

Fordham University

Five-Year Financial Plan

Fiscal Years 2020 to 2024

BUDGET FORUM

May, 2019



FORDHAM
THE JESUIT UNIVERSITY OF NEW YORK

FY 2020 Themes

Improve undergraduate student retention

- In keeping with the recommendations of the Retention Task Force, the financial planning process included collaboration between Deans' offices, the Interim Provost's team, Student Affairs, Enrollment Management, and Finance to determine ways to improve, and measure, Fordham's ability to improve undergraduate student retention.
- Investments are proposed in student services, mental health services, and academic advising to improve retention rates, including \$1 Million from the Strategic Development Fund.

Strengthen investment in strategic priorities

- With the Board's approval, we established an \$8.1 Million Strategic Development Fund, intended to seed new, innovative, and mission-aligned strategic initiatives.
- The current fund balance is earmarked for spending over the next three years on a variety of priorities, including student retention, new academic programs, strategic partnerships, marketing and promotion, and innovation in learning and pedagogy.

Emphasize non-student revenue streams (fundraising and grants)

- In conjunction with the Academic Affairs team, we have expanded our budgeting process to fundraising (e.g. a Dean's discretionary fund) and grants. This helps to place greater financial controls around sources of revenue that are relied upon for the operations of a particular part of Fordham, such as a graduate school, an athletic program, or a team conducting critical research.
- For now, these newly-budgeted activities will remain outside the operating budget, but will be further integrated in the coming years as the University adapts to this more holistic style of financial planning and management.
- More about these developments can be found on slide 5.

Repurpose resources to adapt to a changing landscape

- Our rigorous approach to cost optimization is paying off. The Voluntary Separation Program resulted in a net reduction of 24 positions and \$2.8 Million in FY 2020 savings. In addition, we negotiated a 3% decrease in health insurance premiums that will save the University an additional \$5.3 Million in FY 2020.
- These savings have promoted investment in both strategic and tactical activities, including enhancements to Fordham's athletic programs, online learning, and graduate financial aid – and will help position Fordham to cover the costs of a changing landscape (e.g. increasing demand for student services, adjunct and non-tenure track faculty unionization, statutory minimum wage increases).
- While recognizing the importance of growth, we continue to strive for a modest, but firm operating result and contingency, particularly as we anticipate entering the financial markets for the campus center renovation and expansion.

FY 2020 Metrics and Drivers

Tuition Rate Increases and Enrollments		
School	Rate Increase	Enrollment (FTE)
Undergraduate:		8,818
Rose Hill	3.30%	6,169
Lincoln Center	3.30%	2,649
Graduate and Professional:		6,653
Arts & Sciences (GSAS)	2.02%	801
Business (GSB-Grad)	3.99%	1,285
Education (GSE)	2.71%	555
Law	3.75%	1,402
Professional & Continuing Studies (PCS)	1.70%	698
Religion & Religious Education (GRRE)	2.99%	171
Social Service (GSS)	1.50%	1,741
Total University		15,471

Financial Aid Discount Rates	
Undergraduate:	
First-year only	48.4%
All undergraduates	39.3%
Graduate	18.0%
Total University	32.3%

Per-Student Metrics	
Net revenue per undergraduate FTE	\$ 41,517
Net revenue per graduate FTE	\$ 34,223
Net revenue per FTE (overall)	\$ 38,709
Net cost per FTE	\$ 41,814

Noteworthy Expense Drivers		
Cost Category	With 2U	Without 2U†
Salary and wage increases (raises and hiring)	7.1%	3.2%
Fringe benefit increases	6.3%	5.6%
Operating expense increases	13.5%*	5.7%
† Compares FY 2019 modified budget to FY 2020 proposed budget		
* Most of the increase is the 2U revenue share		

Other Noteworthy Revenue Drivers	
Endowment payout approved by Finance and Investment Committee	4.5%
Room and board rate increases	3.0%
Increase in operating fundraising over last year (FY 2019)	19.5%
Transfer from Strategic Development Fund	\$4.7 Million

FY 2020 Proposed Operating Budget

	FY 2019 Forecast ^(a)	FY 2020 Proposed Budget	Growth	
			FY 2020	Target
Operating revenues:				
Tuition and fees	\$ 708.5	\$ 753.7	6.4%	6.5%
Financial aid	(226.2)	(243.1)	7.5%	5.0%
Net tuition	\$ 482.3	\$ 510.6	5.9%	7.2%
Government grants and appropriations	2.5	2.6	4.0%	3.4%
Private gifts, grants and contracts	4.1	4.9	19.5%	3.4%
Restricted revenue	6.1	10.6	73.8%	3.4%
Investment income	10.3	10.2	-1.0%	3.4%
Other revenue	18.6	18.5	-0.5%	3.4%
Transfer from Strategic Development Fund	0.0	4.7	-	-
Auxiliary enterprises	84.6	88.3	4.4%	1.9%
Total operating revenues	\$ 608.5	\$ 650.4	6.9%	6.2%
Operating expenses:				
Salaries and wages	266.8	285.7	7.1%	3.3%
Fringe benefits	101.7	108.1	6.3%	6.3%
Operating expenses	159.2	180.6	13.4%	11.5%
Depreciation	54.6	56.3	3.1%	3.1%
Interest and other financing costs	15.3	14.7	-3.9%	-3.9%
Transfer to Strategic Development Fund	2.0	-	-100.0%	0.0%
Contingency	2.0	1.5	-25.0%	0.0%
Total operating expenses	\$ 601.6	\$ 646.9	7.5%	6.4%
Operating result	\$ 6.9	\$ 3.5		

Notes:

(a) These are the expense and revenue estimates as of February 28, 2019.

Net tuition and fees growth: 5.9% | Revenue growth: 6.9%
Endowment spend rate: 4.5% | Non-union salary increase: 2.7%
Operating result: \$3.5 million surplus | 2U details on slide 7

Overview of Budgeting Activities

In addition to our operating budget, we receive and spend money from donors and grantors (governmental agencies and private foundations) for specific activities.

For FY 2020 we have budgeted all of Fordham's grant-funded activities and a portion of donor-funded activities (blue-shaded section).

In future years, we will extend budgeting work to all other donor-funded activities (yellow-shaded section).

Extending budget controls to all of these sources and uses will help us promote additional transparency and accountability.

	Proposed Operating Budget	Grant-Funded Activities	Donor-Funded Activities	Subtotal	Donor-Funded Activities*	Total University
Revenue:						
Tuition and fees	\$ 753.7			753.7		\$ 753.7
Auxiliary	88.3			88.3		88.3
Direct gifts	15.5	4.0	5.0	24.5	5.0	29.5
Investment income	10.2		3.7	13.9	19.0	32.9
Grants	2.6	15.5		18.1		18.1
Other	23.2		0.4	23.6		23.6
Total revenue	893.5	19.5	9.1	922.1	24.0	946.1
Expenses:						
Financial aid	(243.1)	(6.2)	(3.2)	(252.5)	(14.0)	(266.5)
Other	(646.9)	(13.3)	(5.9)	(666.1)	(10.0)	(676.1)
Total expenses	(890.0)	(19.5)	(9.1)	(918.6)	(24.0)	(942.6)
Revenue less expenses	\$ 3.5	0.0	0.0	3.5	0.0	\$ 3.5
* Estimated						

FY 2021 to 2024 Plan

The key factors to help ensure sustainable budgets in the FY 2021 to 2024 planning years are: (a) growing revenue (2U (see slide 7) and improved retention); (b) slowing financial aid growth; and (c) slowing personnel cost growth through operational efficiencies. FY 2023 includes anticipated depreciation (Project Phase 1 only) and interest associated with the proposed campus center project.

	FY 2020 Proposed Budget	FY 2021 Plan	FY 2022 Plan	FY 2023 Plan	FY 2024 Plan	FY 2021 % Change	FY 2022 % Change	FY 2023 % Change	FY 2024 % Change
Operating revenues:									
Tuition and fees	\$ 753.7	\$ 798.7	\$ 845.5	\$ 898.5	\$ 933.3	6.0%	5.9%	6.3%	3.9%
Financial aid	\$ (243.1)	\$ (254.0)	\$ (263.8)	\$ (279.4)	\$ (290.2)	4.5%	3.9%	5.9%	3.9%
Net tuition	\$ 510.6	\$ 544.7	\$ 581.8	\$ 619.0	\$ 643.1	6.7%	6.8%	6.4%	3.9%
Government grants and appropriations	\$ 2.6	\$ 2.6	\$ 2.7	\$ 2.7	\$ 2.8	2.0%	2.0%	2.0%	2.0%
Private gifts, grants and contracts	\$ 4.9	\$ 5.0	\$ 5.1	\$ 5.2	\$ 5.3	2.2%	2.2%	2.2%	2.3%
Restricted revenue	\$ 10.6	\$ 10.0	\$ 10.0	\$ 10.0	\$ 10.0	-5.4%	-0.4%	0.0%	0.1%
Investment income	\$ 10.2	\$ 10.7	\$ 11.1	\$ 11.7	\$ 11.8	4.5%	4.5%	4.7%	1.4%
Other revenue	\$ 18.6	\$ 19.4	\$ 19.6	\$ 20.0	\$ 20.5	4.5%	1.2%	2.0%	2.2%
Transfer From Strategic Fund	\$ 4.7	\$ 1.9	\$ 1.7	\$ -	\$ -	-59.6%	-10.5%	-100.0%	-
Auxiliary enterprises	\$ 88.3	\$ 90.7	\$ 93.4	\$ 96.1	\$ 98.9	2.7%	2.9%	2.9%	2.9%
Total operating revenues	\$ 650.4	\$ 685.0	\$ 725.4	\$ 764.8	\$ 792.3	5.3%	5.9%	5.4%	3.6%
Operating expenses:									
Salaries and wages	\$ 285.7	\$ 297.7	\$ 310.4	\$ 320.8	\$ 331.2	4.2%	4.3%	3.4%	3.2%
Fringe benefits	\$ 108.0	\$ 114.7	\$ 121.9	\$ 129.8	\$ 138.1	6.1%	6.3%	6.4%	6.4%
Other operating expenses	\$ 180.6	\$ 195.3	\$ 213.9	\$ 225.2	\$ 230.2	8.1%	9.6%	5.3%	2.2%
Depreciation	\$ 56.3	\$ 57.3	\$ 58.3	\$ 62.0	\$ 65.0	1.8%	1.7%	6.4%	4.8%
Interest and other financing costs	\$ 14.7	\$ 14.1	\$ 13.5	\$ 17.8	\$ 16.5	-4.4%	-3.8%	31.4%	-7.3%
Contingency	\$ 1.5	\$ 1.5	\$ 1.5	\$ 1.5	\$ 1.5	0.0%	0.0%	0.0%	0.0%
Total operating expenses	\$ 646.9	\$ 680.5	\$ 719.6	\$ 757.2	\$ 782.5	5.2%	5.7%	5.2%	3.3%
Operating result	\$ 3.5	\$ 4.5	\$ 5.8	\$ 7.6	\$ 9.8	29.5%	27.7%	30.8%	29.7%

Financial Implications of 2U Partnership

2U revenue and expenses (including 2U revenue share) have been budgeted for GSS, GSE, GSB and Law, with over 80% of the 2U tuition revenue generated by GSS. The revenue share expense (as a % of net tuition and fees) to 2U is as follows: GSS, 60%; GSE, GSB, and Law, 65%.

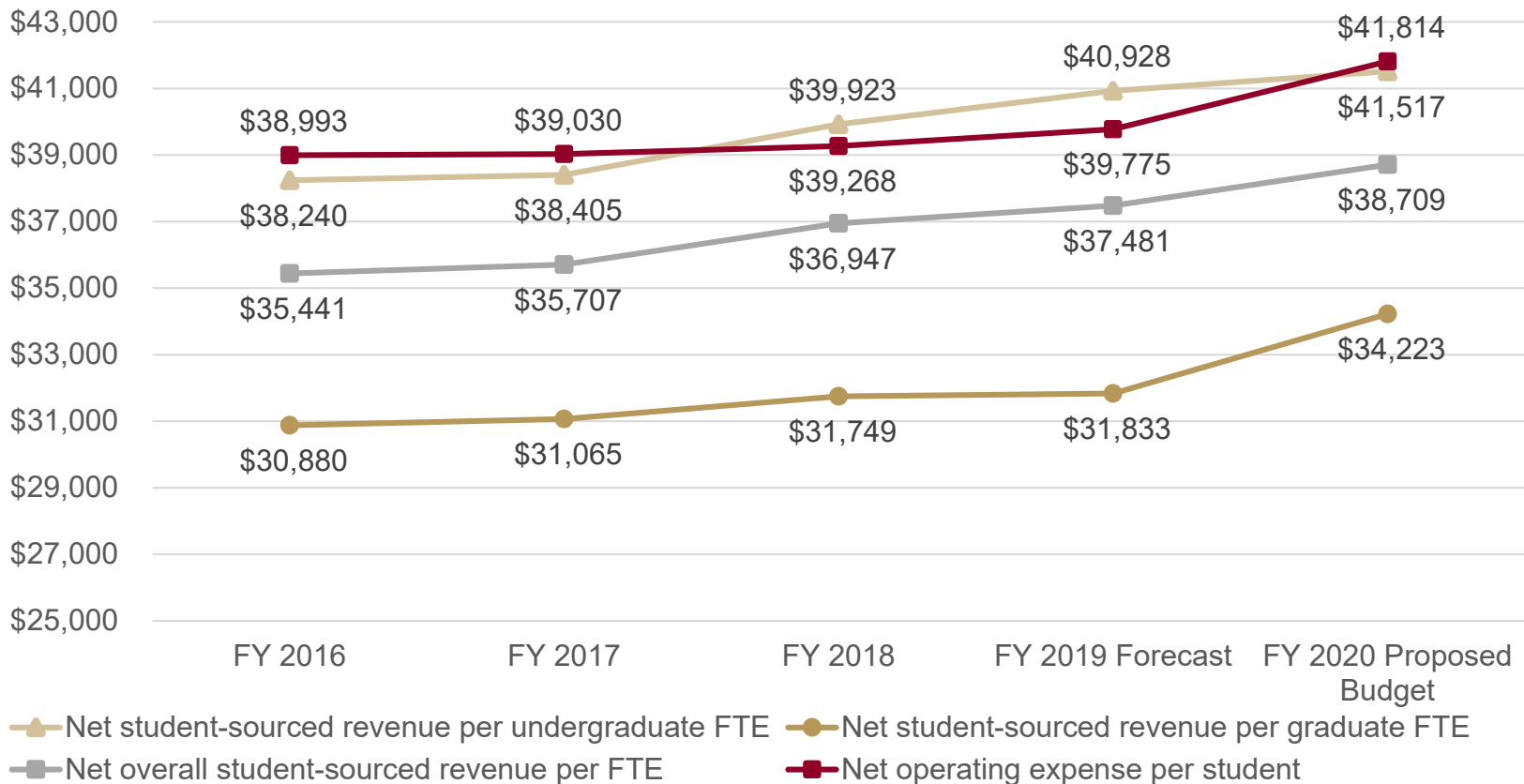
	FY 2020 Proposed Budget	FY 2021 Plan	FY 2022 Plan	FY 2023 Plan	FY 2024 Plan	FY 2021 % Change	FY 2022 % Change	FY 2023 % Change	FY 2024 % Change
Revenue:									
Net tuition and fees	\$ 31.8	\$ 53.0	\$ 67.9	\$ 75.3	\$ 78.0	66.7%	28.0%	11.0%	3.6%
Restricted revenue	1.3	-	-	-	-	-	-	-	-
Total revenue	\$ 33.1	\$ 53.0	\$ 67.9	\$ 75.3	\$ 78.0	60.4%	28.0%	11.0%	3.6%
Operating expenses:									
2U revenue share	19.4	32.6	42.0	46.7	48.4	68.4%	28.8%	11.2%	3.6%
Other	5.9	9.9	12.7	14.4	15.1	68.0%	28.1%	13.4%	4.8%
Total operating expenses	\$ 25.3	\$ 42.5	\$ 54.7	\$ 61.1	\$ 63.5	68.3%	28.7%	11.7%	3.9%
Revenue less expenses	\$ 7.8	\$ 10.5	\$ 13.2	\$ 14.2	\$ 14.5	34.7%	25.1%	7.7%	2.0%

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Per-Student Metrics

Net revenue (and cost) per student continues to climb modestly as the initial effects of Fordham’s new 2U programs take effect. Our metrics continue to demonstrate that costs per student are greater than revenues per student, and therefore, necessitate other types of revenues like fundraising and investment income, to support all that we do.



Student-Sourced Revenue

Student-sourced revenue is declining slightly as a percentage of Fordham’s total revenue in FY 2020, principally due to the increased role of fundraising to support the University’s operations and the use of \$4.7 million from the Strategic Initiative Fund to fund retention initiatives and other strategic priorities.

As our Financial Plan expands to include more grant- and donor-funded activities (as discussed on slide 5), the student-sourced revenue percentage is expected to continue to decline.

<i>(Dollars in millions)</i>	FY 2019 Forecast	FY 2019 %	FY 2020 Proposed Budget	FY 2020 %
Net tuition	\$ 482.3	79.3%	\$ 510.6	78.5%
Auxiliary enterprises revenue (student-funded portion)	\$ 84.6	13.9%	\$ 88.3	13.6%
Student-sourced revenue	\$ 566.9	93.2%	\$ 598.9	92.1%

Enrollment Estimates

We estimate the following full-time enrollments for Fall 2019.

Generally, enrollments appear strong for the upcoming year. The schools showing the strongest enrollment gains are implementing new programs or scaling up existing programs that are in demand.

School	Fall 2018	Fall 2019	% Change in Enrollment	% Change in Tuition Rate
Undergraduate Enrollment	8,729	8,818	1.00%	3.30%
FCRH	3,967	3,944	-0.60%	
GSB-RH	2,188	2,225	1.70%	
FCLC	2,153	2,152	-0.05%	
GSB-LC	421	497	18.10%	
Graduate Enrollment (FTE)	6,344	6,653	4.90%	
School of Professional and Continuing Studies	666	698	4.80%	1.70%
School of Law	1,400	1,402	0.10%	3.75%
Gabelli School of Business - Graduate	1,260	1,285	2.00%	3.99%
Graduate School of Education	475	555	16.80%	2.71%
Graduate School of Social Service	1,591	1,741	9.40%	1.50%
Graduate School of Arts & Sciences	785	801	2.00%	2.02%
Graduate School of Religion & Religious Education	167	171	2.40%	2.99%
Total University	15,073	15,471	2.60%	

FY 2020 Tuition Rates

FY 2020 rate increases were approved by the Board of Trustees in December 2018.

School	Unit	FY 2019	FY 2020	Rate Increase
Undergraduate	Full-time	\$51,285	\$52,979	3.30%
School of Professional and Continuing Studies	Credit hour	\$900	\$915	1.70%
School of Law	Full-time	\$59,538	\$61,770	3.75%
Gabelli School of Business - Graduate	Credit hour	\$1,555	\$1,617	3.99%
Graduate School of Education	Credit hour	\$1,404	\$1,442	2.71%
Graduate School of Social Service	Credit hour	\$935	\$949	1.50%
Graduate School of Arts & Sciences	Credit hour	\$1,486	\$1,516	2.02%
Graduate School of Religion and Religious Education	Credit hour	\$902	\$929	2.99%

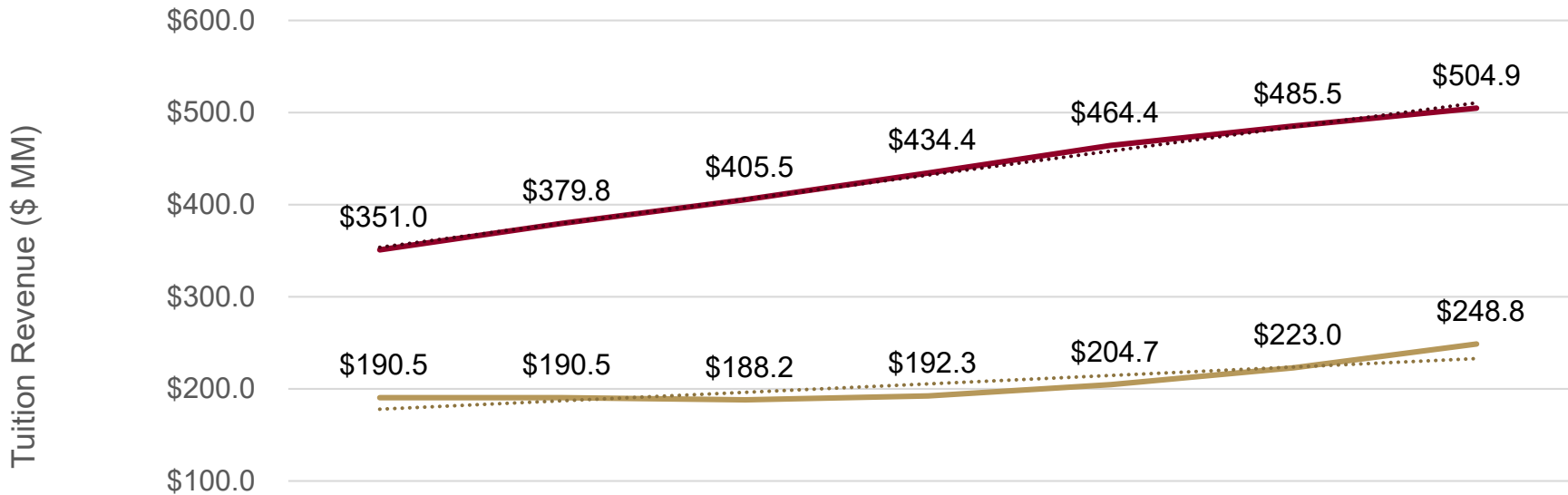
Tuition and Fee Revenue by School

Due to both a flattening of enrollment in the undergraduate schools and graduate enrollment gains due to online programs, the growth rate in the graduate and professional schools of 11.5% (2.4%, excluding 2U) is almost three times the growth rate at the undergraduate level (4.0%).

<i>(Dollars in millions)</i>	FY 2018 Actual	FY 2019 Forecast	FY 18-FY 19	FY 2020 Proposed Budget	FY 19-FY 20
Undergraduate:					
Fordham College at Rose Hill	\$ 193.3	\$ 193.8	0.3%	\$ 199.5	2.9%
Gabelli School of Business	125.4	134.5	7.3%	144.3	7.3%
Fordham College at Lincoln Center	99.5	106.6	7.1%	108.3	1.6%
School of Professional and Continuing Studies	15.4	17.7	14.9%	19.3	9.0%
Study Abroad	11.2	12.2	8.9%	12.7	4.1%
Summer Session	9.2	9.7	5.4%	9.5	-2.1%
Total undergraduate	\$ 454.0	\$ 474.5	4.5%	\$ 493.6	4.0%
Graduate:					
School of Law	\$ 77.7	\$ 82.3	5.9%	\$ 87.0	5.7%
Gabelli School of Business - Graduate	54.5	58.5	7.3%	65.1	11.3%
Graduate School of Education	17.5	17.7	1.1%	22.3	26.0%
Graduate School of Social Service	36.6	45.1	23.2%	53.2	18.0%
Graduate School of Arts & Sciences	16.0	17.3	8.1%	18.8	8.7%
Graduate School of Religion and Religious Education	2.4	2.1	-12.5%	2.3	9.5%
Total graduate	\$ 204.7	\$ 223.0	8.9%	\$ 248.7	11.5%
Fees	10.4	11.1	6.7%	11.4	2.7%
Total	\$ 669.1	\$ 708.5	5.9%	\$ 753.7	6.4%

Tuition and Fee Trends

Undergraduate revenue estimates continue to demonstrate modest but stable growth. Graduate revenues are trending upward, but most of this growth is due to online programs.



	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019 Forecast	FY 2020 Proposed Budget
Undergraduate	\$351.0	\$379.8	\$405.5	\$434.4	\$464.4	\$485.5	\$504.9
Graduate	\$190.5	\$190.5	\$188.2	\$192.3	\$204.7	\$223.0	\$248.8
Total	\$541.5	\$570.3	\$593.7	\$626.7	\$669.1	\$708.5	\$753.7

Financial Aid

Undergraduate financial aid (82% of overall financial aid), continues to increase, but at a slower pace. Graduate financial aid is also rising due to the increasing demand of graduate applicants for assistance, as well as competition with other universities. The clearest example of this development can be seen in Law, where a 15% discount rate in FY 2016 has grown to an expected 27% in FY 2020.

<i>(Dollars in millions)</i>	FY 2018	FY 2019 Forecast	FY 18-FY 19 % Change	FY 2020 Proposed Budget	FY 19-FY 20 % Change	FY 2020 Proposed Discount Rate
Undergraduate (a)	\$ 173.2	\$ 185.7	7.2%	\$ 198.2	6.7%	39.3%
Graduate:						
School of Law	\$ 16.4	\$ 21.2	29.3%	\$ 23.7	11.8%	27.2%
Gabelli School of Business – Graduate	3.8	5.1	34.2%	5.3	3.9%	8.1%
Graduate School of Education	2.1	1.8	-14.3%	2.1	16.7%	9.4%
Graduate School of Social Service	3.9	3.8	-2.6%	3.7	-2.6%	7.0%
Graduate School of Arts & Sciences	7.5	8.1	8.0%	9.6	18.5%	51.1%
Graduate School of Religion and Religious Education	0.7	0.5	-28.6%	0.5	0.0%	21.7%
Total graduate	\$ 34.4	\$ 40.5	17.7%	\$ 44.9	10.9%	18.1%
Total	\$ 207.6	\$ 226.2	9.0%	\$ 243.1	7.5%	32.3%

Note:

(a) Includes financial aid for the School of Professional and Continuing Studies.

Discount Rates Comparison

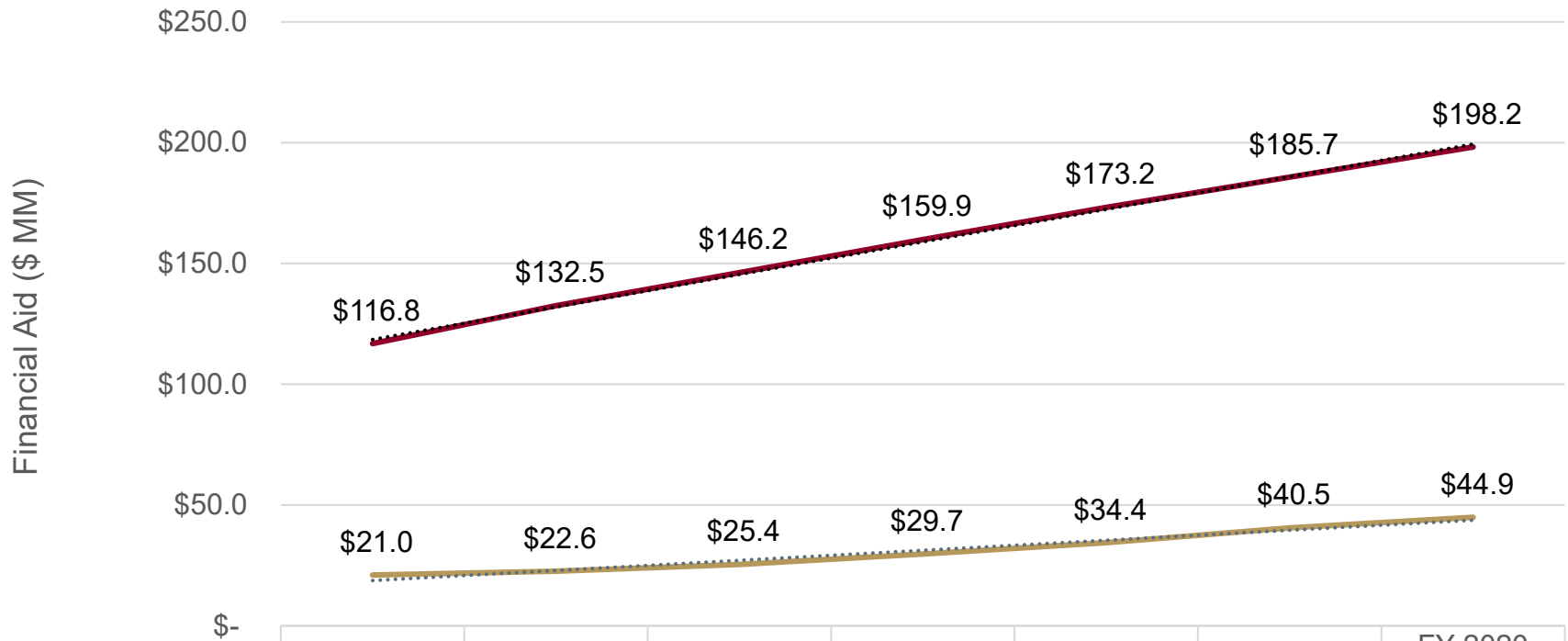
The overall first-year student discount rate is estimated at 48.4% for Fall 2019, but varies widely between Fordham College and the undergraduate Gabelli School of Business. The discount rate for first-year students at Fordham College ranges from 51.1% (Rose Hill) to 51.2% (Lincoln Center), while the Gabelli discount rate for first-year students ranges from 40.3% (Rose Hill) to 44.6% (Lincoln Center).

While financial aid is playing an increasingly important role in the enrollment strategy of graduate schools, the growth of online programs with very low discount rates is expected to decrease the overall graduate discount rate slightly.

<i>(Dollars in millions)</i>	FY 2019 Forecast	FY 2020 Proposed Budget	Change
Undergraduate:			
Tuition and fees	\$ 485.5	\$ 504.9	4.0%
Financial aid	\$ 185.7	\$ 198.2	6.7%
First-year discount rate	48.3%	48.4%	0.1%
Undergraduate discount rate	38.2%	39.3%	1.1%
Graduate:			
Tuition and fees	\$ 223.0	\$ 248.8	11.6%
Financial aid	\$ 40.5	\$ 44.9	10.9%
Graduate discount rate	18.2%	18.0%	-0.2%
Overall discount rate	31.9%	32.3%	0.4%

Financial Aid Trends

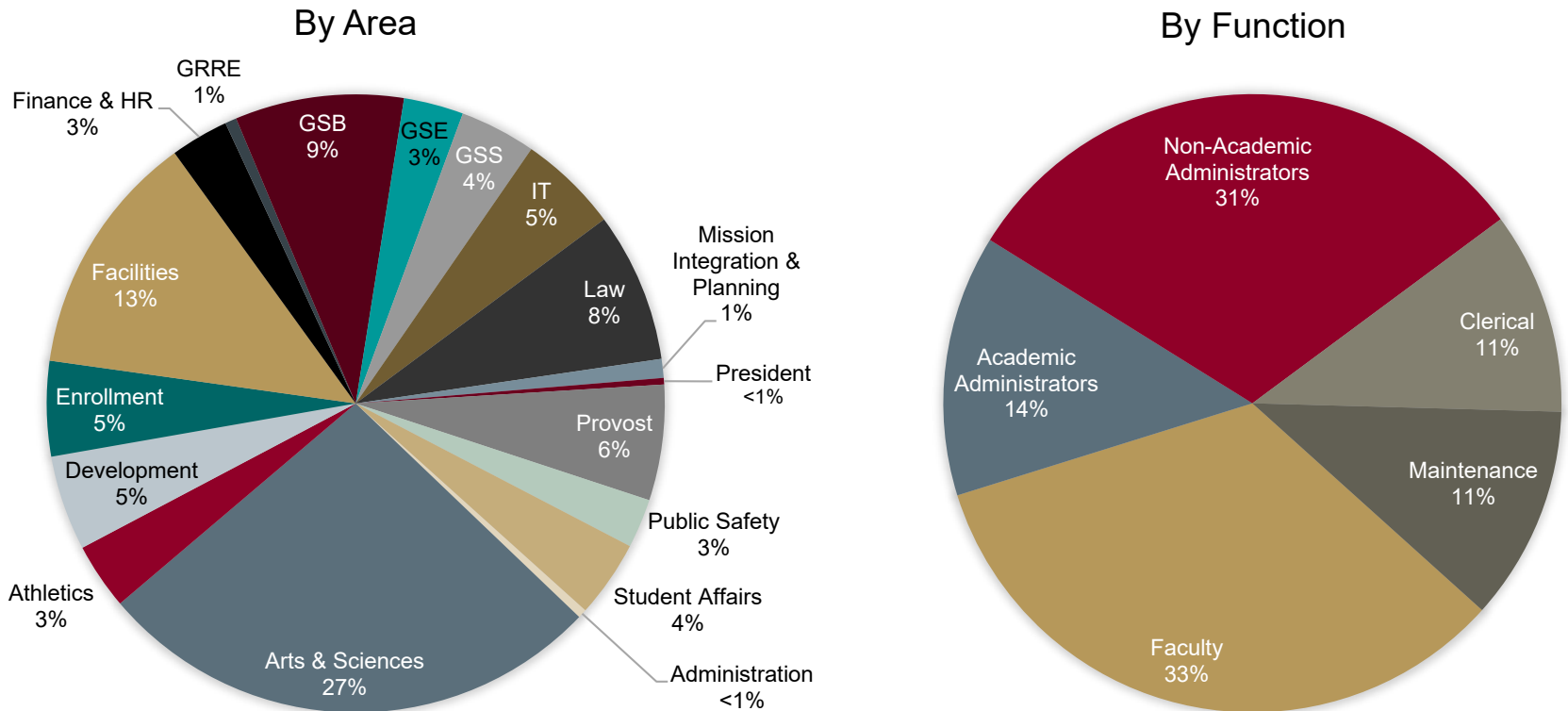
Financial aid continues to grow, but the growth in undergraduate financial aid has begun to moderate slightly. Increases in graduate financial aid, however, have been accelerating in recent years.



	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019 Forecast	FY 2020 Proposed Budget
Undergraduate	\$116.8	\$132.5	\$146.2	\$159.9	\$173.2	\$185.7	\$198.2
Graduate	\$21.0	\$22.6	\$25.4	\$29.7	\$34.4	\$40.5	\$44.9
Total	\$137.8	\$155.1	\$171.6	\$189.6	\$207.6	\$226.2	\$243.1

FY 2020 Full-Time Positions

The University currently has 2,333 full-time employees. Salaries and fringe benefits will comprise 60.9% of total operating expenses in FY 2020. Maintaining a modest rate of growth in this area is critical to our financial stability.



Note: Position numbers include active-filled and active-vacant positions as of March 25, 2019. Does not include part-time, student, or restricted budget positions.

New Positions

The FY 2020 budget includes the following hires. Other hires are named from time to time during the fiscal year and compensated within the parameters of the approved operating budget.

Description of New Position(s)	# Employees
Faculty	
Positions related to online enrollment growth in the Graduate School of Social Service (GSS)	8.0
Positions related to online enrollment growth in the Graduate School of Education (GSE)	2.0
Post-doctoral positions for the MS in Humanitarian Studies (GSAS)	2.0
Lecturer position for the Graduate Program in Real Estate (PCS)	1.0
Administrative	
Associate Deans and Directors for UG retention and student success initiatives (FCRH, FCLC, GSB)	6.0
Athletic trainer and strength coaches (Athletics)	5.0
Admissions and Program Counselors for Online MS Cyber Security and Program Assistant of MS Allied Health (GSAS)	3.0
International enrollment support staffing (Provost)	3.0
Director and Associate Director, MSL Online Program (Law)	2.0
Director and Associate Director, Online Programs (GSB)	2.0
Director, Communications & Events; Asst. Director, Non-Tenure Track Faculty (Re-imagining A&S) (FAS)	2.0
Enrollment support staff to manage increasing 2U enrollment application volume (Enrollment)	2.0
Fundraising staff (DAUR)	2.0
Program Administrator, GSS Online Program (GSS)	1.0
Total	41.0

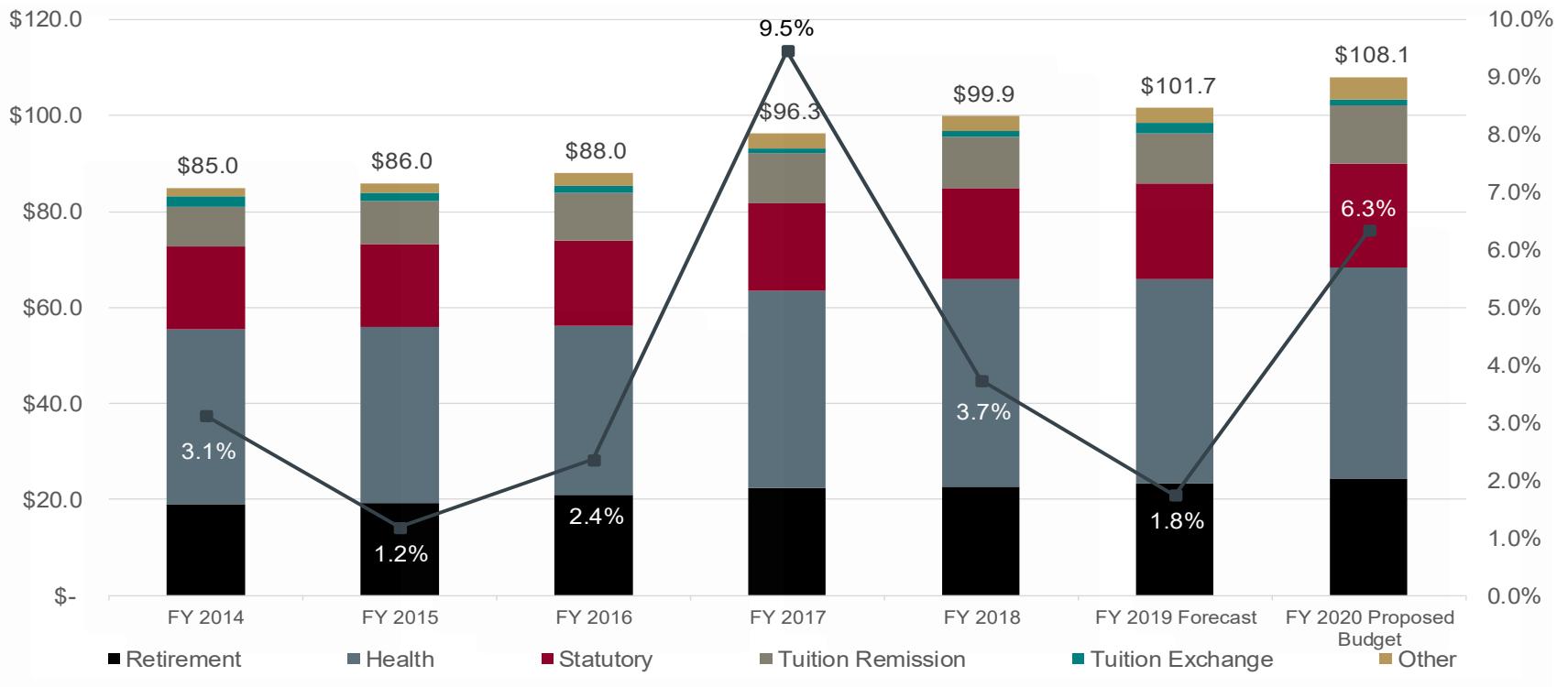
FY 2020 Compensation and Benefits

Compensation in FY 2020 is impacted mostly by (1) regular salary increases, (2) hiring, principally around new and high-demand academic programs and retention initiatives, and (3) adjustments related to the outcome of union negotiations with adjuncts and non-tenure track faculty.

<i>(Dollars in millions)</i>	FY 2018	FY 2019 Forecast	FY 18-FY 19	FY 2020 Proposed Budget	FY 19-FY 20
Salaries:					
Faculty	\$ 116.8	\$ 122.4	4.8%	\$ 131.7	7.6%
Administrators	100.4	101.9	1.5%	105.8	3.8%
Union	27.4	28.3	3.3%	31.6	11.7%
Students	12.7	14.2	11.8%	16.6	16.9%
Total salaries	\$ 257.3	\$ 266.8	3.7%	\$ 285.7	7.1%
Benefits:					
Health insurance	45.5	44.8	-1.5%	47.8	6.7%
Statutory (e.g., taxes)	19.8	20.3	2.5%	21.8	7.4%
Retirement	24.1	25.0	3.7%	26.0	4.0%
Tuition remission	11.0	10.8	-1.8%	11.6	7.4%
Tuition exchange	1.4	2.3	64.3%	2.6	13.0%
Other	2.8	3.2	14.3%	3.2	0.0%
Chargeback to gift and grant budgets	(4.7)	(4.7)	0.0%	(5.0)	6.4%
Total benefits	\$ 99.9	\$ 101.7	1.8%	\$ 108.1	6.3%
Total compensation	\$ 357.2	\$ 368.5	3.2%	\$ 393.8	6.9%

Fringe Benefit Trends

The anticipated FY 2020 growth in fringe benefits is directly related to the compensation growth reflected on the prior slide – effected principally by raises, new hires, and other benefit changes resulting from union negotiations. The FY 2020 proposed Operating Budget assumes an 8% increase in health insurance premiums for the second half of FY 2020 (Jan to Jun 2020), which is in line with national healthcare cost trends.



FY 2020 to FY 2024 Academic Highlights

Arts & Sciences:

- Prioritize the growth and development of STEM programs, develop additional new academic programs, improve undergraduate student support and retention, prioritize diversity and inclusion among faculty, and implement the recommendations from the “Reimagining Arts & Sciences” study.
- GSAS is developing:
 - A PhD in Computer Science program: this new program is designed to catalyze recruitment and retention of faculty and students, reduce reliance on contingent faculty, and enhance faculty competitiveness for major grants.
 - New Master’s programs in three areas with strong student, faculty, and market demand: New Media and Digital Design, Sustainable Fashion, and Biochemistry.
 - New Advanced Certificates and Industrial Professional Certificates in Cybersecurity, and an online version of the MS in Cybersecurity program.
- GSAS will:
 - Build on the successful program launches of the MS in Health Administration (MSHA) and MS in Humanitarian Studies (MSHS), which exceeded FY 2019 enrollment targets.
 - Continue to grow the recently re-branded Accelerated Master’s Programs initiative, featuring 16 disciplines and fields of study, which is experiencing robust growth as a result of FY 2019 investments.

FY 2020 to FY 2024 Academic Highlights

Arts & Sciences (continued):

- FCRH will use a \$1MM, five-year award from the National Science Foundation's Scholarships in Science, Technology, Engineering, and Mathematics (S-STEM) program to provide scholarships and co-curricular activities for talented incoming first-year students with significant financial need and from backgrounds traditionally underrepresented in STEM.
- FCRH and FCLC are implementing steps to improve undergraduate student retention and graduation rates and, more broadly, academic success.
- Arts & Sciences (as a whole):
 - Recruited new tenure-line faculty in FY 2019, of which 37% are from under-represented groups, and of which nearly half are women. This includes recruiting the first Ames Distinguished Post-Doctoral Fellow, in connection with the AJCU Post-Doctoral Diversity Program.
 - Invested significant resources in faculty hiring and retention across STEM areas, including appointing three new Bepler Chairs (in Biology, Chemistry, and Mathematics) and hiring new junior tenure-track faculty for Fall 2019: one each in Biology and Chemistry, and two each in Computer and Information Sciences, Clinical Psychology and Psychometrics, and Mathematics. Next year's hiring will prioritize STEM and include a Bepler Chair in Physics.
 - Enhance the "unified voice of Arts and Sciences" by implementing the recommendations from The Working Group on the Function and Structure of Arts and Sciences. These recommendations include forming a collaborative "Conference of Arts and Sciences Deans" and giving the Dean of Faculty of Arts and Sciences and Associate Vice-President for Arts and Sciences a greater role in representing Arts and Sciences.
 - Will develop additional recommendations on governance, budgets, policy, communication, culture, and interdisciplinarity and pursue implementation over the next 2-3 academic years.

FY 2020 to FY 2024 Academic Highlights

Undergraduate Gabelli School of Business:

- Continue to grow enrollment at the undergraduate level while realizing further improvements in student academic quality.
- Introduce "Exploring Entrepreneurship," a one-week summer program, in Summer 2019 and grow the NYC Business Insider and Finance Institute: Wall Street in the Classroom.
- Launch a Process and Quality Analytics program with six sigma certification in collaboration with EY and Business Law and Ethics Secondary Concentrations in fall 2019 and offer new courses such as "Launch Your Start Up."
- Introduce a Marketing Scholars Program in Fall 2019 to provide select group of marketing majors networking opportunities with alumni and workshops to enhance career skills.

Graduate Gabelli School of Business:

- Launch an EMBA for Artists and Athletes in collaboration with the NFL in Summer 2019.
- Initiate, in partnership with 2U, two online MS programs in Fall 2019 (in Management and in Strategic Communications) with a third expected to begin in Fall 2020.
- Develop an MS in Artificial Intelligence and Machine Learning, expected to launch in FY 2021.
- Onboard Gabelli's international Master of Science students and position them for success via a new "Immersive Onboarding Experience" in Fall 2019.
- Funded by the School's Enrichment Fee, roll out the enhanced curriculum design of the highly successful Gabelli Leadership Certification in Fall 2020.
- Broaden marketing and admissions efforts to a wider array of international markets.

FY 2020 to FY 2024 Academic Highlights

Law School:

- Launch the Online Master of Studies in Law (MSL) in Compliance: The Law School, in partnership with 2U, will admit the first cohort of students into the Online MSL in Corporate Compliance this coming fall.
- Offer the LLM Degree in Real Estate: The Law School recently submitted an application to the ABA to let it add an LLM in Real Estate to its already robust list of specializations.
- Continue the Feerick Center's involvement with the Dilley Pro Bono Project. This program works with asylum-seeking women and their children at the nation's largest detention center in Dilley, Texas, near the US-Mexico border. The Dilley Pro Bono Project estimates that volunteers through the Feerick Center have served approximately 8,000 asylum-seeking families since March 2016.
- Expand the Financial Aid Campaign into the launch of Forward: The Campaign for the Student Experience. The campaign will ensure that the Law School continues to attract and retain world-class talent in the classroom so that our students are well-prepared for the courtroom.
- Pilot and expand the Peer Mentorship and the Professionalism Programs: The innovative peer mentorship program has third-year students take a course in mentorship and leadership skills, while, at the same time, mentoring second-year students. A three-part program about professionalism was added to the annual orientation program for incoming students. The Law School hopes to expand both the peer mentoring program and the professional education program so that they reach all law students.

FY 2020 to FY 2024 Academic Highlights

Graduate School of Social Service:

- Revise the curriculum of the existing Executive Education Certificate in Non-Profit Leadership (EEC) offered through the Center for Non-Profit Leaders. Current curriculum will be revised to better focus the program and equip non-profit leaders with the unique skills needed to meet the challenges of present day non-profit organizations.
- Explore a formal affiliation with the National Center for Children in Poverty (NCCP), a grant supported entity now affiliated with Columbia University that conducts research and translates findings into actionable recommendations that advocates and policymakers use to improve the lives and futures of low-income children and their families.
- Utilizing Fordham's London Centre, develop an innovative international pilot program that would unite Settlement House leaders in both New York City and London in research and the creation of collaborative interventions to support these non-profits and their community-based services in both cities.
- Utilizing Fordham's London Centre, launch a signature MSW program specialization in international community based practice. The program will enable students to complete their required Field Practicum for one semester in a London-based Settlement House, and the subsequent semester in a New York-based Settlement House. While in London, MSW students would take one to two courses online and an in-person seminar at Fordham London Centre.

FY 2020 to FY 2024 Academic Highlights

Professional and Continuing Studies:

- Continue the growth of the Real-Estate Institute (REI). The program has launched three new 15-credit graduate certificates in Real Estate Finance, Real Estate Development, and Construction Project Management to allow students to add an additional credential on top of their MSRE degree, or as a stand-alone credential for those who do not want to commit to the full Master's program. Based on the trajectory of current enrollments, we anticipate annual revenues to exceed \$3.6 Million by 2024.
- Launch an undergraduate major in Real Estate and expand summer real estate programs commencing summer 2019, along with off-site, week-long intensives on Long Island and in New Jersey. Articulation agreements for dual-degree programs are being finalized with several other schools.
- Begin offering Real Estate education in London and Asia, with a Global Markets program to run at the London Centre this summer.
- Continue adding noncredit certificates in Real Estate, including Salesperson Licensing (online) and Construction Technology. The REI runs 20 events annually partnering with industry-leading associations such as RESA, CREFC, PWC, MBANY, Business Council of Westchester, as well as Columbia University.
- Expand PCS presence internationally. In addition to the Real Estate initiatives, we are working on a Master's degree in Applied Health Informatics that would be offered exclusively out of the London Centre.
- Redesigned the Organizational Leadership undergraduate major and will explore accelerated formats for completion.
- Continue to grow the post-baccalaureate pre-med/pre health program, which is now double what it was 18 months ago. Adding a new "science" track, for new students who don't fit the typical post-baccalaureate model.
- Expand the non-credit Human Resources Management and Project Management programs as well as the successful College at Sixty program.
- Develop a new program in Westchester which would allow top-performing local high school students the opportunity to enroll in credit-bearing classes while still enrolled in high school.

FY 2020 to FY 2024 Academic Highlights

Graduate School of Education:

- New Program Development
 - Expand online degree offerings in teacher preparation to a total of five programs in teacher education beginning the summer of 2019. The Doctorate of Education (EdD) will launch in September 2019 in partnership with 2U, which provides widespread marketing and recruitment services and assistance with student teacher placements.
 - Launch a new PhD Program in Curriculum and Innovation in Fall 2020. This program will provide an opportunity for the many students who have graduated with master's degrees to continue their education for positions in higher education, central office administration, and the private curriculum sectors.
- Enrollment, Tuition, and Revenue Support from Grants and Contracts
 - Project PACTS (Preparing Affirmative Collaborative Teachers and School Psychologist) is a five-year federally funded grant that provides tuition support for 35 specially recruited students who in school psychology or special education.
 - ICO Project. Improving Childhood Outcomes of Young Children with High-Intensity Needs through Interdisciplinary Preparation of Special Education and Preschool Psychology Professionals (ICO) is a 5-year, \$1.25m federally funded grant which provides tuition and support for interdisciplinary training and mentoring to scholars.
 - Five-year funded state tuition for licensure: the GSE has entered into a partnership with the New York City Department of Education to run a clinically-rich intensive teacher institute for bilingual education and teaching English to speakers of other languages.

FY 2020 to FY 2024 Academic Highlights

- GSE Enrollment, Tuition, and Revenue Support from Grants and Contracts (continued)
 - New York City Regional Community Schools Technical Assistance Center (TAC). This New York State-sponsored initiative is funded for five years, until 2023. The TAC, run by GSE's Center for Educational Partnerships, will serve the 247 community schools in New York City.
- Taking advantage of Fordham's presence in London, create a new partnership with the University of London and St. Mary's University London allowing collaborative research among the three schools utilizing a digital learning platform globally. This effort will allow us to explore new opportunities to enroll international students and U.S. students living abroad in teacher preparation programs.

Graduate School of Religion and Religious Education:

- Increase enrollment by cultivating relationships with local and international dioceses, conferences of bishops, academic partners, and faith based organizations.
- Promote diversity, equity, and inclusion by intentionally hiring more female adjunct faculty, as well as members of underrepresented groups and graduates of doctoral programs other than Fordham.
- Develop more online and hybrid programs, offer more weekend and intensive classes at the Lincoln Center campus, and new areas of concentration.
- Increase GSE's capacity to raise non-tuition revenue through strategic development and marketing efforts.

Acronym Definitions

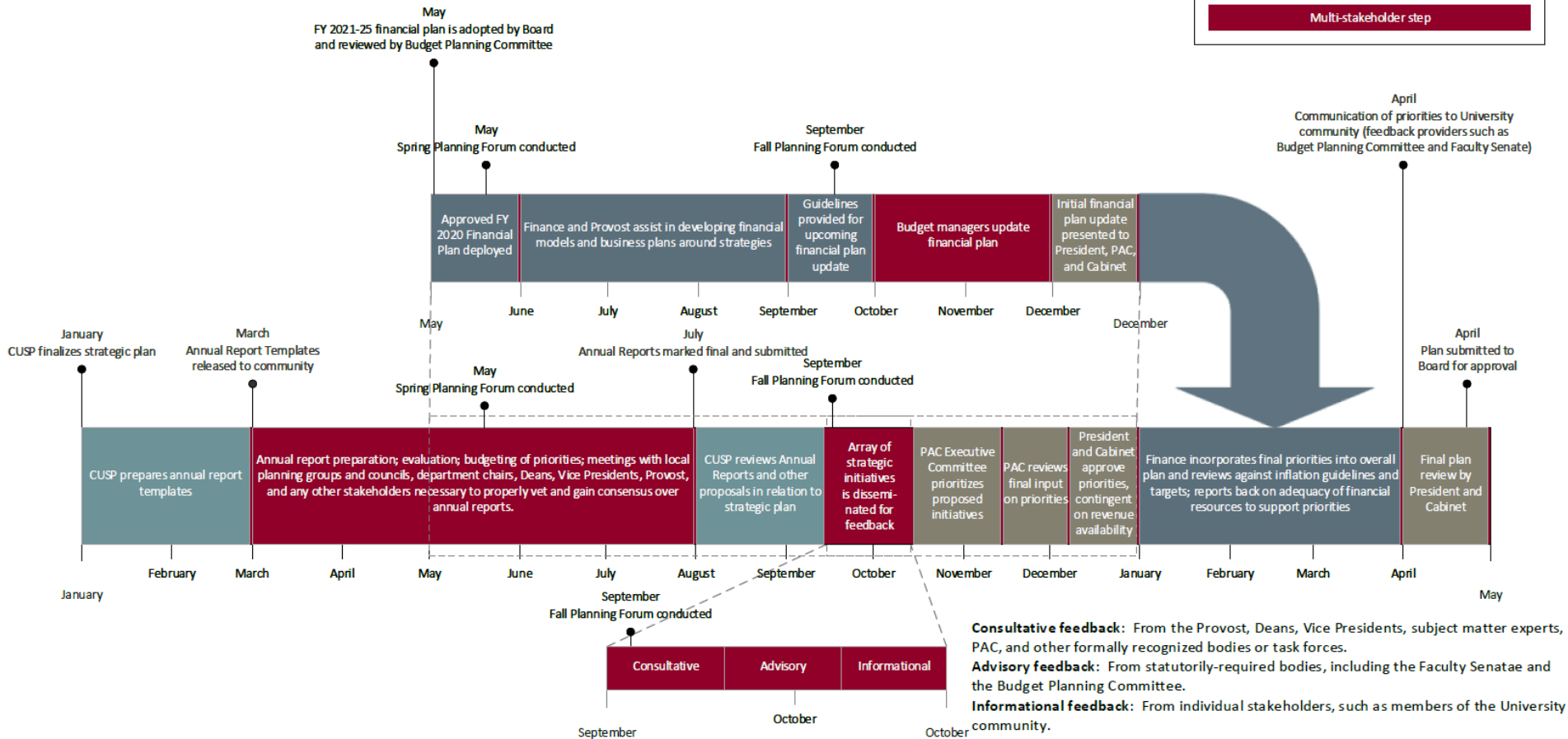
- A&S – Arts and Sciences
- FCLC – Fordham College at Lincoln Center (Undergraduate)
- FCRH – Fordham College at Rose Hill (Undergraduate)
- FTE – Full-time Equivalent
- FY – Fiscal Year
- GRRE – Graduate School of Religion and Religious Education
- GSAS – Graduate School of Arts & Sciences
- GSB – Gabelli School of Business
- GSB-Grad – Gabelli Graduate School of Business
- GSB-LC – Gabelli School of Business Lincoln Center (Undergraduate)
- GSB-RH – Gabelli School of Business Rose Hill (Undergraduate)
- GSE – Graduate School of Education
- GSS – Graduate School of Social Service
- HR – Office of Human Resource Management
- IT – Information Technology
- PCS – Fordham School of Professional and Continuing Studies
- UG - Undergraduate

Integrated Strategic / Financial Planning Process

Integrated Strategic/Financial Planning Process
Possible Timeline
Last Update: Mar 2 2019

Color Legend

- Strategic planning step
- Financial planning step
- Approval/affirmation step
- Multi-stakeholder step



Thank you.

FORDHAM