Strategic Planning
Financial Structure and Operations

The 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.

Finance/Revenues:
• What growth in net tuition revenue can be expected given enrollment projections consistent with the enrollment and marketing working group?
• What rates of tuition and financial aid increase does this growth imply?
• How do these rates of increase relate to family income growth and demographic trends?
• What are the projections for state funding over the next five years and beyond?
• 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?
• For which programs does net tuition revenue currently fail to exceed direct expenses and to what extent should they be expected to exceed them?

Finance/Expenses:
• What level of new budget investment might be possible given net tuition growth opportunities and a less ultra-conservative budget contingency policy?
• From a financial point of view, are there new areas of budget investment that should be considered?
• In what areas should cost reduction be pursued, notwithstanding any opportunities for new budget investment?

Finance/Budget:
• Does the current budget process support achieving strategic goals or should changes be made in the process?
• Are there capital expenditures, including spending on deferred maintenance, that are critical to achieving strategic goals?
• What capital funds are currently available and what capital funds become available in the budget each year?
• What level of capital funding reserves should the university maintain?
• What funding might be made available to support new strategic initiatives from both the operating budget and capital budget?
• What is the university's current debt policy and should it be revised?
• What funding comes from the Foundation and how are decisions made with regard to its use?

Finance/Personnel:
- What is the process for adding positions and does it support the achievement of strategic goals?
- How might the process be improved?
- What are the university's current levels of compensation for both faculty and staff and what are reasonable long-term goals for compensation?
- How are faculty and staff members evaluated and does their evaluation get expressed in their compensation?
- What is the compensation level for students working on campus and is it reasonable?
- Are the students asked to do real work?

Infrastructure/Plant:
- What is Tech's current inventory of buildings, categorized by age and condition?
- How much deferred maintenance is there according to the state formula and how much based on internal university assessment?
- 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?
- What are the most urgent issues and how urgent are they?
- What provisions for preventive and capital maintenance appear in the budget?
- What additional buildings are in the works or are needed to meet strategic goals?
- What is the rough estimate of cost and sources of funding for each?

Infrastructure/Technology:
- What does the information technology infrastructure on campus consist of and how robust and up to date is it?
- What is the level of classroom technology and how often is it updated?
- What are the goals for classroom technology?
- What is the inventory of university-owned computers and how is it managed so as not to grow the base inventory unnecessarily?
- What is the policy for who gets a computer and how is it enforced?
- How are computer users supported, both faculty for classroom and research use and staff or work use?