

Year Ending June 1999  
Financial Report





## About Seattle Pacific University

Seattle Pacific University is a fully accredited institution of higher learning which offers degree programs in liberal arts, professional and graduate studies. The University was founded in 1891 to provide a place where young people could gain a comprehensive education rooted in the Christian faith. SPU serves more than 3,400 degree-seeking students per academic quarter, primarily at its Seattle campus, as well as 5,100 adult learners per academic quarter in continuing education centers across Washington State.

Academically, Seattle Pacific University offers 49 undergraduate majors and 37 minors. The University's curriculum is carried out through the College of Arts and Sciences, and three professional schools: Business and Economics, Education, and Health Sciences. Graduate studies include 11 master's degree programs and two doctoral programs, one in educational leadership, the other in clinical family psychology.

The University's physical plant includes a 35-acre main campus near the heart of downtown Seattle; a 965-acre wilderness campus on Blakely Island in the San Juan Islands; and the 150-acre Camp Casey on Whidbey Island.

# Financial Report – June 30, 1999

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# Independent Auditors' Report

The Board of Trustees  
Seattle Pacific University:

We have audited the accompanying consolidated statements of financial position of Seattle Pacific University (the University) as of June 30, 1999 and 1998, and the related consolidated statements of activities and cash flows for the years then ended. These consolidated financial statements are the responsibility of the University's management. Our responsibility is to express an opinion on these consolidated financial statements based on our audits.

We conducted our audits in accordance with generally accepted auditing standards. Those standards require that we plan and perform the audit to obtain reasonable assurance about whether the financial statements are free of material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements. An audit also includes assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall financial statement presentation. We believe that our audits provide a reasonable basis for our opinion.

In our opinion, the consolidated financial statements referred to above present fairly, in all material respects, the financial position of Seattle Pacific University as of June 30, 1999 and 1998, and the results of its operations and its cash flows for the years then ended in conformity with generally accepted accounting principles.

**KPMG LLP**

Seattle, Washington  
November 12, 1999

## Consolidated Statements of Financial Position

As of June 30, 1999 and 1998

(in thousands)

ASSETS	June 30,	
	1999	1998
Cash and cash equivalents	\$ 1,944	\$ 7,654
Student accounts receivable, net	2,389	2,466
Governmental grants and other receivables	990	883
Current portion of student loans	850	775
Current portion of notes receivable	244	188
Current portion of investments	25,546	17,760
Inventories and prepaid expenses	676	945
<b>Total current assets</b>	32,639	30,671
Student loans, net of allowance of \$195 in 1999 and 1998	5,798	5,506
Notes receivable, net of allowance of \$129 in 1999 and 1998	3,422	3,479
Investments	35,105	29,485
Land, buildings and equipment, net	63,049	56,711
<b>Total assets</b>	\$ 140,013	\$ 125,852
<b>LIABILITIES AND NET ASSETS</b>		
<b>Liabilities</b>		
Accounts payable, accrued expenses and other liabilities	\$ 5,687	\$ 4,333
Student deposits and prepaid fees	1,627	1,802
Deferred revenue	2,597	2,448
Current portion of long-term and other debt	4,155	1,048
<b>Total current liabilities</b>	14,066	9,631
Long-term debt, less current portion	9,310	13,155
Other, principally trust funds held for others and life income funds	4,098	2,583
Investments managed on behalf of others	6,301	5,025
Trust and annuity obligations	4,753	3,336
Deferred contribution support - trust remainder interest	4,642	4,719
Governmental student loan programs	5,515	5,374
<b>Total liabilities</b>	48,685	43,823
<b>Net assets</b>		
<b>Unrestricted</b>		
Available for operational activities	1,830	3,622
Long-term investments for endowments	17,756	14,687
Invested in land, buildings and equipment	46,178	41,813
<b>Total unrestricted net assets</b>	65,764	60,122
<b>Temporarily restricted</b>		
Trusts and annuities	11,963	11,442
Other	640	477
<b>Total temporarily restricted net assets</b>	12,603	11,919
<b>Permanently restricted – endowments</b>		
<b>Total net assets</b>	91,328	82,029
<b>Total liabilities and net assets</b>	\$ 140,013	\$ 125,852

See accompanying notes to consolidated financial statements

# Consolidated Statements of Activities

For the Years Ended June 30, 1999 and 1998

(in thousands)

	June 30,	
	1999	1998
<b>UNRESTRICTED NET ASSETS ACTIVITY</b>		
<b>Operating activity</b>		
<b>Revenues and gains</b>		
Student charges		
Regular academic term degree programs		
Undergraduate tuition and fees	\$ 35,360	\$ 32,917
Less: grants and scholarships	(11,798)	(10,783)
Net undergraduate tuition and fees	23,562	22,134
Graduate tuition and fees	4,659	4,381
Continuing education, summer school and other special programs	4,237	4,204
Net tuition and fees	32,458	30,719
Student housing and dining fees	7,549	7,258
Net student charges	40,007	37,977
Private gifts and grants	2,573	3,961
Public service activities	1,387	1,380
Government grants, primarily for students	1,255	1,246
Endowment gains and income distributed for operations	1,000	779
Other revenue and gains	2,005	1,816
	48,227	47,159
Net assets released from restrictions	840	557
<b>Total unrestricted operating revenues and gains</b>	<b>49,067</b>	<b>47,716</b>
<b>Expenses</b>		
Instruction		
Regular academic term degree programs	17,372	16,543
Continuing education, summer school and other special programs	3,450	3,126
Total instruction	20,822	19,669
Institutional support	8,249	7,461
Student housing and dining expenses	7,566	7,123
Student services	7,217	6,798
Academic support	2,065	2,009
Public service	900	810
<b>Total unrestricted operating expenses</b>	<b>46,819</b>	<b>43,870</b>
<b>Increase in net assets from unrestricted operating activities</b>	<b>2,248</b>	<b>3,846</b>
<b>Nonoperating activity</b>		
Net realized and unrealized gains on investments	3,208	3,130
Change in value of annuity obligations	186	39
<b>Increase in net assets from unrestricted nonoperating activities</b>	<b>3,394</b>	<b>3,169</b>
<b>Net change in unrestricted net assets</b>	<b>5,642</b>	<b>7,015</b>
<b>TEMPORARILY RESTRICTED NET ASSETS ACTIVITY</b>		
Private gifts and grants	1,390	1,974
Net realized and unrealized gains on investments	213	190
Change in value of split interest agreements	(79)	1,529
Net assets released from restrictions	(840)	(557)
<b>Net change in temporarily restricted net assets</b>	<b>684</b>	<b>3,136</b>
<b>PERMANENTLY RESTRICTED NET ASSETS ACTIVITY</b>		
Private gifts and grants	2,973	621
<b>Net change in permanently restricted net assets</b>	<b>2,973</b>	<b>621</b>
<b>Increase in total net assets</b>	<b>9,299</b>	<b>10,772</b>
Total net assets, beginning of year	82,029	71,257
<b>Total net assets, end of year</b>	<b>\$ 91,328</b>	<b>\$ 82,029</b>

See accompanying notes to consolidated financial statements

## Consolidated Statements of Cash Flows

For the Years Ended June 30, 1999 and 1998

(in thousands)

	June 30,	
	1999	1998
<b>OPERATING ACTIVITIES</b>		
Increase in total net assets	\$ 9,299	\$ 10,772
Adjustments to reconcile increase in total net assets to net cash provided by operating activities:		
Depreciation	3,881	3,496
Provision for doubtful accounts	43	48
Net gains on investments	(3,916)	(2,487)
Contributions restricted for endowments	(2,973)	(621)
Loss on disposal of plant assets	69	8
Net transactions related to split interest agreements	(514)	(2,295)
Cash provided (used) by changes in operating assets and liabilities:		
Student accounts receivable	34	246
Government grants and other receivables	(107)	(65)
Inventories and prepaid expenses	269	(384)
Student loans	(367)	(505)
Accounts payable, accrued liabilities and other liabilities	1,354	53
Student deposits and prepaid fees	(175)	12
Deferred revenue	149	78
Governmental student loan programs	141	129
Investments managed on behalf of others	(130)	313
<b>Net cash provided by operating activities</b>	<u>7,057</u>	<u>8,798</u>
<b>INVESTING ACTIVITIES</b>		
Purchase of property	(566)	(163)
Purchase of property held for resale	(1,926)	-
Investment in land, buildings and equipment from operating funds	(5,691)	(4,109)
Investment in land, buildings and equipment advanced against proceeds of long-term debt	(4,031)	(2,370)
Proceeds from note collections	178	22
Notes issued	(142)	(181)
Proceeds from sale of long-term investments	502	214
Purchase of long-term investments	(3,116)	(2,298)
<b>Net cash used by investing activities</b>	<u>(14,792)</u>	<u>(8,885)</u>
<b>FINANCING ACTIVITIES</b>		
Contributions restricted for endowments	2,973	621
Payments on long-term debt	(1,075)	(1,714)
Proceeds from issuance of new debt	170	357
Annuity payments and other	(43)	(33)
<b>Net cash provided (used) by financing activities</b>	<u>2,025</u>	<u>(769)</u>
<b>Net decrease in cash and cash equivalents</b>	<u>(5,710)</u>	<u>(856)</u>
<b>CASH AND CASH EQUIVALENTS</b>		
Beginning of year	7,654	8,510
End of year	<u>\$ 1,944</u>	<u>\$ 7,654</u>
Supplemental disclosure of cash flow information – cash paid during the year for interest.	<u>\$ 1,082</u>	<u>\$ 1,117</u>

See accompanying notes to consolidated financial statements

# Notes to Consolidated Financial Statements

Years Ended June 30, 1999 and 1998

## NOTE A - SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES:

### General

Seattle Pacific University is a private nonprofit institution of higher education based in Seattle, Washington. The University offers degree programs for undergraduate and graduate students through the College of Arts and Sciences and three professional schools: Business and Economics, Education, and Health Sciences. The University offers 49 undergraduate majors and 37 minors, 11 masters degree programs and two doctoral programs.

### Basis of Presentation

The accompanying financial statements are the consolidated statements of Seattle Pacific University (the University) and Seattle Pacific Foundation (the Foundation). The University has a controlling financial interest in the Foundation through direct ownership of the majority voting interest in the Foundation. Foundation Directors are appointed by the University's Board of Trustees.

The accompanying consolidated financial statements have been prepared on the accrual basis of accounting and include the accounts of the University and the Foundation. All significant intercompany transactions and balances have been eliminated.

Resources received by the University are classified into three net asset categories according to presence or absence of donor restrictions. A description of the three net asset categories follows.

#### Unrestricted net assets

Unrestricted net assets include amounts not subject to donor-imposed restrictions and net assets received during the year which were subject to donor imposed restrictions that were temporary and were satisfied during the same year. Unrestricted net assets are designated into the following categories:

*Available for operational activities* includes the unrestricted operating net assets of the University and Foundation including internally designated funds for operational or special purposes such as net assets for lending activity to students and net assets designated for acquisition and construction of buildings and equipment.

*Investments for endowments* includes assets designated by the Board of Trustees as quasi-endowments and the realized and unrealized gains and reinvested income on all endowment funds unless otherwise restricted by the terms of the endowment agreements.

*Invested in land, buildings and equipment* includes the cost less accumulated depreciation of land, buildings and equipment less related debt.

#### Temporarily restricted net assets

Temporarily restricted net assets includes amounts that are subject to donor imposed time or use restrictions that have not been met, primarily related to net assets held in irrevocable trusts. At June 30, 1999 and 1998, \$11,963,000 and \$11,442,000 respectively, are restricted by the passage of time and \$640,000 and \$477,000, respectively, are restricted by use requirements.

#### Permanently restricted net assets

Permanently restricted net assets include amounts subject to donor imposed restrictions where the corpus is invested in perpetuity and only the income be made available for program operations and scholarships in accordance with donor restrictions. Generally only the original gift value of an endowment that has donor restrictions is considered permanently restricted.

### Revenue and Expense Recognition

Revenues from sources other than contributions are reported as increases in unrestricted net assets. Contributions, including unconditional promises to give, are recognized as revenue in the period received and reported as increases in the appropriate category of net assets based on the presence or absence of donor restrictions. Contributions other than cash are recorded at their fair market value at the date of gift or at net realizable value if the assets are intended for sale. Contributions that the

donor restricts where the restrictions are met within the same fiscal year as the contribution is received are recorded as increases in unrestricted net assets. Expirations of temporary restrictions on net assets are reported as reclassifications from temporarily restricted net assets to unrestricted net assets. All expenses are reported as decreases in unrestricted net assets. Except as restricted by donors, gains and losses on investments are reported as increases or decreases in unrestricted net assets. Temporary restrictions on gifts to acquire long-lived assets are considered met in the period which the assets are acquired or placed into service.

### **Cash Equivalents**

Cash equivalents consist of short-term, highly liquid investments with original maturities at the date of purchase of three months or less. Cash equivalents totaled \$2,638,000 and \$7,796,000 at June 30, 1999 and 1998, respectively.

### **Investments**

Investments in equity securities with readily determinable fair values and all investments in debt securities are reported at fair value. Real estate held for investment or sale was acquired through contributions, and therefore, is reported at fair market value or appraisal value at the date of the gift, unless there has been a permanent impairment of value which requires a subsequent adjustment to current fair value. If an independent appraisal is not available for real estate at the date of donation, the investment is recorded at an amount that approximates fair value based on the judgment of University management. These investments are intended by management to be long-term investments primarily held or maintained for use as endowments managed by the Foundation.

### **Credit Risk and Fair Value of Financial Instruments**

The University grants credit primarily to borrowers in the Pacific Northwest in the normal course of operations. The credit risk with respect to these receivables is generally considered minimal due to the wide dispersion of receivables.

The carrying amount of cash and cash equivalents, student accounts receivables, governmental grants and other receivables, and accounts payable, approximate fair value due to the short-term maturities of these instruments. The carrying amount of the University's notes receivable and notes payable, approximate fair value as they bear interest at variable interest rates or fixed rates which approximate current market rates for notes with similar maturities and credit quality.

### **Land, Buildings and Equipment**

Land, buildings and equipment are carried at cost, or if donated, at the fair value on the date of donation. The University uses the straight-line method of depreciation to allocate the cost of assets over the estimated useful lives. Estimated useful lives range from 3 years for computers to 50 years for buildings.

### **Estates and Trusts**

Trusts in which either the University or the Foundation is named as irrevocable beneficiary but is not trustee, are recorded in the consolidated financial statements as contribution income when the trustee notifies the University and the ownership percentage and valuation are determined.

### **Student Loans**

The University administers two federal revolving student loan programs, the Perkins Student Loan and Nursing Student Loan programs. The programs are funded 67% by the Federal Government and 33% by the University. Loans under these programs have a ten-year repayment period. Interest rates range from 3% to 6%. In the event of termination of the program, the loan repayments would be distributed to the Federal Government and the University on the basis of their relative contributions to the program. Any outstanding uncollectable loan balances would be allocated between the Federal Government and the University in a similar manner in the event of termination of the program.

### **Deferred Revenues**

Deferred revenues consist primarily of payments of tuition and fees related to future academic years.

### **Investments Managed on Behalf of Others**

The Foundation manages the assets of an unrelated foundation. Those assets and a corresponding liability are included in the accompanying consolidated financial statements.

## Notes to Consolidated Financial Statements (cont.)

### Taxes

The University and the Foundation are exempt from federal income taxes as entities described in Section 501(c)(3) and Section 509(a)(3) of the Internal Revenue Code except to the extent of unrelated business taxable income as defined in sections 511 through 515 of the Internal Revenue Code. The University did not incur unrelated business income tax for the years ended June 30, 1999 and 1998. Accordingly, the financial statements do not include a provision for Federal income tax. In addition, the University presently is exempt from real and personal taxes on educational and other noncommercial properties of the University and the Foundation.

### Reclassifications

Certain reclassifications have been made to the 1998 consolidated financial statements to conform to the classifications used in 1999.

### Use of Estimates

The preparation of financial statements in conformity with generally accepted accounting principles requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent liabilities at the consolidated balance sheet date and the reported amounts of revenue and expenses during the reporting period. Actual results could differ from those estimates.

### NOTE B - STUDENT ACCOUNTS RECEIVABLE:

Student accounts receivable consists of net amounts due from students for tuition, room, board and other enrollment related charges. At June 30, 1999 and 1998 net amounts due for subsequent summer term charges are recorded as a receivable with the related revenue reflected as deferred revenue. Student accounts receivable consists of the following balances (in thousands):

	June 30,	
	1999	1998
Amounts due from charges for prior academic terms	\$ 1,471	\$ 1,691
Amounts due for summer term earned subsequent to year-end	1,362	1,175
	2,833	2,866
Allowance for doubtful accounts	(444)	(400)
<b>Net student accounts receivable balance</b>	<b>\$ 2,389</b>	<b>\$ 2,466</b>

### NOTE C - INVESTMENTS:

Investments are composed of pooled investment funds, marketable securities and real estate. The University's pooled investments are composed of four investment pools maintained by the Foundation for various trusts, annuities, pooled income, and endowment funds. The investment pools are managed by the Foundation through an investment committee of its Directors. Total investments consist of the following (in thousands):

	June 30,	
	1999	1998
<b>Pooled investments:</b>		
Short-term investments	\$ 2,551	\$ 2,821
Marketable common stock securities	37,995	24,240
Marketable bond securities	10,044	8,080
Notes receivable	1,486	2,559
Real estate	1,674	1,467
<b>Total pooled investments</b>	<b>53,750</b>	<b>39,167</b>
Equity instruments	1,487	4,123
Debt instruments	1,243	1,187
Real estate held for investment or sale	4,171	2,768
<b>Total investments</b>	<b>\$ 60,651</b>	<b>\$ 47,245</b>

The following schedule summarizes investment return and its classification on the statement of activities (in thousands):

	June 30,	
	1999	1998
Investment income	\$ 157	\$ 1,129
Net gain on investments	4,264	2,970
<b>Total return on investments</b>	<b>\$ 4,421</b>	<b>\$ 4,099</b>
<b>Operating</b>		
Endowment gains and income distribution	\$ 1,000	\$ 799
<b>Nonoperating</b>		
Net gains on endowments	1,981	1,854
Net gains on other investments	1,440	1,466
<b>Total return on investments</b>	<b>\$ 4,421</b>	<b>\$ 4,099</b>

**NOTE D - LAND, BUILDINGS AND EQUIPMENT:**

Land, buildings and equipment consist of the following (in thousands):

	June 30,	
	1999	1998
Land	\$ 14,852	\$ 14,286
Buildings	61,841	58,344
Equipment	11,328	10,945
Library books	3,692	3,338
Construction in progress	5,527	1,577
	97,240	88,490
Accumulated depreciation	(34,190)	(31,779)
<b>Net land, buildings and equipment</b>	<b>\$ 63,049</b>	<b>\$ 56,711</b>

**NOTE E - LONG TERM DEBT:**

The University has available with Bank of America an \$18,000,000 credit agreement to finance capital construction through term notes at variable rates based on the bank's cost of funds at the time of note issuance. As of June 30, 1999, eight notes totaling \$12,026,000 have been issued under the agreement. The credit agreement also provides for a \$6,000,000 line of credit at a floating prime interest rate. As of June 30, 1999, there were no amounts outstanding under this line of credit. The credit agreement prohibits the University from otherwise encumbering non-residential properties. The University also maintains other long-term notes with Bank of America that are not included in the credit agreement.

The University has entered into interest swap agreements with Bank of America to reduce the impact of changes in interest rates on six of these eight term notes by swapping the variable rates for fixed rates. The interest rate swap agreements mature at the time the related note matures. The notes with an associated swap agreement are noted with an asterisk (\*).

## Notes to Consolidated Financial Statements (cont.)

Debt under Bank of America Credit Agreement (in thousands)	June 30,	
	1999	1998
Seafirst Bank 7 year term note, 7.65%, due August 1999*	\$ 3,236	\$ 3,374
Seafirst Bank 7 year term note, 6.48%, due June 2000*	231	447
Seafirst Bank 10 year term note, 8.12%, due August 2002*	3,784	3,938
Seafirst Bank 10 year term note, 6.73%, due April 2003	588	719
Seafirst Bank 10 year term note, 7.31%, due July 2003*	834	867
Seafirst Bank 10 year term note, 7.61%, due December 2003*	1,709	1,772
Seafirst Bank 10 year term note, 7.72%, due March 2004*	865	895
Seafirst Bank 10 year term note, LIBOR plus 1.0% (6.90% at June 30, 1999) due July 2006	779	889
<b>Other notes</b>		
Primarily residential secured notes with fixed rates ranging from 7.00% to 7.75% and maturities ranging from October 2003 to June 2028	1,299	1,149
<b>Total bank notes payable</b>	<u>\$ 13,325</u>	<u>\$ 14,050</u>

The aggregate minimum payments required for principal reduction for all bank notes payable listed above are as follows (in thousands):

Fiscal Year Ending	Principal
2000	\$ 4,054
2001	626
2002	664
2003	3,837
2004	2,953
Thereafter	1,191
<b>Total</b>	<u>\$ 13,325</u>

### NOTE F – SPLIT INTEREST AGREEMENTS:

The University has entered into a variety of charitable remainder trusts for which the University is the trustee. For trusts with a fixed percentage payment obligation, an estimated liability has been recorded representing the expected cash flow to named beneficiaries, discounted primarily at 11.4%. Expected cash flows are based upon estimated earnings of 9-10% and a life expectancy of a pool of similar trusts. For trusts where payments are dependent on realization of future income, the University has recorded its estimated remainder interest in these trusts as contribution revenue, discounted at 5.5%. The difference between the fair value of the assets received and the estimated remainder interest has been recorded as deferred contribution support. The estimated remainder interest is based upon estimated earnings of 9-10% and a life expectancy based on the weighted average life expectancy of a pool of similar trusts. Investments related to these agreements are reflected as long term investments in the accompanying consolidated financial statements.

### NOTE G – ANNUITY OBLIGATIONS:

The University has entered into a variety of charitable gift annuity agreements where the University agrees to pay a donor and named beneficiaries a fixed amount per year for the life of the annuitant(s), or a stated term. In exchange, the University receives assets valued in excess of the present value of the annuity. The annuity payments are general obligations of the University and the present value of these gift annuity obligations totaled \$343,000 and \$410,000 at June 30, 1999 and 1998, respectively.

**NOTE H - RETIREMENT PLAN:**

The University participates in a 401(a) defined contribution retirement plan. The plan provides for employer contributions that are directed by participants to investment funds of Teachers Insurance and Annuity Association or Fidelity Investments. All faculty and staff at least 21 years of age with one year of full-time employment participate in the plan. Contributions to the plan are made by the University and are funded as the liability occurs. The University's contributions to the plan for the years ended June 30, 1999 and 1998, were \$1,499,000 and \$1,260,000 respectively. The University also provides a 403(b)(7) supplemental retirement plan funded by individual employee contributions. These contributions are voluntary and the plan is open to all employees.

**NOTE I - COMMITMENTS AND CONTINGENCIES:****Commitments**

The investment pools managed by the Foundation participate in seven venture and private equity investment programs through Commonfund Capital Inc., a wholly owned subsidiary of Commonfund Group. The University has committed to invest \$7,193,000 in these programs. At June 30, 1999, a cumulative total of \$2,810,000 has been invested. The remaining \$4,383,000 will be invested in one or more installments, and in amounts and on dates specified by Commonfund Capital, Inc.

**Contingencies**

The University is an equity owner of the College Liability Insurance Company (CLIC). For the fiscal year ended June 30, 1999, the University had a \$209,000 contingent liability for its portion of a \$2,000,000 letter of credit issued to CLIC by a bank. The University is a guarantor of this letter of credit and would be liable for its share of the contingency if CLIC were to fail to repay amounts borrowed under the letter of credit.

The University receives and expends monies under Federal grant programs and is subject to audits by cognizant governmental agencies. Management believes that any liabilities resulting from such audits would not have a material impact on the consolidated financial statements of the University.

**NOTE J – SUBSEQUENT EVENTS:**

Subsequent to June 30, 1999 the University increased its cash balances by \$4,231,000 through the issuance of long-term debt to finance some of its investments in land, buildings, and equipment that were made prior to June 30, 1999.

Note Term	Amortization Period	Interest Rate	Amount (in thousands)
5 years	20 years	6.90%	\$ 1,453
6 years	20 years	7.09%	1,140
7 years	20 years	6.90%	1,000
7 years	7 years	6.89%	638

## Financial Report - June 30, 1999

### University Administration

Philip W. Eaton  
President

Marjorie R. Johnson  
Vice President for University Relations  
Assistant to the President

Robert D. McIntosh  
Vice President for  
University Advancement

Donald W. Mortenson  
Vice President for Business and Planning

Bruce G. Murphy  
Provost

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Spokane, WA

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