

Operating Budget

Fiscal Year 2023



CASE WESTERN RESERVE
UNIVERSITY EST. 1826

The Fiscal Year 2023 Operating Budget was approved by
the Case Western Reserve University Board of Trustees on June 10, 2022.

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 — 2023 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 continued strategic investment in the 2023 Operating Budget.

DIRECT EXPENSE MANAGEMENT FOR STRATEGIC INVESTMENT

The 2023 Operating Budget was constructed using the following key operational tenets:

- **Focused strategic investment** through the University Strategic plan and Retained Surplus generation in academic centers
- **Disciplined expense management** adhering to the cost improvements gained in the 2021 budget to provide the resources for focused strategic investment; while still providing critical resources to operations
- **Achieve recovery plan targets for units in deficit** provides future resources for strategic investment
- **Maintain overall university surplus** ensures sustainable operating structure for the entire University
- **Incorporate revenue and expense macro-impacts into guidelines** allows all units to budget within a reasonable set of assumptions
- **Utilize prior year budget as the base for current year budget** allows for consistency and a better understanding of the guideline development process

The resulting 2023 Operating Budget reflects the above tenets used for planning. The 2023 Operating Budget adheres to the cost improvement previously attained and focuses on providing resources for key operational needs and continued strategic investment. Some highlights include:

- Operating margin and Surplus of \$13.4 M
- Enhanced salary pool of 8%
- Continued strategic plan investment and academic center retained surplus investment

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FISCAL YEAR 2022 OPERATING BUDGET

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KEY FACTS AND ASSUMPTIONS

<i>In thousands of dollars</i>	2022 Budget	2023 Budget	% Variance to 2022 Budget
UNDERGRADUATE ENROLLMENT (Fall semester, full-time)			
Continuing Students	4,024	4,282	6.4%
Entering Class	1,250	1,550	24.0%
TOTAL UNDERGRADUATE ENROLLMENT	5,274	5,832	10.6%
UNDERGRADUATE TUITION			
Tuition Rate (In dollars)			
Continuing Students	\$54,020	\$56,720	5.0%
Entering Students	\$54,020	\$61,040	13.0%
Funded Discount Rate	3.4%	3.5%	
Unfunded Discount Rate	47.1%	48.8%	
TOTAL DISCOUNT RATE	50.5%	52.3%	
ENDOWMENT			
Endowment Pool Spending (current & prior year)	\$83,373	\$90,591	8.7%
Outside Trust Spending	\$15,571	\$16,016	2.9%
TOTAL ENDOWMENT REVENUE	\$98,944	\$106,607	7.7%
RESEARCH & TRAINING (R&T)			
R&T Revenue	\$322,682	\$330,076	2.3%
RESTRICTED GIFTS			
Restricted Gift Revenue	\$46,947	\$53,242	13.4%
OVERHEAD RECOVERY			
Overhead Recovery Revenue	\$75,809	\$80,279	5.9%
TOTAL RESEARCH & RESTRICTED REVENUE	\$445,438	\$463,597	4.1%
OVERHEAD RECOVERY			
Federal Indirect Cost Rate	61.0%	61.0%	0.0%
FRINGE			
Non-federal Fringe Benefit Rate	33.0%	34.0%	3.0%
Federal Fringe Benefit Rate	29.0%	29.9%	3.1%
Term Fringe Benefit Rate	17.0%	19.5%	14.7%

STATEMENT OF OPERATION FOR FISCAL YEAR 2023

2023 Budget vs. 2022 Budget

<i>In thousands of dollars</i>	2021 Actual	2022 Budget	2023 Budget	\$ Increase/ (Decrease) 2022 Budget	% Variance 2022
REVENUE					
TUITION					
Undergraduate	\$261,442	\$271,478	\$308,731	\$37,253	13.7%
Summer	22,949	19,642	21,663	2,021	10.3%
Professional	156,029	172,260	179,280	7,020	4.1%
Graduate	69,543	63,941	69,457	5,516	8.6%
Fees	3,296	3,739	3,905	166	4.4%
TOTAL TUITION	513,259	531,060	583,036	51,976	9.8%
ENDOWMENT					
Restricted Endowment	53,644	58,626	63,763	5,137	8.8%
Unrestricted Endowment	39,581	40,318	42,844	2,526	6.3%
TOTAL ENDOWMENT	93,225	98,944	106,607	7,663	7.7%
OTHER REVENUE					
Research & Training	315,747	322,682	330,076	7,394	2.3%
Restricted Gifts	59,039	46,947	53,242	6,295	13.4%
Overhead Recovery	73,360	75,809	80,279	4,470	5.9%
Unrestricted Gifts	3,385	4,231	7,282	3,051	72.1%
State Support	2,551	1,575	2,500	925	58.7%
Organized Activities	8,602	10,200	11,354	1,154	11.3%
Other Income	36,461	39,077	39,018	(59)	-0.2%
Auxiliaries	42,638	72,688	88,778	16,090	22.1%
Deferred Revenue - Strategic Plan	(7,500)	-	673	673	0.0%
TOTAL OTHER REVENUE	534,283	573,209	613,202	39,993	7.0%
TOTAL REVENUE	\$1,140,767	\$1,203,213	\$1,302,845	\$99,632	8.3%
EXPENSE					
DIRECT EXPENSE					
Faculty Salaries	\$151,222	\$158,684	\$160,261	\$1,577	1.0%
Other Salaries	101,497	107,269	113,094	5,825	5.4%
TOTAL SALARIES	252,719	265,953	273,355	7,402	2.8%
Fringe	85,480	83,876	87,652	3,776	4.5%
Student Salaries	30,704	31,660	33,536	1,876	5.9%
Student Aid	218,557	227,704	260,968	33,264	14.6%
Non-salary	288,874	302,547	318,647	16,100	5.3%
TOTAL DIRECT EXPENSE	876,334	911,740	974,158	62,418	6.8%
Restricted Direct Expense	428,430	428,255	447,081	18,826	4.4%
Unrestricted Direct Expense	447,904	483,485	527,077	43,592	9.0%
INDIRECT EXPENSE					
Library	13,083	14,306	14,774	468	3.3%
Student Services	28,009	29,923	32,812	2,889	9.7%
Plant	71,377	68,318	72,760	4,442	6.5%
Information Services	28,389	29,427	30,537	1,110	3.8%
University Services	57,995	74,380	88,851	14,471	19.5%
TOTAL INDIRECT EXPENSE	198,853	216,354	239,734	23,380	10.8%
Auxiliaries	56,340	64,536	76,740	12,204	18.9%
TOTAL EXPENSE	\$1,131,527	\$1,192,630	\$1,290,632	\$98,002	8.2%
OPERATING MARGIN	\$9,240	\$10,583	\$12,213	\$1,630	15.4%
Undergraduate Tuition Subvention	-	-	-	-	
Use of Retained Surplus/Encumbered Funds	2,428	2,098	1,194	(904)	
SURPLUS/(DEFICIT)	\$11,668	\$12,681	\$13,407	\$726	

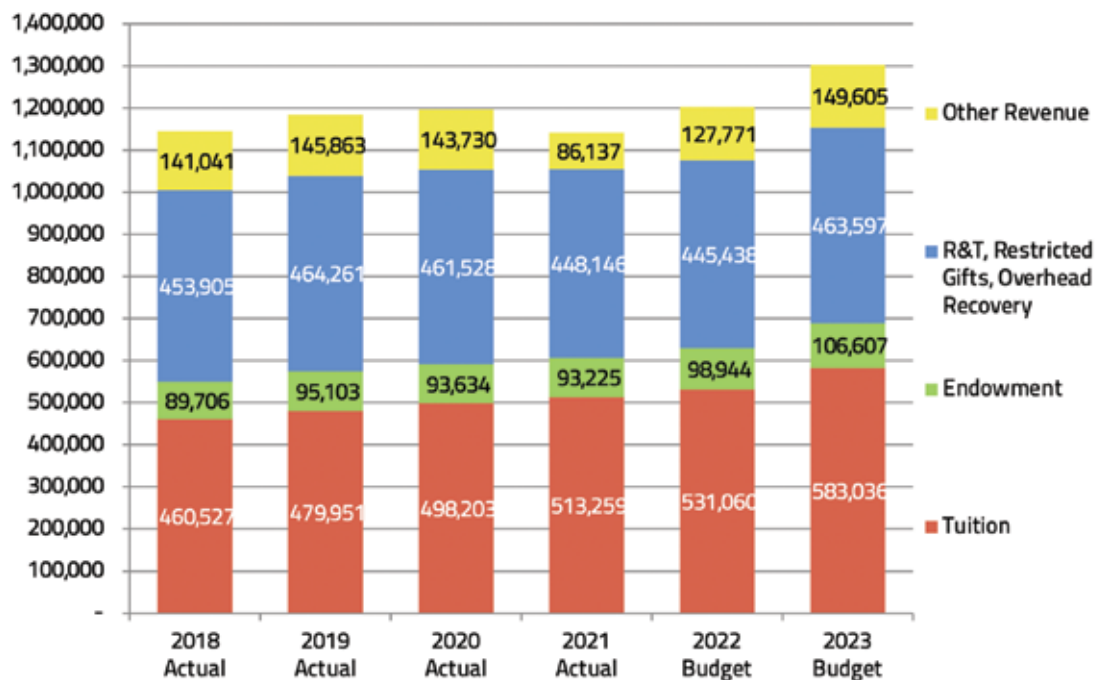
TOTAL REVENUE

Fiscal Year 2023 Budget

<i>In thousands of dollars</i>	2021 Actual	2022 Budget	2023 Budget	\$ Increase/ (Decrease) 2022 Budget	% Variance 2022 Budget
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TUITION					
Undergraduate	\$261,442	\$271,478	\$308,731	\$37,253	13.7%
Summer	22,949	19,642	21,663	2,021	10.3%
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Organized Activities	8,602	10,200	11,354	1,154	11.3%
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TOTAL REVENUE	\$1,140,767	\$1,203,213	\$1,302,845	\$99,632	8.3%

REVENUE COMPARISON BY YEAR

In thousands of dollars



NOTES TO REVENUE

Fiscal Year 2023 Budget vs. Fiscal Year 2022 Budget

TUITION

Undergraduate Tuition

Increased \$37.3 M or 13.7% as a result of a 5.0% tuition rate increase for continuing students and an additional 8.0% increase for entering students. Enrollment increased as well.

Summer Tuition

Increased \$2.0 M or 10.3% due to Increased price/enrollment in CAS, CSE, WSOM, MSASS and NURS. Partially offset by lower enrollment in CSOM.

Professional Tuition

Increased \$7.0 M or 4.1% due to higher enrollment/price in WSOM, MSASS, LAW, DENT, NURS and CSOM.

Graduate Tuition

Increased \$5.5 M or 8.6% due to higher enrollment/price in CAS, CSE, WSOM, and CSOM. Partially offset by lower enrollment in NURS.

ENDOWMENT — Endowment payout rate of 4.80% of the 12 quarter average endowment pool balance as of June 30, 2021.

Restricted Endowment

Increased \$5.1 M or 8.8% as a result of higher income in CAS, WSOM and UGEN. Partially offset by lower income in NURS.

Unrestricted Endowment

Increased \$2.5 M or 6.3% as a result of higher income in CAS, CSE and CSOM.

OTHER REVENUE

Research & Training

Increased \$7.4 M or 2.3% due to increased activity in CAS, WSOM, DENT, CSOM and UGEN. Partially offset with decreased activity in MSASS and NURS.

Restricted Gifts

Increased \$6.3 M or 13.4% due to increased gifts in CAS, MSASS, NURS and CSOM. Partially offset by decreased gifts in CSE, WSOM and UGEN.

Overhead Recovery

Increased \$4.5 M or 5.9% due to increased activity in CAS, CSE, WSOM, DENT, NURS and CSOM.

Unrestricted Gifts

Increased \$3.1 M or 72.1% due to increased activity in MSASS, DENT, CSOM and UGEN. Partially offset with decreased gifts in CSE.

Organized Activities

Increased \$1.2 M or 11.3% due to increased activity in WSOM and DENT.

Other Income

Decreased (\$0.6 M) or -0.2% due to decreased activity in MSASS, DENT and CSOM. Partially offset with increased activity in CAS, CSE, WSOM, NURS and UGEN.

Auxiliaries

Increased \$16.1 M or 22.1% due to increased UG enrollment.

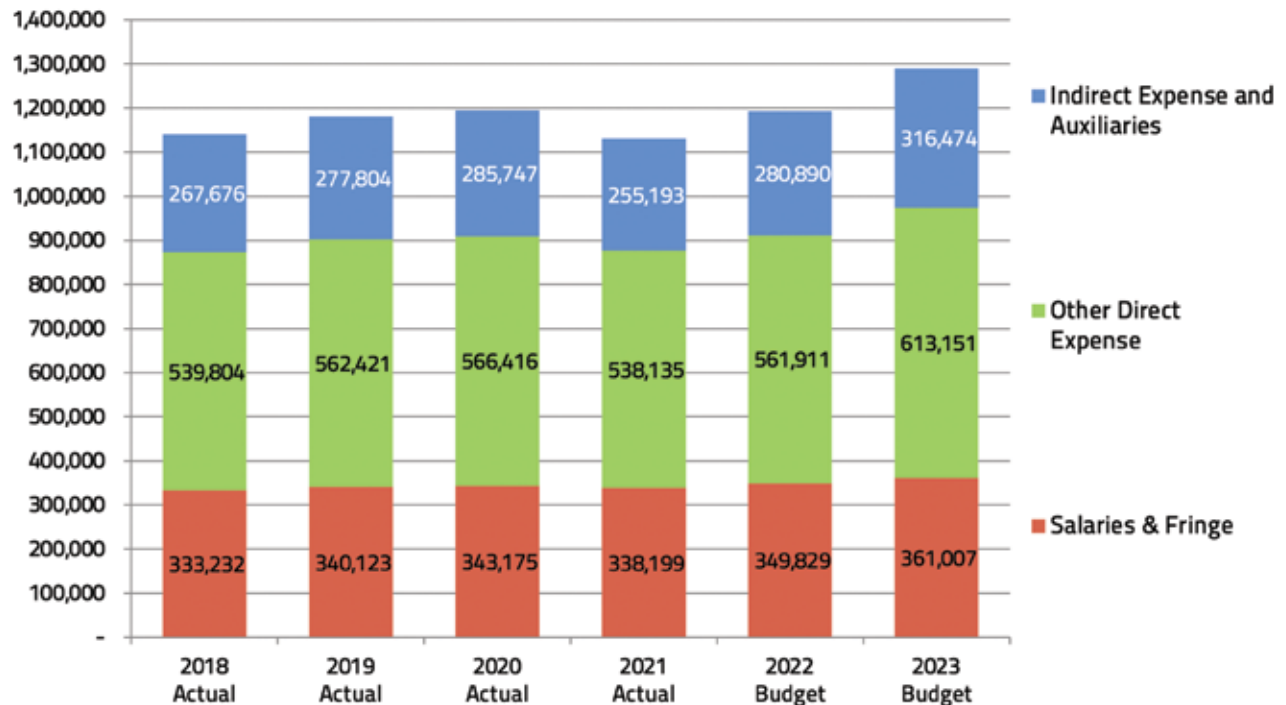
TOTAL EXPENSE

Fiscal Year 2023 Budget

<i>In thousands of dollars</i>	2021 Actual	2022 Budget	2023 Budget	\$ Increase/ (Decrease) 2022 Budget	% Variance 2022 Budget
EXPENSE					
DIRECT EXPENSE					
Faculty Salaries	\$151,222	\$158,684	\$160,261	\$1,577	1.0%
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TOTAL SALARIES	252,719	265,953	273,355	7,402	2.8%
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Information Services	28,389	29,427	30,537	1,110	3.8%
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Auxiliaries	56,340	64,536	76,740	12,204	18.9%
TOTAL EXPENSE	\$1,131,527	\$1,192,630	\$1,290,632	\$98,002	8.2%

EXPENSE COMPARISON BY YEAR

In thousands of dollars



NOTES TO EXPENSE

Fiscal Year 2023 Budget vs. Fiscal Year 2022 Budget

DIRECT EXPENSE

Faculty Salaries

Increased \$1.6 M or 1.0% in CAS, NURS and CSOM. Partially offset with decreases in CSE, MSASS and DENT.

Other Salaries

Increased \$5.8 M or 5.4% in CAS, MSASS, LAW, DENT, CSOM and UGEN. Partially offset with a decrease in CSE.

Fringe Benefits

Increased \$3.8 M or 4.5%. The federal fringe benefit rate increased from 29.0% to 29.9%.

The non-federal fringe rate increased from 33.0% to 34.0%.

Student Salaries

Increased \$1.9 M or 5.9% in CAS, WSOM and CSOM. Partially offsetting are lower salaries in MSASS.

Student Aid

Increased \$33.3 M or 14.6% in all units. The increase in UGEN reflects an Undergraduate Student Aid discount rate of 52.3%.

Non-salary

Increased \$16.1 M or 5.3% in CAS, CSE, MSASS, DENT, NURS and CSOM. Partially offsetting are decreases in WSOM, LAW and UGEN.

INDIRECT EXPENSE AND AUXILIARIES

Library

Increased \$0.5 M or 3.3% due to guideline salary pool increase.

Student Services

Increased \$2.9 M or 9.7% due to guideline salary pool increase, new program increase and incremental Other Income offset.

Plant

Increased \$4.4 M or 6.5% due to guideline salary pool increase and new program increase.

Information Services

Increased \$1.1 M or 3.8% due to guideline salary pool increase.

University Services

Increased \$14.5 M or 19.5% due to guideline increase and incremental Other Income offset. Also included \$11.3 M increase for additional 4% salary pool increase to be allocated when expenses are realized.

Auxiliaries

Increased \$12.2 M or 18.9% due to increased UG enrollment.

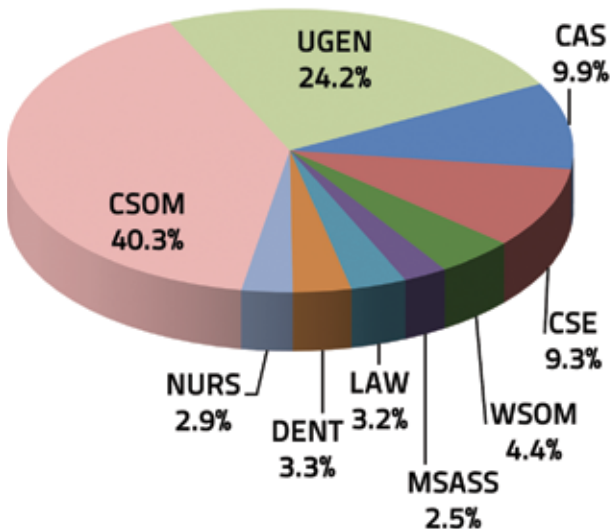
SUMMARY OF OPERATIONS BY MANAGEMENT CENTER

Fiscal Year 2023 Budget

<i>In thousands of dollars</i>	Total Revenue	Total Expense	Operating Margin	Use of Retained Surplus	Surplus/ (Deficit)
CAS	\$128,662	\$121,856	\$6,806	–	\$6,806
CSE	120,986	116,046	4,940	–	4,940
WSOM	57,821	57,944	(123)	123	–
MSASS	32,663	33,734	(1,071)	1,071	–
LAW	41,742	44,407	(2,665)	–	(2,665)
DENT	42,995	38,726	4,269	–	4,269
NURS	37,928	37,250	678	–	678
CSOM	524,598	520,985	3,613	–	3,613
UGEN	315,450	319,684	(4,234)	–	(4,234)
OPERATING BUDGET	\$1,302,845	\$1,290,632	\$12,213	\$1,194	\$13,407

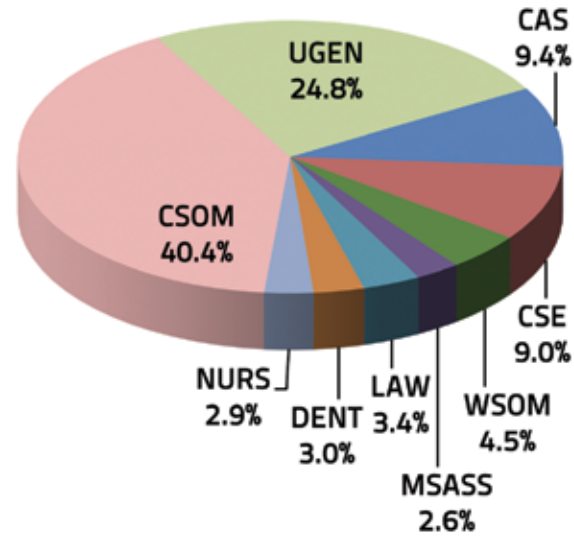
REVENUE BY MANAGEMENT CENTER

2023 Budget — \$1,302,845



EXPENSE BY MANAGEMENT CENTER

2023 Budget — \$1,290,632



STATEMENT OF OPERATIONS BY MANAGEMENT CENTER

FISCAL YEAR 2023 BUDGET

<i>In thousands of dollars</i>	CAS	CSE	WSOM	MSASS	LAW	DENT	NURS	CSOM	UGEN	Total University
REVENUE										
TUITION										
Undergraduate	\$74,925	\$38,704	\$15,856	\$246	\$88	\$62	\$7,633	\$6,921	\$164,296	\$308,731
Summer	5,300	2,210	1,831	2,198	472	579	3,152	5,921	–	21,663
Professional	–	393	28,269	12,066	33,648	24,854	11,848	68,202	–	179,280
Graduate	13,390	15,960	1,104	661	–	2,100	630	35,612	–	69,457
Fees	603	618	251	–	–	518	387	515	1,013	3,905
TOTAL TUITION	94,218	57,885	47,311	15,171	34,208	28,113	23,650	117,171	165,309	583,036
ENDOWMENT										
Restricted Endowment	9,491	5,659	2,701	1,892	5,131	676	3,458	17,000	17,755	63,763
Unrestricted Endowment	8,345	4,279	2,147	528	498	675	1,079	12,566	12,727	42,844
TOTAL ENDOWMENT	17,836	9,938	4,848	2,420	5,629	1,351	4,537	29,566	30,482	106,607
OTHER REVENUE										
Research & Training	8,576	33,791	441	5,840	237	1,843	4,093	272,000	3,255	330,076
Restricted Gifts	3,777	3,910	294	6,725	388	643	3,514	24,550	9,441	53,242
Overhead Recovery	3,055	10,122	158	2,074	60	1,006	1,644	62,160	–	80,279
Unrestricted Gifts	600	330	400	250	1,000	528	240	1,000	2,934	7,282
State Support	–	–	–	–	–	–	–	2,500	–	2,500
Organized Activities	–	–	3,457	–	–	7,278	–	619	–	11,354
Other Income	600	4,337	912	183	220	2,233	250	15,032	15,251	39,018
Auxiliaries	–	–	–	–	–	–	–	–	88,778	88,778
Deferred Revenue – Strategic Plan	–	673	–	–	–	–	–	–	–	673
TOTAL OTHER REVENUE	16,608	53,163	5,662	15,072	1,905	13,531	9,741	377,861	119,659	613,202
TOTAL REVENUE	\$128,662	\$120,986	\$57,821	\$32,663	\$41,742	\$42,995	\$37,928	\$524,598	\$315,450	\$1,302,845
EXPENSE										
DIRECT EXPENSE										
Faculty Salaries	\$29,387	\$19,082	\$15,222	\$4,800	\$7,111	\$9,869	\$9,156	\$65,325	\$309	\$160,261
Other Salaries	10,264	10,660	5,113	7,643	3,393	6,058	4,539	62,079	3,345	113,094
TOTAL SALARIES	39,651	29,742	20,335	12,443	10,504	15,927	13,695	127,404	3,654	273,355
Fringe	13,142	9,647	6,909	4,074	3,528	5,372	4,566	39,247	1,167	87,652
Student Salaries	8,292	13,976	771	217	128	96	867	8,972	217	33,536
Student Aid	13,010	4,109	8,266	5,064	17,751	1,011	4,205	33,193	174,359	260,968
Non-salary	11,609	29,557	8,481	7,360	4,089	7,484	5,201	241,574	3,292	318,647
TOTAL DIRECT EXPENSE	85,704	87,031	44,762	29,158	36,000	29,890	28,534	450,390	182,689	974,158
Restricted Direct Expense	21,844	43,360	3,436	14,457	5,756	3,162	11,065	313,550	30,451	447,081
Unrestricted Direct Expense	63,860	43,671	41,326	14,701	30,244	26,728	17,469	136,840	152,238	527,077
INDIRECT EXPENSE										
Library	3,210	2,049	1,337	529	2,208	375	651	2,677	1,738	14,774
Student Services	9,014	5,246	2,300	206	331	222	1,092	2,755	11,646	32,812
Plant	12,013	11,427	3,762	1,193	1,994	3,677	2,618	31,984	4,092	72,760
Information Services	6,533	4,698	2,576	1,033	1,339	1,778	1,788	9,687	1,105	30,537
University Services	5,382	5,595	3,207	1,615	2,535	2,784	2,567	23,492	41,674	88,851
TOTAL INDIRECT EXPENSE	36,152	29,015	13,182	4,576	8,407	8,836	8,716	70,595	60,255	239,734
Auxiliaries	–	–	–	–	–	–	–	–	76,740	76,740
TOTAL EXPENSE	\$121,856	\$116,046	\$57,944	\$33,734	\$44,407	\$38,726	\$37,250	\$520,985	\$319,684	\$1,290,632
OPERATING MARGIN*	\$6,806	\$4,940	\$(123)	\$(1,071)	\$(2,665)	\$4,269	\$678	\$3,613	\$(4,234)	\$12,213
Undergraduate Tuition Subvention	–	–	–	–	–	–	–	–	–	–
Use of Retained Surplus	–	–	123	1,071	–	–	–	–	–	1,194
SURPLUS/(DEFICIT)*	\$6,806	\$4,940	\$–	\$–	\$(2,665)	\$4,269	\$678	\$3,613	\$(4,234)	\$13,407

*4% Salary pool included in UGEN expenses will be reclassified to academic centers when the expenses are realized.

COLLEGE OF ARTS AND SCIENCES

FISCAL YEAR 2023 BUDGET

<i>In thousands of dollars</i>	2021 Actual	2022 Budget	2023 Budget	\$ Increase/ (Decrease) 2022 Budget	% Variance to 2022 Budget
REVENUE					
TUITION					
Undergraduate	\$62,919	\$67,722	\$74,925	\$7,203	10.6%
Summer	6,683	4,500	5,300	800	17.8%
Professional	–	–	–	–	0.0%
Graduate	12,284	12,500	13,390	890	7.1%
Fees	552	586	603	17	2.9%
TOTAL TUITION	82,438	85,308	94,218	8,910	10.4%
ENDOWMENT					
Restricted Endowment	7,404	8,392	9,491	1,099	13.1%
Unrestricted Endowment	7,630	7,663	8,345	682	8.9%
TOTAL ENDOWMENT	15,034	16,055	17,836	1,781	11.1%
OTHER REVENUE					
Research & Training	6,951	7,269	8,576	1,307	18.0%
Restricted Gifts	1,242	3,241	3,777	536	16.5%
Overhead Recovery	2,790	2,918	3,055	137	4.7%
Unrestricted Gifts	479	600	600	–	0.0%
State Support	–	–	–	–	0.0%
Organized Activities	3	–	–	–	0.0%
Other Income	440	300	600	300	100.0%
Auxiliaries	–	–	–	–	0.0%
Deferred Revenue – Strategic Plan	–	–	–	–	0.0%
TOTAL OTHER REVENUE	11,905	14,328	16,608	2,280	15.9%
TOTAL REVENUE	\$109,377	\$115,691	\$128,662	\$12,971	11.2%
EXPENSE					
DIRECT EXPENSE					
Faculty Salaries	\$28,647	\$28,906	\$29,387	\$481	1.7%
Other Salaries	8,959	8,702	10,264	1,562	17.9%
TOTAL SALARIES	37,606	37,608	39,651	2,043	5.4%
Fringe	12,905	12,124	13,142	1,018	8.4%
Student Salaries	6,922	7,341	8,292	951	13.0%
Student Aid	9,661	11,432	13,010	1,578	13.8%
Non-salary	5,198	10,288	11,609	1,321	12.8%
TOTAL DIRECT EXPENSE	72,292	78,793	85,704	6,911	8.8%
Restricted Direct Expense	15,597	18,902	21,844	2,942	15.6%
Unrestricted Direct Expense	56,695	59,891	63,860	3,969	6.6%
INDIRECT EXPENSE					
Library	3,019	3,159	3,210	51	1.6%
Student Services	8,388	8,737	9,014	277	3.2%
Plant	11,256	10,951	12,013	1,062	9.7%
Information Services	6,200	6,362	6,533	171	2.7%
University Services	4,549	5,069	5,382	313	6.2%
TOTAL INDIRECT EXPENSE	33,412	34,278	36,152	1,874	5.5%
Auxiliaries	–	–	–	–	0.0%
TOTAL EXPENSE	\$105,704	\$113,071	\$121,856	\$8,785	7.8%
OPERATING MARGIN*	\$3,673	\$2,620	\$6,806	\$4,186	159.8%
Undergraduate Tuition Subvention	–	–	–	–	
Use of Retained Surplus	–	–	–	–	
SURPLUS/(DEFICIT)*	\$3,673	\$2,620	\$6,806	\$4,186	

*4% Salary pool included in UGEN expenses will be reclassified to academic centers when the expenses are realized.

CASE SCHOOL OF ENGINEERING

FISCAL YEAR 2023 BUDGET

<i>In thousands of dollars</i>	2021 Actual	2022 Budget	2023 Budget	\$ Increase/ (Decrease) 2022 Budget	% Variance to 2022 Budget
REVENUE					
TUITION					
Undergraduate	\$35,148	\$36,210	\$38,704	\$2,494	6.9%
Summer	2,775	2,107	2,210	103	4.9%
Professional	342	486	393	(93)	-19.1%
Graduate	13,360	14,602	15,960	1,358	9.3%
Fees	596	617	618	1	0.2%
TOTAL TUITION	52,221	54,022	57,885	3,863	7.2%
ENDOWMENT					
Restricted Endowment	6,184	5,629	5,659	30	0.5%
Unrestricted Endowment	4,107	3,966	4,279	313	7.9%
TOTAL ENDOWMENT	10,291	9,595	9,938	343	3.6%
OTHER REVENUE					
Research & Training	32,823	33,724	33,791	67	0.2%
Restricted Gifts	4,130	4,116	3,910	(206)	-5.0%
Overhead Recovery	9,529	9,423	10,122	699	7.4%
Unrestricted Gifts	293	765	330	(435)	-56.9%
State Support	–	–	–	–	0.0%
Organized Activities	–	–	–	–	0.0%
Other Income	1,954	2,581	4,337	1,756	68.0%
Auxiliaries	–	–	–	–	0.0%
Deferred Revenue – Strategic Plan	–	–	673	–	0.0%
TOTAL OTHER REVENUE	48,729	50,609	53,163	1,881	3.7%
TOTAL REVENUE	\$111,241	\$114,226	\$120,986	\$6,087	5.3%
EXPENSE					
DIRECT EXPENSE					
Faculty Salaries	\$19,062	\$19,792	\$19,082	\$(710)	-3.6%
Other Salaries	11,587	11,676	10,660	(1,016)	-8.7%
TOTAL SALARIES	30,649	31,468	29,742	(1,726)	-5.5%
Fringe	10,495	9,932	9,647	(285)	-2.9%
Student Salaries	12,754	13,880	13,976	96	0.7%
Student Aid	3,828	3,265	4,109	844	25.8%
Non-salary	21,523	24,270	29,557	5,287	21.8%
TOTAL DIRECT EXPENSE	79,249	82,815	87,031	4,216	5.1%
Restricted Direct Expense	43,137	43,469	43,360	(109)	-0.3%
Unrestricted Direct Expense	36,112	39,346	43,671	4,325	11.0%
INDIRECT EXPENSE					
Library	2,092	2,099	2,049	(50)	-2.4%
Student Services	5,101	5,209	5,246	37	0.7%
Plant	10,784	10,578	11,427	849	8.0%
Information Services	4,689	4,601	4,698	97	2.1%
University Services	4,867	5,320	5,595	275	5.2%
TOTAL INDIRECT EXPENSE	27,533	27,807	29,015	1,208	4.3%
Auxiliaries	–	–	–	–	0.00%
TOTAL EXPENSE	\$106,782	\$110,622	\$116,046	\$5,424	4.9%
OPERATING MARGIN*	\$4,459	\$3,604	\$4,940	\$1,336	37.1%
Undergraduate Tuition Subvention	–	–	–	–	
Use of Retained Surplus	–	–	–	–	
SURPLUS/(DEFICIT)*	\$4,459	\$3,604	\$4,940	\$1,336	

*4% Salary pool included in UGEN expenses will be reclassified to academic centers when the expenses are realized.

WEATHERHEAD SCHOOL OF MANAGEMENT

FISCAL YEAR 2023 BUDGET

<i>In thousands of dollars</i>	2021 Actual	2022 Budget	2023 Budget	\$ Increase/ (Decrease) 2022 Budget	% Variance to 2022 Budget
REVENUE					
TUITION					
Undergraduate	\$14,258	\$14,724	\$15,856	\$1,132	7.7%
Summer	1,489	1,475	1,831	356	24.1%
Professional	22,109	26,864	28,269	1,405	5.2%
Graduate	1,624	929	1,104	175	18.8%
Fees	217	262	251	(11)	-4.2%
TOTAL TUITION	39,697	44,254	47,311	3,057	6.9%
ENDOWMENT					
Restricted Endowment	2,745	2,456	2,701	245	10.0%
Unrestricted Endowment	2,202	2,101	2,147	46	2.2%
TOTAL ENDOWMENT	4,947	4,557	4,848	291	6.4%
OTHER REVENUE					
Research & Training	172	71	441	370	521.1%
Restricted Gifts	1,630	432	294	(138)	-31.9%
Overhead Recovery	66	33	158	125	378.8%
Unrestricted Gifts	309	400	400	–	0.0%
State Support	–	–	–	–	0.0%
Organized Activities	2,390	3,269	3,457	188	5.8%
Other Income	623	745	912	167	22.4%
Auxiliaries	–	–	–	–	0.0%
Deferred Revenue – Strategic Plan	–	–	–	–	0.0%
TOTAL OTHER REVENUE	5,190	4,950	5,662	712	14.4%
TOTAL REVENUE	\$49,834	\$53,761	\$57,821	\$4,060	7.6%
EXPENSE					
DIRECT EXPENSE					
Faculty Salaries	\$14,852	\$15,178	\$15,222	\$44	0.3%
Other Salaries	4,481	5,017	5,113	96	1.9%
TOTAL SALARIES	19,333	20,195	20,335	140	0.7%
Fringe	6,738	6,639	6,909	270	4.1%
Student Salaries	453	669	771	102	15.2%
Student Aid	6,684	7,354	8,266	912	12.4%
Non-salary	5,834	8,729	8,481	(248)	-2.8%
TOTAL DIRECT EXPENSE	39,042	43,586	44,762	1,176	2.7%
Restricted Direct Expense	4,547	2,959	3,436	477	16.1%
Unrestricted Direct Expense	34,495	40,627	41,326	699	1.7%
INDIRECT EXPENSE					
Library	1,471	1,498	1,337	(161)	-10.7%
Student Services	2,283	2,340	2,300	(40)	-1.7%
Plant	3,581	3,488	3,762	274	7.9%
Information Services	2,820	2,799	2,576	(223)	-8.0%
University Services	3,065	3,174	3,207	33	1.0%
TOTAL INDIRECT EXPENSE	13,220	13,299	13,182	(117)	-0.9%
Auxiliaries	–	–	–	–	0.00%
TOTAL EXPENSE	\$52,262	\$56,885	\$57,944	\$1,059	1.9%
OPERATING MARGIN*	\$(2,428)	\$(3,124)	\$(123)	\$3,001	96.1%
Undergraduate Tuition Subvention	–	–	–	–	
Use of Retained Surplus	2,428	2,098	123	(1,975)	
SURPLUS/(DEFICIT)*	\$–	\$(1,026)	\$–	\$1,026	

*4% Salary pool included in UGEN expenses will be reclassified to academic centers when the expenses are realized.

MANDEL SCHOOL OF APPLIED SOCIAL SCIENCES

FISCAL YEAR 2023 BUDGET

<i>In thousands of dollars</i>	2021 Actual	2022 Budget	2023 Budget	\$ Increase/ (Decrease) 2022 Budget	% Variance to 2022 Budget
REVENUE					
TUITION					
Undergraduate	\$107	\$154	\$246	\$92	59.7%
Summer	2,952	1,932	2,198	266	13.8%
Professional	11,776	11,945	12,066	121	1.0%
Graduate	545	643	661	18	2.8%
Fees	–	–	–	–	0.0%
TOTAL TUITION	15,380	14,674	15,171	497	3.4%
ENDOWMENT					
Restricted Endowment	1,803	1,794	1,892	98	5.5%
Unrestricted Endowment	511	492	528	36	7.3%
TOTAL ENDOWMENT	2,314	2,286	2,420	134	5.9%
OTHER REVENUE					
Research & Training	7,275	6,643	5,840	(803)	-12.1%
Restricted Gifts	1,620	1,991	6,725	4,734	237.8%
Overhead Recovery	1,511	1,854	2,074	220	11.9%
Unrestricted Gifts	113	125	250	125	100.0%
State Support	–	–	–	–	0.0%
Organized Activities	–	–	–	–	0.0%
Other Income	1,580	2,290	183	(2,107)	-92.0%
Auxiliaries	–	–	–	–	0.0%
Deferred Revenue – Strategic Plan	–	–	–	–	0.0%
TOTAL OTHER REVENUE	12,099	12,903	15,072	2,169	16.8%
TOTAL REVENUE	\$29,793	\$29,863	\$32,663	\$2,800	9.4%
EXPENSE					
DIRECT EXPENSE					
Faculty Salaries	\$5,070	\$5,074	\$4,800	\$(274)	-5.4%
Other Salaries	6,619	6,254	7,643	1,389	22.2%
TOTAL SALARIES	11,689	11,328	12,443	1,115	9.8%
Fringe	4,074	3,563	4,074	511	14.3%
Student Salaries	445	837	217	(620)	-74.1%
Student Aid	4,904	4,908	5,064	156	3.2%
Non-salary	4,090	4,482	7,360	2,878	64.2%
TOTAL DIRECT EXPENSE	25,202	25,118	29,158	4,040	16.1%
Restricted Direct Expense	10,698	10,428	14,457	4,029	38.6%
Unrestricted Direct Expense	14,504	14,690	14,701	11	0.1%
INDIRECT EXPENSE					
Library	484	580	529	(51)	-8.8%
Student Services	222	245	206	(39)	-15.9%
Plant	1,127	1,126	1,193	67	6.0%
Information Services	874	1,184	1,033	(151)	-12.8%
University Services	1,737	1,609	1,615	6	0.4%
TOTAL INDIRECT EXPENSE	4,444	4,744	4,576	(168)	-3.5%
Auxiliaries	–	–	–	–	0.00%
TOTAL EXPENSE	\$29,646	\$29,862	\$33,734	\$3,872	13.0%
OPERATING MARGIN*	\$147	\$1	\$(1,071)	\$(1,072)	107200.0%
Undergraduate Tuition Subvention	–	–	–	–	
Use of Retained Surplus	–	–	1,071	1,071	
SURPLUS/(DEFICIT)*	\$147	\$1	\$–	\$(1)	

*4% Salary pool included in UGEN expenses will be reclassified to academic centers when the expenses are realized.

SCHOOL OF LAW
FISCAL YEAR 2023 BUDGET

<i>In thousands of dollars</i>	2021 Actual	2022 Budget	2023 Budget	\$ Increase/ (Decrease) 2022 Budget	% Variance to 2022 Budget
REVENUE					
TUITION					
Undergraduate	\$99	\$82	\$88	\$6	7.3%
Summer	372	464	472	8	1.7%
Professional	31,171	31,337	33,648	2,311	7.4%
Graduate	–	–	–	–	0.0%
Fees	–	–	–	–	0.0%
TOTAL TUITION	31,642	31,883	34,208	2,325	7.3%
ENDOWMENT					
Restricted Endowment	4,468	5,137	5,131	(6)	-0.1%
Unrestricted Endowment	471	462	498	36	7.8%
TOTAL ENDOWMENT	4,939	5,599	5,629	30	0.5%
OTHER REVENUE					
Research & Training	227	182	237	55	30.2%
Restricted Gifts	651	317	388	71	22.4%
Overhead Recovery	63	60	60	–	0.0%
Unrestricted Gifts	899	1,000	1,000	–	0.0%
State Support	–	–	–	–	0.0%
Organized Activities	–	–	–	–	0.0%
Other Income	162	200	220	20	10.0%
Auxiliaries	–	–	–	–	0.0%
Deferred Revenue – Strategic Plan	–	–	–	–	0.0%
TOTAL OTHER REVENUE	2,002	1,759	1,905	146	8.3%
TOTAL REVENUE	\$38,583	\$39,241	\$41,742	\$2,501	6.4%
EXPENSE					
DIRECT EXPENSE					
Faculty Salaries	\$6,833	\$7,152	\$7,111	\$(41)	-0.6%
Other Salaries	2,835	3,057	3,393	336	11.0%
TOTAL SALARIES	9,668	10,209	10,504	295	2.9%
Fringe	3,322	3,327	3,528	201	6.0%
Student Salaries	123	126	128	2	1.6%
Student Aid	14,927	15,396	17,751	2,355	15.3%
Non-salary	2,969	4,296	4,089	(207)	-4.8%
TOTAL DIRECT EXPENSE	31,009	33,354	36,000	2,646	7.9%
Restricted Direct Expense	5,346	5,636	5,756	120	2.1%
Unrestricted Direct Expense	25,663	27,718	30,244	2,526	9.1%
INDIRECT EXPENSE					
Library	1,623	1,951	2,208	257	13.2%
Student Services	333	319	331	12	3.8%
Plant	1,863	1,857	1,994	137	7.4%
Information Services	1,388	1,360	1,339	(21)	-1.5%
University Services	2,229	2,400	2,535	135	5.6%
TOTAL INDIRECT EXPENSE	7,436	7,887	8,407	520	6.6%
Auxiliaries	–	–	–	–	0.00%
TOTAL EXPENSE	\$38,445	\$41,241	\$44,407	\$3,166	7.7%
OPERATING MARGIN*	\$138	\$(2,000)	\$(2,665)	\$(665)	-33.3%
Undergraduate Tuition Subvention	–	–	–	–	
Use of Retained Surplus	–	–	–	–	
SURPLUS/(DEFICIT)*	\$138	\$(2,000)	\$(2,665)	\$(665)	

*4% Salary pool included in UGEN expenses will be reclassified to academic centers when the expenses are realized.

SCHOOL OF DENTAL MEDICINE
FISCAL YEAR 2023 BUDGET

<i>In thousands of dollars</i>	2021 Actual	2022 Budget	2023 Budget	\$ Increase/ (Decrease) 2022 Budget	% Variance to 2022 Budget
REVENUE					
TUITION					
Undergraduate	\$74	\$77	\$62	\$(15)	-19.5%
Summer	479	512	579	67	13.1%
Professional	21,678	23,184	24,854	1,670	7.2%
Graduate	1,801	2,093	2,100	7	0.3%
Fees	440	486	518	32	6.6%
TOTAL TUITION	24,472	26,352	28,113	1,761	6.7%
ENDOWMENT					
Restricted Endowment	634	704	676	(28)	-4.0%
Unrestricted Endowment	683	663	675	12	1.8%
TOTAL ENDOWMENT	1,317	1,367	1,351	(16)	-1.2%
OTHER REVENUE					
Research & Training	1,915	1,554	1,843	289	18.6%
Restricted Gifts	480	553	643	90	16.3%
Overhead Recovery	983	800	1,006	206	25.8%
Unrestricted Gifts	177	176	528	352	200.0%
State Support	-	-	-	-	0.0%
Organized Activities	5,601	6,386	7,278	892	14.0%
Other Income	3,434	2,542	2,233	(309)	-12.2%
Auxiliaries	-	-	-	-	0.0%
Deferred Revenue - Strategic Plan	-	-	-	-	0.0%
TOTAL OTHER REVENUE	12,590	12,011	13,531	1,520	12.7%
TOTAL REVENUE	\$38,379	\$39,730	\$42,995	\$3,265	8.2%
EXPENSE					
DIRECT EXPENSE					
Faculty Salaries	\$9,303	\$11,242	\$9,869	\$(1,373)	-12.2%
Other Salaries	4,184	5,506	6,058	552	10.0%
TOTAL SALARIES	13,487	16,748	15,927	(821)	-4.9%
Fringe	4,723	5,489	5,372	(117)	-2.1%
Student Salaries	69	93	96	3	3.2%
Student Aid	555	639	1,011	372	58.2%
Non-salary	5,961	7,080	7,484	404	5.7%
TOTAL DIRECT EXPENSE	24,795	30,049	29,890	(159)	-0.5%
Restricted Direct Expense	3,029	2,811	3,162	351	12.5%
Unrestricted Direct Expense	21,766	27,238	26,728	(510)	-1.9%
INDIRECT EXPENSE					
Library	419	508	375	(133)	-26.2%
Student Services	287	346	222	(124)	-35.8%
Plant	3,191	3,652	3,677	25	0.7%
Information Services	1,853	1,918	1,778	(140)	-7.3%
University Services	2,299	2,679	2,784	105	3.9%
TOTAL INDIRECT EXPENSE	8,049	9,103	8,836	(267)	-2.9%
Auxiliaries	-	-	-	-	0.00%
TOTAL EXPENSE	\$32,844	\$39,152	\$38,726	\$(426)	-1.1%
OPERATING MARGIN*	\$5,535	\$578	\$4,269	\$3,691	638.6%
Undergraduate Tuition Subvention	-	-	-	-	
Use of Retained Surplus	-	-	-	-	
SURPLUS/(DEFICIT)*	\$5,535	\$578	\$4,269	\$3,691	

*4% Salary pool included in UGEN expenses will be reclassified to academic centers when the expenses are realized.

FRANCES PAYNE BOLTON SCHOOL OF NURSING

FISCAL YEAR 2023 BUDGET

<i>In thousands of dollars</i>	2021 Actual	2022 Budget	2023 Budget	\$ Increase/ (Decrease) 2022 Budget	% Variance to 2022 Budget
REVENUE					
TUITION					
Undergraduate	\$5,699	\$6,418	\$7,633	\$1,215	18.9%
Summer	2,465	2,630	3,152	522	19.8%
Professional	11,468	10,530	11,848	1,318	12.5%
Graduate	826	1,156	630	(526)	-45.5%
Fees	274	290	387	97	33.4%
TOTAL TUITION	20,732	21,024	23,650	2,626	12.5%
ENDOWMENT					
Restricted Endowment	3,275	3,636	3,458	(178)	-4.9%
Unrestricted Endowment	1,044	1,006	1,079	73	7.3%
TOTAL ENDOWMENT	4,319	4,642	4,537	(105)	-2.3%
OTHER REVENUE					
Research & Training	5,902	4,417	4,093	(324)	-7.3%
Restricted Gifts	1,488	2,988	3,514	526	17.6%
Overhead Recovery	1,828	1,484	1,644	160	10.8%
Unrestricted Gifts	350	240	240	-	0.0%
State Support	-	-	-	-	0.0%
Organized Activities	-	-	-	-	0.0%
Other Income	72	-	250	250	0.0%
Auxiliaries	-	-	-	-	0.0%
Deferred Revenue – Strategic Plan	-	-	-	-	0.0%
TOTAL OTHER REVENUE	9,640	9,129	9,741	612	6.7%
TOTAL REVENUE	\$34,691	\$34,795	\$37,928	\$3,133	9.0%
EXPENSE					
DIRECT EXPENSE					
Faculty Salaries	\$8,108	\$8,685	\$9,156	\$471	5.4%
Other Salaries	4,471	4,616	4,539	(77)	-1.7%
TOTAL SALARIES	12,579	13,301	13,695	394	3.0%
Fringe	4,387	4,290	4,566	276	6.4%
Student Salaries	744	857	867	10	1.2%
Student Aid	2,923	2,933	4,205	1,272	43.4%
Non-salary	5,178	4,934	5,201	267	5.4%
TOTAL DIRECT EXPENSE	25,811	26,315	28,534	2,219	8.4%
Restricted Direct Expense	10,665	11,041	11,065	24	0.2%
Unrestricted Direct Expense	15,146	15,274	17,469	2,195	14.4%
INDIRECT EXPENSE					
Library	656	670	651	(19)	-2.8%
Student Services	972	1,021	1,092	71	7.0%
Plant	1,995	2,434	2,618	184	7.6%
Information Services	1,689	1,744	1,788	44	2.5%
University Services	2,232	2,445	2,567	122	5.0%
TOTAL INDIRECT EXPENSE	7,544	8,314	8,716	402	4.8%
Auxiliaries	-	-	-	-	0.00%
TOTAL EXPENSE	\$33,355	\$34,629	\$37,250	\$2,621	7.6%
OPERATING MARGIN*	\$1,336	\$166	\$678	\$512	308.4%
Undergraduate Tuition Subvention	-	-	-	-	
Use of Retained Surplus	-	-	-	-	
SURPLUS/(DEFICIT)*	\$1,336	\$166	\$678	\$512	

*4% Salary pool included in UGEN expenses will be reclassified to academic centers when the expenses are realized.

SCHOOL OF MEDICINE

FISCAL YEAR 2023 BUDGET

<i>In thousands of dollars</i>	2021 Actual	2022 Budget	2023 Budget	\$ Increase/ (Decrease) 2022 Budget	% Variance to 2022 Budget
REVENUE					
TUITION					
Undergraduate	\$4,877	\$5,590	\$6,921	\$1,331	23.8%
Summer	5,866	6,022	5,921	(101)	-1.7%
Professional	57,485	67,914	68,202	288	0.4%
Graduate	39,091	32,018	35,612	3,594	11.2%
Fees	516	500	515	15	3.0%
TOTAL TUITION	107,835	112,044	117,171	5,127	4.6%
ENDOWMENT					
Restricted Endowment	14,047	16,947	17,000	53	0.3%
Unrestricted Endowment	11,869	11,256	12,566	1,310	11.6%
TOTAL ENDOWMENT	25,916	28,203	29,566	1,363	4.8%
OTHER REVENUE					
Research & Training	258,519	267,226	272,000	4,774	1.8%
Restricted Gifts	23,219	21,148	24,550	3,402	16.1%
Overhead Recovery	56,421	59,180	62,160	2,980	5.0%
Unrestricted Gifts	765	825	1,000	175	21.2%
State Support	2,551	1,575	2,500	925	58.7%
Organized Activities	608	545	619	74	13.6%
Other Income	18,370	15,768	15,032	(736)	-4.7%
Auxiliaries	–	–	–	–	0.0%
Deferred Revenue – Strategic Plan	–	–	–	–	0.0%
TOTAL OTHER REVENUE	360,453	366,267	377,861	11,594	3.2%
TOTAL REVENUE	\$494,204	\$506,514	\$524,598	\$18,084	3.6%
EXPENSE					
DIRECT EXPENSE					
Faculty Salaries	\$58,941	\$62,250	\$65,325	\$3,075	4.9%
Other Salaries	57,051	59,981	62,079	2,098	3.5%
TOTAL SALARIES	115,992	122,231	127,404	5,173	4.2%
Fringe	38,244	37,641	39,247	1,606	4.3%
Student Salaries	8,205	7,650	8,972	1,322	17.3%
Student Aid	31,289	33,044	33,193	149	0.5%
Non-salary	227,808	233,465	241,574	8,109	3.5%
TOTAL DIRECT EXPENSE	421,538	434,031	450,390	16,359	3.8%
Restricted Direct Expense	295,785	305,321	313,550	8,229	2.7%
Unrestricted Direct Expense	125,753	128,710	136,840	8,130	6.3%
INDIRECT EXPENSE					
Library	2,677	2,523	2,677	154	6.1%
Student Services	2,250	2,342	2,755	413	17.6%
Plant	29,752	30,283	31,984	1,701	5.6%
Information Services	9,410	9,298	9,687	389	4.2%
University Services	20,365	22,121	23,492	1,371	6.2%
TOTAL INDIRECT EXPENSE	64,454	66,567	70,595	4,028	6.1%
Auxiliaries	–	–	–	–	0.00%
TOTAL EXPENSE	\$485,992	\$500,598	\$520,985	\$20,387	4.1%
OPERATING MARGIN*	\$8,212	\$5,916	\$3,613	\$(2,303)	-38.9%
Undergraduate Tuition Subvention	–	–	–	–	
Use of Retained Surplus	–	–	–	–	
SURPLUS/(DEFICIT)*	\$8,212	\$5,916	\$3,613	\$(2,303)	

*4% Salary pool included in UGEN expenses will be reclassified to academic centers when the expenses are realized.

UNIVERSITY GENERAL

FISCAL YEAR 2023 BUDGET

<i>In thousands of dollars</i>	2021 Actual	2022 Budget	2023 Budget	\$ Increase/ (Decrease) 2022 Budget	% Variance to 2022 Budget
REVENUE					
TUITION					
Undergraduate	\$138,261	\$140,501	\$164,296	\$23,795	16.9%
Summer	(132)	–	–	–	0.0%
Professional	–	–	–	–	0.0%
Graduate	12	–	–	–	0.0%
Fees	701	998	1,013	15	1.5%
TOTAL TUITION	138,842	141,499	165,309	23,810	16.8%
ENDOWMENT					
Restricted Endowment	13,084	13,931	17,755	3,824	27.4%
Unrestricted Endowment	11,064	12,709	12,727	18	0.1%
TOTAL ENDOWMENT	24,148	26,640	30,482	3,842	14.4%
OTHER REVENUE					
Research & Training	1,963	1,596	3,255	1,659	103.9%
Restricted Gifts	24,579	12,161	9,441	(2,720)	-22.4%
Overhead Recovery	169	57	–	(57)	-100.0%
Unrestricted Gifts	–	100	2,934	2,834	2834.0%
State Support	–	–	–	–	0.0%
Organized Activities	–	–	–	–	0.0%
Other Income	9,826	14,651	15,251	600	4.1%
Auxiliaries	42,638	72,688	88,778	16,090	22.1%
Deferred Revenue – Strategic Plan (7,500)	–	–	–	–	0.0%
TOTAL OTHER REVENUE	71,675	101,253	119,659	18,406	18.2%
TOTAL REVENUE	\$234,665	\$269,392	\$315,450	\$46,058	17.1%
EXPENSE					
DIRECT EXPENSE					
Faculty Salaries	\$406	\$405	\$309	\$(96)	-23.7%
Other Salaries	1,310	2,460	3,345	885	36.0%
TOTAL SALARIES	1,716	2,865	3,654	789	27.5%
Fringe	592	871	1,167	296	34.0%
Student Salaries	989	207	217	10	4.8%
Student Aid	143,786	148,733	174,359	25,626	17.2%
Non-salary	10,313	5,003	3,292	(1,711)	-34.2%
TOTAL DIRECT EXPENSE	157,396	157,679	182,689	25,010	15.9%
Restricted Direct Expense	39,626	27,688	30,451	2,763	10.0%
Unrestricted Direct Expense	117,770	129,991	152,238	22,247	17.1%
INDIRECT EXPENSE					
Library	642	1,318	1,738	420	31.9%
Student Services	8,173	9,364	11,646	2,282	24.4%
Plant	7,828	3,949	4,092	143	3.6%
Information Services	(534)	161	1,105	944	586.3%
University Services	16,652	29,563	41,674	12,111	41.0%
TOTAL INDIRECT EXPENSE	32,761	44,355	60,255	15,900	35.8%
Auxiliaries	56,340	64,536	76,740	12,204	18.9%
TOTAL EXPENSE	\$246,497	\$266,570	\$319,684	\$53,114	19.9%
OPERATING MARGIN*	\$(11,832)	\$2,822	\$(4,234)	\$(7,056)	-250.0%
Undergraduate Tuition Subvention	–	–	–	–	
Use of Retained Surplus	–	–	–	–	
SURPLUS/(DEFICIT)*	\$(11,832)	\$2,822	\$(4,234)	\$(7,056)	

*4% Salary pool included in UGEN expenses will be reclassified to academic centers when the expenses are realized.

UNIVERSITY OPERATING MARGIN BY MANAGEMENT CENTER

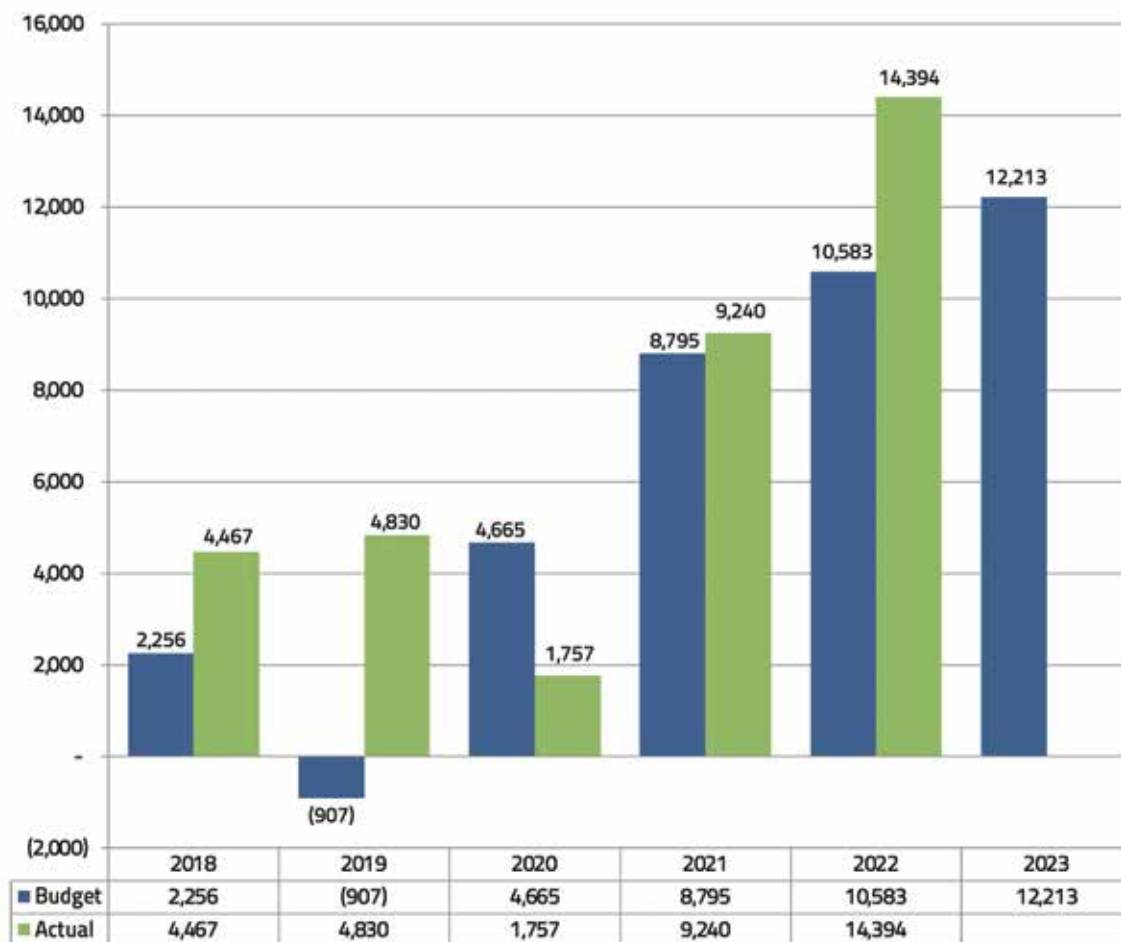
In thousands of dollars

	2018 Actual	2019 Actual	2020 Actual	2021 Actual	2022 Budget	2023 Budget*
CAS	\$(4,707)	\$(5,295)	\$(4,300)	\$3,673	\$2,620	\$6,806
CSE	(1,459)	(1,233)	(2,038)	4,459	3,604	4,940
WSOM	(271)	855	(388)	(2,428)	(3,124)	(123)
MSASS	688	(787)	541	147	1	(1,071)
LAW	(5,943)	(4,367)	(2,597)	138	(2,000)	(2,665)
DENT	3,147	2,314	1,682	5,535	578	4,269
NURS	596	457	589	1,336	166	678
CSOM	(4,979)	(4,872)	(1,547)	8,212	5,916	3,613
UGEN	17,395	17,758	9,815	(11,832)	2,822	(4,234)
UNIVERSITY OPERATING MARGIN	\$4,467	\$4,830	\$1,757	\$9,240	\$10,583	\$12,213

*4% Salary pool included in UGEN expenses will be reclassified to academic centers when the expenses are realized.

UNIVERSITY OPERATING MARGIN

In thousands of dollars



UNIVERSITY SURPLUS/(DEFICIT)

BY MANAGEMENT CENTER

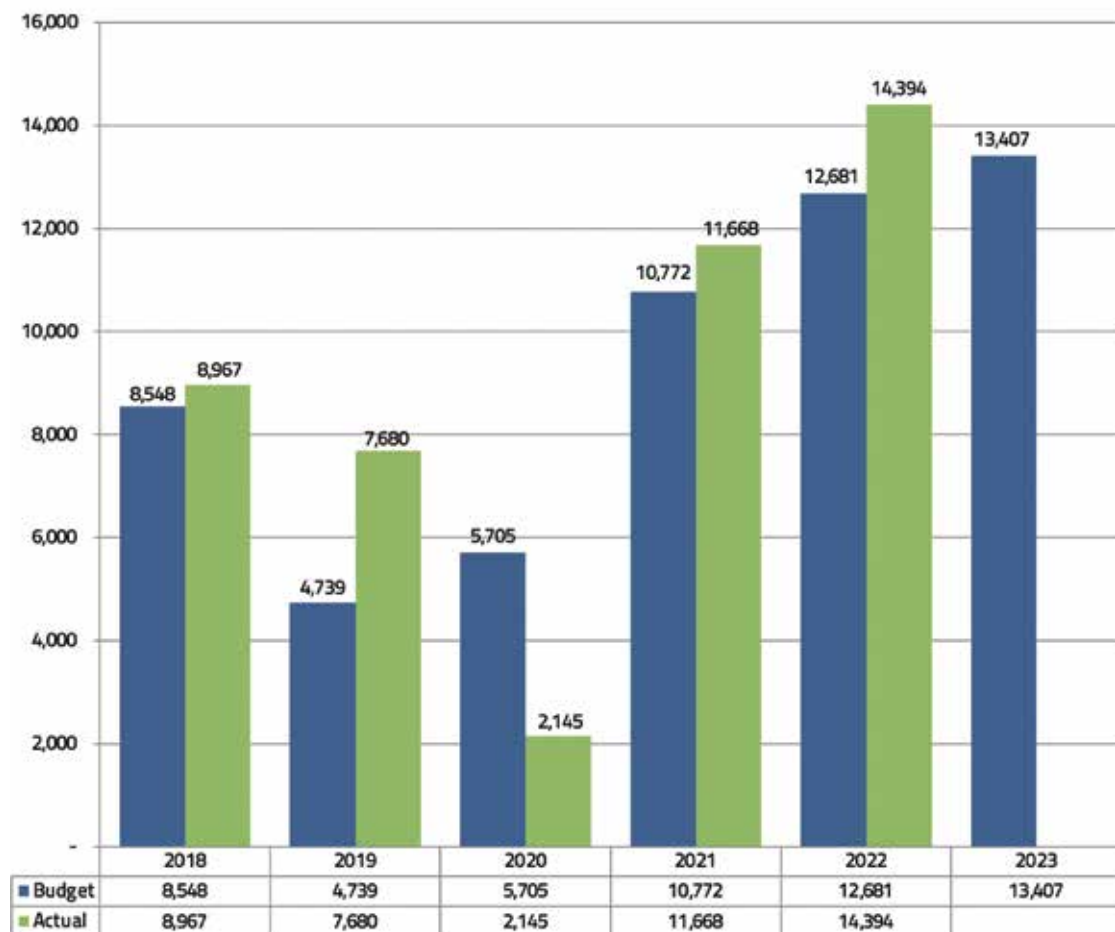
In thousands of dollars

	2018 Actual	2019 Actual	2020 Actual	2021 Actual	2022 Budget	2023 Budget*
CAS	\$(4,707)	\$(5,295)	\$(4,300)	\$3,673	\$2,620	\$6,806
CSE	(1,459)	(1,233)	(2,038)	4,459	3,604	4,940
WSOM	–	855	–	–	(1,026)	–
MSASS	688	–	541	147	1	–
LAW	(5,943)	(4,367)	(2,597)	138	(2,000)	(2,665)
DENT	3,147	2,314	1,682	5,535	578	4,269
NURS	596	457	589	1,336	166	678
CSOM	–	(2,809)	(1,547)	8,212	5,916	3,613
UGEN	16,645	17,758	9,815	(11,832)	2,822	(4,234)
UNIVERSITY SURPLUS/(DEFICIT)	\$8,967	\$7,680	\$2,145	\$11,668	\$12,681	\$13,407

*4% Salary pool included in UGEN expenses will be reclassified to academic centers when the expenses are realized.

UNIVERSITY SURPLUS/(DEFICIT)

In thousands of dollars



SIGNIFICANT REVENUE AND EXPENSE MOVEMENTS

FISCAL YEAR 2023 BUDGET

<i>In thousands of dollars</i>	2022 Budget	2023 Budget	\$ Increase/ (Decrease) 2022 Budget	% Variance to 2022 Budget
REVENUE				
TUITION				
Undergraduate – 7.1% average tuition rate increase; 6.6% enrollment decrease	\$271,478	\$308,731	\$37,253	13.7%
Summer – price/enrollment increase in CAS, CSE, WSOM, MSASS, & NURS; decrease in CSOM	19,642	21,663	2,021	10.3%
Professional – price/enrollment increase in WSOM, MSASS, LAW, DENT, NURS & CSOM	172,260	179,280	7,020	4.1%
Graduate – price/enrollment increase in CAS, CSE, WSOM & CSOM; decrease in NURS	63,941	69,457	5,516	8.6%
Fees – increase in NURS & DENT	3,739	3,905	166	4.4%
ENDOWMENT				
Restricted – increase in CAS, WSOM & UGEN; decrease in NURS	58,626	63,763	5,137	8.8%
Unrestricted – increase in CAS, CSE & CSOM	40,318	42,844	2,526	6.3%
OTHER REVENUE				
Research & Training – increase in CAS, WSOM, DENT, CSOM & UGEN; decrease in MSASS & NURS	322,682	330,076	7,394	2.3%
Restricted Gifts – increase in CAS, MSASS, NURS & CSOM; decrease in CSE, WSOM & UGEN	46,947	53,242	6,295	13.4%
Overhead Recovery – increase in CAS, CSE, WSOM, DENT, NURS & CSOM	75,809	80,279	4,470	5.9%
Unrestricted Gifts – increase in MSASS, DENT, CSOM & UGEN; decrease in CSE	4,231	7,282	3,051	72.1%
State Support – increase in CSOM	1,575	2,500	925	58.7%
Organized Activities – increase in WSOM & DENT	10,200	11,354	1,154	11.3%
Other Income – increase in CAS, CSE, WSOM, NURS & UGEN; decrease in MSASS, DENT & CSOM	39,077	39,018	(59)	-0.2%
Auxiliaries – increase in UG enrollment	72,688	88,778	16,090	22.1%
Deferred Revenue – Strategic Plan – increase in CSE	-	673	673	0.0%
TOTAL REVENUE	\$1,203,213	\$1,302,845	\$99,632	8.3%
EXPENSE				
DIRECT EXPENSE				
Faculty Salaries – increase in CAS, NURS & CSOM; decrease in CSE, MSASS, & DENT	\$158,684	\$160,261	\$1,577	1.0%
Other Salaries – increase in CAS, MSASS, LAW, DENT, CSOM & UGEN; decrease in CSE	107,269	113,094	5,825	5.4%
Fringe – federal rate increased to 29.9%; non-federal rate increased to 34.0%	83,876	87,652	3,776	4.5%
Student Salaries – increase in CAS, WSOM & CSOM; decrease in MSASS	31,660	33,536	1,876	5.9%
Student Aid – increase in aid awarded; UG discount rate of 52.3%	227,704	260,968	33,264	14.6%
Non-salary – increase in CAS, CSE, MSASS, DENT, NURS & CSOM; decrease in WSOM, LAW & UGEN	302,547	318,647	16,100	5.3%
INDIRECT EXPENSE AND AUXILIARIES				
Library – increase in most departments due to salary pool increase	14,306	14,774	468	3.3%
Student Services – increase in most departments due to salary pool increase and new program funding	29,923	32,812	2,889	9.7%
Plant Services – increase in most departments due to salary pool increase & new program funding	68,318	72,760	4,442	6.5%
Information Services – increase in most departments due to salary pool increase	29,427	30,537	1,110	3.8%
University Services – increase in most departments due to salary pool increase & new program expense	74,380	88,851	14,471	19.5%
Auxiliaries – increase in UG enrollment	64,536	76,740	12,204	18.9%
TOTAL EXPENSE	\$1,192,630	\$1,290,632	\$98,002	8.2%
OPERATING MARGIN	\$10,583	\$12,213	\$1,630	15.4%

STUDENT ENROLLMENT – FALL SEMESTER

Case Western Reserve University students only

	2020 Actual	2021 Actual	2022 Budget	2023 Budget
UNDERGRADUATE				
FULL-TIME *	5,237	5,286	5,231	5,832
PART-TIME	146	144	128	125
* 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	22	17	20	17
WSOM	681	485	617	386
MSASS	447	354	173	165
LAW	588	543	623	587
DENT	359	303	295	311
NURS	236	256	210	225
CSOM	831	806	1,112	795
TOTAL FULL-TIME	3,164	2,764	3,050	2,486
PART-TIME				
CSE	–	–	–	–
WSOM	238	177	132	351
MSASS	101	40	231	262
LAW	26	35	25	50
DENT	–	–	–	2
NURS	189	137	115	120
CSOM	–	–	–	–
TOTAL PART-TIME	554	389	503	785
GRADUATE				
FULL-TIME				
CAS	465	449	500	490
CSE	602	568	420	460
WSOM	57	51	80	55
MSASS	29	25	28	28
LAW	–	–	–	–
DENT	59	59	61	64
NURS	42	36	34	40
CSOM	897	1,026	900	1,016
Non-Degree	24	10	14	32
TOTAL FULL-TIME	2,175	2,224	2,037	2,185
PART-TIME				
CAS	33	29	45	45
CSE	109	101	133	145
WSOM	6	5	–	23
MSASS	2	2	8	11
LAW	–	–	–	–
DENT	–	–	–	–
NURS	2	2	6	6
CSOM	218	244	252	242
Non-Degree	127	93	120	100
TOTAL PART-TIME	497	476	564	572
TOTAL FULL-TIME STUDENTS	10,576	10,274	10,318	10,503
TOTAL PART-TIME STUDENTS	1,197	1,009	1,195	1,482
TOTAL STUDENT HEAD COUNT	11,773	11,283	11,513	11,985

TUITION RATES

Full-Time

<i>Per academic year</i>	2020	2021	2022	2023	% Increase from 2022
Undergraduate - Incoming Students	\$50,450	\$52,450	\$54,020	\$61,040	13.0%
Undergraduate - Continuing Students	50,450	52,450	54,020	56,720	5.0%
Graduate	46,524	47,920	49,358	50,838	3.0%
MS Engineering Management	39,422	39,422	40,608	40,608	0.0%
MS Computer Science (online program)	-	-	59,900	45,000	-24.9%
Management - Master of Business Analytics & Intelligence	54,432	54,972	55,800	55,800	0.0%
Management - Master of Positive	52,740	54,360	55,965	54,425	-2.8%
Organizational Development Management - Executive MBA	47,800	49,120	49,856	53,910	8.1%
Management - Master of Finance	51,000	52,500	53,280	53,280	0.0%
Management - Master of Science in FinTech				53,280	N/A
Management - DBA/PhD (by cohort)		52,000	52,780	52,780	0.0%
Management - DM/PhD	50,000	50,000	50,750	50,750	0.0%
Management - Master of Supply Chain Management	55,770	48,510	49,962	47,460	-5.0%
Management - Full time MBA	42,450	44,700	46,020	46,950	2.0%
Management - Master of Healthcare Management	41,250	42,450	43,710	45,240	3.5%
Management - Master of Accountancy	40,180	41,400	42,640	44,544	4.5%
Management - MBA - Healthcare Online (part-time)			18,000	18,732	4.1%
MSASS - Graduate	45,500	46,500	47,700	48,900	2.5%
Law - JD, SJD, and LLM	53,500	55,100	56,700	58,500	3.2%
Law - Master in Patent Practice	38,000	39,000	39,000	43,000	10.3%
Law - Master in Financial Integrity	36,000	36,000	36,000	40,000	11.1%
Law - Master in Compliance and Risk Management			39,000	43,000	10.3%
Dental Medicine - DMD	72,420	75,136	77,916	80,760	3.7%
Dental Medicine - Graduate	58,280	60,030	61,830	63,684	3.0%
Nursing - MSN	51,192	52,728	54,312	54,312	0.0%
Nursing - MN	51,192	52,728	54,312	54,312	0.0%
Nursing - DNP	51,192	52,728	54,312	55,398	2.0%
Medicine - MD	65,476	67,440	68,788	68,788	0.0%
Medicine - MS Anesthesia - Rate rebased		49,490	51,468	53,270	N/A
Medicine - MS Anesthesia	62,781	64,813	66,003	68,004	3.0%
Medicine - MS Physician Assistant Studies (By Cohort)	26,392	27,710	28,680	29,542	3.0%

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

BOARD RATES

<i>Per academic year</i>	2020	2021	2022	2023	% Increase from 2022
First-Year Meal Plans (available to all students)					
17 meal swipes/week + \$150 in CaseCash	\$6,534	\$6,730	\$6,898	\$7,170	4.0%
Unlimited meal swipes/week + \$150 in CaseCash	6,892	6,892	7,064	7,350	4.0%
14 Kosher meal swipes/week (No CaseCash)	6,576	6,774	6,944	7,220	4.0%
Second-Year Additional Plans					
14 meal swipes/week + \$200 CaseCash	6,276	6,464	6,626	6,890	4.0%
10 meal swipes/week + \$250 CaseCash	6,130	6,314	6,472	6,730	4.0%
10 Kosher meal swipes/week (No CaseCash)	6,038	6,220	6,376	6,630	4.0%
Upper-Class Additional Plans					
7 meal swipes/week + \$100 CaseCash	4,530	4,666	4,784	4,980	4.0%
5 meal swipes/week + \$150 CaseCash	3,218	3,314	3,396	3,530	4.0%
Greek Supplemental	2,500	2,576	2,640	2,750	4.0%

ROOM RATES

Per academic year

	2020	2021	2022	2023	% Increase from 2022
FIRST AND SECOND-YEAR STUDENTS					
NORTH RESIDENTIAL VILLAGE					
Double/Triple	\$9,080	\$9,350	\$9,584	\$9,870	3.0%
Single	10,340	10,650	10,916	11,240	3.0%
SOUTH RESIDENTIAL VILLAGE					
Single	10,340	10,650	10,916	11,240	3.0%
TIPPIT/STALEY HOUSE SUITES					
Single	10,690	11,000	11,274	11,610	3.0%
GREEK					
Single	10,340	10,650	10,916	11,240	3.0%
Double/Triple/Quad	9,080	9,350	9,584	9,870	3.0%
UPPER-CLASS STUDENT HOUSING					
VILLAGE @ 115 APARTMENTS					
1 bedroom/Studio	\$12,850	\$13,240	\$13,570	\$13,980	3.0%
2 and 3 bedroom	12,650	13,020	13,346	13,750	3.0%
4 and 5 bedroom	12,420	12,800	13,120	13,510	3.0%
6 and 7 bedroom	11,650	11,990	12,290	12,660	3.0%
9 bedroom	11,650	11,990	12,290	12,660	3.0%
THE TRIANGLE					
Studio/1 bedroom Single	\$12,850	\$13,240	\$13,570	\$13,980	3.0%
1 bedroom Double	10,950	11,270	11,552	11,900	3.0%
2 bedroom Single	12,650	13,020	13,346	13,750	3.0%
2 bedroom Quad	10,950	11,270	11,552	11,900	3.0%
STEPHANIE TUBBS JONES HALL					
1 bedroom	\$12,850	\$13,240	\$13,570	\$13,980	3.0%
2 and 3 bedroom	12,420	12,800	13,120	13,510	3.0%
4 bedroom	12,150	12,530	12,844	13,230	3.0%
2 bedroom Townhouse	13,000	13,390	13,724	14,140	3.0%
PROPERTY MANAGEMENT APARTMENTS					
1 bedroom	\$10,950	\$11,270	\$11,552	\$11,900	3.0%
2 and 3 bedroom	10,950	11,270	11,552	11,900	3.0%

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 \$848 per credit hour in 2023, 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 2020 and 2021; the remaining 15% is assigned based upon the proportion of baccalaureate majors of the graduating students in 2020 and 2021.

Undergraduate tuition assignment is based on:

5,832 students for the academic year
 28.2 credit hours/student
 1,550 first-year students

Undergraduate Tuition Revenue	\$308,731
Less: Strategic Reserve	(3,780)*
Less: Unfunded Student Aid	(155,383)*
UG Tuition Distributed to Schools	\$149,568

Regular Credit Hour Distribution	\$116,908
SAGES Credit Hour Distribution	10,225
Majors Granted Distribution	22,435
Total UG Tuition Distribution	\$149,568

*100% assigned to UGEN

Undergraduate tuition revenue is distributed using the average credit hours taught by the management center in 2020 and 2021 to calculate the percentage distribution. The majors of the graduating students is an average of 2020 and 2021.

Undergraduate Tuition Distribution and Total Revenue:

	Regular Credit Hour Distribution	SAGES Credit Hour Distribution	Majors Granted Distribution	Total Tuition Distribution
CAS	\$64,081	\$3,150	\$7,694	\$74,925
CSE	29,084	753	8,867	38,704
WSOM	12,499	512	2,845	15,856
MSASS	246	–	–	246
LAW	–	88	–	88
DENT	–	62	–	62
NURS	5,910	365	1,358	7,633
CSOM	5,088	162	1,671	6,921
UGEN	–	5,133	–	5,133
TOTAL	\$116,908	\$10,225	\$22,435	\$149,568
Unfunded Aid				155,383
Strategic Reserve				3,780
TOTAL UNDERGRADUATE TUITION REVENUE				\$308,731

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 2023, the payout rate for the current year spending pool allocation is 4.80%. In addition, the Trustees approved a distribution of 0.8% (\$16.0 million) for administrative expense to administer the endowment. Endowment revenue is allocated based on the twelve quarter average market value of funds as of June 30, 2021. 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	2023 Budget*	Estimated Unused Income End of Year
CAS	\$9,432	\$13,444	\$3,404	\$-	\$26,280	\$17,836	\$8,444
CSE	5,943	9,954	1,045	-	16,942	9,938	7,004
WSOM	4,274	5,430	334	-	10,038	4,848	5,190
MSASS	402	2,519	-	-	2,921	2,420	501
LAW	1,412	5,352	700	131	7,595	5,629	1,966
DENT	1,243	786	598	-	2,627	1,351	1,276
NURS	1,976	3,788	-	-	5,764	4,537	1,227
CSOM	31,088	19,816	9,935	-	60,839	29,566	31,273
UGEN	11,060	14,121	-	-	25,181	14,447	10,734
TOTAL	\$66,830	\$75,210	\$16,016	\$131	\$158,187	\$90,572	\$67,615
Supplemental Distribution – Administrative support						16,035	
TOTAL ENDOWMENT REVENUE						\$106,607	

* 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	\$8,733	\$7,554	\$829	\$6,680	\$6,639	\$2,507	\$3,210	\$36,152
CSE	4,588	4,857	505	6,768	7,053	3,195	2,049	29,015
WSOM	1,873	3,255	269	2,112	3,668	668	1,337	13,182
MSASS	24	622	253	721	2,204	223	529	4,576
LAW	10	1,361	187	1,379	2,872	390	2,208	8,407
DENT	8	880	263	1,751	2,359	975	375	6,611
NURS	859	1,590	312	927	2,370	498	651	7,207
CSOM	765	5,478	2,447	14,206	29,109	13,178	2,677	67,860
UGEN	589	435	-	-	-	-	1,738	2,762
TOTAL	\$17,449	\$26,032	\$5,065	\$34,544	\$56,274	\$21,634	\$14,774	\$175,772
HEC Expense								9,318
Salary Pool Retained								17,326
Revenue Offsets & COVID-19 Costs								37,318
TOTAL INDIRECT EXPENSE ALLOCATION								\$239,734

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	\$2,947	\$222	\$41	\$–	\$3,210
CSE	1,881	142	26	–	2,049
WSOM	1,227	93	17	–	1,337
MSASS	145	25	359	–	529
LAW	121	56	8	2,023	2,208**
DENT	190	179	6	–	375
NURS	426	216	9	–	651
CSOM	1,402	1,282	42	–	2,726
UGEN	–	–	86	–	86
TOTAL	\$8,339	\$2,215	\$594	\$2,023	\$13,171
Unallocated Library Expense (100% to UGEN):					
Endowment Support					1,422
Unallocated Library (100% to UGEN)*					181
TOTAL LIBRARY	\$8,339	\$2,215	\$594	\$2,023	\$14,774

***The Law school contribution to the other Libraries was calculated separately using only the non-materials portion of those 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. direct expense methodology. The student numbers used in the assignment are an average of the 2020 and 2021 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 2020 and 2021 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 2023 Budget, based on 2020 and 2021 fall semester average enrollment:

	Undergraduate FTE *	Undergraduate Headcount *	Graduate Full-Time	Graduate Part-Time	Professional Full-Time	Professional Part-Time	Total Head Count
CAS	2,751	2,808	447	32	–	–	3,287
CSE	1,445	1,475	604	112	–	–	2,191
WSOM	590	602	45	6	565	199	1,417
MSASS	8	8	27	5	366	45	451
LAW	3	3	–	–	553	36	592
DENT	3	3	–	–	370	11	384
NURS	271	276	34	2	243	138	693
CSOM	241	246	941	257	1,051	–	2,495
UGEN	185	189	–	–	–	–	189
TOTAL	5,497	5,610	2,098	414	3,148	429	11,699

**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.*

2023 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	\$7,346	\$948	\$246	\$49	\$39	\$(220)	\$64	\$542	\$9,014
CSE	3,858	610	368	66	42	(67)	39	330	5,246
WSOM	1,577	409	26	83	21	(36)	20	200	2,300
MSASS	21	78	16	27	13	–	19	32	206
LAW	10	171	–	60	17	(10)	14	69	331
DENT	6	111	–	39	14	(14)	20	46	222
NURS	722	199	18	43	14	(25)	24	97	1,092
CSOM	643	687	617	219	172	(9)	188	238	2,755
UGEN	512	56	–	–	–	(606)	–	34	(4)
TOTAL	\$14,695	\$3,269	\$1,291	\$586	\$332	\$(987)	\$388	\$1,588	\$21,162
Unallocated Student Services (100% to UGEN)									11,650
TOTAL STUDENT SERVICES									\$32,812

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	19.3%	\$8,159	\$718	\$736	\$153
CSE	598,890	19.6%	8,912	763	400	83
WSOM	186,872	6.1%	2,450	397	295	61
MSASS	63,840	2.1%	831	238	47	23
LAW	122,013	4.0%	1,558	310	29	13
DENT	154,952	5.1%	3,176	255	52	129
NURS	81,998	2.7%	1,832	256	108	149
CSOM	1,257,158	41.1%	26,752	3,147	310	766
UGEN	–	0.0%	–	–	–	–
TOTAL	3,056,866	100.0%	\$53,670	\$6,084	\$1,977	\$1,377

	Student Services	Athletic Space	Shared Classroom	SAGES Allocation	Waste Removal (Fixed)	Total Plant Allocation
CAS	\$630	\$1,259	\$288	\$24	\$46	\$12,013
CSE	365	697	154	7	46	11,427
WSOM	158	334	63	4	–	3,762
MSASS	13	40	1	–	–	1,193
LAW	22	61	–	1	–	1,994
DENT	14	49	–	2	–	3,677
NURS	75	168	27	3	–	2,618
CSOM	183	428	24	1	373	31,984
UGEN	39	79	19	63	(465)	(265)
TOTAL	\$1,499	\$3,115	\$576	\$105	\$–	\$68,403
Unallocated Plant (100% to UGEN)						4,357
TOTAL PLANT						\$72,760

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 \$9.755 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	\$524	\$996	\$746	\$4,267	\$6,533
CSE	501	657	793	2,747	4,698
WSOM	177	392	412	1,635	2,616
MSASS	60	80	248	645	1,033
LAW	105	175	323	736	1,339
DENT	128	116	265	1,269	1,778
NURS	85	183	266	1,254	1,788
CSOM	1,094	738	3,271	4,584	9,687
UGEN	–	57	–	229	286
TOTAL	\$2,674	\$3,394	\$6,324	\$17,366	\$29,758
UGEN Strategic Savings Plan (100% to UGEN)					779
TOTAL INFORMATION TECHNOLOGY SERVICES					\$30,537

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 2023, the average direct expense for 2020 and 2021. 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)

	2020	2021	Average 2020–2021	% of Total	University Services
CAS	\$74,150	\$72,292	\$73,221	11.8%	\$5,382
CSE	76,904	78,708	77,806	12.5%	5,595
WSOM	41,861	39,042	40,452	6.5%	3,207
MSASS	25,122	23,480	24,301	3.9%	1,615
LAW	32,331	31,009	31,670	5.1%	2,535
DENT	28,164	23,874	26,019	4.2%	2,784
NURS	26,475	25,811	26,143	4.2%	2,567
CSOM	330,409	311,662	321,036	51.7%	23,492
UGEN	–	–	–	0.0%	–
TOTAL	\$635,416	\$605,878	\$620,647	100.0%	\$47,177
Unallocated University Services (100% to UGEN)*					41,674
TOTAL UNIVERSITY SERVICES					\$88,851

*Includes unallocated UGEN merit pool for 4% and 4% additional University provision for salary increase.

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 2023. HEC operating costs included in the overall total for Indirect Expense are budgeted to be \$9.318 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

SALARY POOL RECLASSIFICATION

One-half of the 8% salary pool budget is recorded in University Services in UGEN. Based on the results of the staff compensation study in 2023, the budgeted costs will be reclassified to the appropriate management centers. The reclassification will not impact the Consolidated Statement of Operations; however, it will impact each management center's budgeted operating margin.

COVID-19 PANDEMIC

Additional costs related to the COVID-19 pandemic are expected in 2023. Although an estimate, \$6.0 million 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 2023 year end close process the actual realized pandemic costs will be allocated to each management center.

HEALTH EDUCATION CAMPUS

Health Education Campus: Operating Expense budgeted to be incurred for the 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 \$9.318 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 2023. The expense associated with the vacated space remained in UGEN.

UNDERGRADUATE TUITION

Undergraduate Tuition Contingency: An Undergraduate Tuition Contingency of \$3.0 million is reflected in the Undergraduate Tuition allocation in 2023. If realized at year end, the contingency will be utilized by the provost for strategic initiatives related to Undergraduate serving management centers.

Also, funding for the Student Success Initiative (SSI) of \$0.78 million is also reflected in the Undergraduate Tuition allocation for 2023. This expense is located in the Student Services budget.

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



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