



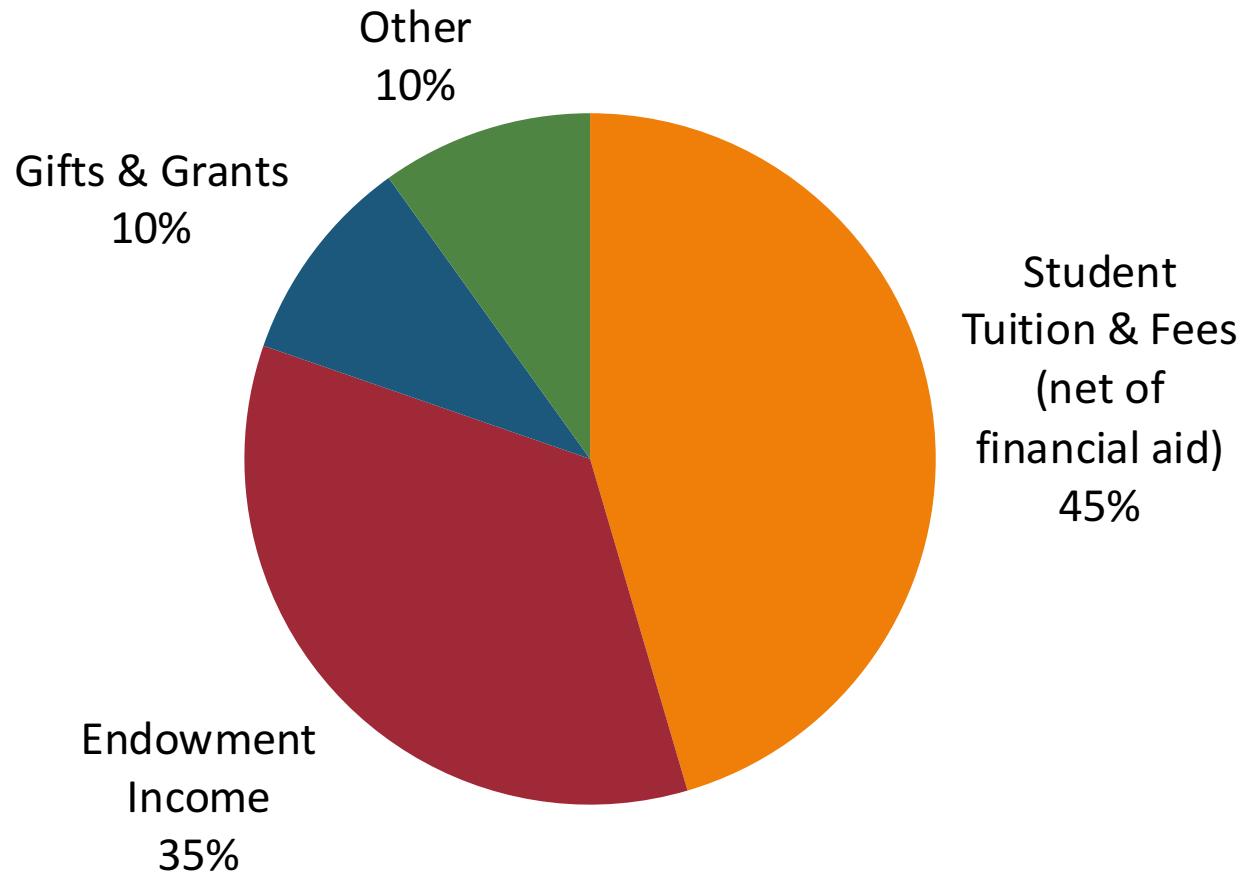
BRYN MAWR
COLLEGE

October 2024

Financial Models in Higher Education

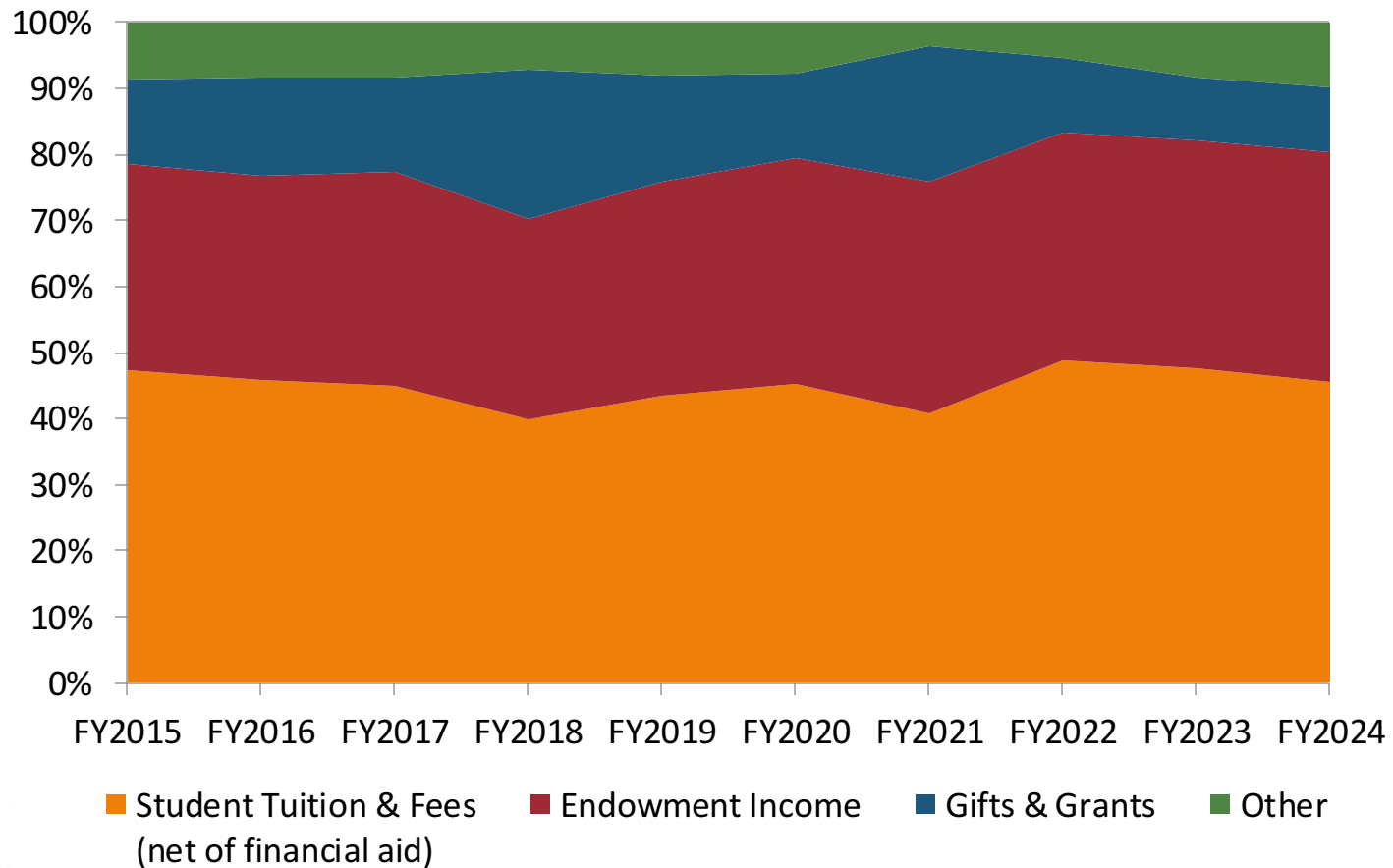
- Resources in via
 - Tuition, room & board
 - Fundraising
 - Endowment
 - Miscellaneous other (i.e., grants, summer programs, property rentals, etc.)
- Resources out Operating Budget
 - Capital budget

Sources of Revenue



Revenue Trends

Sources of Revenue 2015-2024



Financial Health and Management

- Balances inflows and outflows of funds
- Budget serves as the College's financial plan
- Aligns with the College's mission and strategic goals
- Financial Statements
 - Allow for assessment of financial performance over time
 - Provide transparency about the College's finances and operations to all stakeholders

Enrollment Management

- 45% of Bryn Mawr's revenue is generated from Enrollment (net tuition and R&B fees)

Enrollment Management

When enrolling a class at Bryn Mawr, we pay attention to:

- Enrollment Goals
- Discount Rate
 - Need Aware vs Need Blind
- Net Tuition Revenue



SOURCES OF REVENUE

via Fundraising

Unrestricted Giving

Donors trust the College to use the funds for what the College needs. The Bryn Mawr Fund, for example, is unrestricted and goes directly to the College's budget each year.

FY	2016	2017	2018	2019	2020	2021	2022	2023	2024
millions	\$5.39	\$6.33	\$6.58	\$6.12	\$6.45	\$8.02	\$6.76	\$6.68	\$6.75

Restricted Giving

Donors seek to impact specific goals for the College. Giving to the Black Alumnae/i Fund, the Student Assistance Fund, or Athletics are examples.

FY	2016	2017	2018	2019	2020	2021	2022	2023	2024
millions	\$2.87	\$2.56	\$1.52	\$2.99	\$2.54	\$6.62	\$5.32	\$1.93	\$3.50

SOURCES OF REVENUE

via Fundraising

Endowment

Donors seek to establish a legacy that will endure for perpetuity in support of the College's mission. Establishing a scholarship, a faculty chair, or a new program are examples.

FY	2016	2017	2018	2019	2020	2021	2022	2023	2024
millions	\$7.73	\$9.62	\$25.2	\$19.3	\$10.7	\$21.2	\$13.4	\$15.1	\$13.3

Capital

Donors seek to support new capital projects or maintain the College's historic buildings. The Well new construction and the Park Science renovation are recent examples.

FY	2016	2017	2018	2019	2020	2021	2022	2023	2024
millions	\$1.51	\$.466	\$5.62	\$3.61	\$4.67	\$6.14	\$.378	\$1.70	\$.137

WHAT IS AN ENDOWMENT?

**donations to a
non-profit
in the form of an
endowed gift**

RESTRICTED

Dedicated to a specific use (Ex: financial aid, a chair, a program, etc.)

UNRESTRICTED

Fungible; Principal could be spent down in extremis

QUASI

Reinvested gains that grow the percentage of assets for future unrestricted uses

**What are
some common
misconceptions
about
endowments?**

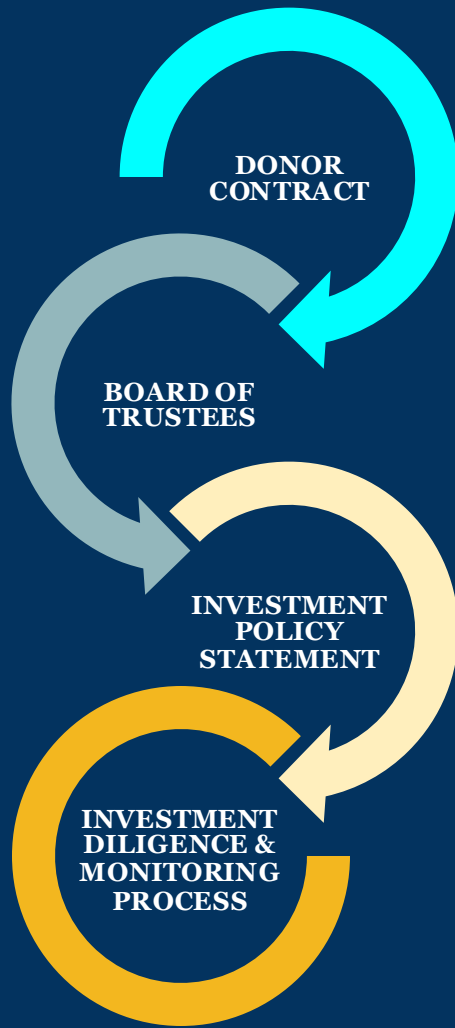
**Is tuition
invested
into the
endowment?**

**Does the college
accept gifts from
any donor?**

**Is the
Investment
Office's strategy
influenced by or
related to
college donors?**

**Does the college
select individual
securities
(stocks or
bonds) directly?**

HOW IS BMC'S ENDOWMENT GOVERNED?



BMC signs a **contract with a donor** that stipulates uses of endowed gift. Board of Trustees are fiduciaries who accept gifts and ensure donor intent is honored

BoT, directly or through committee, **approves return-goals, risk-levels, and strategy types** (called asset-classes), **spending** (rules and amounts), and **investment management oversight**

Investment Office follows governing document, called an **Investment Policy Statement (IPS)**, that stipulates investment goals and guidelines

Investment Office designs and implements a repeatable, institutional **investment diligence & monitoring processes** to fulfill the IPS mandate

HOW IS OUR ENDOWMENT INVESTED?



Long-Term Asset Allocation

Target asset allocation is approved mix of asset classes for given portfolio. Mix is determined by statistical modeling that projects probability of achieving a certain return with a certain risk over a **25 year period**. BoT approves BMC's asset allocation.



Rigorous, Values-aligned Manager Selection

Strategy selection (often referred to as manager selection) is process by which Investment Office selects individual investment strategies in each asset class. **We pick partners who are skillful and whom we trust.** To do so, we apply qualitative and quantitative methods, including values-based screening processes.



Countercyclical Rebalancing

Markets are not efficient. They experience big swings up and down. **BMC has an equity-centric portfolio that experiences bigger swings up and down.** The Investment Office adds value by adding to strategies when they are down, and trimming gains when they are up.



Continuous Learning

Great investing is about embracing a growth mindset. You must be willing to learn from your failures and not just your successes in order to improve. **The best investors in the world get only 6/10 of their ideas right!** Imagine the resilience and learning mindset you must have to keep at it.

LADY, I DON'T UNDERSTAND A WORD YOU JUST SAID. PLEASE TRANSLATE.



Long-Term Asset Allocation = A Recipe

Except that this recipe is only reset once every 3 years and often does not change materially.



Manager Selection = Procurement of Ingredients

Except we aren't just going to the grocery store. We are foraging in the wilds to find the best ingredients to use in our recipe. We hope to find the best ingredients so that our recipe turns out better than others.



Rebalancing = Time/Temperature Adjustments While Baking

The oven, i.e. the market environment, is incredibly finicky. It may as well be an open fire that we have to constantly tend to ensure the recipe is neither burnt nor undercooked

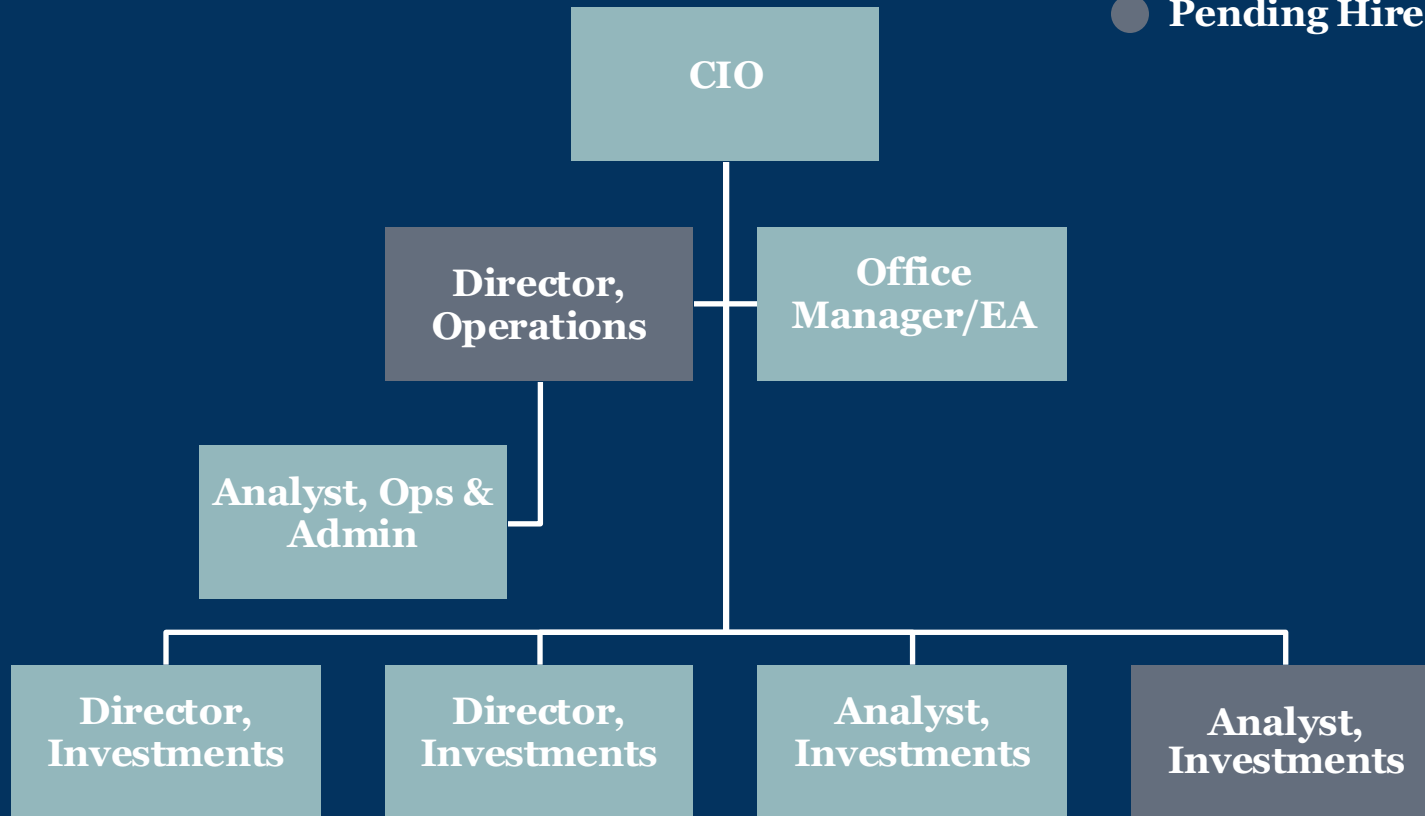


Continuous Learning = Recipe Refinement

We all eat the cooking here. Each taste test is used to refine the recipe, the ingredients we use, the process to find them, and how we can better manage the vagaries of the oven

WHO MANAGES THE ENDOWMENT DAY-TO-DAY?

- Current Team
- Pending Hires





Brooke Jones
**CHIEF INVESTMENT
OFFICER**

Prior to joining Bryn Mawr, Ms. Jones was a Managing Director at Carnegie Corporation of New York, where she co-led the foundation's Marketables asset classes. In addition, she led Carnegie's emerging markets private equity and venture portfolio. Her previous experiences include leading the emerging markets investments at the Stanford Management Company, Stanford University's endowment and working as an economic development consultant at Development Alternatives, where she focused on financial services consulting in Latin America, Africa, and Southeast Asia. Ms. Jones holds an MBA from Stanford's Graduate School of Business, and a dual-degree from the University of Pennsylvania (a BS in Economics from Wharton, and a BA in International Studies from the College of Arts & Sciences).



Gene Kim
**DIRECTOR OF INVESTMENTS,
MARKETABLES**

Prior to joining Bryn Mawr College, Gene was a Senior Analyst at Adakin Capital, a single-family office based in New York City, where he analyzed securities for a long-short small-cap value strategy. His previous experiences include Varna Capital (a long-short value fund), Night Owl Capital (a global long-biased fund), Princo (which manages the Princeton University endowment), Behrman Capital (a mid-market private equity firm), and investment banking in Morgan Stanley's Financial Institutions Group. Gene is a graduate of Princeton University (magna cum laude) and is a CFA charterholder.



Ashini Ganesalingam
**ASSOC. DIRECTOR OF
INVESTMENTS, PRIVATE
MARKETS**

Prior to joining Bryn Mawr College, Ashini was a Senior Associate at MLC Asset Management, one of Australia's largest investment managers, where she primarily supported the origination and execution of private equity fund and co-investments in North America and Europe. Her previous experience includes Aksia, an alternative investments consultant, where she conducted due diligence across private equity, private credit, and hedge fund commitments. Ashini holds a BA in Applied Economics and Management from Cornell University, graduating summa cum laude.



Clayton Okaly
OFFICE MANAGER/EXECUTIVE ASSISTANT

Clayton comes from a background predominantly in the performing arts and music. He holds a Bachelors degree in Voice Performance from University of Delaware and a Masters degree in Voice Performance and Pedagogy from University of Colorado – Boulder. While maintaining over a decade-long career as an opera and choral singer, Clayton simultaneously worked for one of the world’s leading artist management companies, Opus 3 Artists. During this time, he also earned his 200-hour yoga teaching certification, began work on his 500-hour certification, and taught yoga for 7 years throughout NYC. More recently he worked for The Moth and the American Academy in Rome, and his ever-evolving creative endeavors have led him to develop a textile art practice, most specifically in quilting. He is the proud guardian of two senior cats, Clarence and Freddy and lives in Brooklyn.



Brennan Saul
INVESTMENT ANALYST

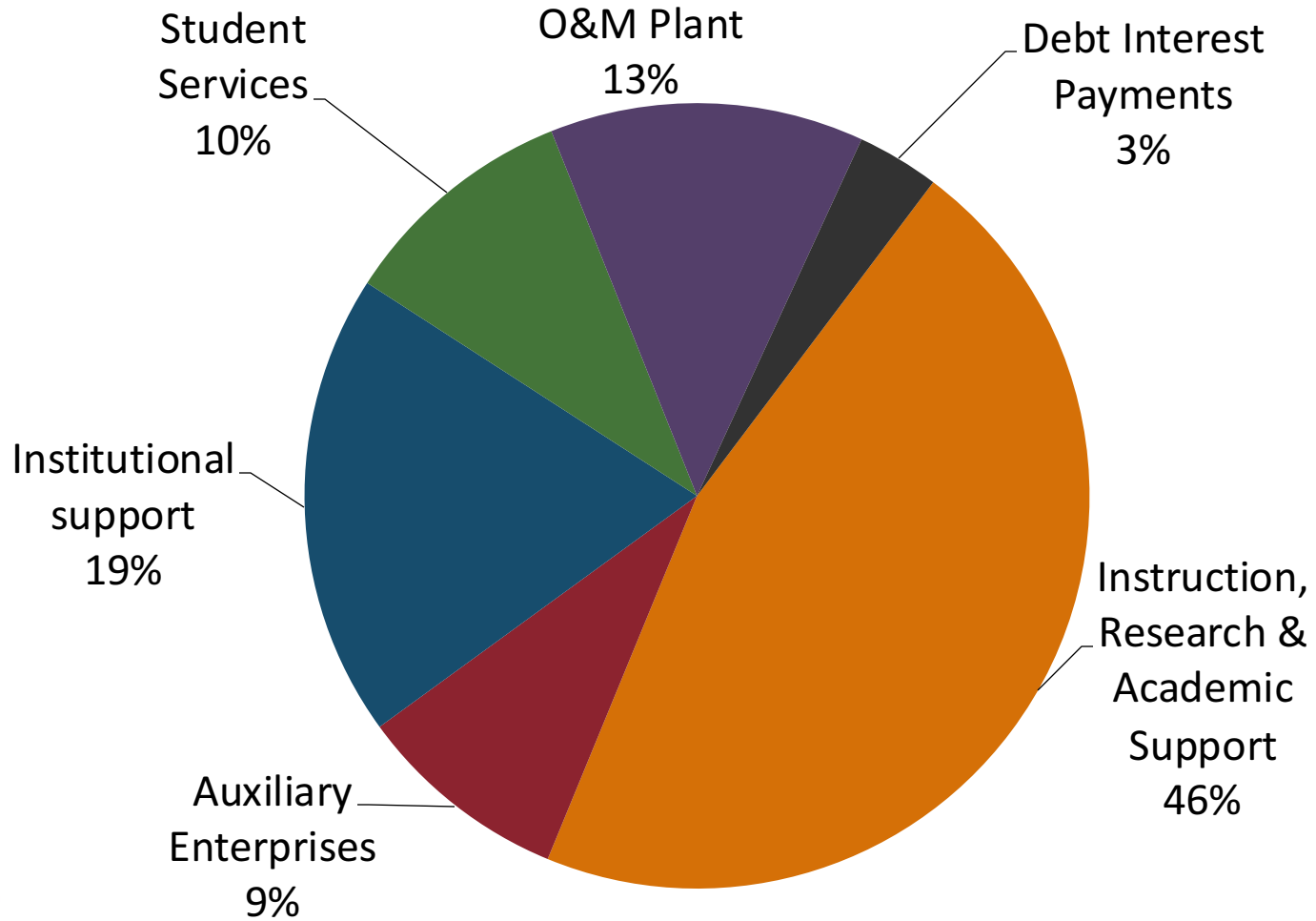
Prior to joining Bryn Mawr College, Brennan was an Investment Analyst at Cambridge Associates, primarily with the Private Client Team in their Dallas office. He also contributed to the Sustainable and Impact Investments Auxiliary Team while at Cambridge. Brennan holds a BA in Economics from Wake Forest University, graduating summa cum laude.



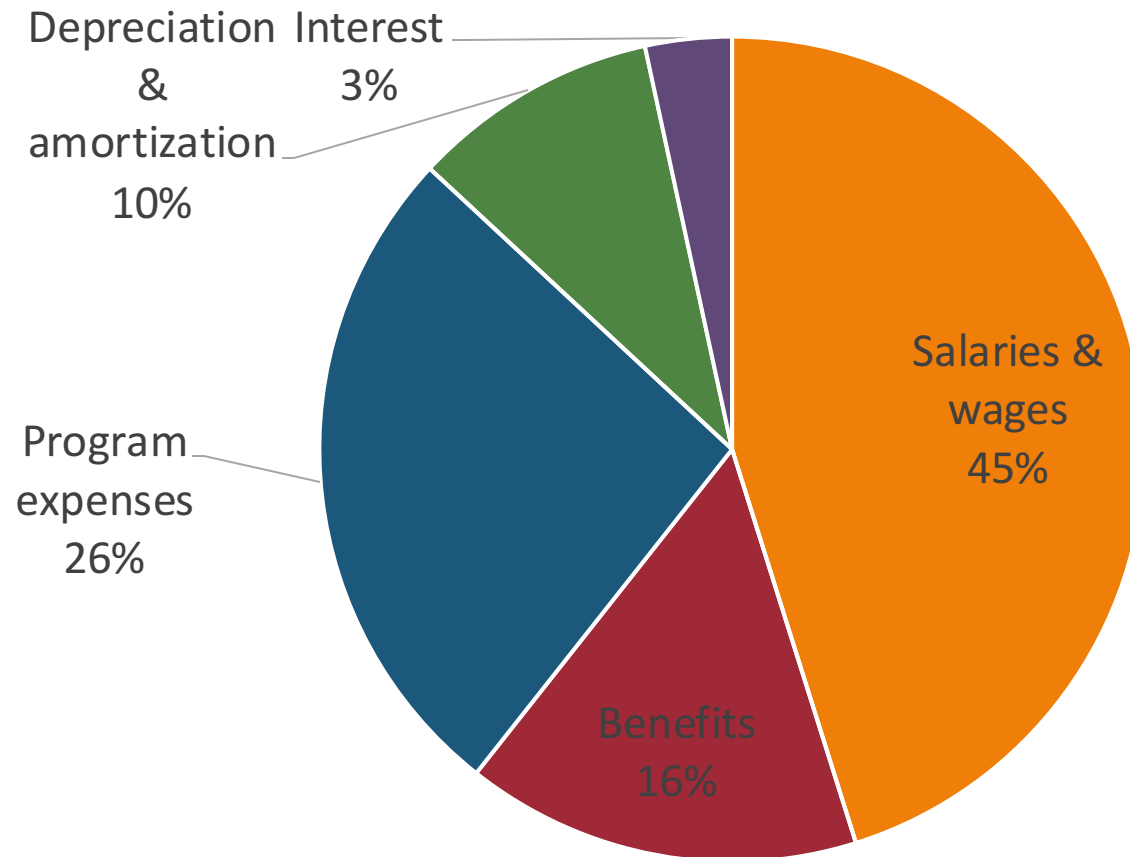
Grace Vlaha
OPERATIONS ANALYST

Prior to joining Bryn Mawr College, Grace was an Investment Analyst at a Family Foundation based in New York City, where she covered the Consumer/Retail sector. Previous experiences include Executive Administration and Human Capital Management at a New York-based Hedge Fund. Grace is a graduate (magna cum laude and top of her major) of The King's College in New York City with a BS in Business Management (Finance Concentration). She holds an RYT-200 certification and enjoys teaching yoga in her spare time. When she isn't working or teaching, Grace loves to travel, hike, and practice her French.

Expenses



Expenses



Current Year Operating Budget

Revenues

Tuition and Fees, net	\$49,419
Bryn Mawr Fund Gifts	\$6,400
Restricted Gifts, Grants and Contracts	\$1,282
Endowment Income	\$58,047
Auxiliary Income	\$26,500
Interest and Trust Income	\$1,805
Other Income	\$3,736

Total Revenues

\$147,190

Expenses

Faculty & Staff compensation	\$91,889
Library Books and Periodicals	\$2,600
Utilities	\$2,988
Debt Service	\$8,200
Replacements and Renewals	\$7,300
Other Expenses	\$34,212

Total Expenses

\$147,190



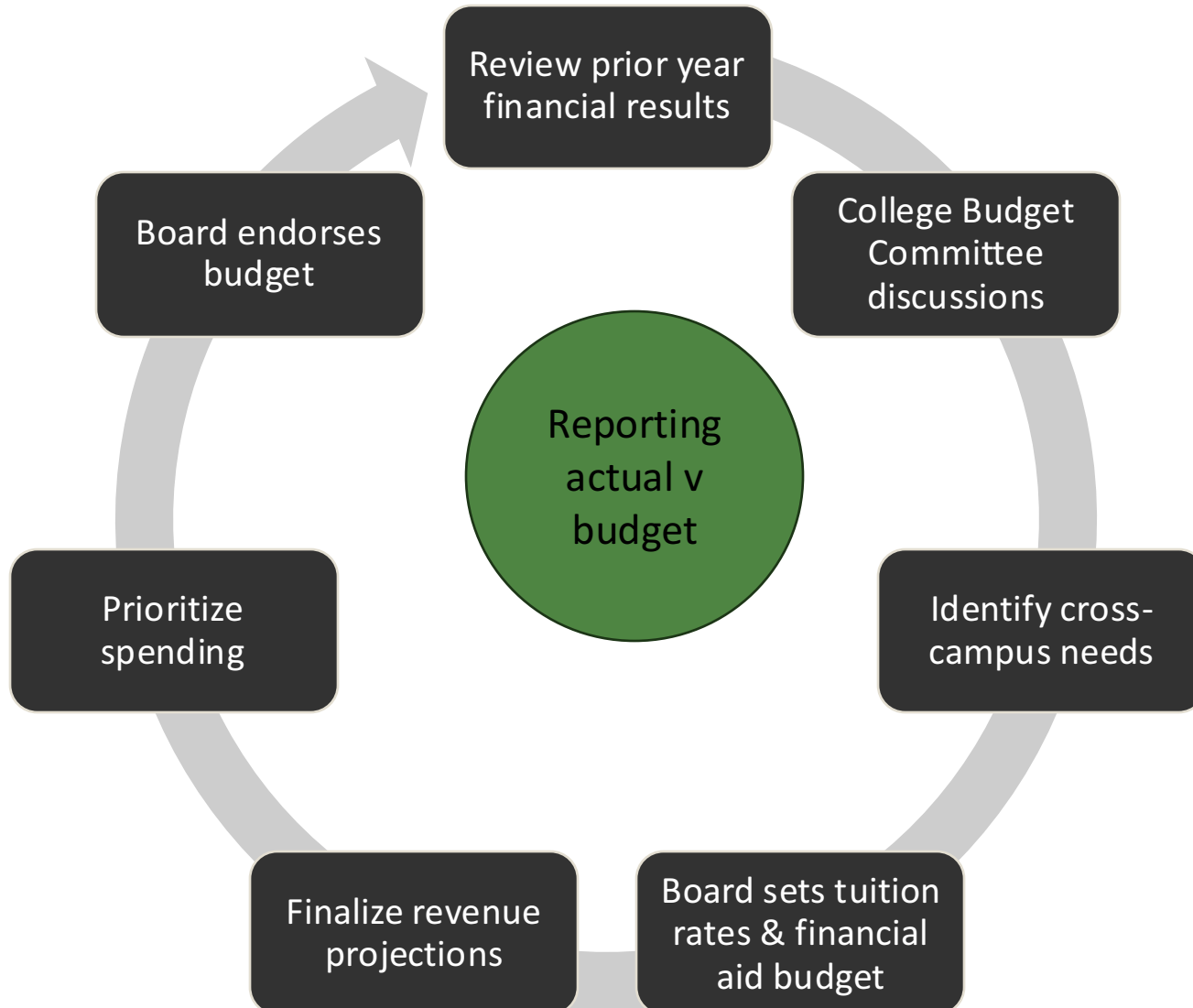
All values in thousands.

Capital Budget

- Regular renewal of all campus facilities
 - Roofs, building envelopes
 - Boilers, HVAC, alarms, other building systems
 - Landscape & hardscape improvements
 - Dorm refurbishment and painting
 - Classroom improvements
- Capital projects
 - Park Science renovation
 - Shillingford Field
 - The Well



Budget Planning Process



Q&A