

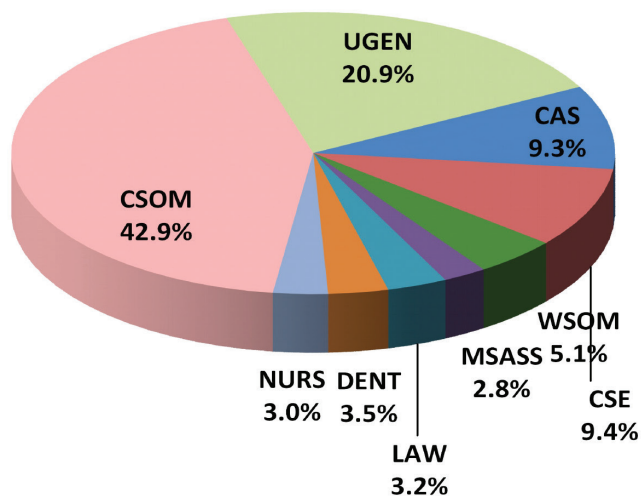
SUMMARY OF OPERATIONS BY MANAGEMENT CENTER

Fiscal Year 2021 Budget

<i>In thousands of dollars</i>	Total Revenue	Total Expense	Operating Margin	Use of Retained Surplus	Surplus/ (Deficit)
CAS	\$111,352	\$108,777	\$2,575	-	\$2,575
CSE	106,423	101,514	4,909	-	4,909
WSOM	51,600	55,621	(4,021)	1,759	(2,262)
MSASS	27,105	27,323	(218)	218	-
LAW	37,212	39,267	(2,055)	-	(2,055)
DENT	37,204	37,036	168	-	168
NURS	33,930	33,574	356	-	356
CSOM	501,129	490,188	10,941	-	10,941
UGEN	253,525	229,385	24,140	-	24,140
UNIVERSITY CONTINGENCY	(18,000)	10,000	(28,000)	-	(28,000)
OPERATING BUDGET	\$1,141,480	\$1,132,685	\$8,795	\$1,977	\$10,772

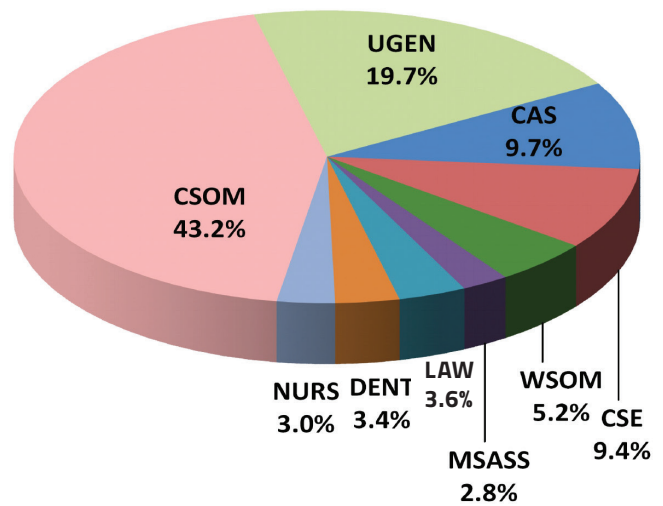
REVENUE BY MANAGEMENT CENTER

2021 Budget — \$1,141,480



EXPENSE BY MANAGEMENT CENTER

2021 Budget — \$1,132,685



STATEMENT OF OPERATIONS BY MANAGEMENT CENTER

FISCAL YEAR 2021 BUDGET

<i>In thousands of dollars</i>	CAS	CSE	WSOM	MSASS	LAW	DENT	NURS	CSOM	UGEN	University Contingency	Total University
REVENUE											
TUITION											
Undergraduate	\$63,270	\$35,148	\$14,258	\$107	\$99	\$74	\$5,653	\$4,877	\$131,277	(\$1,000)	\$253,763
Summer	5,255	2,756	1,445	2,542	328	504	2,440	5,102	-	-	20,372
Professional	-	415	22,586	11,847	29,239	22,252	10,642	58,422	-	(6,000)	149,403
Graduate	12,000	13,147	1,051	588	-	2,131	681	30,965	-	(2,000)	58,563
Fees	533	605	306	87	-	391	297	500	998	-	3,717
TOTAL TUITION	81,058	52,071	39,646	15,171	29,666	25,352	19,713	99,866	132,275	(9,000)	485,818
ENDOWMENT											
Restricted Endowment	8,849	5,676	3,654	1,847	5,430	709	3,664	16,947	12,225	-	59,001
Unrestricted Endowment	7,625	4,053	2,089	511	470	652	1,045	11,694	12,695	-	40,834
TOTAL ENDOWMENT	16,474	9,729	5,743	2,358	5,900	1,361	4,709	28,641	24,920	-	99,835
OTHER REVENUE											
Research & Training	7,200	29,616	363	5,452	44	2,118	5,389	272,300	1,931	(6,000)	318,413
Restricted Gifts	2,948	3,818	1,832	920	482	773	2,059	21,148	11,379	-	45,359
Overhead Recovery	2,872	9,260	74	1,359	70	1,101	1,820	59,000	269	-	75,825
Unrestricted Gifts	500	330	322	75	1,000	180	240	800	85	-	3,532
State Support	-	-	-	-	-	-	-	1,590	-	-	1,590
Organized Activities	-	-	3,239	-	-	3,841	-	548	-	-	7,628
Other Income	300	1,599	381	1,770	50	2,478	-	17,236	12,730	(3,000)	33,544
Auxiliaries	-	-	-	-	-	-	-	-	69,936	-	69,936
TOTAL OTHER REVENUE	13,820	44,623	6,211	9,576	1,646	10,491	9,508	372,622	96,330	(9,000)	555,827
TOTAL REVENUE	\$111,352	\$106,423	\$51,600	\$27,105	\$37,212	\$37,204	\$33,930	\$501,129	\$253,525	(\$18,000)	\$1,141,480
EXPENSE											
DIRECT EXPENSE											
Faculty Salaries	\$28,488	\$18,029	\$15,025	\$5,127	\$7,151	\$10,363	\$8,205	\$61,000	\$172	-	\$153,560
Other Salaries	8,613	11,517	4,737	5,389	2,842	5,327	4,615	59,000	2,061	-	104,101
TOTAL SALARIES	37,101	29,546	19,762	10,516	9,993	15,690	12,820	120,000	2,233	-	257,661
Fringe	10,942	8,746	5,819	3,117	2,949	4,615	3,799	35,673	665	-	76,325
Student Salaries	7,222	10,985	774	529	125	73	957	7,100	147	-	27,912
Student Aid	9,618	3,466	7,055	5,170	14,585	581	2,831	31,199	141,116	-	215,621
Non-salary	10,482	21,238	8,991	3,496	4,106	7,736	5,205	231,292	4,531	-	297,077
TOTAL DIRECT EXPENSE	75,365	73,981	42,401	22,828	31,758	28,695	25,612	425,264	148,692	-	874,596
Restricted Direct Expense	18,997	39,110	5,849	8,219	5,956	3,600	11,112	310,395	25,535	(6,000)	422,773
Unrestricted Direct Expense	56,368	34,871	36,552	14,609	25,802	25,095	14,500	114,869	123,157	6,000	451,823
INDIRECT EXPENSE											
Library	3,019	2,092	1,471	535	1,696	419	656	2,677	771	-	13,336
Student Services	8,388	5,101	2,283	222	333	287	972	2,250	8,737	-	28,573
Plant	11,256	10,784	3,581	1,127	1,863	3,483	2,413	30,222	2,074	-	66,803
Information Services	6,200	4,689	2,820	874	1,388	1,853	1,689	9,410	(817)	-	28,106
University Services	4,549	4,867	3,065	1,737	2,229	2,299	2,232	20,365	8,298	10,000	59,641
TOTAL INDIRECT EXPENSE	33,412	27,533	13,220	4,495	7,509	8,341	7,962	64,924	19,063	10,000	196,459
Auxiliaries	-	-	-	-	-	-	-	-	61,630	-	61,630
TOTAL EXPENSE	\$108,777	\$101,514	\$55,621	\$27,323	\$39,267	\$37,036	\$33,574	\$490,188	\$229,385	\$10,000	\$1,132,685
OPERATING MARGIN	\$2,575	\$4,909	(\$4,021)	(\$218)	(\$2,055)	\$168	\$356	\$10,941	\$24,140	(\$28,000)	\$8,795
Undergraduate Tuition Subvention	-	-	-	-	-	-	-	-	-	-	-
Use of Retained Surplus	-	-	1,759	218	-	-	-	-	-	-	1,977
SURPLUS/(DEFICIT)	\$2,575	\$4,909	(\$2,262)	\$	(\$2,055)	\$168	\$356	\$10,941	\$24,140	(\$28,000)	\$10,772