Unveiling the Five-Year Business Plan Mystery

BOARD OF REGENTS OF THE UNIVERSITY SYSTEM OF GEORGIA

Agenda

- What to Expect Today
- Purpose of the Five-Year Plans
- New Submission Dates
- The Role of the Five-Year Plans in the PPV Process
- Georgia College and State's Development Process
- Review Forms and Template
- Q & A

What to Expect Today…

- Two-session (8:30am and 9:30am)
- Three (3) Presentations
  - Budget Office
  - System Office Perspective (PPV)
  - Institution’s Perspective
- Participative and Interactive

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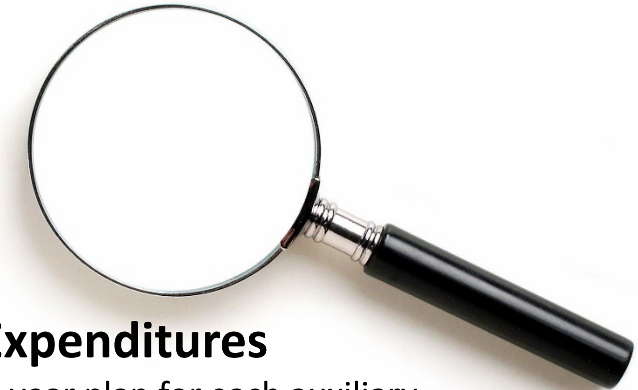
Purpose of the Five-Year Plans



1. Board Policy Requirement

7.2.2 Auxiliary Enterprises Revenues and Expenditures

- Each institution shall develop and **update annually** a five-year plan for each auxiliary enterprise operation that defines the level and manner of service to be provided, planned expenditures and sources of revenue, including projected fee requirements. The format and content of each plan shall be determined by the USG chief fiscal officer, but must minimally contain the following:
- A statement regarding the role of the enterprise in the context of the **institution's academic mission.**
- A statement of **goals and objectives** to be achieved over the course of the five-year plan.
- A statement on operating strategy, including services to be provided and sources of revenue, including student fees.
- A **financial pro forma** that projects future revenues and expenditures consistent with stated goals and objectives. The method used to allocate plant operations costs and other indirect costs, if charged, also shall be described in the five-year plan.
- The plan shall provide for an adequate reserve to cover anticipated renewals and replacements and other contingencies, as necessary (BoR Minutes, January 2010).

BOARD OF REGENTS OF THE UNIVERSITY SYSTEM OF GEORGIA

Purpose of the Five-Year Plans

Board Policy Requirement *(continued)*

7.2.2 Auxiliary Enterprises Revenues and Expenditures

Exceptions to the requirement that institutions operate their auxiliary enterprises on a self-supporting basis shall be recognized as follows:

- Institutions **may choose to operate some auxiliary enterprise activities on a loss basis**, but **must indicate** in their five-year plans how the costs of such activities will be covered by **revenues generated through other auxiliary operations** and must also provide an alternative plan reflecting the elimination or privatization of the auxiliary. The Board of Regents may, upon recommendation of the Chancellor, direct the institution to eliminate or privatize the auxiliary (BoR Minutes, October 2013).
- Institutions may apply general fund resources to auxiliary enterprise operations where such expenditures can be justified as supporting the primary mission of the institution; however, use of general fund resources for auxiliary enterprise operations is **strongly discouraged** and must be **approved in advance by the Chancellor** under procedures established by the USG chief fiscal officer. In no instance may general fund revenues be used to support athletic scholarships. The use and amount of general revenues applied to the support of auxiliary enterprise operations shall be included in the five-year plan (BoR Minutes, October 2013).

Purpose of the Five-Year Plans

2. <u>Good Business Practice</u>

- Provides a blueprint you can use to focus your energy and keep your enterprise on track
- Provides a review of what has worked in the past and what hasn't
- Provides an analysis of your revenues and expenditures
  - What are the sources and uses of funds
- Establishes benchmarks you can use to track your performance and make midyear corrections
  - Enrollment, occupancy, sales targets
- Provides an analysis of your business, including opportunities and threats
  - Bookstore operations – changing industry
- Allows for unified messaging through cross-departmental review, which enhances alignment on goals, messages, and actions of the enterprise
  - Budget, Auxiliary, Accounting/Finance, etc.

The time you invest in your business plan will pay off many times over!

BOARD OF REGENTS OF THE UNIVERSITY SYSTEM OF GEORGIA

New Submission Dates

Fiscal Affairs

- Overview
- About Us
- Services to the Board of Regents
- ▸ **Functions**
  - Accounting and Reporting
  - Budgeting
  - Business Services
  - Finance
  - Public Private Partnerships (P3 RFQC)
  - Strategic Sourcing/Procurement
- Tuition and Fees
- Forms and Contracts
- Financial Reporting
- Resources
- Initiatives
- Contact Us

Budget Calendar

Print friendly Email or share Modified June 10, 2015

Fiscal Year 2016

July 2015

- Amended FY 2016 & FY 2017 Budget Development

August 2015

- FY 2015 Budget To Actuals due from institutions August
- FY 2015 Annual Expenditure Report (AER) due from inst
- FY 2016 MRR Allocations approved by Board of Regents
- Board of Regents approves Amended FY 2016 & FY 201 submitted to OPB

September 2015

- OPB and legislative budget offices begin detailed review
- First Quarter budget amendment due from institutions Se
- Annual budget projections due from institutions Septemb budget amendment).
- FY 2017 Budget Hearing instructions issued

October 2015

- PPV Cash Flow Analysis due October 1st
- OPB and legislative budget offices continue detailed review of USG budget requests
- Institutions complete and submit the First Quarter Financial Reports on October 9th
- FY 2017 Revenue Projection instructions issued
- FY 2017 Mandatory Fee, 5-year Auxiliary Plan, Professional Program Tuition, Graduate Tuition, E-Rate, Miscellaneous Fee, and Housing and Food Services request instructions issued October 1st
- FY 2017 Budget Hearing narratives due from Comprehensive Universities, State Universities, and State Colleges October 21st

November 2015

- OPB and legislative budget offices continue detailed review of USG budget requests
- FY 2017 Budget Hearings for select institutions

December 2015

- OPB and legislative budget offices continue detailed review of USG budget requests
- FY 2017 Budget Hearings for select institutions
- FY 2017 Revenue Projections due from institutions December 4th
- FY 2017 Mandatory Fee requests 5-year Auxiliary Plans and PPV 10-year Projections due from institutions December 18th
- Second Quarter budget amendment due from institutions December 18th

January 2016

BOARD OF REGENTS OF THE UNIVERSITY SYSTEM OF GEORGIA

The Role of the Five-Year Business Plans in the PPV Process

Cynthia Robinson Alexander
Director of Real Estate Ventures – Asset Management

BOARD OF REGENTS OF THE UNIVERSITY SYSTEM • OF GEORGIA •

The Georgia Summit Conference
Augusta Marriott at the Convention Center
September 16-18, 2015

Session Information

Unveiling the 5YR Business Plan Mystery

Understanding the Relationship Between PPV Reports and 5YR Business Plan

"Connecting the Dots"

Co-Presenter

Cynthia Robinson Alexander

Director of Real Estate Ventures – Asset Management

Office of Fiscal Affairs

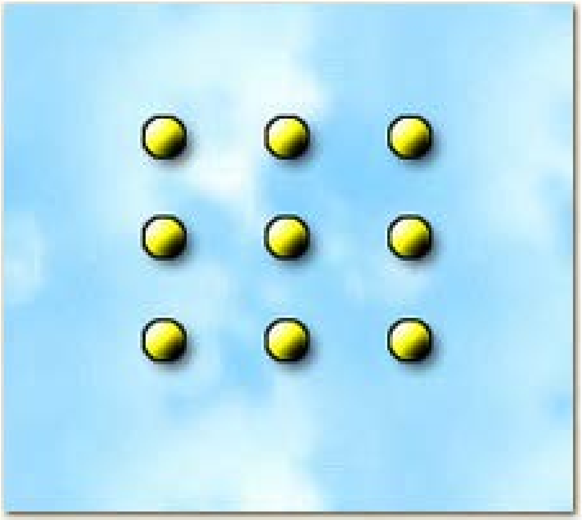
Board of Regents The University System of Georgia

Unveiling the 5YR Business Plan Mystery

Understanding the Relationship Between PPV Reports and 5YR Business Plan"

"Connecting the Dots"

Connect the 9 dots using four straight lines without lifting the pencil from the paper.



The 9 Dots Puzzle!

Hint: Get the big picture. Think outside of the box.

Unveiling the 5YR Business Plan Mystery

Understanding the Relationship Between PPV Reports and 5YR Business Plan"

"Connecting the Dots"

Topics to be discussed:

GOAL OF DISCUSSION

PPV PORTFOLIO TODAY

PPV CASH FLOW DATA ANALYSIS

SYTEM OFFICE OBSERVATIONS

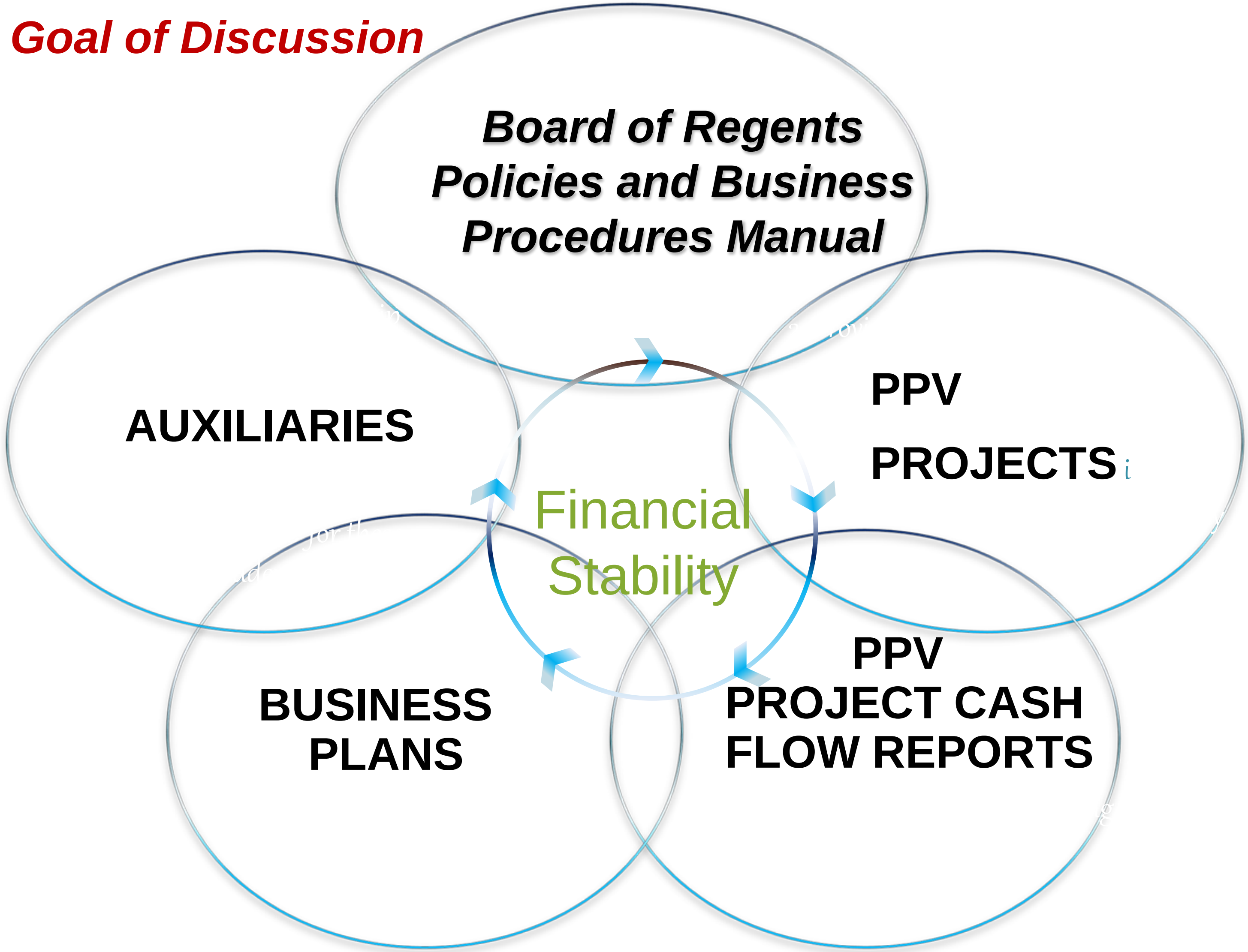
STRATEGIES FOR CONNECTING THE DOTS

Unveiling the 5YR Business Plan Mystery

Understanding the Relationship Between PPV Reports and 5YR Business Plan"

"Connecting the Dots"

Goal of Discussion



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Understanding the Relationship Between PPV Reports and 5YR Business Plan"

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Public Private Venture Portfolio

Board of Regents, University System of Georgia

September 2015

Project Type	No. Projects	Par Amt of Bonds	Unit of Measurement		
			Beds	Square Feet	Parking Spaces
Housing	59	$ 1,685,041,440	34,749	59,723	3,562
Parking	20	$ 291,886,431		116,775	19,929
Student Support	62	$ 1,050,669,565		3,022,285	500
Instructional	11	$ 209,169,018		1,044,275	920
Office	12	$ 168,762,870		1,176,653	222
Research	10	$ 405,705,000		1,504,421	19,929
Utility	2	$ 49,570,000			
Total	**176**	**$ 3,860,804,324**	**34,749**	**6,924,132**	**45,062**

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Understanding the Relationship Between PPV Reports and 5YR Business Plan"

"Connecting the Dots"

PPV Cash Flow Report compared to 5YR Business Plan

Differences

- Period of projection (10 years versus 5 years).
- Addresses financial performance of one project versus all operations.
- PPV Cash Flow Reports are shared with rating agencies, financial institutions, legislators and the public upon request.

Similarities

- PPV Financial Reporting
- Both completed annually per BPM
- Both are analyzed, read and compared by BOR staff
- One is the subset of the other
- Both are used in evaluating overall financial strength of institution

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BPM Section 25.0 Capital Liability Management and PPV Reporting

Topics include:

1. Capital Strategy
2. Capacity and Affordability
3. Capital Liability Structure
4. Project Approval Process
5. Capital Liability Reserve Funding Requirements and Accounting
6. PPV Project Cash Flow Reporting Requirements
7. PPV Project Accounting and Unique Identification Codes
8. PPV Housing Residency Requirements

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PPV Cash Flow Data Reviewed by BOR, Offices of Fiscal Affairs and Facilities

BPM Section 25.6.12 Review of PPV Project Cash Flow Data

- Confirm the annual cash flow numbers are consistent with the approved proforma and verifying that the school is operating the project consistent with the approved deal terms.

- Analyze revenue and expenses and confirming that the correct rental payment was made and determining whether the project is self-liquidating and measuring project coverage ratio.

- Review operating expenses based on the PPV portfolio's trends and industry standards.

- Confirm amount of project cash reserves held for the project at the institution and the amount of Repair and Replacement reserves held with foundation/trustee is consistent with proforma.

- Confirm any major capital expenditures.

- Any other item as required based on internal and external requests.

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- BPM Section 25.6.6 Net Cash/Project Reserve Balance (YES)
  1. Amount of *net cash /project reserve* that exists as end of fiscal year
  2. Includes *cash flow generated and still available from previous periods* plus amount available as of end of fiscal year
  3. Considered RESERVE PRIMARY DEDICATED for use on project
  4. APPROVAL for use of reserve equal to 10% or >

- BPM Section 25.6.10 Repair and Replacement Reserve Fund (NO)
  1. Held with the Trustee
  2. (Reviewed with Office of Facilities)

- BPM Section 25.6.11 Capital Liability Reserve Fund (NO)
  1. Capital Liability Reserve Fund (Project Reserves)
  2. Cash/Project Reserve Fund Balance (Trick Question)

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BPM Section 25.6.5 Self-Liquidating Coverage Ratio

Calculate Self-Liquidating Ratio for each project and it is the ratio of Net Operating Income to Lease Payment

Calculation:

- ✓ Revenue = $4,600,000
- ✓ Expenses= $1,200,000
- ✓ Lease Payment= $2,400,000
- ✓ Net Operating Income (NOI)= $4,600,000 minus $1,200,000 or $3,400,000
- ✓ Coverage Ratio=NOI/Lease Payment or $3,400,000/$2,400,000 or 1.42

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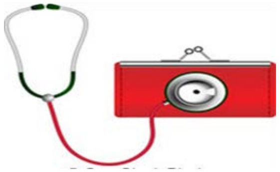
BPM Section 25.6.13 Underperforming PPV Project

- **A project with a self-liquidating ratio below 1.0x. (Project did not break even, negative after paying expenses including lease payment.)**

- **Not keeping reasonable pace with the financials (Lagging revenues and extraordinary expenses)**

- **A project with self-liquidating ratio projected to be below 1.0x within the next 5 years.**



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BPM Section 25.6.12 Review of PPV Project Cash Flow Data

- The University System Office, Office of Fiscal Affairs will submit an annual report of performance of PPV Projects financed by the Georgia Higher Education Facilities Authority (GHEFA) to the GHEFA board.

- The University System Office, Office of Fiscal Affairs will submit an annual report of PPV performance for internal review by the Chancellor, Executive Vice Chancellor for Administration, Vice Chancellor of Fiscal Affairs, Vice Chancellor of Facilities and Associate Vice Chancellor of Audit. The report includes:

  - ✓ A list of underperforming projects;
  - ✓ Factor(s) contributing to underperformance of the project; and
  - ✓ Institutional plans to remedy shortfall(s).

- As necessary or required, the overall performance of the PPV portfolio is submitted and shared with rating agencies, financial institutions, legislators and the public.

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Fiscal Year 2014
Public Private Ventures Portfolio Performance

- 156 Projects Met **Self-Liquidating** Requirement at or above 1.0 Coverage Ratio; 31 Projects were below 1.0: 19 are Enrollment Driven Projects and 12 Housing Projects

  - ✓ **Key Challenges with Underperforming Assets**
    - Enrollment decline due to changes in learning support and other factors
    - Increase in on-line students impacting headcount for fee
    - Operating Expenses increase without corresponding increase in revenue
    - Operations and management not consistent with original project intent

  - ✓ **Action Plans Devised for All Underperforming Projects**

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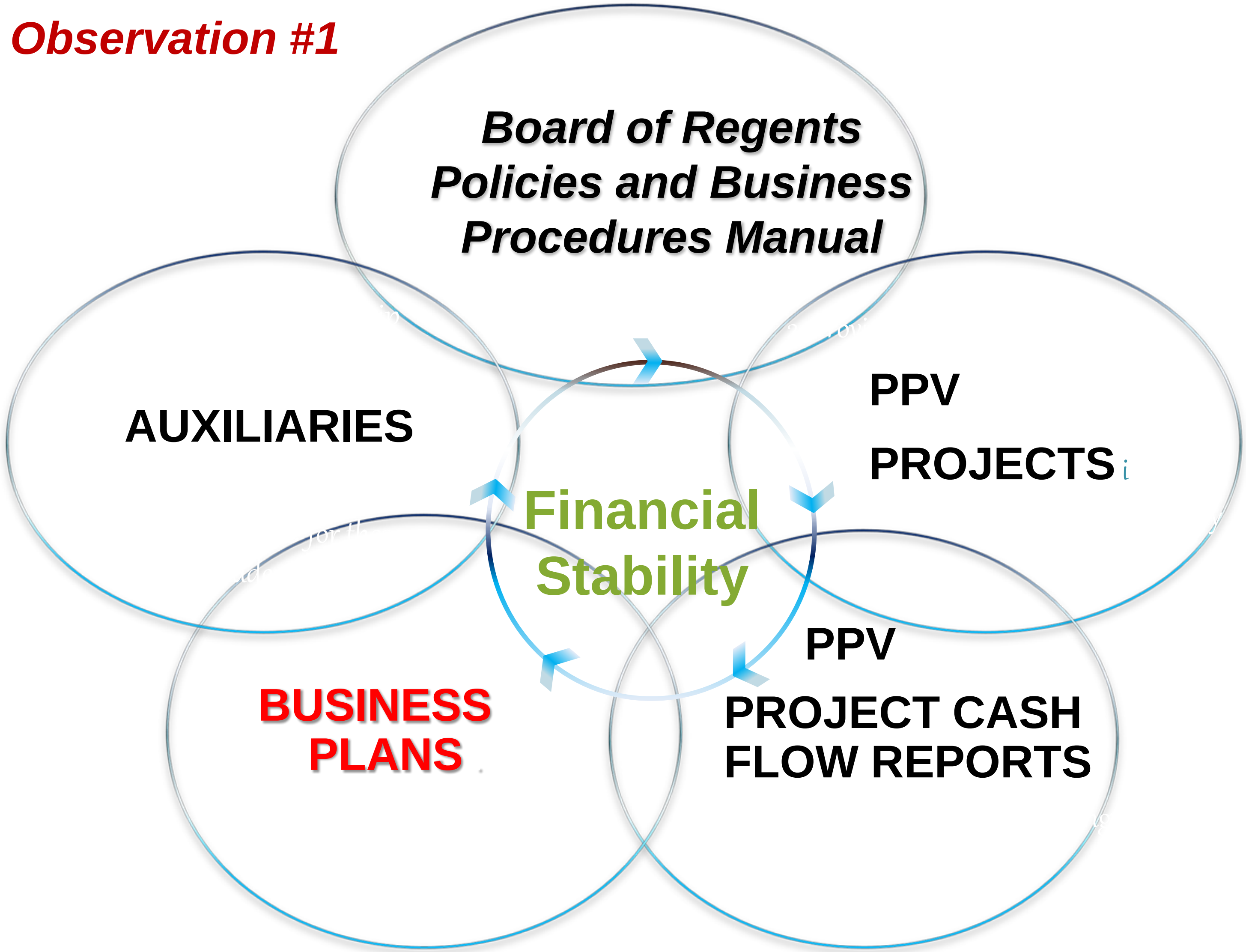
Observation #1



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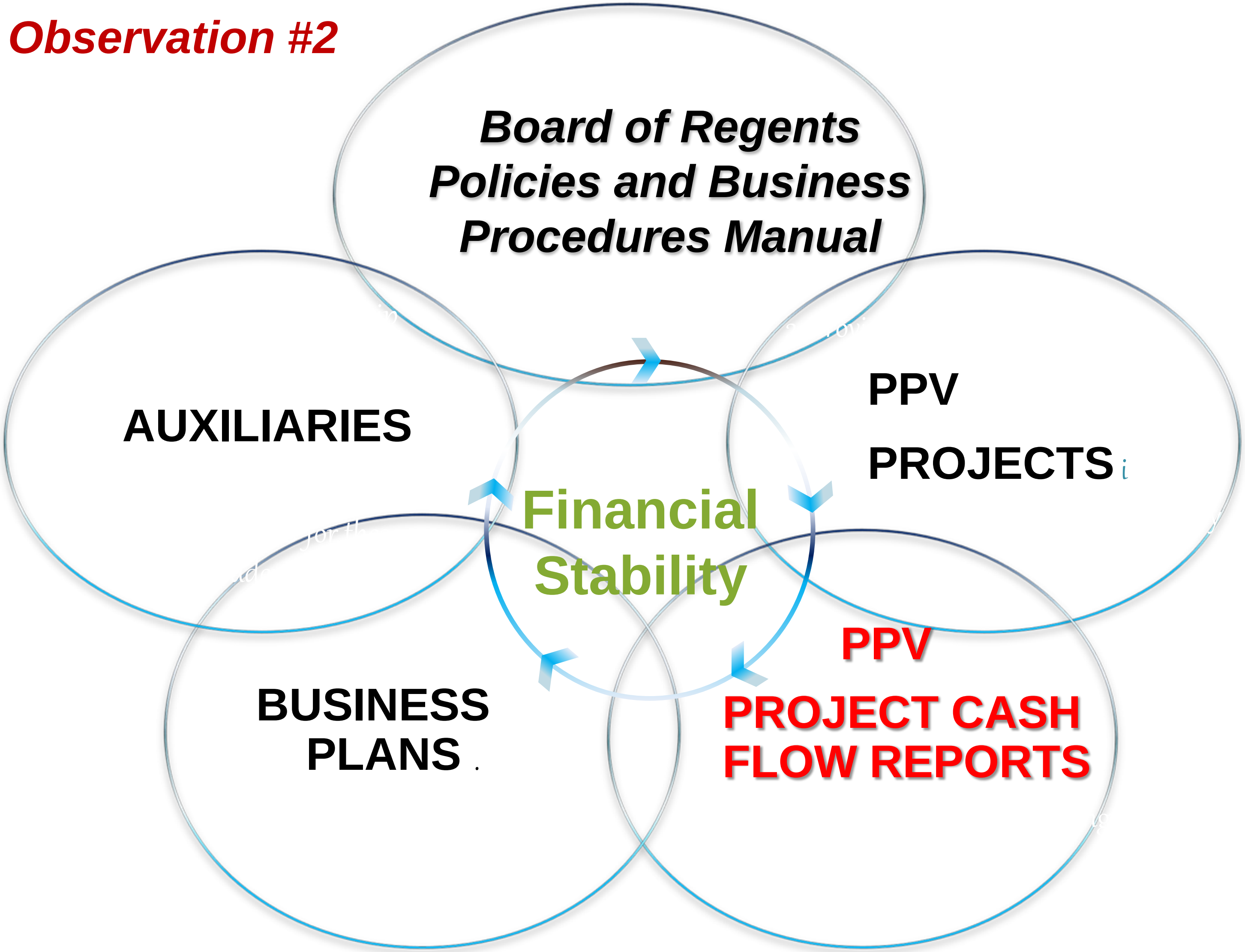
Observation #2



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Other Observations

- Auxiliary, Facilities, Controllers and Budget Directors not in one accord as financial and operational performance of the PPV Projects.
- Confusion as to how to measure and benchmark performance of PPV projects.
- Desire to seek PPV fee increases to fund institutional programs/activities versus PPV facilities.
- Use of funds designed as PPV cumulative cash reserves to fund other institutional endeavors at the expense of depleting the project reserve.
- Confusion regarding funding for regular Maintenance and Operations versus Capital Needs

Unveiling the 5YR Business Plan Mystery

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STRATEGIES FOR CONNECTING THE DOTS

- Understand **CONNECTIVITY** amongst PPV cash flow, business plans, audited financial statements, PeopleSoft and Nvision reports
  - ✓ Ensure same data and information is reported
- **FAMILIARIZE** yourself with PPV documents
  - ✓ Read Board Policy Manual, Business Procedure Manual, Instructions for completing Cash Flow Report
  - ✓ Have Approved proforma and Executed Lease Agreement and understand differences.
  - ✓ Ask for one-on-one meeting/training with System Office, Office of Fiscal Affairs
- *Employ **PROACTIVE** management style*
  - ✓ Active and continuous review of project revenue, expenses, enrollment and occupancies
  - ✓ Seek assistance from the System Office, Office of Fiscal Affairs when challenges (financial and operational) are first indicated

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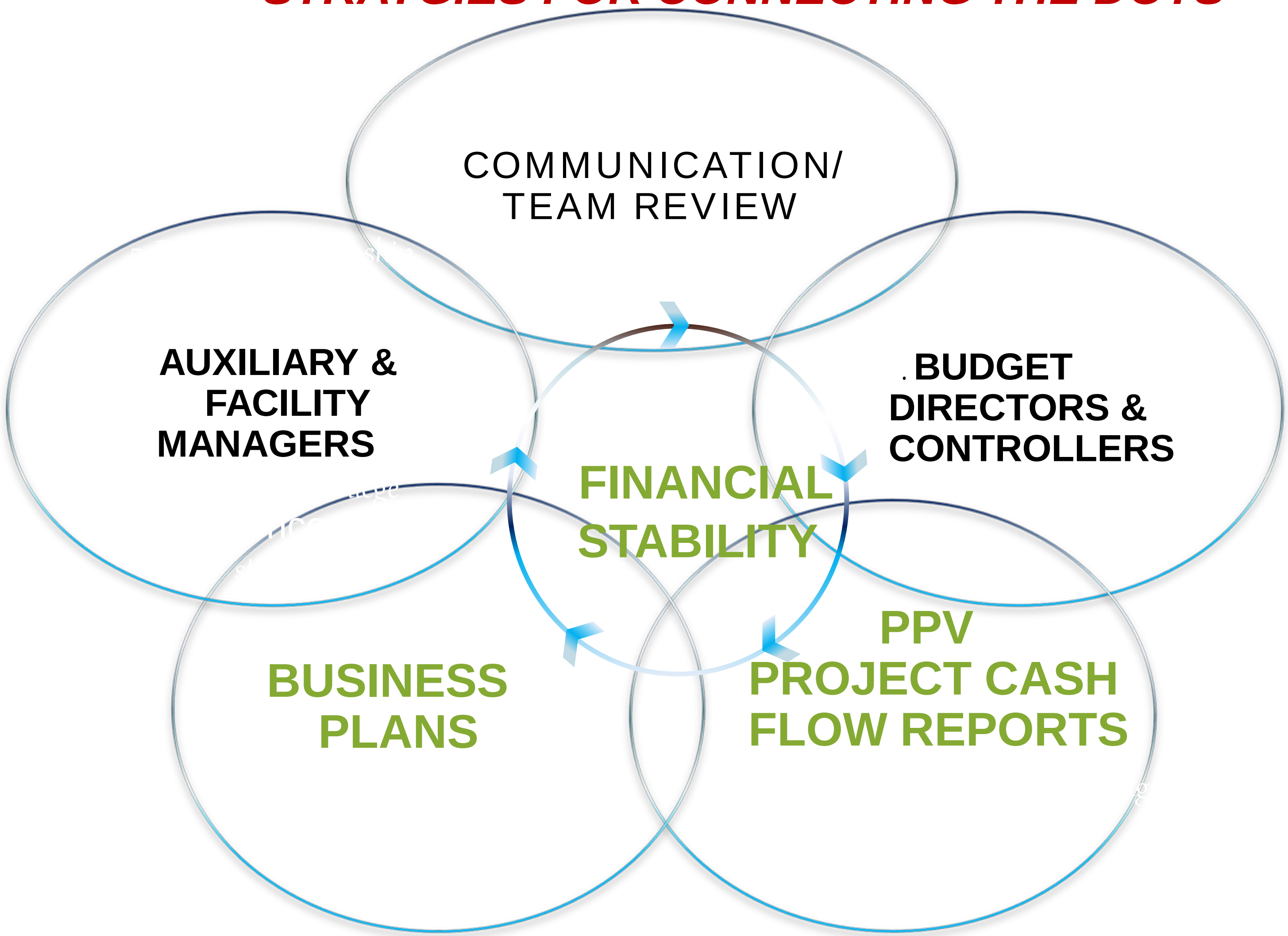
STRATGIES FOR CONNECTING THE DOTS



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Contact Information

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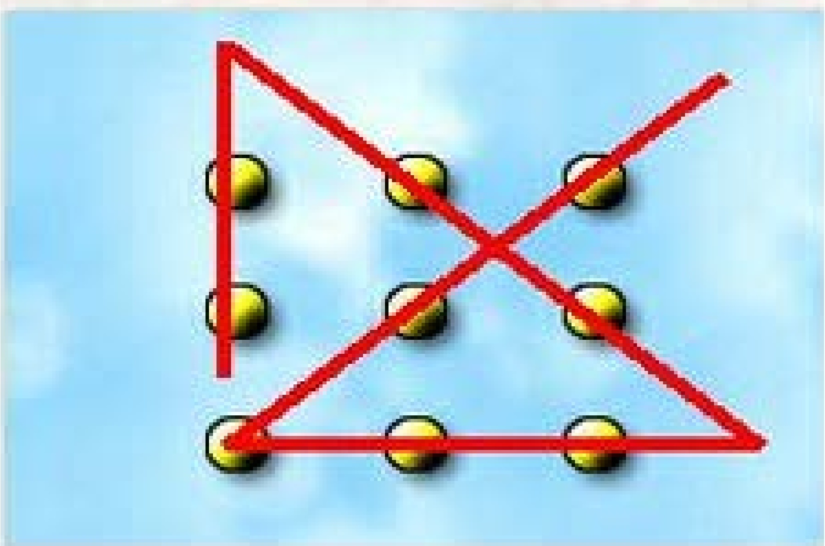
The solution…



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Unveiling the Five Year Business Plan Mystery

BREAK
For Session #2

BOARD OF REGENTS OF THE UNIVERSITY SYSTEM OF GEORGIA

Georgia College and State's Development Process

Russ Williams
Executive Director of Planning & Strategic Projects

BOARD OF REGENTS OF THE UNIVERSITY SYSTEM OF GEORGIA

5 – Year Auxiliary Enterprise Business Plan

(The Georgia College Process)

USG Policy 7.2.2 – Auxiliary Enterprise Revenues & Expenditures

- Each institution shall develop and update annually a five-year plan for each auxiliary enterprise operation that defines the level and manner of service to be provided, planned expenditures and source of revenue, including projected fee requirements. The format and content of each plan shall be determined by the USG chief fiscal officer, but minimally contain the following:

1. The role of the enterprise in the context of the institution's academic mission.
2. Goals and objectives over the five years.
3. A statement of operating strategy.
4. A financial pro forma.

The Georgia College Plan

- GC’s plan provides direction for the institution, but it is only the beginning of the process. It is a realistic, fluid, living document that aligns the management team to a common set of goals for the success of the operation.
- The business plans force us to recognize where we didn’t meet projected goals, where and why we failed.
- The plan helps us understand where we need to change directions, expand or contract operations, or focus greater attention.
- GC’s business plans are the strategic guidance that ensure the viability and sustainability of our self-supporting units and programs.

Georgia College Timeline

JUL	AUG	SEP	OCT	NOV	DEC

Prepare trend analysis, forecasts and make recommendations for any units tied to a mandatory fee

Align with mandatory fee recommendations, create financials and narrative

Submit for senior leadership review and approval, submit to BOR

Georgia College – Key Players

- Unit Directors/Managers
- AVP for Auxiliary Services & Director of Operations
- University Budget Office
- VP for Finance & Administration (for cabinet discussion)
- President

Plan Components

- Description of Service/Operational Overview
- Relation to Mission
- Goals & Objectives
- Critical Success/Performance Factors
- Revenue Sources & Projections: Pricing & Fee Strategy
- Financial Plan, Capital Schedule
- Performance Measures (closing the loop)

Description of Services/Operational Overview

- An overview of Operations, including the use of in-house or contracted services
- Methodology used to allocate overhead
- Facilities
- Organizational Chart
- Anticipated changes in operations, within the five-year period

Georgia College – Dining Services

Description of Services/Operational Overview

- Contracted Unit – by Sodexo Campus Services
- 18 Full-time employees and 97 part-time and student employees
- Sodexo's General Manager serves as the Director of Dining Services and works as part of the Auxiliary Services management team
- Six (6) meal plans, approx. 44% total student participation (freshman required)
- Additional retail dining venues – Chick-fil-A, Subway, Einstein Bros. Bagels, Books & Brew Starbucks Café, The Lunch Box, The Village Market and The Courtyard Café

Georgia College – Dining Services

Description of Services/Operational Overview - Cont.

- Indirect allocation – based on square footage
- Locations(facilities) – 1st and 2nd floors of the Maxwell Student Union, main atrium of the library, the Village at West Campus and the Arts & Sciences Building
- Org Chart – AVP and Director of Auxiliary Enterprises – Dining Services General Manager – Service, Retail, Catering and Production Managers and Executive Chef
- Changes – enclosing a portion of the patio outside the current food court (adding more seating), offer another dining venue at the food court, increase seating in dining hall

Relation to Mission

- The relationship to institutional mission of the service provided

Georgia College – Dining Services

Relation to Mission

- "in a residential college setting"
- GC Dining Services, an integral part of GC's learning environment, enhances the quality of campus life. Committed to modeling excellence in customer services, it seeks to provide boarding plans and varied retail dining options that exceed customer desires at reasonable prices for a self-sustaining operation.

Goal and Objectives

- Operating goals and objectives that the enterprise is expected to achieve during the five year planning period
- Not limited to financial goals and objectives

Georgia College – Dining Services

Goals and Objectives

- Meet the demand for expended and/or new dining options
- Continue to increase revenue to allow for expansion of services and facility improvements
- Provide excellent services, surpassing our customers' expectations
- Contribute directly to the educational mission of GC by providing part-time jobs and/or internships to GC students and by interacting closely with various student groups

Critical Success/Performance Factors

- Factors and/or measures used to determine success
- Challenges facing the operation and how to overcome the challenges

Georgia College – Dining Services

Critical Success/Performance Factors

- Providing consistently exceptional dining experiences
- Generate sufficient revenue to sustain and continually improve services
- Provide excellent customer service
- Challenge – maintain and/or increasing student participation

Revenue Sources/Projections & Pricing/Fee Strategy

- Identify the revenue sources that are available to support the services, including the use of general fund sources
- Commission structure for out-sourced services
- Revenue projection assumptions and techniques
- Trend analysis and influencing factors
- Strategy and assumptions for determining student fee assessment for each operation
- Student enrollment impacts
- Project pricing/fees

Georgia College – Dining Services

Revenue Sources/Projections & Pricing/Fee Strategy

- Revenue sources – Meal plan fee commission, retail dining sales commission, catering sales commission and interest income
- Commission Structure
- Projection assumptions – based on trend analysis and freshman class
- Community factors

Financial Plan/Capital Schedule

- Present fiscal year plus the next four fiscal years
- Capital schedule – major improvements or renovations costing $5,000 or more and having a life of at least two years
- If projecting a deficit, how it will be addressed
- Assumptions used
- What factors may impact accuracy and reliability of assumptions

Georgia College – Dining Services

Financial Plan/Capital Schedule

- Matches the ledgers
- Consistency
- Linked to assumptions
- Linked to enrollment
- Trend analysis
- Realistic capital projections

Performance Measures

- Specify the performance measures being used to monitor progress in satisfying its mission and goals/objectives

Georgia College – Dining Services Performance Measures

- Customer satisfaction surveys
- Meet with key student groups and other customer groups to solicit their feedback and input
- Key financial measures – revenue, food cost, labor cost, meal plan sales growth, deposits to the Bobcat Card

Review of
Forms and Templates

BOARD OF REGENTS OF THE UNIVERSITY SYSTEM OF GEORGIA

Forms and Templates
Part 1

Suggestions of Budget Office Staff

- Eliminate "Break-Even Analysis" Worksheet

(INSTITUTION NAME)
AUXILIARY ENTERPRISE FINANCIAL PLAN FY 2015-2019
(AUXILIARY ENTERPRISE NAME)
BREAK-EVEN ANALYSIS: FY 2015 BUDGETED & FY 2016 - FY 2019 PROJECTED

	FY 2015 Budgeted	FY 2016 Projected	FY 2017 Projected	FY 2018 Projected	FY 2019 Projected	$ Change From FY 2015 To FY 2019	% Change From FY 2015 To FY 2019	Comments
(Name of product/service)								
Sales price/fee charged						0	#DIV/0!	
Actual units sold						0	#DIV/0!	
Total product/service sales (sales price/fee * units sold)	**0**	**0**	**0**	**0**	**0**	**0**	**#DIV/0!**	
Variable unit costs						0	#DIV/0!	
Actual units sold						0	#DIV/0!	
Fixed costs						0	#DIV/0!	
Total product/service cost ((variable unit costs * units sold) + fixed costs)	**0**	**0**	**0**	**0**	**0**	**0**	#DIV/0!	
Total amount over (under) break-even cost	**0**	**0**	**0**	**0**	**0**	**0**	**#DIV/0!**	

Forms and Templates Part 2

Suggestions of Budget Office Staff

- Eliminate “Capital Expenditures” Worksheet

(INSTITUTION NAME)
AUXILIARY ENTERPRISE FINANCIAL PLAN FY 2015 - 2019
(AUXILIARY ENTERPRISE NAME)
CAPTIAL EXPENDITURES: FY 2015 BUDGETED & FY 2016 - FY 2019 PROJECTED

	FY 2014 Actuals	FY 2015 Budgeted	FY 2016 Projected	FY 2017 Projected	FY 2018 Projected	FY 2019 Projected	$ Change From FY 2015 To FY 2019	% Change From FY 2015 To FY 2019	Comments
CAPTIAL EXPENDITURES:									
New Construction							0	#DIV/0!	
Renovations							0	#DIV/0!	
Other Improvements							0	#DIV/0!	
Major Equipment							0	#DIV/0!	
Other capital expenditures (breakout type and amount, if significant)							0	#DIV/0!	
Total Capital Expenditures	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**#DIV/0!**	
CAPTIAL EXPENDITURE FINANCING:									
Cash from Auxiliary Reserves (Specify auxiliary enterprise)							0	#DIV/0!	
Other internal revenue (Specify)							0	#DIV/0!	
Short term debt							0	#DIV/0!	
Long term debt							0	#DIV/0!	
Other financing							0	#DIV/0!	
Total Capital Expenditure Financing	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**#DIV/0!**	

NOTE: PPV lease payments should be reflected as Long-Term Debt.

BOARD OF REGENTS OF THE UNIVERSITY SYSTEM OF GEORGIA

Forms and Templates
Part 3

Suggestions of Budget Office Staff

- Use the latest CVIOG projections for Fall Headcount

Auxiliary Enterprise Financial Plan FY 2016-2020
(Institution Name)
(Auxiliary Enterprise Name)

	FY 2015 Actuals	FY 2016 Budgeted	FY 2017 Budgeted	FY 2018 Budgeted	FY 2019 Budgeted	FY 2020 Budgeted	2016 To FY 2020	2016 To FY 2020	Notes/Instructions
BACKGROUND INFORMATION									
Fall Headcount from CVIOG projections							0	#DIV/0!	Use the latest CVIOG projections that were provided with the business plan template.
Mandatory Fees Supporting this Auxiliary:	*List names of fees here. Information provided on the mandatory fee documents*								
PPV Projects within this Auxiliary:	*List PPVs here. Information provided on the PPV 10-year projections should support*								

Forms and Templates Part 4

Suggestions of Budget Office Staff

- **Expand Revenues categories**
  - **Match/map Mandatory Fee "Financial Data Sheet" for consistency**
  - **Review of the expanded revenue/expenditure list on the hand-out**
  - **Review of the supplemental information sheet**

REVENUE									
Student Fees									
Mandatory Fee Revenue #1							0	#DIV/0!	
Less: Allowances, Waivers, Etc.							0	#DIV/0!	
Mandatory Fee Revenue #2 (If Applicable)							0	#DIV/0!	Utilize this line if an auxiliary enterprise is funded by more than one mandatory fee.
Less: Allowances, Waivers, Etc.							0	#DIV/0!	
Non-Mandatory Student Fees							0	#DIV/0!	
Sales & Services									
Fines							0	#DIV/0!	
Housing Rental Income							0	#DIV/0!	
Other Rental Income							0	#DIV/0!	
Meal Plan Sales							0	#DIV/0!	
Other Food Service Sales							0	#DIV/0!	
Athletic Ticket Sales							0	#DIV/0!	
Game Guarantees							0	#DIV/0!	
Athletic Camps							0	#DIV/0!	
Other Athletic Revenue							0	#DIV/0!	
Health Services							0	#DIV/0!	
Non-Student Parking & Transportation							0	#DIV/0!	
Advertising Revenue							0	#DIV/0!	
Commissions							0	#DIV/0!	
Bookstore & Giftshop Sales							0	#DIV/0!	
Other Sales & Services							0	#DIV/0!	
Miscellaneous Revenues									
Gifts							0	#DIV/0!	
Other Miscellaneous Revenues							0	#DIV/0!	
Total Revenue	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**#DIV/0!**	

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Forms and Templates
Part 5

Suggestions of Budget Office Staff

- **Expand Revenues categories**
  - **Match/map Mandatory Fee “Financial Data Sheet” for consistency**
  - **Review of the expanded revenue/expenditure list on the hand-out**
  - **Review of the supplemental information sheet**

EXPENDITURES									
Personal Services									
Salaries - Faculty/Staff							0	#DIV/0!	
Salaries - Students							0	#DIV/0!	
Fringe Benefits							0	#DIV/0!	
Allocated Personal Services							0	#DIV/0!	Include allocation methodology as part of the business plan narrative.
Travel									
Travel - Employee							0	#DIV/0!	
Travel - Non-Employee							0	#DIV/0!	
Operating Supplies and Expenses									
Purchases for Resale/Cost of Goods Sold								#DIV/0!	
Supplies & Materials							0	#DIV/0!	
Repairs and Maintenance							0	#DIV/0!	
Utilities							0	#DIV/0!	
Rental Payments (Non-Real Estate)							0	#DIV/0!	
Insurance							0	#DIV/0!	
Software							0	#DIV/0!	
Equipment (Small Value)							0	#DIV/0!	
Real Estate/Authority Lease Rental							0	#DIV/0!	
Per Diems & Fees							0	#DIV/0!	Utilize supplemental information page to expand upon this amount if over 10% of expenditures.
Contracted Services							0	#DIV/0!	Utilize supplemental information page to expand upon this amount if over 10% of expenditures.
Telecommunications							0	#DIV/0!	
Scholarships							0	#DIV/0!	
Other Operating Expenses							0	#DIV/0!	Utilize supplemental information page to expand upon this amount if over 10% of expenditures.
Allocated Operating Expenses							0	#DIV/0!	Include allocation methodology as part of the business plan narrative.
Equipment/Capital Outlay									
Lease/Purchase - Principal							0	#DIV/0!	
Lease/Purchase - Interest							0	#DIV/0!	
R&R Reserve Contribution							0	#DIV/0!	
Motor Vehicle Purchase							0	#DIV/0!	
Equipment Purchase							0	#DIV/0!	
Building and Facilities Improvements							0	#DIV/0!	
Total Expenditures	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**#DIV/0!**	

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Forms and Templates
Part 6

Suggestions of Budget Office Staff

Sample direct questions in the "Auxiliary Business Plan Guidelines"

1. ***What current and future challenges is this particular auxiliary operation facing?***
2. ***How do each of these challenges influence this particular auxiliary's success, and to what extent?***
3. ***How will these challenges be addressed?***
4. ***What factors are and/or will affect current and future revenues? How and to what degree?***
5. ***What factors are and/or will affect current and future expenditures? How and to what degree?***
6. ***If mandatory student fees partially or fully support this particular auxiliary, based on the answers from the above questions and other data presented in the auxiliary's five-year business plan, will future changes in the fee or fees related to this auxiliary possibly be necessary and why? If these changes involve fee rate increases, what actions can the auxiliary implement to lessen or eliminate the forecasted need for a fee rate increase?***

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Group Suggestions

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