



# 2020-2021 FINANCIAL PLANNING TASKFORCE

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May 13, 2020



# Committee Charge

The 2020-2021 Financial Planning Taskforce is charged with collecting, analyzing, and recommending to the Senior Leadership Team opportunities to enhance university revenues, increase administrative efficiencies, and reduce expenses, where appropriate, to offset declining enrollments and state support due to the impacts of COVID-19.

The priority for reducing expenses is to eliminate non-required items, not personnel.

## University Vision

APSU's vision is to create a collaborative, integrative learning community, instilling in students habits of critical inquiry as they gain knowledge, skills, and values for life and work in a global society.

## University Values

- Quality
- Innovation
- Collaboration
- Community
- Globalization

# Guiding Questions

- Is this service or program critical to the University mission?
- What legal liability, if any, would be incurred if the service or program were discontinued?
- Will accreditation be affected by terminating this service or changing the way it is delivered?
- Would changes in a service or program negatively impact our ability to compete for students or for employees?
- Will affirmative action be significantly affected by terminating this service or program, changing the way it is delivered?
- Can the service or program be provided in another way, by different personnel, or by different configuration of existing personnel?
- Will services to students be significantly affected by terminating this service or program, changing the way it is delivered?

# UNIVERSITY BUDGETING

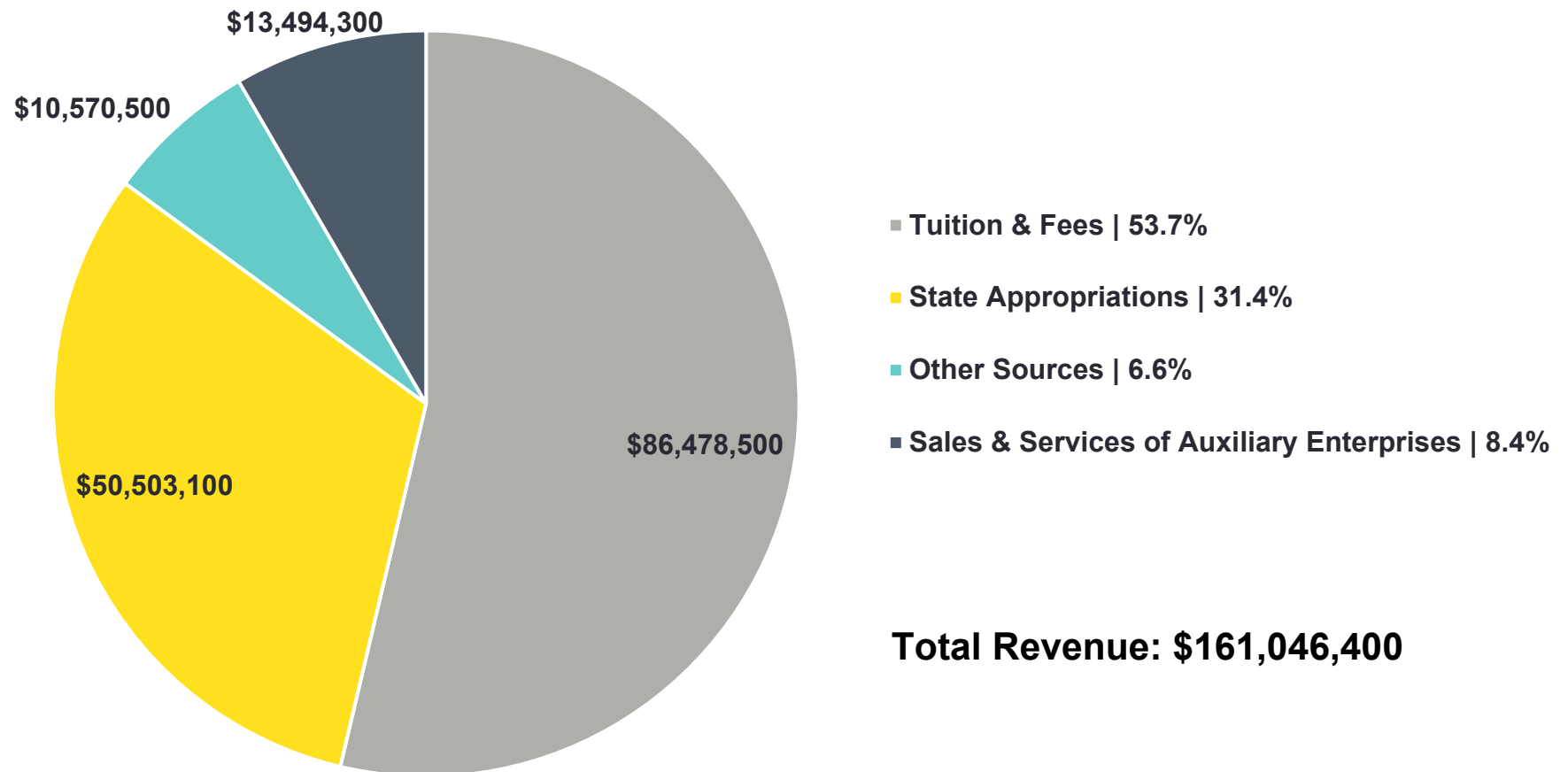
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# Budget and Financial Planning

- More information on the University's budget and financial planning can be found at <https://www.apsu.edu/budget/>

# Sources of Revenue

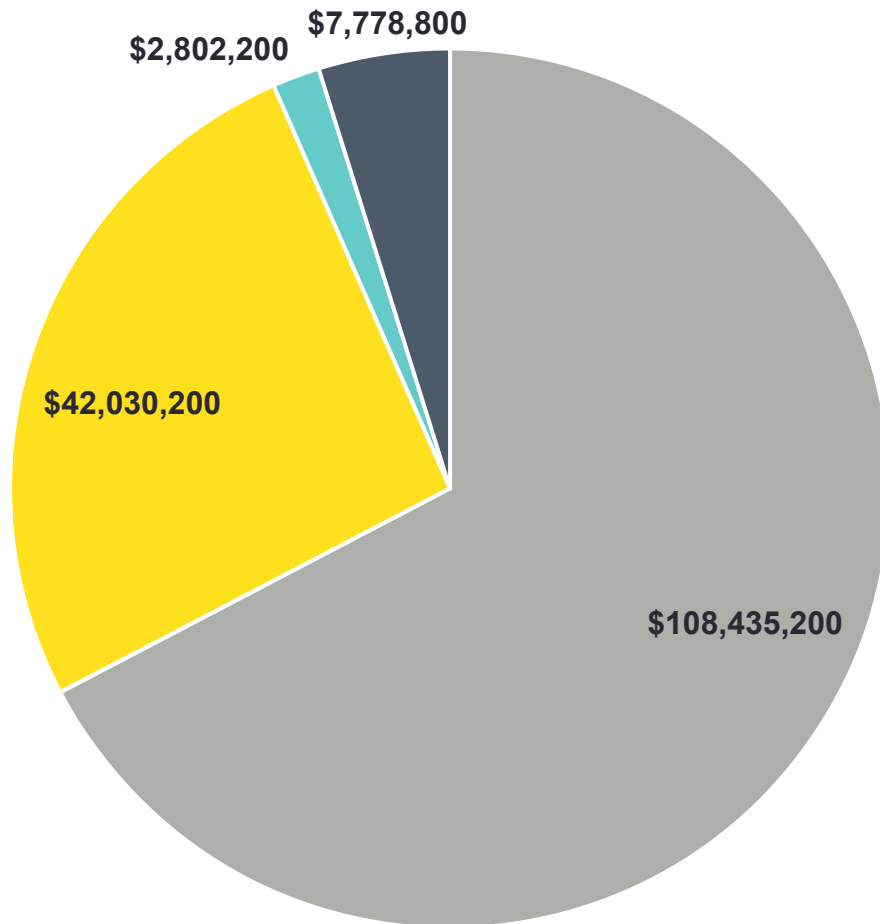


# Budget Expenditures by Function

Expenditures by Function		
Instruction	\$ 68,580,900	42.6%
Research	835,000	0.5%
Public Service	530,500	0.3%
Academic Support	10,488,600	6.5%
Student Services	23,896,700	14.8%
Institutional Support	14,665,800	9.1%
Operation and Maintenance of Plant	14,652,200	9.1%
Scholarships & Fellowships	11,213,800	7.0%
Debt Service/R&R	2,688,600	1.7%
Auxiliary Enterprise & Transfers	13,494,300	8.4%
<b>Total Expenditures</b>	<b>\$ 161,046,400</b>	<b>100%</b>



# Budget Expenditures by Natural Classification



■ Salaries & Employee Benefits | 67.3%

■ Operating Expenses | 26.1%

■ Travel | 1.7%

■ Debt Service/R&R | 4.8%

**Total Expenditures: \$161,046,400**

# Auxiliaries

- Auxiliaries are services offered to our students that meet their non-academic needs and enhance the overall campus experience.
- APSU strives to create a student-friendly environment by transforming campus into a community within itself.
- It is important to know that auxiliary entities are self-supporting; the units must generate enough revenue to cover both expenses associated with their operations.

# Auxiliary Units Budget

Unit	
Book and Supply Store	\$ 367,700
Food Services	494,600
Student Housing	9,756,600
Vending	75,000
Post Office	43,400
Parking	1,170,000
Student Recreation Center (Foy)	1,400,000
Campus Property Rentals	187,000
<b>Total</b>	<b>\$ 13,494,300</b>

# REVENUE SCENARIOS

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# Planning Scenarios

	7%	10%	15%	20%
<i>State Appropriation</i>	\$ (3,670,700)	\$ (5,243,800)	\$ (7,865,700)	\$ (10,487,700)
<i>On-going Enrollment Decline</i>	(1,766,300)	(1,766,300)	(1,766,300)	(1,766,300)
<i>Additional Enrollment Decline Projected Fall 20</i>	(4,587,000)	(6,552,900)	(9,829,300)	(13,105,700)
<b>Total</b>	<b>\$ (10,024,000)</b>	<b>\$ (13,563,000)</b>	<b>\$ (19,461,300)</b>	<b>\$ (25,359,700)</b>
<b>Program Services</b>				
Campus Access	\$ (64,300)	\$ (91,900)	\$ (137,900)	\$ (183,800)
Health Services	(40,100)	(57,200)	(85,800)	(114,400)
Student Activity Fee	(130,700)	(186,800)	(280,200)	(373,500)
Athletics Fee	(237,300)	(338,900)	(508,400)	(677,900)
Recreation Center	(79,100)	(113,000)	(169,500)	(226,000)
Debt Service	(144,400)	(206,300)	(309,500)	(412,600)
Technology Access				
Downtown	(119,200)	(170,300)	(255,500)	(340,600)
Fort Campbell	(12,300)	(17,600)	(26,400)	(35,300)
Student Government	(5,300)	(7,500)	(11,300)	(15,000)
Sustainable Campus	(10,500)	(15,000)	(22,500)	(30,000)
Graduation	(4,200)	(6,100)	(9,100)	(12,100)
<b>Total</b>	<b>\$ (847,400)</b>	<b>\$ (1,210,600)</b>	<b>\$ (1,816,100)</b>	<b>\$ (2,421,200)</b>

# NEXT STEPS

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Establish Subgroups

Consider Additional Guiding Questions

Required Expenditure Increases (Including COVID-19)

# Future Meetings

- Tuesdays: 9:00-10:00 am
- Thursdays: 2:00-3:00 pm