



HAVERFORD  
COLLEGE

# Finance and Admin Forum Spring Update and Discussion

May 16, 2024

# Discussion Summary

- Welcome & Meeting Goals
- FY 2023-24 Budget Forecast
- FY 2024-25 Budget
  - Planning Overview
  - Budget Planning and Development
- FY 2025-26 Budget Development
- Compensation Study Update
- Comprehensive Campus Plan and R&R Update
- On-line Bookstore and Spirit Store Update
- Q & A

# Update on FY 2023-24 Budget



# FY 2023-24 Budget Forecast

- Projected Positive Variance of 1-2%
  - Salary Savings - vacant positions
  - Investment Income
  - Contingency Savings



# FY 2024-25 Budget



# Budget Planning Overview

## ➤ Roles / Responsibilities

- President
- VPFA
- Senior Staff
  - Department Leadership
  - Cost Center Managers
  - Budget Managers
- AAC
- BOM



# Budget Planning & Development

## ➤ Budget Methodology

- Strategic Planning → Operational Details
- Incremental Budgeting
- Annual Budget in Context of 10-year Model

## ➤ Operating Budget

- Considerations and Challenges
- Key Levers/Assumptions
- Aligned with Strategic Plan

## ➤ Capital Budget

- Renewals & Replacements (R&R)
- Equipment (Academic, IT, and Library)



# Considerations and Challenges

- Enrollment
- Stock market is unpredictable
- Planning for the large class graduating in FY2025
- Balancing Haverford's TFRB rate vs peers/competition
- Need to realign compensation to benchmarks





# Key Assumptions

Component	Comment
Enrollment	<ul style="list-style-type: none"> <li>Incoming class of 370</li> <li>Total 1,421 on-campus, 62 off-campus</li> </ul>
Tuition, Fees, Room and Board (TFR&B)	<ul style="list-style-type: none"> <li>3.5% increase</li> <li>Total TFR&amp;B = \$89,569</li> </ul>
Financial Aid	<ul style="list-style-type: none"> <li>41.0% discount rate all classes</li> </ul>
Endowment Draw	<ul style="list-style-type: none"> <li>HC: 4.85% of 12-Quarter Average</li> <li>Measey Trust 5% of 13-month Average</li> </ul>
Compensation	<ul style="list-style-type: none"> <li>Salaries and benefits pool – 4%</li> <li>Compensation Study Results (Phase 1)- \$750K</li> <li>New Positions \$768K</li> </ul>
Operating Initiatives	<ul style="list-style-type: none"> <li>Identified budget reductions - \$470K</li> <li>Recurring, one-time, and capital initiatives - \$135K</li> </ul>
Facilities	<ul style="list-style-type: none"> <li>\$250k added to deferred maintenance</li> </ul>





HAVERFORD  
COLLEGE

# FY 2024-25 Budget

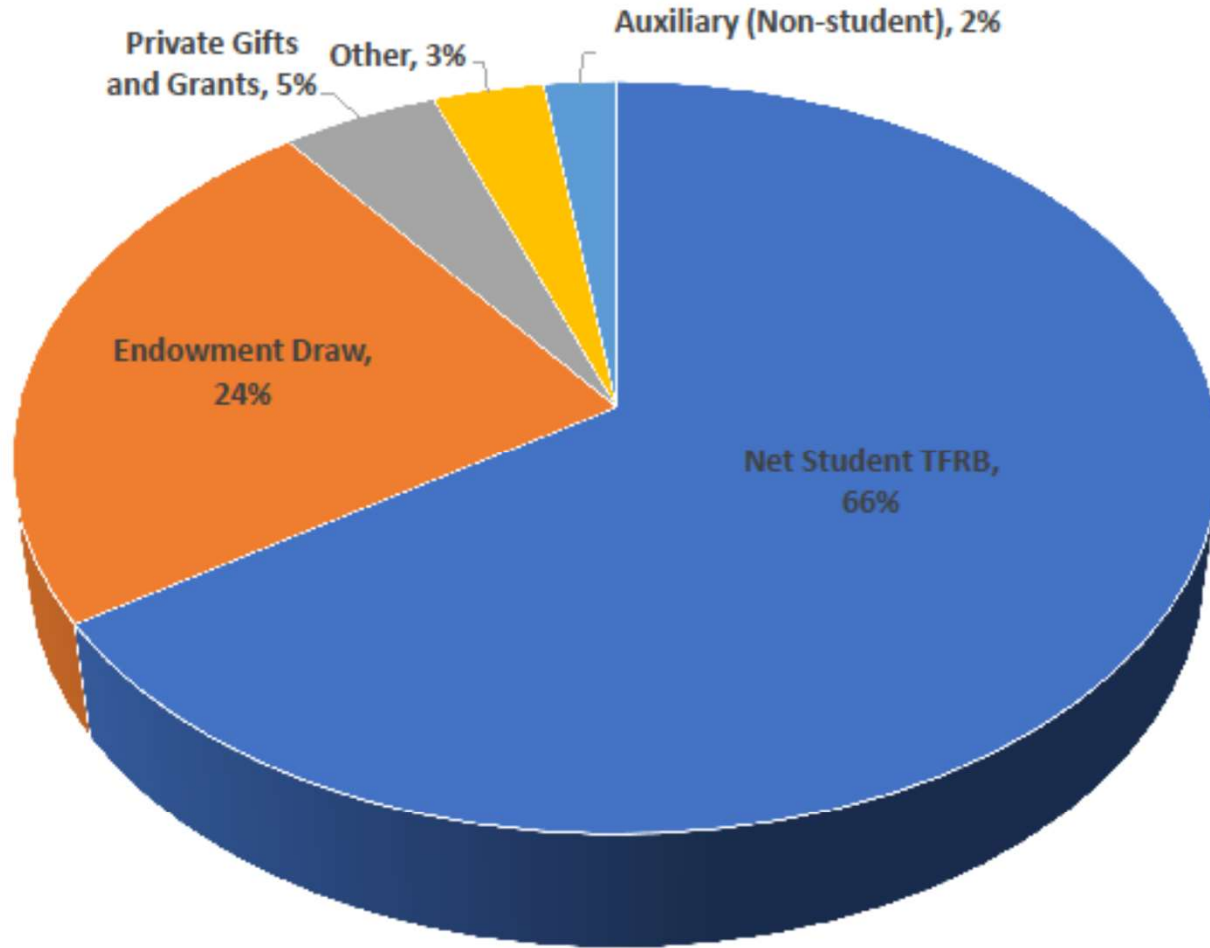
Revenues = Expenses

(\$127.94 million)

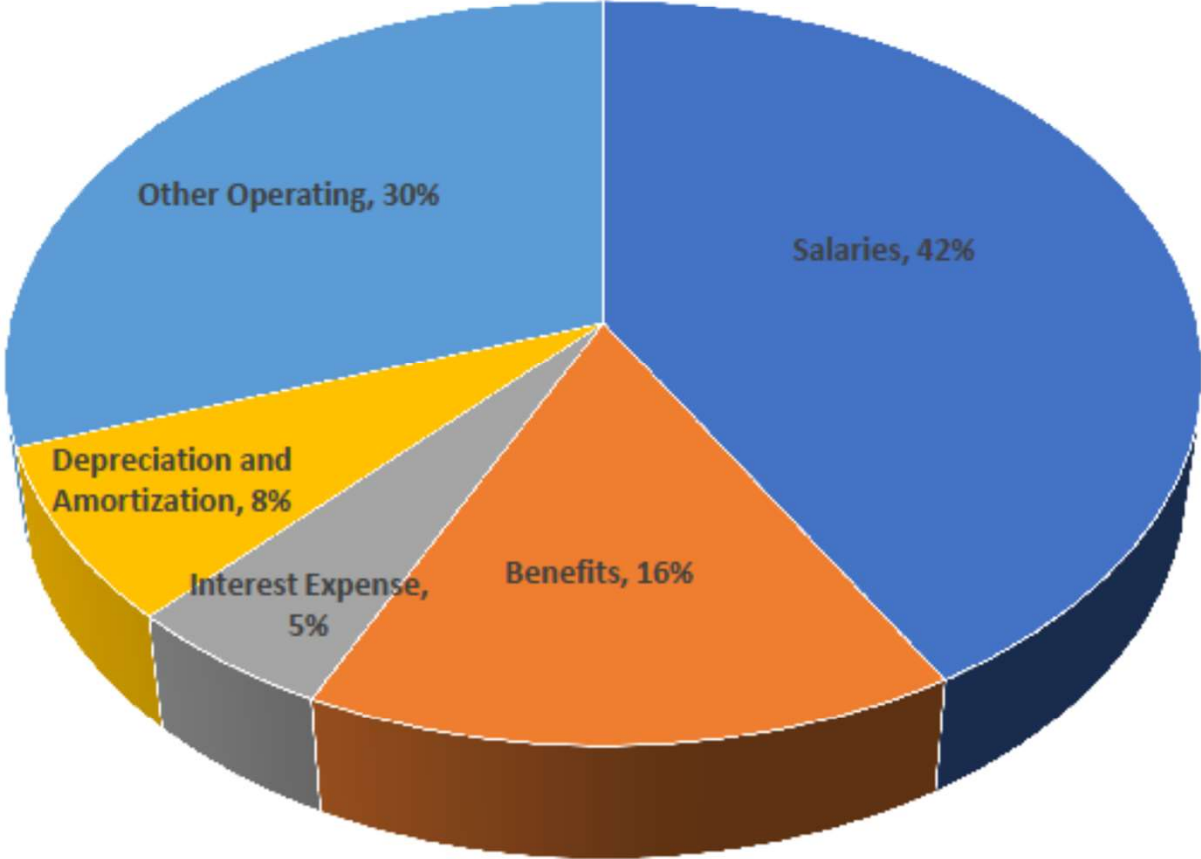


**Budgeted Operating Revenue for FY 2024-25**

**Total: \$127,940,000**



**Budgeted Operating Expenditures for FY 2024-25**  
**Total: \$127,940,000**



# Budget Process Changes

- Creation of new budget reports for Cost Center Managers (CCMs)
  - Used by CCMs to review and reconcile departmental budgets
  
- Early Fall meetings between the Budget Office and individual CCMs to:
  - Review FY2024-25 budgets and the new reports
  - Review any budget variances from the FY2023-24 budget
  
- Re-allocate each Cost Center's FY2024-25 budget to align with where budgets have historically been spent
  
- Budget checking based on a Cost Center's total available budget turned on in WorkDay



# FY 2025-26



# FY 2025-26 Operating Budget Development Timeline

## ➤ Summer

- Budget office prepares for meetings with Cost Center Managers (CCMs)

## ➤ Early Fall

- Senior Staff establishes budget priorities and agrees on final preliminary budget assumptions; AAC reviews
- Budget Office meets with CCMs to review the FY2024-25 budget and prepare for FY2025-26

## ➤ Mid Fall

- **Departments submit capital and operating initiative requests to their Senior Staff person**
- Senior Staff works with divisions to review existing budgets to identify budget reductions and new requests
- Senior Staff/AAC review preliminary divisional budget planning



# FY 2025-26 Operating Budget Development Timeline

- **Late Fall:**
  - All initiatives are shared, reviewed, and prioritized by Senior Staff
- **Early Spring:**
  - Senior Staff/AAC review and finalize TFR&B, financial aid, and enrollment target
  - Preliminary parameters and planning assumptions are presented to the BOM for approval
- **Mid Spring:**
  - Finalize budget parameters, including salary pool
  - Present to Board FY2025-26 balanced budget recommendation
- **Late Spring:**
  - Distribute salary pool data
  - Load FY2025-26 Approved Budget into WorkDay





# Compensation Study Update

- Compensation Study Timeline Review
- Faculty Peer Group Comparisons
- Staff Peer Group Comparisons
- Job Architecture: Mapping of Staff Jobs



# Next Steps

## ➤ Future Communication Plans

- Mercer is developing a communication plan to aid in discussion with staff around job levels and the associated salary bands that Mercer will produce
- Core Team will provide monthly Community Comp Study Updates (~1 per month)
  - May - July
    - Open Community In Person/Zoom Sessions
    - SAEC
    - FAPC
    - AAC



# Next Steps

- Complete faculty gap analysis and review of benchmarks
  - Due May 31st
- Mercer incorporates feedback to faculty matches and reviews staff gap analysis
  - May - June 12
- Mercer to present staff and faculty gap analysis
  - June 18
- Mercer & Core team review salary structures
  - July
- Mercer provides Senior Staff overview of benchmark and planning strategies
  - July



# 2045 ASPIRATIONAL COMPREHENSIVE CAMPUS PLAN

Emerging Preferred Concept - Building Use



FY-24 R and R Data by Division

Division / Purpose/ Building	Budget	Expended to Date	Expected Expenditure	Expected Variance
Academic	\$675,000	\$413,080	\$558,065	\$116,935
Administrative	\$60,000	\$45,869	\$46,000	\$14,000
Arboretum	\$180,000	\$179,839	\$165,000	\$15,000
Athletics	\$102,000	\$43,455	\$102,000	\$0
Campus Safety	\$391,000	\$150,852	\$340,000	\$51,000
Dining Center	\$351,000	\$225,335	\$217,000	\$134,000
Faculty Housing	\$415,000	\$327,009	\$353,000	\$62,000
Finishes	\$100,000	\$56,000	\$100,000	\$0
Infrastructure	\$1,870,000	\$1,437,952	\$1,982,000	-\$112,000
KINSC	\$170,000	\$34,968	\$80,000	\$90,000
Other	\$50,000	\$21,953	\$45,000	\$5,000
Student (Life)	\$785,000	\$377,336	\$535,000	\$250,000
Student (Residential)	\$875,000	\$707,975	\$909,000	-\$34,000
Sustainability	\$50,000	\$24,435	\$35,000	\$15,000
Contingency & Project Mgmt	\$184,000	\$0	\$184,000	\$0
<b>Grand Total</b>	<b>\$6,258,000</b>	<b>\$4,046,058</b>	<b>\$5,651,065</b>	<b>\$606,935</b>

**Unplanned Projects**

Infrastructure(CCP)	\$713,000
Infrastructure(Small Pond Dredging)	\$50,000
Lutnick Fine Arts Gallery Updates	\$20,000
Yarnall Handicap Bridge	\$10,000
Skate House Updates	\$125,000
Slate Roof Maintenance	\$80,000
<b>Total</b>	<b>\$918,000</b>



FY 2025 Proposed R&R Projects

Priority	Number of Proj.	Budget			
1	52	\$3,980,900			
2	46	\$2,210,100			
3	5	\$159,000			
Division /Purpose/ Building	Budget	Expended to Date	Expected Expenditure	Expected Variance	
Academic	\$332,500	\$0	\$332,500	\$0	\$0
Arboretum	\$55,000	\$0	\$55,000	\$0	\$0
Athletics	\$445,000	\$0	\$445,000	\$0	\$0
Campus	\$445,000	\$0	\$445,000	\$0	\$0
Campus Safety	\$150,000	\$0	\$150,000	\$0	\$0
Faculty Housing	\$687,000	\$0	\$687,000	\$0	\$0
Faculty Offices	\$20,000	\$0	\$20,000	\$0	\$0
Finishes	\$100,000	\$0	\$100,000	\$0	\$0
Infrastructure	\$1,195,000	\$0	\$1,195,000	\$0	\$0
Infrastructure(IITS)	\$40,000	\$0	\$40,000	\$0	\$0
KINSC	\$591,000	\$0	\$591,000	\$0	\$0
Other	\$220,500	\$0	\$220,500	\$0	\$0
Student (Life)	\$175,000	\$0	\$175,000	\$0	\$0
Student (Residential)HCA	\$675,000	\$0	\$675,000	\$0	\$0
Student (Residential)Non HCA	\$1,219,000	\$0	\$1,219,000	\$0	\$0
<b>Grand Total</b>	<b>\$6,350,000</b>	<b>\$0</b>	<b>\$6,350,000</b>	<b>\$0</b>	<b>\$0</b>



## R&R Projects FY 2024 & 2025

- Woodside Meditation Room Accessibility
- Skate Shack improvements
- Pathway lighting improvements
- Scorer's Building renovations
- Observatory Roof replacement
- Softball Field improvements
- Small Pond dredging
- Residence Halls refresh



# Online Bookstore Update

## ➤ Online Bookstore RFP Committee

- Great feedback from the community on bookstore needs
- 15 individuals from across campus, including 2 students
- Ecampus was selected as the online bookstore provider
  - Ease of interface and functionality
  - Price match guarantee
  - Free shipping anywhere over \$59 and on all orders shipped to campus
  - Allows book rentals to be returned to the Campus Store





# Spirit Store Update

- Google form open now for community input
- B&N will close the last week in June
- Haverford Campus Store will be closed for a few weeks to allow the space to be refreshed and stocked



# Community Feedback

- Suggestions for:
  - Training Topics
  - Other Suggestions?





HAVERFORD  
COLLEGE



***Thank you***  
**Q&A**

**Slide 27**

---

**IB1**

Isackman, Brigid, 5/1/2024