

1. The Key Performance Indicators that I will use from the list are #5, #11, #13. Compare these indicators to the data. Refer to Page 12 of the financial statement. Include the annual budget, endowment In number 5 include endowment and operation budget. # 13 retention include the retention rate for Ole Miss, Mississippi State and University of Alabama. #11 enrollment.
2. Include that the university will spend money on faculty salary and operations of the school. Include examples. Lights, utility, and whatever type of operations.
3. Give an example of when I use this quality. For example, I I did this. Describe fully and specific info

Post-41

20 Indicators That Your Institution Is at Risk

A fragile college may not demonstrate all 20, nor does the presence of three or four guarantee vulnerability. But a preponderance of them means that an institution has slipped from its founding vision and strength, and that some form of surgery will most likely be required to return it to health:

Indicators
1. Tuition discounting is more than 35 percent.
2. Tuition dependency is more than 85 percent.
3. Student default rate is more than 5 percent.
4. Debt service is more than 10 percent of annual operating budget.
5. The ratio between endowment and operating budget is less than 1-to-3.
6. Average annual tuition increase has been greater than 8 percent for five years.
7. Deferred maintenance is at least 40 percent unfinanced.
8. Short-term bridge financing is regularly required in the final quarter of each fiscal year.
9. Less than 10 percent of operating budget is dedicated to technology.
10. Average alumni gift is less than \$75, and less than 20 percent of alumni give annually.
11. Enrollment is 1,000 students or fewer.
12. The conversion yield – the percentage of students who attend the college after applying—is 20 percent lower than that of primary competitors.
13. Student retention is 10 percent behind that of primary competitors.
14. The institution is on probation with a regional accreditor.
15. The majority of faculty members do not hold terminal degrees.
16. Average age of full-time faculty is 58 or higher.
17. The leadership team averages more than 12 years, or fewer than three years, of service.
18. No complete online program has been developed.
19. No new degree or certificate program has been developed for at least two years.
20. It takes more than a year to approve a new degree program.

—Excerpted from “Turnaround: Leading Stressed Colleges and Universities to Excellence,” Edited by James Martin and James E. Samels and being published this month by Johns Hopkins University Press.

THE UNIVERSITY OF MISSISSIPPI
CURRENT EDUCATIONAL AND GENERAL AND AUXILIARY ENTERPRISES FUNDS
SUMMARY OF REVENUES AND EXPENDITURES

EXHIBIT A

Description	Budget 2015-2016	Increase (Decrease)	Budget 2016-2017
REVENUES			
Educational and General			
Student Fees	233,484,874	16,843,418	250,328,292
Governmental Appropriations - State	94,254,801	(1,050,792)	93,204,009
Governmental Grants and Contracts - Federal	914,000	186,000	1,100,000
Governmental Grants and Contracts - State	72,000	(47,000)	25,000
Private Gifts and Grants	134,000	(9,000)	125,000
Sales and Services of Educational Activities	1,258,095	(50,000)	1,208,095
Other Sources	5,434,499	12,387	5,446,886
Reduction in Fund Balance	2,500,000	0	2,500,000
Total Educational and General	<u>338,052,269</u>	<u>15,885,013</u>	<u>353,937,282</u>
Auxiliary Enterprises	<u>133,319,357</u>	<u>10,443,111</u>	<u>143,762,468</u>
TOTAL REVENUES AVAILABLE FOR EXPENDITURE	<u><u>471,371,626</u></u>	<u><u>26,328,124</u></u>	<u><u>497,699,750</u></u>
EXPENDITURES			
Educational and General			
Instruction	150,147,046	5,428,779	155,575,825
Research	12,207,847	270,210	12,478,057
Public Service	1,211,094	(22,123)	1,188,971
Academic Support	33,102,203	879,042	33,981,245
Student Services	13,184,181	346,839	13,531,020
Institutional Support	25,464,279	8,071	25,472,350
Operation and Maintenance of Plant	34,274,385	472,894	34,747,279
Scholarships and Fellowships	64,979,131	8,194,347	73,173,478
Mandatory Transfers - Educational and General	1,103,857	57,050	1,160,907
Non-Mandatory Transfers - Educational and General	2,378,246	249,904	2,628,150
Total Educational and General	<u>338,052,269</u>	<u>15,885,013</u>	<u>353,937,282</u>
Auxiliary Enterprises	<u>133,319,357</u>	<u>10,443,111</u>	<u>143,762,468</u>
TOTAL EXPENDITURES	<u><u>471,371,626</u></u>	<u><u>26,328,124</u></u>	<u><u>497,699,750</u></u>

Go with quarter #1 expenses

I noticed you are looking at 2017 data, so I used that as well. I placed the link above and the statement I used is attached. According to this, UM's 2016-17 annual budget is \$497,699,750. So the endowment of \$775M would not be 3X the budget. I hope this helps!