2022/2023 Unrestricted Operating Forecast
Report to the Finance Committee of the Board of Trustees

UNIVERSITY OF SAN FRANCISCO
Center for Institutional Planning and Effectiveness

Purpose of Forecast

The purpose of this forecast is to update the Finance Committee, members of the Board of Trustees, and the University community on the status of the operating budget. The forecast reflects the most current information available as of September 15, 2022.

Actual and BoT Budget Variance - Revenues and Expenses (see attached table)

Tuition, Scholarships and Fees

Total prorated tuition revenue for the summer session is forecasted to be below budget. Actual enrollment and tuition for the fall 2022 semester is also below budget as is that forecasted for the spring 2023 session. Tuition waivers and exceptions, intersession tuition, and fees are forecasted to be at budget, while other tuition is above budget. Reflecting fall and spring lower-than-expected activity, unrestricted scholarship expenditures are also forecasted to be under budget.

Additional Revenues

Revenue from gifts, investment returns, and other revenues are forecasted at budget. Auxiliary and meal plan (Board) revenues are forecasted to be over budget due to greater-than-expected bed occupancy rates.

Compensation

At this point in the fiscal year full-time faculty and full-time staff compensation categories are forecasted to be under budget. Part-time faculty, other and student staff are forecasted at their current available budgets. Benefits are forecasted at the fringe rate for the various salary categories and is forecasted to be under budget.

Non-Compensation Expenses

Due to management-planned spending adjustments, general operating, facilities and capital expenditures are forecasted to be under the Board budget. (Note: the Board Budget includes the Placeholder Budget that was drafted and approved in March 2022 along with management's subsequent budget balancing adjustments in June 2022.) Food service expenses are forecasted to be slightly under budget. Insurance/bad debt/loans expenses as well as debt service are forecasted to be at budget.

Year-End Forecast

At the close of the first quarter of the fiscal year and with the application of reserves current available budget, management still forecasts a modest operating surplus. This surplus is available to support any unforeseen needs, capital expenditures, or repayments to the University's internal bank (as shown in this forecast).

Fiscal Year 2023 Operating Forecast

(in thousands of dollars)	FY22 Year End Actual	Fiscal Year 2023 Unrestricted Operating Budget					
		Board Budget	Year to Date Aug Actual	Year End Forecast	Forecast less Budget	Forecast Variance % Budget	Variance Notes
Revenue							
Summer Tuition	$30,040	$28,159	$26,878	$27,353	($806)	-2.9%	includes proration for summer 2023 enrollments
Fall Tuition	$206,514	$214,183	$210,116	$209,870	($4,313)	-2.0%	based on year-to-date to year-end revenue pattern
Intersession Tuition	$2,323	$2,391	$0	$2,391	$0	0.0%	Board budget
Spring Tuition	$191,647	$199,580	$42	$195,510	($4,069)	-2.0%	based on year-to-date to year-end revenue pattern
Other Tuition	$109	$0	$82	$86	$86	NA	actual year-to-date revenue
Tuition Waivers & Exceptions	($3,399)	($2,657)	($970)	($2,657)	$0	0.0%	Board budget
Total Tuition	$427,234	$441,655	$236,148	$432,553	($9,102)	-2.1%	
Scholarships	($126,208)	($132,349)	($70,105)	($129,113)	$3,235	-2.4%	based on year-to-date to year-end revenue pattern
Tuition Net Scholarships	$301,026	$309,306	$166,043	$303,440	($5,866)	-1.9%	
Fees	$2,901	$3,716	$629	$3,716	$0	0.0%	Board budget
Gifts & Contributions	$1,661	$1,517	$434	$1,517	$0	0.0%	Board budget
Investment Returns	$1,561	$1,234	$2	$1,234	$0	0.0%	Board budget
Federal Stimulus Funds^	$9,500	$0	$0	$0	$0	NA	FY22 Higher Education Emergency Relief Fund III
Auxiliary Revenue	$35,942	$39,988	$19,294	$41,342	$1,354	3.4%	based on year-to-date to year-end revenue pattern
Food Service Revenue	$9,721	$10,660	$5,704	$10,773	$113	1.1%	based on year-to-date to year-end revenue pattern
Other Revenues^	$1,550	$2,006	$147	$2,006	$0	0.0%	Board budget
Total Revenue	$363,863	$368,428	$192,253	$364,028	($4,399)	-1.2%	
Expenses							
Salary & Benefits							
Full-time Faculty	$60,825	$63,971	$6,522	$62,949	($1,022)	-1.6%	based on year-to-date to year-end expense pattern with contingency
Other Instruction and NTA	$21,250	$22,615	$4,431	$22,380	($235)	-1.0%	management current fiscal year forecast
Total Faculty	$82,075	$86,586	$10,952	$85,328	($1,257)	-1.5%	
Full-time Staff	$81,167	$86,995	$20,000	$83,998	($2,997)	-3.4%	based on year-to-date to year-end expense pattern with contingency
Other Staff	$3,148	$2,930	$966	$2,938	$8	0.3%	management current fiscal year forecast
Student Staff	$6,235	$8,480	$1,181	$8,423	($57)	-0.7%	management current fiscal year forecast
Total Staff	$90,551	$98,405	$22,147	$95,359	($3,046)	-3.1%	
Benefits	$58,338	$62,932	$11,320	$61,393	($1,539)	-2.4%	based on fringe rates of salary category forecasts
Total Compensation	$230,964	$247,923	$44,420	$242,081	($5,841)	-2.4%	
Gen Operating/Facilities/Capital	$75,105	$72,354	$20,121	$72,153	($202)	-0.3%	management current fiscal year forecast
Food Service	$9,736	$10,810	$483	$10,773	($37)	-0.3%	based upon revenue actual
Ins/Coll/Bad Debt/Loans	$4,673	$5,215	$3,337	$5,215	$0	0.0%	Board budget
Debt Service	$22,987	$23,073	$550	$23,073	$0	0.0%	Board budget
Reserves+	$9,246	$9,984	$0	$9,838	($146)	-1.5%	management current fiscal year forecast
Internal Bank Repayments*	$11,162	$0	$0	$1,826	$1,826	NA	management current fiscal year forecast
Other Transfers	($10)	($930)	$0	($930)	$0	0.0%	Board budget
Total Non-Compensation	$132,899	$120,505	$24,491	$121,947	$1,442	1.2%	
Total Expenses	$363,862	$368,428	$68,911	$364,028	($4,399)	-1.2%	
Operating Surplus/(Deficit)	$0	$0	$123,342	($0)	($0)	NA	

Source notes:
Board Budget = Placeholder Budget with Adjustments, or the budget that was drafted in March 2022 along with management's subsequent budget balancing adjustments in June 2022.
^ FY22 Other Revenues includes university's Grants & Contracts revenue; Higher Education Emergency Relief Fund III revenue reported on own line.
+ FY22 Reserves includes Legal Claims; recorded in university's General Operating expense line.
* FY22 Operating Surplus captured as Internal Bank Repayments, entry yet to be posted in Finance System.
Activity as of September 15, 2022; 3 of 12 of the fiscal year's periods have passed.