



CASE WESTERN RESERVE
UNIVERSITY EST. 1826

think beyond the possible



2015 OPERATING BUDGET

TABLE OF CONTENTS

STATEMENT OF OPERATIONS

Key Facts and Assumptions	2
Statement of Operations for Fiscal Year 2015	3
Revenue Detail	4—5
Expense Detail	6—7
Summary by Management Center	8—9

MANAGEMENT CENTER OPERATING BUDGETS

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

FISCAL YEAR 2015 OPERATING BUDGET

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

APPENDICES

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

KEY FACTS AND ASSUMPTIONS

<i>In thousands of dollars</i>	2014 Budget	2015 Budget	% Variance to 2014 Budget
UNDERGRADUATE ENROLLMENT (Fall semester, full-time)			
Continuing Students	3,198	3,394	6.1%
Entering Class	1,250	1,250	0.0%
TOTAL UNDERGRADUATE ENROLLMENT	4,448	4,644	4.4%
UNDERGRADUATE TUITION			
Tuition Rate (In dollars)	\$ 41,420	\$ 42,766	3.25%
Funded Discount Rate	4.5%	4.2%	
Unfunded Discount Rate	43.6%	46.3%	
TOTAL DISCOUNT RATE	48.1%	50.5%	
ENDOWMENT			
Endowment Pool Spending (current & prior year)	\$ 75,853	\$ 75,363	-0.6%
Outside Trust Spending	13,488	13,648	1.2%
TOTAL ENDOWMENT REVENUE	\$ 89,341	\$ 89,011	-0.4%
RESEARCH & TRAINING (R&T)			
R&T Revenue	\$ 313,109	\$ 311,262	-0.6%
RESTRICTED GIFTS			
Restricted Gift Revenue	\$ 39,173	\$ 41,997	7.2%
OVERHEAD RECOVERY			
Overhead Recovery Revenue	\$ 74,473	\$ 70,348	-5.5%
TOTAL RESEARCH & RESTRICTED REVENUE	\$ 426,755	\$ 423,607	-0.7%
OVERHEAD RECOVERY			
Federal Indirect Cost Rate	58.5%	58.5%	0.0%
FRINGE			
Fringe Benefit Rate	31.5%	31.5%	0.0%
Federal Fringe Benefit Rate	28.0%	28.5%	1.8%

CONSOLIDATED STATEMENT OF OPERATIONS

FISCAL YEAR 2015 BUDGET

<i>In thousands of dollars</i>	2013 Actual	2014 Budget	2015 Budget	\$ Increase/ (Decrease) from 2014 Budget	% Variance to 2014 Budget
REVENUE					
TUITION					
Undergraduate	\$ 160,983	\$ 174,731	\$ 188,226	\$ 13,495	7.7%
Summer	11,130	11,267	11,933	666	5.9%
Professional	125,943	129,298	134,501	5,203	4.0%
Graduate	40,821	45,723	49,227	3,504	7.7%
Fees	2,993	2,901	2,982	81	2.8%
TOTAL TUITION	341,870	363,920	386,869	22,949	6.3%
ENDOWMENT					
Restricted Endowment	46,687	52,538	53,653	1,115	2.1%
Unrestricted Endowment	36,178	36,803	35,358	(1,445)	-3.9%
TOTAL ENDOWMENT	82,865	89,341	89,011	(330)	-0.4%
OTHER REVENUE					
Research & Training	322,639	313,109	311,262	(1,847)	-0.6%
Restricted Gifts	48,331	39,173	41,997	2,824	7.2%
Overhead Recovery	76,196	74,473	70,348	(4,125)	-5.5%
Unrestricted Gifts	3,874	3,940	4,129	189	4.8%
State Support	2,758	2,743	2,763	20	0.7%
Organized Activities	13,467	13,510	14,132	622	4.6%
Other Income	54,918	53,339	58,617	5,278	9.9%
Auxiliaries	58,421	61,051	66,833	5,782	9.5%
TOTAL OTHER REVENUE	580,604	561,338	570,081	8,743	1.6%
TOTAL REVENUE	\$ 1,005,339	\$ 1,014,599	\$ 1,045,961	\$ 31,362	3.1%
EXPENSE					
DIRECT EXPENSE					
Faculty Salaries	\$ 143,914	\$ 150,133	\$ 149,020	\$ (1,113)	-0.7%
Other Salaries	97,566	98,661	96,615	(2,046)	-2.1%
TOTAL SALARIES	241,480	248,794	245,635	(3,159)	-1.3%
Fringe	68,376	74,172	73,570	(602)	-0.8%
Student Salaries	27,788	28,353	29,561	1,208	4.3%
Student Aid	149,234	153,028	172,867	19,839	13.0%
Non-salary	293,475	278,080	282,829	4,749	1.7%
TOTAL DIRECT EXPENSE	780,353	782,427	804,462	22,035	2.8%
Restricted Direct Expense	417,657	404,820	406,912	2,092	0.5%
Unrestricted Direct Expense	362,696	377,607	397,550	19,943	5.3%
INDIRECT EXPENSE					
Library	15,475	14,739	14,796	57	0.4%
Student Services	20,490	20,721	21,536	815	3.9%
Plant	54,803	57,052	59,516	2,464	4.3%
Information Services	25,260	25,947	26,773	826	3.2%
University Services	52,222	54,453	54,533	80	0.1%
Auxiliaries	54,564	58,536	62,896	4,360	7.4%
TOTAL INDIRECT EXPENSE	222,814	231,448	240,050	8,602	3.7%
TOTAL EXPENSE	\$ 1,003,167	\$ 1,013,875	\$ 1,044,512	\$ 30,637	3.0%
OPERATING MARGIN	\$ 2,172	\$ 724	\$ 1,449	\$ 725	100.1%
Undergraduate Tuition Subvention	-	-	-	-	
Use of Retained Surplus/Encumbered Funds	6,240	5,403	2,419	(2,984)	
SURPLUS/(DEFICIT)	\$ 8,412	\$ 6,127	\$ 3,868	\$ (2,259)	

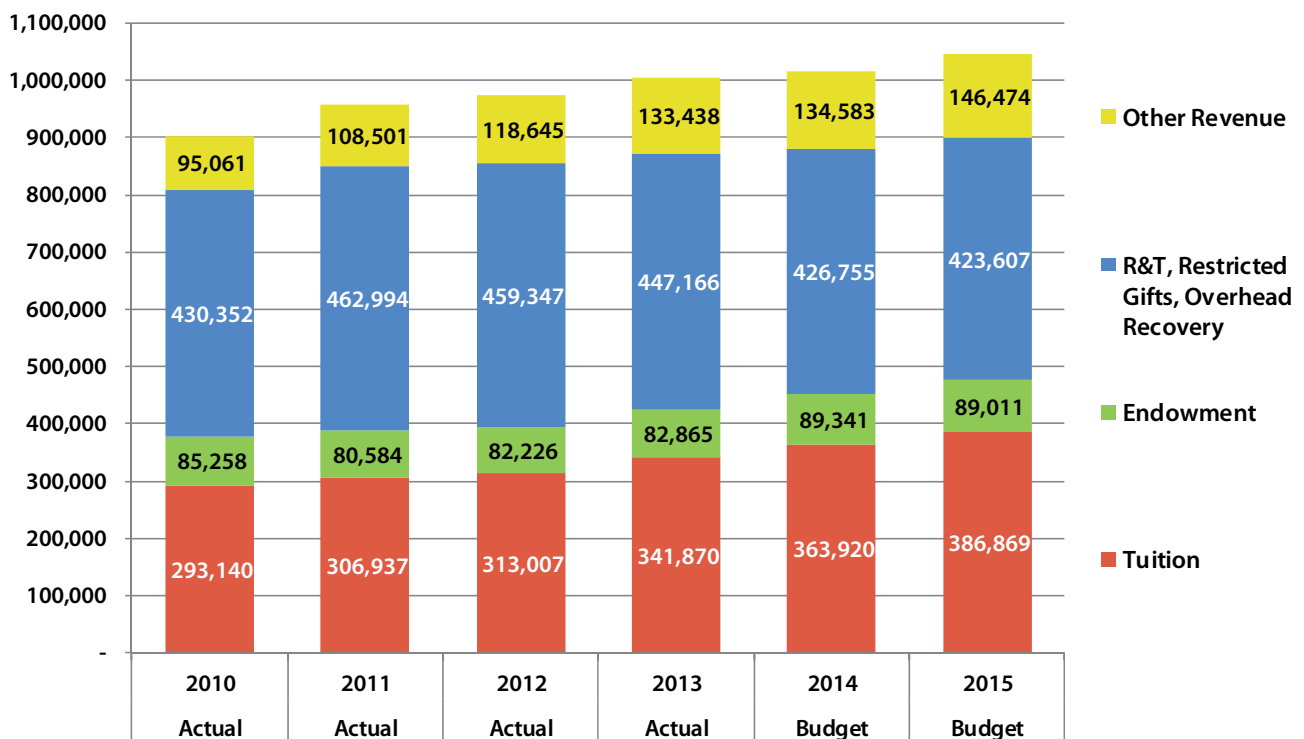
TOTAL REVENUE

FISCAL YEAR 2015 BUDGET

<i>In thousands of dollars</i>	2013 Actual	2014 Budget	2015 Budget	\$ Increase/ (Decrease) from 2014 Budget	% Variance to 2014 Budget
REVENUE					
TUITION					
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TOTAL REVENUE	\$ 1,005,339	\$ 1,014,599	\$ 1,045,961	\$ 31,362	3.1%

REVENUE COMPARISON BY YEAR

In thousands of dollars



NOTES TO REVENUE

FISCAL YEAR 2015 BUDGET vs. FISCAL YEAR 2014 BUDGET

TUITION

Undergraduate Tuition

Increased \$13.5 M or 7.7% as a result of an increase in enrollment of 196 Undergraduate students and a 3.25% tuition rate increase.

Summer Tuition

Increased \$0.7 M or 5.9%. CSE, MSASS, NURS and CSOM are all higher due to increased enrollment.

Professional Tuition

Increased \$5.2 M or 4.0% due to a 4.0% average rate increase and higher enrollment in WSOM, MSASS, DENT and CSOM. Partially offset by lower enrollment in LAW.

Graduate Tuition

Increased \$3.5 M or 7.7% due to a 4.0% average rate increase and higher enrollment in CAS, CSE, WSOM and CSOM. Partially offset by lower enrollment in MSASS.

ENDOWMENT

For 2015, the base current year pool spending allocation is \$61.0 million, unchanged from 2014.

Restricted Endowment

Increased \$1.1 M or 2.1% as a result of higher use of unused endowment income in LAW.

OTHER REVENUE

Research & Training

Decreased (\$1.8 M) or -0.6%, due primarily to less research activity in CAS, DENT, NURS and CSOM. Partially offset by increased research activity in CSE, MSASS and UGEN.

Restricted Gifts

Increased \$2.8 M or 7.2% due to increased gifts in WSOM, MSASS, NURS and UGEN. Partially offset by decreased activity in CAS, CSE and DENT.

Overhead Recovery

Decreased (\$4.1 M) or -5.5% due to less research activity in CAS, DENT, NURS and CSOM.

Unrestricted Gifts

Increased \$0.2 M or 4.8% as a result of gifts to MSASS, NURS and CSOM.

Organized Activities

Increased \$0.6 M or 4.6% due to Executive Education in WSOM and DMD Clinic revenue in DENT.

Other Income

Increased \$5.3 M or 9.9% due to increases in CSE, CSOM and UGEN. CSE & CSOM are higher due to internal transfers of expense recorded as revenue. UGEN is higher as a result of increased interest income.

Auxiliaries

Increased \$5.8 M or 9.5% due to rate and volume increases for Housing, Parking and Food Service.

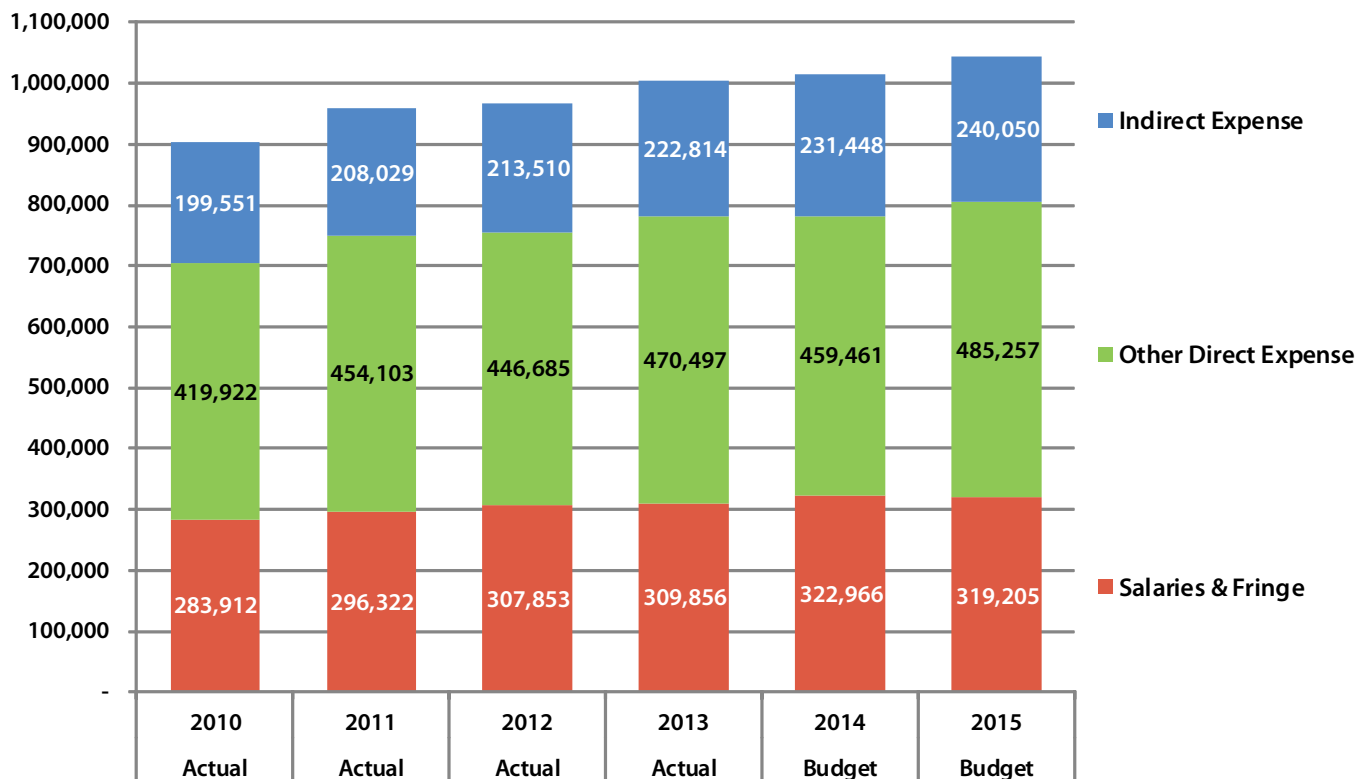
TOTAL EXPENSE

FISCAL YEAR 2015 BUDGET

<i>In thousands of dollars</i>	2013 Actual	2014 Budget	2015 Budget	\$ Increase/ (Decrease) from 2014 Budget	% Variance to 2014 Budget
EXPENSE					
DIRECT EXPENSE					
Faculty Salaries	\$ 143,914	\$ 150,133	\$ 149,020	\$ (1,113)	-0.7%
Other Salaries	97,566	98,661	96,615	(2,046)	-2.1%
TOTAL SALARIES	241,480	248,794	245,635	(3,159)	-1.3%
Fringe	68,376	74,172	73,570	(602)	-0.8%
Student Salaries	27,788	28,353	29,561	1,208	4.3%
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TOTAL DIRECT EXPENSE	780,353	782,427	804,462	22,035	2.8%
Total Restricted	417,657	404,820	406,912	2,092	0.5%
Total Unrestricted	362,696	377,607	397,550	19,943	5.3%
INDIRECT EXPENSE					
Library	15,475	14,739	14,796	57	0.4%
Student Services	20,490	20,721	21,536	815	3.9%
Plant	54,803	57,052	59,516	2,464	4.3%
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TOTAL INDIRECT EXPENSE	222,814	231,448	240,050	8,602	3.7%
TOTAL EXPENSE	\$ 1,003,167	\$ 1,013,875	\$ 1,044,512	\$ 30,637	3.0%

EXPENSE COMPARISON BY YEAR

In thousands of dollars



NOTES TO EXPENSE

FISCAL YEAR 2015 BUDGET vs. FISCAL YEAR 2014 BUDGET

DIRECT EXPENSE

Faculty Salaries

Decreased (\$1.1 M) or -0.7% in CSE, WSOM, LAW and CSOM as a result of reduced headcount.

Other Salaries

Decreased (\$2.0 M) or -2.1% with lower staff salaries in CAS, DENT, NURS and CSOM due to reduced headcount. Partially offsetting the overall decrease are higher staff salaries in CSE, WSOM, MSASS and UGEN.

Fringe Benefits

Decreased (\$0.6 M) or -0.8%. The federal fringe benefit rate increased from 28.0% to 28.5%. The non-federal fringe rate is unchanged at 31.5%.

Student Salaries

Increased \$1.2 M or 4.3% in CAS, CSE, MSASS, NURS and CSOM. Partially offsetting the increase are lower salaries in WSOM.

Student Aid

Increased \$19.8 M or 13.0%. Undergraduate unfunded aid increased \$11.3 M due to higher enrollment. The Undergraduate Student Aid discount rate is 50.5%. Professional and Graduate aid also increased \$7.0 M due to higher enrollment.

Non-salary

Increased \$4.7 M or 1.7% in CSE, WSOM and CSOM. Partially offsetting the increase are decreases in MSASS and DENT.

INDIRECT EXPENSE

Library

Increased \$0.1 M or 0.4% per guidelines.

Student Services

Increased \$0.8 M or 3.9% due to recruiting expense in Enrollment Management \$0.2 M and enhanced advising in Undergraduate Studies \$0.1 M.

Plant

Increased \$2.5 M or 4.3% as a result of costs to support the new Tinkham Veale University Center \$1.1 M, the Campus Master Plan \$0.5 M and increased utility expense \$0.5 M.

Information Services

Increased \$0.8 M or 3.2% due to maintenance costs associated with new software implementations.

University Services

Increased \$0.1 M or 0.1% due to new programs to support Technology Transfer \$0.8 M and University Insurance \$0.3 M.

Auxiliaries

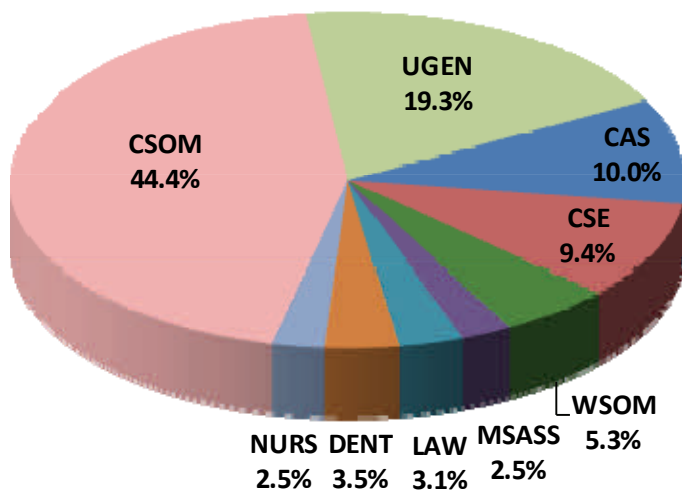
Increased \$4.4 M or 7.4% due to additional volume-related expense and is offset by revenue.

SUMMARY OF OPERATIONS BY MANAGEMENT CENTER

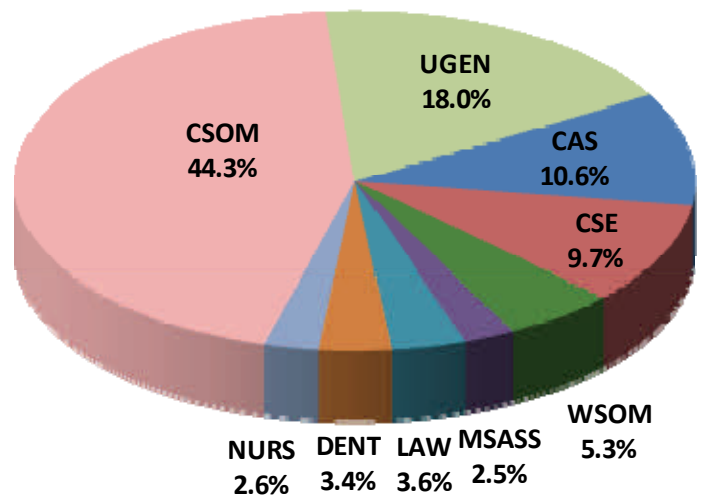
FISCAL YEAR 2015 BUDGET

<i>In thousands of dollars</i>	Total Revenue	Total Expense	Operating Margin	Undergraduate Tuition Subvention	Use of Retained Surplus	Surplus/ (Deficit)
CAS	\$ 104,406	\$ 110,948	\$ (6,542)	\$ 1,590	\$ 1,608	\$ (3,344)
CSE	98,836	101,143	(2,307)	573	-	(1,734)
WSOM	55,749	55,259	490	274	-	764
MSASS	25,923	25,708	215	2	-	217
LAW	32,494	37,241	(4,747)	1	-	(4,746)
DENT	36,717	35,482	1,235	3	-	1,238
NURS	26,507	27,453	(946)	135	811	-
CSOM	463,886	462,947	939	62	-	1,001
UGEN	201,443	188,331	13,112	(2,640)	-	10,472
OPERATING BUDGET	\$ 1,045,961	\$ 1,044,512	\$ 1,449	\$ -	\$ 2,419	\$ 3,868

REVENUE by Management Center
2015 Budget - \$1,045,961



EXPENSE by Management Center
2015 Budget - \$1,044,512



STATEMENT OF OPERATIONS BY MANAGEMENT CENTER

FISCAL YEAR 2015 BUDGET

<i>In thousands of dollars</i>	CAS	CSE	WSOM	MSASS	LAW	DENT	NURS	CSOM	UGEN	Total University
REVENUE										
TUITION										
Undergraduate	\$ 56,114	\$ 23,084	\$ 9,185	\$ 100	\$ 18	\$ 87	\$ 5,220	\$ 2,647	\$ 91,771	\$ 188,226
Summer	2,534	2,094	1,021	1,460	50	406	2,092	2,276	-	11,933
Professional	-	1,630	27,117	12,762	22,690	17,999	9,803	42,500	-	134,501
Graduate	11,753	9,884	2,096	425	-	1,842	886	22,341	-	49,227
Fees	408	408	170	59	-	689	223	358	667	2,982
TOTAL TUITION	70,809	37,100	39,589	14,806	22,758	21,023	18,224	70,122	92,438	386,869
ENDOWMENT										
Restricted Endowment	7,075	4,821	3,479	2,245	7,852	478	2,744	16,632	8,327	53,653
Unrestricted Endowment	7,645	4,046	1,845	513	480	67	1,047	11,338	8,377	35,358
TOTAL ENDOWMENT	14,720	8,867	5,324	2,758	8,332	545	3,791	27,970	16,704	89,011
OTHER REVENUE										
Research & Training	12,029	33,762	109	4,471	54	1,852	2,982	255,097	906	311,262
Restricted Gifts	2,327	2,082	5,066	1,939	165	574	340	19,381	10,123	41,997
Overhead Recovery	3,683	10,287	73	991	-	563	828	53,895	28	70,348
Unrestricted Gifts	520	650	425	140	1,000	300	342	750	2	4,129
State Support	-	-	-	-	-	-	-	2,763	-	2,763
Organized Activities	-	-	4,516	94	-	8,639	-	825	58	14,132
Other Income	318	6,088	647	724	185	3,221	-	33,083	14,351	58,617
Auxiliaries	-	-	-	-	-	-	-	-	66,833	66,833
TOTAL OTHER REVENUE	18,877	52,869	10,836	8,359	1,404	15,149	4,492	365,794	92,301	570,081
TOTAL REVENUE	\$104,406	\$ 98,836	\$55,749	\$25,923	\$32,494	\$36,717	\$26,507	\$463,886	\$201,443	\$ 1,045,961
EXPENSE										
DIRECT EXPENSE										
Faculty Salaries	\$ 25,852	\$ 17,824	\$ 12,967	\$ 4,841	\$ 8,158	\$ 10,542	\$ 7,544	\$ 60,982	\$ 310	\$ 149,020
Other Salaries	8,701	12,883	5,471	4,678	2,784	4,590	3,196	53,281	1,031	96,615
TOTAL SALARIES	34,553	30,707	18,438	9,519	10,942	15,132	10,740	114,263	1,341	245,635
Fringe	10,649	9,367	5,807	2,914	3,447	4,723	3,354	32,903	406	73,570
Student Salaries	7,472	10,291	1,043	1,275	210	130	696	6,675	1,769	29,561
Student Aid	9,491	4,410	7,743	4,676	10,783	1,120	2,444	26,844	105,356	172,867
Non-salary	13,349	21,217	10,613	3,158	3,365	7,906	3,732	217,874	1,615	282,829
TOTAL DIRECT EXPENSE	75,514	75,992	43,644	21,542	28,747	29,011	20,966	398,559	110,487	804,462
Restricted Direct Expense	21,431	40,665	8,654	8,655	8,071	2,904	6,066	291,110	19,356	406,912
Unrestricted Direct Expense	54,083	35,327	34,990	12,887	20,676	26,107	14,900	107,449	91,131	397,550
INDIRECT EXPENSE										
Library	3,586	1,943	1,415	608	2,898	468	789	2,868	221	14,796
Student Services	8,847	3,863	1,861	248	331	278	1,103	1,866	3,139	21,536
Plant	11,374	10,273	3,434	1,118	1,837	2,739	1,945	28,216	(1,420)	59,516
Information Services	6,673	4,253	2,451	897	1,454	1,230	1,350	9,515	(1,050)	26,773
University Services	4,954	4,819	2,454	1,295	1,974	1,756	1,300	21,923	14,058	54,533
Auxiliaries	-	-	-	-	-	-	-	-	62,896	62,896
TOTAL INDIRECT EXPENSE	35,434	25,151	11,615	4,166	8,494	6,471	6,487	64,388	77,844	240,050
TOTAL EXPENSE	\$110,948	\$101,143	\$55,259	\$25,708	\$37,241	\$35,482	\$27,453	\$462,947	\$188,331	\$ 1,044,512
OPERATING MARGIN	\$ (6,542)	\$ (2,307)	\$ 490	\$ 215	\$ (4,747)	\$ 1,235	\$ (946)	\$ 939	\$ 13,112	\$ 1,449
Undergraduate Tuition Subvention	1,590	573	274	2	1	3	135	62	(2,640)	-
Use of Retained Surplus	1,608	-	-	-	-	-	811	-	-	2,419
SURPLUS/(DEFICIT)	\$ (3,344)	\$ (1,734)	\$ 764	\$ 217	\$ (4,746)	\$ 1,238	\$ -	\$ 1,001	\$ 10,472	\$ 3,868

COLLEGE OF ARTS & SCIENCES

FISCAL YEAR 2015 BUDGET

<i>In thousands of dollars</i>	2013 Actual	2014 Budget	2015 Budget	\$ Increase/ (Decrease) from 2014 Budget	% Variance to 2014 Budget
REVENUE					
TUITION					
Undergraduate	\$ 49,159	\$ 54,245	\$ 56,114	\$ 1,869	3.4%
Summer	2,545	2,655	2,534	(121)	-4.6%
Professional	(12)	-	-	-	0.0%
Graduate	10,526	11,316	11,753	437	3.9%
Fees	363	387	408	21	5.4%
TOTAL TUITION	62,581	68,603	70,809	2,206	3.2%
ENDOWMENT					
Restricted Endowment	6,827	7,074	7,075	1	0.0%
Unrestricted Endowment	8,036	8,252	7,645	(607)	-7.4%
TOTAL ENDOWMENT	14,863	15,326	14,720	(606)	-4.0%
OTHER REVENUE					
Research & Training	12,902	12,816	12,029	(787)	-6.1%
Restricted Gifts	2,487	2,572	2,327	(245)	-9.5%
Overhead Recovery	4,112	4,201	3,683	(518)	-12.3%
Unrestricted Gifts	524	510	520	10	2.0%
State Support	-	-	-	-	0.0%
Organized Activities	-	-	-	-	0.0%
Other Income	412	318	318	-	0.0%
Auxiliaries	-	-	-	-	0.0%
TOTAL OTHER REVENUE	20,437	20,417	18,877	(1,540)	-7.5%
TOTAL REVENUE	\$ 97,881	\$ 104,346	\$ 104,406	\$ 60	0.1%
EXPENSE					
DIRECT EXPENSE					
Faculty Salaries	\$ 23,655	\$ 25,565	\$ 25,852	\$ 287	1.1%
Other Salaries	9,003	8,953	8,701	(252)	-2.8%
TOTAL SALARIES	32,658	34,518	34,553	35	0.1%
Fringe	9,524	10,642	10,649	7	0.1%
Student Salaries	7,088	7,274	7,472	198	2.7%
Student Aid	8,160	10,074	9,491	(583)	-5.8%
Non-salary	12,474	13,361	13,349	(12)	-0.1%
TOTAL DIRECT EXPENSE	69,904	75,869	75,514	(355)	-0.5%
Restricted Direct Expense	22,216	22,462	21,431	(1,031)	-4.6%
Unrestricted Direct Expense	47,688	53,407	54,083	676	1.3%
INDIRECT EXPENSE					
Library	3,498	3,570	3,586	16	0.4%
Student Services	8,511	8,782	8,847	65	0.7%
Plant	10,330	10,823	11,374	551	5.1%
Information Services	6,296	6,369	6,673	304	4.8%
University Services	4,444	4,620	4,954	334	7.2%
Auxiliaries	-	-	-	-	0.0%
TOTAL INDIRECT EXPENSE	33,079	34,164	35,434	1,270	3.7%
TOTAL EXPENSE	\$ 102,983	\$ 110,033	\$ 110,948	\$ 915	0.8%
OPERATING MARGIN	\$ (5,102)	\$ (5,687)	\$ (6,542)	\$ (855)	-15.0%
Undergraduate Tuition Subvention	3,597	1,999	1,590	(409)	
Use of Retained Surplus	1,505	3,688	1,608	(2,080)	
SURPLUS/(DEFICIT)	\$ -	\$ -	\$ (3,344)	\$ (3,344)	

CASE SCHOOL OF ENGINEERING

FISCAL YEAR 2015 BUDGET

<i>In thousands of dollars</i>	2013 Actual	2014 Budget	2015 Budget	\$ Increase/ (Decrease) from 2014 Budget	% Variance to 2014 Budget
REVENUE					
TUITION					
Undergraduate	\$ 19,243	\$ 21,164	\$ 23,084	\$ 1,920	9.1%
Summer	1,511	1,547	2,094	547	35.4%
Professional	1,012	1,093	1,630	537	49.1%
Graduate	8,211	9,077	9,884	807	8.9%
Fees	394	334	408	74	22.2%
TOTAL TUITION	30,371	33,215	37,100	3,885	11.7%
ENDOWMENT					
Restricted Endowment	4,782	5,153	4,821	(332)	-6.4%
Unrestricted Endowment	4,238	4,347	4,046	(301)	-6.9%
TOTAL ENDOWMENT	9,020	9,500	8,867	(633)	-6.7%
OTHER REVENUE					
Research & Training	34,306	33,626	33,762	136	0.4%
Restricted Gifts	2,516	2,367	2,082	(285)	-12.0%
Overhead Recovery	10,187	10,500	10,287	(213)	-2.0%
Unrestricted Gifts	468	650	650	-	0.0%
State Support	-	-	-	-	0.0%
Organized Activities	-	-	-	-	0.0%
Other Income	1,956	4,707	6,088	1,381	29.3%
Auxiliaries	-	-	-	-	0.0%
TOTAL OTHER REVENUE	49,433	51,850	52,869	1,019	2.0%
TOTAL REVENUE	\$ 88,824	\$ 94,565	\$ 98,836	\$ 4,271	4.5%
EXPENSE					
DIRECT EXPENSE					
Faculty Salaries	\$ 16,838	\$ 18,532	\$ 17,824	\$ (708)	-3.8%
Other Salaries	11,174	12,395	12,883	488	3.9%
TOTAL SALARIES	28,012	30,927	30,707	(220)	-0.7%
Fringe	8,090	9,431	9,367	(64)	-0.7%
Student Salaries	9,557	9,272	10,291	1,019	11.0%
Student Aid	3,987	4,186	4,410	224	5.4%
Non-salary	20,326	20,091	21,217	1,126	5.6%
TOTAL DIRECT EXPENSE	69,972	73,907	75,992	2,085	2.8%
Restricted Direct Expense	41,604	41,146	40,665	(481)	-1.2%
Unrestricted Direct Expense	28,368	32,761	35,327	2,566	7.8%
INDIRECT EXPENSE					
Library	1,823	1,934	1,943	9	0.5%
Student Services	3,440	3,693	3,863	170	4.6%
Plant	9,340	9,837	10,273	436	4.4%
Information Services	3,869	4,031	4,253	222	5.5%
University Services	4,035	4,293	4,819	526	12.3%
Auxiliaries	-	-	-	-	0.0%
TOTAL INDIRECT EXPENSE	22,507	23,788	25,151	1,363	5.7%
TOTAL EXPENSE	\$ 92,479	\$ 97,695	\$ 101,143	\$ 3,448	3.5%
OPERATING MARGIN	\$ (3,655)	\$ (3,130)	\$ (2,307)	\$ 823	26.3%
Undergraduate Tuition Subvention	1,353	730	573	(157)	
Use of Retained Surplus	-	-	-	-	
SURPLUS/(DEFICIT)	\$ (2,302)	\$ (2,400)	\$ (1,734)	\$ 666	

WEATHERHEAD SCHOOL OF MANAGEMENT

FISCAL YEAR 2015 BUDGET

<i>In thousands of dollars</i>	2013 Actual	2014 Budget	2015 Budget	\$ Increase/ (Decrease) from 2014 Budget	% Variance to 2014 Budget
REVENUE					
TUITION					
Undergraduate	\$ 8,229	\$ 8,968	\$ 9,185	\$ 217	2.4%
Summer	1,556	1,125	1,021	(104)	-9.2%
Professional	23,723	24,839	27,117	2,278	9.2%
Graduate	1,458	1,427	2,096	669	46.9%
Fees	174	175	170	(5)	-2.9%
TOTAL TUITION	35,140	36,534	39,589	3,055	8.4%
ENDOWMENT					
Restricted Endowment	2,384	3,847	3,479	(368)	-9.6%
Unrestricted Endowment	1,826	1,924	1,845	(79)	-4.1%
TOTAL ENDOWMENT	4,210	5,771	5,324	(447)	-7.7%
OTHER REVENUE					
Research & Training	284	100	109	9	9.0%
Restricted Gifts	1,351	3,907	5,066	1,159	29.7%
Overhead Recovery	212	56	73	17	30.4%
Unrestricted Gifts	311	425	425	-	0.0%
State Support	-	-	-	-	0.0%
Organized Activities	3,760	4,129	4,516	387	9.4%
Other Income	850	819	647	(172)	-21.0%
Auxiliaries	-	-	-	-	0.0%
TOTAL OTHER REVENUE	6,768	9,436	10,836	1,400	14.8%
TOTAL REVENUE	\$ 46,118	\$ 51,741	\$ 55,749	\$ 4,008	7.7%
EXPENSE					
DIRECT EXPENSE					
Faculty Salaries	\$ 12,287	\$ 13,360	\$ 12,967	\$ (393)	-2.9%
Other Salaries	4,641	5,295	5,471	176	3.3%
TOTAL SALARIES	16,928	18,655	18,438	(217)	-1.2%
Fringe	5,047	5,869	5,807	(62)	-1.1%
Student Salaries	1,368	1,757	1,043	(714)	-40.6%
Student Aid	4,736	5,645	7,743	2,098	37.2%
Non-salary	7,420	8,831	10,613	1,782	20.2%
TOTAL DIRECT EXPENSE	35,499	40,757	43,644	2,887	7.1%
Restricted Direct Expense	4,019	7,854	8,654	800	10.2%
Unrestricted Direct Expense	31,480	32,903	34,990	2,087	6.3%
INDIRECT EXPENSE					
Library	1,382	1,422	1,415	(7)	-0.5%
Student Services	1,791	1,851	1,861	10	0.5%
Plant	3,070	3,222	3,434	212	6.6%
Information Services	2,228	2,291	2,451	160	7.0%
University Services	2,199	2,242	2,454	212	9.5%
Auxiliaries	-	-	-	-	0.0%
TOTAL INDIRECT EXPENSE	10,670	11,028	11,615	587	5.3%
TOTAL EXPENSE	\$ 46,169	\$ 51,785	\$ 55,259	\$ 3,474	6.7%
OPERATING MARGIN	\$ (51)	\$ (44)	\$ 490	\$ 534	1213.6%
Undergraduate Tuition Subvention	612	343	274	(69)	
Use of Retained Surplus	-	-	-	-	
SURPLUS/(DEFICIT)	\$ 561	\$ 299	\$ 764	\$ 465	

MANDEL SCHOOL OF APPLIED SOCIAL SCIENCES

FISCAL YEAR 2015 BUDGET

<i>In thousands of dollars</i>	2013 Actual	2014 Budget	2015 Budget	\$ Increase/ (Decrease) from 2014 Budget	% Variance to 2014 Budget
REVENUE					
TUITION					
Undergraduate	\$ 98	\$ 112	\$ 100	\$ (12)	-10.7%
Summer	1,025	1,430	1,460	30	2.1%
Professional	8,602	11,148	12,762	1,614	14.5%
Graduate	530	443	425	(18)	-4.1%
Fees	-	25	59	34	136.0%
TOTAL TUITION	10,255	13,158	14,806	1,648	12.5%
ENDOWMENT					
Restricted Endowment	1,622	2,399	2,245	(154)	-6.4%
Unrestricted Endowment	560	559	513	(46)	-8.2%
TOTAL ENDOWMENT	2,182	2,958	2,758	(200)	-6.8%
OTHER REVENUE					
Research & Training	4,637	3,689	4,471	782	21.2%
Restricted Gifts	2,001	1,451	1,939	488	33.6%
Overhead Recovery	1,051	1,021	991	(30)	-2.9%
Unrestricted Gifts	98	100	140	40	40.0%
State Support	-	-	-	-	0.0%
Organized Activities	81	118	94	(24)	-20.3%
Other Income	460	425	724	299	70.4%
Auxiliaries	-	-	-	-	0.0%
TOTAL OTHER REVENUE	8,328	6,804	8,359	1,555	22.9%
TOTAL REVENUE	\$ 20,765	\$ 22,920	\$ 25,923	\$ 3,003	13.1%
EXPENSE					
DIRECT EXPENSE					
Faculty Salaries	\$ 4,456	\$ 4,401	\$ 4,841	\$ 440	10.0%
Other Salaries	4,543	4,223	4,678	455	10.8%
TOTAL SALARIES	8,999	8,624	9,519	895	10.4%
Fringe	2,667	2,640	2,914	274	10.4%
Student Salaries	1,041	1,020	1,275	255	25.0%
Student Aid	3,845	3,398	4,676	1,278	37.6%
Non-salary	1,846	3,264	3,158	(106)	-3.2%
TOTAL DIRECT EXPENSE	18,398	18,946	21,542	2,596	13.7%
Restricted Direct Expense	8,260	7,539	8,655	1,116	14.8%
Unrestricted Direct Expense	10,138	11,407	12,887	1,480	13.0%
INDIRECT EXPENSE					
Library	469	603	608	5	0.8%
Student Services	261	251	248	(3)	-1.2%
Plant	677	1,013	1,118	105	10.4%
Information Services	826	867	897	30	3.5%
University Services	948	1,103	1,295	192	17.4%
Auxiliaries	-	-	-	-	0.0%
TOTAL INDIRECT EXPENSE	3,181	3,837	4,166	329	8.6%
TOTAL EXPENSE	\$ 21,579	\$ 22,783	\$ 25,708	\$ 2,925	12.8%
OPERATING MARGIN	\$ (814)	\$ 137	\$ 215	\$ 78	56.9%
Undergraduate Tuition Subvention	7	3	2	(1)	
Use of Retained Surplus	807	-	-	-	
SURPLUS/(DEFICIT)	\$ -	\$ 140	\$ 217	\$ 77	

CASE SCHOOL OF LAW

FISCAL YEAR 2015 BUDGET

<i>In thousands of dollars</i>	2013 Actual	2014 Budget	2015 Budget	\$ Increase/ (Decrease) from 2014 Budget	% Variance to 2014 Budget
REVENUE					
TUITION					
Undergraduate	\$ 8	\$ -	\$ 18	\$ 18	0.0%
Summer	514	441	50	(391)	-88.7%
Professional	28,237	25,104	22,690	(2,414)	-9.6%
Graduate	-	-	-	-	0.0%
Fees	-	-	-	-	0.0%
TOTAL TUITION	28,759	25,545	22,758	(2,787)	-10.9%
ENDOWMENT					
Restricted Endowment	4,251	4,581	7,852	3,271	71.4%
Unrestricted Endowment	523	517	480	(37)	-7.2%
TOTAL ENDOWMENT	4,774	5,098	8,332	3,234	63.4%
OTHER REVENUE					
Research & Training	316	54	54	-	0.0%
Restricted Gifts	343	126	165	39	31.0%
Overhead Recovery	88	-	-	-	0.0%
Unrestricted Gifts	1,386	1,150	1,000	(150)	-13.0%
State Support	-	-	-	-	0.0%
Organized Activities	-	-	-	-	0.0%
Other Income	671	180	185	5	2.8%
Auxiliaries	-	-	-	-	0.0%
TOTAL OTHER REVENUE	2,804	1,510	1,404	(106)	-7.0%
TOTAL REVENUE	\$ 36,337	\$ 32,153	\$ 32,494	\$ 341	1.1%
EXPENSE					
DIRECT EXPENSE					
Faculty Salaries	\$ 8,842	\$ 8,764	\$ 8,158	\$ (606)	-6.9%
Other Salaries	2,903	2,795	2,784	(11)	-0.4%
TOTAL SALARIES	11,745	11,559	10,942	(617)	-5.3%
Fringe	3,506	3,641	3,447	(194)	-5.3%
Student Salaries	222	227	210	(17)	-7.5%
Student Aid	9,591	9,746	10,783	1,037	10.6%
Non-salary	3,671	3,379	3,365	(14)	-0.4%
TOTAL DIRECT EXPENSE	28,735	28,552	28,747	195	0.7%
Restricted Direct Expense	4,910	4,761	8,071	3,310	69.5%
Unrestricted Direct Expense	23,825	23,791	20,676	(3,115)	-13.1%
INDIRECT EXPENSE					
Library	3,395	2,887	2,898	11	0.4%
Student Services	383	379	331	(48)	-12.7%
Plant	1,647	1,724	1,837	113	6.6%
Information Services	1,544	1,547	1,454	(93)	-6.0%
University Services	1,625	1,760	1,974	214	12.2%
Auxiliaries	-	-	-	-	0.0%
TOTAL INDIRECT EXPENSE	8,594	8,297	8,494	197	2.4%
TOTAL EXPENSE	\$ 37,329	\$ 36,849	\$ 37,241	\$ 392	1.1%
OPERATING MARGIN	\$ (992)	\$ (4,696)	\$ (4,747)	\$ (51)	-1.1%
Undergraduate Tuition Subvention	1	1	1	-	
Use of Retained Surplus	991	1,715	-	(1,715)	
SURPLUS/(DEFICIT)	\$ -	\$ (2,980)	\$ (4,746)	\$ (1,766)	

CASE SCHOOL OF DENTAL MEDICINE

FISCAL YEAR 2015 BUDGET

<i>In thousands of dollars</i>	2013 Actual	2014 Budget	2015 Budget	\$ Increase/ (Decrease) from 2014 Budget	% Variance to 2014 Budget
REVENUE					
TUITION					
Undergraduate	\$ 62	\$ 69	\$ 87	\$ 18	26.1%
Summer	356	388	406	18	4.6%
Professional	16,078	17,301	17,999	698	4.0%
Graduate	1,491	1,877	1,842	(35)	-1.9%
Fees	677	705	689	(16)	-2.3%
TOTAL TUITION	18,664	20,340	21,023	683	3.4%
ENDOWMENT					
Restricted Endowment	731	1,428	478	(950)	-66.5%
Unrestricted Endowment	70	70	67	(3)	-4.3%
TOTAL ENDOWMENT	801	1,498	545	(953)	-63.6%
OTHER REVENUE					
Research & Training	2,977	2,229	1,852	(377)	-16.9%
Restricted Gifts	1,380	1,036	574	(462)	-44.6%
Overhead Recovery	1,098	889	563	(326)	-36.7%
Unrestricted Gifts	297	300	300	-	0.0%
State Support	-	-	-	-	0.0%
Organized Activities	8,047	8,420	8,639	219	2.6%
Other Income	1,661	1,494	3,221	1,727	115.6%
Auxiliaries	-	-	-	-	0.0%
TOTAL OTHER REVENUE	15,460	14,368	15,149	781	5.4%
TOTAL REVENUE	\$ 34,925	\$ 36,206	\$ 36,717	\$ 511	1.4%
EXPENSE					
DIRECT EXPENSE					
Faculty Salaries	\$ 9,166	\$ 9,602	\$ 10,542	\$ 940	9.8%
Other Salaries	4,419	4,851	4,590	(261)	-5.4%
TOTAL SALARIES	13,585	14,453	15,132	679	4.7%
Fringe	3,982	4,518	4,723	205	4.5%
Student Salaries	141	123	130	7	5.7%
Student Aid	790	1,189	1,120	(69)	-5.8%
Non-salary	8,669	8,929	7,906	(1,023)	-11.5%
TOTAL DIRECT EXPENSE	27,167	29,212	29,011	(201)	-0.7%
Restricted Direct Expense	5,088	4,693	2,904	(1,789)	-38.1%
Unrestricted Direct Expense	22,079	24,519	26,107	1,588	6.5%
INDIRECT EXPENSE					
Library	411	431	468	37	8.6%
Student Services	251	252	278	26	10.3%
Plant	2,492	2,612	2,739	127	4.9%
Information Services	1,134	1,152	1,230	78	6.8%
University Services	1,522	1,543	1,756	213	13.8%
Auxiliaries	-	-	-	-	0.0%
TOTAL INDIRECT EXPENSE	5,810	5,990	6,471	481	8.0%
TOTAL EXPENSE	\$ 32,977	\$ 35,202	\$ 35,482	\$ 280	0.8%
OPERATING MARGIN	\$ 1,948	\$ 1,004	\$ 1,235	\$ 231	23.0%
Undergraduate Tuition Subvention	5	3	3	-	
Use of Retained Surplus	-	-	-	-	
SURPLUS/(DEFICIT)	\$ 1,953	\$ 1,007	\$ 1,238	\$ 231	

FRANCES PAYNE BOLTON SCHOOL OF NURSING

FISCAL YEAR 2015 BUDGET

<i>In thousands of dollars</i>	2013 Actual	2014 Budget	2015 Budget	\$ Increase/ (Decrease) from 2014 Budget	% Variance to 2014 Budget
REVENUE					
TUITION					
Undergraduate	\$ 4,761	\$ 5,185	\$ 5,220	\$ 35	0.7%
Summer	1,915	1,831	2,092	261	14.3%
Professional	9,752	9,917	9,803	(114)	-1.1%
Graduate	605	855	886	31	3.6%
Fees	175	267	223	(44)	-16.5%
TOTAL TUITION	17,208	18,055	18,224	169	0.9%
ENDOWMENT					
Restricted Endowment	2,190	2,792	2,744	(48)	-1.7%
Unrestricted Endowment	1,142	1,142	1,047	(95)	-8.3%
TOTAL ENDOWMENT	3,332	3,934	3,791	(143)	-3.6%
OTHER REVENUE					
Research & Training	3,245	3,198	2,982	(216)	-6.8%
Restricted Gifts	166	189	340	151	79.9%
Overhead Recovery	1,193	1,275	828	(447)	-35.1%
Unrestricted Gifts	310	270	342	72	26.7%
State Support	-	-	-	-	0.0%
Organized Activities	-	-	-	-	0.0%
Other Income	16	70	-	(70)	-100.0%
Auxiliaries	-	-	-	-	0.0%
TOTAL OTHER REVENUE	4,930	5,002	4,492	(510)	-10.2%
TOTAL REVENUE	\$ 25,470	\$ 26,991	\$ 26,507	\$ (484)	-1.8%
EXPENSE					
DIRECT EXPENSE					
Faculty Salaries	\$ 6,735	\$ 7,189	\$ 7,544	\$ 355	4.9%
Other Salaries	3,082	3,398	3,196	(202)	-5.9%
TOTAL SALARIES	9,817	10,587	10,740	153	1.4%
Fringe	2,906	3,299	3,354	55	1.7%
Student Salaries	610	622	696	74	11.9%
Student Aid	1,907	2,180	2,444	264	12.1%
Non-salary	3,489	3,665	3,732	67	1.8%
TOTAL DIRECT EXPENSE	18,729	20,353	20,966	613	3.0%
Restricted Direct Expense	5,601	6,179	6,066	(113)	-1.8%
Unrestricted Direct Expense	13,128	14,174	14,900	726	5.1%
INDIRECT EXPENSE					
Library	738	762	789	27	3.5%
Student Services	1,011	1,071	1,103	32	3.0%
Plant	1,724	1,822	1,945	123	6.8%
Information Services	1,301	1,309	1,350	41	3.1%
University Services	1,308	1,235	1,300	65	5.3%
Auxiliaries	-	-	-	-	0.0%
TOTAL INDIRECT EXPENSE	6,082	6,199	6,487	288	4.6%
TOTAL EXPENSE	\$ 24,811	\$ 26,552	\$ 27,453	\$ 901	3.4%
OPERATING MARGIN	\$ 659	\$ 439	\$ (946)	\$ (1,385)	-315.5%
Undergraduate Tuition Subvention	328	173	135	(38)	
Use of Retained Surplus	-	-	811	811	
SURPLUS/(DEFICIT)	\$ 987	\$ 612	\$ -	\$ (612)	

CASE SCHOOL OF MEDICINE

FISCAL YEAR 2015 BUDGET

<i>In thousands of dollars</i>	2013 Actual	2014 Budget	2015 Budget	\$ Increase/ (Decrease) from 2014 Budget	% Variance to 2014 Budget
REVENUE					
TUITION					
Undergraduate	\$ 2,197	\$ 2,442	\$ 2,647	\$ 205	8.4%
Summer	1,711	1,850	2,276	426	23.0%
Professional	38,553	39,896	42,500	2,604	6.5%
Graduate	17,989	20,728	22,341	1,613	7.8%
Fees	333	385	358	(27)	-7.0%
TOTAL TUITION	60,783	65,301	70,122	4,821	7.4%
ENDOWMENT					
Restricted Endowment	10,381	16,104	16,632	528	3.3%
Unrestricted Endowment	10,930	10,979	11,338	359	3.3%
TOTAL ENDOWMENT	21,311	27,083	27,970	887	3.3%
OTHER REVENUE					
Research & Training	262,172	256,619	255,097	(1,522)	-0.6%
Restricted Gifts	23,567	19,324	19,381	57	0.3%
Overhead Recovery	58,066	56,500	53,895	(2,605)	-4.6%
Unrestricted Gifts	460	500	750	250	50.0%
State Support	2,758	2,743	2,763	20	0.7%
Organized Activities	1,312	818	825	7	0.9%
Other Income	35,059	31,667	33,083	1,416	4.5%
Auxiliaries	-	-	-	-	0.0%
TOTAL OTHER REVENUE	383,394	368,171	365,794	(2,377)	-0.6%
TOTAL REVENUE	\$ 465,488	\$ 460,555	\$ 463,886	\$ 3,331	0.7%
EXPENSE					
DIRECT EXPENSE					
Faculty Salaries	\$ 61,494	\$ 62,322	\$ 60,982	\$ (1,340)	-2.2%
Other Salaries	56,614	55,888	53,281	(2,607)	-4.7%
TOTAL SALARIES	118,108	118,210	114,263	(3,947)	-3.3%
Fringe	32,192	33,744	32,903	(841)	-2.5%
Student Salaries	6,111	6,232	6,675	443	7.1%
Student Aid	24,572	24,082	26,844	2,762	11.5%
Non-salary	226,380	214,795	217,874	3,079	1.4%
TOTAL DIRECT EXPENSE	407,363	397,063	398,559	1,496	0.4%
Restricted Direct Expense	296,120	292,047	291,110	(937)	-0.3%
Unrestricted Direct Expense	111,243	105,016	107,449	2,433	2.3%
INDIRECT EXPENSE					
Library	2,677	2,768	2,868	100	3.6%
Student Services	1,704	1,778	1,866	88	4.9%
Plant	26,259	27,461	28,216	755	2.7%
Information Services	9,313	9,433	9,515	82	0.9%
University Services	20,409	21,131	21,923	792	3.7%
Auxiliaries	-	-	-	-	0.0%
TOTAL INDIRECT EXPENSE	60,362	62,571	64,388	1,817	2.9%
TOTAL EXPENSE	\$ 467,725	\$ 459,634	\$ 462,947	\$ 3,313	0.7%
OPERATING MARGIN	\$ (2,237)	\$ 921	\$ 939	\$ 18	2.0%
Undergraduate Tuition Subvention	152	80	62	(18)	
Use of Retained Surplus/Encumbered Funds	2,937	-	-	-	
SURPLUS/(DEFICIT)	\$ 852	\$ 1,001	\$ 1,001	\$ -	

UNIVERSITY GENERAL

FISCAL YEAR 2015 BUDGET

<i>In thousands of dollars</i>	2013 Actual	2014 Budget	2015 Budget	\$ Increase/ (Decrease) from 2014 Budget	% Variance to 2014 Budget
REVENUE					
TUITION					
Undergraduate	\$ 77,226	\$ 82,546	\$ 91,771	\$ 9,225	11.2%
Summer	(3)	-	-	-	0.0%
Professional	(2)	-	-	-	0.0%
Graduate	11	-	-	-	0.0%
Fees	877	623	667	44	7.1%
TOTAL TUITION	78,109	83,169	92,438	9,269	11.1%
ENDOWMENT					
Restricted Endowment	13,519	9,160	8,327	(833)	-9.1%
Unrestricted Endowment	8,853	9,013	8,377	(636)	-7.1%
TOTAL ENDOWMENT	22,372	18,173	16,704	(1,469)	-8.1%
OTHER REVENUE					
Research & Training	1,800	778	906	128	16.5%
Restricted Gifts	14,520	8,201	10,123	1,922	23.4%
Overhead Recovery	189	31	28	(3)	-9.7%
Unrestricted Gifts	20	35	2	(33)	-94.3%
State Support	-	-	-	-	0.0%
Organized Activities	267	25	58	33	132.0%
Other Income	13,833	13,659	14,351	692	5.1%
Auxiliaries	58,421	61,051	66,833	5,782	9.5%
TOTAL OTHER REVENUE	89,050	83,780	92,301	8,521	10.2%
TOTAL REVENUE	\$ 189,531	\$ 185,122	\$ 201,443	\$ 16,321	8.8%
EXPENSE					
DIRECT EXPENSE					
Faculty Salaries	\$ 441	\$ 398	\$ 310	\$ (88)	-22.1%
Other Salaries	1,187	863	1,031	168	19.5%
TOTAL SALARIES	1,628	1,261	1,341	80	6.3%
Fringe	462	388	406	18	4.6%
Student Salaries	1,650	1,826	1,769	(57)	-3.1%
Student Aid	91,646	92,528	105,356	12,828	13.9%
Non-salary	9,200	1,765	1,615	(150)	-8.5%
TOTAL DIRECT EXPENSE	104,586	97,768	110,487	12,719	13.0%
Restricted Direct Expense	29,839	18,139	19,356	1,217	6.7%
Unrestricted Direct Expense	74,747	79,629	91,131	11,502	14.4%
INDIRECT EXPENSE					
Library	1,082	362	221	(141)	-39.0%
Student Services	3,138	2,664	3,139	475	17.8%
Plant	(736)	(1,462)	(1,420)	42	2.9%
Information Services	(1,251)	(1,052)	(1,050)	2	0.2%
University Services	15,732	16,526	14,058	(2,468)	-14.9%
Auxiliaries	54,564	58,536	62,896	4,360	7.4%
TOTAL INDIRECT EXPENSE	72,529	75,574	77,844	2,270	3.0%
TOTAL EXPENSE	\$ 177,115	\$ 173,342	\$ 188,331	\$ 14,989	8.6%
OPERATING MARGIN	\$ 12,416	\$ 11,780	\$ 13,112	\$ 1,332	11.3%
Undergraduate Tuition Subvention	(6,055)	(3,332)	(2,640)	692	
Use of Retained Surplus	-	-	-	-	
SURPLUS/(DEFICIT)	\$ 6,361	\$ 8,448	\$ 10,472	\$ 2,024	

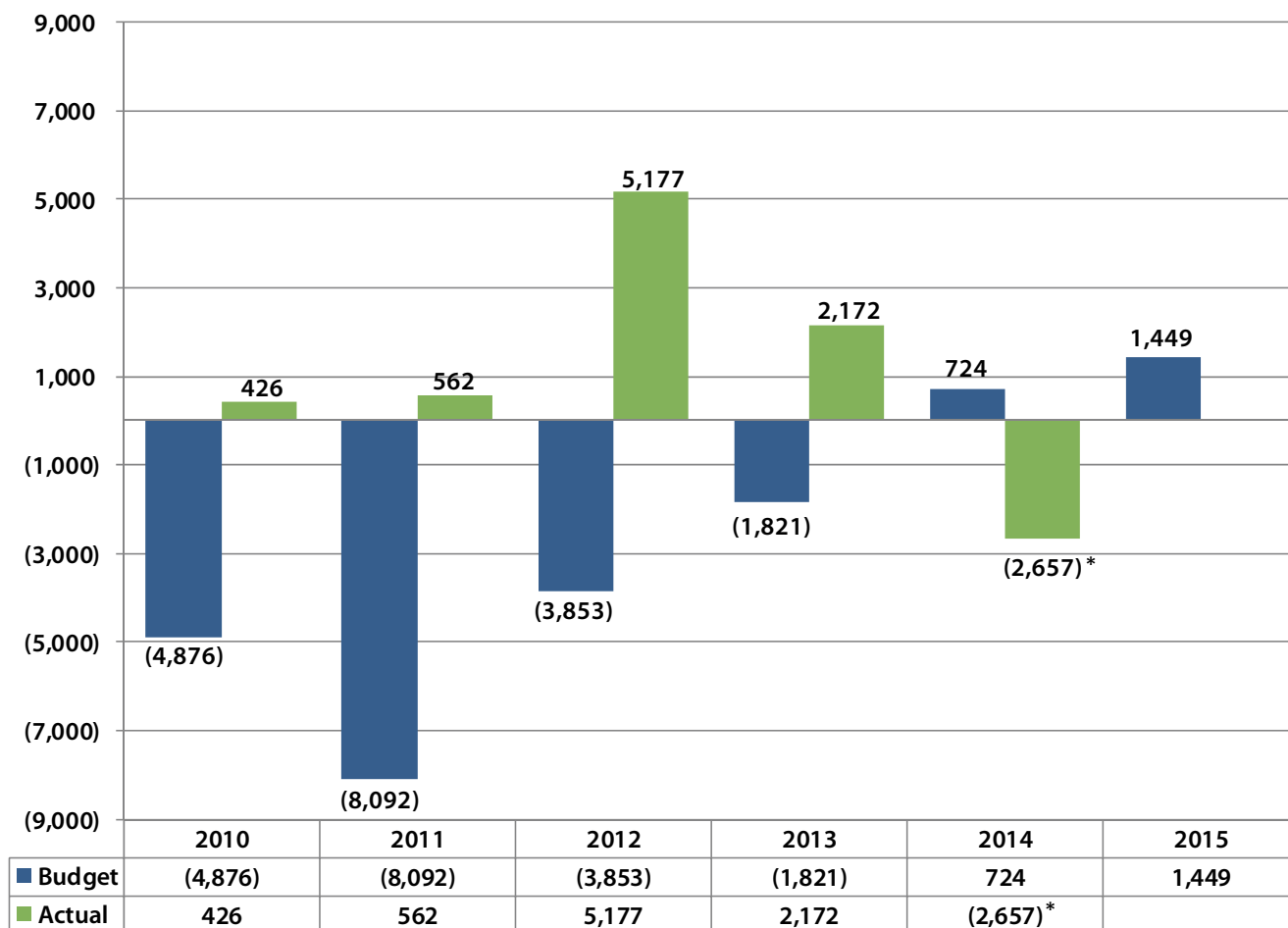
UNIVERSITY OPERATING MARGIN

BY MANAGEMENT CENTER

<i>In thousands of dollars</i>	2010 Actual	2011 Actual	2012 Actual	2013 Actual	2014 Budget	2015 Budget
CAS	\$ 2,368	\$ (867)	\$ (2,856)	\$ (5,102)	\$ (5,687)	\$ (6,542)
CSE	(953)	(3,482)	(4,027)	(3,655)	(3,130)	(2,307)
WSOM	155	70	(3)	(51)	(44)	490
MSASS	46	61	98	(814)	137	215
LAW	2,145	(623)	(416)	(992)	(4,696)	(4,747)
DENT	1,946	2,526	2,317	1,948	1,004	1,235
NURS	(798)	793	1,533	659	439	(946)
CSOM	(3,978)	(2,447)	1,263	(2,237)	921	939
UGEN	(505)	4,531	7,268	12,416	11,780	13,112
UNIVERSITY OPERATING MARGIN	\$ 426	\$ 562	\$ 5,177	\$ 2,172	\$ 724	\$ 1,449

UNIVERSITY OPERATING MARGIN

In thousands of dollars



* Q3 Forecast

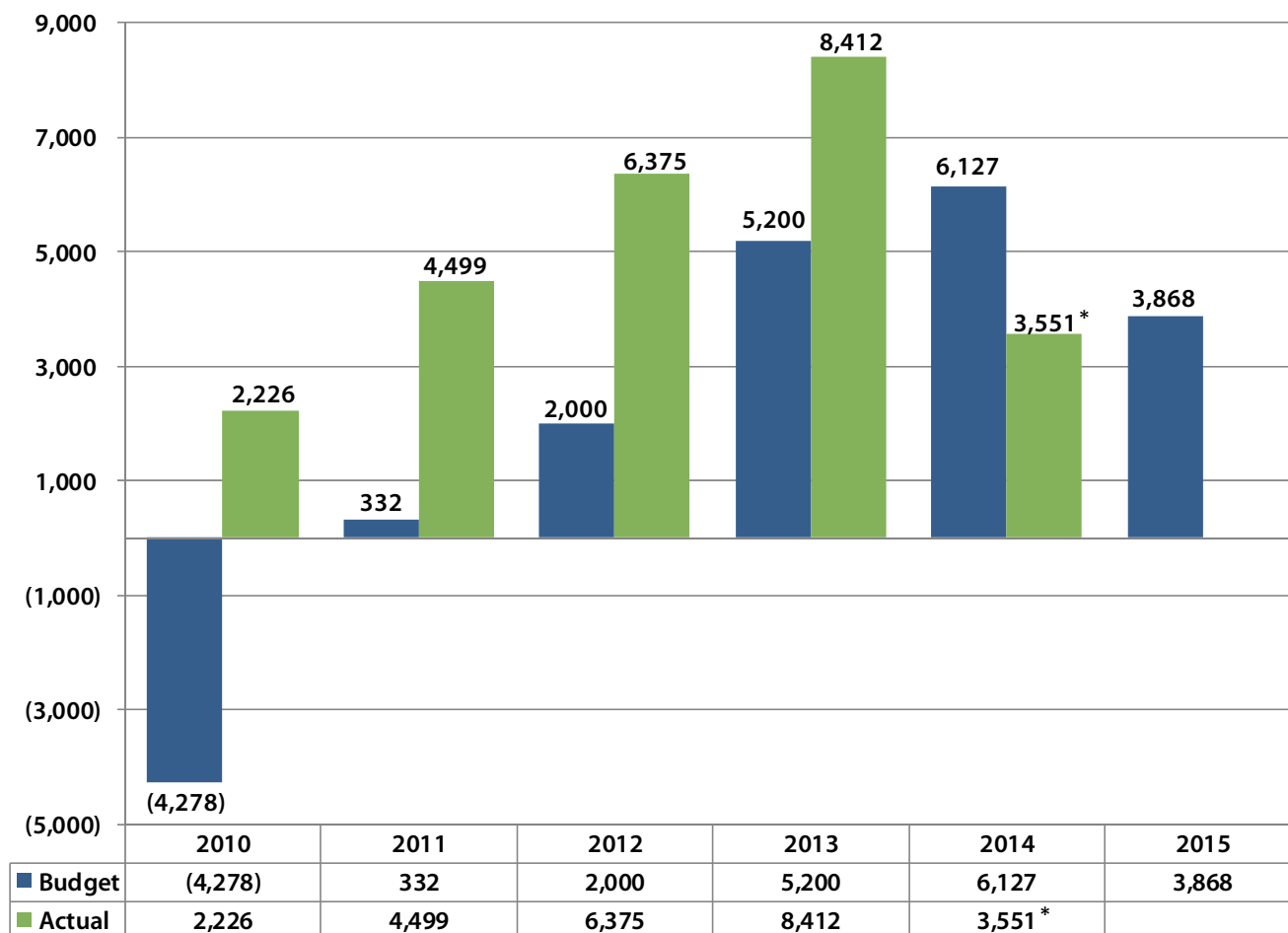
UNIVERSITY SURPLUS/(DEFICIT)

BY MANAGEMENT CENTER

<i>In thousands of dollars</i>	2010 Actual	2011 Actual	2012 Actual	2013 Actual	2014 Budget	2015 Budget
CAS	\$ 2,368	\$ -	\$ -	\$ -	\$ -	(3,344)
CSE	(953)	(3,482)	(3,076)	(2,302)	(2,400)	(1,734)
WSOM	155	70	439	561	299	764
MSASS	46	61	102	-	140	217
LAW	2,145	-	-	-	(2,980)	(4,746)
DENT	1,946	2,526	2,320	1,953	1,007	1,238
NURS	(1)	793	1,760	987	612	-
CSOM	(2,976)	-	1,368	852	1,001	1,001
UGEN	(505)	4,531	3,462	6,361	8,448	10,472
UNIVERSITY SURPLUS/(DEFICIT)	\$ 2,226	\$ 4,499	\$ 6,375	\$ 8,412	\$ 6,127	\$ 3,868

UNIVERSITY SURPLUS/(DEFICIT)

In thousands of dollars



* Q3 Forecast

SIGNIFICANT REVENUE AND EXPENSE MOVEMENTS

FISCAL YEAR 2015 BUDGET

	2014	2015	\$ Increase/	% Variance
<i>In thousands of dollars</i>	Budget	Budget	(Decrease) from	to 2014
			2014 Budget	Budget
REVENUE				
TUITION				
Undergraduate - enrollment and rate increase	\$ 174,731	\$ 188,226	\$ 13,495	7.7%
Summer - enrollment and rate increase in CSE, NURS and CSOM	11,267	11,933	666	5.9%
Professional - enrollment and rate increase in WSOM, MSASS and CSOM	129,298	134,501	5,203	4.0%
Graduate - enrollment and rate increase in CAS, CSE, WSOM and CSOM	45,723	49,227	3,504	7.7%
Fees - enrollment increase	2,901	2,982	81	2.8%
ENDOWMENT				
Restricted Endowment - increased use of unspent income in LAW	52,538	53,653	1,115	2.1%
Unrestricted Endowment - decrease in CAS and CSE; increase in CSOM	36,803	35,358	(1,445)	-3.9%
OTHER REVENUE				
Research and Training - decreased activity in CAS, DENT and CSOM	313,109	311,262	(1,847)	-0.6%
Restricted Gifts - increase in WSOM, MSASS and UGEN; decrease in DENT	39,173	41,997	2,824	7.2%
Overhead Recovery - decreased activity in CAS, DENT and CSOM	74,473	70,348	(4,125)	-5.5%
Unrestricted Gifts - increase in NURS and CSOM; decrease in LAW	3,940	4,129	189	4.8%
State Support - no significant change	2,743	2,763	20	0.7%
Organized Activities - increase in WSOM and DENT	13,510	14,132	622	4.6%
Other Income - increase in CSE, MSASS, DENT, CSOM and UGEN	53,339	58,617	5,278	9.9%
Auxiliaries - enrollment and rate increase	61,051	66,833	5,782	9.5%
TOTAL REVENUE	\$ 1,014,599	\$ 1,045,961	\$ 31,362	3.1%
EXPENSE				
DIRECT EXPENSE				
Faculty Salaries - decrease in CSE, WSOM, LAW and CSOM	\$ 150,133	\$ 149,020	\$ (1,113)	-0.7%
Other Salaries - decrease in CAS, DENT, NURS and CSOM	98,661	96,615	(2,046)	-2.1%
Fringe Benefits - decrease in Faculty and Staff head count	74,172	73,570	(602)	-0.8%
Student Salaries - increase in CAS, CSE, MSASS and CSOM	28,353	29,561	1,208	4.3%
Student Aid - increase in enrollment and aid awarded	153,028	172,867	19,839	13.0%
Non-salary - increase in CSE, WSOM and CSOM	278,080	282,829	4,749	1.7%
INDIRECT EXPENSE				
Library - per guidelines	14,739	14,796	57	0.4%
Student Services - increase for new programs	20,721	21,536	815	3.9%
Plant Services - increase for utilities and new University Center	57,052	59,516	2,464	4.3%
Information Services - increase for new program software	25,947	26,773	826	3.2%
University Services - increase for new programs	54,453	54,533	80	0.1%
Auxiliaries - enrollment increase	58,536	62,896	4,360	7.4%
TOTAL EXPENSE	\$ 1,013,875	\$ 1,044,512	\$ 30,637	3.0%
OPERATING MARGIN	\$ 724	\$ 1,449	\$ 725	100.1%

FALL STUDENT ENROLLMENT

Case Western Reserve University students only

	2012 Actual	2013 Actual	2014 Actual	2015 Budget
UNDERGRADUATE				
FULL-TIME *	3,895	4,260	4,528	4,644
PART-TIME	121	126	133	133
<i>* Includes Cooperative Education students, which are not included in tuition calculations since these students are not charged tuition while in the Cooperative Education program</i>				
PROFESSIONAL				
FULL-TIME				
CSE	30	37	49	-
WSOM	421	507	563	651
MSASS	262	230	270	262
LAW	659	648	505	486
DENT	283	289	292	304
NURS	237	214	230	187
CSOM	823	814	823	858
Mandel Center **	9	-	-	-
TOTAL FULL-TIME	2,724	2,739	2,732	2,748
PART-TIME				
CSE	-	-	-	-
WSOM	296	258	184	105
MSASS	75	64	70	176
LAW	5	6	6	5
DENT	-	-	-	-
NURS	239	274	232	350
CSOM	-	-	-	-
Mandel Center **	37	-	-	-
TOTAL PART-TIME	652	602	492	636
<i>** Mandel Center students are included in the WSOM data in 2013 Actual</i>				
GRADUATE				
FULL-TIME				
CAS	471	487	520	578
CSE	495	496	485	435
WSOM	48	55	60	55
MSASS	41	42	40	13
DENT	55	60	112	26
NURS	36	31	30	19
CSOM	617	686	756	695
Non-Degree	-	7	13	13
TOTAL FULL-TIME	1,763	1,864	2,016	1,834
PART-TIME				
CAS	69	60	58	58
CSE	69	88	90	228
WSOM	2	-	2	-
MSASS	10	4	4	27
DENT	-	-	-	46
NURS	2	1	5	19
CSOM	92	97	114	135
Non-Degree	182	142	126	126
TOTAL PART-TIME	426	392	399	639
TOTAL FULL-TIME STUDENTS	8,382	8,863	9,276	9,226
TOTAL PART-TIME STUDENTS	1,199	1,120	1,024	1,408
TOTAL STUDENT HEAD COUNT	9,581	9,983	10,300	10,634

TUITION RATES

Full-Time

Per academic year

	2012	2013	2014	2015	% Increase from 2014
Undergraduate	\$ 38,760	\$ 40,120	\$ 41,420	\$ 42,766	3.2%
Graduate	35,690	37,120	38,588	39,842	3.2%
MS Engineering Management	38,800	40,120	41,420	42,770	3.3%
Management - Full time MBA	42,500	43,350	43,980	44,950	2.2%
Management - MS Management	32,000	33,150	33,792	49,000	45.0%
Management - Master of Accountancy	42,500	43,500	43,200	43,200	0.0%
Management - DM/PhD	50,000	50,000	50,000	50,000	0.0%
MSASS - Graduate	35,690	37,120	38,590	39,950	3.5%
Law - JD	42,450	44,500	46,700	47,600	1.9%
Dental Medicine - DMD	54,100	56,400	58,095	59,840	3.0%
Dental Medicine - Graduate	45,010	46,470	47,980	49,540	3.3%
Nursing	38,800	40,350	41,964	43,643	4.0%
Medicine - MD	49,570	51,450	53,320	55,370	3.8%
Medicine - MS Anesthesia	37,100	39,000	40,950	42,795	4.5%

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

<http://www.cwru.edu/finadmin/controller/bursar/tuition.htm>

BOARD RATES

Per academic year

	2012	2013	2014	2015	% Increase from 2014
17 meal swipes + \$150 in CaseCash/week	\$ 5,038	\$ 5,266	\$ 5,436	\$ 5,612	3.2%
19 meal swipes + \$75 in CaseCash/week	5,068	5,296	5,468	5,646	3.3%
200 meal swipes/semester	5,038	5,266	5,436	5,612	3.2%
14 Kosher meal swipes/week	5,466	5,466	5,644	5,828	3.3%
10 Kosher meal swipes/week	4,860	4,860	5,018	5,182	3.3%
14 meal swipes + \$200 CaseCash/week	4,838	5,056	5,220	5,390	3.3%
10 meal swipes + \$250 CaseCash/week	4,724	4,938	5,098	5,264	3.3%
100 meal swipes/semester	3,052	3,190	3,294	3,400	3.2%
7 meal swipes/week	3,052	3,190	3,294	3,400	3.2%

ROOM RATES

Per academic year

	2012	2013	2014	2015	% Increase from 2014
<u>First and Second-Year Students</u>					
North and South Residential Villages					
Double/Triple	\$ 6,870	\$ 7,140	\$ 7,430	\$ 7,730	4.0%
Single	7,750	8,060	8,380	8,720	4.1%
South Residential Village					
Single	7,860	8,170	8,500	8,840	4.0%
<u>Greek</u>					
Single	\$ 7,860	\$ 8,170	\$ 8,500	\$ 8,840	4.0%
Double/Triple/Quad	6,870	7,140	7,430	7,730	4.0%
<u>Upper-Class Student Housing</u>					
Village @ 115 Apartments					
1 bedroom	\$ 10,150	\$ 10,550	\$ 10,970	\$ 11,410	4.0%
2 and 3 bedroom	9,720	10,110	10,510	10,930	4.0%
4 and 5 bedroom	9,470	9,850	10,240	10,650	4.0%
6 and 7 bedroom	9,160	9,530	9,910	10,310	4.0%
9 bedroom	8,970	9,330	9,700	10,090	4.0%
Tippit/Staley House Suites	8,320	8,650	8,980	9,340	4.0%
<u>University-Owned Apartments</u>					
E. 115th and E. 117th					
1 bedroom	\$ 8,640	\$ 8,990	\$ 9,330	\$ 9,700	4.0%
E. 116th					
2 and 3 bedroom	8,370	8,700	9,030	9,390	4.0%
Fairchild					
3 bedroom	8,970	9,330	9,700	10,090	4.0%
Fairchild and Glenwood					
2-4 bedroom	9,470	9,850	10,240	10,650	4.0%
Fairchild					
4 bedroom	9,720	10,110	10,510	10,930	4.0%

REVENUE AND EXPENSE ALLOCATION PRACTICES

In thousands of dollars, unless otherwise noted

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 by crediting each management center with revenue and expense directly generated by operations. 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

Undergraduate Tuition is assigned to those schools that teach undergraduates, primarily the College of Arts & Sciences and the Case School of Engineering. The Weatherhead School of Management and the Frances Payne Bolton School of Nursing also receive undergraduate tuition. SAGES tuition is distributed to the schools teaching those courses. Tuition revenue, net of unfunded financial aid, is distributed among the schools as follows: 85% is assigned based upon the proportion of undergraduate student credit hours taught by each school in 2012 and 2013; the remaining 15% is assigned based upon the proportion of baccalaureate degrees awarded in 2012 and 2013. Graduate and Professional Tuition is assigned to the schools in which the student is registered as a degree student. Special joint programs among schools may have specific rules for tuition sharing, e.g. joint JD/MBA.

Undergraduate tuition assignment is based on: 4,516 FTE students, average for the academic year 28.0 credit hours/student 1,250 first-year students

Undergraduate Tuition Income	\$ 187,875
Less: Unfunded Student Aid	(90,402) *
UG Tuition Distributed to Schools	\$ 97,473
<hr/>	
Regular Credit Hour Distribution	\$ 77,403
SAGES Credit Hour Distribution	7,379
Degrees Granted Distribution	14,961
Additional Unfunded Student Aid	(2,270)
Total UG Tuition Distribution	\$ 97,473

* 100% of unfunded student aid is assigned to UGEN.
Distribution has been adjusted for increased 2015 Student Aid.

Undergraduate tuition revenue is distributed using the average credit hours taught by the management center in 2012 and 2013 to calculate the percentage distribution. The degrees granted percentage is an average of 2012 and 2013. The data used to generate these averages is available on the Office of Budget & Financial Planning website: case.edu/provost/budget

Undergraduate Tuition Distribution and Total Revenue:

	Regular Credit Hour Distribution	SAGES Credit Hour Distribution	Degrees Granted Distribution	Additional Unfunded Student Aid	Total Tuition Distribution
CAS	\$ 45,696	\$ 2,236	\$ 7,831	\$ -	\$ 56,114 *
CSE	17,643	690	4,751	-	23,084
WSOM	7,413	389	1,383	-	9,185
MSASS	100	-	-	-	100
LAW	-	18	-	-	18
DENT	-	87	-	-	87
NURS	3,958	266	996	-	5,220
CSOM	2,593	54	-	-	2,647
UGEN	-	3,639	-	(2,270)	1,369
TOTAL	\$ 77,403	\$ 7,379	\$ 14,961	\$ (2,270)	\$ 97,824
Unfunded Aid					90,402
TOTAL UNDERGRADUATE TUITION REVENUE					\$ 188,226

* The Undergraduate Tuition distribution for CAS includes an additional \$0.35 M due to the combination of tuition received from the Cleveland Institute of Music and the Cleveland Institute of Art for coursework taught at those schools.

Endowment

Endowment funds are classified as belonging to a school or University General, and largely pooled for investment purposes. The amount 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 2015, the base current year spending pool allocation is \$61.0 million, unchanged from 2014. In addition, the Trustees approved a continuing supplemental distribution of \$5.9 million. Endowment revenue is allocated based on the market value of funds as of June 30, 2014. Revenue from new gifts will be allocated at the same rate one month after receipt. This one-month waiting period is currently under review; a one-year period is under consideration as an alternative. 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).

	Current Year Allocation *	Prior Year Income	FHBO	Un-pooled	Less: Unused Current Year Income	Total
CAS	\$ 11,836	\$ 882	\$ 2,757	\$ -	\$ (755)	\$ 14,720
CSE	8,771	335	725	37	(1,001)	8,867
WSOM	3,238	648	277	1,449	(288)	5,324
MSASS	2,229	557	-	-	(28)	2,758
LAW	3,750	4,582	-	-	-	8,332
DENT	525	692	-	-	(672)	545
NURS	3,586	466	-	6	(267)	3,791
CSOM	15,670	6,981	7,766	-	(2,447)	27,970
UGEN	12,160	-	631	-	(1,987)	10,804
TOTAL	\$ 61,765	\$ 15,143	\$ 12,156	\$ 1,492	\$ (7,445)	\$ 83,111
Supplemental Distribution - Campaign and general support						5,900
TOTAL ENDOWMENT REVENUE						\$ 89,011

* The total current year allocation includes the base allocation of \$61.0 M plus an allocation for new gifts received in 2014.

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 is credited 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.

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.

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

Library Budgets

University Library (UL)	\$ 8,696
Health Science Library (HS)	2,941 *
MSASS Library	619
Law Library	2,714
Total Library Operating Budget	\$ 14,970
Endowment support for Library Budgets	\$ 71
UGEN Strategic Savings Plan	(245) **
Total Library Budget (Including Endowment)	\$ 14,796

* Actual budget assigned to schools is \$2.6 M; the balance (\$0.3 M) is offset by income from the Cleveland Medical Library Association (CMLA).

** 100% is assigned to UGEN.

Library Expense Assigned, by Management Center:

	University Library	Health Science Library	MSASS Library	Law Library	Total Library Allocation
CAS	\$ 3,248	\$ 294	\$ 44	\$ -	\$ 3,586
CSE	1,759	160	24	-	1,943
WSOM	1,282	116	17	-	1,415
MSASS	189	40	379	-	608
LAW	148	28	8	2,714	2,898 *
DENT	222	239	7	-	468
NURS	483	295	11	-	789
CSOM	1,361	1,464	43	-	2,868
UGEN	4	1	86	-	221 **
TOTAL LIBRARY	\$ 8,696	\$ 2,637	\$ 619	\$ 2,714	\$ 14,796

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

** Includes 100% of the UGEN Strategic Savings Plan.

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.

Most Student Service 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 2012 and 2013 enrollment.

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

Student Numbers used for the 2015 Budget, based on 2012 and 2013 average enrollment:

	Undergraduate FTE *	Undergraduate Headcount *	Graduate Full-Time	Graduate Part-Time	Professional Full-Time	Professional Part-Time	Total Head Count
CAS	2,509	2,557	504	59	-	-	3,120
CSE	984	1,003	491	89	43	-	1,626
WSOM	419	427	58	1	533	216	1,235
MSASS	5	5	41	4	250	67	367
LAW	-	-	-	-	577	6	583
DENT	3	3	86	-	291	-	380
NURS	243	247	31	3	222	253	756
CSOM	113	116	721	106	819	-	1,762
UGEN	161	164	-	-	1	5	170
TOTAL	4,437	4,522	1,932	262	2,736	547	9,999

*Percentage distribution for undergraduate full-time equivalency (FTE) and headcount uses two years' of credit hour data and is equal to the 2014 percentage distribution for net undergraduate tuition in schools. Graduate and Professional numbers are based on the Fall Semester enrollment statistics.

2015 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	\$ 6,922	\$ 904	\$ 236	\$ 52	\$ 35	\$ 24	\$ 45	\$ 629	\$ 8,847
CSE	2,714	471	243	58	34	7	32	304	3,863
WSOM	1,158	358	25	75	17	4	17	207	1,861
MSASS	14	106	19	35	9	-	12	53	248
LAW	-	169	-	54	14	-	11	83	331
DENT	9	110	36	35	12	1	20	55	278
NURS	669	220	14	47	9	3	15	126	1,103
CSOM	313	511	346	153	154	1	187	201	1,866
UGEN	444	49	-	1	-	39	-	36	569
TOTAL	\$ 12,243	\$ 2,898	\$ 919	\$ 510	\$ 284	\$ 79	\$ 339	\$ 1,694	\$ 18,966
Unallocated Student Services (100% to UGEN)*									2,570
TOTAL STUDENT SERVICES									\$ 21,536

*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 upon meter readings and related charges. 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 recharged through the appropriate mechanism.

Plant Services costs are distributed using nine 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%	\$ 7,262	\$ 640	\$ 641	\$ 138
CSE	598,890	19.6%	7,999	623	347	74
WSOM	186,872	6.1%	2,174	317	253	54
MSASS	67,614	2.2%	774	167	37	19
LAW	122,013	4.0%	1,374	255	29	13
DENT	154,952	5.1%	2,216	227	44	112
NURS	81,998	2.7%	1,155	168	95	138
CSOM	1,257,158	41.1%	23,134	2,832	268	684
UGEN	-	0.0%	-	7	1	-
TOTAL	3,060,640	100.0%	\$ 46,088	\$ 5,236	\$ 1,715	\$ 1,232

	Student Service	University Center	Athletic Space	Shared Classroom	SAGES Allocation	Waste Removal (Fixed)	Total Plant Allocation
CAS	\$ 609	\$ 472	\$ 1,235	\$ 303	\$ 28	\$ 46	\$ 11,374
CSE	268	256	525	126	9	46	10,273
WSOM	127	186	268	50	5	-	3,434
MSASS	17	64	39	1	-	-	1,118
LAW	23	91	52	-	-	-	1,837
DENT	18	75	46	-	1	-	2,739
NURS	75	121	162	28	3	-	1,945
CSOM	122	462	325	15	1	373	28,216
UGEN	37	23	75	20	46	-	209
TOTAL	\$ 1,296	\$ 1,750	\$ 2,727	\$ 543	\$ 93	\$ 465	\$ 61,145
Unallocated Plant (100% to UGEN)*							(1,629)
TOTAL PLANT							\$ 59,516

* Includes 100% of the UGEN Strategic Savings Plan.

The Plant Service expense for each school or area is determined by each building's utilities rate and square footage. Utility expense is assigned based on estimated annual costs for electricity, steam/gas, and water/sewer. The estimated annual expense is assigned based on square footage. The cost for Plant Services other than utilities is \$8.1280 per gross square foot. This expense is assigned based upon square footage.

The data used to determine each total is available on the Office of Budget & Financial Planning website:

case.edu/provost/budget

Direct Plant Calculation:

	Square Footage	(\$ Average Utilities Rate	(\$ Utilities	(\$ Space Charge	(\$ Total Direct Plant
CAS	591,143	\$ 4.156	\$ 2,457	\$ 4,805	\$ 7,262
CSE	598,890	5.228	3,131	4,868	7,999
WSOM	186,872	3.505	655	1,519	2,174
MSASS	67,614	3.313	224	550	774
LAW	122,013	3.131	382	992	1,374
DENT	154,952	6.170	956	1,260	2,216
NURS	81,998	5.951	488	667	1,155
CSOM	1,257,158	10.274	12,916	10,218	23,134
UGEN	-	-	-	-	-
SUBTOTAL SCHOOLS	3,060,640	\$ 6.930	\$ 21,209	\$ 24,879	\$ 46,088
Library	154,993	\$ 2.942	\$ 456	\$ 1,259	\$ 1,715
Health Science Library	82,185	6.863	564	668	1,232
Student Services	355,437	3.455	1,228	2,888	4,116
University Center	80,000	3.125	250	1,500	1,750
Administration	313,001	3.827	1,198	2,545	3,743
Vacant	153,637	1.588	244	1,249	1,493
Classrooms	49,180	2.908	143	400	543
Waste Removal	-	-	-	-	465
UGEN Strategic Savings	-	-	-	-	(1,629)
TOTAL ALLOCATED	4,249,073	\$ 5.952	\$ 25,292	\$ 35,388	\$ 59,516

Information Technology Services (ITS)

Information Technology Services include the expense associated with establishing, maintaining, and providing services through the campus network, central information processing, and academic computing as well as the operation of the ITS division.

ITS expense is separated into four cost pools, each with its own distribution formula. The first pool, Core Technology, covers the core network 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 Service space.

The Instructional component of the ITS budget is allocated using the two-year average student count. It includes support for Blackboard, Technology Enhanced Classrooms, and other curriculum support. This component also includes the operation of the Student Information System and related debt service.

The expense associated with providing core administrative systems such as administrative computing, the HCM system, the Data Warehouse, and the debt service on the implementation of the ERP systems is distributed using the University Services distribution (a percentage of direct expense).

The remaining cost pool, referred to as "infrastructure" covers basic network services – email, servers, security, storage, VOIP, Help Desk and other network services. This expense is distributed using a faculty/staff/student count and utilizes the same counts used for the Library distribution.

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

Information Technology Costs Assigned, by cost pool:

	Core Technology Costs Assigned	Instructional Costs Assigned	Administrative Costs Assigned	Infrastructure Costs Assigned	Information Services Costs Assigned
CAS	\$ 836	\$ 1,695	\$ 749	\$ 3,393	\$ 6,673
CSE	774	887	729	1,863	4,253
WSOM	274	598	371	1,208	2,451
MSASS	96	178	196	427	897
LAW	163	319	298	674	1,454
DENT	204	209	266	551	1,230
NURS	132	321	196	701	1,350
CSOM	1,723	971	3,315	3,506	9,515
UGEN	5	90	8	159	262
TOTAL	\$ 4,207	\$ 5,268	\$ 6,128	\$ 12,482	\$ 28,085
UGEN Strategic Savings Plan (100% to UGEN)					(1,312)
TOTAL INFORMATION TECHNOLOGY SERVICES					\$ 26,773

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, Budget & Financial Planning, 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. It should be noted that for this calculation, R&T expenditures based in the Cleveland Clinic Lerner College of Medicine and tuition expenditures associated with the Cleveland Clinic Foundation have been deducted from the CSOM expense base. In addition, the cost of Dental kits purchased and re-sold to students has been deducted from the DENT expense base.

Certain University Services expense is not allocated to the schools because there are revenue streams that support the expense. These include the portion of Development and University Relations expense covered by the campaign planning fee, and a portion of Technology Transfer expense.

University Services expense is allocated based on the percentage of direct expense averaged over a two-year period. Average direct expense data is available on the Office of Budget & Financial Planning website:

case.edu/provost/budget

	Direct Expense				University Services Costs Assigned
	2012	2013	Average 2012-2013	% of Total	
CAS	\$ 68,657	\$ 69,904	\$ 69,281	12.2%	\$ 4,954
CSE	64,834	69,972	67,403	11.9%	4,819
WSOM	33,131	35,499	34,315	6.1%	2,454
MSASS	17,811	18,397	18,104	3.2%	1,295
LAW	26,483	28,735	27,609	4.9%	1,974
DENT	22,999	26,118	24,559	4.3%	1,756
NURS	17,625	18,730	18,178	3.2%	1,300
CSOM	309,232	303,979	306,606	54.1%	21,923
UGEN	1,381	51	716	0.1%	51
TOTAL	\$ 562,153	\$ 571,385	\$ 566,769	100.0%	\$ 40,526
Unallocated University Services (100% to UGEN)*					14,007
TOTAL UNIVERSITY SERVICES					\$ 54,533

* Includes 100% of the UGEN Strategic Savings Plan.

USE OF RETAINED SURPLUSES

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



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