



# **Faculty Conference**

## **Budget Planning Update**

November 19, 2021



# Enrollment Planning

In order to create an undergraduate cohort model tied to retention rates, a group of staff from enrollment, academics, and finance collaborated on a dynamic cohort based model using conservative retention rates and incoming fall & spring freshman/transfer numbers.

Below is the output of the enrollment model used for degree seeking students in FY2023-FY2025.

	Fall 15	Fall 18	Fall 19	Fall 20	Fall 21	Forecast		
						Fall 22	Fall 23	Fall 24
<b>Undergraduate:</b>								
New Freshman	1,090	991	1,073	964	818	850	900	950
Transfers	357	295	293	242	245	250	275	300
Returning	3,338	3,259	3,077	3,014	2,702	2,623	2,482	2,482
<b>Total Undergraduate</b>	<b>4,785</b>	<b>4,545</b>	<b>4,443</b>	<b>4,220</b>	<b>3,765</b>	<b>3,723</b>	<b>3,657</b>	<b>3,732</b>
<i>% change from prior year</i>		<i>-3.5%</i>	<i>-2.2%</i>	<i>-5.0%</i>	<i>-10.8%</i>	<i>-1.1%</i>	<i>-1.8%</i>	<i>2.0%</i>
<b>Graduate</b>	756	715	833	987	1,036	1,046	1,056	1,067
<i>% change from prior year</i>		<i>2.0%</i>	<i>16.5%</i>	<i>18.5%</i>	<i>5.0%</i>	<i>1.0%</i>	<i>1.0%</i>	<i>1.0%</i>
<b>Total Degree Seeking</b>	<b>5,541</b>	<b>5,260</b>	<b>5,276</b>	<b>5,207</b>	<b>4,801</b>	<b>4,769</b>	<b>4,713</b>	<b>4,799</b>
<i>% change from prior year</i>		<i>-2.8%</i>	<i>0.3%</i>	<i>-1.3%</i>	<i>-7.8%</i>	<i>-0.7%</i>	<i>-1.2%</i>	<i>1.8%</i>



# Housing Planning

Once the enrollment model was established, Student Affairs and Finance collaborated on a housing model to support the housing and dining auxiliary component of the annual operating budget.

Key assumptions included:

- Known housing capacity changes to Wofford, Richardson, & Lee Wicker
- 3-year housing %'s for Freshman, Transfers, & Returning Students (built off enrollment model) – excluding Fall 20 for 3-year average

Housing	Fall 18	Fall 19	Fall 20	Fall 21	Forecast		
					Fall 22 *	Fall 23 *	Fall 24 *
New Freshman	886	964	689	709	753	798	842
Transfers	74	100	40	62	70	77	85
Returning	1,296	1,204	827	1,020	1,020	965	965
<b>Total Housing Occupancy (potential in forecast)</b>	<b>2,256</b>	<b>2,268</b>	<b>1,556</b>	<b>1,791</b>	<b>1,844</b>	<b>1,840</b>	<b>1,892</b>
Total Capacity	2,486	2,486	2,486	2,148	1,763	1,481	1,481
Total Occupancy %	90.7%	91.2%	62.6%	83.4%	104.6%	124.3%	127.7%
Courtyard	381	391	325	396	396	396	396
<b>University Housing excluding Courtyard</b>	<b>1,875</b>	<b>1,877</b>	<b>1,231</b>	<b>1,395</b>	<b>1,448</b>	<b>1,444</b>	<b>1,496</b>
Capacity excluding Courtyard	2,085	2,085	2,085	1,747	1,362	1,080	1,080
Occupancy excluding Courtyard	89.9%	90.0%	59.0%	79.9%	106.3%	133.7%	138.5%
<b>Total University Housing Occupancy used for Financial Model (99% Occupancy)</b>					<b>1,745</b>	<b>1,466</b>	<b>1,466</b>
<b>Total Students Pushed Off-campus</b>					<b>98</b>	<b>374</b>	<b>425</b>



# Operating Revenue

Based on the enrollment and housing assumptions shared previously and the additional assumptions below, the following data represents the anticipated revenue generated to operate the University.

	History				Planning			
	FY2018 Actual	FY2019 Actual	FY2020 Actual	FY2021 Actuals	FY2022 Budget	FY2023 Budget	FY2024 Budget	FY2025 Budget
<b>Tuition &amp; Fees</b>								
Total Tuition & Fees	84,049,049	83,004,273	84,456,343	82,884,273	74,813,538	74,746,590	73,817,293	75,084,770
<i>% Change from prior year</i>		-1.2%	1.7%	-1.9%	-9.7%	-0.1%	-1.2%	1.7%
Total Other Fees	1,703,447	1,667,768	1,519,471	1,183,151	1,411,805	1,421,248	1,367,765	1,377,813
<i>% Change from prior year</i>		-2.1%	-8.9%	-22.1%	19.3%	0.7%	-3.8%	0.7%
Total State Appropriations	16,593,204	17,749,066	20,555,079	20,391,540	22,814,814	22,814,814	22,814,814	22,814,814
<i>% Change from prior year</i>		7.0%	15.8%	-0.8%	11.9%	0.0%	0.0%	0.0%
Total Other Revenue	1,554,187	1,715,998	1,026,003	889,123	632,000	830,000	830,000	830,000
<i>% Change from prior year</i>		10.4%	-40.2%	-13.3%	-28.9%	31.3%	0.0%	0.0%
Total Auxiliary Revenue	18,597,442	17,605,831	15,172,378	11,400,783	13,240,748	12,437,756	10,398,802	10,680,736
<i>% Change from prior year</i>		-5.3%	-13.8%	-24.9%	16.1%	-6.1%	-16.4%	2.7%
<b>Total Operating Revenue</b>	<b>122,497,330</b>	<b>121,742,935</b>	<b>122,729,274</b>	<b>116,748,870</b>	<b>112,912,905</b>	<b>112,250,408</b>	<b>109,228,674</b>	<b>110,788,133</b>
<i>% Change from prior year</i>		-0.6%	0.8%	-4.9%	-3.3%	-0.6%	-2.7%	1.4%

## Other Major Assumptions

- Tuition and fees stay flat over 3-year model and assumes same net revenue generated per student ; housing and cafeteria fees increase 2.4% per year
- State appropriations to remain flat



# Operating Expense

Based on the operating revenue generated, the following expense base is being used to guide the university's 3-year planning.

Expense	History				Planning			
	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025
	Actual	Actual	Actual	Actuals	Budget	Budget	Budget	Budget
Total Divisional Expenses	79,788,404	78,586,126	80,642,596	77,835,419	77,904,620	71,774,341	70,819,102	71,689,905
		-1.5%	2.6%	-3.5%	0.1%	-7.9%	-1.3%	1.2%
Total Debt Service, Institutional, & Scholarships	22,820,495	24,503,540	25,827,180	25,663,526	26,766,123	26,315,047	26,362,807	26,733,948
		7.4%	5.4%	-0.6%	4.3%	-1.7%	0.2%	1.4%
Total Auxiliary Expenses	18,082,874	15,736,849	15,264,947	12,533,917	13,700,015	12,879,917	12,234,322	12,153,008
		-13.0%	-3.0%	-17.9%	9.3%	-6.0%	-5.0%	-0.7%
<b>Total Operating Expenses</b>	<b>120,691,774</b>	<b>118,826,515</b>	<b>121,734,723</b>	<b>116,032,862</b>	<b>118,370,758</b>	<b>110,969,305</b>	<b>109,416,232</b>	<b>110,576,862</b>
		-1.5%	2.4%	-4.7%	2.0%	-6.3%	-1.4%	1.1%



# Operating Expense (Divisional Expense)

The following data provides the Divisional expense breakdown by expense type across all Divisions being used to guide future year budget planning. Please note, allocation decision may change as we gather data across the University.

<b>Divisional Breakdown</b>	<b>FY19 Actual</b>	<b>FY20 Actual</b>	<b>FY21 Actual</b>	<b>FY22 Budget</b>	<b>FY23 Budget</b>	<b>FY24 Budget</b>	<b>FY24 %</b>
Academic Affairs	49,524,434	50,830,590	47,966,246	49,421,995	44,003,068	42,597,830	60%
Finance & Business Affairs	11,678,896	11,863,120	10,952,059	11,448,130	10,246,474	10,096,474	14%
Athletics	5,369,956	6,192,629	5,378,224	5,473,247	5,426,938	5,426,938	8%
Student Affairs	4,095,436	3,723,459	3,132,841	3,646,278	3,326,828	3,226,828	5%
Enrollment Management & Marketing	3,049,105	2,772,243	2,659,540	2,777,749	2,913,469	2,913,469	4%
Office of the President	2,327,212	2,411,176	2,189,081	2,321,773	2,126,773	2,126,773	3%
University Advancement	1,439,303	1,659,180	1,582,307	1,701,585	1,470,066	1,420,066	2%
HR Diversity and Wellness	1,101,784	1,190,199	953,053	1,113,863	953,381	953,381	1%
New Expenses (Benefits, P&T, C&C)	-	-	-	-	1,307,344	2,057,344	3%
<b>Total Divisional Expenses</b>	<b>78,586,126</b>	<b>80,642,596</b>	<b>74,813,351</b>	<b>77,904,620</b>	<b>71,774,341</b>	<b>70,819,103</b>	<b>100%</b>