

Agendum
Oakland University
Board of Trustees Formal Session
October 17, 2025

**GOLF AND LEARNING CENTER OPERATING BUDGET FOR
CALENDAR YEAR ENDING DECEMBER 31, 2026**

A Recommendation

1. **Division and Department:** Intercollegiate Athletics, Golf & Learning Center
2. **Introduction:** The operating budget for the Golf & Learning Center (G&LC) is presented annually to the Board of Trustees (Board) for approval. Attached is a description of the G&LC (Attachment A), which outlines the previously approved business plan; the 2026 G&LC Budget Assumptions (Attachment B); the Registration and Golf Fees 2026 (Attachment C); the Oakland University (University) G&LC Proposed Budget – All Funds, 2026 (Attachment D) and the G&LC Proposed Major Capital Expenditures 2026 (Attachment E).
3. **Previous Board Action:** On October 18, 2024, the Board approved the CY2025 budget for the G&LC.

Budget Implications: The G&LC is an auxiliary operation and is self-supporting. Under the 2026 proposed budget, there is a positive operating revenue; however, a projected reduction to the existing \$6,931,176 G&LC fund balance of \$754,491 due to proposed major capital expenditures (See Attachment E).

Educational Implications: The G&LC is used by the Men's and Women's Intercollegiate Golf Teams. OUCares utilizes the G&LC Golf facilities for their programs.

Personnel Implications: The proposed budget includes salary and wage adjustments per University authorization and staffing changes as required by the G&LC.

University Reviews/Approvals: The G&LC Operating Budget was prepared by the Business Manager of the G&LC and reviewed by the Financial Performance Review Committee, Budget and Financial Planning Office, Senior Vice President for Finance and Administration, Athletic Director, and the President.

Recommendation:

RESOLVED, that the Board of Trustees approves the Oakland University Golf and Learning Center budget for the calendar year ending December 31, 2026, with budgeted operating expenditures of \$5,406,849 and proposed major capital improvement expenditures of \$754,491; and, be it further

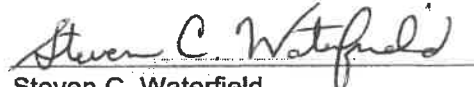
RESOLVED, that any expenditure level in excess of the approved amount that is not funded by a direct revenue increase must have the prior approval of the President or his/her designee and those amounts shall be reported on a periodic basis to the Board of Trustees.

Golf and Learning Center Operating Budget
for Calendar Year Ending December 31, 2026
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4. **Attachments:**

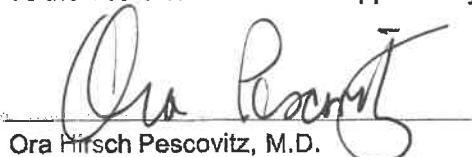
- A. G&LC Description of Program, Budget Notes 2025
- B. G&LC 2026 Budget Assumptions
- C. G&LC Registration & Golf Fees 2026
- D. G&LC Proposed Budget – All Funds, 2026
- E. G&LC Proposed Major Capital Expenditures, 2026

Submitted to the President
on 8 October, 2025 by:


Steven C. Waterfield
Director of Athletics


Stephen W. Mackey
Senior Vice President for Finance and
Administration and Treasurer to the
Board of Trustees

Recommended on 10/9, 2025
To the Board of Trustees for Approval by:


Ora Hirsch Pescovitz, M.D.
President

Reviewed by:


Joshua D. Merchant, Ph.D.
Chief of Staff and
Secretary to the Board of Trustees

Golf and Learning Center

Description of Program

The Oakland University Golf and Learning Center (G&LC) was originally conceived in 1975 as a recreation amenity for the University community through the generous contributions of Mr. and Mrs. Katke and Mr. and Mrs. Cousins. The Katke-Cousins course opened on May 1, 1977 and it quickly took on a broader role in the community, serving also as a major vehicle to attract Oakland University (University) donors, and, through golf outings, local corporate support for the University and its educational programs. Since 1999, Oakland University's golf program has seen significant development with the construction of a second course—made possible by Mr. and Mrs. R&S Sharf—culminating in the opening of the R&S Sharf Golf Course in August 2000. This expansion created a premier 36-hole facility. The addition of the Steve Sharf Clubhouse in 2012 and its subsequent outdoor seating expansion in 2021 have further enhanced the facility. The Banquet Facility which opened in 2014, and the Pat Moran Short Game Area and Berton London Learning Center practice range have increased the community interest in Oakland with a continued increase in special events and meeting requests. Additionally, OU golf team facilities were recently added to the property and funded by Mr. and Mrs. Tooman.

The G&LC is located on the University's east campus and is maintained by its own professional staff, including administrative and grounds employees specially trained to operate and maintain a premier golf facility. The G&LC is a self-sustaining auxiliary entity within the University.

The G&LC serves an important role by providing an entry point for developing community and University relationships. The G&LC's long-range plan is to continue to maintain first-rate championship golf courses that provide all University constituencies with a pleasant recreational experience. The G&LC goal is to also sustain a high-quality image while representing Oakland University as an outstanding educational institution.

Key Performance Indicators

	<u>2023</u>	<u>2024</u>	<u>2025</u>
Rounds of Golf	42,559	45,942	45,238*
Golf-Registrations – Full status	823	800	815
G&LC Fund Balance	\$5,821,994	\$6,052,992	\$6,942,550*

*Estimate

Golf and Learning Center

CY2025 Explanation of Major Changes

Golf has continued to provide an outlet for families to enjoy outdoor activities together, contributing to a high demand for registrations, outings, and events. The number of full-time affiliates was increased from 800 to 815 in order to generate additional revenue, while balancing tee time availability. This change along with 5,000 golf rounds over budget allowed us to exceed the budgeted operating revenue by an estimated \$717,000.

Lower retail sales were primarily the result of unforeseen delays with the Pro Shop renovation, which reduced customer foot traffic and limited shop hours. Investment income had exceeded budget by mid-year. That positive variance is expected to hold.

Compensation came in below budget primarily due to overestimation of labor needs. Additional factors included fewer staff hours worked due to an unfavorable Spring; lower than expected compensation increases; and unplanned salary savings.

The Supplies and Services expenses came in lower than budgeted as a result of lower than anticipated food service costs. Utilities were budgeted too conservatively which created a variance. Transfers include surplus fund returns from the Bridges and Rain Shelters capital projects.

The planned Katke-Cousins bunker project was delayed in order to utilize these resources on the R&S Sharf Bunkers. The auxiliary putting green project was also put on hold to utilize resources for other capital projects. Phragmite spraying and tree trimming were included in the Supplies and Services line item instead of capital projects.

CY2025 Major Capital Expenditures included:

Equipment	\$255,991
Building/Grounds Projects	1,287,653
Estimated Total CY2025 Capital Exp.	\$1,543,644

Golf and Learning Center

CY2026 Budget Assumptions

Budgeted revenues anticipate the continued success of the current G&LC business plan that was presented in 2018 and updated and approved by the Oakland University Board of Trustees (Board) annually. Golf industry trends continue to experience a higher number of golfers, as well as participation and frequency rates. The game of golf provides a safe, outdoor recreation and has brought families out to enjoy an activity together. The G&LC continues to be successful attracting new golfers, with a focus on the younger generation.

Using feedback gathered during a market survey conducted in 2025, G&LC will be limiting the number of fulltime affiliates to 775 for the CY2026 season. This reduction is an attempt to find the balance between available tee times for our affiliates without significantly impacting registration revenue. The affiliate rewards incentive program, which incentivized our affiliates to register early for the next year, will be discontinued in CY2026. Eliminating this program will improve net revenue by approximately \$250,000 annually and allow the G&LC to maintain current pricing for registration, greens, and golf cart fees. The cost of small and large range buckets will increase by \$2 for a total cost of \$7, and \$12, respectively.

Projections for CY2026 golf rounds at the G&LC are based on a review of historical data and comparisons with prior years. For CY2026, 40,000 rounds are anticipated, with fees shown in Attachment C. The CY2026 Net Income projection reflects a conservative approach that accounts for both weather conditions and expected inflationary increases in labor, supplies, and services. Estimated investment income is based upon CY2025 actuals. The increase in Compensation is primarily driven by the additional staffing required to support the continued growth in operations, as described below.

A Director of Instruction was hired to provide individual and group lessons as well as clinics. By bringing instruction in-house, the G&LC has developed a stronger program with increased buy-in from stakeholders. Affiliates and community members have been receptive to these changes which have resulted in projected revenue increases for CY2026.

Staffing needs will remain similar to the previous year. The only significant change is the addition of a Director of Golf which is an ongoing search. This position will oversee daily operations and report to the G&LC General Manager. Additional hourly workers have been budgeted to maintain high quality course conditions. These increases have been captured in a higher amount than the anticipated CY2025 compensation figure.

Golf and Learning Center

An increase in the Supplies and Services budget has been increased to accommodate for the cost of the Visage GPS unit rental, new staff uniforms, and the purchase of additional golf balls for the range to meet increased demand. The expected CY2026 Repairs and Maintenance budget is lower than CY2025 due lower anticipated repair costs due to the purchase of new equipment. The G&LC will also be moving more grounds maintenance services in-house such as aerification and sump grinding, which were previously outsourced at a higher cost.

Underbudgeting the equipment line item from CY2025 has been corrected. Improvements in communication and understanding the needs of the department are driving factors in this change. Utilities are budgeted to be consistent with CY2025 actuals.

Planned CY2026 Capital Expenditures include the following*:

Grounds	\$100,000
Building Projects	210,000
Equipment	444,491
Estimated Total CY2026 Capital Exp.	\$754,491

**See attachment E*

Golf and Learning Center

REGISTRATION AND GOLF FEES CY2026

Golf Registration Options:

BRONZE	\$1,875
STERLING	\$1,750
SILVER	\$2,500
GOLD (all-inclusive personal golf fees)	\$5,900
PLATINUM (all-inclusive personal golf fees, personal golf car fees and practice range fees)	\$9,100

	<u>WEEKDAY</u>		<u>WEEKEND/HOLIDAY</u>	
	9 Holes	18 Holes	9 Holes	18 Holes
KATKE-COUSINS GOLF COURSE				
Students, Full Time	\$13.00	\$14.00	\$14.00	\$20.00
Students, Part Time	\$19.00	\$25.00	\$21.00	\$28.00
Student's Family, Faculty/Staff and Family	\$33.00	\$40.00	\$38.00	\$45.00
BRONZE/SILVER/STERLING	\$33.00	\$40.00	\$38.00	\$45.00
Guests	\$60.00	\$75.00	\$65.00	\$83.00
Golf Car (per golfer)	\$24.00	\$37.00	\$24.00	\$37.00

	<u>WEEKDAY</u>		<u>WEEKEND/HOLIDAY</u>	
	9 Holes	18 Holes	9 Holes	18 Holes
R & S SHARF GOLF COURSE				
SILVER/STERLING and Student/Faculty/Staff and Family (includes golf car)		\$83.00		\$88.00
Guests of PLATINUM/GOLD/SILVER/Student/ (includes golf car)		\$110.00		\$115.00
Guests – nonaffiliate (includes golf car)		\$130.00		\$135.00
Golf Car for GOLD affiliates		\$37.00		\$37.00

Oakland University
Ancillary Activities Operating Budget
Golf and Learning Center
Proposed Budget - All Funds
Calendar 2026

	CY2024 ACTUAL	CY2025 BUDGET	CY2025 ESTIMATED ACTUAL	CY2026 PROPOSED BUDGET
<u>Revenue:</u>				
Operating Revenue	\$ 6,325,234	\$ 5,665,878	\$ 6,382,818	\$ 6,015,336
Retail Sales	504,808	579,900	517,332	520,000
OU Purchased Services	12,849	15,395	15,395	14,640
Gifts and Grants	13,234	7,500	36,500	10,000
Investment Income	382,890	200,000	368,011	375,000
Total Revenue	\$ 7,239,015	\$ 6,468,673	\$ 7,320,056	\$ 6,934,976
<u>Expenditures:</u>				
Compensation	\$ 2,077,140	\$ 2,783,727	\$ 2,098,753	\$ 2,317,515
Supplies and Services	1,873,549	1,425,425	1,252,156	1,586,300
Repairs and Maintenance	514,306	682,000	688,074	649,100
Cost of Retail Sales	438,683	485,000	469,202	475,000
Equipment	37,155	15,000	37,921	70,000
Insurance	16,321	17,324	17,324	17,489
Utilities	131,146	167,000	136,633	140,500
Debt Service	-	-	-	-
Overhead charged by OU	203,991	228,359	228,359	150,945
Other Transfers	(11,333)	-	(41,568)	-
Total Expenditures	\$ 5,280,958	\$ 5,803,835	\$ 4,886,854	\$ 5,406,849
Net Income	\$ 1,958,057	\$ 664,838	\$ 2,433,202	\$ 1,528,127
<u>University Support:</u>				
Project A	\$ -	\$ -	\$ -	\$ -
Total University Support	\$ -	\$ -	\$ -	\$ -
Net Income with University Support	\$ 1,958,057	\$ 664,838	\$ 2,433,202	\$ 1,528,127
<u>Ending Balances prior to Major Cap. Expenditures:</u>				
Restricted Fund Balance	\$ -	\$ -	\$ -	\$ -
Unrestricted Fund Balance	7,768,676	6,706,456	8,474,820	8,459,303
Less: Major Capital Expenditures	1,727,058	2,115,000	1,543,644	754,491
Total Ending Fund Balance	\$ 6,041,618	\$ 4,591,456	\$ 6,931,176	\$ 7,704,812

Golf and Learning Center
Major Capital Expenditures
CY 2026

Grounds:

Driving range improvements (mats and picker)	\$ 50,000
Course Projects (Sharf pavers, hole signs & tee markers)	50,000

Building Projects:

Clubhouse Improvements (Pub ranges and kiosk)	60,000
Repair Business Office Balcony	150,000

Equipment:

John Deere Gator Carts	149,100
John Deere Tractor and pull behind mower	80,393
Greensmowers	118,133
General equipment (sprayer, stump grinder, brush removal)	96,865

GRAND TOTAL	\$ 754,491
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