

**Agendum  
Oakland University  
Board of Trustees Formal Session  
December 4, 2023**

**GOLF AND LEARNING CENTER OPERATING BUDGET FOR  
CALENDAR YEAR ENDING DECEMBER 31, 2024**

**A Recommendation**

1. **Division and Department:** Intercollegiate Athletics, Golf & Learning Center
2. **Introduction:** The operating budget for the Golf & Learning Center (G&LC) is presented annually to the Board of Trustees (Board) for approval. Attached is a description of the G&LC (Attachment A), which outlines the previously approved business plan; the 2024 G&LC Budget Assumptions (Attachment B); the Registration and Golf Fees 2024 (Attachment C); the Oakland University (University) G&LC Proposed Budget – All Funds, 2024 (Attachment D) and the G&LC Proposed Major Capital Expenditures 2024 (Attachment E).
3. **Previous Board Action:** On December 5, 2022, the Board approved the CY2023 budget for the G&LC.
4. **Budget Implications:** The G&LC is an auxiliary operation and is self-supporting. Under the 2024 proposed budget, there is a positive operating revenue; however, a projected reduction to the existing \$5,582,307 G&LC fund balance of \$1,500,602 due to proposed major capital expenditures (See Attachment E).
5. **Educational Implications:** The G&LC is used by the Men's and Women's Intercollegiate Golf Teams. OUCares utilizes the G&LC Golf Range facilities for their programs.
6. **Personnel Implications:** The proposed budget includes salary and wage adjustments per University authorization and staffing changes as required by the G&LC.
7. **University Reviews/Approvals:** The G&LC Operating Budget was prepared by the Interim Director of the G&LC and reviewed by the Financial Performance Review Committee, Budget and Financial Planning Office, Vice President for Finance and Administration, Director of Athletics, and the President.
8. **Recommendation:**  
RESOLVED, that the Board of Trustees approves the Oakland University Golf and Learning Center budget for the calendar year ending December 31, 2024, with budgeted operating expenditures of 5,199,278 and proposed major capital improvement expenditures of \$2,307,551; and, be it further

RESOLVED, that any expenditure level in excess of the approved amount that is not funded by a direct revenue increase must have the prior approval of the President or his/her designee and those amounts shall be reported on a periodic basis to the Board of Trustees.

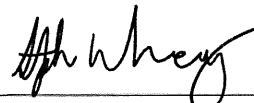
**Golf and Learning Center Operating Budget for  
Calendar Year Ending December 31, 2024  
Oakland University  
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Page 2**

**9. Attachments:**

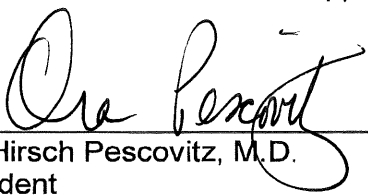
- A. G&LC Description of Program
- B. G&LC 2023 Budget Assumptions
- C. G&LC Registration & Golf Fees 2024
- D. G&LC Proposed Budget – All Funds, 2024
- E. G&LC Proposed Major Capital Expenditures, 2024


Submitted to the President  
on November 16, 2023 by

  
\_\_\_\_\_  
Steven C. Waterfield  
Director of Athletics

  
\_\_\_\_\_  
Stephen W. Mackey  
Vice President for Finance and Administration  
and Treasurer to the Board of Trustees

Recommended on 11/16, 2023  
To the Board of Trustees for Approval by

  
\_\_\_\_\_  
Ora Hirsch Pescovitz, M.D.  
President

Reviewed by  
  
\_\_\_\_\_  
Joshua D. Merchant, Ph.D.  
Chief of Staff and  
Secretary to the Board of Trustees

## Golf and Learning Center

### Description of Program

The Oakland University Golf and Learning Center (G&LC) was originally conceived in 1975 as a recreation amenity for the University community through the generous contributions of Mr. and Mrs. Katke and Mr. and Mrs. Cousins. The Katke-Cousins course opened on May 1, 1977 and it quickly took on a broader role in the community, serving also as a major vehicle to attract Oakland University (University) donors, and, through golf outings, local corporate support for the University and its educational programs. In 1999, construction of a second course began, which was added to further enhance this successful University program. Mr. and Mrs. Sharf made possible the R & S Sharf golf course which opened for play on August 25, 2000. The 36-hole golf course facility, along with The Pat Moran short game area and Berton London Learning Center practice range, has continued to grow and develop with the addition of the Steve Sharf Clubhouse in 2012. In 2021, an outdoor patio expansion to the Steve Sharf Clubhouse increased the seating capacity by 125. A new banquet facility was opened in 2014. The Rick Smith Golf Academy was added to provide top quality golf instruction in 2013. The facility continues to attract student, faculty, staff, and alumni golfers, along with a broad spectrum of community minded individuals who support Oakland. The clubhouse and banquet buildings have increased the community interest in Oakland with a continued increase in special events and meeting requests. Additionally, OU golf team facilities were added to the property and funded by Mr. and Mrs. Tooman. In 2022, the Katke-Cousins number 10 hole renovation was completed, which enhanced play for the 2023 season. The Katke-Cousins course was home to the Michigan Open in 2023. It is the only university golf course chosen for play in the past 25 years.

The G&LC is located on the University's east campus. The property is maintained by its own professional staff, including administrative and grounds employees specially trained to operate and maintain a first-rate golf facility. Recently, the complex has registered approximately 41,000 annual rounds of golf, comprised of student, faculty, staff, and alumni; as well as registered golfers from the community, and a number of corporate and charitable golf outings. The G&LC is a self-sustaining auxiliary entity within the University.

The G&LC serves an important role by providing an entry point for developing community and University relationships. The G&LC's long-range plan is to continue to maintain first-rate championship golf courses that provide all University constituencies with a pleasant recreational experience. The G&LC goal is to also sustain a high-quality image while representing Oakland University as an outstanding educational institution.

### Key Performance Indicators

|                                  | <u>2021</u> | <u>2022</u> | <u>2023</u>  |
|----------------------------------|-------------|-------------|--------------|
| Rounds of Golf                   | 48,606      | 49,556      | 41,288*      |
| Golf-Registrations – full status | 844         | 924         | 823          |
| G&LC Fund Balance                | \$3,103,377 | \$4,621,481 | \$5,582,307* |

\*Estimate

## Golf and Learning Center

### 2023 Explanation of Major Changes

Golf provided a safe outlet for families to enjoy outdoor activities together, contributing to a high demand for registrations, outings and events. To provide optimal experiences for golfers, the annual registration limit was set at 800 full status affiliates for 2023. Spouse and child enrollments of 23 are treated as secondary full status, bringing the combined full and secondary status registration totals to 823.

A decrease in Compensation was primarily due to staffing shortages.

Supplies and Services expenses exceeded budget due to inflationary price increases, as well as an increase in contract feeding/catering expenses of \$79,000. This was a result of higher than normal inflation for the price of food and labor costs, which were passed on to the university.

A reduction from the budget in Repairs and Maintenance was due to discounted chemicals and fertilizers, as well as suspending planned landscaping.

An anticipated decrease in Retail Sales was largely due to a new pricing model and the discontinuation of excessive discounting in the Golf Shop. Although sales decreased from 2022, the profit margin increased 9.4%, producing \$6,000 more profit overall.

Equipment expense was lower than budget as a result of continued supply chain repercussions, making it necessary to delay planned 2023 equipment purchases to 2024.

Variance to the original budget of \$1,774,600 was partly due to the impact of ongoing supply chain obstacles, as some delivery times have been more than a year. This, netted with a 100% increase in the original bridge project pricing, and coupled with a 60% hike in the costs for the storage building, have contributed to the variance.

Major Capital expenditures included:

|   |                    |
|---|--------------------|
| Katke-Cousins Bridges-Replace & Repair* | \$ 900,000         |
| Grounds/ Course Equipment*              | 160,177            |
| Grounds Storage Building Supplement     | 100,000            |
| Sharf Clubhouse Carpeting/Railing       | 80,491             |
| John Dodge Clubhouse Boiler             | 70,345             |
| Short Game Tee Box                      | <u>60,195</u>      |
| <b>Total CY2023 Capital Exp.*</b>       | <b>\$1,371,208</b> |

\*Estimate

## Golf and Learning Center

### 2024 Budget Assumptions

Budgeted revenues are projected based on the continued success of the current G&LC business plan that was presented in 2018 and updated and approved by the Oakland University Board of Trustees (Board) annually. Subsequent to the pandemic, golf industry trends continue to experience a higher number of golfers, as well as participation and frequency rates. The game of golf provides a safe, outdoor recreation and has brought families out to enjoy an activity together. Plans continue to be successful to attract new golfers, with a focus on the younger generation. The objective is to maintain the current registration limit of 800 affiliates. A waitlist has been established which exceeds normal annual attrition. With the exception of student rates, golf greens fees will increase minimally for 2024. Registration and golf car fees will remain unchanged. A new G&LC marketing strategy for retail sales was developed in 2023 and will remain in place so as to provide an excellent service to affiliates. The G&LC continues to be financially stable and is positioned nicely within the surrounding region's golf market.

Projections for 2024 golf rounds and net revenue for the G&LC were made after review of historical data and with consideration of regional industry data. The revenue budget anticipates 40,000 golf rounds at fees shown in Attachment C. This assumes a conservative approach toward weather conditions and projected inflationary expense trends in labor, supplies and services, and utilities. An increase in Compensation is the result of increased personnel needs to support growth in operations, and recent university requirements for the increase in seasonal and student wages. An increase in major capital projects is primarily due to the need for the bunkers for both courses to be replaced. This is normally completed every ten years; both courses are overdue. The removal and replacement of a 6,000 gallon underground fuel tank, installed in 1984, is necessitated by environmental requirements.

The 2024 budget results in an anticipated fund balance at December 31, 2024 of \$4,081,705.

## Golf and Learning Center

### REGISTRATION AND GOLF FEES 2024

#### Golf Registration Options:

|  |         |
|--|---------|
| BRONZE   | \$1,875 |
| STERLING   | \$1,750 |
| SILVER   | \$2,500 |
| GOLD (all-inclusive personal golf fees)  | \$5,900 |
| PLATINUM (all-inclusive personal golf fees,<br>personal golf car fees and practice range fees) | \$9,100 |

|   | <u>WEEKDAY</u> |          | <u>WEEKEND/HOLIDAY</u> |          |
|---|----------------|----------|------------------------|----------|
|   | 9 Holes        | 18 Holes | 9 Holes                | 18 Holes |
| KATKE-COUSINS GOLF COURSE                     |                |          |                        |          |
| Students, Full Time                           | \$13.00        | \$14.00  | \$14.00                | \$20.00  |
| Students, Part Time                           | \$19.00        | \$25.00  | \$21.00                | \$28.00  |
| Student's Family, Faculty/Staff<br>and Family | \$33.00        | \$40.00  | \$38.00                | \$45.00  |
| BRONZE/SILVER/STERLING                        | \$33.00        | \$40.00  | \$38.00                | \$45.00  |
| Guests  | \$60.00        | \$75.00  | \$65.00                | \$83.00  |
| Golf Car (per golfer)                         | \$22.00        | \$35.00  | \$22.00                | \$35.00  |

|  | <u>WEEKDAY</u> |          | <u>WEEKEND/HOLIDAY</u> |          |
|--|----------------|----------|------------------------|----------|
|  | 9 Holes        | 18 Holes | 9 Holes                | 18 Holes |
| R & S SHARF GOLF COURSE  |                |          |                        |          |
| SILVER/STERLING and<br>Student/Faculty/Staff and Family (includes<br>golf car) |                | \$83.00  |                        | \$88.00  |
| Guests of<br>PLATINUM/GOLD/SILVER/Student/<br>(includes golf car)              |                | \$110.00 |                        | \$115.00 |
| Guests – nonaffiliate (includes golf car)                                      |                | \$130.00 |                        | \$135.00 |
| Golf Car for GOLD affiliates   |                | \$35.00  |                        | \$35.00  |

**Oakland University**  
**Ancillary Activities Operating Budget**  
**Golf and Learning Center**  
**Proposed Budget - All Funds**  
**Calendar 2024**

|                         | 2022<br>ACTUAL      | CY2023<br>BUDGET    | CY2023<br>ESTIMATED<br>ACTUAL | CY2024<br>PROPOSED<br>BUDGET |
|-------------------------|---------------------|---------------------|-------------------------------|------------------------------|
| <b>Revenue:</b>         |                     |                     |                               |                              |
| Operating Revenue       | \$ 5,821,747        | \$ 5,122,156        | \$ 6,124,192                  | \$ 5,565,878                 |
| Retail Sales            | 629,020             | 591,900             | 410,460                       | 405,000                      |
| OU Purchased Services   | 12,505              | 12,645              | 12,645                        | 12,849                       |
| Gifts and Grants        | 111,700             | 7,500               | 10,100                        | 7,500                        |
| Investment Income       | 46,094              | 15,000              | 261,555                       | 15,000                       |
| Total Revenue           | <u>\$ 6,621,066</u> | <u>\$ 5,749,201</u> | <u>\$ 6,818,952</u>           | <u>\$ 6,006,227</u>          |
| <b>Expenditures:</b>    |                     |                     |                               |                              |
| Compensation            | \$ 1,834,408        | \$ 2,150,535        | \$ 2,006,224                  | \$ 2,427,833                 |
| Supplies and Services   | 1,085,052           | 1,057,262           | 1,173,352                     | 1,250,463                    |
| Repairs and Maintenance | 499,495             | 633,500             | 567,057                       | 724,500                      |
| Cost of Retail Sales    | 554,390             | 517,750             | 359,619                       | 338,750                      |
| Equipment               | 39,495              | 36,900              | 38,216                        | 78,108                       |
| Insurance               | 11,169              | 12,964              | 10,469                        | 13,633                       |
| Utilities               | 145,374             | 148,860             | 145,753                       | 162,000                      |
| Debt Service            | -                   | -                   | -                             | -                            |
| Overhead charged by OU  | 199,170             | 196,767             | 196,767                       | 203,991                      |
| Other Transfers         | 71,150              | -                   | (10,539)                      | -                            |
| Total Expenditures      | <u>\$ 4,439,703</u> | <u>\$ 4,754,538</u> | <u>\$ 4,486,918</u>           | <u>\$ 5,199,278</u>          |
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| Total Expenditures      | <u>\$ 4,439,703</u> | <u>\$ 4,754,538</u> | <u>\$ 4,486,918</u>           | <u>\$ 5,199,278</u>          |
| Total Expenditures      | <u>\$ 4,439,703</u> | <u>\$ 4,754,538</u> | <u>\$ 4,486,918</u>           | <u>\$ 5,199,278</u>          |
| Total Expenditures      | <u>\$ 4,439,703</u> | <u>\$ 4,754,538</u> | <u>\$ 4,486,918</u>           | <u>\$ 5,199,278</u>          |
| Total Expenditures      | <u>\$ 4,439,703</u> | <u>\$ 4,754,538</u> | <u>\$ 4,486,918</u>           | <u>\$ 5,199,278</u>          |
| Total Expenditures      | <u>\$ 4,439,703</u> | <u>\$ 4,754,538</u> | <u>\$ 4,486,918</u>           | <u>\$ 5,199,278</u>          |
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| Total Expenditures      | <u>\$ 4,439,703</u> | <u>\$ 4,754,538</u> | <u>\$ 4,486,918</u>           | <u>\$ 5,199,278</u>          |
| Total Expenditures      | <u>\$ 4,439,703</u> | <u>\$ 4,754,538</u> | <u>\$ 4,486,918</u>           | <u>\$ 5,199,278</u>          |
| Total Expenditures      | <u>\$ 4,439,703</u> | <u>\$ 4,754,538</u> | <u>\$ 4,486,918</u>           | <u>\$ 5,199,278</u>          |
| Total Expenditures      | <u>\$ 4,</u>        |                     |                               |                              |

## Golf and Learning Center

### Proposed Major Capital Expenditures Calendar 2024

| Item Description  | Estimated<br>Cost          |
|---|----------------------------|
| Equipment:  |                            |
| New Cart Fleet w/ Trade-In  | \$ 460,000                 |
| Grounds Equipment-Misc (Carryover from 2023)  | 109,467                    |
| Aggregate Bins (Carryover from 2023)  | 100,000                    |
| Grounds Equipment-Mower (Carryover from 2023)   | 89,084                     |
| Grounds Equipment-Misc (Pull Behind Sweeper)  | 65,000                     |
| Buildings/Grounds:  |                            |
| R&S Sharf & Katke Cousins Bunker Restoration  | 700,000                    |
| R&S Sharf Cart Paths & Katke Cousins Cart Path Repairs<br>(R & S Sharf Cart Path-Carryover from 2023) | 275,000                    |
| R&S Sharf Grounds (Seal#1 Tee/Tee Signs; Paver Repairs<br>Carryover from 2023)                        | 49,000                     |
| Katke-Cousins Building (Roof/Rain Shelters/Chem Building Upgrade)                                     | 160,000                    |
| Golf Course (Fuel Tank Removal/Install-Carryover from 2023)   | 300,000                    |
|   | <b><u>\$ 2,307,551</u></b> |
| <b>CY2024 Total</b>   |                            |

Note: Carryover equipment was ordered in 2023; however, delivery was delayed to 2024 as a consequence of supply chain distribution.