Dear Greg  
  
What follows is the additional information we need in order to be able to consider your request that we modify the existing Agreement. The requested information falls into three broad categories, information about our present circumstances, information about the assumptions being made about the future that lead to the projected deficits for fiscal years 2016, 2017 and 2018, and plans for alleviating these potential deficits.I am sending this by email to avoid any additional delays, hard copy will follow.  
  
I Our present (through September 2015) situation  
      a.The three main tables that will be in the audited statement 1) Balance Sheet, 2) Statement of Activities and 3) the Statement of Cash Flows. and which at this point  should have been sent to the auditors, including the notes. We know that the numbers may change somewhat after the audit,and that the auditors may rewrite some of the notes or suggest additional notes and they may reclassify some net assets from between unrestricted and temporarily restricted. Nevertheless this represents the best available information for the fiscal year ending June 30, 2015.  
      b. Monthly cash flow statements for fiscal year ending June 3, 2015.   
      c. Enrollment for each year from 2004 through 2015 (projected) as of October of each year. This should be broken down by campus, graduate/undergraduate, full-time/part-time. Part time should be broken down by head count and credits. For each category for each year we need the average net (after discounting) income per head count student.  
       d. Net investment in plant assets increased by over 10 million dollars between 2013 and 2014. What new plant assets came on line in that year and what was the sources of the revenues that produced this net increase in plant assets (reserves, surplus from operating, debt, contributions and grants)?  
       e. In your presentation the figures for Total Operating Revenues for 2014 differed from the audited financial statement by 4.3 million dollars.  Explain this discrepancy.  
        f. In your presentation the Unrestricted Expendable Net Assets for 2014 differed from the audited financial statement (note 8) by slightly over 10 million dollars. Explain this discrepancy?  
        g. In your presentation you show a dramatic shift in the relationship between Temporary Restricted and Unrestricted Expendable Net Assets between 2009 and 2014. So in 2009 Unrestricted made up 70% of the total while in 2009 (after adding back in the 10 million missing from your chart) it made up around 30%. Explain this shift.  
        h. Based on the University's filings with the IRS (990 forms) the total salary bill  increased 57% between 2004 and 2013 (latest available data) while the "Officer Compensation" increased 137%.  Explain this disparity.  
         i. In your presentation you showed the number of students who are admitted to  Rider but attend a competitor (slide 7). Provide the number of students who are admitted to each of the listed competitors but end up attending Rider.  
         j. In your presentation you said we knew what the factors were that led admitted students to choose our competitors over us. Please supply these reasons.  
  
II Assumptions  
      a. Student enrollment projections that are being used for the 2016-2017 and 2017-2018 academic years by the same categories as in item I.c. above.  Provide the rationale for these projections.  
      b. Dormitory utilization projections that are being used for the 2016-2017 and 2017-2018 academic years and the rationale for these projections.  
      c. Projected discount rates that are being used for the 2016-2017 and 2017-2018 academic years and the rationale for these projections.  
      d. Projected tuition increases that are being used for the 2016-2017 and 2017-2018 academic years and the rationale for these projections.  
      e. Planned acceleration of debt payments for  fiscal 2016, 2017 or 2018.  
      f.  In slide 5 ( Sources of Cumulative Projected Enrollment Growth) please explain the rationale for each projection. What is the rationale for not listing any growth in the RN to BSN program or the Criminal Justice program?  
       g. In the projected deficits for 2016 through 2018 how much in non-cash expenses are being used in the calculated figure (Depreciation, budgeted but non-expended employee lines, adjustment for post-retirement benefits, etc.)?  
        h. What projections are being used for faculty retirements?  
        i. In slide 15 (Rising Expenses)  under "Revenue" there is a category labeled "other" what is in this category. In the same slide under "Expenditures and transfers" there is a category "other operating" what is in this category. What are the reasons why the amount set aside for "contingency" rises so rapidly in 2017 and 2018?  
        
  
III. Plans  
       a. In slide 16 (Three year Operating Forecast) the projection under "Target Reductions" shows 500K savings each year. What does this category include and what are the assumptions behind these projections?  
       b. In slide 16 (Three year Operating Forecast) the projection under "Executive Compensation Adjustment" shows a 200K savings in 2016 but no additional savings in the following years. What does this category include and why are there no additional savings in 2017 or 2018.  
       c. What is the estimated student enrollment figure that leads to a positive operating outcome?  
       d. Beyond the growth in new programs, what actions does the University intend to take to increase enrollments? What role does on-line teaching play in those plans and what are the assumptions behind those plans?  
  
We know that this is a long list of questions but we cannot enter into a conversation about modifications in an existing Agreement without this information. Beyond these specific questions we think it is important that you understand the general mood among our members (and we expect other employee groups as well). The following is a comment that we received from one of our members that we think sums up that mood.  
  
  
  
"The only real questions I have, and they are big picture questions and one that I think the members want to know, are

How'd we get to this spot?

Who's responsible for us being in this spot?

How can we avoid this in the future?

I think the entire membership needs to know the answers and it needs to come from the administration. You shouldn't have to relay that message. I doubt members want some mere rhetoric of "new normal" and all that happy horse shit. We all want accountable (pun intended) and responsible administration. The few folks I spoke with today get the sense that we're going to pay for their mistakes."

Jeff Halpern