Agendum
Oakland University
Board of Trustees Formal Session
June 21, 2021

GENERAL FUND BUDGET AND TUITION RATES FOR FY2022

A Recommendation

- **1.** <u>Division and Department:</u> Finance and Administration, Budget and Financial Planning Office
- **2.** <u>Introduction:</u> Board of Trustees (Board) approval is requested for the FY2022 General Fund Budget and Tuition Rates. Highlights and assumptions for this proposal are described below.

Attachment A is a FY2022 General Fund Budget Briefing.

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Attachment B is the Oakland University (University) FY2022 Proposed General Fund Budget which provides summarized budget information for each major academic and operating unit and a comparison to the FY2021 General Fund Budget.

Attachment C is the proposed Schedule of Tuition Rates Effective Fall Semester 2021.

Preamble:

The COVID-19 pandemic has imposed financial constraints on governments, businesses, organizations, and families across the globe; Oakland University is no exception. University revenues have been adversely impacted by decreases in domestic and international student enrollment, state support and auxiliary activities. Enrollment declines experienced during the pandemic will impact the University for years to come.

In an effort to support students and their families during the financial uncertainty that resulted from the pandemic, Oakland froze tuition for the 2020-2021 academic year. With projected enrollment declines and frozen tuition rates, the FY2021 General Fund budget was balanced via significant cross-campus budget reductions and the use of one-time reserves.

State Appropriations:

The State of Michigan FY2022 budget has not yet been finalized. The University's proposed FY2022 budget is based upon the Governor's and Senate's higher education appropriation budget proposals, with a 2.0% increase. The increase is noted as "one-time" and receipt is contingent upon complying with a 4.2% tuition restraint under both the Governor's and Senate's recommendations. This equates to \$54,476,400, 17.4% of the University's proposed total budget.

The FY2022 budgeted appropriation is \$2.03M higher than the University's FY2009 state funding level, however, during this 13 year period Oakland's enrollment increased by 2,257 students, resulting in a state funding per Fiscal Year Equated Student (FYES) decline of \$505 per student.

Historically, the University has been underfunded on a per FYES basis when compared to other public universities in Michigan. The University's FY2021 base appropriation per FYES was the lowest in the state at \$3,079, as compared to the average of \$5,640. If Oakland were to be funded at the state per FYES average, its appropriation would be \$44.4 million higher, which would provide tremendous support for academic needs, student support services, and lessen the budget burden on tuition.

Cost Containment:

The University has accumulated data on cost containment initiatives totaling over \$71 million of permanent and one-time savings and budget reductions since FY2003. Cost saving initiatives include staff furloughs, retirement plan adjustments, 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 position eliminations.

The following is a summary of Oakland University's rankings and key metrics compared to the other Michigan public universities, documenting that Oakland is a relatively lean and efficient university:

- Lowest State appropriation per student, \$2,561 below the average
- Fourth lowest total revenue per undergraduate student (tuition plus state appropriation)
- Fifth lowest general fund expenditures per student, \$3,985 below the average
- Second highest number of students per faculty
- Fifth lowest staff per 1,000 students
- Lowest general fund building square footage per student
- · Second lowest instructional utility cost per square foot

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 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.
- 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 over 80% of the budget. After no increase in tuition rates in FY2021, for FY2022, the proposed full-time resident undergraduate tuition is \$14,025, an increase of 4.2%, or \$18.75 per credit hour. The proposed FY2022 full-time resident graduate tuition rate is \$19,266, a 4.2% increase. The proposed FY2020 full-time resident doctoral tuition rate is \$12,920, a 4.2% increase. (See Attachment C) In April, the Board approved the FY2022 Housing budget which included no increase in room and board rates.

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) are proposed to increase an average of 4.8%, after remaining flat in FY2021.

The University's commitment to controlling the net cost of attendance continues. The institutional financial aid budget (excluding the School of Medicine), \$52.6 million, is nearly the entire state appropriation. In essence, the University is awarding 97% of its State funding directly to students in an effort to reduce their net cost of attendance.

In FY2020, on average, a full-time resident undergraduate student received non-debt financial aid (scholarships, grants, and other awards, excluding loans) of \$4,421, reducing the overall net average cost by nearly one third, to \$10,107.

Highlights of the Proposed FY2022 General Fund Budget:

Revenue budget changes primarily include:

- 1. State appropriation funding increase of \$1,980,533 (includes \$1,062,900 anticipated increase in FY2022 plus \$917,633 from underbudgeting appropriations in FY2021 due to the relatively late passage of the State budget).
- 2. FYES enrollment of 15,871 (excluding the School of Medicine), up 2.9% as compared to the prior year budget (or up 2.4% as measured by student credit hours).

- 3. Average tuition of \$14,025 for a full-time resident freshman, an increase of \$18.75 per credit hour, 4.2%.
- 4. Average graduate in-state tuition of \$19,266 for full-time resident students, an increase of 4.2%
- 5. Average Doctoral in-state tuition of \$12,920 for full-time resident students, an increase of 4.2%

Expense budget changes primarily include:

- 1. Operating funds required for Board approved course offerings, utilities, insurance, debt service, IT upgrades, recruiting initiatives, and other contractual obligations.
- 2. Elimination of FY2021 Budget reliance on non-general fund reserves.
- 3. Continued focus on student financial aid funding including the student full aid guarantee, economic hardship fund, and need-based and competitive merit-based scholarship awards.
- 3. <u>Previous Board Action:</u> On June 15, 2020 the Board approved the FY2021 General Fund Budget and Tuition Rates.
- **4.** <u>Budget Implications:</u> Approval of the FY2022 Proposed General Fund Budget and the Schedule of Tuition Rates Effective Fall Semester 2021 provides the needed authorization for assessing students and expending University resources for instructional, programmatic and operating needs.
- **5.** <u>Educational Implications:</u> The proposed General Fund budget provides for academic programming.
- **6.** <u>Personnel Implications:</u> The proposed General Fund budget provides for personnel.
- 7. <u>University Reviews/Approvals:</u> The budget development strategies and assumptions were discussed with the Senate Budget Review Committee, Senate Planning Committee, and Student Leadership. The FY2022 Proposed General Fund Budget and the Schedule of Tuition Rates Effective Fall Semester 2021 were developed by the Budget and Financial Planning Office, with input from the Strategy Council, and was reviewed by the Vice President for Finance and Administration and President.

8. Recommendation:

WHEREAS, the FY2022 Proposed General Fund Budget and Schedule of Tuition Rates Effective Fall Semester 2021 require Board of Trustees approval; now, therefore, be it

RESOLVED, that the Board of Trustees approves the FY2022 General Fund Budget at an expenditure level of \$286,605,969 (see Attachment B) and approved encumbrances and carry-forwards from the June 30, 2021 fund balance; and, be it further

RESOLVED, that the Board of Trustees approves the Schedule of Tuition Rates Effective Fall Semester 2021 (see Attachment C for details); 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. FY2022 General Fund Budget Briefing
- B. FY2022 Proposed General Fund Budget
- C. Schedule of Tuition Rates Effective Fall Semester 2021

Submitted to the President on _____, 2021 by

John W. Beaghan

Vice President for Finance and Administration and Treasurer to the Board of Trustees

Recommended on <u>\(\psi\)</u>

_, 2021

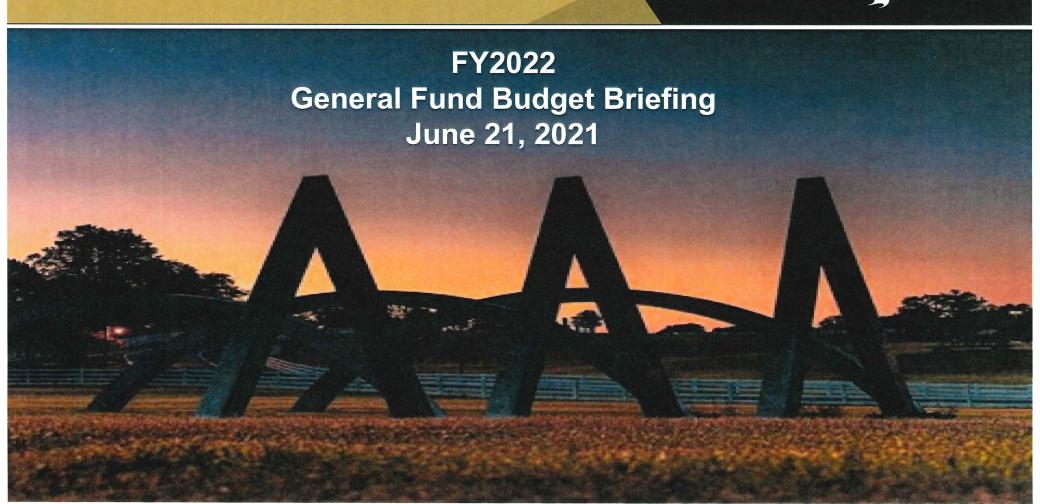
to the Board of Trustees for approval by

Ora Hirsch Pescovitz, M.D.

President

6/15/21



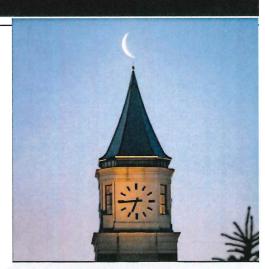


General Fund Budget Development



Guiding Principles:

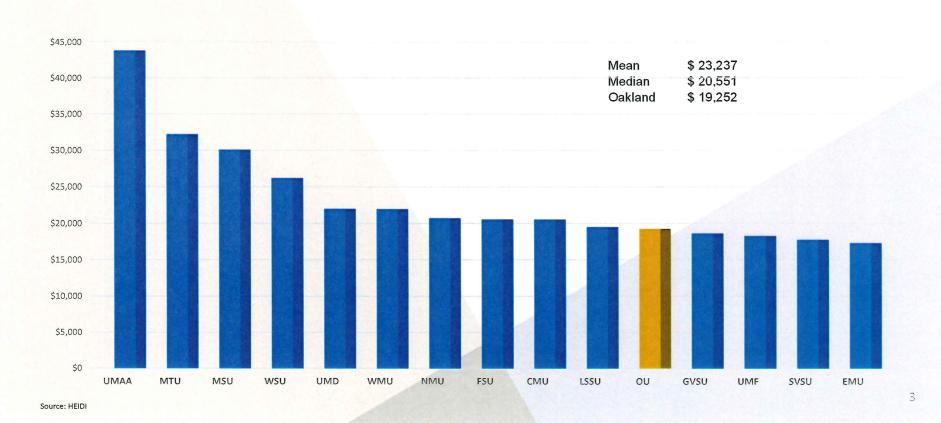
- · Commitment to mission
- Protect/strengthen <u>academics</u>
- Provide <u>excellent student services</u>
- Minimize net student cost (tuition less financial aid)



Fifth Lowest Expenditures per Student

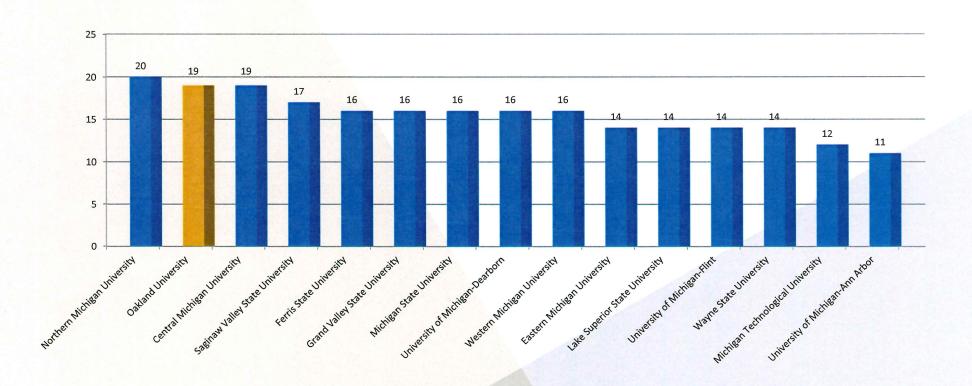


FY2020 General Fund Expenditures per FYES



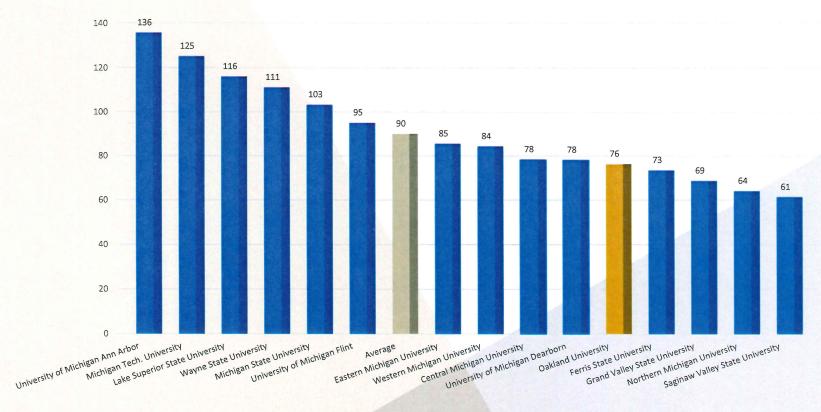
2nd Highest Students to Faculty Ratio





Staff per 1,000 Students

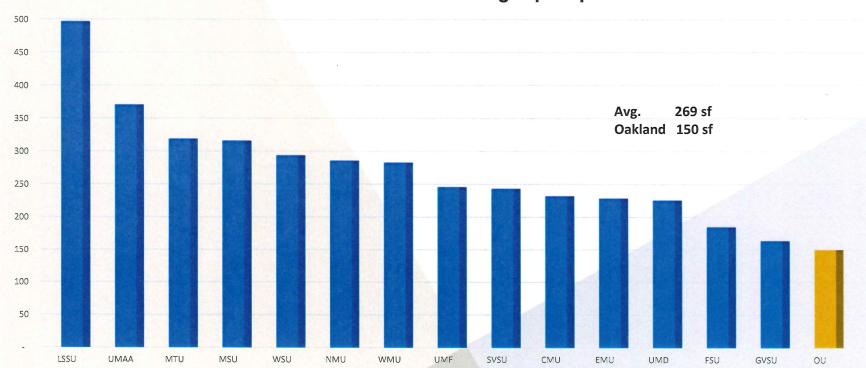
OAKLAND UNIVERSITY.



Lowest Building Square Footage per Student



FY2020 General Fund Building Sq. Ft. per FYES

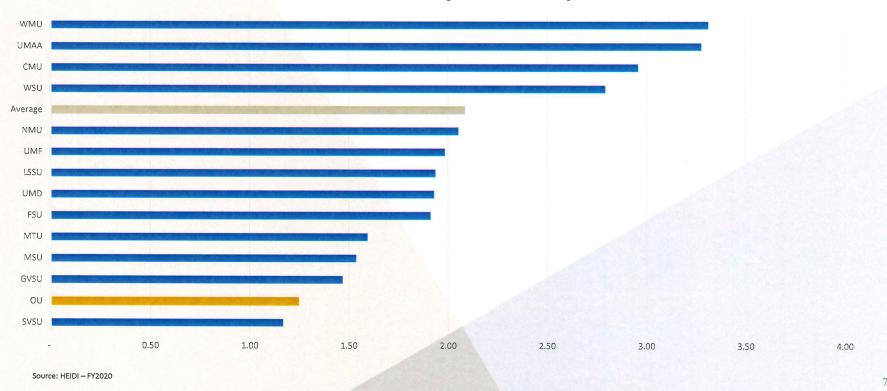


Source: HEIDI - FY2020

2nd Lowest Instructional Utility Cost per Square Foot



FY2020 Instructional Utility Cost Per Square Foot



Cost Containment

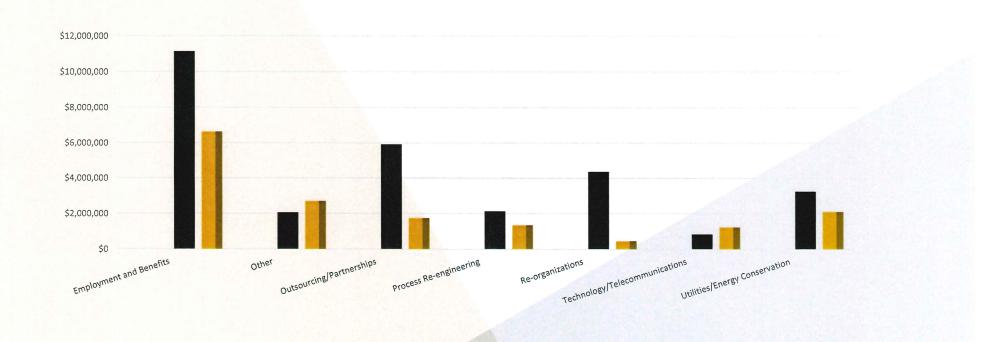


FY2003 - FY2021 Oakland University Cost Containment and Budget Reductions

Category	Permanent	One-Time		Total
Employment and Benefits	\$ 11,123,506	\$ 6,661,255	\$	17,784,761
Other	2,047,923	2,745,603		4,793,526
Outsourcing/Partnerships	5,902,356	1,735,379		7,637,735
Process Re-engineering	2,125,212	1,343,765		3,468,977
Re-organizations	4,352,353	446,571		4,798,924
Technology/Telecommunications	820,565	1,215,977		2,036,542
Utilities/Energy Conservation	 3,241,479	 2,103,865	-14 FE	5,345,344
Total cost Containment	\$ 29,613,394	\$ 16,252,415	\$	45,865,809
Budget Reductions				
Faculty Salaries	\$ 1,457,416	\$ 595,320	\$	2,052,736
Non Faculty Salaries	4,007,377	1,147,138		5,154,515
Fringe Benefits	2,205,759	583,791		2,789,550
Operational Costs	11,034,678	4,507,671		15,542,349
Total Budget Reductions	\$ 18,705,230	\$ 6,833,920	\$	25,539,150
Total Cost Containment and Budget Reductions	\$ 48,318,624	\$ 23,086,335	\$	71,404,959

Cost Containment

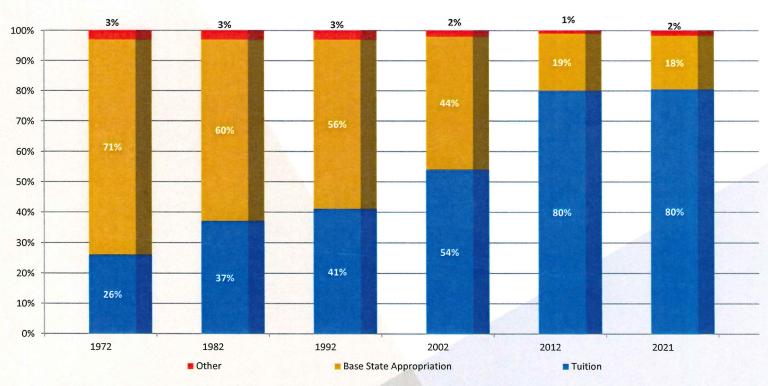




■ Permanent ■ One-Time

Historical Funding Model





Comparison of General Fund revenue sources FY1972 to FY2021 Sources: HEIDI and general fund budgets





	Base		
Fiscal Year	Appropriation		
2009	\$ 52,452,200		
2010	52,220,800		
2011	50,761,300		
2012	43,145,000		
2013	44,964,100		
2014	45,651,600		
2015	48,364,100		
2016	48,371,900		
2017	49,920,700		
2018	51,235,900		
2019	52,819,200		
2020	53,432,500		
2021	53,413,500		
2022	TBD		

FY2022 State Commitment not Available

FYES – Fiscal Year Equated Students

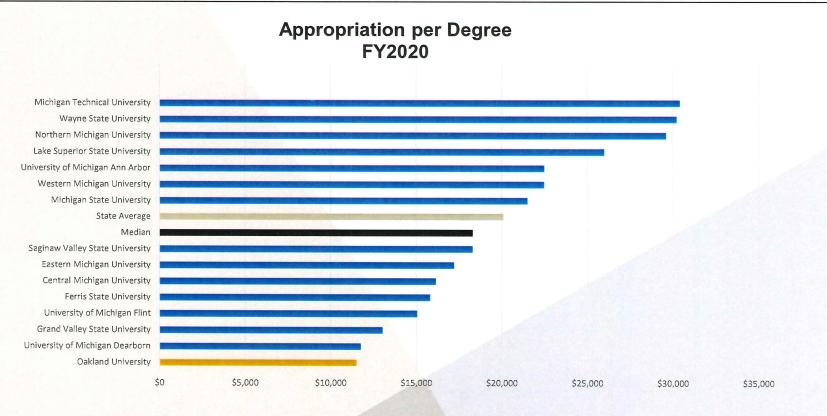
Lowest State Funding Per Student



	FY2	2021			FY2021
	Appropriati	on per FYES	FY2019 FYES	Founded	Appropriation
Wayne State University	\$	8,905	22,847	1868	203,458,900
Lake Superior State University		8,720	1,749	1946	15,252,100
Michigan Technical University		7,634	6,654	1885	50,795,200
Northern Michigan University		7,221	6,768	1899	48,869,700
University of Michigan Ann Arbor		6,776	47,661	1817	322,931,100
Michigan State University		6,246	46,261	1855	288,935,700
Western Michigan University		5,897	19,056	1903	112,363,900
Ferris State University		5,198	10,760	1884	55,934,300
Eastern Michigan University		5,115	15,163	1849	77,555,200
Central Michigan University		4,788	18,706	1892	89,564,500
Saginaw Valley State University		4,150	7,422	1963	30,803,300
University of Michigan Flint		3,925	6,106	1956	23,964,400
University of Michigan Dearborn		3,676	7,164	1959	26,334,800
Grand Valley State University		3,275	22,442	1960	73,490,700
Oakland University	THE PROPERTY.	3,079	17,349	1957	53,413,500
15 School Average	\$	5,640			

Equivalent State Funding per Degree

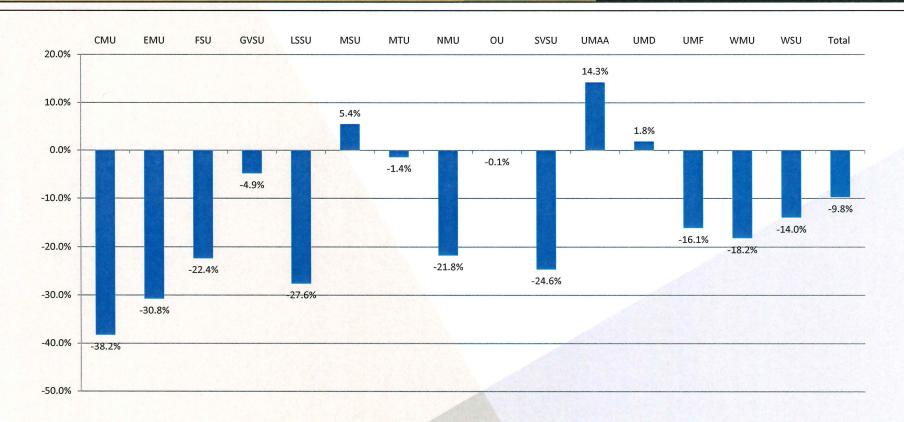




Source: HEIDI – FY2020 appropriations HEIDI – FY2019-20 degrees

Total Headcount – Enrollment Change Fall 2010- Fall 2020

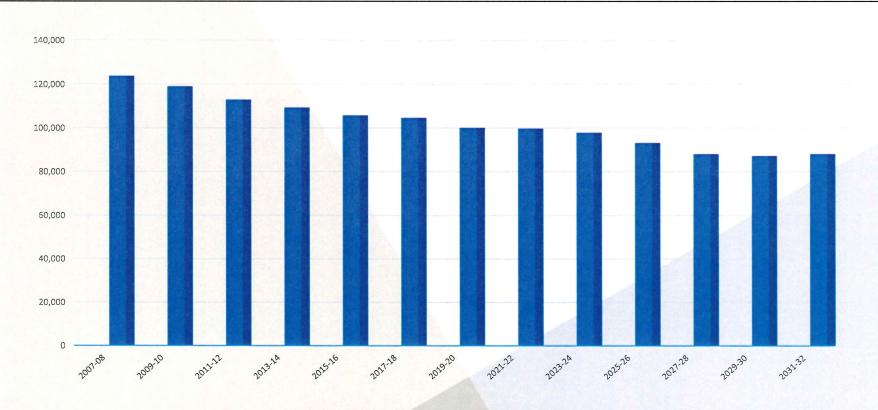




Source: MASU Enrollment Report

Projected Michigan High School Graduates

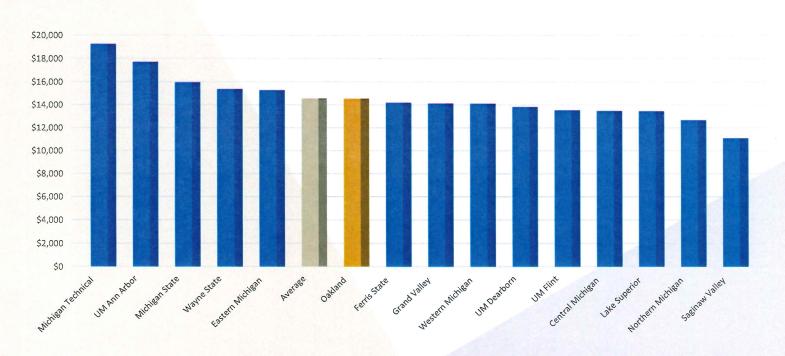




Source: WICHE – Western Interstate Commission for Higher Education 2007-2010 – Actual; 2012-2031 - Projected

FY2021 All-In Undergraduate Tuition Costs





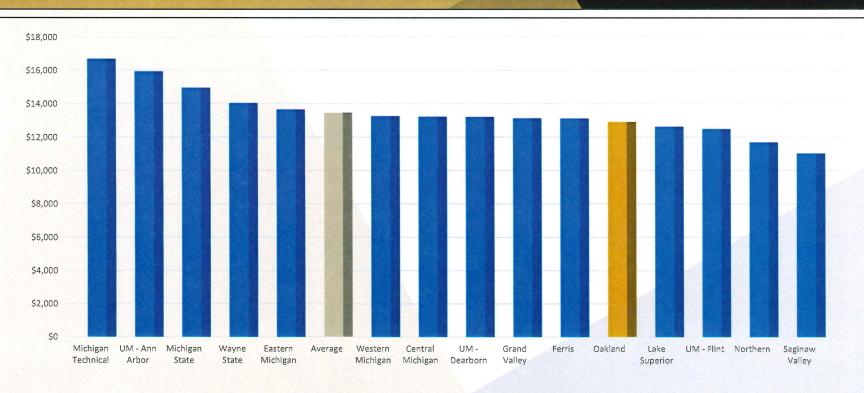
^{*} Actual costs incurred may vary based on individual student choices

Produced by the Oakland University Office of Budget and Financial Planning based on data published by HEIDI, The Michigan Association of State Universities, and university websites.

^{**} The following universities charge differential tuition rates for certain programs. Depending upon the program, the all-in cost may vary: EMU, GVSU, MSU, MTU, NMU, OU, SVSU, UMAA, UMD, WMU, WSU.

FY2021 All-In Freshmen Tuition Costs





^{*} Actual costs incurred may vary based on individual student choices

Produced by the Oakland University Office of Budget and Financial Planning based on data published by HEIDI, The Michigan Association of State Universities, and university websites.

^{**} The following universities charge differential tuition rates for certain programs. Depending upon the program, the all-in cost may vary: EMU, GVSU, MSU, MTU, NMU, OU, SVSU, UMAA, UMD, WMU, WSU.

Discounted Sticker Price



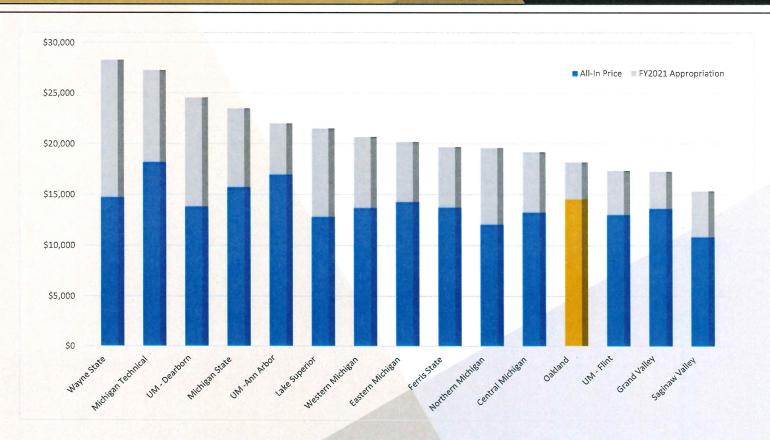
Average Undergraduate Net Cost For Full-Time Resident Undergraduate Students

	FY2020
Tuition	\$14,528
Average Aid per Student *	\$ (4,421)
Average Net Cost	\$10,107
Average Net Cost %	69.6%

^{*} Financial Aid can vary greatly from student to student, however, the average net tuition cost for a full-time resident undergraduate student was \$10,107 in FY2020, a 30.4% discount off the "sticker price", due to Institutional, Federal and State awards, not including student loans or work-study.

Total Revenue Per Undergraduate Student





FY2022 Budget Planning Assumptions



Enrollment	2.4%
Undergraduate Tuition Increase	4.2%
Graduate Tuition Increase	4.2%
Appropriations Increase	2.0%
Governor's proposal	2.0%
Senate proposal	2.0%
House proposal	10.0%
Expenditures Increase	\$ 14.9M

^{*} Oakland introduced the Strive for \$4500 campaign late in 2019, recommending the state implement floor funding for higher education appropriations. Adoption of this proposal would improve the per FYES funding disparity for 5 of the lowest funded state universities.

Proposed FY2022 General Fund Budget & Tuition Rates



Rationale for Tuition Increase

- Fund quality programs for students
- Lowest State funding
- 0% Tuition Rate Adjustment for FY2021
- 0% Room & Board Adjustment for FY2022
- OU is competitively priced
- Competitive financial aid packages
- Generous HEERF grants to students
- Golden Grizzly Guarantee
- Cost increases/inflation

Incremental FY2022 Funding Sources



Tuition & Other (net of Financial Aid)

\$ 12,890,084

State Appropriation

1,980,533

Net Incremental Revenue

\$ 14,870,617

Incremental FY2022 Expenditures



New Academic Programs	\$ 576,412	
Technology Upgrades	390,193	
Employee Benefit Adjustments	1,784,970	
Debt Service	2,679,588	
CRNA Program	489,768	
Recruiting Initiatives	734,999	
Moceri House/Research Facility	320,400	
Miscellaneous	951,394	
FY2021 Reliance on Reserves	6,942,893	
Total Incremental Expenditures	\$ 14,870,617	

Annual Budget Comparison



	FY2020	FY2021	FY2022
Prior Year Revenue Budget	\$ 252,896,095	\$ 257,016,588	\$ 246,102,643
Incremental:			
State Appropriations	1,008,800	(1,329,033)	1,980,533
Tuition (net of Financial Aid)	2,788,285	(10,162,323)	13,196,293
Miscellaneous	323,408	577,412	(306,209)
Total Budgeted Revenues	\$ 257,016,588	\$ 246,102,643	\$ 260,973,260
Prior Year Expenditure Budget Incremental:	\$ 252,896,095	\$ 257,016,588	\$ 246,102,643
Operating Expenses	3,597,493	(10,913,945)	14,870,617
Strategic/Other Initiatives	523,000	0	0
Total Budgeted Expenditures	\$ 257,016,588	\$ 246,102,643	\$ 260,973,260

Excludes School of Medicine

Budget totals are Net of Financial Aid

Student Impacts Upon Graduation



Average Student Debt :

Oakland (a) \$ 27,095 State of Michigan (b) \$ 29,940

Median Post-Graduation Starting Salary:

 Oakland (c)
 \$ 55,000

 National (d)
 \$ 52,714

Percent of Employed Oakland Graduates Residing in Michigan (c)

99.0%

a) Undergraduate first time full time students who borrowed and received a degree between 7/1/18-6/30/19 – College Insight

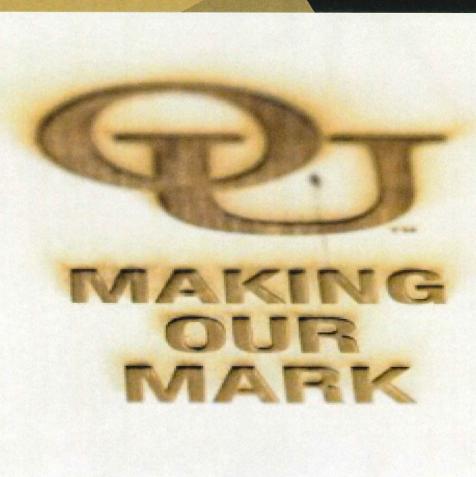
b) State of MI average loan debt 4 year public graduating seniors – College Insight (2018-19)

c) Career Services First-Destination Survey 2019-2020

d) National Association of Colleges and Employers First-Destination for Class of 2019

Questions?





Oakland University Fiscal Year 2022 Proposed General Fund Budget

Category	FY 2021 Budget	FY 2022 Projected Budget	Amount Change	% Change
State Appropriation - Base	\$ 52,495,867	\$ 54,476,400	\$ 1,980,53	3.77%
Student Tuition	267,417,523	283,084,440	15,666,91	7 5.86%
Financial Aid Offset	(58,787,237)	(61,067,582)	(2,280,34	.5) 3.88% (1
Net Tuition Revenue	\$ 208,630,286	\$ 222,016,858	\$ 13,386,57	2 6.42%
Indirect Cost Recovery	2,000,000	2,000,000		0 0.00%
Miscellaneous Income	6,887,497	8,112,711	1,225,21	4 17.79%
Encumbrances	14,853,530	0	(14,853,53	0) -100.00% (2
Total Funding Sources	\$ 284,867,180	\$ 286,605,969	\$ 1,738,78	9 0.61%
Less: Budgeted Expenditures	\$ 284,867,180	\$ 286,605,969	\$ 1,738,78	9 0.61%
Revenues Over (Under) Expenditures	\$ 0	\$ 0	\$	0
FYES Enrollment	15,910	16,374	464	2.92%

Notes:

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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.

Oakland University General Fund Budgeted Expenditures Fiscal Year 2021 vs. 2022

	FY2021 Adjusted Total Budget	FY2021 Enc. / Carryforward	FY2021 Adjusted Base Budget	FY2022 Budget Changes	FY2022 Budget
School of Medicine	\$ 24,379,675	\$ (468,668)	\$ 23,911,007	\$ 1,721,702	\$ 25,632,709
College of Arts & Sciences	55,693,173	(2,340,270)	53,352,903	496,302	53,849,205
School of Business Administration	18,546,734	(814,197)	17,732,537	275,655	18,008,192
School of Education and Human Services	13,621,178	(635,263)	12,985,915	146,887	13,132,802
School of Engineering and Computer Science	15,803,721	(826,240)	14,977,481	184,794	15,162,275
School of Health Sciences	7,528,459	(225,517)	7,302,942	120,230	7,423,172
School of Nursing	11,294,360	(750,005)	10,544,355	501,781	11,046,136
Kresge Library	7,045,955	(266,817)	6,779,138	53,744	6,832,882
Academic Affairs - Other	32,451,550	(3,326,352)	29,125,198	770,345	29,895,543
Finance & Administration	25,497,120	(517,600)	24,979,520	432,353	25,411,873
Athletics	7,384,752	0	7,384,752	114,674	7,499,426
Chief of Staff	8,874,647	0	8,874,647	481,297	9,355,944
Student Affairs	17,611,656	(966,244)	16,645,412	468,379	17,113,791
University Advancement	5,738,083	(472,842)	5,265,241	201,557	5,466,798
President	5,237,523	(3,127,775)	2,109,748	29,672	2,139,420
General	15,829,751	(115,740)	15,714,011	9,793,226	25,507,237
Legal Affairs	5,204,146	0	5,204,146	69,544	5,273,690
Sr. VP. External Affairs	7,124,697	0	7,124,697	730,177	7,854,874
Total	\$ 284,867,180	(\$ 14,853,530)	\$ 270,013,650	\$ 16,592,319	\$ 286,605,969

Oakland University Schedule of Tuition Rates Effective Fall Semester 2021

	Current Rate	Proposed Rate	
Tuition Rate Per Credit Hour	2021	2022	
Resident UG Lower	448.75	467.50	
Resident UG Upper	519.75	541.50	
SBA 001-299 courses	462.75	487.50	
SBA 300+ courses	551.50	573.25	
SECS 001-299 courses	474.25	497.50	
SECS 300+ courses	563.75	585.50	
SHS 001-299 courses	449.25	477.50	
SHS 300+ courses	540.25	562.00	
SON 001-299 courses	465.75	492.50	
SON 300+ courses	556.25	578.00	
Resident Grad	770.50	802.75	
Resident Doctoral	775.00	807.50	
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	56,522.00	57,936.00	

Summary comparison of tuition rates:

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

2) Upper Division Tuition	15,592.50	16,245.00	
CAS Residential Undergraduate Average	14,527.50	15,135.00	4.18%

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

Graduate Tuition 18,492.00 19,266.00 4.19%

C) Doctoral Michigan resident student taking a full 8 credit hour load for two semesters (16 total credit hours):

Doctoral Tuition 12,400.00 12,920.00 4.19%

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.