

Agendum  
Oakland University  
Board of Trustees Formal Session  
June 4, 2018

**GENERAL FUND BUDGET  
AND TUITION RATES FOR FY2019**

**A Recommendation**

1. **Division and Department:** Finance and Administration, Budget and Financial Planning Office
2. **Introduction:** Board of Trustees (Board) approval is requested for the FY2019 General Fund Budget and Tuition Rates. Highlights and assumptions for this proposal are described below.

Attachment A is a FY2019 General Fund Budget Briefing.

Attachment B is the Oakland University (University) FY2019 Proposed General Fund Budget which provides summarized budget information for each major academic and operating unit and a comparison to the FY2018 General Fund Budget.

Attachment C is the proposed Schedule of Tuition Rates Effective Fall Semester 2018.

**State Appropriations:**

The State of Michigan FY2019 budget has not yet been finalized. The University's proposed FY2019 budget is based upon the Executive Budget proposal, with a state appropriation of \$52,816,100, including \$1,580,200 in performance funding, a 3.1% increase over FY2018.

Performance funding is based on metrics that measure critical skills degree completions, research expenditures, six-year graduation rates, total degree completions, institutional support as a percent of core expenditures, and percentage of students receiving Pell Grants. Receipt of the performance funding is contingent on complying with a 3.8% tuition restraint for resident undergraduates.

The Governor's proposed FY2019 appropriation restores the University's funding levels comparable to FY2009. During this ten-year period, Oakland's enrollment has increased by 2,800 students, while state funding per Fiscal Year Equated Student (FYES) has declined.

Historically, the University has been underfunded by the state on a per FYES basis when compared to other public universities in Michigan. The University's FY2018 base appropriation per FYES was the lowest in the state at \$2,872, as compared to the

average of \$5,197. State funding as a percentage of the University's FY2018 General Fund revenue is 17%.

If Oakland were to be funded at the state average, its appropriation would be \$41.5 million higher, which would provide tremendous support for academic needs and student support services.

#### Cost Containment:

The University has accumulated data on cost containment initiatives totaling over \$57 million of permanent and one-time savings since FY2003. Cost saving initiatives include energy savings projects, reducing the cost of employee healthcare benefits, refinancing debt, renegotiating vendor contracts, outsourcing credit card processing, lean academic and administrative practice redesign, an early retirement plan, and eliminating positions.

During the development of the proposed FY2019 General Fund Budget, additional cost containment initiatives were activated including elimination of vacant positions, reduction of supplies and services, insurance and bank fee budgets, and a modification to the funding model related to the University's other post-employment benefits (OPES) liability. The resulting budget reductions totaled over \$5.2 million.

The University's General Fund expenditures per FYES in FY2017 were fourth lowest in the state (per the State's Higher Education Institution Data Inventory (HEIDI) database), confirming the University is an efficient and lean organization.

The following is a summary of Oakland University's rankings and key metrics compared to other Michigan public universities:

- Lowest State appropriation funding per student, \$2,325 below the average;
- Fourth lowest total revenue per undergraduate student (tuition plus state appropriation).
- Fourth lowest general fund expenditures per student, \$4,385 below the average;
- Second highest number of students per faculty;
- Seventh lowest staff per 1,000 students;
- Lowest general fund building square footage per student;
- Lowest utility cost per square footage.

#### Strategic Plan:

The University's economic and societal impact on the state and region have been steadily increasing over the past decade as a result of strategic planning, outstanding faculty and staff, aggressive fiscal management, and creative partnerships with business, industry and the community.

The University continues to implement and invest in its new Strategic Plan which includes the following goals:

1. Foster student success through a robust teaching and learning environment and comprehensive student services.
2. Be recognized as a strong research and scholarly environment focused on creative endeavors and on the discovery, dissemination and utilization of knowledge.
3. Become a leader in serving the needs and aspirations of our communities and region through expanded community relationships, institutional reputation and visibility, and engagement.
4. Advance diversity, equity, and inclusion in an environment of mutual trust and respect at all levels of the institution and facilitate opportunities and success for all community members.

#### Tuition:

In order to carry out its Strategic Plan and make improvements in areas that have been identified as critical measures of success, the University needs additional resources. Tuition is the primary source of General Fund revenues, accounting for 82% of the budget. The proposed FY2019 average tuition rate for a full-time resident freshman is \$12,892.50, an increase of \$15.75 per credit hour. The proposed resident undergraduate tuition rate increase is 3.8%, \$17 per credit hour. The proposed FY2018 full-time resident graduate tuition rate is \$17,712, a 4.5%, \$31.75 per credit hour, increase. (See Attachment C)

The differential tuition rates for four of Oakland's Professional Schools (School of Business Administration, School of Engineering and Computer Science, School of Health Sciences, and School of Nursing) have been increased an average of 3.9%.

The University's commitment to controlling the net cost of attendance continues. The University's institutional financial aid budget, \$49 million, is approaching equality with the state appropriation. In essence, the University is returning nearly all of its state funding directly to students by reducing their net cost of attendance through scholarships.

In FY2017, on average, a full-time resident undergraduate student received non-debt financial aid (scholarships, grants, and other awards, excluding loans) of \$3,817, reducing the overall net average cost by nearly one third, to \$9,106.

According to the 2017 United States Department of Education Scorecard, an average Oakland University graduate has \$25,000 in student debt, as compared to the average graduate in the State of Michigan who has \$25,453 in student debt. In alignment with best practices and to help minimize student debt upon graduation, reduce late fees, limit the number of students sent to collection agencies, reduce the number of students on wait lists for classes and housing, and improve the accuracy of enrollment reporting, the University has adjusted payment due dates and expanded its payment plan from three to four payments per semester. Each semester, students who have not paid in full or enrolled in a payment plan, or do not have adequate pending financial aid or other extenuating financial circumstances as determined by Student Financial Services, are

cancelled from their classes. Currently, upon satisfactorily meeting their financial obligations to the University, cancelled students are allowed to reenroll. Significant pre- and post-cancellation outreach efforts are made to assist students in meeting their financial obligations. Students continue to be assessed a late penalty for delinquent student account balances.

#### Highlights of the Proposed FY2019 General Fund Budget:

##### Revenue:

1. State appropriation performance funding increase of \$1,580,200.
2. FYES enrollment of 16,590 ( excluding the School of Medicine), a 3.5% decrease over the prior year budget.
3. Average tuition of \$12,892.50 for a full-time resident freshman, an increase of \$15.75 per credit hour, 3.8%.
4. Average graduate in-state tuition of \$17,712 for full-time resident students, an increase of 4.5%, \$31.75 per credit hour.
5. Continuation of the University's no fee pricing strategy.

##### Expenditures:

1. Expense budget changes primarily include:
    - a. Operational expense reductions via position vacancies and departmental budgets.
    - b. Operating funds required for Board approved course offerings, debt service, utilities, and other contractual obligations.
  2. Increased overhead charge to the School of Medicine to fund indirect University support (a reduction of general fund expenditures).
  3. Continued focus on student financial aid funding including the student full aid guarantee, economic hardship fund, and need-based and competitive meritbased scholarship awards.
3. **Previous Board Action:** On June 5, 2017 the Board approved the FY2018 General Fund budget and tuition rates.
4. **Budget Implications:** Approval of the FY2019 Proposed General Fund Budget and the Schedule of Tuition Rates Effective Fall Semester 2018 provides the needed authorization for assessing students and expending University resources for instructional, programmatic and operating needs.
5. **Educational Implications:** The proposed General Fund budget provides for academic programming.
6. **Personnel Implications:** The proposed General Fund budget provides for personnel.
7. **University Reviews/Approvals:** The FY2019 Proposed General Fund Budget and the Schedule of Tuition Rates Effective Fall Semester 2018 were developed by the Budget and Financial Planning Office, with input from the President's Cabinet, and was

reviewed by the Vice President for Finance and Administration, and President. In addition, budget development strategies and assumptions were discussed with the Senate Budget Review Committee, Senate Planning Committee, and Student Leadership.

**8. Recommendation:**

WHEREAS, the FY2019 Proposed General Fund Budget and Schedule of Tuition Rates Effective Fall Semester 2018 require Board of Trustees approval; now, therefore, be it

RESOLVED, that the Board of Trustees approves the FY2019 General Fund Budget at an expenditure level of \$274,917,268 and approved encumbrances and carryforwards from the June 30, 2018 fund balance; and, be it further

RESOLVED, that the Board of Trustees approves the Schedule of Tuition Rates Effective Fall Semester 2018 (see Attachment C for detail); and, be it further

RESOLVED, each semester, students who have not paid in full or enrolled in a payment plan, or do not have adequate pending financial aid or other extenuating financial circumstances as determined by Student Financial Services, will be cancelled from classes. Students will continue to be assessed a late penalty for delinquent student account balances; and, be it further

RESOLVED, that the Board of Trustees approves the spending of revenues generated in excess of budget to adequately cover the instructional, programmatic, and operating expenditures necessary to support the strategic plan.

**9. Attachments:**

- A. FY2019 General Fund Budget Briefing
- B. FY2019 Proposed General Fund Budget
- C. Schedule of Tuition Rates Effective Fall Semester 2018

Submitted to the President on 5/29/2018 by  
John Beaghan  
Vice President for Finance and Administration  
and Treasurer to the Board of Trustees

Recommended on 5/30/2018  
to the Board of Trustees for approval  
by Ora Hirsch Pescovitz President

**Oakland University**  
**Fiscal Year 2019**  
**Proposed General Fund Budget**

Category	FY 2018 Budget	FY 2019 Projected Budget	Amount Change	% Change
<b>State Appropriation – Base</b>	<b>\$51,170,100</b>	<b>\$52,816,100</b>	<b>\$1,646,000</b>	<b>3.22%</b>
Student Tuition	268,872,123	271,849,380	2,977,257	1.11%
Financial Aid Offset	(51,199,049)	(55,156,402)	(3,957,353)	7.73% (1)
<b>Net Tuition &amp; Fees Revenue</b>	<b>\$217,673,074</b>	<b>\$216,692,978</b>	<b>(\$ 980,096)</b>	<b>-0.45%</b>
Indirect Cost Recovery	2,200,000	2,200,000	0	0.00%
xMiscellaneous Income	489,718	3,208,190	2,718,472	555.11%
Encumbrances	13,129,076	0	(13,129,076)	-100.00% (2)
<b>Total Funding Sources</b>	<b>\$284,661,968</b>	<b>\$274,917,268</b>	<b>(\$ 9,744,700)</b>	<b>-3.42%</b>
Less: Budgeted Expenditures	\$284,661,968	\$274,917,268	(\$ 9,744,700)	-3.42%
Revenues Over (Under) Expenditures	\$0	\$0	\$0	
FYES Enrollment	17,662	17,084	(578)	-3.27%

## Notes:

- 1) The university has adopted financial statement presentation changes as recommended by GASB 34 and 35 and NACUBO principles for financial statement presentation. As a result, institutional financial aid is shown as an offset to revenues.
- 2) The projected budget does not include any encumbrances and carryforwards. Encumbrances and carryforwards as of June 30 will be added to the budgeted expenditure base for the following fiscal year as a one-time allocation.

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**Oakland University**  
**General Fund Budgeted Expenditures**  
**Fiscal Year 2018 vs. 2019**

	<b>FY2018 Adjusted Total Budget</b>	<b>FY2018 Enc./ Carryforward</b>	<b>FY2018 Adjusted Base Budget</b>	<b>FY2019 Budget Changes</b>	<b>FY2019 Budget</b>
School of Medicine	\$19,756,177	\$(259,573)	\$19,496,604	\$2,524,570	\$22,021,174
College of Arts &	4,631,580	(1,700,336)	52,931,244	1,236,164	54,167,408
School of Business Administration	18,084,686	(737,195)	17,347,491	207,364	17,554,855
School of Education and Human Services	14,836,205	(722,479)	14,113,726	268,812	14,382,538
School of Engineering and Computer Science	13,999,618	(364,226)	13,635,392	319,449	13,954,841
School of Health Sciences	6,988,200	(45,311)	6,942,889	180,369	7,123,258
School of Nursing	11,039,340	(687,810)	10,351,530	169,007	10,520,537
Kresge Library	7,139,535	(219,426)	6,920,109	137,162	7,057,271
Instructional and Information Technology	0	0	0	0	0
Academic Affairs – Other	40,220,030	(4,122,488)	36,097,542	(175,535)	35,922,007
Operations & Finance	35,478,020	(983,728)	34,494,292	(267,521)	34,226,771
Student Affairs	13,190,164	(319,781)	12,870,383	(87,491)	12,782,892
Development, Alumni and Comm. Engagement	6,131,247	(568,117)	5,563,130	231,313	5,794,443
President	20,369,657	(2,389,547)	17,980,110	(710,303)	17,269,807
General	22,797,509	(9,059)	22,788,450	(648,984)	22,139,466
<b>Total</b>	<b>\$284,661,968</b>	<b>(\$13, 129,076)</b>	<b>\$271,532,892</b>	<b>\$3,384,376</b>	<b>\$274,917,268</b>

**Oakland University**  
**Schedule of Tuition Rates**  
**Effective Fall Semester 2018**

<b>Tuition Rate Per Credit Hour</b>	<b>Current Rate 2018</b>	<b>Proposed Rate 2019</b>
Resident UG Lower	414.00	429.75
Resident UG Upper	479.75	498.00
SBA 001-299 courses	434.75	453.50
SBA 300+ courses	510.75	529.50
SECS 001-299 courses	445.00	464.75
SECS 300+ courses	521.25	541.50
SHS 001-299 courses	424.25	440.50
SHS 300+ courses	500.50	518.75
SON 001-299 courses	439.75	456.50
SON 300+ courses	516.00	534.25
Resident Grad	706.25	738.00
Resident Doctoral	706.25	738.00
Non-Resident UG Lower	795.75	795.75
Non-Resident UG Upper	853.25	853.25
Non-Resident Grad	1,027.00	1,027.00
Non-Resident Doctoral	1,027.00	1,027.00
Competency	55.00	55.00
School of Medicine	53,327.00	54,928.00

**Summary Comparison of Tuition Rates:**

A) Undergraduate Michigan resident student taking a full 15 credit hour load for two semesters (30 total credit hours):

	<b>Current Rate 2018</b>	<b>Proposed Rate 2019</b>	<b>Change</b>
1) Lower Division Tuition	12,420.00	12,892.50	
2) Upper Division Tuition	14,392.50	14,940.00	
CAS Residential Undergraduate Average	13,406.25	13,916.25	3.80%

B) Graduate Michigan resident student taking a full 12 credit hour load for two semesters (24 total credit hours):

Graduate Tuition	16,950.0	17,712.00	4.50%
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**Lower/ Upper Division Undergraduate Students Defined:**

Lower Division - All non-matriculating (non-degree seeking) students, all O.U. freshman and sophomores with less than 56 credits

Upper Division - Guest students from other colleges, all O.U. undergraduate students who have earned undergraduate degrees and who have been admitted to a second O.U. undergraduate degree program, all O.U. undergraduates with 56 or more undergraduate credits, and all students with post bachelor admission status

The School of Medicine tuition rate is annual.