



BOARD OF TRUSTEES

Executive Action Summary

Committee Name: Budget and Finance

Date: April 12, 2024

Agenda Item: 2024-25 Housing and Dining Rates

Information

Review

Action

Resolution:

BE IT RESOLVED that the Board of Trustees of Michigan State University hereby adopts the basic residence hall double housing and dining rate of \$12,564 for first-year residents who select the silver unlimited meal plan for the 2024-25 academic year and adopts the basic residence hall double housing and dining rate of \$11,754 for second-year residents who select the silver unlimited meal plan for the 2024-25 academic year.

BE IT FURTHER RESOLVED that the Board of Trustees of Michigan State University hereby adopts a 5% rate increase for 1855 Place and University Village apartments and hereby adopts no rate increase for Spartan Village apartments for the 2024-25 academic year.

Recommendation:

The Trustee Committee on Budget and Finance recommends that the Board of Trustees authorize the Administration to implement the academic year 2024-25 housing and dining rates, as set forth in the resolution.

Prior Action by BOT: In April each year, Student Life and Engagement (SLE) prepares a housing and dining rate proposal and briefing for the Board of Trustees in preparation for the rate setting for the upcoming academic year. For 2024, SLE briefed the Budget and Finance Committee in February 2024.

Responsible Officers: Vennie Gore, Senior Vice President for Student Life and Engagement

Summary:

Attachment A reflects recommended 2024-25 academic year housing and dining rates.

Background Information:

The proposed residence hall rates for first-year residents represent a 6.89% increase over the 2023-24 rates. The increase to account for operational expense inflation is 5.89% and for residence hall renovation projects is 1%. The increase in housing and dining rates for the 2023-24 academic year was 6.95% over 2022-23 rates.

The proposed residence hall rates for second-year residents are not increased from the rates for the 2023-24 academic year.

If the new rates are adopted, the residence hall double room rate for an undergraduate student's first year of residence will increase \$334 per year, and the silver unlimited meal plan will increase \$476 per year.

It is anticipated that even with these rate increases, Michigan State University will continue to be competitively positioned among universities in Michigan and the Big Ten.

Source of Funds:

Student housing and dining revenues.

Resource Impact:

If approved, the housing and dining rates for the 2024-25 academic year will support continued operation in pursuit of student success by addressing operational expense inflation of 5.89% and residence hall renovation needs of 1%.

ATTACHMENT A
MSU SLE 2024-25 Housing and Dining
April 12, 2024

The housing and dining components of the Division of Student Life & Engagement (SLE) are self-supporting auxiliaries of Michigan State University. They receive no State of Michigan or student tuition funding for the operation, maintenance or renovation of the university's extensive award-winning housing and dining system.

Rate Recommendation for Residence Halls and Dining:

The annual evaluation of Housing and Dining rates considers the revenues and expenses, both planned and unforeseen, delineated above. The resulting calculation shows the proposed rate adjustment needed to meet the projected and realized expenses.

On an important note, current first-year students in academic year 2023-24 would NOT experience a rate increase for their second year in academic year 2024-25. The proposed rate increase would apply only to incoming first-year students beginning in fall semester 2024.

The proposed residence hall housing and dining rate recommendation for a student's first year of residence in academic year 2024-25 is as follows:

- 6.89% increase to pay for residence hall and dining operating expense inflation and residence hall repair and renovation costs.
- The increase to account for operational expense inflation is 5.89% and for residence hall renovation projects is 1%. Specifically, wage and benefit expenses have increased over 4%.
- Campbell Hall renovation costs will exceed \$1.8 million in 2024-25.

The current 2023-24 academic year basic residence hall double housing and dining rate of \$11,754 will remain unchanged for students who will be second-year residents and select the silver unlimited meal plan for the 2024-25 academic year.

The housing and dining rate escalations have been below 3% for six of the past eight years. SLE is conscious of the cost of education for students and their families. Thus, the division is focusing on managing expenses to help mitigate the impact of inflation. To offset the elevated levels of inflation, the division is purchasing food stores in greater quantity, reducing dining hall use of disposables, and reducing variable labor and staff overtime hours. The rate adjustments are also consistent with the forecast presented to the MSU Board of Trustees in January 2019 as part of the SLE 10-year strategic direction.

Rate Recommendation for University Apartments:

The proposed rate recommendation for academic year 2024-25 is as follows:

- 1855 Place and University Village Apartments: 5% increase
- Spartan Village Apartments: no rate increase during its final year of service.

The rate increase for 1855 Place and University Village Apartments was 5% for 2023-24. The rate increase for Spartan Village Apartments was 3% for 2023-24.

Rate Analysis	2023-24 Rate and 2024-25 Rate for Second-year Residents	2024-25 Rate for First-year Residents	Change
Residence Hall/Academic Year: Double	\$4,854	\$5,188	\$334
Residence Hall Meal Plan/Academic Year: Silver Unlimited	\$6,900	\$7,376	\$476
University Village Apt./Month: 4 Bed	\$793	\$833	\$40
1855 Place Family Apt./Month: 1 Bed	\$865	\$908	\$43
1855 Place Family Apt./Month: 2 Bed	\$1,000	\$1,050	\$50
1855 Place Single Student Apt./Month: Studio	\$1,066	\$1,119	\$53
1855 Place Single Student Apt./Month: 2 Bed	\$947-\$968	\$994-\$1,016	\$47
1855 Place Single Student Apt./Month: 4 Bed	\$849-\$920	\$891-\$966	\$42

MSU’s residential living experience provides exceptional value for residents. In one all-inclusive cost, SLE provides holistic services to support students’ success, including award-winning dining available 14 hours a day, seven days a week, highspeed internet, cable TV/streaming, heat, water, electricity, furnishings, linen and laundry services, fitness centers, reception desk service, campus security, convenient access to academic classrooms, neighborhood engagement centers, and a residential education model that focuses on building community and Spartans for life.

SLE is sensitive to the need to keep housing and dining rates affordable for students, especially as the pressures of individual contribution to the cost of higher education continue to increase. This proposed rate attempts to strike a balance between affordability, enhanced services for students, and the continued renovation and required updates of aging residence halls and apartment buildings.

Housing Option	Daily Cost
Residence Hall: Double (All-Inclusive)	\$56.09 First-Year Resident \$52.47 Second-Year Resident
1855 Place Family Apt. 1 Bedroom	\$29.85
University Village Single Std. Apartments	\$27.39
Williams Hall Apartment (Room Only)	\$25.86

Residence Education and Housing Services and Culinary Services

The SLE auxiliary operations budget model aims to provide net income to underwrite support of the division and university missions. SLE has three historical financial objectives to achieve through net income from operations:

1. Pay down debt service costs – the “mortgage” of buildings.
2. Provide just-in-time maintenance funds for repairs and improvements.
3. Maintain an adequate reserve balance to address unforeseen emergencies. The monetary impact of the pandemic exhausted the division’s reserves. Restoring those funds is an important financial goal during the next several years to provide institutional stability and opportunity for enhancement.

MSU & SLE Mission and Values

The Division of Student Life & Engagement supports and integrates the mission, values, and strategic themes of MSU 2030, which seek to advance knowledge and transform lives by providing outstanding undergraduate, graduate, and professional education, conducting research of the highest caliber, and advancing outreach, engagement, and economic activities. MSU's strategic themes of Student Success, Staff and Faculty Success, Discovery, Creativity and Innovation for Excellence and Global Impact, Sustainable Health, Stewardship and Sustainability, and Diversity, Equity and Inclusion are embedded in daily work as SLE seeks to deliver outstanding Spartan experiences.

The Funding Strategy – Three-Pronged Approach

Housing and dining rates support a three-pronged approach to fostering student success and delivering outstanding experiences at Michigan State University. The prongs of the approach include:

1. The full scope of benefits and services to residential students.
2. Support for institutional initiatives and needs.
3. Stewardship of investments in SLE facilities.

The following sections highlight details of each of these aims accomplished through intentional stewardship of the housing and dining fees generated annually.

The Housing and Dining Value Proposition

Michigan State is known nationally for Residential Living and Learning opportunities for undergraduate students and is ranked fifth in the country by US News and World Report. Fifty- five percent of students participate in living-learning programs, which include the residential colleges and Colleges of Natural Science, Broad School of Business, and Engineering. The Neighborhood Student Success Collaborative provides academic support services to residential communities where they live and learn. In 2016, the Association of College and University Housing Officers recognized Michigan State for its innovative and collaborative approach with the Office of Provost, Division of Student Affairs and Services, and Division of Residential and Hospitality Services. SLE offers a comprehensive program that offers an experience beyond housing and dining by providing a fulsome and holistic experience that includes student leadership opportunities, counseling and wellness centers, safety and security, and partnership with the Center for Survivors and MSU Police and Public Safety, intentional intercultural dialogues, and access to classes held in the residence halls.

In 2020, Culinary Services was recognized by Food Service Directors as the number one college and university self-operation in the country. The Lead with Food philosophy is embedded in the ethos of the operation, which emphasizes culinary excellence and outstanding customer services. The all-you-care-to-eat model has become the standard for many operations and the Combo X-Change option is a favorite of students. Combo X-Change allows students to use a meal swipe for a meal exchange at retail locations including campus vendors (Starbucks, Panera, Subway, Panda Express and Strange Matter Coffee) as well as at concession stands at athletic venues. Students have access to food at all venues on campus, which negates food insecurity issues some students may endure and fosters their ability to succeed.

The housing and dining program provides exceptional value for students. Spartans spend 15% of their time going to classes and 85% going to college. The program is aligned with three university strategic plans: MSU 2030, DEI Strategic Plan and RVSM Strategic Plan, and Residence Education and Housing Services (REHS) recently received an Institutional DEI Award for the work with Gender Inclusive Housing, Transgender Residential Experience program, REHS Dialogues, Employee Resource Groups, and the Bias Response Protocol. The first and second year of the college experience is critical to establish a sense of belonging during the transition to college and provides the academic foundation for persistence,

retention, and graduation. Divisional work is designed to support MSU 2030 graduation goal of 86%. It is a stated goal to envelop students with services and experiences so they can connect, thrive, and succeed at Michigan State. The Spartan Navigator and Spartan Compass programs, Transgender Residential Community, Center for Survivors collaboration, and the Care and Intervention Team are directly aligned with strategic plans.

The program is a value-add for all students and is at the heart of the Spartan experience. The basic housing and dining package includes:

- One all-inclusive bill
- All utilities included
- Neighborhood health clinics
- Ubiquitous wireless internet
- 24-hour service desks
- Fitness centers
- Academic support in neighborhood
- Location close to classes and activities
- Professional staff to ease transitions
- Work-where-you-live
- Residential community opportunities
- Unlimited access to award-winning dining
- Sustainable food procurement
- Certified chefs
- Vegan, vegetarian, gluten-free, kosher and halal options
- No deposit or credit check
- Embedded counselors
- Flexible contracts
- Cable and streaming TV
- 24-hour maintenance
- Free laundry and linen service
- Comprehensive safety and security
- CATA bus transportation
- Roommate matching
- Spartan Compass and Navigator
- Events and programs
- 12 Combo X-Change accesses per week
- Allergy-free dining
- Registered dieticians

Institutional Support

A total of \$3.66 million annually from housing and dining fees directly supports the broader institution:

- Student Success initiatives in partnership with the Office of Undergraduate Education at \$1.1 million annually:
 - Neighborhood Student Success Collaborative Centers.
 - One program manager position in the Residential Initiative on the Study of the Environment (RISE).
 - One farm manager position in the Student Organic Farm.
 - Two mental health counselor positions in University Health and Wellness
- Support free CATA bus service to students at \$1.3M annually.
- Support 56 Graduate Assistantship (GA) positions at \$1.26M annually.

Renovation Investments for 2024-25

Responsible stewardship of SLE auxiliary facilities requires a long-range investment planning strategy. Ongoing planning for maintenance, repairs and refurbishment is managed through the Long-Range Asset Plan (LRAP) with annual decisions made to advance projects for SLE funding. This stewardship is essential to maintain SLE facilities for use by generations of Spartans to come.

For 2024-25, planned SLE investments toward facility projects include:

- Assorted infrastructure and deferred maintenance projects totaling \$ 7.9M from SLE plant cash funding.
- MSU Union Food Court project Phase 2 for renovation of kitchen (back of house), in response to Feb. 13. Estimated funding for \$750,000 from SLE reserves.
- Campbell Hall renovation, with \$1.8 million additional debt service cost from May 2024-August 2025. Campbell Hall will also house a residential living program for the Honors College. The project cost to SLE is \$34 million in total, comprised of \$30 million in long-term debt and \$4 million from SLE reserves.

Budget Considerations

The SLE auxiliary operations budget reflects a mix of unforeseen institutional expectations, anticipated inflationary costs and a forecasted change in apartment revenue. The details below provide insight into the budget impact on SLE, totaling \$10.37 million for 2024-25, from these key budget considerations.

Unforeseen Institutional Expectations, Subtotaling \$7.12 Million

The challenge associated with unforeseen institutional expectations often stems from the timing of the institutional decision and associated change in relation to budget planning cycles and approval of housing and dining rates annually in April. At times, institutional change occurs after the rates are set, which results in an accrued expense SLE did not budget for in a given budgetary cycle. Current examples of the fiscal impact resulting from this timing challenge include:

- The 4% union staff and student employee wage and benefit increase Oct. 1, 2023, resulted in \$4.56M of additional SLE expense.
- The Average Progression Level (APL) wage and benefit increase on Jan. 1, 2024, resulted in \$505,000 of additional SLE expense.
- The MSU Administrative Fee increase from 1% to 3% announced in December 2023 results in a net increase of \$2.05M in SLE expense in FY 24-25, compared to previous years.

Anticipated Inflationary Cost Considerations, Subtotaling \$2.46 Million

- Food Stores projects a 4% inflationary increase for 2024-25, equating to \$1.8 million in SLE expense.
- MSU partner department service level agreement inflation for utility, landscape and waste management is projected at 3.9%, equating to \$475,000 in SLE expense.
- MSU Property and Liability insurance premium cost, adjusted for inflation, is projected to total \$187,000 in SLE expense.

Forecasted Change in Revenue, Subtotaling \$785,000

A forecasted reduction of apartment revenue equating to a loss of \$785,000 due to the phasing out of Spartan Village, which has exceeded its useful life.

MSU STRATEGIC PLAN 2030

Mission: The mission is to advance knowledge and transform lives by providing outstanding undergraduate, graduate, and professional education; conducting research of the highest caliber; advancing outreach, engagement, and economic activities (full statement, approved in April 2008 by the Board of Trustees, available at trustees.msu.edu/about/mission.html).

Values: As an institution of higher learning, Michigan State University is committed to the highest ethical and academic standards. As a public institution, we are committed to transparent decision making and accountable governance. As a community, we commit to live these values.

- **Collaboration:** We will pursue innovation through partnership within MSU and with the communities we serve.
- **Equity:** We will eliminate barriers to access and success, challenge discrimination and bias, and address past and present inequalities.
- **Excellence:** We will hold ourselves to the highest standards of teaching, research, and engagement to serve the common good and improve the world we live in.
- **Integrity:** We will hold ourselves accountable to the highest levels of honesty, trustworthiness, and dependability.
- **Respect:** We will create and sustain a culture of safety in which we can learn, work, teach, live, and visit in a community that values the dignity of all people.

STRATEGIC THEMES

- Student Success
- Staff and Faculty Success
- Discovery, Creativity and Innovation for Excellence and Global Impact
- Sustainable Health
- Stewardship and Sustainability
- Diversity, Equity, and Inclusion

SLE Financial Position Update – Post-Pandemic Implications

FY22-23 Actual:

Residence hall occupancy increased significantly for academic year 2022-23 as the SLE two-year live on requirement entered its second year. House counts increased more than 10% to 15,832, compared to 14,334 in 2021-22.

The staffing and food stores costs have increased proportionally. Inflation for hourly wages and food stores increased dramatically in 2022-23, resulting in expenses projected to exceed budget by \$8 million. Food stores expense inflation exceeding 25% is primarily responsible for this shortfall.

Kellogg Hotel, conference business and retail revenues increased 54% over prior year pandemic depressed levels.

All funds net income totaled \$5.4 million, slightly below the budgeted net income of \$6.5 million.

Plant cash expenditures for repair of buildings increased to \$9.7 million after two years of pandemic-related reductions due to SLE financial distress.

Annual debt service cost remained constant at \$22.9 million until FY30. SLE long-term debt obligations totaled \$293 million June 30, 2023. SLE reserves at June 30, 2023, were \$26 million, an increase of \$5 million over June 30, 2022, levels. Pre-pandemic reserve levels historically averaged \$70 million at fiscal year-end.

FY23-24 Projected:

Residence hall occupancy will decrease slightly by 2.8% for academic year 2023-24 due to a smaller freshmen class in fall semester 2023 and fewer transfer students living on campus for spring semester 2024. Average residence hall occupancy for 2023-24 is projected to be 15,395.

University Apartment occupancy remains consistent at 95.8%.

All funds projected net income is (\$2,331,943), below the budgeted net income of \$220,654 for 2023-24. The university-wide Oct. 1, 2023, wage increase of 4% plus related benefit cost increases is largely attributable for the budget shortfall.

Plant cash expenditures for repair of buildings have remained consistent at over \$8 million in 2023-24.

Annual debt service cost remains constant at \$22 million. SLE long-term debt obligations will total \$283 million June 30, 2024. SLE reserves on June 30, 2024, are projected to be \$23 million.

FY24-25 Budget:

Residence hall occupancy will remain fairly stable for academic year 2024-25. Residence Hall occupancy budget totals 15,925 including RAs and ICAs. The staffing and food stores expense budgets have been adjusted accordingly. The Campbell Hall renovation will reduce capacity by 275 students for 2024-25 but will be offset by increased housing for new and transfer students.

Operating expense increases impacting the proposed housing and dining rate increase:

- The 4% union staff and student employee wage and benefit increase on Oct. 1, 2023, resulted in \$4.56M of additional SLE expense.
- The Average Progression Level (APL) wage and benefit increase Jan. 1, 2024, resulted in \$505,000 of additional SLE expense.
- The MSU Administrative Fee increase from 1% to 3% announced in December 2023, results in a net increase of \$2.05M in SLE expense in FY 24-25, compared to previous years.

Net income from operations is budgeted to be \$3 million to fund facility renovations and add reserves.

Plant cash expenditures for repair of buildings remain consistent at \$8 million in 2024-25.

Annual debt service cost will increase to \$23.4 million due to the additional bonded debt for the Campbell Hall renovation. SLE long-term debt obligations will approximate \$303 million June 30, 2025. SLE reserves on June 30, 2025, are projected to be \$26 million.

The \$34 million major renovation of Campbell Hall has been approved for FY24-25. It is anticipated that \$30 million in 30-year bonded debt and \$4 million of SLE reserves will be utilized for this financing. Completion is scheduled for August 2025.

Please see the attached SLE Financial Preview for additional budget details.

MSU SLE OPERATIONAL FUNDS: PRELIMINARY FINANCIAL PREVIEW

REVENUES:	Projected 2023-24	Proposed Budget 2024-25	\$ Increase / (\$ Decrease)
Housing & Dining	\$ 190,531,765	\$ 203,882,248	\$ 13,350,483
Cash Dining/Retail/Auxiliary/Other	86,419,293	89,210,470	2,791,177
Academic Space Rental	2,908,832	2,923,832	15,000
Conferences & Events (1)	6,367,719	9,538,473	3,170,754
Total Revenues =	\$ 286,227,609	\$ 305,555,023	\$ 19,327,414
EXPENSES:			
Personnel Services	\$ 76,734,002	\$ 78,322,318	\$ 1,588,316
Benefits	27,691,950	28,401,930	709,980
Supplies	50,049,213	53,651,398	3,602,185
Food Purchases	39,035,672	39,794,456	758,784
Repair & Maintenance	18,749,138	19,621,853	872,715
General Expense/CATA Bus/Res Life	12,044,030	12,608,054	564,024
Utilities	11,267,442	11,670,191	402,749
MSU Administrative Fee (increase to 3% for FY24-25)	5,533,187	7,878,936	2,345,749
Contractual Services	3,624,489	3,787,080	162,591
Communications / Bandwidth	2,051,287	2,137,256	85,969
Insurance	1,780,000	1,980,000	200,000
Scholarships/Intangibles/Other	7,445,738	7,755,287	309,549
Laundry / Linen	1,366,898	1,514,767	147,869
Equipment	1,157,640	1,212,939	55,299
Travel	916,229	867,406	(48,823)
Building Repair/Renov/Plant Cash	7,490,115	7,775,330	285,215
Bonded Debt Service Cost	21,622,522	23,420,950	1,798,428
Total Expenses =	\$ 288,559,552	\$ 302,400,151	\$ 13,840,599
Contribution to Renovations and Reserves =	\$ (2,331,943)	\$ 3,154,872	\$ 5,486,815

(1) *Odyssey of the Mind Conference at MSU in FY25 but not in FY24.*

MSU SLE RESIDENCE HALL RATE COMPARISON: Standard Double Housing & Dining Plan for 2024-25*

BIG TEN UNIVERSITIES:	Actual 2023-24 Rate	Proposed 2024-25 Rate	\$ Increase	Status
Northwestern Univ.: 20 meals/wk	\$19,581	\$20,168	\$587	estimated
Univ. of Maryland: unlimited meals	\$15,057	\$15,509	\$452	estimated
Ohio State Univ.: 10 meals + \$350 DD	\$14,382	\$14,813	\$431	estimated
Rutgers Univ.: 19 meals/wk	\$14,346	\$14,776	\$430	estimated
Univ. of Michigan: unlimited meals	\$13,856	\$14,687	\$831	preliminary
Penn State Univ.: 12 meals/wk	\$13,030	\$13,448	\$418	approved
Univ. of Nebraska:14 meals/wk+\$300 debit	\$12,802	\$13,186	\$384	estimated
Univ. of Minnesota: unlimited meals	\$12,778	\$13,161	\$383	estimated
Univ. of Illinois: 12 meals + 15 café credit	\$12,178	\$12,802	\$624	proposed
Michigan State Univ.: unlimited meals	\$11,754	\$12,564	\$810	proposed
Indiana Univ.: unlimited + \$50 debit	\$11,869	\$12,187	\$318	approved
Univ. of Wisconsin: unlimited meals	\$11,783	\$12,133	\$350	proposed
Univ. of Iowa: 220 meals/sem + \$200 debit	\$11,752	\$12,105	\$353	estimated
Purdue Univ.: 13 AYCE meals/week	\$9,414	\$9,696	\$282	estimated

STATE OF MICHIGAN UNIVERSITIES:	Actual 2023-24 Rate	Proposed 2024-25 Rate	\$ Increase	Status
Univ. of Michigan: unlimited meals	\$13,856	\$14,687	\$831	preliminary
Eastern Michigan Univ.: unlimited meals	\$12,440	\$12,846	\$406	approved
Michigan Tech Univ.: unlimited meals	\$12,245	\$12,612	\$367	estimated
Michigan State Univ.: unlimited meals	\$11,754	\$12,564	\$810	proposed
Northern Michigan Univ.: unlimited meals	\$12,102	\$12,465	\$363	estimated
Central Michigan Univ.: unlimited meals	\$11,854	\$12,210	\$356	estimated
Wayne State Univ.: unlimited meals	\$11,756	\$12,109	\$353	estimated
Western Michigan Univ.: unlimited meals	\$11,713	\$12,064	\$351	estimated
Oakland Univ.: 18 meals/week	\$11,414	\$11,756	\$342	estimated
Saginaw Valley State Univ.: unlimited meals	\$11,656	\$11,750	\$ 94	approved
Lake Superior State Univ.: 19 meals/week	\$11,207	\$11,543	\$336	estimated
Ferris State Univ.: unlimited meals	\$10,508	\$11,032	\$524	approved
Grand Valley State Univ.: 19 meals/week	\$ 9,785	\$10,079	\$294	estimated

*MSU basic Silver Plan provides unlimited access/meals at any of the nine residence hall dining facilities from 7 a.m.-9 p.m., seven days a week. This plan also includes 12 accesses to a Combo X-Change meal at any of the Sparty's, MSU

Union, international Center or Riverwalk Market retail dining locations on campus. MSU’s meal plan access and flexibility is unmatched by any other Big Ten or state of Michigan public university.

MSU SLE AVERAGE RESIDENCE HALL HOUSE COUNTS

<u>1975-76</u>	<u>1976-77</u>	<u>1977-78</u>	<u>1978-79</u>	<u>1979-80</u>	<u>1980-81</u>
17,800	17,200	17,700	17,570	17,900	17,680
<u>1981-82</u>	<u>1982-83</u>	<u>1983-84</u>	<u>1984-85</u>	<u>1985-86</u>	<u>1986-87</u>
16,100	15,354	15,551	16,100	16,437	16,800
<u>1987-88</u>	<u>1988-89</u>	<u>1989-90</u>	<u>1990-91</u>	<u>1991-92</u>	<u>1992-93</u>
16,950	17,300	16,500	15,800	15,100	13,900
<u>1993-94</u>	<u>1994-95</u>	<u>1995-96</u>	<u>1996-97</u>	<u>1997-98</u>	<u>1998-99</u>
14,126	13,972	13,964	13,965	14,234	14,181
<u>1999-00</u>	<u>2000-01</u>	<u>2001-02</u>	<u>2002-03</u>	<u>2003-04</u>	<u>2004-05</u>
14,190	14,564	14,494	14,624	14,342	14,485
<u>2005-06</u>	<u>2006-07</u>	<u>2007-08</u>	<u>2008-09</u>	<u>2009-10</u>	<u>2010-11</u>
14,844	14,733	14,611	14,506	14,385	14,010
<u>2011-12</u>	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	<u>2015-16</u>	<u>2016-17</u>
14,820	14,725	14,710	14,709	14,716	14,762
<u>2017-18</u>	<u>2018-19</u>	<u>2019-20Covid</u>	<u>2020-21Covid</u>	<u>2021-22</u>	<u>2022-23</u>
14,357	14,523	11,265	2,372	14,334	15,832
<u>2023-24 (proj.)</u>	<u>2024-25 budget</u>				
15,395	15,925				