



EXECUTIVE SUMMARY: “BASIS FOR THE FY 2020-2021 BUDGET”

OVERALL OPERATION:

- The budget incorporates NO change in staffing from the existing 12 full-time staff and funding for “temporary” administrative staff support.
- 4% overall staff salary increase to be applied variably.
- Fringe benefits line item increment for retirement costs and a potential increase in health insurance premiums at this time.
- Various adjustments to travel and meal costs, postage, printing/fulfillment, and other such items as needed to meet externally levied increases.

PROGRAM AREAS (IN THE ORDER PROVIDED IN THE BUDGET SPREADSHEET):

- **Office Operations (G&A):**
 - An estimated chargeback amount of \$153,432 for APPA staff support to implement all requirements associated with the “*credentialing/certification*” program. [On occasion we have “*waived*” some of this amount to draw down the credentialing program’s expenses and/or investment obligation. That decision is not made until we close both sets of books each year. We obviously have not done so for a couple of years.]
- **PLANNING AND GOVERNANCE:**
 - We have included expenses for Executive Committee, Board of Director’s, all the January Committees’ meetings (“*Integrated Strategic Planning*” meetings), along with other collaborative partner associations and the international/ regional meetings’ travel by volunteer elected officers and the EVP.
 - With the “*Integrated Strategic Planning*” meetings approach, we have made a concerted effort to reduce costs through combined meetings, reduced staffing, and streamlined Codes Council expenditures.
- **PUBLICATION/COMMUNICATIONS (THREE MAJOR INCOME LINES):**
 - *Publication Sales* have been decreased to \$97,500 (from \$110,000) to align with last year’s sales experience, yet renewed expectations from delivery of the newly revised Staffing Guidelines Trilogy.
 - *Magazine advertising* sales have been increased to \$136,000 (from \$100,000) given our new digital delivery approach and the expected uptake by our business partner advertisers. Corresponding commission fees remain in alignment with sales revenue amounts. Frankly, this will continue to be a moving target as we feel our way through this new approach.

- *Job Express* advertisement sales have been increased to \$367,500 (from \$340,000) which reflects last year's and this year's sales patterns and the overall economy/ industry's hiring market/ lower unemployment rate.
- **EDUCATIONAL PROGRAMS:**
 - *APPAU* deliveries for Food & Beverage and Non-Staff Travel costs reflect the coming year's hotel contractual commitments plus an additional allocation amount given our past experience (certainly registration projections will affect this number on a variable basis).
 - *NO increase* in the *APPA U - Institute and Academy* - registration fee (will remain at \$1,495) given the increase of \$40 last year. The registration numbers have been *modified* for the September Institute to 310 (up 10 registrants); January Institute to 345 (up 10 registrants); and registration numbers were also *modified* for both Academy tracks' deliveries (135 & 140, respectively; up 10 registrants each). All are in alignment with 2019, 2018, 2017, and 2016 deliveries.
 - We are planning for 25 plus institutional deliveries of the Leadership Academy's "*Academy-on-Campus*" at \$605,000 (anticipating alignment with the past two years increasing commitments, interest, and engagement).
 - *Supervisor's Toolkit* utilizes licensed, qualified trainers by the region or institutions. We are anticipating the possibility of a few more deliveries (30-35) with an average of 30-35 participants and the cost of participant's manuals/sales remaining as previously incremented this past year (presently at \$160 per manual).
 - Collaborative programming continues with *ACUHO-I* with a reasonable ROI.
 - We will continue with the "trial" CLS (Continuous Learning Series) Workshops budget and will seek various ways to gain uptake for one to three-day workshops deliveries over time.
- **APPA 2020 CONFERENCE (WILL DELIVER A "CONFERENCE WITHIN A CONFERENCE" FOR ANYONE INTERESTED IN OUR SMART CAMPUS STRATEGIES SUMMIT BEING BETA-TESTED IN SILICON VALLEY THIS MARCH 2020):**
 - The budget reflects the APPA 2020 conference in Boston, Massachusetts, August 1-3, 2020 and a registration fee that *remains flat* at \$995 for the first sixty days of open registration; then, will increase to \$1,095 as of April 1, 2020 totaling an average of 430 attendees.
 - Exhibit Booth fees *remain flat* at \$4,000 (on average), plus a \$500 "opt-out" amount on the invoice to support the Business Partner Scholarship fund ("Ambassador" scholarships). A large number of booth and sponsorship "packages" have been established and should be very successful for us.
 - Food and Beverage costs have been *increased* and aligned with the existing hotel contract, reflects the past couple years' expenditures, and accounts for associated Massachusetts State taxes.
- **MEMBERSHIP SERVICES:**
 - There will be a *NO dues increase* within our categories of membership. Increases or decreases in institutional dues will occur ONLY if an institution has a notable

increase in their GIE (Gross Institutional Expense) or FTE (full-time equivalent) Student Enrollment figures as identified in the latest complete IPEDS dataset. Thus, we remain committed to updating the institutional dues matrix by continuing to align our GIE and FTE Student Enrollment with the Department of Education's IPEDS database.

- Community Colleges remain in a “Four-Tier” dues structure based only on ‘GIE’, only, and we have not increased these figures for this coming year.
 - K-12 schools will remain assessed at a flat rate of \$600.
 - System Offices, International, and Affiliate member organizations dues will remain assessed at a flat rate of \$750.
 - None of the three Business Partner tiers or categories will be increased.
 - Assumes a 94% retention rate for Institutional and Affiliate Membership, and a 88% retention rate for Business Partners.
 - Recruitment efforts are expected to generate a 3-5% average increase in institutional/associate, affiliate, and business partner memberships.
- **FMEP:**
 - Eight evaluations are planned at various rates depending upon the size and complexity of the institution, scope of work, and size of site visit team.
 - **APPANET:**
 - As the Association Management System (AMS) database technological enhancements was capitalized and amortized over a five-year period, we continue to incorporate the annual payment of \$122,000 per year for two more years. This budget also carries the AMS hosting fees. We also expect the amortized figure to rise given implementation of Phase 2 modifications; APPA website/ Content Management System redesign; and the service agreement for the Community Engagement Platform.
 - Staffing and operational costs reflect maintenance and support of the website along with important purchases of hardware equipment and software requirements.
 - **R&D OR TLS:**
 - Staff time and effort have been allocated accordingly to assist with overall TLS and R&D activities.
 - The Thought Leaders Symposium has been budgeted to reflect actual costs and business partners' sponsorships anticipated to date, and for one delivery, only.