



UNIVERSITY OF
**NORTHERN
COLORADO**

Fiscal Year 2024-25 Preliminary Budget Review

May 3, 2024

Executive Summary

Revenue factors and assumptions:

- Undergraduate Net Tuition and Fee Revenue higher by 3.3% from the FY24 forecast.
 - Enrollment assumptions:
 - 1,300 new first-time freshmen (NFT)
 - 550 new transfers
 - 74% NFT Fall to Fall retention rate
 - Rate increases:
 - 3% resident tuition
 - 4% for non-resident, international, and Extended Campus tuition
 - 0% for WUE tuition
 - 4% increase for mandatory student fees (Services, Capital, Technology)
- Graduate Tuition and Fee Revenue is higher by 5.1% compared to the FY24 forecast.
 - Enrollment assumptions:
 - Equal to Fall 2023
 - Rate increases:
 - 4% tuition increase
 - 4% increase for mandatory student fees (Services, Capital, Technology)
- Room and Board Net Revenue is up 11.6% compared to the FY24 forecast.
 - Occupancy assumptions:
 - 62% opening occupancy
 - Rate increases:
 - 5% for residence halls
 - 6 - 14% for Arlington Park apartments
 - 7 - 8% for meal plans
- Increase in state funding of \$5.9 million or 9.3%

Expense factors and assumptions:

- Personnel expense increases of 5.5% from the FY24 forecast.
 - Faculty minimum parity adjustment and 3% compensation pool
 - Professional Administrative staff: 3% compensation pool
 - COWINS 3% across the board and implementation of Step Increases for Classified staff
 - Equal Pay for Equal Work adjustments and compression
 - Vacancy savings based on recent trends
 - Fringe benefits: cumulative impact of recent health insurance increases and estimated additional increases in FY25
- Non-Personnel, Debt Service/Notes Payable, and Multiyear projects:
 - Increases to costs such as property insurance premiums, computer software, supplies, and Cost of Sales, along with a return to normal levels of travel, and increasing COM operations.
 - Arlington Park roof project financing repayment
 - Website rebuild and marketing strategy
 - Banner SaaS (ERP) implementation project

Preliminary Operating Budget

Table 1: FY25 Preliminary Operating Budget (\$ in millions)

	FY20 Actual	FY21 Actual	FY22 Actual	FY23 Actual	FY24 Forecast	FY25 Prelim Budget	% Inc/(Dec)
OPERATING REVENUES							
Undergraduate Tuition and Fees	97.2	87.1	82.4	75.8	77.6	80.0	3.1%
Undergraduate Institutional Grants and Scholarships	(27.2)	(22.7)	(22.4)	(17.7)	(20.7)	(21.2)	2.6%
Undergraduate Net Tuition and Fee Revenue	70.0	64.4	60.0	58.1	56.9	58.7	3.3%
Graduate Tuition and Fees	33.7	33.7	33.7	29.9	29.6	30.9	4.2%
Graduate Institutional Scholarships and Waivers	(5.1)	(4.6)	(4.5)	(4.7)	(5.2)	(5.2)	0.0%
Graduate Net Tuition and Fee Revenue	28.5	29.0	29.2	25.2	24.4	25.7	5.1%
Room and Board	28.9	22.6	24.3	24.5	26.7	29.7	11.5%
Room and Board Waivers	(1.0)	(0.8)	(0.9)	(0.9)	(1.0)	(1.0)	8.3%
Net Room and Board Revenue	27.9	21.7	23.4	23.6	25.7	28.7	11.6%
NET STUDENT REVENUES	126.5	115.1	112.7	106.9	107.0	113.1	5.7%
State Funding	47.1	19.8	51.7	56.9	63.1	69.0	9.3%
Federal CARES Act Funding	-	27.6	16.7	-	-	-	0.0%
Subtotal State and Federal Funding	47.1	47.4	68.4	56.9	63.1	69.0	9.3%
Foundation Restricted Gifts for Operations	3.3	2.9	4.9	5.5	6.2	9.2	50.2%
Foundation Restricted Capital Gifts	0.1	3.6	1.9	0.7	0.6	-	-100.0%
Foundation Unrest (design. for scholarships)	1.6	1.6	1.6	1.6	1.6	2.0	24.2%
Subtotal Foundation	5.0	8.1	8.4	7.8	8.4	11.2	33.7%
Other Auxiliary Services (Athletics, Food serv., Senior meals)	8.0	4.1	7.9	9.4	7.5	7.8	4.5%
Other Revenue (Orientation, Serv. Chgs., misc.)	5.5	4.2	4.1	4.5	4.5	5.3	18.9%
Net Non-Operating Rev. (Interest, rebates, broadband lease, oil & gas)	1.7	1.4	5.8	3.6	3.9	3.6	-5.7%
Subtotal Other Revenue	15.2	9.7	17.9	17.5	15.8	16.8	6.1%
NET OPERATING REVENUES	193.8	180.4	207.4	189.0	194.4	210.2	8.1%
OPERATING EXPENSES							
Faculty Salaries	43.5	40.4	39.4	38.9	39.6	41.6	5.1%
Professional Admin Salaries	28.3	28.9	31.9	36.8	40.7	42.2	3.8%
Classified Salaries	18.1	15.5	14.1	13.4	14.1	14.8	4.7%
Graduate Stipends	4.9	4.6	4.6	4.8	4.9	5.0	1.2%
Student and Other Wages	5.4	3.4	3.7	3.5	3.2	3.7	13.7%
Fringe Benefits	28.3	26.2	25.3	26.2	27.3	29.7	8.9%
Subtotal Personnel Expenses	128.4	119.0	119.1	123.5	129.9	137.0	5.5%
Cost of Sales	3.5	1.8	2.8	10.5	11.1	11.9	7.8%
Utilities	4.5	4.9	6.1	7.0	6.2	6.5	4.1%
Travel	3.2	1.1	3.6	4.0	3.8	4.2	10.1%
Services, Supplies, and Other Non-personnel	25.5	23.8	31.1	28.8	28.5	32.6	14.1%
Subtotal Non-personnel Expenses	36.6	31.6	43.6	50.2	49.7	55.2	11.2%
Debt Service on Bonds and Notes Payable	11.6	12.9	11.1	10.9	11.6	12.6	8.7%
Multiyear Projects	2.7	2.6	3.0	1.9	2.5	3.7	46.9%
Subtotal Debt & Notes Payable, Multiyear	14.3	15.5	14.1	12.8	14.1	16.3	15.5%
TOTAL OPERATING EXPENSES	179.3	166.2	176.8	186.5	193.6	208.5	7.7%
NET OPERATING INFLOW / (OUTFLOW)	14.5	14.2	30.6	2.6	0.8	1.7	120.7%
Transfers from Operation to Capital	4.7	9.8	7.2	6.6	4.1	3.8	-8.1%
NET OPERATING RESULTS AFTER TRANSFERS	9.8	4.4	23.4	(4.0)	(3.4)	(2.1)	-37.1%
Balance Sheet/Timing Changes	3.2	1.0	6.2	(0.2)	(1.1)	(1.5)	34.4%
NET CHANGE IN OPERATING CASH	6.6	3.5	17.2	(3.8)	(2.3)	(0.6)	-72.3%

Preliminary Operating Budget

Table 2: Summary of Personnel Expense Changes (\$ in millions)

Faculty Salaries	
FY24 Forecast	39.6
Net Changes for Adjunct, Overload, PSAs	0.3
Promotions	0.1
3% Compensation Pool	0.9
Parity (89% floor)	0.7
Net Vacancy Savings Change	0.3
FY25 Net Staffing Plan Changes	(0.3)
FY25 Preliminary Budget	41.6

Professional Admin Salaries	
FY24 Forecast	40.7
Net changes VP pool elimination, PSA, Other Wages, etc.	(0.2)
Compression	0.1
Equal Pay Equal Work (EPEW)	0.2
3% Compensation Pool	1.2
Net Vacancy Savings Change	(0.2)
FY25 Net Staffing Plan Changes	0.4
FY25 Preliminary Budget	42.2

Classified Salaries	
FY24 Forecast	14.1
3% ATB Increase (COWINS Agreement)	0.5
Step Increases (COWINS Agreement)	0.9
Sodexo Reimbursement	(0.1)
Net Vacancy Savings Change	0.1
FY25 Net Staffing Plan Changes	(0.7)
FY25 Preliminary Budget	14.8

Fringe	
FY24 Forecast	27.3
Health Insurance Increase (Faculty, Prof. Admin., Classified)	1.3
Fringe for Compensation Adjustments (Faculty, Prof. Admin., Classified)	1.1
Net Vacancy Savings Change	0.6
FY25 Net Staffing Plan Changes	(0.6)
FY25 Preliminary Budget	29.7

Other	
Graduate Stipends	5.0
Student and Other Wages	3.7
FY25 Preliminary Personnel Total	137.0

Preliminary Operating Budget

Table 3: Multiyear Projects (\$ in thousands)

	FY23 Actual	FY24 Forecast	FY25 To Be Expended
Core Projects			
Strategic Enrollment and Student Success			
Student Success Collaborative	186.9	186.9	187.0
Student Food Insecurity Project	30.4	-	-
LEAP	40.8	45.0	45.0
Subtotal Integrated Student Support Plans	258.2	231.9	232.0
Academic Portfolio			
Accreditation	201.2	162.9	200.0
Program Review & Assessment	16.1	15.0	20.0
Subtotal Academic Portfolio	217.3	177.9	220.0
Research Scholarship and Creative Works			
Grant Match Funds	193.5	182.2	205.0
Match for Federal Work Study	103.9	148.0	144.0
Faculty Start-Up Packages	115.2	125.5	145.0
Faculty Awards & Development	191.1	140.4	130.0
Center for Inclusion in STEM	10.2	20.0	20.0
Academic Revitalization & Innovation	73.8	299.3	300.0
El Oso Center	-	-	35.0
Animal Care Facility	159.7	185.0	201.0
Unrestricted Research Incentive	184.9	225.6	199.7
Subtotal Res. Scholarship and Creative Works	1,032.3	1,326.1	1,379.7
Total Core Projects	1,507.8	1,736.0	1,831.7
Support Plan Investments			
Ellucian Banner SaaS	-	42.8	1,472.0
Website Rebuild and Marketing Strategy	-	444.1	211.7
All Other Information Management Plan	245.7	275.7	157.4
Total Support Projects	245.7	762.6	1,841.2
Emergency Management	16.0	-	-
Athletics NCAA Distribution	18.3	21.7	30.0
Total Other Multiyear Projects	34.3	21.7	30.0
Additional Projects from Federal Stimulus Funds			
CETL and Other Faculty Professional Development	88.2	-	-
Total Federal Stimulus Funds Projects	88.2	-	-
Grand Total	1,876.0	2,520.3	3,702.9

Preliminary Operating Budget

Table 4: College of Osteopathic Medicine (\$ in millions)

	FY22 Actual	FY23 Actual	FY24 Forecast	FY25 Outlook
OPERATING REVENUE				
Tuition and Fees	-	-	-	-
Institutional Aid / Scholarships / Waivers	-	-	-	-
Net Student Revenue	-	-	-	-
Donor Funds	0.4	0.7	1.9	4.9
TOTAL OPERATING REVENUE	0.4	0.7	1.9	4.9
OPERATING EXPENSES	-	-	-	-
Faculty Salaries	-	-	-	0.8
Exempt Salaries	0.0	0.4	0.6	1.2
Fringe	0.0	0.1	0.2	0.6
Student and Other Wages	-	-	0.0	0.3
Subtotal Personnel Expenses	0.0	0.6	0.8	2.9
Recruiting, Consulting, Accreditation, GME and Other	0.2	0.2	0.8	2.0
TOTAL OPERATING EXPENSES	0.2	0.7	1.6	4.9
TOTAL OPERATING INFLOW/(OUTFLOW)	0.2	-	0.2	-
Transfers to Capital	0.2	-	0.2	-
NET OPERATING RESULTS AFTER TRANSFERS	-	-	-	-