

COMMUNITY COLLEGE OF PHILADELPHIA



2023–2024 FISCAL YEAR BUDGET

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COMMUNITY COLLEGE OF PHILADELPHIA

2023-2024 BUDGET

PART I

THE FINANCIAL CONTEXT FOR THE 2023-2024 BUDGET

Financial planning for the 2023-2024 fiscal year was developed in the context of the College's 2017- 2025 Strategic Plan and its vision for becoming a premier community college.

The 2017-2025 Strategic Plan affirms the College's long-standing commitment to quality, access, affordability, and upward mobility. The plan firmly plants student success at the center of all efforts, establishing the means for each student to achieve their goals. This focus extends beyond the classroom, encompassing connections with the community, the educational pathways of students before and after their time with us, the regional economy and workforce, Diversity, Equity & Inclusion, and the overall environment and stability of the College. The College's Strategic Plan can be viewed at <https://www.myccp.online/strategic-planning/2017-2025-strategic-plan>

As we enter FY2023-24, the College is returning to a sense of normalcy while still dealing with the lingering effects of the pandemic. The FY2023-24 budget prioritizes supporting students in achieving academic and personal success while ensuring education remains affordable and accessible. Our primary focus is ensuring

that students have the necessary resources and support to thrive. We are committed to maintaining the affordability of education while providing top-notch programs, services, and facilities.

The FY2023-24 operating budget is \$2.2 million, or 1.6% higher than the FY2022-23 revised budget.

The College's enrollments for the fiscal year ending June 30, 2023, are estimated to be around 5.2% above budget. For fiscal year 2023-24, the budget conservatively projects enrollments with a slight increase of 3% or 6,817 credit hours over FY2022-23.

There will be no tuition or fee increase for the 2023-2024 academic year. In the past ten years, the College has only increased tuition once, and this will be the seventh consecutive year of no tuition or fee rate increases. As a result, the College has gone from having one of the highest tuition rates among the Pennsylvania community colleges to now being in the middle range of tuition rates.

The Governor's proposed budget contains a 2% increase in funding for community colleges.

The Mayor's final City Budget Plan for 2023-2024 provided a one-time allocation of \$15 million for the multi-year capital budget. An additional \$806,528 was appropriated for the Octavius Catto Scholarship program, which includes \$150K dedicated for dual enrollment programs bringing the total appropriations dedicated to the scholarship program to \$11.7 million.

Started in Spring 2021, the Octavius Catto Scholarship is an important anti-poverty initiative designed to put more Philadelphians on the path to success at the Community College of Philadelphia (CCP). Combining last-dollar funding with special wrap-around support services, the scholarship addresses obstacles like tuition, fees, and barriers that impact many Philadelphians, especially those living in poverty. As an access, retention, and completion initiative, eligible full-time students receive last-dollar funding, enhanced coaching and advising, and support for food, transportation, and books. Since the Scholarship's inception, there have been more than 1,100 Catto Scholars.

Under these planning assumptions, the fiscal year 2023-2024 budget is balanced by utilizing approximately \$5.6 million from the College's reserves.

Figure A reports a history of tuition and fee charges over the past decade.

Figure B reports the patterns in operating revenue support received by the College over the past decade. **Figure C** reports the patterns in operating revenue support received by the College, which includes Debt Service, Catto, Special Funds, and Other revenues.

FIGURE A
Community College of Philadelphia
History of Tuition and Fee Charges
Fiscal Years 2014-2024

Year	Per Credit Tuition	Per Credit General Fee	Per Credit Technology Fee	Average Course Fee per Credit ^	Average Total Cost per Credit	Average Dollar Increase	Percent Increase	Average Full-time Tuition and Fees per Academic Year
2013-14	153	4	28	7.61	192.61	5.00	2.7%	4,623
2014-15	153	4	28	7.66	192.66	0.05	0.0%	4,624
2015-16	153	4	28	7.85	192.85	0.19	0.1%	4,628
2016-17	153	4	30	9.71	196.71	3.86	2.0%	4,721
2017-18	159	4	30	10.05	203.05	6.34	3.2%	4,873
2018-19	159	4	30	10.45	203.45	0.40	0.2%	4,883
2019-20	159	4	30	10.75	203.75	0.30	0.1%	4,890
2020-21	159	4	30	11.96	204.96	1.21	0.6%	4,919
2021-22	159	4	30	11.43	204.43	-0.53	-0.3%	4,906
2022-23^	159	4	30	11.18	204.18	-0.25	-0.1%	4,900
2023-24^	159	4	30	11.18	204.18	0.00	0.0%	4,900

^ Estimated based upon projected course fees and projected student credit hours

FIGURE B
Percentages of Operating Revenues Coming from City, State,
Student and Other Sources
Fiscal Years 2014-2024

Fiscal	City	State	Student	Other	Special Funds	Total
2013-14	14.8%	22.5%	61.3%	1.4%		100.0%
2014-15	16.4%	22.5%	59.7%	1.4%		100.0%
2015-16	17.9%	23.1%	57.2%	1.8%		100.0%
2016-17	18.7%	24.2%	56.2%	1.0%		100.0%
2017-18	17.7%	24.2%	56.8%	1.4%		100.0%
2018-19	19.7%	24.4%	53.4%	2.4%		100.0%
2019-20	22.0%	23.9%	52.4%	1.7%		100.0%
2020-21	23.0%	23.1%	43.9%	0.8%	9.2%	100.0%
2021-22	24.8%	23.7%	38.1%	-2.0%	15.4%	100.0%
2022-23*	27.1%	27.0%	42.3%	2.1%	1.4%	100.0%
2023-24**	26.9%	27.5%	42.3%	3.3%		100.0%

*Estimated as of May 2023

**Projected

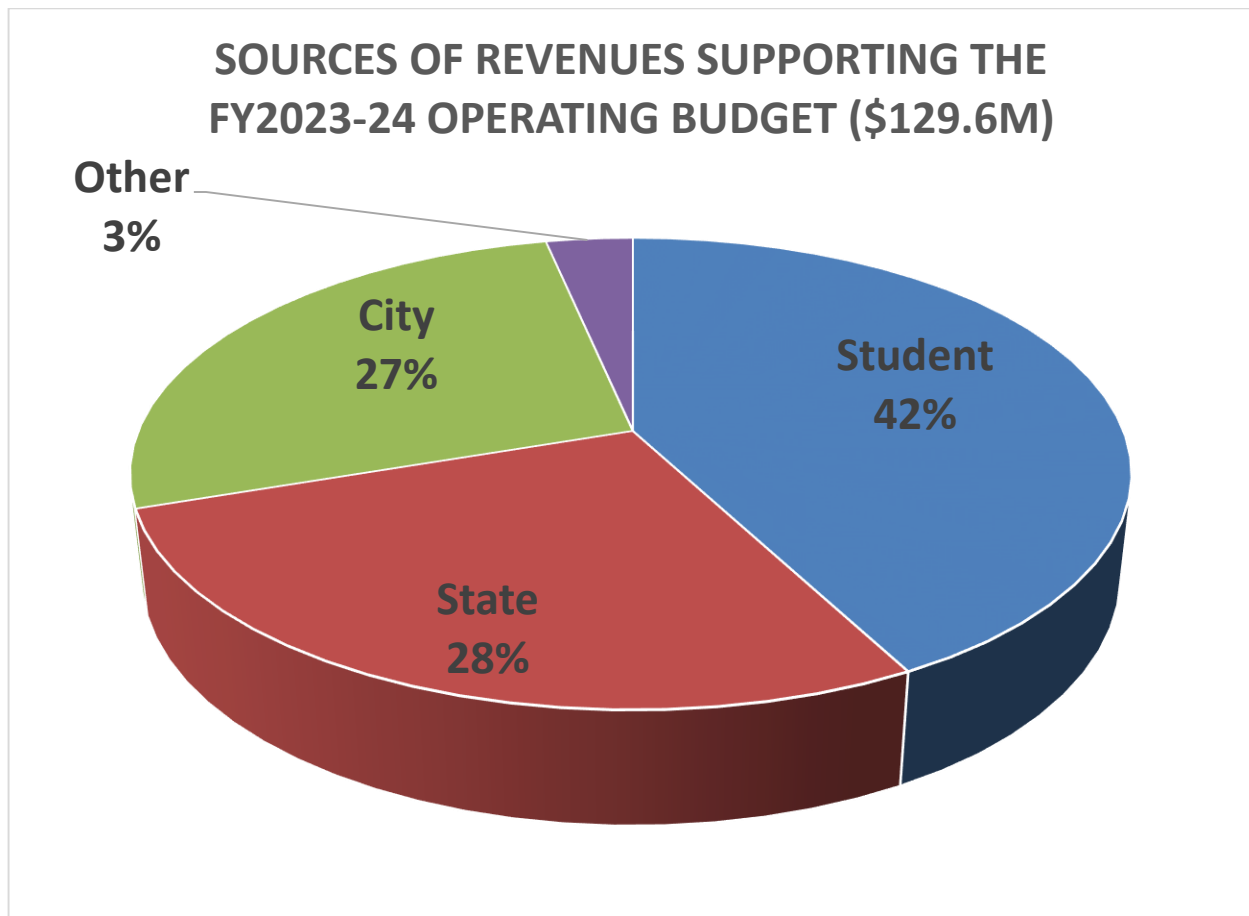
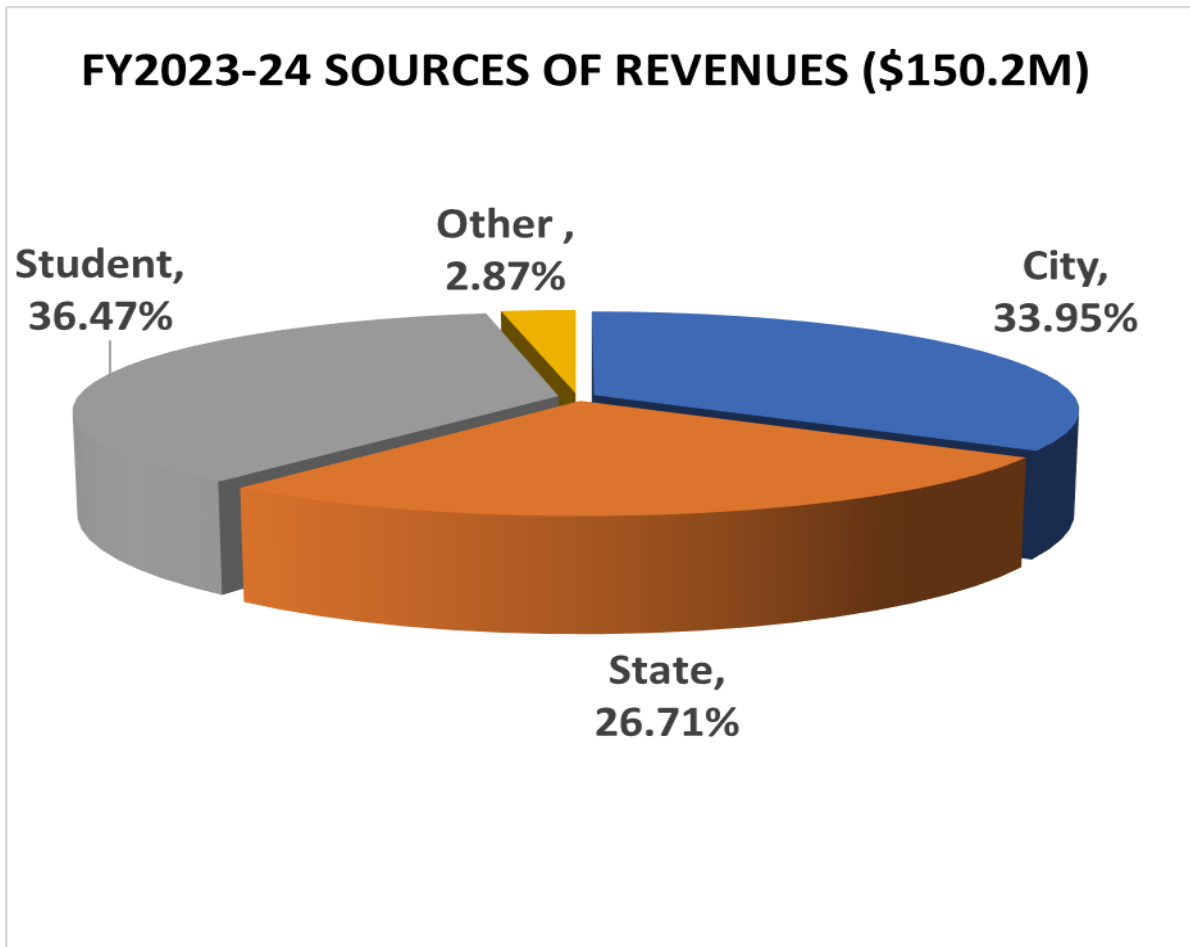


FIGURE C
Percentages of Total Revenues Coming from City, State, Student, and Other
Sources
2021-2024 Fiscal Years

Fiscal Year	City	State	Student	Other	Special Funds	Total
2020-21	27.91%	24.20%	38.98%	0.74%	8.17%	100.00%
2021-22	29.61%	25.68%	38.74%	5.29%	0.68%	100.00%
2022-23*	31.33%	27.93%	37.59%	1.89%	1.27%	100.00%
2023-24**	33.95%	26.71%	36.47%	2.87%	0.00%	100.00%

*Estimated as of May 2023

**As in the Proposed Budget



Note: Includes Catto & Debt Service

PART II
MISSION, VISION, AND STRATEGIC PRIORITIES FOR
THE 2023-24 YEAR

The current College Mission and Vision Statements can be found at <http://www.ccp.edu/about-us/mission-and-goals>. The College Mission and Vision Statements provide the framework for institutional planning.

The following principles have been utilized in developing the 2023-2024 budget plan:

1. Academic quality and efforts to meet current goals with respect to improved graduation, retention, and academic performance rates will remain intact.
2. Several vacant positions have been frozen to align the College's workforce with current enrollment trends. Moving forward, only the essential staff positions that continue directly advancing the College's most crucial strategic priorities will be filled. This measure aims to ensure that the College undergoes the right sizing process, effectively addressing the enrollment decline.
3. The College's institutional plans (Strategic, Academic, Enrollment Management, Technology, Marketing, Diversity, and Facility) will be

used as guides in decision-making concerning the allocation of available resources.

4. The College will continue to pursue innovative strategies and implement initiatives essential to ensuring and enhancing the College's academic and financial viability.
5. The College will continue to put efforts into workforce development initiatives in partnership with the City.
6. Net-revenue-producing enrollment growth will be actively pursued and supported.

The 2023-2024 budget plan reflects a commitment to advancing the goals of the College's Strategic and Operational Plans. The College's Strategic Planning Process is focused on the six pillars outlined in "The City's College: Impact 2025" document and the new pillar of Diversity, Equity, and Inclusion.

Additional information can be found on the website:

<https://www.myccp.online/strategic-planning/2017-2025-strategic-plan>

The Student Experience - As the keystone of our comprehensive strategy to improve student success and completion, the College will continue fully implementing and assessing the Guided Pathways model.

Workforce Development, Readiness, and Economic Innovation – The College will address the region's new growth opportunities and gaps in educational and skill attainment for all Philadelphians.

External and Internal Community Relations – As the City's college, Community College of Philadelphia will position itself as a vital resource that impacts all of Philadelphia and beyond.

World-class Facilities – The College is committed to providing world-class facilities that reflect excellence and equity.

Fiscal Stability and Sustainability – Community College of Philadelphia will build a sustainable financial model that provides excellent student resources, respectable employee compensation, and world-class facilities.

Diversity, Equity, and Inclusion – The College is committed to ensuring that diversity, equity, and inclusion (DEI) are embedded in all aspects of College life, including admissions, the academic experience, employee recruitment and retention, and in its relationships with entities doing business with the College.

PART III

BUDGET INITIATIVES

The College's planned 2023-2024 operating and capital expenses accommodate several important initiatives that address the six pillars noted above. Among these are:

I. The Student Experience

- Add HyFlex classrooms to better accommodate student needs by combining face-to-face and online learning.
- Scheduling for Success – Student Demand, Student Enrolment, Progress towards completion.
- Customer Service training designed to facilitate continuous improvement and skill development for faculty and staff to enhance the student experience and diversity, equity, and inclusion efforts.
- A total of \$11.7 million has been appropriated to continue the Octavius Catto Scholarship program.
- Nine visiting lecture positions.

II. Workforce Development, Readiness, and Economic Innovation

- In an effort to align academic and student success and workforce development, Community College of Philadelphia focuses some of its strategic efforts toward micro-credentials in high-demand career fields and high-priority occupations like Electro-Mechanical Technicians and Computer Support Specialists for the Science and Technology industries. These efforts are designed to accelerate students transitioning to the workforce in Philadelphia (and beyond) and support learners in advancing their education (skill development) and employment needs.
- The College continues to sharpen its focus on the life sciences, information technology, and business services industries and expand its degree and certificate program offerings in an effort to meet the City's workforce needs. In addition to advanced manufacturing, and precision machining, the new Transportation Technology degree programs and proficiency certificates add value to the College's offerings.
- The Career and Advanced Technology Center is the newest building at Community College of Philadelphia, and the College is locating three workforce-focused staff and administrators there to provide the necessary resources to support the College's programs.

III. Fiscal Stability and Sustainability

- No tuition or fee increase for the FY2023-24 year.
- Increasing the College's wage rate to a minimum of \$15.00 per hour for student workers and \$16.50 per hour for part-time tutors.
- The College will implement a new CRM system, SLATE Recruit, which should result in increased enrollments and revenues.

IV. World-class Facilities

- Funding to hire supplemental HVAC Mechanics in order to run all operations.
- Various Design and Construction Projections included but are not limited to:
 - **Mint building lighting and doors:** Replacement of the historic exterior doors of the Mint building and enhanced exterior lighting.
 - **Bonnell Skylights:** Replace/refurbish the roof height skylights connecting to the Mint building.
 - **GESA project:** HVAC controls and equipment identified for replacement which will provide energy savings to help defer costs.
 - **Physics lab:** Complete renovation of classroom and adjacent offices.
 - **Dental clinic:** Improvements to meet the certification of the clinic.

- **CATC parking lot:** security enhancements to include lighting, fencing, guard shack, and sidewalk.
- **Boardroom:** AV upgrades keeping with the historic nature of the room.
- **Winnet Commons:** This new Student Services Center will house the Single Stop program within a larger 3,000 sq. ft. space for student activities. It will include walled offices, one open reception area, and one multi-purpose room.
- **Bonnell Restroom:** Convert the ground-level men's and women's rooms into one gender-neutral restroom.
- **Winnet Roof:** replacement/refurbishment of all flat roofs.
- **NERC pedestrian bridge:** structural investigation and repair of the bridge.
- **Main Garage Lighting:** enhancement of lighting in the parking garage.

V. External and Internal Community Relations

- Continued support of the Jr. Stem Academy, which offers year-round programming such as one-day seminars focused on STEM fields, mini workshops on national and international STEM awareness days, and our

semester-long project-based learning activities in Biomedical and Environmental Engineering and Applied Robotics programs for students in grades 6 to 12.

- Continued support for Community Engagement and Civic Leadership, which is the College's home for volunteerism, service learning, scholarship and research, and community partnerships. Planned initiatives for FY2023-2024 include but are not limited to Adopt-A-School and #CCPVotes.

VI. Diversity, Equity, and Inclusion

- Funding to support the new Aspiring Leaders Fellowship program, whose primary goal is to foster the development of leadership skills and abilities within the College community while increasing participants' readiness for promotion and other professional opportunities.
- Funding to support the Marc David LGBTQ Center, Office of Collegiate Recovery, and the Women's Outreach and Advocacy Center.
- Funding to support the President's Diversity, Equity, and Inclusion Council, which is committed to developing a College environment that welcomes, celebrates, and promotes respect for all.

PART IV

EXPENDITURE **BUDGET**

The College's operating budget is largely committed to salary and associated benefits. Of the College's total operating budget, 80.9% is spent on salaries and benefit expenses. The following two tables summarize salary and related benefit expenditures by functional area of the College and summarize the major categories of non-salary expenditures.

As shown in **Figure D**, approximately 49.9% of the College's budget will be spent on direct instruction and academic support services. Expenditures related to academic administration represent approximately 6.7% of the budget. Student Support expenditures, including the Offices of Counseling and Financial Aid, will represent approximately 11.6% of the budget. Facility Operations, which addresses all aspects of facility operations, including campus security, accounts for 12.1% of the budget. Information Technology Services account for 5.8% of the total budget. Other administrative offices account for approximately 15.7% of the budget. The latter includes the following budget areas: Human Resources, Business and Finance, Institutional Advancement, Strategic Communications, Government Relations, President/Board of Trustees, General Counsel, and the Institutional Contingency budget.

FIGURE D				
2023-24 Budgeted Expenditures				
By Functional Area				
<u>Organizational Area</u>	<u>Salaries and Benefits</u>	<u>Non-salary Expenditures</u>	<u>Total</u>	<u>Percent of Budget</u>
Instruction and Academic Support Services	\$64,473,390	\$3,027,547	\$67,500,937	49.92%
Academic Administration	\$8,045,194	\$957,290	\$9,002,484	6.66%
Counseling/Financial Aid	\$5,881,327	\$29,412	\$5,910,739	4.37%
Other Enrollment Services and Student Affairs Administration	\$8,942,512	\$818,330	\$9,760,842	7.22%
Facility & Security Operations	\$5,771,677	\$10,641,181	\$16,412,859	12.14%
Information Technology Services	\$4,309,672	\$3,562,357	\$7,872,029	5.82%
General Administrative Functions	\$14,540,639	\$6,756,025	\$21,296,664	15.75%
Lapsed Salary Projection	(\$2,524,846)	\$0	(\$2,524,846)	-1.87%
Total 2023-24 Operating Budget	\$109,439,566	\$25,792,142	\$135,231,708	100%
Percent of Budget	80.93%	19.07%		

FIGURE D
2023-2024 Budgeted Expenditures
By Functional Area

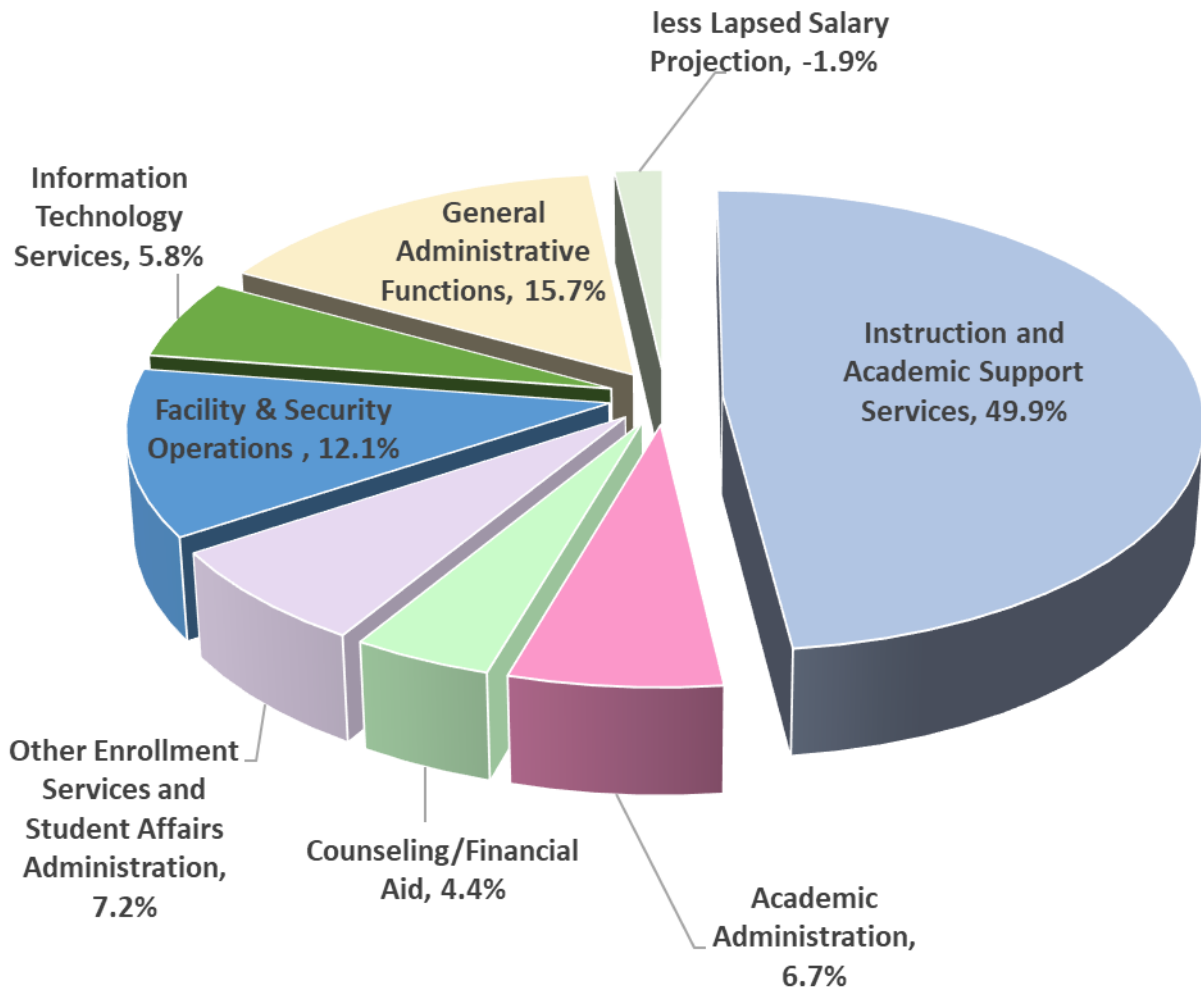
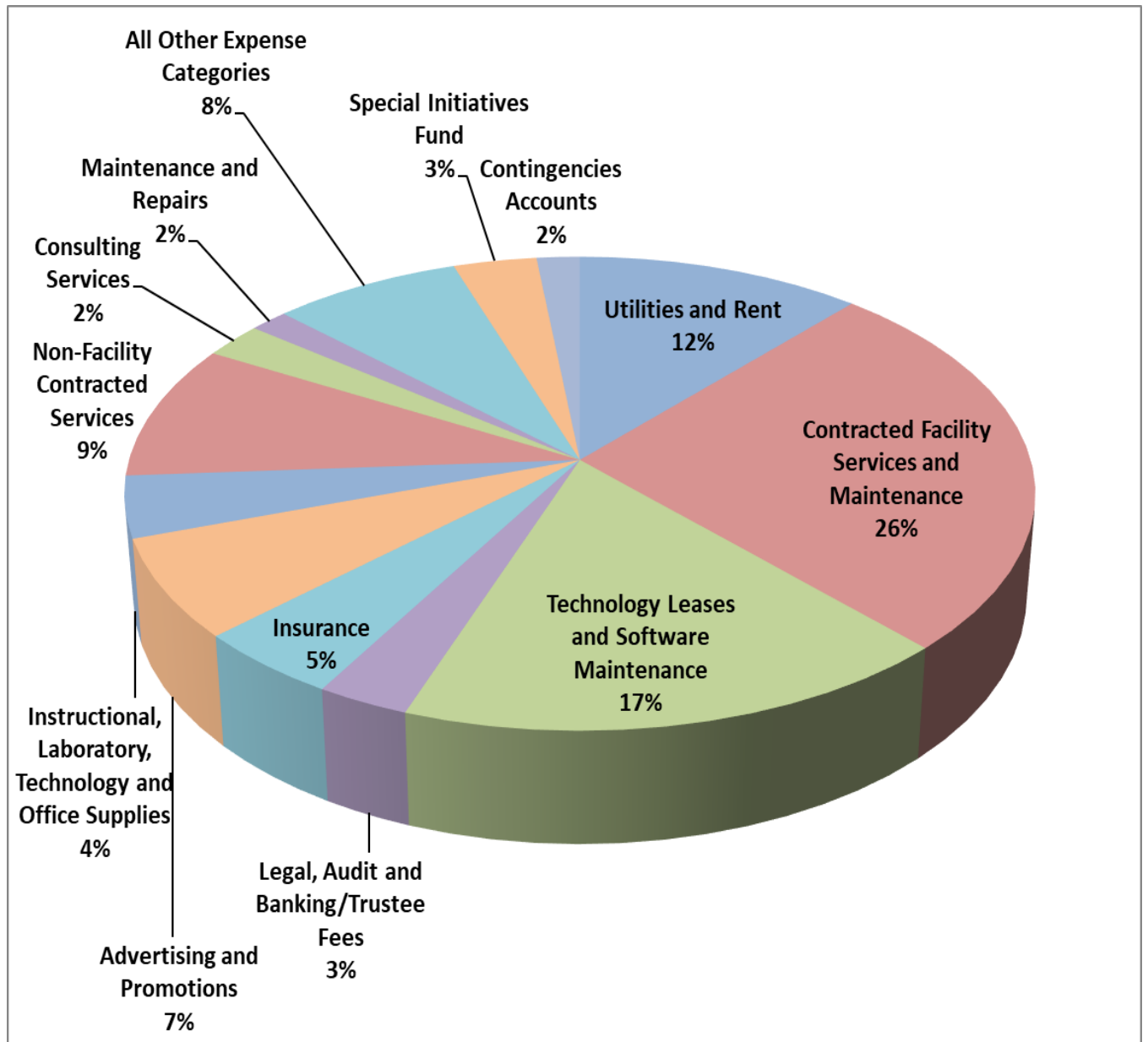


Figure E summarizes planned 2023-2024 expenditures in categories other than salaries and benefits. More detailed expense information is provided in Table IV in Part VI of the Budget. Approximately 26.3 percent of non-salary expenditures are associated with Facility Operations, including Public Safety, while Information Technology requirements (leased equipment and software) account for another 17.5 percent. Major non-Facility contracted service expenditures include Single Stop, loan default management, testing services, Canvas (learning management system), interpreter services, courier and armored car services, payment gateway processing, new employee background checks, data backup, and firewall monitoring. Consulting service expenditures include State and Federal lobbyists and facility architectural and engineering needs.

FIGURE E
2023-24 Non-salary Expenditures Reported by Major Categories

Expenditures Other Than Salaries and Fringes	Amount	Percent of Total
Utilities and Rent	\$3,000,233	11.6%
Contracted Facility Services and Maintenance (Includes Contracted Cleaning, Contracted Security and Other Service Contracts)	6,788,853	26.3%
Technology Leases and Software Maintenance	4,511,251	17.5%
Legal, Audit and Banking/Trustee Fees	750,000	2.9%
Insurance	1,195,794	4.6%
Advertising and Promotions	1,742,072	6.8%
Instructional, Laboratory, Technology and Office Supplies	1,081,383	4.2%
Non-Facility Contracted Services	2,381,871	9.2%
Consulting Services	625,305	2.4%
Maintenance and Repairs	402,606	1.6%
All Other Expense Categories	1,984,924	7.7%
Special Initiatives Fund	875,000	3.4%
Contingencies Accounts	453,000	1.8%
Total Non-Salary-Related Expense	\$25,792,292	100.0%



Non-Salary Operating Expenses Change

Healthcare costs, at a projected \$22 million, are a significant part of the College's operating expenses. The fiscal year 2023-2024 budget is \$768K higher than the 2022-2023 revised budget. Over the past few years, the College made substantial progress in reducing the escalation of healthcare costs by completing a successful RFP process for a pharmacy benefit manager; completing a successful RFP process for its Stop Loss Insurance premiums for the self-funded medical claims; renegotiating the administrative fee charged by IBX; and moving to a self-funded arrangement for the Delta Dental coverage.

Other Expenses-General are budgeted to decrease by \$813K over the 2022-2023 revised budget. Facility-related expenses are budgeted to decrease by \$208K over the 2022-2023 revised budget. The decreases are mainly due to one-time expenses that are no longer required within the 2023-2024 budget.

Leases

The following is a list of major software and equipment leases budgeted for the 2023-2024 year that has an annual cost of \$100,000 or greater:

Ellucian Banner ERP Software	467,071
Oracle Software	329,589
Leased Servers & PCs - ITS	278,526
Canvas	247,067
Library Subscription Services (various)	200,000
EAB Global, Inc Starfish	158,845
Leased PCs - SACC	158,845
Microsoft Campus License Renewal	117,712
Blackbaud	127,183

Capital Expenses

The 2023-2024 capital budget plan totals \$8,918,534 in debt service payments and \$695,610 for capital purchases to be funded from non-resident student capital fees and an additional \$400,000 for capital purchases to be funded by the Perkins grant. A one-time allocation of \$15 million has been provided by the City to support the multi-year capital budget.

The College's existing debt consists of the following:

- 2015 Bond Issue, which refinanced the 2008 issue (Pavilion Building, Northeast Regional Center Expansion and Bonnell, Mint and West Building Renovations) and included new borrowings for Biology Lab Renovations in the amount of \$5.9 million and for the West Building Escalator Replacement in the amount of \$1.8 million.
- 2018 Bond Issue which refinanced the remaining debt service of the 2017 privately placed bond which had refinanced the 2007 Bond Issue which had previously refinanced the 1998 Bond (Northwest Regional Center and Main Campus Projects) and of the 2001 Bond Issue which financed the Center for Business and Industry Project.
- 2018 Bond Issue which is financing the Library/Learning Commons Renovations.
- 2019 Bond Issue which is the first phase of financing for the West Philadelphia

Career and Advanced Technology Center.

- 2020 Bond Issue for the second phase of financing for the West Philadelphia Career and Advanced Technology Center.

Details on all of these borrowings can be found in Table V.

Student Activities, Athletics, and Commencement Expenses

Student activity and commencement expenditures are funded from the General College fee, revenues generated from student events, and net profits from the bookstore and food service functions. The projected level of expenditures in this area is \$1,655,978. See Tables VII-A and VII-B in Part VI for the detailed Student Activities, Athletics, and Commencement budget.

GASB 45, 68 and 75

Beginning with the 2007-08 fiscal year, the College was required to implement a new accounting standard, GASB 45. This standard requires that the estimated present value of future post-retirement healthcare costs be accrued for both current retirees and their dependents and for current employees and their dependents. The annual retiree healthcare costs expenditures are included in the annual expense budget and paid from annual revenues. The GASB 45 accrued expense liability computation

does not directly impact on current year's revenues, expenses, and cash position; but it does have a significant impact on total expense and net asset amounts reported within the College's financial statements. The OPEB liability for fiscal year 2021-22 increased to \$188.4 million from \$176.3 million largely due to the increasing number of retirees. The College is also required to record a liability related to employees enrolled in the state's PSERS and SERS retirement programs (GASB 68). The liability recorded for fiscal 2021-22 was \$3.68 million.

PART V

REVENUE

BUDGET

Credit Enrollments

The budget plan is based upon 234,064 credit hours or 3% higher than the amount projected for fiscal year 2022-23.

Non-Credit Enrollments

Non-Credit FTE Enrollments for fiscal year 2023-24 are based on Adult Literacy - GED, ESL, ABE (330), Workforce Development (270) and Other (70) for a total of 670.

City and State Funding

Figure F summarizes total City and State funding for the most recent ten Years including debt service.

Figure F

Total City and State Funding 2013-14 to the Present

Fiscal Year	Total City Allocation	Total State Allocation
2013-14	26,409,207	34,540,430
2014-15	26,909,207	33,229,630
2015-16	30,309,207	35,444,960
2016-17	29,909,207 [#]	36,410,571
2017-18	30,409,207 [#]	36,035,364
2018-19	32,409,207 [#]	35,755,597
2019-20	36,059,207 [#]	38,256,472
2020-21	39,309,207 ^{#*}	38,249,398
2021-22	39,309,207 ^{#*}	38,094,772
2022-23	39,309,207 ^{#*}	39,530,915 ^{**}
2023-24	39,309,207 ^{#*}	40,136,915 ^{**}

[#] Includes \$800,000 for the Power Up Your Business Program

^{*} Does not include the \$11,693,974 appropriation for the Octavius Catto Scholarship program

^{**} Includes additional funding within the proposed Governors Budget

City funding is typically a lump-sum appropriation. As the College's expenditures on capital projects and debt service change, this increases or decreases the dollars that are available from the City allocation for operating purposes. Unlike student revenues and State revenues, the annual City appropriation has never been tied, directly or indirectly, to enrollments.

State funding for the operating budget is provided separately. In the 2005-06 fiscal year, under the provisions of Act 46 passed in July 2005, State funding for Pennsylvania community colleges was transformed from the previous enrollment-based funding formula to an approach that was intended to provide more stability and predictability in funding. Act 46 largely, but not completely, uncoupled the level of State funding received from annual enrollment shifts. Beginning with the 2010 fiscal year, the State budget process has ignored the provisions of Act 46.

City Current Operating Revenues

The Mayor's proposed budget has allocated \$39,309,207 to the College for FY 2023-2024. Of this amount, \$800,000 is specifically allocated for the Power Up Your Business program. The Power Up Your Business program is a free neighborhood-based approach to support small business owners in Philadelphia and to give them the tools needed to grow their businesses. In addition to the \$39.3 million appropriation, the City is also providing \$11.7 million in funding for the continuation of the Octavius Catto Scholarship program. The Catto Scholarship program will provide last dollar tuition and supplemental stipends to full-time students based upon certain criteria.

City dollars are first applied to the City's share of debt service and capital expenses. The remaining revenues are available to support current operating expenses. The computation for 2023-2024 is as follows:

City Appropriation	\$ 39,309,207
Less: Debt Service	<u>(4,459,267)</u>

AVAILABLE FOR CURRENT OPERATING BUDGET	<u>\$34,849,94</u>
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State Current Operating and Lease Revenues

As noted above, the provisions of Act 46 enacted for the 2005-06 year, have been bypassed in recent years' State budgeting. For 2023-24, the Governor proposed budget has a 2% increase in funding for community colleges. The State operating budget appropriations for the past several years and proposed for 2023-24 are as follows:

2013-14	\$28,036,906
2014-15	\$28,499,415
2015-16	\$29,963,711
2016-17	\$30,732,457
2017-18	\$30,732,457
2018-19	\$31,653,624
2019-20	\$32,287,263
2020-21	\$32,287,263
2021-22	\$32,340,889
2022-23	\$34,004,773
2023-24	\$35,677,648

Included in the State operating funding amount is \$150,000, which represents fifty percent funding for some leased building and equipment costs. This brings the budgeted State Operating funding to \$35,677,648.

Commonwealth of Pennsylvania Capital Funding

In recognition of the very large amount of major unmet capital project needs in each of the community colleges' master plans, the State, through Act 46, established a separately-funded capital pool for the community colleges. The capital pool includes all dollars committed to existing long-term capital (debt service and long-term facility leases). The capital pool is treated as a revolving fund so that as debt is retired or leases terminated, dollars committed to those costs will be returned to the pool for use for another capital purpose. In addition, the capital pool may, through the State budget process, be augmented by an annual appropriation increase. The College is not budgeting for any funding from the capital pool.

Debt service payment funding for the College for the 2023-2024 year from the capital pool will total \$4,459,267.

Student Tuition and Fee Revenues

For the 2023-2024 year, there will be no increases in tuition or fees. Student tuition charges will remain the same at \$159 per credit. In the past ten years, the College has only increased tuition one time and this will be the seventh consecutive year of no increases to tuition or fee rates.

Student Current Operating Revenues

Student Tuition Revenues were projected as follows:

Revenue Category	Revenue Adjustments	Total
Gross Revenues:		
Student Credit Hours at Census Date: 287,233		
Tuition - \$159 per credit		
Gross Tuition Revenue*		43,705,444
Net Contribution from Corporate Solutions		772,500
Technology Fee - \$30 per credit		7,295,974
Credit Course Fees		2,616,918
Distance Education Fees		1,755,248
Adult Literacy Program Fees		44,194
Senior Citizen Course Fees		5,600
Other Non-Instructional Fees		658,542
Tuition Revenue Adjustments, Discounts and Write-offs:		
Opportunity Now/Chamber of Commerce/	-	
First Class Programs		
Complete 15 Program	-	
Student Receivable Write-Offs and Tuition Adjustments	(934,079)	
Tuition Waivers and Exemptions	(1,033,250)	
American Success Program Offset	-	
Senior Citizen Tuition Discount	(25,138)	
Collection Costs	(64,767)	
Total Tuition Adjustments		(2,057,234)
TOTAL PROJECTED STUDENT REVENUES		54,797,186

*Assumes 9,800 credit hours from out-of-county students and 10,700 credit hours from out-of-State students.

Consistent with prior years' budget development practices, business and industry program contract revenues are budgeted on a net-revenue basis. The nature of the educational contracts that are developed and entered into during the course of the year with clients makes it impossible to predict accurate expenditures in advance.

Federal and State Funding

Approximately 50.4% of the College's credit students received some form of financial aid grant (Pell, FSEOG, PHEAA) to attend the College during the 2022-2023 academic year. For those receiving grant aid, the average amount received was \$3,755 for the 2022-2023 award year (based off of the Fall 2022 and Spring 2023 semesters). A substantial majority of the College's full-time students are among those receiving some form of federal grant aid. The maximum Pell award for fiscal year 2022-2023 was \$6,895. For fiscal year 2023-2024, the maximum Pell award will be \$7,395.

Beyond City, State and student-related revenues, the most important external source of budget support for the College's budget over the past two decades has been federal Perkins funds which support the critical need for Career and Technical Education. In the past few years, the Perkins career program grant has provided more than \$2.5 million

annually, which has been used to support program operating budget expenses and purchase capital equipment for the College’s career programs.

The projected funding for 2023-2024 is estimated at \$2,700,000, of which \$1,200,000 will be used to support costs associated with career programs, and at least \$1,300,000 will be used to support career program capital needs. The remained of the funds will be used for initiatives to develop and enhance career program offerings, continue to fund two full-time advisors and expand CTE Success Coaches and CTE Career Support Coaches at the college.

Other Current Operating Revenues

Several other sources of revenue are available to support the College’s operating budget. Projections for these are as follows:

Miscellaneous Income	779,561
Vocational-Education (Perkins) Funds	350,000
Indirect and Administrative Cost Recovery	346,210
Parking Lot and Garage Net Proceeds	112,500
Investment Income	2,624,204
Foundation Support	<u>95,000</u>
TOTAL - OTHER REVENUE	4,307,475

Investment income (loss) is generated from the College's investments in the Commonfund Multi-Strategy Bond Fund, Intermediate-Term Fund, Core Equity Fund, TIAA Fixed Income Fund, and TIAA Equity portfolio, as well as from short-term investments. The Investment Subcommittee of the Business Affairs Committee and College management provide oversight of the Commonfund and TIAA investment portfolios. The Indirect and Administrative Cost Recoveries are generated from federal grants awarded to the College.

In addition to operating revenues, the College annually receives restricted funding from a variety of public and private sources to enhance institutional activities and permit new initiatives that support the College's strategic priorities to be undertaken. Restricted funding is not used to support permanent staff positions or essential operating functions, and, as a result, revenues and expenditures associated with restricted funding activities are not included in the operating budget.

PART VI
DETAILED REVENUE, EXPENSE, AND
ENROLLMENT TABLES

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TABLE I

**BUDGET SUMMARY - FUNDING SOURCES AND APPLICATION OF FUNDS
FOR THE FISCAL YEAR JULY 1, 2023 - JUNE 30, 2024**

FUNDING SOURCES	Operating	Capital	Catto Scholarship Program	Total
Student Tuition	\$42,420,709			\$42,420,709
Student Technology Fee	7,295,974			7,295,974
Credit Course Fee	2,616,918			2,616,918
Distance Education Fee	1,755,248			1,755,248
Adult Literacy Program Fee	44,194			44,194
Senior Citizen Fee	5,600			5,600
Other Non-Instructional Fees	658,542			658,542
City of Philadelphia	34,849,940	\$4,459,267	\$11,693,974	51,003,181
Commonwealth of Pennsylvania	35,677,648	4,459,267		40,136,915
Interest Income	294,742			294,742
Indirect Cost Allowances	301,558			301,558
Vocational Education Support Funds	350,000			350,000
Miscellaneous Income	3,361,175			3,361,175
Reserves	5,599,460			5,599,460
Total Current Operating Revenues	135,231,709	8,918,534	11,693,974	155,844,217
Student General, and Other Fees	1,426,102	295,610		1,721,712
Grant Capital Revenues		400,000		400,000
Total Educational and General Revenues	136,657,811	9,614,144	11,693,974	148,351,785
Auxiliary Enterprises	605,123			605,123
TOTAL SOURCES OF FUNDS	<u>\$137,262,934</u>	<u>\$9,614,144</u>	<u>\$11,693,974</u>	<u>\$158,571,052</u>
APPLICATION OF FUNDS				
Operating Budget Salary Expenses	75,276,880			\$75,276,880
Operating Budget Staff Benefits Expenses	34,162,535			34,162,535
All Other Operating Budget Expenses	25,792,292			25,792,292
Catto Scholarship Program Expenses			\$11,693,974	11,693,974
Reduced Current Operating Expenses	135,231,708		11,693,974	146,925,682
Student Activities & Commencement	1,655,978			1,655,978
Total Educational and General Expenditures	136,887,687		11,693,974	148,581,661
Auxiliary Enterprises	375,247			375,247
Capital Acquisitions		\$695,610		695,610
Debt Service		8,918,534		8,918,534
TOTAL USES OF FUNDS	<u>137,262,934</u>	<u>9,614,144</u>	<u>11,693,974</u>	<u>158,571,052</u>
TOTAL APPLICATION OF FUNDS	<u>\$137,262,934</u>	<u>\$9,614,144</u>	<u>\$11,693,974</u>	<u>\$158,571,052</u>

TABLE II

**STATEMENT OF CURRENT FUND SOURCES OF REVENUES
FOR THE FISCAL YEAR 2023-2024 IN COMPARISON TO FISCAL YEARS 2022-23 and 2021-22**

EDUCATIONAL AND GENERAL	2021-2022 Actual	Approved 2022-2023 Budget	Revised 2022-2023 Budget	Proposed 2023-24 Budget	% Change From 2022-23 Revised
<u>Student Revenues</u>					
Tuition	\$39,170,559	\$39,094,257	\$40,435,155	\$41,648,209	3.0
Technology Fee	\$6,942,405	\$6,832,624	\$7,083,470	\$7,295,974	3.0
Credit Course Fee	\$2,539,638	\$2,575,545	\$2,540,697	\$2,616,918	3.0
Distance Education Fee	\$2,095,713	\$1,779,059	\$1,704,125	\$1,755,248	3.0
Adult Literacy Program Fee	\$57,520	\$42,907	\$42,907	\$44,194	3.0
Senior Citizen Fee	\$6,519	\$5,437	\$5,437	\$5,600	3.0
Other Non-Instructional Fees	\$725,438	\$639,361	\$639,361	\$658,542	3.0
Net Contribution from Other Noncredit Instruction	<u>\$541,704</u>	<u>\$750,000</u>	<u>\$750,000</u>	<u>\$772,500</u>	<u>3.0</u>
Total Student Revenues	\$52,079,495	\$51,719,189	\$53,201,151	\$54,797,186	3.0
<u>Governmental Appropriations</u>					
City of Philadelphia	\$33,909,431	\$34,146,392	\$34,146,392	\$34,849,940	2.1
Other Special Funds	\$20,998,010	\$0	\$1,800,000	\$0	
Commonwealth of Pennsylvania	<u>\$32,340,889</u>	<u>\$34,512,263</u>	<u>\$34,004,773</u>	<u>\$35,677,648</u>	<u>4.9</u>
Total Governmental Appropriations	\$87,248,330	\$68,658,655	\$69,951,165	\$70,527,588	0.8
Use of Reserves		8,700,091	7,322,631	\$5,599,460	
<u>Other Income</u>					
Interest Income	\$207,766	\$194,742	\$194,742	\$294,742	51.3
Indirect Cost Allowances	\$329,976	\$301,558	\$301,558	\$301,558	0.0
Vocational Education Support Funds	\$0	\$350,000	\$350,000	\$350,000	0.0
Miscellaneous Income	<u>(\$3,231,008)</u>	<u>\$994,774</u>	<u>\$1,823,308</u>	<u>\$3,361,175</u>	<u>84.3</u>
Total Other Income	<u>(2,693,265)</u>	<u>1,841,074</u>	<u>2,669,609</u>	<u>4,307,475</u>	<u>61.4</u>
Total Current Operating Revenues	<u>136,634,560</u>	<u>130,919,009</u>	<u>133,144,557</u>	<u>135,231,709</u>	<u>1.6</u>
<u>Other Student Income</u>					
General College & Other Fees #	\$1,409,067	\$884,560	\$937,448	\$965,571	3.0
Other Student Activity Revenues #	\$29,655	\$20,000	\$59,646	\$30,000	(49.7)
Transfer from College Reserves	<u>\$0</u>	<u>\$576,095</u>	<u>\$345,407</u>	<u>\$430,531</u>	<u>24.6</u>
Total Other Student Income	<u>1,438,722</u>	<u>1,480,655</u>	<u>1,342,501</u>	<u>1,426,102</u>	<u>6.2</u>
TOTAL EDUCATIONAL AND GENERAL REVENUES	<u>138,073,282</u>	<u>132,399,664</u>	<u>134,487,057</u>	<u>136,657,811</u>	<u>1.6</u>
<u>Auxiliary Enterprises</u>					
Bookstore #	\$817,260	\$350,000	\$462,350	\$471,597	2.0
Food Service #	\$62,200	\$0	\$26,996	\$26,996	0.0
Parking Lot & Garages	<u>\$254,959</u>	<u>\$213,606</u>	<u>\$104,397</u>	<u>\$106,530</u>	<u>2.0</u>
Total Auxiliary Enterprises	<u>\$1,134,419</u>	<u>\$563,606</u>	<u>\$593,743</u>	<u>\$605,123</u>	<u>1.9</u>
TOTAL CURRENT FUND SOURCES OF REVENUES	<u>\$139,207,700</u>	<u>\$132,963,270</u>	<u>\$135,080,800</u>	<u>\$137,262,934</u>	<u>1.6</u>

These sources of revenue fund Student Activities and Athletics Program and do not support the current operating budget.

TABLE III

**SUMMARY OF CURRENT FUND SOURCES OF REVENUES AND EXPENDITURES
FOR THE FISCAL YEAR 2023-24 COMPARED WITH FISCAL YEAR 2022-23**

	Approved 2022-23 Budget	Revised 2022-23 Budget	Proposed 2023-24 Budget	% Change From 2022-23 Revised
SOURCES OF FUNDS				
<u>Current Operating Revenues</u>				
Student Tuition and Fees	\$51,719,189	\$53,201,151	\$54,797,186	3.0
Governmental	68,658,655	69,951,165	70,527,588	0.8
Other	1,841,074	2,669,609	4,307,475	61.4
Use of Reserves	8,700,091	7,322,631	5,599,460	
Total Current Operating Revenues	130,919,009	133,144,557	135,231,709	1.6
Other Student Fees and Other Revenues	1,480,655	1,342,501	1,426,102	6.2
TOTAL EDUCATIONAL AND GENERAL	132,399,664	134,487,057	136,657,811	1.6
Auxiliary Enterprises	563,606	593,743	605,123	1.9
TOTAL SOURCES OF FUNDS	\$132,963,270	\$135,080,800	\$137,262,934	1.6
EXPENDITURES				
<u>Current Operating Expenditures *</u>				
Salaries (including Unexpended Dollars)	\$73,773,384	\$74,089,069	\$76,501,726	3.3
Less: Anticipated Lapsed-Budget Dollars	(2,765,686)	(2,000,000)	(2,524,846)	26.2
Net Salaries	71,007,697	72,089,069	73,976,880	2.6
Benefits	34,075,412	33,027,234	34,162,535	3.4
Retirement Incentive Expense	800,000	1,312,623	1,300,000	(1.0)
Other Expenses	\$25,035,900	\$26,715,631	\$25,792,292	(3.5)
Total Current Operating Expenditures	130,919,009	133,144,557	135,231,708	1.6
Student Activities & Commencement	\$1,685,618	\$1,508,743	\$1,655,978	9.8
TOTAL EDUCATIONAL AND GENERAL	132,604,627	134,653,300	136,887,687	1.7
Auxiliary Enterprises	\$358,644	\$427,501	\$375,247	(12.2)
TOTAL EXPENDITURES	\$132,963,271	\$135,080,800	\$137,262,934	1.6
TOTAL APPLICATION OF FUNDS	\$132,963,271	\$135,080,800	\$137,262,934	1.6

* Operating Expenses do not include the impact of the accrued post retirement expense that is required to be booked according to the new GASB 75.

TABLE IV

COMPARATIVE ANALYSIS OF CURRENT OPERATING EXPENSE CATEGORIES
 PROPOSED BUDGET 2023-24, REVISED BUDGET 2022-23, APPROVED 2022-23 BUDGET

	Actual 2021-2022	Approved Budget 2022-2023	Revised Budget 2022-2023	Proposed Budget 2023-2024	Variance From App'd Budget	%	Variance From Rev'd Budget	%
SALARIES AND WAGES								
Instructional - Full-Time Faculty & VLs	\$23,698,267	\$24,073,051	\$24,652,643	\$24,082,413	\$9,362	0.0	(\$570,231)	(2.3)
Administrative	\$18,746,796	\$20,854,403	\$20,836,172	\$22,065,061	\$1,210,658	5.8	\$1,228,889	5.9
Instructional - Overload & Part- Time - Credit	\$7,971,462	\$8,081,966	\$8,553,448	\$9,615,273	\$1,533,307	19.0	\$1,061,825	12.4
Full-Time Classified & Confidential	\$8,362,091	\$9,444,453	\$8,858,285	\$9,445,771	\$1,318	0.0	\$587,486	6.6
Instructional - Summer - Credit	\$3,716,490	\$4,073,829	\$4,073,829	\$4,134,936	\$61,107	1.5	\$61,107	1.5
Counselors	\$2,084,818	\$2,079,817	\$2,124,836	\$2,070,626	(\$9,191)	(0.4)	(\$54,210)	(2.6)
Part-Time Laboratory/Professional	\$632,638	\$704,559	\$719,925	\$774,956	\$70,397	10.0	\$55,031	7.6
Instructional Aides	\$798,900	\$738,466	\$739,909	\$724,893	(\$13,573)	(1.8)	(\$15,016)	(2.0)
Curriculum Advising	\$6,346	\$110,687	\$10,000	\$10,150	(\$100,537)	(90.8)	\$150	1.5
Librarians	\$860,718	\$884,587	\$921,398	\$910,269	\$25,682	2.9	(\$11,129)	(1.2)
Extended Time Payments	\$1,218,089	\$751,803	\$1,007,533	\$898,155	\$146,351	19.5	(\$109,378)	(10.9)
Part-Time Classified	\$202,107	\$263,315	\$231,717	\$235,193	(\$28,122)	(10.7)	\$3,476	1.5
Classified Overtime	\$274,961	\$338,394	\$341,707	\$346,833	\$8,439	2.5	\$5,126	1.5
Student & Co-Op	\$87,213	\$390,585	\$218,993	\$222,278	(\$168,307)	(43.1)	\$3,285	1.5
Noncredit	\$215,758	\$223,733	\$223,733	\$355,019	\$131,286	58.7	\$131,286	58.7
Part-time Librarians and Counselors	\$125,301	\$153,829	\$173,064	\$175,660	\$21,831	14.2	\$2,596	1.5
Department Head Supplement	\$92,897	\$142,198	\$115,000	\$116,725	(\$25,473)	(17.9)	\$1,725	1.5
Instructional - Summer - Noncredit	\$169,876	\$257,482	\$165,920	\$194,747	(\$62,735)	(24.4)	\$28,827	17.4
Part-Time Tutors	\$122,867	\$191,886	\$108,072	\$109,693	(\$82,193)	(42.8)	\$1,621	1.5
Shift Differential	\$13,041	\$14,340	\$12,884	\$13,077	(\$1,264)	(8.8)	\$193	1.5
Total Salaries and Wages	\$69,400,633	\$73,773,384	\$74,089,069	\$76,501,726	\$2,728,343	3.7	2,412,658	3.3
Less: Projected Lapsed-Budget Salary Dollars	\$0	(\$2,765,686)	(\$2,000,000)	(\$2,524,846)	\$240,840	(8.7)	(\$524,846)	26.2
Retirement Incentive Payments	\$1,312,623	\$800,000	\$1,312,623	\$1,300,000	500,000	62.5	(12,623)	(1.0)
Total Salaries, Wages & Retirement Incentive Expenses	\$70,713,256	\$71,807,697	\$73,401,692	\$75,276,880	\$3,228,343	4.8	\$2,400,035	3.3
BENEFITS								
Medical, Drug, & Dental *	\$21,145,566	\$22,759,300	\$21,358,080	\$22,125,984	(\$633,316)	(2.8)	\$767,904	3.6
Retirement	\$6,200,494	\$6,189,591	\$6,189,591	\$6,375,279	\$185,688	3.0	\$185,688	3.0
FICA Tax	\$3,059,828	\$2,840,308	\$3,147,734	\$3,259,489	\$419,181	14.8	\$111,755	3.6
Group Life Insurance	\$456,465	\$502,125	\$502,125	\$517,189	\$15,064	3.0	\$15,064	3.0
Workers' Compensation	\$333,718	\$402,089	\$402,089	\$414,152	\$12,063	3.0	\$12,063	3.0
Unemployment Compensation	\$210,662	\$154,500	\$154,500	\$159,135	\$4,635	3.0	\$4,635	3.0
Disability Insurance	\$378,292	\$333,720	\$333,720	\$343,732	\$10,012	3.0	\$10,012	3.0
Unused Vacation	\$81,541	\$429,613	\$429,613	\$442,501	\$12,888	3.0	\$12,888	3.0
Forgivable Loans	\$56,034	\$109,782	\$109,782	\$113,075	\$3,293	3.0	\$3,293	3.0
Tuition Remission	\$371,504	\$354,384	\$400,000	\$412,000	\$57,616	16.3	\$12,000	3.0
Total Fringe Benefits	\$32,294,105	\$34,075,412	\$33,027,234	\$34,162,535	\$87,124	0.3	\$1,135,302	3.4

*Benefit cost recoveries from grants are reflected in these amounts.

TABLE IV

COMPARATIVE ANALYSIS OF CURRENT OPERATING EXPENSE CATEGORIES
 PROPOSED BUDGET 2023-24, REVISED BUDGET 2022-23, APPROVED 2022-23 BUDGET

	Actual 2021-2022	Approved Budget 2022-2023	Revised Budget 2022-2023	Proposed Budget 2023-2024	Variance From App'd Budget	%	Variance From Rev'd Budget	%
OTHER EXPENSES - GENERAL								
Leased Equipment & Software	\$4,204,038	\$4,463,823	\$4,607,372	\$4,511,251	\$47,428	1.1	(\$96,121)	(5.5)
Catalogues & Advertising Pool	\$2,494,685	\$1,745,597	\$1,745,597	\$1,742,072	(\$3,525)	(0.2)	(\$3,525)	(0.2)
Supplies & Book Purchases	\$809,223	\$1,043,565	\$1,043,565	\$1,081,383	\$37,818	3.6	\$37,818	3.6
Contracted Services Pool	\$2,563,423	\$2,342,252	\$3,342,252	\$2,381,871	\$39,619	1.7	(\$960,381)	(28.7)
Consulting	\$1,170,401	\$686,718	\$875,900	\$625,305	(\$61,413)	(8.9)	(\$250,595)	(28.6)
Equipment Repair & Maintenance	\$244,443	\$437,457	\$437,457	\$402,606	(\$34,851)	(8.0)	(\$34,851)	(8.0)
Insurance	\$770,208	\$964,135	\$964,135	\$1,195,794	\$231,659	24.0	\$231,659	24.0
Postage	\$312,481	\$330,600	\$330,600	\$330,100	(\$500)	(0.2)	(\$500)	(0.2)
Travel	\$73,252	\$151,657	\$289,406	\$244,396	\$92,739	61.2	(\$45,010)	(15.6)
Faculty Travel Funds	\$88,597	\$154,000	\$16,251	\$156,000	\$2,000	1.3	\$139,749	860.0
Legal	\$459,042	\$562,000	\$562,000	\$575,000	\$13,000	2.3	\$13,000	2.3
Library Books and AV Software	\$0	\$8,000	\$8,000	\$158,000	\$150,000	1,875.0	\$150,000	1,875.0
Institutional Membership	\$290,414	\$348,030	\$348,030	\$340,770	(\$7,260)	(2.1)	(\$7,260)	(2.1)
Personnel Recruitment	\$182,375	\$151,000	\$151,000	\$151,000	\$0	0.0	\$0	0.0
Hospitality	\$58,984	\$121,723	\$121,723	\$160,871	\$39,148	32.2	\$39,148	32.2
Audit	\$158,207	\$175,000	\$175,000	\$175,000	\$0	0.0	\$0	0.0
Student Stipend				\$98,000				
Freight and Delivery	\$5,084	\$6,020	\$6,020	\$6,669	\$649	10.8	\$649	10.8
Public Events	\$89,530	\$80,462	\$80,462	\$169,700	\$89,238	110.9	\$89,238	110.9
Overtime Dinner Allowance	\$7,328	\$16,886	\$16,886	\$18,809	\$1,923	11.4	\$1,923	11.4
Accreditation	\$15,285	\$35,900	\$35,900	\$45,200	\$9,300	25.9	\$9,300	25.9
Fuel-College Vehicles	\$6,906	\$6,259	\$6,259	\$7,309	\$1,050	16.8	\$1,050	16.8
Leased Vehicles	\$428	\$2,000	\$2,000	\$0	(\$2,000)	(100.0)	(\$2,000)	0.0
Awards	\$17,520	\$17,773	\$17,773	\$44,900	\$27,127	152.6	\$27,127	152.6
Contingency - Departmental	\$0	\$153,000	\$0	\$153,000	\$0	0.0	\$153,000	0.0
Contingency - Institutional	\$0	\$300,000	\$300,000	\$300,000	\$0	0.0	\$0	0.0
Income Tax	\$128,746	\$0	\$0	\$0	\$0	0.0	\$0	0.0
Special Initiatives Fund	\$405,131	\$1,181,800	\$1,181,800	\$875,000	(\$306,800)	(26.0)	(\$306,800)	0.0
Total Other Expenses - General	\$14,555,731	\$15,485,657	\$16,665,388	\$15,950,006	\$366,349	3.0	(\$813,382)	(4.9)

TABLE IV

COMPARATIVE ANALYSIS OF CURRENT OPERATING EXPENSE CATEGORIES
 PROPOSED BUDGET 2023-24, REVISED BUDGET 2022-23, APPROVED 2022-23 BUDGET

	Actual 2021-2022	Approved Budget 2022-2023	Revised Budget 2022-2023	Proposed Budget 2023-2024	Variance From App'd Budget	%	Variance From Rev'd Budget	%
OTHER EXPENSES - PLANT								
Electricity	\$1,335,128	\$1,358,313	\$1,358,313	\$1,397,477	\$39,164	2.9	\$39,164	2.9
Natural Gas	\$209,562	\$294,073	\$294,073	\$296,139	\$2,066	0.7	\$2,066	0.7
Water and Sewer Rent	\$170,973	\$353,232	\$353,232	\$356,642	\$3,410	1.0	\$3,410	1.0
Fuel Oil	\$8,058	\$500	\$500	\$2,000	\$1,500	300.0	\$1,500	300.0
Contracted Security Service	\$2,281,027	\$1,991,271	\$2,558,500	\$2,500,000	\$508,729	25.5	(\$58,500)	(2.3)
Contracted Cleaning	\$2,175,390	\$2,015,496	\$2,015,496	\$2,021,964	\$6,468	0.3	\$6,468	0.3
Contracted Plant Operations	\$966,684	\$1,048,520	\$981,291	\$832,256	(\$216,264)	(20.6)	(\$149,035)	(15.2)
Plant Maintenance & Repairs	\$1,166,083	\$1,151,750	\$1,151,750	\$1,079,170	(\$72,580)	(6.3)	(\$72,580)	(6.3)
Property Rent	\$613,254	\$987,975	\$987,975	\$947,975	(\$40,000)	(4.0)	(\$40,000)	(4.0)
Plant Operations Material & Supplies	\$197,607	\$334,913	\$334,913	\$355,463	\$20,550	6.1	\$20,550	6.1
Boiler & Elevator Certificate	\$1,715	\$14,200	\$14,200	\$53,200	\$39,000	274.6	\$39,000	274.6
Total Other Expenses - Plant	\$9,125,481	\$9,550,243	\$10,050,243	\$9,842,286	\$292,043	3.1	(\$207,957)	(2.1)
Total Other Expenses	\$23,681,212	\$25,035,900	\$26,715,631	\$25,792,292	\$658,392	3.0	(\$1,021,339)	(3.8)
TOTAL	\$126,688,573	\$130,919,009	\$133,144,557	\$135,231,708	3,973,859	3.3	\$2,513,998	1.9
EXPENDITURES	\$126,688,573	\$130,919,009	\$133,144,557	\$135,231,708	\$4,312,699	3.3	\$2,087,152	1.6

TABLE V

STATEMENT OF CAPITAL REVENUES AND EXPENDITURES
FOR THE FISCAL YEAR 2023-2024 IN COMPARISON TO FISCAL YEAR 2022-23

	Proposed 2022-23 Budget	Revised 2022-23 Budget	Proposed 2023-24 Budget	Variance from Revised Budget	
CAPITAL REVENUES					
Appropriations					
City of Philadelphia	\$5,162,815	\$5,526,142	\$4,459,267	(\$1,066,875)	
Commonwealth of Pennsylvania	<u>5,339,470</u>	<u>5,526,142</u>	<u>4,459,267</u>	<u>(1,066,875)</u>	
Total State & Local Appropriations	<u>10,502,284</u>	<u>11,052,284</u>	<u>8,918,534</u>	<u>(2,133,750)</u>	
Other Sources					
Capital Fee	234,740	287,000	295,610	8,610	
Perkins Grant	<u>400,000</u>	<u>400,000</u>	<u>400,000</u>	<u>-</u>	
TOTAL SOURCES OF FUNDS	<u>\$11,137,024</u>	<u>\$11,739,284</u>	<u>\$9,614,144</u>	<u>(\$2,125,141)</u>	
CAPITAL EXPENDITURES					
Capital Purchases					
Furniture, Equipment, Software & Renovations	\$234,740	\$287,000	\$295,610	\$8,610	
Specially Funded Capital Purchases	<u>400,000</u>	<u>400,000</u>	<u>400,000</u>	<u>0</u>	
Total Capital Purchases	<u>634,740</u>	<u>687,000</u>	<u>695,610</u>	<u>(52,260)</u>	
Debt Service					
NWRC & Main Campus Projects and Center for Business & Industry Building	2007 Bond - Refinancing of 1998 & 2001 Bond	2,136,750	2,136,750	(2,136,750)	
Northeast Regional Center, Main Campus, West Building, Biology Labs Expansion or Renovations	2015 Bond - Refinancing of 2008 Bond	6,656,500	6,656,500	6,658,000	1,500
Renovations to Library / Learning Commons	2018 Bond	1,145,631	1,145,631	1,148,381	2,750
Career & Advanced Technology Center - Phase I Financing	2019 Bond	676,500	676,500	675,250	(1,250)
Career & Advanced Technology Center - Phase II Financing	2020 Bond	436,903	436,903	436,903	0
Career & Advanced Technology Center - Rent	Rent	(550,000)	(550,000)	550,000	
Total Debt Service	<u>10,502,284</u>	<u>10,502,284</u>	<u>8,918,534</u>	<u>(1,583,750)</u>	
TOTAL CAPITAL EXPENDITURES	<u>\$11,137,024</u>	<u>\$11,189,284</u>	<u>\$9,614,144</u>	<u>(\$1,636,010)</u>	

TABLE VI
STATEMENT OF PROPOSED CURRENT UNRESTRICTED FUND EXPENDITURES BY DEPARTMENT
FOR THE FISCAL YEAR JULY 1, 2023 - JUNE 30, 2024
(WITH COMPARISON TO BUDGET & REVISED FISCAL YEAR 2022-23 and ACTUAL 2021-22)

Department	2021-2022 Actual	2022-2023 Budget	2022-2023 Revised	-----2023-2024 PROPOSED-----			Variance	%
				Salaries	Non-Salary Expenses	Total	From 2022-2023 Approved	
Educational and General								
Academic Administration								
Office of Academic & Student Success	\$1,518,731	\$14,353,240	\$1,533,245	\$1,367,101	\$395,442	\$1,762,543	(\$12,590,696)	(87.7)
Division Office - Business & Technology	\$342,727	\$403,915	\$321,515	\$439,677	\$21,375	\$461,052	\$57,137	14.1
Division Office - Math, Science, & Health Careers	\$562,087	\$592,625	\$564,260	\$462,907	\$212,500	\$675,407	\$82,782	14.0
Division Office - Liberal Studies	\$490,278	\$543,794	\$557,605	\$575,792	\$13,450	\$589,242	\$45,448	8.4
Division Office - Access & Community Engagement	\$629,870	\$744,243	\$787,053	\$843,641	\$21,425	\$865,066	\$120,823	16.2
D/O Online Learning & Media Service	\$324,025	\$268,379	\$300,492	\$334,528	\$114,125	\$448,653	\$180,275	67.2
Office of Workforce & Economic Innovation	\$1,402,927	\$1,566,772	\$1,471,363	\$897,987	\$151,197	\$1,049,184	(\$517,588)	-
Regional Centers	\$410,858	\$692,317	\$479,853	\$575,404	\$27,776	\$603,180	(\$89,137)	(12.9)
Total Academic Administration	\$5,681,503	\$19,165,285	\$6,015,387	\$5,497,037	\$957,290	\$6,454,327	(\$12,710,958)	(66.3)
Academic Support Services								
Library	\$1,454,417	\$1,548,386	\$1,569,328	\$1,288,266	\$492,583	\$1,780,849	\$232,463	15.0
Distance Education	\$482,304	\$574,965	\$545,112	\$238,642	\$326,426	\$565,068	(\$9,897)	(1.7)
Multimedia Services	\$562,295	\$657,691	\$582,460	\$587,434	\$75,645	\$663,079	\$5,388	0.8
Educational Support Services	\$605,856	\$597,761	\$569,666	\$591,763	\$42,574	\$634,337	\$36,576	6.1
Learning Lab	\$757,262	\$1,261,579	\$1,100,913	\$1,050,043	\$25,742	\$1,075,785	(\$185,794)	(14.7)
Academic Advising	\$1,123,236	\$1,296,407	\$1,143,780	\$1,231,366	\$8,660	\$1,240,026	(\$56,382)	(4.3)
Academic Computing	\$2,897,117	\$526,433	\$375,506	\$294,934	\$180,295	\$475,229	(\$51,204)	(9.7)
Assessment Center	\$306,446	\$388,561	\$380,510	\$291,037	\$97,875	\$388,912	\$351	0.1
Center on Disability	\$233,726	\$525,124	\$509,625	\$225,047	\$189,989	\$415,036	(\$110,088)	(21.0)
Total Academic Support Services	\$8,422,659	\$7,376,908	\$6,776,900	\$5,798,532	\$1,439,789	\$7,238,321	(\$138,587)	(1.9)
Instructional Departments								
Division of Business & Technology								
Business Administration	\$1,358,502	\$855,813	\$1,344,396	\$1,403,331	\$7,497	\$1,410,828	\$555,015	64.9
Computer Technologies	\$2,064,162	\$1,116,552	\$1,995,658	\$2,074,036	\$5,775	\$2,079,811	\$963,260	86.3
Culinary Arts & Hospitality Management	\$256,693	\$152,153	\$299,244	\$215,846	\$80,050	\$295,896	\$143,742	94.5
Transportation Technologies Management	\$437,971	\$350,415	\$424,654	\$405,446	\$33,681	\$439,127	\$88,712	25.3
Business Leadership Fashion & Tourism	\$543,140	\$458,250	\$472,721	\$425,490	\$15,975	\$441,465	(\$16,785)	(3.7)
Power up	405,131	\$800,000	\$800,000	\$0	\$800,000	\$800,000	\$0	0.0
Total Division of Business & Technology	\$5,065,599	\$3,733,182	\$5,336,674	\$4,524,149	\$942,978	\$5,467,127	\$1,733,944	46.4

TABLE VI
STATEMENT OF PROPOSED CURRENT UNRESTRICTED FUND EXPENDITURES BY DEPARTMENT
FOR THE FISCAL YEAR JULY 1, 2023 - JUNE 30, 2024
(WITH COMPARISON TO BUDGET & REVISED FISCAL YEAR 2022-23 and ACTUAL 2021-22)

Department	2021-2022 Actual	2022-2023 Budget	2022-2023 Revised	-----2023-2024 PROPOSED-----			Variance From 2022-2023 Approved	%
				Salaries	Non-Salary Expenses	Total		
<u>Division of Math, Science, & Health Technology</u>								
Nursing	\$2,914,595	\$1,276,387	\$2,774,609	\$2,861,359	\$55,850	\$2,917,209	\$1,640,823	128.6
Biology	\$3,679,318	\$2,262,062	\$3,379,114	\$3,368,221	\$174,342	\$3,542,563	\$1,280,501	56.6
Cardio-Respiratory Technology	\$254,415	\$202,650	\$346,666	\$320,627	\$26,780	\$347,407	\$144,757	71.4
Dental Studies	\$683,230	\$479,688	\$823,105	\$828,812	\$24,950	\$853,762	\$374,074	78.0
Medical Assisting	\$4,731	\$5,812	\$24,120	\$69,700	\$8,300	\$78,000	\$72,188	1,242.1
Diagnostic Medical Imaging	\$543,297	\$268,685	\$727,104	\$726,182	\$46,838	\$773,020	\$504,335	187.7
Medical Laboratory Technology	\$262,662	\$115,356	\$242,384	\$177,174	\$25,480	\$202,654	\$87,299	75.7
Physics	\$712,527	\$399,546	\$677,941	\$696,489	\$5,100	\$701,589	\$302,042	75.6
Chemistry	\$1,416,855	\$697,083	\$1,393,331	\$1,399,720	\$42,460	\$1,442,180	\$745,097	106.9
Mathematics	\$1,531,769	\$1,228,561	\$1,698,371	\$1,687,893	\$250	\$1,688,143	\$459,582	37.4
Foundation Mathematics	\$1,934,869	\$898,487	\$1,952,343	\$2,112,741	\$4,012	\$2,116,753	\$1,218,266	135.6
Allied Health Instruction	\$1,113,018	\$793,946	\$1,275,159	\$1,320,125	\$28,310	\$1,348,435	\$554,489	69.8
Total Division of Math, Science & Health	\$15,051,286	\$8,628,261	\$15,314,246	\$15,569,043	\$442,672	\$16,011,715	\$7,383,454	85.6
<u>Division of Liberal Studies</u>								
English	\$7,823,573	\$6,672,510	\$8,748,028	\$8,973,127	\$5,850	\$8,978,977	\$2,306,467	34.6
World Language	\$618,665	\$457,304	\$590,949	\$656,413	\$252	\$656,665	\$199,361	43.6
History , Philosophy & Religious Studies	\$1,382,224	\$645,723	\$1,047,068	\$1,058,614	\$660	\$1,059,274	\$413,551	64.0
Art	\$1,025,108	\$851,580	\$1,087,676	\$1,126,451	\$13,725	\$1,140,176	\$288,596	33.9
Photographic Imaging	\$526,167	\$356,113	\$569,984	\$578,947	\$27,550	\$606,497	\$250,384	70.3
Music	\$434,667	\$168,200	\$431,271	\$452,909	\$6,473	\$459,382	\$291,182	173.1
Architecture, Design & Construction	\$613,564	\$448,286	\$634,393	\$660,603	\$8,985	\$669,588	\$221,303	49.4
Behavioral Health/Human Services	\$629,041	\$659,465	\$677,209	\$710,997	\$10,600	\$721,597	\$62,132	9.4
Behavioral Science	\$1,021,370	\$515,346	\$1,033,257	\$918,217	\$13,450	\$931,667	\$416,321	80.8
Social Science	\$1,296,314	\$963,910	\$1,310,967	\$1,343,400	\$440	\$1,343,840	\$379,930	39.4
Justice	\$426,126	\$308,587	\$409,720	\$453,220	\$380	\$453,600	\$145,013	47.0
Paralegal Studies	\$283,472	\$192,316	\$232,754	\$199,339	\$44,001	\$243,340	\$51,024	26.5
ASL/English Interpreting	\$245,584	\$146,872	\$139,163	\$198,910	\$555	\$199,465	\$52,594	35.8
Education	\$371,429	\$347,144	\$352,277	\$347,876	\$2,350	\$350,226	\$3,082	0.9
Total Division of Liberal Studies	\$16,697,304	\$12,733,356	\$17,264,716	\$17,679,023	\$135,271	\$17,814,294	\$5,080,938	39.9
<u>Adult Community Education Instruction</u>								
Noncredit Instruction	\$283,658	\$513,080	\$420,490	\$481,961	\$66,837	\$548,798	\$35,718	7.0
Total Division	\$283,658	\$513,080	\$420,490	\$481,961	\$66,837	\$548,798	\$35,718	7.0
Total all Instructional Departments	\$37,097,847	\$25,607,880	\$38,336,126	\$38,254,175	\$1,587,758	\$39,841,933	\$14,234,053	55.6
TOTAL ACADEMIC AFFAIRS	\$51,202,009	\$52,150,072	\$51,128,412	\$49,549,743	\$3,984,837	\$53,534,580	\$1,384,508	2.7

TABLE VI
STATEMENT OF PROPOSED CURRENT UNRESTRICTED FUND EXPENDITURES BY DEPARTMENT
FOR THE FISCAL YEAR JULY 1, 2023 - JUNE 30, 2024
(WITH COMPARISON TO BUDGET & REVISED FISCAL YEAR 2022-23 and ACTUAL 2021-22)

Department	2021-2022 Actual	2022-2023 Budget	2022-2023 Revised	-----2023-2024 PROPOSED-----			Variance From 2022-2023 Approved	%
				Salaries	Non-Salary Expenses	Total		
Student Administration								
Enrollment Services	\$1,200,527	\$824,041	\$913,904	\$929,429	\$198,953	\$1,128,382	\$304,341	36.9
Dean of Students	\$367,520	\$551,967	\$619,829	\$382,727	\$15,110	\$397,837	(\$154,130)	(27.9)
Academic Operations	\$260,813	\$227,720	\$277,742	\$104,529	\$170,394	\$274,923	\$47,203	20.7
Total Student Administration	\$1,828,860	\$1,603,727	\$1,811,475	\$1,416,684	\$384,457	\$1,801,141	\$197,414	12.3
Student Support Services								
Admissions	\$1,469,126	\$1,722,456	\$1,792,527	\$2,021,476	\$51,543	\$2,073,019	\$350,563	20.4
Financial Aid	\$1,383,480	\$1,695,099	\$1,474,579	\$1,730,474	\$18,562	\$1,749,036	\$53,938	3.2
Counseling	\$2,398,665	\$2,277,531	\$2,185,278	\$2,288,057	\$10,850	\$2,298,907	\$21,376	0.9
Office of Student Activities	\$915	\$2,416	\$2,416	\$0	\$2,416	\$2,416	\$0	0.0
Office of Athletics	\$60,636	\$64,785	\$64,884	\$65,616	\$935	\$66,551	\$1,766	2.7
Records and Registration	\$1,035,361	\$1,112,612	\$974,383	\$1,151,845	\$23,310	\$1,175,155	\$62,543	5.6
Women's Center	\$56,940	\$71,495	\$120,395	\$127,631	\$3,270	\$130,901	\$59,406	83.1
Single Stop	\$0	\$0	\$0	\$0	\$59,249	\$59,249	\$59,249	-
Jr. STEM Academy	\$0	\$0	\$0	\$0	\$7,000	\$7,000	\$7,000	-
LGBTQ Center	\$0	\$0	\$0	\$55,065	\$5,000	\$60,065	\$60,065	-
Office of Collegiate Recovery (OCR)	\$0	\$0	\$0	\$0	\$5,000	\$5,000	\$5,000	-
Center for Male Engagement	\$0	\$541,900	\$456,066	\$367,757	\$200,000	\$567,757	\$25,857	4.8
Student Tuition Services	\$476,687	\$523,021	\$495,768	\$556,758	\$10,175	\$566,933	\$43,912	8.4
Career Services	\$332,255	\$398,444	\$372,242	\$347,314	\$65,975	\$413,289	\$14,845	3.7
Total Student Support Services	\$7,214,065	\$8,409,758	\$7,938,539	\$8,711,994	\$463,285	\$9,175,279	\$765,521	9.1
TOTAL STUDENT AFFAIRS	\$9,042,925	\$10,013,486	\$9,750,014	\$10,128,678	\$847,742	\$10,976,420	\$962,935	9.6
General Institutional								
Board of Trustees	\$77,917	\$73,596	\$73,596	\$0	\$90,225	\$90,225	\$16,629	22.6
Office of the President	\$1,067,852	\$1,172,079	\$1,297,912	\$740,400	\$564,260	\$1,304,660	\$132,581	11.3
Office Government Relations	\$389,342	\$388,353	\$381,067	\$202,740	\$194,835	\$397,575	\$9,222	2.4
Strategic Initiatives & Community Engagement	\$733,457	\$626,074	\$514,531	\$553,434	\$68,075	\$621,509	(\$4,564)	(0.7)
Human Resources	\$1,682,557	\$1,634,352	\$1,458,895	\$1,088,866	\$484,304	\$1,573,170	(\$61,183)	(3.7)
Institutional Advancement	\$1,335,357	\$1,430,997	\$1,463,522	\$1,270,164	\$207,575	\$1,477,739	\$46,742	3.3
Institutional Effectiveness	\$3,350	\$591,845	\$610,234	\$559,055	\$72,284	\$631,339	\$39,494	6.7
Office of Communications	\$4,323,792	\$3,155,242	\$3,567,726	\$1,557,746	\$1,841,736	\$3,399,482	\$244,239	7.7
Information Technology Services	\$3,958,187	\$6,593,246	\$6,482,342	\$2,944,668	\$3,562,357	\$6,507,025	(\$86,221)	(1.3)
Business and Finance	\$639,650	\$806,727	\$1,138,327	\$410,978	\$253,575	\$664,553	(\$142,174)	(17.6)
Controllers Office	\$1,675,868	\$1,779,374	\$1,727,536	\$1,701,549	\$152,800	\$1,854,349	\$74,975	4.2
Purchasing and Services	\$421,702	\$479,029	\$402,917	\$357,299	\$98,335	\$455,634	(\$23,395)	(4.9)
General Institutional Expense	\$949,996	\$1,151,811	\$1,135,285	\$278,416	\$1,201,994	\$1,480,410	\$328,599	28.5
Business Services	\$985,564	\$1,115,131	\$1,123,023	\$539,949	\$558,782	\$1,098,731	(\$16,401)	(1.5)
General Counsel	\$1,257,702	\$1,457,238	\$1,433,568	\$674,580	\$667,395	\$1,341,975	(\$115,263)	(7.9)
TOTAL GENERAL INSTITUTIONAL	\$19,502,293	\$22,455,095	\$22,810,482	\$12,879,844	\$10,018,532	\$22,898,376	\$443,281	2.0
FACILITIES OPERATIONS & SECURITY	\$13,288,557	\$13,890,632	\$14,409,477	\$3,943,611	\$10,641,181	\$14,584,793	\$694,161	5.0

TABLE VI
STATEMENT OF PROPOSED CURRENT UNRESTRICTED FUND EXPENDITURES BY DEPARTMENT
FOR THE FISCAL YEAR JULY 1, 2023 - JUNE 30, 2024
(WITH COMPARISON TO BUDGET & REVISED FISCAL YEAR 2022-23 and ACTUAL 2021-22)

Department	2021-2022 Actual	2022-2023 Budget	2022-2023 Revised	-----2023-2024 PROPOSED-----			Variance From 2022-2023 Approved	%
				Salaries	Non-Salary Expenses	Total		
STAFF BENEFITS & EARLY RETIREMENT	\$33,606,728	\$34,875,412	\$34,339,857	\$35,462,535	\$0	\$35,462,535	\$587,123	1.7
CONTINGENCY	\$0	\$300,000	\$300,000	\$0	\$300,000	\$300,000	\$0	0.0
TOTAL CURRENT OPERATING EXPENSES	\$126,642,512	\$133,684,697	\$132,738,243	\$111,964,412	\$25,792,292	\$137,756,704	\$3,484,885	2.6
LESS: Anticipated Lapsed-Budget Dollars	\$0	(\$2,765,686)	\$406,462	(\$2,524,846)		(\$2,524,846)	\$240,840	(8.7)
LESS: Misc. Adjustments	\$46,061	(\$2)	(\$148)	\$0	(\$150)	(\$150)	(\$148)	7,400
TOTAL REDUCED CURRENT OPERATING EXPENSES	\$126,688,573	\$130,919,009	\$133,144,557	\$109,439,566	\$25,792,142	\$135,231,708	\$3,725,577	2.8
<u>Other Expenses</u>								
<u>Student Activities & Commencement</u>	\$1,142,416	\$1,685,618	\$1,508,743	\$816,330	\$857,146	\$1,655,978	(\$29,640)	(1.8)
<u>Auxiliary Enterprises</u>								
Bookstore	\$13,326	\$17,644	\$24,180	\$4,600	\$36,000	\$40,600	\$22,956	130.1
Food Service	\$313,216	\$341,000	\$397,121	\$46,758	\$281,290	\$328,047	(\$12,952)	(3.8)
Parking Lot & Garage	\$6,143	\$0	\$6,200	\$0	\$6,600	\$6,600	\$6,600	0.0
Total Auxiliary Enterprises	\$332,685	\$358,644	\$427,501	\$51,358	\$323,890	\$375,247	\$16,604	5
TOTAL EXPENSES	\$128,163,674	\$132,963,270	\$135,080,800	\$110,307,254	\$26,973,179	\$137,262,934	\$4,299,664	3.2

TABLE VII-A

STUDENT ACTIVITIES, ATHLETICS & COMMENCEMENT BUDGET FOR THE FISCAL YEAR 2023-2024 (WITH COMPARISON TO FISCAL YEARS 2021-22 AND 2022-23)

	2021-22	Approved 2022-23	Revised 2022-23	Proposed 2023-24	Variance From 2022-23	% Change From 2022-23
	<u>Actual</u>	<u>Budget</u>	<u>Estimate</u>	<u>Budget</u>	<u>Budget</u>	<u>Revised</u>
REVENUES						
General College Fee	\$428,902	\$884,560	\$937,448	\$965,571	\$81,011	8.6%
General College Fee - Special Funds	980,165	0	0	0	-	-
Commencement Support	0	0	0	0	-	-
Auxiliary Profits	0	204,963	166,242	229,876	24,913	15.0%
Revenues from Activities	29,655	20,000	59,646	30,000	10,000	16.8%
Transfer from College Reserves	0	576,095	345,407	430,531	(145,564)	-42.1%
TOTAL REVENUES	<u>\$1,438,722</u>	<u>\$1,685,618</u>	<u>\$1,508,743</u>	<u>\$1,655,978</u>	<u>(\$29,640)</u>	<u>-2.0%</u>
EXPENDITURES						
Student Publications	\$38,482	\$17,000	\$13,000	\$17,000	\$0	0.0%
Campus Programming	2,749	73,000	68,000	79,000	\$6,000	8.8%
Performing Arts	1,950	7,067	7,067	12,067	\$5,000	70.8%
Student Support	5,115	54,000	20,000	54,000	\$0	0.0%
Student Leadership & Involvement	30,282	83,300	69,026	83,600	\$300	0.4%
Athletics	165,199	252,465	230,320	260,665	\$8,200	3.6%
Contingency	0	4,000	0	0	(\$4,000)	0.0%
First Year Student Success	29,507	127,500	120,000	127,500	\$0	0.0%
Commencement	147,879	165,000	165,000	165,000	\$0	0.0%
Staff	<u>721,253</u>	<u>902,286</u>	<u>816,330</u>	<u>857,146</u>	<u>(45,140)</u>	<u>-5.5%</u>
TOTAL EXPENDITURES	<u>\$1,142,416</u>	<u>\$1,685,618</u>	<u>\$1,508,743</u>	<u>\$1,655,978</u>	<u>(\$29,640)</u>	<u>-2.0%</u>

TABLE VII-B
STUDENT ACTIVITIES, ATHLETICS & COMMENCEMENT BUDGET FOR THE
FISCAL YEAR 2023-24
(WITH COMPARISON TO FISCAL YEARS 2021-22 AND 2022-23)

	Final 2021-22 <u>Expenses</u>	Approved 2022-23 <u>Budget</u>	Revised 2022-23 <u>Budget</u>	Proposed 2023-24 <u>Budget</u>
<u>STUDENT PUBLICATIONS</u>				
Student Vanguard	\$38,482	\$17,000	\$13,000	\$17,000
<i>Guideline - 10%</i>				
<i>Actual - 3.5%</i>	<u>\$38,482</u>	<u>\$17,000</u>	<u>\$13,000</u>	<u>\$17,000</u>
<u>CAMPUS PROGRAMMING</u>				
Concert and Museum Tickets	\$0	\$2,000	\$0	\$1,000
Cultural & Educational Trips	\$0	\$17,000	\$21,000	\$20,000
Theatre Tickets	\$0	\$2,000	\$0	\$1,000
Special Themed Programs	\$0	\$17,000	\$17,000	\$17,000
Regional Centers	\$2,749	\$35,000	\$30,000	\$40,000
Special Events Student Programs (*See SL&I)	\$0	\$0	\$0	\$0
<i>Guideline - 15%</i>				
<i>Actual - 14.9%</i>	<u>\$2,749</u>	<u>\$73,000</u>	<u>\$68,000</u>	<u>\$79,000</u>
<u>PERFORMING ARTS</u>				
Spirit / Pep Band	\$0	\$0	\$0	\$5,000
Musical Events Licensing	\$1,950	\$7,067	\$7,067	\$7,067
<i>Guideline - 5%</i>				
<i>Actual - 1.4%</i>	<u>\$1,950</u>	<u>\$7,067</u>	<u>\$7,067</u>	<u>\$12,067</u>
<u>STUDENT SUPPORT</u>				
Advertising and Marketing	\$671	\$5,000	\$5,000	\$5,000
Co-Curricular Cultural & Educational Trips (*See Campus Programming)	(\$20)	\$0	\$0	\$0

TABLE VII-B
STUDENT ACTIVITIES, ATHLETICS & COMMENCEMENT BUDGET FOR THE
FISCAL YEAR 2023-24
(WITH COMPARISON TO FISCAL YEARS 2021-22 AND 2022-23)

	Final 2021-22 <u>Expenses</u>	Approved 2022-23 <u>Budget</u>	Revised 2022-23 <u>Budget</u>	Proposed 2023-24 <u>Budget</u>
Leadership Training	\$1,655	\$20,000	\$15,000	\$20,000
Student Ambassador	\$2,847	\$29,000	\$0	\$29,000
Special Themed Programs (*See Campus Programming)	(\$38)	\$0	\$0	\$0
<i>Guideline - 15%</i>				
<i>Actual - 11.0%</i>	<u>\$5,115</u>	<u>\$54,000</u>	<u>\$20,000</u>	<u>\$54,000</u>
 <u>STUDENT LEADERSHIP & INVOLVEMENT</u>				
Sga Pool	\$5,786	\$9,350	\$5,000	\$9,350
Gamer Alliance		\$0	\$0	\$0
Student Government	\$12,050	\$25,500	\$15,000	\$25,500
Sga Special Events	\$7,419	\$42,500	\$42,500	\$42,500
Snack Rack - Food Pantry		\$1,700	\$1,700	\$2,000
Phi Theta Kappa	\$5,028	\$4,250	\$4,250	\$4,250
<i>Guideline - 15%</i>				
<i>Actual - 17.0%</i>	<u>\$30,282</u>	<u>\$83,300</u>	<u>\$69,026</u>	<u>\$83,600</u>
 <u>STAFF</u>				
Student Activities	\$370,040	\$426,815	\$340,170	\$357,178
Faculty Advisors	\$3,299	\$23,760	\$23,760	\$24,948
Athletics	\$347,914	\$451,711	\$452,400	\$475,020
<i>(53.5% of total expenses; 99.7% of total revenue)</i>	<u>\$721,253</u>	<u>\$902,286</u>	<u>816,330</u>	<u>\$857,146</u>
 <u>ATHLETICS</u>				

TABLE VII-B
STUDENT ACTIVITIES, ATHLETICS & COMMENCEMENT BUDGET FOR THE
FISCAL YEAR 2023-24
(WITH COMPARISON TO FISCAL YEARS 2021-22 AND 2022-23)

	Final 2021-22 <u>Expenses</u>	Approved 2022-23 <u>Budget</u>	Revised 2022-23 <u>Budget</u>	Proposed 2023-24 <u>Budget</u>
General Athletic Support	\$18,776	\$15,000	\$25,155	\$15,000
Men's Varsity Basketball	\$55,492	\$36,500	\$30,000	\$36,500
Women's Basketball	\$19,426	\$36,500	\$30,000	\$36,500
Women's Volleyball	\$7,620	\$17,000	\$5,000	\$17,000
Co-Ed Cross Country / Track & Field	\$25,548	\$66,000	\$66,000	\$66,000
Co-Ed Intramurals	\$0	\$5,925	\$5,925	\$5,925
Co-Ed Aerobics	\$80	\$6,240	\$6,240	\$6,240
Co-Ed Tennis	\$0	\$0	\$0	\$0
Men's Volleyball	\$0	\$8,800	\$2,500	\$17,000
Insurance	\$37,388	\$53,000	\$53,000	\$53,000
Medical Services	\$140	\$2,000	\$1,000	\$2,000
Advertising and Marketing		\$500	\$500	\$500
Athletic Equipment	\$730	\$5,000	\$5,000	\$5,000
<i>Guideline - 35%; Actual - 51.4%</i>	<u>\$165,199</u>	<u>\$252,465</u>	<u>\$230,320</u>	<u>\$260,665</u>
CONTINGENCY (<i>Guideline-5%; Actual-0.8%</i>)	<u>\$0</u>	<u>\$4,000</u>	<u>\$0</u>	<u>\$0</u>
SUBTOTAL	<u>\$965,030</u>	<u>\$1,393,118</u>	<u>\$1,223,743</u>	<u>\$1,363,478</u>
First Year Student Success (7.6% of total expenses)	\$29,507	\$127,500	\$120,000	\$127,500
Commencement (9.8% of total expenses)	\$147,879	\$165,000	\$165,000	\$165,000
TOTAL EXPENDITURES	<u>\$1,142,416</u>	<u>\$1,685,618</u>	<u>\$1,508,743</u>	<u>\$1,655,978</u>

TABLE VIII

**SUMMARY OF REVENUES AND EXPENSES OF BOOKSTORE, FOOD SERVICE OPERATIONS, AND PARKING OPERATIONS
FOR THE FISCAL YEAR 2023-24 COMPARED WITH FISCAL YEARS 2022-23 AND 2021-22**

	<u>2021-22 Actual</u>	<u>Approved 2022-23 Budget</u>	<u>Revised 2022-23 Budget</u>	<u>Proposed 2023-24 Budget</u>	<u>Variance From Revised Budget</u>	<u>% Change From 2020-21 Revised</u>
<u>Bookstore</u>						
Commissions	<u>\$817,260</u>	<u>\$350,000</u>	<u>\$462,350</u>	<u>\$471,597</u>	<u>\$9,247</u>	<u>2.0</u>
Operating Expenses:						
Salaries	\$255	\$0	\$6,823	\$4,600	(\$2,223)	(32.6)
Fringe Benefits	0	0	0	0	0	0.0
Utilities	0	15,144	15,144	16,000	856	5.7
Other	<u>13,071</u>	<u>2,500</u>	<u>2,213</u>	<u>20,000</u>	<u>17,787</u>	<u>803.9</u>
Total Expenses	<u>\$13,326</u>	<u>\$17,644</u>	<u>\$24,180</u>	<u>\$40,600</u>	<u>\$16,420</u>	<u>67.9</u>
Net Income - Bookstore	<u>\$803,934</u>	<u>\$332,356</u>	<u>\$438,170</u>	<u>\$430,997</u>	<u>(\$7,173)</u>	<u>(1.6)</u>
<u>Food Service</u>						
Commissions	<u>\$62,200</u>	<u>\$0</u>	<u>\$26,996</u>	<u>\$26,996</u>	<u>\$0</u>	<u>0.0</u>
Operating Expenses:						
Salaries	\$48,899	\$55,862	\$45,396	\$46,758	\$1,362	3.0
Fringe Benefits	0	25,138	20,428	21,041	\$613	3.0
Utilities	0	11,500	11,500	11,730	\$230	2.0
Other	<u>264,317</u>	<u>248,500</u>	<u>319,797</u>	<u>248,519</u>	<u>(\$71,278)</u>	<u>(22.3)</u>
Total Expenses	<u>\$313,216</u>	<u>\$341,000</u>	<u>\$397,121</u>	<u>\$328,047</u>	<u>(\$69,073)</u>	<u>(17.4)</u>
Net Loss - Food Service	<u>(\$251,017)</u>	<u>(\$341,000)</u>	<u>(\$370,125)</u>	<u>(\$301,051)</u>	<u>\$69,073</u>	<u>(18.7)</u>
<u>Parking</u>						
Revenues	\$226,150	\$142,810	\$120,000	\$123,600	\$3,600	<u>3.0</u>
Operating Expenses	6,143	0	6,200	6,600	400	<u>6.5</u>
Net Income - Lot & CBI Garage	<u>\$220,007</u>	<u>\$142,810</u>	<u>\$113,800</u>	<u>\$117,000</u>	<u>\$3,200</u>	<u>2.8</u>
<u>Main Parking Garage</u>						
Net Income - Parking Garage	<u>\$28,809</u>	<u>\$70,796</u>	<u>(\$15,603)</u>	<u>(\$17,070)</u>	<u>(\$1,467)</u>	<u>9.4</u>
Total Net Income from Bookstore, Food Service and Parking Lot & Garage	<u>\$801,734</u>	<u>\$204,962</u>	<u>\$166,242</u>	<u>\$229,876</u>	<u>\$63,634</u>	<u>38.3</u>