

# MARQUETTE UNIVERSITY FINANCIAL PERFORMANCE

All Dollar Amounts in Thousands

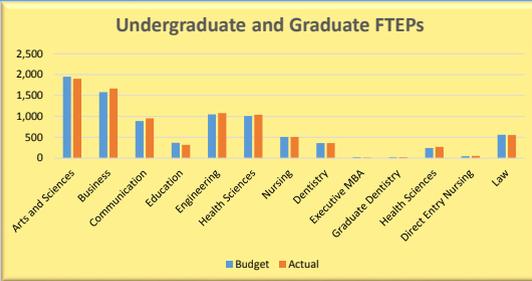
## Dashboard for May 2015

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

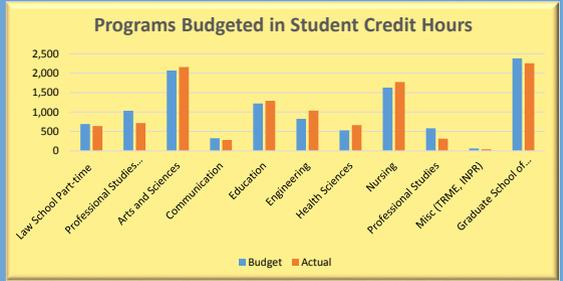
Click on any chart to see trends and explanations of that data. For more information, or to ask a question or provide feedback, click on the Ask a Question box, found at the top right corner of each trend page.

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

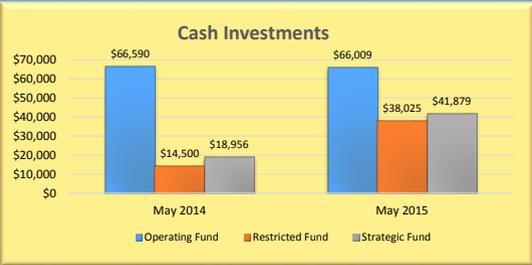
## Enrollment to Targets



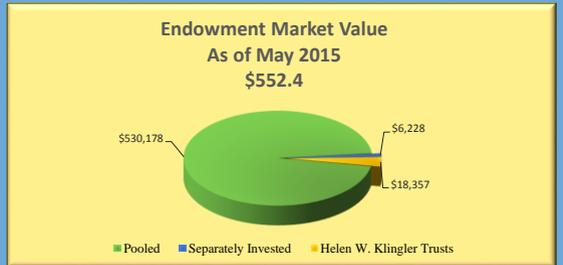
## Programs Budgeted



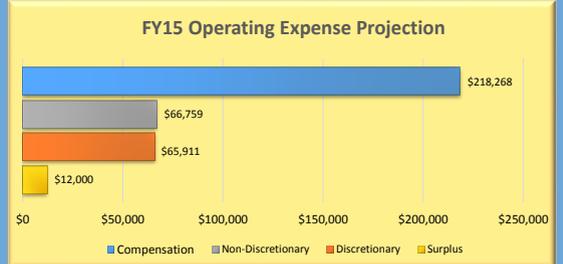
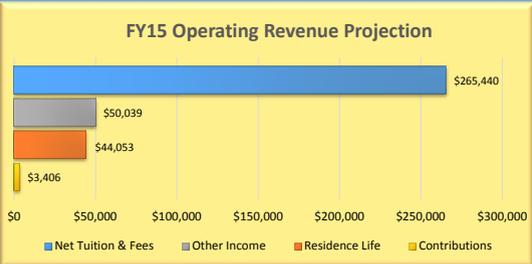
## Cash Investments



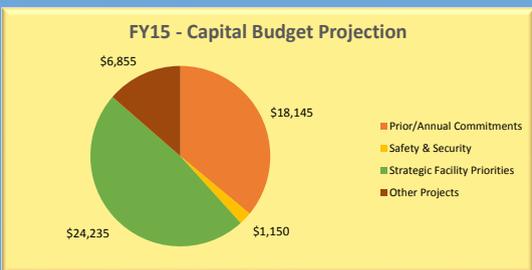
## Endowment



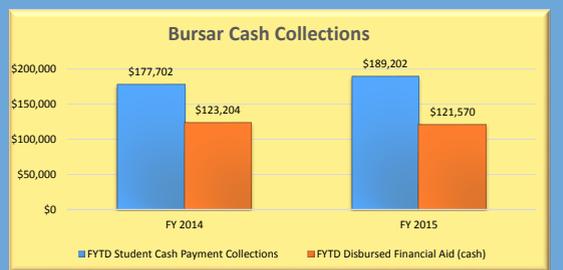
## Operating Budgets



## Capital Budgets



## Bursar



## Financial Aid

| Financial Aid Awarding | FY16 Approved Budget | FY16 Total Committed |
|------------------------|----------------------|----------------------|
| Continuing             | \$67,831             | \$69,411             |
| Continuing EOP         | 3,195                | 2,889                |
| Continuing Evans       | 600                  | 611                  |
| Advanced Standing      | 2,066                | 1,708                |
| Freshmen               | 28,646               | 26,679               |
| Freshman EOP           | 1,620                | 1,175                |
| Freshman Evans         | 250                  | 195                  |
| <b>Total</b>           | <b>\$104,208</b>     | <b>\$102,668</b>     |

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



## Treasurer's Comments

### Economic Comments

U.S. economic growth in the first half of this year is below trend. However, in 2015, the behavior of the economy appears to be on two different levels. The domestic economy, led by consumer spending, light vehicle sales and housing, has grown at a faster pace. This has been offset by the pace of investment spending and the larger shortfall in net exports. Inflation is following the expected path, with persistent low readings. For the consumer, low inflation readings have translated into gains in real disposable income. However, inflation readings are not uniform, as prices for services have steadily grown, while commodity prices are well below year ago levels. Slower economic growth and inflation have provided time for the Fed to delay any increase in the funds rate to September. Yet, long-term bonds have recorded higher yields despite continued policy easing as other market fundamentals have turned. Profit growth remains modest—certainly better than 2014—and more in line with the pace of 2013. However, rising unit labor costs and limited pricing power in many sectors will probably limit any gain.

### Marquette Financial News

At the end of April, the Office of Finance met with Moody's Credit Services to provide them with an update on Marquette University's enrollment, finances, and strategic plan. Moody's outlook for higher education remains negative due to declining enrollments, price sensitivity, and competitive research funding. This outlook will change if operating revenue growth exceeds 5% accompanied by sustained enrollment growth, improvements in operating cash flow, and strong endowment returns. The analysts at Moody's were encouraged by the discipline Marquette displayed by building into our operating budget our contingency of \$8.0 million which is improving our operating cash flows. However, the optimism is offset by our enrollment challenges.

### May Financial Highlights

Projected revenues of \$362.9 million with corresponding expenses of \$350.0 million are expected to provide an operating income of \$12.0 million for FY15. The additional profit over the contingency of \$8.0 is primarily due to underspending in salaries and fringe benefits due to open positions. Given the shortfall in FY16 freshman class enrollment, this trend of profit above the contingency is not expected to continue.

For the month of May, all other key financial performance indicators are also strong. Operating cash is \$145.9 million, up \$45.9 million from the same period last year due to the \$21.6 million gift from the Ecksteins. However, the gift is restricted and will be used to advance refund some of the 2008 bond series. The endowment market value was \$552.4 million. All capital projects are on budget and on-time.

## Dashboard Question and Response

### A Question from the April Dashboard

(Paraphrased) Can departments, Chairs, and colleges receive department specific dashboards?

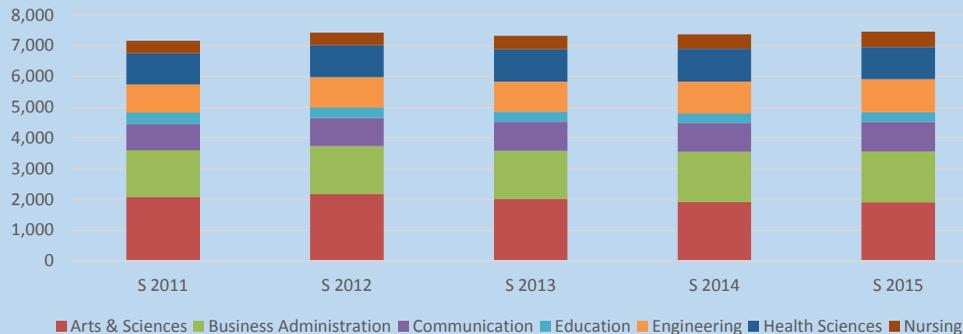
### Answer

The Oracle reporting team has been focusing its efforts on creating dashboards for Deans and Vice Presidents. Once that reporting is in production, the team can begin designing dashboards for the Chairs. Until then adhoc reports can be created for chairs to use in managing their department's finances. Contact the Comptroller's Office for assistance.

### Have A Question?

Finance would like to reply to your question. Questions may be submitted by clicking on the "Ask a Question" box, found in the upper right corner of the Dashboard pages. Questions and feedback may be anonymous, or include your email address for a personal reply. Questions and responses will be published in the following month's Dashboard report.

## 5 Year Trend of Undergraduate FTEPs Spring Semester



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[Ask a Question?](#)

### What does this trend indicate?

This trend indicates that the university's undergraduate enrollment is stable.

## Enrollment

### What is Full-Time Equivalent Paying (FTEP) Enrollment?

Undergraduate enrollment revenue is budgeted using an enrollment calculation known as FTEP. FTEP includes the number of students who are officially enrolled paying full-time tuition (12 credits or more) and the number of part-time enrolled student credit hours equivalent to 1 full-time student tuition.

### Current Results

Undergraduate enrollment FTEPs for spring semester are 110 students greater than budget. The increase is primarily in Business Administration and Communication, but is offset by a decrease in Arts and Sciences and Education. Graduate and Professional Students are 11 above budget due to Health Sciences and Direct Entry Nursing and are offset by declines in Executive MBA. Programs measured in student credit hours are below budget due to decreases in Professional Studies and the Graduate School of Management.

### How Does Marquette Measure Enrollment?

An FTEP (Full-Time-Equivalent-Pay) is an officially enrolled student (including audit/withdrawal if applicable) who pays full-time tuition. Programs measured in FTEPs are: traditional undergraduates, Dental School, Executive MBA, Health Sciences Professional Students, Direct Entry Nursing, and Law. Programs are measured in student credit hours when fewer of the students enroll full-time. These programs are: Part-time Law School, Professional Studies, Graduate Programs and Summer School.

### Why is Enrollment Important?

Revenue from tuition and room and board comprises approximately 71.9% of the overall revenue in the university's budget. This revenue directly supports the day-to-day expenses of business operations, including employee compensation, technology, and facility maintenance. As a tuition dependent institution, Marquette must maintain its enrollment to provide sufficient financial support for its educational activities.

### What is Marquette's Enrollment Goal?

For FY15, the new freshmen undergraduate budgeted enrollment goal is 1,900, plus 150 new transfers.

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

## Cash Investments



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### 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.

### May Results

The cash management balance for May totaled \$145.9 million, up from the previous month's total of \$137.5 million. A \$21.6 million gift from the Ecksteins help bolstered the cash balance. However, the gift is restricted and will be used to advance-refund a portion of the 2008 bond series. Relative to May 2014, the cash investment balance is ahead by \$45.9 million. The annualized yield for cash management investments was 0.53%, which outperformed the weighted index benchmark by 53 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?

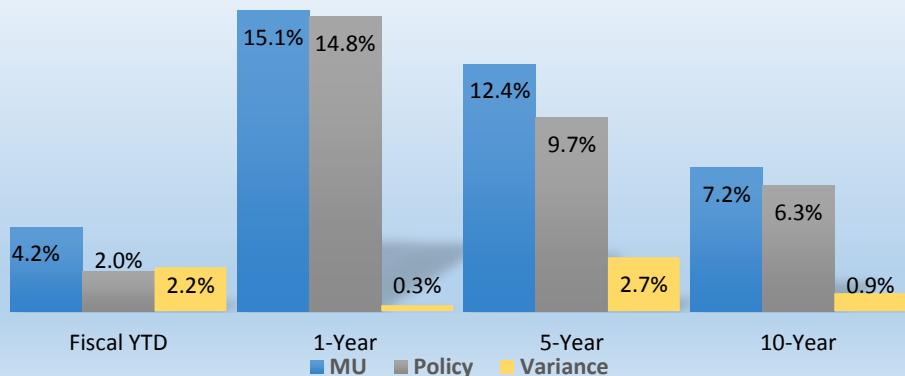
The type of cash investment, time to maturity, and return on investment (yield) are dictated by the specific demand and usage of the cash. Cash needed to fund operational expenses, strategic initiatives or other priorities such as construction projections all may require different investment instruments. 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, 2014



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### 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 0.5% monthly return for May represents an outperformance of 0.4% when compared to the 0.1% return of the Approved Policy Index (API). Public Equity and Real Assets were the primary drivers of the monthly outperformance while.

### 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 financial 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.

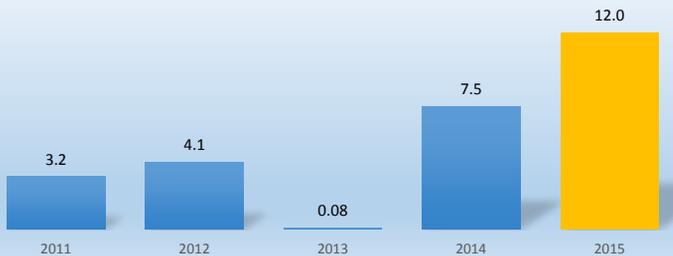
### What Internal Operations Influence the Success and Growth of the Endowment?

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 FY15 the budget will be \$367.1 million and is comprised of revenues and expenses, which are further detailed within this report.

### Current Results

Projected revenues of \$362.9 million with corresponding expenses of \$350.0 million are expected to provide an operating income of \$12.0 million for FY15. Projected revenues are \$4.1 million lower than the budget. Net tuition revenues of \$265.4 million are over budget by \$3.6 million, due essentially to a larger freshman class. All other revenue categories are expected to be collectively under budget by \$7.7 million, due primarily to declines in contributions, government and/or private grants, sales by educational departments and Athletics'.

Total compensation (salary and fringe) is projected to be \$218.3 million, \$7.9 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 \$132.7 million for FY15 compared to the budget of \$140.9 million. Lower spending can be attributed to maintaining the university's contingency fund of \$8.0 million. Any additional profit will be shared according to Law School, Dental School and RCM agreements.

### FY15 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 71.9% of the university's unrestricted revenue with room and board attributing 12.1%. The total of these two revenue components is 84.0%, which depicts the dependence the university has on enrollment to support its annual operations.

The remaining sources of university unrestricted revenue is 16.0%, 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*).

### FY15 Expenses

#### Compensation

Compensation is the largest expense category for the university with a total budget of \$226.1 million; 61.6% of operational expenses. Within compensation are two categories: salary and fringe benefits. The salary budget is \$171.5 million or 46.7% of operating expenditures and the fringe benefit budget is \$54.6 million or 14.9%.

#### Discretionary Expenses

The discretionary operating budget deals with the general day-to-day activities and expenses of the university and totals \$65.1 million. Discretionary budgets of the university account for approximately 17.7% 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 \$67.9 million or 18.5%. This expense category includes, but is not limited to, contract maintenance, utilities, insurance, interest, and depreciation.

#### Contingency

For FY15, the university will have an \$8.0 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 FY15 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 \$31.0 million compared to a budget of \$50.4 million. Proposed new commitments and facility projects include work or repairs in: façades, electrical transformers, roofing, elevators, security camera replacement, as well as other projects totaling \$6.6 million. Major project expenditures include renovations to the historic core (Sensenbrenner, Marquette, and Johnston Hall) are at \$6.8 million; the Dental School expansion has expensed \$1.0 million; Engineering Hall \$0.3 million. Technology upgrades (smart classrooms, MFS upgrade, and voice over IP) have expensed \$1.6 million, vehicles replacement program \$0.2 million and the computer replacement program has expensed \$0.7 million. Other nonrecurring capital items are at \$1.6 million. Prior commitment capital items which include principle payments and books and periodicals have expensed \$8.6 and \$3.6 million respectfully.

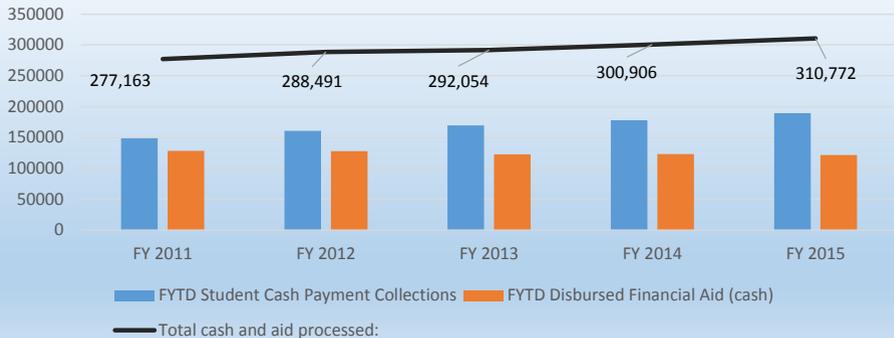
### What Comprises Marquette's FY15 Capital Budget?

The total university capital budget, approved by the Board of Trustees for fiscal year 2015, is \$50.4 million. This budget is composed of unrestricted funds of \$27.7 million and restricted funds of \$22.7 million. The breakdown is as follows:

- A) \$24.2 million or 48.1% for improvements to, or new construction of, academic facilities, a Jesuit Residence, classrooms, and faculty and administrative facilities.
- B) \$18.1 million or 36.0% 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) \$6.9 million or 13.6% to purchase equipment, and improve existing academic and student facilities, and provide technology upgrades.
- D) \$1.2 million or 2.3% 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.).

### May Results

As of May 31st, there were 109 students with delinquent balances and ineligible to register for the summer/fall term. This was a decrease of 48 students compared to last year at this time. The number of 2015 graduating seniors, with diploma holds due to delinquent balances, was down to 11 students with \$54 thousand outstanding. This was a slight decrease compared to last year.

### 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.

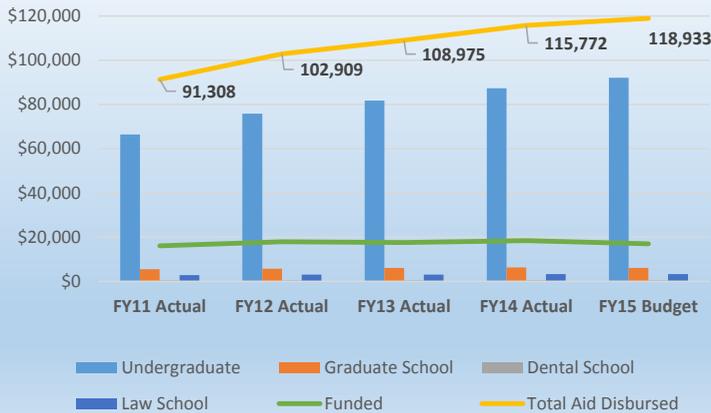
### What is Important About Receivables and Cash Collections?

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](#).

## Financial Aid Disbursed

(Dollars in thousands)



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### What does this trend indicate?

FY11-FY14 indicate financial aid disbursed in the categories identified. FY15 represents the budget. Final numbers will be available July 2015. 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 101% of the approved budget. The total committed will be at budget by June 30, 2015, as students adjust their enrollment plans over the academic year.

### 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 \$100 million in discount directly from operations and uses approximately another \$15 million from endowment and restricted funds.

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