

# MARQUETTE UNIVERSITY FINANCIAL PERFORMANCE

All Dollar Amounts in Thousands

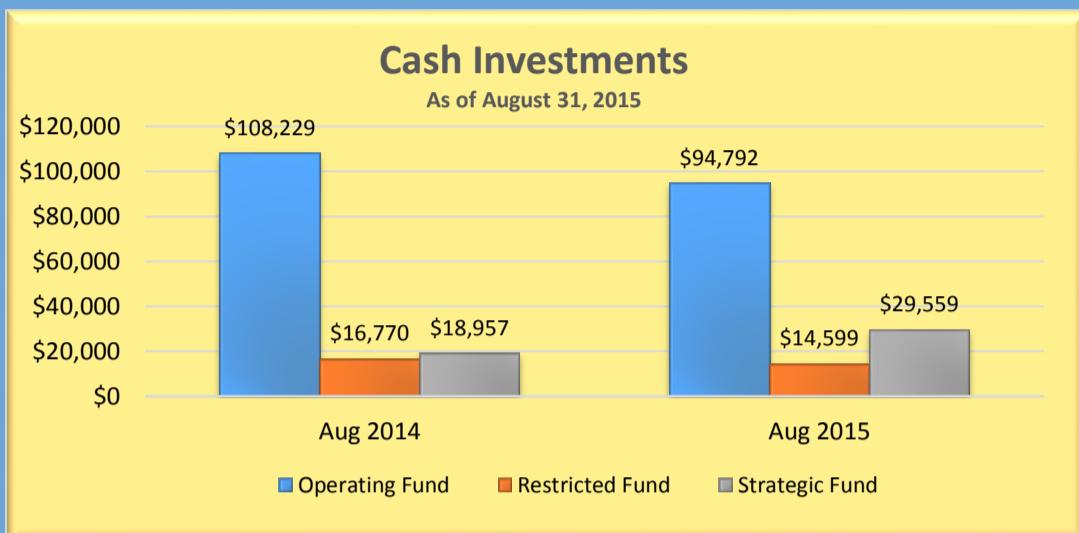
## Dashboard for August 2015

The purpose of the Marquette Financial Performance dashboard is to give the reader a clear depiction of Marquette's financial health.

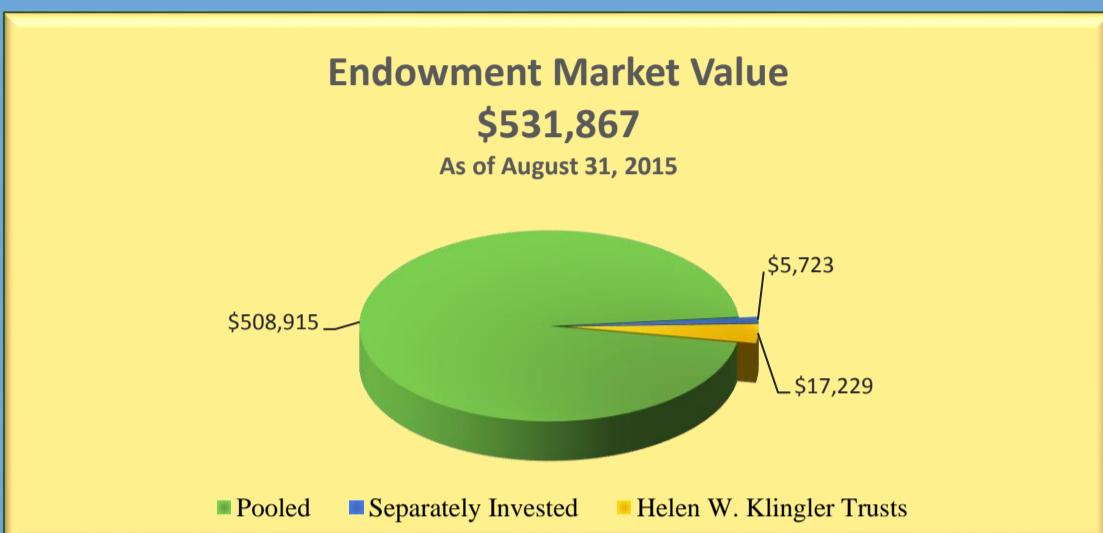
Click on any chart to see trends and explanations of that data. For more information, or to ask a question or provide feedback, click on the Ask a Question box, found at the top right corner of each trend page.

To review the analysis of this information, as well as higher ed and economic influences, visit the [Treasurer's Comments](#).

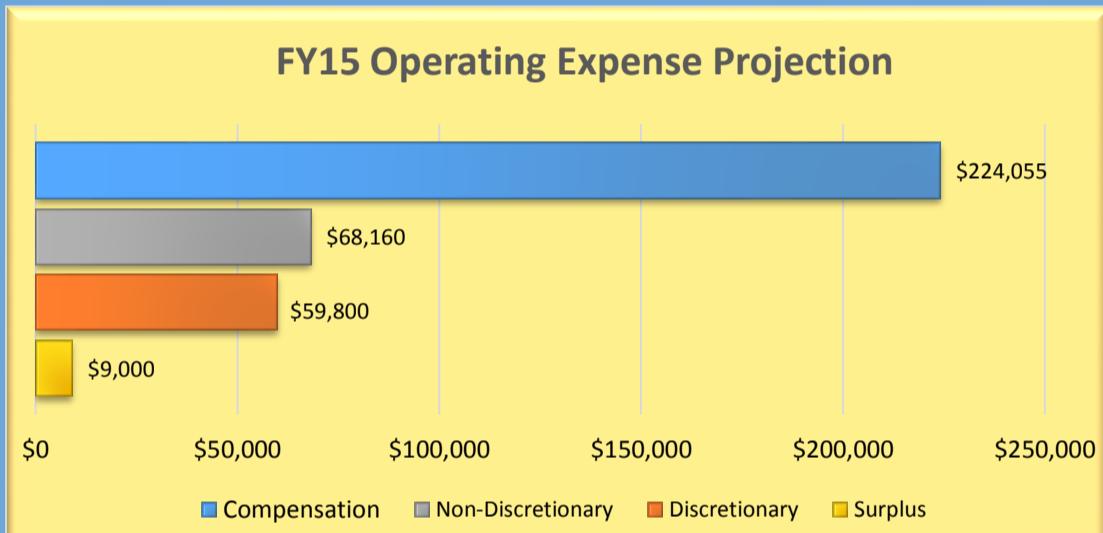
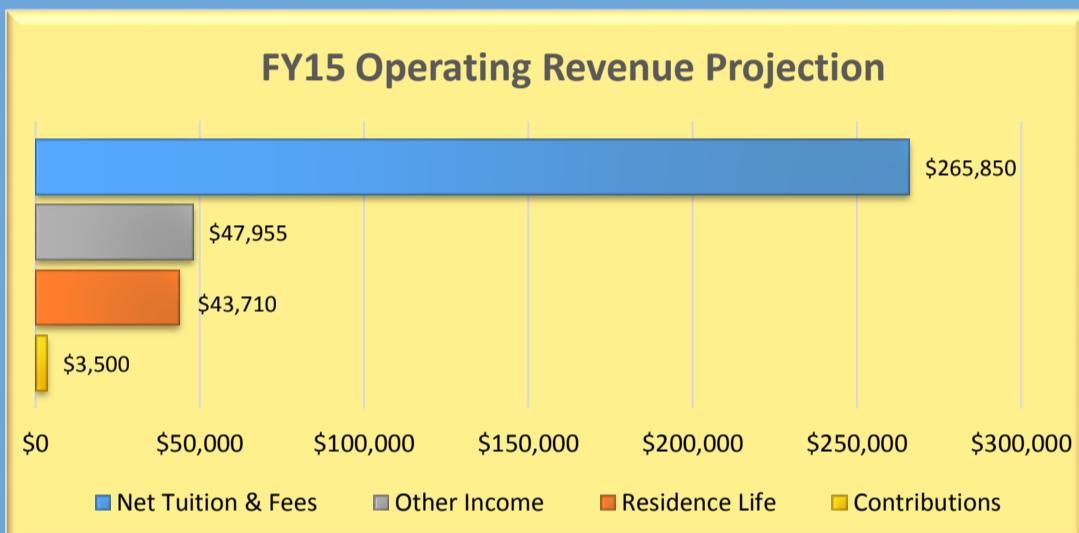
## Cash Investments



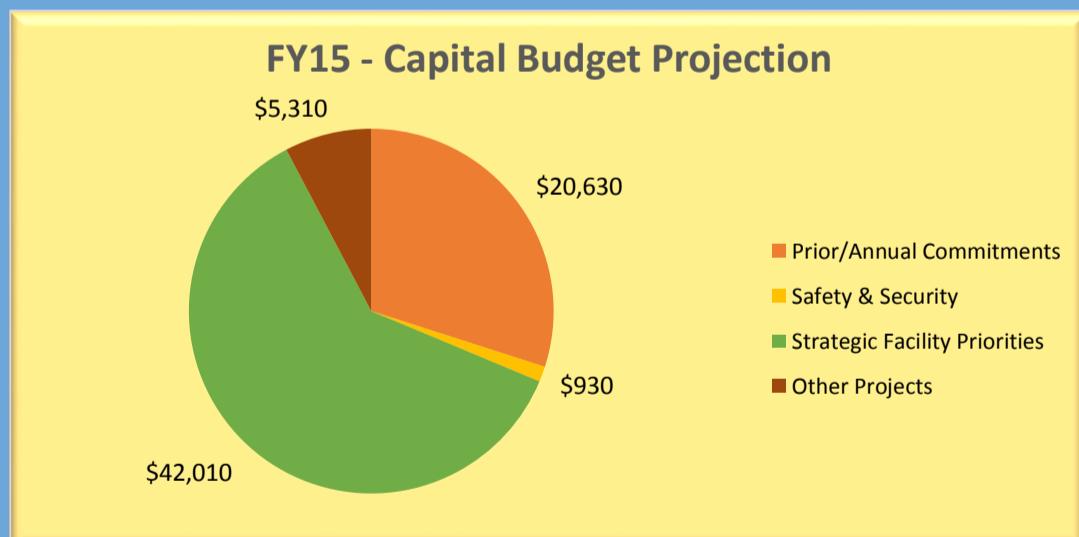
## Endowment



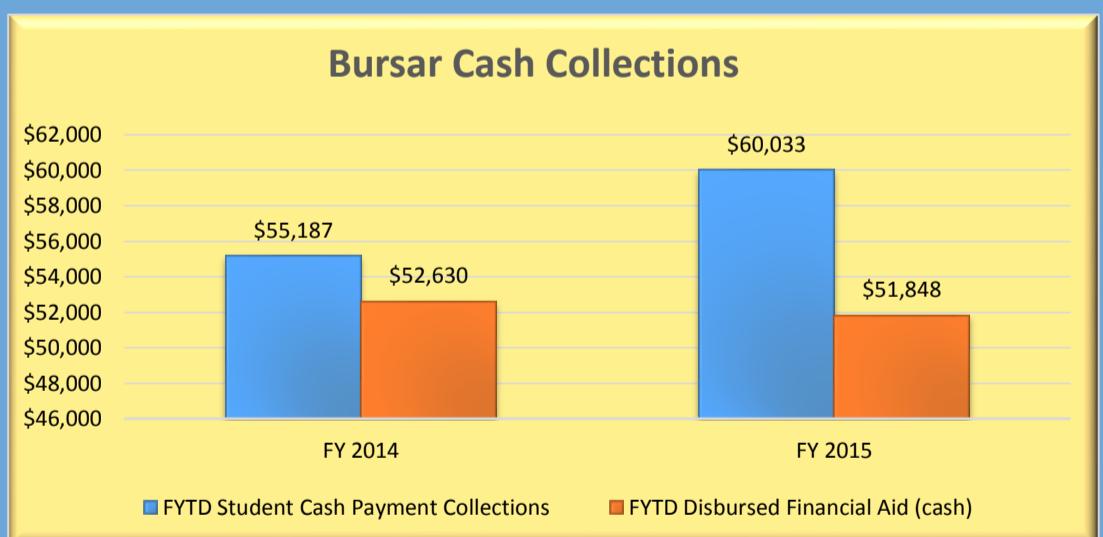
## Operating Budgets



## Capital Budgets



## Bursar



## Financial Aid

Financial Aid Awarding	FY16 Approved Budget	FY16 Total Committed
Continuing	\$67,831	\$67,759
Continuing EOP	3,195	3,257
Continuing Evans	600	653
Advanced Standing	2,066	2,021
Freshmen	28,646	26,440
Freshman EOP	1,620	1,508
Freshman Evans	250	223
<b>Total</b>	<b>\$104,208</b>	<b>\$101,861</b>

## Jesuit Residence Update: Project is on Schedule and Within Budget



## Treasurer's Comments

### Economic Comments

The United States economy continues to perform well and is making progress as new job growth continues and unemployment decreases. At the recent meeting of the FOMC, there was a note of caution regarding "recent global economic and financial developments may restrain economic activity somewhat and are likely to put downward pressure on inflation in the near term." The FOMC's wavering stance on whether to normalize interest rate policy has roiled the markets with investors unsure of when interest rates will be raised. At a recent Business Forum luncheon held at the university, **Dr. Charles L. Evans**, President and Chief Executive Officer of the Federal Reserve Bank of Chicago, presented his personal perspective on the FOMC's stance by indicating that they will continue to track and monitor the economy to maintain a normal rate of inflation and a stabilization of employment. He suggested that the FOMC will proceed carefully, mindful of the unknown external influences of being in a global economy.

### Marquette Financial News

For the year ending June 30, 2015, the university finished with a Net Operating Income of \$11.5 million. At the September Board of Trustees meeting, the university's external auditors, KPMG, issued an unmodified opinion on the Financial Statements. No material weaknesses or significant deficiencies in internal control were noted in the 2015 audit. The employees' 403 (b) audit results were also presented by external auditors Coleman & Williams, LTD. The auditors indicated to the Board that that there were no audit adjustments or findings.

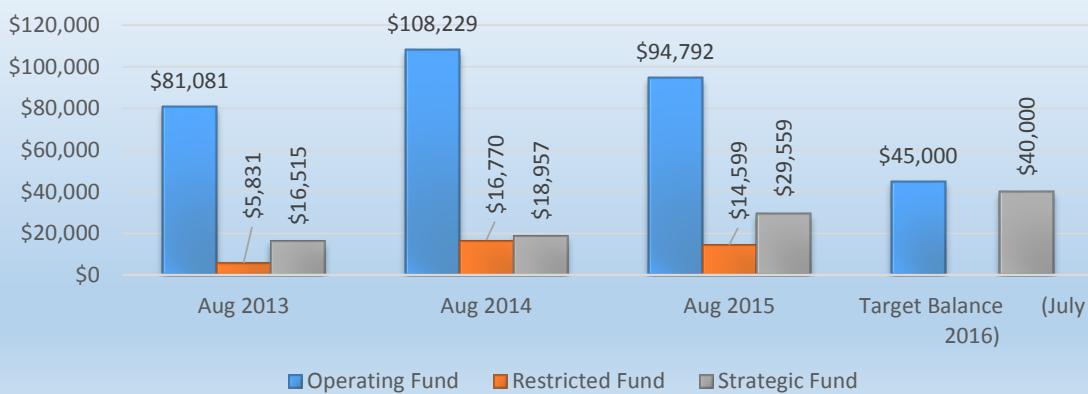
On another front, Master Planning continues with the lead firm of SmithGroupJRR. The firm will focus on integrating the academic mission and vision with the operational and physical assets of the university. The plan will provide a qualitative assessment and analysis of the university's space utilization needs, academic plan, demographics, competition, housing, technology, transportation, and safety. The Master Plan will help inform the Academic Strategic Plan and the Campaign Plan.

### August Financial Highlights

At this time the university cannot provide a projection on enrollment revenue until the "freeze date" in September. The "freeze date" represents the last date that students can withdraw or add classes without penalty. A complete enrollment update compared to budget will be available in the September dashboard.

Despite the volatility in the markets, fundraising for the endowment continues to be strong and strategic cash reserves have risen by \$13 million.

## Cash Investments

[Back to Dashboard](#)[Ask a Question?](#)**What does this trend indicate?**

Cash balances for all three pools have improved since FY2012. Having a healthy cash balance ensures that Marquette has the ability to meet its financial obligations.

## Cash Investments

### What Comprises Marquette's Cash Investments?

Operating Funds, Restricted Funds, Strategic Funds.

### August Results

The cash management balance for August totaled \$138.9 million, up from the previous month's total of \$76.5 million. This large increase in cash is normal as the bulk of tuition payments for the fall semester are collected. Relative to August 2014, the cash investment balance is behind by \$5.0 million. The annualized yield for the cash management investment was 0.54%, which outperformed the weighted index benchmark by 55 basis points.

### How is Marquette's Cash Invested?

Investments are made according to the university's Short-Term Investment guideline. Cash surpluses are laddered out with maturities occurring at the end of each month. This process provides a constant source of cash flow to meet the university's liquidity needs.

### What are the Concerns for Cash Investments?

The three main concepts to monitor include:

Market Risk – ensuring the investments are diversified to minimize risk.

Liquidity – investments must be readily convertible into cash.

Interest Rate – a low interest rate environment can negatively impact investment income.

### What Internal Influences Affect Marquette's Cash Investments?

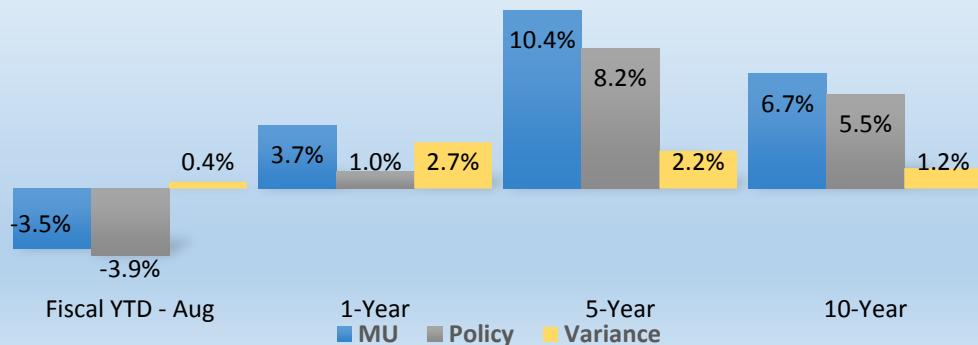
The type of cash investment, time to maturity, and return on investment (yield) are dictated by the specific demand and usage of the cash. Cash needed to fund operational expenses, strategic initiatives or other priorities such as construction projections all may require different investment instruments. Monthly operational expenses such as payroll, utilities, supplies, etc. demand a highly liquid investment such as a money market instruments, which generally sacrifice yield for security. Strategic initiatives usually have a longer time horizon that allow for investments with slightly greater risk, longer duration, less liquidity, and higher yields. Other types of cash demands, such as construction projects that have known timelines and specific drawdown requirements, may use investment instruments that allow "laddering" or staggering of the maturity periods.

### What are Marquette's Cash Investment Goals?

1. Preservation of principal – ensure the safety of cash being invested.
2. To fund the university's liquidity needs – provide cash flow for the university.
3. Yield – generate investment income for the university.

For More Information, Visit the Treasury Office by [Clicking here](#).

## Fiscal YTD and Annualized Returns as of June 30, 2015



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### Ask a Question?

#### What does this trend indicate?

The active investment returns of the endowment have outperformed the passive allocation of the benchmark for all time periods.

## Endowment

### Current Results

The -3.4% monthly return for August represents an outperformance of 0.3% when compared to the -3.7% return of the Approved Policy Index (API). Public Equity and Real Assets were the primary drivers of the monthly outperformance while Flexible Capital and Fixed Income hindered the monthly return.

### What is an Endowment?

The Marquette endowment represents financial donations given to the university that are restricted for a specific purpose and invested with the intent of providing a perpetual stream of financial support. The purpose of the endowment is to enhance fiscal stability and strengthen the mission of the university.

### How is Marquette's Endowment Used?

Annual spendable funds are broadly disbursed to support student scholarships, academic programs, and the general operations of the university.

### How is Marquette's Endowment Managed and Protected?

The Endowment Office attempts to partner with the highest quality external investment managers in a manner that is consistent with the Board of Trustee approved Investment Policy.

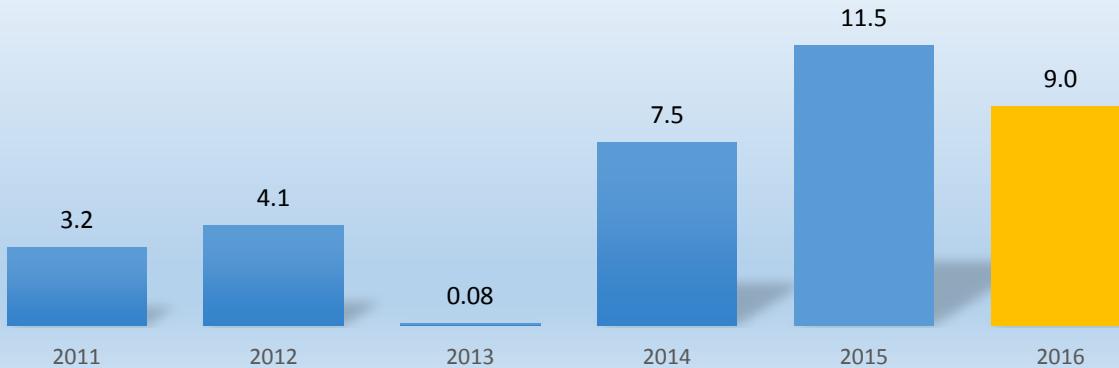
### What Internal Operations Influence the Success and Growth of the Endowment?

The three key variables that influence the endowment are:

- 1) Donor Gifts
- 2) Investment Returns
- 3) Spendable Income

For More Information, Visit the Endowment Office Web Page by [Clicking Here](#).

# Net Operating Income Projection

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## What does this trend indicate?

The current trend indicates that the university is becoming more financially solvent by maintaining its contingency commitment, generating positive bottom lines and strategically using its scarce resources.

## Operating Budget

### What Comprises the Operating Budget?

The university operates within an unrestricted operating budget that is annually approved by the Board of Trustees. For FY16 the budget will be \$372.7 million and is comprised of the revenues and expenses further detailed in this report.

### Current Results

Projected revenues of \$361.0 million with corresponding expenses of \$352.0 million are expected to provide an operating income of \$9.0 million for FY16. Projected revenues are \$11.7 million lower than the budget. Net tuition revenues of \$265.9 million are lower budget by \$0.5 million, due essentially to a smaller freshman class. All other revenue categories are expected to be collectively under budget by \$11.2 million, due primarily to declines in contributions, government and/or private grants, and sales by educational departments.

Total compensation (salary and fringe) is projected to be \$224.0 million, \$8.7 million lower than budget. This is mostly due to unfilled positions in the Dental School and University Advancement, plus favorable healthcare insurance. Operating expenditures are projected to reach \$128.0 million for FY16 compared to the budget of \$140.0 million. Lower spending can be attributed to maintaining the university's contingency fund of \$9.0 million. Any additional profit will be shared according to Law School, Dental School and RCM agreements.

### FY16 Revenues

Tuition and fees, along with room and board are some of the major sources of revenue for the university. Net tuition revenue accounts for 72.5% of the university's unrestricted revenue with room and board attributing 12.3%. The total of these two revenue components is 84.8%, which depicts the dependence the university has on enrollment to support its annual operations.

The remaining sources of university unrestricted revenue is 15.2%, these sources include contributions, endowment income used in operations, sales by educational departments, and other auxiliary activities (e.g. services to students, faculty, and staff such as the AMU and Parking).

### FY16 Expenses

#### Compensation

Compensation is the largest expense category for the university with a total budget of \$230.0 million; 62.6% of operational expenses. Within compensation are two categories: salary and fringe benefits. The salary budget is \$174.1 million or 47.4% of operating expenditures and the fringe benefit budget is \$55.8 million or 15.2%.

#### Discretionary Expenses

The discretionary operating budget deals with the general day-to-day activities and expenses of the university and totals \$56.4 million. Discretionary budgets of the university account for approximately 15.3% percent of the total expense budget. This expense category includes, but is not limited to, supplies, travel, telephone, professional fees and advertising.

#### Non-discretionary Expenses

The non-discretionary operating budget contains the contractual obligations of the university. The non-discretionary expenditure budget is \$71.9 million or 19.6%. This expense category includes, but is not limited to, contract maintenance, utilities, insurance, interest, and depreciation.

#### Contingency

For FY16, the university will have an \$9.0 million contingency fund. These funds are not allowed to be spent and are intended for future strategic efforts and plans.

### Is Marquette's Budget Fiscally Healthy?

Overall, the university's financial situation is stable, but there is a strong dependency on net tuition revenue generated by enrollments to balance the budget. The university needs to diversify its revenue streams by increasing gift contributions, investment income, grants, endowment income, and other income sources.

### What are the Major Budget Triggers?

There are two major "triggers" that currently have a strong impact on the university's operations: enrollment and employee health care. As the university is highly dependent on net tuition revenue to run its operations, any decline in enrollment will have ramifications on revenue and will need to be offset in expense reductions. Part of the university's compensation package is health care. Health care costs continue to rise and catastrophic participant health care events can drive those costs higher at any time in the fiscal year.

For More Information, Visit the Budget Office Web Page by [Clicking Here](#).

# Capital Budget Trend and FY16 Projection

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## What does this trend indicate?

This trend indicates that the university continues to maintain and improve its inventory of fixed assets.

## Capital Budget

### What is a Capital Expense?

Capital expenditures are funds used by the university to acquire or upgrade physical assets such as equipment, property, or buildings. Any one of these assets with a life longer than the accounting year are considered a capital expense. In the case when a capital expenditure constitutes a major financial decision, \$1.0 million or more, the expenditure must be approved by the Board of Trustees in the annual budget approval process.

### Year-to-Date Results

Year-to-date capital expenditures for the university are \$2.9 million compared to a budget of \$68.9 million. Proposed new commitments and facility projects include work or repairs in: façades, roofing, elevators, security camera replacement, as well as other projects totaling \$1.5 million. Major project expenditures include renovations to the historic core (Sensenbrenner, Marquette, and Johnston Hall) are at \$0.7 million; the Dental School expansion has expensed \$0.1 million; Engineering Hall \$0.1 million. Technology upgrades smart classrooms, MFS upgrade, voice over IP, vehicles replacement, and the computer replacement program have no activity at this point. Prior commitment capital items which include principle payments and books and periodicals have expensed \$0.4 million and \$0.1 million respectfully.

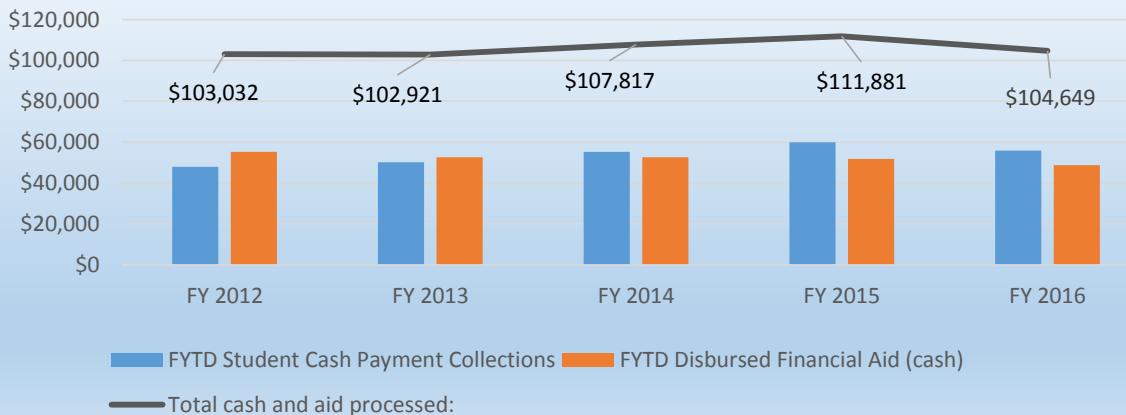
### What Comprises Marquette's FY16 Capital Budget?

The total university capital budget, approved by the Board of Trustees for fiscal year 2016, is \$68.9 million. This budget is composed of unrestricted funds of \$28.2 million and restricted funds of \$40.7 million. The breakdown is as follows:

- A) \$42.0 million or 61.0% for the purchase of property, improvements to, or new construction of, academic facilities, a Jesuit Residence, classrooms, and faculty and administrative facilities.
- B) \$20.6 million or 30.0% to satisfy the university's prior commitments such as principal payments, library books, academic start-up, and other expansion projects started in the prior year.
- C) \$5.3 million or 8.0% to purchase equipment, and improve existing academic and student facilities, and provide technology upgrades.
- D) \$0.9 million or 1.4% for student and campus safety initiatives.

For More Information, Visit the Budget Office Web Page by [Clicking Here](#).

## Student Payments - Aid Disbursed

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**What does this trend indicate?**  
The trend indicates that students and families are contributing more through private funding sources.

## Bursar Report

### What Comprises Outstanding Receivables?

Outstanding receivables are payments owed to the university by students for tuition, room and board, and other student fees (e.g. Student Health Fees, Student Activity Fees, U-Pass, etc.).

### August Results

The 2015 fall semester has shown a dip in cash collections as compared to last year. There was also a notable increase in delinquent receivables by 839 accounts for \$9 million compared to last year at this time. The Bursar Office will re-assess at the end of September.

### How are Billing, Receivables and Cash Collections Managed?

The Office of the Bursar is responsible for the billing of tuition, fees and housing as well as crediting student accounts with financial aid and payments received. Bursar administrators provide guidance and counseling to students and their families by informing them of payment options that can help make an education at Marquette attainable. The Office of Student Loan Accounts (SLAC) reports to the Bursar and serves to assist students in their loan inquiries. SLAC is entrusted with the responsibility to collect loans on behalf of the federal government and Marquette University, as well as to help students throughout the repayment period.

### What is Important About Receivables and Cash Collections?

As with any business, Marquette's operations include expenses for salaries, fringe benefits (e.g. health care, retirement contributions, social security and Medicare payments, etc.), facilities, technology and day-to-day operational costs. Cash collections are vitally important to meet these monthly outlays and also to maintaining and building a healthy financial position that sustains the university for future generations.

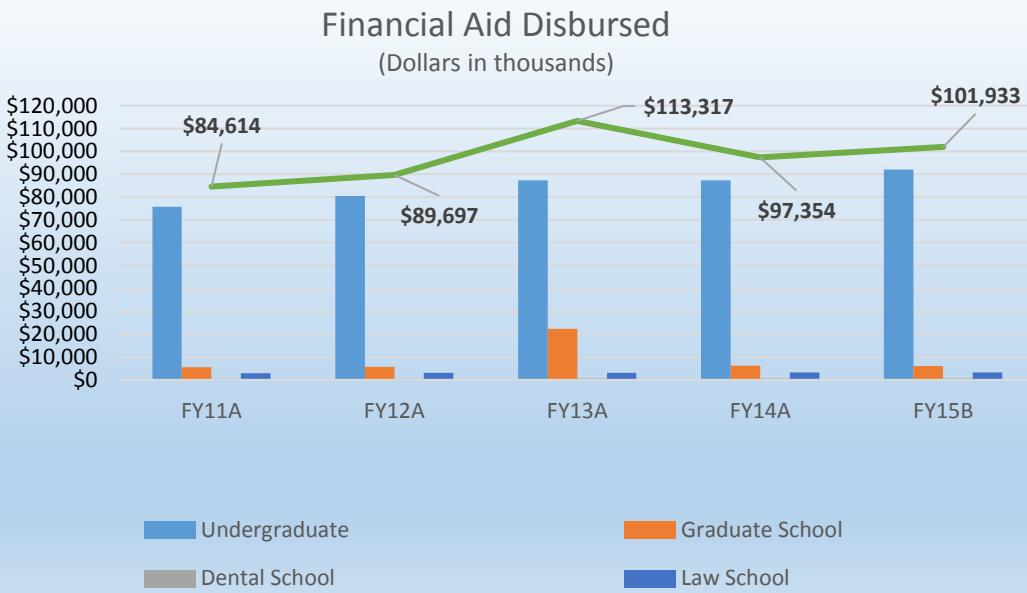
Visit the Bursar Web Page (Marquette Central) for More Information, [click here](#).

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## Ask a Question?

What does this trend indicate?

FY13-FY15 indicate financial aid disbursed in the categories identified. FY16 represents the budget. Final numbers will be available July 2016. Funded discount lags significantly behind unfunded discount which continues to grow to meet demand.



## Financial Aid

### What Comprises Financial Aid?

Student financial aid is comprised of scholarships, grants, loans and work-study. Aid sources can be from federal, state, local governments, private institutions, individuals, the university's endowment, or the operating budget. Scholarships and grants do not need to be repaid. Work study is an employment program in which students are paid for the work they perform. Loans must be repaid, although some programs have forgiveness or deferment provisions.

### Current Year Results.

Committed funds are at 97.7% of the approved budget.

### How is Financial Aid Used?

Student financial aid is used to defray a student's cost of attendance. This typically includes tuition, room and board, student fees and other related costs.

### How is Financial Aid Managed?

The Office of Student Financial Aid (OSFA) provides Federal, State and institutional financial assistance to students who might not otherwise be able to avail themselves to a Marquette education due to inadequate financial resources. Aid is awarded consistently, while maintaining compliance with State, Federal and institutional regulations and policies. Institutional resources are stewarded per donor or benefactor's wishes as outlined in the gift agreement. OSFA partners with Undergraduate Admissions to provide timely and accurate information to prospective students and their families. OSFA and Admissions participates in local, state and national outreach efforts through local high school financial aid nights and state-wide events like College Goal Wisconsin.

### How Much Aid Does Marquette Provide?

The university currently funds approximately \$102 million in discount directly from operations and uses approximately another \$19.89 million from endowment and restricted funds.

To Visit Marquette Central, Click [Here](#).