

Operating Budget

Fiscal Year 2022



CASE WESTERN RESERVE
UNIVERSITY EST. 1826

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The Fiscal Year 2022 Operating Budget was approved by
the Case Western Reserve University Board of Trustees on June 4, 2021.

This document may also be found at:
www.case.edu/finance/financial-information
and
www.case.edu/financialplanning/operating-budget

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PREFACE — 2022 OPERATING BUDGET

Case Western Reserve University (the “University”) has traditionally operated 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; significantly following a Responsibility Center Management (RCM) philosophy. Beginning in 2021, direct cost management was emphasized with a historical cost improvement of \$76.8 M included in the 2021 Operating Budget. This change enabled additional improvements in the 2022 Operating Budget.

METHODOLOGY MODIFICATION — DIRECT EXPENSE MANAGEMENT FOR STRATEGIC INVESTMENT

The 2022 Operating Budget was constructed using Unrestricted Direct Expense as the primary budget guideline for planning purposes. Prior to 2021, Operating Margin was the primary budget guideline. The result is a guideline target based on Unrestricted Direct Expense as opposed to total revenue less total expense.

Further, unrestricted expense guidelines were developed using the 2021 budget as the base guideline; rigorously controlling increases in the guideline for the 2022 Operating Budget. Guideline increases in Unrestricted Direct Expense were largely salary related with the exception of incremental Unrestricted Revenue sources. The result is a relatively lower Unrestricted Direct Expense budget for 2021, allowing Operating Margin to flow to each Management Center’s Retained Surplus.

Lastly, the budget preparation process focused attention on available Retained Surplus within each Management Center due to an anticipated increase in the amount of Retained Surplus available. Retained Surplus has traditionally been used for strategic investment within each management center, as authorized by the Provost and Chief Financial Officer of the University. This policy has been further developed in the 2022 budget process. Management Centers prepared tentative strategic investment initiatives during the 2022 budget process. The result of this development is increased planning and communication.

The overall objectives of the above modifications are reflected below:

- Control unrestricted direct expense increase to provide additional funding of the University’s Strategic Plan and management center strategic investment
- The ability to provide strategic investment funding for the Management Centers and to ensure strategic investment is aligned across the University
- Establish a guideline target for management centers that reflects the activity controlled within each management center

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KEY FACTS AND ASSUMPTIONS

<i>In thousands of dollars</i>	2021 Budget	2022 Budget	% Variance to 2021 Budget
UNDERGRADUATE ENROLLMENT (Fall semester, full-time)			
Continuing Students	3,842	4,024	4.70%
Entering Class	1,220	1,250	2.50%
TOTAL UNDERGRADUATE ENROLLMENT	5,062	5,274	4.20%
UNDERGRADUATE TUITION			
Tuition Rate (In dollars)	\$52,448	\$54,020	3.00%
Funded Discount Rate	3.60%	3.40%	
Unfunded Discount Rate	46.80%	47.10%	
TOTAL DISCOUNT RATE	50.40%	50.50%	
ENDOWMENT			
Endowment Pool Spending (current & prior year)	\$82,529	\$83,373	1.00%
Outside Trust Spending	17,306	15,571	-10.00%
TOTAL ENDOWMENT REVENUE	\$99,835	\$98,944	-0.90%
RESEARCH & TRAINING (R&T)			
R&T Revenue	\$318,413	\$322,682	1.30%
RESTRICTED GIFTS			
Restricted Gift Revenue	\$45,359	\$46,947	3.50%
OVERHEAD RECOVERY			
Overhead Recovery Revenue	\$75,825	\$75,809	-0.00%
TOTAL RESEARCH & RESTRICTED REVENUE	\$439,597	\$445,438	1.30%
OVERHEAD RECOVERY			
Federal Indirect Cost Rate	61.00%	61.00%	0.00%
FRINGE			
Non-federal Fringe Benefit Rate	30.00%	33.00%	10.00%
Federal Fringe Benefit Rate	30.00%	29.00%	-3.30%
Term Fringe Benefit Rate	18.50%	17.00%	-8.10%

CONSOLIDATED STATEMENT OF OPERATIONS

Fiscal Year 2022 Budget

<i>In thousands of dollars</i>	2020 Actual	2021 Budget	2022 Budget	\$ Increase/ (Decrease) 2021 Budget	% Variance 2021 Budget
REVENUE					
TUITION					
Undergraduate	\$250,255	\$253,763	\$271,478	\$17,715	7.00%
Summer	18,573	20,372	19,642	(730)	-3.60%
Professional	162,335	149,403	172,260	22,857	15.30%
Graduate	63,258	58,563	63,941	5,738	9.20%
Fees	3,782	3,717	3,739	22	0.60%
TOTAL TUITION	498,203	485,818	531,060	45,242	9.30%
ENDOWMENT					
Restricted Endowment	57,147	59,001	58,626	(375)	-0.60%
Unrestricted Endowment	36,487	40,834	40,318	(516)	-1.30%
TOTAL ENDOWMENT	93,634	99,835	98,944	(891)	-0.9%
OTHER REVENUE					
Research & Training	331,053	318,413	322,682	4,269	1.30%
Restricted Gifts	53,628	45,359	46,947	1,588	3.50%
Overhead Recovery	76,847	75,825	75,809	(16)	0.00%
Unrestricted Gifts	3,799	3,532	4,231	699	19.80%
State Support	2,492	1,590	1,575	(15)	-0.90%
Organized Activities	9,312	7,628	10,200	2,572	33.70%
Other Income	60,130	33,544	39,077	5,533	16.50%
Auxiliaries	67,997	69,936	72,688	2,752	3.90%
TOTAL OTHER REVENUE	605,258	555,827	573,209	17,382	3.10%
TOTAL REVENUE	\$1,197,095	\$1,141,480	\$1,203,213	\$61,733	5.40%
EXPENSE					
DIRECT EXPENSE					
Faculty Salaries	\$155,435	\$153,560	\$158,684	\$5,124	3.30%
Other Salaries	105,246	104,101	107,269	3,168	3.00%
TOTAL SALARIES	260,681	257,661	265,953	8,292	3.20%
Fringe	82,463	76,325	83,876	7,551	9.90%
Student Salaries	29,853	27,912	31,660	3,748	13.40%
Student Aid	201,081	215,621	227,704	12,083	5.60%
Non-salary	331,487	297,077	302,547	5,470	1.80%
TOTAL DIRECT EXPENSE	902,544	874,596	911,740	37,144	4.20%
Restricted Direct Expense	445,527	422,773	428,255	5,482	1.30%
Unrestricted Direct Expense	457,017	451,823	483,485	31,662	7.00%
INDIRECT EXPENSE					
Library	15,553	13,336	14,306	970	7.30%
Student Services	32,978	28,573	29,923	1,350	4.70%
Plant	71,266	66,803	68,318	1,515	2.30%
Information Services	31,946	28,106	29,427	1,321	4.70%
University Services	73,792	59,641	74,380	14,739	24.70%
TOTAL INDIRECT EXPENSE	225,535	196,459	216,354	19,895	10.10%
Auxiliaries	60,212	61,630	64,536	2,906	4.70%
TOTAL EXPENSE	\$1,195,338	\$1,132,685	\$1,192,630	\$59,945	5.30%
OPERATING MARGIN	\$1,757	\$8,795	\$10,583	\$1,788	20.30%
Undergraduate Tuition Subvention	-	-	-	-	-
Use of Retained Surplus/Encumbered Funds	388	1,977	2,098	121	
SURPLUS/(DEFICIT)	\$2,145	\$10,772	\$12,681	\$1,909	

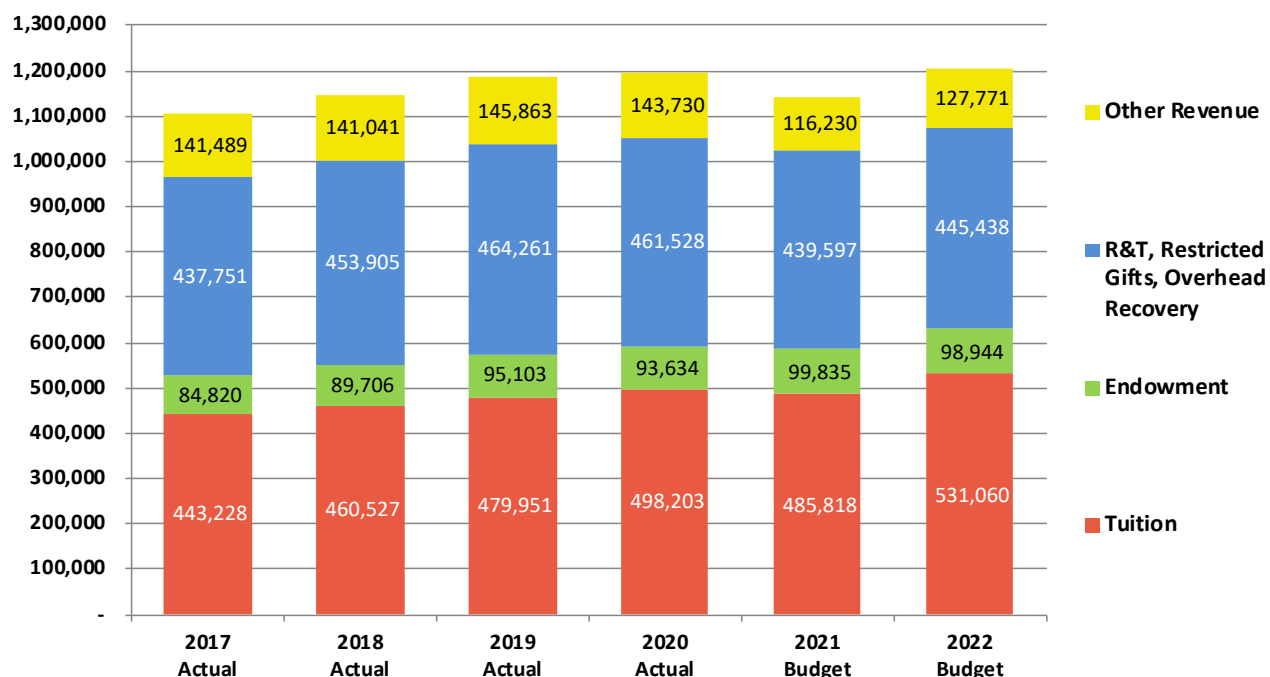
TOTAL REVENUE

Fiscal Year 2022 Budget

<i>In thousands of dollars</i>	2020 Actual	2021 Budget	2022 Budget	\$ Increase/ (Decrease) 2021 Budget	% Variance 2021 Budget
REVENUE					
TUITION					
Undergraduate	\$250,255	\$253,763	\$271,478	\$17,715	7.00%
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TOTAL ENDOWMENT	93,634	99,835	98,944	(891)	-0.90%
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TOTAL OTHER REVENUE	605,258	555,827	573,209	17,382	3.10%
TOTAL REVENUE	\$1,197,095	\$1,141,480	\$1,203,213	\$61,733	5.40%

REVENUE COMPARISON BY YEAR

In thousands of dollars



NOTES TO REVENUE

Fiscal Year 2022 Budget vs. Fiscal Year 2021 Budget

TUITION

Undergraduate Tuition

Increased \$17.7 M or 7.0% as a result of a 3.0% tuition rate increase and a 4.2% enrollment increase.

Summer Tuition

Decreased (\$0.7 M) or -3.6% due to lower enrollment in CAS, CSE and MSASS. Partially offset by higher enrollment in WSOM, LAW, DENT, NURS and CSOM.

Professional Tuition

Increased \$22.9 M or 15.3% due to higher enrollment/price in CSE, WSOM, MSASS, LAW, DENT and CSOM. Partially offset by lower enrollment in NURS.

Graduate Tuition

Increased \$5.4 M or 9.2% due to higher enrollment/price in CAS, CSE, NURS and CSOM. Partially offset by lower enrollment in WSOM.

ENDOWMENT — Endowment payout rate of 4.70% of the endowment pool balance as of June 30, 2020.

Restricted Endowment

Decreased (\$0.4 M) or -0.6% as a result of lower income in CAS, WSOM and LAW. Partially offset by higher income in UGEN.

Unrestricted Endowment

Decreased (\$0.5 M) or -1.3% as a result of lower income in CSOM.

OTHER REVENUE

Research & Training

Increased \$4.3 M or 1.3% due to increased activity in CSE, MSASS and LAW. Partially offset with decreased activity in WSOM, DENT, NURS, CSOM and UGEN.

Restricted Gifts

Increased \$1.6 M or 3.5% due to increased gifts in CAS, CSE, MSASS, NURS and UGEN. Partially offset by decreased gifts in WSOM, LAW and DENT.

Overhead Recovery

In line with 2021 Operating Budget. Increased activity in CSE, MSASS and CSOM offset with decreased activity in DENT, NURS, and UGEN.

Unrestricted Gifts

Increased \$0.7 M or 19.8% due to increased activity in CAS and CSE.

Organized Activities

Increased \$2.6 M or 33.7% due to increased activity in DENT.

Other Income

Increased \$5.5 M or 16.5% due to increased activity in CSE, WSOM, MSASS, LAW and UGEN. Partially offset with decreased activity in CSOM.

Auxiliaries

Increased \$2.8 M or 3.9% due to increased revenue in Food Service, Student Housing and Parking.

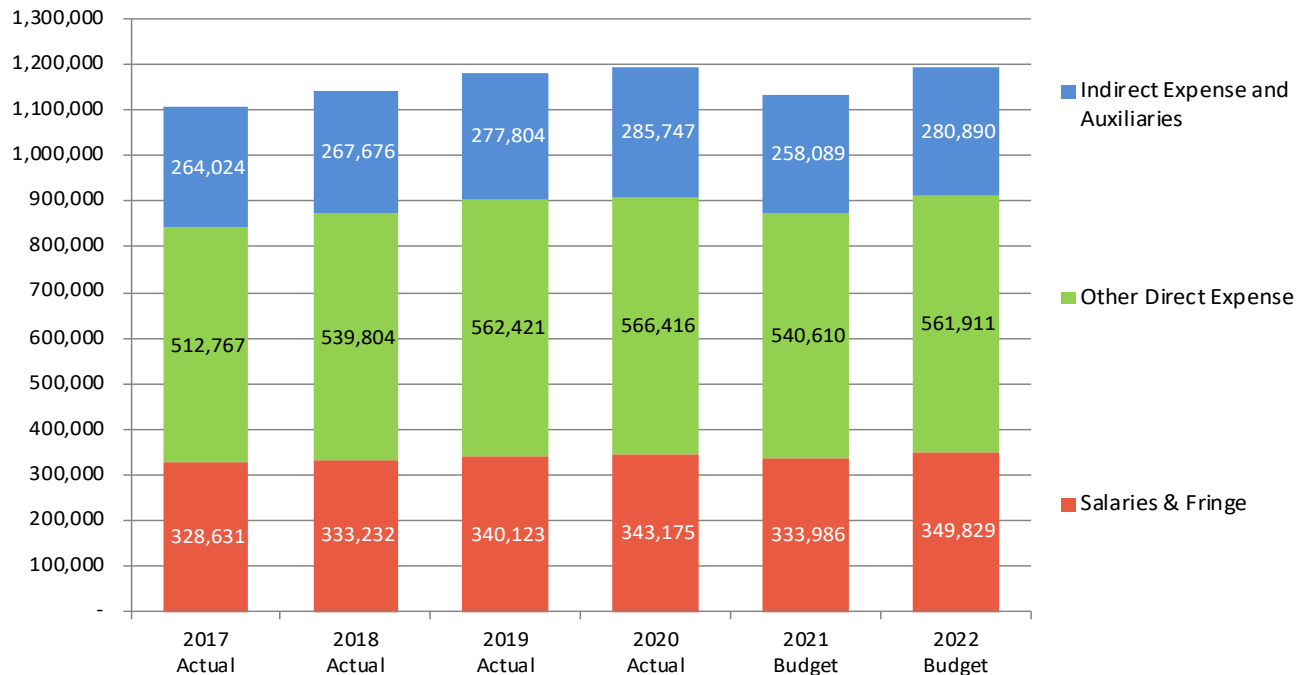
TOTAL EXPENSE

Fiscal Year 2022 Budget

<i>In thousands of dollars</i>	2020 Actual	2021 Budget	2022 Budget	\$ Increase/ (Decrease) 2021 Budget	% Variance 2021 Budget
EXPENSE					
DIRECT EXPENSE					
Faculty Salaries	\$155,435	\$153,560	\$158,684	\$5,124	3.30%
Other Salaries	105,246	104,101	107,269	3,168	3.00%
TOTAL SALARIES	260,681	257,661	265,953	8,292	3.20%
Fringe	82,494	76,325	83,876	7,551	9.90%
Student Salaries	31,008	27,912	31,660	3,748	13.40%
Student Aid	216,150	215,621	227,704	12,083	5.60%
Non-salary	319,258	297,077	302,547	5,470	1.80%
TOTAL DIRECT EXPENSE	909,591	874,596	911,740	37,144	4.20%
Total Restricted	441,828	422,773	428,255	5,482	1.30%
Total Unrestricted	467,763	451,823	483,485	31,662	7.00%
INDIRECT EXPENSE					
Library	15,553	13,336	14,306	970	7.30%
Student Services	32,978	28,573	29,923	1,350	4.70%
Plant	71,266	66,803	68,318	1,515	2.30%
Information Services	31,946	28,106	29,427	1,321	4.70%
University Services	73,792	59,641	74,380	14,739	24.70%
TOTAL INDIRECT EXPENSE	225,535	196,459	216,354	19,895	10.10%
Auxiliaries	60,212	61,630	64,536	2,906	4.70%
TOTAL EXPENSE	\$1,195,338	\$1,132,685	\$1,192,630	\$59,945	5.30%

EXPENSE COMPARISON BY YEAR

In thousands of dollars



NOTES TO EXPENSE

Fiscal Year 2022 Budget vs. Fiscal Year 2021 Budget

DIRECT EXPENSE

Faculty Salaries

Increased \$5.1 M or 3.3% in CAS, CSE, WSOM, DENT, NURS, CSOM and UGEN. Partially offsetting is a decrease in MSASS.

Other Salaries

Increased \$3.2 M or 3.0% in CSE, WSOM, MSASS, LAW, DENT, CSOM and UGEN.

Fringe Benefits

Increased \$7.6 M or 9.9%. The federal fringe benefit rate decreased from 30.0% to 29.0%. The non-federal fringe rate increased from 30.0% to 33.0%.

Student Salaries

Increased \$3.7 M or 13.4% in CAS, CSE, MSASS and CSOM. Partially offsetting are lower salaries in WSOM and NURS.

Student Aid

Increased \$12.1 M or 5.6% in CAS, WSOM, LAW, NURS, CSOM and UGEN. Partially offsetting are decreases in CSE and MSASS. The increase in UGEN reflects an Undergraduate Student Aid discount rate of 50.5%.

Non-salary

Increased \$5.5 M or 1.8% in CSE, MSASS, LAW, CSOM and UGEN. Partially offsetting are decreases in CAS, WSOM, DENT and NURS.

INDIRECT EXPENSE AND AUXILIARIES

Library

Increased \$1.0 M or 7.3% due to guideline increase and incremental Other Income offset.

Student Services

Increased \$1.4 M or 4.7% due to guideline increase and incremental Other Income offset.

Plant

Increased \$1.5 M or 2.3% due to guideline increase.

Information Services

Increased \$1.3 M or 4.7% due to guideline increase and incremental Other Income offset.

University Services

Increased \$14.7 M or 24.7% due to guideline increase and incremental Other Income offset. Also included \$10.0 M increase for continued COVID-19 costs.

Auxiliaries

Increased \$2.9 M or 4.7% due to due to increased expense in Food Service, Student Housing and Parking.

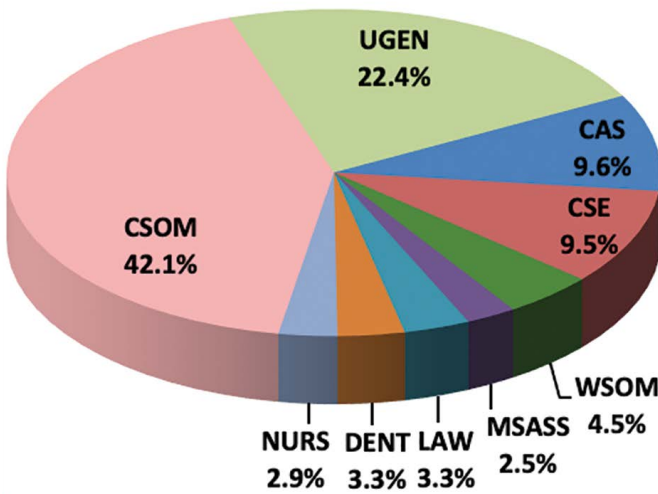
SUMMARY OF OPERATIONS BY MANAGEMENT CENTER

Fiscal Year 2022 Budget

<i>In thousands of dollars</i>	Total Revenue	Total Expense	Operating Margin	Use of Retained Surplus	Surplus/ (Deficit)
CAS	\$115,304	\$112,684	\$2,620	-	\$2,620
CSE	114,226	110,622	3,604	-	3,604
WSOM	53,761	56,885	(3,124)	2,098	(1,026)
MSASS	29,863	29,862	1	-	1
LAW	39,241	41,241	(2,000)	-	(2,000)
DENT	39,730	39,152	578	-	578
NURS	34,795	34,629	166	-	166
CSOM	506,514	500,598	5,916	-	5,916
UGEN	269,392	266,570	2,822	-	2,822
OPERATING BUDGET	\$1,202,826	\$1,192,243	\$10,583	\$2,098	\$12,681

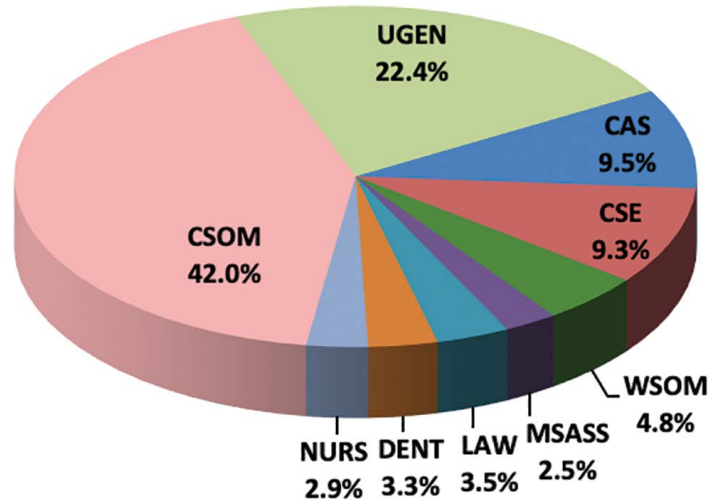
REVENUE BY MANAGEMENT CENTER

2021 Budget — \$1,202,826



EXPENSE BY MANAGEMENT CENTER

2021 Budget — \$1,192,243



STATEMENT OF OPERATIONS BY MANAGEMENT CENTER

FISCAL YEAR 2022 BUDGET

<i>In thousands of dollars</i>	CAS	CSE	WSOM	MSASS	LAW	DENT	NURS	CSOM	UGEN	Total University
REVENUE										
TUITION										
Undergraduate	\$67,722	\$36,210	\$14,724	\$154	\$82	\$77	\$6,418	\$5,590	\$140,501	\$271,478
Summer	4,500	2,107	1,475	1,932	464	512	2,630	6,022	-	19,642
Professional	-	486	26,864	11,945	31,337	23,184	10,530	67,914	-	172,260
Graduate	12,500	14,602	929	643	-	2,093	1,156	32,018	-	63,941
Fees	586	617	262	-	-	486	290	500	998	3,739
TOTAL TUITION	85,308	54,022	44,254	14,674	31,883	26,352	21,024	112,044	141,499	531,060
ENDOWMENT										
Restricted Endowment	8,392	5,629	2,456	1,794	5,137	704	3,636	16,947	13,931	58,626
Unrestricted Endowment	7,663	3,966	2,101	492	462	663	1,006	11,256	12,709	40,318
TOTAL ENDOWMENT	16,055	9,595	4,557	2,286	5,599	1,367	4,642	28,203	26,640	98,944
OTHER REVENUE										
Research & Training	7,269	33,724	71	6,643	182	1,554	4,417	267,226	1,596	322,682
Restricted Gifts	3,241	4,116	432	1,991	317	553	2,988	21,148	12,161	46,947
Overhead Recovery	2,918	9,423	33	1,854	60	800	1,484	59,180	59	75,809
Unrestricted Gifts	600	765	400	125	1,000	176	240	825	100	4,231
State Support	-	-	-	-	-	-	-	1,575	-	1,575
Organized Activities	-	-	3,269	-	-	6,386	-	545	-	10,200
Other Income	300	2,581	745	2,290	200	2,542	-	15,768	14,651	39,077
Auxiliaries	-	-	-	-	-	-	-	-	72,688	72,688
TOTAL OTHER REVENUE	14,328	50,609	4,950	12,903	1,759	12,011	9,129	366,267	101,253	573,209
TOTAL REVENUE	\$115,691	\$114,226	\$53,761	\$29,863	\$39,241	\$39,730	\$34,795	\$506,514	\$269,392	\$1,203,213
EXPENSE										
DIRECT EXPENSE										
Faculty Salaries	\$28,906	\$19,792	\$15,178	\$5,074	\$7,152	\$11,242	\$8,685	\$62,250	\$405	\$158,684
Other Salaries	8,702	11,676	5,017	6,254	3,057	5,506	4,616	59,981	2,460	107,269
TOTAL SALARIES	37,608	31,468	20,195	11,328	10,209	16,748	13,301	122,231	2,865	265,953
Fringe	12,124	9,932	6,639	3,563	3,327	5,489	4,290	37,641	871	83,876
Student Salaries	7,341	13,880	669	837	126	93	857	7,650	207	31,660
Student Aid	11,432	3,265	7,354	4,908	15,396	639	2,933	33,044	148,733	227,704
Non-salary	10,288	24,270	8,729	4,482	4,296	7,080	4,934	233,465	5,003	302,547
TOTAL DIRECT EXPENSE	78,793	82,815	43,586	25,118	33,354	30,049	26,315	434,031	157,679	911,740
Restricted Direct Expense	18,902	43,469	2,959	10,428	5,636	2,811	11,041	305,321	27,688	428,255
Unrestricted Direct Expense	59,891	39,346	40,627	14,690	27,718	27,238	15,274	128,710	129,991	483,485
INDIRECT EXPENSE										
Library	3,159	2,099	1,498	580	1,951	508	670	2,523	1,318	14,306
Student Services	8,737	5,209	2,340	245	319	346	1,021	2,342	9,364	29,923
Plant	10,951	10,578	3,488	1,126	1,857	3,652	2,434	30,283	3,949	68,318
Information Services	6,362	4,601	2,799	1,184	1,360	1,918	1,744	9,298	161	29,427
University Services	5,069	5,320	3,174	1,609	2,400	2,679	2,445	22,121	29,563	74,380
TOTAL INDIRECT EXPENSE	34,278	27,807	13,299	4,744	7,887	9,103	8,314	66,567	44,355	216,354
Auxiliaries	-	-	-	-	-	-	-	-	64,536	64,536
TOTAL EXPENSE	\$113,071	\$110,622	\$56,885	\$29,862	\$41,241	\$39,152	\$34,629	\$500,598	\$266,570	\$1,192,630
OPERATING MARGIN	\$2,620	\$3,604	(\$3,124)	\$1	(\$2,000)	\$578	\$166	\$5,916	\$2,822	\$10,583
Undergraduate Tuition Subvention	-	-	-	-	-	-	-	-	-	-
Use of Retained Surplus	-	-	2,098	-	-	-	-	-	-	2,098
SURPLUS/(DEFICIT)	\$2,620	\$3,604	(\$1,026)	\$1	(\$2,000)	\$578	\$166	\$5,916	\$2,822	\$12,681

COLLEGE OF ARTS AND SCIENCES

FISCAL YEAR 2022 BUDGET

<i>In thousands of dollars</i>	2020 Actual	2021 Budget	2022 Budget	\$ Increase/ (Decrease) 2021 Budget	% Variance to 2021 Budget
REVENUE					
TUITION					
Undergraduate	\$63,802	\$63,270	\$67,722	\$4,452	7.0%
Summer	3,254	5,255	4,500	(755)	-14.40%
Professional	-	-	-	-	0.00%
Graduate	11,984	12,000	12,500	500	4.20%
Fees	524	533	586	53	9.90%
TOTAL TUITION	79,564	81,058	85,308	4,250	5.20%
ENDOWMENT					
Restricted Endowment	7,959	8,849	8,392	(457)	-5.20%
Unrestricted Endowment	7,568	7,625	7,63	38	0.50%
TOTAL ENDOWMENT	15,527	16,474	16,055	(419)	-2.50%
OTHER REVENUE					
Research & Training	6,508	7,200	7,269	69	1.00%
Restricted Gifts	2,952	2,948	3,241	293	9.90%
Overhead Recovery	2,649	2,872	2,918	46	1.60%
Unrestricted Gifts	456	500	600	100	20.00%
State Support	-	-	-	-	0.00%
Organized Activities	4	-	-	-	0.00%
Other Income	534	300	300	-	0.00%
Auxiliaries	-	-	-	-	0.00%
TOTAL OTHER REVENUE	13,103	13,820	14,328	508	3.70%
TOTAL REVENUE	\$108,194	\$111,352	\$115,691	\$4,339	3.90%
EXPENSE					
DIRECT EXPENSE					
Faculty Salaries	28,548	\$28,488	\$28,906	\$418	1.50%
Other Salaries	8,861	8,613	8,702	89	1.00%
TOTAL SALARIES	37,409	37,101	37,608	507	1.40%
Fringe	12,111	10,942	12,124	1,182	10.80%
Student Salaries	7,141	7,222	7,341	119	1.60%
Student Aid	8,907	9,618	11,432	1,814	18.90%
Non-salary	8,581	10,482	10,288	(194)	-1.90%
TOTAL DIRECT EXPENSE	74,149	75,365	78,793	3,428	4.50%
Restricted Direct Expense	17,419	18,997	18,902	(95)	-0.50%
Unrestricted Direct Expense	56,730	56,368	59,891	3,523	6.30%
INDIRECT EXPENSE					
Library	3,373	3,019	3,159	140	4.60%
Student Services	9,485	8,388	8,737	349	4.20%
Plant	12,713	11,256	10,951	(305)	-2.70%
Information Services	7,271	6,200	6,362	162	2.60%
University Services	5,503	4,549	5,069	520	11.40%
TOTAL INDIRECT EXPENSE	38,345	33,412	34,278	866	2.60%
Auxiliaries	-	-	-	-	0.00%
TOTAL EXPENSE	\$112,494	\$108,777	\$113,071	\$4,294	3.90%
OPERATING MARGIN	(\$4,300)	\$2,575	\$2,620	\$45	1.70%
Undergraduate Tuition Subvention	-	-	-	-	
Use of Retained Surplus	-	-	-	-	
SURPLUS/(DEFICIT)	(\$4,300)	\$2,575	\$2,620	\$45	

CASE SCHOOL OF ENGINEERING

FISCAL YEAR 2022 BUDGET

<i>In thousands of dollars</i>	2020 Actual	2021 Budget	2022 Budget	\$ Increase/ (Decrease) 2021 Budget	% Variance to 2021 Budget
REVENUE					
TUITION					
Undergraduate	\$36,814	\$35,148	\$36,210	\$1,062	3.00%
Summer	1,891	2,756	2,107	(649)	-23.50%
Professional	505	415	486	71	17.10%
Graduate	113,368	13,147	14,602	1,455	11.10%
Fees	565	605	617	12	2.00%
TOTAL TUITION	53,143	52,071	54,022	1,951	3.70%
ENDOWMENT					
Restricted Endowment	6,110	5,676	5,629	(47)	-0.80%
Unrestricted Endowment	4,136	4,053	3,966	(87)	-2.10%
TOTAL ENDOWMENT	10,246	9,729	9,595	(134)	-1.40%
OTHER REVENUE					
Research & Training	28,797	29,616	33,724	4,108	13.90%
Restricted Gifts	3,891	3,818	4,116	298	7.80%
Overhead Recovery	9,040	9,260	9,423	163	1.80%
Unrestricted Gifts	321	330	765	435	131.80%
State Support	-	-	-	-	0.00%
Organized Activities	-	-	-	-	0.00%
Other Income	1,688	1,599	2,581	982	61.40%
Auxiliaries	-	-	-	-	0.00%
TOTAL OTHER REVENUE	43,737	44,623	50,609	5,986	13.40%
TOTAL REVENUE	\$107,126	\$106,423	\$114,226	\$7,803	7.30%
EXPENSE					
DIRECT EXPENSE					
Faculty Salaries	\$19,953	\$18,029	\$19,792	\$1,763	9.80%
Other Salaries	11,678	11,517	11,676	159	1.40%
TOTAL SALARIES	31,631	29,546	31,468	1,922	6.50%
Fringe	10,171	8,746	9,932	1,186	13.60%
Student Salaries	13,016	10,985	13,880	2,895	26.40%
Student Aid	3,803	3,466	3,265	(201)	-5.80%
Non-salary	18,845	21,238	24,270	3,032	14.30%
TOTAL DIRECT EXPENSE	77,466	73,981	82,815	8,834	11.90%
Restricted Direct Expense	38,798	39,110	43,469	4,359	11.10%
Unrestricted Direct Expense	38,668	34,871	39,346	4,475	12.80%
INDIRECT EXPENSE					
Library	2,313	2,092	2,099	7	0.30%
Student Services	5,631	5,101	5,209	108	2.10%
Plant	12,076	10,784	10,578	(206)	-1.90%
Information Services	5,300	4,689	4,601	(88)	-1.90%
University Services	6,378	4,867	5,320	453	9.30%
TOTAL INDIRECT EXPENSE	31,698	27,533	27,807	274	1.00%
Auxiliaries	-	-	-	-	0.00%
TOTAL EXPENSE	\$109,164	\$101,514	\$110,622	\$9,108	9.00%
OPERATING MARGIN	(\$2,038)	\$4,909	\$3,604	(\$1,305)	-26.60%
Undergraduate Tuition Subvention	-	-	-	-	
Use of Retained Surplus	-	-	-	-	
SURPLUS/(DEFICIT)	(\$2,038)	\$4,909	\$3,604	(\$1,305)	

WEATHERHEAD SCHOOL OF MANAGEMENT

FISCAL YEAR 2022 BUDGET

<i>In thousands of dollars</i>	2020 Actual	2021 Budget	2022 Budget	\$ Increase/ (Decrease) 2021 Budget	% Variance to 2021 Budget
REVENUE					
TUITION					
Undergraduate	\$14,807	\$14,258	\$14,724	\$466	3.30%
Summer	1,708	1,445	1,475	30	2.10%
Professional	27,006	22,586	26,864	4,278	18.90%
Graduate	1,564	1,051	929	(122)	-11.60%
Fees	317	306	262	(44)	-14.40%
TOTAL TUITION	45,402	39,646	44,254	4,608	11.60%
ENDOWMENT					
Restricted Endowment	3,050	3,654	2,456	(1,198)	-32.80%
Unrestricted Endowment	2,135	2,089	2,101	12	0.60%
TOTAL ENDOWMENT	5,185	5,743	4,557	(1,186)	-20.70%
OTHER REVENUE					
Research & Training	414	363	71	(292)	-80.40%
Restricted Gifts	1,034	1,832	432	(1,400)	-76.40%
Overhead Recovery	87	74	33	(41)	-55.40%
Unrestricted Gifts	646	322	400	78	24.20%
State Support	-	-	-	-	0.00%
Organized Activities	2,981	3,239	3,269	30	0.90%
Other Income	1,069	381	745	364	95.50%
Auxiliaries	-	-	-	-	0.00%
TOTAL OTHER REVENUE	6,231	6,211	4,950	(1,261)	-20.30%
TOTAL REVENUE	\$56,818	\$51,600	\$53,761	\$2,161	4.20%
EXPENSE					
DIRECT EXPENSE					
Faculty Salaries	\$15,652	\$15,025	\$15,178	\$153	1.00%
Other Salaries	4,803	4,737	5,017	280	5.90%
TOTAL SALARIES	20,455	19,762	20,195	433	2.20%
Fringe	6,726	5,819	6,639	820	14.10%
Student Salaries	522	774	669	(105)	-13.60%
Student Aid	7,409	7,055	7,354	299	4.20%
Non-salary	6,749	8,991	8,729	(262)	-2.90%
TOTAL DIRECT EXPENSE	41,861	42,401	43,586	1,185	2.80%
Restricted Direct Expense	4,498	5,849	2,959	(2,890)	-49.40%
Unrestricted Direct Expense	37,363	36,552	40,627	4,075	11.10%
INDIRECT EXPENSE					
Library	1,649	1,471	1,498	27	1.80%
Student Services	2,486	2,283	2,340	57	2.50%
Plant	4,122	3,581	3,488	(93)	-2.60%
Information Services	3,236	2,820	2,799	(21)	-0.70%
University Services	3,852	3,065	3,174	109	3.60%
TOTAL INDIRECT EXPENSE	15,345	13,220	13,299	79	0.60%
Auxiliaries	-	-	-	-	0.00%
TOTAL EXPENSE	\$57,206	\$55,621	\$56,885	\$1,264	2.30%
OPERATING MARGIN	(\$388)	(\$4,021)	(\$3,124)	\$897	22.30%
Undergraduate Tuition Subvention	-	-	-	-	
Use of Retained Surplus	388	1,759	2,098	339	
SURPLUS/(DEFICIT)	\$ -	(\$2,262)	(\$1,026)	\$1,236	

MANDEL SCHOOL OF APPLIED SOCIAL SCIENCES

FISCAL YEAR 2022 BUDGET

<i>In thousands of dollars</i>	2020 Actual	2021 Budget	2022 Budget	\$ Increase/ (Decrease) 2021 Budget	% Variance to 2021 Budget
REVENUE					
TUITION					
Undergraduate	\$150	\$107	\$154	\$47	43.90%
Summer	3,605	2,542	1,932	(610)	-24.00%
Professional	14,544	11,847	11,945	98	0.80%
Graduate	501	588	643	55	9.40%
Fees	-	87	-	(87)	-100.00%
TOTAL TUITION	18,800	15,171	14,674	(497)	-3.30%
ENDOWMENT					
Restricted Endowment	1,963	1,847	1,794	(53)	-2.90%
Unrestricted Endowment	508	511	492	(19)	-3.70%
TOTAL ENDOWMENT	2,471	2,358	2,286	(72)	-3.10%
OTHER REVENUE					
Research & Training	7,744	5,452	6,643	1,191	21.80%
Restricted Gifts	1,441	920	1,991	1,071	116.40%
Overhead Recovery	1,378	1,359	1,854	495	36.40%
Unrestricted Gifts	100	75	125	50	66.70%
State Support	-	-	-	-	0.00%
Organized Activities	-	-	-	-	0.00%
Other Income	5,294	1,770	2,290	520	29.40%
Auxiliaries	-	-	-	-	0.00%
TOTAL OTHER REVENUE	15,957	9,576	12,903	3,327	34.70%
TOTAL REVENUE	\$37,228	\$27,105	\$29,863	\$2,758	10.20%
EXPENSE					
DIRECT EXPENSE					
Faculty Salaries	\$5,407	\$5,127	\$5,074	\$(53)	-1.00%
Other Salaries	6,499	5,389	6,254	865	16.10%
TOTAL SALARIES	11,906	10,516	11,328	812	7.70%
Fringe	3,888	3,117	3,563	446	14.30%
Student Salaries	489	529	837	308	58.20%
Student Aid	5,474	5,170	4,908	(262)	-5.10%
Non-salary	9,689	3,496	4,482	986	28.20%
TOTAL DIRECT EXPENSE	31,446	22,828	25,118	2,290	10.00%
Restricted Direct Expense	11,148	8,219	10,428	2,209	26.90%
Unrestricted Direct Expense	20,298	14,609	14,690	81	0.60%
INDIRECT EXPENSE					
Library	561	535	580	45	8.40%
Student Services	297	222	245	23	10.40%
Plant	1,311	1,127	1,126	(1)	-0.10%
Information Services	1,130	874	1,184	310	35.50%
University Services	1,942	1,737	1,609	(128)	-7.40%
TOTAL INDIRECT EXPENSE	5,421	4,495	4,744	249	5.50%
Auxiliaries	-	-	-	-	0.00%
TOTAL EXPENSE	\$36,687	\$27,323	\$29,862	\$2,539	9.30%
OPERATING MARGIN	\$541	(\$218)	\$1	\$219	100.50%
Undergraduate Tuition Subvention	-	-	-	-	
Use of Retained Surplus	-	218	-	(218)	
SURPLUS/(DEFICIT)	\$541	\$-	\$1	\$1	

SCHOOL OF LAW
FISCAL YEAR 2022 BUDGET

<i>In thousands of dollars</i>	2020 Actual	2021 Budget	2022 Budget	\$ Increase/ (Decrease) 2021 Budget	% Variance to 2021 Budget
REVENUE					
TUITION					
Undergraduate	\$122	\$99	\$82	\$(17)	-17.20%
Summer	441	328	464	136	41.50%
Professional	31,270	29,239	31,337	2,098	7.20%
Graduate	-	-	-	-	0.00%
Fees	-	-	-	-	0.00%
TOTAL TUITION	31,833	29,666	31,883	2,217	7.50%
ENDOWMENT					
Restricted Endowment	4,021	5,430	5,137	(293)	-5.40%
Unrestricted Endowment	470	470	462	(8)	-1.70%
TOTAL ENDOWMENT	4,491	5,900	5,599	(301)	-5.10%
OTHER REVENUE					
Research & Training	300	44	182	138	313.60%
Restricted Gifts	764	482	317	(165)	-34.20%
Overhead Recovery	97	70	60	(10)	-14.30%
Unrestricted Gifts	908	1,000	1,000	-	0.00%
State Support	-	-	-	-	0.00%
Organized Activities	-	-	-	-	0.00%
Other Income	161	50	200	150	300.00%
Auxiliaries	-	-	-	-	0.00%
TOTAL OTHER REVENUE	2,230	1,646	1,759	113	6.90%
TOTAL REVENUE	\$38,554	\$37,212	\$39,241	\$2,029	5.50%
EXPENSE					
DIRECT EXPENSE					
Faculty Salaries	\$7,012	\$7,151	\$7,152	\$1	0.0%
Other Salaries	3,081	2,842	3,057	215	7.6%
TOTAL SALARIES	10,093	9,993	10,209	216	2.2%
Fringe	3,270	2,949	3,327	378	12.80%
Student Salaries	211	125	126	1	0.80%
Student Aid	15,192	14,585	15,396	811	5.60%
Non-salary	3,565	4,106	4,296	190	4.60%
TOTAL DIRECT EXPENSE	32,331	31,758	33,354	1,596	5.00%
Restricted Direct Expense	5,085	5,956	5,636	(320)	-5.40%
Unrestricted Direct Expense	27,246	25,802	27,718	1,916	7.40%
INDIRECT EXPENSE					
Library	2,125	1,696	1,951	255	15.0%
Student Services	361	333	319	(14)	-4.2%
Plant	2,117	1,863	1,857	(6)	-0.3%
Information Services	1,492	1,388	1,360	(28)	-2.0%
University Services	2,725	2,229	2,400	171	7.7%
TOTAL INDIRECT EXPENSE	8,820	7,509	7,887	378	5.0%
Auxiliaries	-	-	-	-	0.00%
TOTAL EXPENSE	\$41,151	\$39,267	\$41,241	\$1,974	5.0%
OPERATING MARGIN	(\$2,597)	(\$2,055)	(\$2,000)	\$55	2.7%
Undergraduate Tuition Subvention	-	-	-	-	
Use of Retained Surplus	-	-	-	-	
SURPLUS/(DEFICIT)	(\$2,597)	(\$2,055)	(\$2,000)	\$55	

SCHOOL OF DENTAL MEDICINE

FISCAL YEAR 2022 BUDGET

<i>In thousands of dollars</i>	2020 Actual	2021 Budget	2022 Budget	\$ Increase/ (Decrease) 2021 Budget	% Variance to 2021 Budget
REVENUE					
TUITION					
Undergraduate	\$58	\$74	\$77	\$3	4.10%
Summer	491	504	512	8	1.60%
Professional	21,079	22,252	23,184	932	4.20%
Graduate	2,003	2,131	2,093	(38)	-1.80%
Fees	535	391	486	95	24.30%
TOTAL TUITION	24,166	25,352	26,352	1,000	3.90%
ENDOWMENT					
Restricted Endowment	918	709	704	(5)	-0.70%
Unrestricted Endowment	662	652	663	11	1.70%
TOTAL ENDOWMENT	1,580	1,361	1,367	6	0.40%
OTHER REVENUE					
Research & Training	1,975	2,118	1,554	(564)	-26.60%
Restricted Gifts	1,028	773	553	(220)	-28.50%
Overhead Recovery	1,013	1,101	800	(301)	-27.30%
Unrestricted Gifts	157	180	176	(4)	-2.20%
State Support	-	-	-	-	0.00%
Organized Activities	6,069	3,841	6,386	2,545	66.30%
Other Income	2,907	2,478	2,542	64	2.60%
Auxiliaries	-	-	-	-	0.00%
TOTAL OTHER REVENUE	13,149	10,491	12,011	1,520	14.50%
TOTAL REVENUE	\$38,895	\$37,204	\$39,730	\$2,526	6.80%
EXPENSE					
DIRECT EXPENSE					
Faculty Salaries	\$9,685	\$10,363	\$11,242	\$879	8.50%
Other Salaries	4,611	5,327	5,506	179	3.40%
TOTAL SALARIES	14,296	15,690	16,748	1,058	6.70%
Fringe	4,690	4,615	5,489	874	18.90%
Student Salaries	115	73	93	20	27.40%
Student Aid	564	581	639	58	10.00%
Non-salary	9,368	7,736	7,080	(656)	-8.50%
TOTAL DIRECT EXPENSE	29,033	28,695	30,049	1,354	4.70%
Restricted Direct Expense	3,921	3,600	2,811	(789)	-21.90%
Unrestricted Direct Expense	25,112	25,095	27,238	2,143	8.50%
INDIRECT EXPENSE					
Library	461	419	508	89	21.20%
Student Services	311	287	346	59	20.60%
Plant	3,266	3,483	3,652	169	4.90%
Information Services	1,844	1,853	1,918	65	3.50%
University Services	2,298	2,299	2,679	380	16.50%
TOTAL INDIRECT EXPENSE	8,180	8,341	9,103	762	9.10%
Auxiliaries	-	-	-	-	0.00%
TOTAL EXPENSE	\$37,213	\$37,036	\$39,152	\$2,116	5.70%
OPERATING MARGIN	\$1,682	\$168	\$578	\$410	244.00%
Undergraduate Tuition Subvention	-	-	-	-	
Use of Retained Surplus	-	-	-	-	
SURPLUS/(DEFICIT)	\$1,682	\$168	\$578	\$410	

FRANCES PAYNE BOLTON SCHOOL OF NURSING
FISCAL YEAR 2022 BUDGET

<i>In thousands of dollars</i>	2020 Actual	2021 Budget	2022 Budget	\$ Increase/ (Decrease) 2021 Budget	% Variance to 2021 Budget
REVENUE					
TUITION					
Undergraduate	\$5,699	\$5,653	\$6,418	\$765	13.50%
Summer	2,112	2,440	2,630	190	7.80%
Professional	11,672	10,642	10,530	(112)	-1.10%
Graduate	975	681	1,156	475	69.80%
Fees	304	297	290	(7)	-2.40%
TOTAL TUITION	20,762	19,713	21,024	1,311	6.70%
ENDOWMENT					
Restricted Endowment	3,828	3,664	3,636	(28)	-0.80%
Unrestricted Endowment	1,038	1,045	1,006	(39)	-3.70%
TOTAL ENDOWMENT	4,866	4,709	4,642	(67)	-1.40%
OTHER REVENUE					
Research & Training	6,301	5,389	4,417	(972)	-18.00%
Restricted Gifts	978	2,059	2,988	929	45.10%
Overhead Recovery	2,018	1,820	1,484	(336)	-18.50%
Unrestricted Gifts	229	240	240	-	0.00%
State Support	-	-	-	-	0.00%
Organized Activities	-	-	-	-	0.00%
Other Income	134	-	-	-	0.00%
Auxiliaries	-	-	-	-	0.00%
TOTAL OTHER REVENUE	9,660	9,508	9,129	(379)	-4.00%
TOTAL REVENUE	\$35,288	\$33,930	\$34,795	\$865	2.50%
EXPENSE					
DIRECT EXPENSE					
Faculty Salaries	\$8,838	\$8,205	\$8,685	\$480	5.90%
Other Salaries	4,278	4,615	4,616	1	0.00%
TOTAL SALARIES	13,116	12,820	13,301	481	3.80%
Fringe	4,304	3,799	4,290	491	12.90%
Student Salaries	1,015	957	857	(100)	-10.40%
Student Aid	3,065	2,831	2,933	102	3.60%
Non-salary	4,975	5,205	4,934	(271)	-5.20%
TOTAL DIRECT EXPENSE	26,475	25,612	26,315	703	2.7%
Restricted Direct Expense	11,107	11,112	11,041	(71)	-0.6%
Unrestricted Direct Expense	15,368	14,500	15,274	774	5.3%
INDIRECT EXPENSE					
Library	731	656	670	14	2.10%
Student Services	1,111	972	1,021	49	5.00%
Plant	2,538	2,413	2,434	21	0.90%
Information Services	1,628	1,689	1,744	55	3.30%
University Services	2,216	2,232	2,445	213	9.50%
TOTAL INDIRECT EXPENSE	8,224	7,962	8,314	352	4.40%
Auxiliaries	-	-	-	-	0.00%
TOTAL EXPENSE	\$34,699	\$33,574	\$34,629	\$1,055	3.10%
OPERATING MARGIN	\$589	\$356	\$166	(\$190)	-53.40%
Undergraduate Tuition Subvention	-	-	-	-	
Use of Retained Surplus	-	-	-	-	
SURPLUS/(DEFICIT)	\$589	\$356	\$166	(\$190)	

SCHOOL OF MEDICINE
FISCAL YEAR 2022 BUDGET

<i>In thousands of dollars</i>	2020 Actual	2021 Budget	2022 Budget	\$ Increase/ (Decrease) 2021 Budget	% Variance to 2021 Budget
REVENUE					
TUITION					
Undergraduate	\$4,476	\$4,877	\$5,590	\$713	14.60%
Summer	5,132	5,102	6,022	920	18.00%
Professional	56,259	58,422	67,914	9,492	16.20%
Graduate	32,886	30,965	32,018	1,053	3.40%
Fees	518	500	500	-	0.00%
TOTAL TUITION	99,271	99,866	112,044	12,178	12.20%
ENDOWMENT					
Restricted Endowment	14,413	16,947	16,947	-	0.00%
Unrestricted Endowment	11,951	11,694	11,256	(438)	-3.70%
TOTAL ENDOWMENT	26,364	28,641	28,203	(438)	-1.50%
OTHER REVENUE					
Research & Training	277,170	272,300	267,226	(5,074)	-1.90%
Restricted Gifts	23,076	21,148	21,148	-	0.00%
Overhead Recovery	60,465	59,000	59,180	180	0.30%
Unrestricted Gifts	971	800	825	25	3.10%
State Support	258	548	545	(3)	-0.50%
Other Income	22,083	17,236	15,768	(1,468)	-8.50%
Auxiliaries	-	-	-	-	0.00%
TOTAL OTHER REVENUE	386,515	372,622	366,267	(6,355)	-1.70%
TOTAL REVENUE	\$512,150	\$501,129	\$506,514	\$5,385	1.10%
EXPENSE					
DIRECT EXPENSE					
Faculty Salaries	\$59,856	\$61,000	\$62,250	\$1,250	2.0%
Other Salaries	60,290	59,000	59,981	981	1.7%
TOTAL SALARIES	120,146	120,000	122,231	2,231	1.9%
Fringe	36,821	35,673	37,641	1,968	5.5%
Student Salaries	7,074	7,100	7,650	550	7.7%
Student Aid	30,269	31,199	33,044	1,845	5.9%
Non-salary	247,576	231,292	233,465	2,173	0.9%
TOTAL DIRECT EXPENSE	441,886	425,264	434,031	8,767	2.1%
Restricted Direct Expense	314,659	310,395	305,321	(5,074)	-1.6%
Unrestricted Direct Expense	127,227	114,869	128,710	13,841	12.0%
INDIRECT EXPENSE					
Library	2,915	2,677	2,523	(154)	-5.8%
Student Services	2,313	2,250	2,342	92	4.1%
Plant	32,959	30,222	30,283	61	0.2%
Information Services	9,103	9,410	9,298	(112)	-1.2%
University Services	24,521	20,365	22,121	1,756	8.6%
TOTAL INDIRECT EXPENSE	71,811	64,924	66,567	1,643	2.5%
Auxiliaries	-	-	-	-	0.00%
TOTAL EXPENSE	\$513,697	\$490,188	\$500,598	\$10,410	2.1%
OPERATING MARGIN	(\$1,547)	\$10,941	\$5,916	(\$5,025)	-45.9%
Undergraduate Tuition Subvention	-	-	-	-	
Use of Retained Surplus	-	-	-	-	
SURPLUS/(DEFICIT)	(\$1,547)	\$10,941	\$5,916	(\$5,025)	

UNIVERSITY GENERAL

FISCAL YEAR 2022 BUDGET

<i>In thousands of dollars</i>	2020 Actual	2021 Budget	2022 Budget	\$ Increase/ (Decrease) 2021 Budget	% Variance to 2021 Budget
REVENUE					
TUITION					
Undergraduate	\$124,327	\$131,277	\$140,501	\$9,224	7.00%
Summer	(61)	-	-	-	0.00%
Professional	-	-	-	-	0.00%
Graduate	(23)	-	-	-	0.00%
Fees	1,019	998	998	-	0.00%
TOTAL TUITION	125,262	132,275	141,499	9,224	7.00%
ENDOWMENT					
Restricted Endowment	14,885	12,225	13,931	1,706	14.00%
Unrestricted Endowment	8,019	12,695	12,709	14	0.10%
TOTAL ENDOWMENT	22,904	24,920	26,640	1,720	6.90%
OTHER REVENUE					
Research & Training	1,844	1,931	1,596	(335)	-17.30%
Restricted Gifts	18,464	11,379	12,161	782	6.90%
Overhead Recovery	100	269	57	(212)	-78.80%
Unrestricted Gifts	11	85	100	15	17.60%
State Support	-	-	-	-	0.00%
Organized Activities	-	-	-	-	0.00%
Other Income	26,260	12,730	14,651	1,921	15.10%
Auxiliaries	67,997	69,936	72,688	2,752	3.90%
TOTAL OTHER REVENUE	114,676	96,330	101,253	4,923	5.10%
TOTAL REVENUE	\$262,842	\$253,525	\$269,392	\$15,867	6.30%
EXPENSE					
DIRECT EXPENSE					
Faculty Salaries	\$484	\$172	\$405	\$233	135.50%
Other Salaries	1,145	2,061	2,460	399	19.40%
TOTAL SALARIES	1,629	2,233	2,865	632	28.30%
Fringe	513	665	871	206	31.00%
Student Salaries	1,425	147	207	60	40.80%
Student Aid	141,467	141,116	148,733	7,617	5.40%
Non-salary	9,910	4,531	5,003	472	10.40%
TOTAL DIRECT EXPENSE	154,944	148,692	157,679	8,987	6.00%
Restricted Direct Expense	35,193	25,535	27,688	2,153	8.40%
Unrestricted Direct Expense	119,751	123,157	129,991	6,834	5.50%
INDIRECT EXPENSE					
Library	1,425	771	1,318	547	70.90%
Student Services	10,983	8,737	9,364	627	7.20%
Plant	164	2,074	3,949	1,875	90.40%
Information Services	942	(817)	161	978	119.70%
University Services	24,357	8,298	29,563	21,265	256.30%
TOTAL INDIRECT EXPENSE	37,871	19,063	44,355	25,292	132.70%
Auxiliaries	60,212	61,630	64,536	2,906	4.70%
TOTAL EXPENSE	\$253,027	\$229,385	\$266,570	\$37,185	16.20%
OPERATING MARGIN	\$9,815	\$24,140	\$2,822	\$(21,318)	-88.30%
Undergraduate Tuition Subvention	-	-	-	-	-
Use of Retained Surplus	-	-	-	-	-
SURPLUS/(DEFICIT)	\$9,815	\$24,140	\$2,822	\$(21,318)	

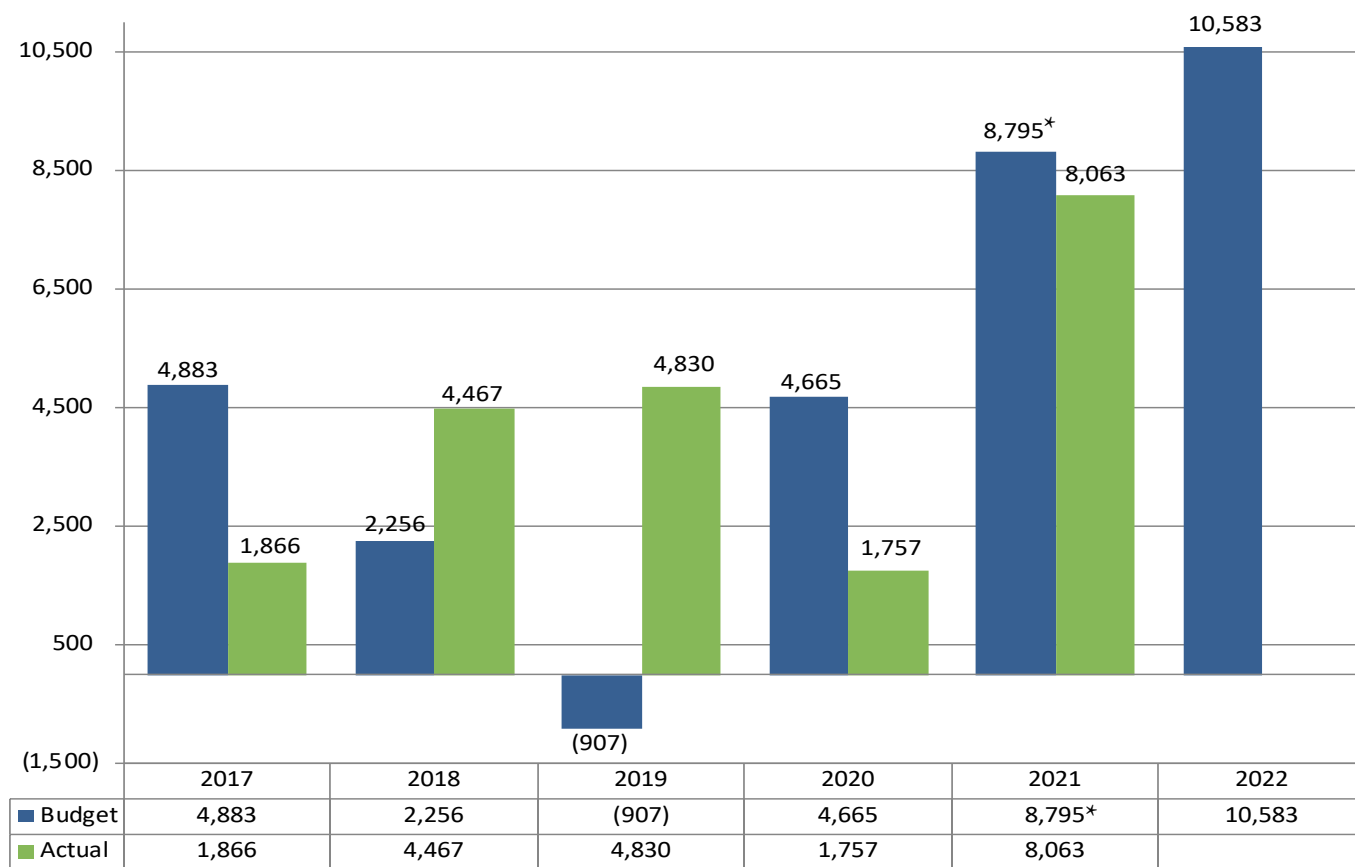
UNIVERSITY OPERATING MARGIN BY MANAGEMENT CENTER

In thousands of dollars

	2017 Actual	2018 Actual	2019 Actual	2020 Actual	2021 Budget*	2022 Budget
CAS	\$(2,324)	\$(4,707)	\$(5,295)	\$(4,300)	2,575	2,620
CSE	39	(1,459)	(1,233)	(2,038)	4,909	3,604
WSOM	(292)	(271)	855	(388)	(4,021)	(3,124)
MSASS	1,206	688	(787)	541	(218)	1
LAW	(6,030)	(5,943)	(4,367)	(2,597)	(2,055)	(2,000)
DENT	2,068	3,147	2,314	1,682	168	578
NURS	222	596	457	589	356	166
CSOM	(5,644)	(4,979)	(4,872)	(1,547)	10,941	5,916
UGEN	12,621	17,395	17,758	9,815	24,140	2,822
UNIVERSITY CONTINGENCY	-	-	-	-	(28,000)	-
UNIVERSITY OPERATING MARGIN	\$1,866	\$4,467	\$4,830	\$1,757	\$8,795	\$10,583

UNIVERSITY OPERATING MARGIN

In thousands of dollars



* 2021 Budget includes contingencies of \$28 M for expected COVID-19 impact

UNIVERSITY SURPLUS/(DEFICIT)

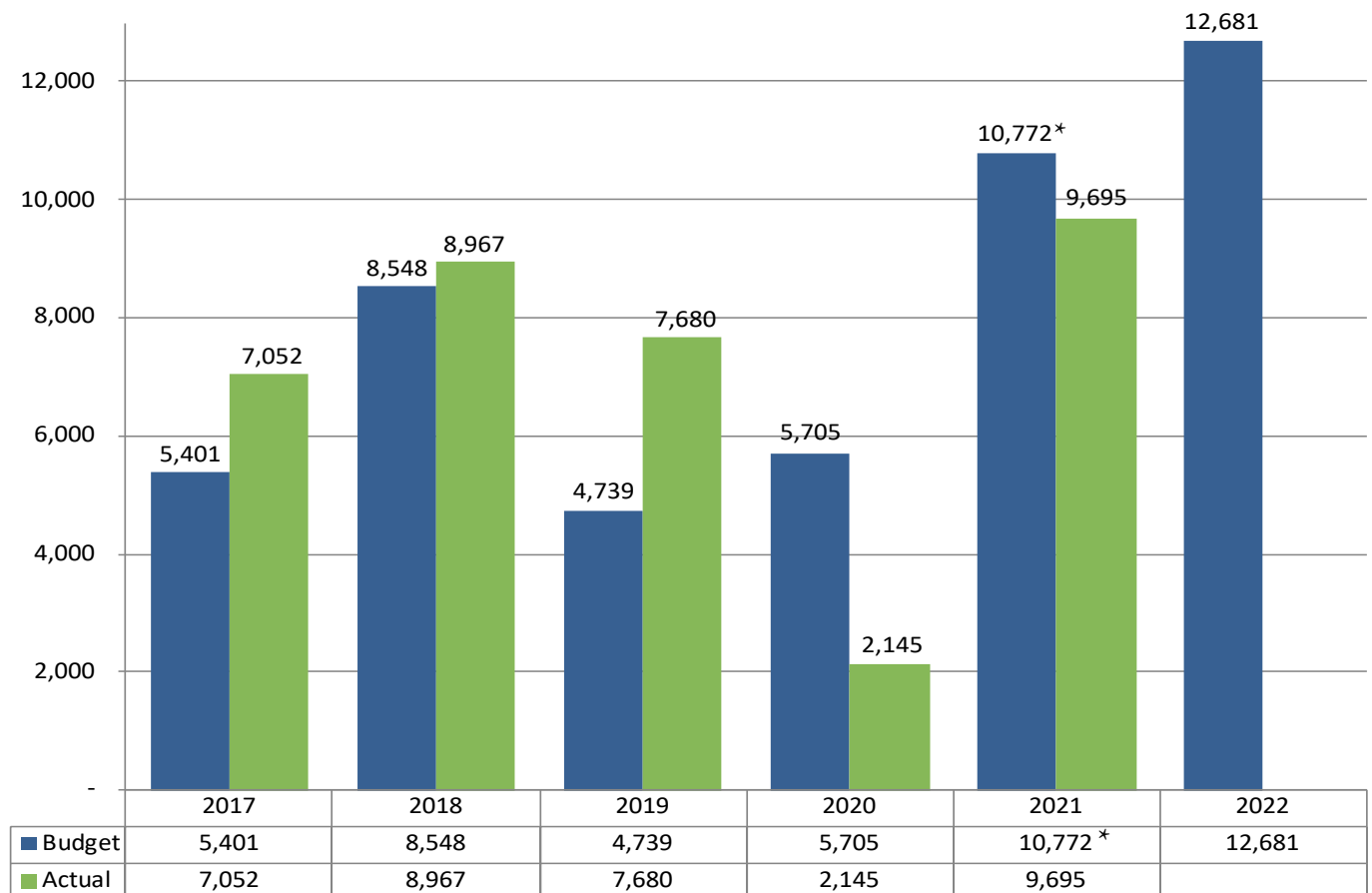
BY MANAGEMENT CENTER

In thousands of dollars

	2017 Actual	2018 Actual	2019 Actual	2020 Actual	2021 Budget*	2022 Budget
CAS	\$(2,324)	\$(4,707)	\$(5,295)	\$(4,300)	\$2,575	\$2,620
CSE	39	(1,459)	(1,233)	(2,038)	4,909	3,604
WSOM	-	-	855	-	(2,262)	(1,026)
MSASS	1,206	688	-	541	-	1
LAW	(6,030)	(5,943)	(4,367)	(2,597)	(2,055)	(2,000)
DENT	2,068	3,147	2,314	1,682	168	578
NURS	-	-	(2,809)	(1,547)	10,941	5,916
UGEN	11,871	16,645	17,758	9,815	24,140	2,822
UNIVERSITY CONTINGENCY	-	-	-	-	(28,000)	-
UNIVERSITY SURPLUS/(DEFICIT)	\$7,052	\$8,967	\$7,680	\$2,145	\$10,772	\$12,681

UNIVERSITY SURPLUS/(DEFICIT)

In thousands of dollars



* 2021 Budget includes contingencies of \$28 M for expected COVID-19 impact

SIGNIFICANT REVENUE AND EXPENSE MOVEMENTS

FISCAL YEAR 2022 BUDGET

<i>In thousands of dollars</i>	2021* Budget	2022 Budget	\$ Increase/ (Decrease) 2021 Budget	% Variance to 2021 Budget
REVENUE				
TUITION				
Undergraduate - 3.00% tuition rate increase; 4.2% enrollment increase	\$253,763	\$271,478	\$17,715	7.00%
Summer - enrollment increase in WSOM, LAW, DENT, NURS & CSOM; decrease in CAS & CSE	20,372	19,642	(730)	-3.60%
Professional - price/enrollment increase in all schools except NURS	149,403	172,260	22,857	15.30%
Graduate - enrollment increase in CAS, CSE, MSASS, NURS & CSOM; decrease in WSOM & DENT	58,563	63,941	5,378	9.20%
Fees - increase in CAS, CSE & DENT; decrease in WSOM, MSASS & NURS	3,717	3,739	22	0.60%
ENDOWMENT				
Restricted - decrease in all management centers except UGEN	59,001	58,626	(375)	-0.60%
Unrestricted - increase in CAS, WSOM, DENT & UGEN; decrease in CSE, MSASS, LAW, NURS & CSOM	40,834	40,318	(516)	-1.30%
OTHER REVENUE				
Research and Training - increase in CSE, MSASS & LAW; decrease in WSOM, DENT, NURS, CSOM & UGEN	318,413	322,682	4,269	1.30%
Restricted Gifts - increase in CAS, CSE, MSASS, NURS & UGEN; decrease in WSOM, LAW & DENT	45,359	46,947	1,588	3.50%
Overhead Recovery - increase in CSE, MSASS & CSOM; decrease in DENT, NURS & UGEN	75,825	75,809	(16)	0.00%
Unrestricted Gifts - increase in CAS & CSE	3,532	4,231	699	19.80%
State Support - decrease in CSOM	1,590	1,575	(15)	-0.90%
Organized Activities - increase in DENT	7,628	10,200	2,572	33.70%
Other Income - increase in CSE, WSOM, MSASS, LAW & UGEN; decrease in CSOM	33,544	39,077	5,533	16.50%
Auxiliaries - increase in Food Service, Student Housing & Parking	69,936	72,688	2,752	3.90%
TOTAL REVENUE	\$1,141,480	\$1,203,213	\$61,733	5.40%
EXPENSE				
DIRECT EXPENSE				
Faculty Salaries - increase in CAS, CSE, WSOM, DENT, NURS, CSOM & UGEN	\$153,560	\$158,684	\$5,124	3.30%
Other Salaries - increase in CAS, CSE, WSOM, MSASS, LAW, DENT, CSOM & UGEN	104,101	107,269	3,168	3.00%
Fringe - federal rate decreased to 29.0%; non-federal rate increased to 33.0%	76,325	83,876	7,551	9.90%
Student Salaries - increase in CAS, CSE, MSASS & CSOM; decrease in WSOM & NURS	27,912	31,660	3,748	13.40%
Student Aid - increase in aid awarded; UG discount rate of 50.5%	215,621	227,704	12,083	5.60%
Non-salary - increase in CSE, MSASS, LAW, CSOM & UGEN; decrease in CAS, WSOM, DENT & NURS	297,077	302,547	5,470	1.80%
INDIRECT EXPENSE AND AUXILIARIES				
Library - increase in most departments	13,336	14,306	970	7.30%
Student Services - increase in most departments	28,573	29,923	1,350	4.70%
Plant Services - increase in most departments	66,803	68,318	1,515	2.30%
Information Services - increase in most departments	28,106	29,427	1,321	4.70%
University Services - increase in most departments	59,641	74,380	14,739	24.70%
Auxiliaries - increase in Food Service, Student Housing & Parking	61,630	64,536	2,906	4.70%
TOTAL EXPENSE	\$1,132,685	\$1,192,630	\$59,945	5.30%
OPERATING MARGIN	\$8,795	\$10,583	\$1,788	20.30%

*2021 Budget includes contingencies of \$28 M for expected COVID-19 impact

STUDENT ENROLLMENT – FALL SEMESTER

Case Western Reserve University students only

	2019 Actual	2020 Actual	2021 Budget	2022 Budget
UNDERGRADUATE				
FULL-TIME *	5,096	5,237	5,062	5,231
PART-TIME	166	146	103	128
* Includes Cooperative Education students, which are not included in tuition calculations since these students are not charged tuition while in the Cooperative Education program				
PROFESSIONAL				
FULL-TIME				
CSE	32	22	18	20
WSOM	722	681	561	617
MSASS	237	447	175	173
LAW	600	588	568	623
DENT	299	300	300	295
NURS	219	236	230	210
CSOM	823	831	942	1,112
TOTAL FULL-TIME	2,932	3,164	2,794	3,050
PART-TIME				
CSE	-	-	-	-
WSOM	242	238	239	132
MSASS	117	101	277	231
LAW	21	26	25	25
DENT	-	-	2	-
NURS	223	189	121	115
CSOM	-	-	-	-
TOTAL PART-TIME	603	554	664	503
GRADUATE				
FULL-TIME				
CAS	495	465	500	500
CSE	592	602	379	420
WSOM	67	57	68	80
MSASS	31	29	12	28
LAW	-	-	-	-
DENT	112	59	62	61
NURS	49	42	30	34
CSOM	903	897	983	900
Non-Degree	8	24	14	14
TOTAL FULL-TIME	2,257	2,116	2,048	2,037
PART-TIME				
CAS	43	33	45	45
CSE	109	109	119	133
WSOM	3	6	-	-
MSASS	3	2	15	8
LAW	-	-	-	-
DENT	-	-	14	-
NURS	3	2	6	6
CSOM	167	218	168	252
Non-Degree	106	127	120	120
TOTAL PART-TIME	434	497	487	564
TOTAL FULL-TIME STUDENTS	10,285	10,517	9,904	10,149
TOTAL PART-TIME STUDENTS	1,203	1,197	1,254	1,170
TOTAL STUDENT HEAD COUNT	11,488	11,714	11,158	11,319

TUITION RATES

Full-Time

<i>Per academic year</i>	2019	2020	2021	2022	% Increase from 2021
Undergraduate	\$48,604	\$50,450	\$52,448	\$54,020	3.00%
Graduate	45,168	46,524	47,920	49,358	3.00%
MS Engineering Management	44,160	39,422	39,422	40,608	3.00%
Management - Full time MBA	40,572	42,450	44,700	46,020	3.00%
Management - Executive MBA	46,920	47,800	49,120	49,856	1.50%
Management - MS Management	49,508	51,000	52,500	53,280	1.50%
Management - MS Operations Research	54,522	55,770	48,510	49,962	3.00%
Management - MSM - Healthcare	34,736	41,250	42,450	43,710	3.00%
Management - MSM - Business Analytics	49,896	54,432	54,972	55,800	1.50%
Management - Master of Accountancy	39,200	40,180	41,400	42,640	3.00%
Management - MPOD	51,400	52,740	54,360	55,965	3.00%
Management - DM/PhD/DSS	50,000	50,000	50,000	50,750	1.50%
Management - DBA	N/A	N/A	52,000	52,780	1.50%
MSASS - Graduate	44,500	45,500	46,500	47,700	2.60%
Law - JD	51,900	53,500	55,100	56,700	2.90%
Law - Master in Patent Practice	36,500	38,000	39,000	39,000	0.00%
Law - Master in Financial Integrity	43,260	36,000	36,000	36,000	0.00%
Law - Master in Financial Integrity - Residential	N/A	53,500	55,100	56,700	2.90%
Law - Master in Compliance and Risk Management	N/A	N/A	N/A	39,000	
Dental Medicine - DMD	69,770	72,420	75,136	77,916	3.70%
Dental Medicine - Graduate	56,580	58,280	60,030	61,830	3.00%
Nursing - Professional	49,704	51,192	52,728	54,312	3.00%
Medicine - MD	63,262	65,476	67,440	68,788	2.00%
Medicine - MS Anesthesia	48,048	49,490	51,468	53,270	3.50%
Medicine - MS Physician Assistant Studies (By Cohort)	25,136	26,392	27,710	28,680	3.50%

Part-time rates may be found on the Bursar's Office website: <http://www.case.edu/studentaccounts/>

BOARD RATES

<i>Per academic year</i>	2019	2020	2021	2022	% Increase from 2021
17 meal swipes + \$150 in CaseCash/week	\$6,360	\$6,534	\$6,730	\$6,898	2.50%
Unlimited meal swipes + \$75 in CaseCash/week	6,708	6,892	6,892	7,064	2.50%
14 Kosher meal swipes/week	6,400	6,576	6,774	6,944	2.50%
10 Kosher meal swipes/week	5,876	6,038	6,220	6,376	2.50%
14 meal swipes + \$200 CaseCash/week	6,108	6,276	6,464	6,626	2.50%
10 meal swipes + \$250 CaseCash/week	5,966	6,130	6,314	6,472	2.50%
5 meal swipes + \$150 CaseCash/week	3,132	3,218	3,314	3,396	2.50%
7 meal swipes + \$100 CaseCash/week	4,408	4,530	4,666	4,784	2.50%
Greek Supplemental	N/A	2,500	2,576	2,640	2.50%

ROOM RATES

Per academic year

	2018	2019	2020	2021	% Increase from 2021
FIRST AND SECOND-YEAR STUDENTS					
NORTH RESIDENTIAL VILLAGE					
Double/Triple	\$8,830	\$9,080	\$9,350	\$9,584	2.50%
Single	10,070	10,340	10,650	10,916	2.50%
SOUTH RESIDENTIAL VILLAGE					
Single	10,070	10,340	10,650	10,916	2.50%
TIPPIT/STALEY HOUSE SUITES					
Single	10,410	10,690	11,000	11,274	2.50%
GREEK					
Single	10,070	10,340	10,650	10,916	2.50%
Double/Triple/Quad	8,830	9,080	9,350	9,584	2.50%
UPPER-CLASS STUDENT HOUSING					
VILLAGE @ 115 APARTMENTS					
1 bedroom/Studio	\$12,500	\$12,850	\$13,240	\$13,570	2.50%
2 and 3 bedroom	12,320	12,650	13,020	13,346	2.50%
4 and 5 bedroom	12,090	12,420	12,800	13,120	2.50%
6 and 7 bedroom	11,340	11,650	11,990	12,290	2.50%
9 bedroom	11,340	11,650	11,990	12,290	2.50%
THE TRIANGLE					
Studio/1 bedroom Single	\$12,500	\$12,850	\$13,240	\$13,570	2.50%
1 bedroom Double	10,650	10,950	11,270	11,552	2.50%
2 bedroom Single	12,320	12,650	13,020	13,346	2.50%
2 bedroom Quad	10,650	10,950	11,270	11,552	2.50%
STEPHANIE TUBBS JONES HALL					
1 bedroom	\$12,500	\$12,850	\$13,240	\$13,570	2.50%
2 and 3 bedroom	12,090	12,420	12,800	13,120	2.50%
4 bedroom	11,826	12,150	12,530	12,844	2.50%
2 bedroom Townhouse	12,950	13,000	13,390	13,724	2.50%
PROPERTY MANAGEMENT APARTMENTS					
1 bedroom	\$10,650	\$10,950	\$11,270	\$11,552	2.50%
2 and 3 bedroom	10,650	10,950	11,270	11,552	2.50%

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.

REVENUE ASSIGNED

Tuition

A significant portion of Graduate and Professional Tuition is assigned to the schools in which the student is registered as a degree student. Credit hours taken in a school outside a student's home school are assigned to the school teaching the credit hours for purposes of partial tuition revenue allocation.

The rate used to calculate the Tuition assignment will be \$823 per credit hour in 2022, increasing at the same rate as the increase in Graduate Tuition revenue in subsequent years. Any program exemptions from this model must be approved through a formal process administered by the University Budget Committee.

Undergraduate Tuition is assigned to those schools that teach undergraduates, primarily the College of Arts and Sciences, the Case School of Engineering, Weatherhead School of Management and the Frances Payne Bolton School of Nursing. SAGES tuition is distributed to the units 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 2019 and 2020; the remaining 15% is assigned based upon the proportion of baccalaureate majors of the graduating students in 2019 and 2020.

Undergraduate tuition assignment is based on:

5,274 students for the academic year
 29.3 credit hours/student
 1,250 first-year students

Undergraduate Tuition Revenue	\$271,478
Less: Strategic Reserve	(3,765)*
Less: Unfunded Student Aid	(132,252)*
UG Tuition Distributed to Schools	\$135,461
Regular Credit Hour Distribution	\$105,390
SAGES Credit Hour Distribution	9,752
Majors Granted Distribution	20,319
Total UG Tuition Distribution	\$135,461

*100% assigned to UGEN

Undergraduate tuition revenue is distributed using the average credit hours taught by the management center in 2019 and 2020 to calculate the percentage distribution. The majors of the graduating students is an average of 2019 and 2020.

Undergraduate Tuition Distribution and Total Revenue:

	Regular Credit Hour Distribution	SAGES Credit Hour Distribution	Majors Granted Distribution	Total Tuition Distribution
CAS	\$ 57,535	\$ 3,176	\$ 7,009	\$ 67,722
CSE	27,100	920	8,190	36,210
WSOM	11,510	510	2,704	14,724
MSASS	154	-	-	154
LAW	1	81	-	82
DENT	-	77	-	77
NURS	5,017	368	1,033	6,418
CSOM	4,073	134	1,383	5,590
UGEN	-	4,486	-	4,484
TOTAL	\$ 105,390	\$ 9,752	\$ 20,319	\$ 135,461
Unfunded Aid				132,252
Strategic Reserve				3,765
TOTAL UNDERGRADUATE TUITION REVENUE				\$ 271,478

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 2022, the payout rate for the current year spending pool allocation is 4.70%. In addition, the Trustees approved a distribution of 0.8% (\$12.5 million) for administrative expense to administer the endowment. Endowment revenue is allocated based on the market value of funds as of June 30, 2020. 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).

	Estimated Unused Income Beginning of Year	Current Year Allocation	FHBO	Un-pooled	Total Available	2022 Budget*	Estimated Unused Income End of Year
CAS	\$8,638	\$12,597	\$2,891	\$ -	\$24,126	16,054	\$8,072
CSE	5,379	9,303	947	39	15,668	9,595	6,073
WSOM	2,312	3,498	299	1,469	7,578	4,557	3,021
MSASS	484	2,353	-	-	2,837	2,287	550
LAW	2,041	4,242	656	131	7,070	5,602	1,468
DENT	1,077	761	591	-	2,429	1,367	1,062
NURS	2,382	3,943	-	-	6,325	4,642	1,683
CSOM	27,771	18,552	8,387	-	54,710	28,203	26,507
UGEN	9,602	13,537	1,800	-	24,939	14,076	10,863
TOTAL	\$59,685	\$68,786	\$15,571	\$1,639	\$145,682	\$86,383	\$59,299
Supplemental Distribution - Administrative support					12,561		
TOTAL ENDOWMENT REVENUE					\$ 98,944		

* 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.

Indirect Expense Simplification

Beginning in 2019, certain changes were implemented in Indirect Expense assigned. The change reduced the number of cost drivers to five and retained the current Library allocation and the current Utilities Non-salary cost allocation. In summary, Indirect Expense is allocated using the following cost drivers:

Cost Driver	Indirect Expense Proportion
Current Utilities Non-salary Allocation	Historical Calculation
Current Library Allocation	Historical Calculation
Undergraduate FTE	9.8% of Remaining Indirect Expense
Student Head Count	14.7% of Remaining Indirect Expense
Faculty/Staff Count	2.9% of Remaining Indirect Expense
Square Footage	19.4% of Remaining Indirect Expense
Direct Expense Percentage	31.7% of Remaining Indirect Expense

The data used to calculate the expense allocation represent a sub-set of existing cost drivers historically used to calculate the Indirect Expense allocation. The final Indirect Expense allocation, as shown below, is not reported in the Operating Statement as a single line item for each management center. For comparability with prior years, we have retained the former Indirect Expense allocation, as described within this appendix. Any reconciling differences between the historical Indirect Expense allocation and the below Indirect Expense allocation are reflected in the University Services cost pool on the Operating Statement.

Indirect Expense Allocation

	Undergraduate FTE	Student Headcount	Faculty/Staff Count	Square Footage	Direct Expense Percentage	Utilities Non-salary	Library Allocation	Total Allocation
CAS	\$8,274	\$6,908	\$786	\$6,358	\$6,365	\$2,428	\$3,159	\$ 34,278
CSE	4,510	4,641	486	6,441	6,536	3,094	2,099	27,807
WSOM	1,832	3,436	260	2,010	3,616	647	1,498	13,299
MSASS	16	874	251	687	2,121	216	580	4,744
LAW	11	1,362	131	1,312	2,742	378	1,951	7,887
DENT	10	1,220	251	1,666	2,415	945	508	7,015
NURS	762	1,552	288	882	2,198	482	670	6,834
CSOM	660	4,467	2,366	13,521	27,565	12,763	2,523	63,865
UGEN	533	316	-	-	-	-	1,318	2,168
TOTAL	16,608	24,776	4,819	32,877	53,558	20,953	14,306	167,897
HEC Expense								9,116
Revenue Offsets & COVID-19 Costs								39,341
TOTAL INDIRECT EXPENSE ALLOCATION								\$216,354

Library

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.

Library Expense Assigned, by Management Center:

	University Library	Health Science Library	MSASS Library	Law Library	Total Library Allocation
CAS	\$2,910	\$211	\$38	\$-	\$3,159
CSE	1,934	140	25	-	2,099
WSOM	1,380	100	18	-	1,498
MSASS	202	33	345	-	580
LAW	158	55	8	1,730	1,951
DENT	259	242	7	-	508
NURS	429	232	9	-	670
CSOM	1,286	1,200	37	-	2,523
UGEN	-	-	86	-	86
TOTAL	8,558	2,213	573	1,730	\$ 13,074
Unallocated Library Expense (100% to UGEN):					
Endowment Support					1,202
Revenue Offsets					346
UGEN Strategic Savings					(316)
TOTAL LIBRARY	\$8,558	\$2,213	\$573	\$1,730	\$14,306

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. direct expense methodology. The student numbers used in the assignment are an average of the 2019 and 2020 fall semester enrollment. The Student Services expense for each management center is determined by student and faculty/staff head count.

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 2019 and 2020 fall semester enrollment. The Student Services expense for each management center is determined by student and faculty/staff head count.

Student Numbers used for the 2022 Budget, based on 2019 and 2020 fall semester average enrollment:

	Undergraduate FTE *	Undergraduate Headcount *	Graduate Full-Time	Graduate Part-Time	Professional Full-Time	Professional Part-Time	Total Head Count
CAS	2,646	2,694	457	31	-	-	3,182
CSE	1,442	1,468	585	105	20	-	2,178
WSOM	585	596	54	6	582	207	1,445
MSASS	5	6	27	2	413	71	519
LAW	4	4	4	-	-	569	32
605							
DENT	3	3	109	-	291	-	403
NURS	243	248	39	2	246	163	698
CSOM	211	215	962	231	897	-	2,305
UGEN	170	173	-	-	-	-	173
TOTAL	5,309	5,407	2,233	377	3,018	473	11,508

**Percentage distribution for undergraduate full-time equivalency (FTE) and headcount uses two years' of credit hour data and is equal to the 2022 percentage distribution for net undergraduate tuition in schools. Graduate and Professional numbers are based on the Fall Semester enrollment statistics.*

2022 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	\$7,102	\$826	\$257	\$42	\$39	\$(100)	\$55	\$516	\$8,737
CSE	3,870	555	351	54	40	(20)	34	325	5,209
WSOM	1,572	411	33	82	22	(15)	18	217	2,340
MSASS	14	104	17	32	13	-	18	47	245
LAW	10	163	1	51	17	(4)	9	72	319
DENT	8	145	56	46	15	(7)	18	65	346
NURS	654	185	24	39	13	(11)	20	97	1,021
CSOM	567	534	542	158	169	(2)	164	210	2,342
UGEN	457	38	-	-	-	(218)	-	29	306
TOTAL	\$14,254	\$2,961	\$1,281	\$504	\$328	\$(377)	\$336	\$1,578	\$20,865
Unallocated Student Services (100% to UGEN)*									9,058
TOTAL STUDENT SERVICES									\$29,923

**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 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%	\$7,367	\$665	\$678	\$143
CSE	598,890	19.6%	8,238	683	368	78
WSOM	186,872	6.1%	2,238	378	272	57
MSASS	60,066	2.0%	778	222	44	21
LAW	122,013	4.0%	1,457	287	27	12
DENT	154,952	5.1%	3,152	252	48	121
NURS	81,998	2.7%	1,720	230	99	139
CSOM	1,257,158	41.2%	25,503	2,874	285	714
UGEN	-	0.0%	-	-	-	-
TOTAL	3,053,092	100.0%	\$50,453	\$5,591	\$1,821	\$1,285

	Student Services	Athletic Space	Shared Classroom	SAGES Allocation	Waste Removal (Fixed)	Total Plant Allocation
CAS	\$578	\$1,160	\$288	\$26	\$46	\$10,951
CSE	344	662	154	5	46	10,578
WSOM	152	324	63	4	-	3,488
MSASS	15	15	1	-	-	1,126
LAW	20	53	-	1	-	1,857
DENT	22	55	-	2	-	3,652
NURS	66	150	27	3	-	2,434
CSOM	148	362	24	-	373	30,283
UGEN	34	69	19	57	(465)	(286)
TOTAL	\$1,379	\$2,850	\$576	\$98	-	\$64,083
Unallocated Plant (100% to UGEN)*						4,235
TOTAL PLANT						\$68,318

* 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 \$8.845 per gross square foot. This expense is assigned based upon square footage.

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.

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.

Information Technology Costs Assigned, by cost pool:

	Core Technology	Instructional	Administrative	Infrastructure	Information Services
CAS	\$522	\$942	\$728	\$4,170	\$6,362
CSE	500	626	748	2,727	4,601
WSOM	180	427	414	1,778	2,799
MSASS	61	103	243	777	1,184
LAW	105	182	314	759	1,360
DENT	132	138	276	1,372	1,918
NURS	85	175	251	1,233	1,744
CSOM	1,089	633	3,146	4,430	9,298
UGEN	1	51	-	214	266
TOTAL	\$2,675	\$3,277	\$6,120	\$17,460	\$29,532
UGEN Strategic Savings Plan (100% to UGEN)					(105)
TOTAL INFORMATION TECHNOLOGY SERVICES					\$29,427

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 2022, the average direct expense for 2019 and 2020. 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. Further, the cost of Dental kits purchased and re-sold to students has been deducted from the DENT expense base. Lastly, third party servicing expense for CSE and MSASS distance learning programs have been deducted from the respective expense base.

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, University Relations and other areas expense covered by the administrative support distribution from the endowment.

University Services expense is allocated based on the percentage of direct expense averaged over a two-year period.

Direct Expense (adjusted)

	2019	2020	Average 2019-2020	% of Total	University Services
CAS	\$77,889	\$74,150	\$ 76,020	11.9%	\$ 5,069
CSE	79,218	76,904	78,061	12.2%	5,320
WSOM	44,500	41,861	43,181	6.8%	3,174
MSASS	25,531	25,122	25,327	4.0%	1,609
LAW	33,152	32,331	32,742	5.1%	2,400
DENT	29,538	28,164	28,851	4.5%	2,679
NURS	26,032	26,475	26,254	4.1%	2,445
CSOM	328,032	330,409	329,221	51.5%	22,121
UGEN	-	-	-	0.0%	-
TOTAL	\$643,892	\$635,416	\$639,654	100.0%	\$ 44,817
Unallocated University Services (100% to UGEN)*					29,563
TOTAL UNIVERSITY SERVICES					\$74,380

*Includes 100% of the UGEN Strategic Savings Plan

HEALTH EDUCATION CAMPUS

Operating Expense budgeted to be incurred for the Health Education Campus (HEC) is purposely not included in the calculated portion of the simplified allocation changes for FY 2022. HEC operating costs included in the overall total for Indirect Expense are budgeted to be \$9.116 million and are concentrated in the Plant, ITS and University Services categories of Indirect Expense.

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.

ADDITIONAL INFORMATION

COVID-19 PANDEMIC

Additional costs related to the COVID-19 pandemic are expected in 2022. Although an estimate, \$10.0 M is included in University Services for anticipated pandemic costs, this amount has not been allocated to Management Centers on a budget basis. Subsequent to the 2022 year end close process the actual realized pandemic costs will be allocated to each management center.

AUXILIARIES

Auxiliary Services Assessment: Historically, Auxiliary Services has been assessed a fee of 3% of total revenue. The fee is used to decrease Indirect Expense allocated from UGEN. In 2022, an additional fee of 3% of housing and dining revenue is assessed on Auxiliary Services in the event these functions produce a surplus. The proceeds remain in UGEN for Undergraduate investment.

HEALTH EDUCATION CAMPUS

Health Education Campus: Operating Expense budgeted to be incurred for the new Health Education Campus (HEC) is segregated from the Indirect Cost allocation calculations. HEC operating expense is directly charged to DENT, NURS, and CSOM and allocated within the three schools based on estimated square footage. HEC operating costs included in the overall total for Indirect Expense are budgeted to be \$9.116 million and are largely concentrated in the Plant, ITS and University Services categories of Indirect Expense.

PLANT

Vacated Space Plant Charge: DENT and NURS vacated certain areas within the campus during 2020. The direct plant allocation associated with the vacancies was eliminated from the Plant expense allocation. Traditionally, vacated space would be added to the Administrative Space Category and allocated based on a two year average of Direct Expense. However, the allocation did not occur in 2022. The expense associated with the vacated space remained in UGEN.

UNDERGRADUATE TUITION

Undergraduate Tuition Contingency: An Undergraduate Tuition Contingency of \$3,000 is reflected in the Undergraduate Tuition allocation in 2022. If realized at year end, the contingency will be utilized by the provost for strategic initiatives related to Undergraduate serving management centers.

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

