



---

SANTA CLARA UNIVERSITY

---

# Business Managers Meeting

**February 17, 2011**

Lucas Hall - Forbes Conference Room



## Goals

Primary themes:

- Communication
- Coordination
- Accountability
- Customer focus

Identify business challenges and opportunities

Establish working groups to resolve issues

Share information across Departments

Keep a positive approach

Maintain customer focus

Meet 3 times a year with rotating host



## SCU Business Managers

- Provost Office- Robin Reynolds
- Budget Office- Dennis Roberts, Lucy Sardinha
- Bursar- Denise Burt
- Registrar- Monica Augustin
- Controller- Sarah Gatenby, Ramona Sauter
- HR- Charlie Ambelang, Ingrid Williams
- Risk Management- Sam Florio
- Student Life- Matt Cameron, Jon Gray
- IT- Carl Fussell, John Bright, Sheila Krumm
- Business School- Liz Barron Silva
- Engineering School- Scott Andrews
- Law School- Jacqueline Wender, Ben Martin
- College of Arts and Science- Kathleen Schneider, Rafael Ulate
- Counseling Psychology Educ- Josephine Ishou
- DeSaisset Museum- Elizabeth Carter, Rebecca Schapp

### Centers of Distinction:

- Markkula Center- Monica DeLong
- Science /Technology- Karen Ajluni
- Ignatian Center- Theresa Ladrigan-Whelpley
- Undergraduate Studies- Robert Covich
- International Studies- Lori Johnson
- Univ. Relations/ Development- Alma McChesney, Paul Neilan, Margaret Avritt
- Athletics: Jon Clough, Janice DeMonisi, Tim Hauser
- Financial Aid : Joel Putnam
- Undergraduate Admissions: Charity Garcia
- Univ. Support Services: Ed Merryman
- Auxiliary Services: Jane Barrantes
- Facilities: David Cajigas, Don Akerland
- Campus Ministry: Peggy Tritto



## Agenda

<u>Topic</u>	<u>Speaker</u>	<u>Time</u>
Introduction	Harry Fong	5
Consolidated Operating Budget	Charles Erekson	10
FY 2012 Budget Overview	Dennis Roberts	10
FY 2012 Budget Schedule	Lucy Sardinha / Robin Reynolds	10
FY 2011 Clean-up and Close	Robin Reynolds	10
Open Discussion / Action Items		30



## Consolidated Operating Budget

- Integrate strategic planning, program review, budgeting, facilities, master planning, and capital campaign planning
- Develop a long-term financial plan based on the University's *Strategic Plan* that articulates the financial requirements needed to support our core educational programs, advance our strategic direction, and enhance our performance
- Utilize all available financial resources across the University to support our core educational programs, appropriate support services, and the necessary infrastructure
- Identify opportunities for deploying financial resources to advance our strategic direction and enhance our performance

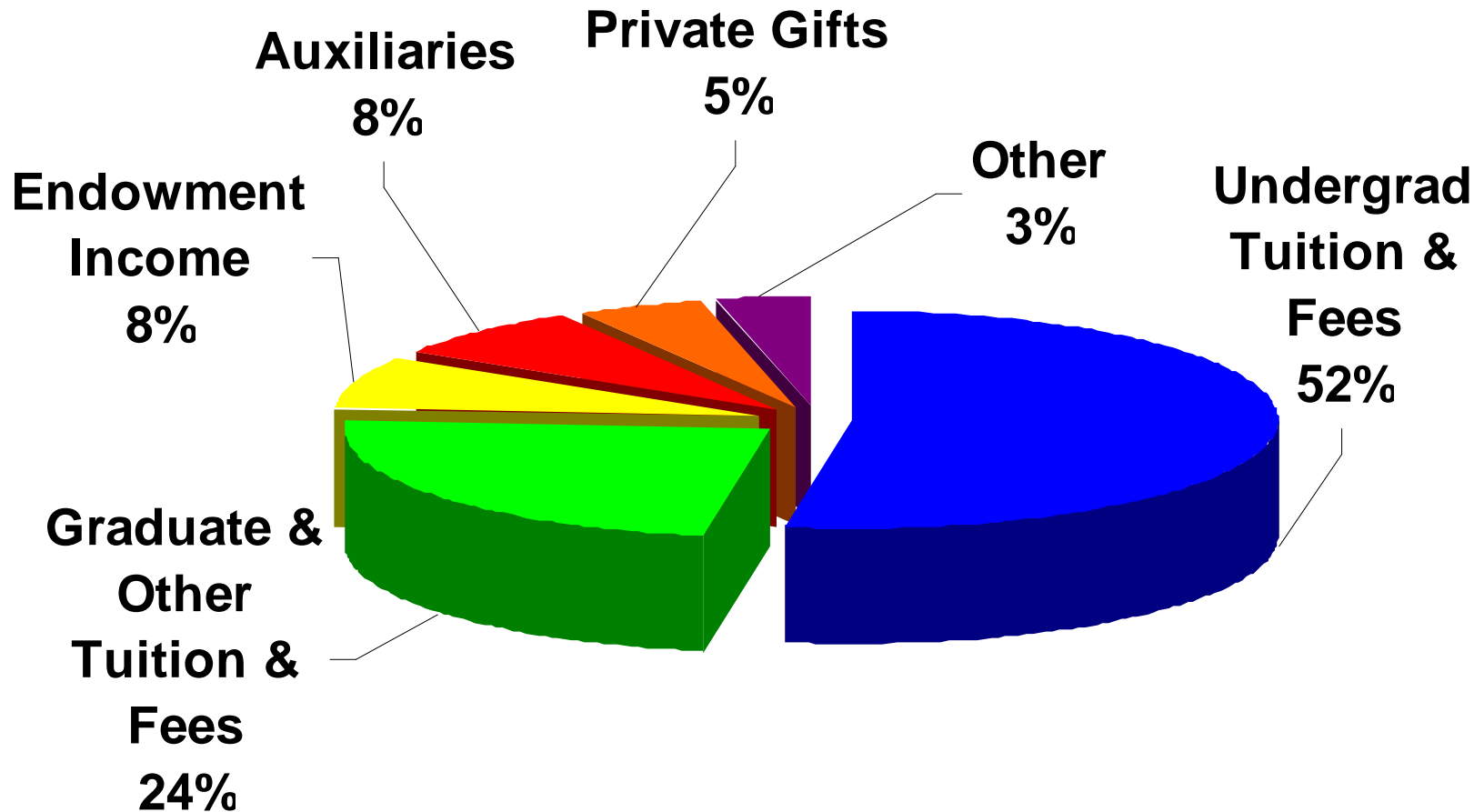


## Financial Challenges

- Pressure to moderate increases in undergraduate and graduate tuition rates
- Pressure to increase financial aid (tuition discount rate)
- Limited capacity to increase size of undergraduate and graduate programs in short term
- Steady but slow recovery of endowment value and distributions
- Maintaining competitive compensation for faculty and staff and increasing cost of benefits
- Increasing cost of technology



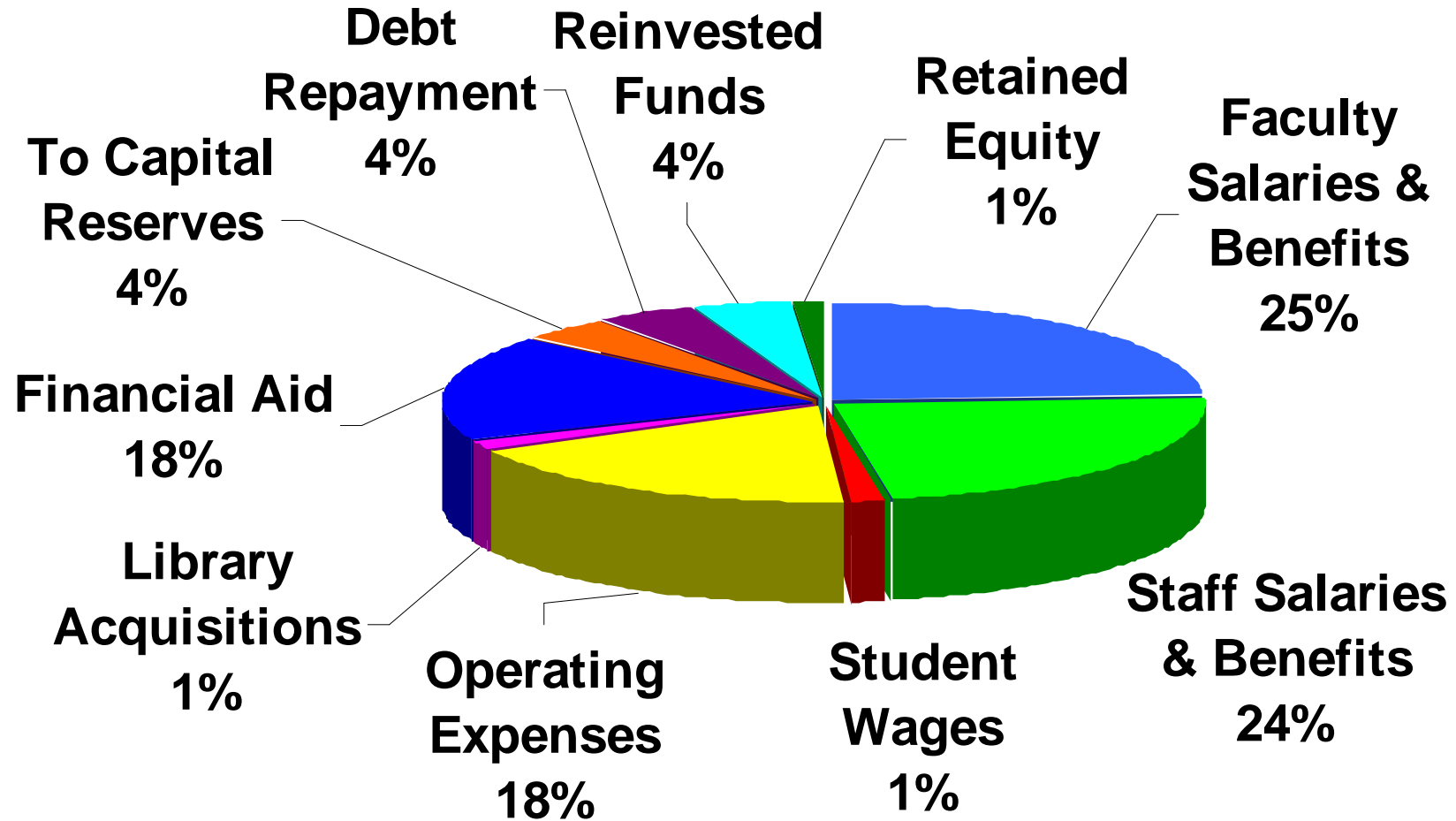
# FY 2012 Revenue Budget



**Total: \$367.3M**



# FY 2012 Expense Budget



**Operating: \$347M**



# SANTA CLARA UNIVERSITY

## FY 2012 Operating Budget - \$ in Millions

<b>REVENUE</b>	<b>TUITION &amp; FEES</b>	<b>280</b>
	<b>ENDOWMENT INCOME</b>	<b>28</b>
	<b>AUXILIARIES</b>	<b>28</b>
	<b>PRIVATE GIFTS</b>	<b>18</b>
	<b>OTHER</b>	<b>13</b>
	<b>TOTAL REVENUE</b>	<b>367</b>
<b>EXPENSE</b>	<b>FACULTY SALARIES</b>	<b>66</b>
	<b>STAFF SALARIES</b>	<b>63</b>
	<b>STUDENT WAGES</b>	<b>5</b>
	<b>TOTAL SALARIES &amp; WAGES</b>	<b>134</b>
	<b>BENEFITS</b>	<b>46</b>
	<b>TOTAL SALARIES &amp; BENEFITS</b>	<b>180</b>
	<b>OPERATING EXPENSES</b>	<b>67</b>
	<b>LIBRARY ACQUISITIONS</b>	<b>5</b>
	<b>FINANCIAL AID</b>	<b>64</b>
	<b>DEBT REPAYMENT</b>	<b>16</b>
	<b>TO CAPITAL RESERVES</b>	<b>15</b>
	<b>TOTAL EXPENSE</b>	<b>347</b>
<b>CURRENT OPERATIONS NET</b>		<b>20</b>
	<b>RETAINED EQUITY</b>	<b>5</b>
	<b>REINVESTED FUNDS</b>	<b>15</b>
<b>NET INCOME</b>		<b>-</b>



# SANTA CLARA UNIVERSITY

## FY 2012 Capital Budget - \$ in Millions

Line Item	CAPITAL PLAN		SOURCE OF FUNDS				Funding Total
	Request	Capital Budget	Capital Reserves	Debt	Gifts & Grants		
					Actual	Goal	
<b>Capital Renewal</b>							
General University Facilities	5.8	4.9	4.9	-	-	-	4.9
Auxiliaries	0.5	0.5	0.5	-	-	-	0.5
Technology	1.9	1.9	1.9	-	-	-	1.9
Other Equipment	0.4	0.4	0.4	-	-	-	0.4
Subtotal Renewal	8.6	7.7	7.7	-	-	-	7.7
<b>Capital Improvements</b>							
General University Facilities							
Physical Environment	0.6	0.6	0.6	-	-	-	0.6
Program Change							
Modifications	2.0	1.5	1.5	-	-	-	1.5
All Other	3.6	1.9	1.9	-	-	-	1.9
Total Facilities	6.2	4.0	4.0	-	-	-	4.0
Auxiliaries							
Campbell Avenue Residences	1.9	1.9	1.9	-	-	-	1.9
All Other	0.2	0.2	0.2	-	-	-	0.2
Technology	7.1	1.8	1.8	-	-	-	1.8
Other Equipment	-	-	-	-	-	-	-
Subtotal Improvements	15.4	7.9	7.9	-	-	-	7.9
<b>New Construction</b>							
General University Facilities							
Enrollment Management Building	15.0	15.0	-	7.0 *	-	8.0	15.0
Art & Art History Building	25.0	25.0	-	-	-	25.0	25.0
Auxiliaries							
Graham Student Residence	35.0	35.0	-	35.0 *	-	-	35.0
Subtotal New Construction	75.0	75.0	-	42.0 *	-	33.0	75.0
Grand Total	99.0	90.6	15.6	42.0 *	-	33.0	90.6

\* \* Existing Debt



## FY 2012 Budget Schedule

<u>Completion Date</u>	<u>Action</u>
March 1, 2011	UFO Distribute Budget planning instructions
March 30	HR Distribute Salary planning instructions
	UFO Finalize financial management structural changes, including accounts and departments
	University Operating Budget Allocations to VP's
	Confirm revenue, gifts, and endowment spending distributions with VP's
April 18	HR Distribute Salary Planning worksheets
April 26	Budget training begins
April 29	Departments Complete Budget Worksheets
May 20	Departmental Budgets Entered in Budget System



**FY 2012 Budget Schedule - continued**

<u>Completion Date</u>	<u>Action</u>
May 9	Complete Salary Planning
May 20	Department / Operating Unit budgeting completed
June 15	Departmental Budgets Confirmed by UFO
June 30	Consolidated Operating Budgets Loaded in Financial System



SANTA CLARA UNIVERSITY

## Upcoming Business Managers Meeting

- **Thursday, June 23, 2011**  
*(Hosted by Enrollment Management)*
  
- **Thursday, September 29, 2011**