

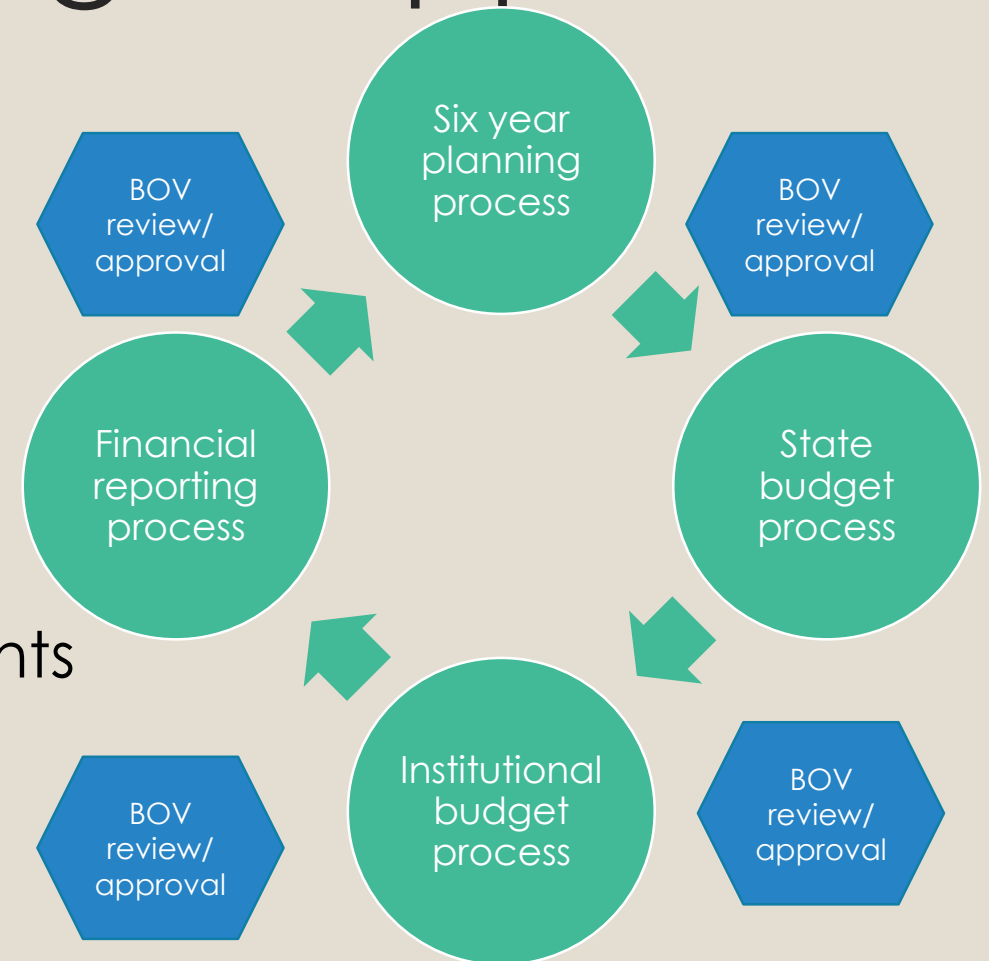


INSTITUTIONAL FINANCE

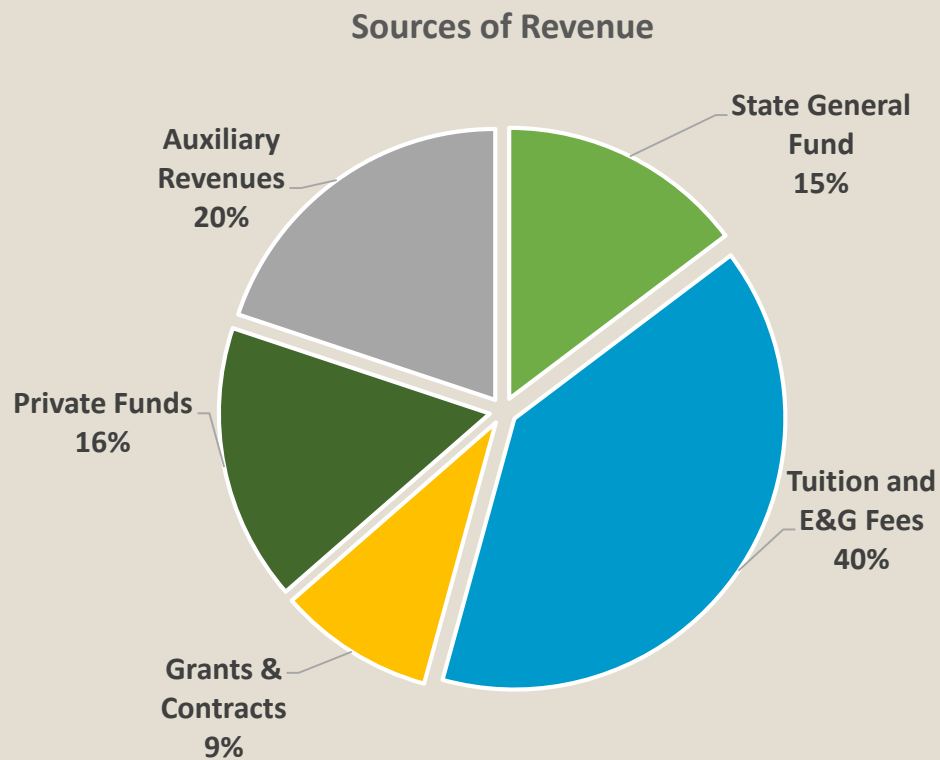
Key Questions and Data Points

Key Areas of Oversight/Approval

- Annual Operating Budget
 - Tuition and Fees
- Capital Budget
- Six Year Plans
- Financial Statements/Annual Audit
- Financial Policies
 - Cash management and investments
 - Debt policy

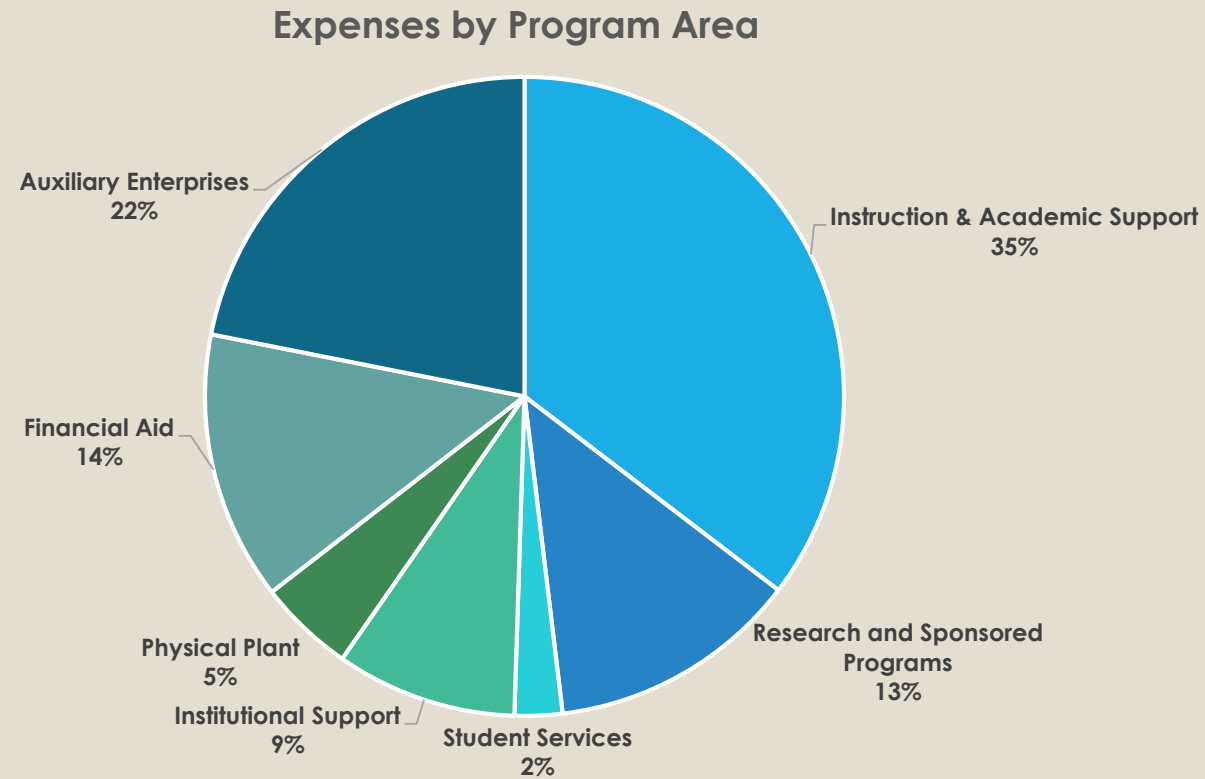


Key Question: Revenues?



- What are the major sources of revenues?
- What are the key drivers?
 - State
 - Students
 - Research
 - Philanthropy

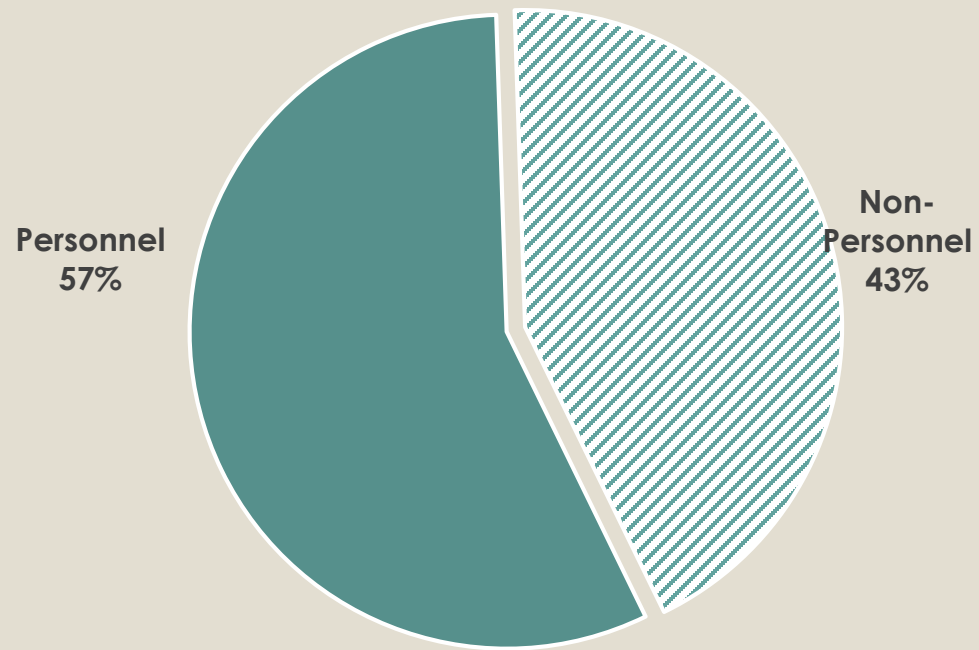
Key Question: Expenses?



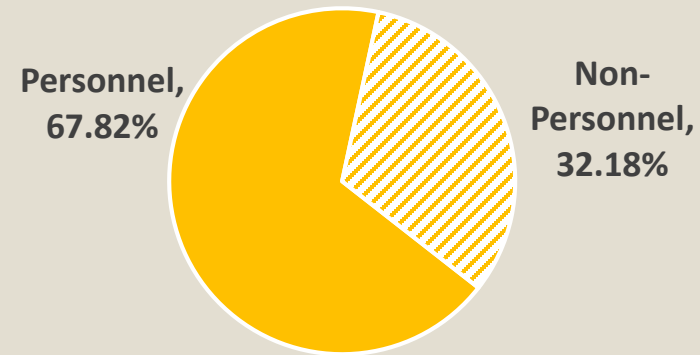
Includes expenditures of private funds.

Key Questions: Personnel Costs?

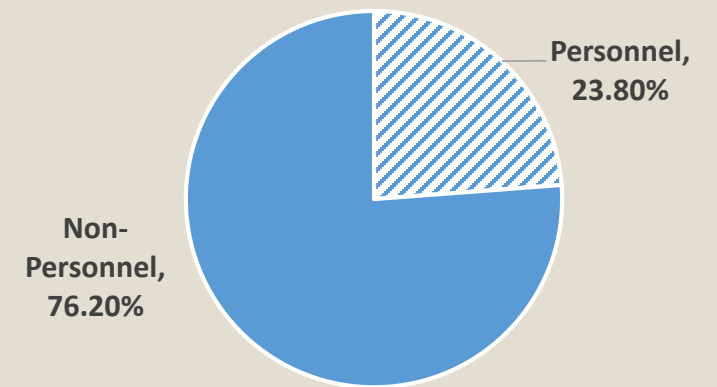
Personnel as a Percentage of Total Costs



Personnel Costs in E&G



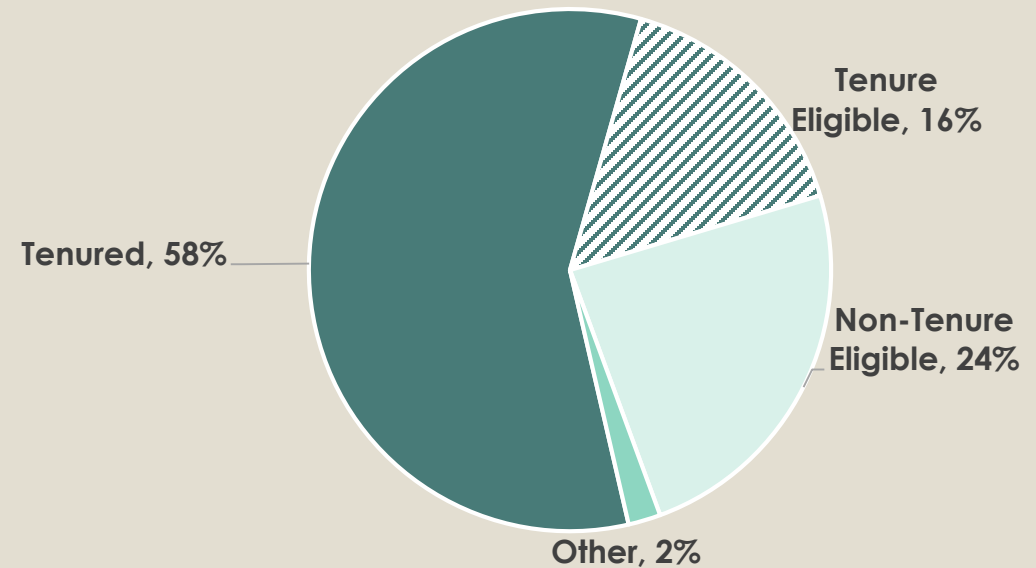
Personnel Costs in Auxiliary Programs



Key Questions: What does the workforce look like?

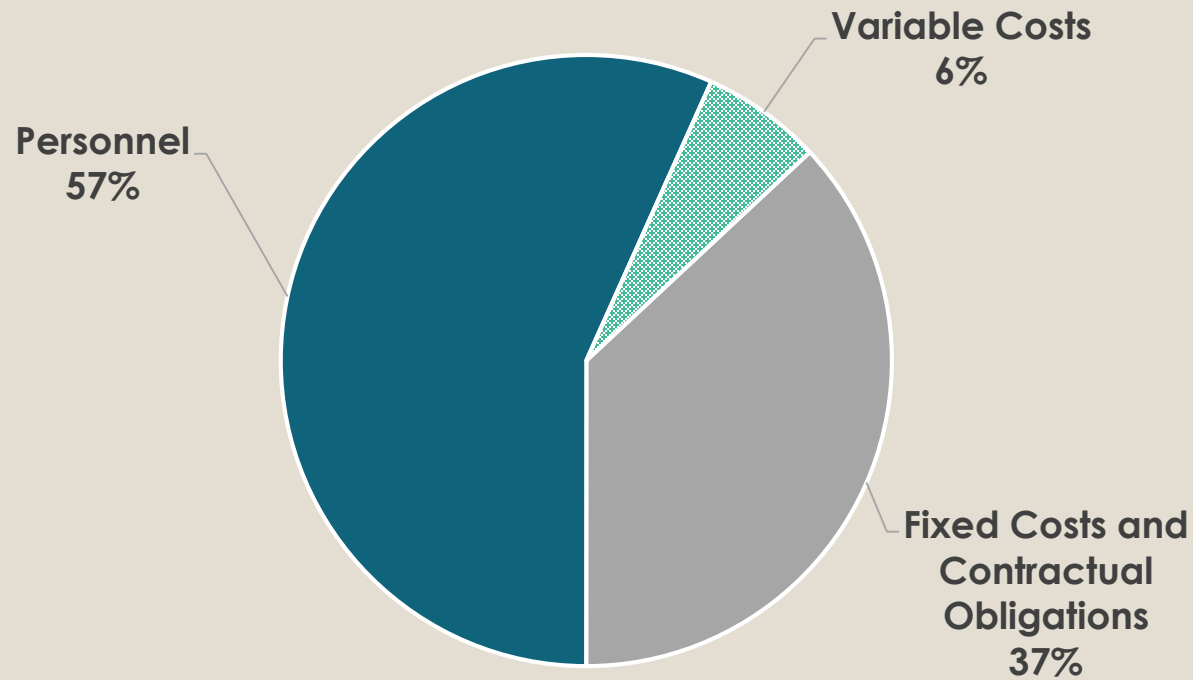
Full-time & Part-time Regular Employees	#
Faculty	947
Staff	1,917
Grand Total	2,864

Percentage of Tenure Track Faculty



Key Question: Variable v. Fixed Costs?






Cost structure often requires multi-year view



Key Question: Financial Strength?

- Financial statements provide important context
- Level of auxiliary and other reserves are critical
 - Auxiliaries must be self-supporting
 - Additional restrictions around intercollegiate athletics
- Be aware of financial ratios and how best to use them
- Watch data trends

Key Takeaways

- “Answers” differ by institution  Institutional mission/priorities should be taken into account
- Terminology is important  If you don't know, ask
- “Not all money is green”  Recognizing fund restrictions is critical
- Process often drives results  Understand both state and institutional processes
- Board policies help set expectations/guardrails  Sufficient administrative flexibility is a necessity