

# Looking Backward, Looking Forward

**OU Town Hall  
May 4, 2022**

**Bill Tsutsui**



*Prepare for a Life of Significance™*

# Topics for Today

- Some Highlights of the Past Year
- Projects and Accomplishments in 2021-2022
- Looking Ahead to 2022-2023 and Beyond
- Q&A, Comments, and Discussion

# Highlights

- Record Enrollments

*OUKS 895, OUAZ 921 at fall open*

- Strong Financial Results from FY21

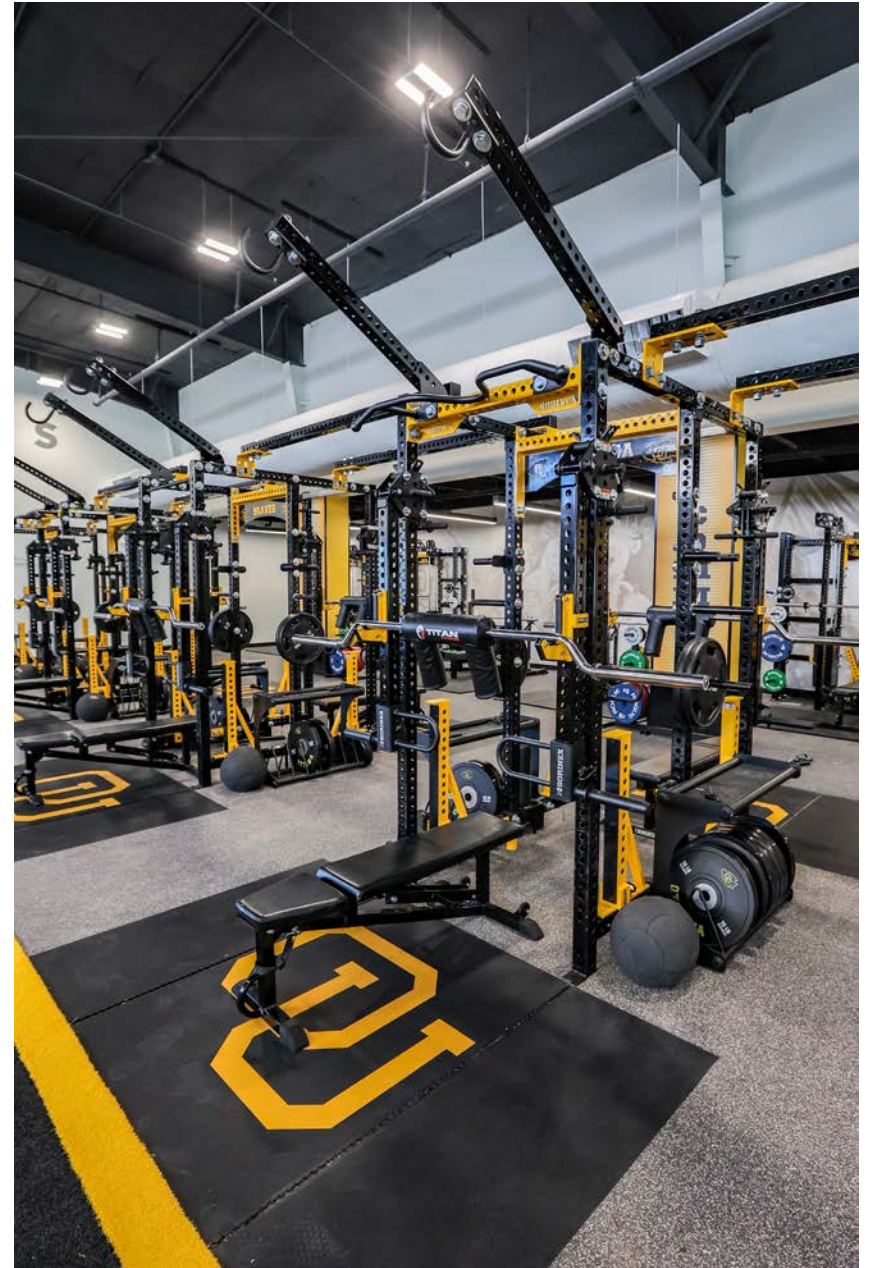
*Total revenue \$67 million*

*Operating surplus (actual) \$3.4 million*

*Total assets \$154 million; net assets ~\$29 million*

# Highlights

- Opening of the BAPC



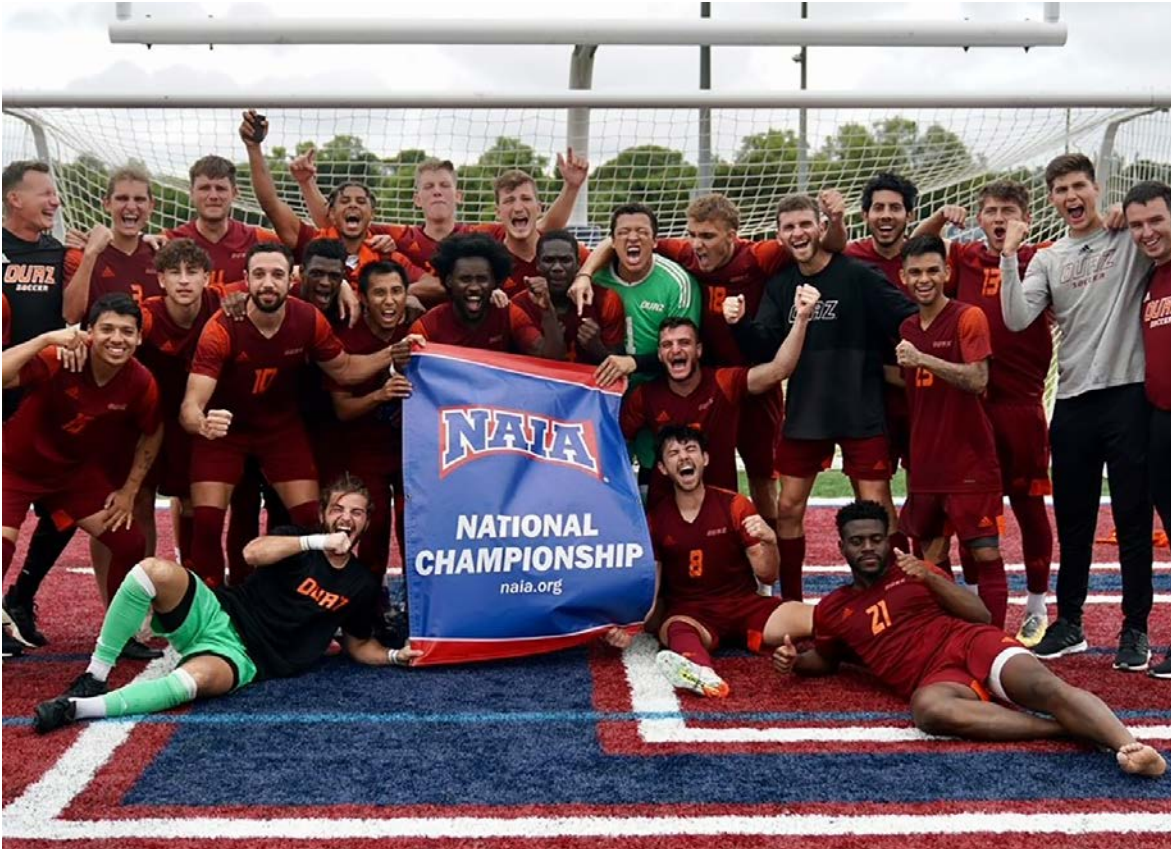
# Highlights

- Dedication of the Creed Family Greenhouse



# Highlights

- Athletics Championships and Milestones



**LIZ SOWERS**  
HEAD COACH AT OTTAWA UNIVERSITY

# Highlights

- Moments of Celebration



# Projects & Accomplishments

- My Orientation – *Thank you!*
- Strategic Planning – *Thank you!*
- New CFO – *Thank you for coming, Craig!*
- Approval of DBA Degree
- Commitment to first tenure-track hires at OUAZ



# Projects & Accomplishments

- Two task forces: Honorary Degrees; Sexual Misconduct Policies, Procedures, and Training
- Advancement Progress
- COVID – *Thank you!*

# Projects & Accomplishments



- Sale of Phoenix Building and Transition to Surprise

# Projects & Accomplishments

- Debt Recapitalization Plan (Phase II)

Total dollars issued = \$60 million

Refinanced debt = \$39.5 million

New money in the issue = \$21.5 million (new facilities)

Total long-term debt after issue: \$116 million

Debt savings for 2022-2024 = \$2.35 million; from 2025, debt service increases by ~\$900K annually, offset largely by student room revenue

# Looking Ahead

- **Strategic Plan, 2022-2027**  
Approval, publication, implementation  
Major themes:  
Advance the Academic Mission  
Elevate the Student Experience and Outcomes  
Assure Belonging  
Achieve One University
- **Planning for a New Campaign**

# Looking Ahead

- Provost and CEO Search – *Thank you to Terry!*
- Re-accreditation Ahead
- New Academic Programs  
DBA, MS in Applied Psychology  
Prelicensure Nursing?
- New Sports and Activities

# Looking Ahead

- **Facilities**
  - Mabee Center
  - “Rebuild”
  - Ottawa Campus
  - Master Plan

# Looking Ahead

- **Facilities**

OUAZ Student Residence/Classroom/Office Building, Phase I  
5 stories: four floors of student housing on podium of classrooms and offices

Approx. 200 beds; five large classrooms; 9 private offices, 18 workstations; numerous meeting/seminar rooms, etc.

About 59,000 sf





# Name the Building Contest!

## Watch out for an email!

The new student residence/classroom/office building soon to be constructed on the OUAZ campus needs a name. Faculty, staff, and students are invited to submit ideas for naming the new OUAZ structure, which will be located next to Scholars Hall. Please share your bright ideas: creativity welcomed, but keep in mind the mission and character of Ottawa University, our distinctive heritage, and the special characteristics of OUAZ.

One entry per person. The contest winner(s) will receive super-special prizes to be determined. The deadline for entries is May 20, 2022.

*Please note that the final decision on the naming of the building will be at the discretion of the Board of Trustees.*



# Looking Ahead

- Budget and Finances

FY22 Operating Budget:

budgeted surplus = \$2.73 million

anticipated actual surplus = \$1.75-2 million

HEERF Funds:

HEERF I (2019-20) \$1.75 M (including \$800K to students)

HEERF II (2020-21) \$4.28 M (including \$800K to students)

HEERF III (2021-22) \$6.34 M (including \$3.3 M to students)

# Looking Ahead

- Budget and Finances

## Struggles with EMBA Program

	New Students	Total Headcount (duplicated)	Total Revenue
20/21 Actual	304	3679	\$9,664,806
21/22 Budget	336	3171	\$8,653,028
21/22 Actual	221	2797	\$7,005,477
22/23 Budget	200	1989	\$5,220,200

Softness in adult and online markets

Financial pressures on families

Rising costs to University (and us all)

# Looking Ahead

- Budget and Finances

FY23 Operating Budget:

Currently working to close \$1.6-2.1M deficit

My priorities: (1) close the deficit hole, (2) help our people, (3) invest strategically (if we can).

Compensation issues

- 1.5 DOE ratio internal policy

- Review of current performance review system

# Looking Ahead

- Budget and Finances

New programs and strategic investments:

DBA, MS in Applied Psychology, Prelicensure Nursing

Internal communications, support for re-accreditation and data capacity, funding to support One University

# Final Thoughts

## *I promise!*