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COPH Budget Update

November 15, 2013


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COPH Budget Overview

- Where did we think we were going to be?
- Where does our revenue come from?
- What is the impact on the College?
- Where do we go from here?


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COPH's Budget, June 27

- So prior to the announcement of our new fiscal policies, COPH was moving in a good direction
- Enrollment continues to grow, and leadership planned to increase our enrollment plan to grow our base recurring budget
- Tuition collections were robust
- While the federal funding climate was still tough, we didn't know yet how tough it would become


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COPH Budget Principles

- We operate truly in an all-source manner, leveraging multiple fund types to support our education, research and service missions
- While following fund guidelines, we openly discuss the sources of revenue and expenses with our leadership team and you, the faculty


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FY 2013-14 Projected Expenditures May 2013 All-Source Budget

Fund	Budget	Expenses	RSAs
E&G	\$19,711,874	\$16,767,839	\$2,944,035
CF	\$1,489,165	\$1,150,361	\$338,804
A0	\$3,034,613	\$2,535,313	\$499,300
Foundation	\$6,292,525	\$873,089	\$5,419,436
RIA	\$3,997,845	\$1,340,875	\$2,656,970
Grants	\$17,088,316	\$17,088,316	N/A
Conv. Accts.	\$1,142,811	\$692,691	\$450,120
Totals	\$52,757,149	\$40,448,484	\$12,308,665


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COPH's Budget, June 27

- All source budget of \$52M is the largest projected budget ever
- Most of the E&G RSA projected reflects funds allocated to our strategic investment fund, and formally not budgeted yet for the year
- Auxiliary program funds were projected to reach our largest total, led primarily by our online programs


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COPH Budget Principles

- Similar to USF Health, the College operates in a modified RCM manner
- In COPH, revenues follow expenses, and expenses follow revenue
- Our objective is to push as many resources to the departments as possible, allowing those units to make strategic decisions with their resources that allow them to meet their operational and strategic objectives


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COPH Revenue

- Taking a step back, where does our revenue come from?
 - State Allocations, Tuition, Grants, Auxiliaries, Overhead funds and other sources like continuing education & donations
 - Today we will focus primarily on the revenue streams we (or USF) most directly control: State, Tuition, Auxiliary & Overhead funds


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COPH Revenue

- Our E&G (state) budget consists of:
 - General Appropriations
 - Tuition Collections
 - Lottery Funds
 - Differential Tuition
 - Extra fee charged on undergrad tuition that can only be used on UG education
 - Carry-forward

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COPH E&G Breakdown

Fund Type	Estimated FY 14 Base Budget	Recurring or Non-Recurring?
General Appropriation	\$4,906,927	Recurring
Tuition Collections	\$7,685,996	Recurring; collections above this are non-recurring
Lottery	\$529,226	Recurring
Differential Tuition	\$506,072	Recurring; collections above this are non-recurring
Carry-forward	\$2,127,427	Non-recurring; FY 14 estimates

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- ### COPH E&G Breakdown
- As you can see, our biggest revenue source is our tuition generation
 - In addition to the base figures, COPH collects excess tuition when it is generated
 - In the last academic year, your teaching efforts generated over **\$4.8M** in excess collections
 - As you will see in the next slide, UG enrollment has been growing rapidly, and so far this year, we are far ahead of last year's pace
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COPH Enrollment


	UG FTE Generated (Funded)	Grad FTE Generated (Funded)	Total FTE Generated (Funded)	Gross Total FTE (includes unfunded FTE)
AY 10-11	570.98	455.14	1,026.12	1,078.04
AY 11-12	722.01	437.06	1,159.07	1,216.94
AY 12-13	937.32	440.52	1,377.84	1,446.93
AY 13-14 Summer & Fall	637.70	305.70	943.40	
YTD Increase from AY 12-13	95.47	22.1	117.57	

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Extramural Research

- The news on research is mostly positive so far
- The efforts you have made to increase research proposal submissions in the last year (by 20%) has resulted in increased awards so far
- Research funding in FY 14 is up compared to this time last year
 - FY 14: \$16,002,649; up from FY 13: \$8,828,702


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Extramural Research

- However, we are still dealing with an uncertain federal climate
- In addition to more competitive applications processes, we have seen reductions to existing awards
- To date, 6 PI's have seen reductions of over \$2.3M in their grant awards, including in two cases the elimination of future project years


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Auxiliary Programs

- Projected revenue is scheduled to increase this year
- This is primarily due to the growth of our online programs, which creates direct tuition revenue plus additional fees through ETA
- We also managed our cash reserves in numerous funds to expand other activities this year, anticipating it to be available to support activities this year


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And then came June 28

- On or around June 28, we started to become aware of the financial goals being established by the University
- To ensure USF's financial future, decisions were made to limit our expenditures, and thus increase cash reserves, during this year
- These decisions were made and then updated regularly as practicalities became known, leading to changes in the guidelines over time.
- Thus, we learned about "the new normal"


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The New Normal

- The rules we have been told to operate by:
 - E&G expenses match prior year expenses
 - Includes E&G, CF, Differential Tuition, Lottery funds
 - Includes tuition increase dollars
 - We are not to reduce revenue generation (ie SCH)
 - A0 funds can not access prior year cash reserves
 - A0 funds must set aside 10% reserves on new revenue
 - Excludes student fees, self-funded programs


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The New Normal


- RI fund expenditures are limited to what we spent last year
- No restrictions on foundation or convenience funds
- While expenditure caps for FY 14 are the same as FY 13, we have to plan for further reductions in FY 15

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So what does it mean for COPH?

- With “the new normal” guidelines, COPH, like the rest of Health & USF, was given an expense cap, rather than a base budget
- Working closely with COPH leadership, we have worked to meet our expense cap of \$15.3M on the E&G side
- Unfortunately, this cap does not allow for use of all of our budget, leaving funds temporarily frozen.

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E&G Resources Frozen

Fund Types	Frozen Budget
Base Budget	\$495,416
Excess Tuition	\$3,800,000
Differential Tuition	\$852,543
Sub-total	\$5,147,959
Planned Enrollment Growth Foregone	\$1,387,848
Total E&G Loss	\$6,535,807

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So what does it mean for COPH?


- As you can see, the amount of resources we had planned to spend, but now don't have access to, is significant
- Your chairs have worked diligently to try and balance the needs of not only their departments but the College community as a whole
- It has not been easy or painless, but we have a plan we are working to implement now

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A0 funds

- COPH ended with \$1.06 M in cash reserves, now frozen also
- Inability to access cash reserves has significant impact
 - Multiple funds/accountable officers had planned on accessing prior year cash for use this FY


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A0 funds

- Due to faster than anticipated growth in online enrollment, ETA's A0 had a significant amount in cash reserves from online student fees; College leadership had intended to use these funds this year to provide additional support to online learning efforts
- Several other funds had been covering faculty & staff time from reserves and/or had been planning to launch new initiatives


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RI Funds

- FY 14 Projected Budget \$3,997,845
- FY 14 Projected Expenses: \$1,340,875M
- FY 13 Expenses (FY 14 Cap): \$1,223,545
- Delta: (\$117,330)
- F&A return of \$506,134 total for the College (FY 12-13 earned F&A/16% of expenses), though it does not change our expense cap


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RI Funds

- We have worked to try and allocate the funds to support our faculty researchers as well as college-wide initiatives, within our expense cap


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Total COPH Budget Frozen in FY 14

Fund Type	Dollars
E&G Base	\$6,535,807
Research Initiatives	\$117,330 - \$2,774,300
Auxiliary Funds	\$1,068,427
Total	\$7,721,564 - \$10,278,534


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The Intersection of Budget & Reality

- Federal grant funds are reduced
 - Results in decreased faculty support, which increases stress on E&G budget
 - Increases need for access to RI funds
 - Results in decreased GA opportunities
 - Results in decreased F&A in future years

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The Intersection of Budget & Reality

- A0 cash reserves frozen
 - Results in decreased faculty & staff salary support, which increases stress on E&G budgets
 - Elimination of planned staff positions to support online programs
 - Decreases GA opportunities, which affects student financial & academic support
 - Decreases future revenue generation opportunities

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The Intersection of Budget & Reality

- RI Funds
 - Decreased grants generate need for access to RI funds
 - Some faculty have increased grant awards, which may result in increased need for RI funds

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The Intersection of Budget & Reality

- RI Funds
 - Stress on E&G budgets increase need for access to RI funds
 - Balancing funding agency expectations for fixed price residuals with other research needs

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The Intersection of Budget & Reality

- E&G Funds
 - Increased pressure to support faculty, staff & students, due to loss of grant funds, loss of A0 cash reserves, and limited access to RI funds
 - Spending caps are resulting in faculty FTE reductions, limited staff support, and the elimination of adjuncts, which reduces future revenue generation

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The Intersection of Budget & Reality

- E&G Funds
 - Moving forward with strategic initiatives will increase pressure on faculty time;
 - However.....the failure to move forward with academic goals will result in COPH being behind the trend in education

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So What's the Impact on Academics?

- Undergraduate Education
 - Delayed recruitment of student advisor
 - Eliminated two proposed instructor positions, which would have improved course quality and reduced the number of adjuncts
 - Eliminated 20 adjuncts & those courses for spring semester from UG Programs budget
 - Estimated reduction of 2,000+ SCH in spring alone
 - Will reduce revenue streams for this FY

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So What's the Impact on Academics?

- Graduate Education
 - Pressure on faculty time to meet enrollment targets as well as implement new graduate curriculum
 - Inability to hire needed academic support staff
 - Will impact our ability to provide student services and potentially recruit competitively
 - Reduction in graduate teaching assistants may impact course quality

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So what's the impact on International Programs?

- Eliminated International Program Development awards
- Eliminated scholarship funds (Global enrichment, international research)
- Reduced IFE award amounts
- Eliminated tuition support for study abroad
- Consolidated two staff positions supporting international activities

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So what's the impact on Research?

- Delayed Interdisciplinary Research Development Grants & Pilot Funding
- Reduced number of graduate research assistant positions college-wide
- Reduced support for travel to present research at conferences
- Eliminated requested position for research administration support

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So what's the impact on Students?

- Reduced number of UG course offerings
- Eliminated UG student research positions
- Reduced scholarship support for grad students
- Reduced travel awards for presentation eliminates opportunities for professional development
- Reduction in number of graduate assistant positions; affects employment options as well as academic course quality & support

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Impact on Faculty

- Inability to recruit committed positions and other strategic hires, at least temporarily
- Balancing assignable time required for teaching versus research
- Decreased infrastructure support in COPH for research & education initiatives
- Decreased travel & professional development support
- Fewer graduate assistants appointed to support teaching & research

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Impact on Facilities & Equipment

- COPH has initiated design phase for auditorium remodeling & renovation
 - unlikely to complete needed repairs in current environment
- COPH had decided to move forward with bathroom renovations
 - Current bathrooms do not say “public health”
- COPH has a variety of other facility needs
- We are forced to delay repair & maintenance on existing equipment and limited in our ability to purchase new equipment

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So where do we go from here?

- As of now, it is expected that this will be a 3 year process, meaning the same rules apply for the next two fiscal years
- In addition, while Health avoided any further reductions in expense caps this year, we are expecting to face reductions for the next two years

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So where do we go from here?

- We will continue to operate in an atmosphere of transparency and shared leadership
- We will continue to look for opportunities for new revenue streams, of all types
- We will need to decide what is most important to us moving forward, so that we can most efficiently maximize our existing resources

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So where do we go from here?

- I thank all of our for your hard work, patience, and support of the College community through this process so far
- We will continue to hope for the best, while planning for.....the not quite ideal scenarios.
- Questions?

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