



Template for Preparing an Annual Report on Finance & Enrollment (ARFE)

I. Introduction

II. Enrollment Management

- a. Narrative – current status (actions/changes since last report and outcomes achieved)
- b. Narrative – goals and specific action plans to achieve goals, including new programs, facilities, or other initiatives
- c. Schedule of Actual and Projected Enrollments – Total

Student Enrollment – Total	Actual Current Year -3	Actual Current Year -2	Actual Current Year -1	Actual Current Year	Projected Current Year +1	Projected Current Year +2
Undergraduate FTE						
Graduate FTE						
Other Programs FTE						
Total FTE						

- d. Schedule of Undergraduate Students by Headcount

Student Enrollment – Undergraduate Headcount	Actual Current Year -3	Actual Current Year -2	Actual Current Year -1	Actual Current Year	Projected Current Year +1	Projected Current Year +2
New First-time						
Full-time						
Part-time						
Total Undergraduate						

e. Schedule of Actual and Projected Retention

Student Retention (Cohort)	Actual Current Year -3	Actual Current Year -2	Actual Current Year -1	Actual Current Year	Projected Current Year +1	Projected Current Year +2
Retention % Fr to Soph						
Retention % Soph – Jr.						
Retention % Jr. – Sr.						

f. Number of Resident Students

Resident Students	Actual Current Year -3	Actual Current Year -2	Actual Current Year -1	Actual Current Year	Projected Current Year +1	Projected Current Year +2
Resident Students						
Normal Capacity						
Resident Students/ Undergraduate FT Headcount						
Resident Students/ Undergraduate FT Headcount Goal						

III. Fundraising

a. Narrative – How does the institution’s fundraising contribute to the financial health of the institution? (Discuss annual and campaign staffing, goals, and initiatives, as well as any changes in fundraising plans or personnel)

b. Schedule of Fundraising

Fundraising	Actual Current Year -3	Actual Current Year -2	Actual Current Year -1	Actual Current Year	Projected Current Year +1	Projected Current Year +2
Number of Fundraising Staff						
# Alumni Donors/ # Alumni						
Unrestricted Gifts						
Restricted Gifts						
Endowed Gifts						
Total Gifts						

IV. Financial Management

a. Narrative – How has the financial health of the institution changed over the last 4 years? What factors have had the greatest impact? What initiatives have been implemented to improve the institution’s financial health? What outcomes have been achieved, or are projected to be achieved in the next two years? What are the qualifications of the staff responsible for financial management and how long have these individuals been in their positions?

b. Schedule of Financial Management

Finances	Actual Current Year -3	Actual Current Year -2	Actual Current Year -1	Actual Current Year	Projected Current Year +1	Projected Current Year +2
Audited Financials Complete (Yes/No)						
Increase/(Decrease) in Unrestricted Net Assets						
Increase/(Decrease) in Total Net Assets						
Total Net Assets						
Total Debt						
Primary Reserve Ratio						
Net Operating Revenue Ratio						
Return on Net Assets Ratio						
Viability Ratio						

Primary Reserve Ratio = Expendable Net Assets/Total Expenses

Net Operating Revenue Ratio = Change in Unrestricted Net Assets/Total Unrestricted Income

Return on Net Assets Ratio = Change in Net Assets/Total Net Assets

Viability Ratio = Expendable Net Assets/Long-term Debt

(Source: Strategic Financial Analysis for Higher Education, by Prager, Sealy & Co, LLC with KPMG)

V. Conclusion

Please provide any concluding statements that summarize the financial condition of your institution now and in the foreseeable future.