

University of Mary
Washington

Financial Report

2009-2010

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MANAGEMENT'S DISCUSSION AND ANALYSIS (UNAUDITED)

The University of Mary Washington is a comprehensive, liberal arts University located in Fredericksburg, Virginia. The University offers nine degrees across its two academic colleges and two campuses. The University serves more than 4,000 undergraduate students in its College of Arts and Sciences on the Fredericksburg campus and more than 1,000 students are enrolled at the College of Graduate and Professional Studies at the Stafford County campus. In addition, the University oversees the James Monroe Museum and Law Library in historic, downtown Fredericksburg and the Gari Melchers Home and Studio at Belmont in neighboring Stafford.

The University continues to receive national recognition for its programs and value. In addition, the Peace Corp has named the University 6th among small colleges and universities on its list of "Top Producing Colleges and Universities", with 20 alumni currently volunteering for the Peace Corp.

The University is an agency of the Commonwealth of Virginia, and therefore included as a component unit in the Commonwealth of Virginia's *Comprehensive Annual Financial Report*. The 12 members of the University of Mary Washington's Board of Visitors govern University operations. Members of the board are appointed by the Governor of Virginia.

Overview

This unaudited Management's Discussion and Analysis (MD&A) is required supplemental information under the Governmental Accounting Standards Board's (GASB) reporting model. It is designed to assist readers in understanding the accompanying financial statements and provides an overall view of the University's financial activities based on currently known facts, decisions, and conditions. This discussion includes an analysis of the University's financial condition and results of operations for the fiscal year ended June 30, 2010. Comparative numbers are included for the fiscal year ended June 30, 2009. Since this presentation includes highly summarized data, it should be read in conjunction with the accompanying basic financial statements, including notes, and other supplementary

information. The University's management is responsible for all of the financial information presented, including this discussion and analysis.

The University's financial statements have been prepared in accordance with GASB Statement 35, *Basic Financial Statements – and Management's Discussion and Analysis – for Public Colleges and Universities*. The three required financial statements are the *Statement of Net Assets* (balance sheet), the *Statement of Revenues, Expenses, and Changes in Net Assets* (operating statement), and the *Statement of Cash Flows*. These statements are summarized and analyzed in the following sections.

Using criteria provided in GASB Statement 39, *Determining Whether Certain Organizations are Component Units*, the University's two affiliated organizations were evaluated on the nature and significance of their relationship to the University. The University of Mary Washington Foundation was determined to be a component unit and is presented in a separate column on the University's financial statements. The Foundation is not part of this MD&A, but additional detail regarding its financial activities can be found in Note 19 of the *Notes to the Financial Statements*.

Statement of Net Assets

The *Statement of Net Assets* (SNA) presents the assets, liabilities, and net assets of the University as of the end of the fiscal year. The purpose of the statement is to present a snapshot of the University's financial position to the readers of the financial statements.

The data presented aids readers in determining the assets available to continue operations of the University. It also allows readers to determine how much the University owes to vendors, investors, and lending institutions. Finally, the SNA provides a picture of net assets and their availability for expenditure by the University. Sustained increases in net assets over time are one indicator of the financial health of the organization.

The University's net assets are classified as follows:

- **Invested in capital assets, net of related debt** – Invested in capital assets, net of related debt, represent the University’s total investment in capital assets, net of accumulated depreciation and outstanding debt obligations related to those capital assets. Debt incurred, but not yet expended for capital assets, is not included as a component of invested in capital assets, net of related debt.
- **Restricted net assets, expendable** – Expendable restricted net assets include resources the University is legally or contractually obligated to expend in accordance with restrictions imposed by external third parties.
- **Restricted net assets, nonexpendable** – Nonexpendable restricted net assets consist of endowment and similar type funds where donors or other outside sources have stipulated, as a condition of the gift instrument, the principal is to be maintained inviolate and in perpetuity, and invested for the purpose of producing present and future income to be expended or added to principal.
- **Unrestricted net assets** – Unrestricted net assets represent resources used for transactions relating to academic departments and general operations of the University, and may be used at the discretion of the University’s board of visitors to meet current expenses for any lawful purpose in support of the University’s primary missions. These resources are derived from student tuition and fees, state appropriations, and sales and services of auxiliary enterprises and educational departments. The

auxiliary enterprises are self-supporting entities that provide services for students, faculty, and staff. Some examples of the University’s auxiliaries are student residential and dining programs.

Total University assets increased by approximately \$26.8 million or 15.9% during fiscal year 2010, bringing the total assets to \$195.2 million at year-end. Growth was seen in all three areas of assets – current assets (\$3.6 million); capital assets, net (\$11.7 million); and other assets (\$11.5 million). The increase in current assets is almost entirely attributable to an increase in cash as outlined in the *Statement of Cash Flows*, discussed in a later section. The increase in invested in capital assets, net, reflects the ongoing construction of ten capital projects and completion of more than a dozen capital projects discussed in detail in the following section, Capital Asset and Debt Administration. The increase in the other asset category is due to an increase in restricted cash and cash equivalents from the proceeds of debt issued for the Convocation Center (\$18.8 million) offset by restricted cash being spent on the capital projects. In addition, the University recorded a non-current note receivable due from the UMW Foundation (\$1.3 million).

The universities liabilities increased by approximately \$19.0 million or 45.1% during fiscal year 2010. Current liabilities increased by \$1.5 million due to the increase in accounts payable, primarily attributed to outstanding capital project invoices and the accrual of interest on capital asset related debt. The increase of \$17.5 million in noncurrent liabilities was due to the issuance of \$18.8 million in Notes Payable for construction of the Convocation Center, offset by the normal reclassification of next year’s principal commitment to the current liabilities category (\$1.8 million).

Total net assets increased by \$7.8 million as the increase in assets was larger than the increase in liabilities. *Invested in capital assets, net of related debt* increased \$8.0 million as a direct result of the increase in capital assets, offset by the amount of the new debt already spent.

| Summary of Assets, Liabilities, and Net Assets | | | | |
|---|----------|----------|------------------|-------------------|
| For the years ended June 30, 2010 and 2009 | | | | |
| (All \$ in millions) | | | | |
| | 2010 | 2009 | Change Amount | Change Percent |
| Assets | | | | |
| Current assets | \$ 18.8 | \$ 15.2 | \$ 3.6 | 23.7% |
| Capital assets, net | 157.7 | 146.0 | 11.7 | 8.0% |
| Other assets | 18.7 | 7.2 | 11.5 | 159.7% |
| Total assets | 195.2 | 168.4 | 26.8 | 15.9% |
| Liabilities | | | | |
| Current liabilities | 14.9 | 13.4 | 1.5 | 11.2% |
| Noncurrent liabilities | 46.2 | 28.7 | 17.5 | 61.0% |
| Total liabilities | 61.1 | 42.1 | 19.0 | 45.1% |
| Net Assets | | | | |
| Invested in capital assets, net | 129.4 | 121.4 | 8.0 | 6.6% |
| Restricted | 0.3 | 0.4 | (0.1) | (25.0)% |
| Unrestricted | 4.4 | 4.5 | (0.1) | (2.2)% |
| Total net assets | \$ 124.1 | \$ 126.3 | \$ 7.8 | 6.2% |

Capital Asset and Debt Administration

One of the critical factors in ensuring the quality of the University's academic and residential life functions is the development and renewal of its capital assets. The University continues to maintain and upgrade current structures as well as pursue opportunities for additional facilities. Investment in new structures and the upgrade of current structures serves to enrich high-quality instructional programs and residential lifestyles.

Note 6 of the *Notes to Financial Statements* describes the University's significant investment in depreciable capital assets with gross additions of \$7.6 million. Building additions accounted for \$5.4 million. The following table indicates those capital projects completed during 2010.

| Capital project completions | Project Amount (all \$ in millions) |
|---|--|
| Buildings | |
| Dodd Auditorium Renovations | \$ 1.8 |
| Klein Theater Renovations | 0.9 |
| Lee Hall Renovations | 0.7 |
| Dupont Hall Renovations | 0.6 |
| GW Computing Center | 0.4 |
| Trinkle Renovations | 0.3 |
| James Monroe Law Library Renovations | 0.3 |
| Campus Center Deck | 0.2 |
| Other building completions | 0.2 |
| Improvements other than buildings | |
| Goolrick Field Replacement | 0.01 |
| Infrastructure | |
| Campus Signage Project | 0.1 |
| Emergency Siren Alert System | 0.05 |
| Parking Deck Fencing | 0.04 |
| Total capital project FY10 completions | \$ 5.7 |

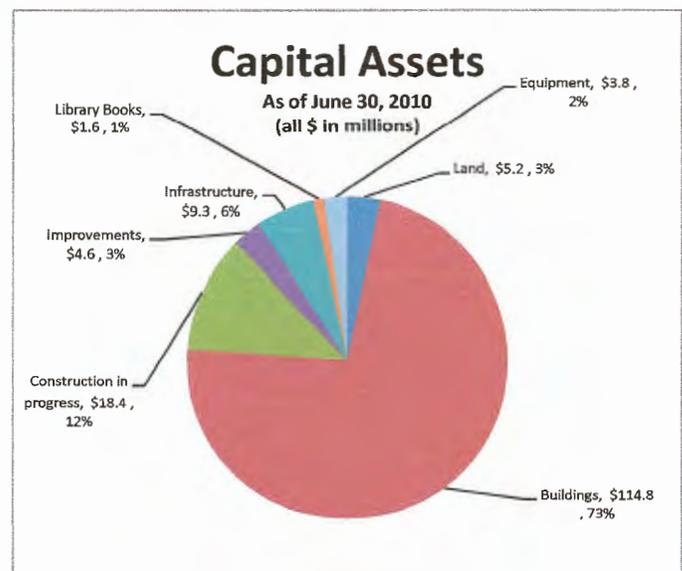
Ongoing investments in instructional, research, and computer equipment totaled \$1.8 million. Depreciation expense was \$5.9 million with net retirements of \$0.8 million. The net increase in depreciable capital assets for 2010 was \$1.4 million.

Non-depreciable capital assets increased \$10.2 million during 2010. This is directly attributable to an increase in Construction in Progress. The following table indicates those capital projects on-going at year end.

| Construction in progress | Project Amount (all \$ in millions) |
|-----------------------------------|--|
| Convocation (Anderson) Center | \$ 7.0 |
| Monroe Renovations | 5.7 |
| Dahlgren Campus | 1.9 |
| Convergence Center | 1.5 |
| Mason/Randolph Renovations | 1.5 |
| Belmont Phase III | 0.5 |
| Other construction in progress | 0.4 |
| Total CIP at June 30, 2010 | \$ 18.5 |

Capital projects in progress carry commitments to construction contractors, architects, and engineers totaling \$20.0 million at June 30, 2010. These obligations are for future effort and as such have not been accrued as expenses or liabilities on the University's financial statements. Additional information can be obtained in Note 12 of the *Notes to Financial Statements*.

Notes 8 and 9 of the *Notes to Financial Statements* contain information about the long-term debt of the University. A new notes payable, in the amount of \$18,795,000, was issued for the construction of the Convocation Center. In addition, \$1.8 million in 9(c) bonds were refinanced by the Commonwealth resulting in a premium of \$312,888 and loss on debt defeasance of \$246,000, both of which will be amortized over the life of the debt. All debt of the University is directly related to the acquisition of capital assets.



Statement of Revenues, Expenses, and Changes in Net Assets

Operating and non-operating activities creating changes in the University's total net assets are presented in the *Statement of Revenues, Expenses, and Changes in Net Assets*. The purpose of the statement is to present all revenues received and accrued, all expenses paid and accrued, and gains or losses from investments and capital assets.

Operating revenues are generally received through providing goods and services to the various customers and constituencies of the University. Operating expenses are expenditures made to acquire or procure the goods and services provided in return for the operating revenues, and to carry out the missions of the University. Salaries and fringe benefits for faculty and staff are the largest type of operating expenses. Non-operating revenues are revenues received for which goods and services are not directly provided. State appropriations and gifts, included in this category, provide substantial support for paying operating expenses of the University. Therefore, the University, like most public institutions, will expect to show an operating loss.

Operating Revenues

Total operating revenues increased 7.2% (\$4.3 million) from the prior fiscal year. Increases in student tuition and fees (\$2.1 million) and auxiliary revenue (\$2.0 million) were due to

tuition and fee increases during FY10. Tuition was raised 5% for FY10 with a \$100 increase per student mid-year. Comprehensive fees were raised 5% for FY10. Both housing and dining charges were raised 6% for FY10.

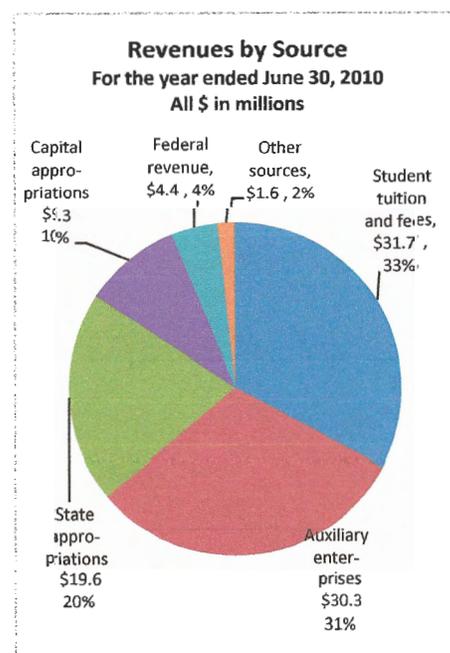
Non-operating and Other Revenues

Non-operating revenue decreased 9.2% (\$2.4 million) from the prior fiscal year. The decrease in non-operating revenue is due to a \$4.7 million decrease in state appropriations. This was offset, however, by a 75% increase in the amount of federal Pell grant funds received by the University. It is additionally offset by the University receiving \$1.6 million from the Federal American Recovery and Reinvestment Act – State Fiscal Stabilization Fund (ARRA-SFSF).

Other revenues of the University consist of capital appropriations and capital gifts. Capital appropriations decreased 11.4% during FY10. This decrease of \$1.2 million is attributable to the completion of several projects funded with capital appropriations, most notably the Lee Hall Renovation but offset by increases in capital appropriations related to the Monroe Hall Renovation.

Capital gifts to the University consist of library books donated as well as expenses paid by the UMW Foundation for capital projects of the University. The decrease of \$0.6 million is due to minimal completed projects transferred to the University from the UMW Foundation.

| Summary of Revenues | | | | |
|--|----------------|-------------|---------------|----------------|
| For the years ended June 30, 2010 and 2009 (All \$ in millions) | | | | |
| | 2010 | 2009 | Change Amount | Change Percent |
| Operating revenues | | | | |
| Student tuition and fees, net | \$ 31.7 | \$ 29.6 | \$ 2.1 | 7.1% |
| Grants and contracts | 1.2 | 1.1 | 0.1 | 9.1% |
| Auxiliary enterprises, net | 30.3 | 28.3 | 2.0 | 7.1% |
| Other operating revenue | 0.7 | 0.6 | 0.1 | 16.7% |
| Total operating revenues | 63.9 | 59.6 | 4.3 | 7.2% |
| Non-operating revenues | | | | |
| State appropriations | 19.6 | 24.3 | (4.7) | (19.3)% |
| Federal Pell grant revenue | 2.1 | 1.2 | 0.9 | 75.0% |
| Federal ARRA SFSF revenue | 1.6 | - | 1.6 | 100.0% |
| Investment income | 0.3 | 0.5 | (0.2) | (40.0)% |
| Total liabilities | 23.6 | 26.0 | (2.4) | (9.2)% |
| Other revenues | | | | |
| Capital appropriations | 9.3 | 10.5 | (1.2) | (11.4)% |
| Capital gifts | 0.1 | 0.7 | (0.6) | (85.7)% |
| Total other revenues | 9.4 | 11.2 | (1.8) | (16.1)% |
| Total revenues | \$ 96.9 | 96.8 | 0.1 | 0.1% |



Total Expenses

The expenses of the University can also be separated into operating and non-operating expenses. The operating expenses of the University can be divided either by natural classification or by function. Note 10 in the *Notes to Financial Statements* gives the correlation between the two different methods of classification. Functional classification is the method presented in the *Statement of Revenues, Expenses, and Changes in Net Assets*.

Overall, the operating expenses of the University increased by \$3.3 million – an increase of 3.9%. The harsh economic environment the University has operated in for the past few years was mitigated by the increase in tuition and fees as well as the receipt of the ARRA-SFSF funding. The automatic freezes on hiring and additional spending limits were relaxed during FY10.

When looking at the expenses of the University by function, the largest expenses are those of instruction followed by auxiliary services. These functions represent the core of any University – the education of students as well as their housing and dining. Instruction expenses increased \$0.9 million. This is due to the hiring of several positions previously frozen in FY09. Auxiliary expenses increased \$2.0 million from one year to the next. This is attributed to increases in architectural and engineering fees (\$0.3 million), cable in the dorms (\$0.5 million), increases in board charges (\$0.3 million), and the need to rent apartment space due to overcrowding of dorms (\$0.3 million). The remainder of the change in auxiliary expenses is due to an increase in non-capitalized expenses accrued during FY10.

When looking at the expenses of the University by natural classification, the largest expense incurred is that for the

salaries and wages of employees. Salaries increased \$1.7 million due to numerous positions being filled that were previously frozen. Services and Supplies increased \$2.7 million. Of that amount, \$2.0 million was auxiliary related as explained above. The additional increase was due to an increase in non-capitalized expenses accrued during FY10 across the remaining programs. The decrease in fringes (\$0.6 million) is due to a decrease in the health insurance and disability contributions made to the state by the University as well as the suspension of the 4th quarter payments to VRS. Utility costs also decreased \$0.7 million attributed to a decrease in our base electric rate.

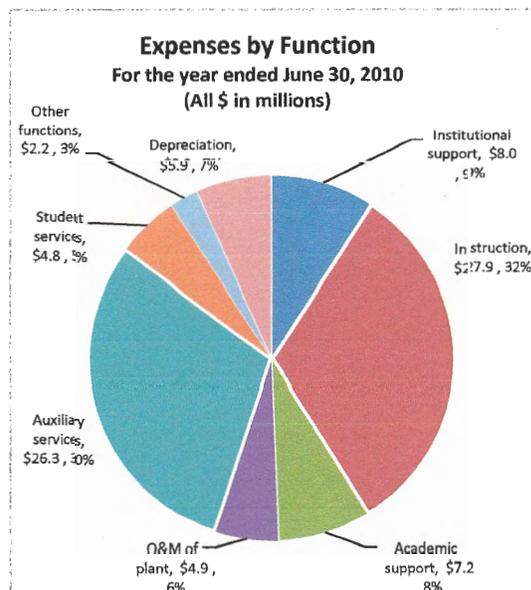
Non-operating expenses include the loss on disposal of capital assets and the interest paid on capital asset related debt. Interest expenses on capital asset related debt increased \$0.5 million due to new debt taken in FY10 as well as accounting entries related to the refinancing of 9(c) bonds.

The extraordinary item in FY09, was due to the reversion of capital project funding and the funding converted to bonds. No such items occurred in FY10.

Changes in Net Assets

With the increase in operating revenue greater than the increase in operating expenses, the operating loss of the University was \$1.0 million less than last year. Non-operating revenue, in the form of state appropriations and ARRA-SFSF funding was used to cover the operating loss of the University. With no extraordinary item in FY10, the University saw a new result of an increase in net assets of \$7.7 million.

| Summary of Expenses by Function | | | | |
|--|----------------|----------------|---------------|----------------|
| For the years ended June 30, 2010 and 2009 | | | | |
| (All \$ in millions) | | | | |
| | 2010 | 2009 | Change Amount | Change Percent |
| Operating expenses | | | | |
| Instruction | \$27.9 | \$ 27.0 | \$ 0.9 | 3.3% |
| Research | 0.4 | 0.4 | <0.1 | <0.1% |
| Public Service | 0.2 | 0.2 | <0.1 | <0.1% |
| Academic Support | 7.2 | 6.4 | 0.8 | 12.5% |
| Student Services | 4.8 | 5.0 | (0.2) | (4.0)% |
| Institutional Support | 8.0 | 8.1 | (0.1) | (1.2)% |
| Operation & maintenance of plant | 4.9 | 5.5 | (0.6) | (10.9)% |
| Depreciation | 5.9 | 5.3 | 0.6 | 11.3% |
| Student aid | 0.6 | 0.6 | <0.1 | <0.1% |
| Auxiliary services | 26.3 | 24.3 | 2.0 | 8.2% |
| Museum & cultural services | 0.8 | 0.8 | <0.1 | <0.1% |
| Historic attraction management | 0.2 | 0.2 | <0.1 | <0.1% |
| Total operating expenses | \$ 87.2 | \$ 83.9 | \$ 3.3 | 3.9% |



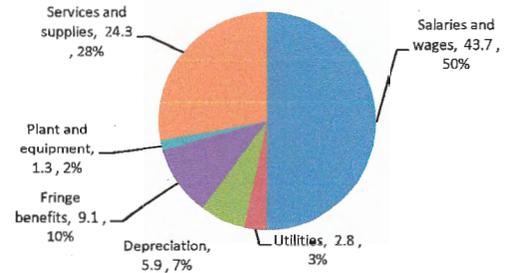
Summary of Expenses by Natural Classification

For the years ended June 30, 2010 and 2009
(All \$ in millions)

| | 2010 | 2009 | Change Amount | Change Percent |
|---------------------------------|----------------|----------------|------------------|-------------------|
| Operating expenses | | | | |
| Salaries and wages | \$ 43.8 | \$ 42.1 | \$ 1.7 | 4.0% |
| Fringe benefits | 9.1 | 9.7 | (0.6) | (6.2)% |
| Services and supplies | 24.3 | 21.6 | 2.7 | 12.5% |
| Utilities | 2.8 | 3.5 | (0.7) | (20.0)% |
| Plant and equipment | 1.3 | 1.7 | (0.4) | (23.5)% |
| Depreciation | 5.9 | 5.3 | 0.6 | 11.3% |
| Total operating expenses | \$ 87.2 | \$ 83.9 | \$ 3.3 | 3.9% |

Expenses by Natural Classification

For the year ended June 30, 2010
(All \$ in millions)



Statement of Cash Flows

The *Statement of Cash Flows* presents detailed information about the cash activity of the University during the year. Cash flows from operating activities will always be different from the operating loss on the *Statement of Revenues, Expenses, and Changes in Net Assets* (SRECNA). This difference occurs because the SRECNA is prepared on the accrual basis of accounting and includes noncash items, such as depreciation expenses, whereas the *Statement of Cash Flows* presents cash inflows and outflows without regard to accrual items. The *Statement of Cash Flows* should help readers assess the ability of an institution to generate sufficient cash flows necessary to meet its obligations.

The statement is divided into five sections. The first section, *Cash flows from operating activities*, deals with operating cash flows and shows net cash used by the operating activities of the University. The *Cash flows from noncapital*

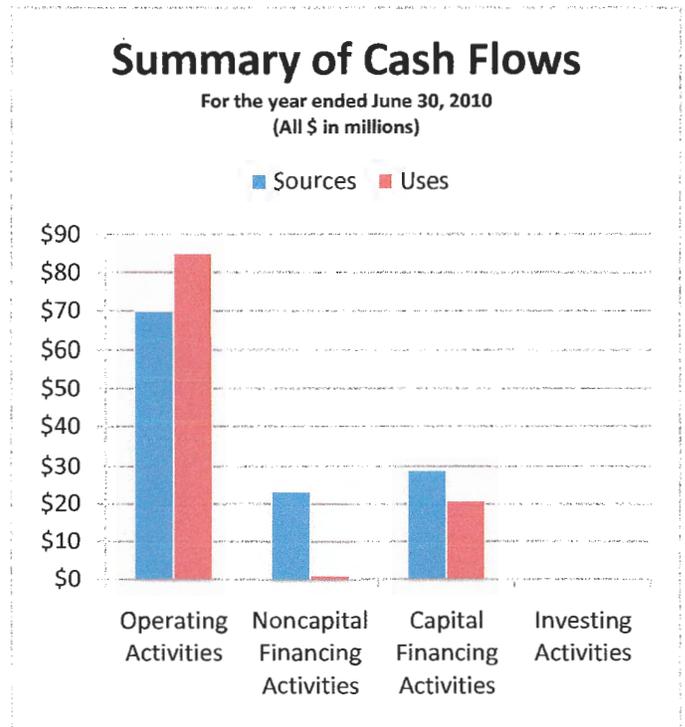
financing activities section reflects cash received and disbursed for purposes other than operating, investing, and capital financing. GASB requires that general appropriations from the Commonwealth be shown as cash flows from noncapital financing activities. Since state appropriations are used to cover the operating expenses of the University, net cash should always be used by operating activities and provided by noncapital financing activities. *Cash flows from capital financing activities* presents cash used for the acquisition and construction of capital and related items. Plant funds and related long-term debt activities (except depreciation and amortization), as well as capital appropriations are included in cash flows from capital financing activities. *Cash flows from investing activities* reflects the cash flows generated from investments, including purchases, proceeds, and interest. The last section reconciles the operating loss reflected on the *Statement of Revenues, Expenses, and Changes in Net Assets* to the net cash used by operating activities.

Summary of Revenues, Expenses and Changes in Net Assets

For the years ended June 30, 2010 and 2009
(All \$ in millions)

| | 2010 | 2009 | Change Amount | Change Percent |
|---|-----------------|--------------|------------------|-------------------|
| Operating revenues | \$ 63.9 | \$ 59.6 | \$ 4.3 | 7.2% |
| Operating expenses | 87.2 | 83.9 | 3.3 | 3.9% |
| Operating loss | (23.3) | (24.3) | 1.0 | 4.1% |
| Non-operating revenues and expenses | 21.6 | 24.5 | (2.9) | (11.8)% |
| Income before other revenues, expenses, gains or losses | (1.7) | 0.2 | (1.9) | (950.0)% |
| Other revenues, expenses, gains or losses | 9.4 | 11.2 | (1.8) | (16.1)% |
| Extraordinary item | - | (14.4) | 14.4 | 100.0% |
| Increase/(decrease) in net assets | 7.7 | (3.0) | 10.7 | 356.7% |
| Net assets – beginning of year | 126.3 | 129.3 | (3.0) | (2.3)% |
| Net assets – end of year | \$ 134.0 | 126.3 | 7.7 | 6.1% |

Cash flows used by operating activities was \$5.9 million less in FY10 than in FY09. This is primarily due to an increase in cash collected from student tuition and fees (\$3.5 million) and auxiliary charges (\$1.8 million). Cash flows provided by non-capital financing activities decreased \$3.3 million in FY10. This is due to the decrease in state appropriations, offset by federal Pell and ARRA-SFSF revenue, and the loan to the UMW Foundation, of which \$1.3 million was outstanding at June 30. Net cash provided by capital financing activities increased \$17.4 million which is directly attributable to the proceeds received from the bond debt issuance for the Convocation center. The sum of these changes resulted in an increase of \$15.6 million in cash available in FY10 over FY09.



| Summary of Cash Flows | | | | |
|--|-----------|-----------|------------------|-------------------|
| For the years ended June 30, 2010 and 2009 (All \$ in millions) | | | | |
| | 2010 | 2009 | Change Amount | Change Percent |
| Net cash used by operating activities | (\$ 15.0) | (\$ 20.9) | \$ 5.9 | 28.2% |
| Net cash provided by noncapital financing activities | 22.2 | 25.5 | (3.3) | (12.9)% |
| Net cash provided/(used) by capital financing activities | 8.2 | (9.2) | 17.4 | 189.1% |
| Net cash provided by investing activities | 0.2 | 0.6 | (0.4) | (66.7)% |
| Net increase/(decrease) in cash | 15.6 | (4.0) | 11.6 | 290.0% |
| Cash – beginning of year | 16.3 | 20.3 | (4.0) | (19.7)% |
| Cash – end of year | \$ 31.9 | \$ 16.3 | \$ 15.6 | 95.7% |

Economic Outlook

The University's economic outlook is closely tied to that of the Commonwealth of Virginia. As a state-supported higher education institution, the economic outlook for the University is affected by the revenue and budgetary environment of the Commonwealth. The revenue downturn experienced during fiscal year 2010 moderated in fiscal year 2011. There were no additional state funding cuts in fiscal year 2011. Further, the fiscal year 2011 budget for the University was temporarily bolstered with additional allocations of federal funding provided to the Commonwealth through the American Recovery and Reinvestment Act of 2009 (ARRA).

Based on actions of the 2011 General Assembly of the Commonwealth of Virginia, the University will, however, face a fiscal year 2012 funding reduction in its educational and general programs of \$4.6 million. This reduction is a result of the elimination of the University's \$3.5 million ARRA allocation as well as \$1.1 million of additional cuts in state general funds. The University anticipated these reductions in its long-range financial planning and will be able to manage the reductions without further across-the-board budget cuts.

As in prior years of the current economic downturn, the University has employed a strategic planning process in order to minimize the budget impact on the University's core instructional mission. The University's executive management believes that the University will maintain its solid financial foundation. Management's policies of cost containment, adherence to its core mission, and investment in key initiatives will ensure the University is well positioned to manage fluctuations in state support while protecting its established reputation for high quality academic programs, first-rate faculty, and excellent students.

STATEMENT OF NET ASSETS

For the year ended June 30, 2010

| | UMW | UMW Foundation |
|--|-----------------------|-----------------------|
| Assets | | |
| Current assets: | | |
| Cash and cash equivalents (Notes 3, 19) | \$ 15,699,291 | \$ 537,348 |
| Securities lending cash and cash equivalents (Note 3) | 108,353 | - |
| Accounts receivable, net of allowance for doubtful accounts (Note 4) | 1,890,836 | 4,827,286 |
| Pledges receivable, current portion (Note 19) | - | 575,978 |
| Due from the Commonwealth | 174,785 | - |
| Due from the University (Note 17) | - | 101,745 |
| Inventories | 561,022 | - |
| Prepaid items | 385,328 | 84,923 |
| Other assets | - | 2,317,281 |
| Total current assets | 18,819,615 | 8,444,561 |
| Noncurrent assets: | | |
| Restricted cash and cash equivalents (Notes 3, 19) | 16,225,606 | 23,760,672 |
| Restricted investments (Note 19) | - | 32,028,096 |
| Due from the Commonwealth, restricted (Note 5) | 1,121,705 | - |
| Due from the Foundation, noncurrent notes receivable | 1,255,000 | - |
| Pledges receivable, noncurrent portion (Note 19) | - | 5,183,952 |
| Securities lending investments (Note 3) | 58,398 | - |
| Other long-term investments (Note 19) | - | 2,329,580 |
| Nondepreciable capital assets (Notes 6, 19) | 23,619,452 | 96,772,245 |
| Capital assets, net of accumulated depreciation (Notes 6, 19) | 134,062,900 | 18,815,956 |
| Total noncurrent assets | 176,343,061 | 178,890,501 |
| Total Assets | \$ 195,162,676 | \$ 187,335,062 |
| Liabilities | | |
| Current liabilities: | | |
| Accounts payable (Note 7, 19) | 8,571,650 | 9,444,480 |
| Deferred revenue | 1,733,807 | 69,227 |
| Deposits held in trust | 1,272,192 | 29,426 |
| Obligations under Securities Lending Program (Note 3) | 166,751 | - |
| Amounts due to the Commonwealth | 230,914 | - |
| Amounts due to Foundation (Note 17) | 101,745 | - |
| Long-term liabilities – current portion (Notes 8, 9, 17) | 2,829,198 | 20,120,561 |
| Total current liabilities | 14,906,257 | 29,663,694 |
| Noncurrent liabilities: | | |
| Amounts due to University – noncurrent portion (Note 17) | - | 1,255,000 |
| Long-term liabilities – noncurrent portion (Notes 8, 9, 17) | 45,634,994 | 115,839,017 |
| Federal Perkins loan program contributions refundable | 539,431 | - |
| Total noncurrent liabilities | 46,174,425 | 117,094,017 |
| Total Liabilities | \$ 61,080,682 | \$ 146,757,711 |

The accompanying Notes to Financial Statements are an integral part of this statement.

STATEMENT OF NET ASSETS (CONTINUED)

For the year ended June 30, 2010

| | UMW | UMW Foundation |
|---|-----------------------|----------------------|
| Net Assets | | |
| Invested in capital assets, net of related debt | \$ 129,371,792 | \$ 18,110,003 |
| Restricted for: | | |
| Nonexpendable: | | |
| Permanently restricted | - | 27,932,392 |
| Expendable: | | |
| Loans | 246,224 | - |
| Sponsored programs | 15,196 | - |
| Research | 55,338 | - |
| Scholarships | 5,000 | - |
| Temporarily restricted | - | 9,855,634 |
| Unrestricted | 4,388,444 | (15,320,678) |
| Total Net Assets | \$ 134,081,994 | \$ 40,577,351 |

The accompanying Notes to Financial Statements are an integral part of this statement.

STATEMENT OF REVENUES, EXPENSES, AND CHANGES IN NET ASSETS

For the year ended June 30, 2010

| | UMW | UMW Foundation |
|--|-----------------------|----------------------|
| Operating revenues: | | |
| Student tuition and fees, net of scholarship allowances of \$4,668,386 | \$ 31,740,367 | \$ - |
| Federal grants and contracts | 733,722 | - |
| State grants and contracts | 1,001 | - |
| Nongovernmental grants and contracts | 444,782 | - |
| Auxiliary enterprises, net of scholarship allowances of \$815,409 | 30,260,101 | - |
| Foundation operations | - | 5,200,947 |
| Other operating revenues | 715,156 | - |
| Total operating revenues | 63,895,129 | 5,200,947 |
| Operating expenses: | | |
| Instruction | 27,866,408 | - |
| Research | 421,888 | - |
| Public service | 207,408 | - |
| Academic support | 7,200,163 | - |
| Student services | 4,773,063 | - |
| Institutional support | 7,975,063 | - |
| Operation and maintenance of plant | 4,921,919 | - |
| Depreciation | 5,912,843 | - |
| Student aid | 591,009 | - |
| Auxiliary activities | 26,327,592 | - |
| Museum and cultural services | 757,161 | - |
| Historic attraction management | 206,234 | - |
| Foundation operations | - | 6,115,981 |
| Total operating expenses | 87,160,751 | 6,115,981 |
| Operating Gain/(Loss) | (23,265,622) | (915,034) |
| Non-operating revenues/(expenses): | | |
| State appropriations (Note 11) | 19,619,937 | - |
| Federal student financial aid – Pell grant revenue | 2,121,556 | - |
| Federal ARRA State Fiscal Stabilization Fund revenue | 1,579,107 | - |
| Investment income/(loss) | 277,981 | 3,079,592 |
| Unrealized gain/(loss) on interest rate swap contracts | - | (8,978,052) |
| Gain/(Loss) on disposal of capital assets | (50,769) | 4,196 |
| Interest on capital asset related debt | (1,930,397) | (2,174,672) |
| Net non-operating revenues/(expenses) | 21,617,415 | (8,068,936) |
| Loss before other revenues, expenses, gains, or losses | (1,648,207) | (8,983,970) |
| Capital appropriations (Note 5) | 9,327,841 | - |
| Capital gifts | 112,828 | 220,000 |
| Additions to term endowments | - | 882,165 |
| Additions to permanent endowments | - | 674,139 |
| Net other revenues, expenses, gains, or losses | 9,440,669 | 1,776,304 |
| Increase/(Decrease) in net assets | 7,792,462 | (7,207,666) |
| Net assets – Beginning of year | 126,289,532 | 47,785,017 |
| Net assets – End of year | \$ 134,081,994 | \$ 40,577,351 |

The accompanying Notes to Financial Statements are an integral part of this statement.

STATEMENT OF CASH FLOWS

For the Year Ended June 30, 2010

| | UMW |
|---|----------------------|
| Cash flows from operating activities: | |
| Student tuition and fees | \$ 36,970,604 |
| Grants and contracts | 728,235 |
| Auxiliary enterprises | 31,074,027 |
| Other receipts | 1,178,468 |
| Payments to employees | (43,622,728) |
| Payments for fringe benefits | (9,030,566) |
| Payments for services and supplies | (22,730,219) |
| Payments for utilities | (2,822,442) |
| Payments for scholarships and fellowships | (5,483,795) |
| Payments for noncapitalized plant and equipment | (1,342,767) |
| Loans issued to students | (66,500) |
| Collection of loans from students | 132,833 |
| Net cash used by operating activities | (15,014,850) |
| Cash flows from noncapital financing activities: | |
| State appropriations | 19,600,460 |
| Federal student financial aid – Pell grant | 2,121,556 |
| Federal ARRA State Fiscal Stabilization Fund revenue | 1,579,107 |
| Loan made to UMW Foundation | (1,255,000) |
| Agency receipts and payments (net) | 139,396 |
| Net cash provided by noncapital financing activities | 22,185,519 |
| Cash flows from capital financing activities: | |
| Capital appropriations | 10,325,180 |
| Purchase of capital assets | (17,557,542) |
| Proceeds received from capital debt, leases, and installments | 18,795,000 |
| Principle paid on capital debt, leases, and installments | (1,953,145) |
| Interest paid on capital debt, leases, and installments | (1,400,440) |
| Net cash provided by capital financing activities | 8,209,053 |
| Cash flows from investing activities: | |
| Interest on investments | 235,281 |
| Net cash provided by investing activities | 235,281 |
| Net increase in cash | 15,615,003 |
| Cash – Beginning of the year | 16,309,894 |
| Cash – End of the year | \$ 31,924,897 |

The accompanying Notes to Financial Statements are an integral part of this statement.

STATEMENT OF CASH FLOWS (CONTINUED)

For the Year Ended June 30, 2010

| | UMW |
|---|------------------------|
| Reconciliation of net operating loss to net cash used by operating activities: | |
| Operating loss | \$ (23,265,622) |
| Adjustments to reconcile net loss to net cash used by operating activities: | |
| Depreciation expense | 5,912,843 |
| Changes in assets and liabilities: | |
| Accounts receivable | (397,317) |
| Due from Foundation | 1,315 |
| Inventories | (5,192) |
| Prepaid expenses | 293,686 |
| Other assets | 772,998 |
| Accounts payable | 1,413,702 |
| Deferred revenue | 256,169 |
| Deposits held in trust, excluding Agency funds | 29,353 |
| Due to Foundation | (322,908) |
| Due to Commonwealth (operating portion) | 229,183 |
| Accrued leave liability | 66,940 |
| Total adjustments | 8,250,772 |
| Net cash used by operating activities | \$ (15,014,850) |
| Noncash investing, capital, and financing activities | |
| Gift of capital assets | 112,828 |

The accompanying Notes to Financial Statements are an integral part of this statement.

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1. REPORTING ENTITY

The University of Mary Washington is a comprehensive University that is part of the Commonwealth of Virginia's statewide system of public higher education. The University's Board of Visitors, appointed by the Governor, is responsible for overseeing governance of the University. A separate report is prepared for the Commonwealth of Virginia, which includes all agencies, higher education institutions, boards, commissions, and authorities over which the Commonwealth exercises or has the ability to exercise oversight authority. As such, the University is a component unit of the Commonwealth of Virginia and is included in the Comprehensive Annual Financial Report of the Commonwealth.

The University also benefits from a number of organizations that exist mainly to support the various purposes and activities of the University. In accordance with Governmental Accounting Standards Board (GASB) Statement 39, *Determining Whether Certain Organizations Are Component Units*, the University is discretely presenting the financial position of the University of Mary Washington Foundation (UMW Foundation). The UMW Foundation is a non-profit organization incorporated under the laws of the Commonwealth of Virginia. It was formed to seek, receive, hold, invest, administer, and distribute funds and property of

all kinds, exclusively in furtherance of the educational activities and objectives of the University. The financial reports of the UMW Foundation include the net assets and results of operations of several wholly owned subsidiaries. The UMW Foundation issues its own audited financial statements in addition to being included in the statements of the University.

In addition, the University benefits from the University of Mary Washington Alumni Association. In accordance with GASB Statement 39 addressed above, the financial position and results of its operations are not discretely presented in conjunction with the University's financial statements. Summary information related to the University of Mary Washington Alumni Association is presented in Note 10. Financial statements are also issued by the Alumni Association.

Both organizations are separate legal entities from the University and the University exercises no control over them. Complete financial statements for the UMW Foundation and the UMW Alumni Association can be obtained from the respective entity, 1119 Hanover Street, Fredericksburg, Virginia 22401.

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

Financial Statement Presentation

GASB Statement 35, *Basic Financial Statements – and Management's Discussion and Analysis – for Public Colleges and Universities*, issued November 1999, establishes accounting and financial reporting standards for public colleges and universities within the financial guidelines of GASB Statement 34, *Basic Financial Statements – and Management's Discussion and Analysis – for State and Local Governments*. The standards are designed to provide financial information that responds to the needs of three groups of primary users of general-purpose external financial reports: The citizenry, legislative and oversight bodies, and investors and creditors. The University is required under the guidance to include Management's Discussion and Analysis, and basic financial statements, including notes, in its financial statement presentations.

The UMW Foundation is a private non-profit organization that does not report under the guidelines of the GASB, instead following the guidance of the Financial Accounting Standards Board (FASB), including FASB Statement 117, *Financial Reporting for Not-for-Profit Organizations*. As such, certain revenue recognition criteria and presentation features are different from GASB revenue recognition criteria and

presentation features. No modifications have been made to the UMW Foundation's financial information in the University's financial reporting entity for these differences. Information as to the significant accounting policies of the UMW Foundation can be obtained from its audited financial statements.

Basis of Accounting

For financial reporting purposes, the University is considered a special-purpose government engaged only in business-type activities. Accordingly, the University's financial statements have been presented using the economic resources measurement focus and the accrual basis of accounting. Under the accrual basis, revenues are recognized when earned, and expenses are recorded when an obligation has been incurred, regardless of the timing of related cash flows. All significant intra-agency transactions have been eliminated.

The University has the option to apply all FASB pronouncements issued after November 30, 1989, unless FASB conflicts with GASB. The University has elected not to apply FASB pronouncements issued after the applicable date.

Cash Equivalents

For purposes of the statements of net assets and cash flows, the University considers all highly liquid investments with an original maturity of 90 days or less to be cash equivalents.

Investments

GASB Statement 31, *Accounting and Financial Reporting for Certain Investments and for External Investment Pools*, requires that purchased investments, interest-bearing temporary investments classified with cash, and investments received as gifts be recorded at fair value. All investment income, including changes in the fair market value of investments (unrealized gains and losses), is reported as nonoperating revenue in the *Statement of Revenues, Expenses, and Changes in Net Assets*.

Prepaid Expenses

Prepaid expenses of the University included items such as insurance premiums, membership dues, and conference registrations for next fiscal year that were paid in advance, as well as publications, subscriptions, and maintenance contracts which include initial and renewal annual subscriptions that continue into the next fiscal year.

Inventories

Inventories are stated at the lower of cost (generally determined on the average cost method) or market. Inventories consist primarily of merchandise for resale in the University's Bookstore, the James Monroe Law Office Museum and Memorial Library, and the Gari Melchers Memorial, as well as expendable supplies held for consumption in the University's Central Storeroom.

Noncurrent Cash and Investments

Noncurrent cash and investments are externally restricted for the Federal Department of Education Perkins Loan program and for the construction of capital or other non-current assets.

Capital Assets

Capital assets consisting of land, buildings and other improvements, infrastructure, and equipment are stated at appraised historical cost or actual cost where determinable. Construction in progress is capitalized at actual cost as expenses are incurred. Library materials are valued using average prices for library acquisitions. All gifts of capital

assets are recorded at fair market value as of the date of donation.

Interest expense incurred during the construction of capital assets is capitalized, if material, net of interest income earned on resources set aside for this purpose.

Equipment is capitalized when the unit acquisition cost is \$5,000 or greater and the estimated useful life is two years or more. Renovation costs are capitalized when expenses total more than \$5,000, the asset value significantly increases, or the useful life is significantly extended. Routine repairs and maintenance are charged to operating expenses in the year the expense is incurred. Certain maintenance and replacement reserves have been established to fund costs relating to residences and other auxiliary activities.

Depreciation is computed using the straight-line method over the useful life of the asset. The useful life is 50 years for buildings, 5-30 years for improvements other than buildings, 15-50 years for infrastructure, 5-15 years for equipment, and 10 years for library materials.

Collections

The Gari Melchers Memorial maintains a collection of paintings, drawings, and etchings by Gari Melchers. A smaller collection of art works by other artists is also maintained. The James Monroe Law Office Museum and Memorial Library also maintains a collection of jewelry, furniture, documents, books, antiques, and portraits. These collections were appraised in 1982 and 2001 for approximately \$2,300,000 and \$2,842,000 respectively.

In addition, the University Gallery maintains collections of paintings and drawings by several artists including Alfred Levitt, Phyllis Ridderhof Martin, and Margaret Sutton. All collections have been donated to the University, but have not been appraised and total market value of the entire collection is unknown.

The items held in all three collections are held for public exhibition, education, or research in furtherance of public service rather than financial gain; are protected, kept unencumbered, cared for, and preserved; and are subject to an organizational policy that requires the proceeds from sales of collection items to be used to acquire other items for the collection. Since these conditions exist and historical cost data for the collections are not available; in accordance with GASB Statement 34, no balances are reported in the accompanying financial statements.

Deferred Revenues

Deferred revenue represents revenue collected but not earned as June 30. This amount includes amounts received for tuition and fees and certain auxiliary activities (resident housing deposits) related to the period after June 30.

Noncurrent Liabilities

Noncurrent liabilities include the principal amounts of bonds payable, notes payable, and installment purchase obligations with maturities greater than one year and estimated amounts for accrued compensated absences and other liabilities that will not be paid within the next fiscal year.

Debt payable is reported net of related discounts and premiums, which are expensed over the life of the debt. Debt for refinancing purposes is also reported net of any gain or loss on the defeasance of prior debt and is expensed over the life of the debt. Material debt issuance costs are reported as a non-current asset that is amortized over the life of the debt on a straight-line basis.

Accrued Compensated Absences

Certain salaried employees' attendance and leave regulations make provisions for granting a specified number of days of leave with pay each year. The amount reflects, as of June 30, all unused vacation leave, sabbatical leave, and the amount payable upon termination under the Commonwealth of Virginia's sick leave pay out policy. The applicable share of employer related taxes payable on the eventual termination payments is also included. The University's liability and expense for the amount of leave earned by employees but not taken, as of June 30, 2010, is recorded in the *Statement of Net Assets*, and is included in the various functional categories of operating expenses in the *Statement of Revenues, Expenses, and Changes in Net Assets*.

Federal Financial Assistance Programs

The University participates in federally-funded Pell Grants, Supplemental Educational Opportunity Grants, Federal Work-Study, and Perkins Loans programs. Federal programs are audited in accordance with the Single Audit Act Amendments of 1995, the Office of Management and Budget Revised Circular A-133, *Audits of States, Local Governments and Non-Profit Organizations*, and the compliance supplement.

Net Assets

The University's net assets are classified as follows:

- **Invested in capital assets, net of related debt** – Invested in capital assets, net of related debt represents the University's total investment in capital assets, net of accumulated depreciation and outstanding debt obligations related to those capital assets. To the extent debt has been incurred but not yet expended for capital assets, such amounts are not included as a component of invested in capital assets, net of related debt.
- **Restricted net assets, expendable** – Expendable restricted net assets include resources for which the University is legally or contractually obligated to spend in accordance with restrictions imposed by external third parties.
- **Restricted net assets, nonexpendable** – Nonexpendable restricted net assets consist of endowment and similar type funds where donors or other outside sources have stipulated, as a condition of the gift instrument, that the principal is to be maintained inviolate and in perpetuity, and invested for the purpose of producing present and future income, to be expended or added to the principal.
- **Unrestricted net assets** – Unrestricted net assets represent resources derived from student tuition and fees, state appropriations, recoveries of facilities and administrative (indirect) costs, and sales and services of educational departments and auxiliary enterprises. These resources are used for transactions relating to the educational departments and the general operations of the University, and may be used at the discretion of the University's board of visitors to meet current expenses for any lawful purpose.

Income Taxes

The University, as a political subdivision of the Commonwealth of Virginia, is excluded from federal income taxes under Section 115(1) of the *Internal Revenue Code*, as amended.

Classifications of Revenues and Expenses

The University has classified its revenues and expenses as either operating or non-operating according to the following criteria:

- **Operating revenues** – Operating revenues include activities that have the characteristics of exchange transactions, such as (1) student tuition and fees, net of scholarship allowance; (2) sales and services of auxiliary enterprises, net of scholarship allowances; and (3) most federal, state, local, and nongovernmental grants and contracts and federal appropriations.
- **Non-operating revenues** – Non-operating revenues are revenues received for which goods and services are not provided. State appropriations, gifts, and other revenue

sources defined as non-operating revenues by GASB Statement 9, *Reporting Cash Flows of Proprietary and Nonexpendable Trust Funds and Governmental Entities That Use Proprietary Fund Accounting*, and GASB Statement 34, *Basic Financial Statements – and Management’s Discussion and Analysis – for State and Local Governments* are included in this category.

- **Operating expenses** – Operating expenses include those expenses necessary for the operation of the University including those for wages and fringes, services and supplies, and operation of plant including utilities as well as any expense not classified as non-operating.
- **Non-operating expenses** – Non-operating expenses are those expenses incurred for interest on debt related to the purchase of capital assets and the losses on the disposal of capital assets.

Scholarship Discounts and Allowances

Student tuition and fees and certain auxiliary revenues are reported net of scholarship allowance in the *Statement of Revenues, Expenses, and Changes in Net Assets*. Scholarship allowance is the difference between the stated charge for goods and services provided by the University and the amount paid by students and/or third parties making payments on the students’ behalf.

Certain governmental grants, such as Pell grants, and other federal, state, or nongovernmental programs are recorded as either operating or non-operating revenue in the University’s financial statements. To the extent that such revenues are used to satisfy tuition and fees or certain auxiliary charges, the University has recorded a scholarship discount and allowance.

3. CASH, CASH EQUIVALENTS, AND INVESTMENTS

Certain risk disclosures are required by GASB Statement 40, *Deposit and Investment Risk Disclosures* which is an amendment of GASB Statement 3, *Deposits with Financial Institutions, Investments (including Repurchase Agreements), and Reserve Repurchase Agreements*. With respect to deposit risks, there are custodial credit risk and foreign currency risk. With respect to investments, there are credit risks (both custodial credit risk and concentrations of credit risk), interest rate risk, and foreign currency risk. These risks are defined as:

- **Credit risk** – Credit risk is the risk that an issuer or other counterparty to an investment will not fulfill its obligations. GASB Statement 40 requires the disclosure of the credit quality rating on any investments subject to credit risk.
- **Custodial credit risk** – The custodial credit risk for deposits is the risk that, in the event of the failure of a depository financial institution, a government will not be able to recover deposits or will not be able to recover collateral securities that are in the possession of the institution. The custodial risk for investments is the risk that, in the event of the failure of the counterparty to a transaction, a government will not be able to recover the value of investment or collateral securities that are in possession of an outside party. The University does not have a policy limiting the ratings type of investment choices. The University does not have any funds subject to custodial credit risk.
- **Concentration of credit risk** – Concentration of credit risk is the risk of loss attributed to the magnitude of a government’s investment in a single issuer. GASB Statement 40 requires disclosure of any issuer with more than five percent of total investments. Investments

issued or explicitly guaranteed by the U.S. government and investments in mutual funds, external investment pools, and other pooled investments are excluded from disclosure. The University does not have a policy limiting the amount that can be invested in any one issuer.

- **Interest rate risk** – Interest rate risk is the risk that interest rate changes will adversely affect the fair value of an investment. GASB Statement 40 requires disclosure of maturities for investments subject to interest rate risk. The University does not have a policy limiting investment maturities as a means of managing interest rate risk.
- **Foreign currency risk** – Foreign currency risk is the risk that changes in exchange rates will adversely affect the fair value of an investment or deposit. The University does not have a policy limiting foreign investments. The University does not have any investments subject to foreign currency risk.

Cash and Cash Equivalents

Cash and cash equivalents reporting requirements are defined by GASB Statement 9, *Reporting Cash Flows of Proprietary and Nonexpendable Trust Funds and Governmental Entities that Use Proprietary Fund Accounting*. Cash and cash equivalents represent cash with the treasurer of the Commonwealth, cash on hand, certificates of deposit and temporary investments with original maturities of 90 days or less, and cash equivalents with the Virginia State Non-Arbitrage Program (SNAP). SNAP is an open-end management investment company registered with the Securities and Exchange Commission.

Pursuant to Section 2.2-1800 et seq. Code of Virginia, all state funds of the University are maintained by the Treasurer of Virginia, who is responsible for the collection, disbursement, custody, and investment of state funds. Some local cash deposits held by the University are maintained in accounts

that are insured by the Federal Deposit Insurance Corporation (FDIC) or collateralized in accordance with the *Virginia Security for Public Deposits Act*, Section 2.2-4400, et. seq. Code of Virginia.

Investments

The investment policy of the University is established by the Board of Visitors and monitored by the board. Authorized investments are set forth in the *Investment of Public Funds Act*, Sections 2.2-4500 through 2.2-4516 et seq., Code of Virginia.

Investments fall into two groups: short-term and long-term. Short-term investments have an original maturity of over 90 days but less than or equal to one year. Long-term investments have an original maturity greater than one year. A categorization of the University's cash, cash equivalents, and investments are presented below.

| | Market Value As of June 30, 2010 | Credit Rating | Investment Maturity |
|--|-------------------------------------|---------------|------------------------|
| Cash and cash equivalents: | | | |
| Cash with the Treasurer | (\$ 1,029,509) | | |
| Deposits with financial institutions | 4,434,715 | | |
| Collateral held for securities lending | 108,353 | | <3 months |
| Money market deposits with brokers/dealers | 9,569,909 | Moody's AAA | <3 months |
| State non-arbitrage program (SNAP) | 18,949,782 | S&P AAAM | <3 months |
| Total cash and cash equivalents | \$ 32,033,250 | | |
| Short-term Investments | | | |
| Collateral held for securities lending | \$ 58,398 | | <1 year |

Securities Lending Transactions

Collateral held for securities lending and the securities lending transactions reported on the financial statements represent the University's allocated share of cash received for

securities lending transactions held in the General Account of the Commonwealth. Information related to the credit risk of these investments is available on a statewide level in the Commonwealth of Virginia's *Comprehensive Annual Financial Report*.

4. ACCOUNTS RECEIVABLE

Accounts receivable consisted of the following at June 30, 2010:

| Accounts Receivable | |
|---|---------------------|
| Student tuition and fees | \$ 1,259,826 |
| Auxiliary enterprises | 101,513 |
| Perkins loan | 793,455 |
| Other activities | 170,546 |
| Total receivables before allowance | 2,325,340 |
| Less: allowance for doubtful accounts | (434,504) |
| Total receivables | \$ 1,890,836 |

5. COMMONWEALTH EQUIPMENT AND CAPITAL PROJECT REIMBURSEMENT PROGRAMS

The Commonwealth has established several programs to provide state-supported institutions of higher education with bond proceeds for financing the acquisition and replacement of instructional and research equipment and facilities. During fiscal year 2010, funding has been provided to the University from three programs: general obligation bonds [code section 9(c)], and two programs (21st Century program and the Equipment Trust Fund) managed by the Virginia College Building Authority (VCBA). The VCBA issues bonds and uses the proceeds to reimburse the University for expenses incurred in the acquisition of equipment and facilities.

The *Statement of Revenues, Expenses, and Changes in Net Assets* includes amounts listed below for the year ended June 30, 2010, in "Capital appropriations" line item for equipment and facilities obtained with funding under these three programs.

| Capital Appropriations | |
|---------------------------------------|---------------------|
| VCBA Equipment Trust Fund program | \$ 631,660 |
| General obligation bonds 9(C) | 3,689,510 |
| VCBA 21 st Century program | 5,006,671 |
| Total capital appropriations | \$ 9,327,841 |

The line item, "Due from the Commonwealth, restricted," on the *Statement of Net Assets* for the year ended June 30, 2010, represents pending reimbursements from the following programs:

| Due from the Commonwealth, restricted | |
|--|---------------------|
| General obligation bonds 9(C) | \$ 112,909 |
| VCBA 21 st Century program | 1,008,796 |
| Total Due from the Commonwealth, restricted | \$ 1,121,705 |

6. CAPITAL ASSETS

A summary of changes in capital asset categories for the year ended June 30, 2010, is presented as follows:

| | Beginning Balance | Additions | Deletions | Ending Balance |
|--|-----------------------|----------------------|-----------------------|-----------------------|
| Non-depreciable capital assets: | | | | |
| Land | \$ 5,176,399 | \$ - | \$ - | \$ 5,176,399 |
| Construction in progress | 8,195,281 | 16,625,248 | (6,377,476) | 18,443,053 |
| Total non-depreciable capital assets | 13,371,680 | 16,625,248 | (6,377,476) | 23,619,452 |
| Depreciable capital assets: | | | | |
| Buildings | 156,674,286 | 5,378,684 | - | 162,052,970 |
| Equipment | 12,607,164 | 1,778,968 | (770,962) | 13,615,170 |
| Infrastructure | 31,156,522 | 186,543 | - | 31,343,065 |
| Improvements other than buildings | 6,836,552 | 8,668 | - | 6,845,220 |
| Library books | 11,136,811 | 242,693 | (16,859) | 11,362,645 |
| Total depreciable capital assets at historical cost | 218,411,335 | 7,595,556 | (787,821) | 225,219,070 |
| Less accumulated depreciation for: | | | | |
| Buildings | 44,605,627 | 2,650,896 | - | 47,256,523 |
| Equipment | 8,666,962 | 1,737,585 | (547,235) | 9,857,312 |
| Infrastructure | 21,077,932 | 953,087 | - | 22,031,019 |
| Improvements other than buildings | 1,992,132 | 236,637 | - | 2,228,769 |
| Library books | 9,464,768 | 334,638 | (16,859) | 9,782,547 |
| Total accumulated depreciation | 85,807,421 | 5,912,843 | (564,094) | 91,156,170 |
| Depreciable capital assets, net of depreciation | 132,603,914 | 1,682,713 | (223,727) | 134,062,900 |
| Total capital assets, net of depreciation | \$ 145,975,594 | \$ 18,307,961 | \$ (6,601,203) | \$ 157,682,352 |

7. ACCOUNTS PAYABLE AND ACCRUED EXPENSES

Accounts payable and accrued expenses consisted of the following at June 30, 2010:

| Accounts payable and accrued expenses | |
|--|---------------------|
| Accounts payable | \$ 4,262,461 |
| Accrued salaries and wages payable | 3,332,586 |
| Accrued interest on capital debt | 602,281 |
| Retainage payable | 374,322 |
| Total accounts payable and accrued expenses | \$ 8,571,650 |

8. NON-CURRENT LIABILITIES

The University's non-current liabilities consist of long-term debt (further described in Note 9), accrued compensated absences, and the federal Perkins Loan program contribution refundable. A summary of changes in the long-term liabilities for the year ending June 30, 2010 is presented below:

| | Beginning Balance | Additions | Reductions | Ending Balance | Current Portion |
|--------------------------------|-------------------|---------------|----------------|----------------|-----------------|
| Long-term debt: | | | | | |
| Bonds payable | \$ 8,042,232 | \$ 1,844,429 | (\$ 3,001,365) | \$ 6,885,296 | \$ 811,877 |
| Notes payable | 19,013,243 | \$19,512,384 | (786,693) | 37,738,934 | 785,000 |
| Installment purchases | 2,553,206 | - | (196,943) | 2,356,263 | 205,523 |
| Total long-term debt | 29,608,681 | 21,356,813 | (3,985,001) | 46,980,493 | 1,802,400 |
| Other non-current liabilities: | | | | | |
| Accrued compensated absences | 1,416,759 | 909,066 | (842,126) | 1,483,699 | 1,026,798 |
| Total long-term liabilities | \$ 31,025,440 | \$ 22,265,879 | (\$ 4,827,127) | \$ 48,464,192 | \$ 2,829,198 |

9. LONG-TERM INDEBTEDNESS

Bonds Payable

The University has issued bonds pursuant to section 9(c) of Article X of the *Constitution of Virginia*. Section 9(c) bonds are general obligation bonds issued by the Commonwealth of Virginia on behalf of the University. They are secured by the net revenues of the completed project and the full faith, credit, and taxing power of the Commonwealth of Virginia. A summary of all bonds payable as of June 30, 2010 is presented as follows:

| | Interest Rates | Maturity | Outstanding Balance |
|---|----------------|----------|---------------------|
| Residence Halls | | | |
| Series 2001A, issued \$1,925,000 – partial refunded | 4.0% - 5.0% | 2021 | \$ 90,000 |
| Series 2004A, issued \$1,036,316 – partial refunding series 2001 | 2.0% - 5.0% | 2020 | 1,011,258 |
| Series 2008R, issued \$1,202,181 – refunding series 1998 | 3.0% - 5.0% | 2013 | 736,854 |
| Series 2009C, issued \$152,541 – partial refunding series 2001A | 3.0% - 4.0% | 2021 | 152,541 |
| Telecommunications Replacement | | | |
| Series 2002R, issued \$2,646,766 – partial refunding series 1993 | 2.5% - 5.0% | 2013 | 965,000 |
| Dining Halls | | | |
| Series 2005A, issued \$4,730,000 – partial refunded | 3.5% - 5.0% | 2025 | 2,210,000 |
| Series 2009D, issued \$1,625,000 – partial refunding series 2005A | 5.0% | 2022 | 1,625,000 |
| Unamortized premium/(discount) | | | 346,743 |
| Gain/(loss) deferral on debt defeasance | | | (252,100) |
| Total Bonds Payable | | | \$ 6,885,296 |

Notes Payable

The University participates in the Public Higher Education Financing Program (Pooled Bond Program) created by the Virginia General Assembly in 1996. Through the Pooled Bond Program, the Virginia College Building Authority (VCBA) issues 9(d) bonds and uses the proceeds to purchase debt obligations (notes) of the University. The notes are secured by the pledged general revenues of the University. A summary of all notes payable as of June 30, 2010 is presented below:

| | Interest Rates | Maturity | Outstanding Balance |
|---|----------------|----------|----------------------|
| Tennis Court Replacement | | | |
| Series 2004R, issued \$695,000 – partial refunding series 1999A | 3.00% - 5.00% | 2019 | 665,000 |
| Fitness Center | | | |
| Series 2000A, issued \$4,690,000 – partial refunded | 4.25% - 5.75% | 2021 | 820,000 |
| Series 2004R, issued \$1,385,000 – partial refunding series 2000A | 3.00% - 5.00% | 2016 | 1,350,000 |
| Series 2007B, issued \$1,030,000 – partial refunding series 2000A | 4.00% - 4.50% | 2019 | 1,025,000 |
| Indoor Tennis Facility | | | |
| Series 2002A, issued \$2,335,000 – partial refunded | 3.00% - 5.25% | 2023 | 945,000 |
| Series 2007B, issued \$860,000 – partial refunding series 2002A | 4.00% - 4.50% | 2019 | 850,000 |
| Jepson Science Center | | | |
| Series 2004R, issued \$725,000 – partial refunding series 1997 | 3.00% - 5.00% | 2016 | 640,000 |
| Series 2007B, issued \$190,000 – partial refunding series 1997 | 4.00% - 4.25% | 2018 | 115,000 |
| Parking Deck | | | |
| Series 2004A, issued \$5,665,000 | 3.00% - 5.00% | 2026 | 4,895,000 |
| Athletic Field Replacement | | | |
| Series 2007A, issued \$1,935,000 | 4.50% - 5.00% | 2037 | 1,875,000 |
| Residence Halls | | | |
| Series 2007A, issued \$4,895,000 | 4.50% - 5.00% | 2037 | 4,740,000 |
| Convocation Center | | | |
| Series 2009B, issued \$18,795,000 | 3.00% - 5.00% | 2040 | 18,795,000 |
| Unamortized premium/(discount) | | | 1,052,259 |
| Gain/(loss) deferral on debt defeasance | | | (28,325) |
| Total Notes Payable | | | \$ 37,738,934 |

Installment Purchases

The University has entered into an installment purchase contract to finance the acquisition of energy savings infrastructure and equipment. The purchase agreement continues until 2019 with interest rates from 2.99% to 4.31%.

Prior Year Defeasance of Debt

In prior years, the University and the Commonwealth of Virginia, on behalf of the University, issued bonds and the proceeds were deposited into an irrevocable trust with an escrow agent to provide for all future debt service payments on other debt. The bonds representing that debt are, therefore, considered defeased. Accordingly, the trust account's assets and the liabilities for the defeased bonds are not included in the University's financial statements. On June 30, 2010, \$2,795,000 of the bonds and \$3,190,000 of the notes considered defeased remain outstanding.

Annual Debt Service Requirements

A summary of the University's future principal commitments and future interest commitments is presented below:

| | Section 9(c) Bonds | Notes Payable | Installment Purchases | Total Long- Term Debt |
|--|-----------------------|----------------------|--------------------------|--------------------------|
| Future principal commitments: | | | | |
| 2011 | \$ 811,877 | \$ 785,000 | \$ 205,523 | \$ 1,802,400 |
| 2012 | 846,102 | 1,130,000 | 214,477 | 2,190,579 |
| 2013 | 891,435 | 1,170,000 | 223,820 | 2,285,255 |
| 2014 | 305,255 | 1,240,000 | 233,571 | 1,778,826 |
| 2015 | 321,192 | 1,305,000 | 243,746 | 1,869,938 |
| 2016 – 2020 | 1,868,611 | 7,305,000 | 1,235,126 | 10,408,737 |
| 2021 – 2025 | 1,746,181 | 6,395,000 | - | 8,141,181 |
| 2026 – 2030 | - | 5,095,000 | - | 5,095,000 |
| 2031 – 2035 | - | 5,850,000 | - | 5,850,000 |
| 2036 – 2040 | - | 6,440,000 | - | 6,440,000 |
| Unamortized premium/(discount) | 346,743 | 1,052,259 | - | 1,399,002 |
| Gain/(loss) deferral on debt defeasance | (252,100) | (28,325) | - | (280,425) |
| Total future principal requirements | \$ 6,885,296 | \$ 37,738,934 | \$ 2,356,263 | \$ 46,980,493 |
| Future Interest commitments: | | | | |
| 2011 | \$ 328,617 | \$ 1,706,100 | \$ 99,364 | \$ 2,134,081 |
| 2012 | 289,408 | 1,661,775 | 90,411 | 2,041,594 |
| 2013 | 247,177 | 1,606,513 | 81,067 | 1,934,757 |
| 2014 | 205,137 | 1,546,194 | 71,316 | 1,822,647 |
| 2015 | 189,786 | 1,483,125 | 61,141 | 1,734,052 |
| 2016 – 2020 | 693,197 | 6,391,600 | 136,866 | 7,221,663 |
| 2021 – 2025 | 244,597 | 4,696,013 | - | 4,940,610 |
| 2026 – 2030 | - | 3,320,581 | - | 3,320,581 |
| 2031 – 2035 | - | 2,120,619 | - | 2,120,619 |
| 2036 – 2040 | - | 694,575 | - | 694,575 |
| Total future interest requirements | \$ 2,197,919 | \$ 25,227,095 | \$ 540,165 | \$ 27,965,179 |

10. EXPENSES BY NATURAL CLASSIFICATION

The following table shows a classification of expenses both by function, as listed in the *Statement of Revenues, Expenses, and Changes in Net Assets*, and by natural classification, which is the basis for amounts shown in the *Statement of Cash Flows*.

| | Salaries and Wages | Fringe Benefits | Services and Supplies | Utilities | Plant and Equipment | Depreciation | Total |
|---------------------------------|----------------------|---------------------|-----------------------|---------------------|---------------------|---------------------|---------------------|
| Instruction | \$ 22,332,605 | \$ 3,913,390 | \$ 1,484,013 | \$ 115 | \$ 136,285 | \$ - | \$ 27,866,408 |
| Research | 186,667 | 20,792 | 199,770 | - | 14,659 | - | 421,888 |
| Public service | 53,735 | 77,500 | 71,158 | - | 5,015 | - | 207,408 |
| Academic support | 3,927,231 | 788,228 | 1,535,101 | - | 949,603 | - | 7,200,163 |
| Student services | 2,581,009 | 558,464 | 1,610,512 | 35 | 23,043 | - | 4,773,063 |
| Institutional support | 4,710,255 | 1,287,585 | 1,936,922 | 264 | 40,037 | - | 7,975,063 |
| Plant – operation & maintenance | 1,379,313 | 862,879 | 78,268 | 2,741,104 | (139,645) | - | 4,921,919 |
| Depreciation | - | - | - | - | - | 5,912,843 | 5,912,843 |
| Student aid | 432,350 | 25,643 | 128,230 | - | 4,786 | - | 591,009 |
| Museum & cultural Services | 498,817 | 76,546 | 111,026 | 70,417 | 355 | - | 757,161 |
| Historic attraction Management | 160,373 | 24,008 | 15,925 | 5,928 | - | - | 206,234 |
| Auxiliary activities | 7,435,306 | 1,457,911 | 17,121,165 | 4,579 | 308,631 | - | 26,327,592 |
| Total Expenses | \$ 43,697,661 | \$ 9,092,946 | \$ 24,292,090 | \$ 2,822,442 | \$ 1,342,769 | \$ 5,912,843 | \$87,160,751 |

11. STATE APPROPRIATIONS

The University receives state appropriations from the General Fund of the Commonwealth. The Appropriations Act specifies that such unexpended appropriations shall revert, as specifically provided by the General Assembly, at the end of the biennium. For years ending at the middle of a biennium, unexpended appropriations that have not been approved for re-appropriations in the next year by the Governor become part of the General Fund of the Commonwealth and are, therefore, no longer available to the University for disbursements.

The following is a summary of state appropriations received by the University including all supplemental appropriations and reversions:

State Appropriations

Original legislative appropriation per Chapter 872:

| | |
|---|---------------|
| Educational and general programs | \$ 23,502,992 |
| Student financial assistance | 1,468,704 |
| Museum and cultural services | 459,850 |
| Historic attraction management | 205,494 |
| Supplemental adjustments: | |
| Governor's September 2009 Reduction plan | (4,289,019) |
| Out of state student capital outlay fee | (292,450) |
| Equipment Trust Fund debt transfer | (97,063) |
| Health insurance reductions | (134,569) |
| State Employee Workers Compensation premium increases | 13,994 |
| Retirement contribution increases | 9,346 |
| Employee group life decreases | (31,104) |
| Disability contribution decreases | (156,380) |

State Appropriations

| | |
|---|--------------|
| Retiree benefit reductions | (29,624) |
| State employee furlough | (143,890) |
| VRS 4 th quarter rate suspension | (391,102) |
| VRS 4 th quarter employee share delay | (307,332) |
| Group life 4 th quarter rate suspension | (60,947) |
| VSDP 4 th quarter rate suspension | (77,141) |
| Retiree health credit 4 th quarter rate suspension | (77,141) |
| eVa rate reduction | (55,609) |
| VITA rate change | (546) |
| Fleet motor pool cost reduction | (1,197) |
| VITA savings | (1,895) |
| Virtual Library of Virginia (VIVA) allocation | 14,759 |
| Real estate surcharge refund | 1,056 |
| Virginia DOE Special Ed Teacher Support | 11,850 |
| Eminent Scholars | 93,443 |
| Cash reversions: | (14,542) |
| State appropriation revenue, adjusted | \$19,619,937 |

12. COMMITMENTS

Capital Improvement Commitments

The amounts listed in the following table represent the value of obligations remaining on capital improvement project contracts. These obligations are for future effort and as such have not been accrued as expenses or liabilities on the University's financial statements. Outstanding contractual commitments for capital improvement projects as of June 30, 2010, include:

Capital commitments by project

| | |
|-----------------------------------|---------------|
| Convocation center | \$ 8,508,194 |
| Monroe Hall renovations | 6,208,034 |
| Mason & Randolph Hall renovations | 3,662,448 |
| Dahlgren campus | 450,052 |
| Dodd Auditorium renovations | 253,831 |
| Maintenance reserve projects | 238,753 |
| Gari Melchers Museum renovations | 152,663 |
| Stafford campus | 100,188 |
| Other projects | 395,223 |
| Total capital commitments | \$ 19,969,386 |

In addition, \$374,322 was held by the University as retainage on ongoing projects for which work had been performed. The retainage will be remitted to the contractors upon satisfactory completion of the project.

Lease Commitments

The University has entered into three agreements to lease buildings for office space. The University is committed to an operating lease for office space for the Warsaw office of the Rappahannock Small Business Development Center run by the University. The lease is for a three-year term beginning in Jul, 2007. Rental expense was \$4,977 for the year ended June 30, 2010.

In addition, the University is committed to two operating leases for office space for administrative offices of the University. The first lease is a five-year lease beginning in September 2006. Rental expense was \$270,031 for the year ended June 30, 2010. The second lease was a two year lease beginning in May 2009. Rental expense was \$179,388 for the year ended June 30, 2010.

The University has, as of June 30, 2010, the following future minimum rental payments due under the above leases:

| Future minimum operating lease payments | |
|---|------------|
| Year ending June 30, 2011 | \$ 413,117 |
| Year ending June 30, 2012 | 46,536 |
| Total | \$ 459,653 |

13. CONTRIBUTIONS TO PENSION PLANS

Virginia Retirement System

Employees of the University are employees of the Commonwealth of Virginia and therefore eligible to participate in the Commonwealth's defined benefit retirement plan. This plan is administered by the Virginia Retirement System (VRS). VRS is a multiple-employer public employee retirement system that acts as a common investment and administrative agency for the Commonwealth of Virginia and its political subdivisions.

The VRS does not measure assets and pension benefit obligations separately for individual state institutions. Information related to this plan is available at the statewide level only and can be found in the Commonwealth of Virginia's *Comprehensive Annual Financial Report*. The Commonwealth, not the University, has the overall responsibility for contributions to this plan.

The University's expenses include the amount assessed by the Commonwealth for contributions to VRS, which totaled \$1,959,147 for the year ended June 30, 2010.

Optional Retirement Plans

Full-time faculty and certain administrative staff can participate in a defined contribution plan administered by two different providers other than the VRS. The two different providers are TIAA/CREF Insurance Companies and Fidelity Investments Tax-Exempt Services Company. This plan is a

defined contribution program where the retirement benefits received are based upon the employer's contribution (10.4%), plus interest and dividends.

Individual contracts issued under the plan provide for full and immediate vesting of both the University's and the employee's contributions. Total pension costs under this plan were \$1,621,726 for fiscal year 2010. Contributions to the optional retirement plan were calculated using the base salary amount of approximately \$15,593,520 for the fiscal year.

Deferred Compensation Plan

Employees of the University are employees of the Commonwealth of Virginia. State employees may participate in the Commonwealth's Deferred Compensation Plan. Participating employees can contribute to the plan each pay period with the Commonwealth matching up to \$20 per pay period. The dollar amount match can change depending on the funding available in the Commonwealth's budget. The Deferred Compensation Plan is a qualified defined contribution plan under Section 401(a) of the Internal Revenue Code. The University expense for contributions under the Deferred Compensation Plan, which is an amount assessed by the Commonwealth, was \$181,662 for fiscal year 2010.

14. POST-EMPLOYMENT BENEFITS

The Commonwealth sponsors post-employment benefit programs that are administered by the Virginia Retirement System. These programs, a statewide group life insurance program and the Virginia Sickness & Disability program's long-term care plan, provide post-employment benefits to eligible retired and terminated employees. Health care

credits are also provided to offset the monthly health insurance premiums of its retirees who have at least 15 years of service. Information related to these plans is available at the statewide level in the Commonwealth's *Comprehensive Annual Financial Report*.

15. RISK MANAGEMENT AND EMPLOYEE HEALTH CARE PLANS

The University is exposed to various risks of loss related to torts; theft of, damage to, and destruction of assets; errors and omissions; nonperformance of duty; injuries to employees; and natural disasters. The University participates in insurance plans maintained by the Commonwealth of Virginia. The state employee health care and worker's compensation plans are administered by the Department of Human Resource Management and the risk management insurance plans are administered by the Department of

Treasury, Division of Risk Management. Risk management insurance includes property, general liability, medical malpractice, faithful performance of duty bond, automobile, boiler and machinery, and air and watercraft plans. The University pays premiums to each of these departments for its insurance coverage. Information relating to the Commonwealth's insurance plans is available in the Commonwealth of Virginia's *Comprehensive Annual Financial Report*.

16. CONTINGENCIES

Grants and Contracts

The University has received federal grants for specific purposes that are subject to review and audit by grantor agencies. Claims against these resources are generally conditional upon compliance with the terms and conditions of grant agreements and applicable federal regulations, including the outlay of resources for allowable purposes. Any disallowance resulting from a federal audit may become a liability of the University.

In addition, the University is required to comply with the various federal regulations issued by the Office of

Management and Budget. Failure to comply with certain system requirements of these regulations may result in questions concerning the allowance of related direct and indirect charges pursuant to such agreements. As of June 30, 2010, the University estimates that no material liabilities will result from such audits or questions.

Pending Litigation

The University was not named as a defendant in any lawsuits as of June 30, 2010.

17. RELATED PARTY TRANSACTIONS

The UMW Foundation provides financial support to the University. The UMW Foundation is a separate entity, whose financial position is presented along with the University as required by GASB Statement 39 *Determining Whether Certain Organizations Are Component Units*.

Pursuant to the 2007 bonds of the Foundation, the University entered into a support and management agreement with the Foundation. The University shall operate and manage the 1201 William Street project (2007 Project) as part of and on an equal basis with its own academic and administrative offices. Subject to this agreement and upon consultation with the Foundation, the University shall be responsible for all aspects of the operation of the 2007 Project. On each January 15 and July 15, commencing July 15, 2008, the University shall transfer to the Foundation the amounts set forth in the 2007 Project budget for the succeeding six month period of such fiscal year. The amount of the transfer shall include, without limitation, the amount necessary for the Foundation to satisfy its payment and other obligations under the 2007 Project loan agreement and the Deed of Trust during such period. In addition, promptly upon the request of the Foundation, the University shall transfer to the Foundation any other amount requested by the Foundation necessary to pay any amount due and payable under the 2007 Project loan agreement or the Deed of Trust, including any additional payments as defined in the loan agreement. The amounts received are to be pledged as security for the Foundation's obligations under the 2007 Project loan agreement and the Deed of Trust. Amounts due to the Foundation under this agreement at June 30, 2010 were \$45,394 and is included in "Due to the Foundation" on the University's *Statement of Net Assets*.

Pursuant to the 2008 and 2009 bonds of the Foundation and Eagle Housing, LLC, the University entered into a support and

management agreement with the Foundation and Eagle Housing, LLC, a wholly-owned subsidiary of the Foundation. The support agreement requires preferential treatment in that the University must assign all of its students in need of housing first to the University Apartment Project and the Eagle Village I Project (Student Housing Projects), until at least 95% of the available units in the Student Housing Projects have been filled. The management agreement appoints the University as the property's facilities manager, and requires the University to establish annual operating and capital budgets that facilitate the Foundation's compliance with the financial covenants of the bond financing agreements. In addition, the agreement requires a Project Revenue Fund be established at the University to collect revenues and pay expenses of operating, maintaining, and insuring the facility. The net results of the Project Revenue Fund are to be transferred to the Foundation at its request. Amounts due to the Foundation under this agreement at June 30, 2010 were \$56,351 and are included in "Due to the Foundation" on the University's *Statement of Net Assets*.

The support agreement remains in effect for as long as the 2008 and 2009 bonds are outstanding. The management support agreement extends to September 1, 2041. The management agreement may be terminated by either party after June 30, 2015, with certain restrictions. A termination of the management agreement shall in no way terminate the support agreement or affect the University's obligations under the support agreement.

In December 2009, the Foundation obtained a non-interest bearing, promissory note from the University in the amount of \$1,600,000 for the purpose of purchasing property for the ultimate ownership and use by the University. Per the agreement, the University commits to purchase the property

from the Foundation and the Foundation commits to sell the properties to the University by the maturity date of December 2015. The purchase price will be the sum of purchase price paid plus costs and expenses to carry and

maintain the properties during the term of ownership. At settlement, the loan will be repaid via a credit to the University against the purchase price equal to the outstanding principal balance of the loan.

18. AFFILIATED FOUNDATION

In accordance with GASB Statement 39, *Determining Whether Certain Organizations Are Component Units*, the financial statements do not include the assets, liabilities, and net assets of the University of Mary Washington Alumni Association. The purpose of this organization is to promote the welfare and support the mission of the University and to encourage an enduring relationship with the University by deepening alumni and student loyalty. This organization is a separately incorporated entity and the related financial statements are reviewed by other auditors. The following condensed summary is based solely upon the reports of other auditors at and for the year ended June 30, 2010.

The revenues and expenditures of the Alumni Association, determined as if in consolidation with the University, were \$195,827 and \$183,679, respectively, for the year ended June 30, 2010.

| University of Mary Washington Alumni Association | |
|--|------------|
| Assets: | |
| Cash and investments | \$ 106,323 |
| Other assets | 40,913 |
| Total assets | \$ 147,236 |
| Liabilities and net assets: | |
| Liabilities | \$ 653 |
| Net assets | 146,583 |
| Total liabilities and net assets | \$ 147,236 |

19. UMW FOUNDATION FOOTNOTE DISCLOSURES

Full and complete footnotes related to the UMW Foundation can be obtained from the Foundation's audited financial statements. Information as to the UMW Foundation's significant accounting policies, board designated net assets, restricted fund net assets, endowment funds, and fair value measurements are not presented below and can only be obtained from the Foundation's audited financial statements.

Cash, Cash Equivalents and Investments

Financial instruments that potentially subject the Foundation to concentration of credit risk consist of cash and cash equivalents, receivables and investments. The Foundation places its temporary cash investments with high credit quality financial institutions. The Foundation had cash and cash equivalents of \$27,877,165 in excess of the Federal Deposit Insurance Corporation limit at June 30, 2010. Investments are diversified and managed by several different managers.

The Foundation monitors its investments and receivables to minimize credit risk.

The Foundation periodically uses derivatives to manage risks related to interest rate movements. Interest rate swap contracts designated and qualifying as cash flow hedges are reported at fair value on the *Statement of Net Assets* with the changes in the fair value included in the *Statement of Revenues, Expenses, and Changes in Net Assets*. The Foundation documents its risk management strategy and hedge effectiveness at the inception of, and during the term of, each hedge. The Foundation's interest rate risk management strategy is to stabilize cash flow requirements by maintaining interest rate swap contracts to convert variable-rate debt to fixed rate.

The market value of investments held by various funds at June 30, 2010, is summarized below:

| UMW Foundation Investments | Market Value As of June 30, 2010 |
|-----------------------------------|---|
| Cash | \$ 5,352,308 |
| Bond mutual funds | 1,208,377 |
| Stocks | 834,901 |
| Stock mutual funds | 13,654,462 |
| Partnerships | 13,307,628 |
| Total Cash and Investments | \$ 34,357,676 |

Investment income (loss) includes the following components for the year ended June 30, 2010:

| UMW Foundation Investment Income (Loss) | |
|--|---------------------|
| Interest and dividends | \$ 525,628 |
| Unrealized gain (loss) | 2,466,314 |
| Realized gain | 87,650 |
| Investment income(loss) | \$ 3,079,592 |

The Foundation has beneficial interests in various split-interest agreements. The contribution portion of an agreement is recognized as revenue when the Foundation has the unconditional right to receive benefits under the agreement, and is measured at the expected future payments to be received. Any assets received under a trust agreement are recorded at fair value. Any liabilities to third-party beneficiaries are recorded at the present value of the expected payments. All present value calculations are made using federal discount rates and life expectancy tables. During the term of the agreement, any changes in actuarial assumptions are recognized as "changes in value of split-interest agreements."

The Foundation is the remainder beneficiary and trustee of twenty-one charitable gift annuities and one charitable remainder trust, dated 1991 to 2010. The discount rates range from 2.6% to 10.6% and are paid either monthly or quarterly. Total annuity payments for 2010 were \$89,782.

Accounts and Pledges Receivable

The Foundation has elected to record pledges receivable at fair value. The process utilizes the income approach with discounted cash flows, providing a single discounted value for all pledges. The fair value adjustment for 2010 was \$20,427. No changes in the fair value measurement were attributable to instrument specific credit risk. UMW Foundation had unconditional pledges receivable consisting of the following at June 30, 2010:

| Pledges Receivable | |
|---|---------------------|
| Pledges due within one year | \$ 575,978 |
| Pledges due in two to five years | 5,820,671 |
| Thereafter | 1,500 |
| Total receivables before discount | 6,398,149 |
| Less: discounts to net present value (using a discount rate of 5%) | (638,219) |
| Pledges receivable – net | \$ 5,759,930 |

The Foundation has a loan receivable of \$75,000 due from a former key employee of the University. Principal is payable in annual installments of \$25,000 and matures in February 2011. Payments have historically been relieved by designated donations received in each year. No payments were received in 2009 or 2010. The stated interest rate of 5% per annum has been forgiven by the Foundation.

Capital Assets

A summary of changes in capital asset categories of the UMW Foundation for the year ended June 30, 2010, is presented as follows:

| | Beginning Balance | Additions | Deletions | Ending Balance |
|--|----------------------|----------------------|---------------------|-----------------------|
| Non-depreciable capital assets: | | | | |
| Land | \$ 28,512,528 | \$ 3,801,655 | (\$ 118,000) | \$ 32,196,183 |
| Construction in progress | 8,674,309 | 55,618,315 | - | 64,292,624 |
| Artwork and antiques | 283,438 | - | - | 283,438 |
| Total non-depreciable capital assets | 37,425,275 | 59,419,970 | (118,000) | 96,772,245 |
| Depreciable capital assets: | | | | |
| Buildings | 18,906,307 | 2,814,583 | (165,208) | 21,555,682 |
| Equipment | 569,370 | 358,590 | (24,752) | 903,208 |
| Improvements other than buildings | 20,305 | 26,053 | - | 46,358 |
| Total depreciable capital assets at historical cost | 19,495,982 | 3,199,226 | (189,960) | 22,505,248 |
| Less accumulated depreciation for: | | | | |
| Buildings | 2,537,459 | 786,321 | (18,586) | 3,305,194 |
| Equipment | 336,793 | 62,806 | (24,752) | 374,847 |
| Improvements other than buildings | 7,897 | 1,354 | - | 9,251 |
| Total accumulated depreciation | 2,882,149 | 850,481 | (43,338) | 3,689,292 |
| Depreciable capital assets, net of depreciation | 16,613,833 | 2,348,745 | (146,622) | 18,815,956 |
| Total capital assets, net of depreciation | \$ 54,039,108 | \$ 61,768,715 | (\$ 264,622) | \$ 115,588,201 |

Beginning balances for land and buildings were changed as a result of an error in recording in FY09. Net assets was not affected.

The Foundation owns two parcels of real estate that were donated with restricted deeds. While both deeds restrict the use of the parcels of land by requiring them to be used by an accredited institution of higher learning, one of the deeds also prohibits the land from being used for dormitories or other residential purposes. The combined donated value of the two parcels is \$8,600,000.

Accounts Payable and Accrued Expenses

Accounts payable and accrued expenses of UMW Foundation consisted of the following at June 30, 2010:

| Accounts Payable | |
|-------------------------------|---------------------|
| Accounts payable | \$ 8,949,352 |
| Accrued interest | 459,520 |
| Due to UMW Alumni Association | 35,608 |
| Total accounts payable | \$ 9,444,480 |

Long-Term Indebtedness

Bonds Payable

2007 Bonds

In February 2007, the Foundation purchased a building adjacent to the University campus to be operated and managed by the University as part of its faculty offices. The acquisition was financed by a short-term bank loan. In 2008, the Foundation paid off the short-term loan by obtaining tax- exempt financing through a bond pool issuance with the Industrial Development Authority of the County of Stafford and the City of Staunton, Virginia (2007 Bonds). Interest on the bonds is payable at 4.73% over a 30-year period. The original issue discount of \$25,185 and bond issuance costs of \$122,896 are being amortized over the life of the bonds using the straight-line method. The bonds are secured by a deed of trust and a Support Agreement with the University.

2003 and 2008 Bonds

During the fiscal year ended June 30, 2004, the Foundation obtained \$11,140,000 in tax exempt financing through an Industrial Development Housing Facility Revenue Bond (2003 Bonds) with the City of Fredericksburg, Virginia. The Bonds consisted of \$5,555,000 in serial bonds with staggered maturities through April 1, 2020, \$2,170,000 in term bonds due April 1, 2024, and \$3,415,000 in term bonds due April 1, 2029. The Foundation used the proceeds to refinance the costs of acquiring and renovating property which is operated and managed by the University as part of its student housing system. The loan agreement was collateralized by a deed of trust to the trustee. The Bond indenture and related agreements provided for the payment of principal and interest to a bond sinking fund semiannually. For the term bonds due April 1, 2024, and April 1, 2029, interest was payable at a rate of 5.20% and 5.35%, respectively. For the \$5,555,000 serial bond issue, interest was payable at rates ranging from 2.1% to 5.25%, depending on maturity dates. The 2003 Bonds also required a Repair and Replacement Reserve Account which was initially established at \$350,000 upon the issuance of the Bonds. Thereafter, the Foundation was to deposit into this account each fiscal year an amount equal to the product of \$200 times the number of beds in the project.

During November 2008, Eagle Housing, LLC obtained \$10,670,000 in tax exempt financing through the Economic Development Authority of the City of Fredericksburg, Virginia (2008 Bonds). The proceeds were used to advance refund the 2003 Bonds and to pay costs of issuance relating to the 2008 bonds including any credit enhancement. The 2008 Bonds mature April 1, 2029 and have a variable interest rate as determined by the remarketing agent. The rate at June 30, 2010 was .28%. The bonds are secured by a deed of trust and a Support Agreement with the University and the Foundation has signed a guarantee agreement. Eagle Housing, LLC entered into an interest rate swap agreement in order to convert this variable-rate debt to a fixed rate.

The Bond indenture and related agreements require establishment and maintenance of a general account, a tax and insurance escrow account, an interest payment account, a principal payment account, and a repair and replacement account. The Foundation is to deposit into the Repair and Replacement Reserve Account an amount equal to \$200 per bed in the project with an increase of 3% each year over the prior year's repair and replacement reserve requirement. At June 30, 2010 the balance in the account was \$113,147. By submitting a requisition to the Trustee, the Foundation may request withdrawals from this fund at any time, and there is no minimum balance requirement.

Beginning July 1, 2009, Eagle Housing, LLC is also required to meet a long-term debt coverage ratio of not less than 1.20.

2009 Bonds

In June 2009, Eagle Housing, LLC obtained \$88,990,000 in financing through the Economic Development Authority of the City of Fredericksburg, Virginia. Series 2009A and 2009B (2009 Bonds) consisted of tax exempt variable rate revenue bonds totaling \$70,780,000 and \$18,210,000, respectively. The bonds were issued to finance the acquisition, construction and equipping of student apartments, common use building, parking deck and pedestrian bridge. The proceeds will also be used to repay up to \$10,000,000 of the \$25,000,000 note payable (See Note 12); pay certain costs of issuance; fund reserves for 2009; and pay interest on the 2009 Bonds during the construction period through September 2010.

The variable rate bonds have staggered maturities through April 1, 2029 and have a variable interest rate as determined by the remarketing agent. The rate at June 30, 2010 was .31% and .40% for the 2009A and 2009B Bonds, respectively. The 2009 Bonds are collateralized by a deed of trust and a Support Agreement with the University and the Foundation has also signed a guarantee

agreement. Eagle Housing, LLC entered into an interest rate swap agreement in order to convert this variable-rate debt to a fixed rate.

The Bond indenture and related agreements require the establishment and maintenance of several reserve accounts for the collecting, holding and disbursement of funds related to the issuance of bonds, payment of project costs, collection of project revenue and repayment of principal and interest.

Beginning July 1, 2010, Eagle Housing, LLC is required to meet a long-term debt coverage ratio of not less than 1.20.

Bonds payable consists of the following at June 30, 2010:

| Bonds Payable | Interest Rates | Maturity | Outstanding Balance |
|--|-------------------------|----------|----------------------|
| 2007 Bonds, net of unamortized discount | 4.73% | 2037 | \$ 2,392,263 |
| 2008 Bonds | Variable .3% at June 30 | 2029 | 9,950,000 |
| 2009A Bonds | Variable .4% at June 30 | 2041 | 70,780,000 |
| 2009B Bonds | Variable .6% at June 30 | 2041 | 18,210,000 |
| Loss on defeasance of prior debt issuances | | | (1,400,038) |
| Total Bonds Payable | | | \$ 99,932,225 |

Notes Payable

Notes payable consists of the following at June 30, 2010:

| Notes Payable | Interest Rates | Maturity | Outstanding Balance |
|---|----------------|----------|----------------------|
| Eagle Housing, LLC \$25,000,000 promissory note secured by a deed of trust, an assignment of rents and leases, and a guarantee by the Foundation. Eagle Village I, LLC, Eagle Village-Roger-Dodger, LLC and Snowden Street, LLC are co-borrowers. | 4.95% | 2010 | \$ 19,648,189 |
| UMW Foundation \$1,600,000 promissory note with the University of Mary Washington | 0.0% | 2014 | 1,255,000 |
| Eagle Pizza, LLC \$1,500,000 promissory note secured by a deed of trust, an assignment of rents and leases, and a guarantee by the Foundation. | 5.25% | 2015 | 1,182,032 |
| Mortgage note secured by a deed of trust, an assignment of rents and leases, and a guarantee by the Foundation. | 5.5% | 2028 | 291,104 |
| Total Notes Payable | | | \$ 22,376,325 |

Annual debt service requirements

| | Bonds Payable | Notes Payable | Total Long-Term Debt |
|------------------------------------|---------------|---------------|----------------------|
| Future principal commitments: | | | |
| 2011 | \$ 410,000 | \$ 19,652,697 | \$ 20,062,697 |
| 2012 | 475,000 | 4,741 | 479,741 |
| 2013 | 620,000 | 5,056 | 625,056 |
| 2014 | 755,000 | 5,345 | 760,345 |
| 2015 | 800,000 | 2,442,683 | 3,242,683 |
| Thereafter | 98,272,263 | 265,803 | 98,538,066 |
| (Loss) deferral on debt defeasance | (1,400,038) | - | (1,400,038) |

| | | | |
|-------------------------------------|---------------|---------------|----------------|
| Total future principle requirements | \$ 99,932,225 | \$ 22,376,325 | \$ 122,308,550 |
|-------------------------------------|---------------|---------------|----------------|

Deferred Financing Costs

Financing costs of \$2,051,331 are amortized on a straight-line basis over the term of the related debt. Accumulated amortization at June 30, 2010 was \$86,285.

Debt Related Derivative Instruments

At June 30, 2010, the Foundation had two interest rate swap contracts with fixed interest rates. In August 2009, they renegotiated the existing \$70,000,000 swap agreement. A third swap agreement was executed related to the Series 2009B Bonds for \$18,210,000. A summary of the interest rate swap contracts follows:

| Bond Series | Notional Amount | Interest Rate | Effective Date | Expiration Date | Fair Value |
|-------------|-----------------|---------------|----------------|-----------------|-----------------|
| 2009A | \$ 69,975,000 | 3.604% | 9/1/10 | 9/1/41 | (\$ 11,681,323) |
| 2009B | \$ 18,210,000 | 3.876% | 9/1/10 | 9/1/15 | (\$ 1,452,893) |
| 2008 | \$ 9,950,000 | 3.280% | 11/28/08 | 4/1/14 | (\$ 966,252) |

Restricted Deposits and Funded Reserves

In accordance with the bond agreements, the Foundation has the following restricted deposits and funded reserves which are held by Trustees of the Series 2008 and 2009 bonds and all are cash and cash equivalents:

| <u>Restricted Deposits and Funded Reserves</u> | |
|--|---------------|
| Construction Fund | \$ 18,666,818 |
| Capitalized Interest Fund | 2,382,873 |
| Debt Service Reserve Fund | 2,499,860 |
| Bond Principal Fund | 30,421 |
| Repair & Replacement Reserve Fund | 113,147 |
| Interest Reserve Fund | 67,553 |
| Total | \$ 23,760,672 |

Related Party Transactions

The Foundation has an agreement to give the University of Mary Washington Alumni Association (UMW AA) annually 20% of unrestricted alumni gifts, with a minimum of \$50,000 each year. For 2010, the Foundation gave the UMW AA \$151,695. However, the UMW AA directs all royalty revenue to the Foundation for scholarships. Under these arrangements, the Foundation had a net payable to the UMW AA of \$35,608 at June 30, 2010.

Pursuant to an agreement with a former President of the University, the Foundation shall pay the former President's estate \$5,100 per month, should he decease within 180 months of his retirement. The commitment declines each month and ceases in its entirety at June 30, 2021. Payments under this agreement shall be funded by the death benefit of a life insurance policy on the former President, of which the Foundation is the owner and beneficiary.

Commitments

The Foundation leases two vehicles under non-cancellable operating leases expiring in 2011 with minimum future rental payments totaling \$920, which are funded by restricted donations. Expense incurred under these operating leases totaled \$11,753 during 2010.

The Foundation has committed to construction contracts totaling approximately \$77,000,000 under the Eagle Village Phase I project. As of June 30, 2010, the Foundation has incurred costs of approximately \$64,000,000, with approximately \$13,000,000 remaining in the commitment. A real estate development consultant has been hired to manage the development and construction of the Eagle Village Phase I development. The consultant contract

requires a fee equal to 3.75% of the total project cost, payable in monthly installments. During 2010, approximately \$1,766,000, respectively, was paid under this agreement. In March 2010, the Foundation entered into an amendment to the consultant contract which includes additional services to manage the design and construction of the build-outs of an estimated 25-30 new leasable spaces. This amendment is effective for services through June 30, 2011 with a fee of \$4.00 per rentable square foot of leased space.

The Foundation also has a contract with a real estate brokerage firm to manage the leasing, operations, and accounting for the retail shopping center. The management fee for these services is 3% of gross receipts or \$4,000 per month, whichever is greater.

20. SUBSEQUENT EVENTS

Subsequent to June 30, the University has entered into eight operating leases for office space, storage space, and parking spaces. The first lease is a renewal of the operating lease for office space for the Warsaw office of the Rappahannock Small Business Development Center run by the University. The lease is for a three-year term beginning in July 2010.

In addition, the University has entered into eight leases with various subsidiaries of the University of Mary Washington Foundation, a related party. The first of these leases is for additional parking spaces near the campus. The lease is for one year beginning in July 2010. The second lease is for storage space off-campus. The lease is for a two year term that retroactively began in June 2009. The next lease is for office space in the new Eagle Village. The lease is for a five year term beginning in December 2010. The final five leases are for rental of five houses in the immediate area of the University. All are for five years terms with four of the leases beginning in July 2010 and one beginning in May 2011.

The University has the following additional future minimum rental payments due under the above leases:

| Future minimum operating lease payments | |
|---|---------------------|
| Year ending June 30, 2011 | \$ 471,150 |
| Year ending June 30, 2012 | 178,159 |
| Year ending June 30, 2013 | 181,682 |
| Year ending June 30, 2014 | 170,005 |
| Year ending June 30, 2015 | 173,747 |
| Year ending June 30, 2016 | 74,845 |
| Total | \$ 1,249,588 |

On October 28, 2010, the Virginia College Building Authority (VCBA), through the Pooled Bond Program, issued 9(d) bonds and used the proceeds to purchase two debt obligations (notes) of the University. Proceeds of \$36,765,000 from the first note will be used to finance major renovations of two student residence halls. Proceeds of \$2,530,000 from the second note will be used to finance field and facility improvements at the Battleground Athletic Complex. Both notes were issued with interest rates varying from 2.0% to 5.6% with a maturity in 2041.

In addition, subsequent to year end, the VCBA refinanced two existing notes payable of the University. \$946,312 of the 2002A series note for the Indoor Tennis Center was refinanced, retaining a maturity date of 2022 but lowering interest rates to vary between 2.0% and 5.0%. \$798,225 of the 2000A series note for the Fitness Center was also refinanced, retaining a maturity date of 2020 but lowering interest rates to vary between 2.0% and 5.0%.

Subsequent to year end, the UMW Foundation entered into a lease, expiring in 2014, for three vehicles. Minimum future payments total \$36,335, of which \$22,206 are funded by donations.

Subsequent to year end, the UMW Foundation entered into an agreement to loan \$150,000 to a lessee for build-out costs.



Commonwealth of Virginia

Auditor of Public Accounts

Walter J. Kucharski
Auditor of Public Accounts

P.O. Box 1295
Richmond, Virginia 23218

July 13, 2011

The Honorable Robert F. McDonnell
Governor of Virginia

The Honorable Charles J. Colgan
Chairman, Joint Legislative Audit
and Review Commission

Board of Visitors
University of Mary Washington

INDEPENDENT AUDITOR'S REPORT ON FINANCIAL STATEMENTS

We have audited the accompanying financial statements of the business-type activities and aggregate discretely presented component unit of the University of Mary Washington, a component unit of the Commonwealth of Virginia, as of and for the year ended June 30, 2010, which collectively comprise the University's basic financial statements as listed in the table of contents. These financial statements are the responsibility of the University's management. Our responsibility is to express opinions on these financial statements based on our audit. We did not audit the financial statements of the component unit of the University, which is discussed in Note 1. Those financial statements were audited by other auditors whose reports thereon have been furnished to us, and our opinion, insofar as it relates to the amounts included for the component unit of the University is based on the reports of the other auditors.

We conducted our audit in accordance with auditing standards generally accepted in the United States of America and the standards applicable to financial audits contained in Government Auditing Standards, issued by the Comptroller General of the United States. Those standards require that we plan and perform the audit to obtain reasonable assurance about whether the financial statements are free of material misstatement. The financial statements of the component unit of the University that were audited by other auditors upon whose reports we are relying were audited in accordance with auditing standards generally accepted in the United States of America, but not in accordance with Government Auditing Standards. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements. An audit also includes assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall financial statement presentation. We believe that our audit and the reports of other auditors provide a reasonable basis for our opinions.

In our opinion, based on our audit and the reports of other auditors, the financial statements referred to above present fairly, in all material respects, the financial position of the business-type activities and discretely presented component unit of the University as of June 30, 2010, and the respective changes in financial position and cash flows, where applicable, thereof for the year then

ended, in conformity with accounting principles generally accepted in the United States of America.

The Management's Discussion and Analysis on pages 3 through 10 is not a required part of the basic financial statements, but is supplementary information required by accounting principles generally accepted in the United States of America. We have applied certain limited procedures, which consisted principally of inquiries of management regarding the methods of measurement and presentation of the required supplementary information. However, we did not audit the information and express no opinion on it.

In accordance with Government Auditing Standards, we have also issued our report dated July 13, 2011, on our consideration of the University of Mary Washington's internal control over financial reporting and on our tests of its compliance with certain provisions of laws, regulations, contracts and grant agreements and other matters. The purpose of that report is to describe the scope of our testing of internal control over financial reporting and compliance and the results of that testing, and not to provide an opinion on the internal control over financial reporting or on compliance. That report is an integral part of an audit performed in accordance with Government Auditing Standards and should be considered in assessing the results of our audit.


AUDITOR OF PUBLIC ACCOUNTS

DBC/alh

UNIVERSITY OFFICIALS

Board of Visitors at June 30, 2010

Nanalou W. Sauder '56, Rector
Daniel K. Steen '84, Vice-Rector
Patricia B. Revere '63, Secretary

Mary J. Berry
Randall R. Eley
Martha K. Leighty '75
Princess R. Moss '83
J. William Poole
Xavier R. Richardson
Russell H. Roberts
C. Maureen Stinger '94
Pamela J. White '74

University Leadership

Richard V. Hurley
President

Richard R. Pearce
Acting Vice President for Administration and Finance
and Chief Financial Officer

Allyson P. Moerman
Associate Vice President for Finance and Controller

Tera Kovanes
Director of Internal Audit