

# **Swarthmore by the Numbers: Budget Update**

April 4, 2019 All-Staff Meeting



Greg Brown, Vice President for Finance and Administration

Swarthmore College

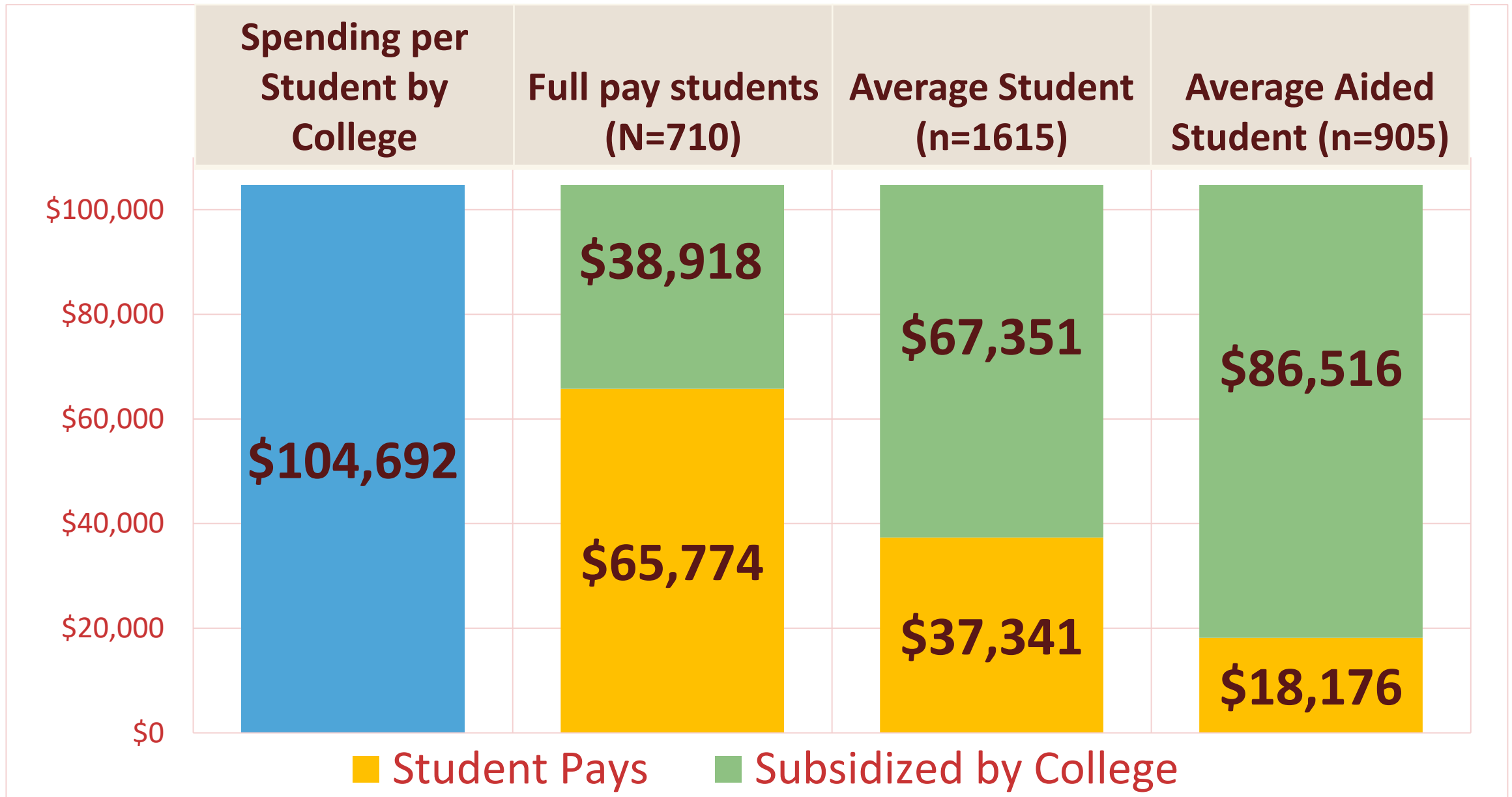
# **OPERATING BUDGET SUMMARY**

# Budget and Campaign Goals:

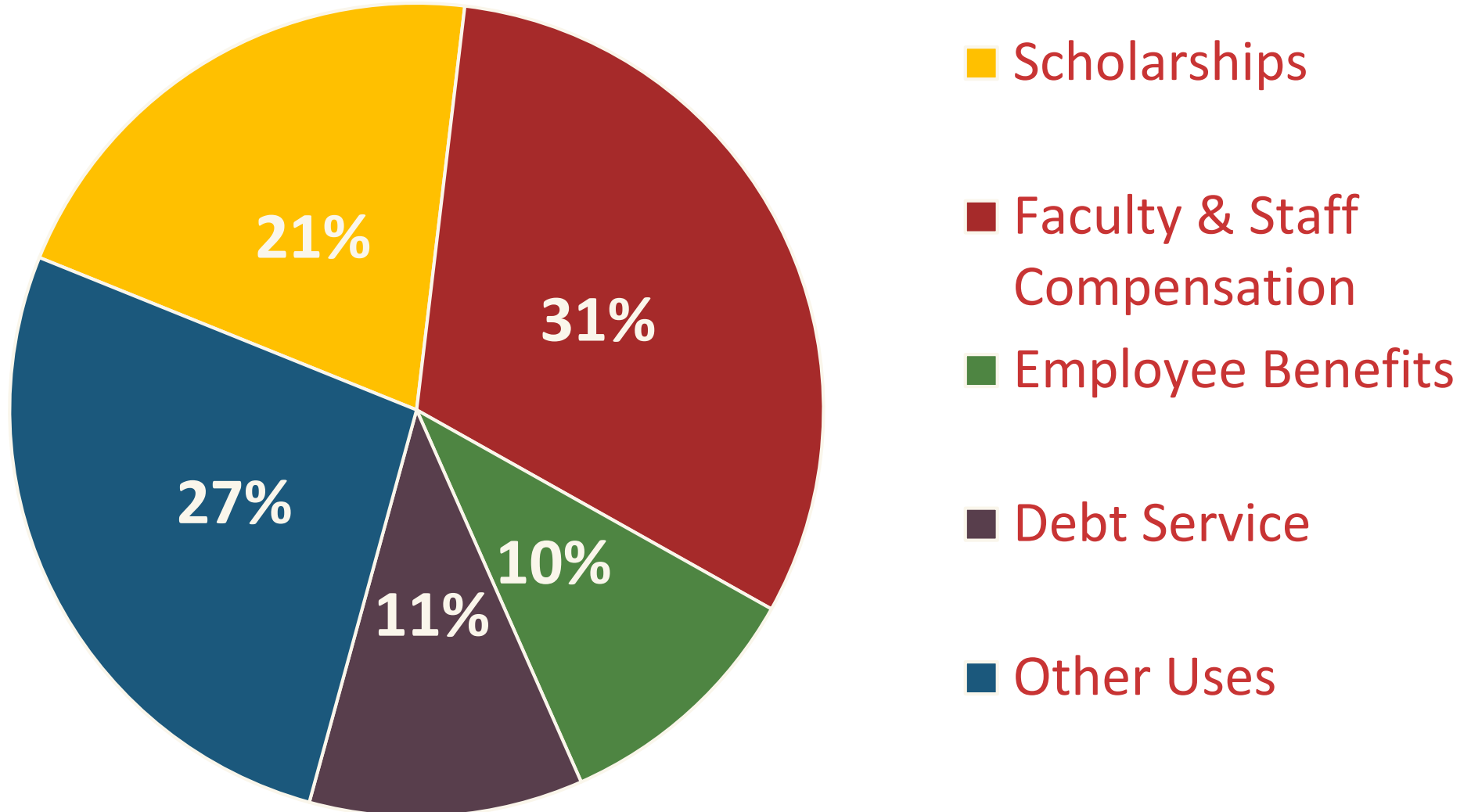
## Changing Lives Changing the World

- Connecting the Liberal Arts
- Building an inclusive community
- Enhancing our social impact
- Creating vital spaces

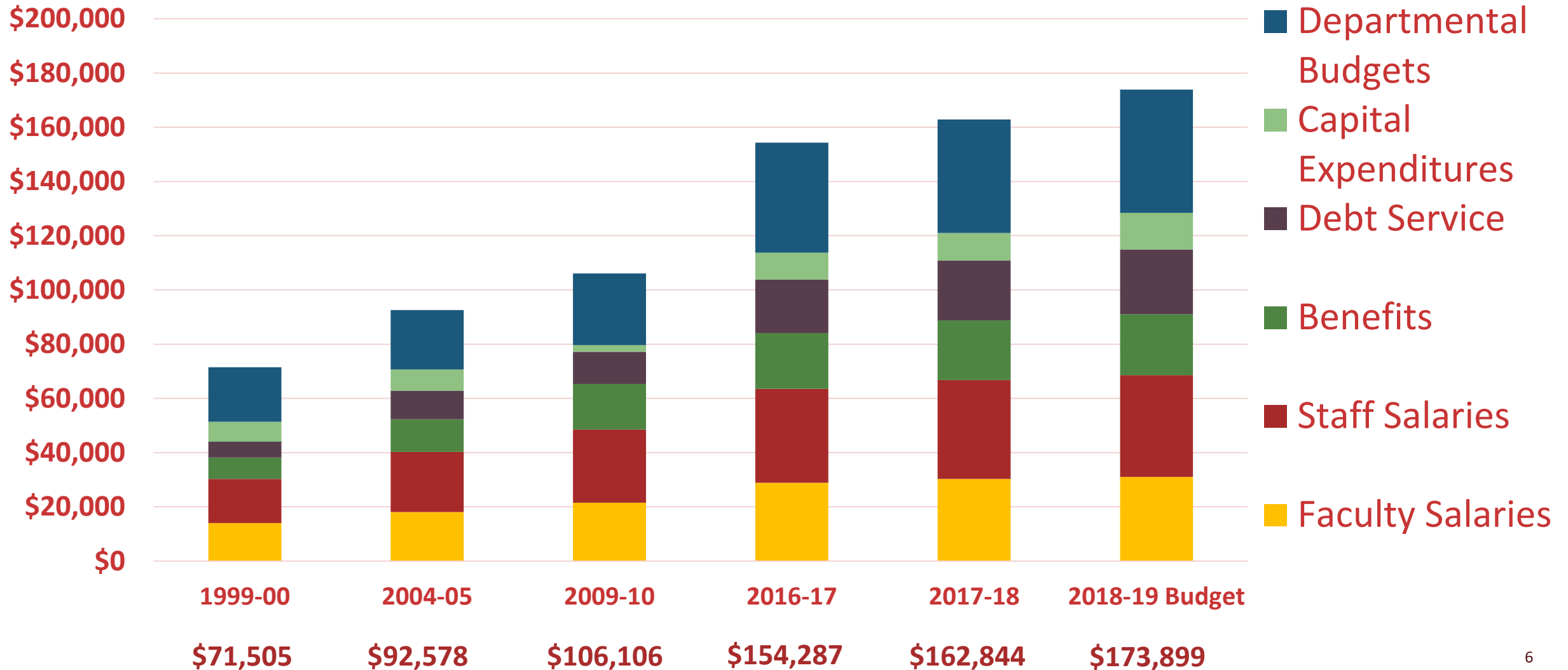
# Cost of Educating a Swarthmore Student 2017-18



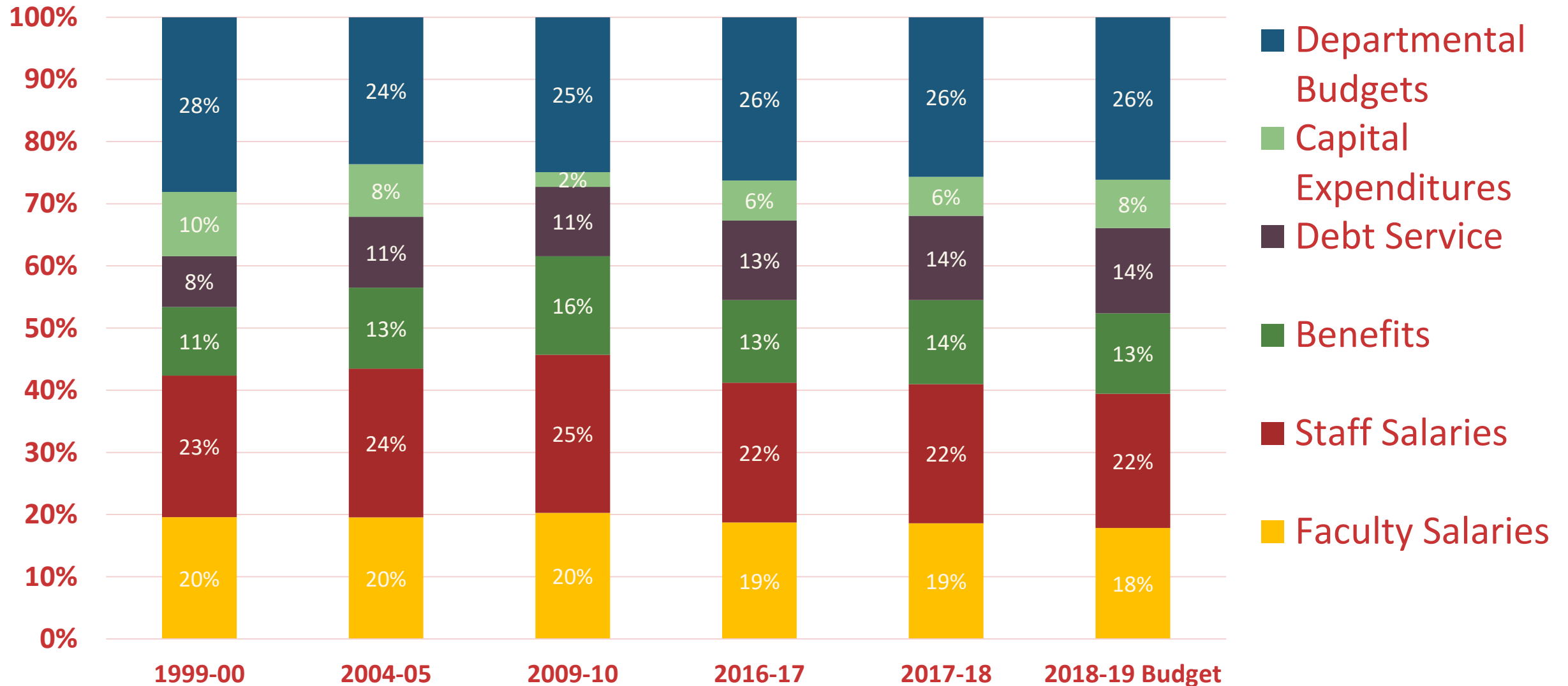
## 2018-19 Approved Budget by Use: \$174M



# Swarthmore Operating Budget Allocations Over Time (000s)



# Swarthmore Operating Budget Allocations Over Time



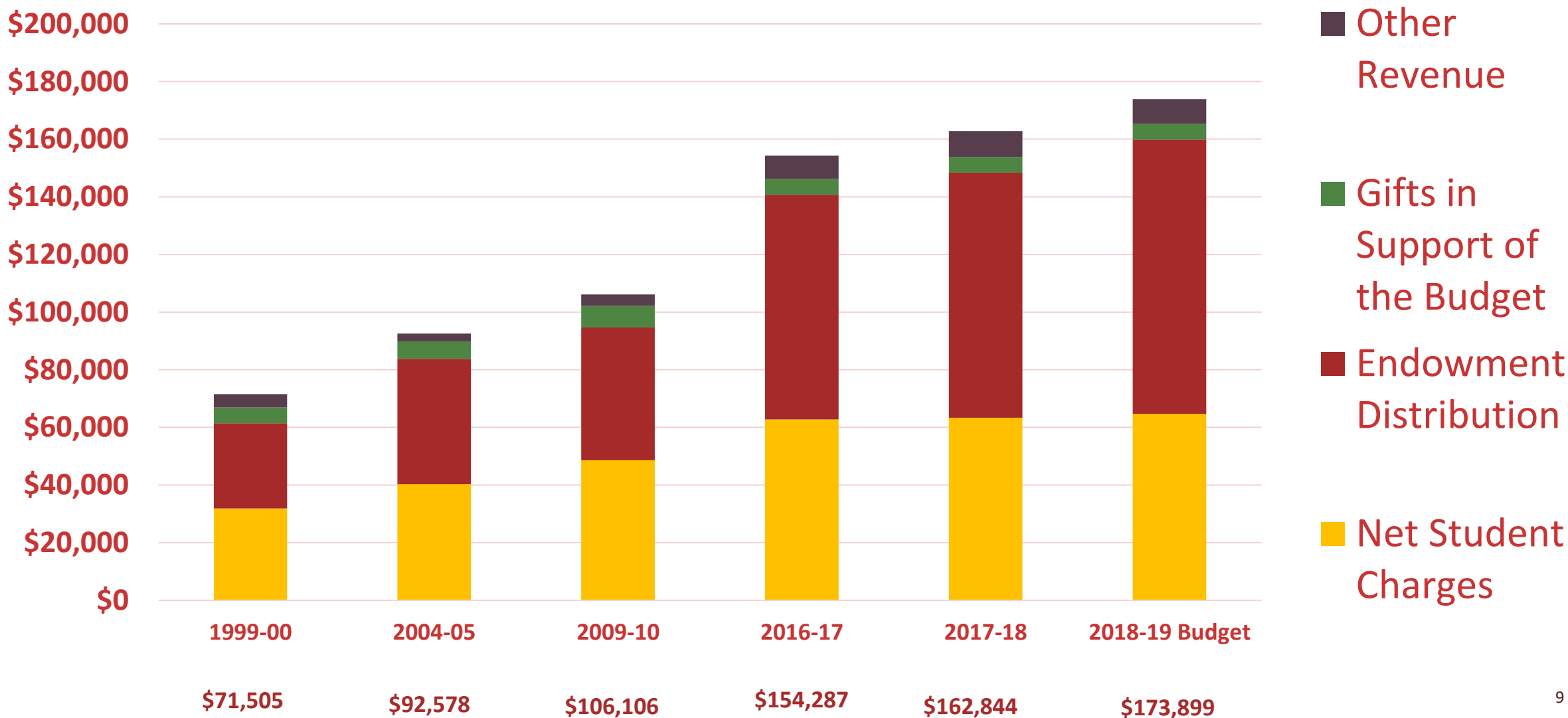
# Budget Considerations

## Expenditure Challenges

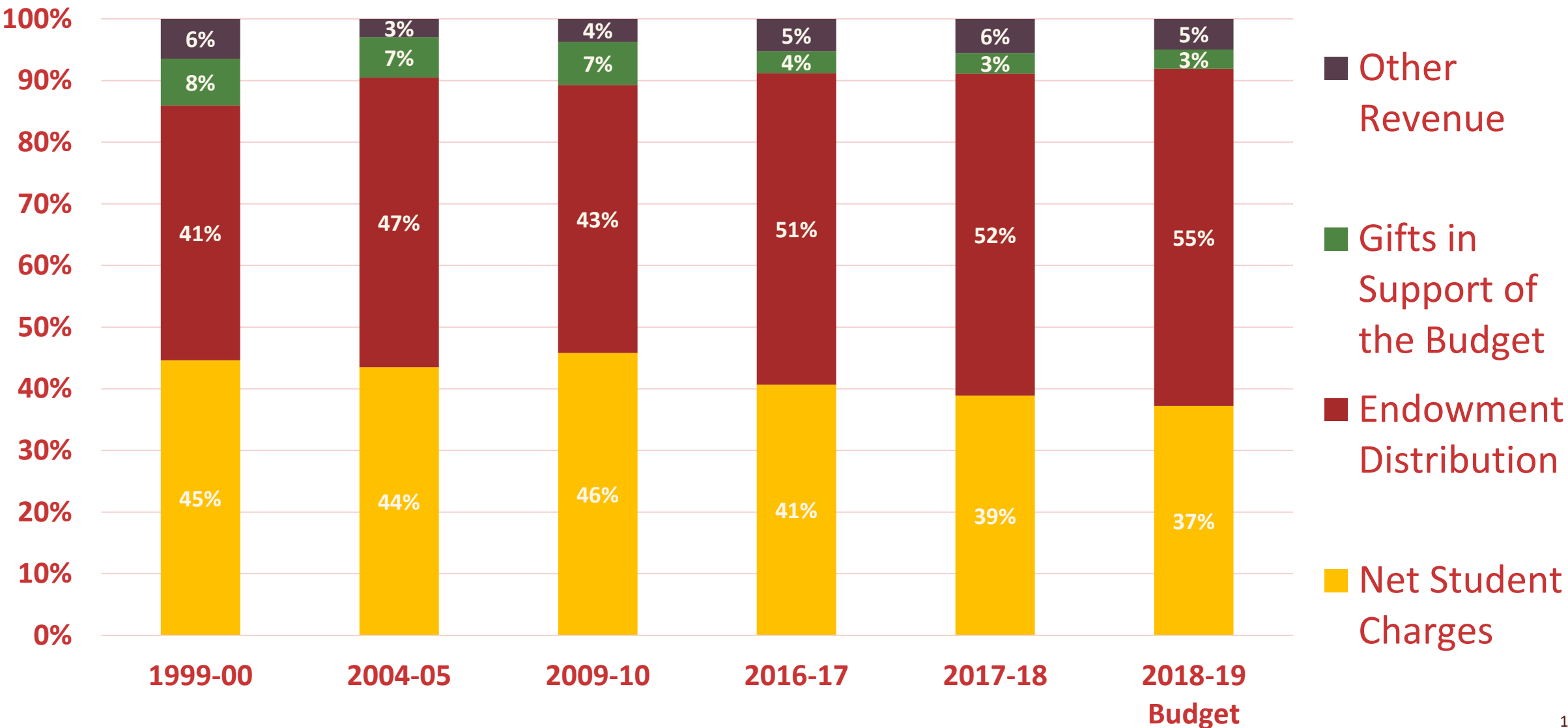
- Inflation
- Faculty & staff compensation
- Technology and program changes
- Compliance requirements
- Deferred Maintenance
- Achieving carbon neutrality by 2035
- Board limits on overall growth



# Swarthmore Operating Budget Revenue Over Time (000s)



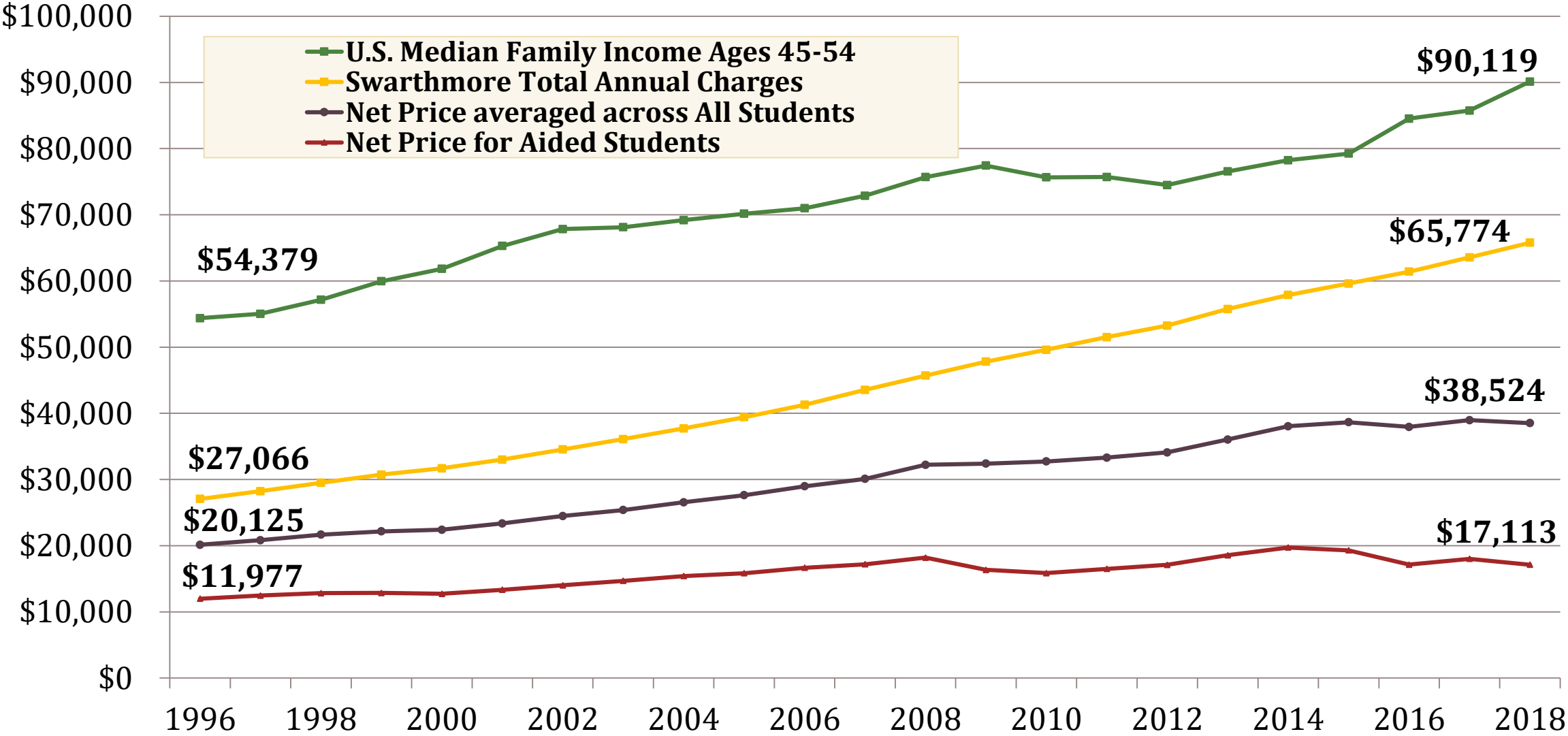
# Swarthmore Operating Budget Revenue Over Time



# Tuition, Room and Board

	1980	2000	2019	2020
Tuition	\$4,700	\$23,964	\$52,190	\$54,256
Room, Board and Fees	\$2,380	\$7,726	\$15,350	\$16,488
Total	\$7,080	\$31,690	\$68,062	\$70,744

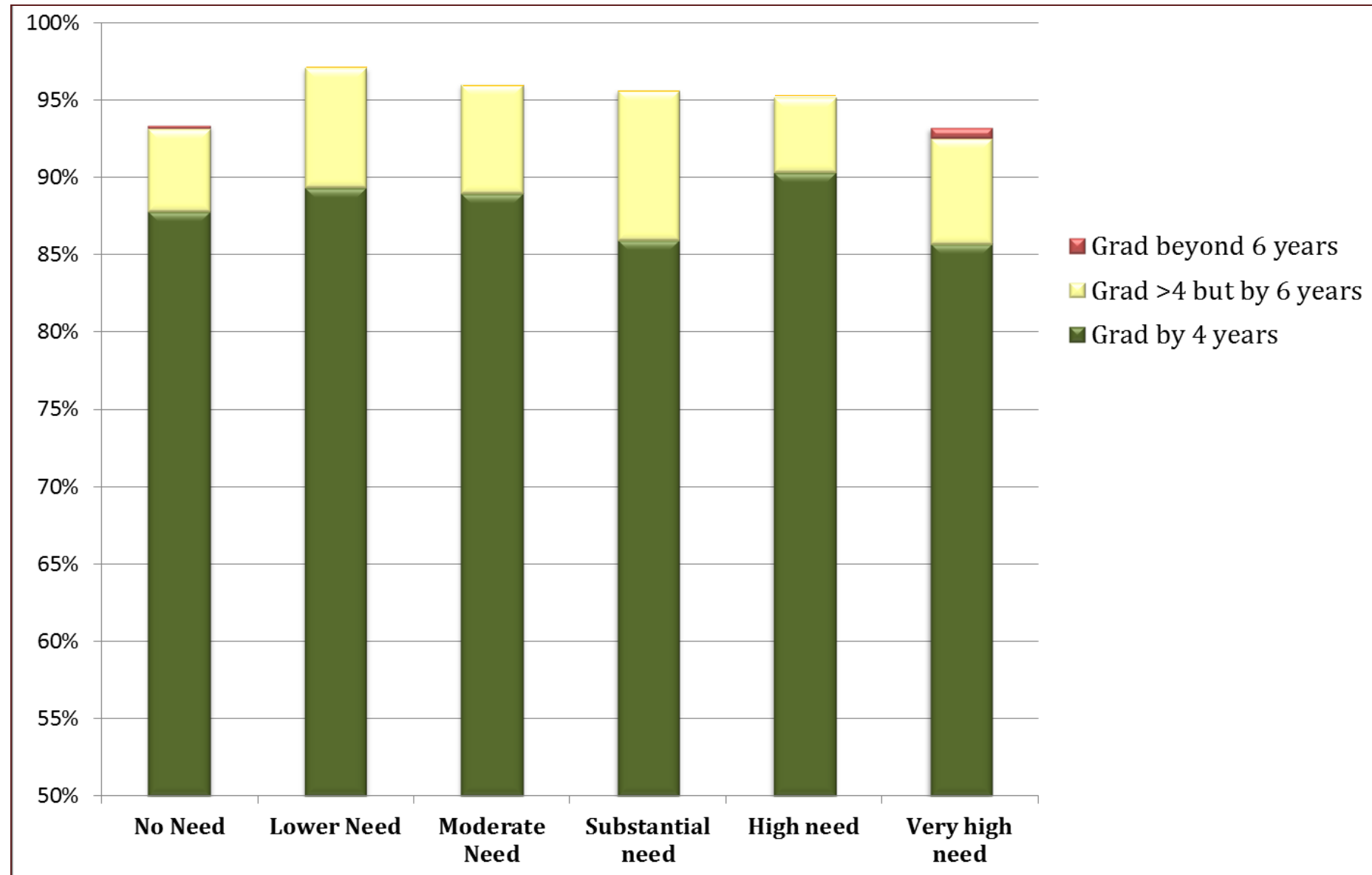
# Median Family Income and Swarthmore College Total Charges and Net Price



# Financial Aid Budget (in \$millions)

	2000	2010	2019	2020
Financial Aid Budget	\$12.6	\$24.7	\$45.6	\$46.7

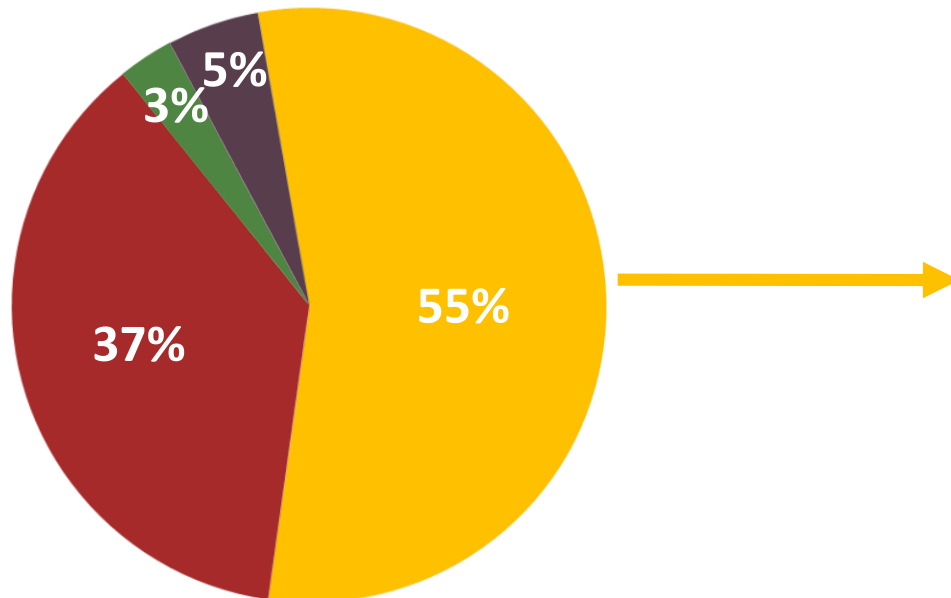
# Swarthmore College Graduation Rates for Students Entering 2010-2012



# 2018-19 Approved Budget by Source - \$174M

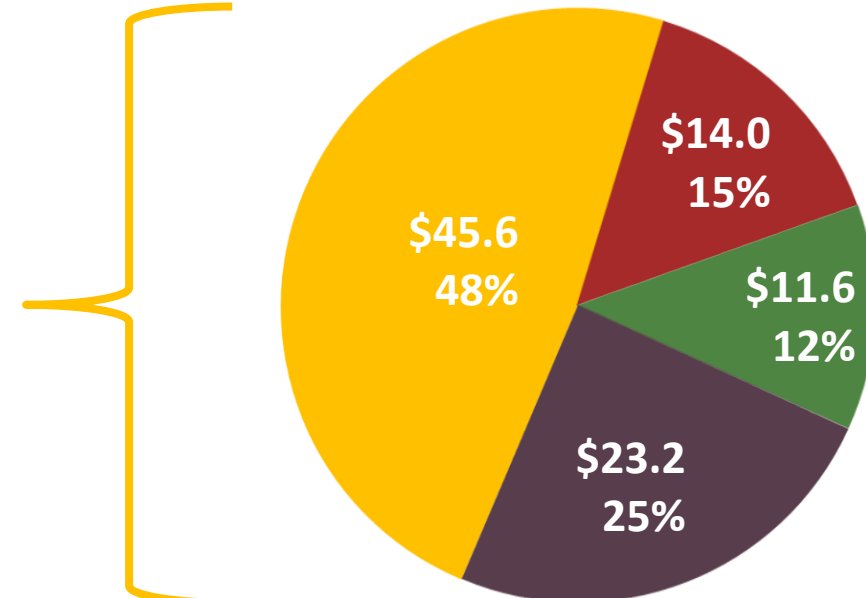
## 2018-19 APPROVED BUDGET BY SOURCE

- Endowment Distribution
- Net Student Charges
- Gifts in Support of the Budget
- Other Revenue



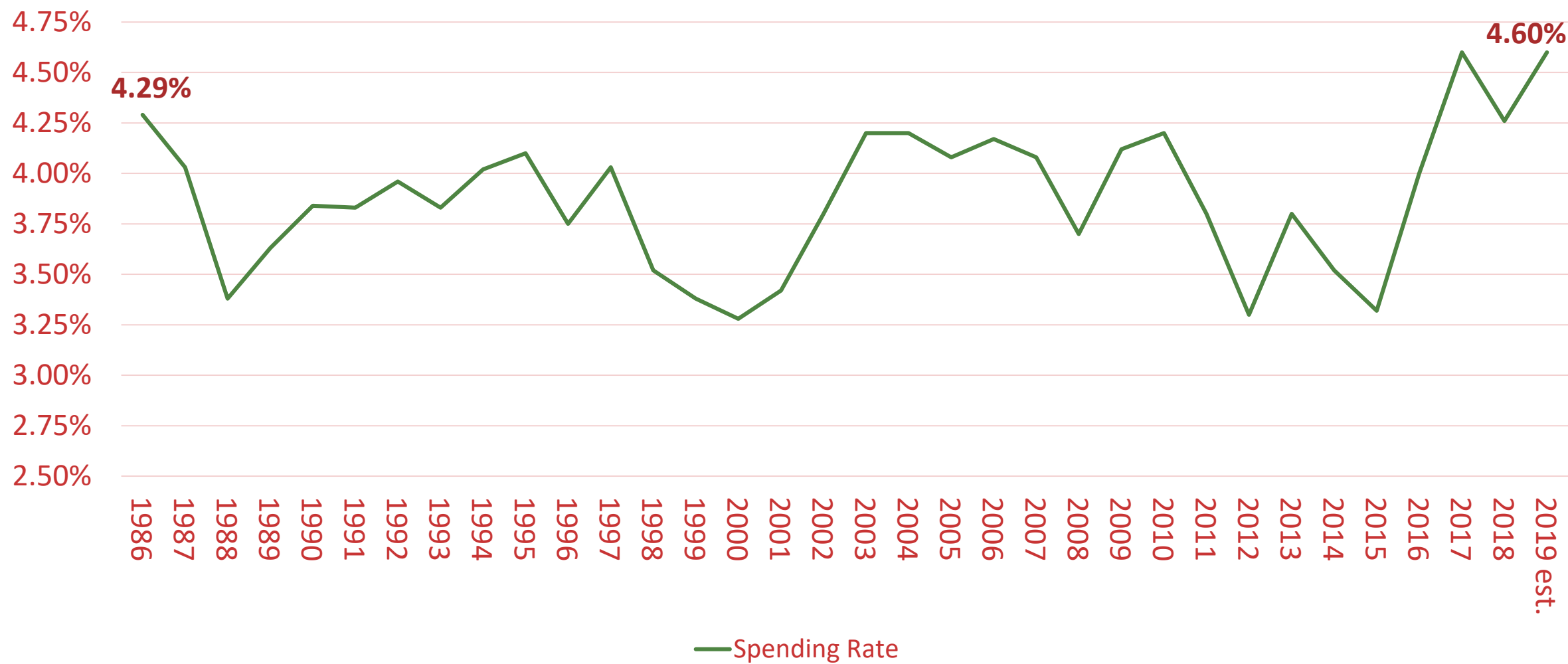
## ENDOWMENT SUPPORT 2018-19 (\$ IN MILLIONS)

- Financial Aid
- Budget Support
- Plant Renewal and Replacement
- Debt Service



# Historical Endowment Spending

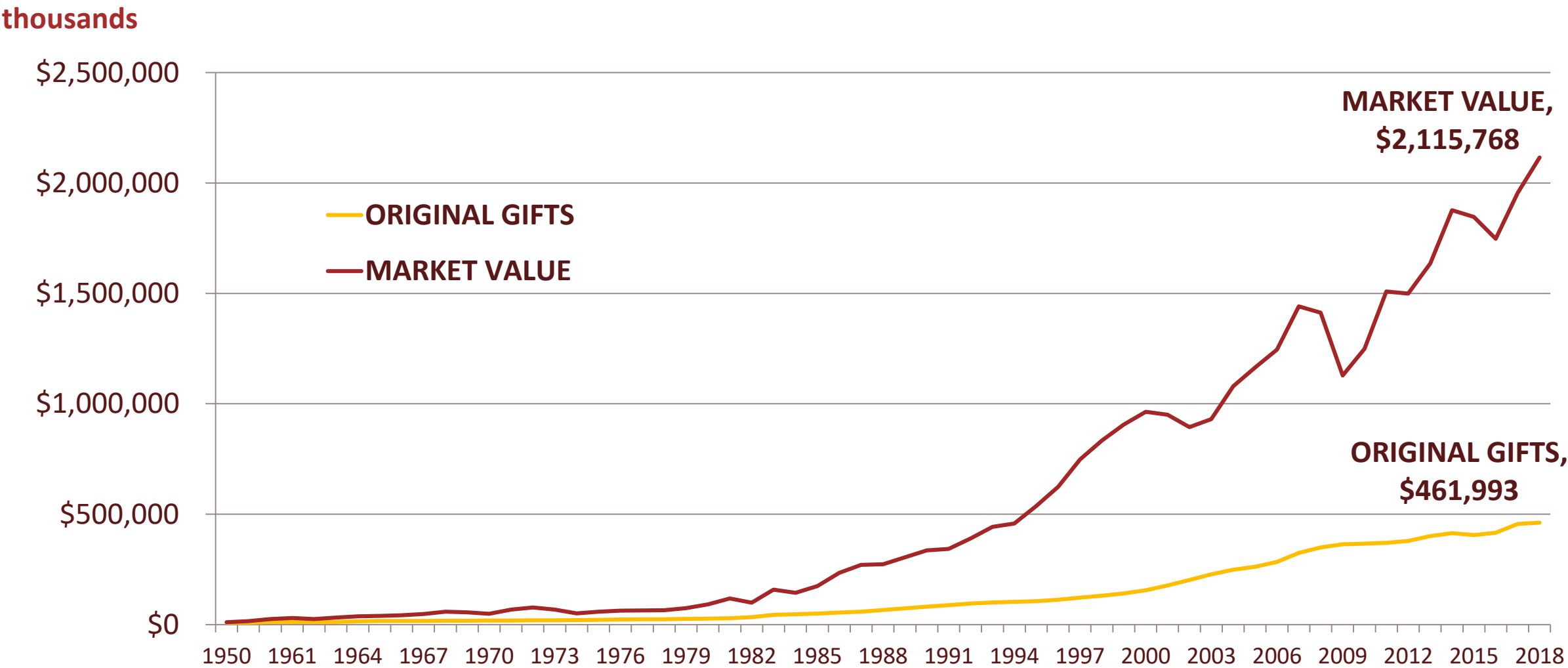
Spending Rate By Fiscal Year





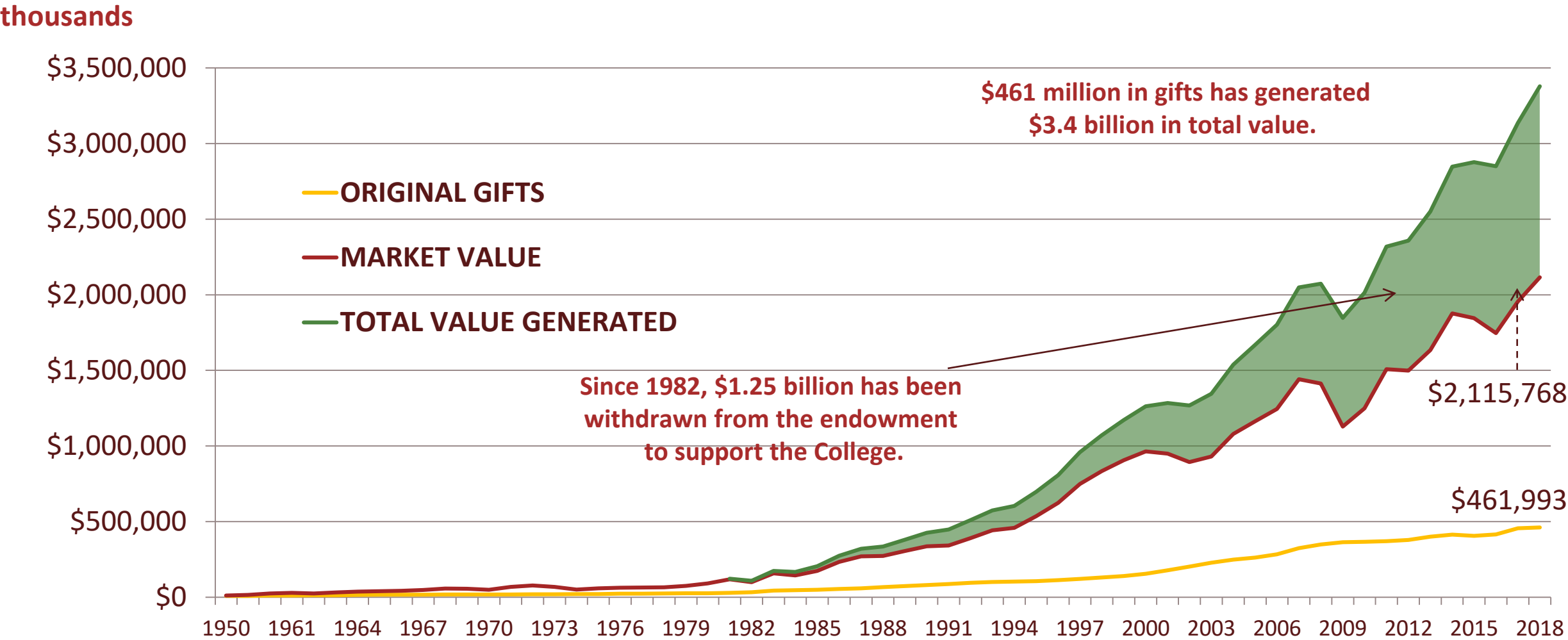
# Endowment Performance

## Growth of Endowment (Fiscal Year End)



# Endowment Performance

Support from the Endowment since 1982: **\$1.25 Billion**



# Budget Considerations

## Revenue Challenges

- Freeze in enrollment growth
- Tuition increases above inflation
- Endowment volatility
- Preserving intergenerational equity
- Budget-supporting gifts
- Other sources

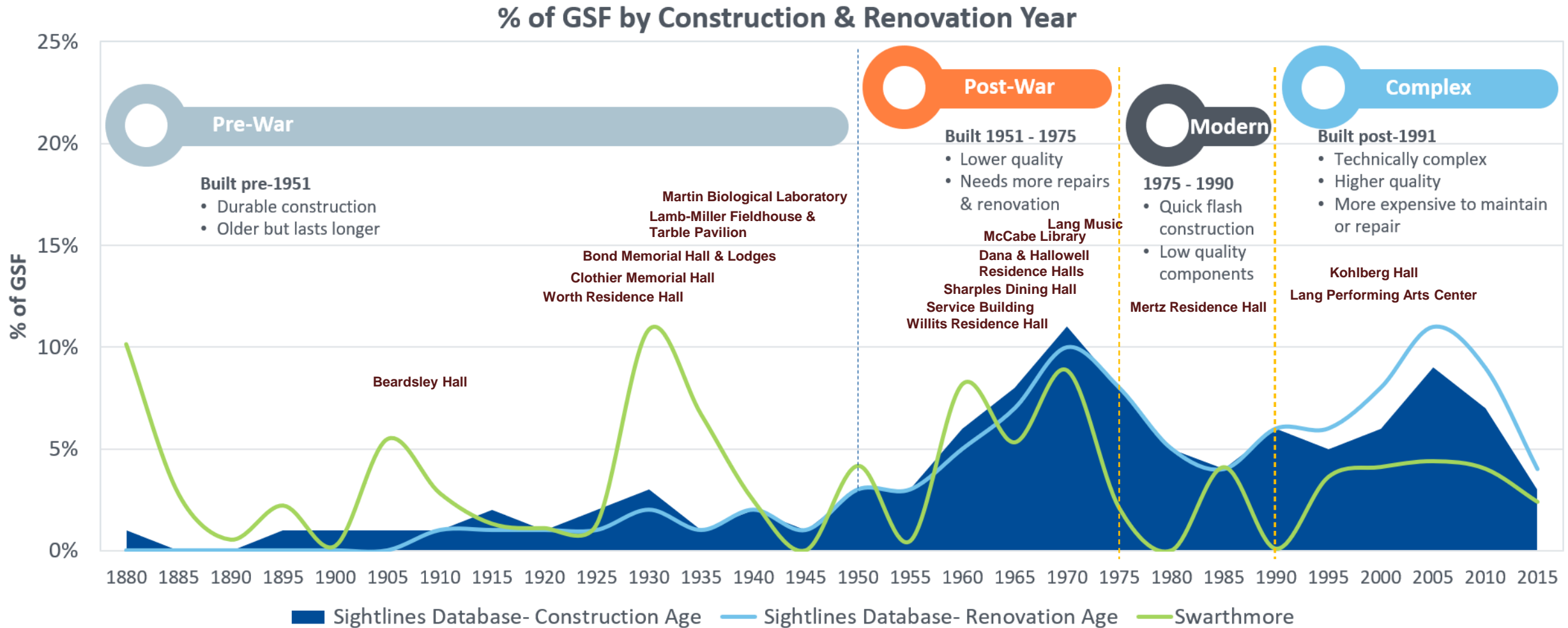
# 2019-20 Budget Calendar

- **November 20:** Budget Call letter distributed to financial managers
- **Early January:** All new position requests and modifications submitted to HR
- **January 22:** Deadline for non-personnel budget requests
- **February 22:** Board of Managers adopts the revenue budget
- **March-Early April:** Meetings to review budget requests
- **May 10:** Board of Managers adopt Operating and Capital Expenditure Budgets
- **July 1:** Start of the new fiscal year

Swarthmore College

# **CAPITAL PROJECTS**

# Campus Building Age Profile



# Biology, Engineering, & Psychology Building (BEP)

- New facility for primary use by Biology, Engineering and Psychology
- State of the art learning, teaching, and research spaces
- Largest building on campus (158,000 gross sq. ft)
- \$126 million project, with \$12 million devoted to enhance sustainability
- Phase 1 (laboratories and some classrooms) completion summer 2019
- Phase 2 (common areas, faculty offices) completion summer 2020





# New Dining Facility and Community Commons at Sharples





# Sharples Dining Hall: Building Renewal & Expansion

- Expanded capacity and dining options for students
- Revitalized space to enhance living, learning, and community-building
- New space for clubs, activities and events
- Net Zero Carbon Target to meet campus sustainability goals



# Sharples Dining Hall: Building Renewal & Expansion

- Anticipated Project timeline:
  - 2019: Program review and preliminary design
  - 2020: Construction begins for dining improvements
  - 2022: New Dining facility opens
  - 2023 Renovation of existing Sharples as Campus Commons
- Estimated Cost: \$40-45 million





# Lang Music Building

- Replace plumbing, HVAC, entry glass and roof
- Repurpose Presser Room for Gamelan Semara Santi
- Restore Pipe Organ
- \$9 million project
- \$7 million from Langs + \$2 million challenge match
- \$500,000 raised to date





# Martin Biological Laboratory: Repurposing, Addition(s) and Renovation

- Fall 2020: Biology Department moves to BEP Building.
- 2020-23: Renovation and expansion of space for academic use.
  - Remove Greenhouse addition
  - Construct new space
  - Updates to improve energy efficiency
  - Replace all of the building's systems and connect it to the new hot water loop





# Mertz Residence Hall Renovation and Renewal

- Summers 2019 & 2020
- Comprehensive systems and infrastructure work, including:
  - Windows
  - Roofing and insulation
  - Heating, Ventilation & Air Conditioning
  - Lighting
  - Room access
- Spruce up of rooms
- Additional apartment for residential life staff



# Energy Master Plan (aka Roadmap to Zero)

- Replace campus-wide steam system (original system dates to 1910's)
- Install a hot water loop for heating and cooling, minimizing the use of fossil fuels
- Establish energy resiliency on campus
- Expand use of on-campus renewables, including solar and geothermal
- Consider on-site power generation with Combined Heat and Power (CHP) units



# Financial Dependencies

