

Revenue Initiative

Recommendations to the President

\$30M in new annual revenue

A diversified portfolio of asset-based, enterprise-minded opportunities — generated through Strategic Doing facilitation with eight Tiger Team leaders.

Strategic Doing

Asset-based idea generation, structured around four guided questions.

01



What COULD we do?

Link & leverage existing assets

OUTPUT

20 ideas generated across 5 strategic categories

02



What SHOULD we do?

Prioritize for impact and feasibility

OUTPUT

Big Easy ranking — impact × ease to implement

03



What WILL we do?

Commit to a focused portfolio

OUTPUT

Top 4 recommendations to advance now

04



What's our 30/30?

Set cadence and accountability

OUTPUT




30-day check-ins, named owners per initiative

WHAT COULD WE DO

22 Ideas, 5 Strategic Categories

\$10.22M conservative · **\$23.57M** moderate

Projected new annual revenue across the full 22-idea portfolio.

	Facilities & Infrastructure <i>4 ideas</i> Space Rental · Solar & Cell Tower · Naming Rights · Campus Advertising	Conservative \$1.50M	Moderate \$3.10M
	Digital Learning & Online Education <i>5 ideas</i> Sac State Online · CCE Marketplace · Faculty Microsite · MasterClass · Mobile University	Conservative \$3.30M	Moderate \$7.55M
	Events, Hospitality & Experiences <i>6 ideas</i> Farmers Market · Craft Brewery · Julia Morgan · Major Events · Culinary · Youth Sports Leagues	Conservative \$2.28M	Moderate \$5.35M
	Knowledge Economy & Prof. Services <i>4 ideas</i> Faculty Consulting · Economic Dev. Research · Health Services · Venture Fund	Conservative \$1.45M	Moderate \$3.75M
	Brand, Media & Innovation <i>3 ideas</i> Farm to Fork Showdown · Deadstock Brand · Summer @ Sac State	Conservative \$1.69M	Moderate \$3.82M

\$10.22M conservative ≈ 34% of \$30M · \$23.57M moderate ≈ 79% · + Lone Star at scale closes the gap to ~97%.

Sac State Online

MODERATE ANNUAL

\$3.5M

Online degree completion and new fully-online programs in high-demand fields.

WHAT IT IS

Launch fully online degree completion pathways for working adults with stranded credits, alongside new online programs in high-demand fields like public health, business, and criminal justice. Leverages existing Sac State faculty and curriculum delivered asynchronously — meeting students where their lives already are.

REVENUE OPPORTUNITY

Conservative \$1.5M annually (300 students, 5–8 programs by year one); moderate \$3.5M (700 students across 15+ programs by year three). The single largest revenue line in the portfolio under both scenarios — and the one with the most room to compound as programs mature.

WHY IT LEADS

Online is the only lane large enough to meaningfully close the gap to \$30M without scaling physical capacity. Each new program adds margin without adding fixed cost. It also extends Sac State's brand into adult-learner markets we cannot serve in person.

KEY CONSIDERATIONS

Intensely competitive market (WGU, SNHU); meaningful upfront investment in instructional design and faculty incentives; accreditation reviews for new programs add lead time.



Lone Star to Golden State Initiative

MODERATE ANNUAL

\$5.45M

An additive, cohort-based recruitment engine targeting urban Texas students.

WHAT IT IS

A guaranteed-package offering for Texas students from Houston, Dallas, Austin, and El Paso metros: guaranteed admission, locked tuition at \$12K/year for four years, guaranteed housing, guaranteed internships, and dedicated cohort support. Anchored at partner high schools and Texas community colleges.

Consideration: LTV:CAC

REVENUE OPPORTUNITY

Year 1 pilot of 50 students = ~\$875K net.
Year 4+ at 300 students = ~\$5.45M net annually.

Critically, this is ADDITIVE to the 21-idea portfolio: Lone Star at scale + moderate portfolio = \$28.2M, or 94% of the \$30M goal.

Consideration: The cost of infrastructure to bring in the students and team for "sales".

WHY IT LEADS

It creates net-new tuition AND housing revenue from students who would otherwise never enroll at Sac State, at a price point that beats Texas publics for out-of-state students. The cohort design drives retention, and the model is repeatable in other states once proven.

KEY CONSIDERATIONS

Requires CSU Chancellor's Office approval for the \$12K guaranteed tuition tier. Housing capacity, internship pipeline depth, and Year 1 yield from Texas high schools all need infrastructure built before scale.

Lone Star — How the Numbers Work

From a 50-student Year 1 pilot to ~\$5.45M in net annual revenue at maturity.

Y E A R 1 · P I L O T

50 students enrolled · Year 1 cohort

Tuition (50 × \$12,000) **\$600,000**

Housing (50 × \$10,000) **\$500,000**

Gross Annual Revenue **\$1,100,000**

Less recruitment + support *-\$175K to -\$250K*

NET ANNUAL REVENUE **~\$875,000**

Y E A R 4 + · M A T U R E

300 students enrolled · steady state

Tuition (300 × \$12,000) **\$3,600,000**

Housing (300 × \$10,000) **\$3,000,000**

Gross Annual Revenue **\$6,600,000**

Less recruitment + support *-\$1.0M to -\$1.3M*

NET ANNUAL REVENUE **~\$5,450,000**

T H E P A T H B E T W E E N

Year 2 100 students · ~\$1.7M net **Year 3** 200 students · ~\$3.5M net

CCE Marketplace

MODERATE ANNUAL

\$2.0M

A B2B training engine — government, corporate, and industry certifications.

WHAT IT IS

A focused B2B marketplace for the College of Continuing Education's professional development offerings, targeting state and local government agencies, healthcare systems, corporate L&D departments, and industry certification bodies (PMI, SHRM, AHIMA). Institutional buyers, scalable cohort delivery, recurring contracts.

REVENUE OPPORTUNITY

Conservative \$1M annually from 15 institutional clients at ~\$45K average. Moderate \$2M from 35+ clients at \$60K average by year three.

Strong unit economics: ~9:1 LTV:CAC for government, ~12:1 for corporate (charge corporates more).

WHY IT LEADS

CCE already has the curriculum, faculty, and institutional credibility. This isn't a new product — it's a new sales motion applied to existing assets. Government and healthcare buyers in Sacramento are underserved by institutional training providers, and a CSU partner carries credibility private vendors cannot match.

Key is to expand offerings for more corporate clients in the world of design thinking etc.

KEY CONSIDERATIONS

Long B2B sales cycles (3–9 months); government procurement complexity; competition from Coursera for Business and LinkedIn Learning. Requires dedicated B2B sales staff investment in Year 1.



Time-Limited Naming Rights Campaign

MODERATE ANNUAL

\$1.2M

Renewable corporate naming partnerships — not permanent, recurring revenue.

WHAT IT IS

A structured campaign for unnamed campus buildings using renewable 5–10 year terms rather than permanent arrangements. Tiered pricing by prominence; targets regional healthcare systems, Sacramento tech employers, financial institutions, and national brands with regional presence.

REVENUE OPPORTUNITY

Conservative \$600K annually (10 buildings, mix of flagship and secondary tiers). Moderate \$1.2M (15 buildings, strong sector demand). Net margin of 85–90% after Year 1 setup.

Solid potential LTV:CAC ratios as existing donor base is already established. We are just bringing a new lighter weight ask.

WHY IT LEADS

The most undervalued asset in most universities' portfolios because it feels one-time. The time-limited structure changes the calculus entirely — it creates renewable corporate relationships and a reason to re-engage every five years. Once signed, deals run largely on autopilot.

KEY CONSIDERATIONS

CSU system policies may restrict certain naming arrangements. Corporate interest varies by building tier. Faculty or community concerns about commercialization need careful governance and alignment with University Advancement.



Campus Advertising Network

MODERATE ANNUAL

\$650K

Monetizing high-visibility surfaces — billboards, buildings, and fleet.

WHAT IT IS

A comprehensive advertising network across building exteriors, campus vehicles, digital signage, and new billboard installations at key entry points. Recurring, low-maintenance revenue from existing physical assets with minimal disruption to academic operations.

REVENUE OPPORTUNITY

Conservative \$300K from 3–5 high-visibility billboards and 10–15 fleet wraps.

Moderate \$650K with expanded placements, programmatic digital inventory, and a regional media agency partnership driving higher rates.

WHY IT MATTERS

Among the lowest-complexity opportunities in the portfolio. Activates assets we already own. Builds a sales infrastructure that compounds — once advertising relationships exist, they're easier to grow than to win.

KEY CONSIDERATIONS

CSU system restrictions on commercial advertising on public university property could significantly limit scope. Requires dedicated sales infrastructure or agency partner to reach revenue targets.



Julia Morgan Estate Venue

MODERATE ANNUAL

\$800K

Transforming a historic East Sacramento property into a premium event venue.

WHAT IT IS

Transform the historic Julia Morgan property into a premium wedding and private event venue, leveraging the university's catering, photography, and event management capabilities to offer turnkey packages. The historic character creates a distinctive offering in the Sacramento wedding market.

REVENUE OPPORTUNITY

Conservative \$350K from 40 events at \$5K venue fees plus package upsells. Moderate \$800K with expanded bookings, premium tier packages, and corporate retreat / private event growth.

WHY IT MATTERS

Activates an iconic, dormant asset with built-in market differentiation — there's nothing else like Julia Morgan in the Sacramento venue market. Creates community visibility and aligns operationally with FACS, Hospitality, and Communications programs.

KEY CONSIDERATIONS

Property may require renovation investment. Liability and insurance considerations for a historic property. University operations culture may not match the responsiveness required by event clients — operating model needs to be defined.



Health Services Monetization

MODERATE ANNUAL

\$700K

Tiered and expanded service models — without reducing baseline student access.

WHAT IT IS

Transition select wellness services into fee-based or insurance-billable offerings — expanded mental health services, specialty clinics, and wellness programming open to students, faculty, and the broader community. The goal is tiered service models that generate revenue while preserving baseline free access.

REVENUE OPPORTUNITY

Conservative \$250K from 500 community/non-student visits at \$150 net per visit. Moderate \$700K from telehealth expansion to 2,000+ billable visits at \$200 net, plus corporate wellness contracts with regional employers.

Potential: Philanthropic engagement to cover the cost of those that are not able to afford such visits.

WHY IT MATTERS

Sacramento has growing demand for mental health services and the university has capacity in-house. This unlocks revenue from a service line with high social mission alignment — done well, it's both a financial and reputational win.

KEY CONSIDERATIONS

Student and faculty pushback if perceived as reducing free access — communication and tiering matter. Healthcare billing complexity and compliance requirements could slow implementation. Coordination with Student Affairs is critical.



Summer / Winter @ Sac State

MODERATE ANNUAL

\$3.2M

University-run academic intensives — Cal Poly's EPIC program as a North Star.

WHAT IT IS

Bring summer and winter youth and enrichment programming fully in-house rather than licensing campus to third-party operators. Sac State-branded camps, academies, and intensives across STEM, arts, athletics, and professional development. Cal Poly's EPIC program is the model — a prestigious, hands-on academic intensive that builds a recruitment pipeline alongside revenue.

REVENUE OPPORTUNITY

Conservative \$1.5M from 20 programs across 8-week summer at 30 students × \$2,500 with 70% margin.
Moderate \$3.2M with 40 programs over 10 weeks, residential premiums, corporate-sponsored cohorts, and state workforce grants.

Note: Great opportunity to engage philanthropic/corporate partners to cover the cost of students who do not have the means to pay.

WHY IT MATTERS

Summer/winter capacity is currently underutilized. Running programs in-house captures full margin while creating a direct pipeline to future applicants and donors. Done with EPIC's level of academic rigor, this becomes both a revenue line and a brand asset.

KEY CONSIDERATIONS

Transitioning away from existing third-party relationships requires contract review. Program quality must compete with established regional providers. Enrollment targets require effective marketing to Sacramento families.



Sac State MasterClass

MODERATE ANNUAL

\$700K

A premium content and course series led by famous faculty and notable alumni.

WHAT IT IS

Partner with notable Sac State alumni and distinguished faculty to create a branded course series modeled after MasterClass — for example, a filmmaking session with Michael B. Coogler. High-production video content paired with optional in-person experiences, sold individually or as an annual subscription.

REVENUE OPPORTUNITY

Conservative \$250K from 10 courses at \$99 each, 200 enrollments per course, plus 5 in-person events. Moderate \$700K with expanded catalog, subscription model, premium events, and licensing/syndication deals with established platforms.

Note: this is great for visibility of our successful alumni and is an opportunity to continue to brand ourselves outside of the region/state.

WHY IT MATTERS

Leverages Sac State's most distinctive brand assets — the people. Builds a high-margin content library that compounds. Strengthens alumni engagement and creates earned-media moments that no traditional marketing can buy.

KEY CONSIDERATIONS

Alumni participation isn't guaranteed and may require meaningful compensation. Production quality must compete with polished commercial offerings. Marketing investment needed to achieve enrollment volumes.



Sac State Youth Sports Leagues

MODERATE ANNUAL

\$800K

A new addition to the portfolio — youth volleyball, basketball, and flag football.

WHAT IT IS

Sac State-branded youth sports leagues — volleyball, basketball, and flag football — using existing athletic facilities during off-peak times. Generates registration revenue and tournament fees while building community foot traffic and a long-term pipeline to enrollment, athletics fandom, and donor relationships.

REVENUE OPPORTUNITY

Conservative \$300K from 3 sports × 3 seasons × ~120 youth players at \$250 registration plus modest tournament revenue. Moderate \$800K with 4 sports × 4 seasons, \$300 average registration, corporate sponsorships, and a signature regional tournament.

WHY IT MATTERS

The most direct way to bring Sacramento families onto campus regularly. Today's youth athlete is tomorrow's applicant, season-ticket holder, or donor. Activates capacity that's already paid for — facilities, athletic training expertise, and the Sac State brand.

KEY CONSIDERATIONS

Youth sports liability and safety protocols require dedicated oversight. Competition from established Sacramento youth leagues like USYVL and i9 Sports. Facility scheduling conflicts with athletics and academic events need careful coordination.

Every Idea, At a Glance

All 22 revenue opportunities organized by strategic category, with moderate annual revenue projections.

Facilities & Infrastructure	Digital Learning & Online Ed	Events, Hospitality & Exp.	Knowledge Economy & Services	Brand, Media & Innovation
Campus Space Rental \$550K	Sac State Online \$3.50M	Campus Market \$200K	Health Services \$700K	Farm to Fork Showdown \$500K
Solar & Cell Tower \$700K	CCE Marketplace \$2.00M	Craft Brewery \$950K	Faculty Consulting \$700K	Deadstock Brand \$120K
Naming Rights \$1.20M	Faculty Microsite \$450K	Julia Morgan Venue \$800K	Econ Dev Research \$1.75M	Summer @ Sac State \$3.20M
Advertising Network \$650K	MasterClass \$700K	Major Events Hub \$1.00M	Venture Fund \$600K	
	Mobile University \$900K	Culinary Enterprise \$1.60M		
		Youth Sports Leagues \$800K		
CATEGORY TOTAL \$3.10M	CATEGORY TOTAL \$7.55M	CATEGORY TOTAL \$5.35M	CATEGORY TOTAL \$3.75M	CATEGORY TOTAL \$3.82M

PORTFOLIO TOTAL (MODERATE)

\$23.57M moderate annual · + Lone Star at scale (**\$5.45M**) = **\$29.02M** · 97% of the \$30M goal

Where do we go from here — together?

Cabinet's domain expertise shapes what's possible. Cabinet's leadership makes it real.



What are we missing?

Where does your domain expertise reveal something the Tiger Team didn't see — operational realities, cross-functional implications, regulatory considerations, or risks worth sitting with before we move?



Where can your division lead?

Execution will be cross-divisional. Where do you see your division uniquely positioned to lead an initiative, support a key dependency, or unlock progress others can't? We need partners, not just permission.