



2019 OPERATING BUDGET



CASE WESTERN RESERVE
UNIVERSITY EST. 1826

think beyond the possible™

The Fiscal Year 2019 Operating Budget was approved by the Case Western Reserve University Board of Trustees on June 2, 2018.

This document may also be found at:

www.case.edu/financialplanning/operating-budget

and

www.case.edu/finance/financial-information

Published by:

Office of Budget and Financial Planning

Case Western Reserve University

© 2018 Case Western Reserve University

TABLE OF CONTENTS

STATEMENT OF OPERATIONS

Key Facts and Assumptions	2
Consolidated Statement of Operations	3
Total Revenue & Notes	4—5
Total Expense & Notes	6—7
Summary by Management Center	8—9

MANAGEMENT CENTER OPERATING BUDGETS

College of Arts and Sciences (CAS)	10
Case School of Engineering (CSE)	11
Weatherhead School of Management (WSOM)	12
Mandel School of Applied Social Sciences (MSASS)	13
School of Law (LAW)	14
School of Dental Medicine (DENT)	15
Frances Payne Bolton School of Nursing (NURS)	16
School of Medicine (CSOM)	17
University General (UGEN)	18

FISCAL YEAR 2019 OPERATING BUDGET

University Operating Margin Historical Trend	19
University Surplus/(Deficit) Historical Trend	20
Significant Revenue and Expense Movements	21

APPENDICES

Appendix A — Student Enrollment	
Appendix B — Tuition, Board and Room Rates	
Appendix C — Revenue and Expense Allocation Practices	

KEY FACTS AND ASSUMPTIONS

<i>In thousands of dollars</i>	2018 Budget	2019 Budget	% Variance to 2018 Budget
UNDERGRADUATE ENROLLMENT (Fall semester, full-time)			
Continuing Students	3,670	3,746	2.1%
Entering Class	1,300	1,363	4.8%
TOTAL UNDERGRADUATE ENROLLMENT	4,970	5,109	2.8%
UNDERGRADUATE TUITION			
Tuition Rate (In dollars)	\$ 47,074	\$ 48,604	3.25%
Funded Discount Rate	4.1%	3.8%	
Unfunded Discount Rate	43.4%	44.4%	
TOTAL DISCOUNT RATE	47.5%	48.2%	
ENDOWMENT			
Endowment Pool Spending (current & prior year)	\$ 72,694	\$ 73,748	1.4%
Outside Trust Spending	16,114	16,537	2.6%
TOTAL ENDOWMENT REVENUE	\$ 88,808	\$ 90,285	1.7%
RESEARCH & TRAINING (R&T)			
R&T Revenue	\$ 305,375	\$ 324,663	6.3%
RESTRICTED GIFTS			
Restricted Gift Revenue	\$ 40,684	\$ 41,214	1.3%
OVERHEAD RECOVERY			
Overhead Recovery Revenue	\$ 74,340	\$ 76,794	3.3%
TOTAL RESEARCH & RESTRICTED REVENUE	\$ 420,399	\$ 442,671	5.3%
OVERHEAD RECOVERY			
Federal Indirect Cost Rate	60.0%	60.0%	0.0%
FRINGE			
Non-federal Fringe Benefit Rate	32.0%	33.0%	3.1%
Federal Fringe Benefit Rate	30.0%	33.0%	10.0%
Term Fringe Benefit Rate	17.5%	17.5%	0.0%

CONSOLIDATED STATEMENT OF OPERATIONS

FISCAL YEAR 2019 BUDGET

<i>In thousands of dollars</i>	2017	2018	2019	\$ Increase/ (Decrease) from	% Variance to
	Actual	Budget	Budget	2018 Budget	2018 Budget
REVENUE					
TUITION					
Undergraduate	\$ 212,275	\$ 217,599	\$ 231,618	\$ 14,019	6.4%
Summer	16,574	17,816	18,502	686	3.9%
Professional	154,253	160,776	163,232	2,456	1.5%
Graduate	56,692	65,460	65,723	263	0.4%
Fees	3,434	3,811	3,471	(340)	-8.9%
TOTAL TUITION	443,228	465,462	482,546	17,084	3.7%
ENDOWMENT					
Restricted Endowment	49,949	53,395	54,405	1,010	1.9%
Unrestricted Endowment	34,871	35,413	35,880	467	1.3%
TOTAL ENDOWMENT	84,820	88,808	90,285	1,477	1.7%
OTHER REVENUE					
Research & Training	314,988	305,375	324,663	19,288	6.3%
Restricted Gifts	48,209	40,684	41,214	530	1.3%
Overhead Recovery	74,554	74,340	76,794	2,454	3.3%
Unrestricted Gifts	3,623	4,616	5,878	1,262	27.3%
State Support	2,734	1,900	2,318	418	22.0%
Organized Activities	11,308	11,932	11,627	(305)	-2.6%
Other Income	51,823	46,699	46,498	(201)	-0.4%
Auxiliaries	72,001	71,494	73,297	1,803	2.5%
TOTAL OTHER REVENUE	579,240	557,040	582,289	25,249	4.5%
TOTAL REVENUE	\$ 1,107,288	\$ 1,111,310	\$ 1,155,120	\$ 43,810	3.9%
EXPENSE					
DIRECT EXPENSE					
Faculty Salaries	\$ 153,912	\$ 157,235	\$ 160,571	\$ 3,336	2.1%
Other Salaries	101,293	101,307	103,986	2,679	2.6%
TOTAL SALARIES	255,205	258,542	264,557	6,015	2.3%
Fringe	73,426	79,422	85,175	5,753	7.2%
Student Salaries	30,844	30,777	31,981	1,204	3.9%
Student Aid	184,112	184,230	196,834	12,604	6.8%
Non-salary	297,811	292,530	305,385	12,855	4.4%
TOTAL DIRECT EXPENSE	841,398	845,501	883,932	38,431	4.5%
Restricted Direct Expense	413,146	399,454	420,282	20,828	5.2%
Unrestricted Direct Expense	428,252	446,047	463,650	17,603	3.9%
INDIRECT EXPENSE					
Library	15,433	16,151	16,331	180	1.1%
Student Services	27,297	27,929	30,587	2,658	9.5%
Plant	63,556	63,909	65,951	2,042	3.2%
Information Services	28,830	30,347	30,920	573	1.9%
University Services	67,689	63,476	66,978	3,502	5.5%
TOTAL INDIRECT EXPENSE	202,805	201,812	210,767	8,955	4.4%
Auxiliaries	61,219	61,741	61,328	(413)	-0.7%
TOTAL EXPENSE	\$ 1,105,422	\$ 1,109,054	\$ 1,156,027	\$ 46,973	4.2%
OPERATING MARGIN	\$ 1,866	\$ 2,256	\$ (907)	\$ (3,163)	-140.2%
Undergraduate Tuition Subvention	-	-	-	-	
Use of Retained Surplus/Encumbered Funds	5,186	-	5,646	5,646	
SURPLUS/(DEFICIT)	\$ 7,052	\$ 2,256	\$ 4,739	\$ 2,483	

TOTAL REVENUE

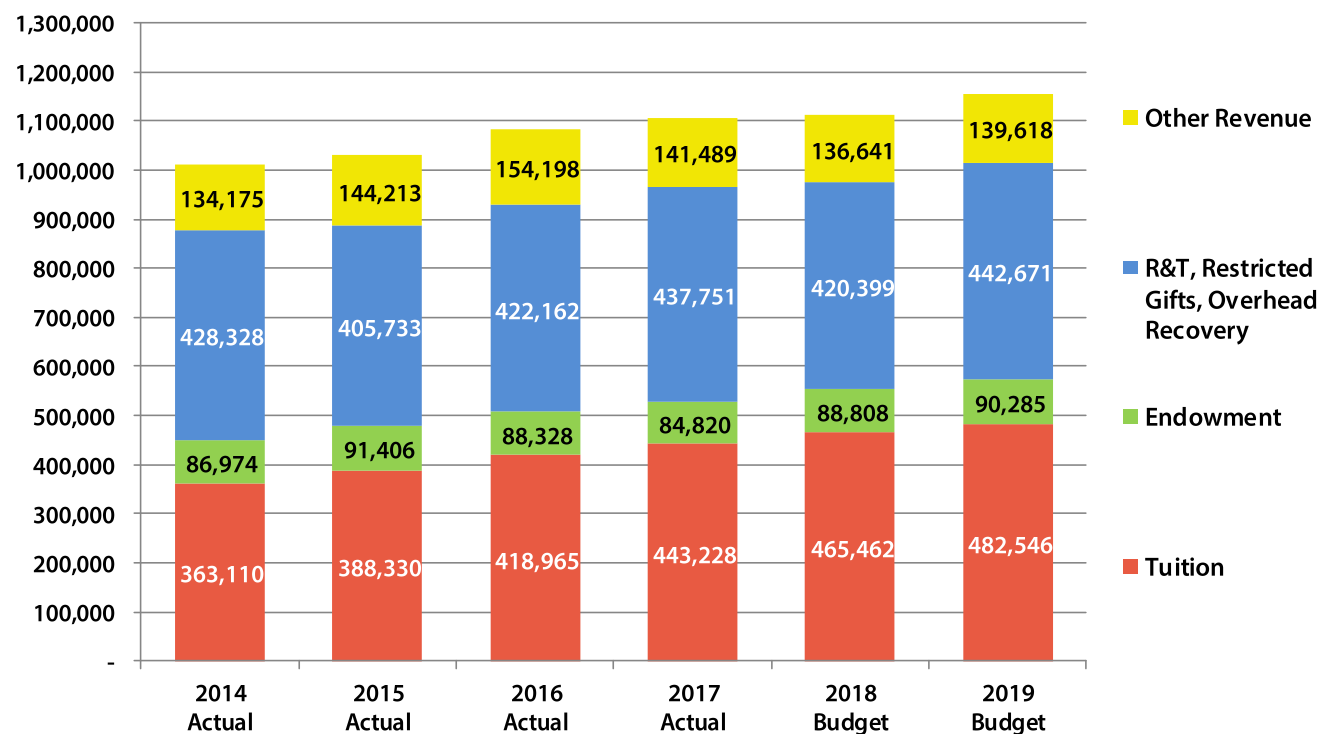
FISCAL YEAR 2019 BUDGET

<i>In thousands of dollars</i>	2017 Actual	2018 Budget	2019 Budget	\$ Increase/ (Decrease) from 2018 Budget	% Variance to 2018 Budget
REVENUE					
TUITION					
Undergraduate	\$ 212,275	\$ 217,599	\$ 231,618	\$ 14,019	6.4%
Summer	16,574	17,816	18,502	686	3.9%
Professional	154,253	160,776	163,232	2,456	1.5%
Graduate	56,692	65,460	65,723	263	0.4%
Fees	3,434	3,811	3,471	(340)	-8.9%
TOTAL TUITION	443,228	465,462	482,546	17,084	3.7%
ENDOWMENT					
Restricted Endowment	49,949	53,395	54,405	1,010	1.9%
Unrestricted Endowment	34,871	35,413	35,880	467	1.3%
TOTAL ENDOWMENT	84,820	88,808	90,285	1,477	1.7%
OTHER REVENUE					
Research & Training	314,988	305,375	324,663	19,288	6.3%
Restricted Gifts	48,209	40,684	41,214	530	1.3%
Overhead Recovery	74,554	74,340	76,794	2,454	3.3%
Unrestricted Gifts	3,623	4,616	5,878	1,262	27.3%
State Support	2,734	1,900	2,318	418	22.0%
Organized Activities	11,308	11,932	11,627	(305)	-2.6%
Other Income	51,823	46,699	46,498	(201)	-0.4%
Auxiliaries	72,001	71,494	73,297	1,803	2.5%
TOTAL OTHER REVENUE	579,240	557,040	582,289	25,249	4.5%
TOTAL REVENUE	\$ 1,107,288	\$ 1,111,310	\$ 1,155,120	\$ 43,810	3.9%

4

REVENUE COMPARISON BY YEAR

In thousands of dollars



NOTES TO REVENUE

FISCAL YEAR 2019 BUDGET vs. FISCAL YEAR 2018 BUDGET

TUITION

Undergraduate Tuition

Increased \$14.0 M or 6.4% as a result of a 3.25% tuition rate increase and an anticipated 2.8% enrollment increase.

Professional Tuition

Increased \$2.5 M or 1.5% due to a 2.5% average rate increase and higher enrollment in MSASS, LAW, DENT, NURS and CSOM.

Graduate Tuition

Increased \$0.3 M or 0.4% due to a 3.0% average rate increase and higher enrollment in CAS and CSOM. Partially offset by lower enrollment in CSE, WSOM and DENT.

ENDOWMENT

For 2019, the endowment payout rate will be 4.60% of the endowment pool balance as of June 30, 2017.

Restricted Endowment

Increased \$1.0 M or 1.9% as a result of higher income in CSE, MSASS, LAW, NURS and UGEN. Partially offset by lower income in WSOM and CSOM.

OTHER REVENUE

Research & Training

Increased \$19.3 M or 6.3% due to increased activity in all schools. CSOM is \$14.5 M higher than 2018.

Restricted Gifts

Increased \$0.5 M or 1.3% due to increased gifts in CAS, CSE, WSOM, LAW, NURS and UGEN. Partially offset by decreased gifts in MSASS and CSOM.

Overhead Recovery

Increased \$2.5 M or 3.3% in WSOM, DENT, NURS and CSOM. Partially offset by a decrease in CAS and CSE.

Unrestricted Gifts

Increased \$1.3 M or 27.3% due to increased activity in WSOM, LAW, DENT, CSOM and UGEN.

Organized Activities

Decreased (\$0.3 M) or -2.6% due to less activity in DENT Clinic revenue. Partially offset by an increase in WSOM.

Other Income

Decreased (\$0.2 M) or -0.4% in WSOM, LAW, DENT, NURS and UGEN. Partially offset by increases in CSE, MSASS and CSOM.

Auxiliaries

Increased \$1.8 M or 2.5% due to increased revenue in Food Service, Health Service and Parking.

TOTAL EXPENSE

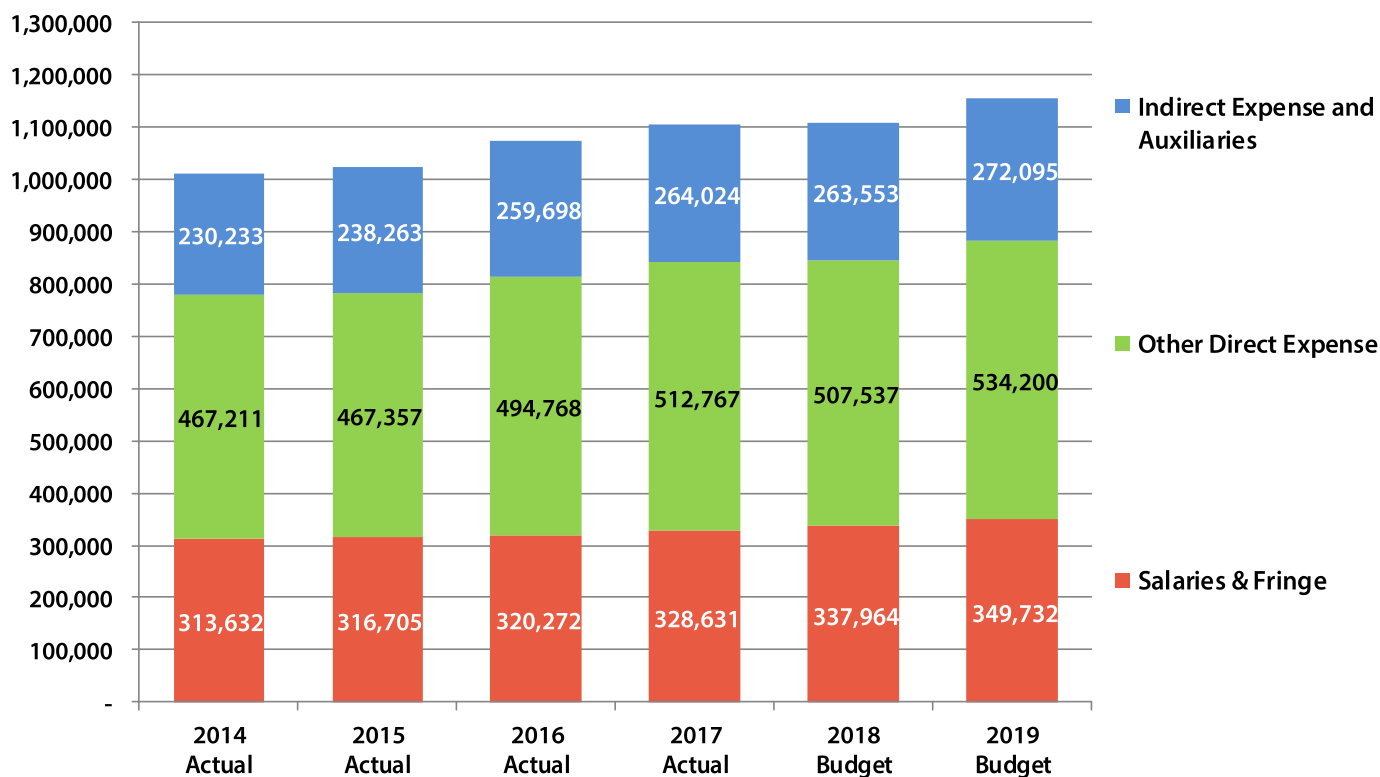
FISCAL YEAR 2019 BUDGET

<i>In thousands of dollars</i>	2017 Actual	2018 Budget	2019 Budget	\$ Increase/ (Decrease) from 2018 Budget	% Variance to 2018 Budget
EXPENSE					
DIRECT EXPENSE					
Faculty Salaries	\$ 153,912	\$ 157,235	\$ 160,571	\$ 3,336	2.1%
Other Salaries	101,293	101,307	103,986	2,679	2.6%
TOTAL SALARIES	255,205	258,542	264,557	6,015	2.3%
Fringe	73,426	79,422	85,175	5,753	7.2%
Student Salaries	30,844	30,777	31,981	1,204	3.9%
Student Aid	184,112	184,230	196,834	12,604	6.8%
Non-salary	297,811	292,530	305,385	12,855	4.4%
TOTAL DIRECT EXPENSE	841,398	845,501	883,932	38,431	4.5%
Total Restricted	413,146	399,454	420,282	20,828	5.2%
Total Unrestricted	428,252	446,047	463,650	17,603	3.9%
INDIRECT EXPENSE					
Library	15,433	16,151	16,331	180	1.1%
Student Services	27,297	27,929	30,587	2,658	9.5%
Plant	63,556	63,909	65,951	2,042	3.2%
Information Services	28,830	30,347	30,920	573	1.9%
University Services	67,689	63,476	66,978	3,502	5.5%
TOTAL INDIRECT EXPENSE	202,805	201,812	210,767	8,955	4.4%
Auxiliaries	61,219	61,741	61,328	(413)	-0.7%
TOTAL EXPENSE	\$ 1,105,422	\$ 1,109,054	\$ 1,156,027	\$ 46,973	4.2%

6

EXPENSE COMPARISON BY YEAR

In thousands of dollars



NOTES TO EXPENSE

FISCAL YEAR 2019 BUDGET vs. FISCAL YEAR 2018 BUDGET

DIRECT EXPENSE

Faculty Salaries

Increased \$3.3 M or 2.1% in CAS, CSE, WSOM, MSASS, DENT, NURS and UGEN. Offset by a decrease in LAW.

Other Salaries

Increased \$2.7 M or 2.6% with higher staff salaries in CSE, LAW, DENT, NURS and CSOM. Partially offsetting the overall increase are lower staff salaries in WSOM and MSASS.

Fringe Benefits

Increased \$5.8 M or 7.2%. The federal fringe benefit rate increased from 30.0% to 33.0%. The non-federal fringe rate increased from 32.0 to 33.0%.

Student Salaries

Increased \$1.2 M or 3.9% in CAS, CSE, NURS and CSOM. Partially offsetting are lower salaries in WSOM and MSASS.

Student Aid

Increased \$12.6 M or 6.8% in MSASS, LAW, NURS, CSOM and UGEN. Partially offsetting are decreases in CAS and WSOM. Increase in UGEN reflects an Undergraduate Student Aid discount rate of 48.2%.

Non-salary

Increased \$12.9 M or 4.4% in CAS, CSE, WSOM, MSASS, NURS and CSOM due in large part to increased spending for Research and Training and other restricted activity. Partially offsetting are decreases in LAW, DENT and UGEN.

INDIRECT EXPENSE AND AUXILIARIES

Library

Increased \$0.2 M or 1.1% due to an increase in UGEN endowment spending for collections.

Student Services

Increased \$2.7 M or 9.5% due mostly to former Auxiliary expense reclassified to Student Services.

Plant

Increased \$2.0 M or 3.2% as a result of an anticipated increase for utility expense and operating costs associated with the Health Education Campus.

Information Services

Increased \$0.6 M or 1.9% for information technology operating costs associated with the Health Education Campus.

University Services

Increased \$3.5 M or 5.5% as a result of new program additions to support university insurance and technology transfer.

Auxiliaries

Decreased (\$0.4 M) or -0.7% due to lower expense in Student Housing.

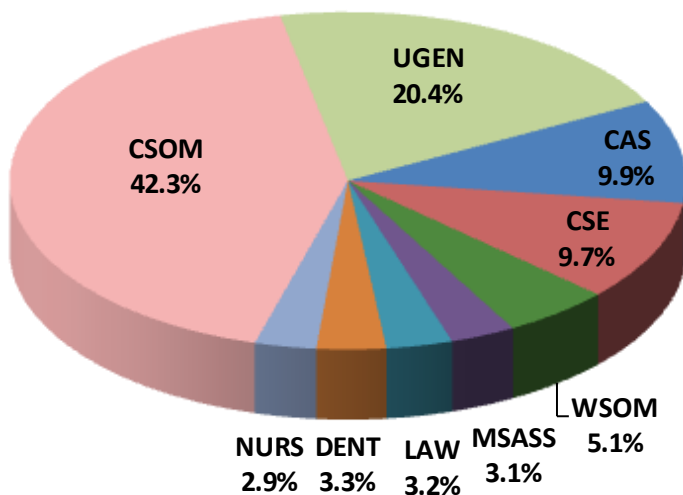
SUMMARY OF OPERATIONS BY MANAGEMENT CENTER

FISCAL YEAR 2019 BUDGET

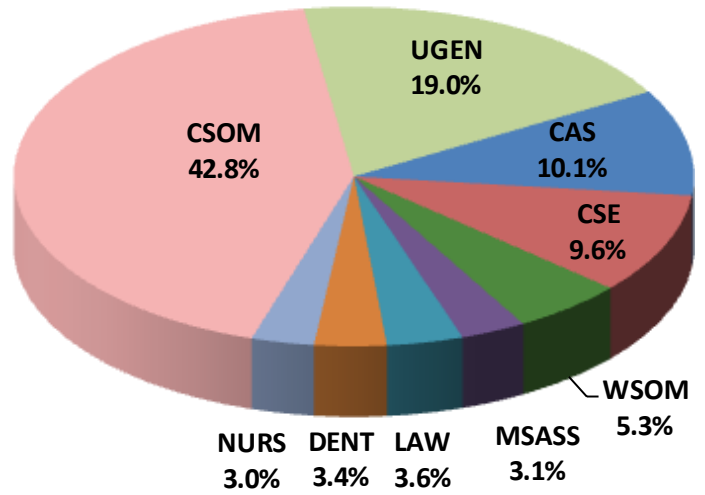
<i>In thousands of dollars</i>		Total Revenue	Total Expense	Operating Margin	Use of Retained Surplus	Surplus/ (Deficit)
CAS	\$	114,336	\$ 117,112	\$ (2,776)	\$ -	\$ (2,776)
CSE		111,586	111,159	427	-	427
WSOM		59,231	61,333	(2,102)	2,102	-
MSASS		35,978	35,921	57	-	57
LAW		36,499	41,900	(5,401)	-	(5,401)
DENT		38,271	39,636	(1,365)	1,365	-
NURS		33,998	34,433	(435)	435	-
CSOM		489,098	494,570	(5,472)	1,744	(3,728)
UGEN		236,123	219,963	16,160	-	16,160
OPERATING BUDGET	\$	1,155,120	\$ 1,156,027	\$ (907)	\$ 5,646	\$ 4,739

8

REVENUE by Management Center
2019 Budget - \$1,155,120



EXPENSE by Management Center
2019 Budget - \$1,156,027



STATEMENT OF OPERATIONS BY MANAGEMENT CENTER

FISCAL YEAR 2019 BUDGET

<i>In thousands of dollars</i>	CAS	CSE	WSOM	MSASS	LAW	DENT	NURS	CSOM	UGEN	Total University
REVENUE										
TUITION										
Undergraduate	\$ 62,391	\$ 34,435	\$ 13,193	\$ 167	\$ 95	\$ 17	\$ 5,574	\$ 3,745	\$ 112,001	\$ 231,618
Summer	3,543	2,071	2,003	3,864	251	491	2,241	4,038	-	18,502
Professional	-	1,073	27,398	18,820	29,780	21,090	11,341	53,730	-	163,232
Graduate	13,446	13,081	3,800	497	-	1,811	1,261	31,827	-	65,723
Fees	493	566	232	23	-	605	223	400	929	3,471
TOTAL TUITION	79,873	51,226	46,626	23,371	30,126	24,014	20,640	93,740	112,930	482,546
ENDOWMENT										
Restricted Endowment	7,953	5,378	3,878	1,946	4,199	571	3,754	14,864	11,862	54,405
Unrestricted Endowment	7,574	4,061	2,000	480	547	63	982	11,574	8,599	35,880
TOTAL ENDOWMENT	15,527	9,439	5,878	2,426	4,746	634	4,736	26,438	20,461	90,285
OTHER REVENUE										
Research & Training	10,750	31,282	500	6,274	50	1,600	5,014	267,000	2,193	324,663
Restricted Gifts	3,135	4,900	750	855	427	856	1,368	18,600	10,323	41,214
Overhead Recovery	3,465	10,115	200	1,156	-	992	1,816	59,000	50	76,794
Unrestricted Gifts	1,286	400	1,226	160	1,150	245	315	1,000	96	5,878
State Support	-	-	-	-	-	-	-	-	2,318	2,318
Organized Activities	-	-	3,301	-	-	7,721	-	576	29	11,627
Other Income	300	4,224	750	1,736	-	2,209	109	20,426	16,744	46,498
Auxiliaries	-	-	-	-	-	-	-	-	73,297	73,297
TOTAL OTHER REVENUE	18,936	50,921	6,727	10,181	1,627	13,623	8,622	368,920	102,732	582,289
TOTAL REVENUE	\$114,336	\$111,586	\$59,231	\$35,978	\$36,499	\$38,271	\$33,998	\$489,098	\$236,123	\$1,155,120
EXPENSE										
DIRECT EXPENSE										
Faculty Salaries	\$ 28,074	\$ 19,421	\$ 16,377	\$ 5,721	\$ 7,035	\$ 11,718	\$ 9,564	\$ 62,363	\$ 298	\$ 160,571
Other Salaries	9,029	12,166	5,188	5,755	3,127	5,383	4,135	57,820	1,383	103,986
TOTAL SALARIES	37,103	31,587	21,565	11,476	10,162	17,101	13,699	120,183	1,681	264,557
Fringe	12,094	10,291	7,116	3,776	3,353	5,626	4,521	37,843	555	85,175
Student Salaries	8,077	11,932	735	408	139	140	809	8,250	1,491	31,981
Student Aid	8,244	3,268	7,964	6,137	15,186	540	3,683	28,514	123,298	196,834
Non-salary	13,581	23,389	9,154	8,989	3,875	8,206	3,969	230,399	3,823	305,385
TOTAL DIRECT EXPENSE	79,099	80,467	46,534	30,786	32,715	31,613	26,681	425,189	130,848	883,932
Restricted Direct Expense	21,838	41,560	5,128	9,075	4,676	3,027	10,136	300,464	24,378	420,282
Unrestricted Direct Expense	57,261	38,907	41,406	21,711	27,939	28,586	16,545	124,725	106,470	463,550
INDIRECT EXPENSE										
Library	3,335	2,241	1,596	642	2,797	465	746	2,906	1,603	16,331
Student Services	9,328	5,327	2,333	279	336	311	1,156	2,310	9,207	30,587
Plant	12,373	11,671	3,975	1,249	2,042	3,516	2,400	30,765	(2,040)	65,951
Information Services	7,060	5,087	3,069	1,044	1,398	1,546	1,634	9,319	763	30,920
University Services	5,917	6,366	3,826	1,921	2,612	2,185	1,816	24,081	18,254	66,978
TOTAL INDIRECT EXPENSE	38,013	30,692	14,799	5,135	9,185	8,023	7,752	69,381	27,787	210,767
Auxiliaries	-	-	-	-	-	-	-	-	61,328	61,328
TOTAL EXPENSE	\$117,112	\$111,159	\$61,333	\$35,921	\$41,900	\$39,636	\$34,433	\$494,570	\$219,963	\$1,156,027
OPERATING MARGIN	\$ (2,776)	\$ 427	\$ (2,102)	\$ 57	\$ (5,401)	\$ (1,365)	\$ (435)	\$ (5,472)	\$ 16,160	\$ (907)
Undergraduate Tuition Subvention	-	-	-	-	-	-	-	-	-	-
Use of Retained Surplus	-	-	2,102	-	-	1,365	435	1,744	-	5,646
SURPLUS/(DEFICIT)	\$ (2,776)	\$ 427	\$ -	\$ 57	\$ (5,401)	\$ -	\$ -	\$ (3,728)	\$ 16,160	\$ 4,739

COLLEGE OF ARTS AND SCIENCES

FISCAL YEAR 2019 BUDGET

<i>In thousands of dollars</i>	2017 Actual	2018 Budget	2019 Budget	\$ Increase/ (Decrease) from 2018 Budget	% Variance to 2018 Budget
REVENUE					
TUITION					
Undergraduate	\$ 61,839	\$ 63,084	\$ 62,391	\$ (693)	-1.1%
Summer	2,932	2,970	3,543	573	19.3%
Professional	-	-	-	-	0.0%
Graduate	10,704	13,197	13,446	249	1.9%
Fees	465	479	493	14	2.9%
TOTAL TUITION	75,940	79,730	79,873	143	0.2%
ENDOWMENT					
Restricted Endowment	7,040	7,953	7,953	-	0.0%
Unrestricted Endowment	7,450	7,238	7,574	336	4.6%
TOTAL ENDOWMENT	14,490	15,191	15,527	336	2.2%
OTHER REVENUE					
Research & Training	9,419	9,731	10,750	1,019	10.5%
Restricted Gifts	2,629	2,578	3,135	557	21.6%
Overhead Recovery	3,630	3,703	3,465	(238)	-6.4%
Unrestricted Gifts	519	1,286	1,286	-	0.0%
State Support	-	-	-	-	0.0%
Organized Activities	5	-	-	-	0.0%
Other Income	414	300	300	-	0.0%
Auxiliaries	-	-	-	-	0.0%
TOTAL OTHER REVENUE	16,616	17,598	18,936	1,338	7.6%
TOTAL REVENUE	\$ 107,046	\$ 112,519	\$ 114,336	\$ 1,817	1.6%
EXPENSE					
DIRECT EXPENSE					
Faculty Salaries	\$ 26,211	\$ 27,303	\$ 28,074	\$ 771	2.8%
Other Salaries	9,553	9,011	9,029	18	0.2%
TOTAL SALARIES	35,764	36,314	37,103	789	2.2%
Fringe	10,584	11,445	12,094	649	5.7%
Student Salaries	7,510	7,930	8,077	147	1.9%
Student Aid	8,504	9,054	8,244	(810)	-8.9%
Non-salary	9,994	12,285	13,581	1,296	10.5%
TOTAL DIRECT EXPENSE	72,356	77,028	79,099	2,071	2.7%
Restricted Direct Expense	19,088	20,262	21,838	1,576	7.8%
Unrestricted Direct Expense	53,268	56,766	57,261	495	0.9%
INDIRECT EXPENSE					
Library	3,472	3,399	3,335	(64)	-1.9%
Student Services	8,933	9,236	9,328	92	1.0%
Plant	12,416	12,622	12,373	(249)	-2.0%
Information Services	6,981	6,735	7,060	325	4.8%
University Services	5,212	5,456	5,917	461	8.4%
TOTAL INDIRECT EXPENSE	37,014	37,448	38,013	565	1.5%
Auxiliaries	-	-	-	-	0.0%
TOTAL EXPENSE	\$ 109,370	\$ 114,476	\$ 117,112	\$ 2,636	2.3%
OPERATING MARGIN	\$ (2,324)	\$ (1,957)	\$ (2,776)	\$ (819)	-41.8%
Undergraduate Tuition Subvention	-	-	-	-	
Use of Retained Surplus	-	-	-	-	
SURPLUS/(DEFICIT)	\$ (2,324)	\$ (1,957)	\$ (2,776)	\$ (819)	

CASE SCHOOL OF ENGINEERING

FISCAL YEAR 2019 BUDGET

<i>In thousands of dollars</i>	2017 Actual	2018 Budget	2019 Budget	\$ Increase/ (Decrease) from 2018 Budget	% Variance to 2018 Budget
REVENUE					
TUITION					
Undergraduate	\$ 28,982	\$ 31,541	\$ 34,435	\$ 2,894	9.2%
Summer	2,747	2,145	2,071	(74)	-3.4%
Professional	1,897	1,563	1,073	(490)	-31.3%
Graduate	11,542	14,354	13,081	(1,273)	-8.9%
Fees	517	548	566	18	3.3%
TOTAL TUITION	45,685	50,151	51,226	1,075	2.1%
ENDOWMENT					
Restricted Endowment	4,635	5,093	5,378	285	5.6%
Unrestricted Endowment	3,946	3,714	4,061	347	9.3%
TOTAL ENDOWMENT	8,581	8,807	9,439	632	7.2%
OTHER REVENUE					
Research & Training	32,690	30,269	31,282	1,013	3.3%
Restricted Gifts	7,397	3,987	4,900	913	22.9%
Overhead Recovery	10,156	10,307	10,115	(192)	-1.9%
Unrestricted Gifts	234	400	400	-	0.0%
State Support	-	-	-	-	0.0%
Organized Activities	21	-	-	-	0.0%
Other Income	3,338	3,953	4,224	271	6.9%
Auxiliaries	-	-	-	-	0.0%
TOTAL OTHER REVENUE	53,836	48,916	50,921	2,005	4.1%
TOTAL REVENUE	\$ 108,102	\$ 107,874	\$ 111,586	\$ 3,712	3.4%
EXPENSE					
DIRECT EXPENSE					
Faculty Salaries	\$ 18,788	\$ 19,244	\$ 19,421	\$ 177	0.9%
Other Salaries	12,179	11,973	12,166	193	1.6%
TOTAL SALARIES	30,967	31,217	31,587	370	1.2%
Fringe	9,021	9,689	10,291	602	6.2%
Student Salaries	11,265	11,421	11,932	511	4.5%
Student Aid	4,665	3,280	3,268	(12)	-0.4%
Non-salary	24,763	23,266	23,389	123	0.5%
TOTAL DIRECT EXPENSE	80,681	78,873	80,467	1,594	2.0%
Restricted Direct Expense	44,722	39,349	41,560	2,211	5.6%
Unrestricted Direct Expense	35,959	39,524	38,907	(617)	-1.6%
INDIRECT EXPENSE					
Library	2,028	2,145	2,241	96	4.5%
Student Services	4,374	4,910	5,327	417	8.5%
Plant	11,352	11,733	11,671	(62)	-0.5%
Information Services	4,593	4,675	5,087	412	8.8%
University Services	5,035	5,391	6,366	975	18.1%
TOTAL INDIRECT EXPENSE	27,382	28,854	30,692	1,838	6.4%
Auxiliaries	-	-	-	-	0.0%
TOTAL EXPENSE	\$ 108,063	\$ 107,727	\$ 111,159	\$ 3,432	3.2%
OPERATING MARGIN	\$ 39	\$ 147	\$ 427	\$ 280	-190.5%
Undergraduate Tuition Subvention	-	-	-	-	
Use of Retained Surplus	-	-	-	-	
SURPLUS/(DEFICIT)	\$ 39	\$ 147	\$ 427	\$ 280	

WEATHERHEAD SCHOOL OF MANAGEMENT

FISCAL YEAR 2019 BUDGET

<i>In thousands of dollars</i>	2017 Actual	2018 Budget	2019 Budget	\$ Increase/ (Decrease) from 2018 Budget	% Variance to 2018 Budget
REVENUE					
TUITION					
Undergraduate	\$ 10,962	\$ 11,844	\$ 13,193	\$ 1,349	11.4%
Summer	1,924	2,590	2,003	(587)	-22.7%
Professional	30,664	31,095	27,398	(3,697)	-11.9%
Graduate	3,025	4,796	3,800	(996)	-20.8%
Fees	192	180	232	52	28.9%
TOTAL TUITION	46,767	50,505	46,626	(3,879)	-7.7%
ENDOWMENT					
Restricted Endowment	3,801	4,162	3,878	(284)	-6.8%
Unrestricted Endowment	1,963	2,169	2,000	(169)	-7.8%
TOTAL ENDOWMENT	5,764	6,331	5,878	(453)	-7.2%
OTHER REVENUE					
Research & Training	498	313	500	187	59.7%
Restricted Gifts	1,833	538	750	212	39.4%
Overhead Recovery	161	119	200	81	68.1%
Unrestricted Gifts	320	350	1,226	876	250.3%
State Support	-	-	-	-	0.0%
Organized Activities	2,704	3,000	3,301	301	10.0%
Other Income	925	1,433	750	(683)	-47.7%
Auxiliaries	-	-	-	-	0.0%
TOTAL OTHER REVENUE	6,441	5,753	6,727	974	16.9%
TOTAL REVENUE	\$ 58,972	\$ 62,589	\$ 59,231	\$ (3,358)	-5.4%
EXPENSE					
DIRECT EXPENSE					
Faculty Salaries	\$ 14,796	\$ 15,751	\$ 16,377	\$ 626	4.0%
Other Salaries	5,641	5,352	5,188	(164)	-3.1%
TOTAL SALARIES	20,437	21,103	21,565	462	2.2%
Fringe	6,203	6,753	7,116	363	5.4%
Student Salaries	1,170	1,240	735	(505)	-40.7%
Student Aid	10,016	10,187	7,964	(2,223)	-21.8%
Non-salary	8,336	8,817	9,154	337	3.8%
TOTAL DIRECT EXPENSE	46,162	48,100	46,534	(1,566)	-3.3%
Restricted Direct Expense	6,132	5,013	5,128	115	2.3%
Unrestricted Direct Expense	40,030	43,087	41,406	(1,681)	-3.9%
INDIRECT EXPENSE					
Library	1,523	1,574	1,596	22	1.4%
Student Services	2,016	2,182	2,333	151	6.9%
Plant	3,864	3,987	3,975	(12)	-0.3%
Information Services	2,878	2,893	3,069	176	6.1%
University Services	2,821	3,227	3,826	599	18.6%
TOTAL INDIRECT EXPENSE	13,102	13,863	14,799	936	6.8%
Auxiliaries	-	-	-	-	0.0%
TOTAL EXPENSE	\$ 59,264	\$ 61,963	\$ 61,333	\$ (630)	-1.0%
OPERATING MARGIN	\$ (292)	\$ 626	\$ (2,102)	\$ (2,728)	-435.8%
Undergraduate Tuition Subvention	-	-	-	-	
Use of Retained Surplus	292	-	2,102	2,102	
SURPLUS/(DEFICIT)	\$ -	\$ 626	\$ -	\$ (626)	

MANDEL SCHOOL OF APPLIED SOCIAL SCIENCES

FISCAL YEAR 2019 BUDGET

<i>In thousands of dollars</i>	2017 Actual	2018 Budget	2019 Budget	\$ Increase/ (Decrease) from 2018 Budget	% Variance to 2018 Budget
REVENUE					
TUITION					
Undergraduate	\$ 176	\$ 205	\$ 167	\$ (38)	-18.5%
Summer	3,241	4,334	3,864	(470)	-10.8%
Professional	17,455	17,776	18,820	1,044	5.9%
Graduate	584	549	497	(52)	-9.5%
Fees	-	162	23	(139)	-85.8%
TOTAL TUITION	21,456	23,026	23,371	345	1.5%
ENDOWMENT					
Restricted Endowment	1,635	1,840	1,946	106	5.8%
Unrestricted Endowment	497	462	480	18	3.9%
TOTAL ENDOWMENT	2,132	2,302	2,426	124	5.4%
OTHER REVENUE					
Research & Training	6,617	5,204	6,274	1,070	20.6%
Restricted Gifts	1,828	1,309	855	(454)	-34.7%
Overhead Recovery	1,161	1,110	1,156	46	4.1%
Unrestricted Gifts	163	160	160	-	0.0%
State Support	-	-	-	-	0.0%
Organized Activities	1	-	-	-	0.0%
Other Income	1,469	1,455	1,736	281	19.3%
Auxiliaries	-	-	-	-	0.0%
TOTAL OTHER REVENUE	11,239	9,238	10,181	943	10.2%
TOTAL REVENUE	\$ 34,827	\$ 34,566	\$ 35,978	\$ 1,412	4.1%
EXPENSE					
DIRECT EXPENSE					
Faculty Salaries	\$ 5,200	\$ 5,555	\$ 5,721	\$ 166	3.0%
Other Salaries	6,142	5,813	5,755	(58)	-1.0%
TOTAL SALARIES	11,342	11,368	11,476	108	1.0%
Fringe	3,394	3,570	3,776	206	5.8%
Student Salaries	1,043	738	408	(330)	-44.7%
Student Aid	5,339	5,756	6,137	381	6.6%
Non-salary	8,108	7,908	8,989	1,081	13.7%
TOTAL DIRECT EXPENSE	29,226	29,340	30,786	1,446	4.9%
Restricted Direct Expense	10,080	8,353	9,075	722	8.6%
Unrestricted Direct Expense	19,146	20,987	21,711	724	3.4%
INDIRECT EXPENSE					
Library	512	639	642	3	0.5%
Student Services	259	291	279	(12)	-4.1%
Plant	1,213	1,257	1,249	(8)	-0.6%
Information Services	943	1,027	1,044	17	1.7%
University Services	1,468	1,612	1,921	309	19.2%
TOTAL INDIRECT EXPENSE	4,395	4,826	5,135	309	6.4%
Auxiliaries	-	-	-	-	0.0%
TOTAL EXPENSE	\$ 33,621	\$ 34,166	\$ 35,921	\$ 1,755	5.1%
OPERATING MARGIN	\$ 1,206	\$ 400	\$ 57	\$ (343)	-85.8%
Undergraduate Tuition Subvention	-	-	-	-	
Use of Retained Surplus	-	-	-	-	
SURPLUS/(DEFICIT)	\$ 1,206	\$ 400	\$ 57	\$ (343)	

SCHOOL OF LAW

FISCAL YEAR 2019 BUDGET

<i>In thousands of dollars</i>	2017 Actual	2018 Budget	2019 Budget	\$ Increase/ (Decrease) from 2018 Budget	% Variance to 2018 Budget
REVENUE					
TUITION					
Undergraduate	\$ 123	\$ 80	\$ 95	\$ 15	18.8%
Summer	177	221	251	30	13.6%
Professional	27,079	28,413	29,780	1,367	4.8%
Graduate	-	-	-	-	0.0%
Fees	-	-	-	-	0.0%
TOTAL TUITION	27,379	28,714	30,126	1,412	4.9%
ENDOWMENT					
Restricted Endowment	4,489	4,073	4,199	126	3.1%
Unrestricted Endowment	453	813	547	(266)	-32.7%
TOTAL ENDOWMENT	4,942	4,886	4,746	(140)	-2.9%
OTHER REVENUE					
Research & Training	77	40	50	10	25.0%
Restricted Gifts	718	243	427	184	75.7%
Overhead Recovery	-	-	-	-	0.0%
Unrestricted Gifts	959	1,100	1,150	50	4.5%
State Support	-	-	-	-	0.0%
Organized Activities	-	-	-	-	0.0%
Other Income	315	105	-	(105)	-100.0%
Auxiliaries	-	-	-	-	0.0%
TOTAL OTHER REVENUE	2,069	1,488	1,627	139	9.3%
TOTAL REVENUE	\$ 34,390	\$ 35,088	\$ 36,499	\$ 1,411	4.0%
EXPENSE					
DIRECT EXPENSE					
Faculty Salaries	\$ 8,108	\$ 7,689	\$ 7,035	\$ (654)	-8.5%
Other Salaries	2,695	2,550	3,127	577	22.6%
TOTAL SALARIES	10,803	10,239	10,162	(77)	-0.8%
Fringe	3,192	3,276	3,353	77	2.4%
Student Salaries	157	132	139	7	5.3%
Student Aid	14,341	14,475	15,186	711	4.9%
Non-salary	4,024	4,248	3,875	(373)	-8.8%
TOTAL DIRECT EXPENSE	32,517	32,370	32,715	345	1.1%
Restricted Direct Expense	5,284	4,356	4,676	320	7.3%
Unrestricted Direct Expense	27,233	28,014	28,039	25	0.1%
INDIRECT EXPENSE					
Library	2,258	2,754	2,797	43	1.6%
Student Services	294	307	336	29	9.4%
Plant	1,990	2,049	2,042	(7)	-0.3%
Information Services	1,322	1,327	1,398	71	5.4%
University Services	2,039	2,210	2,612	402	18.2%
TOTAL INDIRECT EXPENSE	7,903	8,647	9,185	538	6.2%
Auxiliaries	-	-	-	-	0.0%
TOTAL EXPENSE	\$ 40,420	\$ 41,017	\$ 41,900	\$ 883	2.2%
OPERATING MARGIN	\$ (6,030)	\$ (5,929)	\$ (5,401)	\$ 528	8.9%
Undergraduate Tuition Subvention	-	-	-	-	
Use of Retained Surplus	-	-	-	-	
SURPLUS/(DEFICIT)	\$ (6,030)	\$ (5,929)	\$ (5,401)	\$ 528	

14

SCHOOL OF DENTAL MEDICINE

FISCAL YEAR 2019 BUDGET

<i>In thousands of dollars</i>	2017 Actual	2018 Budget	2019 Budget	\$ Increase/ (Decrease) from 2018 Budget	% Variance to 2018 Budget
REVENUE					
TUITION					
Undergraduate	\$ 56	\$ -	\$ 17	\$ 17	0.0%
Summer	435	466	491	25	5.4%
Professional	18,992	20,176	21,090	914	4.5%
Graduate	1,983	2,054	1,811	(243)	-11.8%
Fees	738	738	605	(133)	-18.0%
TOTAL TUITION	22,204	23,434	24,014	580	2.5%
ENDOWMENT					
Restricted Endowment	463	601	571	(30)	-5.0%
Unrestricted Endowment	65	61	63	2	3.3%
TOTAL ENDOWMENT	528	662	634	(28)	-4.2%
OTHER REVENUE					
Research & Training	1,848	1,152	1,600	448	38.9%
Restricted Gifts	968	858	856	(2)	-0.2%
Overhead Recovery	873	719	992	273	38.0%
Unrestricted Gifts	185	240	245	5	2.1%
State Support	-	-	-	-	0.0%
Organized Activities	7,961	8,258	7,721	(537)	-6.5%
Other Income	2,114	2,335	2,209	(126)	-5.4%
Auxiliaries	-	-	-	-	0.0%
TOTAL OTHER REVENUE	13,949	13,562	13,623	61	0.4%
TOTAL REVENUE	\$ 36,681	\$ 37,658	\$ 38,271	\$ 613	1.6%
EXPENSE					
DIRECT EXPENSE					
Faculty Salaries	\$ 10,100	\$ 10,613	\$ 11,718	\$ 1,105	10.4%
Other Salaries	4,126	4,925	5,383	458	9.3%
TOTAL SALARIES	14,226	15,538	17,101	1,563	10.1%
Fringe	4,291	4,945	5,626	681	13.8%
Student Salaries	211	142	140	(2)	-1.4%
Student Aid	599	572	540	(32)	-5.6%
Non-salary	8,299	8,304	8,206	(98)	-1.2%
TOTAL DIRECT EXPENSE	27,626	29,501	31,613	2,112	7.2%
Restricted Direct Expense	3,279	2,611	3,027	416	15.9%
Unrestricted Direct Expense	24,347	26,890	28,586	1,696	6.3%
INDIRECT EXPENSE					
Library	470	470	465	(5)	-1.1%
Student Services	316	311	311	-	0.0%
Plant	3,013	3,084	3,516	432	14.0%
Information Services	1,276	1,263	1,546	283	22.4%
University Services	1,912	2,020	2,185	165	8.2%
TOTAL INDIRECT EXPENSE	6,987	7,148	8,023	875	12.2%
Auxiliaries	-	-	-	-	0.0%
TOTAL EXPENSE	\$ 34,613	\$ 36,649	\$ 39,636	\$ 2,987	8.2%
OPERATING MARGIN	\$ 2,068	\$ 1,009	\$ (1,365)	\$ (2,374)	-235.3%
Undergraduate Tuition Subvention	-	-	-	-	
Use of Retained Surplus	-	-	1,365	1,365	
SURPLUS/(DEFICIT)	\$ 2,068	\$ 1,009	\$ -	\$ (1,009)	

FRANCES PAYNE BOLTON SCHOOL OF NURSING

FISCAL YEAR 2019 BUDGET

<i>In thousands of dollars</i>	2017 Actual	2018 Budget	2019 Budget	\$ Increase/ (Decrease) from 2018 Budget	% Variance to 2018 Budget
REVENUE					
TUITION					
Undergraduate	\$ 6,157	\$ 6,170	\$ 5,574	\$ (596)	-9.7%
Summer	2,199	2,230	2,241	11	0.5%
Professional	10,453	10,615	11,341	726	6.8%
Graduate	1,240	1,279	1,261	(18)	-1.4%
Fees	216	211	223	12	5.7%
TOTAL TUITION	20,265	20,505	20,640	135	0.7%
ENDOWMENT					
Restricted Endowment	1,930	3,003	3,754	751	25.0%
Unrestricted Endowment	1,018	946	982	36	3.8%
TOTAL ENDOWMENT	2,948	3,949	4,736	787	19.9%
OTHER REVENUE					
Research & Training	3,864	4,123	5,014	891	21.6%
Restricted Gifts	459	870	1,368	498	57.2%
Overhead Recovery	1,280	1,622	1,816	194	12.0%
Unrestricted Gifts	299	315	315	-	0.0%
State Support	-	-	-	-	0.0%
Organized Activities	-	-	-	-	0.0%
Other Income	21	325	109	(216)	-66.5%
Auxiliaries	-	-	-	-	0.0%
TOTAL OTHER REVENUE	5,923	7,255	8,622	1,367	18.8%
TOTAL REVENUE	\$ 29,136	\$ 31,709	\$ 33,998	\$ 2,289	7.2%
EXPENSE					
DIRECT EXPENSE					
Faculty Salaries	\$ 7,895	\$ 9,108	\$ 9,564	\$ 456	5.0%
Other Salaries	3,255	3,747	4,135	388	10.4%
TOTAL SALARIES	11,150	12,855	13,699	844	6.6%
Fringe	3,362	4,075	4,521	446	10.9%
Student Salaries	705	765	809	44	5.8%
Student Aid	3,301	3,242	3,683	441	13.6%
Non-salary	3,582	3,148	3,969	821	26.1%
TOTAL DIRECT EXPENSE	22,100	24,085	26,681	2,596	10.8%
Restricted Direct Expense	6,253	7,996	10,136	2,140	26.8%
Unrestricted Direct Expense	15,847	16,089	16,545	456	2.8%
INDIRECT EXPENSE					
Library	766	755	746	(9)	-1.2%
Student Services	1,117	1,177	1,156	(21)	-1.8%
Plant	2,118	2,157	2,400	243	11.3%
Information Services	1,434	1,413	1,634	221	15.6%
University Services	1,379	1,526	1,816	290	19.0%
TOTAL INDIRECT EXPENSE	6,814	7,028	7,752	724	10.3%
Auxiliaries	-	-	-	-	0.0%
TOTAL EXPENSE	\$ 28,914	\$ 31,113	\$ 34,433	\$ 3,320	10.7%
OPERATING MARGIN	\$ 222	\$ 596	\$ (435)	\$ (1,031)	173.0%
Undergraduate Tuition Subvention	-	-	-	-	
Use of Retained Surplus	-	-	435	435	
SURPLUS/(DEFICIT)	\$ 222	\$ 596	\$ -	\$ (596)	

SCHOOL OF MEDICINE

FISCAL YEAR 2019 BUDGET

<i>In thousands of dollars</i>	2017 Actual	2018 Budget	2019 Budget	\$ Increase/ (Decrease) from 2018 Budget	% Variance to 2018 Budget
REVENUE					
TUITION					
Undergraduate	\$ 2,974	\$ 3,177	\$ 3,745	\$ 568	17.9%
Summer	2,972	2,860	4,038	1,178	41.2%
Professional	47,713	51,138	53,730	2,592	5.1%
Graduate	27,614	29,231	31,827	2,596	8.9%
Fees	400	400	400	-	0.0%
TOTAL TUITION	81,673	86,806	93,740	6,934	8.0%
ENDOWMENT					
Restricted Endowment	12,601	15,514	14,864	(650)	-4.2%
Unrestricted Endowment	11,411	11,543	11,574	31	0.3%
TOTAL ENDOWMENT	24,012	27,057	26,438	(619)	-2.3%
OTHER REVENUE					
Research & Training	257,749	252,530	267,000	14,470	5.7%
Restricted Gifts	19,302	20,740	18,600	(2,140)	-10.3%
Overhead Recovery	56,909	56,710	59,000	2,290	4.0%
Unrestricted Gifts	945	700	1,000	300	42.9%
State Support	2,734	1,900	2,318	418	22.0%
Organized Activities	581	645	576	(69)	-10.7%
Other Income	23,062	18,464	20,426	1,962	10.6%
Auxiliaries	-	-	-	-	0.0%
TOTAL OTHER REVENUE	361,282	351,689	368,920	17,231	4.9%
TOTAL REVENUE	\$ 466,967	\$ 465,552	\$ 489,098	\$ 23,546	5.1%
EXPENSE					
DIRECT EXPENSE					
Faculty Salaries	\$ 62,344	\$ 61,650	\$ 62,363	\$ 713	1.2%
Other Salaries	56,629	56,820	57,820	1,000	1.8%
TOTAL SALARIES	118,973	118,470	120,183	1,713	1.4%
Fringe	32,927	35,224	37,843	2,619	7.4%
Student Salaries	6,983	7,000	8,250	1,250	17.9%
Student Aid	24,120	23,511	28,514	5,003	21.3%
Non-salary	223,815	220,680	230,399	9,719	4.4%
TOTAL DIRECT EXPENSE	406,818	404,885	425,189	20,304	5.0%
Restricted Direct Expense	289,652	288,784	300,464	11,680	4.0%
Unrestricted Direct Expense	117,166	116,101	124,725	8,624	7.4%
INDIRECT EXPENSE					
Library	2,815	2,879	2,906	27	0.9%
Student Services	2,099	2,210	2,310	100	4.5%
Plant	30,420	31,138	30,765	(373)	-1.2%
Information Services	9,304	9,238	9,319	81	0.9%
University Services	21,155	22,202	24,081	1,879	8.5%
TOTAL INDIRECT EXPENSE	65,793	67,667	69,381	1,714	2.5%
Auxiliaries	-	-	-	-	0.0%
TOTAL EXPENSE	\$ 472,611	\$ 472,552	\$ 494,570	\$ 22,018	4.7%
OPERATING MARGIN	\$ (5,644)	\$ (7,000)	\$ (5,472)	\$ 1,528	-21.8%
Undergraduate Tuition Subvention	-	-	-	-	
Use of Retained Surplus/Encumbered Funds	5,644	-	1,744	1,744	
SURPLUS/(DEFICIT)	\$ -	\$ (7,000)	\$ (3,728)	\$ 3,272	

UNIVERSITY GENERAL

FISCAL YEAR 2019 BUDGET

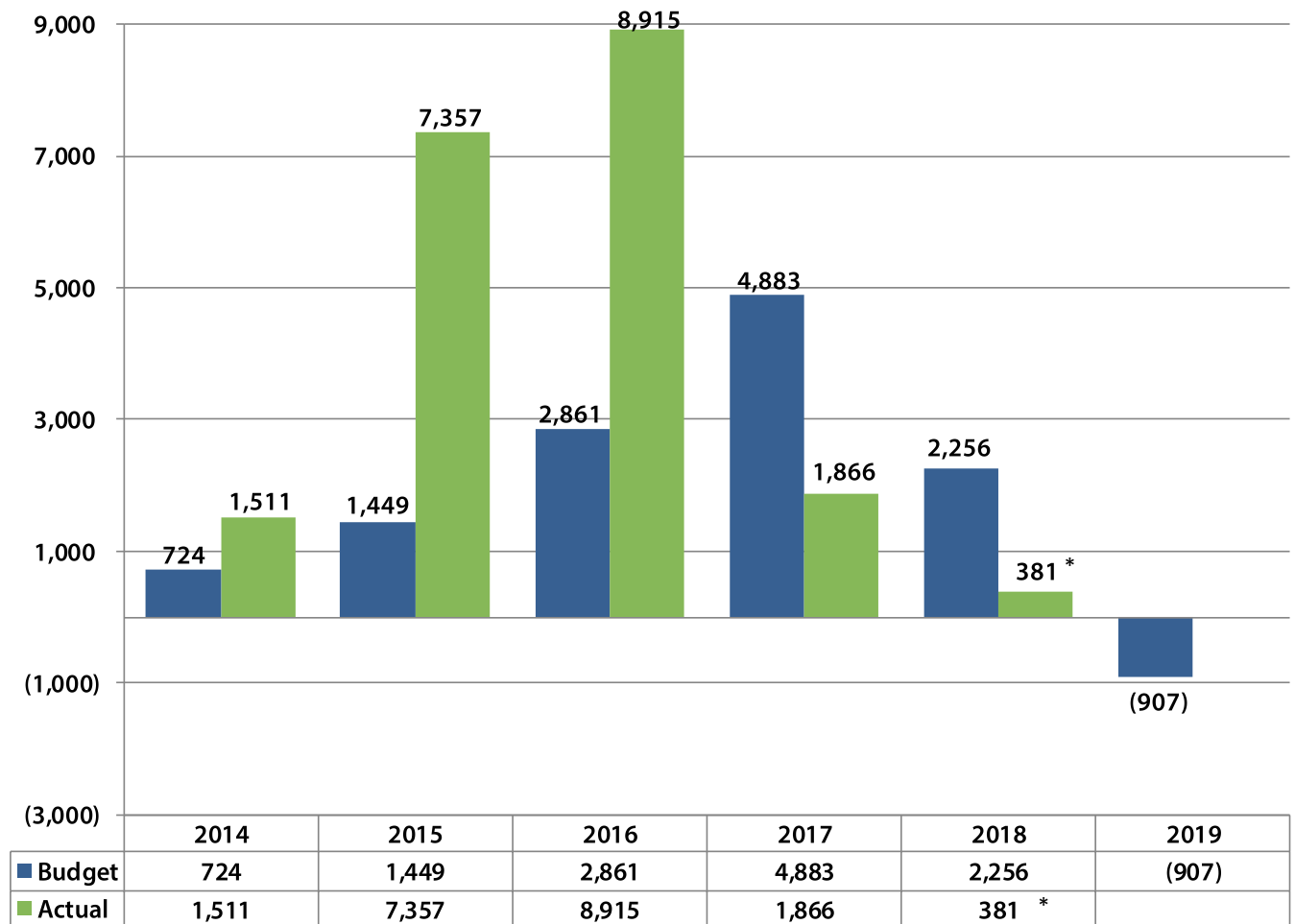
<i>In thousands of dollars</i>	2017 Actual	2018 Budget	2019 Budget	\$ Increase/ (Decrease) from 2018 Budget	% Variance to 2018 Budget
REVENUE					
TUITION					
Undergraduate	\$ 101,006	\$ 101,498	\$ 112,001	\$ 10,503	10.3%
Summer	(53)	-	-	-	0.0%
Professional	-	-	-	-	0.0%
Graduate	-	-	-	-	0.0%
Fees	906	1,093	929	(164)	-15.0%
TOTAL TUITION	101,859	102,591	112,930	10,339	10.1%
ENDOWMENT					
Restricted Endowment	13,355	11,156	11,862	706	6.3%
Unrestricted Endowment	8,068	8,467	8,599	132	1.6%
TOTAL ENDOWMENT	21,423	19,623	20,461	838	4.3%
OTHER REVENUE					
Research & Training	2,226	2,013	2,193	180	8.9%
Restricted Gifts	13,075	9,561	10,323	762	8.0%
Overhead Recovery	384	50	50	-	0.0%
Unrestricted Gifts	(1)	65	96	31	47.7%
State Support	-	-	-	-	0.0%
Organized Activities	35	29	29	-	0.0%
Other Income	20,165	18,329	16,744	(1,585)	-8.6%
Auxiliaries	72,001	71,494	73,297	1,803	2.5%
TOTAL OTHER REVENUE	107,885	101,541	102,732	1,191	1.2%
TOTAL REVENUE	\$ 231,167	\$ 223,755	\$ 236,123	\$ 12,368	5.5%
EXPENSE					
DIRECT EXPENSE					
Faculty Salaries	\$ 470	\$ 322	\$ 298	\$ (24)	-7.5%
Other Salaries	1,073	1,116	1,383	267	23.9%
TOTAL SALARIES	1,543	1,438	1,681	243	16.9%
Fringe	452	445	555	110	24.7%
Student Salaries	1,800	1,409	1,491	82	5.8%
Student Aid	113,227	114,153	123,298	9,145	8.0%
Non-salary	6,890	3,874	3,823	(51)	-1.3%
TOTAL DIRECT EXPENSE	123,912	121,319	130,848	9,529	7.9%
Restricted Direct Expense	28,656	22,730	24,378	1,648	7.3%
Unrestricted Direct Expense	95,256	98,589	106,470	7,881	8.0%
INDIRECT EXPENSE					
Library	1,589	1,536	1,603	67	4.4%
Student Services	7,889	7,305	9,207	1,902	26.0%
Plant	(2,830)	(4,118)	(2,040)	2,078	-50.5%
Information Services	99	1,776	763	(1,013)	-57.0%
University Services	26,668	19,832	18,254	(1,578)	-8.0%
TOTAL INDIRECT EXPENSE	33,415	26,331	27,787	1,456	5.5%
Auxiliaries	61,219	61,741	61,328	(413)	-0.7%
TOTAL EXPENSE	\$ 218,546	\$ 209,391	\$ 219,963	\$ 10,572	5.0%
OPERATING MARGIN	\$ 12,621	\$ 14,364	\$ 16,160	\$ 1,796	12.5%
Undergraduate Tuition Subvention	-	-	-	-	-
Use of Retained Surplus	(750)	-	-	-	-
SURPLUS/(DEFICIT)	\$ 11,871	\$ 14,364	\$ 16,160	\$ 1,796	

UNIVERSITY OPERATING MARGIN BY MANAGEMENT CENTER

<i>In thousands of dollars</i>	2014 Actual	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Budget
CAS	\$ (4,934)	\$ (4,791)	\$ (2,327)	\$ (2,324)	\$ (1,957)	\$ (2,776)
CSE	(2,668)	(3,031)	(669)	39	147	427
WSOM	75	1,336	1,648	(292)	626	(2,102)
MSASS	(572)	(494)	689	1,206	400	57
LAW	(5,101)	(4,707)	(4,968)	(6,030)	(5,929)	(5,401)
DENT	1,250	578	2,669	2,068	1,009	(1,365)
NURS	(17)	(145)	(28)	222	596	(435)
CSOM	1,733	960	2,133	(5,644)	(7,000)	(5,472)
UGEN	11,745	17,651	9,768	12,621	14,364	16,160
UNIVERSITY OPERATING MARGIN	\$ 1,511	\$ 7,357	\$ 8,915	\$ 1,866	\$ 2,256	\$ (907)

UNIVERSITY OPERATING MARGIN

In thousands of dollars



* Q3 Forecast

UNIVERSITY SURPLUS/(DEFICIT)

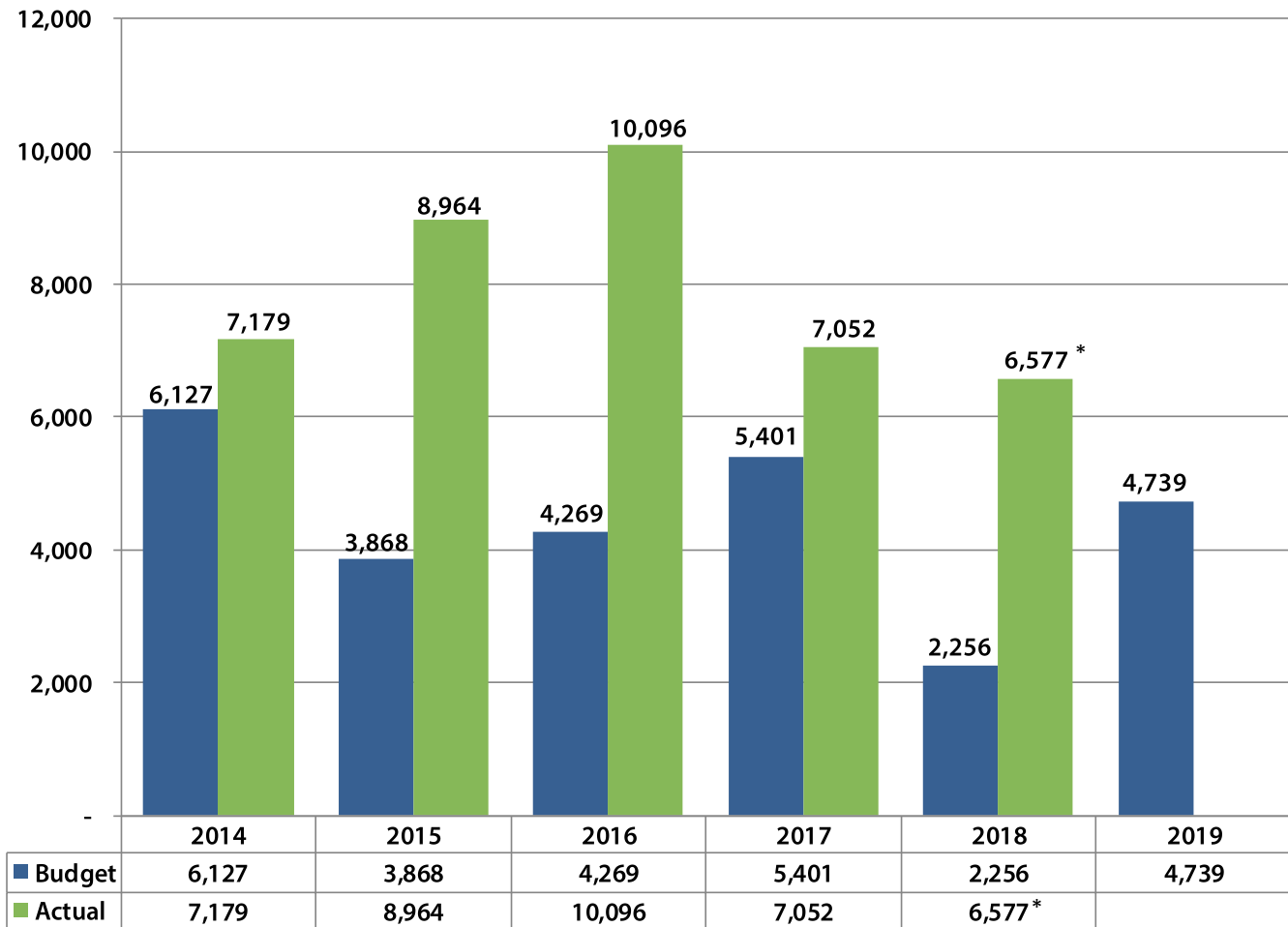
BY MANAGEMENT CENTER

<i>In thousands of dollars</i>	2014 Actual	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Budget
CAS	\$ -	\$ (1,259)	\$ (2,327)	\$ (2,324)	\$ (1,957)	\$ (2,776)
CSE	(1,938)	(2,458)	(669)	39	147	427
WSOM	418	1,610	1,648	-	626	-
MSASS	-	(349)	689	1,206	400	57
LAW	(2,936)	(4,706)	(4,968)	(6,030)	(5,929)	(5,401)
DENT	1,253	581	2,669	2,068	1,009	-
NURS	156	-	-	222	596	-
CSOM	1,813	1,022	2,133	-	(7,000)	(3,728)
UGEN	8,413	14,523	10,921	11,871	14,364	16,160
UNIVERSITY SURPLUS/(DEFICIT)	\$ 7,179	\$ 8,964	\$ 10,096	\$ 7,052	\$ 2,256	\$ 4,739

UNIVERSITY SURPLUS/(DEFICIT)

In thousands of dollars

20



* Q3 Forecast

SIGNIFICANT REVENUE AND EXPENSE MOVEMENTS

FISCAL YEAR 2019 BUDGET

<i>In thousands of dollars</i>	2018 Budget	2019 Budget	\$ Increase/ (Decrease) from 2018 Budget	% Variance to 2018 Budget
REVENUE				
TUITION				
Undergraduate - 3.25% tuition rate increase; 2.8% enrollment increase	\$ 217,599	\$ 231,618	\$ 14,019	6.4%
Summer - enrollment increase in CAS & CSOM; decrease in WSOM & MSASS	17,816	18,502	686	3.9%
Professional - enrollment increase in all schools except CSE & WSOM	160,776	163,232	2,456	1.5%
Graduate - enrollment increase in CAS & CSOM; decrease in CSE & WSOM	65,460	65,723	263	0.4%
Fees - decrease in MSASS, DENT & UGEN	3,811	3,471	(340)	-8.9%
ENDOWMENT				
Restricted - increase in CSE, MSASS, NURS & UGEN; decrease in WSOM & CSOM	53,395	54,405	1,010	1.9%
Unrestricted - increase in CAS, CSE & UGEN; decrease in WSOM & LAW	35,413	35,880	467	1.3%
OTHER REVENUE				
Research and Training - increased activity in all schools	305,375	324,663	19,288	6.3%
Restricted Gifts - increase in CAS, CSE, NURS & UGEN; decrease in MSASS & CSOM	40,684	41,214	530	1.3%
Overhead Recovery - increased activity in WSOM, DENT, NURS & CSOM	74,340	76,794	2,454	3.3%
Unrestricted Gifts - increase in WSOM, LAW, DENT, CSOM & UGEN	4,616	5,878	1,262	27.3%
State Support - increase in CSOM	1,900	2,318	418	22.0%
Organized Activities - decrease in DENT; partially offset by increase in WSOM	11,932	11,627	(305)	-2.6%
Other Income - decrease in WSOM, LAW, DENT, NURS & UGEN; increase in CSOM	46,699	46,498	(201)	-0.4%
Auxiliaries - increase in Food Service, Health Service & Parking	71,494	73,297	1,803	2.5%
TOTAL REVENUE	\$1,111,310	\$1,155,120	\$ 43,810	3.9%
EXPENSE				
DIRECT EXPENSE				
Faculty Salaries - increase in CAS, CSE, WSOM, MSASS, DENT & NURS	\$ 157,235	\$ 160,571	\$ 3,336	2.1%
Other Salaries - increase in CSE, NURS & CSOM; decrease in WSOM & MSASS	101,307	103,986	2,679	2.6%
Fringe - federal and non-federal rates increased to 33.0%	79,422	85,175	5,753	7.2%
Student Salaries - increase in CAS, CSE, NURS & CSOM	30,777	31,981	1,204	3.9%
Student Aid - increase in enrollment and aid awarded; UG discount rate of 48.2%	184,230	196,834	12,604	6.8%
Non-salary - increase in CAS, CSE, WSOM, MSASS, NURS & CSOM	292,530	305,385	12,855	4.4%
INDIRECT EXPENSE AND AUXILIARIES				
Library - increase in endowment spending	16,151	16,331	180	1.1%
Student Services - increased due to a reclassification of Auxiliary expense	27,929	30,587	2,658	9.5%
Plant Services - increased for utility expense and operating costs of the HEC	63,909	65,951	2,042	3.2%
Information Services - increased for operating costs of the HEC	30,347	30,920	573	1.9%
University Services - increase for new programs and Student Health	63,476	66,978	3,502	5.5%
Auxiliaries - decrease in Student Housing	61,741	61,328	(413)	-0.7%
TOTAL EXPENSE	\$1,109,054	\$1,156,027	\$ 46,973	4.2%
OPERATING MARGIN	\$ 2,256	\$ (907)	\$ (3,163)	-140.2%

STUDENT ENROLLMENT - FALL SEMESTER

Case Western Reserve University students only

	2016 Actual	2017 Actual	2018 Budget	2019 Budget
UNDERGRADUATE				
FULL-TIME *	5,019	4,990	4,970	5,109
PART-TIME	102	162	162	147
<i>* Includes Cooperative Education students, which are not included in tuition calculations since these students are not charged tuition while in the Cooperative Education program</i>				
PROFESSIONAL				
FULL-TIME				
CSE	59	70	50	33
WSOM	716	674	915	693
MSASS	440	548	259	226
LAW	481	528	550	567
DENT	292	300	303	305
NURS	213	214	214	220
CSOM	858	892	908	937
TOTAL FULL-TIME	3,059	3,226	3,199	2,981
PART-TIME				
CSE	1	2	-	-
WSOM	272	284	175	239
MSASS	67	95	479	481
LAW	5	20	1	5
DENT	-	-	-	-
NURS	219	228	228	231
CSOM	-	-	-	-
TOTAL PART-TIME	564	629	883	956
GRADUATE				
FULL-TIME				
CAS	520	501	515	500
CSE	548	554	576	425
WSOM	70	74	105	109
MSASS	42	33	14	15
LAW	-	-	16	17
DENT	60	61	58	60
NURS	42	52	57	54
CSOM	812	867	923	968
Non-Degree	12	12	13	14
TOTAL FULL-TIME	2,106	2,154	2,277	2,162
PART-TIME				
CAS	41	32	55	45
CSE	63	109	122	134
WSOM	3	4	-	-
MSASS	1	-	52	24
LAW	-	-	8	-
DENT	29	17	18	10
NURS	6	5	8	6
CSOM	160	167	171	214
Non-Degree	118	119	121	120
TOTAL PART-TIME	421	453	555	553
TOTAL FULL-TIME STUDENTS	10,184	10,370	10,446	10,252
TOTAL PART-TIME STUDENTS	1,087	1,244	1,600	1,656
TOTAL STUDENT HEAD COUNT	11,271	11,614	12,046	11,908

A-1

TUITION RATES

Full-Time

Per academic year

	2016	2017	2018	2019	% Increase from 2018
Undergraduate	\$ 44,156	\$ 45,592	\$ 47,074	\$ 48,604	3.25%
Graduate	41,137	42,576	43,854	45,168	3.00%
MS Engineering Management	44,160	44,160	44,160	44,160	0.00%
Management - Full time MBA	37,500	38,250	39,390	40,572	3.00%
Management - Executive MBA	44,000	44,880	46,226	46,920	1.50%
Management - MS Management	49,980	50,970	52,500	49,508	-5.70%
Management - MS Operations Research	51,870	52,923	54,522	54,522	0.00%
Management - MSM - Healthcare	28,050	28,610	33,728	34,736	2.99%
Management - MSM - Business Analytics	47,500	47,500	48,924	49,896	1.99%
Management - Master of Accountancy	43,200	44,064	38,400	39,200	2.08%
Management - MPOD	49,000	49,900	51,400	51,400	0.00%
Management - DM/PhD/DSS	50,000	50,000	50,000	50,000	0.00%
MSASS - Graduate	41,550	42,570	43,500	44,500	2.30%
Law - JD	48,600	49,500	50,500	51,900	2.77%
Law - Master in Patent Practice	N/A	35,000	35,500	36,500	2.82%
Law - Master in Financial Integrity	N/A	41,320	42,080	43,260	2.80%
Dental Medicine - DMD	62,235	64,660	67,180	69,770	3.86%
Dental Medicine - Graduate	51,275	53,070	54,930	56,580	3.00%
Nursing - Professional	45,384	46,860	48,254	49,704	3.00%
Medicine - MD	57,475	59,346	61,420	63,262	3.00%
Medicine - MS Anesthesia	44,185	45,732	47,330	48,048	1.52%
Medicine - MS Physician Assistant Studies (Summer 2016 Cohort)	N/A	23,428	23,428	23,428	0.00%
Medicine - MS Physician Assistant Studies (Summer 2017 Cohort)	N/A	N/A	24,140	24,140	0.00%
Medicine - MS Physician Assistant Studies (Summer 2018 Cohort)	N/A	N/A	N/A	25,136	N/A

B-1

Part-time rates may be found on the Bursar's Office website:

<http://www.case.edu/studentaccounts/>

BOARD RATES

Per academic year

	2016	2017	2018	2019	% Increase from 2018
17 meal swipes + \$150 in CaseCash/week	\$ 5,792	\$ 5,980	\$ 6,174	\$ 6,360	3.01%
19 meal swipes + \$75 in CaseCash/week	5,830	6,018	6,214	N/A	N/A
Unlimited meal swipes + \$75 in CaseCash/week	N/A	N/A	6,512	6,708	3.01%
200 meal swipes/semester	5,792	5,980	N/A	N/A	N/A
14 Kosher meal swipes/week	5,998	6,192	6,394	6,400	0.09%
10 Kosher meal swipes/week	5,350	5,524	5,704	5,876	3.02%
14 meal swipes + \$200 CaseCash/week	5,564	5,744	5,930	6,108	3.00%
10 meal swipes + \$250 CaseCash/week	5,434	5,610	5,792	5,966	3.00%
100 meal swipes/semester	3,510	3,624	N/A	N/A	N/A
7 meal swipes/week	3,510	3,624	N/A	N/A	N/A
5 meal swipes + \$150 CaseCash/week	N/A	N/A	3,040	3,132	3.03%
7 meal swipes + \$100 CaseCash/week	N/A	N/A	4,280	4,408	2.99%

ROOM RATES

Per academic year

	2016	2017	2018	2019	% Increase from 2018
<u>First and Second-Year Students</u>					
North Residential Village					
Double/Triple	\$ 8,020	\$ 8,280	\$ 8,570	\$ 8,830	3.03%
Single	9,050	9,344	9,770	10,070	3.07%
South Residential Village					
Single	9,170	9,468	9,770	10,070	3.07%
Tippit/Staley House Suites					
Single	9,680	9,994	10,100	10,410	3.07%
<u>Greek</u>					
Single	\$ 9,170	9,468	9,770	10,070	3.07%
Double/Triple/Quad	8,020	8,280	8,570	8,830	3.03%
<u>Upper-Class Student Housing</u>					
Village @ 115 Apartments					
1 bedroom/Studio	\$ 11,830	\$ 12,214	\$ 12,130	\$ 12,500	3.05%
2 and 3 bedroom	11,330	11,698	11,940	12,320	3.18%
4 and 5 bedroom	11,050	11,410	11,730	12,090	3.07%
6 and 7 bedroom	10,700	11,048	11,010	11,340	3.00%
9 bedroom	10,470	10,810	11,010	11,340	3.00%
The Triangle					
Studio/1 bedroom Single	\$ 11,410	\$ 11,780	\$ 12,130	\$ 12,500	3.05%
1 bedroom Double	9,900	10,222	10,290	10,650	3.50%
2 bedroom Single	11,330	11,968	11,940	12,320	3.18%
2 bedroom Quad	9,900	10,222	10,290	10,650	3.50%
Stephanie Tubbs Jones Hall					
1 bedroom	\$ 11,410	\$ 11,780	\$ 12,130	\$ 12,500	3.05%
2 and 3 bedroom	11,000	11,358	11,730	12,090	3.07%
4 bedroom	10,800	11,150	11,480	11,826	3.01%
2 bedroom Townhouse	12,000	12,390	12,760	12,950	1.49%

B-2

REVENUE AND EXPENSE ALLOCATION PRACTICES

In thousands of dollars, unless otherwise noted

Case Western Reserve University (the “University”) operates under a decentralized structure with the philosophy that each management center is responsible for the planning and implementation of academic programs, revenue development and expense management. This concept is implemented with all revenue, except Undergraduate tuition revenue, and direct expense flowing to their respective management center. Because not all revenue or expense is directly developed by a school, allocation rules assign certain revenue and indirect expense for support services. The operating principle guiding these rules is that they fairly assign revenue or expense as a proxy for actual direct generation of revenue or occurrence of expense.

ALLOCATION CHANGES

Significant discussion has occurred regarding changes to the RCM (responsibility center management) model used at the University. In 2018, the University Budget Committee recommended three changes to the RCM budget model for revenue and expense allocation. The changes were widely distributed and discussed in several venues. The changes were recommended to simplify certain aspects of the RCM model, foster collaboration and match revenue with associated expense. The changes focus on the calculation of Undergraduate Tuition revenue allocation, Graduate and Professional Tuition assignment and indirect expense allocation. These changes, as explained below, are being implemented over a two-year period beginning in 2019.

C-1

Undergraduate Tuition Revenue

Beginning in 2019, 15% of Undergraduate Tuition revenue will be assigned based on the average proportion of majors awarded during the previous two fiscal years. In the event that a student graduates with multiple majors, each major will represent a portion of a full major, up to three majors per graduate. 15% of net Undergraduate Tuition revenue has historically been assigned based upon the average proportion of baccalaureate degrees awarded during the previous two fiscal years.

Graduate and Professional Tuition Revenue

Beginning in 2019, credit hours taken in a school outside the school a student is registered will be assigned to the school teaching the credit hours. The rate used to calculate the Tuition assignment will be \$750 per credit hour in 2019, increasing at the same rate as the increase in Graduate Tuition revenue in subsequent years. Historically, Graduate and Professional Tuition revenue was assigned to the school in which the student was registered.

Indirect Expense Allocation

Historically, each school is allocated a share of the costs to provide central and support services. These expenditures are categorized as Library, Student Services, Plant Services, Information Technology Services and University Services and are recorded in each budget summary as indirect expense. Each category of Indirect Expense includes several cost drivers and resulting calculations to allocate expenses among the schools.

Beginning in 2019, a portion of indirect expenses will be allocated using five historical cost drivers:

Undergraduate full-time equivalent enrollment, total student headcount, faculty and staff headcount, square footage of academic buildings, and total direct expenses. Indirect expenses allocated for libraries and utilities will remain consistent with the historical calculation.

REVENUE ASSIGNED

Tuition

Graduate and Professional Tuition is assigned to the schools in which the student is registered as a degree student. Beginning in 2019, certain changes were implemented in Graduate and Professional Tuition assignment, as explained in the Allocation Changes portion of this appendix. Special joint programs among schools may have specific rules for tuition sharing, e.g. joint JD/MBA.

C-2

Undergraduate Tuition is assigned to those schools that teach undergraduates, primarily the College of Arts and Sciences, the Case School of Engineering, and Weatherhead School of Management. SAGES tuition is distributed to the schools teaching those courses. Tuition revenue, net of unfunded financial aid, is distributed among the schools as follows: 85% is assigned based upon the proportion of undergraduate student credit hours taught by each school in 2016 and 2017; the remaining 15% is assigned based upon the proportion of baccalaureate degrees awarded in 2016 and 2017. Beginning in 2019, certain changes were implemented in Undergraduate Tuition assignment, as explained in the Allocation Changes portion of this appendix.

Undergraduate tuition assignment is based on: 5,109 students, average for the academic year 29.6 credit hours/student 1,363 first-year students	Undergraduate Tuition Revenue	\$ 231,618
	Less: Contingency	(2,500) *
	Less: Unfunded Student Aid	(106,471) *
	UG Tuition Distributed to Schools	\$ 122,647
	Regular Credit Hour Distribution	\$ 95,546
	SAGES Credit Hour Distribution	8,704
	Degrees Granted Distribution	18,397
	Total UG Tuition Distribution	\$ 122,647

* 100% assigned to UGEN

Undergraduate tuition revenue is distributed using the average credit hours taught by the management center in 2016 and 2017 to calculate the percentage distribution. The degrees granted percentage is an average of 2016 and 2017. The data used to generate these averages is available on the Office of Budget and Financial Planning website: case.edu/financialplanning/operating-budget

Undergraduate Tuition Distribution and Total Revenue:

	Regular Credit Hour Distribution	SAGES Credit Hour Distribution	Degrees Granted Distribution	Total Tuition Distribution
CAS	\$ 50,777	\$ 3,348	\$ 8,266	\$ 62,391
CSE	26,341	1,202	6,892	34,435
WSOM	10,811	445	1,937	13,193
MSASS	167	-	-	167
LAW	4	91	-	95
DENT	-	17	-	17
NURS	4,128	336	1,110	5,574
CSOM	3,318	38	389	3,745
UGEN	-	3,227	(197)	3,030
TOTAL	\$ 95,546	\$ 8,704	\$ 18,397	\$ 122,647
Unfunded Aid				106,471
Contingency				2,500
TOTAL UNDERGRADUATE TUITION REVENUE				\$ 231,618

Endowment

Endowment funds are classified as belonging to a school or University General, and largely pooled for investment purposes. The amount or payout rate made available from the pool to operations each year is approved by the Trustees and considers not only current operational needs, but also long-term interests of intergenerational equity for future endowment beneficiaries. For 2019, the payout rate for the current year spending pool allocation is 4.60%. In addition, the Trustees approved a continuing supplemental distribution of \$6.0 million. Endowment revenue is allocated based on the market value of funds as of June 30, 2017. Revenue from new gifts and/or additions to existing gifts will be allocated one year after receipt. The revenue from a small number of endowment funds jointly shared by the schools teaching undergraduates is assigned based upon undergraduate credit hours taught. Funds Held by Others (FHBO) and Un-pooled funds are managed outside the University's pooled investment and are not considered in the spending allocation. Income generated by FHBO and Un-pooled funds is sent to the University, then distributed to the appropriate management center(s).

C-3

	Current Year Allocation	Prior Year Income *	FHBO	Un-pooled	Less: Unused Current Year Income	Total
CAS	\$ 11,791	\$ 1,154	\$ 3,017	\$ -	\$ (435)	\$ 15,527
CSE	8,482	1,202	1,109	-	(1,354)	9,439
WSOM	3,270	1,667	-	1,801	(860)	5,878
MSASS	2,226	262	-	-	(62)	2,426
LAW	3,743	251	615	150	(13)	4,746
DENT	615	64	543	-	(588)	634
NURS	3,652	1,371	-	-	(287)	4,736
CSOM	16,542	3,387	7,531	-	(1,022)	26,438
UGEN	11,831	1,851	1,771	-	(992)	14,461
TOTAL	\$ 62,152	\$ 11,209	\$ 14,586	\$ 1,951	\$ (5,613)	\$ 84,285
Supplemental Distribution - Campaign and general support						6,000
TOTAL ENDOWMENT REVENUE						\$ 90,285

* Includes temporarily restricted, funds functioning as endowments and board-designated funds for LAW.

Other Revenue

All other revenue is developed directly by the schools' efforts and the schools receive full credit for sums received. Revenue generated for the University as a whole is attributed to University General. Revenue shown as restricted is only to be used by a particular school or for a particular purpose. Restricted revenue (restricted endowment, research and training grants, and restricted gifts) supports "funded" expense. In these instances, revenue is recognized as the matching expense is incurred. All other revenue is unrestricted and flows directly to the management center that generated the revenue. This revenue is recorded when received and supports a school's unrestricted and "indirect" expense.

INDIRECT EXPENSE ASSIGNED

Each school incurs operating expense that appears in the budget as "Direct Expense." These expenditures include faculty, staff and student salaries, fringe benefits, graduate and professional student aid, and non-salary expense. In addition, each school is allocated a share of the expense to provide central and support services. These expenditures are categorized as Library, Student Services, Plant Services, Information Technology Services and University Services and are recorded in each budget summary as indirect expense. Beginning in 2019, certain changes were implemented in Indirect Expense assignment, as explained in the Allocation Changes portion of this appendix.

Library

C-4

Library includes the operation of the University Library, Health Science Library, Law Library, and the MSASS Library. 75% of the University Library expense is distributed to the core colleges – CAS, CSE, WSOM and a small portion to NURS to recognize support of the BSN program. The remaining 25% is distributed to the other schools. 75% of the Health Science Library expense is distributed to CSOM, DENT, and NURS, with 25% assigned to the other schools. MSASS supports 75% of its Library with the balance distributed to the other schools. LAW pays 100% of its own Library's expense; however, its share of the other Library expense is calculated without the inclusion of estimated materials expense in those Libraries because LAW covers the full expense for its own extensive materials collection. The allocation uses un-weighted student, faculty, and staff counts.

The data used to determine each Library expense is available on the Office of Budget and Financial Planning website: case.edu/financialplanning/operating-budget

Library Expense Assigned, by Management Center:

	University Library	Health Science Library	MSASS Library	Law Library	Total Library Allocation
CAS	\$ 3,048	\$ 245	\$ 42	\$ -	\$ 3,335
CSE	2,048	165	28	-	2,241
WSOM	1,458	118	20	-	1,596
MSASS	208	37	397	-	642
LAW	146	58	8	2,585	2,797 *
DENT	227	230	8	-	465
NURS	466	269	11	-	746
CSOM	1,426	1,436	44	-	2,906
UGEN	-	-	86	-	86
TOTAL	9,027	2,558	644	2,585	\$ 14,814
Unallocated Library Expense (100% to UGEN):					
Endowment Support					1,353
Revenue Offsets					593
UGEN Strategic Savings					(429)
TOTAL LIBRARY	\$ 9,027	\$ 2,558	\$ 644	\$ 2,585	\$ 16,331

* Law School contribution to other libraries is calculated using the non-materials portion of library budgets.

Student Services

Student Services include the expense associated with the following operations: Enrollment Management, Undergraduate Studies, Financial Aid, Registrar, Student Affairs, Career Planning, Educational Support Services, Thwing Center, International Students, Education Abroad, Minority Programs, Physical Education and Athletics, UCITE, SOURCE and the Dean of Graduate Studies. The expense associated with the SAGES program (net of the tuition generated by non-school based lecturers) is included in this category and is allocated on the basis of SAGES credit hours taught.

C-5

Most Student Services expense is assigned on the basis of the students benefiting from the program or service. Several programs are believed to have an overall University purpose and are assigned using the two-year average direct expense methodology. The student numbers used in the assignment are an average of the 2016 and 2017 enrollment.

The Student Services expense for each management center is determined by student and faculty/staff head count. The data used to determine each Student Service expense is available on the Office of Budget and Financial Planning website: case.edu/financialplanning/operating-budget

Student Numbers used for the 2019 Budget, based on 2016 and 2017 average enrollment:

	Undergraduate FTE *	Undergraduate Headcount *	Graduate Full-Time	Graduate Part-Time	Professional Full-Time	Professional Part-Time	Total Head Count
CAS	2,615	2,672	500	39	-	-	3,211
CSE	1,370	1,401	579	113	53	2	2,148
WSOM	519	530	74	4	668	291	1,567
MSASS	8	8	33	1	559	105	706
LAW	4	4	-	-	542	20	566
DENT	-	-	107	-	303	-	410
NURS	251	257	52	5	209	234	757
CSOM	136	139	858	185	919	-	2,101
UGEN	137	140	-	-	-	-	140
TOTAL	5,040	5,151	2,203	347	3,253	652	11,606

*Percentage distribution for undergraduate full-time equivalency (FTE) and headcount uses two years' of credit hour data and is equal to the 2019 percentage distribution for net undergraduate tuition in schools. Graduate and Professional numbers are based on the Fall Semester enrollment statistics.

2019 Student Services Expense Assigned, by Allocation Methodology:

	Undergraduate FTE	Student Head Count	Graduate Student Head Count	Graduate/ Professional Head Count	University Services	SAGES	Faculty/ Staff Count	Weighted Average Student Headcount	Total
CAS	\$ 7,262	\$ 933	\$ 282	\$ 59	\$ 40	\$ 178	\$ 55	\$ 519	\$ 9,328
CSE	3,807	608	362	77	43	64	45	321	5,327
WSOM	1,441	455	41	114	25	24	22	211	2,333
MSASS	22	116	18	43	13	-	20	47	279
LAW	10	164	-	62	17	5	12	66	336
DENT	1	119	56	45	15	1	26	48	311
NURS	699	219	29	55	12	18	22	102	1,156
CSOM	377	583	545	206	165	2	239	193	2,310
UGEN	379	41	-	-	-	170	-	24	614
TOTAL	\$ 13,998	\$ 3,238	\$ 1,333	\$ 661	\$ 330	\$ 462	\$ 441	\$ 1,531	\$ 21,994
Unallocated Student Services (100% to UGEN)*									8,593
TOTAL STUDENT SERVICES									\$ 30,587

*Includes 100% of the UGEN Strategic Savings Plan.

Note: Graduate and Professional numbers are based on the Fall Semester enrollment statistics.

Plant Services

Plant Services include the expense for utilities (electricity, steam/gas, water/sewer, chilled water, and other services) and plant operations (custodial, building maintenance, security, and environmental health and safety). Utilities expense is assigned based on a weighted utilities rate. The rate is adjusted for the budget year to account for estimated changes in utility rates. An adjusted cost per square foot for utilities is calculated and multiplied by the gross square footage in each building.

Non-utility expense is assigned based upon the average remaining operating cost for all academic buildings in the University. The average cost per square foot is multiplied by the number of gross square feet assigned to

C-6

each school or function. Utility and non-utility expense for parts of buildings used for indirect or support services (e.g. libraries, student services, or University administrative services), are first allocated to the support service and then reallocated through the appropriate basis.

Plant Services costs are distributed using ten separate allocation methodologies:

Category	Allocation Methodology
Direct Plant	Utilities and Space Charges
Administrative Space	University Service (Two-Year Average Direct Expense)
University Library	Total University Library Allocation
Health Science Library	Total Health Science Library Allocation
Student Services	Student Service Allocation Excluding Physical Education and SAGES Allocation
University Center	Total Headcount
Athletic Space	Total Physical Education Space Allocation
Shared Classroom	Undergraduate FTE Ratio
SAGES	Two-Year Average SAGES Credit Hours Taught
Waste Removal	Fixed Amount

Plant Services Allocation:

	Square Footage	% of Total	Total Direct Plant	Administrative Space	University Library	Health Science Library
CAS	591,143	19.4%	\$ 8,120	\$ 727	\$ 721	\$ 151
CSE	598,890	19.6%	8,882	769	392	82
WSOM	186,872	6.1%	2,442	452	289	61
MSASS	60,066	2.0%	829	231	46	22
LAW	122,013	4.0%	1,549	311	28	13
DENT	154,952	5.1%	2,939	269	51	127
NURS	81,998	2.7%	1,564	216	106	147
CSOM	1,257,158	41.2%	25,453	2,968	303	754
UGEN	-	0.0%	-	-	-	-
TOTAL	3,053,092	100.0%	\$ 51,778	\$ 5,943	\$ 1,936	\$ 1,357

	Student Services	University Center	Athletic Space	Shared Classroom	SAGES Allocation	Waste Removal (Fixed)	Total Plant Allocation
CAS	\$ 627	\$ 360	\$ 1,268	\$ 313	\$ 40	\$ 46	\$ 12,373
CSE	364	242	708	172	14	46	11,671
WSOM	157	172	331	66	5	-	3,975
MSASS	18	55	47	1	-	-	1,249
LAW	22	65	53	-	1	-	2,042
DENT	20	60	50	-	-	-	3,516
NURS	77	91	167	28	4	-	2,400
CSOM	152	376	369	17	-	373	30,765
UGEN	30	15	62	16	39	(465)	(303)
TOTAL	\$ 1,467	\$ 1,436	\$ 3,055	\$ 613	\$ 103	\$ -	\$ 67,688
Unallocated Plant (100% to UGEN)*							(1,737)
TOTAL PLANT							\$ 65,951

* Includes 100% of the UGEN Strategic Savings Plan.

The Plant Services expense for each school or area is determined by each building's utilities rate and square footage. Utility expense is assigned based on a weighted utilities rate. The estimated annual expense is assigned based on square footage. The cost for Plant Services other than utilities is \$9.487 per gross square foot. This expense is assigned based upon square footage. The data used to determine each total is available on the Office of Budget and Financial Planning website: case.edu/financialplanning/operating-budget

Information Technology Services (ITS)

Information Technology Services include the expense associated with establishing, maintaining, and providing services through the campus network, central information processing, research and academic computing, as well as the operations of the ITS division and the ERP Finance office. ITS expense is separated into four cost pools, each with its own distribution formula. The first pool, **Core Technology**, covers core network and infrastructure equipment, wiring and maintenance. It includes the debt service related to the deployment of this technology and is distributed on a square footage allocation, including a school's share of indirect space such as Library and Student Services space.

The **Instructional** component of the ITS budget is allocated using the two-year average student count. It includes support for academic technologies including Blackboard and Courseware lecture capture, the Student Information System, online learning programs and MOOCs, Active Learning Faculty Fellows, instructional design and other curriculum support. This component also includes the design, upgrade and operation of Technology Enhanced Classrooms and Active Learning Spaces, as well as the related debt service.

C-8

The expense associated with **Core Administrative** systems includes providing enterprise applications such as the HCM system, ERP Financial systems, Web Content Management, Identity Management and the software center. This component is distributed using the University Services distribution (a percentage of direct expense) and also includes related debt service on ERP system upgrades.

The remaining cost pool, referred to as **Infrastructure**, covers basic technology services including security, internet, email, servers, storage, voice and video communications, Help Desk and other network services. These services also include the support of research computing systems such as the High Performance Computing Cluster and the Secured Research Environment, as well as the related debt service. This expense is distributed using a faculty/staff/student count and utilizes the same counts used for the Library distribution.

The data used to determine each component of ITS expense is available on the Office of Budget and Financial Planning website: case.edu/financialplanning/operating-budget

Information Technology Costs Assigned, by cost pool:

	Core				Information
	Technology	Instructional	Administrative	Infrastructure	Services
CAS	\$ 523	\$ 896	\$ 464	\$ 5,177	\$ 7,060
CSE	502	588	492	3,505	5,087
WSOM	182	386	289	2,212	3,069
MSASS	61	100	148	735	1,044
LAW	105	157	199	937	1,398
DENT	130	371	172	873	1,546
NURS	84	318	138	1,094	1,634
CSOM	1,085	570	1,897	5,767	9,319
UGEN	2	39	-	204	245
TOTAL	\$ 2,674	\$ 3,425	\$ 3,799	\$ 20,504	\$ 30,402
UGEN Strategic Savings Plan (100% to UGEN)					518
TOTAL INFORMATION TECHNOLOGY SERVICES					\$ 30,920

University Services

University Services include the general administrative expense associated with the following operations: Office of the President, Office of the Provost, International Affairs, Division of Finance, Office of Administration, Development and University Relations, Planning and Institutional Research, General Counsel, Technology Transfer and Research Administration and the Office of Inclusion, Diversity and Equal Opportunity. In addition, insurance expense, auditing, and other expense general to the operations of the University and not related specifically to programs of a particular school or function are charged in University Services to be allocated using the percentage of direct expense methodology. A two-year average, using the second and third years preceding the budget year, is used in the calculation; e.g. for Budget 2019, the average direct expense for 2016 and 2017. It should be noted that for this calculation, R&T expenditures based in the Cleveland Clinic Lerner College of Medicine (CCLCM), tuition expenditures associated with the CCLCM and expenditures related to CSOM off-campus locations have been deducted from the CSOM expense base. In addition, the cost of Dental kits purchased and re-sold to students has been deducted from the DENT expense base.

C-9

Certain University Services expense is not allocated to the schools because there are revenue streams that support the expense. This includes the portion of Development and University Relations expense covered by the supplemental distribution for campaign support.

University Services expense is allocated based on the percentage of direct expense averaged over a two-year period. Average direct expense data is available on the Office of Budget and Financial Planning website: case.edu/financialplanning/operating-budget

Direct Expense (adjusted)							
	2016		2017		Average 2015-2016	% of Total	University Services
CAS	\$	72,599	\$	72,357	\$ 72,478	12.2%	\$ 5,917
CSE		73,274		80,211	76,743	12.9%	6,366
WSOM		44,045		46,164	45,105	7.6%	3,826
MSASS		22,152		24,004	23,078	3.9%	1,921
LAW		29,568		32,517	31,043	5.2%	2,612
DENT		27,172		26,560	26,866	4.5%	2,185
NURS		20,902		22,101	21,502	3.6%	1,816
CSOM		294,978		297,144	296,061	49.9%	24,081
UGEN		-		-	-	0.0%	-
TOTAL	\$	584,690	\$	601,058	\$ 592,874	100.0%	\$ 48,724
Unallocated University Services (100% to UGEN)*							18,254
TOTAL UNIVERSITY SERVICES							\$ 66,978

* Includes 100% of the UGEN Strategic Savings Plan.

USE OF RETAINED SURPLUSES

Schools and auxiliaries are permitted to retain the excess of revenue over expense in a reserve account.

Expenditures against the reserve account require the approval of the Provost and Chief Financial Officer.

As all schools and auxiliaries are expected to operate in a financial equilibrium over the long run, current year losses must be charged against the reserve account.

C-10

Full detailed schedules for revenue and expense allocation may be found at:
www.case.edu/financialplanning/operating-budget



CASE WESTERN RESERVE
UNIVERSITY EST. 1826

think beyond the possible™