Agenda

Context and Overview
FY2020 Update
Budget Balancing Ideas
FY2021 Budget Development Process
Revenue Overview
Q&A
Context & Environment

- State environment: economy, rescission, funding
- No increases in undergraduate tuition and fees
- Continued use of reserves as we focus on enrollment and retention growth strategies
- Limited opportunities for investment of new funds
- Focus on maximizing resources
Budget Development Process

- Principle-Driven
- Agile & Iterative
- Collaborative
Goals of Budget Process

- Trust, transparency and inclusivity in budget development and administration
- Maximization of University resources
- Budgeting and decision-making informed by strategic plans and priorities
- Budget structures that foster innovation and stewardship
- Growth through mission-focused student recruitment and retention
- Empowerment, mutual accountability, responsiveness and adaptation at the local level
Engagement and Communication

- Meetings with unit leadership
- Engagement plans
- Faculty Senate
- Department and division meetings
- Drop In/Q&A sessions
- Budget forums
- Regular email communications
- Budget website and feedback forms
FY2020 Update

Structural Deficit $ (6 M)

State Rescission $ (.8 M)

Enrollment Shortfall ~ $ (4 M)

One-time savings from units: $ 3 M

Salary savings, irregular, operating
Ongoing Budget Balancing Ideas

260 ideas received to date

Leadership Council develop a process for reviewing submissions:

- New/Increased Revenue Streams
- Staffing and Human Resources
- Marketing and Recruitment
- Facilities
- Restructuring
- Policies and Procedures
- Efficiencies
FY2021 Balancing

<table>
<thead>
<tr>
<th>Resources</th>
<th>Expenditures</th>
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<tbody>
<tr>
<td>State Appropriation</td>
<td>Unit Budget Plans</td>
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<tr>
<td>Tuition &amp; Fees</td>
<td>Strategic Investments</td>
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<tr>
<td>Local Revenue</td>
<td>Ongoing Budget Balancing Ideas</td>
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<tr>
<td>One-Time Reserves</td>
<td>One-Time Savings</td>
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Resources: State Appropriation, Tuition & Fees, Local Revenue, One-Time Reserves

Expenditures: Unit Budget Plans, Strategic Investments, Ongoing Budget Balancing Ideas, One-Time Savings
Long-Term Balancing

Stewardship
- Address Student Recruitment and Retention
- Promote Identity and Culture
- Focus on Relationships
- Build Infrastructure

Project Charter Alignment

Return on Investment

Increased State Appropriation
Increased Tuition & Fees
Increased Grant and Local Revenues
Increased Efficiency
Expenses Aligned with Student & Activity Levels
Funding for Essential Needs and Strategic Investments
Stable Fund Balances
Each unit is developing a FY2021 budget plan and narrative:

- Salaried position lists
- Irregular and operating budgets – starting with FY2020 reset base
- Capital budgets
- Local revenue estimates
- Facilities and IT projects
- Strategic investments: personnel, operating
January 7-17, 2020
Budget Meetings with Units
Budget development resources distributed to units

January 17, 2020
Student Activity Fee Narratives due

January 23 & 24, 2020
Budget Drop In Sessions/Q&A

January 30, 2020
Professional Fee Recommendations Due

January 30, 2020
Open Campus Forum

February 7, 2020
Facilities and IT Project Materials Due

February 14, 2020
Open Campus Forum

February 28, 2020
Unit Budget Materials Due

March 1-27, 2020
Budget Submission Review, Analysis, Organization

April 6-24, 2020
Budget Prioritization and Recommendations

May 15, 2020
Budgets Distributed to Units
Revenue Overview

January 2020

Dr. Glen Nelson, Vice President for Finance & Business Affairs
FY2019 Revenues

$257.8 million

- State Appropriations, $100.0
- Tuition and Fees, $74.3
- Grants and Contracts, $23.4
- Sales and Services, $20.7
- Title IV Grants, $16.2
- Gifts, Capital Grants, $10.7
- DPW Funding, $6.9
- Other, $5.6

($ millions)
Revenue Trends
FY2012-FY2019

All Revenues

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Revenue Trends
FY2012-FY2019

State Appropriations

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<td>FY2019</td>
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Student Credit Hours
FY2012-FY2019

Revenue Summary
FY2012-FY2019

• Total annual revenues ~ $259 million

• State Appropriations have been steadily increasing and comprise 39% of total revenues

• Tuition and Fee revenues, 29% of total:
  • Returned to FY2012 levels
  • 14% fewer total credit hours
  • Large increase in dual enrollment
  • Significant decrease in resident undergraduates

• Decreased research revenues

• All other revenue categories are flat