

Client Success Story - *Small College Solutions*

Small, Historic Liberal Arts College in the Northeast



Overview

A private college in the Northeast, with an enrollment of approximately 2,000 students, was facing significant challenges related to enrollment management, endowment growth, cash flow, and overall financial strain. The Angeletti Group quickly assessed the institution's needs and provided strategic recommendations to enhance cash flow, strengthen the balance sheet, and address leadership gaps by serving in an interim capacity as Chief Financial Officer. Additionally, the firm led a comprehensive executive search to identify and secure a permanent candidate for that role. Finally, The Angeletti Group is working with the college on a bridge campaign to alleviate financial pressures for deferred maintenance and operating losses.

Client Challenges

1. **Enrollment Management** - Enrollment declined 33% over the past 10 years.
2. **Financial Oversight and Leadership** - Internal processes and controls absent, CFO resigned.
3. **Cash Flow** - Substantial operating losses, that were growing in size, needed to be brought under control.
4. **Endowment Growth** - Approximately **one quarter** of the endowment lost over the preceding two years prior, as it was used to subsidize financial deficits.
5. **Advancement Strategy** - Lack of comprehensive strategy or campaign for the past 8 years.

Strategies and Solutions

Financial Sustainability

1. Analyzed current financial operations and identified inefficiencies in revenue collection and expenditure management.
 - Introduced rolling cash flow forecasts, improved budget controls, and implemented immediate cost-containment measures to stabilize liquidity and support day-to-day operations.
2. Provided interim Chief Financial Officer services to ensure continuity in financial leadership, guide fiscal decision-making, and strengthen internal controls.
3. Simultaneously conducted a national executive search to identify and recruit a qualified permanent CFO, ensuring long-term financial stewardship aligned with institutional goals.
4. Specific projects related to the viability of the institution acting as the advocate between the college and the Federal Department of Education, auditors and bond holders.

Endowment Analysis

In collaboration with legal counsel, identified opportunities for movement of monies from restricted to unrestricted funds, allowing financial flexibility and easing pressure on various financial ratios.

Advancement Strategy

1. **Bridge Campaign Structuring & Strategic Planning**
A short-term, high-impact fundraising campaign was designed and implemented, aligned with the College’s annual goals. The campaign included defined timelines, donor segmentation strategies, and clear performance metrics.
2. **Revenue Generation for the Fiscal Year**
Collaborated with advancement leadership to assess the university’s donor base and fundraising infrastructure. Efforts were concentrated on securing charitable gifts and grants to increase current-year revenue. This was achieved through targeted appeals, personalized donor outreach, and refined solicitation strategies.
3. **Stakeholder Engagement & Pipeline Development**
Alumni, current donors, and prospective supporters were actively engaged through coordinated communications, events, and stewardship activities. These efforts helped build a stronger pipeline for future fundraising initiatives.

Milestones of Success

Solution	Milestones
Interim CFO	<div><input type="checkbox"/> Special projects related to DOE, auditors, and bond holders</div> <div><input type="checkbox"/> Cash flow and annual budget models developed</div> <div><input type="checkbox"/> Government filings completed</div>
Executive Search for New CFO	<div><input type="checkbox"/> Screened 150 candidates</div> <div><input type="checkbox"/> Hired and onboarded CFO in 3 months</div>
Endowment Analysis	<div><input type="checkbox"/> Working with legal counsel, identified \$25M to move between restricted to unrestricted assets without the need for approval from state Attorney General</div>
Advancement Strategy	<div><input type="checkbox"/> Crafted a \$10M bridge campaign along with a comprehensive advancement strategy</div>

Project Leadership

Name	Title	Role
Jay Angeletti	President and Founder	Senior Advancement Counsel
Stuart Goldberg	Principal, Higher Education Financial Analysis and Strategies	Financial and Operational Management, Budgeting and Cash Flow Solutions
Todd Sloan	Vice President, Client Partnerships	Endowment Analysis and Advancement Strategy

For Small College Solution Inquiries