



# UNIVERSITY FORUM

OCTOBER 30, 2023

NORTHERN MICHIGAN UNIVERSITY



# UNIVERSITY FORUM BUDGET UPDATE

# Agenda

- University Operating Trends
- 2023-2024 General Fund Budget
- 2024-2025 Budget Timeline
- Facilities Update



# Primary Factors Impacting General Fund Resources

- Enrollment
- State Appropriations
- Tuition & Fee Rates

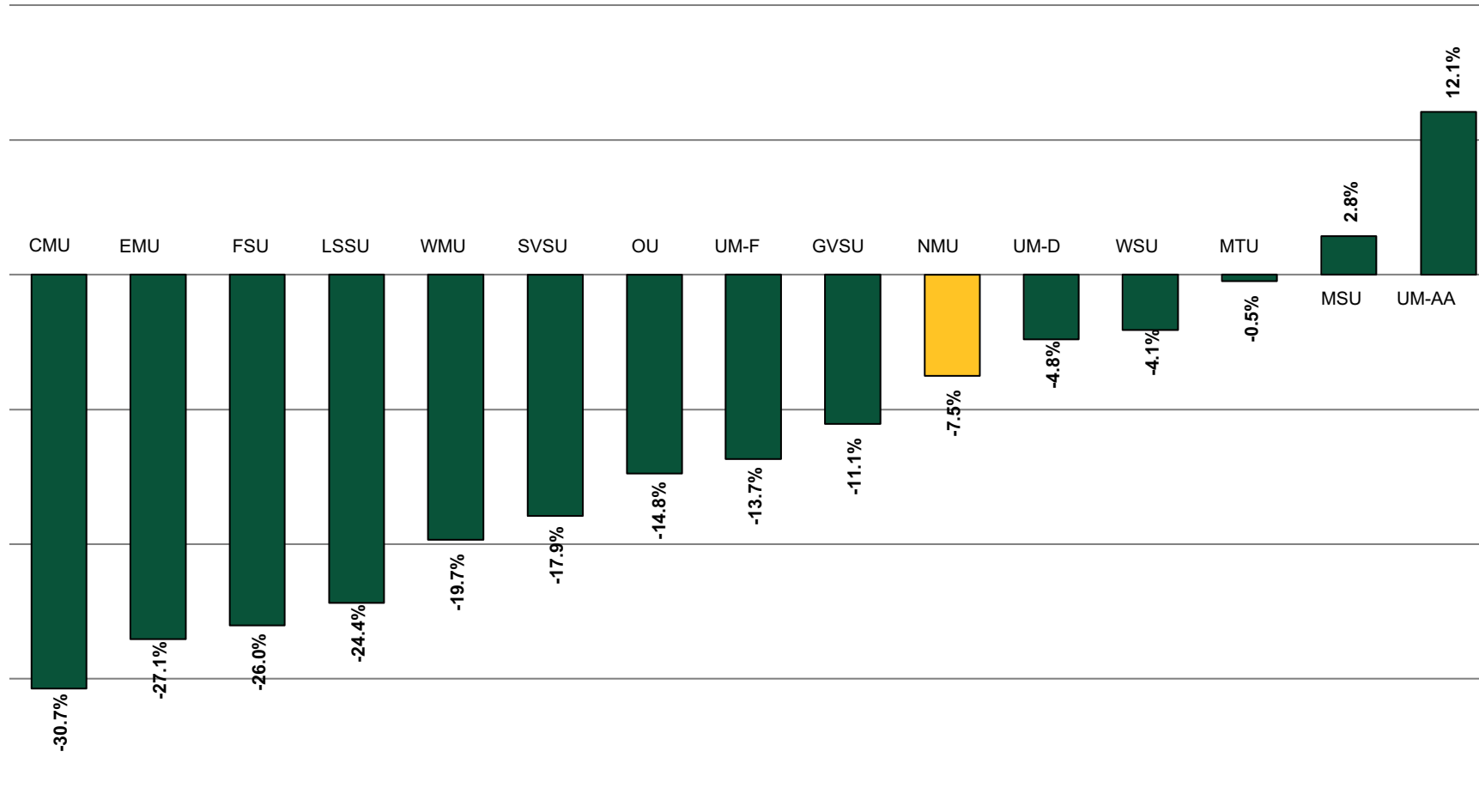


# University Operating Trends



# FYES 5-Year Changes – MI Publics

FY2016-2017 to FY2021-2022



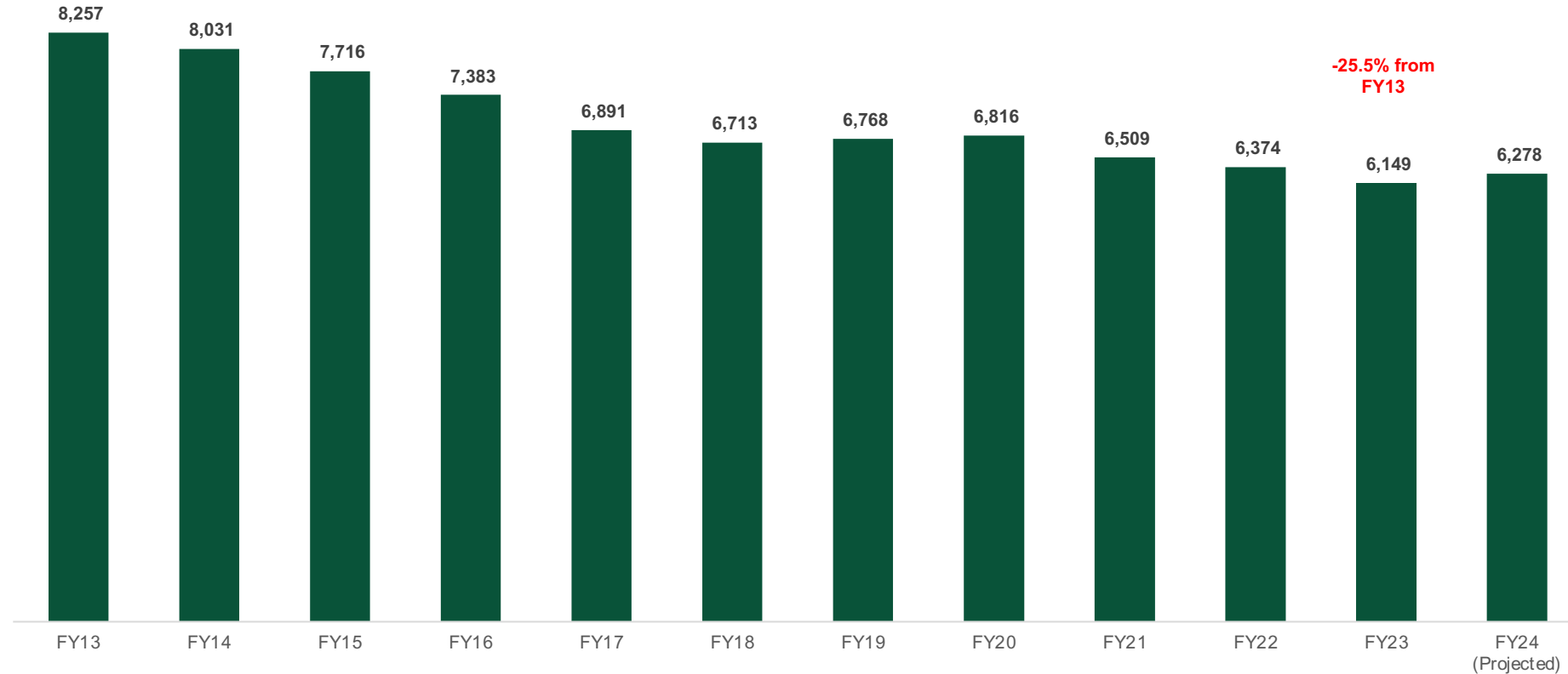
Source: State of Michigan database



# FYES 10-Year Change – NMU

## FY2012-2013 to FY2022-FY2023

(with Projected FY2023-FY2024 Included)



Source: State of Michigan database



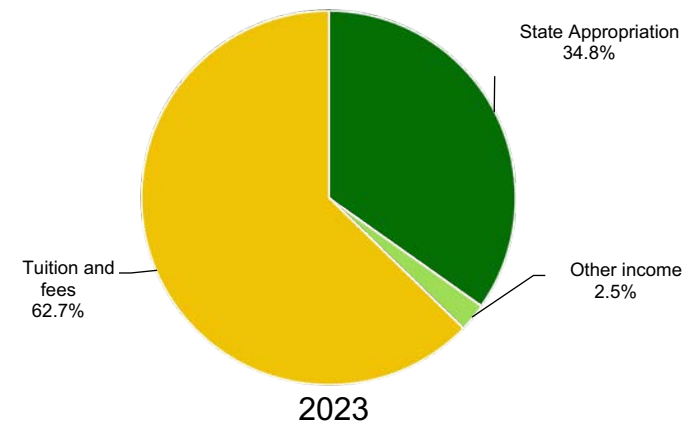
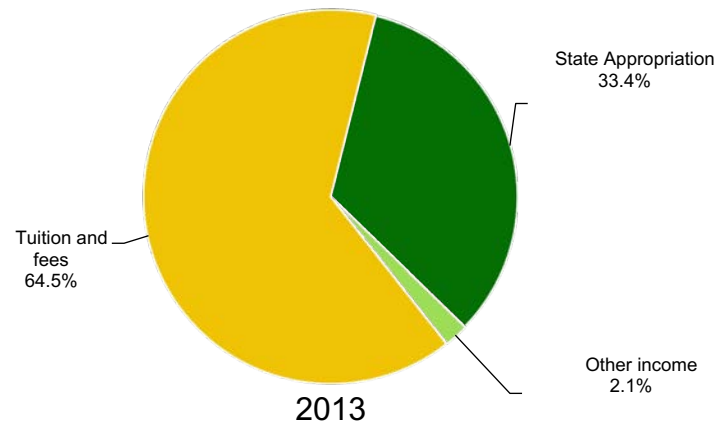
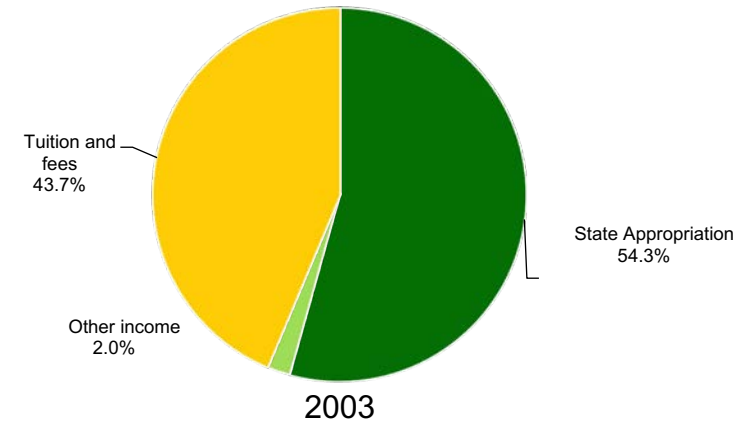
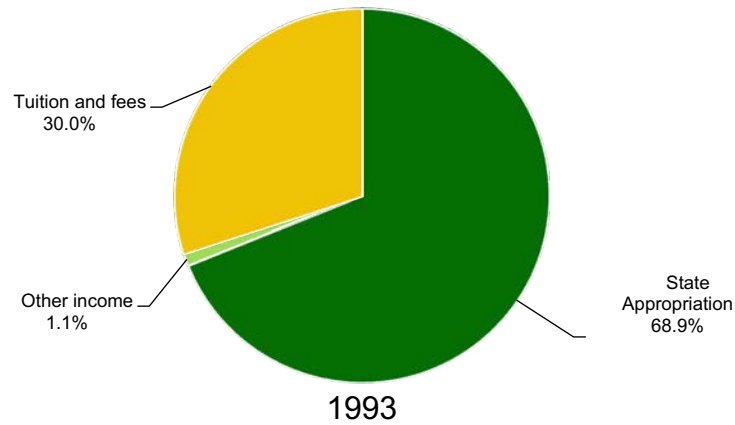
# State Appropriations for Higher Education

University	FY2001-2002	FY2011-2012	FY2021-2022	FY2023-2024
CMU	\$ 90,003,800	\$ 68,108,900	\$ 90,440,500	\$ 95,413,800
EMU	87,637,200	64,619,100	78,305,900	83,144,700
FSU	55,520,300	41,324,300	56,541,600	59,646,500
GVSU	60,095,400	52,677,400	74,213,800	97,365,000
LSSU	14,268,700	10,789,500	14,366,600	15,190,300
MSU	325,982,300	241,120,800	292,137,800	318,709,200
MTU	55,241,600	40,733,600	51,371,900	54,525,700
NMU	52,012,900	38,367,400	49,338,700	53,320,000
OU	52,384,700	43,145,000	54,012,900	72,288,800
SVSU	27,393,300	23,561,500	31,043,500	33,894,500
UM-AA	363,562,700	268,803,300	326,265,400	356,568,800
UM-D	27,993,300	21,016,300	26,593,700	31,233,500
UM-F	24,068,100	17,762,400	24,197,400	26,404,700
WSU	253,644,700	182,036,900	205,496,400	224,354,500
WMU	125,677,200	93,168,300	113,432,700	119,983,900
<b>Total University Operations</b>	<b>\$ 1,615,486,200</b>	<b>\$ 1,207,234,700</b>	<b>\$ 1,487,758,800</b>	<b>\$ 1,642,043,900</b>





# General Fund Revenue History



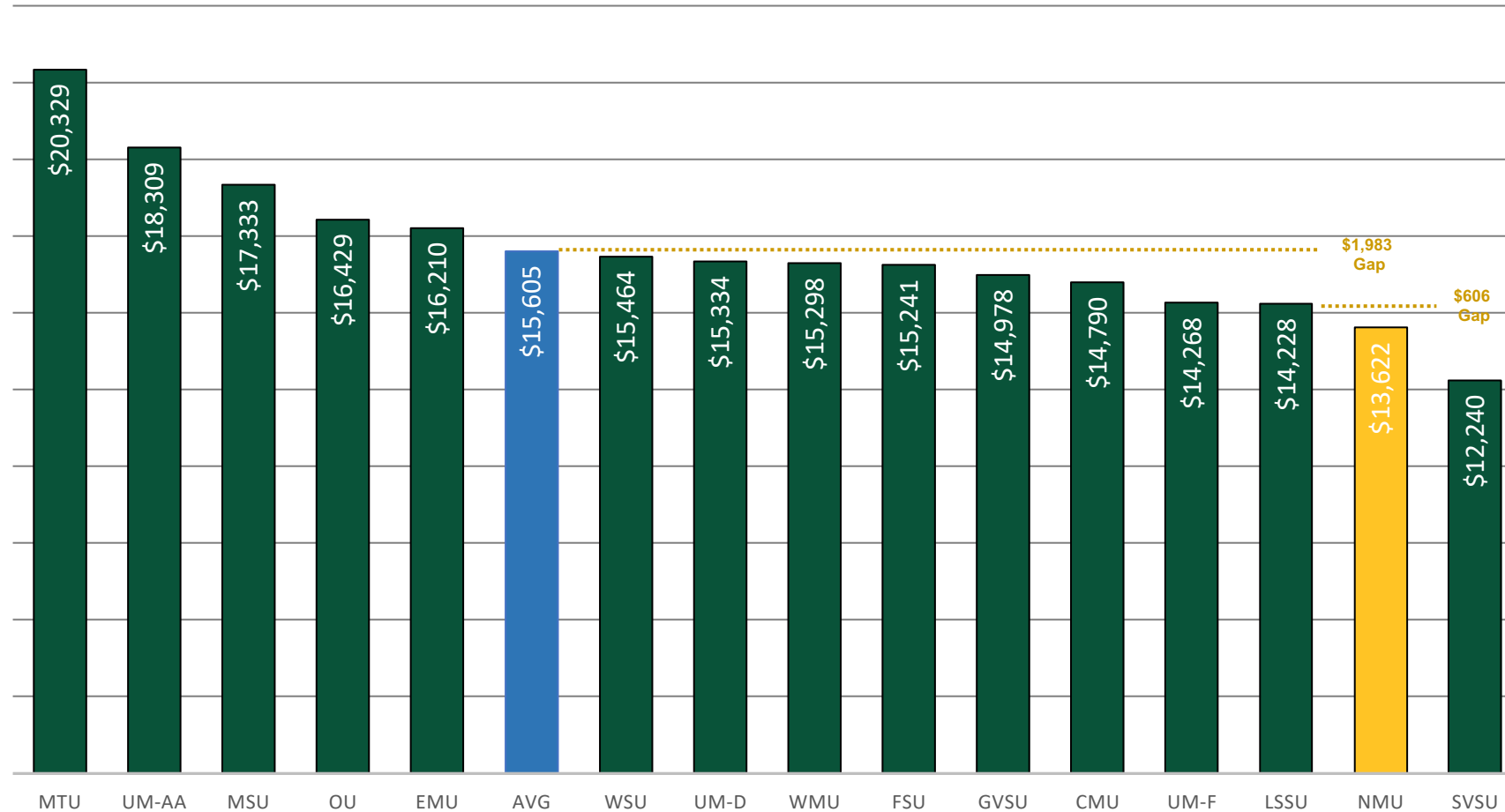
To maintain financial reporting consistency with fiscal years '93, '03, and '13 data, financial aid was not deducted from '23 tuition and fee revenue.

Source: Actual General Fund Revenues - State of Michigan Database



# Tuition and Fee Rates

## Fiscal Year 2023-2024

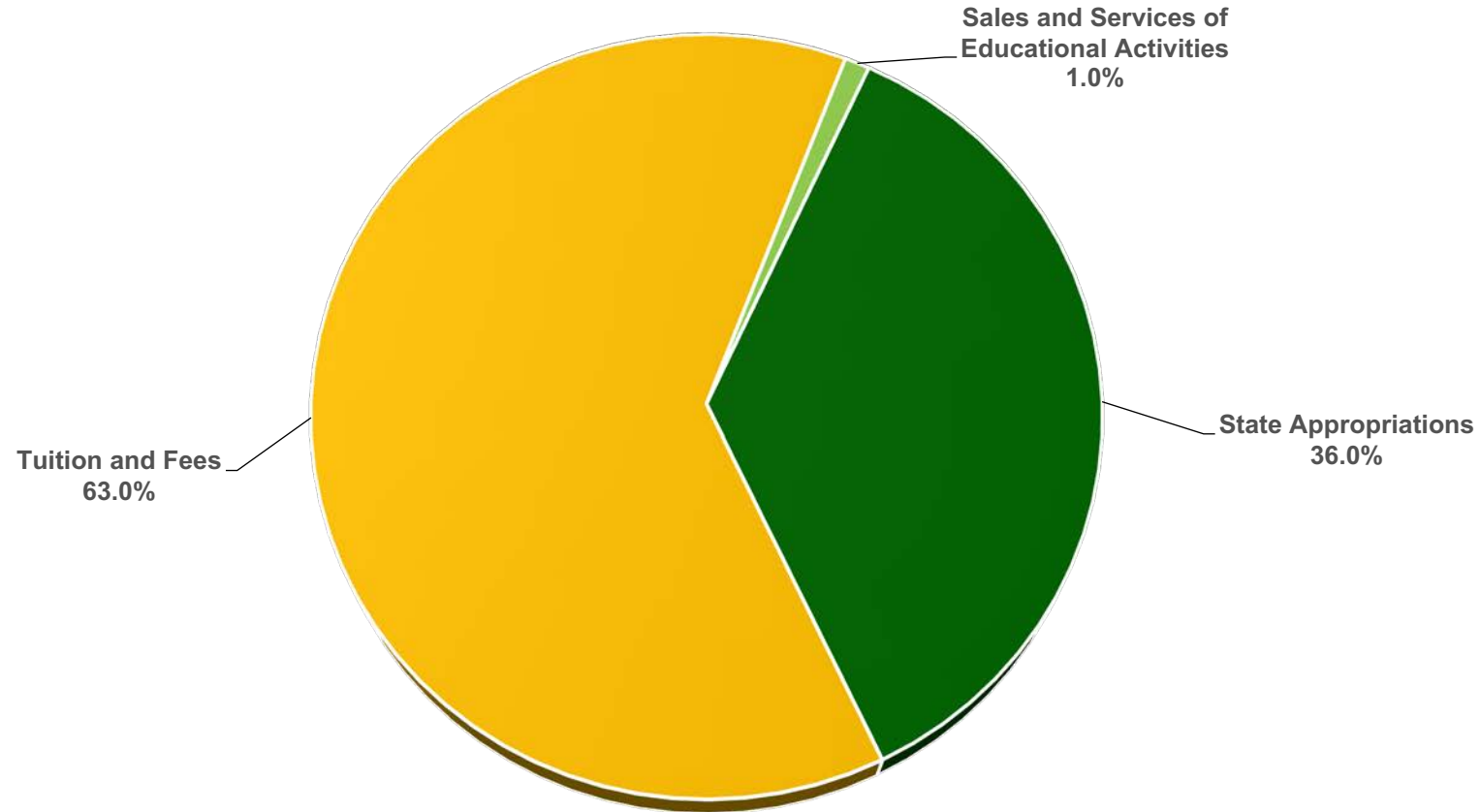


Source: MASU – Avg. Upper/Lower Tuition



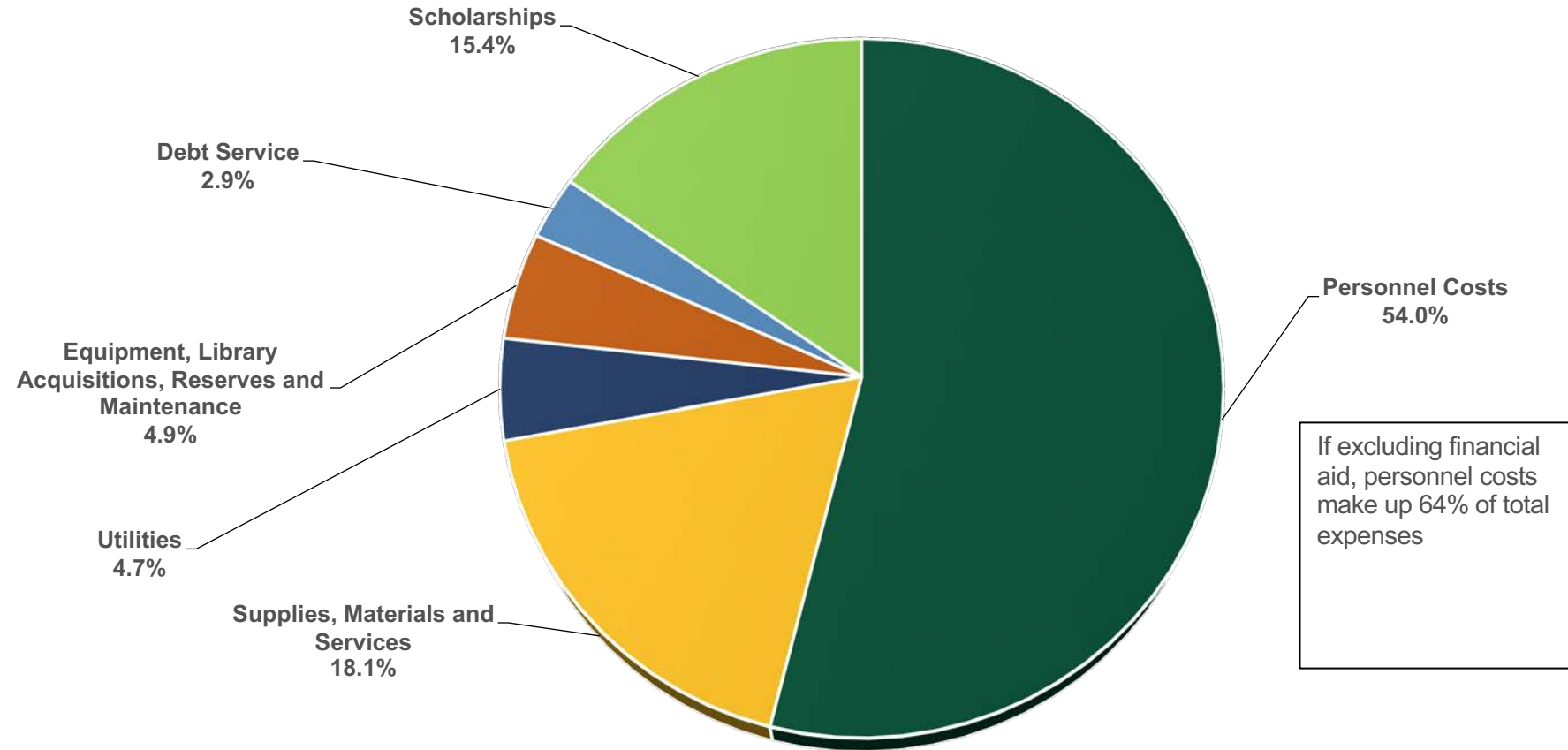
# General Fund Resources Budget FY2023-2024 (\$148 Million)

(Excludes Financial Aid Expense Offset)



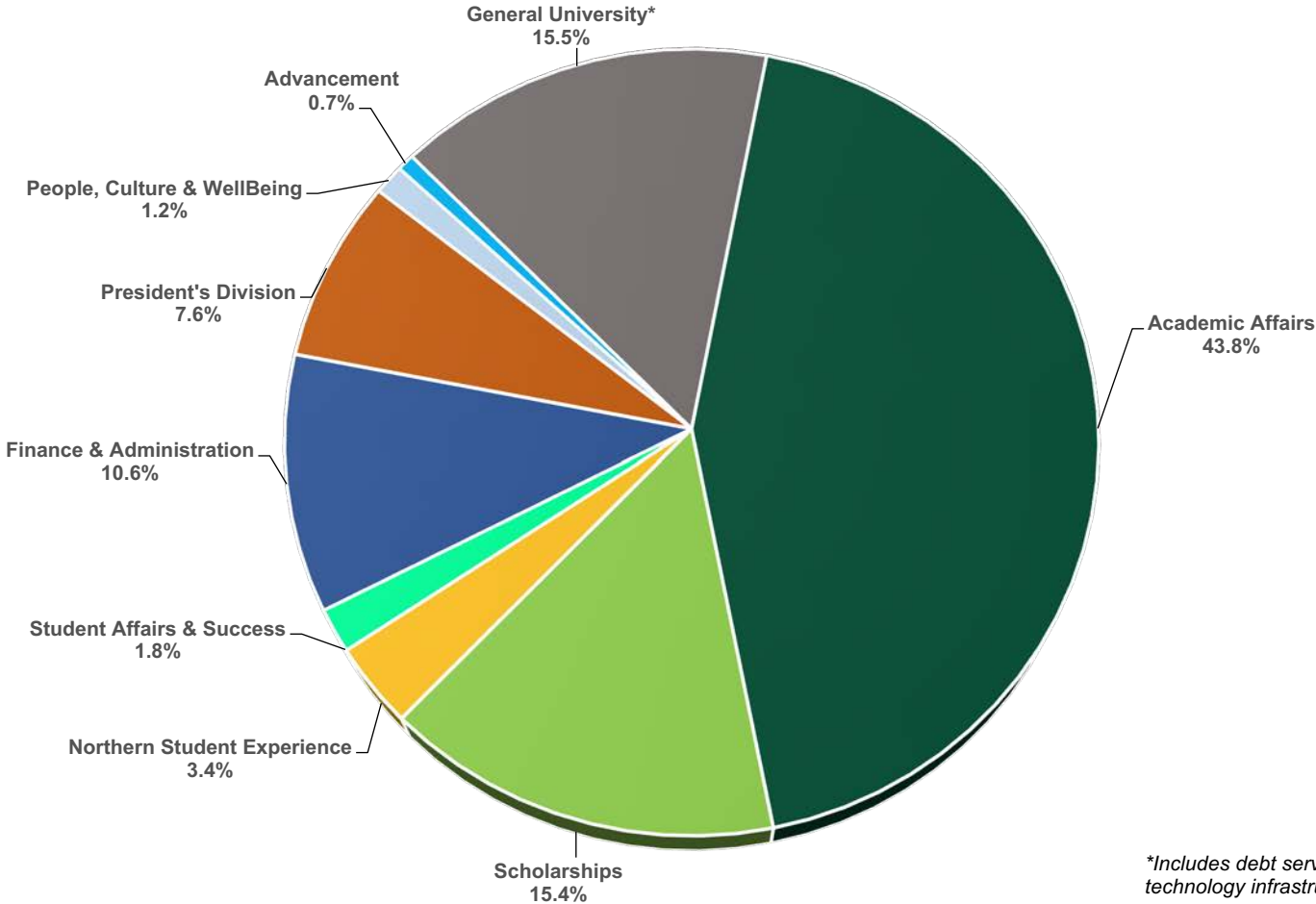
# General Fund Expense Budget FY2023-2024 (\$148 Million)

(Includes Financial Aid Expense)



# General Fund Expense Budget by Division / Pillar FY2023-2024 (\$148 Million)

(Includes Financial Aid Expense)



\*Includes debt service, utilities, technology infrastructure, and reserves



# 2023-2024 General Fund Budget



# FY2023-2024 General Fund Revenue

<b>FY2023 General Fund Base Revenues</b>	<b>\$118,697,800</b>
Base revenue adjustments:	
• FY2023 State approp. – adjust. to final	\$825,000
• FY2024 State approp. adjust.	\$2,566,000
• Tuition and Fees adjustment	\$4,825,000
• Less: Financial Aid/Scholarships	-\$1,530,000
• Removal of application fee	<u>-\$90,000</u>
Change in Base Revenues	<u>\$6,596,000</u>
<b>FY2024 General Fund Base Revenues</b>	<b>\$125,293,800</b>

## Summary Explanation of Changes

### State Appropriations

- FY2023 increase of \$0.8 million – adjustment to final state budget
- FY2024 appropriation operations increase and ITW adjustment \$2.6 million (5% increase)

### Tuition and fees

- FY2024 increase of \$4.8 million from enrollment and rate increases (5.5% increase)
  - On-campus increase of \$2.7 million
  - Global Campus increase of \$2.1 million

### Financial aid

- FY2024 increase of \$1.5 million
  - Tuition and fee rate and enrollment changes
  - New investments (see new initiatives on page 5)

### Application Fee

- Eliminated application fee for undergraduate students
  - The budget will be phased out over two years

# FY2023-2024 General Fund Expenditures

<b>FY2023 General Fund Base Expenditures</b>	<b>\$118,697,800</b>
Base expenditure adjustments:	
• Personnel Services/Compensation	\$3,539,000
• Supplies, materials, support of designated operations and services	\$2,167,000
• Equipment, library acquisitions, reserves and maintenance	\$689,000
• Utilities	<u>\$201,000</u>
Change in Base Expenditures	<u>\$6,596,000</u>
<b>FY2024 General Fund Base Expenditures</b>	<b>\$125,293,800</b>

## Summary Explanation of Changes

### Personnel services / Compensation

- FY2024 projected increase of \$3.5 million
  - Contractual compensation increases, rising health care costs, promotions, TOP MOU, and minimum wage increases; Global Campus staffing and prior year departmental reallocations
  - New investments (see new initiatives on page 5)
  - MPERS annual savings of -\$1.0 million due to paydown of liability

### Supplies, materials, support of designated operations and services

- FY2024 projected increase of \$2.2 million
  - Contractual faculty professional development increases
  - Inflationary increases in departmental supplies and support costs, software, property and liability insurance, and travel; summer session, support from auxiliary operations, and prior year departmental reallocations
  - Global Campus operations, academic support, and investments
  - New investments (see new initiatives on page 5)

### Equipment, library acquisitions, reserves and maintenance

- FY2024 projected increase of \$0.7 million
  - Inflationary increases in academic equipment/software and deferred maintenance; prior year departmental reallocations
  - New investments (see new initiatives on page 5)

### Utilities

- FY2024 projected increase of \$0.2 million for rate increases





# FY2023-2024 New Initiatives and Investments

## New Initiatives and Investments

<p><b>Academic Enhancement</b> <span style="float: right;"><b>\$576,000</b></span></p> <ul style="list-style-type: none"> <li>• Speech Language Pathology (SLP) faculty</li> <li>• Cybersecurity faculty</li> <li>• Social Work administrative assistant</li> <li>• Capital Equipment Replacement (CERP)</li> <li>• Lab/classroom supplies</li> <li>• Library acquisitions</li> </ul>	<p><b>Supporting New Technology Development and Community Outreach</b> <span style="float: right;"><b>\$186,000</b></span></p> <ul style="list-style-type: none"> <li>• Application development staffing</li> <li>• Community outreach and engagement staffing</li> </ul>
<p><b>Removing Barriers to Student Access</b> <span style="float: right;"><b>\$1,214,000</b></span></p> <ul style="list-style-type: none"> <li>• Tuition Advantage funding</li> <li>• Bridge award funding</li> <li>• Additional need-based funding</li> <li>• Admissions staffing</li> <li>• Elimination of application fee</li> <li>• Graduate Assistants funding</li> </ul>	<p><b>Enhancing and Protecting University Infrastructure</b> <span style="float: right;"><b>\$250,000</b></span></p> <ul style="list-style-type: none"> <li>• Protecting and maintaining university infrastructure, capital renewal, and replacement</li> </ul>
<p><b>Enhancing Campus WellBeing, Experience, and Safety</b> <span style="float: right;"><b>\$1,097,000</b></span></p> <ul style="list-style-type: none"> <li>• Campus WellBeing staffing</li> <li>• Childcare initiatives</li> <li>• Programming new student spaces</li> <li>• Athletics staffing   Title IX/NCAA compliance</li> <li>• Public safety staffing</li> </ul>	<p><b>TOTAL NEW INITIATIVES AND INVESTMENTS</b> <span style="float: right;"><b>\$3,323,000</b></span></p>



# 2024-2025 Budget Timeline



# Budget Timeline – State of Michigan

- **September 2023 – November 2023**

- Capital outlay request
  - Does not happen every year
  - Proposals typically for projects difficult to fund internally
  - Alignment between university priorities and legislative funding opportunities

- **October 2023 – November 2023**

- Annual budget request
  - State requests information from universities related to challenges and opportunities for upcoming year
  - Information provided is used as the governor prepares the Executive Budget

- **February 2024**

- Governor releases the Executive Budget for the upcoming year

- **February 2024 – June 2024**

- House and Senate each release their proposed budget for the upcoming year
- Conference meetings take place
  - The three budget proposals are reviewed and discussed

- **June 2024 – September 2024**

- Final State of Michigan budget completed and approved for the upcoming fiscal year



# Budget Timeline - NMU

- **September 2023 – June 2024**

- Department heads and directors provide division leaders with proposed budget changes
- Division leaders prioritize requests received

- **September 2023 – February 2024**

- New initiatives or investments are proposed through divisions

- **February 2024**

- After release of the state's Executive Budget, finance and planning creates an initial budget model
  - Includes preliminary projections for state funding, enrollment, contractual compensation increases, proposed investments, and proposed reductions (if necessary)

- **February 2024 – September 2024**

- State House and Senate release proposed budgets
- Legislative and executive leaders meet to finalize the state budget
  - Normally occurs between June and September
- Additional budget models are created during this time as information from the state is made available

- **May 2024 – June 2024**

- Tuition and fees are set for fiscal year 2024-2025
  - Rate is determined based on projected enrollment, state funding, and expenditure projections
  - Complies with state's tuition restraint
  - Discussed with Executive Council, then submitted to the Finance Committee and Board of Trustees for approval



# Budget Timeline - NMU

- June 2024 – September 2024

- Budget model is adjusted to account for changes in appropriations, enrollment and expenditure projections
- Executive Council reviews proposals for additional investments or reductions (if necessary)

- September 2024/October 2024

- Budgets are presented to the Finance Committee for approval.
- Once approved, budgets are forwarded to the Board of Trustees for formal approval.
- Budgets include General Fund, Designated Fund, Auxiliary Fund, and Housing/Residence Life

- September 2024 – June 2025

- Divisions and departments can reallocate funds within their respective budgets in order to best meet the needs of their respective areas while remaining aligned with university goals



# Facilities Update



# Harden Hall Renovation



## Project Timeline

- Project out to bid October 2023
- Bids due November 2023
- Award December 2023
- Move out starting December 2023
- Construction start January 2024





# Science Complex Research and Teaching Lab Project

## Project Timeline

- Project out to bid December 2023
- Construct award January/February 2024
- Construction start May 2024
- Complete August 2025





# Vandament Arena



## Project Timeline

- Contract Awarded
- Construction to start December 2023
- Construction complete August 2024



# Berry Event Center Ice - Making System Replacement



## Project Completed

- Ice making began Oct. 8
- Ready for use on Oct. 16



# Superior Dome Turf Replacement Project



## Project Timeline

- Project out to bid October 2023
- Finalize agreement  
November/December 2023
- Construction summer 2024





# ACADEMIC AFFAIRS

# Campus for All

## Accessibility efforts

- Interactive map (power assist, elevators)
- Life Safety (AED)
- Digital Accessibility
- Prioritization

## Programming for Neurodiversity

- Engaging disability support services
- Accommodations
- Social skills
- Peer support

## Universal Design for Learning

- CTL, faculty and D & I





# NORTHERN STUDENT EXPERIENCE

# Integrating Commuters into the Campus Community

- **Who are NMU's Commuters?**
- Much of the work can begin before Commuters are students
  - Summer opportunities, programming, local outreach, Orientation etc.
- **Creating opportunities for engagement**
  - Connecting in commuter spaces
  - Taking lessons from Housing and Residence Life
- **Strengthening campus culture**
  - Building community in the two-sides of campus
  - Establishing an increased sense of belonging
- **Want to get involved, or have ideas?**





# PEOPLE, CULTURE & WELLBEING





# Staff Professional Development

Goal: A formalized staff development program that supports on-going learning and growth opportunities for NMU staff employees.

- Connects to our values
- Built on foundational wellbeing, diversity & inclusion, and on/off campus service experiences
- Embedded in our culture and sustainable over time



Priority Pillar Project

# Staff Professional Development

Partnered with staff union leader advisory team; developed and collected survey data (~30% response rate)

## Key takeaways

Onboarding experiences significantly vary

Limited access to on-campus and off-campus development experiences

Strong interest in building technical, career-specific and leadership/interpersonal skills



# Staff Professional Development

- Building out more robust staff onboarding process
- Developing professional development maps
- Branding a formal development program with “badges” or milestone recognition
- Piloting Staff Professional Development Day



# Diversity & Inclusion

## Current Initiatives

- AVP D&I Search
- Awarded King Chávez Parks 6-year grant
- [Heritage Calendar \(https://nmu.edu/seec/heritage-months\)](https://nmu.edu/seec/heritage-months)
- UNITED Conference March 21, 2024 – Intersections of Wellbeing and D&I
- Keynote speaker Stefani Foo – *What My Bones Know*
- Upping our D&I game with NMU Athletics

## Changes

- GEAR UP moving to School of Education, Leadership, and Public Service





# STUDENT AFFAIRS AND SUCCESS

Priority Pillar Project

# Implementation of the redesigned Student Success Advising program



# Eight clusters of majors





# Implementation of the redesigned Student Success Advising program

- By November, all but two clusters will have multiple success advisors
- Feedback from department heads and students has been positive
- How will we know it's a success?





# CAMPUS SAFETY PROTECTING NETWORKS & DATA

# Protecting Networks & Data

- “Zero Trust” Policy
- Enhanced Firewall Capabilities
- RUNTIME – Joint purchasing group with 7 other Michigan public universities
- Advanced EndPoint Detection and Response (EDR)
- Network Server Upgrades
- Backup systems upgrades
- Information Security Group
- MiSOC





# UNIVERSITY FORUM

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