



OFFICE OF THE BOARD OF TRUSTEES

Public Meeting Notice

May 11, 2018

TO: Southern Oregon University Board of Trustees, Finance and Administration Committee

FROM: Sabrina Prud'homme, University Board Secretary

RE: Notice of Regular Meeting of the Finance and Administration Committee

The Finance and Administration Committee of the Southern Oregon University Board of Trustees will hold a regular meeting on the date and at the location set forth below.

Topics of the meeting will include a vice president's report with a review of the financial dashboard and general updates. There will be discussion and action on a 2018-19 differential tuition rate for international exchange students. There also will be a periodic management report, a review of the draft budget as well as the pro forma, and a discussion about ongoing financial performance metrics.

The meeting will occur as follows:

Thursday, May 17, 2018
4:00 p.m. to 5:30 p.m. (or until business concludes)
Hannon Library, DeBoer Room, 3rd Floor, Room #303

Meeting materials are available on the board's website: governance.sou.edu.

The Hannon Library is located at 1290 Ashland Street, on the Ashland campus of Southern Oregon University. **If special accommodations are required or to sign-up in advance for public comment, please contact Kathy Park at (541) 552-8055 at least 72 hours in advance.**



Board of Trustees
Finance and Administration Committee Meeting
May 17, 2018

Call to Order / Roll / Declaration of a Quorum



**Board of Trustees
Finance and Administration Committee Meeting**

**Thursday, May 17, 2018
4:00 p.m. – 5:30 p.m. (or until business concludes)
DeBoer Room, Hannon Library**

AGENDA

Persons wishing to participate during the public comment period shall sign up at the meeting.
Please note: times are approximate and items may be taken out of order.

- | | | | |
|---------|----------|---|---|
| | 1 | Call to Order/Roll/Declaration of a Quorum | Chair Nicholson |
| | 1.1 | Welcome and Opening Remarks | |
| | 1.2 | Roll and Declaration of a Quorum | Sabrina Prud'homme, SOU, Board Secretary |
| | 1.3 | Agenda Review | Chair Nicholson |
| | 2 | Public Comment | |
| 10 min. | 3 | Vice President's Report | Greg Perkinson, SOU, Vice President for Finance and Administration |
| | 3.1 | Financial Dashboard | |
| | 3.2 | General Updates | |
| 5 min. | 4 | Consent Agenda | |
| | 4.1 | Approval of April 19, 2018 Meeting Minutes | Chair Nicholson |
| 10 min. | 5 | Action Items | |
| | 5.1 | AY 2018-19 Differential Tuition Rate for International Exchange Students | President Schott; Mark Denney, SOU, Associate Vice President for Budget and Planning |
| | 6 | Information and Discussion Items | |
| 10 min. | 6.1 | Periodic Management Report | Greg Perkinson |

**Board of Trustees
Finance and Administration Committee Meeting**

**Thursday, May 17, 2018
4:00 p.m. – 5:30 p.m. (or until business concludes)
DeBoer Room, Hannon Library**

AGENDA (Continued)

| | | | |
|----------|-----|---------------------------------------|-----------------------------|
| 25 min. | 6.2 | Review of Draft Budget | Mark Denney |
| 15 min. | 6.3 | Review of Pro Forma | Mark Denney |
| 10 min. | 6.4 | Ongoing Financial Performance Metrics | Greg Perkinson; Mark Denney |
| | 6.5 | Future Meetings | Chair Nicholson |
| 7 | | Adjournment | Chair Nicholson |

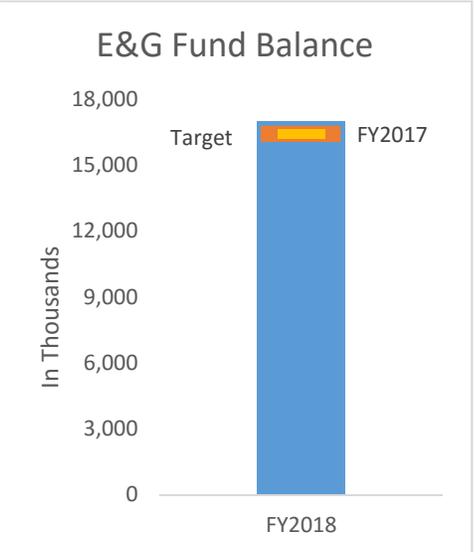
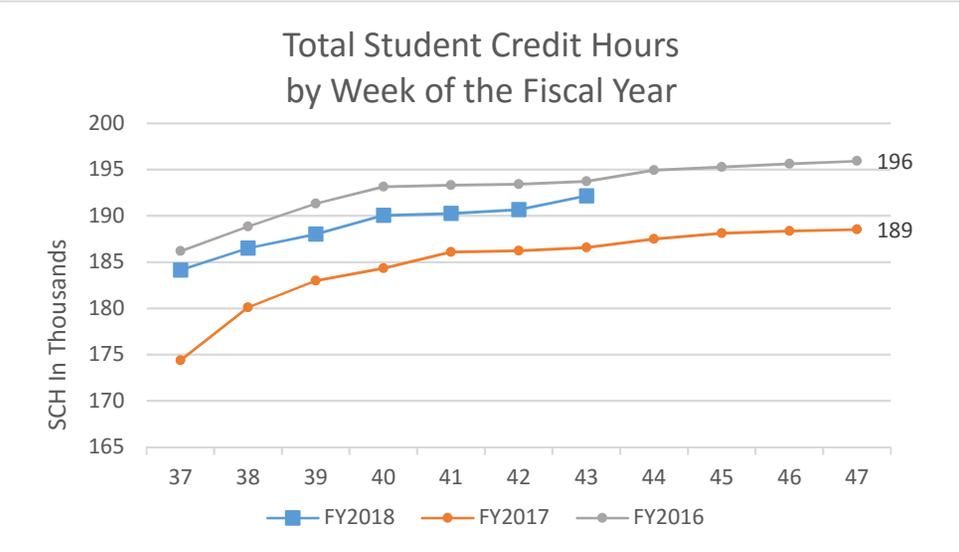
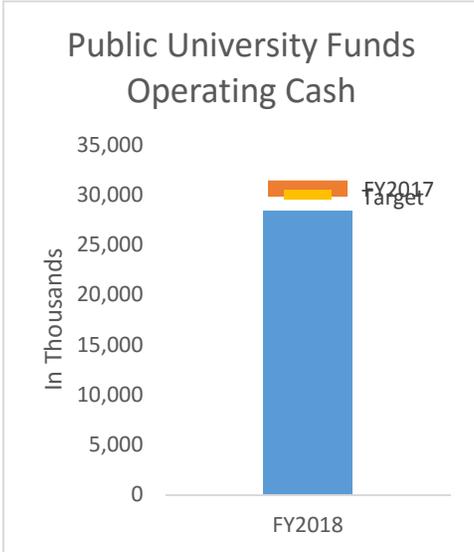
Public Comment

Vice President's Report

Financial Dashboard

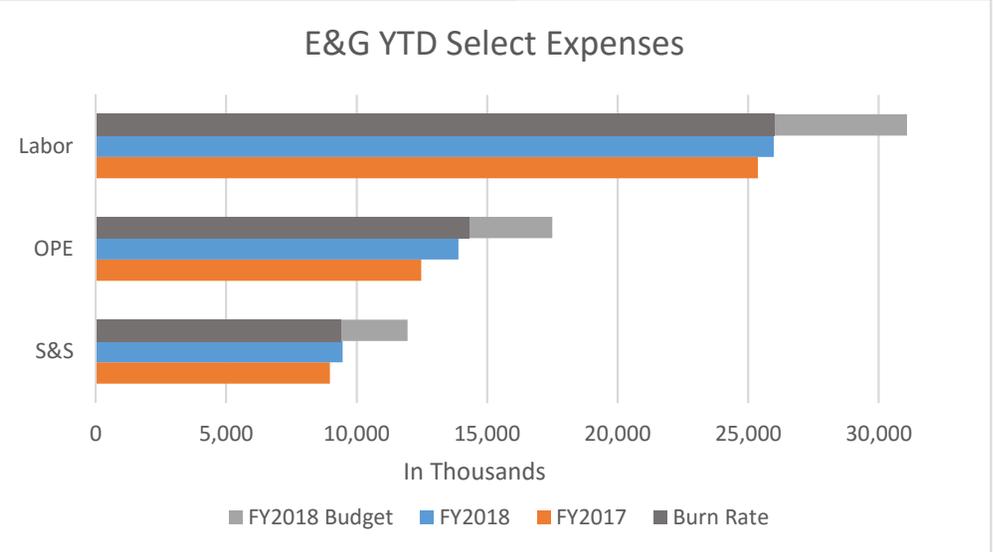
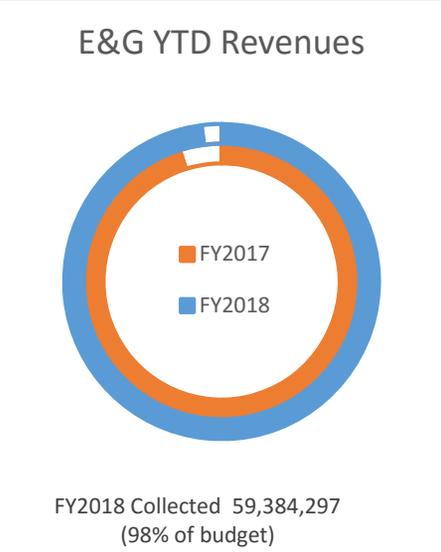
For FY18 close of period 10

As of April 30, 2018



Status of Delayed Q-Bonds:

| | | |
|--------------------------------|-----------|-------------------|
| Total Delayed Funds: | \$ | 13,362,671 |
| Date Funds Received: | | |
| 4/30/2018 | \$ | 5,248,791 |
| 5/1/2018 | \$ | 6,983,931 |
| Total Received to Date: | \$ | 12,232,722 |
| Pending Requests | \$ | 1,129,950 |



Consent Agenda



**Board of Trustees
Finance and Administration Committee Meeting
Thursday, April 19, 2018
4:00 p.m. – 5:30 p.m. (or until business concludes)
DeBoer Room, Hannon Library**

MINUTES

Call to Order/Roll/Declaration of a Quorum

Chair Nicholson called the meeting to order at 4:03 p.m.

The following committee members were present: Paul Nicholson, Sheila Clough, Lyn Hennion, Shanztyn Nihipali, April Sevcik and Dennis Slattery. Trustee Les AuCoin was absent. Trustee Linda Schott (ex officio) also attended the meeting.

Other meeting guests included: Greg Perkinson, Vice President for Finance and Administration; Dr. Susan Walsh, Provost and Vice President for Academic and Student Affairs; Jason Catz, General Counsel; Janet Fratella, Vice President for Development; Ryan Schnobrich, Internal Auditor; Joe Mosley, Director of Community and Media Relations; Mark Denney, Associate Vice President for Budget and Planning; Steve Larvick, Director of Business Services; Deborah Lovern, Budget Officer; Andrew Gast, SOU; Don Hill, Classroom and Media Services Manager; John Stevenson, User Support Manager; Sabrina Prud'homme, Board Secretary; and Kathy Park, Executive Assistant.

Chair Nicholson announced that SOU is now out of retrenchment.

Public Comment

There was no public comment.

Vice President's Report
Committee Dashboard

Discussing the financial dashboard, Greg Perkinson said the operating cash is well below 2017 as a result of SOU's inability to obtain bond reimbursement. The governor signed HB 5201 and the HECC indicated it would take about two weeks to process the administrative actions necessary to enable the reimbursements to be paid. Student credit hours are trending above 2017 and below 2016. There is an increase in Education and General (E&G) year-to-date revenues due to forward funding of about \$3 million from the Public University Support Fund to offset the problem with reimbursements. Regarding Supplies and Services, spending is slightly above the burn rate and it will continue to be monitored. The E&G fund balance is distorted by the \$3 million advance.

Mr. Perkinson recognized Mark Denney and Steve Larvick, with support from others, for their work in providing data to the Council of Public Liberal Arts Colleges (COPLAC) and the Education Advisory Board to benchmark SOU against a broader set of universities. President Schott said SOU is evaluating whether it will remain a member of COPLAC.

General Updates

Mr. Perkinson said the HECC Subcommittee on Funding and Achievement recently approved a rubric for scoring capital improvements that will be followed this year and recently began discussions about changing the deferred maintenance allocation, which is now called capital improvement and renewal. Responding to Trustee Hennion's inquiry, Mr. Perkinson said he did not think the new rubric would treat SOU less favorably.

Mr. Perkinson mentioned the presentation by Presidents Ray and Fuller at the HECC meeting regarding current service level funding, during which they advocated for an increase to \$130 million and made a good case for increasing the state's commitment to not shift the financial burden to students.

Mr. Perkinson also informed the committee about the recent meeting of the Business Affairs [Council], a working group created to address service excellence issues, and the Chief Information Officer candidate visits to SOU.

Consent Agenda

Trustee Hennion requested changes to the draft minutes from the March 15, 2018 meeting to revise the language about concerns regarding communication with constituency groups about the tuition and fee process. She and Trustee Clough said their comments raised questions (rather than concerns) regarding the process to ensure the trustees understood it. Trustee Clough moved to approve the minutes, as amended. Trustee Hennion seconded the motion and it passed unanimously.

Information and Discussion Items

Draft Auxiliary Budget Presentation

Mark Denney explained that auxiliaries are outside of E&G and are critical to students' success on campus. SOU's major auxiliaries are housing, student life, intercollegiate athletics, parking, bookstore and student recreation center.

Housing has two key centers of operations: housing that is part of SOU and the North Campus Village (NCV). The NCV, now encompassed in Raider Village, is comprised of Shasta and McLoughlin residence halls, which belong to College Housing Foundation. Mr. Denney discussed the housing budget as included in the meeting materials, and said housing is anticipating a slight profit. Housing tries to hover around breaking even, as too much profit means SOU is overcharging for housing. Responding to Trustee Clough's inquiry, Mr. Denney said housing is on track to be in the black again this year.

Turning to student life, Mr. Denney said the key elements are the Athletic Advisory, Stevenson Union Advisory, Educational Activities Advisory and Environmental Affairs

Councils. Student life anticipates earning and spending about \$4.5 million. Responding to Chair Nicholson's inquiry, Mr. Denney said the \$164,000 allocated to the Schneider Children's Center is only a small part of its revenue and the budget assumes the center's continued operations. Mr. Denney discussed the student life budget, as included in the meeting materials, and said it is anticipating a slight deficit which will be covered by its existing fund balance. Trustee Sevcik asked why the depreciation expense was budgeted so high; Mr. Denney was unable to answer that question and said he would look into it.

Mr. Denney then discussed intercollegiate athletics, which includes administration, competition sports, training, post season travel and reserves. Cheerleading and the sports band are included in athletics. Mr. Denney discussed the athletics budget, as included in the meeting materials. Post season travel causes deficit spending and the negative fund balance. Mr. Denney said he think athletics will be better than budgeted as a result of their efforts to keep costs down. For FY19, there is a projected deficit of about \$48,000. He mentioned the Athletics Advisory Council that President Schott recently created to study SOU's athletics programs and spending.

Discussion ensued on the revenue received from the NAIA for post season travel, the sports that qualify for reimbursement, NAIA's newly-approved method of calculating costs, and reimbursements for post season travel—the latter topic being largely due to Matt Sayre's efforts. Mr. Denney continued with his discussion of the budget for athletics and details of transfers, as included in the meeting materials.

Finally, Mr. Denney addressed the student recreation center. He said that, this year, the student recreation center is only contributing to the equipment reserve, not to the building reserve since it is a new building. Mr. Denney discussed the student recreation center budget, as included in the meeting materials. Based on the pro forma, he thought the student recreation center would operate at a deficit through year four, then be back "in the black" in year five and beyond.

Mr. Denney discussed the four groups of accounts for the North Campus Village operations, reserves/payroll, holding accounts, and profit sharing; the complex set of transactions involved because it is an external agency; and how the accounts interact, as detailed in the meeting materials.

Discussion of Budget Transfers (Subsidies)

Mark Denney then presented inter-fund transfers, saying the three primary reasons they are done are for inter-program support, building reserves for the future, and North Campus Village transactions. He then addressed the various transfers, as detailed in the meeting materials.

Review of Pro Forma and Projected Fund Balance

Mark Denney said there have been changes in revenue for 2018-19 in the pro forma since the last committee meeting. In particular, there has been a slight improvement in revenue from the SSCM, tuition revenue has been updated based on the approved rates, and there has been an increase to the enrollment projection. Although it is early, the enrollment funnel for next year is up in resident students, which brings in less in

tuition dollars but more in the funding model. The labor and other pieces are still being driven by the pro forma but the actual budget numbers will be available in May.

Discussion ensued on the ending fund balance the committee members would be comfortable with, cost saving measures being used, unfunded requests, the uncertainty in state funding, affordability for students, the importance of investing in strategic initiatives and the long-term view of the health of SOU. The discussion provided SOU staff a sense of the trustees' comfort levels regarding the ending fund balance (above 10 percent) and their desire to also make strategic investments. President Schott mentioned "Demographics and the Demand for Higher Education," which projects things falling precipitously in higher education in 2025 and she stressed the need for long-term planning.

Future Meetings

This item was not addressed in the meeting.

Adjournment

Chair Nicholson adjourned the meeting at 5:47 p.m.

DRAFT

AY 2018-19 Differential Tuition Rate for International Exchange Students

International Partner University Student Differential Tuition Rate

Proposal

SOU has direct exchange agreements with 14 universities in seven countries. An exchange agreement is where an SOU student studies at the partner university for a period of no longer than one year; simultaneously, that university exchanges and one of their students studies at SOU for no more than one year. In most cases, both students pay tuition and fees to their home institution. Many of our partner universities send or wish to send additional students to SOU outside of the exchange agreement allotment. When students are not part of a direct one-for-one exchange, they pay tuition and fees to SOU. The current nonresident rate, which is 300% of the resident undergraduate rate is the base rate for all international students and is often prohibitive for these non-exchange students.

The Office of International Programs (OIP) sees an opportunity to increase educational experiences available to these students, international student enrollment, and SOU tuition revenue; standardize our rate code for these additional students; and diversify campus by attracting additional students from our current (and future) international partner institutions. The creation of this new rate code supports three of SOU Strategic Directions (SD). Namely, SD IV - an inclusive, equitable and inclusive community, SD V - financial stability and institutional vitality, and SD VII - cultural enrichment.

Impacted Population

This proposal would be limited to students from our current, and potentially future, partner institutions and in most cases, is not directed toward degree-seeking students. They attend SOU for up to one year before returning to their home university. International students arriving at SOU to earn a degree would continue to pay tuition rates as current, not impacted by this new differential tuition rate.

Projected Impact

It is anticipated by the Office of International Programs that this would gain SOU no more than 10 additional students initially. The real opportunity is in facilitating our ability to expand current programs and grow future programs. It is part of a larger international and nonresident recruitment and retention plan that is being developed and will be completed with the hiring of a new Vice President for Student Affairs and Enrollment Management.

Review and approval process

This proposal was initiated by the Director of the Office of International Programs, in collaboration with the Director of Admissions and reviewed by the Vice President for Academic and Student Affairs. It is SOU's practice that base tuition rates are reviewed and recommended by the Tuition Advisory council, not differential rates, nor rates directed solely at international students. However, as previously stated, this proposal will be included in a broader review of current nonresident tuition rates and the potential to establish an international student rate vs. continued use of the nonresident rate for international students, to be part of the strategic enrollment management plan developed by the new Vice President for Student Affairs and Enrollment Management.

Financial Impact

The current nonresident rate is \$526 per student credit hour for FY 2019, 306% of the resident undergraduate rate. The proposed differential tuition rate would be \$301.00, or 175% of the resident undergraduate rate. For a student taking the required 45 credits per year, that would generate \$13,545 in tuition alone. The average cost to deliver curriculum to our students is slightly above \$12,000 per year. This is better than the WUE tuition that only generates \$11,610 in tuition revenue or a resident student who generates approximately \$12,300 in tuition and state support.

**Southern Oregon University
Board of Trustees**

**PROPOSED RESOLUTION
AY 2018-19 Differential Tuition Rate for International Exchange Students**

Whereas, the Southern Oregon University Board of Trustees (“the board”) has the authority to establish tuition and mandatory enrollment fees, and collect mandatory incidental fees in accordance with ORS. 352.102 and other applicable law and policy; and

Whereas, the university president recommends a differential tuition rate for international exchange students for Academic Year 2018-19 (AY 2018-19) of \$301.00, or 175% of the resident undergraduate rate; and

Whereas, the university president considered a number of factors including the desire to create affordable access to programs and courses; encourage a diverse student body; maintain quality academic programs; encourage enrollment, retention, and graduation of students; maintain the university infrastructure necessary to support the academic, cultural and physical development of students; and

Whereas, the university president further considered historical tuition and fee trends, the university’s budget and projected costs, enrollment, funding, and overall benefit to students and the university; Now, therefore,

Be it resolved, the Finance and Administration hereby recommends the Board of Trustees of Southern Oregon University approve the AY 2018-19 Differential Tuition Rate for International Exchange Students of \$301.00.

VOTE:

DATE: May 17, 2018

Recorded by the University Board Secretary:

Periodic Management Report

Periodic Management Report

Budget Forecast

| (in thousands except enrollment) | FY2017 Final Results | FY2018 Initial Budget | % Change | FY2018 Forecast | Variance from Initial Budget | % Variance from Initial Budget | Notes |
|---|-------------------------|-----------------------------|-------------|--------------------|---------------------------------|-----------------------------------|-------|
| EDUCATION & GENERAL | | | | | | | |
| State General Fund | \$ 21,540 | \$ 20,304 | -6% | \$ 21,331 | \$ 1,027 | 5% | |
| Tuition & Resource Fees, net of Remissions | 34,111 | 38,374 | 12% | 37,163 | (1,211) | -3% | |
| Other | 3,314 | 1,937 | -42% | 2,344 | 406 | 21% | (1) |
| Total Revenues | <u>\$ 58,965</u> | <u>\$ 60,616</u> | 3% | <u>\$ 60,838</u> | <u>\$ 222</u> | 0% | |
| Personnel Services | \$ 46,264 | \$ 49,966 | 8% | \$ 48,884 | \$ (1,082) | -2% | |
| Supplies & Services & Capital Outlay | 9,101 | 9,150 | 1% | 9,504 | 354 | 4% | |
| Total Expenditures | <u>\$ 55,366</u> | <u>\$ 59,115</u> | 7% | <u>\$ 58,388</u> | <u>\$ (728)</u> | -1% | |
| Net from Operations | <u>\$ 3,599</u> | <u>\$ 1,500</u> | | <u>\$ 2,450</u> | <u>\$ 950</u> | | |
| Net Subsidies (Transfers) In (Out) | (2,266) | (2,203) | -3% | (2,273) | (70) | 3% | |
| Fund Additions/(Deductions) | (1,365) | - | | - | 0 | | |
| Change in Fund Balance | \$ (33) | \$ (703) | | \$ 177 | \$ 880 | | |
| Beginning Fund Balance | <u>6,876</u> | <u>6,844</u> | | <u>6,844</u> | <u>0</u> | | |
| Ending Fund Balance | <u>\$ 6,844</u> | <u>\$ 6,141</u> | | <u>\$ 7,020</u> | <u>\$ 880</u> | | |
| Ending FB as a % Operating Revenues | 11.6% | 10.1% | | 11.5% | | | |
| Ending FB: Reflected as Months of Expenditures | 1.5 | 1.2 | | 1.4 | | | |
| Student FTE Enrollment | 4,357 | 4,239 | -2.7% | 4,391 | | 3.6% | |

Notes

(1) Additional \$250k insurance recovery funds were received in February, related to the fraud case.

Periodic Management Report

Budget Forecast

| (in thousands except enrollment) | FY2017 Final Results | FY2018 Initial Budget | % | FY2018 Forecast | Variance from Initial Budget | % Variance from Initial Budget | Notes |
|---|-------------------------|-----------------------------|-----|--------------------|---------------------------------|-----------------------------------|-------|
| AUXILIARY ENTERPRISES (Including North Campus Village) | | | | | | | |
| Enrollment Fees | \$ 6,000 | \$ 6,845 | 14% | 6,717 | \$ (129) | -2% | |
| Sales & Services | 12,079 | 13,447 | 11% | 13,637 | 190 | 1% | |
| Other | 2,591 | 2,809 | 8% | 3,187 | 377 | 13% | (2) |
| Total Revenues | <u>\$ 20,670</u> | <u>\$ 23,102</u> | 12% | <u>\$ 23,541</u> | <u>\$ 439</u> | 2% | |
| Personnel Services | \$ 7,356 | \$ 8,814 | 20% | \$ 7,901 | \$ (912) | -10% | (3) |
| Supplies & Services & Capital Outlay | 13,533 | 14,708 | 9% | 15,239 | 530 | 4% | |
| Total Expenditures | <u>\$ 20,889</u> | <u>\$ 23,522</u> | 13% | <u>\$ 23,140</u> | <u>\$ (382)</u> | -2% | |
| Net from Operations | <u>\$ (219)</u> | <u>\$ (420)</u> | | <u>\$ 401</u> | <u>\$ 821</u> | | |
| Net Subsidies (Transfers) In (Out) | 1,450 | 1,828 | | 1,851 | \$ 23 | 1% | |
| Additions/(Deductions) to Unrestricted Net Assets | (1,404) | - | | (1,247) | (1,247) | | |
| Change in Unrestricted Net Assets | <u>\$ (173)</u> | <u>\$ 1,408</u> | | <u>\$ 1,004</u> | <u>\$ (404)</u> | | |
| Beginning Fund Balance Available for Operations | <u>(601)</u> | <u>(774)</u> | | <u>(774)</u> | <u>0</u> | | |
| Ending Fund Balance Available for Operations | <u>\$ (774)</u> | <u>\$ 634</u> | | <u>\$ 230</u> | <u>\$ (404)</u> | | |
| Ending FB as a % Operating Revenues | <u>-3.7%</u> | <u>2.7%</u> | | <u>1.0%</u> | | | |
| Ending FB: Reflected as Months of Expenditures | <u>(0.4)</u> | <u>0.3</u> | | <u>0.1</u> | | | |

Notes

- (2) Minor change from prior forecast. Budget variance related to increased Dining activity due to stronger housing occupancy (\$300k). Also received \$80k in one-time funds directly from the Collegiate Housing Foundation in support of maintenance activities at the North Campus Raider Village.
- (3) In line with prior forecast, personnel services trending up 10% from the prior year, but down 10% from budget. Increases are due to COLA increases for both classified and unclassified employees were below budget and vacancies were not factored into budget development. Additionally, the Recreation Center not only had a delayed start, decreasing labor costs below budget, but the budget included the hiring of a full time custodian, which is no longer the plan, they will instead reimburse Facilities for custodial services, moving the costs from labor to contracted services, an Supply and Services expense.

Periodic Management Report

Budget Forecast

| | FY2017 Final Results | FY2018 Initial Budget | % Change | FY2018 Forecast | Variance from Initial Budget | % Variance from Initial Budget | Notes |
|---|-------------------------|-----------------------------|-------------|--------------------|---------------------------------|-----------------------------------|-------|
| (in thousands except enrollment) | | | | | | | |
| DESIGNATED OPERATIONS, SERVICE DEPARTMENTS, CLEARING FUNDS | | | | | | | |
| Enrollment Fees | \$ 1,094 | \$ 998 | -9% | \$ 960 | \$ (39) | -4% | |
| Sales & Services | 3,217 | 2,542 | -21% | 2,698 | 156 | 6% | |
| Other | 3,861 | 1,658 | -57% | 1,621 | (37) | -2% | |
| Total Revenues | <u>\$ 8,172</u> | <u>\$ 5,198</u> | <u>-36%</u> | <u>\$ 5,279</u> | <u>\$ 80</u> | <u>2%</u> | |
| Personnel Services | \$ 2,792 | \$ 3,498 | 25% | \$ 3,026 | \$ (473) | -14% | (4) |
| Supplies & Services & Capital Outlay | 2,615 | 2,206 | -16% | 2,407 | 202 | 9% | |
| Total Expenditures | <u>\$ 5,407</u> | <u>\$ 5,704</u> | <u>5%</u> | <u>\$ 5,433</u> | <u>\$ (271)</u> | <u>-5%</u> | |
| Net from Operations | <u>\$ 2,764</u> | <u>\$ (505)</u> | | <u>\$ (154)</u> | <u>\$ 351</u> | | |
| Net Subsidies (Transfers) In (Out) | (717) | 376 | -152% | 420 | 44 | 12% | (5) |
| Additions/(Deductions) to Unrestricted Net Assets | (1,858) | - | | (124) | (124) | | |
| Change in Unrestricted Net Assets | \$ 190 | \$ (130) | | \$ 141 | \$ 271 | | |
| Beginning Fund Balance Available for Operations | 1,300 | 1,490 | | 1,490 | 0 | | |
| Ending Fund Balance Available for Operations | <u>\$ 1,490</u> | <u>\$ 1,360</u> | | <u>\$ 1,631</u> | <u>\$ 271</u> | | |
| Ending FB as a % Operating Revenues | 18.2% | 26.2% | | 30.9% | | | |
| Ending FB as Months of Expenditures | 3.3 | 2.9 | | 3.6 | | | |

Notes

- (4) Still trending in line with prior forecast. Increases represent COLA and other benefit increases. Variance from budget is associated with increased expectations of growth with JPR that didn't transpire during the current year.
- (5) An additional transfers coming in from the GF for support of the "PEAK" program.

Periodic Management Report

Budget Forecast

| (in thousands except enrollment) | FY2017 Final Results | FY2018 Initial Budget | % | FY2018 Forecast | Variance from Initial Budget | % Variance from Initial Budget | Notes |
|---|-------------------------|-----------------------------|----|--------------------|---------------------------------|-----------------------------------|-------|
| ALL CURRENT UNRESTRICTED FUNDS: | | | | | | | |
| Beginning Fund Balance Available for Daily Operations | \$ 7,575 | \$ 7,560 | | \$ 7,560 | \$ - | | |
| Revenues | 87,807 | 88,916 | 1% | 89,657 | 741 | 1% | |
| Expenditures | 81,662 | 88,341 | 8% | 86,960 | (1,381) | -2% | |
| Transfers | (1,533) | - | | (3) | (3) | | |
| GL Additions & Deductions | (4,627) | - | | (1,372) | (1,372) | | |
| Ending Fund Balance Available for Daily Operations | <u>\$ 7,560</u> | <u>\$ 8,135</u> | | <u>\$ 8,882</u> | <u>\$ 747</u> | | |
| Ending FB as a % Operating Revenues | 8.6% | 9.1% | | 9.9% | | | |
| Ending FB as Months of Expenditures | 1.1 | 1.1 | | 1.2 | | | |



Periodic Mangement Report

Appendix A

Summary of Subsidies (Transfers) Between Fund Types

Actuals and Projections For Fiscal Year 2018

| Transaction Description | Education & General | Des Ops & Svc Dpts | Auxiliaries (incl NCV) | Plant, and Other Funds |
|---|---------------------|--------------------|------------------------|------------------------|
| | Projection | Projection | Projection | Projection |
| | \$ (2,273,239) | \$ 420,202 | \$ 1,853,037 | \$ - |
| Between Fund Types | | | | |
| Base General Fund Support to Athletics | \$ (1,430,905) | \$ - | \$ 1,430,905 | \$ - |
| Athletics General Fund Course Transfer | (294,950) | - | 294,950 | - |
| Sports Camps Support to Athletics | - | (20,500) | 20,500 | - |
| Support to Athletics Sports Band | (44,739) | - | 44,739 | - |
| General Fund Support to JPR | (291,710) | 291,710 | - | - |
| General Fund Support to RVTV | (109,520) | 109,520 | - | - |
| General Fund Repayment of Loan to Housing (final pmt) | (35,000) | - | 35,000 | - |
| Operations to Repair/Replace Reserve | - | - | - | - |
| General Fund PEAK Support to Various | (60,593) | 36,656 | 23,937 | - |
| Budgeted Ops Support to Des Ops/Svc Depts | (5,522) | 2,516 | 3,006 | - |
| Closing Funds | (300) | 300 | - | - |
| Housing Support to Athletics | - | - | (50,000) | - |
| Athletic Support from Housing | - | - | 50,000 | - |

Review of Draft Budget

(Education and General)

Goal: Alignment between the Pro Forma and the 2018-19 Budget

- Pro Forma = proxy for the Budget
- Degree of trust in the Pro Forma
- Decisions have been made on the Pro Forma
- First opportunity to validate Pro Forma



| Description | 2017 Actual | 2018 Adopted Budget | 2018 YTD Actuals | 2018 Forecast | April 2018 Pro Forma | 2019 Draft Budget |
|---|-------------------|---------------------|-------------------|-------------------|----------------------|-------------------|
| Student Fees | 36,799,059 | 38,374,145 | 36,042,998 | 37,163,367 | 42,262,817 | 42,802,288 |
| Government Resources & Allocations | 21,539,826 | 20,304,196 | 21,330,826 | 21,330,826 | 21,466,048 | 21,504,522 |
| Gift Grants and Contracts | 203,633 | 273,500 | 181,512 | 214,079 | 273,500 | 273,500 |
| Investment/Debt/Debt Service | 831,925 | 481,725 | 281,823 | 428,679 | 481,925 | 621,925 |
| Sales and Services Revenue | 601,354 | 1,120,918 | 457,489 | 1,125,750 | 1,038,723 | 1,062,523 |
| Other Revenue | 469,030 | 61,150 | 549,499 | 575,000 | 61,650 | 61,650 |
| Internal Sales | 2,105,942 | 1,937,293 | 1,470,323 | 2,343,508 | 1,855,798 | 2,019,598 |
| Total Revenue | 60,444,827 | 60,615,634 | 58,844,147 | 60,837,701 | 65,584,663 | 66,326,408 |
| Unclassified Salaries | 20,378,196 | 21,526,762 | 17,162,656 | 21,033,150 | 22,118,117 | 22,880,013 |
| Unclassified Pay | 3,175,364 | 2,965,841 | 2,325,315 | 2,988,924 | 3,194,429 | 2,917,507 |
| Classified Salaries | 5,933,830 | 6,176,596 | 5,113,190 | 6,158,086 | 6,714,480 | 6,643,297 |
| Classified Pay | 263,291 | 153,046 | 227,250 | 272,517 | 0 | 153,046 |
| Student Pay | 1,104,851 | 1,298,595 | 970,708 | 1,193,768 | 1,393,838 | 1,436,452 |
| Grad Ast Resdnt Phys Dentist Cl Fel | 68,956 | 169,035 | 102,343 | 128,000 | 0 | 191,081 |
| Total Salary and Pay | 30,924,488 | 32,289,875 | 25,901,462 | 31,774,445 | 33,420,864 | 34,221,395 |
| Benefit Compensation | 84,105 | 5,000 | 88,209 | 89,455 | 0 | 5,000 |
| Other Payroll Expenses | 15,275,659 | 17,671,025 | 13,911,462 | 17,020,246 | 18,024,592 | 18,757,201 |
| Total Labor | 46,284,252 | 49,965,900 | 39,901,133 | 48,884,146 | 51,445,456 | 52,983,596 |
| Service & Supplies | 11,725,975 | 12,101,775 | 9,899,382 | 12,283,780 | 10,868,229 | 12,815,939 |
| Capital Expense | 193,651 | 140,704 | 120,829 | 140,003 | 0 | 376,251 |
| Student Aid | 0 | 0 | 0 | 0 | 0 | 0 |
| Internal Sales Reimbursements | -2,876,505 | -3,092,959 | -2,444,382 | -2,920,144 | 0 | -2,895,610 |
| Student Loan Related Expense | 0 | 0 | 0 | 0 | 0 | 0 |
| Total Direct Expenditures | 9,043,121 | 9,149,520 | 7,575,830 | 9,503,639 | 10,868,229 | 10,296,580 |
| Interfund Transfers In | -860,228 | -130,142 | -98,577 | -222,408 | | -130,142 |
| Interfund Transfers Out | 3,096,587 | 2,333,466 | 2,052,557 | 2,495,647 | | 2,742,089 |
| Total Transfers | 2,236,360 | 2,203,324 | 1,953,980 | 2,273,239 | 2,453,815 | 2,611,947 |
| Total All Expenses | 57,563,732 | 61,318,744 | 49,430,942 | 60,661,024 | 64,767,500 | 65,892,122 |
| Total Revenues Less Expenses and Transfers | 2,881,095 | -703,110 | 9,413,206 | 176,677 | 817,163 | 434,286 |
| Beginning Fund Balance | | 6,843,948 | 6,843,948 | 6,843,948 | 7,020,625 | 7,020,625 |
| Ending Fund Balance | | 6,140,838 | 16,257,154 | 7,020,625 | 7,837,788 | 7,454,911 |
| | | 10.1% | 27.6% | 11.5% | 12.0% | 11.2% |

Review of Pro Forma

Discussion of Ongoing Financial Performance Metrics

Future Meetings

Adjournment