



Eastern Oregon University

Board of Trustees

May 20, 2021 - Approved

QUARTERLY MANAGEMENT REPORT

This report is prepared for internal management review and planning purposes. The quarterly management report summarizes resources and expenses at EOU for the major fund types. Fund types include: Education and General (E&G), Auxiliary Enterprise Funds and Designated Operations and Service Departments, all of which are defined herein.

The quarterly management report is provided to help guide and inform future decision making, by providing information on current and historical trends across the major funds. All reports within this document contain FY21 budgets for revenue, expenses and transfers as well as a quarterly review of current year actuals to FY20 actuals related to the major fund types.

The quarterly management report compares financial data year over year. The quarterly management report from each quarter of the current year is compared to the report of the quarter of the previous year to gauge progress. The quarterly management report is used to identify financial issues from one year to the next, and allows EOU to address any issues prior to the next quarter and/or year-end.

The EOU Board of Trustees approved the final operating budget on November 12, 2020. This budget was based on \$55.1M in revenue and \$53.5M in expenditures/transfers. There was a projected net operating increase of \$1.6M at year end. Based on the current forecast, the year end revenue is projected to be \$54.2M and expenses will be \$52.4M, which will be an increase in net operating of \$1.785M. (shown in the chart below)

FY2021 Forecast	Education & General	Auxiliary Enterprises	Designated Operations	Service Departments		Total
Revenue	\$ 47,564	\$ 6,232	\$ 320	\$ 90		\$ 54,206
Expenditures	\$ 46,198	\$ 5,912	\$ 221	\$ 174		\$ 52,505
Net Transfers (In)/Out	\$ (398)	\$ 366	\$ 4	\$ (56)		\$ (83)
Beginning Fund Balance	\$ 11,336	\$ 11,768	\$ 784	\$ 79		
Net Change in Operations	\$ 1,764	\$ (46)	\$ 95	\$ (29)		\$ 1,785

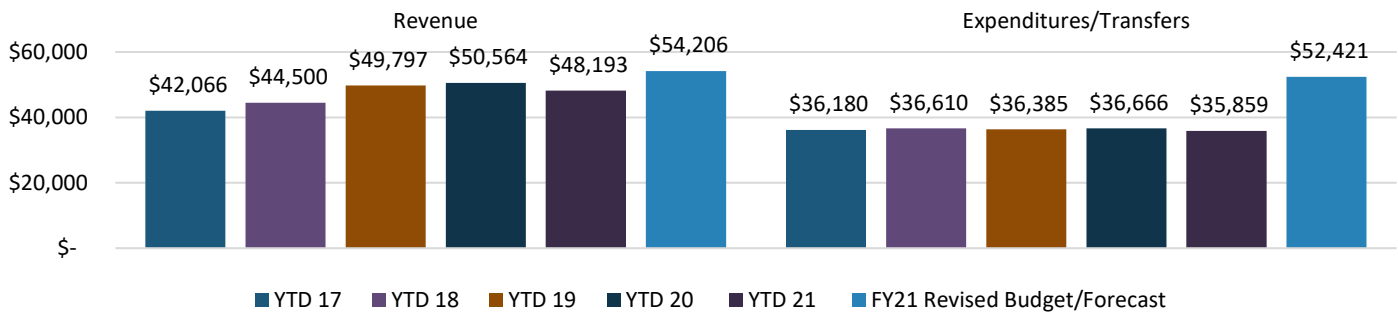
Q3 SUMMARY

At the close of Q3, EOU had received \$48.2 in revenue or 88.9% of the forecast, and recorded expenses of \$35.9 or 68.4%. Revenue indicates that we are trending behind last year by \$2.4M; however, in FY20 the state allocation was paid in Q3 and in FY21 it was paid in Q4. This created a \$3M variance. If the allocation is included, revenue is running ahead of last year by \$628K.

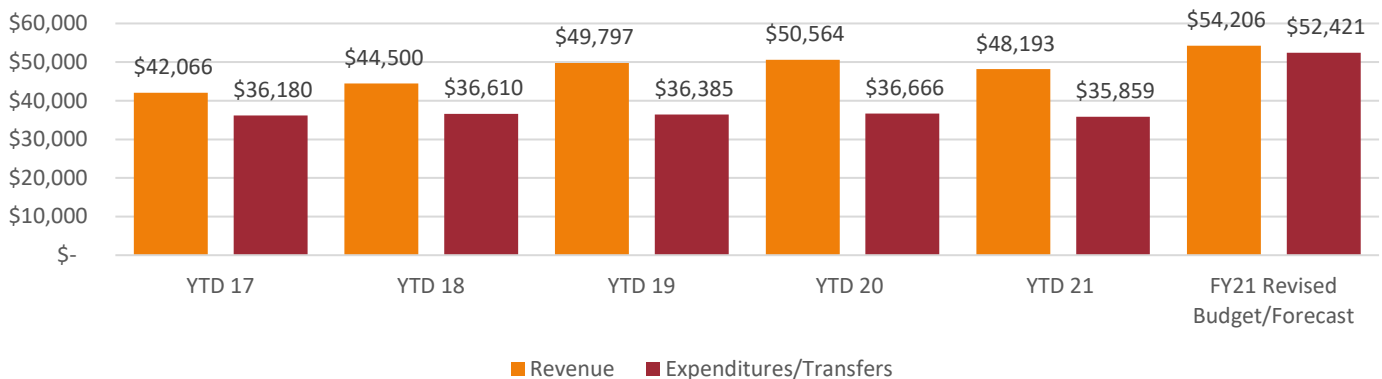
Labor expenses are down \$118K over the Q3-FY20. While employees received salary increases, the participation in the Workshare program and a slowdown of employee recruitment has led to salary savings. While some of the Auxiliary funds and the service department funds are showing negative operating deficit in FY21, there is cash in the fund type to cover the deficit. Therefore, there are no financial concerns in any of the funds.

Within the quarterly management report there are graphs included with each fund type for a visual of the revenue and expenditures/transfers year-over-year and a comparison with the annual budget. Additional details regarding the variances of all funds are included at the end of the report.

Q3-FY21 Comparison by Year
All Funds Revenue and Expenditures/Transfers
in thousands



Q3 FY21
All Funds Revenue and Expenditures
in thousands



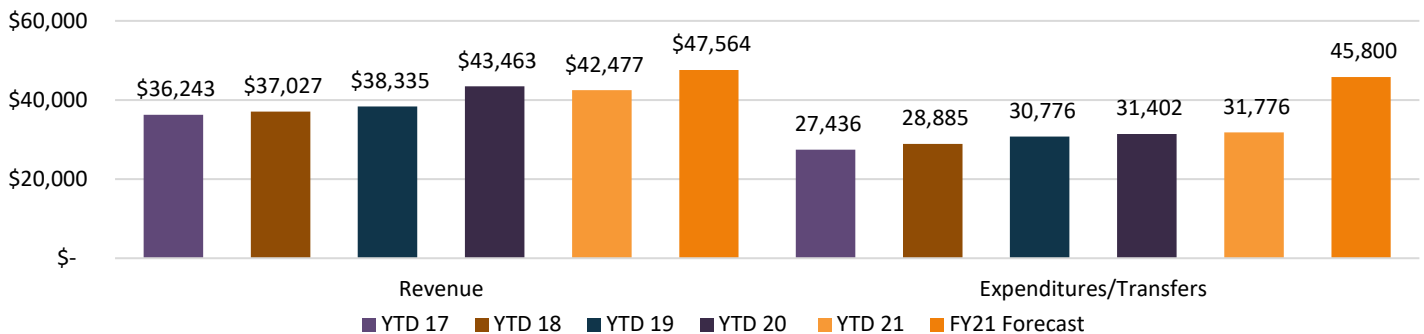
EDUCATION AND GENERAL (E&G)

The Education and General revenue budget consist of state appropriations, tuition and student fees, and miscellaneous revenue. The expense budget supports activities and services that are essential to the university, including instruction, research, student services, libraries, administration, information technology and maintenance of the campus physical plant.

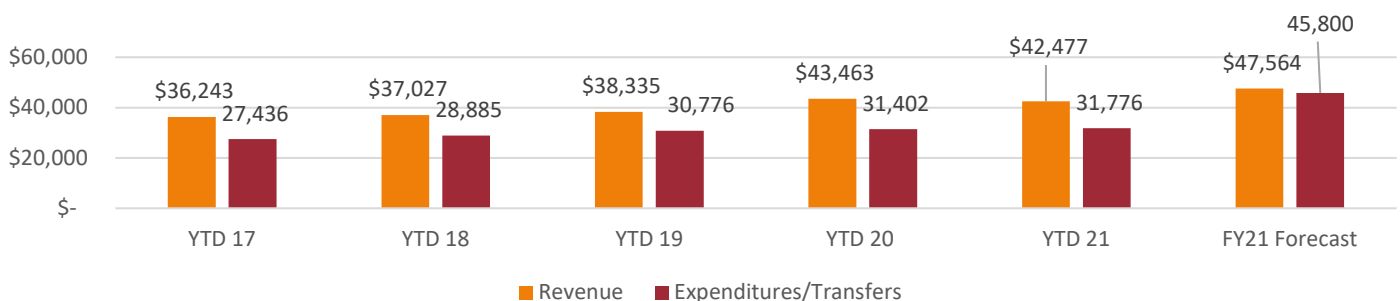
The E&G budget has been revised to include a year-end forecast. The revenue forecast is \$47.6M, reflecting an increase of \$450K due to increases in student fee revenue from changes in enrollment modality. The E&G expense budget was also revised to reflect an increase in temporary savings and the forecasted expense is \$45.8M. The temporary savings are projected to accumulate to \$1.4M by year-end from vacancy savings, participation in the Workshare program, and other expenditure savings.

Based on the final revenue and expenditure budget, EOU will end the year with an increase of \$1.8M to the E&G fund balance. This will result in an ending fund balance of \$13.1M or 27.5% of current year operating revenue. This amount equates to 3.4 months of operating expenses.

Q3-FY21
Comparison by Year
E&G Revenue and Expenditures/Transfers
in thousands



Q3 FY21
E&G Revenue and Expenditures/Transfers
in thousands



Year to Date Variances over FY2020

At the end of Q3, EOU had received 89.3% of the budgeted revenue and had used 69.4% of the expenditure budget. At the end of Q3, revenue appears to be down by 2.3% from the prior fiscal year, however the state allocation disbursement was delayed until Q4 in FY21 creating a significant variance. If the state allocation had been received in Q3, revenue would be 6.5% ahead of the prior year. The increase in student fee revenue is driven by additional enrollment in the MAT program and enrollment modality changes.

The total expenditures are up 1% over the prior year. Labor has been held flat through Q3 due the participation in the workshare program, allowing for savings in both salary and ope categories. Direct expenses are up \$442K. Although travel and other expenses were down in the first two quarters, athletic competitions resumed in Q3 and the OPM payments for summer and fall 2020 have been expensed. There are no other significant changes from the prior year.

AUXILIARY ENTERPRISES

Auxiliary Services include services that are essential to the support of the university's academic programs. Auxiliary units are expected to generate sufficient revenue to cover all costs of operating and capital need, and are not supported by State allocation/funding. Departments such as Housing and Dining, Student Health Center, Parking Services, Athletics, General Rentals, the Integrated Services Building (ISB) and the Incidental Student Services Fee are considered Auxiliaries at EOU. Unless there is an agreement in place, Auxiliary enterprise units are required to pay an overhead fee to the campus for the support central services offered by the institution.

Housing and Dining Services provides services and support for students living on campus. There are two residence halls on campus, which have a total occupancy of 420. The facilities are comprised of suite style units, offering triple, double and single occupancy for students. Eastern Oregon University has a mandatory live on policy for all new freshman. The housing and dining fund have annual debt service payments until 2035. Dining Services is a contracted service operated by Sodexo. Sodexo operates all food services operations on the campus, including summer camp and catering service.

Intercollegiate Athletics Fund is also an auxiliary fund. This fund is the primary operational fund for all athletic operations for over 300 student athletes. The fund supports operational activities for the individual sports, intramural and the recreation center. Funds received from fundraising and camps are transferred into the auxiliary fund to cover the excess operational expenses when the student fee and athletic operations revenue generated does not cover the annual expenditures. In addition, EOU, Athletic personnel expenses, athletic trainers, soccer, wrestling, baseball and lacrosse expenses as well as post-season travel are funded through the E&G budget (\$2.8M). The revenue budget included a substantial increase for the sports lottery allocation for the 19-21 biennium. The student aid category of the auxiliary budget is primarily used for the distribution of lottery scholarships, which are distributed for athletic and graduate assistant's scholarships.

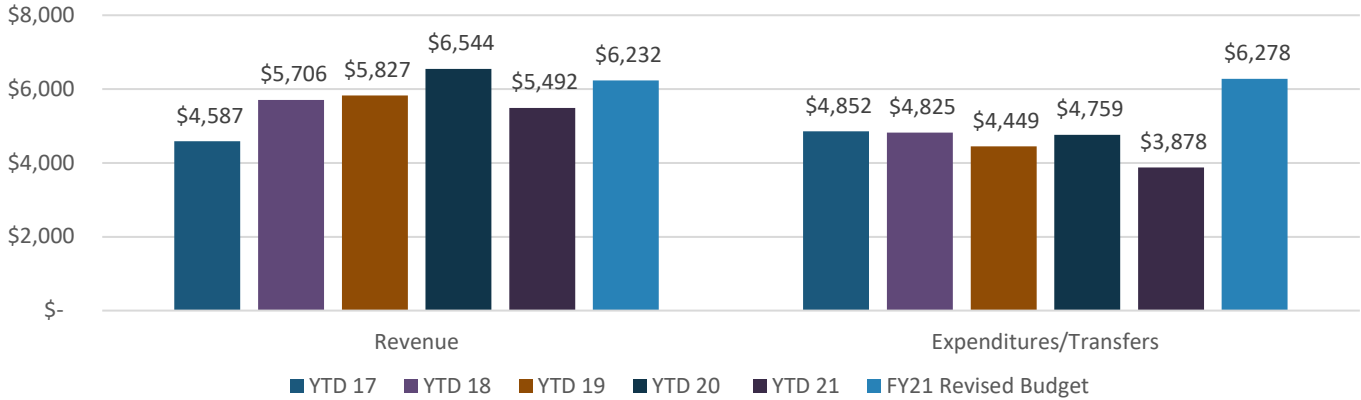
Student Health Center Operations is a self-support operation funding by revenue generated from the Student Health fee. Students enrolled in a total of at least 6 credits, when one or more of these credits is an "On-Campus" course, and all students living on campus or part of an athletic team are assessed the Student Health fee. Students pay a quarterly mandatory Health Service Fee that provides student access to the Student Health and Counseling Centers. The fee for 2020-21 is \$189.50 per term. The primary expenses in this fund are personnel costs related to the Counseling Center, the Oregon Health Sciences University contract, as well as funding for trainers (transfer out to Intercollegiate Athletics Fund).

Incidental Student Fee Fund supports institutional student programs that are beyond the academic mission of the institution. The incidental fee is assessed each term to all students taking "On-Campus" courses, and to all students living on campus or part of an athletic team. The fees in this fund are used for student union operations, student organizations, student governmental activities, and provides some support to athletics. The fee was increased and will be \$295 per term during 2020-21.

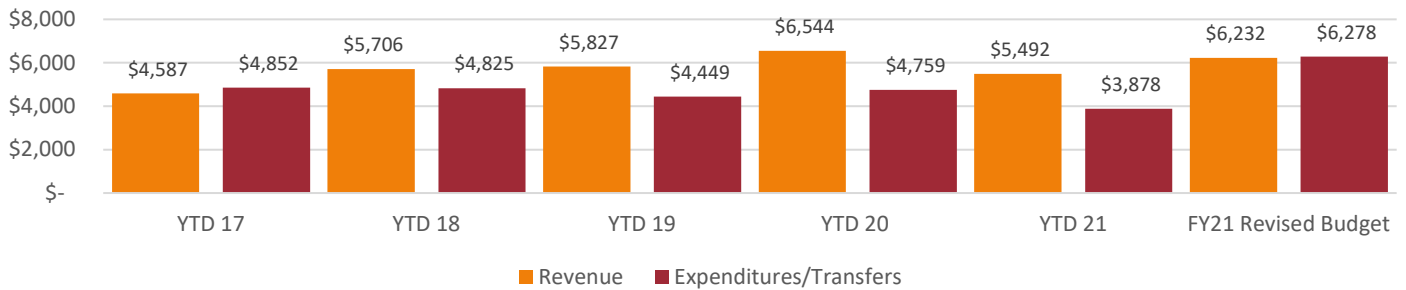
Parking Services is a self-support operation, which generates revenues through the sale of annual and quarterly parking permits, special events fees, and parking citations. Revenue generated is used for facility and route improvement, parking lot repair and maintenance, signage, and labor expenses. Parking permits were increased by 3% for 2020-21, however because the campus was closed over the summer, annual parking permits were reduced by 25% for this year only.

General Rentals/ISB EOU has a long-term lease on the Integrated Services Building thru 2021. The lease is structured to pay for the debt service, maintenance and operations of the facility. EOU also leases facility space to OHSU and other campus partners.

Q3-FY21
Auxiliary Services Revenue and Expenditures/Transfers
in thousands



Q3 FY21
Auxiliary Services Revenue and Expenditures/Transfers
in thousands



Q3 - Auxiliaries by Fund				
Auxiliaries by Fund	Revenue	Expenditures	Transfers	Operating Net
Housing	\$ 2,174,393	\$ 2,064,412	\$ -	\$ 109,981
Student Activities/Incidental Fees	\$ 466,873	\$ 550,260	\$ (82,156)	\$ (1,231)
Intercollegiate Athletics	\$ 1,531,846	\$ 755,733	\$ (30,000)	\$ 806,113
Health Services	\$ 654,438	\$ 372,122	\$ -	\$ 282,316
Parking Services	\$ 48,272	\$ 18,119	\$ -	\$ 30,153
Gilbert Center	\$ -	\$ -	\$ -	\$ -
General Property Rentals	\$ 168,784	\$ 14,357	\$ -	\$ 154,427
Food Vending	\$ 3,383	\$ 2,221	\$ -	\$ 1,162
Integrated Services Building	\$ 435,327	\$ 205,353	\$ -	\$ 229,974
Athletic Concessions	\$ -	\$ -	\$ -	\$ -
Library Coffee Cart	\$ -	\$ 248	\$ -	\$ (248)
Headstart Facilities Maintenance	\$ 8,212	\$ 7,633	\$ -	\$ 579
Total Auxiliary Enterprises	\$ 5,491,528	\$ 3,990,458	\$ (112,156)	\$ 1,613,226

Year to Date Variances over FY2020:

Although there are significant decreases in the year-over-year revenue, the Auxiliary units are actually performing as expected and there are no concerns with the performance of this fund. Revenues are down 16% from the prior year, due to reductions in camp and conference revenue, as well as fewer students living on campus and lower on campus enrollment. The slight decline in on campus students is reflected in the reduction of student fee revenue for Health Service Fees and Incidental Fees. The significant decline from last year in sales and service revenue is offset by a significant reduction in expenditures associated with camps, clinics, student meal plans and reductions in student activities.

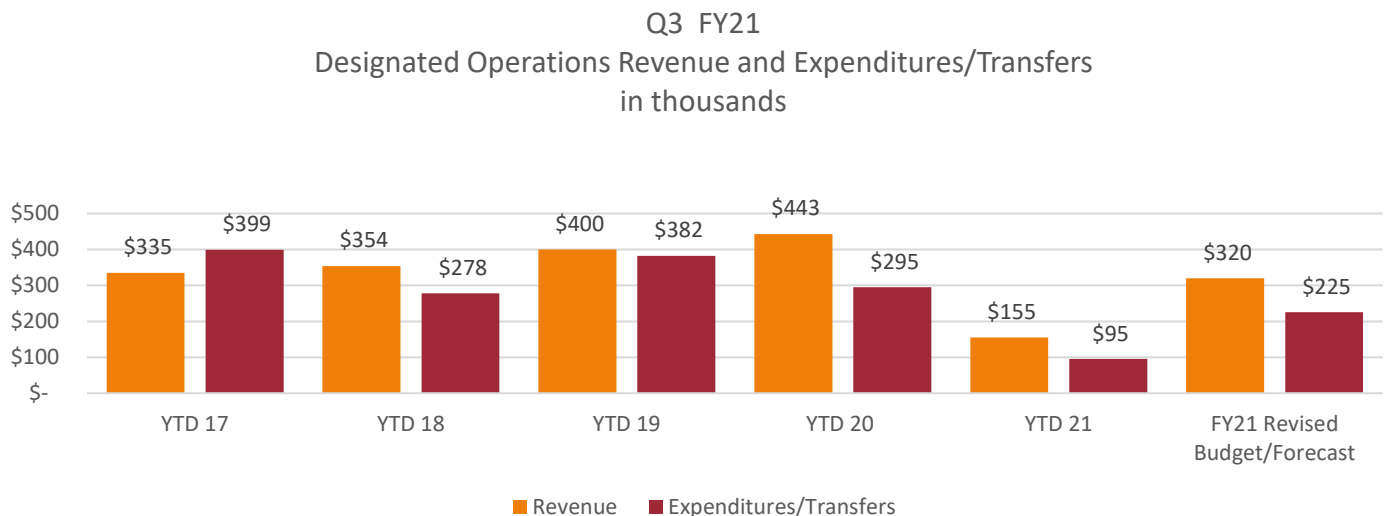
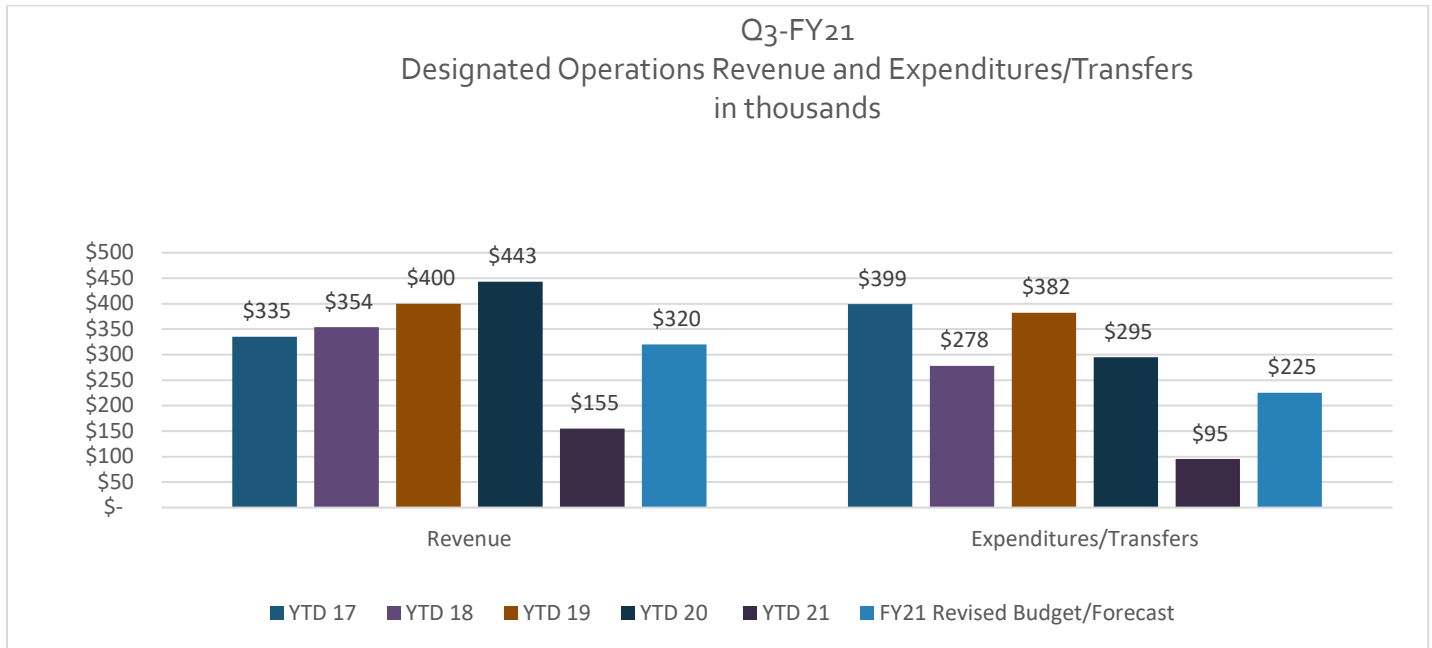
Labor expenses are down 3% due to participation in workshare and a reduction in student labor. Direct expenses are down \$912,849 or 22%. There are some savings in athletics due to competition being moved to late winter and spring terms, therefore expenses will be recorded in Q4. Housing allocated additional budget for student aid to offset the cost of housing and dining, and this allocation is contributing to the 14% increase to student aid.

At the close of Q3, the Auxiliary funds had received 88.1% of their revenue budget and utilized 61.8 % of their expenditure budget. This resulted in a net increase of \$1,613,226.

DESIGNATED OPERATIONS

Designated Operations are university functions that provide self-support operations related to non-instructional activities such as field trips and community education. A Designated Operations fund will be established when approximately 80% or greater of a self-support activity is funded from external sources, including student fees for field trips.

EOU's Designated Operations Funds are academic department field trips, athletic camps and donations, academic workshops, the BASALT Magazine and miscellaneous other operations. The budgeted revenue for the Designated Operations Funds is \$320,000, with a revised expenditure budget of \$225,192.



Q3-Designated Operations by Individual Fund					
Designated Operations	Revenue	Expenditures	Transfers	Operating Net	
Education/STM Workshops	\$ -	\$ -	\$ -	\$ -	\$ -
Dean's Office Partnership	\$ -	\$ -	\$ -	\$ -	\$ -
National Writing Workshop	\$ -	\$ -	\$ -	\$ -	\$ -
Rural Engagement and Vitality Center	\$ -	\$ 48,504	\$ (37,136)	\$ -	\$ (11,368)
Field Trips	\$ 9,192	\$ 730	\$ -	\$ -	\$ 8,462
Cultural Heritage Arch. Research Tech Lab	\$ 841	\$ 9,755	\$ (9,687)	\$ -	\$ 773
Basalt Magazine	\$ -	\$ 2,932	\$ -	\$ -	\$ (2,932)
Copy Center	\$ -	\$ -	\$ -	\$ -	\$ -
Library - EOIN	\$ 17,861	\$ 36,321	\$ -	\$ -	\$ (18,460)
Sundry Donations - Binney Fund	\$ 22,929	\$ 23,057	\$ -	\$ -	\$ (128)
Student Transportation Fee	\$ -	\$ 169	\$ -	\$ -	\$ (169)
Mine Safety Training	\$ 310	\$ (14,879)	\$ -	\$ -	\$ 15,189
Athletic Camps/Clinics	\$ (500)	\$ (40)	\$ -	\$ -	\$ (460)
Athletic Donations	\$ 91,537	\$ 5,365	\$ 30,000	\$ -	\$ 56,172
Barnes and Noble Donations	\$ 163	\$ -	\$ -	\$ -	\$ 163
GO-STEM Programs	\$ 12,500	\$ -	\$ -	\$ -	\$ 12,500
Small Businss Development Center	\$ -	\$ -	\$ -	\$ -	\$ -
Total Designated Operations Funds	\$ 154,833	\$ 111,914	\$ (16,823)	\$ -	\$ 59,742

Year to Date Variances over FY2020

Designated Operations have also experienced a significant decrease in revenue and expenditures from the prior year. This is due to reclassifying the copy center to a Service department, and declines in Athletic Camps and Athletic Donations. The projected decline was included in the FY21 budget. This fund type has only received 48.4% of the revenue budgeted as of Q3 and has spent 42.2% of the expense budget due to many expenses shifting to Q4 including those from athletics and the REV.

Gifts, Grants and Contracts revenue is down due to decreases of Athletic donations. Sales and Services remain down due to game guarantees received in FY20 and a decrease in camp revenue in FY21. Other revenue is also down 85%, and this decrease is also related to summer camps. Overall, the revenue is down 65% from the prior year, which is reflected in the budget.

Expenditures are down partially due to the Copy Center being reclassified to the Service department fund and being subsequently closed. There were decreases in wages associated with summer camps, and services and supplies decreased as well. Overall, expenses are down 42% from the prior year.

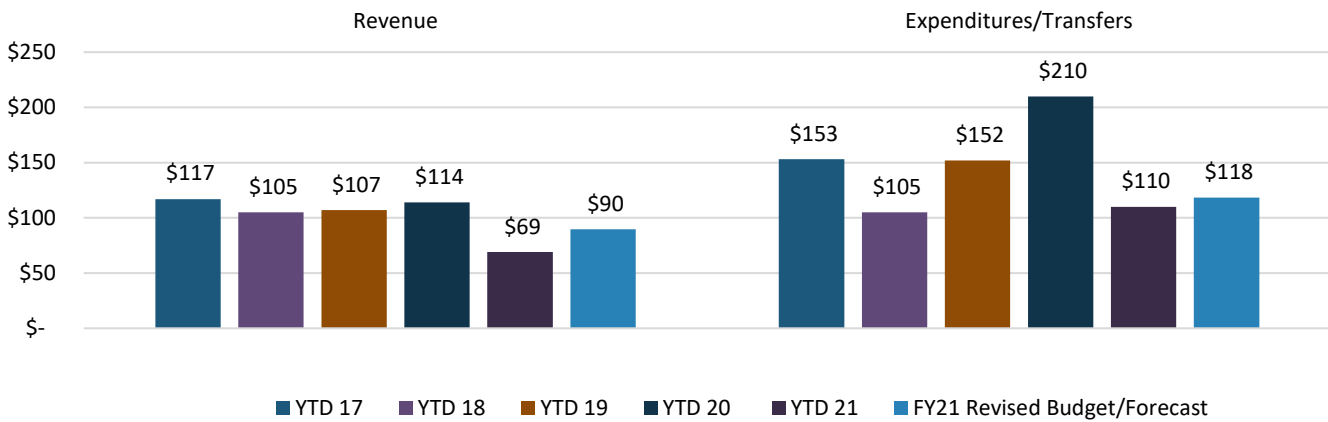
The performance of this fund is being closely monitored.

SERVICE DEPARTMENTS

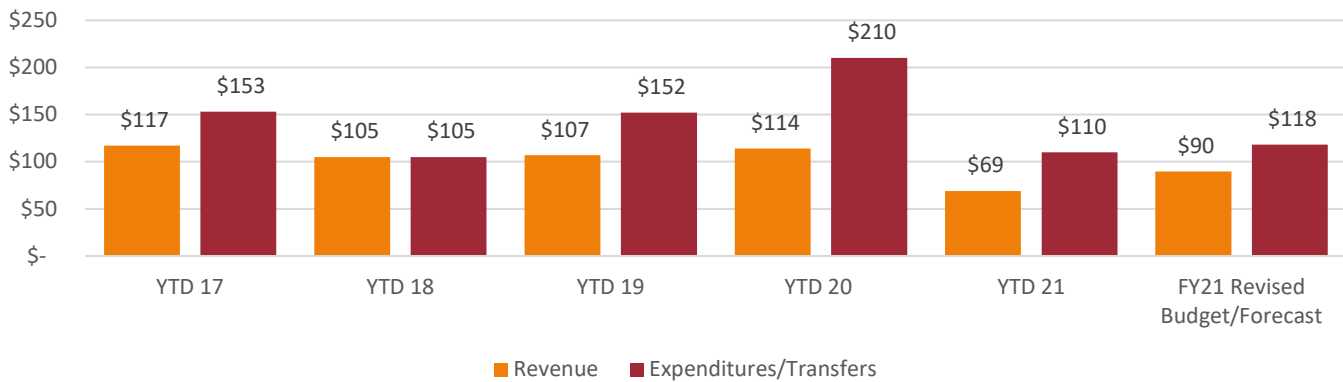
A Service Department fund is established with the majority of the activity is internal to the university. Eastern's primary service department is the Telecommunications unit. Other EOU Serviced Department funds include surplus property, Audio Visual, and Motor Pool.

The service fund budget was revised to account for the continued decline in internal sales from car pool and audio visual. The FY21 revised revenue budget/forecast for these funds is \$63,150 and the expense budget is \$118,232. The transfer in is from the E&G funds and subsidizes the EOU telecommunication support. Based on the current budget, Service Departments will use \$55,082 in cash by year-end.

Q3-FY21 Comparison by Year
Service Departments Revenue and Expenditures/Transfers
in thousands



Q3 FY21
Service Departments Revenue and Expenditures/Transfers
in thousands



Q3-Service Departments by Individual Fund				
Service Departments	Revenue	Expenditures	Transfers	Operating Net
Audio Visual	\$ 1,167	\$ 15,141	\$ -	\$ (13,974)
Surplus Property	\$ 5,045	\$ 404	\$ -	\$ 4,641
Campus Recycling	\$ -		\$ -	\$ -
Car Pool Services	\$ 1,617	\$ 4,480	\$ -	\$ (2,863)
Plotter Printing Services	\$ -		\$ -	\$ -
Telecommunication Services	\$ 59,158	\$ 85,733	\$ -	\$ (26,575)
Campus Teleproductions	\$ -	\$ -	\$ -	\$ -
Copy Center	\$ 1,231	\$ 56		\$ 1,175
Library Copy Services	\$ 700	\$ 4,217	\$ -	\$ (3,517)
Total Service Department Funds	\$ 68,918	\$ 110,031	\$ -	\$ (41,113)

Negative operating will be reduced by the Telecommunications (\$49,145) and Car Pool (\$6,900) subsidy from E&G at year end.

Year to Date Variances over FY2020:

Revenue remains down 40% over the prior year or \$45,054 due to a decline in Audio Visual and Car Pool needs during summer and fall. Overall expenses are also down \$99,636. At the close of Q3, Service Departments had received 76.9% of their revenue budget and had spent 93% of the forecasted expenditures.

Service departments are trending lower than the budget projections and adjustments to the revenue and expenditure budget will be recommended during the fourth quarter. The performance of this fund is being closely monitored as it is projected to end with an operating deficit, which will require a use of cash.

GRANTS AND CONTRACTS

EOU currently has 62 grants and contracts. The current EOU Federal F&A rate is 61% of salaries excluding benefits, and the standard rate for non-federal grants is 8%; however, many grants have limitations on the amount of indirect cost recovery that can be charged to the grant budget.

The largest grant EOU currently has is the Eastern Oregon Head Start Program. EOU provides space and services for the program and serves as the fiscal administrator of the grant. All employees funded by this grant are paid through EOU payroll and receive EOU benefits, including retirement and healthcare benefits.

The table below shows grants with award amounts above \$50,000 currently administered at EOU as of 3/31/21:

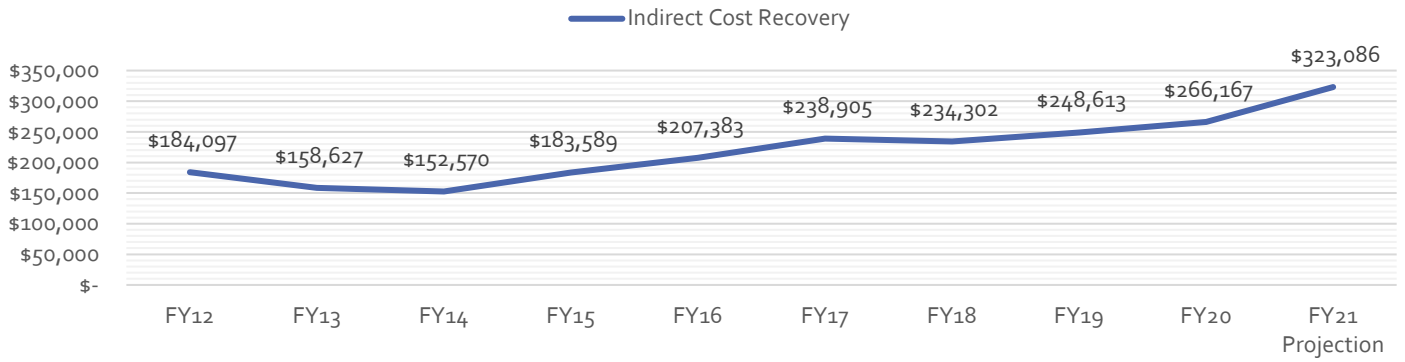
GRANT TITLE	Current Funding Amount
CARES Act Emergency Funding HEERF II	\$ 2,100,287.00
DHHS ACF Head Start Prog 20-21	\$ 2,088,102.00
ODE Pre-Kindergarten Prgm 2020-21	\$ 1,743,617.00
DHHS ACF Head Start Modular Facility Grant 2019	\$ 1,634,009.16
ODE Preschool Promise Prgm 2020-21	\$ 876,000.00
NSF Science and Tech in EO 15-20	\$ 597,223.00
CARES Act Student Aid Funding	\$ 579,164.00
CARES Act Student Aid Funding HEERF II	\$ 579,164.00
CARES Act Emergency Funding	\$ 579,163.00
NSF Functional Evolution of Cytochrome 19-23	\$ 356,874.00
ODE Grow Your Own OTP Grant 20-21	\$ 349,125.00
ODE STEM Hub Backbone & Programming 19-21	\$ 321,010.28
DOJ Victim Services Gaps Project 20-22	\$ 226,525.00
ODE Wallowa ESD Grow Your Own Teach Rural OR	\$ 190,000.00
EAC Racism in K-12 Curriculum Awareness Grant 21	\$ 170,000.00
DOL Mine Safety 2019-20	\$ 162,183.00
EAC Programming & Research Grant 2021	\$ 150,000.00
OBDD SBDC State Funds 2019-21	\$ 144,000.00
La Grande School District Technology Education 2019-21	\$ 140,080.00
CARES Strengthening Institutions HEERF II	\$ 108,076.00
SBA Federal SBDC CARES Grant 20-21	\$ 100,000.00
HECC Educator Equity Plan Grant 20-21	\$ 83,333.00
USDA Head Start Meal Prog 2020-21	\$ 82,063.88
OCF Career Connected Learning 2019	\$ 74,787.00
OCF Career Connected Learning 2020-21	\$ 72,161.00
USDE GEER Distance Learning Grant 2021	\$ 70,480.00
ODE STEAM Leaders in Elementary Schools 19-21	\$ 66,741.27
CARES Strengthening Institutions	\$ 57,526.00
USDE GEER Student Support Grant 2021	\$ 56,823.00
ODE Youth Voice CSO Leaders 19-21	\$ 53,214.08

The chart below reflects additional grants received since 12/31/20 less than \$50,000:

OSAC-HECC OR Supplemental Need Based Aid 20-21	\$ 7,200.00
EOWB Career Connected Internship 21	\$ 24,000.00
ODE Oregon Teacher Scholar Tech Grant 21	\$ 9,450.00

The chart below shows the indirect cost recovery received annually from the grants EOU administrators.

Indirect Cost Recovery - All Funds
FY12-FY20, with FY21 Projection



The increase in projected indirect in FY21 is a result of the \$1.7M grant received by *Headstart* for the modular facility as well as the additional GEER Funding.

DEFINITIONS

REVENUE CATEGORIES

- **Student Fees** include tuition and course fees charged for all credit courses at EOU. Course fees are charged in association with a particular class, typically these fees are for labs, academic field trips or course materials.
- **Government Resources and Allocations** are funds allocated through the Public University Support Fund (PUSF). The allocation also includes funding for special projects such as the Small Energy Loan Program (SELP) that is sponsored by the Oregon Department of Energy. The loans are for the purposes of providing partial funding for energy conservation or energy efficient projects.
- **Gifts, Grants and Contracts** can be funded through state, local government agencies, and private organizations. Each grant or contract is for a specific program or project, and functions associated with the award must be performed in accordance with the conditions of the agreement outlined by the sponsoring agencies. The revenue received in E&G funds is related to the indirect and administrative cost recovery on the grant or contracts.
- **Investment/Debt/Debt Service** is revenue from interest on accounts and investments as well as royalty and collections charges.
- **Sales and Services** is made up of event income, library fines, forfeited deposits, transcript and testing fees.
- **Other Revenue** is generated from rebates and contracts such as Barnes and Noble and the Law Library.
- **Internal Sales** is primarily used for revenue generated for internal telecommunication services and copy services.

EXPENSE CATEGORIES

- **Unclassified Salaries** include Faculty and Administrative Professionals salaries, as well as salary pay for those employees on sabbatical and any offsets/stipends received as part of the employees pay.
- **Unclassified Pay** is used for faculty overload pay, summer pay awards, vacation payouts, taxable moving expenses and employee discounts on services (athletic facility usage)
- **Classified Salaries** are those in the SEIU bargaining unit, this includes both full time and part time classified employees.
- **Classified Pay** includes overtime, temporary employees, vacation payouts for classified staff,
- **Student Pay** is for our students whose primary effort is directed toward receiving a formal education and whose work effort is part-time and secondary in nature. A student employee may be enrolled in either a secondary or a post-secondary institution.
- **Graduate Assistants** is for students working as graduate assistants within the university.
- **Benefit Compensation** this category is used for employee moving related expenses.
- **Other Payroll Expenses** is the amount paid for each employee by EOU based upon the type of employment, the gross pay amount, retirement system eligibility, and benefits. OPE varies monthly and annually, but a rate is estimated by the Budget Office so that departments can plan for this expense.
- **Services and Supplies** are expenses associated with the maintenance and administration of the day-to-day business of the institution. The operating expenses include supplies, utilities, repairs, travel and fees, but do not include capital expenses.

- **Capital Expenses** are purchases of equipment, buildings, major remodeling, or improvements other than buildings (such as artwork, outside lighting systems, sidewalks, etc.) that meet the dollar threshold and other criteria for capitalization but are not funded through capital construction project funds. Capitalized equipment is tangible, personal property that is loaned, leased, controlled, or possessed by an institution and is not consumed in the normal course of business, has a value in excess of \$5,000 and has a useful life that exceeds one year. For EOU this expense area is primarily used for purchases of Library Collection materials.
- **Student Aid** is used for tuition payments, usually associated with Lottery or Incidental Fees.
- **Internal Sales Reimbursements** consist of all operations, which provide services or supplies to others and charge a fee for the recovery of the cost incurred. These are non-cash transactions for goods and services necessary to meet the mission of the university. These may be between departments and units; or charges to externally funded grants/contracts or state-wide public service projects.
- **Transfers In/Out Transfers (Net)** are used when moving from one fund type to another, such as in the case of providing funding from operations for a capital project. Transfers can be used within fund types to redistribute resources between individual operating funds, as in the case of funding for cost share. Transfer account codes are also used to move cash associated with budget within the Budgeted Operations fund type.

Q3 All Operating Funds Summary
(in thousands)

FY2021 Preliminary Budget	Education & General	Auxiliary Enterprises	Designated Operations	Service Departments		Total
Revenue	\$ 47,110	\$ 7,593	\$ 320	\$ 102		\$ 55,124
Expenditures	\$ 46,338	\$ 6,945	\$ 293	\$ 191		\$ 53,766
Net Transfers (In)/Out	\$ (137)	\$ (94)	\$ 59	\$ (76)		\$ (247)
Beginning Fund Balance	\$ 11,336	\$ 11,768	\$ 784	\$ 79		\$ 23,967
Net Change in Operations	\$ 909	\$ 741	\$ (32)	\$ (13)		\$ 1,605
Projected Ending Fund Balance	\$ 12,245	\$ 12,509	\$ 753	\$ 66		\$ 25,573
% fund balance	26.0%					
FY2021 Forecast	Education & General	Auxiliary Enterprises	Designated Operations	Service Departments		Total
Revenue	\$ 47,564	\$ 6,232	\$ 320	\$ 90		\$ 54,206
Expenditures	\$ 46,198	\$ 5,912	\$ 221	\$ 174		\$ 52,505
Net Transfers (In)/Out	\$ (398)	\$ 366	\$ 4	\$ (56)		\$ (83)
Beginning Fund Balance	\$ 11,336	\$ 11,768	\$ 784	\$ 79		\$ 23,967
Net Change in Operations	\$ 1,764	\$ (46)	\$ 95	\$ (29)		\$ 1,785
Projected Ending Balance	\$ 13,100	\$ 11,722	\$ 879	\$ 51		\$ 25,752
% fund balance	27.5%					
FY2021 Actuals as of 3/31/21	Education & General	Auxiliary Enterprises	Designated Operations	Service Departments		Total
Revenue	\$ 42,477	\$ 5,492	\$ 155	\$ 69		\$ 48,192
Expenditures	\$ 31,780	\$ 3,990	\$ 112	\$ 110		\$ 35,992
Net Transfers (In)/Out	\$ (3)	\$ (112)	\$ (17)	\$ -		\$ (131)
Net Change in Operations	\$ 10,700	\$ 1,613	\$ 60	\$ (41)		\$ 12,331

FY2020 Actuals as of 6/30/20 (Q4)	Education & General	Auxiliary Enterprises	Designated Operations	Service Departments		Total
Revenue	\$ 44,434	\$ 7,063	\$ 572	\$ 145		\$ 52,214
Expenditures	\$ 42,168	\$ 6,085	\$ 304	\$ 273		\$ 48,829
Net Transfers (In)/Out	\$ (76)	\$ (26)	\$ 110	\$ (122)		\$ (114)
Fund Additions/Change in Fixed Assets		\$ -		\$ -		\$ -
Net Change in Operations	\$ 2,342	\$ 1,031	\$ 158	\$ (5)		\$ 3,525
Ending Fund Balance	\$ 11,336	\$ 11,768	\$ 784	\$ 79		\$ 23,967
% fund balance	25.5%					

As of March 31, 2021
E&G Summary
All Operating Funds Summary Q3
(in thousands)

											Notes:
	FY20 YE Actuals	FY21 Approved Budget	FY21 Forecast	\$ change	Budget % Change initial budget to Forecast		FY20 Q3 Actuals	FY21 Q3 Actuals	\$ change YTD Prior Year	% Change	Notes:
Revenue											
Student Fees	\$ 21,116	\$ 23,055	\$ 23,352	\$ 297	1%	1	\$ 20,589	\$ 22,650	\$ 2,061	10%	1
State/Government Appropriations	\$ 21,797	\$ 22,278	\$ 22,352	\$ 74	0%	2	\$ 21,797	\$ 18,676	\$ (3,121)	-14%	2
Gifts Grants and Contracts	\$ 294	\$ 515	\$ 515	\$ -	0%		\$ 216	\$ 325	\$ 109	50%	3
Investment/Interest Income	\$ 963	\$ 980	\$ 980	\$ -	0%		\$ 637	\$ 581	\$ (56)	-9%	4
Sales and Service	\$ 157	\$ 178	\$ 178	\$ -	0%		\$ 127	\$ 116	\$ (11)	-9%	4
Other Revenue	\$ 106	\$ 104	\$ 187	\$ 83	80%	3	\$ 97	\$ 129	\$ 32	33%	5
Internal Sales	\$ 1	\$ -	\$ -	\$ -	0%		\$ 1	\$ -	\$ (1)	0%	
Total Revenue	\$ 44,434	\$ 47,110	\$ 47,564	\$ 454			\$ 43,464	\$ 42,477	\$ (987)	-2.27%	
Expenses											
Wages/OPE	\$ 34,469	\$ 37,346	\$ 37,346	\$ -	0%		\$ 25,235	\$ 25,271	\$ 36	0%	5
Services and supplies	\$ 8,045	\$ 10,613	\$ 10,685	\$ 72	1%	4	\$ 6,287	\$ 6,711	\$ 424	7%	6
Capital Outlay	\$ 422	\$ 490	\$ 490	\$ -	0%		\$ 327	\$ 308	\$ (19)	-6%	
Internal Sales	\$ (768)	\$ (938)	\$ (938)	\$ -	0%		\$ (547)	\$ (510)	\$ 37	-7%	7
Total Expenses	\$ 42,168	\$ 47,511	\$ 47,583	\$ 72			\$ 31,302	\$ 31,780	\$ 478	2%	
Net Transfers	\$ (76)	\$ (137)	\$ (398)	\$ (261)		5	\$ 100	\$ (3)	\$ (103)	0%	9
Total Expenditures/Transfers	\$ 42,092	\$ 47,374	\$ 47,185	\$ (189)			\$ 31,402	\$ 31,778	\$ 376	1%	
Temporary Savings		\$ (1,173)	\$ (1,385)			6					
Net Increase (Decrease)	\$ 2,342	\$ 909	\$ 1,764	\$ 643			\$ 12,062	\$ 10,700			
Beginning Fund Balance	\$ 8,994	\$ 11,336	\$ 11,336								
Ending Fund Balance	\$ 11,336	\$ 12,245	\$ 13,100								
Fund Balance as a % of Revenue	25.51%	25.99%	27.54%								
Months of Operating	3.23	3.10	3.43								

NOTES: Budget Variance from Approved Budget

- 1 Tuition projections revised after winter term, increase due to shift in modality
- 2 Final allocation after settle up resulted in slight increase
- 3 Revenue reimbursement received from FEMA for pandemic related purchases
- 4 Increase in expenditure budget related to increase in WES/WLH enrollments
- 5 Increase in transfer in from HECC grant for scholarships, offset by decrease in transfer out for telecom
- 6 Additional savings projected by year end

NOTES: Variance in Actuals Year over Year

- (1) Tuition and fee increases, changes in modality and MAT enrollment increases during 2020-21
- (2) FY21 final funding after settle up
- (3) Expected increase due to increases in headstart grants and indirect cost recovery associated
- (4) Timing of disbursement(s)
- (5) FEMA funding offset slight down turn through Q3
- (6) Wage increases are offset with salary savings due to vacancies and workshare. Budgetary savings shown as temporary savings.
- (7) Decrease in expenses due to campus closure and reduced travel, offset by WES/WLH expense and increase in scholarships funded by HECC grant (see transfer)
- (8) Slight decrease in reimbursement from Housing due to student wages from camps not being utilized.
- (9) Transfer in increased due to HECC grant funding scholarships.

As of March 31, 2021
 Auxiliary Summary
 Quarterly Management Report - Q3

	FY20 Q4 Actuals	FY21		\$ change from Approved Budget	Notes:	FY20 Q3 Actuals		FY21 Q3 Actuals		\$ change YTD		Notes:
		Approved Budget	FY21 Revised Budget/Forecast			FY20 Q3 Actuals	FY21 Q3 Actuals	Prior Year	% Change			
Revenue												
Student Fees	\$ 1,734,928	\$ 1,968,399	\$ 1,700,000	\$ (268,399)	1	\$ 1,799,078	\$ 1,686,804	\$ (112,274)	-6%	1		
State Allocations (Lottery)	\$ 1,012,954	\$ 1,318,024	\$ 1,318,024	\$ -		\$ 874,117	\$ 939,619	\$ 65,502	7%	2		
Gifts/Grants/Contracts	\$ 5,006			\$ -		\$ 5,006	\$ 432	\$ (4,575)				
State Agency Transfer In	\$ -	\$ -	\$ -	\$ -		\$ -	\$ -	\$ -				
Investments & Interest	\$ 4,550	\$ 850	\$ 5,200	\$ 4,350		\$ 4,504	\$ 4,681	\$ 177	4%			
Sales and Services	\$ 4,191,495	\$ 4,161,052	\$ 3,120,000	\$ (1,041,052)	2	\$ 3,762,088	\$ 2,788,923	\$ (973,165)	-26%	3		
Other Revenue	\$ 108,548	\$ 143,000	\$ 88,000	\$ (55,000)	3	\$ 93,559	\$ 67,546	\$ (26,013)	-28%	4		
Internal Sales	\$ 5,605	\$ 1,250	\$ 1,250	\$ -		\$ 5,565	\$ 3,522	\$ (2,043)	-37%			
Total Revenue	\$ 7,063,086	\$ 7,592,575	\$ 6,232,474	\$ (1,360,101)		\$ 6,543,918	\$ 5,491,527	\$ (1,052,391)	-16%			
Expenses												
Wages and OPE	\$ 1,078,691	\$ 1,262,120	\$ 1,221,643	\$ (40,477)	4	\$ 817,079	\$ 790,177	\$ (26,902)	-3%	5		
Services and Supplies	\$ 3,796,577	\$ 4,492,891	\$ 3,532,618	\$ (960,273)	5	\$ 3,124,325	\$ 2,074,436	\$ (1,049,889)	-34%	6		
Capital Expense	\$ 25,049	\$ 83,550	\$ 83,550	\$ -		\$ 5,376	\$ 104,271	\$ 98,895	1839%	7		
Student Aid	\$ 401,740	\$ 471,328	\$ 471,328	\$ -		\$ 387,503	\$ 443,154	\$ 55,651	14%	8		
Merchandise/Resale	\$ 16,185	\$ 20,700	\$ -	\$ (20,700)	6	\$ 16,388	\$ -	\$ (16,388)	-100%	9		
Internal Sales Reimbursement	\$ (8,183)	\$ -	\$ -	\$ -		\$ (1,416)	\$ (648)	\$ 768	-54%			
Depreciation	\$ 774,703	\$ 614,163	\$ 602,482	\$ (11,681)	7	\$ 580,952	\$ 579,066	\$ (1,886)	0%			
Total Expenses	\$ 6,084,762	\$ 6,944,752	\$ 5,911,621	\$ (1,033,131)		\$ 4,930,208	\$ 3,990,456	\$ (939,751)	-19%			
Net Change from Operations	\$ 978,323	\$ 647,823	\$ 320,853	\$ (326,970)		\$ 1,613,710	\$ 1,501,070	\$ (112,640)	-7%			
Transfers In	\$ (1,031,126)	\$ (365,510)	\$ (214,873)	\$ 150,637	8	\$ (584,316)	\$ (112,965)	\$ 471,351	-81%	10		
Transfers Out	\$ 1,005,414	\$ 271,919	\$ 581,309	\$ 309,390	8	\$ 412,957	\$ 809	\$ (412,148)	-100%	10		
Net Transfers	\$ (25,712)	\$ (93,591)	\$ 366,436	\$ 460,027		\$ (171,359)	\$ (112,156)	\$ 59,203				
Total Expenditures/Transfers	\$ 6,059,051	\$ 6,851,161	\$ 6,278,057	\$ (573,104)		\$ 4,758,849	\$ 3,878,301	\$ (880,548)	-19%			
Net Increase (Decrease)	\$ 1,030,586	\$ 741,414	\$ (45,583)			\$ 1,785,069	\$ 1,613,226					
Beginning Fund Balance	\$ 10,737,160	\$ 11,767,746	\$ 11,767,746									
Ending Fund Balance	\$ 11,767,746	\$ 12,509,160	\$ 11,722,163									
FUND Cash Balance	\$6,837,330											

NOTES: Budget Variance from Approved Budget

- (1) Decrease in Student Fees due to on campus enrollments
- (2) Decreased due to lower occupancy in residence life as well as decreases in athletic revenue
- (3) Budget reduction in sports information (advertising) and athletics operations
- (4) Reduction in budget for wages in athletics, housing and events, hourly and student employees
- (5) Reductions in direct expense budgets due to lower occupancy and student activities
- (6) Reduction in merchandise purchased for resale in athletics - concessions
- (7) Refinement of budget for depreciation
- (8) Revised budget transfers within athletics.

NOTES: Variance in Actuals Year over Year

- (1) Health Service and Incidental Fee Revenue decline due to on campus enrollment
- (2) Lottery funds are being settled up from FY20 distribution that was short due to uncertainties with state lottery funding
- (3) Revenue in ISB overstated in FY20, and reduction in housing and dining revenue in FY21 as well as athletics and parking
- (4) Reduction from prior year in residence life and athletics
- (5) Reductions in student pay due to campus closure as well as savings in ISB and workshare participation
- (6) Reductions due to campus closure in summer and athletic competitions moving to late winter/spring 2021, plus reductions related to lower occupancy in the residence halls.
- (7) Increase in capital outlay for dining equipment and athletic vehicles purchased (planned)
- (8) Increase in student aid for athletics and residence life (planned)
- (9) Decrease in athletics purchases for concessions in FY21
- (10) Reductions in transfers with athletics. Lottery and Student Health Transfers to occur in Q4

As of March 31, 2021
 Designated Operations Summary
 All Operating Funds Summary Q3

	FY20 Q4 Actuals	2021 Approved Preliminary Budget	FY21 Revised Budget/Forecast	\$ change from Approved Budget	Notes:	FY20 Q3 Actuals	FY21 Q3 Actuals	\$ change YTD Prior Year	% Change	Notes:
Revenue										
Student Fees	\$ 12,994	\$ 20,100	\$ 20,100	\$ -		\$ 12,365	\$ 9,501	\$ (2,864)	-23%	1
Gifts Grant and Contracts	\$ 194,115	\$ 192,300	\$ 192,300	\$ -		\$ 109,207	\$ 91,502	\$ (17,705)	-16%	2
Investments & Interest	\$ 19,362	\$ 8,250	\$ 8,250	\$ -		\$ 13,371	\$ 9,081	\$ (4,290)	-32%	3
Sales and Services	\$ 187,419	\$ 61,250	\$ 61,250	\$ -		\$ 187,069	\$ 26,679	\$ (160,390)	-86%	4
Other Revenue	\$ 157,886	\$ 38,100	\$ 38,100	\$ -		\$ 121,227	\$ 18,070	\$ (103,157)	-85%	5
Internal Sales	\$ -	\$ -	\$ -	\$ -		\$ -	\$ -	\$ -		
Total Revenue	\$ 571,776	\$ 320,000	\$ 320,000	\$ -		\$ 443,239	\$ 154,833	\$ (288,406)	-65%	
Expenses										
Wages and OPE	\$ 95,403	\$ 109,622	\$ 81,622	\$ (28,000)	1	\$ 76,399	\$ 16,116	\$ (60,283)	-79%	6
Services and supplies	\$ 174,860	\$ 152,494	\$ 108,794	\$ (43,700)	1	\$ 91,071	\$ 59,614	\$ (31,457)	-35%	7
Capital Expense	\$ 30,674	\$ 30,500	\$ 30,500	\$ -		\$ 21,910	\$ 35,428	\$ 13,518	62%	8
Merchandise-Resale	\$ 2,844	\$ -	\$ -	\$ -		\$ 2,844	\$ 756	\$ (2,088)	100%	
F&A Cost	\$ 69	\$ -	\$ -	\$ -		\$ 69	\$ -	\$ (69)	100%	
Total Expenses	\$ 303,850	\$ 292,616	\$ 220,916	\$ (71,700)		\$ 192,293	\$ 111,914	\$ (80,379)	-42%	
								\$ -		
Net Change from Operations	\$ 267,927	\$ 27,384	\$ 99,084			\$ 250,947	\$ 42,920	\$ (208,027)	-83%	
Transfers In	\$ (120,351)	\$ (119,667)	\$ (84,664)	\$ 35,003	1	\$ (62,156)	\$ (51,823)	\$ 10,333	-17%	9
Transfers Out	\$ 230,254	\$ 178,740	\$ 88,940	\$ (89,800)	1	\$ 164,759	\$ 35,000	\$ (129,759)	-79%	9
Net Transfers	\$ 109,903	\$ 59,073	\$ 4,276			\$ 102,603	\$ (16,823)	\$ (119,426)		
Total Expenditures/Transfers	\$ 413,752	\$ 351,689	\$ 225,192			\$ 294,896	\$ 95,091	\$ (199,805)	-68%	
Net Increase (Decrease)	\$ 158,024	\$ (31,689)	\$ 94,808			\$ 148,344	\$ 59,742			
Beginning Fund Balance	\$ 626,188	\$ 784,212	\$ 784,212							
Ending Fund Balance	\$ 784,212	\$ 752,523	\$ 879,020							

NOTES: Budget Variance from Approved Budget

(1) Reductions in expenditures related to athletic operations.

NOTES: Variance in Actuals Year over Year

- (1) Reduced field trip expenses due to travel restrictions
- (2) Decrease in gifts within the Athletic fund
- (3) Reduction in interest earnings
- (4) Decrease due to game guarantee(s) in FY20, and decrease in camp/clinic revenues
- (5) Decrease in reimbursements related to athletics summer camps
- (6) Decrease in wages for CHART fund and Spokane Tribal Youth Camp
- (7) Increase in REV center expenditures
- (8) Increase in library expenses
- (9) Decrease in transfer in for CHART, offset with transfer in from REV Center. Decrease in transfer out for athletic operations

As of March 31, 2021
Service Departments Summary
All Operating Funds Summary Q3

	FY20 Q4 Actuals	FY21 Approved Budget	FY21 Revised Budget/Forecast	\$ change from Approved Budget	Notes:	FY20 Q3 Actuals	FY21 Q3 Actuals	\$ change YTD Prior Year	% Change	Notes:
Revenue										
Sales and Service	\$ 15,840	\$ 19,400	\$ 7,170	\$ (12,230)	1	\$ 15,174	\$ 3,553	\$ (11,620)	-77%	1
Other Revenue	\$ 732	\$ -	\$ -	\$ -		\$ 698	\$ 5,745	\$ 5,047	723%	2
Internal Sales	\$ 128,897	\$ 82,410	\$ 82,438	\$ 28	1	\$ 98,101	\$ 59,620	\$ (38,481)	-39%	3
Total Revenue	\$ 145,468	\$ 101,810	\$ 89,608	\$ (12,202)		\$ 113,973	\$ 68,918	\$ (45,054)	-40%	
Expenses										
Wages and OPE	\$ 153,140	\$ 85,811	\$ 75,011	\$ (10,800)	1	\$ 119,721	\$ 52,846	\$ (66,874)	-56%	4
Services and supplies	\$ 97,525	\$ 103,963	\$ 98,156	\$ (5,807)	1	\$ 76,345	\$ 57,184	\$ (19,161)	-25%	5
Capital Outlay	\$ 12,057	\$ -	\$ -	\$ -	1	\$ 6,264	\$ -	\$ (6,264)	-100%	6
Depreciation	\$ 9,782	\$ 1,000	\$ 1,000	\$ -		\$ 7,337	\$ -	\$ (7,337)	-100%	6
Total Expenses	\$ 272,504	\$ 190,774	\$ 174,167	\$ (16,607)		\$ 209,666	\$ 110,030	\$ (99,636)	0%	
Net Change from Operations	\$ (127,036)	\$ (88,964)	\$ (84,559)	\$ 4,405		\$ (95,693)	\$ (41,112)	\$ 54,582	-57%	
Transfers In	\$ (121,789)	\$ (75,603)	\$ (55,935)	\$ 19,668	1	\$ -	\$ -	\$ -	0%	
Transfers Out	\$ -	\$ -	\$ -	\$ -		\$ -	\$ -	\$ -	0%	
Net Transfers	\$ (121,789)	\$ (75,603)	\$ (55,935)	\$ 19,668		\$ -	\$ -	\$ -		
Total Expenditures/Transfers	\$ 150,716	\$ 115,171	\$ 118,232	\$ 3,061		\$ 209,666	\$ 110,030	\$ (99,636)	-48.0%	
Net Increase (Decrease)	\$ (5,247)	\$ (13,361)	\$ (28,624)	\$ (15,263)		\$ (95,693)	\$ (41,112)			
Beginning Fund Balance	\$ 84,532	\$ 79,285	\$ 79,285			\$ 68,855	\$ (26,839)			
Ending Fund Balance	\$ 79,285	\$ 65,924	\$ 50,661			\$ (26,839)	\$ (67,950)			

NOTES: Budget Variance from Approved Budget

(1) Budgetary changes are due to revenue declines in AV

NOTES: Variance in Actuals Year over Year

- (1) Reflects decline in AV and Copy Center
- (2) Increase from surplus property sales
- (3) Decrease in internal sales due to closure of the copy center
- (4) Decrease in wages and ope related to copy center closure
- (5) Decrease in copy center expenses
- (6) Decrease in capital lease from the copy center and associated depreciation