

Strategic Planning Committee  
Financial Operations and Infrastructure Working Group  
Professor Steven Jones, Chair  
September 30, 2015

Charge:

This Working Group of the SPC is responsible for addressing the challenges and opportunities related to net tuition revenue increases and cost reductions as well as capital resources necessary to maintain and enhance robust university programs consistent with Arkansas Tech University's mission. It is also responsible for addressing the challenges and opportunities related to the physical and technological infrastructure necessary to support the university's programs consistent with the mission.

Specific questions to be addressed:

Finance

1. What growth in net tuition revenue can be expected given enrollment projections consistent with the enrollment and marketing working group?
2. What rates of tuition and financial aid increase does this growth imply?
3. What are the projections for state funding over the next five years and beyond?
4. What level of new budget investment might be possible given net tuition growth opportunities and a less ultra-conservative budget contingency policy?
5. In what areas should cost reduction be pursued, notwithstanding any opportunities for new budget investment?
6. What were Tech's net tuition revenues by program over the last five years, and what are the net tuition revenue projections by program over the next five years?
7. For which programs does net tuition revenue currently fail to exceed direct expenses and to what extent should they be expected to exceed them?
8. Does the current budget process support achieving strategic goals or should changes be made in the process?
9. Are there capital expenditures, including spending on deferred maintenance, that are critical to achieving strategic goals?
10. What capital funds are currently available and what capital funds become available in the budget each year?
11. What level of capital funding reserves should the university maintain?
12. What funding might be made available to support new strategic initiatives from both the operating budget and capital budget?

Infrastructure

1. How much urgent deferred maintenance is there that must be addressed in the next five years to keep a building operational, and how much can reasonably be addressed beyond the five-year horizon?
2. What are the most urgent issues and how urgent are they?
3. What additional buildings are in the works or are needed to meet strategic goals?
4. What is the rough estimate of cost and sources of funding for each?