**Main Ideas**

* Mission: educate students on how Hawken spends its money
* Where does all Hawken’s money come from? Where does it go?
* Hawken is worth 100 million in total assets
* Sam Steinhouse – Chief Financial Officer – has owned companies before – eventually became interested in public education
* It’s not that Hawken has too much money – they provide so many extra accommodations that other schools don’t and that costs a lot of money

**Constant planning mode that cycles over and over**

* Budgeting for next year in December
* January decisions on tuition increase and how much money for raises and hires
* Budget is redefined in August with new students and new hires
* Starts again in December

**Inflow (supply side) – tuition is the big one**

* Gross tuition – total tuition from students at full level – almost 34.5 mil
* Give a lot of flexible tuition, 40% of students have aid
* Subtract the financial aid given – almost 11 mil = net tuition revenue around 24 mil (what Hawken runs on)
* 31% of Hawken’s budget is financial aid – provides for socioeconomic and racial opportunity
* Endowment – 65 mil endowment, 4% (2.3 mil) per year off that to use
* Annual fund – 1.5 mil
* Money from state – not a lot
* Summer camps, renting facilities = some more revenue

**Outflow (demand side) – labor is the big one**

* Most is labor (salaries, insurance, taxes)
* 4 campuses – maintaining campuses also costs a lot
* For example, Hawken has to main its own sewage system since they’re in the middle of nowhere
* 25 million dollars in debt from several building projects and extensions of campuses
* Annual payment on that debt – half a million at the end of the year
* Paying Sage – buy in bulk – $5 a day per person on food – 1700 people a day – Sage worker salaries
* Tuition covers 75% of budget to maintain outflow

**Board of Trustees**

* Look out for the financial wellbeing of the school
* Alumni or connection to school or extremely expert
* The financial work has to be approved by the committee; they’re not making random decisions; the board has good oversight
* Key word: qualified

**Alumni assistance**

* Annual fund and endowment are alumni - 3.5 million dollars
* Athletics, transportation for speech and overseas intensives, maintaining beauty of campuses – each thing like that would get cut in half if there was no alumni assistance
* Chips away from every little accommodation
* Everyone tells you something different about where Hawken’s money should be spent, so they have to support everyone

Let him know a week in advance when you begin real work on this project

He can work in the evening with students