

TO: Budget Advisory Committee
FROM: Peter Harvey, Chief Financial Officer
DATE: October 29, 2021

Review of 2020-2021 Budget Results

Attached is the fiscal year-end report. The college had a \$1.2 million net tuition shortfall. However, the college had other operating surpluses that resulted in a \$4.1 million overall surplus. The sources of the surpluses included:

- \$1.3 million enrollment contingency
- \$759,000 in surplus annual fund gifts
- \$2 million in other operating surpluses

In addition the college received \$2 million in federal pandemic relief funding that was used to cover expenses such as staffing and PPE that were not budgeted. \$500,000 in relief funds remain and are being used to support pandemic related expenses this year.

The trustees designated \$2.8 million of the surplus to make a one-time discretionary contribution into the retirement plan for all employees working for Whitman on June 30, 2021. The discretionary contribution was made in August of 2021 and does not appear on the year-end budget report. The Trustees will be considering priorities for the remaining surplus at their November meeting.

Following are other highlights of the year:

- Final enrollment of 1,314 was a little above budgeted enrollment of 1,287.
- The discount rate of 48.50% was well above the budgeted rate of 45.51%. These numbers were complicated by the fact we were all remote in the fall and a hybrid of remote and in person learning in the spring. The resulting net tuition shortfall was just under \$1.2 million.
- Investment income had a negative balance of (\$20,399) as banking fees exceeded interest earnings on cash due to low interest rates and smaller fund balances.
- Gifts to the college were \$11.6 million. Annual fund gifts exceeded budget by \$759,000.
- Fringe benefits costs were 27.1% of compensation, the realized OPE rate was 28.0% resulting in a \$317,000 surplus. The surplus was added to the fringe benefits reserve.
- The total endowment return including farms, real estate, and funds held in outside trusts was 47.79%.

2021-2022 Budget Forecast

The first-year and transfer students for fall 2021 of 502 students is well above the goal of 425 students. This helped the college enrollment recover significantly from the sharp decline last year due to the pandemic. This is one of the most diverse classes in the history of the college:

23.1% of the class are domestic students of color; 12.7% are international students; and 14.5% are Pell eligible. However, the financial aid discount rate of 53.2% is above the goal of 50.0%.

The following is a comparison of fall 2020 with fall 2021:

	<u>Fall 2020</u>	<u>Fall 2021</u>
FTE enrollment	1317	1507
Gross tuition	32,924,529	41,862,265
Financial aid	<u>(14,963,787)</u>	<u>(20,495,327)</u>
Net tuition revenue	17,960,742	21,366,938
Fall overall discount rate	45.45%	48.96%
Fall first year & transfer discount rate	48.30%	53.20%

The large first year class, even with the higher discount rate puts us in a strong financial position for the year. The following is our forecast for net tuition revenue for the year:

	<u>Budget</u>	<u>Projected</u>
Enrollment	1438	1494
Discount rate	48.42%	48.89%
Gross tuition	79,918,651	83,022,227
Financial aid	<u>(38,696,568)</u>	<u>(40,589,599)</u>
Net tuition	41,222,083	42,432,628
Estimated NTR Surplus		1,210,545
1% variance NTR		424,000

There are many assumptions built into the forecast: attrition throughout the year; seniors going to part time in their final semester; the size of the spring class; and the financial aid associated with all those students.

Given the many assumptions built into the forecast, it is reasonable to expect a variance up to 1% of net tuition revenue (\$424,000) in either direction. The budget includes a \$1,031,000 enrollment contingency.

Budget Modeling for 2022-2023

Attached is the budget model using the current 2021-2022 budget as the base year. The key assumptions of the model are identified in the first page of the model summary.

The model does not include potential new expenses beyond the changes to salary pool, financial aid and life cycle funding in the assumptions. The model does reflect increased revenue for tuition, room and board, endowment income and annual fund gifts reflected in the assumptions.

The model indicates a possible \$1.4 million surplus in year 1 in 2022 – 2023 with growing surpluses in the out years. Next year’s potential surplus is before any additional expenses are added. It provides the college an opportunity to make strategic investments as we indicated we wanted to be able to do coming out of the FSR process. The outyears potential surpluses will be reduced by any priorities which receive funding.

The projected surpluses are a result of several factors:

- The compounding impact of the strong endowment investment return last year being phased in over the next several years through the 12 quarter trailing average formula. It is important to acknowledge that equity markets have very high valuations and it is reasonable to expect a correction which would impact future endowment support.
- The FSR process reduced expenses and grew non-tuition and fees revenue by \$3.6 million. Without those changes we would not have the opportunity to potentially invest in strong salary pools and other strategic priorities.
- A gradual return to total enrollment of around 1,525 to 1,550 student FTE once we graduate last year’s small class.

Compensation for Faculty and Staff

Provost, Alzada Tipton, and CFO Peter Harvey, will discuss the attached salary comparison data for faculty and staff.

Proposed 2022-2023 Planning Assumptions

At their November meeting, the trustees will be asked to approve a set of planning assumptions for the cabinet to use in developing the 2022-2023 budget. The attached proposed assumptions are recommended by the President’s Cabinet and are meant to be broad enough to provide reasonable flexibility in finalizing the budget. At our meeting, the committee will discuss the ranges so that the committee’s input can be considered by the trustees.

Whitman College Budget Report

	2019/2020 Approved Budget	YTD Percent	2019/2020 Actual	2020/2021 Approved Budget	YTD Percent	2020/2021 Actual
CURRENT FUND SOURCES						
Full-time equivalent students	1,504		1,614	1,287		1,314
Annual tuition charge	51,370			50,000		
Annual tuition increase	4.00%			0.00%		
Discount rate	39.90%		41.80%	45.51%		48.50%
TUITION & FEES	82,266,800		82,914,846	64,350,000		65,705,454
LESS UNRESTRICTED FINANCIAL AID	(24,280,196)		(25,144,122)	(19,487,504)		(21,211,621)
LESS RESTRICTED FINANCIAL AID	(9,290,584)		(9,530,839)	(9,798,816)		(10,622,897)
SUBTOTAL INSTITUTIONAL AID	(33,570,780)		(34,674,961)	(29,286,320)		(31,834,518)
NET TUITION REVENUE	48,696,020	61%	48,239,886	35,063,680	55%	33,870,935
INSTRUCTIONAL FEES	402,391	1%	583,643	376,236	1%	231,539
ANNUAL FUND GIFTS	1,850,000	2%	2,342,877	2,300,000	4%	3,058,872
FEDERAL FINANCIAL AID	330,000	0%	326,089	330,000	1%	326,089
ENDOWMENT INCOME	25,467,600	32%	25,469,594	26,645,061	42%	26,645,061
INVESTMENT INCOME	400,000	1%	636,984	200,000	0%	(20,399)
MISCELLANEOUS INCOME	150,000	0%	187,937	150,000	0%	180,328
ASWC FEES	584,217	1%	601,990	562,629	1%	474,257
SPONSORED PROGRAMS	425,000	1%	699,245	425,000	1%	499,446
AUXILIARY TRANSFER	940,000	1%	940,000	(2,225,799)	-3%	(2,225,799)
USE OF RETRICTED FUND BALANCES	0	0%	763,960		0%	
SUBTOTAL EDUCATION & GENERAL	79,245,228	100%	80,792,203	63,826,807	100%	63,040,330
RESIDENCE HALLS	4,779,000	40%	4,228,453	304,000	26%	1,785,751
FOOD SERVICE	5,407,500	45%	4,908,271	0	0%	2,075,425
BOOKSTORE	939,363	8%	865,590	564,000	48%	510,107
OTHER AUXILIARY	761,467	6%	660,973	300,000	26%	52,450
SUBTOTAL AUXILIARY	11,887,330	100%	10,663,287	1,168,000	100%	4,423,733
TOTAL CURRENT FUND SOURCES	91,132,558		91,455,490	64,994,807		67,464,064

Whitman College Budget Report

	2019/2020 Approved Budget	YTD Percent	2019/2020 Actual	2020/2021 Approved Budget	YTD Percent	2020/2021 Actual
CURRENT FUND USES						
Faculty salary change	3.50%			Tiered Reductions		
Staff salary change	4.50%			Tiered Reductions		
Fringe benefit rate - OPE	39.00%			28.50%		
INSTRUCTION	30,027,541	40%	29,396,155	24,433,020	39%	22,862,774
ACADEMIC SUPPORT	9,917,272	13%	9,102,535	7,947,065	13%	7,192,135
SPONSORED PROGRAMS	430,933	1%	525,116	444,660	1%	559,833
STUDENT SERVICES	11,243,911	15%	11,864,757	9,210,930	15%	8,008,540
INSTITUTIONAL SUPPORT	13,981,114	18%	12,997,196	11,571,825	18%	11,468,206
PHYSICAL PLANT	10,137,457	13%	9,904,362	9,661,307	15%	9,535,385
FEDERAL FINANCIAL AID	180,000	0%	241,772	180,000	0%	237,300
SUBTOTAL EDUCATION & GENERAL	<u>75,918,228</u>	<u>100%</u>	<u>74,031,892</u>	<u>63,448,807</u>	<u>100%</u>	<u>59,864,173</u>
RESIDENCE HALLS	4,019,000	36%	3,400,287	304,000	26%	846,399
FOOD SERVICE	5,317,500	48%	5,274,716	0	0%	1,848,675
BOOKSTORE	934,363	8%	906,698	564,000	48%	723,102
OTHER AUXILIARY	761,467	7%	770,509	300,000	26%	33,340
SUBTOTAL AUXILIARY	<u>11,032,330</u>	<u>100%</u>	<u>10,352,210</u>	<u>1,168,000</u>	<u>100%</u>	<u>3,451,516</u>
SUBTOTAL OPERATING EXPENSES	<u>86,950,558</u>		<u>84,384,102</u>	<u>64,616,807</u>		<u>63,315,688</u>
CAMPUS REPLACEMENT RESERVE	1,647,000	66%	1,647,000	0	0%	0
AUXILIARY REPLACEMENT RESERVE	855,000	34%	855,000	0	0%	0
SUBTOTAL REPLACEMENT RESERVE	<u>2,502,000</u>	<u>100%</u>	<u>2,502,000</u>	<u>0</u>	<u>0%</u>	<u>0</u>
ENROLLMENT CONTINGENCY	<u>1,680,000</u>			<u>1,348,983</u>		
TOTAL CURRENT FUND USES	<u>91,132,558</u>		<u>86,886,102</u>	<u>65,965,790</u>		<u>63,315,688</u>
NET SOURCES / (USES)	<u>0</u>		<u>4,569,388</u>	<u>(970,983)</u>		<u>4,148,375</u>
Net surpluses and contingencies to be designated						
Net surpluses and contingencies to be designated by Trustees			(2,697,550)			(1,527,112)
Department net (surplus) / deficit			(2,415,761)			(1,649,045)
Auxiliary net (surplus) / deficit			543,923			(972,218)
NET BUDGET BALANCE			<u>0</u>			<u>0</u>

Whitman College
Budget Model Summary

		Greater than baseline > Less than baseline >	21/22 Approved	22/23 Estimated	23/24 Estimated	24/25 Estimated	25/26 Estimated	26/27 Estimated
ASSUMPTIONS								
Tuition Charge	55,560			57,230	58,950	60,720	62,540	64,420
Tuition Charge Increase +/- .25%	0.00%			3.00%	3.00%	3.00%	3.00%	3.00%
Total Student Enrollment Forecast	1,438			1,484	1,499	1,578	1,523	1,522
Budgeted Total Student Enrollment	1,438			1,484	1,499	1,578	1,523	1,522
Entering New Students +/- 5	425			425	425	425	425	425
Overall annual discount rate	48.42%			50.95%	51.81%	52.00%	51.46%	51.44%
New Student Discount Rate +/- .25%	50.00%			51.00%	51.00%	51.00%	51.00%	51.00%
Assumed Endowment Growth +/- .5%	6.54%	Actual		47.79% Actual	7.00%	7.00%	7.00%	7.00%
Unrestricted Endowment Gifts +/- \$500,000	2,000,000	Actual		2,000,000 Actual	2,000,000	2,000,000	2,000,000	2,000,000
Annual Fund Gifts +/- \$50,000	2,500,000			2,800,000	3,000,000	3,000,000	3,000,000	3,000,000
Faculty Salary Change +/- .25%	0.00%			5.00%	5.00%	3.00%	3.00%	3.00%
Staff Salary Change +/- .25%	0.00%			5.00%	5.00%	3.00%	3.00%	3.00%
Fringe Benefit Rate - OPE +/- .25%	37.00%			36.00%	36.00%	36.00%	36.00%	36.00%
MODELED SURPLUSES / (DEFICITS)	0			1,379,111	6,004,669	12,293,744	12,976,413	13,143,812
NET CHANGE TO / (FROM) BASELINE MODEL				0	0	0	0	0

Whitman College
Budget Model Summary

	21/22 Approved	22/23 Estimated	23/24 Estimated	24/25 Estimated	25/26 Estimated	26/27 Estimated
REVENUES						
Tuition & Fees	79,918,651	84,929,320	88,366,050	95,816,160	95,248,420	98,047,240
Institutional aid	(38,696,568)	(43,275,723)	(45,784,868)	(49,822,728)	(49,017,426)	(50,437,960)
Net tuition revenue	41,222,083	41,653,597	42,581,182	45,993,432	46,230,994	47,609,280
Endowment support	27,387,965	30,779,307	35,630,121	40,993,125	43,485,438	44,771,317
All other revenues	16,463,012	16,262,942	16,746,024	17,039,383	17,346,054	17,665,986
TOTAL REVENUES	85,073,060	88,695,846	94,957,328	104,025,940	107,062,486	110,046,583
EXPENSES						
Tenure and tenure track faculty compensation	12,727,205	13,475,266	13,814,785	14,262,677	14,707,128	15,148,096
Non-tenure track faculty compensation	4,024,453	4,225,676	4,436,959	4,570,068	4,707,170	4,848,385
Staff compensation	18,967,076	19,736,482	20,700,551	21,321,567	21,961,214	22,620,050
Fringe benefits on all compensation	13,212,384	13,165,804	13,660,669	14,039,874	14,454,494	14,888,226
All other expenses	36,141,942	36,713,507	36,339,695	37,538,009	38,256,067	39,398,012
TOTAL EXPENSES	85,073,061	87,316,735	88,952,659	91,732,196	94,086,074	96,902,771
MODELED SURPLUSES / (DEFICITS)	0	1,379,111	6,004,669	12,293,744	12,976,413	13,143,812
Net change to / (from) baseline		0	0	0	0	0
BASELINE SURPLUSES / (DEFICITS)		1,379,111	6,004,669	12,293,744	12,976,413	13,143,812
SENSITIVITY						
Change staff and faculty salary pools by 1%		466,462	978,610	1,521,300	2,100,490	2,718,399
Change tuition charge by 1%		390,305	789,496	1,278,827	1,721,243	2,221,875
Change student FTEs by 10		228,714	458,811	690,990	922,606	962,022
Change incoming student discount rate by 1%		239,250	493,965	762,921	1,017,957	1,048,124

Whitman College

Staff Salaries and Market Analysis 2021

This report presents a brief history of staff salary budget increases, and an analysis of July 1, 2021 staff salaries relative to market data. For this analysis we look at the comp ratio, which is essentially the current salary for a position as a percent of the market data. Last, there is a brief discussion on the impact of Washington state minimum wage increases, local market wage trends and other anticipated challenges.

Recent History of Staff Salary Budget

	July 2017	July 2018	July 2019	July 2020	July 2021
Total Sal. Budget Increase	2.25%	2.25%	4.50%	Salary reduction	Salaries restored to July 2019 level
Merit Increase Pool	2.00 %	2.00%	3.00%	-3% average	
Equity Increase Pool	0.25%	0.25%	1.50%		

2020 and 2021 Overview

In **July 2020**, four months into the COVID pandemic, the college assessed the financial impacts of COVID, including a decline in Fall 2020 student enrollment, and projected a budget shortfall. The college eliminated some staff positions and initiated layoffs in June 2020. In July 2020 the college froze wages at the 2019 level, and announced there would be no overall salary increases. Subsequently, in September 2020, the college further implemented progressive salary reductions. These ranged from 0% for salaries below \$35,000 to more than 12 % for the highest paid. Overall, the individual decreases averaged about 3%.

In **July 2021**, salaries were restored back to the 2019 level. Salaries below \$35,000 continued unchanged for a 3rd year at the 2019 level. Starting rates for new hires continued to be based on 2019 market data, to maintain an internal equity with existing employees.

Market Survey Data For this report we continue to use a matching standard that includes some blended or weighted calculations for about 10% of positions. We compared **81% of exempt positions** and **92 % of nonexempt positions** to survey data. The data source for exempt and nonexempt surveys comes from the CUPA (College and University Professionals in Human Resources) compensation surveys, filtered for our select peer groups. See list of Panel of 19 attached to this report. CUPA survey data is based on salaries as of October 2020. Whitman data is based on salaries as of July 1, 2021.

While all positions are subject to an annual salary review, we use these matched positions to assess Whitman's position relative to the external market. Beginning in July 2019, the college strategically placed the target for a fully competent individual with several years of experience to be at **100% of the median** for the external market. Prior to 2019, with the lower cost of living in Walla Walla, an interim target of 90% of the median had served as starting place for addressing salaries below market.

For the past several years, the college has designated a portion of the overall salary increase budget to funding promotional increases and to closing gaps between individual salaries and the external market. In 2019-20 most of this pool was focused on adjustments to entry level wages, in response to the increased minimum wage and corresponding wage compression.

Cumulative Staff comp ratios

(The Comp Ratio is the Whitman median salary as a % of the median matched survey data,)

EXEMPT	July 2017	July 2018	July 2019***	July 2020	July 2021
Median of Salaries as a percent of targets (excl. Budget Officers) ***	96.4%	99.0%	94.8%	Salary freeze & reductions	93.22%

NONEXEMPT	July 2017	July 2018	July 2019	July 2020	July 2021
Median of Salaries as a percent of targets***	102.6%	103.01%	94.14%	n/a	95.21%

*** The Median is calculated from the individual salaries of all the matched positions, those above, below, and at the market target.

*** In 2019 the target was redefined to 100% of median. For prior years, the target was 90% of median.

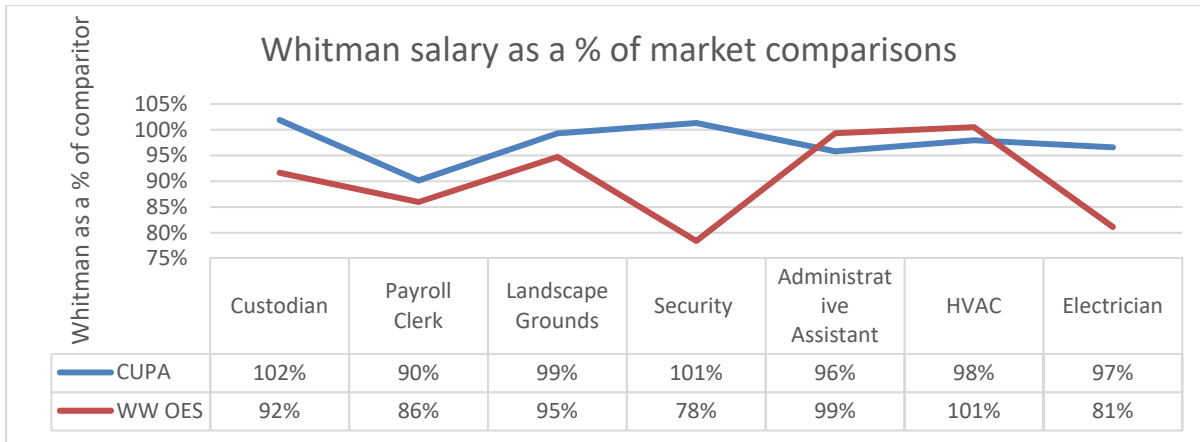
2021 Assessment

This comparison of Whitman salaries with matched positions in the CUPA salary survey shows a surprisingly minor regression of the comp ratio over the past two years for exempt positions, and a modest rise in the nonexempt ratio. This may partly be due to timing. While the method is similar to previous years, this data compares July 2021 Whitman salaries (impacted by two years of stagnant salary increases), to survey data collected in October 2020 (likely impacted by 1 year of external market salary increases). The next survey process begins this Fall and will be used for the college’s compensation review in Spring 2022. It is likely to show further impact of the past two years of no salary increases. However, anecdotally we are aware other schools have also experienced decline in salary increases over the period, and turnover/retirement trends that may pull down average salaries overall, so the full impact remains to be seen.

Washington’s minimum wage may be driving overall compensation increases faster than at our multi-state survey panel of peer institutions. The Bureau of Labor Statistics collects data and provides an Occupational Employment Survey (OES) that can be filtered for the Walla Walla metro area. Using several benchmark positions common to many employers, the trend shows that some Walla Walla salaries have climbed faster than either Whitman or higher ed in general. For example, using the Custodian position the Whitman average is 102% of CUPA but only 92% of the local OES data. This suggests that hiring competitively in our local market may require more attention to local wages, than the CUPA wage data.

Comp ratio for benchmark positions	Whitman Median	CUPA Median	CUPA comp ratio	Walla Walla OES (May 2020)	Walla Walla OES Comp ratio
Custodian	\$15.82/hour	\$15.53/hour	102%	\$17.26	92%

The next chart shows a comparison of several benchmark Whitman positions and the comp ratio relative to both Walla Walla and CUPA market data. The comp ratios of Whitman salaries as a percent of Walla Walla salaries are generally lower, and below our target of being at 100% of the median.



2022-23 Challenges

- Washington state minimum wage will increase 5.83% to **\$14.49 January 1, 2022**. 41 employees currently are paid between 15 - \$16/hour. Another 22 are between \$16 - \$17/hour. The impact of minimum wage and local labor market rates makes it important to address competitive salaries for these positions to assure both retention and successful hiring.
- Student employee wages increase to the new minimum wage of \$14.49 on January 1, which creates an additional wage compression for Whitman staff, particularly those who are in the midst of their 3rd year at \$15/hour.
- The impact of market adjustments to entry level employee wages in 2019 caused **mid-level wage compression** as well, which will be compounded by the upcoming rise in minimum wage.
- Growing worker shortages require attention to increased competitive compensation to assure successful retention and recruitment. Whitman hiring managers are finding smaller applicant pools, and competing with fast food billboards offering starting wages of \$15 - \$17/hour and up.
- Washington State’s exempt salary threshold will rise to **\$53,472 (\$945/week)** effective as of January 2022. This threshold, linked to minimum wage, will increase at least yearly through 2028 to a high estimated at \$85,020 and will continue beyond that to be linked to minimum wage increases. If an employee’s salary is below the new threshold, they cannot be exempt from Washington State’s overtime rule. Employees will need to report weekly hours worked, and will be paid overtime for work in excess of 40 hours per week. This may necessitate projections of the cost of overtime for positions formerly exempt.

Conclusions:

These issues combined forecast a challenging period for the college in terms of hiring, retaining, and motivating Whitman employees. Wage compression caused by minimum wage and stagnant Whitman compensation increases over the past two years, plus competitive labor market wage growth, and a shortage of workers due to alternative employment opportunities, retirements and lifestyle changes are the current reality. A strong salary budget increase pool with enough funding to address merit, promotional advancements, and market equity adjustments will be one important tool to addressing these challenges.

Panel of 19 Survey Participants

	Administrators	Professionals	Staff
	Survey	Survey	Survey
Bowdoin College	2020-21	2020-21	2020-21
Carleton College	2020-21	2020-21	2020-21
Colby College	2020-21	2020-21	
Colorado College	2020-21	2020-21	2020-21
Davidson College	2020-21	2020-21	2020-21
Dickinson College	2020-21	2020-21	2020-21
Franklin & Marshall College	2020-21	2020-21	2020-21
Kenyon College	2020-21	2020-21	2020-21
Lewis and Clark College	2020-21	2020-21	2020-21
Macalester College	2020-21	2020-21	2020-21
Middlebury College	2020-21	2020-21	2020-21
Occidental College	2020-21	2020-21	2020-21
Pomona College	2020-21	2020-21	2020-21
Reed College	2020-21	2020-21	2020-21
Rhodes College	2020-21	2020-21	2020-21
Union College	2020-21	2020-21	2020-21
University of Puget Sound	2020-21	2020-21	2020-21
Whitman College	2020-21	2020-21	2020-21
Willamette University	2020-21	2020-21	2020-21

Comparative Salary Data 2020-21								
Analytic Panel								
Professor			Associate			Assistant		
School	N	Average	School	N	Average	School	N	Average
Colby	68	146,000	Carleton	52	107,200	Carleton	44	88,500
Carleton	98	141,300	Colby	58	105,800	Colby	73	88,100
Colorado	57	140,400	Colorado	59	105,100	Colorado	62	86,400
Davidson	84	134,700	Union	59	99,400	Occidental	33	83,600
Occidental	72	133,600	Davidson	41	98,200	F + M	46	81,900
Union	77	131,100	Occidental	49	97,600	Reed	24	80,300
Reed	80	127,100	F + M	69	97,200	Davidson	46	79,900
Macalester	78	126,600	Macalester	44	95,100	Macalester	35	79,800
F + M	77	123,600	Reed	39	93,500	Union	32	78,300
Whitman	43	115,500	Whitman	57	89,200	Dickinson	43	77,900
Dickinson	56	111,400	Dickinson	85	88,300	Whitman	33	77,500
Rhodes	43	106,400	Kenyon	51	80,500	Kenyon	52	71,000
Kenyon	69	103,900	Rhodes	70	78,500	Rhodes	70	65,500
Median		\$127,100			\$97,200			\$79,900
% Difference		-10.0%			-9.0%			-3.1%

Comparative Salary Data 2019-20								
Analytic Panel								
Professor			Associate			Assistant		
School	N	Average	School	N	Average	School	N	Average
Colby	65	148,900	Colby	57	106,900	Carleton	40	90,400
Carleton	94	142,400	Carleton	49	106,900	Colby	69	88,200
Colorado	66	141,200	Colorado	58	106,700	Colorado	60	87,600
Davidson	88	135,500	Davidson	34	101,300	Occidental	31	83,700
Occidental	72	135,100	Union	58	99,800	Davidson	44	82,900
Union	82	134,900	Occidental	44	98,200	F + M	44	81,800
Macalester	77	128,800	Macalester	44	97,900	Macalester	36	80,900
Reed	78	127,000	F + M	71	96,600	Union	32	79,400
F + M	80	124,100	Reed	38	93,100	Reed	25	78,500
Whitman	41	119,300	Whitman	55	89,800	Dickinson	50	78,300
Dickinson	57	111,800	Dickinson	82	89,000	Whitman	34	75,200
Kenyon	71	106,700	Kenyon	53	86,100	Kenyon	46	69,400
Rhodes	35	103,400	Rhodes	69	79,500	Rhodes	72	65,100
Median		\$128,800			\$97,900			\$80,900
% Difference		-8.0%			-9.0%			-7.6%

Comparative Salary Data 2018-19

Analytic Panel

Professor			Associate			Assistant		
School	N	Average	School	N	Average	School	N	Average
Colby	63	147,362	Colby	52	106,990	Colby	59	89,212
Colorado	70	138,805	Colorado	59	103,993	Carleton	39	86,627
Carleton	107	138,144	Carleton	51	101,381	Colorado	52	85,337
Occidental	74	134,136	Davidson	32	99,131	Davidson	41	82,363
Union	86	133,643	Union	60	98,913	F + M	44	80,479
Davidson	98	133,338	Occidental	48	95,102	Occidental	28	80,305
Macalester	76	125,461	F + M	74	94,621	Macalester	34	79,412
Reed	77	124,893	Macalester	41	93,543	Reed	28	78,034
F + M	73	122,623	Whitman	54	92,060	Dickinson	54	77,052
Whitman	41	118,237	Reed	36	91,357	Union	30	76,975
Dickinson	60	110,530	Dickinson	81	88,219	Whitman	41	74,086
Rhodes	32	106,465	Kenyon	52	85,746	Kenyon	48	69,231
Kenyon	68	104,151	Rhodes	71	76,488	Rhodes	67	66,083

Median	\$125,461		\$94,621		\$79,412
% Difference	-6.1%		-2.8%		-7.2%

2022 - 2023 PROPOSED PLANNING ASSUMPTIONS

	<u>Budget 2021-2022</u>	<u>Proposed 2022-2023</u>
Budgeted Enrollment (Forecast: 1494) (10 students = \$276,000)	1438	1485 - 1515
Target first year & transfer students (Actual Fall 2021 - 499)	425 FTE	415 - 435 FTE
Enrollment Contingency (target 2.5% of NTR)	\$1,031,000	\$1,000,000 - \$1,250,000
Tuition Increase (1% = \$399,000)	11.1%	3.0% - 5.0%
Tuition Discount (Excluding Federal Support) (Forecast: 51.0%) (.50% = \$574,000)	48.4%	50.0% -52.0%
Target first year & transfer discount rate Actual Fall 2021 (53.2%)	50.0%	50.0% - 52.0%
Endowment Payout	5.0% \$27,388,000	5.0% \$30,779,000
Annual Fund Gifts	\$2,500,000	\$2,600,000-\$2,800,000
Life Cycle Contributions	(.49%) \$2,237,000	(.49%) \$2,327,000
Merit Salary Pool for Faculty (1% = \$228,000)	Restored Cuts%	2.0% - 4.0%
Promotion Salary Pool for Faculty	\$50,000	1.0% -2.0%
Merit Salary Pool for Staff (1% = \$238,000)	Restored Cuts	2% - 4.0%
Equity Salary Pool for Staff	\$50,000	1.0% -2.0%
Fringe Benefit Rate (.50% =\$182,000)	28.5%	36% - 36.5%
Room Increase (1% = \$44,000)	3.0%	2.0% - 3.0%
Board Increase (1% = \$50,000)	3.0%	2.0% - 3.0%
Potential reallocations and growth of non-tuition revenues	\$4,203,000	\$500,000 - \$1,000,000