



UNIVERSITY OF
SAN FRANCISCO

University Budget Advisory Council Community Update

Approved 4/10/24



Current Feelings on Campus

Why is our *tuition* getting higher?

Why is our *workload* getting larger?

Why is our *workforce* getting smaller?



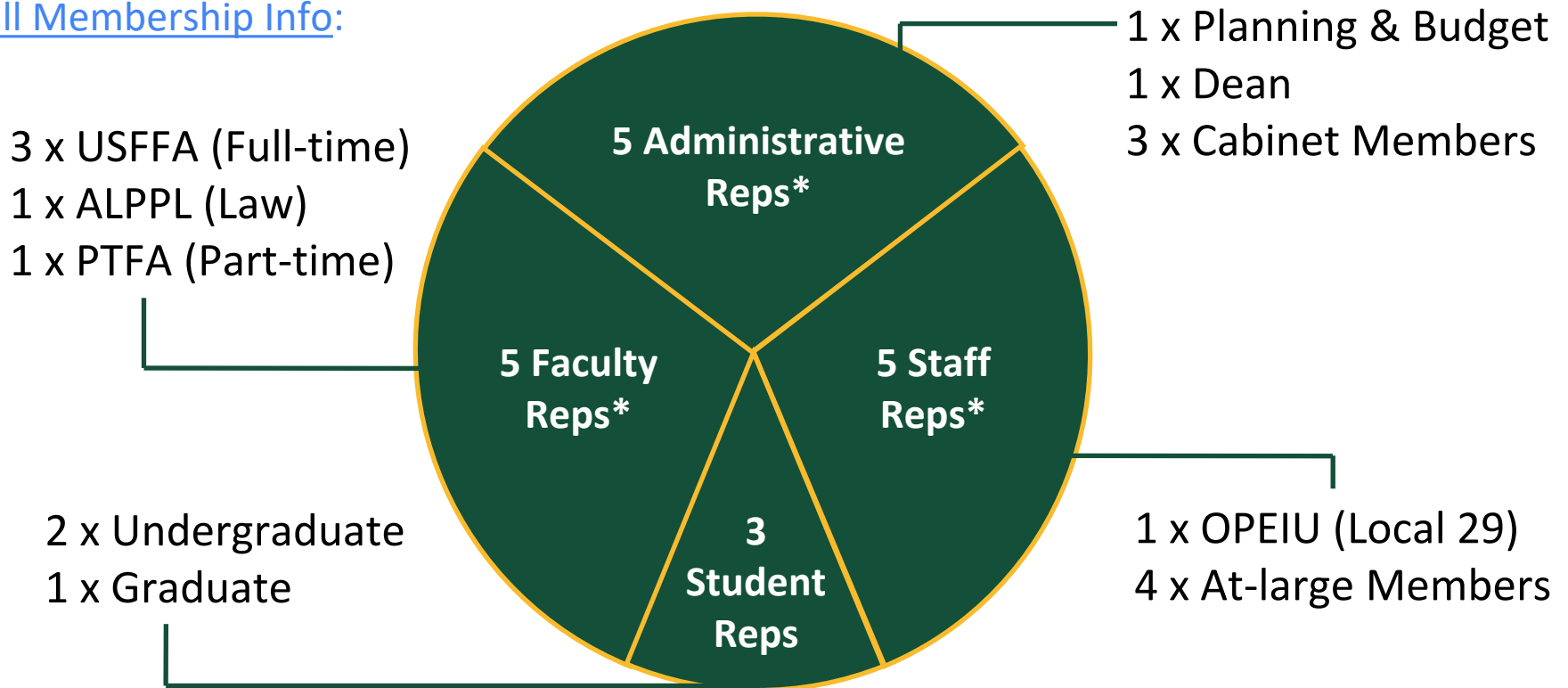
Why does it seem like our revenues are increasing and our expenses are decreasing, yet the ***budget gap*** keeps growing every year?



UBAC Purpose & Membership

According to by-laws: “UBAC will advise the President, Provost and Cabinet regarding the university’s budget, **providing a vital link between the university leadership and the community**. In this advisory role, UBAC will make recommendations on the university budget and financial plan, accounting for both current and future needs.”

Full Membership Info:

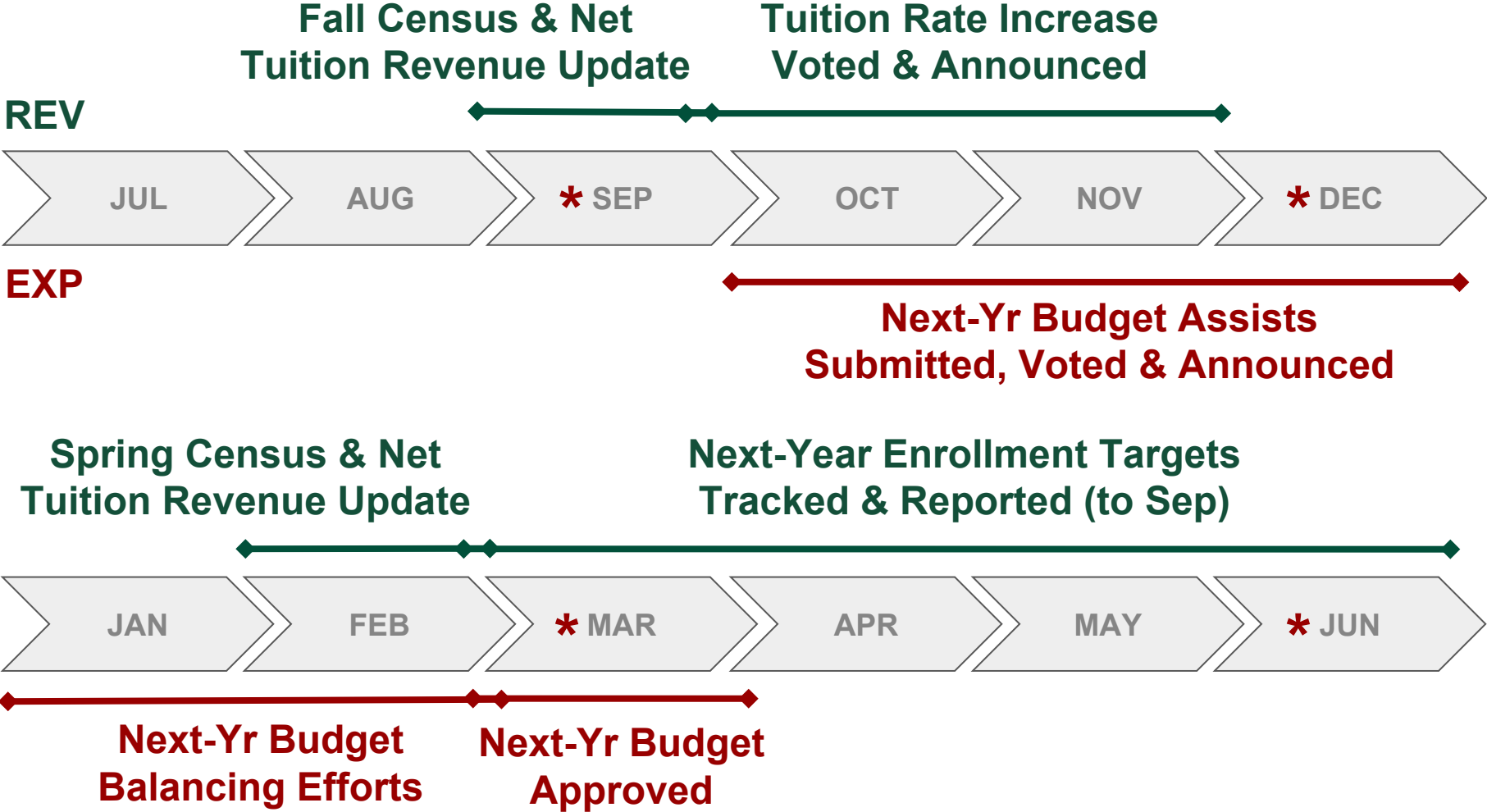


Ex-Officio members: President & Chief Financial Officer

*1 member serves as tri-chair.



The Annual Budget Cycle



* Current-year operating forecast updated using actual activity & past trends.

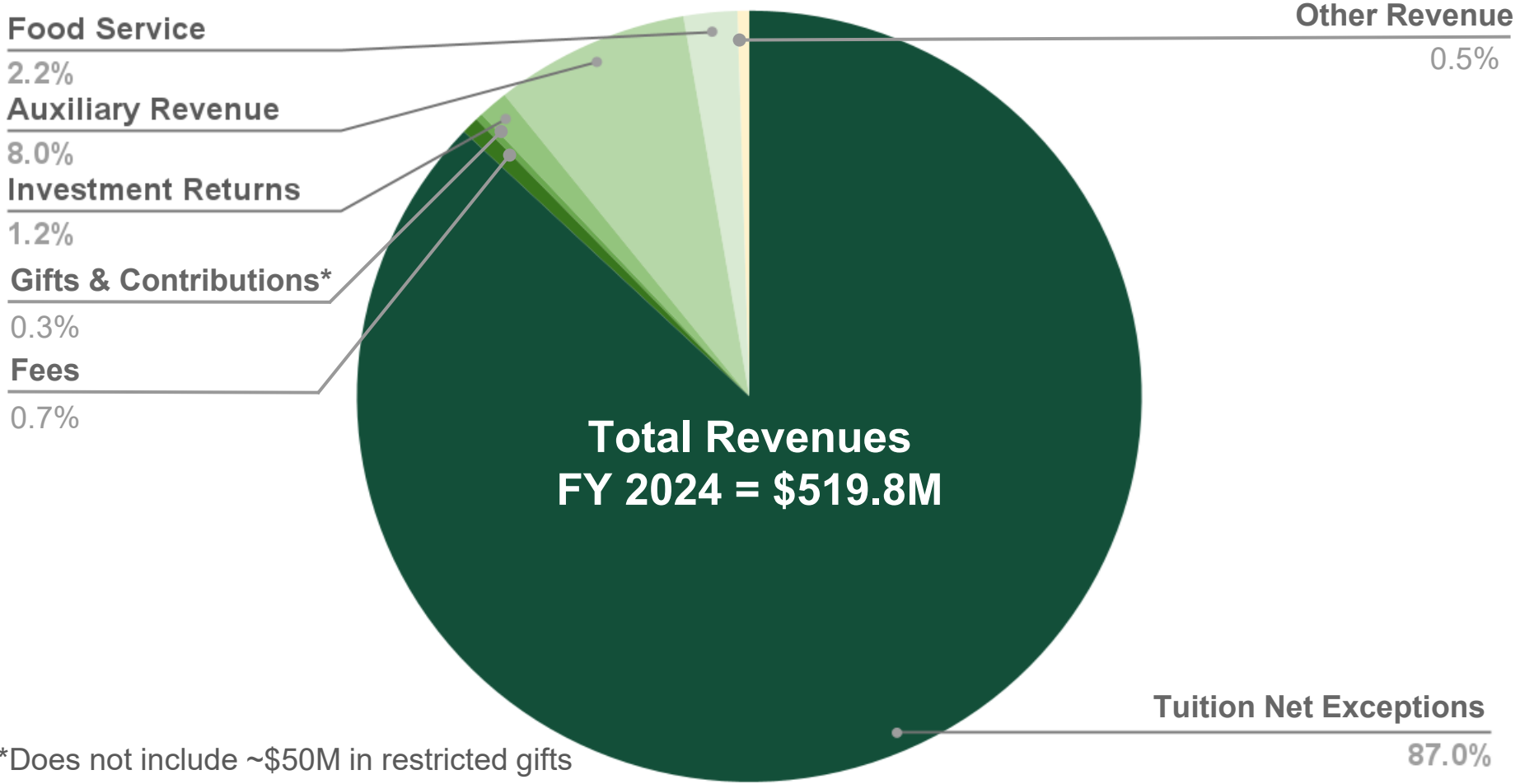


Where do our *revenues* come from?



FY24 Sources of Operating Revenue

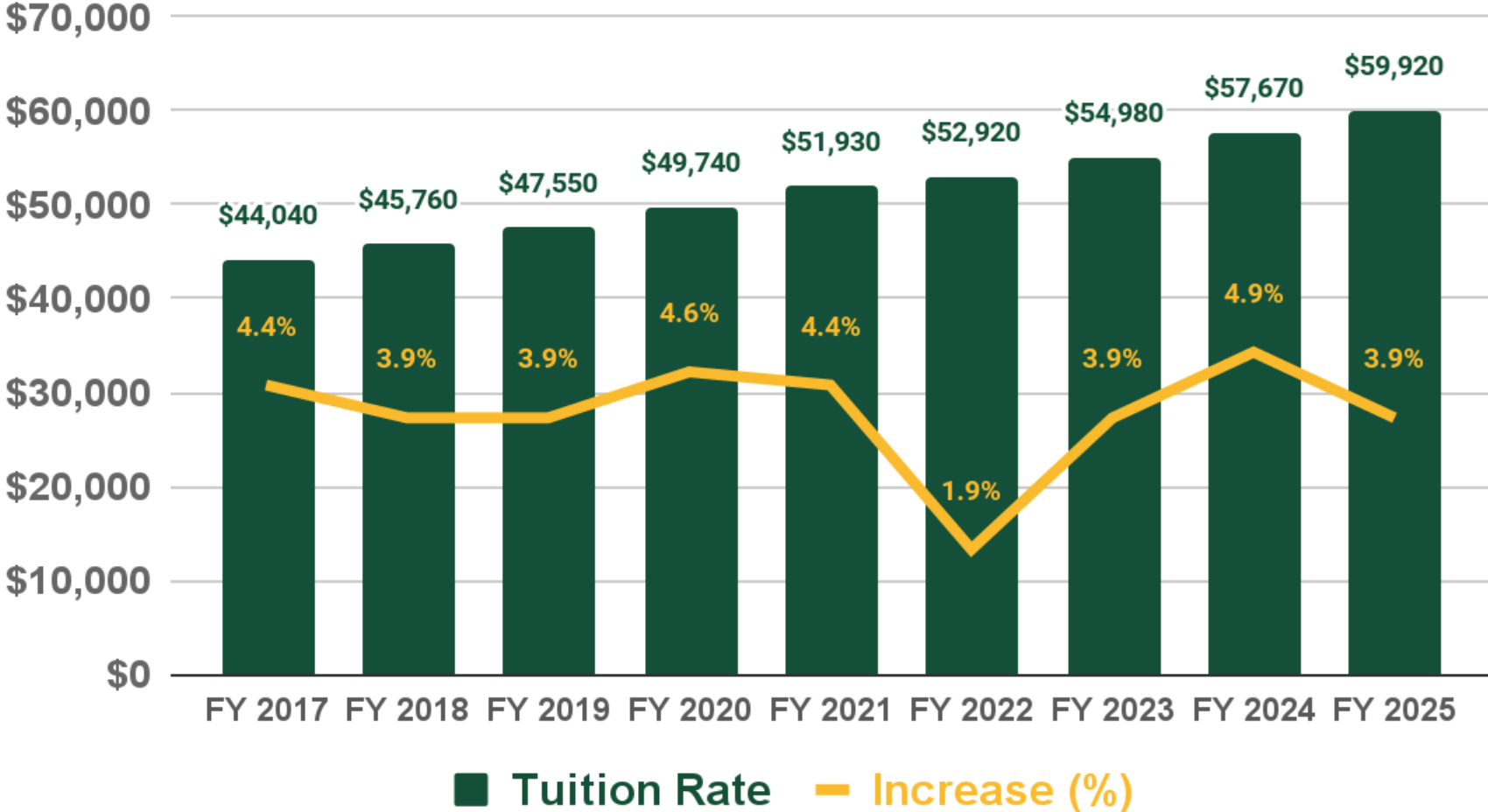
Nearly 90% of operating revenue comes from tuition.



*Does not include ~\$50M in restricted gifts that support current year and endowment.

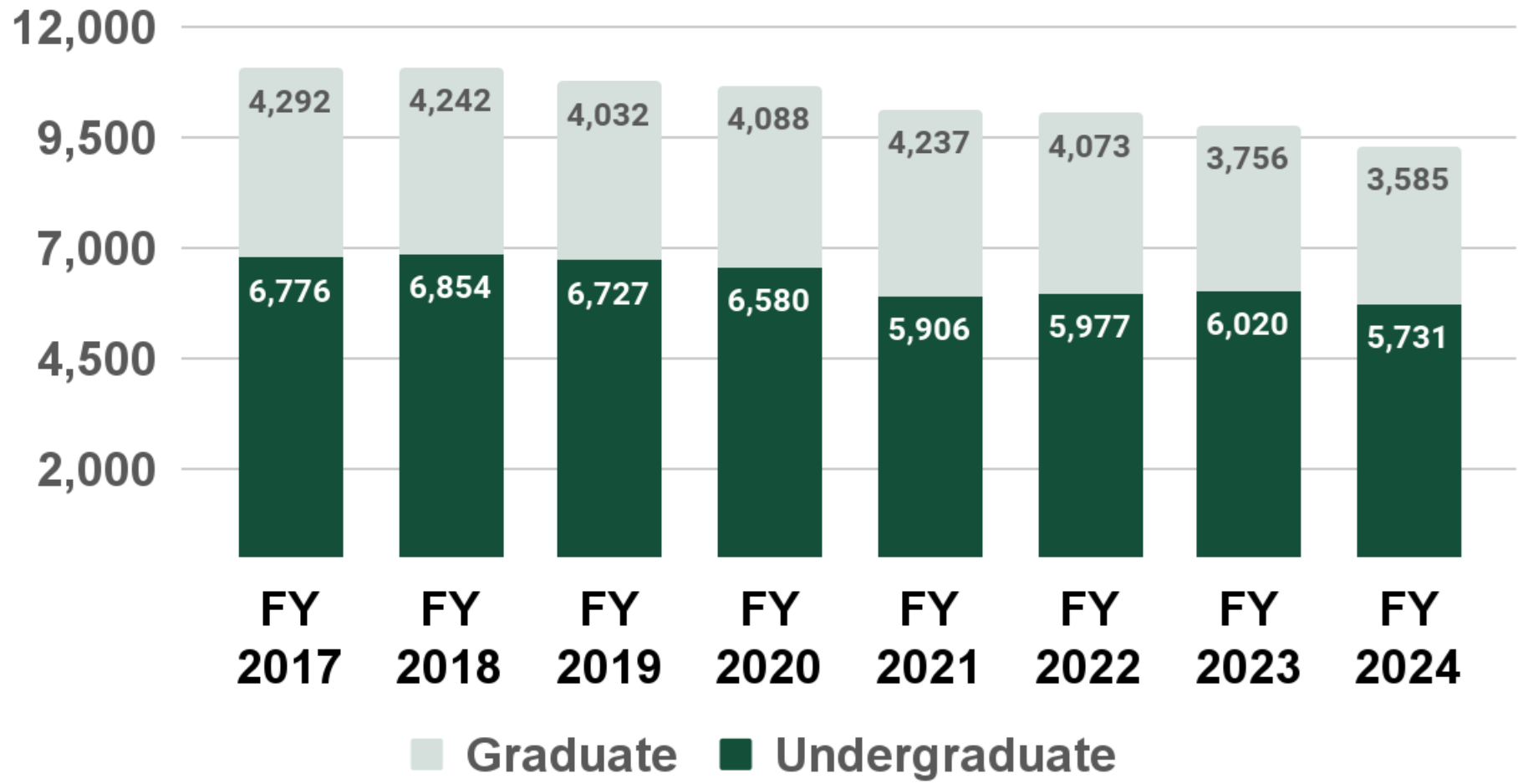
Tuition Rates Over Time

USF tends to fall in middle of range vs similar universities.



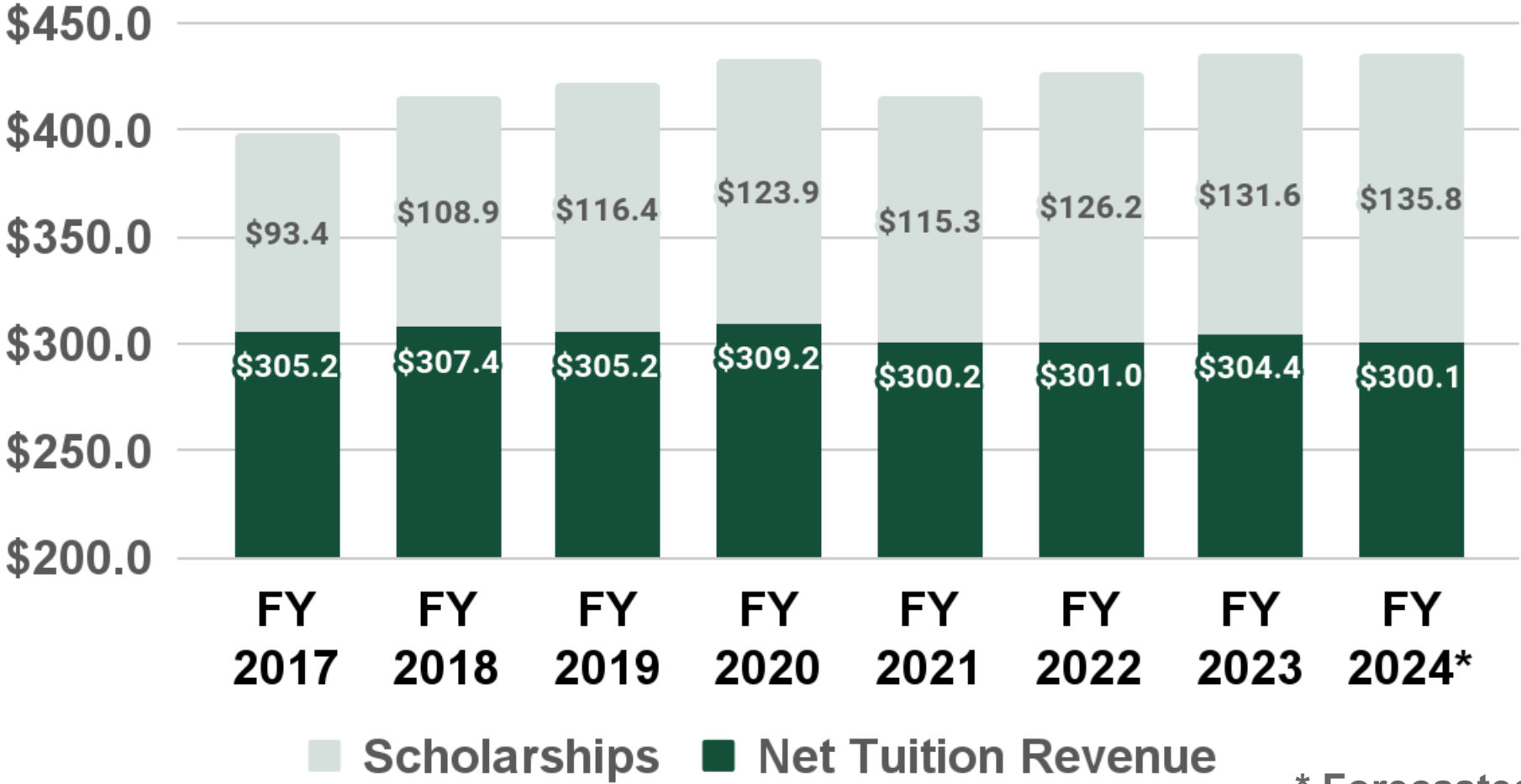
Fall Enrollments Over Time

Total enrollments declining over time.



Total Net Tuition Over Time

Net Tuition Revenue = Total tuition - Scholarships.



* Forecasted

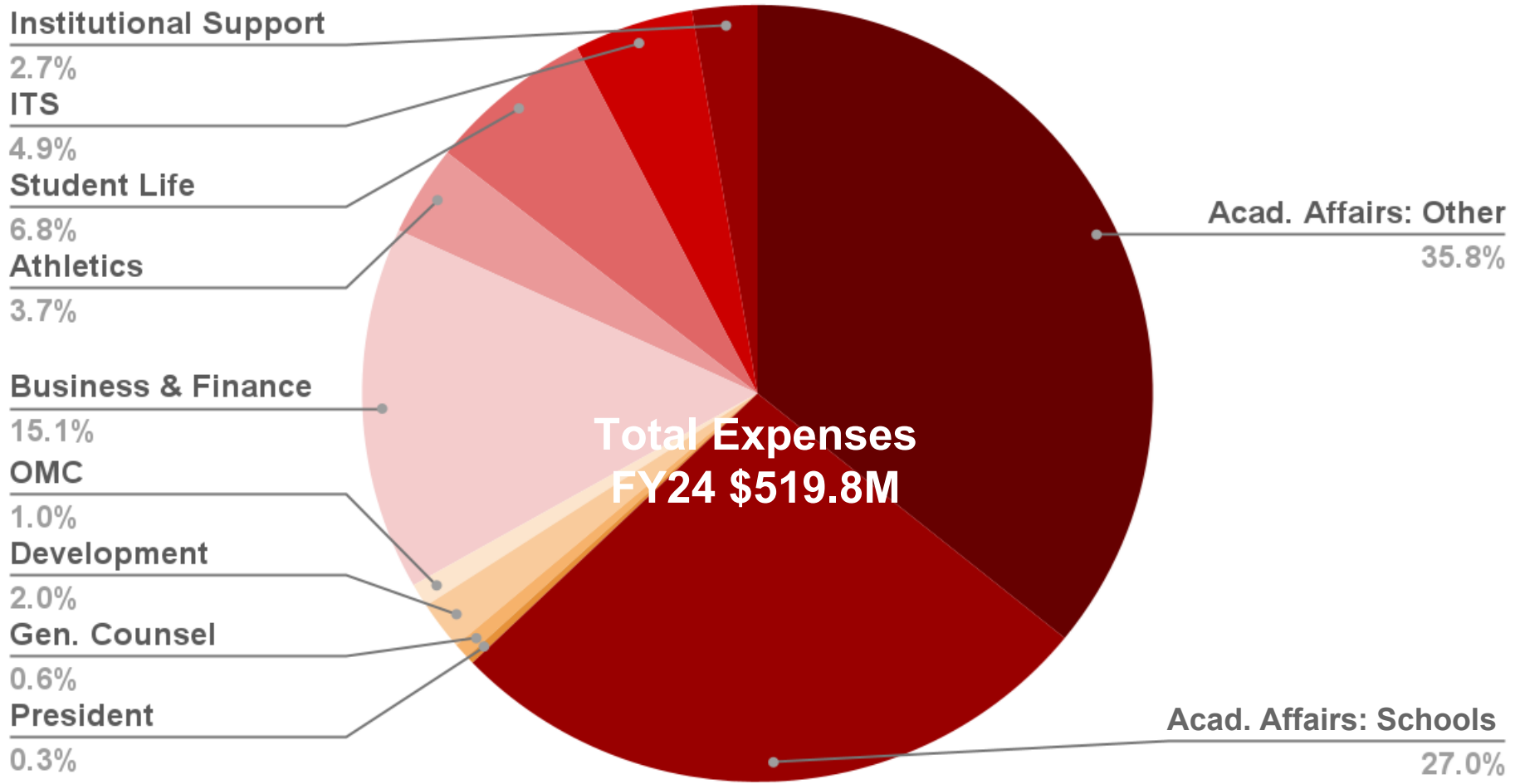


Where do our *expenses* come from?



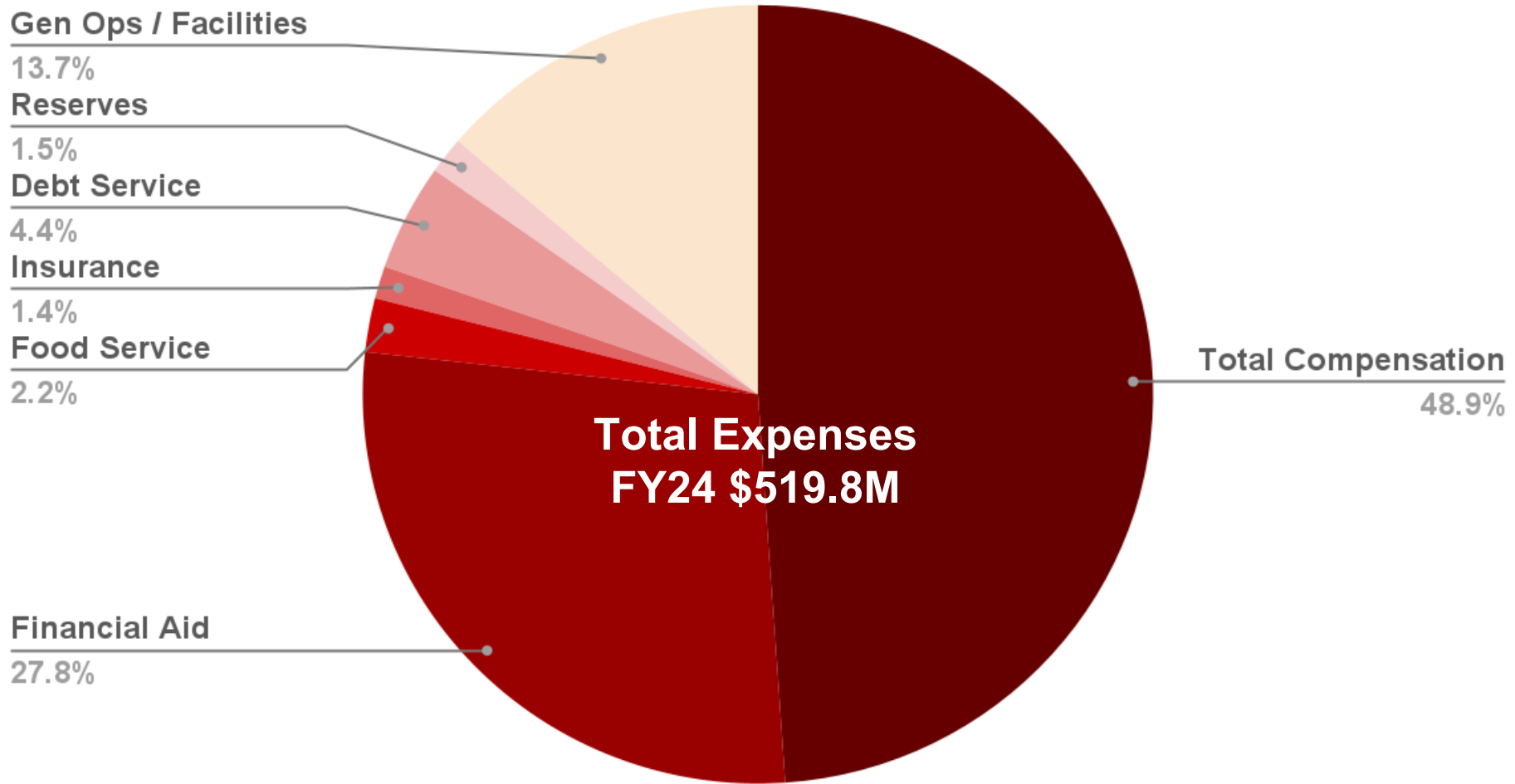
FY24 Operating Expenses by Function

Total Academic Affairs Accounts for 62.8% of Budget



FY24 Operating Expenses by Category

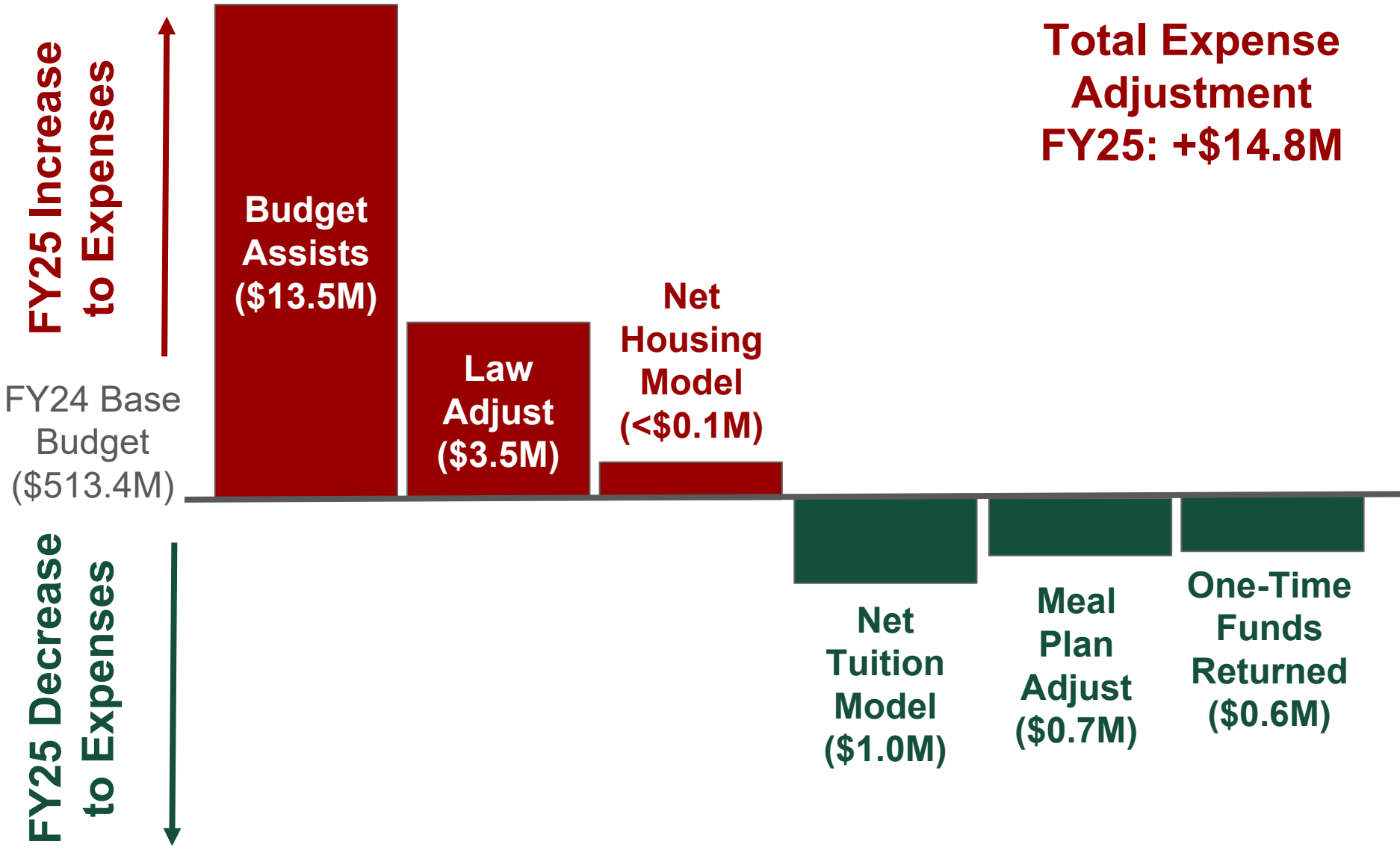
Nearly 50% comes from salaries & benefits across divisions.



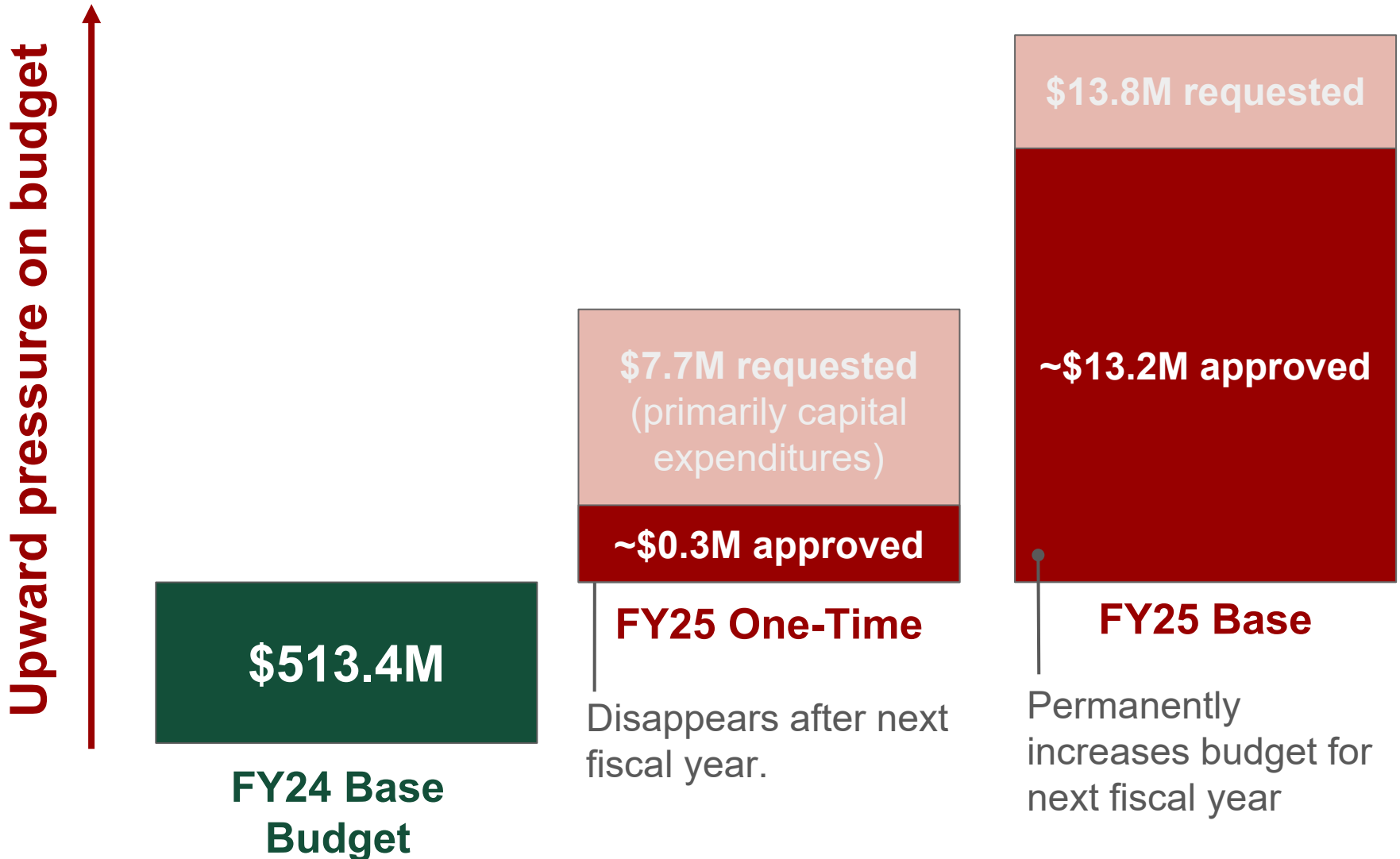
How does the budget *increase*?



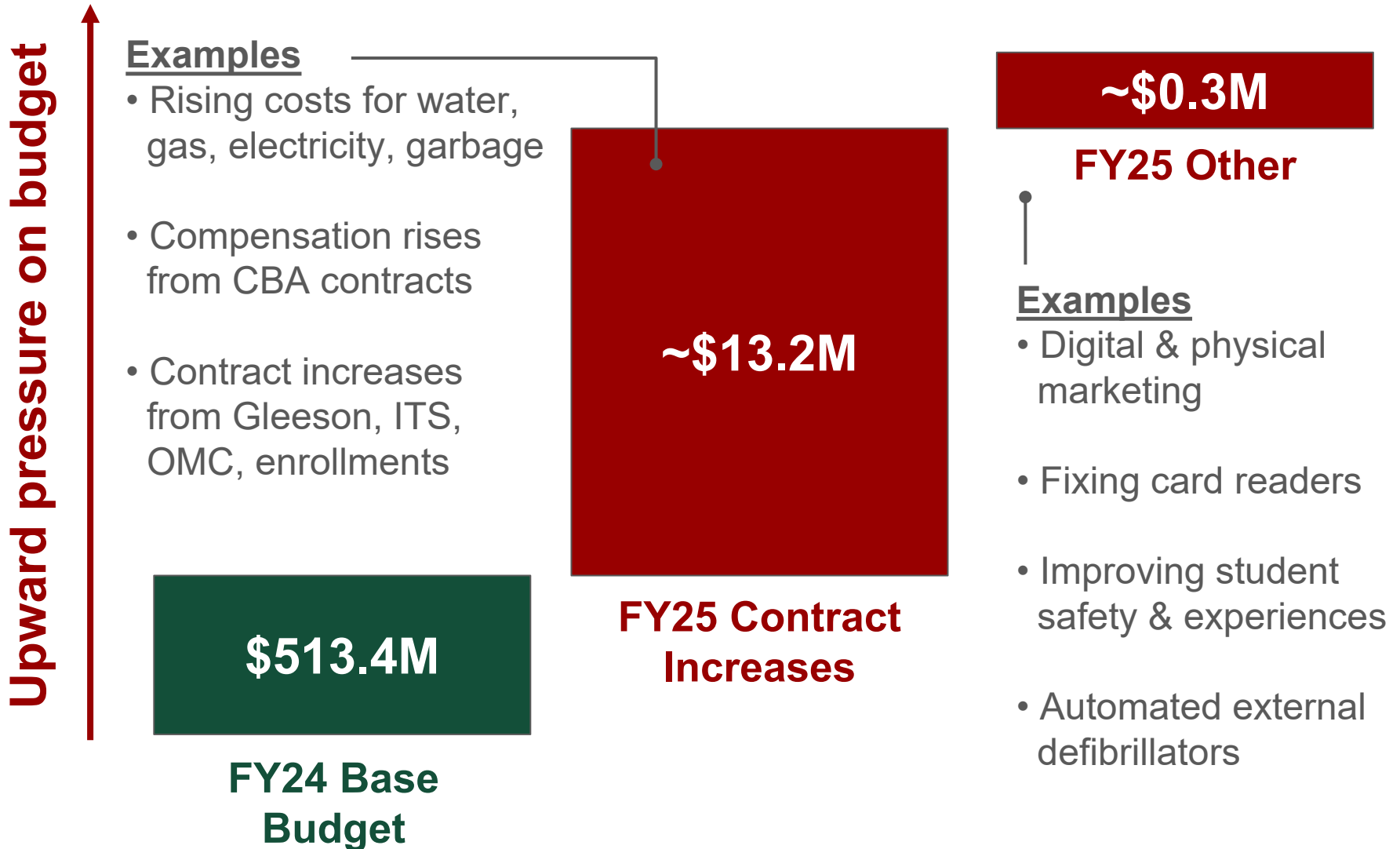
Sources of Expense Adjustments



Budget Assists: One-Time vs Base



Most Budget Assists Contract Increases

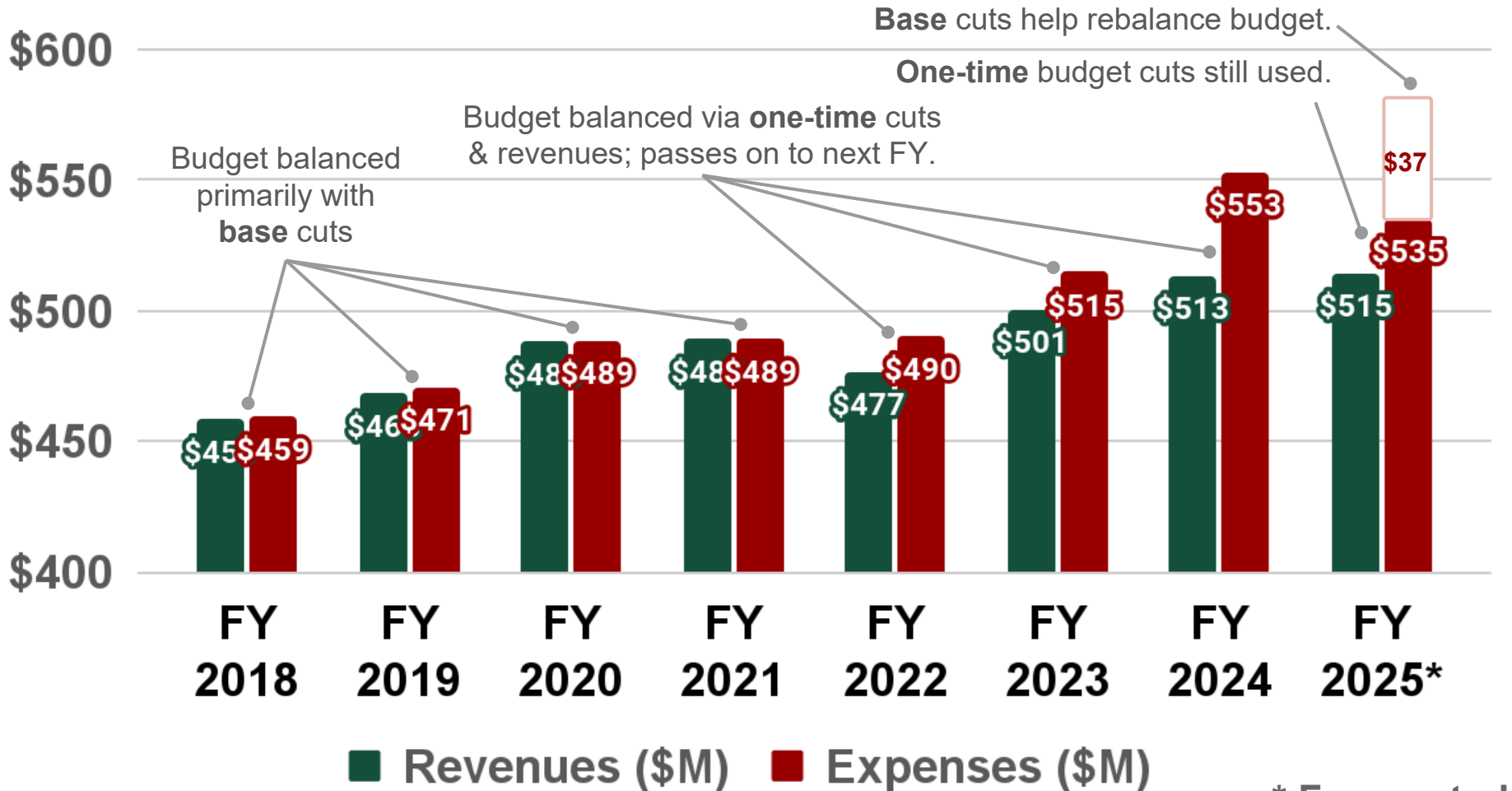


How does the budget *decrease*?



Budget Cuts: One-Time vs Base

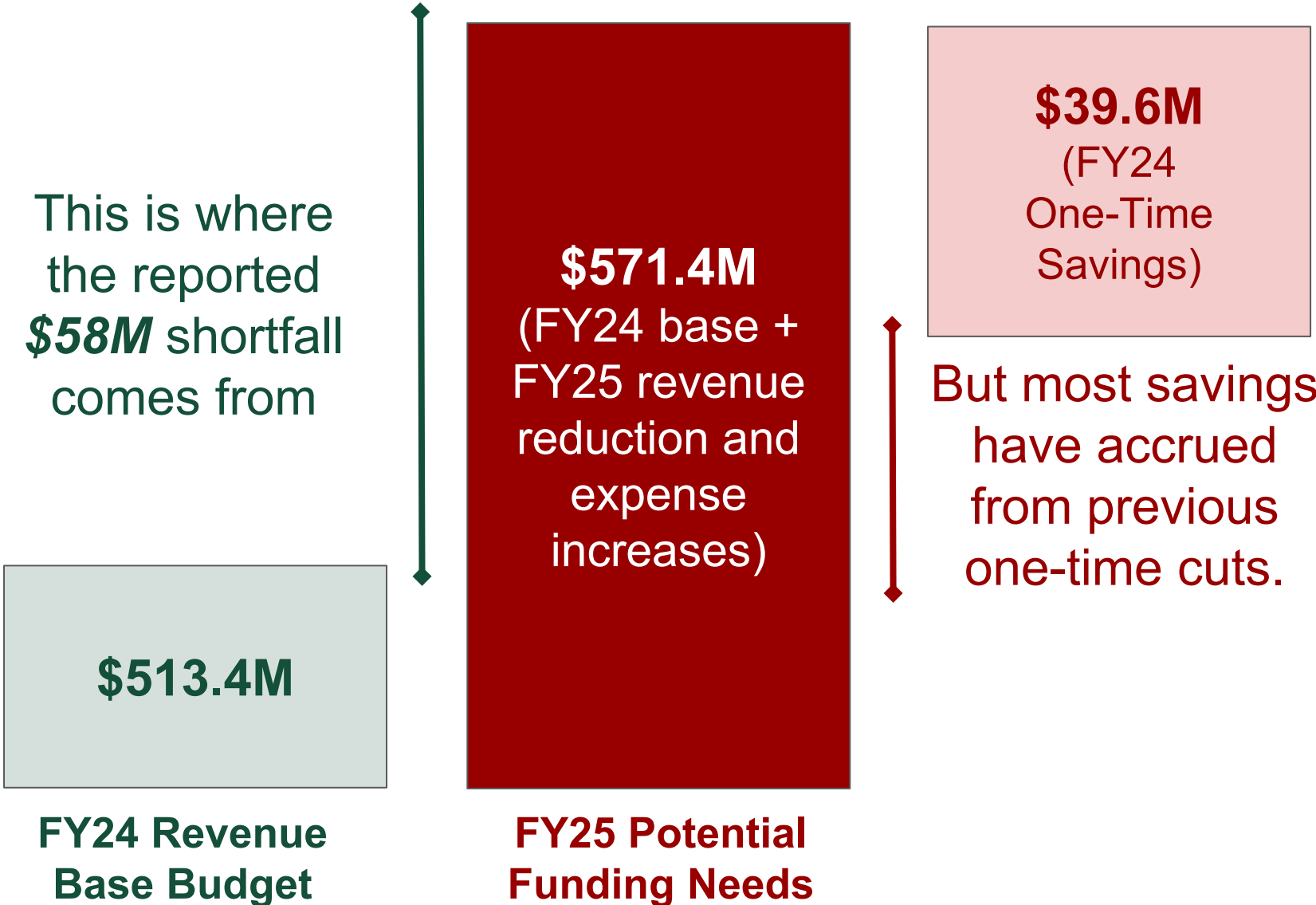
One-time cuts "kick the can" down the road.



* Forecasted

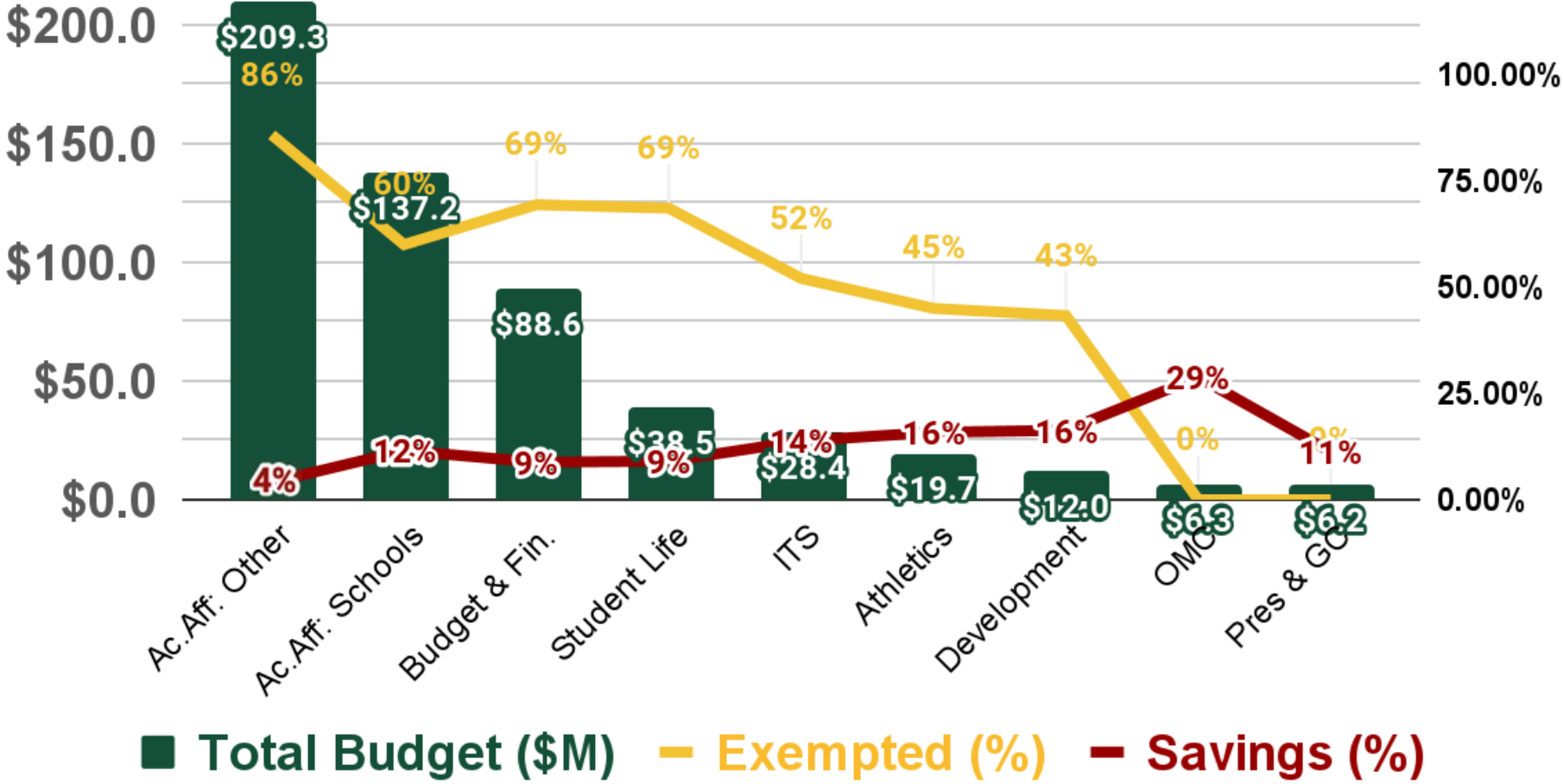


Most FY25 Balancing Efforts Carried Over



Savings Allocated Proportional to Size

Part of budgets are exempted before savings are allocated.





Submit Questions to UBAC
(<https://tinyurl.com/UBACquestions>)



Sources

Office of Planning & Budget Reports

- Operating Budget Timeline
- FY19-25 Board Approved Budgets (Operating Budgets)
- FY21-25 Tuition Fees Recommendations

Additional Sources Curated by UBAC

- FY18-24 Operating Base Budgets
- FY25 Base Savings Scenarios
- FY25 Budget Assists Requests
- FY25 Budget Components Adjustments



Additional Resources

UBAC Educational Workshops

- Financial Aid (9/19/23)
- Internal Bank (6/23/23)
- Athletics (2/22/22)
- External Audit & Moody's Ratings (2/1/22)
- Compensation (12/14/21 & 2/25/21)
- Law School Budgeting (11/30/21)
- Big Contracts (10/27/21)
- USF Federal Stimulus (2/4/21)
- The Endowment (2/4/21)
- Capital Budget (12/17/20)
- Tuition & Discounting (10/1/20)

