarships.



Chapter 7: Academics

From the most recent NCAA six-year graduation rate report (the 2018-19 cohort), the student-athletes at Sonoma State University were graduating at a consistently higher rate than the overall student body:

Sonoma State University

FRESHMAN-COHORT GRADUATION RATES	All Students	Student-Athletes #
2018-19 Graduation Rate	58%	62%
Four-Class Average	59%	64%
Student-Athlete Academic Success Rate		79%

Jared Chasey, then Deputy Athletics Director and Compliance Officer, explains the NCAA 2018-19 Cohort Six-Year Graduation Rate data from a memo he sent to Nicole Annaloro and Martha Shott:

About the Report

*Two different measures of graduation rates are presented in this report: **Federal Graduation Rate** and **NCAA Division II Academic Success Rate (ASR)**. The Federal Graduation Rate indicates the percentage of freshmen who entered and received athletics aid during a given academic year who graduated within six years. The ASR adds to the first-time freshmen, those students who entered midyear, first-time freshmen who did not receive athletics aid but participated in athletics (i.e., walk-ons), as well as student-athletes who transferred into an institution, received athletics aid, or were on the roster at the start of the championship season their first year at the institution. Both the Federal Graduation Rate and the ASR subtract students from the entering cohort who are considered allowable exclusions (i.e., those who either die or become permanently disabled, those who leave the school to join the armed forces, foreign services, or attend a religious mission). In addition, the ASR subtracts those who left the institution prior to graduation, but had athletics eligibility remaining and would have been academically eligible to compete had they returned to the institution. The box at the top of the Graduation Rates Institution Report provides the most recent class (i.e., 2018-19) and four-class Federal Graduation Rate (i.e., 2015-16 through 2018-19) for all students and for student-athletes who received athletics aid at this school. Additionally, this box provides ASR data (i.e., 2015-16 through 2018-19) for student-athletes.*

Analysis of this Year's Report

As we predicted last year at this time (when we reviewed/submitted that year's report), we have seen a decline in our four-class average Federal Graduation Rate. It dropped from 68% to 64%, but it is still higher than that of the general student population at SSU during the same time period (59%).

We did see improvements in our single-year FGR, which saw a significant bump of 11% (51% in 2024 to 62% in 2025). This should help our four-class average in future reporting years (should SSU Athletics get reinstated).

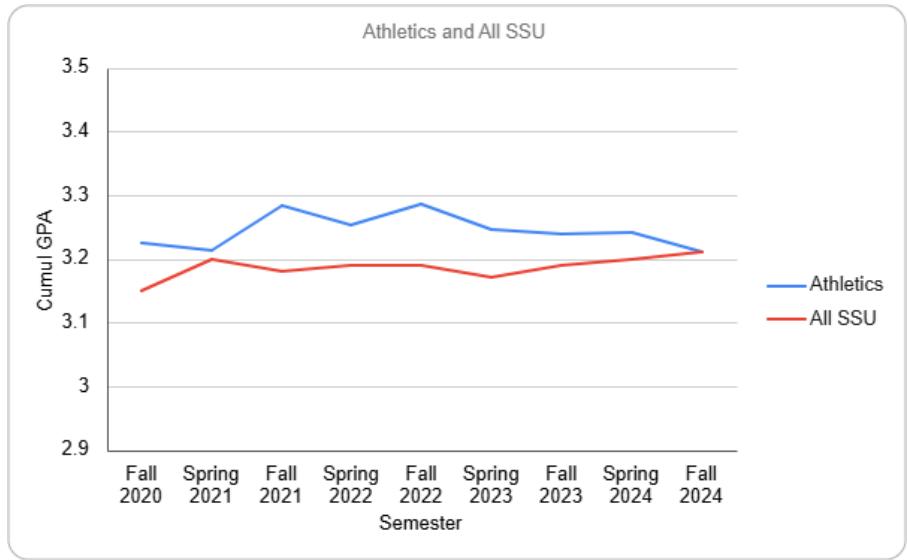
ASR also saw improvements from last year's report, jumping up by 1% from last year's report (78% to 79%).

If you want to reference reports from previous years or compare with other schools, you can use this database: <https://web3.ncaa.org/apr/search/research>.

The SSU student-athletes have consistently achieved a higher cumulative GPA than the overall student body, as indicated in the graph below:



All SSU vs Athletics GPA Comparison		
Semester	Athletics	All SSU
Fall 2020	3.224	3.15
Spring 2021	3.214	3.2
Fall 2021	3.283	3.18
Spring 2022	3.254	3.19
Fall 2022	3.286	3.19
Spring 2023	3.247	3.17
Fall 2023	3.24	3.19
Spring 2024	3.241	3.2
Fall 2024	3.211	3.21



This information is slightly inaccurate in that the student-athletes' GPAs are included in the overall student body's GPAs. It can be concluded that the difference would be even greater if the overall student body's GPAs did not include the student-athletes' GPAs, which caused it to be higher than if it were the non-student-athletes' cumulative GPAs.

The Athletics Task Force noted that student-athletes at Sonoma State have historically been some of the best performers in the classroom at SSU, which occurs at almost every institution throughout the country. This was also felt to be an important part of the task force's recommendation.



Chapter 8: Athletics Staffing

Should athletics be reinstated at Sonoma State, the task force recommends the following structure for athletics administrative and coaching staffing:

Administrative Structure

- Director of Athletics - \$170-180K/yr
- Associate Director of Athletics for External Affairs - \$60-70k/yr +Commission
- Athletics Development Position - \$104,000/yr. The task force recommends this position report to the director of athletics with a dotted line reporting to the Vice President for University Advancement.
- Associate Director of Athletics for Internal Affairs – SWA/Compliance/other duties - \$96,336/yr
- Associate Athletics Director for Sports Communications - \$70-80K/yr
- Public Affairs/Comm Spec (i.e., assistant to sports communications)- \$54,840/yr
- Athletics Administration Professional III (Business ops/Facilities/Equipment) - \$70,620/yr
- Head Athletic Trainer - \$87,984/yr
- Assistant Athletic Trainer II - \$70,416/yr
- Assistant Athletic Trainer I - 50% - \$26,892/yr
- Coaching Specialist - Strength - \$80,544/yr (this is a Faculty position and was a prior position)

The Assistant Director of Athletics for External Affairs is a position within the athletics department that Sonoma State Athletics has never had. Therefore, the volume of corporate sponsorship revenues and excitement generated for the Seawolves, both on campus and in the community, has always been below average for an NCAA Division II athletics program. Yes, the director of athletics would assist in this area, but it needs constant attention and the work of an individual solely devoted to these affairs to be as successful as everyone would like. This position would be working 365/24/7 on the areas indicated in Chapter 11.

The task force also believes the next director of athletics should report directly to the president and be a part of the president's cabinet. This has become a best practice in NCAA Division II institutions, especially those of the size of Sonoma State. In addition, given the importance of enrollment for SSU, a close relationship between the director of athletics and the president/cabinet would likely lead to greater success.

If the decision is to reinstate athletics, SSU needs to immediately embark on its search for the director of athletics. Following that appointment, the remainder of the administrative staff and head coaching searches need to be undertaken as quickly as possible. These coaches will have to recruit rosters for 2026-27, as many high seniors have already decided on their college choices. The transfer portal can be utilized as a good resource for student-athlete talent, especially in this transitional year.

Coaching Structure

The task force recommends one full-time head coach and one full-time assistant coach for the team sports of Men's Basketball, Women's Basketball, Men's Soccer, Women's Soccer, and Volleyball. The six sports of Men's and Women's Cross Country, Indoor Track and Field, and Outdoor Track and Field would have one full-time head coach and one full-time assistant coach to begin with. This would be consistent with most of these programs in NCAA Division II. As the roster sizes increase in these sports, one additional full-time assistant coach, funded by the institution, and perhaps some part-time coaches can be obtained through fundraising dollars and/or hosting other meets when the outdoor track becomes capable of hosting meets. If the roster sizes increase greatly, an additional certified athletic trainer may be needed. The Men's and Women's Golf teams would have one full-time head coach and one half-time (.50) Assistant Coach for both sports, as the teams often compete in different locations at the same time.



The task force believes this coaching structure best sets up the programs for sustained athletic success. Full-time assistant coaches play a huge role in the success of athletics programs in that they:

- 1) Allow the staff to observe and evaluate more prospects.
- 2) Ensure continuity of the program and student support if anything should ever happen to the head coach with respect to an extended absence due to illness, injury, etc. These things happen, and these programs could be placed in a very difficult position in not having any reasonable leadership for an extended period of time.
- 3) Allow programs to have a roster with the number of student-athletes at the high end of the range of normal roster sizes, thus helping SSU with enrollment.

Chapter 9: Scholarships

Below are the scholarship amounts previously budgeted by Sonoma State in comparison to the other CCAA institutions. Highlighted is where SSU ranks in budgeting scholarships, which indicates that SSU was in the lower half and near the bottom in budgeted scholarships in most of its sports programs.

Equivalencies by sport in the CCAA – 2024-25

Sport	Range	Average	SSU	Rank	NCAA Max
Baseball	2.31 – 6.8	3.7	2.31	10/10	9
Men's Basketball	0.99 – 9.93	6.25	6.14	6/13	10
Men's Golf	0.98 – 3.05	1.86	0.98	8/8	3.6
Men's Soccer	0.98 – 7.78	3.61	2.32	12/13	9
Total Men's Sports	4.51 – 26.7	16.24	11.83	11/13	31.6
Women's Basketball	0.95 – 9.51	5.6	5.17	6/13	10
Women's Golf	0.93 – 3.16	1.86	1.09	5/6	5.4
Women's Soccer	0.97 – 6.45	3.8	2.29	11/13	9.9
Softball	2.15 – 6.18	3.61	2.34	8/10	7.2
Women's XC/T & F	1.02 – 6.19	2.96	2.39	8/13	12.6
Volleyball	0.77 – 7.79	3.23	4.75	5/13	8
Total Women's	4.35 – 29.66	19.92	18.03	8/13	53.1
Total	8.86 – 55.99	37.08	29.86	11/13	84.7

The Athletics Task Force recommends that SSU, working with the CSU system, consider using housing scholarships for student-athletes to encourage them to live on campus. It is recommended to consider providing each athletics program with a pool of housing scholarship money to use for their student-athletes, to be provided on a per student-athlete basis at the discretion of the head coach. This could assist the Housing Office in filling beds that are currently empty. It could also bring more student life to the institution. Each of these student-athletes would be paying for a large percentage of their housing bill, such that the Housing Office budget will receive much-needed revenue. The task force acknowledges that this recommendation hasn't been vetted by the Director of Residential Education and Campus Housing with respect to existing departmental strategy.

The task force recommends a possible consideration of having all of the student-athletes living in the same housing unit, perhaps each team lives together on one floor of a housing unit. In this way, students with similar schedules will be together. Again, the task force acknowledges that this recommendation may interfere with existing housing assignments.



Chapter 10: External Revenue Generation, Marketing, and Promotions

Below is an outline for Sonoma State Athletics to develop and implement a strategy for generating external revenue while also increasing interest in Seawolves Athletics on campus and in the community.

Corporate Sponsorships, Ticket Sales, Marketing, Branding, Promotions, and School Spirit

The Assistant Athletic Director for External Affairs would be the person responsible for developing and consistently delivering the external responsibilities listed below.

- **Corporate sponsorship revenue generation.** Mammoth is reluctant to predict how much in corporate sponsorship revenue SSU Athletics could generate, but it is easy to predict that it could be a lot more than what has been generated, given the location and the high volume of businesses in a ten-mile radius that benefit from Sonoma State University and SSU Athletics. These businesses should be supporting SSU, and athletics provides the avenue to do so. However, obtaining and stewarding corporate sponsorships is a full-time job responsibility for someone. Throughout Mammoth's Selgo's career, he worked in athletics departments (i.e., Toledo and Grand Valley) that hired this position on a salary and commission basis. In general, this person would receive a salary of \$60,000-70,000 and earn 20% on new advertising revenue generated through sponsorships and 15% on renewals. Within one year, this position would pay for itself, and over several years, it should be able to generate additional revenue for the athletics department. Selgo can provide an example of a salary and commission contract.

It should be noted that Mammoth believes that all external funding for athletics at the NCAA DII level should be directed to assisting with the operations of the athletics programs. The question that should be asked with all external revenue is, "How can we best utilize these dollars to assist the programs in all of their recruiting efforts and to make the student-athlete experience a better experience"? On occasion, Selgo has encountered DII programs that want to raise money for scholarships. It is highly unlikely that a DII institution can generate the external revenue needed to sustain athletic scholarship funding at the level needed. This would take a massive gift to endow all athletics scholarships. DII programs are best served when their constituents know their contributions are being utilized to enhance recruiting efforts or the student-athlete experience, and they are best served when scholarships are funded through base budget institutional funding.

- **Ticket sales (i.e., generating more attendance), marketing, promotions, branding, and any broadcasting agreements.** In addition to the above primary responsibility, other areas of responsibility that would fall under this person, because they are all related to the primary responsibility, are ticket sales (i.e., generating more attendance), marketing, promotions, branding, and any broadcasting agreements. Mammoth recommends that SSU Athletics include tickets in all corporate sponsorship packages so that each business can use the tickets to attend a Seawolves athletic contest (e.g., basketball) and bring their families and/or employees. The corporate sponsorship program should have a goal of generating greater attendance, as sponsors love to see their product in front of as many eyes as possible and greater attendance enhances the student-athlete experience. The student population at SSU will be attractive to many businesses. Any outside groups using athletics facilities also add additional people, in which sponsors' businesses receive the attention of even more people. The SSU athletics facilities and events provide them with that, and there is great value in that.

Again, many businesses in Rohnert Park and the surrounding area likely depend upon SSU students, faculty, and staff for business, and therefore, they should be doing business with Sonoma State University. Athletics could provide them with that opportunity, and the sponsorships become a win-win for SSU Athletics and the businesses.

- **Increasing interest in SSU Athletics on campus and in the community. *The primary focus for increasing attendance at SSU Athletics events needs to be the student body.*** Sponsors love to see students at games in which they are sponsors because that is the 18-22-year-old audience they are trying to reach with their sponsorships. Students



provide the school spirit that makes athletic events special. It is recommended that Athletics meet with the Associated Students at SSU to brainstorm ways in which this area can be enhanced to attract more SSU students to its contests. Think of the Cameron Crazies at Duke basketball games that we all observe on television. Try to create a student section like that at the Seawolves basketball games. Simply put, make it more of a Division I atmosphere. It will never be that big, but the excitement and fun created by doing this will create special memories for students.

Partnerships with the campus community, i.e., student life and faculty/staff, also need to be cultivated so SSU student-athletes feel supported at their contests. An increase in school spirit is as worthy a goal at Sonoma State University as it is at any institution! This brings the campus together for a common cause. Again, this is a responsibility of a future Assistant Athletic Director for External Affairs, with the help and support of the director of athletics.

SSU Athletics would need to go the extra mile in partnering with all student activities and supporting other student affairs activities, as this should help increase student support at athletics events. Personal meetings with students and student leaders are the best way for student-athletes to solicit support from their fellow students (e.g., students and coaches meet with residence hall leaders and other student leadership groups).

- ***The next area of focus should be families.*** SSU, the CCAA, and NCAA Division II Athletics events provide exciting, affordable entertainment and should be marketed as such. A good family atmosphere exists at DII/CCAA events, and Athletics is encouraged to continue to develop activities surrounding its events designed for families, such as a Seawolves Kids Club area at basketball. Do not be discouraged if attendance is not great to begin with, but persistence should pay off.

Mammoth would suggest that SSU play as many games at night as possible (e.g., men's and women's basketball, volleyball). Night games offer students an opportunity for student life on the weekends. Local families in the community are more likely to attend night games.

One additional reason to play night games is the ability to get more recruits to attend a game. Recruits of other sports should take advantage of this great atmosphere at SSU to bring their recruits for visits on Saturday home basketball games. Playing at night would generally assist Northern California area recruits in navigating traffic more easily and would allow recruits ample time to get to campus for a contest.

It should be noted that Mammoth's Selgo does not believe many of the CCAA athletics departments are doing the above-mentioned items very well. Yes, there are many competing interests for entertainment in Sonoma County; however, the goal should be to make Seawolves Athletics, starting with basketball and volleyball, a part of the landscape of entertainment in the area. Sonoma State Athletics should have a goal of being a leader within the CCAA in developing greater interest and attendance at its athletics events.

One side note regarding all of this is that Selgo believes that eventually, providing lights for the soccer, baseball, softball, and even the outdoor track would improve the attendance and interest in these sports. Youth groups could also be targeted for these events, which helps attract younger audiences to the SSU campus that might eventually enroll at Sonoma State.

An auxiliary group, but related to athletics, at any institution is the band. Although SSU does not have the need for a marching band, there is no reason a pep band could not be formed and grown. Pep bands add to the excitement at basketball and volleyball games. A pep band would make their game environments more Division I-like as well. Many SSU students played instruments in high school. Forming a pep band would help generate interest in the athletics contests while serving as a retention tool for those students in the band. A band of 20-30 members is a possible goal, and this would enhance the atmosphere at the Seawolves' contests. A suggestion to encourage students to become members of



the pep band would be to provide them with priority registration, consistent with the student-athletes receiving priority registration as they have in the past.

Annual Fundraising

A summary of athletics fundraising is provided in Appendix G.

The task force recommends that SSU hire a new position for the athletics' annual fundraising program. This position, in Mammoth's experience, works best when it reports to athletics (i.e., the director of athletics) with a dotted line report to the advancement office. It is critical for this position to be in the athletics department to observe, listen, and interact with all athletics staff, constituents, and student-athletes daily to discern the most effective approaches with donors.

Selgo believes that the focus at all Division II athletics departments should be to increase the donor base, and the donations will follow. He also strongly believes that athletic alumni only want to give to their sport, and therefore, the system must encourage and put the focus on that. Also, it is Selgo's belief to think long-term with all fundraising efforts. The system will require a significant amount of work upfront, but as with most things, once the organization is in place, the workload is more manageable.

In college athletics, booster clubs are used as the fundraising arm for the athletics department to generate cash donations. Below is one approach for an annual fundraising organization that could be used by Sonoma State. The task force believes this would be the responsibility of the position described above. Increasing annual fundraising is ***dependent upon developing and maintaining relationships***. This takes time, and there is a lot of hard work involved.

Step One:

Should athletics be reinstated, the task force recommends a "Bring Back Seawolves Athletics" campaign, which should be done in close alignment and coordination with the Advancement office. A campaign committee would need to be formed, with the intent that it would become the Seawolves Club Advisory Board to the director of athletics.

Step Two:

In conjunction with the Advancement Office, consider developing a Seawolves Club Alumni and Friends advisory subcommittee for every sport (e.g., Seawolves Women's Soccer Club, Seawolves Men's Basketball Club, etc.). Working with each head coach, each sport would target eight to ten, or more, leaders amongst athletics alums and friends from their sports programs to establish a subcommittee of the Seawolves Club in their sport. These sub-committees would have the intent to use SSU Athletics alumni and friends from their sport to find other alumni and friends who would support the program.

Step Three:

Conduct two meetings per year with each subcommittee. These meetings would be held in conjunction with one of their sport's regular-season games and an event in the off-season for their sport. The head coach's responsibilities with their subcommittee would be to come to every subcommittee meeting, provide an overview of the current state of their program, and inform the subcommittee of their needs for the current year for their program. Perhaps bring some current student-athletes to each meeting to tell their story. The goal is to get athletic alumni and friends of the program to target and find other alumni and friends of the program to become donors to the Seawolves Club for their sport. Alumni of each program would be asked to give and target their teammates to come to the events and give to their program. Alumni and friends who cannot attend subcommittee meetings in person can attend virtually.

Team Fundraising

In addition to the above fundraising effort for each program through the Seawolves Club, it is common for Division II teams to conduct another fundraiser (e.g., apparel sales). However, the director of athletics needs to approve and monitor any of these activities so that they do not interfere with the Seawolves Club efforts. Often, these are efforts to generate



additional revenue above and beyond their operating budgets for a special team trip (e.g., a trip to Hawaii or a foreign country). These types of team fundraising can also be coordinated through their sport's Seawolves subcommittee.

Capital Fundraising

One of the long-term benefits of building the alumni base of support is it allows leadership the ability to identify potential large donors. Mammoth would note that locker room projects are excellent ways to secure support by setting up the giving program so that alumni or friends can purchase a locker with their name on it and allow their gift to be payable over four years. This makes it more affordable for younger alumni. This is a great way to get athletics alumni in the habit of giving back to their programs. Once they give to a project such as a locker room, it is Mammoth's experience that alumni tend to continue to give annually to their program. Once the four-year giving period is complete, institutions need to develop the relationships such that they continue to give on an annual basis by either having another project for them to give to or transferring their giving to annual gifts for their program's operating expenses.

With projects such as this, it is important to get creative, as private schools do in this area. Naming rights for facilities is a great way to be creative, whether the naming rights are with donors or corporations. Every athletics facility contains opportunities for naming rights, whether it is a gym, playing field, or surface, conference room, lobby area, office area, locker room, lockers, patio, etc. Again, creativity is required to make progress happen at all institutions today. Mammoth encourages SSU to be creative in thinking about the future concerning its athletics facilities master plan, to consider all of the possibilities available with its athletics facilities for potential capital fundraising projects. The task force acknowledges that the CSU has naming policies that would need to be reviewed and followed in coordination with the Advancement office.

Facilities Rentals

Revenue for athletics facilities rentals does not go to the specific sports when external groups utilize the facilities. Specifically, and from the individual who oversees Conference and Event Services (CES), "lease revenue for state facilities with no debt or rent payments (all athletics facilities) and the revenue is retained in the CES trust to be used for projects at the direction of the CFO. CES reimburses departments for any direct expenses, such as staffing, supplies, or damage." So, if Athletics incurred costs associated with the external rental, those would be reimbursed to the department. In addition, they confirmed that "camps run by Athletics were booked as internal events with revenue collected by Athletics. No facility rentals are charged (i.e., Athletics does not pay to use the athletics facilities) for state facilities. They (athletics) would cover any direct expenses from other departments – i.e., tables and chairs for sign-in, food, etc."

Camps

The SSU athletics programs have conducted camps to generate additional revenue for their programs. It is recommended that the **net** revenues for the camps be used for:

- Operating funds for the program to be used for "extras" above and beyond the normal regular-season operating expenses (e.g., special team trip, team-specific equipment such as a pitching machine for baseball/softball, apparel such as travel gear, etc.). This will incentivize coaches and student-athletes to grow the camps every year.
- Supplemental pay for the coaching staff. Many DII programs use some of the net revenues from their camps to help provide financial support for part-time coaches or assistant coaches' salaries that might be on the lower end of providing a quality of life.

Branding and School Spirit

Sonoma State University could receive branding value from having an athletics program. Although this cannot be measured in a typical ROI fashion, intuitively, those who work on a college campus should recognize that the athletics



teams extend the branding of SSU beyond the immediate area, and in the CCAA, throughout the state of California. At one time, SSU had recruiting pipelines into Southern California. Regenerating those pipelines should be good for the institution, and athletics could assist with this with their competition in that area of the state.

In addition, athletics should increase school spirit throughout the campus. This is another benefit of athletics, when done right, that a typical ROI cannot be measured, but rather, it is felt throughout the campus. Athletics and all organizations on campus (especially student organizations) should be working together to help all be successful. The athletics department needs to be supportive of other student organizations for students to support athletics. Successful athletic teams are important in all of this, and when success has been achieved, all on campus need to capitalize on it for the betterment of Sonoma State University!

Chapter 11: Title IX, Diversity, Equity, and Belonging

In all decisions for intercollegiate athletics, Title IX must be a prime consideration. SSU prides itself on its diversity, equity, and belonging, and the task force believes the athletics programs should also reflect this.

The second page of the document in Appendix B contains some additional salient information about Athletics' contribution to a diverse student body. In particular, in the 2024-25 AY:

- 31 student-athletes were First Gen College Students
- 1 in 4 of all students at SSU who identified as Black or African American were student-athletes
- Most demographic groups on campus had higher representation (proportionately) in the Athlete group compared to the campus as a whole

Chapter 12: Miscellaneous

The Athletics Task Force also wanted to mention that a report had been completed in March of 2025 by Daniel A. Rascher, Ph.D., President of Sport Economics, LLC, to analyze the economic impact of eliminating athletics at the university. This document is not included in this report but can be provided by SSU staff upon request.

If the decision is made to reinstate intercollegiate athletics, everyone on campus has to be “all in” on making SSU Athletics successful in a sustainable fashion. There is a lot of hard work ahead, but the future of Sonoma State University is, to some degree, dependent on the success of the athletics programs and the 200+ students who are enrolled because of it.



Appendix A: Mammoth Sports Consulting Assistant Vice President Tim Selgo's Bio

Selgo served 20 years as the athletics director at Grand Valley State University and brings over 35 years of successful college athletics experience, 28 years of administrative experience, and over 9 years of consulting experience. A promoter of a well-rounded Department of Athletics, Selgo led the Lakers to the top two in the Learfield Sports/NACDA Directors' Cup standings for 15 consecutive years, including eight straight titles (2003-04 to 2010-11) and winning 11 of the last 13. The prestigious award is presented annually by the National Association of Collegiate Directors of Athletics (NACDA) and Learfield Sports to the best overall collegiate athletics programs in the country.

In addition, GVSU won 18 straight Great Lakes Intercollegiate Athletic Conference Presidents' Cup titles as the top athletics program in the GLIAC. The Lakers' 23 all-time Presidents' Cup titles top all GLIAC institutions. Grand Valley State, which won 45 GLIAC titles prior to Selgo's arrival, won 174 GLIAC titles under Selgo's leadership as Athletics Director.

A respected leader in college athletics throughout his career, Selgo served on the NCAA DII Management Council for four years (2007-11), including serving as Chair of the Management Council in 2009. A term on the NCAA DII Management Council is the highest position in DII athletics. He was named the NACDA Division II AD of the Year for the Central Region in 2012-13, while also being named the Division II Central Region Astroturf Athletic Director of the Year in 2006-07. He was also honored as the Central Region AD of the Year in 2002-03. In addition, Selgo was President of NACDA (National Association of Collegiate Directors of Athletics) in 2015-16. In the summer of 2017, Selgo was inducted into the NACDA Hall of Fame as well as the recipient of the Division II Athletics Directors Association Lifetime Achievement Award. Selgo is a member of four halls of fame: The University of Toledo Athletics Hall of Fame, the Grand Rapids Sports Hall of Fame, the NACDA Hall of Fame, and the Grand Valley State University Hall of Fame.

Selgo, in addition to his consulting services, is a sought-after speaker on leadership and is the author of *Anchor Up, Competitive Greatness the Grand Valley Way, Make One Play, and Moms and Dads Eat the Brown Bananas*.



Appendix B: The History of Sonoma State Athletics

This summary was compiled from “The Intercollegiate History of Sonoma State College 1962-74 – The Pioneer Athletes” by Don Vachini, class of 1966, and loyal supporter of SSU Athletics, and discussions with Bill Fusco, former director of athletics.

- **1964:** Sonoma State's athletic programs began with the establishment of the men's basketball team.
- **1960s-2002:** The school's teams were known as the "Cossacks," named after Russian settlers, but were eventually deemed offensive.
- **2002:** The university adopted the name Seawolves.
- **Mid-1970s:** Funding from a state bill was lost, leading to the elimination of most sports programs between 1975 and 1978.
- **1979:** SSU Athletics rejoined the NCAA as a Division II member on September 1, 1979.
- **1980s:** The department of athletics was separated from the PE/Kinesiology department and had its own university-funded budget. A booster club was formed, and some external fundraising was done, but there were no scholarships offered at this time.
- **1990s:** A student fee referendum was passed in 1992, and another one passed in the mid-1990s to keep athletics moving forward, but due to financial challenges, the football program was cut in 1996. The CSU system instituted a gender equity initiative that mandated compliance with Title IX, and all CSU campuses had five years to be in compliance with what was referred to as the Cal/NOW Consent Decree. The referendum on Campus-Based Fee Inflationary Adjustment was conducted in Spring 2001. Per the voter pamphlet, the student fee referendum “proposed that the campus-based fees [category II fees] would be adjusted annually according to the Bay Area Consumer Price Index (CPI).” This includes the Instructionally Related Activities Fee, which partially funded the SSU Athletics program previously.
- **1996:** Football was discontinued due to budget constraints.
- **2003:** As a part of the 2003 IRA Fee Referendum, which proposed an increase to the Instructionally Related Activity (IRA) fee, Athletics received approximately \$500,000 to stabilize the program, add a men's sport(golf) and add a women's sport (water polo), as well as, add a new, full-time assistant athletic trainer position.
- The baseball program also saw consistent postseason success and produced minor league players.



Appendix C: Intercollegiate Athletics Advisory Committee Meeting with Interim President Cutrer 2-28-25



A report cover with a blue background. At the top, it says "Sonoma State University Intercollegiate Athletics Report". Below that, it says "Prepared by: Mr. Stan Nosek Mr. Larry Swanson" and "February 2020". There is a large blue leaf graphic on the left. On the right, there is a block of text and the Sonoma State Seawolves logo. The text reads: "Intercollegiate Athletics at Sonoma State University is a highly visible student program providing a wide array of opportunities for student-athletes and is a valued source of campus and community pride. The program is an important asset to student life and adds to the identity of the university. Athletics also significantly adds to diversity of the student body by bringing students of color and international students to the campus. ... Student-athletes achieve higher GPA's and graduation rates than the rest of the student population and obviously have a positive enrollment value. The athletics program also is a unifying and positive link to alumni and donors. It also serves as an important bridge to the community and is a front door to the campus." The logo is a blue and white stylized wolf head with the text "SONOMA STATE SEAWOLVES" below it.

To our knowledge, this is the most recent comprehensive report/study completed on Intercollegiate Athletics at Sonoma State. There was also a report completed in 2023-24 from individuals at CSU Bakersfield, but that report is believed to have focused on student-athlete support services.

According to [Gallup's 2020 study](#), student-athletes are faster to graduate and more likely to hold leadership positions than their peers. Former student-athletes were also more likely to be thriving in many career paths. And in the [most recent NCAA GOALS Study](#), most juniors and seniors reported they have already or are planning to participate in an internship opportunity.



Student-Athlete Characteristics

AY 2024-25

- 273 participation opportunities
- **245 student-athletes**
- 164 scholarship students
- 31 First Generation College Students
- Roughly 1 in 4 SSU students that self-identify as black/African American are Student-Athletes.

Ethnicity	Total	Percent
Am. Indian/Alaskan Native	2	0.82%
Asian	14	5.71%
Black/African American	39	15.92%
Hispanic/Latino	48	19.59%
Native Hawaiian/Pacific Islander	8	3.27%
Two or More Races	18	7.35%
Unknown	3	1.22%
White/Non-Hispanic	113	46.12%



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The Student-Athlete population remains relatively constant, even while the overall SSU population has decreased. Student-athletes are essentially guaranteed enrollment from year-to-year.

- Participation Opportunities is defined as roster spots and may include duplicate student-athletes (i.e. multi-sport student-athletes).
- Total Student-Athletes refers to the total number of students (scholarship and non-scholarship) associated with one or more rosters. This number is used as the department's Headcount for the 2024-25 academic year. (*Note: In her presentation with the Board of Trustees, Interim President Cutrer stated SSU Athletics includes a student population between 195-235.*)
- The number of scholarship student-athletes represents about $\frac{1}{3}$ of total student-athletes. The average award per headcount is \$3.5k (or \$5.3k per scholarship student-athlete). *As of February 2025.*
- All information compares 2024-25 Student-Athlete Headcount with publicly available Fall 2024 university census data:
 - The ethnicities shown in red font reflect a percent of the population that is higher than the overall SSU student population.
 - With Black/African American students, the percentage “gap” (student-athlete population vs. general student population) is over 13%. **Further, of the total number of students on the SSU campus who identify as Black/African American, nearly 25% are student-athletes.**
 - The student-athletes classified as Underrepresented Minorities (URM) represent 39.59% the total student-athlete population (compared to 44.5% for the campus at large).



Student-Athletes at SSU | 2024-25

Department	Headcount	Percent	Department	Headcount	Percent
School of Business	79	7.4%	Anthropology	3	2.6%
Kinesiology	55	18.7%	Electrical Engineering	2	1.7%
Communications Studies	23	10.1%	History	2*	2.0%
Psychology	16	2.7%	English	2	1.2%
Biology	13	3.3%	Economics	2	3.4%
Undeclared	7	2.6%	Music	2	2.0%
Early Childhood Studies	7	2.6%	School Teacher Ed & Leadership	1	1.7%
Crim & Crim Justice Studies	5	2.3%	Nursing	1	0.03%
Computer Science	5	2.0%	Philosophy	1	1.7%
Political Science	4	4.1%	Chemistry	1	1.1%
Liberal Studies - Hutchins	4	1.9%	Extended Education	1	1.1%
Sociology	4	2.9%	American Multicultural Studies	1	10%
Mathematics	3	2.9%	Geog. Environ. Planning	1	0.8%



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There are five (5) current student-athletes in academic departments/programs set to be discontinued:

- 2 ECON-BA
- 1 EDUC-MA
- 1 HIST-MA
- 1 PHIL-BA

1 student-athlete has a second major within an academic department identified for closure: ECON-BA.

Additionally, there are four (4) student-athletes who have declared Minors within academic departments identified for closure:

- 2 ECON-MIN
- 1 PHIL-MIN
- 1 WGS-MIN

Student-Athlete Academic Performance

Average units taken, by term

Term	Athletes	All Students
F22	13.8	13.4
S23	13.5	13.4
F23	13.9	13.6
S24	13.6	13.4
F24	13.7	13.6

Cumulative GPA, by term

Athletics and All SSU

Semester	Athletics	All SSU
Fall 2020	3.25	3.15
Spring 2021	3.22	3.18
Fall 2021	3.28	3.15
Spring 2022	3.25	3.15
Fall 2022	3.28	3.15
Spring 2023	3.25	3.15
Fall 2023	3.28	3.15
Spring 2024	3.25	3.15
Fall 2024	3.22	3.15

Key Points:
 Student-Athlete population **supports** the university's efforts to increase FTES.
 Student-Athlete population **elevates** overall academic performance metrics of the university.

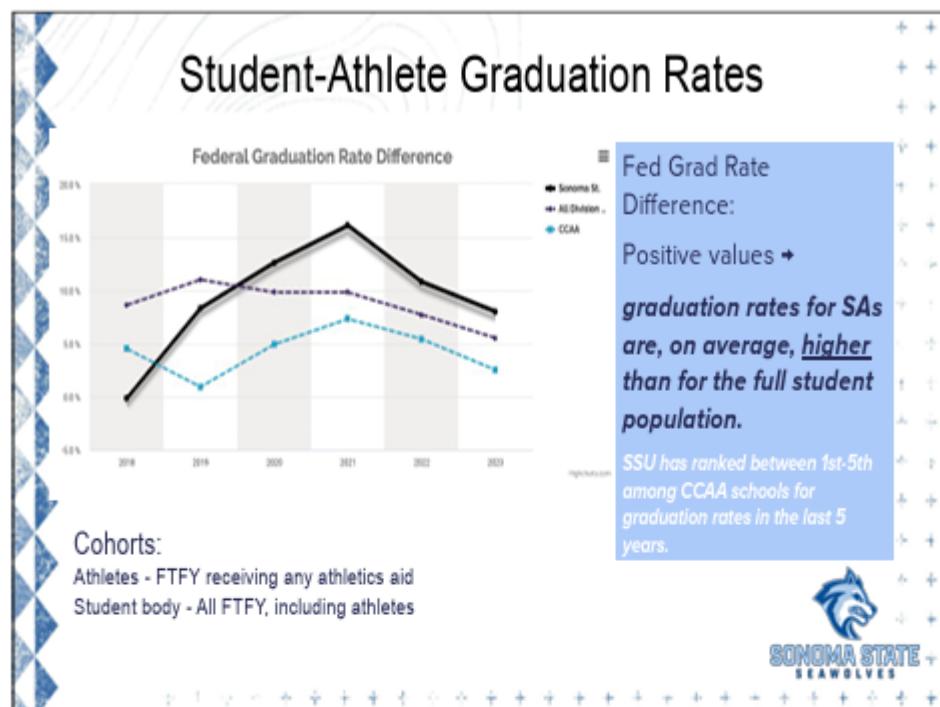


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With student-athletes generally taking more units than their non-student-athlete peers, SSU Athletics supports the university's efforts to increase FTES.

- Due to sizes of each population, most differences are statistically significant.
- It is also worth keeping in mind that the "All SSU" group contains student-athletes as a subset, and so the general population with student-athletes removed may have an overall lower GPA than shown.





Federal Graduation Rates (FGR)

- The Federal Graduation Rate indicates the percentage of freshmen who entered and received athletics aid during a given academic year who graduated within six years. The Federal Graduation Rate subtracts students from the entering cohort who are considered allowable exclusions (i.e., those who either die or become permanently disabled, those who leave the school to join the armed forces, foreign services or attend a religious mission).
- Over the past five years, SSU Athletics has ranked anywhere between 1st to 4th in the CCAA in Federal Graduation Rates.**

NCAA DII Academic Success Rates (ASR)

- Not shown: The NCAA Division II Academic Success Rate (ASR) is a 6-year graduation rate with a cohort that includes all student-athletes (FTFY, transfers, mid-year enrollees, etc.), regardless of scholarship status, who are on the roster at the start of the championship season their first year at the institution. The ASR subtracts students from the entering cohort who are considered allowable exclusions (i.e., those who either die or become permanently disabled, those who leave the school to join the armed forces, foreign services or attend a religious mission). In addition, the ASR subtracts those who left the institution prior to graduation, but had athletics eligibility remaining and would have been academically eligible to compete had they returned to the institution.
- Using the Academic Success Rate (ASR) in place of the Federal Graduation Rate **increases the graduation rate difference** between athletes and all student by **an average of 8 percentage points**.
- Over the past five years, SSU Athletics has ranked anywhere between 2nd to 5th in the CCAA in Academic Success Rates.**



Intercollegiate Athletics Cost-Benefit Analysis 2024-25			
	Student-Athlete Headcount	Per Student-Athlete Benefit	Total
Estimated General Fund Allocation (per Headcount)	245	\$9,690.00	\$ 2,374,050.00
Subtotal on General Fund Allocation Benefit			\$ 2,374,050.00
Mandatory Registration Charges - Undergraduate	239	\$8,624.00	\$ 2,061,136.00
Mandatory Registration Charges - Graduate	6	\$10,148.00	\$ 60,888.00
Non-resident Student Additional Tuition Charge (WUE)	23	\$3,042.00	\$ 69,966.00
Non-resident Student Additional Tuition Charge (Non-WUE)	1	\$12,600.00	\$ 12,600.00
Subtotal on Tuition and Fees Benefit			\$ 2,204,680.00
Estimated Housing & Food (from On-Campus Residents)	122	\$16,802.00	\$ 2,049,844.00
Estimated Parking Permits	160	\$284.00	\$ 45,440.00
Subtotal on Auxiliary Benefit			\$ 2,086,284.00
Total Estimated Benefit from Student-Athletes			\$ 6,873,824.00
Salaries Expense			\$ (2,812,730.00)
Estimated Benefits Expense			\$ (1,687,577.40)
Operating Expense			\$ (891,952.00)
Scholarships Expense			\$ (690,850.00)
Total Estimated Expenses Allocated by the University (Including salaries, benefits, operating and scholarships)			\$ (8,083,108.40)
Estimated Net Benefit			\$ 680,814.80



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Cost-Benefit Analysis

- Following the announcement that Sonoma State University planned to discontinue its intercollegiate athletics program following the 2024-25 academic year, the Department of Intercollegiate Athletics completed a Cost-Benefit Analysis.
- The analysis exclusively examines estimated university revenues generated by student-athletes and expenses allocated to the Department of Intercollegiate Athletics by the university.

Disclaimer: This analysis is a high-level summary and an estimate based (for the most part) on published information. Actuals may be different. Additionally, there are some benefits that are not captured in this analysis, but detailed later in the presentation.

Source Data

- Estimated State Allocation Benefit:** The department identified the estimated per Headcount benefit by subtracting the SSU annual tuition charges for 2024-25 (\$6,084) from the CSU annual 'Funding per FTES' amount for 2024-25 (\$15,774). This resulted in a General Fund per FTES of \$9,690 for SSU. (Tuition is based on [SSU Student Charges/Fees](#). CSU Funding per FTES is based on the [CSU 2024-25 Final Budget Allocation Memo](#), dated August 5, 2024).
- Estimated Tuition and Fees Benefit:** Utilizes the published [Cost of Attendance](#) figures for Sonoma State University. Headcount is identified using demographic data of the student-athlete population.



- **Estimated Housing & Food Benefit:** Utilizes the 'Housing & Food' amount in the published [Cost of Attendance](#) figures for on-campus residents at Sonoma State University. Headcount is identified using the total number of student-athletes living on-campus at any point during 2024-25.
- **Estimated Parking Permits Benefit:** Utilizes published Parking Permit cost for the combined, Fall 2024 and Spring 2025 semesters. For this Headcount, an assumption is made that $\frac{2}{3}$ of student-athletes purchase parking permits. The cost is the same for RH and G permits.
- **Salaries, Benefits, Operating, and Scholarship Expenses:** Values are the amount budgeted for Intercollegiate Athletics in the Operating Fund (SO100) and IRA Allocation (RQ017). Any expenses (i.e. scholarships and operating expenses) utilizing revenues generated by the Department of Intercollegiate Athletics (i.e. contributions, ticket sales, etc.) is assumed to be a net-zero gain and therefore excluded from this Cost-Benefit Analysis.

Additional Notes

- In her announcement email on January 22, 2025, Interim President Cutrer stated the University would save \$3.7 Million. And, during the January 29, 2025 Board of Trustees meeting, Interim President Cutrer said that student-athletes cost the university \$20k per student-athlete per year.
- For purposes of this analysis, the department utilized a student-athlete's eligibility for WUE (as opposed to the actual charges). Four (4) WUE-eligible student-athletes had not applied for the program and are therefore paying non-WUE nonresident charges. In other words, the actual amount of non-resident charges being paid by the 26 out-of-state student-athletes is actually higher than what is displayed.
- The Estimated Benefits Expense shows the budgeted amount (at 62%). However, YTD actuals are closer to 46.9% which suggests the estimated benefits expense (shown here) may be inflated.



Other Potential Benefits Excluded From this Analysis

- Benefits derived from students who chose SSU with an invitation to participate in a tryout upon enrollment at the institution, but ultimately did not make the roster.
- Benefits derived from non-student-athletes who enrolled at SSU for a well-rounded college experience that includes Intercollegiate Athletics.
- Benefits derived from SSU Athletics student employees, as well as those students participating in co-curricular activities/opportunities related to SSU Athletics (i.e. clubs, internships, student team managers, employment, etc.)



Other Potential Benefits Excluded From this Analysis

- Summer & Winter tuition charges paid by student-athletes.
- Food purchased at on-campus retailers by those student-athletes who reside off-campus, as well as SSU Athletics employees.
- Books, supplies, apparel, etc. purchased at the on-campus bookstore by student-athletes, as well as apparel purchased by families of student-athletes, recruits, campers, and alumni.
- Annual parking permits purchased by SSU Athletics employees, as well as daily permits purchased by athletic events spectators.



Economic Impact 2024-25						
Student-Athlete & Coaches (Travel Party)	Total Number of Hotel Nights	Total Number of Hotel Rooms	Estimated Hotel Revenue	12% Transient Occupancy Tax	Per Diem Per Visiting Team (meals within Sonoma County)	Subtotal Estimated Benefit to Sonoma County from Visiting Athletic Teams
2036	116	1429	\$235,785	\$28,294	\$144,090	\$408,169
				Student-Athletes Living Off-Campus	SSU Off-campus housing cost (SSU survey response)*	Subtotal on Estimate Benefit to Sonoma County for Student-Athletes Living Off-Campus
				123	\$14,322	\$1,761,606
Total Estimated Economic Impact to Sonoma County						\$2,169,775

*The Food and Housing expenses included in the Off Campus Cost of Attendance represent the assumed costs students pay based on the results of a recent statewide survey (\$22,088). In the survey, students enrolled at Sonoma State University reported lower average costs of \$14,322.



Estimated travel rosters for each visiting team.

- The total number of nights needed by each team multiplied by the total number of rooms (example: 2 nights x 9 rooms).
- 12% transient occupancy tax goes to the county (tourism fee). This does not include other taxes and fees of the hotel.

Other Potential Benefits Excluded From this Economic Impact Analysis

- Hotels and meals from family and friends who travel to the area to watch their student-athlete (SSU or Visitor) compete on the SSU campus.
- Revenue from NCAA Regional Events hosted by SSU (estimated at over \$100,000 in 2023)
- Gas and car rentals from visiting teams and their family/friends.
- Gas and car rentals from SSU athletic teams to travel to competition within our locale (SF, Humboldt, EB, etc.).
- Entertainment of visiting teams competing multiple days (movies, scandia, laser tag, etc.).
- Recruits visiting campus and staying overnight (hotel, meals, and entertainment).



Other Considerations

- Marketing Value & Brand Awareness in California and neighboring states.
 - Local media coverage of student-athlete commitments/signing with Sonoma State, as well as results of competition.
 - Team Travel - Visibility in airports, restaurants, etc. throughout the state of California.
 - Coach presence at events (i.e. recruiting, community, etc.)
 - Sporting events broadcast on FloSports network.
 - Merchandise available online via SSU Athletics - Nexus Licensing Partnership
 - Camps and Clinics - over a thousand youth and families on the SSU campus



- Student-athletes and coaches wear team-issued apparel during travel with SSU branding prominently displayed.
- Between January and March 2024, SSU had 627 subscribers on our streaming platform. This is part of a broader effort within our conference, which collectively has over 8,000 subscribers. Between September and November, 2024 SSU had over 3,000 viewers watching our fall sports compete.
- In Fall 2024, the CCAA moved to FloSports which has over 1 million subscribers, all of whom have access to watch SSU athletics events.
- The Department of Intercollegiate Athletics started the licensing program at Sonoma State. In other words, this revenue stream started by the department.

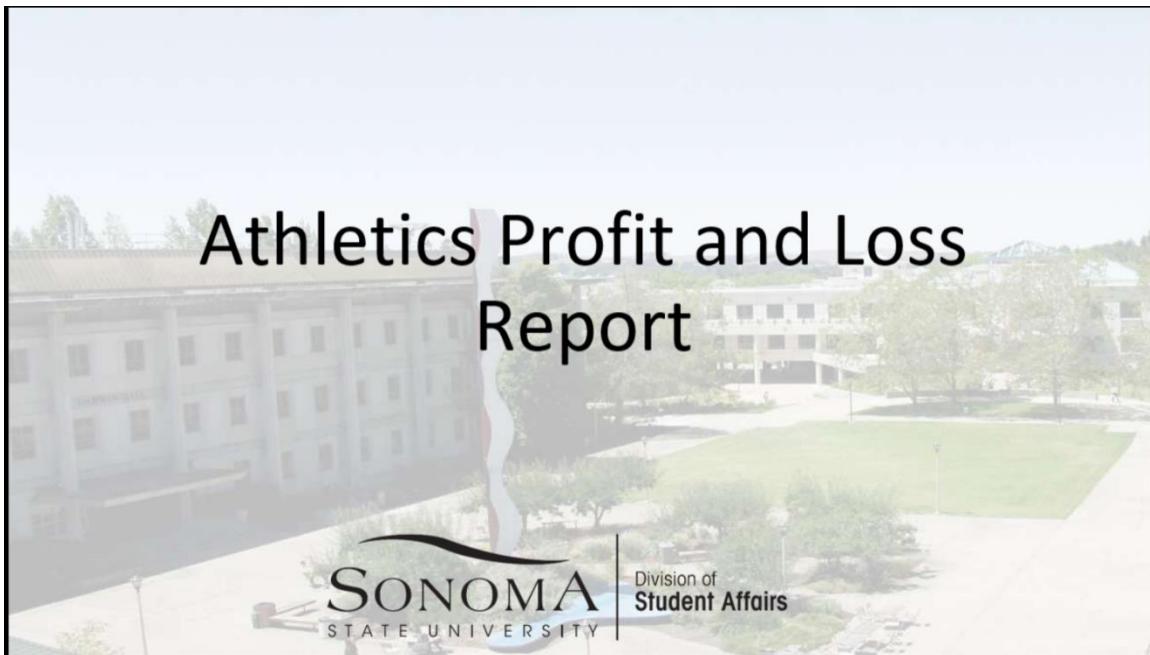


Other Considerations

- Enrollment Driver
 - Many students choose a 4-year college/university, based on campus environment and opportunities within student life, including NCAA sporting events.
 - Student-athletes are recruiters. When they commit to and attend a university, their friends/teammates and other high school classmates may consider the university for enrollment.
 - Club sports, intramurals, rec sports, etc. has a better chance at thriving when there is a strong foundation of intercollegiate athletics.
 - Co-curricular and employment opportunities for students seeking careers in business, communications, hospitality (i.e. sporting events), and healthcare (i.e. sport injuries).



Appendix D: Athletics Profit & Loss Report for the Past Four Fiscal Years



2024-2025 P&L

2024/2025 Actuals	Full Program	General Athletics*	Baseball	Mens Basketball	Womens Basketball	Mens Golf	Womens Golf	Softball	Mens Soccer	Womens Soccer	Track and Field	Volleyball	Cross Country
BEGINNING FUND BALANCE**	640,602	1,013,920	(203,740)	14,468	(27,197)	101,722	136,421	(19,060)	(116,062)	(15,703)	33,995	(60,152)	(218,011)
Operating Fund Allocation	2,813,619	1,235,366	228,493	35,474	179,919	106,476	91,476	253,576	159,846	178,720	68,139	202,120	74,011
IRA Fee	2,339,013	732,592	138,036	412,596	162,002	71,074	68,879	82,024	208,473	161,971	77,260	159,387	64,719
Fundraising and Scholarship Revenue	768,407	6,356	81,988	117,871	110,784	31,502	44,909	73,744	70,334	62,071	53,850	115,000	-
Other Financial Sources (incl. Ticket Sales)	403,344	88,320	15,889	39,769	11,677	30,983	110,050	26,693	3,445	18,119	75	55,822	2,504
TOTAL REVENUES	6,324,383	2,062,634	464,406	605,710	464,381	240,035	315,314	436,037	442,097	420,881	199,324	532,329	141,235
Compensation	4,599,958	1,608,160	392,847	370,582	305,347	147,374	147,373	334,708	327,232	332,388	139,743	354,462	139,742
Travel	753,337	10,932	86,878	88,913	88,055	61,562	39,678	77,444	70,209	65,736	68,421	61,178	34,332
Scholarship Distribution	992,695	14,500	66,700	165,400	148,000	74,976	97,024	89,500	74,000	80,000	2,000	123,795	56,800
Contractual Services	115,746	29,595	5,048	2,266	-	270	68,016	9,000	-	-	-	-	1,550
Misc. Operating Expenses (Equipment, Software, Etc)	928,897	314,907	51,131	56,056	40,088	61,542	76,585	137,073	39,567	51,106	24,119	60,248	16,475
TOTAL EXPENSES***	7,390,633	1,978,095	602,605	683,216	581,490	345,724	428,676	647,725	511,008	529,230	234,283	599,683	248,899
NET PROFIT/(LOSS)	(1,066,250)	84,539	(138,199)	(77,506)	(117,108)	(105,688)	(113,362)	(211,688)	(68,911)	(108,349)	(34,959)	(67,354)	(107,665)
ENDING FUND BALANCE	(425,648)	1,098,459	(341,939)	(63,038)	(144,305)	(3,966)	23,059	(230,748)	(184,972)	(124,052)	(963)	(127,506)	(325,675)

*Includes Athletic Administration, Strength and Conditioning, Sports Information, Compliance, Events, Training, and cancelled sports

**Fund Balances for shared funds are represented under General Athletics

***Approximately \$245K of 24-25 expenses were related to employee vacation payouts



2023-2024 P&L

2023/2024 Actuals	Full Program	General Athletics*	Baseball	Mens Basketball	Womens Basketball	Mens Golf	Womens Golf	Softball	Mens Soccer	Womens Soccer	Track and Field	Volleyball	Cross Country
BEGINNING FUND BALANCE**	1,400,082	1,077,797	(114,049)	170,746	42,964	57,904	198,791	10,713	14,572	(496)	88,831	12,754	(160,444)
Operating Fund Allocation	2,797,945	1,261,649	332,049	42,226	174,439	95,498	95,497	239,991	83,482	169,309	53,733	179,655	70,415
IRA Fee	2,138,643	874,588	93,500	232,664	155,526	54,994	54,994	93,500	208,598	128,331	49,983	149,661	42,304
Allocate PY Scholarship Fund Balance	-	(558,408)	48,813	102,981	98,413	18,125	23,068	48,401	46,547	49,431	-	82,384	40,245
Fundraising and Scholarship Revenue	327,723	18,327	48,451	32,884	44,559	20,200	49,316	24,155	27,994	19,998	12,515	19,601	9,723
Other Financial Sources (incl. Ticket Sales)	403,808	63,048	15,268	61,563	15,106	71,957	45,038	58,318	2,003	22,271	450	48,326	461
TOTAL REVENUES	5,668,119	1,659,204	538,081	472,318	488,042	260,773	267,913	464,365	368,625	389,341	116,681	479,626	163,148
Compensation	3,942,257	1,409,442	387,813	289,970	263,725	128,452	128,450	275,395	298,794	253,942	114,001	278,272	114,001
Travel	709,832	8,393	120,653	100,382	92,923	25,466	25,188	74,687	71,831	51,819	30,256	82,946	25,286
Scholarship Distribution	828,456	750	67,625	175,000	139,456	26,500	33,500	60,250	71,000	61,875	-	132,500	60,000
Contractual Services	114,743	4,182	-	2,697	1,579	9,025	97,261	-	-	-	-	-	-
Misc. Operating Expenses (Equipment, Software, Etc)	832,310	300,313	51,682	60,547	60,520	27,511	45,884	83,806	57,633	36,912	27,260	58,814	21,428
TOTAL EXPENSES	6,427,598	1,723,080	627,773	628,596	558,203	216,954	330,284	494,138	499,258	404,548	171,517	552,532	220,714
NET PROFIT/(LOSS)	(759,480)	(63,877)	(89,691)	(156,278)	(70,161)	43,819	(62,370)	(29,773)	(130,633)	(15,207)	(54,836)	(72,905)	(57,566)
ENDING FUND BALANCE	640,602	1,013,920	(203,740)	14,468	(27,197)	101,722	136,421	(19,060)	(116,062)	(15,703)	33,995	(60,152)	(218,011)

*Includes Athletic Administration, Strength and Conditioning, Sports Information, Compliance, Events, Training, and cancelled sports

**Fund Balances for shared funds are represented under General Athletics



2022-2023 P&L

2022/2023 Actuals	Full Program	General Athletics*	Baseball	Mens Basketball	Womens Basketball	Mens Golf	Womens Golf	Softball	Mens Soccer	Womens Soccer	Track and Field	Volleyball	Cross Country
BEGINNING FUND BALANCE**	1,761,205	1,038,181	20,097	202,683	78,564	110,086	150,783	57,991	63,253	9,393	56,868	51,135	(77,829)
Operating Fund Allocation	2,703,196	1,242,262	304,209	86,343	157,421	87,161	87,161	220,928	81,068	154,291	54,262	163,549	64,541
IRA Fee	2,097,536	573,826	93,500	306,961	188,632	62,031	62,031	93,500	276,872	150,239	73,379	175,614	40,951
Fundraising and Scholarship Revenue	882,058	24,061	100,986	121,437	108,020	36,308	86,933	78,575	82,376	68,722	49,200	124,290	1,150
Other Financial Sources (incl. Ticket Sales)	581,076	303,162	407	57,657	15,910	41,702	64,373	26,670	4,493	19,142	300	44,677	2,583
TOTAL REVENUES	6,263,866	2,143,311	499,101	572,398	469,983	227,202	300,498	419,674	444,809	392,394	177,141	508,130	109,225
Compensation	3,858,226	1,501,081	360,063	308,512	256,475	109,057	109,056	242,447	294,991	233,998	93,456	255,635	93,454
Travel	802,382	12,313	130,150	83,279	63,962	38,051	34,050	96,018	102,283	48,329	39,964	129,346	24,637
Scholarship Distribution	853,809	3,750	83,750	159,700	135,000	33,000	42,000	64,500	76,000	81,000	-	117,000	58,109
Contractual Services	114,437	32,541	-	-	-	53,675	20,623	6,163	-	-	-	-	1,435
Misc. Operating Expenses (Equipment, Software, Etc)	996,134	554,011	59,283	52,844	50,145	45,601	46,761	57,823	20,216	38,955	11,759	44,531	14,205
TOTAL EXPENSES	6,624,988	2,103,695	633,247	604,335	505,582	279,385	252,490	466,951	493,491	402,282	145,178	546,512	191,840
NET PROFIT/(LOSS)	(361,123)	39,616	(134,146)	(31,937)	(35,600)	(52,183)	48,008	(47,278)	(48,681)	(9,888)	31,963	(38,382)	(82,615)
ENDING FUND BALANCE	1,400,082	1,077,797	(114,049)	170,746	42,964	57,904	198,791	10,713	14,572	(496)	88,831	12,754	(160,444)

*Includes Athletic Administration, Strength and Conditioning, Sports Information, Compliance, Events, Training, and cancelled sports

**Fund Balances for shared funds are represented under General Athletics



2021-2022 P&L

2021/2022 Actuals	Full Program	General Athletics*	Baseball	Mens Basketball	Womens Basketball	Mens Golf	Womens Golf	Softball	Mens Soccer	Womens Soccer	Track and Field	Volleyball	Cross Country
BEGINNING FUND BALANCE**	2,085,631	1,426,723	31,675	74,943	48,387	119,210	101,251	110,046	86,033	29,786	95	56,899	582
Operating Fund Allocation	2,513,313	997,190	314,591	89,045	169,428	87,253	87,252	223,188	90,971	151,556	78,329	161,232	63,278
IRA Fee	2,212,281	645,641	110,000	294,316	183,113	69,852	69,852	110,000	284,770	160,616	62,811	186,638	34,672
Fundraising and Scholarship Revenue	839,086	20,355	102,868	113,630	106,398	34,490	73,619	73,635	77,015	69,482	50,150	117,245	200
Other Financial Sources (Incl. Ticket Sales)	314,853	122,961	26,244	11,897	18,244	15,782	58,170	16,405	6,035	36,288	500	2,329	0
TOTAL REVENUES	5,879,533	1,786,146	553,702	508,887	477,183	207,376	288,893	423,228	458,791	417,942	191,790	467,444	98,150
Compensation	3,563,942	1,347,660	359,833	194,474	248,195	119,448	119,447	228,698	295,059	220,335	91,236	248,324	91,234
Travel	612,138	6,711	64,080	50,063	67,300	23,671	26,001	74,654	74,157	123,397	7,983	68,335	25,837
Scholarship Distribution	698,710	21,500	71,250	98,300	96,750	25,500	42,500	60,000	66,500	52,750		113,660	50,000
Contractual Services	17,173	9,748			-	4,988	938	1,500					
Misc. Operating Expenses (Equipment, Software, Etc)	1,311,996	789,070	70,117	38,311	34,762	42,894	50,475	110,432	45,856	41,853	35,848	42,888	9,490
TOTAL EXPENSES	6,203,959	2,174,688	565,280	381,147	447,007	216,500	239,361	475,283	481,571	438,335	135,017	473,208	176,561
NET PROFIT/(LOSS)	(324,426)	(388,542)	(11,578)	127,740	30,176	(9,124)	49,532	(52,055)	(22,780)	(20,394)	56,773	(5,764)	(78,412)
ENDING FUND BALANCE	1,761,205	1,038,181	20,097	202,683	78,564	110,086	150,783	57,991	63,253	9,393	56,868	51,135	(77,829)

*Includes Athletic Administration, Strength and Conditioning, Sports Information, Compliance, Events, Training, and cancelled sports

**Fund Balances for shared funds are represented under General Athletics



Appendix E: NCAA Graduation and Success Rates



NCAA GRADUATION RATES REPORT SIGNATURE FORM

After review of the online Graduation Rates Report, the chancellor or president must sign the appropriate space on this form, which must be uploaded to the Academic Portal not later than July 1.

Please mark the appropriate response:

The report was found to be correct, as provided by the NCAA.

or

The report was found to be incorrect. Corrections have been discussed with the NCAA staff and are now reflected on the new online document.

Name of Institution

Signature of Chancellor, President or Designee

Print or Type Name of Chancellor, President or Designee

Date



Sonoma State University

FRESHMAN-COHORT GRADUATION RATES								All Students		Student-Athletes #	
2018-19 Graduation Rate								58%		62%	
Four-Class Average								59%		64%	
Student-Athlete Academic Success Rate										79%	

1. Graduation-Rates Data

a. All Students

	Men				Women				Total			
	2018-19		4-Class		2018-19		4-Class		2018-19		4-Class	
	N	%	N	%	N	%	N	%	N	%	N	%
Am. Ind./AN	***	***	10	60	***	***	13	54	***	***	23	57
Asian	41	46	147	52	69	67	230	58	110	59	377	56
Black	17	53	68	46	22	27	101	46	39	38	169	46
Hispanic	231	52	816	50	428	61	1752	62	659	58	2568	58
Nat. Hinc/PI	5	20	8	13	6	50	16	44	11	36	24	33
US N-R	14	64	59	68	39	64	118	64	53	64	177	65
Two or More	51	45	189	50	72	53	349	59	123	50	538	56
Unknown	***	***	135	49	***	***	237	58	***	***	372	55
White	271	53	1089	56	420	64	1855	67	691	59	2954	63
Total	660	52	2531	53	1106	61	4671	63	1766	58	7202	59

b. Student-Athletes

	Men				Women				Total			
	2018-19		4-Class		ASR		2018-19		4-Class		ASR	
	N	%	N	%	N	%	N	%	N	%	N	%
Am. Ind./AN	0	-	0	-	***	***	0	-	0	-	***	***
Asian	***	***	7	43	4	75	***	***	7	71	14	93
Black	***	***	3	100	14	79	***	***	9	56	13	69
Hispanic	5	40	22	55	44	66	5	80	21	71	35	91
Nat. Hinc/PI	***	***	0	-	***	***	***	***	3	67	***	***
US N-R	0	-	***	***	0	-	0	-	***	***	0	-
Two or More	***	***	5	80	17	82	***	***	9	67	10	90
Unknown	***	***	***	***	0	-	***	***	***	***	***	3
White	7	57	33	58	81	77	17	71	82	68	83	82
Total	15	53	71	59	161	74	30	67	134	67	162	85



c. Student-Athletes by Sport Category

Baseball				Men's Basketball				Men's CC/Track			
%-N				%-N				%-N			
2018-19 4-Class ASR				2018-19 4-Class ASR				2018-19 4-Class ASR			
Am. Ind./AN	-	-	-	Am. Ind./AN	-	-	-	Am. Ind./AN	-	-	-
Asian	-	0-a	50-a	Asian	-	-	-	Asian	-	-	-
Black	-	100-a	100-a	Black	100-a	100-a	73-c	Black	-	-	-
Hispanic	-	57-b	80-d	Hispanic	-	-	-	Hispanic	-	-	-
Nat. Haw./PI	-	-	0-a	Nat. Haw./PI	-	-	-	Nat. Haw./PI	-	-	-
US N-R	-	-	-	US N-R	-	-	-	US N-R	-	-	-
Two or More	-	100-a	78-b	Two or More	0-a	50-a	75-a	Two or More	-	-	-
Unknown	-	-	-	Unknown	-	-	-	Unknown	-	-	-
White	33-a	46-c	74-e	White	100-a	75-a	100-b	White	-	-	-
Total	33-a	50-e	75-e	Total	67-a	75-b	81-e	Total	-	-	-
Football				Men's Other							
%-N				%-N							
2018-19 4-Class ASR				2018-19 4-Class ASR							
Am. Ind./AN	-	-	-	Am. Ind./AN	-	-	-				
Asian	-	-	-	Asian	100-a	60-a	100-a				
Black	-	-	-	Black	-	-	100-a				
Hispanic	-	-	-	Hispanic	40-a	53-c	54-e				
Nat. Haw./PI	-	-	-	Nat. Haw./PI	-	-	-				
US N-R	-	-	-	US N-R	-	-	-				
Two or More	-	-	-	Two or More	-	100-a	100-a				
Unknown	-	-	-	Unknown	-	100-a	-				
White	-	-	-	White	67-a	63-d	76-e				
Total	-	-	-	Total	56-b	62-e	70-e				
Women's Basketball				Women's CC/Track				Women's Other			
%-N				%-N				%-N			
2018-19 4-Class ASR				2018-19 4-Class ASR				2018-19 4-Class ASR			
Am. Ind./AN	-	-	-	Am. Ind./AN	-	-	100-a	Am. Ind./AN	-	-	-
Asian	-	0-a	50-a	Asian	-	100-a	100-a	Asian	100-a	80-a	100-c
Black	33-a	40-a	75-b	Black	-	50-a	50-a	Black	100-a	100-a	100-a
Hispanic	-	-	100-a	Hispanic	100-a	80-a	100-b	Hispanic	75-a	69-d	88-e
Nat. Haw./PI	-	-	-	Nat. Haw./PI	100-a	100-a	100-a	Nat. Haw./PI	-	0-a	100-a
US N-R	-	-	-	US N-R	-	-	-	US N-R	-	-	-
Two or More	0-a	50-a	100-a	Two or More	-	0-a	100-a	Two or More	-	83-b	83-b
Unknown	-	-	-	Unknown	-	-	-	Unknown	0-a	33-a	67-a
White	100-a	57-b	100-a	White	-	86-b	69-d	White	67-c	68-e	84-e
Total	50-b	47-c	84-d	Total	100-a	78-d	79-e	Total	68-e	68-e	86-e

Values for N (a. 1-5, b. 6-10, c. 11-15, d. 16-20, e. greater than 20)



2. Undergraduate-Enrollment Data (All full-time baccalaureate-degree seeking students enrolled 2024-25)

a. All Students	Men	Women	Total	b. Student-athletes #	Men	Women	Total
	N	N	N		N	N	N
Am. Ind./AN	6	11	17	Am. Ind./AN	2	0	2
Asian	116	128	244	Asian	5	5	10
Black	51	87	138	Black	11	20	31
Hispanic	715	1358	2073	Hispanic	10	20	30
Nat. Haw./PI	7	13	20	Nat. Haw./PI	3	2	5
US N-R	14	15	29	US N-R	0	0	0
Two or More	132	161	293	Two or More	5	9	14
Unknown	85	79	164	Unknown	3	0	3
White	837	1179	2016	White	26	43	69
Total	1963	3031	4994	Total	65	99	164
c. Student-Athletes # By Sports Category							
Men							
	Basketball		Baseball		CC/Track		Football
Am. Ind./AN	0		2		0		0
Asian	1		1		0		3
Black	6		4		0		1
Hispanic	0		4		0		6
Nat. Haw./PI	0		1		0		2
US N-R	0		0		0		0
Two or More	1		0		0		4
Unknown	1		1		0		1
White	4		10		0		12
Total	13		23		0		29
Women							
	Basketball		CC/Track		Other		
Am. Ind./AN	0		0		0		
Asian	0		0		5		
Black	2		10		8		
Hispanic	4		4		12		
Nat. Haw./PI	0		1		1		
US N-R	0		0		0		
Two or More	1		0		8		
Unknown	0		0		0		
White	7		7		29		
Total	14		22		63		

#Only student-athletes receiving athletics aid are included in this report.





**NCAA DIVISION II GRADUATION RATES
INSTITUTION REPORT INFORMATION**

Introduction.

This information sheet and the NCAA Division II Graduation Rates Institution Report have been prepared by the NCAA, based on data provided by member institutions in compliance with NCAA Bylaw 7.9.2.1 (admissions and graduation-rate disclosure) and the federal Student Right-to-Know Act. Please note, the NCAA will make this report public.

The Graduation Rates Institution Report gives graduation information about the most recent six-year graduating class of students and student-athletes who entered as freshmen in 2018-19. The graduation rate (percent) is based on a comparison of the number (N) of students who entered a college or university and the number of those who graduated within six years. For example, if 100 students entered and 60 graduated within six years, the graduation rate is 60 percent.

The Graduation Rates Institution Report provides information about two groups of students:

1. All Students.

All undergraduate students who were enrolled in a full-time program of studies for a baccalaureate degree; and

2. Student-Athletes.

Student-athletes who received athletics aid from the school for any period during their entering year. [Note: Athletics aid is a grant, scholarship, tuition waiver or other assistance from a college or university that is awarded based on a student's athletic ability.]

Two different measures of graduation rates are presented in this report: Federal Graduation Rate and NCAA Division II Academic Success Rate (ASR). The Federal Graduation Rate indicates the percentage of freshmen who entered and received athletics aid during a given academic year who graduated within six years. The ASR adds to the first-time freshmen, those students who entered midyear, first-time freshmen who did not receive athletics aid but participated in athletics (i.e., walk-ons), as well as student-athletes who transferred into an institution, received athletics aid or were on the roster at the start of the championship season their first year at the institution. Both the Federal Graduation Rate and the ASR subtract students from the entering cohort who are considered allowable exclusions (i.e., those who either die or become permanently disabled, those who leave the school to join the armed forces, foreign services or attend a religious mission). In addition, the ASR subtracts those who left the institution prior to graduation, but had athletics eligibility remaining and would have been academically eligible to compete had they returned to the institution.



NCAA Division II Graduation Rates
Institution Report Information
January 3, 2025
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Graduation Rates Report.

The box at the top of the Graduation Rates Institution Report provides the most recent class (i.e., 2018-19) and four-class Federal Graduation Rate (i.e., 2015-16 through 2018-19) for all students and for student-athletes who received athletics aid at this school. Additionally, this box provides ASR data (i.e., 2015-16 through 2018-19) for student-athletes.

1. Graduation- Rates Data.

The second section of the report provides Federal Graduation Rate and ASR data for all students, student-athletes and student-athletes by sport group. (Note: Pursuant to the Student Right-to-Know Act, anytime a cell containing cohort numbers includes only one or two students, the data in that cell and one other will be suppressed so that no individual can be identified.)

a. All Students.

This section provides the freshman-cohort graduation rates for all full-time, degree-seeking students by race or ethnic group. It shows the rate for men who entered as freshmen in 2018-19 and the four-class average, which includes those who entered as freshmen in 2015-16, 2016-17, 2017-18 and 2018-19. The same rates are provided for women. The total for 2018-19 is the rate for men and women combined, and the four-class average is for all students who entered in 2015-16, 2016-17, 2017-18 and 2018-19.

b. Student-Athletes.

This section provides the freshman-cohort graduation rates and the ASR for student-athletes in each race and ethnic group who received athletics aid. Information is provided for men and women separately and for all student-athletes.

c. Student-Athletes by Sports Categories.

This section provides the identified graduation rates as in 1-b for each of the eight sports categories. (The small letters indicate the value of N according to the legend at the bottom of 1-c.)

2. Undergraduate-Enrollment Data.

a. All Students.

This section indicates the total number of full-time, undergraduate, baccalaureate, degree-seeking students enrolled for the 2024 fall term and the number of men and women in each racial or ethnic group (not just freshmen).b. Student-



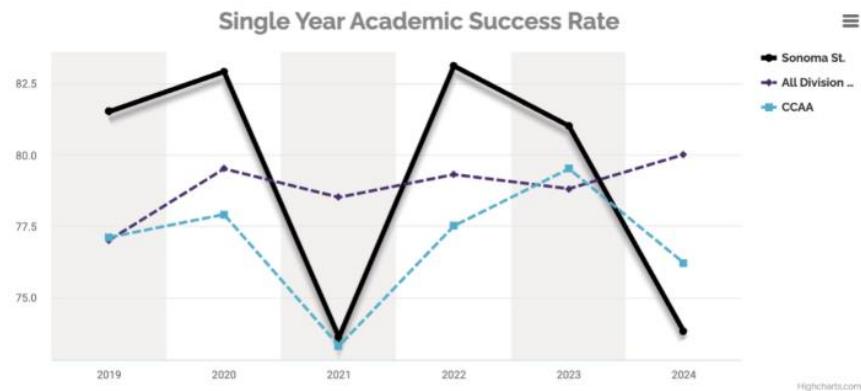
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Athletes.

This section identifies how many student-athletes were enrolled and received athletics aid for the 2024-25 academic year, and the number of men and women in each racial or ethnic group.

- c. Student-Athletes by Sports Categories. This section provides the enrollment data as identified in 2-b for each of the eight sports categories.

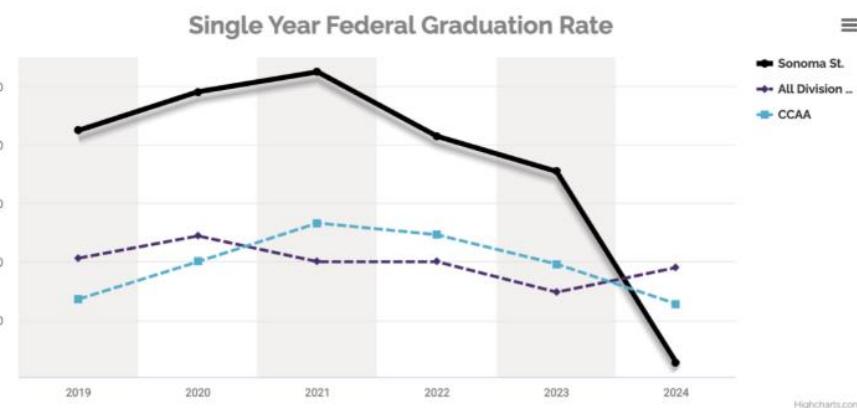




PERCENTILE RANK IN DIVISION II > 64% 60% 38% 62% 57% 36%

Single Year Academic Success Rate

	2019	2020	2021	2022	2023	2024
Sonoma St.	81.5	82.9	73.6	83.1	81.0	73.8
All Division II	77.0	79.5	78.5	79.3	78.8	80.0
CCAA	77.1	77.9	73.3	77.5	79.5	76.2

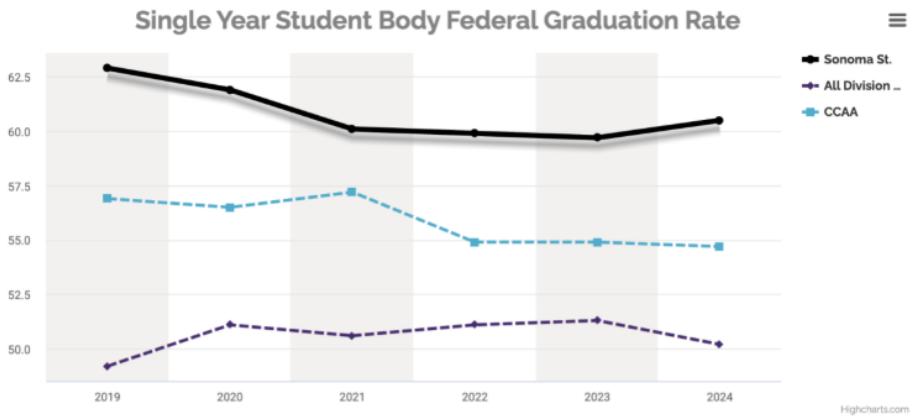


PERCENTILE RANK IN DIVISION II > 76% 85% 90% 76% 75% 33%

Single Year Federal Graduation Rate

	2019	2020	2021	2022	2023	2024
Sonoma St.	71.2	74.5	76.2	70.7	67.7	51.4
All Division II	60.3	62.2	60.0	60.0	57.4	59.5
CCAA	56.8	60.0	63.3	62.3	59.8	56.4

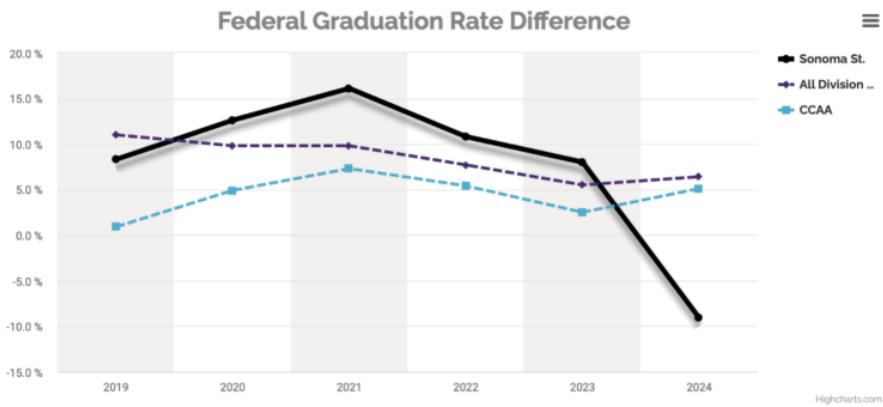




PERCENTILE RANK IN DIVISION II 83% 79% 75% 73% 73% 75%

Single Year Student Body Federal Graduation Rate

	2019	2020	2021	2022	2023	2024
Sonoma St.	62.9	61.9	60.1	59.9	59.7	60.5
All Division II	49.2	51.1	50.6	51.1	51.3	50.2
CCAA	56.9	56.5	57.2	54.9	54.9	54.7



PERCENTILE RANK IN DIVISION II 41% 61% 75% 61% 60% 5%

Federal Graduation Rate Difference

	2019	2020	2021	2022	2023	2024
Sonoma St.	8.3%	12.6%	16.1%	10.8%	8.0%	(-9.1%)
All Division II	11.0%	9.8%	9.8%	7.7%	5.5%	6.4%
CCAA	0.9%	4.9%	7.3%	5.4%	2.5%	5.1%



Appendix F: Flag Football – A Potential New Sport for SSU in the Future

The task force determined that a future option for a new sport for the institution could be flag football, as it would not be prudent to begin this program at this time. The number of high schools in Northern California sponsoring this sport is becoming significant, as indicated by this list:



2025 GIRLS FLAG FOOTBALL DIVISIONS

BASED ON 2024-25 TOTAL ENROLLMENT

Approved 3/28/25

Updated 9/19/25

DIVISION 1 (1450 & ABOVE) (35)

Alameda	1878	Deer Valley	2156	Livermore	1831
Amador Valley	2621	Dougherty Valley	3050	Maria Carrillo	1587
Analy	1466	Dublin	2875	Monte Vista	2043
Antioch	2130	El Cerrito	1453	Mt. Eden	1862
Berkeley	3335	Foothill	2394	Northgate	1577
California	2902	Freedom	2468	Pittsburg	3397
Carondelet	1650	Granada	2151	Rancho Cotate	1760
Casa Grande	1687	Hayward	1576	Redwood	1792
Castro Valley	2920	Heritage	2567	San Leandro	2532
Clayton Valley Charter	2375	James Logan	3126	San Ramon Valley	1976
College Park	1981	Las Lomas	1585	Santa Rosa	1554
		Liberty	2787	Windsor	1735

DIVISION 2 (1449 & BELOW) (37)

Acalanes	1231	Hercules	1062	Pinole Valley	1268
Alhambra	1075	Jesse Bethel	1421	Richmond	1290
Arroyo	1431	John Swett	355	Saint Mary's CHS (Berkeley)	630
Benicia	1363	JFK-Richmond	1033	San Francisco University	489
Berean Christian	408	Lower Lake	939	San Marin	1333
Campolindo	1338	Miramonte	1171	San Rafael	1402
Cardinal Newman	566	Montgomery	1249	St. Joseph Notre Dame	393
Concord	1155	Mt. Diablo	1416	Sonoma Valley	1085
Cornerstone Christian	153	Novato	1400	Tennyson	1448
De Anza	1053	Petaluma	1226	Terra Linda	1316
Elsie Allen	1044	Piedmont	794	Vallejo	1051
Emerald	902	Piner	1438	Ygnacio Valley	1032
Encinal	1105				

Here are the number of colleges and universities in the West region that are currently sponsoring flag football as a club sport or varsity sport. Although this isn't a large list, it is the task force's belief that this sport is going to grow in California, given the popularity at the high school level. Almost every sport that has become an NCAA Division II championship sport has begun this way. The NCAA Committee on Women's Athletics has recommended that all three divisions add flag football to the Emerging Sports for Women program, and multiple Division II conferences are starting to sponsor it.



Schools sponsoring Flag Football in the West Region

Division I

- Cal Poly (Club in 2026-27 and 2027-28, Varsity in 2028-29)
- Cal Baptist (Club)
- Grand Canyon (Club)

Division II

- None

Division III

- Redlands
- Cal Lutheran (Club)
- Claremont-Mudd-Scripps (Club)
- Pomona Pitzer

NAIA

- Arizona Christian
- Hope International
- La Sierra
- Simpson

Because of the growth of this sport at the youth and high school level, the task force believes this should be given heavy consideration as another sport in the future for SSU, especially if the track facility can be renovated and include an artificial turf infield for this sport and many other activities. In addition, this sport would improve the institution's Title IX position.

An option for Sonoma State to consider for implementing this program in the future would be:

FLAG FOOTBALL - DRAFT OUTLINE OF A 5YR PLAN				
2027-28	2028-29	2029-30	2030-31	2031-32
Hire a coach	Play a season, or two, as a club team	Play as a club team	Play as an NCAA Varsity Sport	Play as an NCAA Varsity Sport
Recruit a team for 2028-29				
Start as a club team; schedule games for 2028-29				
Budget needed	Budget needed	Budget needed	Budget needed	Budget needed
Salary and benefits for a head coach	Salary and benefits for a head coach	Salary and benefits for a head coach	Salary and benefits for a head coach	Salary and benefits for a head coach
Recruiting	Team Travel	Salary and benefits for an assistant coach	Salary and benefits for an assistant coach	Salary and benefits for an assistant coach
Total Expense 0	Equipment and supplies (uniforms)	Equipment and supplies (uniforms)	Equipment and supplies (uniforms)	Equipment and supplies (uniforms)
	Recruiting	Recruiting	Recruiting	Recruiting
	Officials	Officials	Officials	Officials
	Professional Development	Professional Development	Professional Development	Professional Development
	Scholarships - 1/4 of total needed	Scholarships - 1/2 of total needed	Scholarships 3/4 of total needed	Total amount
	Total Expense 0	Total Expense 0	Total Expenses 0	Total Expenses 0

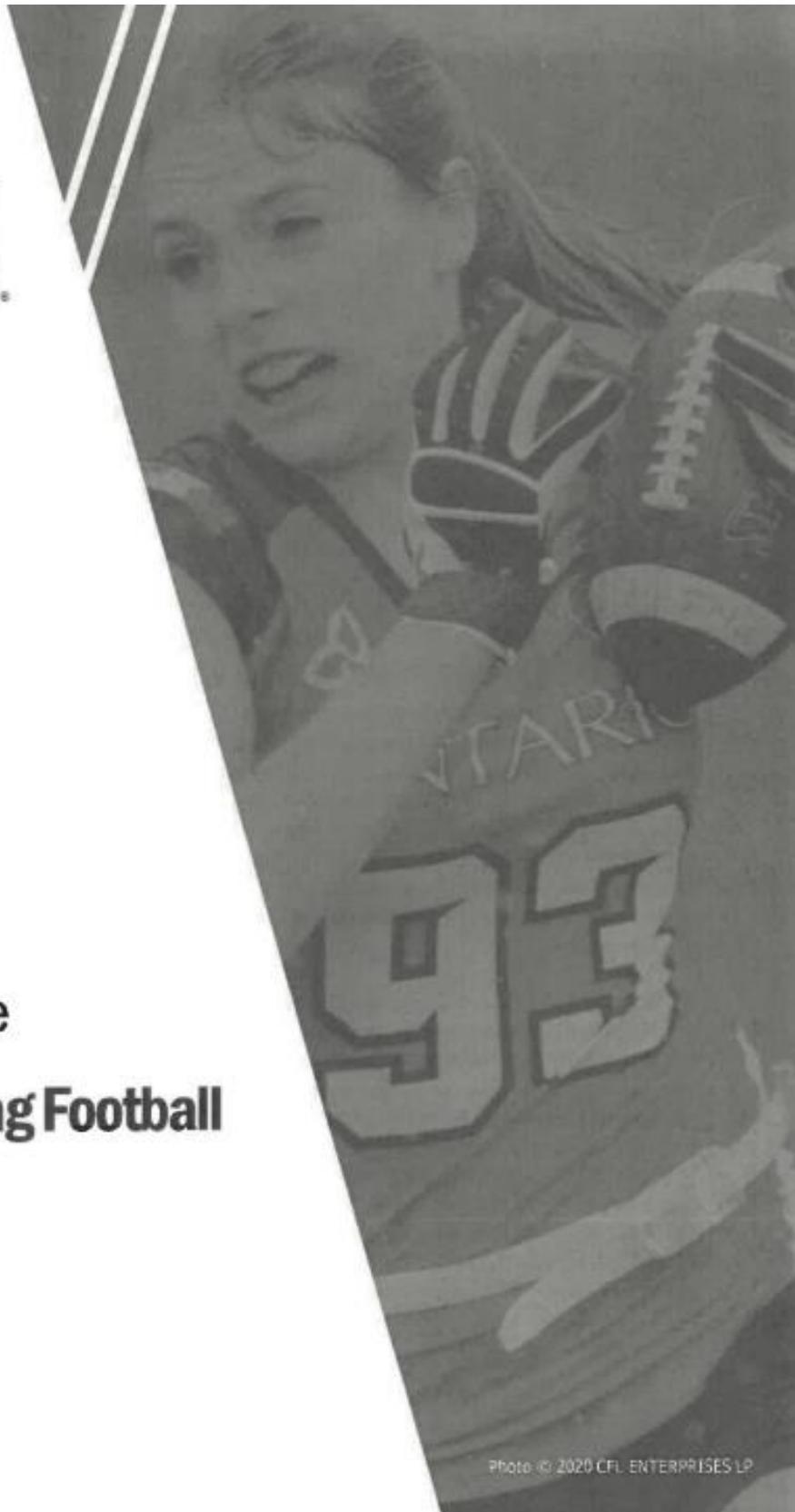




Start-Up Guide Women's Flag Football

January 2025

Photo © 2020 CFL ENTERPRISES LP



SPORTS SPONSORSHIP 360 START-UP GUIDE

Women's Flag Football

Sports Sponsorship 360 is a tool available to all NAIA members that provides data, analytics, resources and advisors that an institution can utilize when considering adding a new sport on campus, or evaluating its current sport offerings. By utilizing the expertise of the Athletics Directors Association (ADA) Board of Directors, national governing bodies and coaches associations, SS360 also provides real-life samples of a variety of resources (e.g., equipment inventories, start-up and annual budgets, coaching rosters, etc.), along with a slate of advisors eager to serve as a resource during implementation.

SS360's online dashboards provide you with the most up-to-date analysis of data, customized to the parameters of your choosing, including the ability to compare various sports across different topics. This start-up guide is intended to provide you with a deeper look into one particular sport, and lay the groundwork for the various foundational requirements of implementing Women's Flag Football on your campus.

In the pages that follow, you will find information intended to give you a comprehensive look at the impact Women's Flag Football can bring to a campus, along with all the fundamental information you need to know if you choose to add Women's Flag Football. From a combination of high school data (National Federation of State High School Associations) and NAIA financial aid data, you will find information related to participation rates and roster sizes, operating budgets, personnel expenses, facility and equipment needs, and rules related to game play, scheduling and eligibility.

You will also find a specific list of interested and willing advisors (athletics directors, national office representatives) who have experience in building a collegiate program. These advisors have volunteered to be a point of contact for any questions you may have, whether you're still considering adding Women's Flag Football or you've added the program and need detailed guidance for particular questions.

Throughout the guide, you will also find various samples relating to things like budgets, financial models, or methods of calculating the return on investment of a sport. These samples are not intended to be viewed as suggested standards or requirements, but rather to serve as an illustration of a specific approach fellow administrators have taken to implement these sports. They are provided as reference materials, to be used as you see fit.



Participation

As of 2024, flag football was sanctioned in 12 U.S. States, including Florida, California and Texas, Alabama, Georgia, Nevada, Alaska, Arizona, New York, Montana, & Colorado, with more than 35,000 girls and young women participating in organized flag football leagues each year.

Personnel, Facilities & Equipment

Dimensions

ARTICLE 1. The field shall be a rectangular area with dimensions, lines, zones, goals, and pylons indicated in Appendix X. If using a tackle football field, the dimensions and zones will be set to those specific to 7 on 7 flag football.

Field Markings

ARTICLE 2. The width of the field shall be lined at 20-yard intervals from goal line to goal line. All yard lines inside the boundaries shall stop 4" from each sideline. Hash marks are required and must be present. They shall run parallel with each sideline, located 15 yards "in" from each sideline. The 3 and 10-yard Try lines shall be 2 yards wide and 4" thick. Both 14-yard lines shall be marked with an "X" or appropriate indicator and shall have a height of 1 yard and a line thickness of 4". White is the recommended color for all field markings.

Limit Lines

ARTICLE 3. a. Limit lines shall be marked 12 feet outside the sidelines and the end lines. Limit lines designating team areas shall be solid lines. b. No person outside the team area shall be inside the limit lines. Game management personnel have the responsibility and the authority to enforce this rule. (Exception: Hand-held cameras under the supervision of the television partners may briefly be between the limit lines and the sideline after the ball is dead and the game clock has been stopped. This exception does not allow cameras to be on the field of play or in the end zone at any time). c. Limit lines shall also be marked six feet from the team area around the side and back of the team area, if the stadium permits.

Goal Line.

ARTICLE 4. The entire width of the goal line shall be part of the end zone.

Team Box

ARTICLE 5.

a. Each side of the field shall have a team box designated for the players and non-players. This team box shall be located a minimum of five (5) yards from the sideline, between the twenty (20) yard lines on both sides of the field. The home team shall have a designated home side, usually the side of the field with the press box. All team members who are not participating in the play shall remain in the Team Box during live-balls.
 b. The team area shall be limited to squad members in full uniform. All persons in the team area are subject to the rules and are governed by decisions of the officials (Rule 1-1-6). The individuals not in full uniform shall wear special team area or university credentials.
 c. Coaches are permitted in the coaching box (see Appendix X), which is the area bounded by the limit line and coaching line between the 20-yard lines.

d. No media personnel, including journalists, radio and television personnel, or their equipment, shall be in the team area or coaching box, and no media personnel shall communicate in any way with persons in the team area or coaching box. In stadiums where the team area extends to the spectator seating area, a pass-through area should be made available for media to move from one end of the field to the other on both sides of the field.

e. Game management personnel shall remove all persons not authorized by rule.

End Zone Pylons

ARTICLE 6. Soft, flexible four-sided pylons 4 inches by 4 inches with an overall height of 18 inches, which may include a 2-inch space between the bottom of the pylon and the ground, are required. They shall be red or orange in color. They are placed at the inside corners of the eight intersections of the sidelines with the goal lines and end lines. The pylons marking the intersections of the end lines and hash marks extended shall be placed three feet off the end lines.

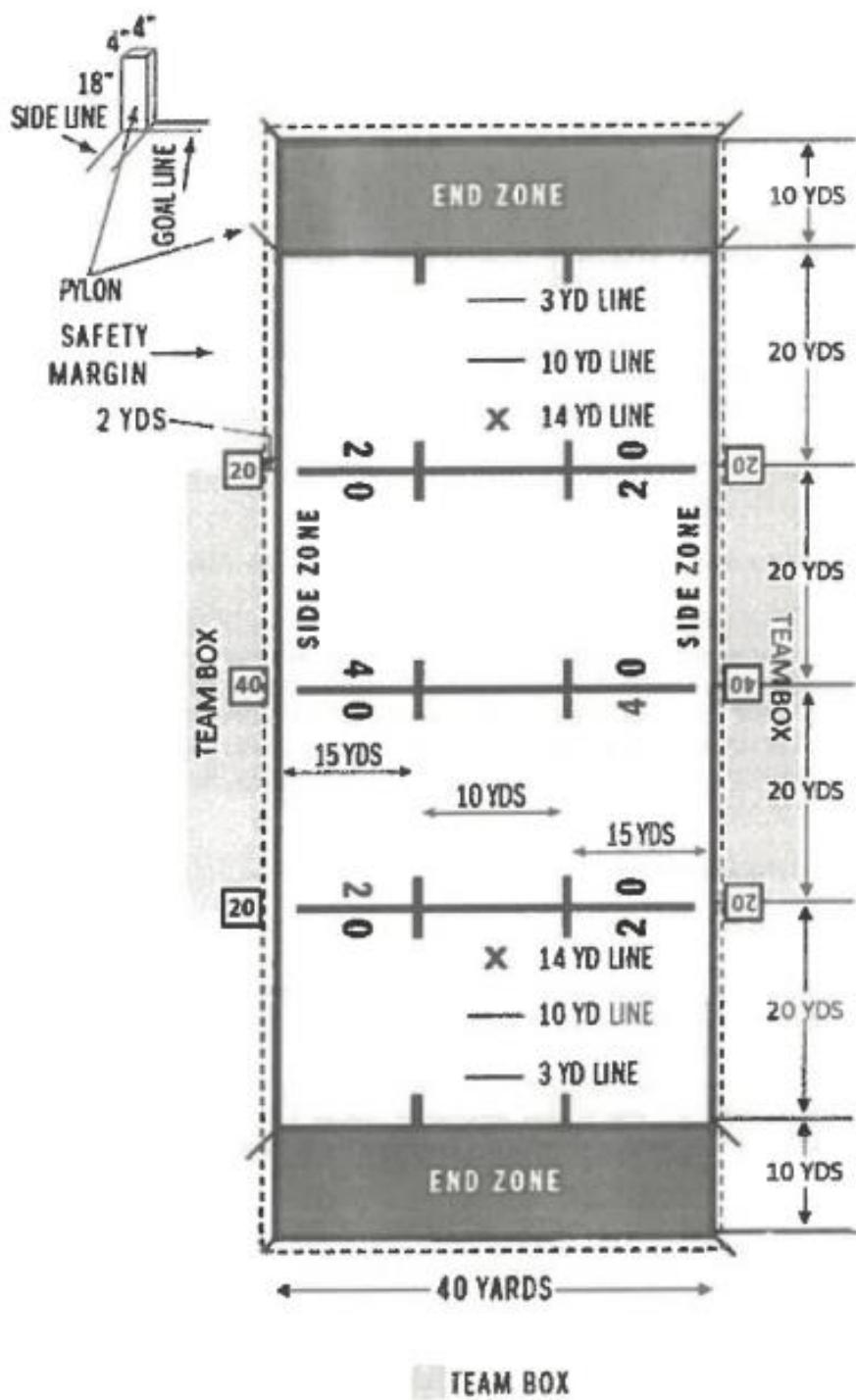
Sideline Zone Markers, Down Indicators and Line-to-Gain Markers.

ARTICLE 7. Each line to gain, both 20-yard lines and the 40-yard line, shall have yard-line markers constructed of a soft and pliable material, which shall be located three (3) yards from the side lines. Team members shall remain behind the markers in the team box while not participating in the game

Field Surface and Slope

ARTICLE 10. a. No material or device shall be used to improve or degrade the playing surface or other conditions and give one player or team an advantage. b. The referee may require any improvement in the field necessary for proper and safe game administration. c. It is recommended there be a slope of 1/4" per foot from the center of the field to each sideline on a natural grass field.





Section 3. Game Equipment

The Ball

ARTICLE 1. The ball shall meet the following specifications:

- a. New or nearly new. (A nearly new ball is a ball that has not been altered and retains the properties and qualities of a new ball).
- b. A tan-colored cover consisting of pebbled-grain, cowhide, or approved composition (leather) case without corrugations other than those formed by the natural seam and the lace on one of the grooves.
- c. Laces shall be spaced evenly in a set of eight (8) or twelve (12). The lace shall begin and end 3 ¾ inches from either end of the ball.
- d. It shall weigh between 12 and 13 ounces while inflated to 12-½ to 13-½ pounds per square inch (psi).
- e. Each ball shall bear the authenticating mark.
- f. Advertising is prohibited on the ball. All balls shall contain only the following permissible items:
 1. School name and/or logo.
 2. Conference name and/or logo.
 3. Ball manufacturer's name and/or logo.

The referee shall have the final decision on all balls which each team intends on using during the game.

Down Box

ARTICLE 2. One down box shall be used to indicate the number of the down and shall be placed at the nearest line to gain. It shall be placed three yards from the sideline, directly behind the marker. During the try the down box shall be placed at the goal line, and it shall display the point value which has been declared by Team A. One additional down box will be utilized at the line of scrimmage approximately 3 yards from the sideline, directly behind the Line Judge. This box must be operated on the side of the field opposite the press box. It will also indicate the number of the down.

Section 4. Players and Playing Equipment

Jersey

ARTICLE 1. a. Design.

1. The jersey may not be altered or designed to tear. The jersey must be full-length to be tucked into the pants. No other undergarment shall extend below the waistline at the torso. Vests and/or altered jerseys with zippers, Velcro, clasps, or other fasteners are not allowed.
2. Other than the player's number, the jersey may only contain: Player's name. School name. Mascot name. Sleeve Stripes. Logo for school, conference, mascot, postseason-game, memorial, the military. Graduate or academic recognition as part of an institutional or conference logo. The letter "C" to identify a team captain. American flag. State flag.
3. Jerseys may not be taped or tied in any manner.
- b. Color.
 1. Players of opposing teams shall wear contrasting colored jerseys, without pockets, numbered on the front and rear. Players of the same team shall wear jerseys of the same color and design. The jersey includes:
 - (a) Shirt and undershirts.
 - (b) Pants and shorts.
 - (c) Headgear.
 - (d) Sweatbands and armbands
 - (e) Socks.
 - (f) Gloves.
 - (e) Shoes.
 2. The visiting team shall wear white jerseys; however, the home team may wear white jerseys if agreed to in writing prior to the game.

Players' Numbering

NATIONAL ASSOCIATION OF INTERCOLLEGIATE ATHLETICS
SS360 Guide – WOMEN'S FLAG FOOTBALL



ARTICLE 2. a. All players shall be numbered 0 through 99. Any number preceded by the digit 0 such as "04" or "00" is illegal.

1. The numbers must be clearly visible, permanent Arabic numerals measuring at least 8 and 10 inches in front and back, respectively.

b. No two players of the same team shall participate in the same down wearing identical numbers.

Pants/Shorts

ARTICLE 3. Players shall wear pants or shorts, which shall not have pockets of any type, zippers, exposed drawstrings, belts, and/or belt loops. The pants/shorts shall be in contrasting color from the flags.

Flag Belt

ARTICLE 4. Each player shall wear a one piece, size appropriate belt without knots at the waistline with two (2) permanently attached standard pop flag holsters, accompanied by two standard pop flags. When worn correctly, there shall be 1 flag on each hip. If the flags are not located as indicated, then the offending player shall be asked to readjust their flags until they are set in legal position. The dimensions of the flags shall be no less than 1-3/4 inches wide and no less than 14-inches long when measured from the top edge of the belt. Excess material around the waist belt shall be tucked away or removed.

Mouthpiece

ARTICLE 5. Each player shall wear a mouthpiece. The mouthpiece must be an intra-oral device of readily visible color. It must not be white or transparent. It must be made with FDA-approved base materials and cover all upper teeth. It is recommended that the mouthpiece be properly fitted.

Gloves

ARTICLE 6. a. A glove is a fitted covering for a hand having separate sections for each finger and thumb without connected webbing. There is no restriction on color. b. Gloves may be worn if they are made of a soft, non-abrasive, non-hardening material which meets the standards of, has been sanctioned by, and bears the logo of the approved sanctioning organization, unless made of unaltered plain cloth.

Head Gear

ARTICLE 7. a. Players may wear a soft helmet which meets the standards, has been sanctioned and wears the logo of a proper sanctioning organization. b. Players shall not wear hats with a hard brim. c. Headbands and hats are legal provided they are not considered dangerous to any player. They shall be made of nonabrasive cloth and the only logos permitted are the manufacturers and/or the school logo. Pads ARTICLE 8. Pads may be worn on the lower leg, knee, and ankle, if the material is soft and pliable. Soft yielding padded compression shorts and/or shirts may be worn underneath the players jersey, pants and/or shorts.

Play Books

ARTICLE 9. Players may wear a soft, pliable wrist/forearm band that contains plays. No playbook may be worn around the waist or flag belt.

Eye Wear

ARTICLE 10. Sports Eyewear specifically produced which are non-rigid, without sharp edges, have shatter proof lenses, and are non-tinted may be worn. No medical exceptions are allowed.

Face Shield

ARTICLE 11. Only a physician approved nose protectant face shield is allowable.



Finances & Insurance

Women's Flag Football Sample Budget	
EXPENSES (based on a 25 player roster)	
Uniforms/Apparel	
Jerseys/shorts package – 2 sets of uniforms	\$ 3,000.00
Team Travel Bag	\$ 1,250.00
Team Apparel (warm-ups/shirts)	\$ 750.00
Cleats	\$ 1,875.00
Game Equipment	
Football - 10 footballs	\$ 500.00
Flag Football Belts	\$ 250.00
Mouth Guards (1 per player)	\$ 250.00
Field Set-up	
Down Box – (if you school does not have football)	\$ 150.00
Yard Markers	\$ 150.00
Pylons	\$ 150.00
Play clock	\$ 3,000.00
Officials	
Estimated cost of officials for a 3 game home schedule (\$53 per game (within 50 miles); \$63.00 per game more than 50 miles)	\$ 600.00
Travel	
3 road trips @ \$200 per player	\$ 15,000.00
Insurance	
Recruiting (varies by institution)	
Coaches Stipend (varies by institution)	
TOTAL EXPENSES \$ 31,925.00	
INCOME	
Tuition	
25 players at \$25,000 per player (varies by institution)	\$625,000
NFL Stipend (1 yr, if qualify)	
TOTAL INCOME \$625,000	
NET \$593,075.00	

Year two costs would be reduced because uniforms and equipment are already accounted for.



Financial Model

The overall financial analysis used by your institution in evaluating athletics, including items such as tuition, student activity fees, general overhead (administrative staff, facilities) are incorporated. Some institutions have requested samples of alternative methods to consider.

The best way to evaluate the financial impact of any particular athletic program is do the following:

1. Number of student-athletes is program.
2. Multiply that number by what tuition is at your institution
3. Subtract the cost of having the program (coaching salaries, program budget, and athletic financial aid for the student athletes).
4. Total remaining is the financial impact of that particular program for the institution

Example:

25 Women's Flag Football Student Athletes and tuition is \$25,000 per year.

$25 \times \$25,000 = \$625,000.00$

Cost of Program: \$23,925.00

Part-time coaches' salary or stipend: \$5,000.00 (TBD)

Scholarships: Best guess would be upper limit of 8 or 9 ($8 \times \$25,000 = \$200,000$)

Financial Impact: Tuition - Cost

Statistical Software

The NAIA Athletics Communications department is currently working on a statistical software program for Women's Flag Football.



Rules

NAIA Women's Flag Football will use the College Flag Football rulebook.

Roster Size

There is no roster limit for the regular season.

The postseason will have a travel party limit of 25 student athletes.

Frequency of Play

The frequency of play limits are set at 10 dates and 16 contests.

Helpful Resources

Organization	Contact	Contact Information
The Sun Conference	Dustin Wilke	dwilke@thesunconference.com
NAIA National Office	Marc Burchard	mburchard@naia.org
Officiating	Justin Gragg	jgragg@naia.org



Appendix G: NCAA and NAIA Transgender Policies

The NCAA transgender policy is:

1. **NCAA Men's Team.** *Regardless of sex assigned at birth or gender identity, a student-athlete may participate (practice and compete) with a men's team, assuming they meet all other NCAA eligibility requirements.*
 - o Medical Exception Process. *Please note, student-athletes taking a banned substance (e.g., testosterone) must complete the medical exception process.*
2. **NCAA Women's Team.**
 - a. Student-athlete assigned male at birth.
 - i. *Competition.* A student-athlete assigned male at birth may not compete on a women's team.
 - ii. *Practice.* A student-athlete assigned male at birth may practice on the team consistent with their gender identity and receive all other benefits applicable to student-athletes who are otherwise eligible for practice.
 - b. Student-athlete assigned female at birth.
 - i. *Competition.* A student-athlete assigned female at birth who has begun hormone therapy (e.g., testosterone) may not compete on a women's team. If such competition occurs, the team is subject to NCAA mixed-team legislation, and the team will no longer be eligible for NCAA women's championships.
 - ii. *Practice.* A student-athlete assigned female at birth who has begun hormone therapy (e.g., testosterone) may continue practicing with a women's team and receive all other benefits applicable to student-athletes who are otherwise eligible for practice.

The participation policy for transgender student-athletes adopted by the Board of Governors and effective February 6, 2025, does not permit competition by an individual assigned male at birth to compete on a women's team. The policy is clear that there are no waivers available, and students assigned male at birth may not compete on a women's team with amended birth certificates or other forms of ID. Student-athletes assigned male at birth may not receive athletic scholarships that are otherwise designated for women. If competition occurs, the team will be considered a mixed team and not eligible to compete against women's teams. This also applies to a student-athlete assigned male at birth competing as an individual against women. Such individual competition is not permitted under the policy. Any previous policies that permitted mixed team competition against a women's team are rendered moot and not applicable, as the BOG policy adopted in February 2025 supersedes all previous policies.

The NAIA policy is:

The NAIA supports fair and safe competition opportunities for all student-athletes. Title IX ensures there are separate and equal opportunities for female athletes. As a result, the NAIA offers separate categories of competition in all sports except for competitive cheer and competitive dance, which are both co-ed.

Student-athletes may participate in NAIA competition in accordance with the following conditions.

A. Participation by students in sports designated as male by the NAIA: All eligible NAIA student-athletes may participate in NAIA-sponsored male sports.

B. Participation by students in sports designated as female by the NAIA: Only NAIA student-athletes whose biological sex is female may participate in NAIA-sponsored female sports. They may participate under the following conditions:*

1. *A student who has not begun any masculinizing hormone therapy may participate without limitation.*
2. *A student who has begun masculinizing hormone therapy may participate in:*



a. All activities that are internal to the institution (does not include external competition), including workouts, practices, and team activities. Such participation is at the discretion of the NAIA member institution where the student is enrolled; and

b. External competition that is not a countable contest as defined by the NAIA (per NAC Policy Article XXV, Section A, Item 12). Such participation is at the discretion of the NAIA member institution where the student is enrolled.

An NAIA institution that has a student-athlete who has begun masculinizing hormone therapy must notify the NAIA national office. The national office will take the necessary steps to provide appropriate privacy protections.

This policy will be subject to review in light of any legal, scientific, or medical developments.

NOTE: With the exception of competitive cheer and competitive dance, the NAIA created separate categories for male and female participants. Each NAIA sport includes some combination of strength, speed, and stamina, providing competitive advantages for male student-athletes. As a result, the NAIA policy for transgender student-athletes applies to all sports except for competitive cheer and competitive dance, which are open to all students.

It is imperative that the dignity and privacy of transgender athletes be respected. Therefore, the NAIA will rely on its long-standing process for complying with all NAIA regulations, which places primary responsibility for adherence to all rules and policies on the institution. Similarly, should any institution determine it has violated these policies, the institution is expected to self-report the violation. Should any institution become aware of an apparent violation by another NAIA institution, the NAIA's existing process for reporting violations, as described in NAIA Bylaws Article VI, Section B, Item 3, will apply.

**For the sake of this policy, biological sex is defined by distinguishing characteristics and can be supported by birth certificate or signed affidavit. While rare, there have been cases where the sex assigned at birth does not match the biological sex, which led to the use of biological sex in this document.*



Appendix H: NAIA Proposal to Sonoma State to Reinstitute Athletics



At the NAIA, we believe in The Right Way to Play—a streamlined, student-centered model that prioritizes student-athlete experience, financial sustainability, and institutional fit. NAIA membership offers immediate benefits aligned with these goals, allowing schools to compete in national championships from day one with no sit-out period required. Governance is simplified, enabling a single compliance officer to manage operations without complex cross-campus coordination. As the NAIA's regional footprint grows, institutions in California and surrounding areas benefit from reduced travel distances, more efficient scheduling, and a model that minimizes missed class time and enhances academic performance. Additionally, schools typically achieve a 20–30% reduction in athletic operational costs compared to other association models—freeing up resources to reinvest in students and institutional priorities.

With CSU campuses facing major budget cuts and institutions navigating enrollment cliffs, the need for a stable, mission-aligned alternative has never been clearer. We welcome the opportunity to explore whether this moment of disruption can become a moment of leadership and lasting success for Sonoma State. Let's bring Seawolf athletics back—with purpose, sustainability, and a model that works.

The Opportunity: Relaunching athletics the smart way

Sonoma State University has a rare opportunity: to bring back athletics with a structure that is financially sustainable, geographically logical, and student-centered. The NAIA offers precisely this platform—a streamlined model built for institutions like SSU.

Several California schools are actively discussing NAIA membership. More and more institutions are drawn to the NAIA's immediate postseason access, simplified compliance, and regional footprint that lowers travel costs and missed class time. For Sonoma State, this isn't just a viable option—it's a strategic opportunity to lead in a new era of college athletics.

Enrollment: With 4,706 undergraduates, Sonoma State is in the range of NAIA public schools (average enrollment of NAIA public institutions is 4,376).

Financial Model: SSU previously spent \$28,982 per student-athlete—nearly 3x the NAIA public school average. NAIA institutions typically operate with 20–30% lower overhead, leading to greater net returns from athletic participation.

Flexibility: NAIA allows greater control over aid models, roster sizes, and scheduling—essential for a rebooted program with limited resources.

Why Now is the Right Time

The CSU system faces \$400M+ in budget cuts; restarting athletics must prioritize reduced institutional risk, operational flexibility, and long-term cost containment. Conferences across the country are showing geographic and financial strain, with growing instability and escalating costs for its member schools.



The NAIA's structure is designed to be flexible, scalable, and adaptable to the unique needs of each institution. Whether you're looking to start small or grow strategically, the NAIA provides a framework that allows for growth, efficiency, and immediate competitive opportunities.

- Start with **6 sports**, then expand strategically.
- **Common sense, tiered or non-scholarship financial aid** options provide flexibility.
- Operate more efficiently with fewer staff and simpler compliance requirements, reducing overhead while maintaining competitiveness.
- Leverage immediate NAIA postseason access to attract early interest and engagement from prospective student-athletes, donors, and campus stakeholders

Messaging to Stakeholders

To CSU System Leadership: The NAIA offers a fiscally responsible, scalable path to reintroduce athletics—aligned with the CSU system's priorities of educational access and long-term sustainability. A regional NAIA model enables Sonoma State to reduce costs, ease operational burdens, and deliver a meaningful student-athlete experience while maintaining strong financial stewardship.

To Students: We are committed to bringing back athletics in a way that is sustainable, balanced, and built around your success—on the field, in the classroom, and after graduation.

To Alumni and Supporters: This is more than a relaunch—it's a chance to restore Seawolf athletics with a model that is built to last. Your support ensures we bring back athletics not just proudly, but sustainably—for the next generation of Seawolves.

Next Steps for Sonoma State

1. Engage the NAIA for a customized Return on Athletics® (ROA) analysis focused on relaunch costs, financial aid modeling, and potential peer alignments within California and the broader West Coast.
2. Connect confidentially with peer institutions — including currently evaluating NAIA realignment—to gauge momentum and shared interest.
3. Assess the long-term benefits of NAIA membership by developing a detailed timeline and action plan for transitioning, including key milestones for athletic re-establishment, conference alignment, and student-athlete recruitment.

COLLEGE ATHLETICS THE WAY IT WAS MEANT TO BE



Appendix I: Pros and Cons of a 2026-27 Start vs. a 2027-28 Start

Pros - 2026-27 start

- The need for 200+ additional students (i.e., student-athletes) for enrollment, with some studies indicating that for every student-athlete enrolled, 1.5 students enroll at an institution, resulting in the potential of an additional 300 students in addition to the 200 student-athletes. In addition, this could mean an additional 200+ students in housing and on meal plans.
- Immediate access to an \$8 million pool of dedicated athletic funding
 - Funds can be used for recruiting, fundraising, facilities, and programs
- Capture the momentum of support
 - Community and alumni recognition that SSU heard their pleas to reinstate sports
 - Community sponsorships will be easier to obtain
 - Alumni support will respond to outreach efforts for support
- Transition back into NCAA Division II and the CCAA will be easier
 - SSU will avoid penalties from the NCAA and the CCAA for withdrawing
 - Schedules will recognize familiar opponents and traditional rivals
 - SSU teams will be eligible for NCAA postseason play
- Transitioning before January 31, 2026, will **allow** SSU to compete in the CCAA in 2026-27 and avoid monthly penalties of \$3,125 per month. The CCAA needs this valuable time to create schedules. The SSU coaches will need this time to recruit rosters for 2026-27.
- Campus recruiting efforts will get a boost by removing a huge “negative” for prospects
- State legislators will see that their efforts to revitalize SSU are being rewarded
- Marketing and social media efforts across campus will be energized with each coach hiring, each student-athlete commitment, and each schedule announcement, creating a key communication touchpoint
- Student enthusiasm and campus *vibe* will be heightened, creating a common goal around which to rally
- Prospective coaches and administrators will notice and respect SSU’s commitment to restoring athletics, improving opportunities to land the best candidates
- There are donors ready to direct gifts to a restored SSU athletic program

Cons – 2026-27 start

- The challenge of hiring staff quickly
- The challenge of scheduling non-conference contests for fall sports

Pros – 2027-28 start

- The timeline to hire staff is easier

Cons – 2027-28 start

- The lack of 200+ additional students (i.e., student-athletes) for enrollment
- Enrollment will continue to decline
 - Lost opportunity for immediately adding 200, potentially 500, newly enrolled students
 - Every semester that passes without sports reinforces feelings that SSU is not a “fun” place to enroll
- SSU will drop off the radar of potential student-athletes looking to play Division II sports
- Loss of momentum of support
 - Community and alumni enthusiasm will wane



- Current donors to SSU athletics will not wait. They will redirect their charitable gifts
- Though the pool of funds remains available, it is only available for three years, and allowing a year or more to lapse will lessen its value due to salary/price increases and inflation
- Transitioning after January 31, 2026, **prevents** SSU from competing in the CCAA in 2026-27 and will cost SSU monthly penalties of \$3,125 per month for each month before it declares it is reinstating athletics. The CCAA needs this valuable time to create schedules. The SSU coaches would be even more challenged to recruit rosters for 2026-27 if delays occur.
- The NCAA consequence of a 2027-28 return would be SSU being placed in "restrictive status" by the NCAA. This means no postseason competition, voting privileges being removed, and no NCAA Equal Distribution Funds to SSU for 2027-28
- Another major concern with this is that SSU would need to be certain it meets NCAA sport sponsorship; not hitting this in 2027-28 would drop SSU from the NCAA.
- Campus recruiters must continue to counter negative "no athletics" reasoning for not applying to SSU
- State legislators may become skeptical if their generous efforts to restore athletics at SSU are not responded to with an equal sense of urgency and enthusiasm
- Coaching and administrative staff may not feel SSU is fully committed, making it difficult to attract the best candidates



Appendix J: Summary of Athletics Fundraising at Sonoma State

Endowment

Athletics has roughly \$1.4 million in market value endowed across 25 funds. The payout for this academic year totaled \$45,106, the vast majority going to scholarships -- \$36,220, or 80%. The largest single endowed fund, at \$484,000, supports scholarships for Women's Basketball. That single fund represents 35% of the total Athletics endowment.

Total Alumni Giving

Total lifetime giving (cash-in-the-door figures) of all alumni to Athletics is roughly \$407,000. Former student-athletes represent 37%, while non-athlete alumni represent 63%. In total, 16% of former student-athletes have made at least one gift to Athletics during their lifetime. (14% of all alumni have made at least one gift to the university.) The largest gifts to Athletics have come from friends of the university, not directly from alumni.

This chart shows the number of former student-athletes who have given during their lifetime to Athletics per sport. In the case of athletes who played in multiple sports, they are included in one sport only.

Sport	Alumni
Baseball - Men	51
Basketball - Men	52
Basketball - Women	23
Cross Country - Women	3
Football	24
Golf - Men	16
Golf - Women	8
Soccer - Men	90
Soccer - Women	68
Softball - Women	41
Tennis - Men	7
Tennis - Women	14
Track and Field - Women	3
Volleyball - Women	36
Water polo - Women	32
Total	468

Total Commitments

Cash-in-the-door totals for the last five years range from roughly \$124,000 to \$227,000, with an average of about \$178,000.

Total lifetime commitments to Athletics total roughly \$8.6 million. This includes cash-in-the-door, pledges, and known bequest commitments, which in most cases are revocable. This does not include contributed services or gifts in kind that were not documented.



Summary

These data do not indicate that there has been a sustained, long-term, robust Athletics fundraising or alumni engagement program. Some long-standing coaches have made engagement a key part of their work, but it is not consistent across all sports and across all time. (The same is true for all other areas of campus; Athletics is not unique at Sonoma State in this regard.)

To that end, relaunching an Athletics program should include significant investment in time and resources to build trust with former student athletes, a strong annual fund program, and a targeted focus on programmatic support for each sport and the general athletics program. Programmatic support provides flexible dollars to enhance the experience, whereas scholarship gifts are permanently pigeonholed.

