

Experience ideas with a firm that works with more than 100 college and university clients and has professionals trained in the industry.

100+



Trying to balance the costs of delivering quality education with the reality of tight budgets? **BKD understands.** Our advisors are well versed in the issues facing higher education and can provide strategic planning solutions that demonstrate fiscal responsibility, foresight and accountability.

Financial Management

Our strategic planning solutions help demonstrate accountability. We can help:

- Develop policies and procedures
- Produce meaningful financial statements and management reports
- Assist with internal audits
- Implement governance best practices
- Strengthen internal controls
- Improve use of restricted resources
- Provide benchmarking comparisons
- Explore financing alternatives
- Perform management reviews
- Provide athletic department investigations
- Conduct performance audits

Tax Risks & Opportunities

BKD provides a wide variety of tax compliance and advisory services to help colleges and universities manage risk. We can help:

- Perform diagnostic reviews in various areas, including fringe benefits, unrelated business income tax, retirement plans, executive compensation and mock IRS exams
- Exempt organizations with tax exemption applications, private letter ruling requests and IRS/state examinations
- Prepare and/or review tax returns, including training and other assistance
- With transactions and reorganizations, including joint ventures
- Prepare Form 5500

- Analyze key tax issues and benchmarking information on annual Form 990 or 990-PF
- Calculate excise taxes and monitor minimum required payout and available carryforwards
- With international tax for foreign operations or investments

Resource Management

To improve the use of limited resources, institutions should evaluate the profitability of existing programs, efficiency of operations and alternative revenue sources. We can help:

- Develop cost allocation plans to accurately capture program costs
- Analyze and forecast cash flows
- Perform feasibility studies and financial projections
- Develop budgets and business plans aligned with strategic priorities
- Perform reviews of operational staffing organizational structure, information flow and procedures to improve efficiencies
- Evaluate outsourcing options

Student Financial Assistance

We can assist you in evaluating the costs vs. benefits of tuition discounting and develop an effective student financial aid program to recruit and retain students. We can help:

- Perform tuition discount benchmarking studies

“BKD people are great to work with. . . . They have so much knowledge about the not-for-profit industry, and colleges and universities specifically. . . . BKD’s service is excellent. They have always been on schedule and have met every deadline.”

—Dianne M. Woods, Controller
Valparaiso University

- Capture program costs and evaluate the effects of discounting
- Evaluate existing policies and procedures and recommend improvements
- Improve the use of endowed scholarship funds
- Comply with federal programs

Capital Expenditures

Capital projects frequently require complex financing arrangements that must bridge the timing of receipt of capital pledges. We can help:

- Evaluate financing alternatives for capital projects and joint ventures
- Structure tax-exempt bond offerings and lender terms and conditions
- Analyze the impact of debt covenants
- Prepare capital budgets
- Provide technology planning, implementation and support through BKD Technologies
- Audit your IT department

Endowment Performance

Significant fluctuations in market value can have a dramatic impact on operations and development efforts. We can help:

- Manage endowment and gift assets and investment policy development, including goal assessment and asset allocation
- Measure investment performance through BKD Wealth Advisors, LLC, an investment advisory firm registered with the U.S. Securities and Exchange Commission

- Administer gifts to comply with donor restrictions
- Enhance development efforts by structuring a comprehensive development plan, gift acceptance policies and deferred-giving arrangements
- Evaluate spending rate policies



Professional Organizations

- National Association of College & University Business Officers (NACUBO)
- Southern Association of College & University Business Officers (SACUBO)
- Central Association of College & University Business Officers (CACUBO)
- Association of Jesuit Colleges & Universities (AJCU)
- Association of College & University Auditors (ACUA)
- Western Association of College & University Business Officers (WACUBO)
- Eastern Association of College & University Business Officers (EACUBO)

For More Information

For a complete list of our offices and subsidiaries, visit bkd.com or contact:

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With a top 10 U.S. CPA and advisory firm, you'll gain from our broad perspective on the issues you face and **experience practical direction.**

