

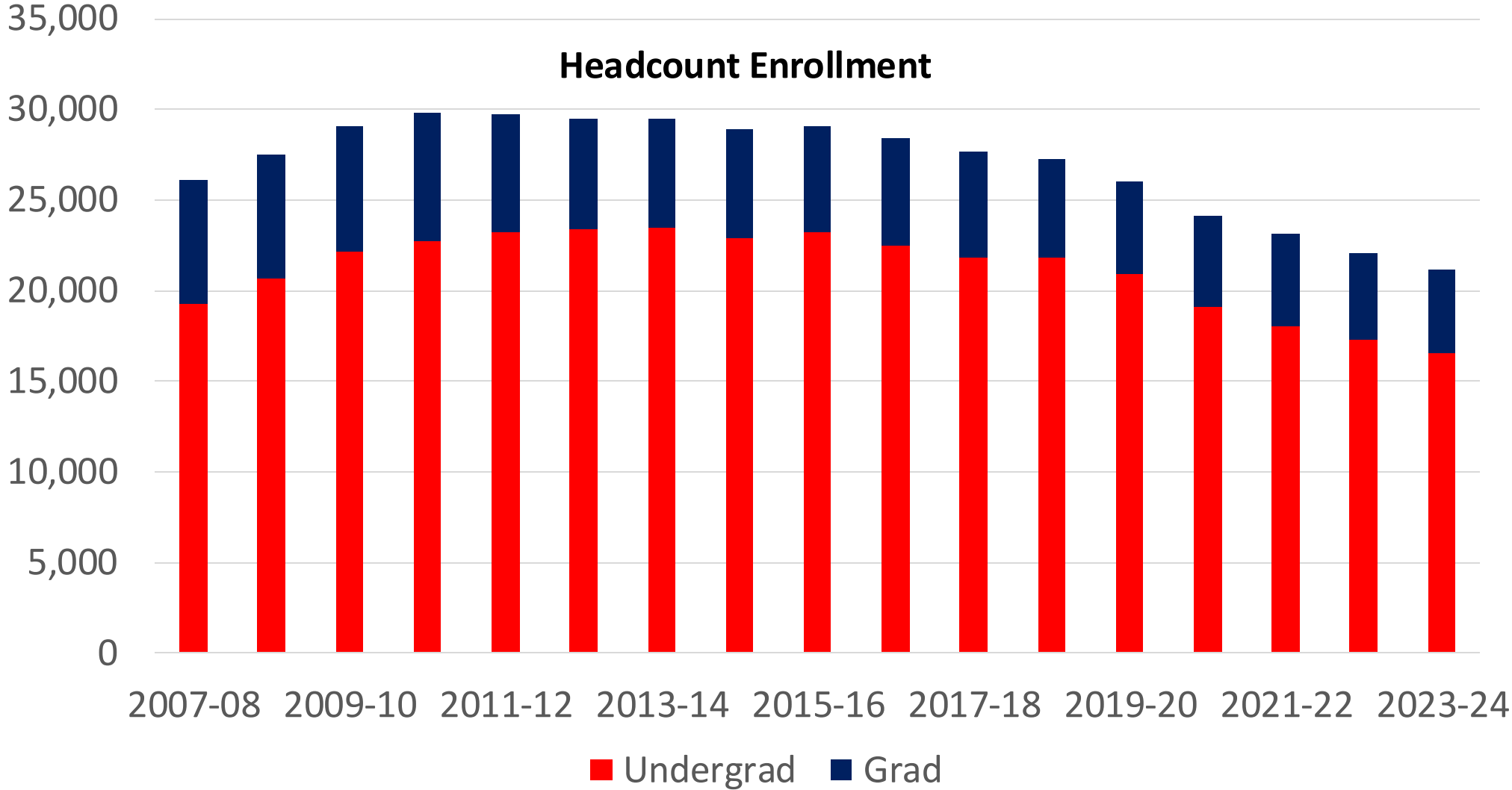
Unpacking PSU's Finances

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Co-Director

Plan for the Day

- Headwinds Facing PSU
- Fact vs. Fiction: Review of PSU Finances
- What's Driving Current Financial Position?
- What Can We Do to Fix Those Problems?

Declining Enrollments: Part I



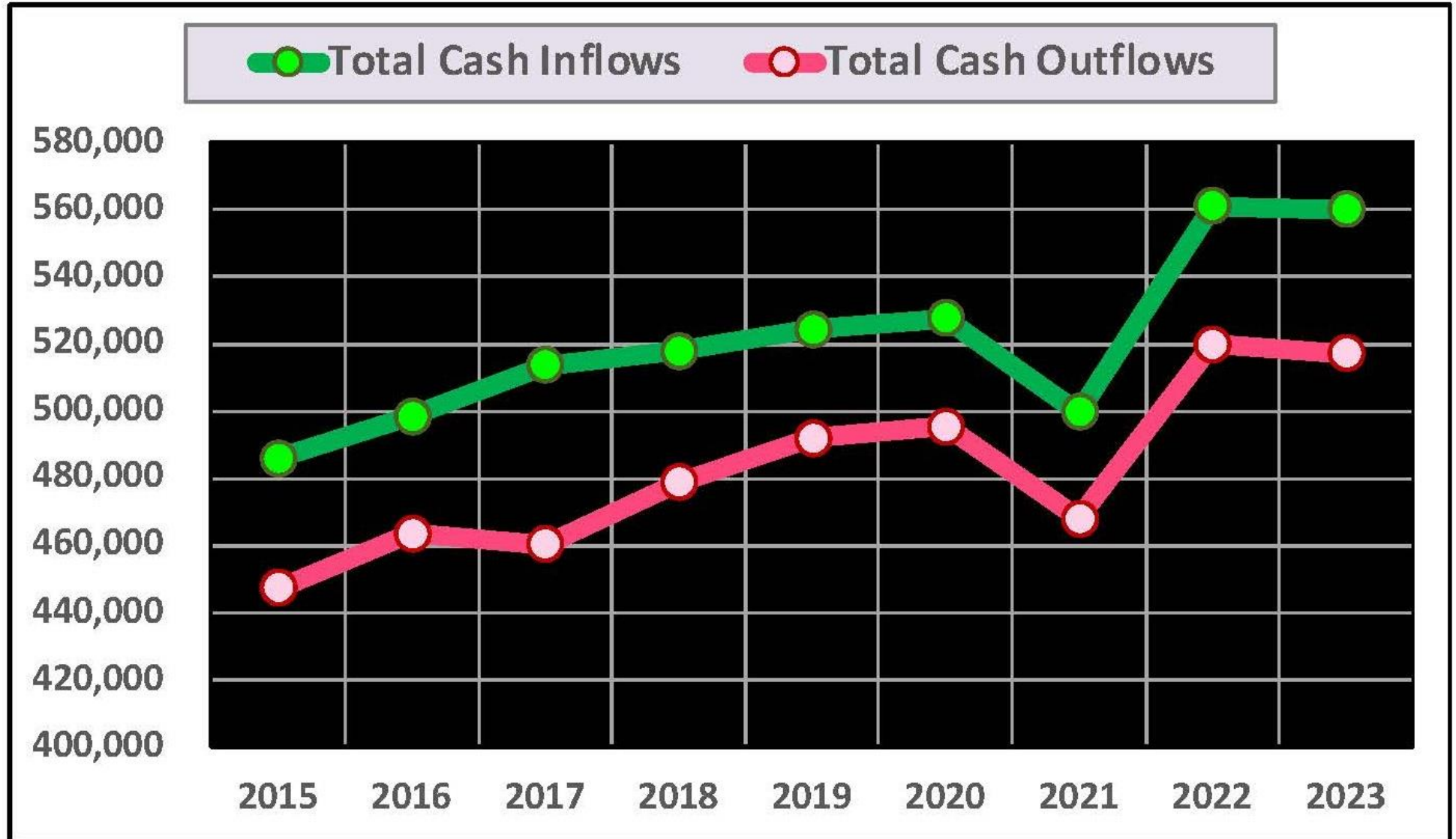
Shifting Composition of Faculty

	2017	2018	2019	2020	2021	2022	2023	2024
Professor	239	231	208	209	212	212	218	218
Associate Professor	217	221	202	202	209	206	193	222
Assistant Professor	236	235	216	198	172	166	170	189
Instructor	149	155	151	154	149	141	128	87

What is PSU's Financial Picture?

Cash Flows are Positive

\$(Thousands)



Falling Tuition, Rising State Appropriation

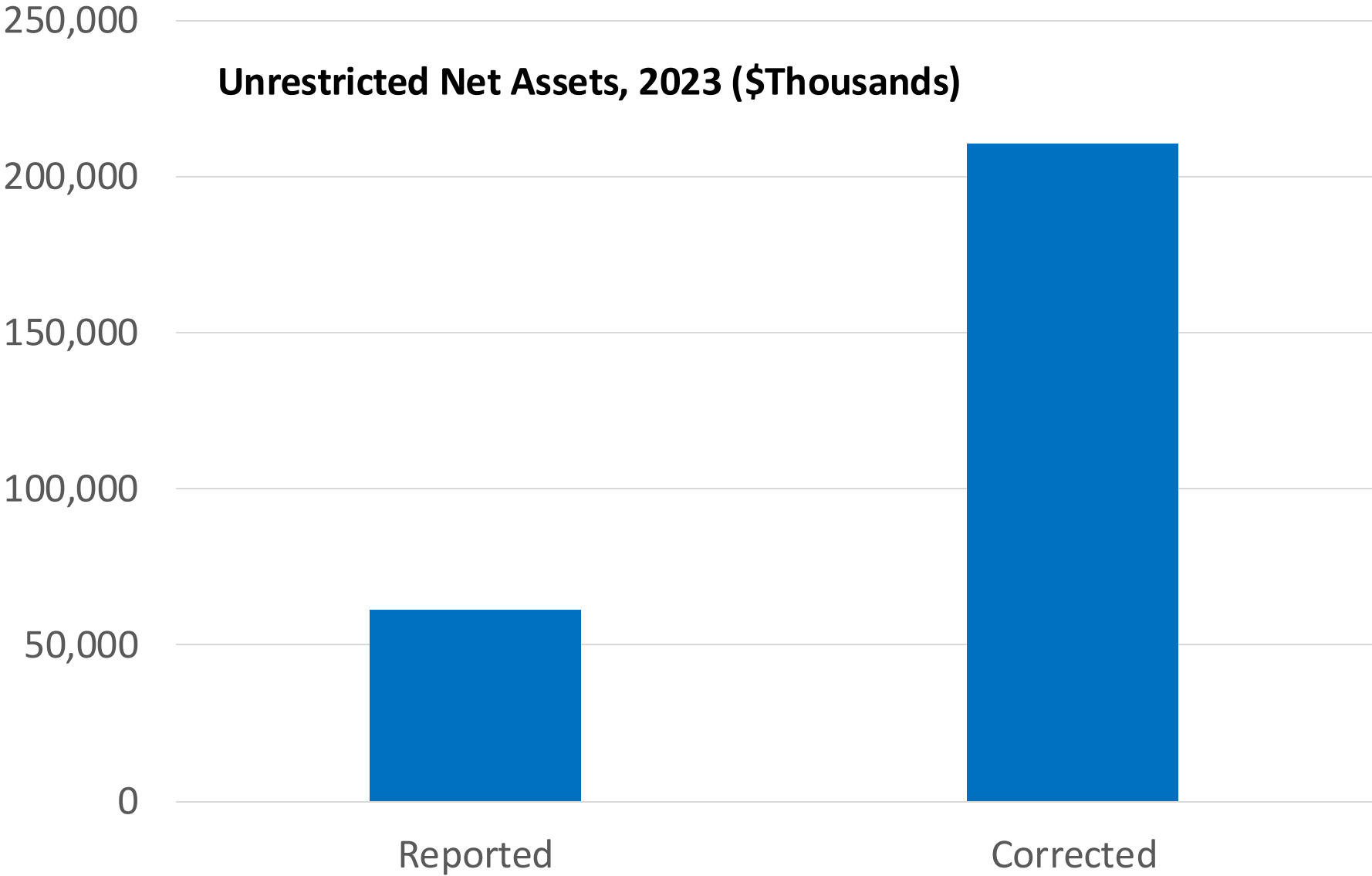
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Amounts in thousands	2015	2016	2017	2018	2019	2020	2021	2022	2023
Tuition and Fees	186,579	188,229	194,501	196,815	195,030	182,102	187,376	170,453	153,657
State Appropriations	67,431	82,706	87,734	94,344	97,743	105,832	109,707	117,551	121,426
Grants and Contracts	63,562	66,235	71,001	61,331	66,270	76,893	60,475	61,988	94,861
Auxiliaries	86,808	85,884	88,380	89,976	86,329	76,893	54,065	68,205	72,647
Financial Aid Grants	53,176	52,372	52,372	52,539	55,484	55,394	53,400	57,633	61,265
Noncapital gifts	510	10,724	9,509	12,705	11,358	12,942	12,308	12,119	14,919
HEERF Funds	0	0	0	0	0	11,627	12,095	59,891	26,767
Other cash inflows	27,991	12,234	10,069	10,215	12,093	5,956	10,146	13,153	14,472
Total Cash Inflows	486,057	498,384	513,566	517,925	524,307	527,639	499,572	560,993	560,014
Payments to employees (compensation + benefits)	(293,839)	(307,686)	(317,227)	(332,653)	(341,136)	(345,103)	(333,696)	(354,303)	(367,918)
Payments to suppliers	(117,502)	(119,782)	(109,278)	(111,408)	(113,404)	(102,215)	(88,534)	(94,827)	(107,213)
Student financial aid	(36,033)	(35,896)	(33,752)	(34,534)	(37,348)	(48,225)	(45,809)	(70,827)	(42,106)
Total Cash Outflows	(447,374)	(463,364)	(460,257)	(478,595)	(491,888)	(495,543)	(468,039)	(519,957)	(517,237)
Operating Cash Flows (inflows - Outflows)	38,683	35,020	53,309	39,330	32,419	32,096	31,533	41,036	42,777
Cash Flow Margin	8.0%	7.0%	10.4%	7.6%	6.2%	6.1%	6.3%	7.3%	7.6%

PSU's Net Assets are Growing



How Much is Available for Use?



What is Happening?

Non-Instructional Employment

	2017	2018	2019	2020	2021	2022	2023	2024
Business and Fin Ops	520	506	494	466	443	438	482	510
Community Legal, Sports, Media	218	228	224	219	218	204	207	201
Office and Admin Support	204	207	207	203	208	179	181	173
Computer, Engineering, Sci	185	182	183	184	179	177	171	172
Management	96	94	139	136	144	143	142	141
Librarians and Acad Affairs	111	111	108	133	132	129	124	114
Research	85	77	70	65	62	63	65	80
Maintenance	72	74	70	77	79	74	69	65
Service	44	44	53	49	45	45	45	47
Public service	52	50	54	44	34	30	35	19
Healthcare	19	24	16	17	14	15	15	15
Sales	4	4	3	5	3	5	2	2
Total	1,610	1,601	1,621	1,598	1,561	1,502	1,538	1,539

Athletics Continue to Lose Revenue

