

The Finance Function of the Future

Part 1: Introducing the Hallmarks of Effective Strategic Finance Teams

Part 2: Building Central Data Infrastructures to Support Strategic Decision Making

Part 3: Maximizing Operating Efficiency and Expanding Long-Range Financial Planning

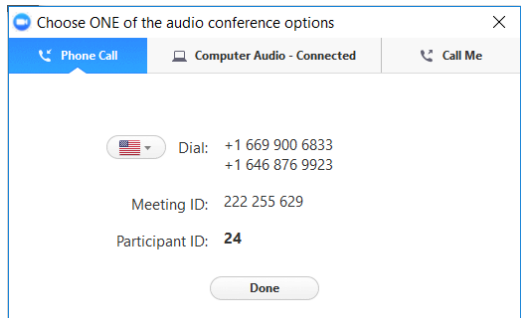
Part 4: Embedding Analytical Support in Academic Decision-Making and Providing Just-in-Time Consultation on Unit Planning and Strategy

Audio Options



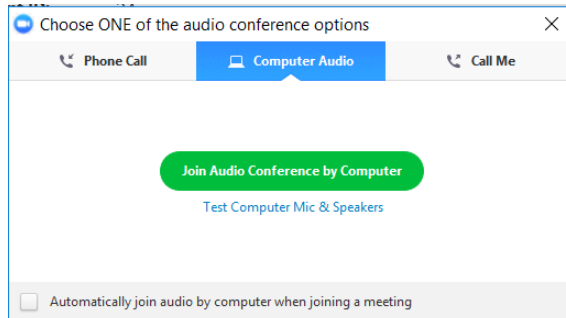
Using Your Telephone

If you select the “Phone Call” option, please dial in with the phone number and access code provided.



Using Your Microphone and Speakers

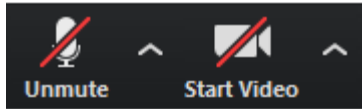
If you select the “Computer Audio” option, please be sure that your speakers or headphones are connected.



Using Zoom

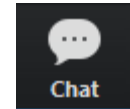
Mic and Video Controls

Click the mic and camera pictures until they have a red line indicating they are both off.



Asking a Question

To ask the presenter a question, type it into the Chat panel and press send.





Today's Presentation

3 Maximizing Operating Efficiency and Expanding Long-Range Financial Planning

Trend 5: Technology-Driven Planning Process Redesign

Trend 6: Scaled Budget and Planning Services

Trend 7: Financial Modeling and Scenario Planning

Trend 8: Functional Redesign to Expand Budget and Planning Scope

Archived on EAB.com

1 Introducing the Hallmarks of Effective Strategic Finance Teams

2 Building Central Data Infrastructures to Support Strategic Decision Making

Future Webinar Sessions

4 Embedding Analytical Support in Academic Decision-Making and Providing Just-in-Time Consultation on Unit Planning and Strategy

Thursday, May 9



The Finance Function of the Future

Promising Innovations in the Migration from Transactional to Strategic Work

I

Central Data Infrastructure Supports Strategic Decision Making

Trend 1:
Executive-Level Data Governance Oversight

Trend 2:
Data Refinement for Academic Program Analysis

Trend 3:
Business Intelligence Teams

Trend 4:
Academic Financial Dashboards

II

New Technology and Org Models Maximize Operating Efficiency

Trend 5:
Technology-Driven Planning Process Redesign

Trend 6:
Scaled Budget and Planning Services

III

Long-Range Financial Plans Consider Future Revenue Threats

Trend 7:
Financial Modeling and Scenario Planning

Trend 8:
Functional Redesign to Expand Budget and Planning Scope

IV

Professionalized Staff Support Ongoing Academic Resource Planning

Trend 9:
Embedded Analytical Support in Academic Units

Trend 10:
Financial Upskilling Programs for Academic Stakeholders

V

Central Finance Provides Just-in-Time Consultation on Unit Planning and Strategy

Trend 11:
Metric-Driven Intervention in Unit Performance Issues

Trend 12:
Internal Financial Consulting Teams



Hallmark 2: New Technology and Organizational Models Maximize Operating Efficiency

HALLMARK

- Trend 5: Technology-Driven Planning Process Redesign
- Trend 6: Scaled Budget and Planning Services

2

Shifting the Focus of Efficiency Initiatives

CBOs Must Balance Need to Improve Service with Strategic Impact

Representative CBO Priorities for Efficiency Initiatives in Finance Functions



Operational Finance Functions

- Accounts Payable
- Bursar
- Controller
- Payroll
- Treasury



Analytical Finance Functions

- Budget and Planning
- Financial Planning and Analysis

Improve Customer Service



Expand Strategic Impact



The Future of Finance Is Automated

Increasing Workloads, Strategic Demands Driving Technological Adoption

“

“If we had to reconcile our thousands of accounts by hand, I’d need fifty additional employees or more. Automation isn’t a choice. It’s a matter of survival.”

Ken Kaiser
Vice President, CFO, and Treasurer

TEMPLE UNIVERSITY

”

43%

of all “finance and insurance” sector processes can be automated

64%

of data collection work across industries can be automated






69%

of data processing work across industries can be automated

Early Adopters See Promising Results



Results of Select Institutions' Investments in Automation Technologies

	 TEMPLE UNIVERSITY	 LIPSCOMB UNIVERSITY	 OLD DOMINION UNIVERSITY	 The University of Texas Rio Grande Valley	 University of Kentucky
Finance Function	Controller	Controller	Accounts Payable	Procurement	Budget and Planning
Vendor Product	Wdesk (Workiva)	Rapid Insight	Chrome River	Jaggaer	Axiom (Kaufman Hall)
Process Automated	Populating footnotes in quarterly financial reports	Year-end revenue reconciliations	Submission, processing, and management of travel payments	Submission and processing of procurement receipts	Generation of financial reports, budgets, and plans
Results	Decreased report errors and version control issues; faster report creation speed (30+ hours saved)	Reallocation of staff time from report creation to data analysis	Faster reimbursements, fewer faculty complaints	Reallocated FTEs to strategic roles; payment processing reduced from a month to less than a week	90% reduction in time to produce select reports (e.g., daily tuition models)

Source: Lipscomb University, Nashville, TN; Old Dominion University, Norfolk, VA; Temple University, Philadelphia, PA; University of Kentucky, Lexington, KY; University of Texas Rio Grande Valley, Edinburg, TX; Business Affairs Forum interviews and analysis.

Let Strategy Lead

Select Institutions Prioritizing Automation in Budget and Planning Processes

Barriers to Automation Necessitate Prioritization

(Too) Many Automation Options

10% Estimated percentage of higher education finance processes currently automated

- 1 COST** → **\$1.5-3M**
 5-year cost of one institution's budget planning solution
- 2 TIME** → **2.5 years**
 Time to implement one campus's budget planning technology
- 3 STAFF** → "Some staff have been doing things the same way for over 40 years. **If I try to change too much at once, it'll be a rebellion.**"

Finance Leaders Increasingly Prioritizing Budget and Planning Automation

Key CFO Drivers for Automating Select Budget and Planning Processes (n= 160)

40%

Faster, higher quality insights for stakeholders

26%






Enhanced strategic decision support

16%

Improved accuracy of reporting and planning activities

Major Vendors in Budget Planning Market



Vendors (in alphabetical order)	Representative Higher Education Partners	Representative Clients from Other Sectors
	<ul style="list-style-type: none"> • Montclair State University • University of Central Florida 	<ul style="list-style-type: none"> • DHL • P.F. Chang's
	<ul style="list-style-type: none"> • Spalding University • University of St. Thomas 	<ul style="list-style-type: none"> • Red Robin Restaurants • United Airlines
	<ul style="list-style-type: none"> • University of Vermont • Yale University 	<ul style="list-style-type: none"> • LifePoint Hospitals • Oregon State Credit Union
	<ul style="list-style-type: none"> • Pennsylvania College of Health Sciences • University of Mississippi 	<ul style="list-style-type: none"> • Boston Red Sox • NPR
	<ul style="list-style-type: none"> • Dartmouth College • Washington University (STL) 	<ul style="list-style-type: none"> • Arby's • Western Alliance Bancorp

1) Includes both Oracle Hyperion Planning and Oracle Planning and Budgeting Cloud (PBCS).

Heeding the Voice of Frontline Users

Buffalo Budget Staff's Perspectives Guide RFP Creation and Vendor Selection



University at Buffalo Steps to Engaging Budget Staff in Vendor Tool Selection

Budget Process Survey



Unit Listening Tours



Vendor Selection Committee



- Survey 336 staff¹ on perceived challenges and opportunities in budget planning process
- 66% of surveyed staff across 100% of units participated
- Results illustrated unit pain points, informed RFP
- Three Unit Business Officers from project team met with peers across campus to surface feedback on their needs from budgeting tools
- Peer-led listening tours helped mitigate unit concerns about budget process changes
- Two Unit Business Officers included on vendor evaluation committee (11 total committee members)
- Unit Business Officers provided essential feedback to select optimal tool for user needs

1) Included central and decentralized budget staff, senior leadership, department chairs, assistants to department chairs, IT staff, and faculty.



The Future of Transactional Finance Work?

Select Institutions Exploring Impact of Robotic Process Automation



Robotic Process Automation (RPA)

Method of training artificial intelligence or software “bots” to mimic human behavior, allowing them to perform high-volume, repeatable tasks

RPA's Show Promise from Private Sector Successes

95%

reduction in human hours needed to process mortgage loans after Johnson Financial Group implemented RPA to upload and manage data

50%

increase in journal entry processing speed at a Fortune 500 company that used RPA to train a bot to log-in, manipulate, and transfer information within an accounting system

Carnegie Mellon University Carnegie Mellon Making Early Investments in RPA

- Utilizing enterprise content management software functionality to route, import, and extract data from AP invoices automatically
- Implementation planned for April 2019

Other Institutions Exploring RPA Applications



Source: Carnegie Mellon University, Pittsburgh, PA; EnableSoft, Inc., <https://www.enablesoft.com/resources/case-studies/johnson-financial-case>; KPMG, <https://assets.kpmg.com/content/dam/kpmg/us/pdf/2017/10/kpmg-powered-solutions-for-tech-companies-issue-three.pdf>; New York University, New York, NY; University of Notre Dame, Notre Dame, IN; University of Texas at Dallas, Dallas, TX; Business Affairs Forum interviews and analysis.



Freeing Budget Officers to Focus on Budget Tasks

Transactional Tasks, Inefficiencies Limit Capacity for Planning and Analysis

High-Value Activities Unit Budget Officers Should Be Doing...

- Develop annual budget request
- Forecast spending needs across fiscal year
- Analyze historic cost data
- Pressure-test financial models
- Partner with unit leader to create strategic fiscal plan

...Tasks Unit Budget Officers Spend Most of Their Time Performing

- Process payroll forms
- Reconcile accounts
- Submit expense reports
- Answer faculty members' financial questions
- Support administrative tasks
- Input information into databases

Two Approaches to Increase Staff Capacity for Strategic Budget and Planning

1 Centralize High Volume, Transactional Tasks

2 Consolidate Distributed Budget and Planning Staff in Central Function





Managing High Volume Staff Inquiries

NYU Service Desk Provides On-Demand Answers to Financial Questions



NYU's Central Finance Service Desk



"When are proposed budgets due?"



"How do I file an insurance claim?"



"When will my purchase be reimbursed?"



"How do I access the journal entry management system?"



Online platform of financial resources called "FinanceLink"

Support staff for platform available via email, phone during standard business hours

Website divided into topical sections, with specific portal for unit fiscal officers

80%

of inquiries resolved by FinanceLink website or staff; remaining inquiries triaged to specialized staff

Click [here](#) to access FinanceLink.

Taking Transactional Tasks Off Unit Staff's Plates

SMU Shared Services Allows Fiscal Officers to Focus on Budget and Planning



Southern Methodist University Narrows Scope of Unit Budget Officer Responsibilities During Shared Service Transition



Established shared services center to perform transactional financial processes



Rewrote unit budget officer job descriptions to focus exclusively on budget and planning



Restructured reporting lines so unit budget officers report directly to central Finance (while continuing to sit in units)

Processes Centralized¹ in SMU's Finance Shared Services:

- Balance sheet reconciliations
- Endowment monitoring
- Management reporting
- Non-resident alien payments
- Fixed asset inventory
- Journal entry processing
- Year-end close

For more information on shared services centers, visit EAB's insights center [here](#).

1) Treasury, audit, grant compliance, accounts payable, and payroll were already performed centrally prior to reorganization.

Natural Culmination of Financial Shared Services?

Tufts Budget Center Centralizes, Standardizes, and Refines Planning Processes



Tufts University Budget Shared Services Center

- Shifted ~30 central and unit-level finance staff into shared service center
- Planned and implemented across 10-month period
- FTE-neutral transition, but positions rewritten to include more analytical work
- All academic units assigned a central budget director and 1-2 dedicated financial analysts
- Directors and financial analysts sit in shared administrative space, but host office hours in their designated colleges

Representative Budget Center Team



Director Analyst Analyst

- Develop operating and capital budgets
- Review unit budgets to identify and resolve variances and deficits
- Provide reports on available balances for all accounts and fund types
- Perform budget variance analyses
- Measure performance and report performance indicators to unit leaders

Representative Unit Staff with Budget Responsibility



Dean Exec. Assoc. Dean Program Manager

- Set unit strategy and budgetary priorities
- Provide strategic input to Budget Center team during budget and forecast development
- Approve budgets created by Budget Center team
- Review and approve department budget requests
- Liaise with the Budget Center team to resolve fiscal or budgetary issues

Reaping the Benefits of Centralization

Transition Enhances Analysis, Increases Confidence, Grows Talent Pipeline

Benefits of Tufts University's Budget Center Implementation



Enhanced capacity for budget analysis

Fully focusing staff time on budget planning allows staff to perform more rigorous quarterly budget analyses and longer-range forecasts



Standardized budget processes

Standard approaches for major budget categories streamlines institution-level analysis and consolidation



Scaled access to professional analysts

Centralizing and standardizing budget staff ensures leaders of all units (not just largest) have equal access to skilled budget planners



Increased confidence in budgets

Trustees and other stakeholders affirm deeper confidence in leadership reports knowing they're prepared through rigorous analysis by qualified staff



Improved talent pipeline for finance staff

Transition creates career paths for junior finance talent and prepares staff for more senior finance positions in units



Hallmark 3: Long-Range Financial Plans Consider Future Revenue Threats

HALLMARK

- Trend 7: Financial Modeling and Scenario Planning
- Trend 8: Functional Redesign to Expand Budget and Planning Scope

3

Looking Beyond the Annual Operating Budget

Industry Moving Towards More Comprehensive, Long-Range Financial Plans

Charting the Evolution of Institutional Financial Planning

	Historical Approach →	Emerging Approach	Advantage
Outlook	Short-term (i.e., 1-3 years)	Long-range (i.e., 3-10 years)	<ul style="list-style-type: none"> ✓ Ensures adequate resources for multiyear commitment ✓ Provides advanced notice of impending revenue shortfalls or surpluses
Scope	Operating funds	All funding sources (e.g., grants, donor gifts, appropriations)	<ul style="list-style-type: none"> ✓ Optimizes use of all available funding sources ✓ Creates more comprehensive picture of institutional financial health
Update Frequency	Annually	Multiple times per year (i.e., with every major operating change)	<ul style="list-style-type: none"> ✓ Enables more nimble response to changes in operating environment or performance expectations

Setting the Record Straight

Universities Often Conflate Budget Forecasting and Financial Modeling

Comparing Budget Forecasting and Financial Modeling

	Budget Forecast	Financial Models
Goal	Prospectively evaluate expected resource availability	Analyze financial impact of potential future events and initiatives
Assumption Basis	Past results	Research and analysis of external and internal revenue and cost drivers
Time	Short-term (i.e., 1-3 years)	Long-range (i.e., 3-10 years)
Nature	Operational	Strategic
Number of Future Views	One	Multiple
Use	Monitoring	Planning

Financial Models Inform Short- and Long-Term Financial Plans

Representative Illustration of Long-Range Financial Planning Cycle



Modeling Underutilized in Higher Ed Financial Planning

19%

of higher ed finance teams regularly model and present alternative scenarios to management

Models Support Multiple Goals

Analyses Elevate Strategic and Operational Planning, Educate Campus

Common Goals for Financial Modeling



Plan for mid- to long-term operating risks

Demonstrate how a range of potential funding scenarios will impact ability to invest in faculty, staff, financial aid, and other operating expenses



Ensure credit-worthiness and continued access to capital

Show the impact of different financing options on credit ratings



Fund strategic plan mandates

Illustrate the downstream impact and tradeoffs of central strategic investments and link the strategic plan to the institution's financial reality



Communicate financial realities with stakeholders

Quickly and easily demonstrate the financial impact of investments and scenarios on overall financial health

Modeling Current Revenue Risks

Stevens Plans for Possible Change in International Student Pipeline



International Recruitment Shortfall Modeling Exercise



Board Raises Concerns About International Market Saturation

*"Most of our graduate population is international, predominantly from India and China. **What will we do if these markets disappeared?"***



Finance Builds Model to Project Impact and Inform Response

Select Inputs (Current State and Future Assumptions)

- Undergraduate enrollments
- Undergraduate tuition rate
- Undergraduate discount rate
- Undergraduate instructional costs
- Graduate program enrollments
- Graduate program tuition rates



CBO and Board Develop Response Plan

1.5

Projected new undergraduate students needed to compensate for every one lost international student



Finance, academic, enrollment leaders share common understanding of revenue risk



Board satisfied with risk mitigation strategy

Grounding Strategic Goals in Financial Realities

Columbia Chicago, UMBC Models Illustrate True Costs of Proposed Investments

	Columbia <small>COLLEGE CHICAGO</small>	UMBC
Strategic Goal Select Actions	Grow Enrollment <ul style="list-style-type: none"> • Conduct comprehensive market demand analysis to ensure portfolio reflects student preferences • Launch new programs or grow existing programs in high-demand areas to generate new enrollments 	Increase Degree Completion and Shorten Time-to-Degree <ul style="list-style-type: none"> • Implement more effective advising and mentoring models across campus • Expand hours and enhance availability and responsiveness of student services
Supporting Model	Modeled financial impact and projected returns of academic investments	Created enrollment model that demonstrates impact of changing retention and graduation rates on enrollment and tuition revenue
Impact	Leadership recognized need to use cash reserves to grow enrollment	Quantified need to increase incoming enrollments to offset shorter time-to-degree

Projecting the Total Costs of Growth

Institutions Using Models to Sequence New Strategic Plan Investments

Sample Investments Proposed in Strategic Plan



Construct new residence hall



Add faculty lines



Launch new online programs



Upgrade learning spaces





Model Inputs

- Projected annual costs across 5-10 year period
- Estimated annual revenue impact across 5-10 year period

Finance solicits input from campus leaders (e.g., enrollment, facilities, faculty, student life) when generating cost and revenue assumptions

Model Outputs

Sample Funding Schedule

	FY 20	FY 21	FY 22	FY 23
	\$\$ \$\$	\$\$ \$\$	\$\$ \$\$	\$\$ \$
	\$	\$	\$\$	\$
		\$	\$\$ \$\$	\$\$ \$
			\$\$	\$\$

Finance discusses multiple potential funding schedules with board and cabinet before building strategic financial plan

Taking Financial Modeling to the Next Level

New Vendor Tools Allow for More Accurate, Faster Modeling than Excel

Limitations of Modeling in Excel...



Difficult to build and manage models that integrate all funding sources



Susceptibility to manual error elevates risk of making sub-optimal investment decisions



Format limits utility as financial communication tool

...Driving Finance Leaders to Look To New Vendor Solutions

75%

Decrease in staff hours to prepare models after Seaborn College¹ implements vendor tool






“Modeling software isn’t cheap, but it would be far more expensive for our institution not to pay for it.”

*Chief Financial Officer
Regional Private University*

1) Pseudonym.

Major Vendors in Higher Ed Modeling Market



Vendor	Representative Higher Education Clients	Representative Clients from Other Sectors
 <p>axiom^{EPM} a KaufmanHall company</p>	<ul style="list-style-type: none"> • Tufts University • University College London • Yale University 	<ul style="list-style-type: none"> • Credit Union of Texas • Lurie Children’s Hospital • West Tennessee Healthcare
 <p>ORACLE¹ HYPERION</p>	<ul style="list-style-type: none"> • Clemson University • Drexel University • Harvard University 	<ul style="list-style-type: none"> • Shutterfly • The Adecco Group • Virgin Media
 <p>Whitebirch Financial Planning & Analysis</p>	<ul style="list-style-type: none"> • Barton College • Auburn University • Temple University 	<ul style="list-style-type: none"> • City of New Haven, CT • Long Island Power Authority • New Orleans Ernest N. Morial Convention Center

1) Hyperion Strategic Planning.

Preparing for Multiple Potential Futures

Scenario Planning Workshops Engage Leaders in Risk-Based Financial Planning

Scenario Planning Workshops

- **Overview:** Stakeholders consider hypothetical future scenarios and discuss responses
- **Representative Participants:** President, cabinet, board members, faculty senate, administrative unit directors
- **Facilitation:** internal or external; internal facilitator typically provost, president, or CBO
- **Number of scenarios discussed:** 3-5
- **Sample questions considered:**
 - *How are we most vulnerable in each scenario?*
 - *How could we prepare today?*
 - *What does this suggest about our current strategy?*

Workshop Benefits



Participants understand relationship between market forces, and financial consequences of shifting forces



Stakeholders generate consensus on response plan to mitigate impact of potential scenarios

Select Higher Education Institutions Conducting Workshops



Gettysburg
COLLEGE



Scenario Planning Workshop in Action

Leaders Affirm Value of Exercise, Regardless of Future Events

Eagleton¹ University's Scenario Planning Workshop

Mid-Sized Private Research University in Midwest

- 38 attendees, including cabinet, deans, associate provosts, select administrative directors, and the board of trustees chair
- Attendees broken into four cross-silo groups to discuss different scenarios
- Each group received binder with institution-specific data to inform discussion
- President, CBO, and VP of Enrollment Management circulated room to answer questions
- Groups shared discussion highlights with broader participants at conclusion of exercise

Scenarios Discussed

- Student debt has tripled. Both political parties agree to make 2- and 4-year public education free
- Federal government ties Pell Grant funding to graduation rates
- Nearby competitor launches lower-cost degree program in one of our flagship disciplines
- Public institution introduces articulation agreement and financial aid program targeting students at top feeder school

“Even if these scenarios don't come true, we'll pursue some of the ideas we discussed. They're creative ways to better meet student needs.”

*President
Eagleton University*

1) Pseudonym.

Customizing to Your Campus

CBOs Must Source Assumptions and Scenarios from Campus Leaders



Sample Scenarios to Model

- Long-term financial impact of strategic plan investments
- Growth and decline in professional fields central to program portfolio
- Shift in international student markets
- Changes in federal aid policy
- Expansion of campus auxiliaries
- Changes to tax code
- New alumni giving patterns
- Declines in federal research grants
- Public relations scandal



Select Assumptions to Incorporate

- Enrollment (undergraduate, graduate)
- State appropriations
- Tuition and fees
- Alumni giving
- Research funding
- Faculty mix
- Student mix
- Discount rate
- Retention rate
- Research growth
- Faculty growth

Progressing Planning Functions

New Roles and Structures Generate Cumulative Benefits



Strategies to Expand Scope of Budget and Planning Functions



Create new financial planning roles



Reorganize staff to integrate budget and planning functions



Rebrand and elevate leadership of integrated budget and planning functions



Benefits

- Increased capacity for long-range financial planning
- Higher skilled staff to perform more complex analyses
- Better communication between budget and planning functions
- Holistic view of short-and long-term finances
- Enhanced campus perception and ability to inflect decisions

Dedicated Financial Planning Positions

Creating New, Higher Skilled Roles to Perform More Robust Planning



Senior Financial Analyst

Required Skills and Experience:

- At least five years of experience in **financial modeling, data analysis**, and budgeting is required.
- Demonstrated ability to **collect, analyze, and interpret information** for senior leaders is required.
- The ability to **clearly communicate with diverse employees** at differing levels in the organization **who have varying levels of financial knowledge** is also required.
- Advanced knowledge of Microsoft Excel and **proficiency with financial modeling and statistical software** are required.

Industry Hiring Themes

More sophisticated finance skills

Data analysis skills

Ability to explain complex financial information to stakeholders outside of finance

Proficiency with general and technical software

Tactics for Creating New Roles

- 1 Reallocate funding from obsolete roles through attrition
- 2 Re-scope existing position responsibilities
- 3 Allocate new strategic funds

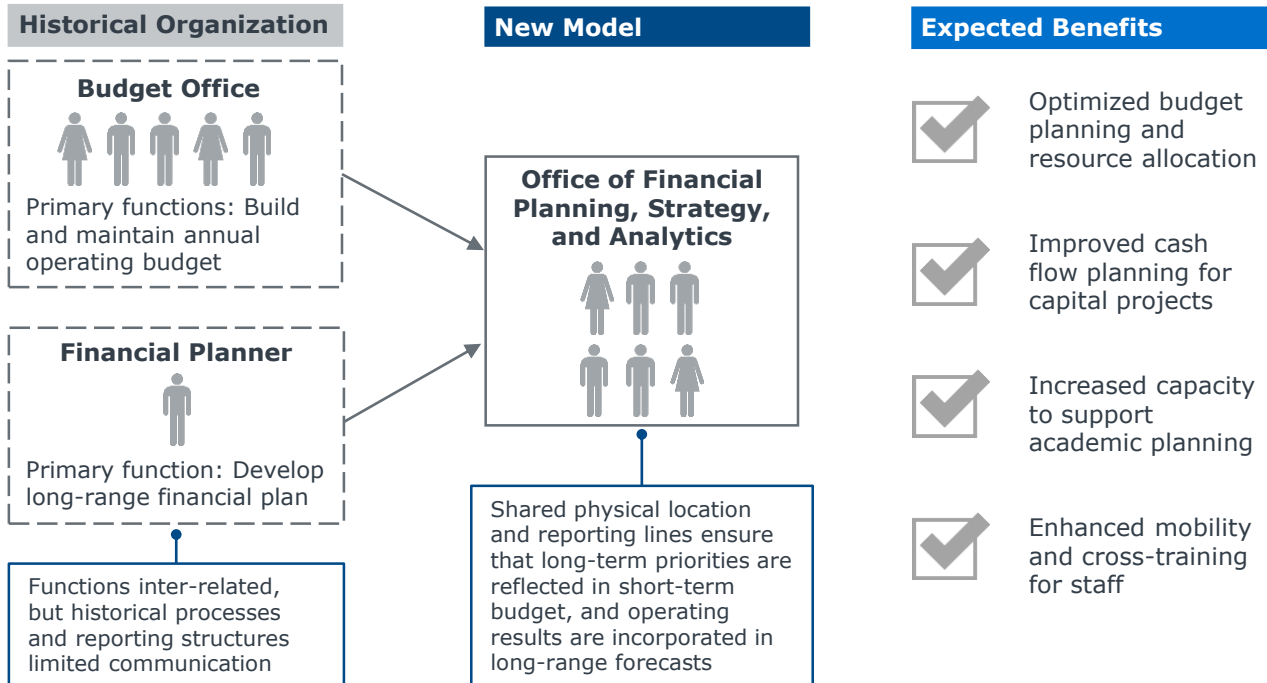
Access the full University of Virginia position description in our **Budget and Planning Talent Development Toolkit**, available [here](#).

Integrating Short- and Long-Term Planning

Northeastern Reorganizes Finance Shops to Connect Planning Functions



Northeastern University



Extreme Makeover: Budget and Planning Edition



34

Dartmouth Expands, Rebrands, and Elevates Office to Increase Impact

BEFORE

Budget Office

- *Staff:* Two FTE (budget director and analyst)
- *Services:*
 - Unit budget preparation assistance
 - Institutional budget preparation
- *Tools:* Most work performed using Excel

1

Augment Staffing

Added two analyst positions requiring professional finance skillsets and offering commensurate salaries

2

Rebrand Function

Changed name to signal expanded scope to campus stakeholders

3

Elevate Leadership

Raised director to assistant vice president role to reflect expanded scope and enhance influence

AFTER



Financial Planning and Budget Office

- *Staff:* Four FTE (two analysts, assistant director, and AVP)
- *New Services:*
 - Unit financial consultation and budget evaluations
 - Quarterly reporting and analysis
 - Long-range planning
- *Tools:* Work performed in Hyperion Planning

Impact of Transformation



More frequent and robust initiative and scenario modeling

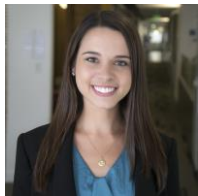


Enhanced financial decision support for senior leaders and unit decision-makers



Improved credibility among unit stakeholders and ratings agencies

Contact Information



Kaitlyn Maloney
Senior Consultant
kmaloney@eab.com

Evaluating Today's Session



Please take a minute to provide your thoughts on today's presentation.

Upcoming Webinars in This Series

Embedding Analytical Support in Academic Decision-Making and Providing Just-in-Time Consultation on Unit Planning and Strategy

Thursday, May 9, 2019 | 1:00 PM ET - 2:00 PM ET

Register for all future webinars at eab.com.

Business Affairs Forum

Project Director

Kaitlyn Maloney, M.S.Ed., CPA

Contributing Consultants

Michael Fischer

Gelsey Mehl

Rebecca Stefaniak, M.S.Ed.

Design Consultant

Alyssa Dillon

Managing Director

John Workman, PhD

LEGAL CAVEAT

EAB Global, Inc. ("EAB") has made efforts to verify the accuracy of the information it provides to members. This report relies on data obtained from many sources, however, and EAB cannot guarantee the accuracy of the information provided in any analysis based thereon. In addition, neither EAB nor any of its affiliates (each, an "EAB Organization") is in the business of giving legal, accounting, or other professional advice, and its reports should not be construed as professional advice. In particular, members should not rely on any legal commentary in this report as a basis for action, or assume that any tactics described herein would be permitted by applicable law or appropriate for a given member's situation. Members are advised to consult with appropriate professionals concerning legal, tax, or accounting issues, before implementing any of these tactics. No EAB Organization or any of its respective officers, directors, employees, or agents shall be liable for any claims, liabilities, or expenses relating to (a) any errors or omissions in this report, whether caused by any EAB organization, or any of their respective employees or agents, or sources or other third parties, (b) any recommendation by any EAB Organization, or (c) failure of member and its employees and agents to abide by the terms set forth herein.

EAB is a registered trademark of EAB Global, Inc. in the United States and other countries. Members are not permitted to use these trademarks, or any other trademark, product name, service name, trade name, and logo of any EAB Organization without prior written consent of EAB. Other trademarks, product names, service names, trade names, and logos used within these pages are the property of their respective holders. Use of other company trademarks, product names, service names, trade names, and logos or images of the same does not necessarily constitute (a) an endorsement by such company of an EAB Organization and its products and services, or (b) an endorsement of the company or its products or services by an EAB Organization. No EAB Organization is affiliated with any such company.

IMPORTANT: Please read the following.

EAB has prepared this report for the exclusive use of its members. Each member acknowledges and agrees that this report and the information contained herein (collectively, the "Report") are confidential and proprietary to EAB. By accepting delivery of this Report, each member agrees to abide by the terms as stated herein, including the following:

1. All right, title, and interest in and to this Report is owned by an EAB Organization. Except as stated herein, no right, license, permission, or interest of any kind in this Report is intended to be given, transferred to, or acquired by a member. Each member is authorized to use this Report only to the extent expressly authorized herein.
2. Each member shall not sell, license, republish, distribute, or post online or otherwise this Report, in part or in whole. Each member shall not disseminate or permit the use of, and shall take reasonable precautions to prevent such dissemination or use of, this Report by (a) any of its employees and agents (except as stated below), or (b) any third party.
3. Each member may make this Report available solely to those of its employees and agents who (a) are registered for the workshop or membership program of which this Report is a part, (b) require access to this Report in order to learn from the information described herein, and (c) agree not to disclose this Report to other employees or agents or any third party. Each member shall use, and shall ensure that its employees and agents use, this Report for its internal use only. Each member may make a limited number of copies, solely as adequate for use by its employees and agents in accordance with the terms herein.
4. Each member shall not remove from this Report any confidential markings, copyright notices, and/or other similar indicia herein.
5. Each member is responsible for any breach of its obligations as stated herein by any of its employees or agents.
6. If a member is unwilling to abide by any of the foregoing obligations, then such member shall promptly return this Report and all copies thereof to EAB.