

The Stateholder Allocation Statement (SAS) and Decision Making at Private Not-For-Profit Colleges in Western New York.

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#### **WEB APPENDIX**

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## Appendix A

### 48 Private NFP “Large Masters” Schools Located in Mid-Eastern States

UnitID	Institution	UnitID	Institution
131876	Trinity Washington University	193645	The College of New Rochelle
163046	Loyola University Maryland	193973	Niagara University
163578	Notre Dame of Maryland University	194091	New York Institute of Technology
184603	Fairleigh Dickinson University-Metro	194161	Nyack College
184773	Georgian Court University	194958	Roberts Wesleyan College
185572	Monmouth University	195128	The Sage Colleges
186283	Rider University	195164	St Bonaventure University
186432	Saint Peter's University	195234	The College of Saint Rose
186618	College of Saint Elizabeth	210739	DeSales University
188641	Alfred University	211352	Cabrini College
189705	Canisius College	211556	Chatham University
190716	D'Youville College	211583	Chestnut Hill College
190725	Daemen College	212133	Eastern University
190770	Dowling College	212601	Gannon University
191931	Iona College	212984	Holy Family University
191968	Ithaca College	213367	La Salle University
192323	Le Moyne College	213826	Marywood University
192749	Manhattanville College	215099	Philadelphia University
192819	Marist College	215442	Point Park University
192925	Medaille College	215655	Robert Morris University
193016	Mercy College	215743	Saint Francis University
193292	Molloy College	215770	Saint Joseph's University
193353	Mount Saint Mary College	215929	University of Scranton
193584	Nazareth College	216694	Waynesburg University

Source: U.S. Department of Education  
National Center for Educational Statistics (NCES)  
Integrated Postsecondary Education Data System (IPEDS)

The study's financial data was obtained via <http://nces.ed.gov/ipeds/datacenter/>

## Appendix B

### Saint Bonaventure University Statement of Activities For the Fiscal Year Ended 2014

<b>Revenues &amp; Other Support:</b>	<b>Total</b>	<b>Unrestricted</b>	<b>Restricted</b>
Tuition & fees, net	\$ 32,748,467	\$ 32,748,467	
Private gifts & grants	6,359,486	5,471,552	\$ 887,934
Government gifts & grants	795,852	163,525	632,327
Auxiliary operations	13,751,356	13,751,356	
Investment income	<u>5,799,641</u>	<u>747,604</u>	<u>5,052,037</u>
<b>Revenues &amp; Other Support</b>	<b><u>\$ 59,454,802</u></b>	<b>\$ 52,882,504</b>	<b>\$ 6,572,298</b>
		89%	11%
<b>Expenses:</b>			
Instruction, research & public service	\$ 18,492,683		
Academic support	6,506,118		
Student services	12,906,776		
Institutional support	8,613,371		
Auxiliary operations	5,486,786		
Net grant aid to students	1,902,992		
Other expenses	<u>104,605</u>		
<b>Total Expenses</b>	<b><u>\$ 54,013,331</u></b>		
Change in Net Assets	5,441,471		
Net Assets Beginning of Year	<u>130,687,921</u>		
<b>Net Assets End of Year</b>	<b>\$136,129,392</b>		

Source: Saint Bonaventure University's statement of activities data is publicly available from the U.S. Department of Education National Center for Educational Statistics (NCES) Integrated Postsecondary Education Data System (IPEDS) via <http://nces.ed.gov/ipeds/datacenter/>

## EXHIBIT 1A

### Saint Bonaventure University's Stakeholder Allocation Statements

[Dollar amounts in thousands]

	FYE 2014		FYE 2013		FYE 2012		3 Year Norms
A1. Retained for future operations & commitments	\$ 5,442	9.1%	\$ 7,077	11.6%	\$ 4,932	8.4%	7.61%
A2. Faculty compensation & expenses	16,727	28.1%	17,238	28.2%	17,563	30.0%	31.36%
A3. Academic support compensation & expenses	<u>5,503</u>	<u>9.3%</u>	<u>5,426</u>	<u>8.9%</u>	<u>5,634</u>	<u>9.6%</u>	<u>7.09%</u>
<b>Academic core sum</b>	<b>\$ 27,672</b>	<b>46.5%</b>	<b>\$ 29,741</b>	<b>48.7%</b>	<b>\$ 28,129</b>	<b>48.0%</b>	<b>46.06%</b>
A4. Student services compensation & expenses	11,438	19.2%	10,577	17.3%	10,354	17.7%	11.78%
A5. Administrative compensation & expenses	<u>9,943</u>	<u>16.7%</u>	<u>9,625</u>	<u>15.7%</u>	<u>9,248</u>	<u>15.8%</u>	<u>16.71%</u>
<b>Primary operating sum</b>	<b>\$ 49,053</b>	<b>82.4%</b>	<b>\$ 49,943</b>	<b>81.7%</b>	<b>\$ 47,731</b>	<b>81.4%</b>	<b>74.55%</b>
A6. Auxiliary/Independent compensation & expenses	1,343	2.3%	1,475	2.4%	1,779	3.0%	7.54%
A7. Physical plant compensation & expenses	5,224	8.8%	5,973	9.8%	5,054	8.6%	8.97%
A8. Depreciation (University's hidden reserves)	3,259	5.5%	3,075	5.0%	3,303	5.6%	6.38%
A9. Interest (Creditors)	<u>576</u>	<u>1.0%</u>	<u>644</u>	<u>1.1%</u>	<u>766</u>	<u>1.3%</u>	<u>2.57%</u>
<b>Net revenue and gains</b>	<b>\$ 59,455</b>	<b>100.0%</b>	<b>\$ 61,110</b>	<b>100.0%</b>	<b>\$ 58,633</b>	<b>100.0%</b>	<b>100.00%</b>
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#### Financial Capital Maintenance Information:

Capital asset additions / depreciation expense	2.01 times	2.92 times
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Note: Expenses in the SAS are direct expenses without any arbitrary allocations.

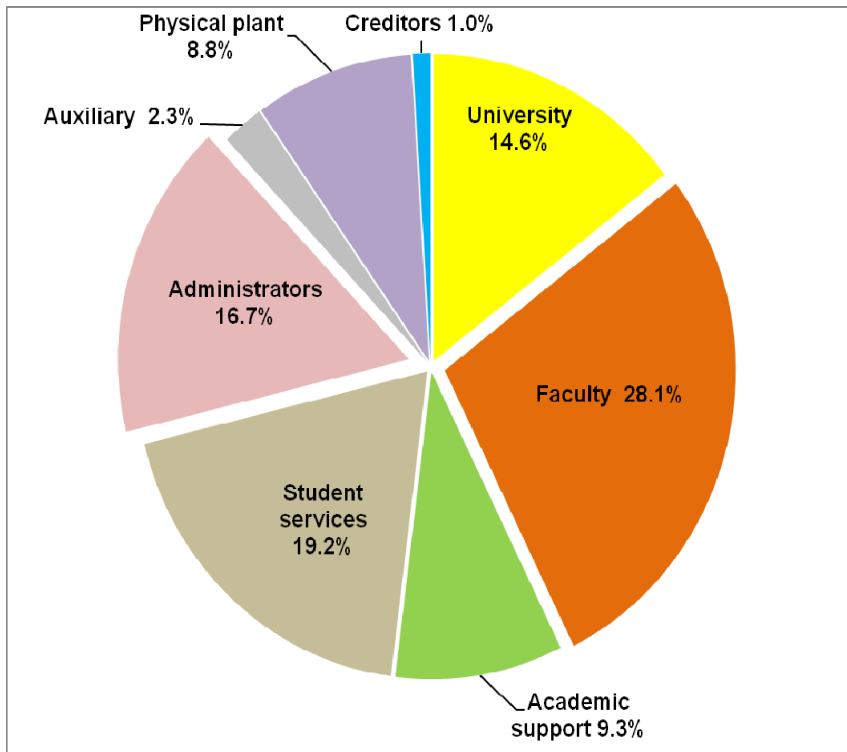
**Figure 1A**

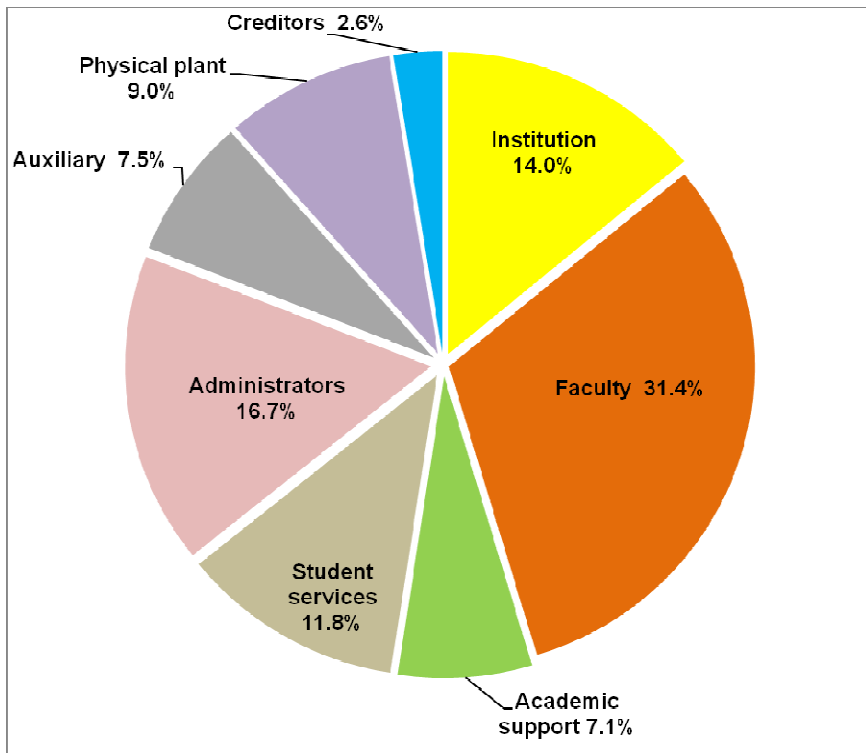
**SBU Allocations FYE 2014**

**Compared with Three Year Norms**

Saint Bonaventure University FYE 2014

Three Year Norms (2012, 2013 & 2014)





Note: The University / Institution allocation is the entity's surplus / (deficit) plus depreciation.

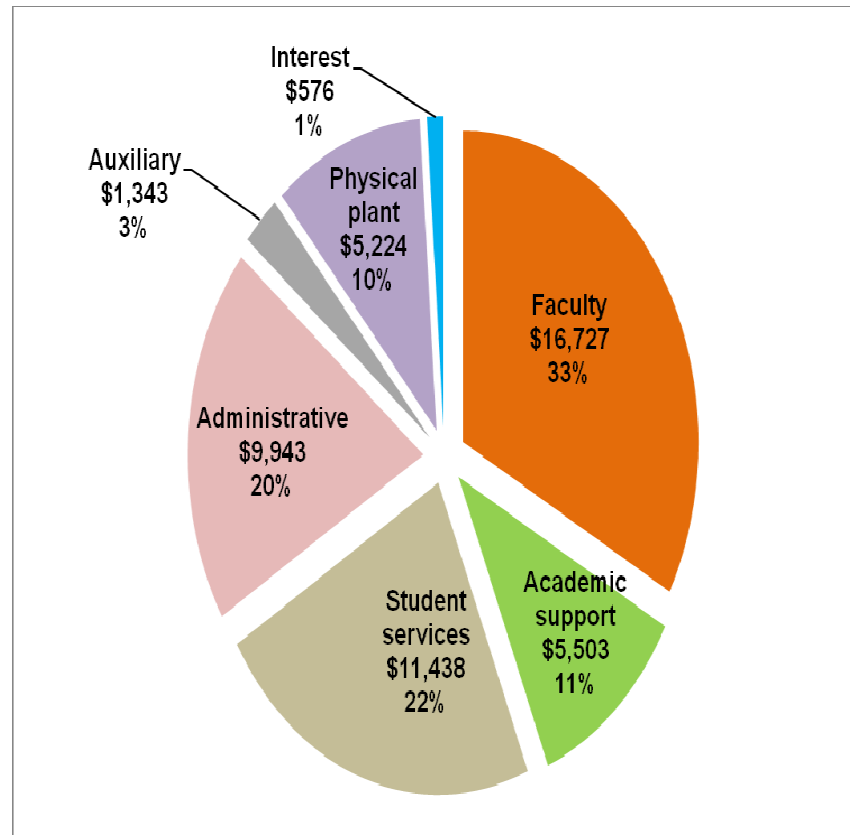
**Figure 2A**

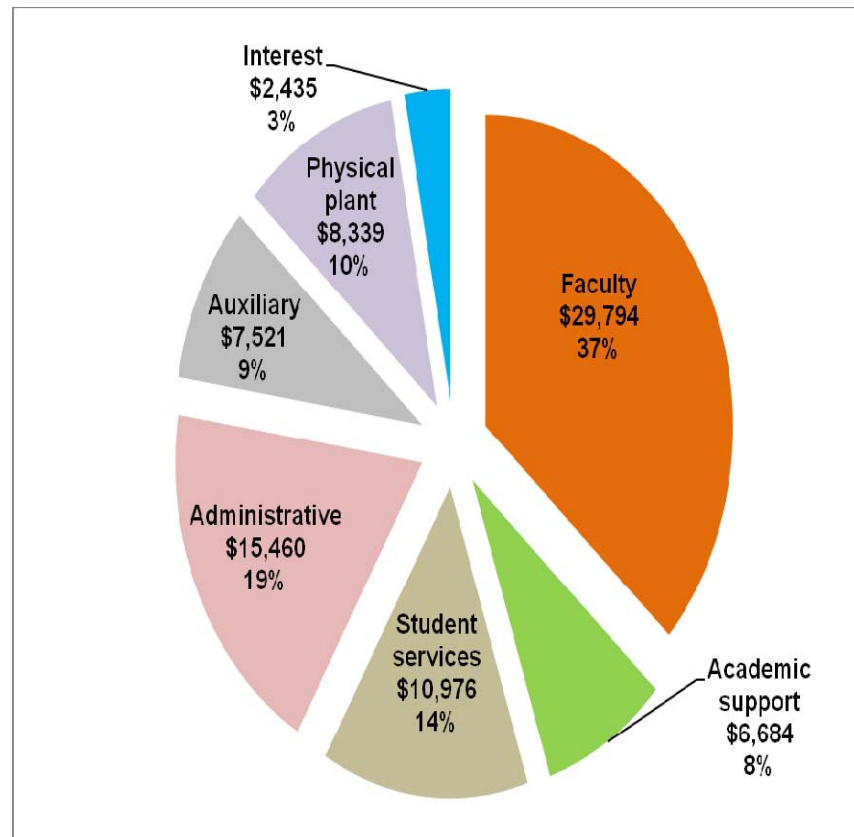
**SBU Distributions in Thousands Compared with Norms for the Fiscal Year Ended 2014**

Saint Bonaventure University

FYE 2014 Norms (n = 48)







Note: The stakeholder distributions do not include the university's surplus / (deficit) and depreciation.

## EXHIBIT 1B

### Canisius College's Stakeholder Allocation Statements

[Dollar amounts in thousands]

	FYE 2014		FYE 2013		FYE 2012		3 Year Norms
A1. Retained for future operations & commitments	\$ 5,421	5.6%	\$ 1,468	1.5%	\$ (5,288)	-5.7%	7.61%
A2. Faculty compensation & expenses	29,966	30.8%	32,028	33.7%	34,834	37.3%	31.36%
A3. Academic support compensation & expenses	<u>6,482</u>	<u>6.7%</u>	<u>6,633</u>	<u>7.0%</u>	<u>7,094</u>	<u>7.6%</u>	<u>7.09%</u>
<b>Academic core sum</b>	<b>\$ 41,869</b>	<b>43.1%</b>	<b>\$ 40,129</b>	<b>42.2%</b>	<b>\$ 36,640</b>	<b>39.3%</b>	<b>46.06%</b>
A4. Student services compensation & expenses	15,066	15.5%	16,026	16.9%	15,737	16.9%	11.78%
A5. Administrative compensation & expenses	<u>14,227</u>	<u>14.6%</u>	<u>14,007</u>	<u>14.7%</u>	<u>15,268</u>	<u>16.4%</u>	<u>16.71%</u>
<b>Primary operating sum</b>	<b>\$ 71,162</b>	<b>73.2%</b>	<b>\$ 70,162</b>	<b>73.8%</b>	<b>\$ 67,645</b>	<b>72.5%</b>	<b>74.55%</b>
A6. Auxiliary compensation & expenses	6,676	6.9%	7,462	7.8%	7,504	8.0%	7.54%
A7. Physical plant compensation & expenses	7,410	7.6%	7,394	7.8%	8,283	8.9%	8.97%
A8. Depreciation (University's hidden reserves)	9,628	9.9%	7,674	8.1%	7,091	7.6%	6.38%
A9. Interest (Creditors)	<u>2,328</u>	<u>2.4%</u>	<u>2,412</u>	<u>2.5%</u>	<u>2,819</u>	<u>3.0%</u>	<u>2.57%</u>
<b>Net revenue and gains</b>	<b>\$ 97,204</b>	<b>100.0%</b>	<b>\$ 95,104</b>	<b>100.0%</b>	<b>\$ 93,342</b>	<b>100.0%</b>	<b>100.00%</b>
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#### Financial Capital Maintenance Information:

Capital asset additions / depreciation expense	1.40 times	4.11 times
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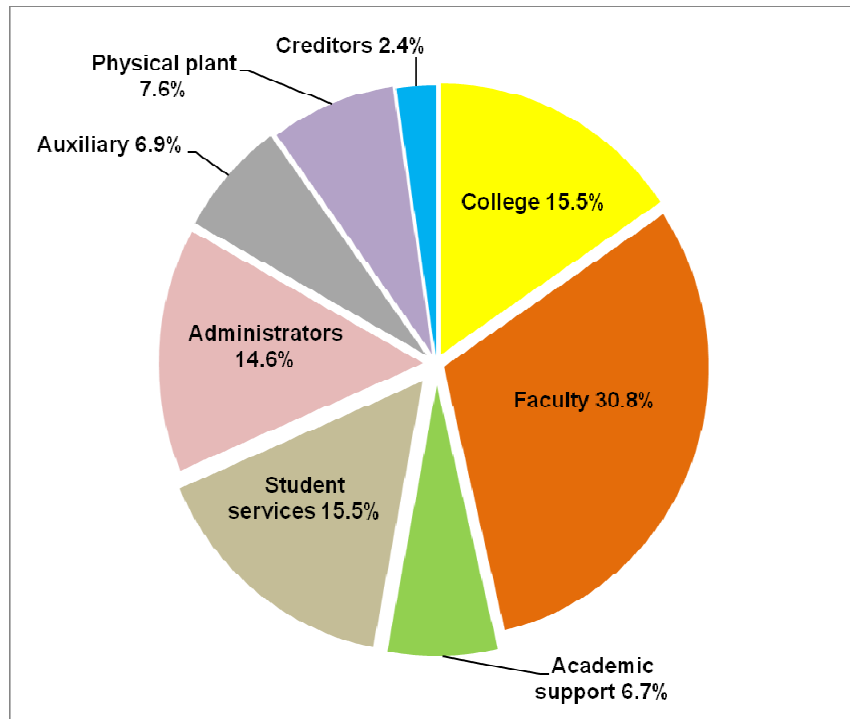
Note: Expenses in the SAS are direct expenses without any arbitrary allocations.

**Figure 1B**

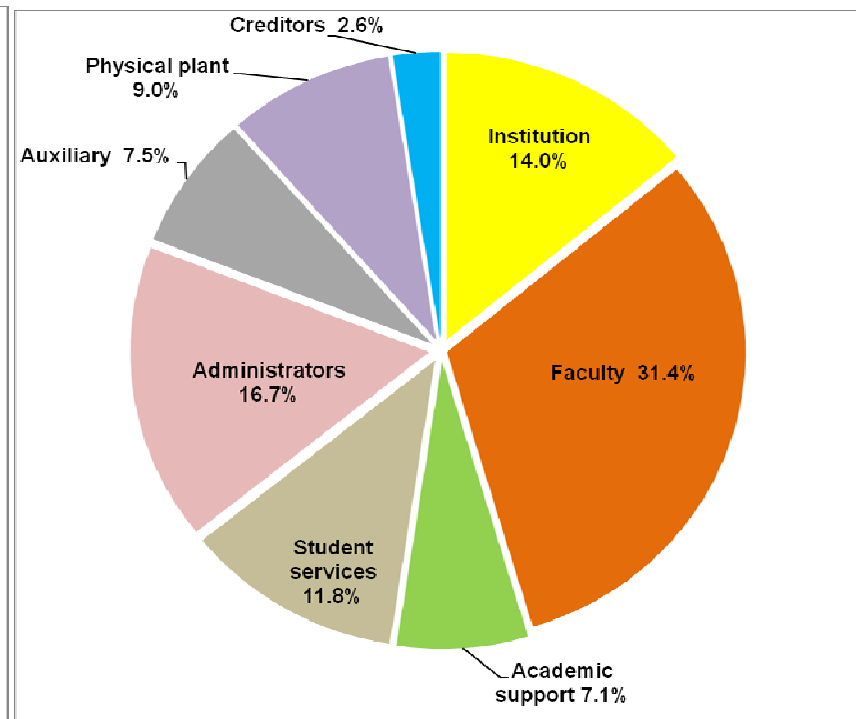
**Canisius Allocations FYE 2014**

**Compared with Three Year Norms**

Canisius College FYE 2014



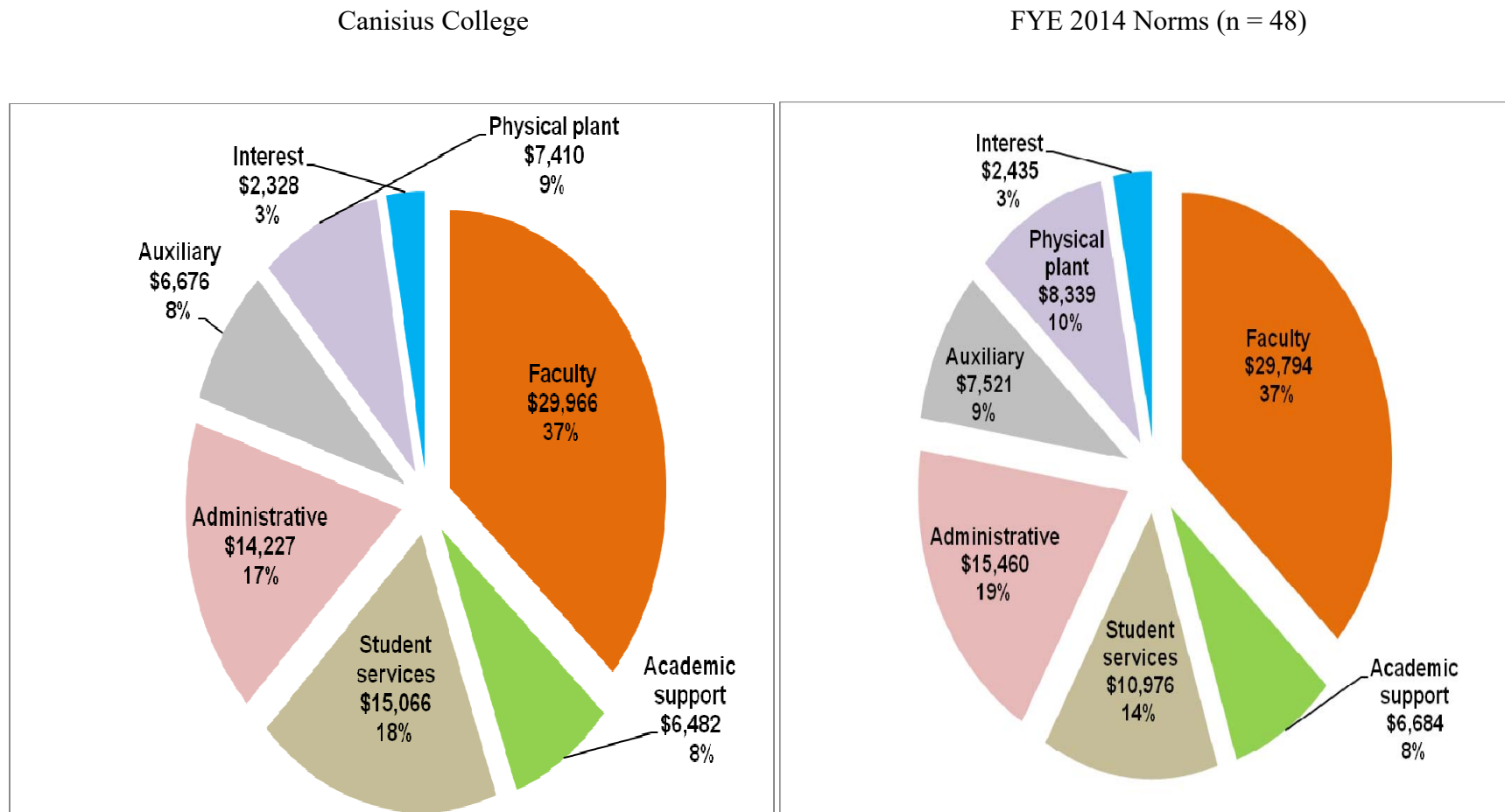
Three Year Norms (2012, 2013 & 2014)



Note: The College / Institution allocation is the entity's surplus / (deficit) plus depreciation.

**Figure 2B**

**Canisius Distributions in Thousands Compared with Norms for the Fiscal Year Ended 2014**



Note: The stakeholder distributions do not include the college's surplus / (deficit) and depreciation.

## EXHIBIT 1C

### Niagara University's Stakeholder Allocation Statements

[Dollar amounts in thousands]

	FYE 2014		FYE 2013		FYE 2012		3 Year Norms
A1. Retained for future operations & commitments	\$ 9,616	11.1%	\$ 10,582	12.2%	\$ 1,877	2.4%	7.61%
A2. Faculty compensation & expenses	26,585	30.6%	26,441	30.6%	26,140	33.1%	31.36%
A3. Academic support compensation & expenses	<u>6,018</u>	<u>6.9%</u>	<u>6,599</u>	<u>7.6%</u>	<u>6,453</u>	<u>8.2%</u>	<u>7.09%</u>
<b>Academic core sum</b>	<b>\$ 42,219</b>	<b>48.6%</b>	<b>\$ 43,622</b>	<b>50.5%</b>	<b>\$ 34,470</b>	<b>43.6%</b>	<b>46.06%</b>
A4. Student services compensation & expenses	10,437	12.0%	10,619	12.3%	10,511	13.3%	11.78%
A5. Administrative compensation & expenses	<u>15,211</u>	<u>17.5%</u>	<u>14,544</u>	<u>16.8%</u>	<u>16,318</u>	<u>20.7%</u>	<u>16.71%</u>
<b>Primary operating sum</b>	<b>\$ 67,867</b>	<b>78.2%</b>	<b>\$ 68,785</b>	<b>79.6%</b>	<b>\$ 61,299</b>	<b>77.6%</b>	<b>74.55%</b>
A6. Auxiliary compensation & expenses	6,457	7.4%	5,961	6.9%	6,219	7.9%	7.54%
A7. Physical plant compensation & expenses	6,379	7.3%	6,454	7.5%	6,155	7.8%	8.97%
A8. Depreciation (University's hidden reserves)	4,211	4.9%	4,010	4.6%	3,809	4.8%	6.38%
A9. Interest (Creditors)	<u>1,894</u>	<u>2.2%</u>	<u>1,174</u>	<u>1.4%</u>	<u>1,533</u>	<u>1.9%</u>	<u>2.57%</u>
<b>Net revenue and gains</b>	<b>\$ 86,808</b>	<b>100.0%</b>	<b>\$ 86,384</b>	<b>100.0%</b>	<b>\$ 79,015</b>	<b>100.0%</b>	<b>100.00%</b>
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#### Financial Capital Maintenance Information:

Capital asset additions / depreciation expense	1.93 times	4.80 times
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Note: Expenses in the SAS are direct expenses without any arbitrary allocations.

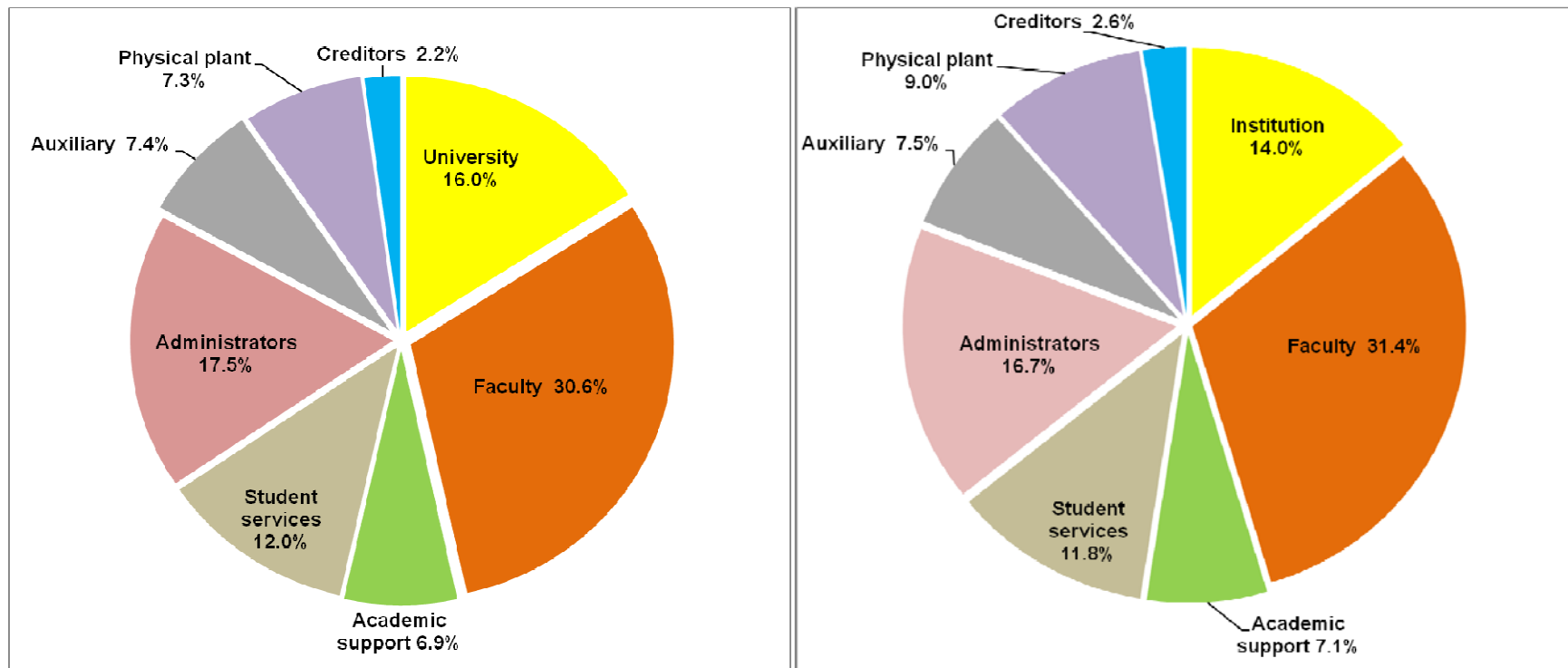
**Figure 1C**

**Niagara Allocations FYE 2014**

**Compared with Three Year Norms**

Niagara University FYE 2014

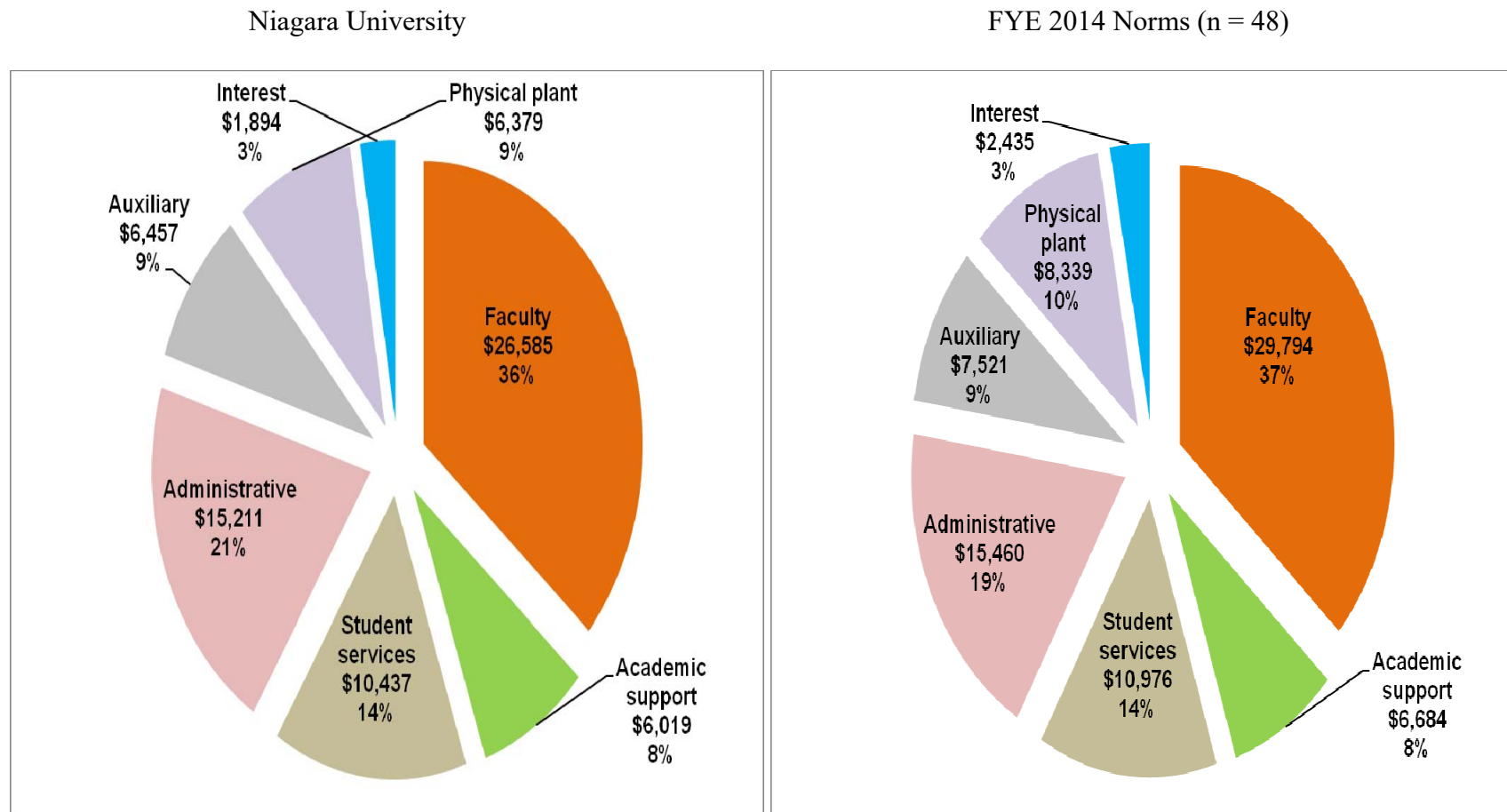
Three Year Norms (2012, 2013 & 2014)



Note: The University / Institution allocation is the entity's surplus / (deficit) plus depreciation.

**Figure 2C**

**Niagara Distributions in Thousands Compared with Norms for the Fiscal Year Ended 2014**



Note: The stakeholder distributions do not include the university's surplus / (deficit) and depreciation.



## Appendix C

$$\text{SAS Based RONA} = A \times B \times C \times D \times E \times F \times G \times H \times I \times J$$

A. How much surplus is retained by the entity after the allocation for intellectual capital?

$$\text{Faculty} = \frac{\text{A1 University's Surplus}}{\text{A1 University's Surplus} + \text{A2 Faculty}}$$

B. How much of the academic core sum is allotted to the entity's future and intellectual capital?

$$\text{Academic Support} = \frac{\text{A1 University's Surplus} + \text{A2 Faculty}}{\text{Academic Core Sum [ACS]}}$$

C. How much goes to the academic core, i.e., entity, faculty, and academic support?

$$\text{Student Services} = \frac{\text{Academic Core Sum}}{\text{Academic Core Sum} + \text{A4 Student Services}}$$

D. How much is allocated to the academic core and student services?

$$\text{Administrators} = \frac{\text{Academic Core Sum} + \text{A4 Student Services}}{\text{Primary Operating Sum [POS]}}$$

E. How much is allocated to the primary operations?

$$\text{Auxiliary Enterprises} = \frac{\text{Primary Operating Sum}}{\text{Primary Operating Sum} + \text{A6 Auxiliary \& Independent}}$$

F. How much is available for the primary and auxiliary / independent operations?

$$\text{Physical Plant} = \frac{\text{Primary Operating Sum} + \text{A6 Auxiliary \& Independent}}{\text{POS} + \text{A6 Auxiliary \& Independent} + \text{A7 Physical Plant}}$$

G. How is much available after the hidden reserves are removed from net revenues less interest?

$$\text{Depreciation} = \frac{\text{POS} + \text{A6 Auxiliary \& Independent} + \text{A7 Physical Plant}}{\text{POS} + \text{A6 Auxiliary \& Independent} + \text{A7 Physical Plant} + \text{A8 Depreciation}}$$

H. How much of net revenue is available after the interest is paid to creditors?

$$\text{Creditors} = \frac{\text{POS} + \text{A6 Auxiliary \& Independent} + \text{A7 Physical Plant} + \text{A8 Depreciation}}{\text{Net Revenues \& Gains}}$$

I. How well is the university using its assets to generate resources?

$$\text{Asset Turnover} = \frac{\text{Total Revenues \& Gains}}{\text{Total Assets}}$$

J. Does the entity have the potential to borrow funds?

$$\text{Financial Leverage} = \frac{\text{Total Assets}}{\text{Beginning Balance for Net Assets}}$$

## EXHIBIT 2A

### Saint Bonaventure University

#### Enhanced DuPont Analysis of SAS Based Return on Net Assets

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$$\text{SAS Based Return on Net Assets} = \frac{\text{Entity's Surplus / (Deficit)}}{\text{Beginning Balance for Net Assets}}$$

$$\text{SAS Based RONA} = A \times B \times C \times D \times E \times F \times G \times H \times I \times J$$

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Stakeholders & Financial Indicators		FYE 2014	FYE 2013	FYE 2012	3 Year Norms
SAS Based RONA		4.16%	5.84%	4.24%	6.45%
A	Intellectual capital (faculty)	0.2455	0.2911	0.2193	0.1599
B	Academic support	0.8011	0.8176	0.7997	0.8419
C	Student services	0.7075	0.7377	0.7309	0.7933
D	Administrative	0.7973	0.8073	0.8062	0.7750
E	Auxiliary / Independent	0.9734	0.9713	0.9641	0.9079
F	Physical plant (employees & utilities)	0.9061	0.8959	0.9074	0.9015
G	Depreciation (entity's hidden reserve)	0.9446	0.9491	0.9429	0.9345
H	Financial capital (creditors' interest)	0.9903	0.9895	0.9869	0.9743
I	Asset turnover	0.3374	0.3902	0.3913	0.4856
J	Financial leverage	1.3484	1.2925	1.2889	1.9645

Note: The key to understanding the enhanced DuPont analysis is to view each component as an additional layer with the entity's surplus as the internal core. Accordingly, the numbers for items A through H, indicate how much is left after each respective stakeholder receives its "fair share."

## EXHIBIT 2B

### Canisius College

#### Enhanced DuPont Analysis of SAS Based Return on Net Assets

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$$\text{SAS Based Return on Net Assets} = \frac{\text{Entity's Surplus / (Deficit)}}{\text{Beginning Balance for Net Assets}}$$

$$\text{SAS Based RONA} = A \times B \times C \times D \times E \times F \times G \times H \times I \times J$$

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Stakeholders & Financial Indicators		FYE 2014	FYE 2013	FYE 2012	3 Year Norms
SAS Based RONA		2.89%	0.82%	-2.92%	6.45%
A	Intellectual capital (faculty)	0.1532	0.0438	(0.1790)	0.1599
B	Academic support	0.8452	0.8347	0.8064	0.8419
C	Student services	0.7354	0.7146	0.6995	0.7933
D	Administrative	0.8001	0.8004	0.7743	0.7750
E	Auxiliary / Independent	0.9142	0.9039	0.9001	0.9079
F	Physical plant (employees & utilities)	0.9131	0.9130	0.9007	0.9015
G	Depreciation (entity's hidden reserve)	0.8985	0.9172	0.9217	0.9345
H	Financial capital (creditors' interest)	0.9760	0.9746	0.9698	0.9743
I	Asset turnover	0.3221	0.3269	0.3354	0.4856
J	Financial leverage	1.6067	1.6264	1.5352	1.9645

Note: The key to understanding the enhanced DuPont analysis is to view each component as an additional layer with the entity's surplus as the internal core. Accordingly, the numbers for items A through H, indicate how much is left after each respective stakeholder receives its "fair share."

## EXHIBIT 2C

### Niagara University

#### Enhanced DuPont Analysis of SAS Based Return on Net Assets

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$$\text{SAS Based Return on Net Assets} = \frac{\text{Entity's Surplus / (Deficit)}}{\text{Beginning Balance for Net Assets}}$$

$$\text{SAS Based RONA} = A \times B \times C \times D \times E \times F \times G \times H \times I \times J$$

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Stakeholders & Financial Indicators		FYE 2014	FYE 2013	FYE 2012	3 Year Norms
SAS Based RONA		5.14%	6.00%	1.08%	6.45%
A	Intellectual capital (faculty)	0.2656	0.2858	0.0670	0.1599
B	Academic support	0.8574	0.8487	0.8128	0.8419
C	Student services	0.8018	0.8042	0.7663	0.7933
D	Administrative	0.7759	0.7886	0.7338	0.7750
E	Auxiliary / Independent	0.9131	0.9202	0.9079	0.9079
F	Physical plant (employees & utilities)	0.9210	0.9205	0.9165	0.9015
G	Depreciation (entity's hidden reserve)	0.9504	0.9529	0.9508	0.9345
H	Financial capital (creditors' interest)	0.9782	0.9864	0.9806	0.9743
I	Asset turnover	0.3309	0.3387	0.3231	0.4856
J	Financial leverage	1.4031	1.4459	1.4013	1.9645

Note: The key to understanding the enhanced DuPont analysis is to view each component as an additional layer with the entity's surplus as the internal core. Accordingly, the numbers for items A through H, indicate how much is left after each respective stakeholder receives its "fair share."