The Changing Financial Context

Lower Endowment Returns in the Future

Rising Cost of College

Fund Our Strategic Plan
Smith in 2018: Strategic Context

Positive Results
Admissions
Recruiting
Fundraising
And more…

Improved Competitiveness
Rankings
Peers Struggling
Peers Struggling

Oberlin College's new president faces budget, enrollment challenges

80 Staff Layoffs at Northwestern

Wellesley

INVESTIGATION: CORPORATIZING OUR COMMUNITY - FACULTY CONCERNED ABOUT CURRICULAR EFFECTS OF VRP

Middlebury College to cut 10 percent of staff salaries
Smith in 2018: Strategic Context

Positive Results
Admissions
Recruiting
Fundraising
And more…

Improved Competitiveness

Challenges
Financial
Operational
FY17 Revenue: $242 Million

Net Student Income
$107M
44%

Investment Income
$90M
37%

Gifts & Grants
$35M
15%

Other
$10M
4%

Other
$10M
4%
FY18 – FY22 Financial Projections

- Revenue +1.5% per year
- Expenses +2.5% per year
- Strategic Investments +$5 million
FY13 – FY17 Operating Results

Operating Results
($ Millions)

fy 13  fy 14  fy 15  fy 16  fy 17
8      13    16    6     9
Crossing the Chasm
Crossing the Chasm

Formula for Success in the PAST

Formula for Success in the FUTURE
Crossing the Chasm

LESS
Activity Directed
Departmentally Oriented
Risk Averse
Manual Processing

MORE
Value Driven
Institutionally Focused
Opportunity Oriented
Technology Enabled
A Vision for Smith in 2022

- Recognized first choice for women who want to be leaders
- World class faculty and a 21st century liberal arts curriculum
- New Neilson Library and Alumnae Gym
- Stronger financially
- Best-in-class IT capabilities