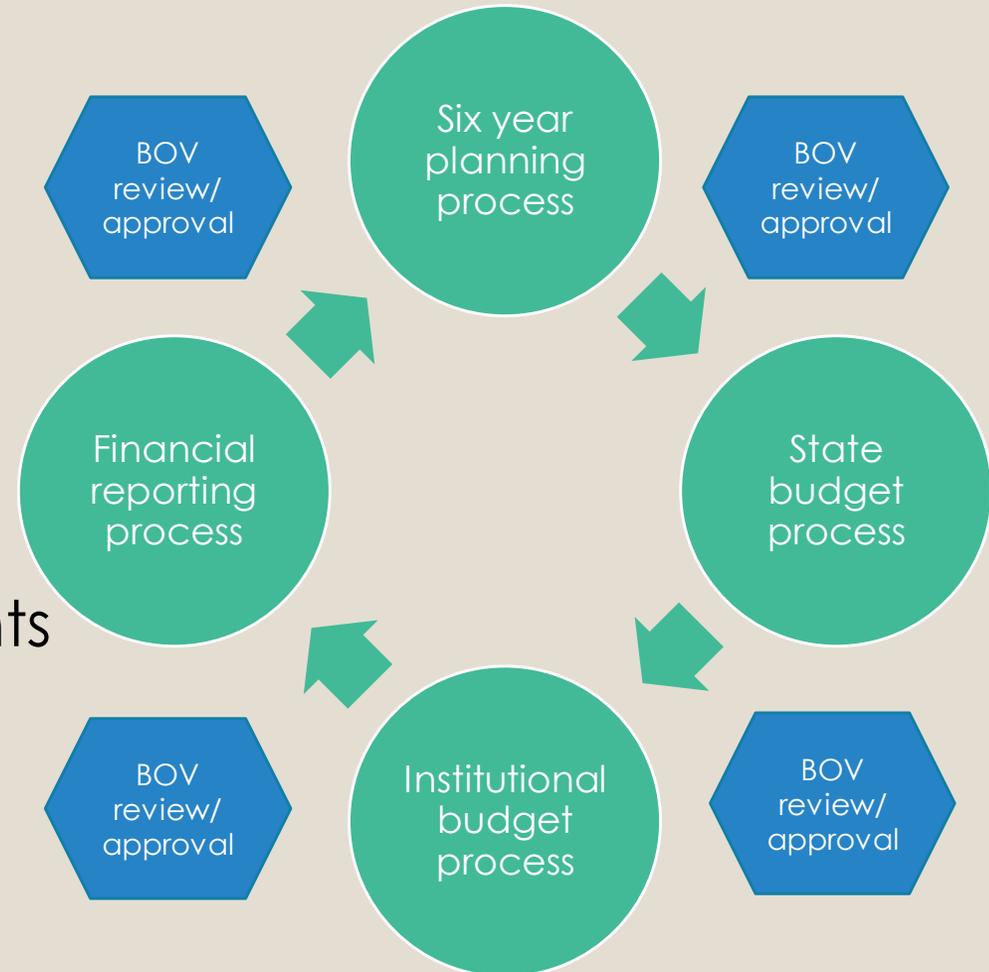


INSTITUTIONAL FINANCE

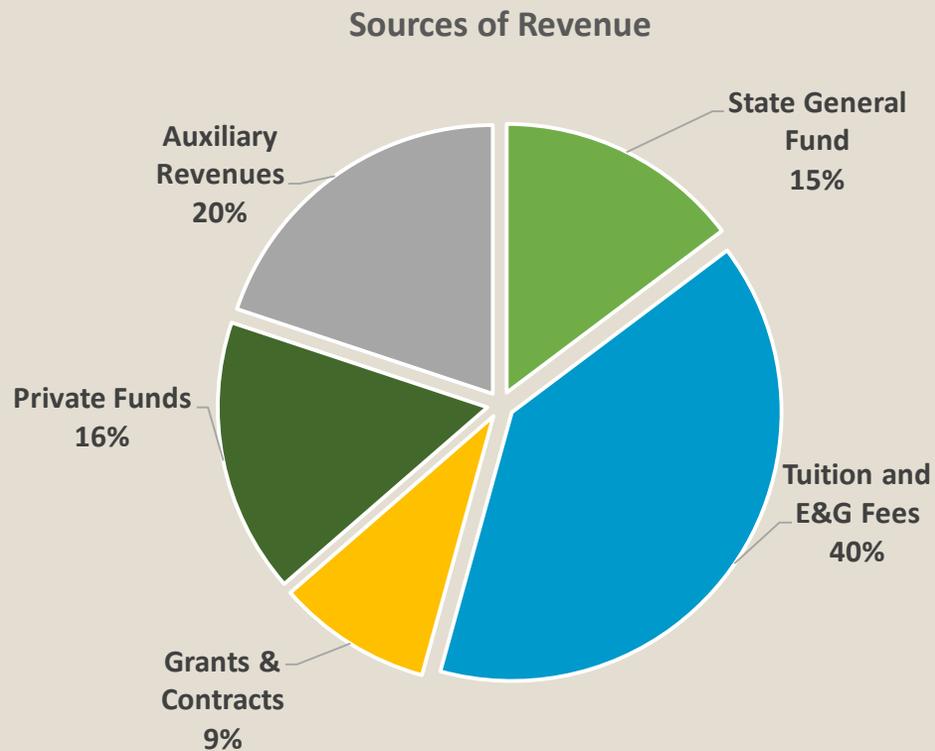
Key Questions and Data Points

Key Areas of Oversight/Approval

- State Budget Process
- Annual Operating budget
- Capital Budget
- Six Year Plans
- Financial Statements/Annual Audit
- Financial Policies
 - Cash management and investments
 - Debt policy

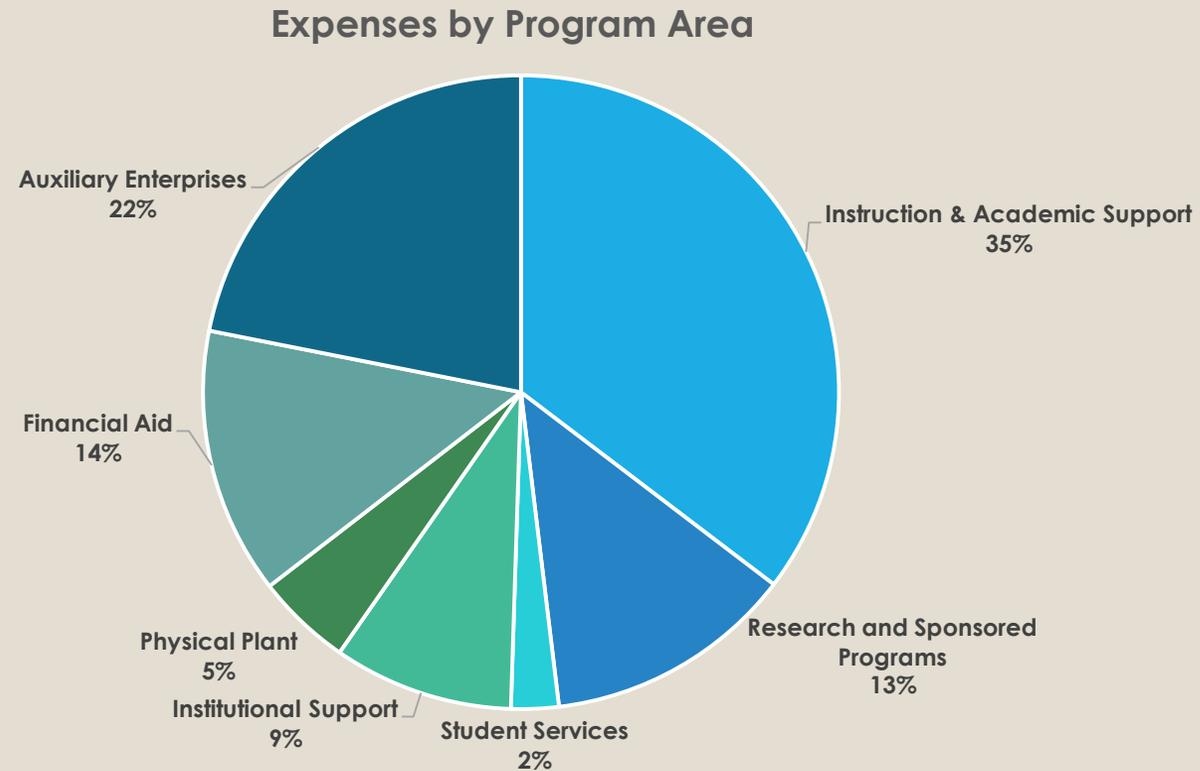


Key Question: Revenues?



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

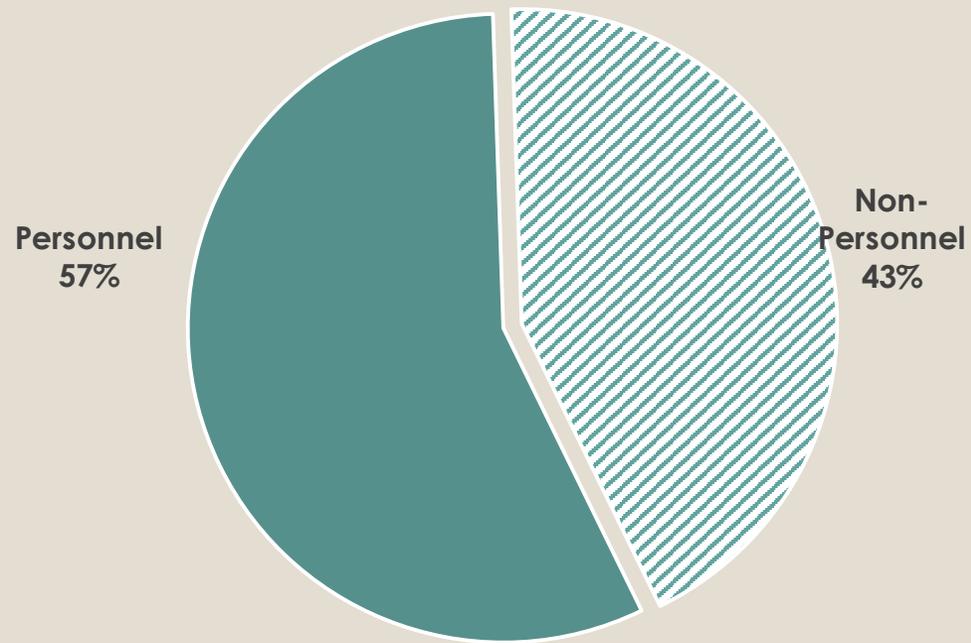
Key Question: Expenses?



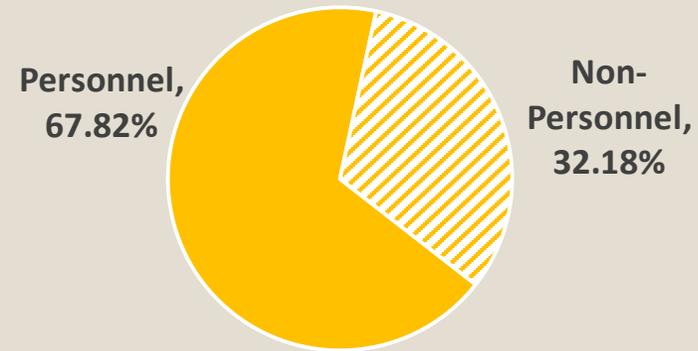
Includes expenditures of private funds.

Key Questions: Personnel Costs?

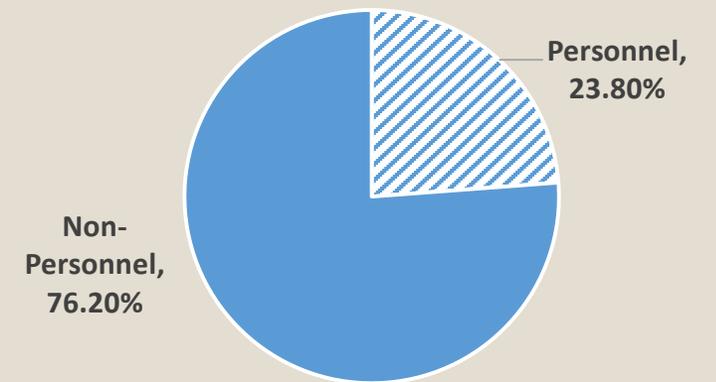
Personnel as a Percentage of Total Costs



Personnel Costs in E&G



Personnel Costs in Auxiliary Programs

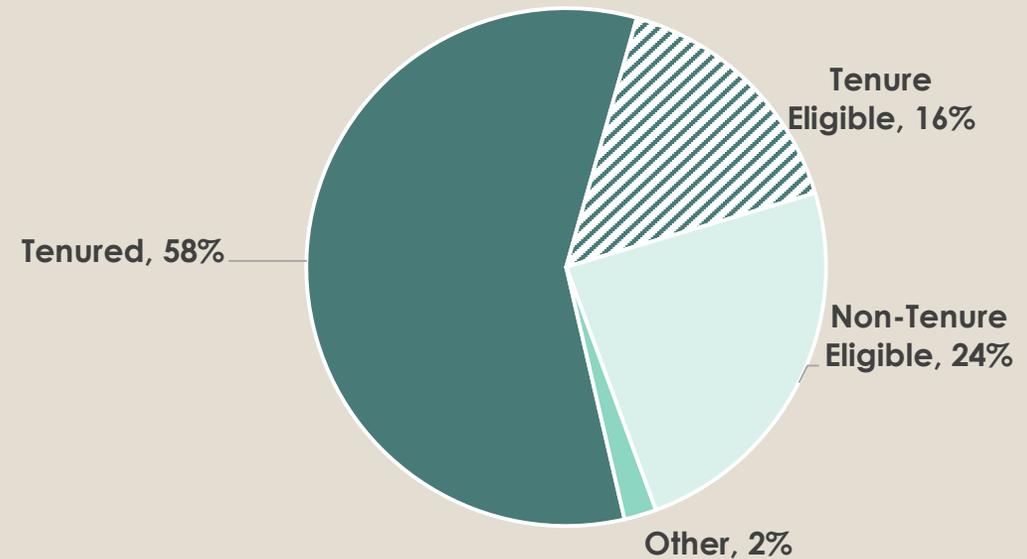


Key Questions: What does the workforce look like?

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

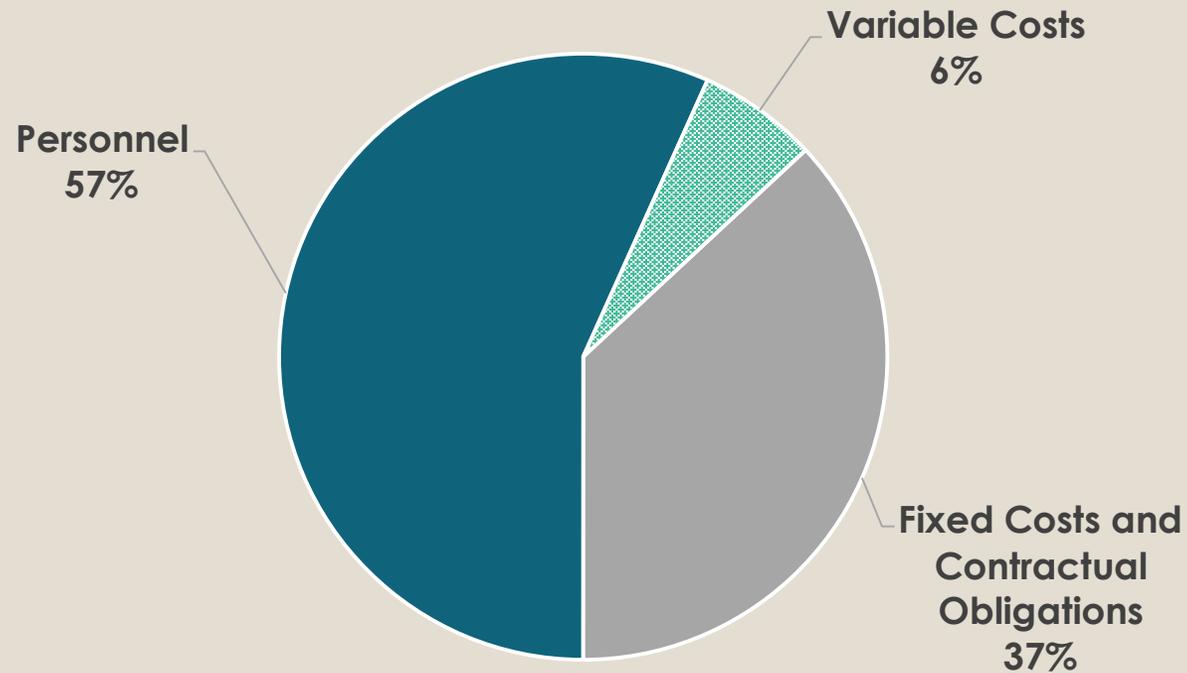
Full-time employees = 2,479
Part-time employees = 385

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
- Assess auxiliary and other reserves;
 - Must be self-supporting, 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