Budgets and Capital Projects

Dukes Love, Provost
Fred Puddester, VP of Finance and Administration

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What We Actually Spend, Charge, and Collect per Student

- **Spending per Student**
  - 2006-07: $80,600
  - Projected to $108,200 with 10-year real growth of 1.2%

- **Sticker Price** (i.e. revenue per full-pay student)
  - 2006-07: $42,700
  - Projected to $65,500 with 10-year real growth of 2.6%

- **Revenue per Student**
  - 2006-07: $29,100
  - Projected to $39,300 with 10-year real growth of 1.3%

- **Revenue per Aided Student**
  - 2006-07: $13,600
  - Projected to $16,500 with 10-year real growth of 0.2%
We spend $108,200 per student

We collect an average of $39,300 in net tuition per student

We raise an average of $19,200 in gifts and other revenue per student

Which means we need to use $49,700 in avail from the endowment for every student

That's OK as long as it is less than 5% of the endowment per student (which it is) $1.087M*5%=$54,000
Employee FTE Trend

- Support (Hourly)
- Admin
- Athletics faculty
- Faculty

10 Year increase:
- 12%
- -1%
- 27%
- 72%
- 10%

Year:
- 2006: 1077, 460, 278, 34, 306
- 2007: 1072, 455, 288, 32, 297
- 2008: 1104, 472, 293, 34, 305
- 2009: 1069, 448, 289, 31, 301
- 2010: 1053, 432, 288, 29, 304
- 2011: 1064, 430, 295, 31, 308
- 2012: 1085, 432, 300, 32, 321
- 2013: 1129, 442, 310, 52, 326
- 2014: 1164, 448, 324, 59, 333
- 2015: 1179, 451, 341, 56, 331
- 2016: 1201, 454, 353, 58, 337
Staff FTE by Function
(Fall 2016)

- Buildings, 175: 83%
- Dining, 111: 12%
- Resources & Relations, 102: 5%
- Other, 43
- Faculty Support, 221
- Student Support & Extracurriculars, 212

n=864
Employee Salary Expense Trend

- Faculty: $37 (40%)
- Athletic faculty: $4 (4%)
- Admin: $31 (34%)
- Support (Hourly): $20 (22%)
- Total: $92
Capital Renewal Summary ($M)

Expenditures

- Mission
- ’62 Center, Prospect
- Morgan, Agard, Prospect
- All Other Capital Renewal

Excludes departmental equipment expenses.
Capital Planning Process

• Sector based Planning by geographic area or function
  • Strategic planning around critical activities
  • Manageable components
  • Coordinated with other activities on campus

• Characteristics of planning process
  • Multiple studies/analyses
  • Broad community participation
  • Sustainability goals
  • Financial considerations

• Recent examples
  • Residential Sector Plan
  • Science Center
  • Utility Infrastructure Plan
Regular Building Reviews

• Sightlines Analysis (Facilities Assessment)
  • Annual review of entire campus
  • Benchmarking against peers

• Building Information Systems – Mechanical systems and energy Use
  • Over 7,000 control points on campus

• Work orders to Facilities Operations
  • Over 23,000 work orders per year
  • Reports by building and system within building

• Observations and historical knowledge of from facilities staff and building occupants
Studies and Analysis

• Facilities Condition Assessment
  • Performed if data suggests a significant deficiency and includes
    • Building systems and envelope
    • Energy utilization
    • Safety and code Issues

• Space Utilization Study
  • Detailed analysis of space needs
  • Close collaboration with faculty and staff (and students)
  • Review includes:
    • Amount and functionality of the space
    • Adjacencies
    • Future Needs
Broad Community Participation in Planning Process

- Meetings with faculty, staff and students
  - To communicate status of planning process
  - Gather additional input from stakeholders

- Includes:
  - CPR
    - Campus-wide forums and group meetings on specific projects

- Building Committees for each project
  - Faculty, staff and sometimes students
  - Develops program and advises architect on building function

- Design Review Committee
  - Three faculty, facilities staff and member of Senior Staff
  - Advises on architectural features of large capital projects
Sustainability Goals

• Stringent Sustainability Goals part of Every Project
  • Aggressive Energy Use (EUI) Indicies
  • Green Gauges program for architects and CMs
  • Passive Housing and Pedal Certification
  • Photovoltaic Panels
  • Geothermal heating and cooling (where possible)
  • Seek Net Zero where practical

• Other Goals
  • Improved Indoor Air Quality
  • Water Efficiency
Financial Considerations

• Projects typically funded with a combination of debt and gifts
  • Occasionally, reserves and endowment are used

• Gift Funding
  • Starting in 2010, greater emphasis on gift funding vs. debt
  • Philanthropy expected to be a component of funding plan
  • Extent of expected funding depends on project
  • Fundraising can determine timing of construction
  • Major gift funding can accelerate timing

• Debt Financing
  • Debt capacity is limited
  • Financial Plan seeks to limit debt service as fraction of total budget

• Deferred Maintenance and Utility work often fully Debt Financed
WESTON FIELD

Replacement of athletic facilities for six teams and new support building

• Numerous code and athlete/fan safety issues
• Athletic department identified other programmatic needs

• Preliminary estimate of $23-25 million to meet needs
• College committed to $7 million for code/safety issues (debt)
• Set funding raising goal of $17 million for project

• Building committee co-chaired by Provost and Athletic Director
• Project includes PV panels on support building and comprehensive storm water management plan
SCIENCE CENTER

Construction of new laboratory building and replacement of Bronfman

- Data identified numerous systems deficiencies in Bronfman
- Significant growth in enrollment and faculty since Morley expansion
- Facility Condition Assessment determined Bronfman beyond useful life
- New construction more cost effective than renovation
- Space utilization study identified need for 10% more space
- For sustainability reasons, concentrated lab space in single building
SCIENCE CENTER

- Building design effort led by Science Center director and department chairs
- Numerous meetings with academic departments and support units, as well as individual faculty members (labs)
- Additional input from the Zilkha Center (sustainability) and students (classrooms)
- Design Review Committee influenced exterior design
- Ambitious gift target set at $100 million and debt of $70 million
- Final design budget estimated to be $204 million
- To preserve project scope without more debt, board approved $34 million investment from endowment
GARFIELD HOUSE

Replacement of Garfield Hall with new 42 bed residence hall

• Second project identified in the Residential Sector Plan
• Facility condition assessment and comprehensive historical analysis concluded demolition and replacement the best approach
• Building committee led by Student Life and included student input
• Design review Committee informed exterior design

• Life cycle energy use/emissions informed the replacement vs. renovation decision
• Project with use Passive House design concepts in addition to being LEED Gold
• Gift opportunity in campaign, backstopped with debt financing to stay on schedule
Completed, Active, and Planned Capital Projects

Sources of Funding

- Sawyer Library & Quad, $99.6
- Weston Field, $16.0
- Kellogg, $5.6
- The Log, $4.6
- Horn Hall, $15.5
- Chapin Ph.II, $6.5
- Science Center, $100.0
- CDE, $27.0
- Boathouse, $10.0
- Indoor Tennis, $5.5
- Library Shelving Facility, $5.5
- Stand By Power, $12.5
- Science Center, $70.0
- Bookstore, $10.5
- Weston Hall, $12.5
- Weston Field, $7.7
- Hawat House, $2.5
- Sawyer Library & Quad, $99.6
- South Campus Utilities, $26.5
- Garfield, $12.5
- Williams Inn, $48.0
- CDE, $2.0
- Science Center, $34.0
- CDE, $27.0
- Boathouse, $10.0
- Indoor Tennis, $5.5