



FY19 Projection and FY20 Budget

June 4, 2019



FY19 Projection

- On target to generate at least \$3.0 million net operating income
- Revenues expected to exceed budget by \$3.4 million primarily due to 21 more students than budgeted, Continuing Education revenues exceeding budget, year 1 of research partnership and increased investment income
- Expenses expected to exceed budget by \$.4 million primarily due to increase debt service exceeding budget (budget established before payment schedule known)
- Net Operating Income to be allocated to fund capital projects – Phase II of Auditorium and Central Power Plant modernization.



FY19 Projection

FY2018 Operating Budget

FY2019 Operating Budget

Revenue	Budget	Full Year Actual	3/31/2018 Actual	3/31/2018 % of Actual	Budget	3/31/2019 Actual	3/31/2019 % of Budget	Full Year Projected	Projected vs. Budget
Tuition and Fees	122,483,800	123,905,278	122,977,204	99%	128,621,000	128,941,194	100%	129,849,000	1,228,000
Financial Aid	(20,800,000)	(20,603,647)	(20,080,024)	97%	(22,325,000)	(22,930,171)	103%	(22,325,000)	-
Net Tuition	101,683,800	103,301,631	102,897,180	100%	106,296,000	106,011,023	100%	107,524,000	1,228,000
Gifts, Gov't Grants, Contracts	2,758,800	2,574,304	1,980,992	77%	2,705,000	2,087,278	77%	3,298,000	593,000
Inv Earnings - Endowment Draw	10,259,925	10,473,352	7,794,706	74%	11,359,000	11,358,769	100%	11,359,000	-
Inv Earnings - ST Interest	-	-	-	-	265,000	655,965	248%	950,000	685,000
Museum (Operating)	1,190,000	1,152,440	773,189	67%	1,194,000	724,654	61%	1,124,000	(70,000)
Facility Rental & All Other	1,158,975	1,042,469	804,729	77%	1,272,000	747,393	59%	1,319,000	47,000
Auxiliary Services	25,748,500	27,051,846	25,509,812	94%	26,909,000	26,289,665	98%	27,886,000	977,000
All Other Sources	41,116,200	42,294,411	36,863,428	87%	43,704,000	41,863,724	96%	45,936,000	2,232,000
Total Revenue	142,800,000	145,596,042	139,760,609	96%	150,000,000	147,874,747	99%	153,460,000	3,460,000
Expense									
Salaries	70,021,025	70,138,962	51,258,047	73%	73,785,507	53,555,574	73%	73,645,420	(140,087)
Benefits	20,100,000	19,916,650	14,932,692	75%	21,408,000	16,423,983	77%	21,508,000	100,000
Capital	8,540,000	8,540,000	8,540,000	100%	9,500,000	9,500,000	100%	9,500,000	-
Debt Service	10,108,424	9,579,893	6,937,485	72%	9,714,294	7,774,326	80%	10,732,294	1,018,000
Utilities	5,487,590	4,369,022	2,903,240	66%	5,387,590	2,813,159	52%	4,500,590	(887,000)
Other Expenses	28,542,961	28,358,520	22,292,067	79%	30,204,609	22,375,414	74%	30,522,696	318,087
Total Expenses	142,800,000	140,903,046	106,863,531	76%	150,000,000	112,442,457	75%	150,409,000	409,000
Margin	-	4,692,996	32,897,078		-	35,432,290		3,051,000	3,051,000

Enrollment (Fall)
Undergraduate
Graduate
Total

Budget	Actual	Variance
2,005	1,976	(29)
435	465	30
2,440	2,441	1

Budget	Actual	Variance
2,005	1,994	(11)
442	474	32
2,447	2,468	21



FY20 Budget – Key Factors

- Revenue
 - 3.5% tuition, fees, room and board increase in FY20
 - 3.5% financial aid increase plus \$500k
 - 2,497 total students
 - 4.0% growth in gift/grant revenue
 - Revenue generation from strategic initiatives – primarily gift revenue from IE plan
 - Reduced endowment draw due to low 2018 Q4 returns
- Expense
 - 2.25% non-union staff increase
 - 8.5% health insurance rate increase
 - \$500k increase in deferred maintenance capital
 - \$800k reduction in utilities to reflect actual
 - \$1 million contingency
 - Full year of debt service for most recent bond issuance
- Other
 - \$2.5 million of new revenue/expense reduction in accordance with Budget Advisory Group recommendations
 - \$1.5 million budgeted net operating income - \$1.5 million short of \$3.0 million target



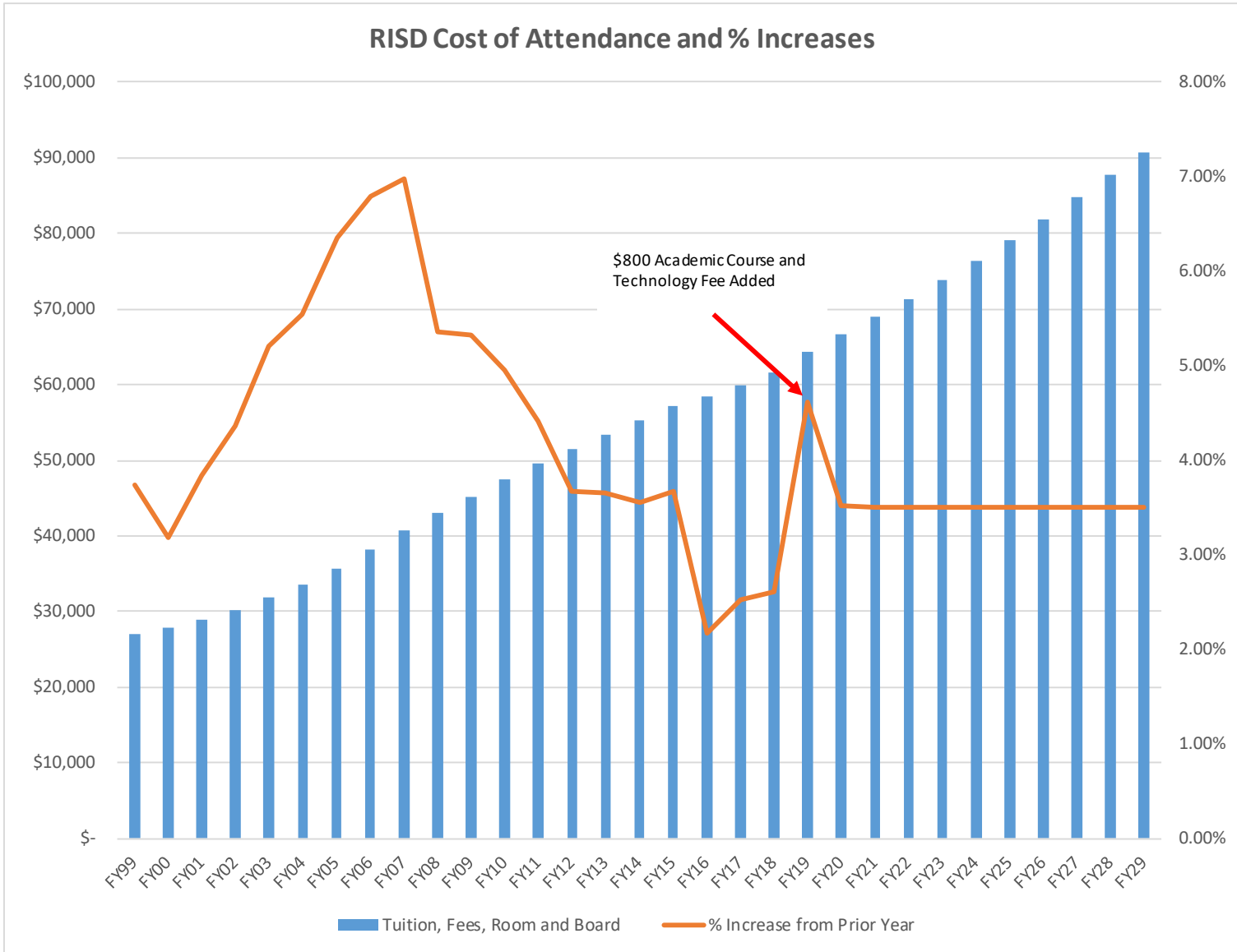
FY20 Operating Budget

Approved by RISD Board of Trustees May, 2019

Revenue	Budget 2018-19	Projection 2018-19	Proposed Budget 2019-20	Budget Variance FY19-20
Tuition and Fees	128,621,000	129,849,000	134,980,000	6,359,000
Financial Aid	(22,325,000)	(22,325,000)	(23,606,000)	(1,281,000)
Net Tuition	106,296,000	107,524,000	111,374,000	5,078,000
Private Gifts, Gov't Grants, Contracts	2,705,000	3,298,000	3,804,000	1,099,000
Inv Earnings - Endowment Draw	11,359,000	11,359,000	11,126,000	(233,000)
Inv Earnings - ST Interest	265,000	950,000	1,005,000	740,000
Museum (Operating)	1,194,000	1,124,000	730,000	(464,000)
Facility Rental & All Other Sources	1,272,000	1,319,000	1,281,000	9,000
Auxiliary Services	26,909,000	27,886,000	29,191,000	2,282,000
Other Sources	43,704,000	45,936,000	47,137,000	3,433,000
Strategic Plan	-	-	2,800,000	2,800,000
Total Revenue	150,000,000	153,460,000	161,311,000	11,311,000
Expense				
Salaries	73,785,507	73,645,420	75,796,000	2,010,493
Benefits	21,408,000	21,508,000	22,824,000	1,416,000
Capital	9,500,000	9,500,000	10,000,000	500,000
Debt Service	9,714,294	10,732,294	12,331,000	2,616,706
Utilities	5,387,590	4,500,590	4,288,000	(1,099,590)
Other Expenses	30,204,609	30,522,696	31,863,000	1,658,391
Strategic Plan (incremental)	-	-	2,709,000	2,709,000
Total Expense	150,000,000	150,409,000	159,811,000	9,811,000
Margin	-	3,051,000	1,500,000	1,500,000



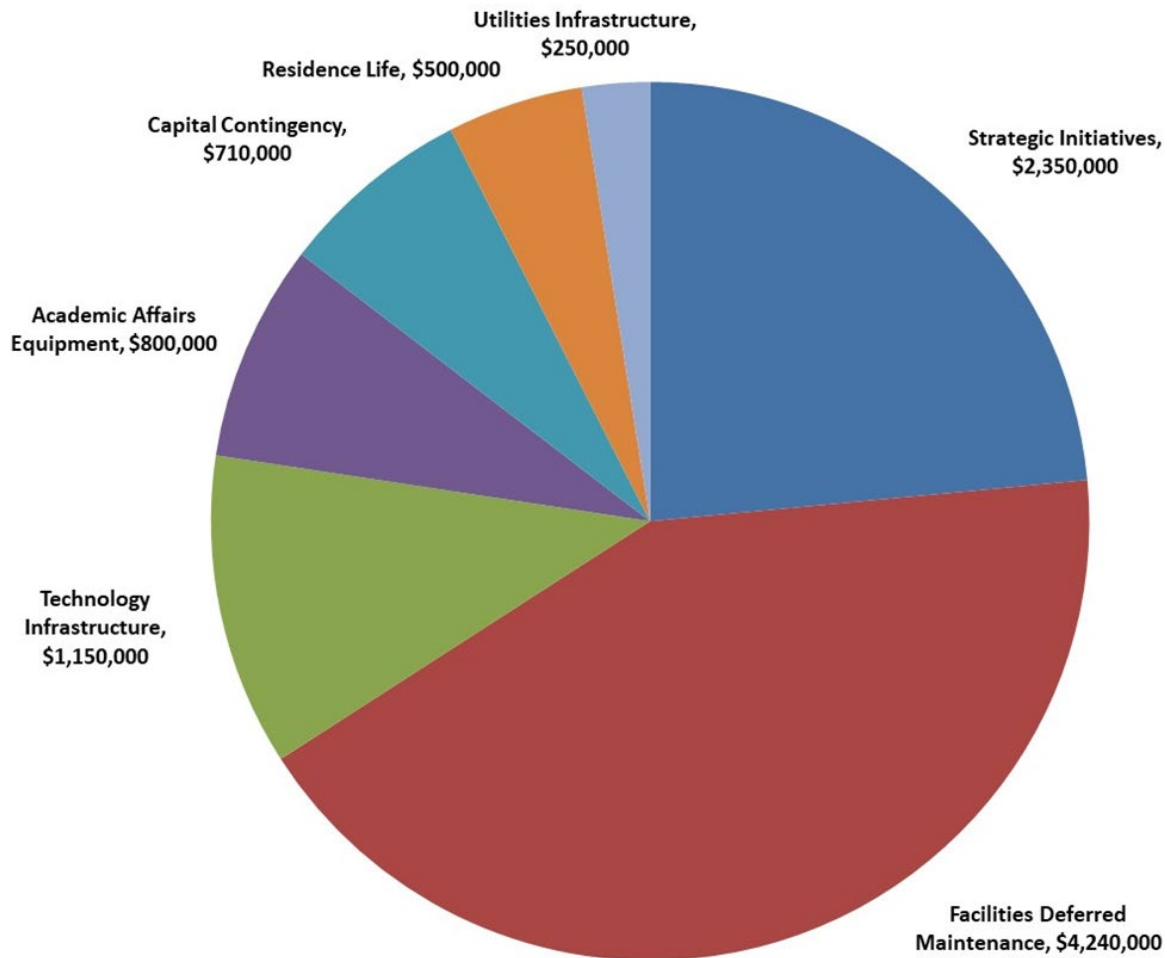
RISD Cost of Attendance





FY20 Capital Budget

Approved by RISD Board of Trustees – 2/2019





FY20 Capital Funding

Building	Title	Funding Source								Total
		Deferred Maintenance	Auxiliaries	Housing	NOI Funds	Strategic Capital Fund	Gifts	Bond Proceeds	Rayon Trust	
Funding										
Prior year carryforward/Reserves			\$ 850,000	\$ 240,000	\$ 3,150,000		\$ 1,000,000		\$ 18,000,000	\$ 23,240,000
Current year Funding		\$ 4,240,000	\$ 300,000	\$ 500,000	\$ 3,000,000	\$ 2,350,000	\$ 1,400,000	\$ 60,000,000		\$ 71,790,000
Total		\$ 4,240,000	\$ 1,150,000	\$ 740,000	\$ 6,150,000	\$ 2,350,000	\$ 2,400,000	\$ 60,000,000	\$ 18,000,000	\$ 95,030,000
Uses										
15 Freemont Ave	15 Freemont Ave a/c	\$ 71,000								\$ 71,000
15 Westminster St.	15 Westminster Library 2nd floor renovation to accommodate Center for Arts & Language				\$ 500,000					\$ 500,000
15 Westminster St.	15 West lounge upgrades			\$ -						\$ -
15 Westminster St.	15 Westminster south side parapet masonry repair	\$ 50,000								\$ 50,000
15 Westminster St.	Portfolio renovation		\$ 400,000							\$ 400,000
60 Waterman Street	New Residence Hall							\$ 25,000,000		\$ 25,000,000
123 Dyer St.	123 Dyer St exterior painting	\$ 83,600								\$ 83,600
20 Washington Place	20 Washington Place elevator modernization (all three)	\$ 560,000								\$ 560,000
20 Washington Place	20 Washington Place bathrooms renovations planning	\$ 20,000								\$ 20,000
Strategic facilities planning	Strategic Facilities Planning						\$ 400,000			\$ 400,000
All Campus	IR scanning of electrical equipment - FY20	\$ 20,000								\$ 20,000
All Campus	Exterior Painting - Larned, Alumni	\$ 125,000								\$ 125,000
All Campus	Academic & Administrative Painting/Flooring FY20	\$ 75,000								\$ 75,000
All Campus	Security/Card Access/Cameras FY 20	\$ 25,000								\$ 25,000
All Campus	FY 20 Vehicles	\$ 50,000								\$ 50,000
All Campus	FY 20 Trash/Recycling containers	\$ 25,000								\$ 25,000
All Campus	Sightlines FY 20	\$ 39,420								\$ 39,420
All Campus	Planning funds, FY20	\$ 100,000								\$ 100,000
All Campus	All campus lightbulb replacement FY20	\$ 196,380								\$ 196,380
All Campus	FY 20 Pre Con Work	\$ 50,000								\$ 50,000
All Campus	Summer Housing Painting FY20			\$ 240,000						\$ 240,000
All Campus	Various dining/retail projects/equipment		\$ 680,000							\$ 680,000
Auditorium	Auditorium assembly space upgrades - paint, lights, stage, equipment				\$ 1,900,000					\$ 1,900,000
Auditorium	Auditorium bathroom upgrades planning	\$ 15,000								\$ 15,000
Barstow House	Barstow windows/exterior paint			\$ 271,000						\$ 271,000
BEB	HVAC Project Planning - BEB				\$ 400,000					\$ 400,000
Carpenter House	Carpenter House Fire alarm replacement	\$ 73,630								\$ 73,630
Carr House	Carr House lounges upgrade						\$ 100,000			\$ 100,000
Central Power Plant	Central Power Plant boiler replacement				\$ 3,200,000					\$ 3,200,000
College Building	College Building - floor repair room 212	\$ 179,057								\$ 179,057
College Building	College Building envelope, skylights, fall protection, windows repair Phase 1	\$ 400,000								\$ 400,000
College Building	College Building renovation planning							\$ 3,480,000		\$ 3,480,000
Design Center	Design Center- RISD Store upgrades		\$ -							\$ -
Design Center	Design Center replace three rooftop exhaust fans	\$ 20,000								\$ 20,000
Dunnell House	Dunnell House Fire alarm modernization	\$ 60,700								\$ 60,700
Dwight House	Dwight House Fire alarm replacement	\$ 120,950								\$ 120,950
Fletcher Building	Fletcher Elevator modernization	\$ 165,000								\$ 165,000
Frazier Terrace	Frazier Terrace stairs - wood stringers repair/replacement	\$ 66,300								\$ 66,300
Homer Hall	55 Angell chiller rebuild and VFD	\$ 150,000								\$ 150,000
Memorial Hall	Memorial Hall lobby floor	\$ 125,000								\$ 125,000
Memorial Hall	Memorial Hall façade restoration planning	\$ 26,000								\$ 26,000
Pardon Miller House	Pardon Miller Fire Alarm replacement	\$ 85,000								\$ 85,000
Raedeke Building	Museum - snow guards for stair way and landing between Mem Hall and Museum	\$ 17,000								\$ 17,000
South Hall	South Hall dehumidification			\$ -						\$ -
Thompson House	Thompson House exterior restoration - paint and windows	\$ 222,223								\$ 222,223
Tillinghast	Tillinghast Gate	\$ 35,000								\$ 35,000
Waterman Building	Waterman HVAC / Fire alarm replacement	\$ 310,000				\$ 2,000,000				\$ 2,310,000
What Cheer	What Cheer studios spray booth	\$ 50,000								\$ 50,000
What Cheer	What Cheer Garage - fix leak into carpentry shop from parking area on 1st floor	\$ 75,000								\$ 75,000
Woods Gerry	Woods Gerry Porch roof replacement	\$ 40,000								\$ 40,000
Woods Gerry	Woods Gerry replace boilers and steam radiators planning	\$ 20,000								\$ 20,000
Woods Gerry	Woods Gerry 1st floor floor repair	\$ 87,061								\$ 87,061
Woods Gerry	Woods Gerry Landscape master plan phase 3 Design	\$ 10,500								\$ 10,500
Total		\$ 3,843,821	\$ 1,080,000	\$ 511,000	\$ 5,600,000	\$ 2,400,000	\$ 500,000	\$ 25,000,000	\$ 3,480,000	\$ 42,414,821
Net Funding Available		\$ 396,179	\$ 70,000	\$ 229,000	\$ 550,000	\$ (50,000)	\$ 1,900,000	\$ 35,000,000	\$ 14,520,000	\$ 52,615,179