



2016 OPERATING BUDGET

The Fiscal Year 2016 Operating Budget was approved by the Case Western Reserve University Board of Trustees on June 6, 2015.

This document may also be found at:

<http://www.case.edu/provost/budget/operatingbudget.html>

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FISCAL YEAR 2016 OPERATING BUDGET

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KEY FACTS AND ASSUMPTIONS

<i>In thousands of dollars</i>	2015 Budget	2016 Budget	% Variance to 2015 Budget
UNDERGRADUATE ENROLLMENT (Fall semester, full-time)			
Continuing Students	3,394	3,634	7.1%
Entering Class	1,250	1,250	0.0%
TOTAL UNDERGRADUATE ENROLLMENT	4,644	4,884	5.2%
UNDERGRADUATE TUITION			
Tuition Rate (In dollars)	\$ 42,766	\$ 44,156	3.25%
Funded Discount Rate	4.2%	4.2%	
Unfunded Discount Rate	46.3%	44.5%	
TOTAL DISCOUNT RATE	50.5%	48.7%	
ENDOWMENT			
Endowment Pool Spending (current & prior year)	\$ 75,363	\$ 76,603	1.6%
Outside Trust Spending	13,648	17,149	25.7%
TOTAL ENDOWMENT REVENUE	\$ 89,011	\$ 93,752	5.3%
RESEARCH & TRAINING (R&T)			
R&T Revenue	\$ 311,262	\$ 289,200	-7.1%
RESTRICTED GIFTS			
Restricted Gift Revenue	\$ 41,997	\$ 39,347	-6.3%
OVERHEAD RECOVERY			
Overhead Recovery Revenue	\$ 70,348	\$ 70,522	0.2%
TOTAL RESEARCH & RESTRICTED REVENUE	\$ 423,607	\$ 399,069	-5.8%
OVERHEAD RECOVERY			
Federal Indirect Cost Rate	58.5%	58.5%	0.0%
FRINGE			
Non-federal Fringe Benefit Rate	31.5%	30.5%	-3.2%
Federal Fringe Benefit Rate	28.5%	27.0%	-5.3%

CONSOLIDATED STATEMENT OF OPERATIONS

FISCAL YEAR 2016 BUDGET

<i>In thousands of dollars</i>	2014 Actual	2015 Budget	2016 Budget	\$ Increase/ (Decrease) from 2015 Budget	% Variance to 2015 Budget
REVENUE					
TUITION					
Undergraduate	\$ 176,418	\$ 188,226	\$ 202,868	\$ 14,642	7.8%
Summer	12,032	11,933	13,558	1,625	13.6%
Professional	125,589	134,501	142,002	7,501	5.6%
Graduate	46,015	49,227	50,463	1,236	2.5%
Fees	3,056	2,982	3,441	459	15.4%
TOTAL TUITION	363,110	386,869	412,332	25,463	6.6%
ENDOWMENT					
Restricted Endowment	52,064	53,653	58,118	4,465	8.3%
Unrestricted Endowment	34,910	35,358	35,634	276	0.8%
TOTAL ENDOWMENT	86,974	89,011	93,752	4,741	5.3%
OTHER REVENUE					
Research & Training	308,177	311,262	289,200	(22,062)	-7.1%
Restricted Gifts	47,655	41,997	39,347	(2,650)	-6.3%
Overhead Recovery	72,496	70,348	70,522	174	0.2%
Unrestricted Gifts	3,891	4,129	6,805	2,676	64.8%
State Support	2,773	2,763	2,743	(20)	-0.7%
Organized Activities	12,911	14,132	13,184	(948)	-6.7%
Other Income	52,513	58,617	53,873	(4,744)	-8.1%
Auxiliaries	62,087	66,833	69,893	3,060	4.6%
TOTAL OTHER REVENUE	562,503	570,081	545,567	(24,514)	-4.3%
TOTAL REVENUE	\$ 1,012,587	\$ 1,045,961	\$ 1,051,651	\$ 5,690	0.5%
EXPENSE					
DIRECT EXPENSE					
Faculty Salaries	\$ 146,824	\$ 149,020	\$ 149,369	\$ 349	0.2%
Other Salaries	96,685	96,615	98,825	2,210	2.3%
TOTAL SALARIES	243,509	245,635	248,194	2,559	1.0%
Fringe	70,123	73,570	71,485	(2,085)	-2.8%
Student Salaries	28,196	29,561	29,219	(342)	-1.2%
Student Aid	160,712	172,867	178,971	6,104	3.5%
Non-salary	278,303	282,829	267,938	(14,891)	-5.3%
TOTAL DIRECT EXPENSE	780,843	804,462	795,807	(8,655)	-1.1%
Restricted Direct Expense	407,896	406,912	386,665	(20,247)	-5.0%
Unrestricted Direct Expense	372,947	397,550	409,142	11,592	2.9%
INDIRECT EXPENSE					
Library	15,764	14,796	16,649	1,853	12.5%
Student Services	21,929	21,536	24,993	3,457	16.1%
Plant	56,943	59,516	62,761	3,245	5.5%
Information Services	25,218	26,773	27,184	411	1.5%
University Services	52,763	54,533	58,209	3,676	6.7%
TOTAL INDIRECT EXPENSE	172,617	177,154	189,796	12,642	7.1%
Auxiliaries	57,616	62,896	63,187	291	0.5%
TOTAL EXPENSE	\$ 1,011,076	\$ 1,044,512	\$ 1,048,790	\$ 4,278	0.4%
OPERATING MARGIN	\$ 1,511	\$ 1,449	\$ 2,861	\$ 1,412	97.4%
Undergraduate Tuition Subvention	-	-	-	-	
Use of Retained Surplus/Encumbered Funds	5,668	2,419	1,408	(1,011)	
SURPLUS/(DEFICIT)	\$ 7,179	\$ 3,868	\$ 4,269	\$ 401	

TOTAL REVENUE

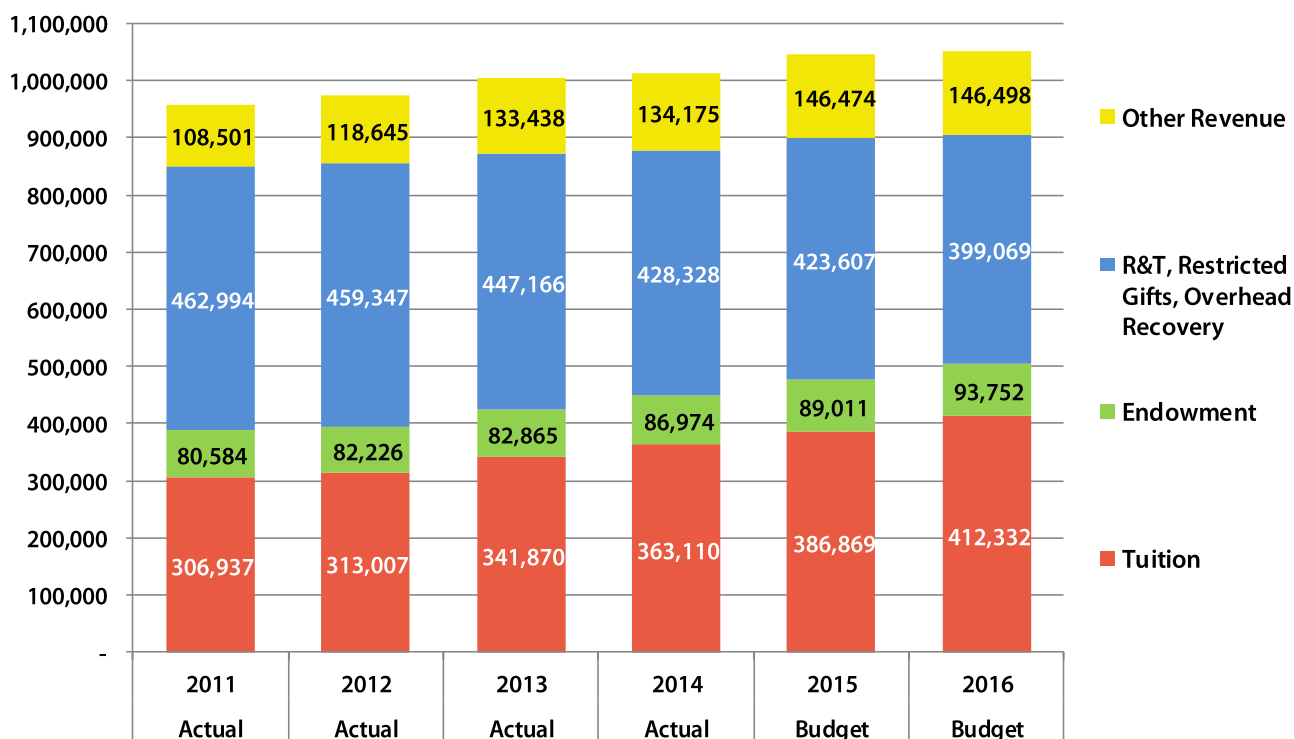
FISCAL YEAR 2016 BUDGET

<i>In thousands of dollars</i>	2014 Actual	2015 Budget	2016 Budget	\$ Increase/ (Decrease) from 2015 Budget	% Variance to 2015 Budget
REVENUE					
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TOTAL ENDOWMENT	86,974	89,011	93,752	4,741	5.3%
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Overhead Recovery	72,496	70,348	70,522	174	0.2%
Unrestricted Gifts	3,891	4,129	6,805	2,676	64.8%
State Support	2,773	2,763	2,743	(20)	-0.7%
Organized Activities	12,911	14,132	13,184	(948)	-6.7%
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TOTAL REVENUE	\$ 1,012,587	\$ 1,045,961	\$ 1,051,651	\$ 5,690	0.5%

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REVENUE COMPARISON BY YEAR

In thousands of dollars



NOTES TO REVENUE

FISCAL YEAR 2016 BUDGET vs. FISCAL YEAR 2015 BUDGET

TUITION

Undergraduate Tuition

Increased \$14.6 M or 7.8% as a result of an increase in enrollment of 240 Undergraduate students and a 3.25% tuition rate increase.

Summer Tuition

Increased \$1.6 M or 13.6%. CSE, WSOM, MSASS and NURS are all higher due to increased enrollment.

Professional Tuition

Increased \$7.5 M or 5.6% due to a 3.25% average rate increase and higher enrollment in CSE, WSOM, MSASS, LAW, DENT, NURS and CSOM.

Graduate Tuition

Increased \$1.2 M or 2.5% due to a 4.0% average rate increase and higher enrollment in CSE, MSASS, NURS and CSOM. Partially offset by lower enrollment in CAS and WSOM.

ENDOWMENT

For 2016, the endowment payout rate will be 4.73%. There will also be a one-year waiting period on endowment spending for new gifts and/or additions to existing gifts.

Restricted Endowment

Increased \$4.5 M or 8.3% as a result of higher income in CAS, CSE, DENT and UGEN.

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OTHER REVENUE

Research & Training

Decreased (\$22.1 M) or -7.1%, due primarily to less research activity in CAS, CSE, DENT and CSOM.

Restricted Gifts

Decreased (\$2.7 M) or -6.3% due to decreased gifts in WSOM, MSASS, NURS, CSOM and UGEN. Partially offset by increased activity in CAS and CSE.

Overhead Recovery

Increased \$0.2 M or 0.2% in MSASS, NURS and CSOM. Partially offset by decreases in CAS, CSE and DENT.

Unrestricted Gifts

Increased \$2.7 M or 64.8% due to gifts received in LAW and CSOM.

Organized Activities

Decreased (\$0.9 M) or -6.7% due to DMD Clinic revenue in DENT.

Other Income

Decreased (\$4.7 M) or -8.1% due to decreases in CSE, WSOM, DENT and UGEN.

Auxiliaries

Increased \$3.1 M or 4.6% due to rate and volume increases for Student Housing, Parking and Food Service.

TOTAL EXPENSE

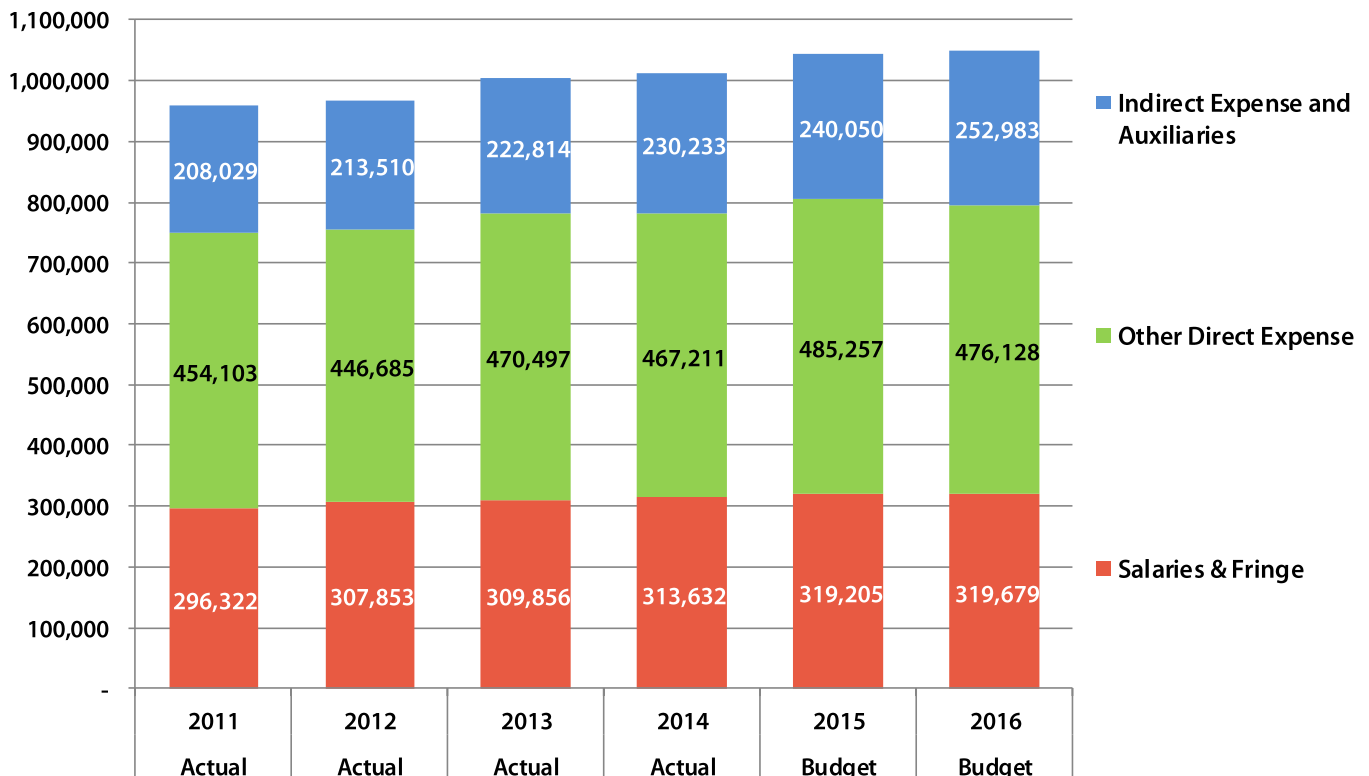
FISCAL YEAR 2016 BUDGET

<i>In thousands of dollars</i>	2014 Actual	2015 Budget	2016 Budget	\$ Increase/ (Decrease) from 2015 Budget	% Variance to 2015 Budget
EXPENSE					
DIRECT EXPENSE					
Faculty Salaries	\$ 146,824	\$ 149,020	\$ 149,369	\$ 349	0.2%
Other Salaries	96,685	96,615	98,825	2,210	2.3%
TOTAL SALARIES	243,509	245,635	248,194	2,559	1.0%
Fringe	70,123	73,570	71,485	(2,085)	-2.8%
Student Salaries	28,196	29,561	29,219	(342)	-1.2%
Student Aid	160,712	172,867	178,971	6,104	3.5%
Non-salary	278,303	282,829	267,938	(14,891)	-5.3%
TOTAL DIRECT EXPENSE	780,843	804,462	795,807	(8,655)	-1.1%
Total Restricted	407,896	406,912	386,665	(20,247)	-5.0%
Total Unrestricted	372,947	397,550	409,142	11,592	2.9%
INDIRECT EXPENSE					
Library	15,764	14,796	16,649	1,853	12.5%
Student Services	21,929	21,536	24,993	3,457	16.1%
Plant	56,943	59,516	62,761	3,245	5.5%
Information Services	25,218	26,773	27,184	411	1.5%
University Services	52,763	54,533	58,209	3,676	6.7%
TOTAL INDIRECT EXPENSE	172,617	177,154	189,796	12,642	7.1%
Auxiliaries	57,616	62,896	63,187	291	0.5%
TOTAL EXPENSE	\$ 1,011,076	\$ 1,044,512	\$ 1,048,790	\$ 4,278	0.4%

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EXPENSE COMPARISON BY YEAR

In thousands of dollars



NOTES TO EXPENSE

FISCAL YEAR 2016 BUDGET vs. FISCAL YEAR 2015 BUDGET

DIRECT EXPENSE

Faculty Salaries

Increased \$0.3 M or 0.2% in CSE, WSOM and NURS. Partially offsetting the increase are decreases in MSASS, LAW, DENT and CSOM.

Other Salaries

Increased \$2.2 M or 2.3% with higher staff salaries in CAS, WSOM, MSASS and CSOM. Partially offsetting the overall increase are lower staff salaries in CSE.

Fringe Benefits

Decreased (\$2.1 M) or -2.8%. The federal fringe benefit rate decreased from 28.5% to 27.0%. The non-federal fringe rate decreased from 31.5% to 30.5%.

Student Salaries

Decreased (\$0.3 M) or -1.2% in CSE, MSASS and UGEN. Partially offsetting the decrease are higher salaries in CAS, WSOM and NURS.

Student Aid

Increased \$6.1 M or 3.5% in CAS, CSE, WSOM, LAW and NURS. Partially offsetting is a decrease in DENT and CSOM. The increase reflects higher enrollment and an Undergraduate Student Aid discount rate of 48.7%.

Non-salary

Decreased (\$14.9 M) or -5.3% in CAS, CSE, WSOM, NURS and CSOM due in large part to reduced spending for Research and Training. Partially offsetting the decrease are increases in MSASS and UGEN.

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INDIRECT EXPENSE AND AUXILIARIES

Library

Increased \$1.9 M or 12.5% due to a \$1.7 M increase in UGEN endowment spending.

Student Services

Increased \$3.5 M or 16.1% due to \$0.3 M of new programs in Dean - Graduate Studies and Student Affairs and a \$3.0 M reclassification of expense from Auxiliaries to Student Services.

Plant

Increased \$3.2 M or 5.5% as a result of new program additions to support Utilities expense, Plant Security and the Maltz Performing Arts Center.

Information Services

Increased \$0.4 M or 1.5% per the guidelines.

University Services

Increased \$3.7 M or 6.7% as a result of a new program to support the Technology Transfer Office patent fund, guideline increases and a reclassification of income.

Auxiliaries

Increased \$0.3 M or 0.5% due to volume-related expense in Student Housing which is offset by revenue.

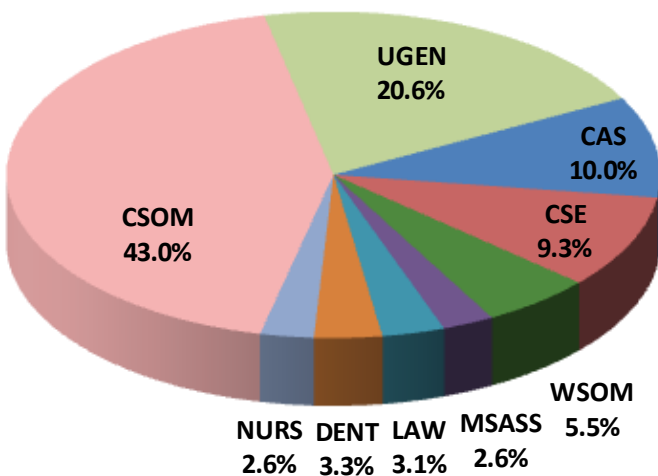
SUMMARY OF OPERATIONS BY MANAGEMENT CENTER

FISCAL YEAR 2016 BUDGET

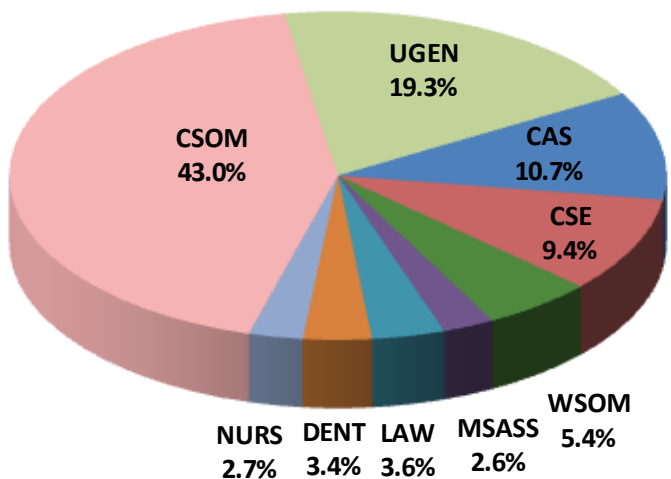
<i>In thousands of dollars</i>	Total		Operating		Use of		Surplus/
	Revenue	Expense	Margin	Retained	Surplus	(Deficit)	
CAS	\$ 105,266	\$ 111,952	\$ (6,686)	\$ -	\$ (6,686)		
CSE	97,417	99,016	(1,599)	-	(1,599)		
WSOM	57,420	56,912	508	-	508		
MSASS	26,890	26,782	108	-	108		
LAW	32,557	37,556	(4,999)	-	(4,999)		
DENT	35,219	35,221	(2)	2	-		
NURS	27,846	28,099	(253)	253	-		
CSOM	452,140	451,070	1,070	-	1,070		
UGEN	216,896	202,182	14,714	1,153	15,867		
OPERATING BUDGET	\$ 1,051,651	\$ 1,048,790	\$ 2,861	\$ 1,408	\$ 4,269		

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REVENUE by Management Center
2016 Budget - \$1,051,651



EXPENSE by Management Center
2016 Budget - \$1,048,790



STATEMENT OF OPERATIONS BY MANAGEMENT CENTER

FISCAL YEAR 2016 BUDGET

<i>In thousands of dollars</i>	CAS	CSE	WSOM	MSASS	LAW	DENT	NURS	CSOM	UGEN	Total University
REVENUE										
TUITION										
Undergraduate	\$ 57,860	\$ 25,946	\$ 9,671	\$ 136	\$ 99	\$ 103	\$ 5,357	\$ 2,728	\$ 100,968	\$ 202,868
Summer	2,742	2,065	1,483	2,204	100	422	2,342	2,200	-	13,558
Professional	-	1,926	29,851	13,550	23,182	18,411	10,276	44,806	-	142,002
Graduate	11,535	9,964	1,862	485	-	1,873	1,003	23,741	-	50,463
Fees	445	513	175	80	-	736	219	300	973	3,441
TOTAL TUITION	72,582	40,414	43,042	16,455	23,381	21,545	19,197	73,775	101,941	412,332
ENDOWMENT										
Restricted Endowment	7,798	5,534	3,538	1,814	6,903	1,489	2,734	15,208	13,100	58,118
Unrestricted Endowment	7,496	4,126	1,920	511	477	67	1,043	11,945	8,049	35,634
TOTAL ENDOWMENT	15,294	9,660	5,458	2,325	7,380	1,556	3,777	27,153	21,149	93,752
OTHER REVENUE										
Research & Training	10,368	29,681	391	4,334	-	1,300	3,375	239,040	711	289,200
Restricted Gifts	2,717	3,000	3,032	1,654	193	574	192	18,048	9,937	39,347
Overhead Recovery	3,454	9,861	97	1,247	-	319	990	54,500	54	70,522
Unrestricted Gifts	520	600	350	160	1,350	310	315	3,150	50	6,805
State Support	-	-	-	-	-	-	-	2,743	-	2,743
Organized Activities	-	-	4,566	-	-	7,909	-	655	54	13,184
Other Income	331	4,201	484	715	253	1,706	-	33,076	13,107	53,873
Auxiliaries	-	-	-	-	-	-	-	-	69,893	69,893
TOTAL OTHER REVENUE	17,390	47,343	8,920	8,110	1,796	12,118	4,872	351,212	93,806	545,567
TOTAL REVENUE	\$105,266	\$ 97,417	\$57,420	\$26,890	\$32,557	\$35,219	\$27,846	\$452,140	\$216,896	\$1,051,651
EXPENSE										
DIRECT EXPENSE										
Faculty Salaries	\$ 25,866	\$ 18,197	\$ 13,948	\$ 4,578	\$ 7,834	\$ 10,296	\$ 7,910	\$ 60,460	\$ 280	\$ 149,369
Other Salaries	9,370	12,155	5,976	5,127	2,808	4,586	3,203	54,566	1,034	98,825
TOTAL SALARIES	35,236	30,352	19,924	9,705	10,642	14,882	11,113	115,026	1,314	248,194
Fringe	10,408	8,876	6,075	2,863	3,246	4,525	3,347	31,757	388	71,485
Student Salaries	7,667	9,989	1,323	1,002	134	162	787	6,718	1,437	29,219
Student Aid	10,031	4,621	8,623	4,580	12,051	815	3,139	25,843	109,268	178,971
Non-salary	12,429	19,029	8,858	4,194	3,091	7,962	3,152	205,883	3,340	267,938
TOTAL DIRECT EXPENSE	75,771	72,867	44,803	22,344	29,164	28,346	21,538	385,227	115,747	795,807
Restricted Direct Expense	20,883	38,215	6,961	7,802	7,096	3,363	6,301	272,296	23,748	386,665
Unrestricted Direct Expense	54,888	34,652	37,842	14,542	22,068	24,983	15,237	112,931	91,999	409,142
INDIRECT EXPENSE										
Library	3,543	1,926	1,421	632	2,836	464	746	2,740	2,341	16,649
Student Services	8,842	3,961	1,857	267	278	298	1,068	1,925	6,497	24,993
Plant	11,953	10,842	3,637	1,165	1,905	2,908	2,033	29,589	(1,271)	62,761
Information Services	6,615	4,281	2,541	959	1,307	1,268	1,340	9,497	(624)	27,184
University Services	5,228	5,139	2,653	1,415	2,066	1,937	1,374	22,092	16,305	58,209
TOTAL INDIRECT EXPENSE	36,181	26,149	12,109	4,438	8,392	6,875	6,561	65,843	23,248	189,796
Auxiliaries	-	-	-	-	-	-	-	-	63,187	63,187
TOTAL EXPENSE	\$111,952	\$ 99,016	\$56,912	\$26,782	\$37,556	\$35,221	\$28,099	\$451,070	\$202,182	\$1,048,790
OPERATING MARGIN	\$ (6,686)	\$ (1,599)	\$ 508	\$ 108	\$ (4,999)	\$ (2)	\$ (253)	\$ 1,070	\$ 14,714	\$ 2,861
Undergraduate Tuition Subvention	-	-	-	-	-	-	-	-	-	-
Use of Retained Surplus	-	-	-	-	-	2	253	-	1,153	1,408
SURPLUS/(DEFICIT)	\$ (6,686)	\$ (1,599)	\$ 508	\$ 108	\$ (4,999)	\$ -	\$ -	\$ 1,070	\$ 15,867	\$ 4,269

COLLEGE OF ARTS AND SCIENCES

FISCAL YEAR 2016 BUDGET

<i>In thousands of dollars</i>	2014 Actual	2015 Budget	2016 Budget	\$ Increase/ (Decrease) from 2015 Budget	% Variance to 2015 Budget
REVENUE					
TUITION					
Undergraduate	\$ 54,065	\$ 56,114	\$ 57,860	\$ 1,746	3.1%
Summer	2,485	2,534	2,742	208	8.2%
Professional	-	-	-	-	0.0%
Graduate	11,446	11,753	11,535	(218)	-1.9%
Fees	395	408	445	37	9.1%
TOTAL TUITION	68,391	70,809	72,582	1,773	2.5%
ENDOWMENT					
Restricted Endowment	6,833	7,075	7,798	723	10.2%
Unrestricted Endowment	7,675	7,645	7,496	(149)	-1.9%
TOTAL ENDOWMENT	14,508	14,720	15,294	574	3.9%
OTHER REVENUE					
Research & Training	12,154	12,029	10,368	(1,661)	-13.8%
Restricted Gifts	2,337	2,327	2,717	390	16.8%
Overhead Recovery	3,945	3,683	3,454	(229)	-6.2%
Unrestricted Gifts	474	520	520	-	0.0%
State Support	-	-	-	-	0.0%
Organized Activities	6	-	-	-	0.0%
Other Income	619	318	331	13	4.1%
Auxiliaries	-	-	-	-	0.0%
TOTAL OTHER REVENUE	19,535	18,877	17,390	(1,487)	-7.9%
TOTAL REVENUE	\$ 102,434	\$ 104,406	\$ 105,266	\$ 860	0.8%
EXPENSE					
DIRECT EXPENSE					
Faculty Salaries	\$ 25,794	\$ 25,852	\$ 25,866	\$ 14	0.1%
Other Salaries	9,106	8,701	9,370	669	7.7%
TOTAL SALARIES	34,900	34,553	35,236	683	2.0%
Fringe	10,320	10,649	10,408	(241)	-2.3%
Student Salaries	7,152	7,472	7,667	195	2.6%
Student Aid	9,197	9,491	10,031	540	5.7%
Non-salary	11,635	13,349	12,429	(920)	-6.9%
TOTAL DIRECT EXPENSE	73,204	75,514	75,771	257	0.3%
Restricted Direct Expense	21,324	21,431	20,883	(548)	-2.6%
Unrestricted Direct Expense	51,880	54,083	54,888	805	1.5%
INDIRECT EXPENSE					
Library	3,570	3,586	3,543	(43)	-1.2%
Student Services	8,782	8,847	8,842	(5)	-0.1%
Plant	10,823	11,374	11,953	579	5.1%
Information Services	6,369	6,673	6,615	(58)	-0.9%
University Services	4,620	4,954	5,228	274	5.5%
TOTAL INDIRECT EXPENSE	34,164	35,434	36,181	747	2.1%
Auxiliaries	-	-	-	-	0.0%
TOTAL EXPENSE	\$ 107,368	\$ 110,948	\$ 111,952	\$ 1,004	0.9%
OPERATING MARGIN	\$ (4,934)	\$ (6,542)	\$ (6,686)	\$ (144)	-2.2%
Undergraduate Tuition Subvention	1,999	1,590	-	(1,590)	
Use of Retained Surplus	2,935	1,608	-	(1,608)	
SURPLUS/(DEFICIT)	\$ -	\$ (3,344)	\$ (6,686)	\$ (3,342)	

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CASE SCHOOL OF ENGINEERING

FISCAL YEAR 2016 BUDGET

<i>In thousands of dollars</i>	2014 Actual	2015 Budget	2016 Budget	\$ Increase/ (Decrease) from 2015 Budget	% Variance to 2015 Budget
REVENUE					
TUITION					
Undergraduate	\$ 21,164	\$ 23,084	\$ 25,946	\$ 2,862	12.4%
Summer	1,981	2,094	2,065	(29)	-1.4%
Professional	1,422	1,630	1,926	296	18.2%
Graduate	8,589	9,884	9,964	80	0.8%
Fees	424	408	513	105	25.7%
TOTAL TUITION	33,580	37,100	40,414	3,314	8.9%
ENDOWMENT					
Restricted Endowment	5,328	4,821	5,534	713	14.8%
Unrestricted Endowment	3,965	4,046	4,126	80	2.0%
TOTAL ENDOWMENT	9,293	8,867	9,660	793	8.9%
OTHER REVENUE					
Research & Training	32,886	33,762	29,681	(4,081)	-12.1%
Restricted Gifts	3,592	2,082	3,000	918	44.1%
Overhead Recovery	9,986	10,287	9,861	(426)	-4.1%
Unrestricted Gifts	408	650	600	(50)	-7.7%
State Support	-	-	-	-	0.0%
Organized Activities	-	-	-	-	0.0%
Other Income	2,082	6,088	4,201	(1,887)	-31.0%
Auxiliaries	-	-	-	-	0.0%
TOTAL OTHER REVENUE	48,954	52,869	47,343	(5,526)	-10.5%
TOTAL REVENUE	\$ 91,827	\$ 98,836	\$ 97,417	\$ (1,419)	-1.4%
EXPENSE					
DIRECT EXPENSE					
Faculty Salaries	\$ 16,761	\$ 17,824	\$ 18,197	\$ 373	2.1%
Other Salaries	11,128	12,883	12,155	(728)	-5.7%
TOTAL SALARIES	27,889	30,707	30,352	(355)	-1.2%
Fringe	8,193	9,367	8,876	(491)	-5.2%
Student Salaries	10,146	10,291	9,989	(302)	-2.9%
Student Aid	4,042	4,410	4,621	211	4.8%
Non-salary	20,437	21,217	19,029	(2,188)	-10.3%
TOTAL DIRECT EXPENSE	70,707	75,992	72,867	(3,125)	-4.1%
Restricted Direct Expense	41,806	40,665	38,215	(2,450)	-6.0%
Unrestricted Direct Expense	28,901	35,327	34,652	(675)	-1.9%
INDIRECT EXPENSE					
Library	1,934	1,943	1,926	(17)	-0.9%
Student Services	3,693	3,863	3,961	98	2.5%
Plant	9,837	10,273	10,842	569	5.5%
Information Services	4,031	4,253	4,281	28	0.7%
University Services	4,293	4,819	5,139	320	6.6%
TOTAL INDIRECT EXPENSE	23,788	25,151	26,149	998	4.0%
Auxiliaries	-	-	-	-	0.0%
TOTAL EXPENSE	\$ 94,495	\$ 101,143	\$ 99,016	\$ (2,127)	-2.1%
OPERATING MARGIN	\$ (2,668)	\$ (2,307)	\$ (1,599)	\$ 708	30.7%
Undergraduate Tuition Subvention	730	573	-	(573)	
Use of Retained Surplus	-	-	-	-	
SURPLUS/(DEFICIT)	\$ (1,938)	\$ (1,734)	\$ (1,599)	\$ 135	

WEATHERHEAD SCHOOL OF MANAGEMENT

FISCAL YEAR 2016 BUDGET

<i>In thousands of dollars</i>	2014 Actual	2015 Budget	2016 Budget	\$ Increase/ (Decrease) from 2015 Budget	% Variance to 2015 Budget
REVENUE					
TUITION					
Undergraduate	\$ 8,891	\$ 9,185	\$ 9,671	\$ 486	5.3%
Summer	1,451	1,021	1,483	462	45.2%
Professional	23,453	27,117	29,851	2,734	10.1%
Graduate	1,789	2,096	1,862	(234)	-11.2%
Fees	175	170	175	5	2.9%
TOTAL TUITION	35,759	39,589	43,042	3,453	8.7%
ENDOWMENT					
Restricted Endowment	2,929	3,479	3,538	59	1.7%
Unrestricted Endowment	1,957	1,845	1,920	75	4.1%
TOTAL ENDOWMENT	4,886	5,324	5,458	134	2.5%
OTHER REVENUE					
Research & Training	201	109	391	282	258.7%
Restricted Gifts	2,377	5,066	3,032	(2,034)	-40.2%
Overhead Recovery	46	73	97	24	32.9%
Unrestricted Gifts	338	425	350	(75)	-17.6%
State Support	-	-	-	-	0.0%
Organized Activities	3,714	4,516	4,566	50	1.1%
Other Income	915	647	484	(163)	-25.2%
Auxiliaries	-	-	-	-	0.0%
TOTAL OTHER REVENUE	7,591	10,836	8,920	(1,916)	-17.7%
TOTAL REVENUE	\$ 48,236	\$ 55,749	\$ 57,420	\$ 1,671	3.0%
EXPENSE					
DIRECT EXPENSE					
Faculty Salaries	\$ 12,753	\$ 12,967	\$ 13,948	\$ 981	7.6%
Other Salaries	4,976	5,471	5,976	505	9.2%
TOTAL SALARIES	17,729	18,438	19,924	1,486	8.1%
Fringe	5,398	5,807	6,075	268	4.6%
Student Salaries	840	1,043	1,323	280	26.8%
Student Aid	6,208	7,743	8,623	880	11.4%
Non-salary	6,958	10,613	8,858	(1,755)	-16.5%
TOTAL DIRECT EXPENSE	37,133	43,644	44,803	1,159	2.7%
Restricted Direct Expense	5,507	8,654	6,961	(1,693)	-19.6%
Unrestricted Direct Expense	31,626	34,990	37,842	2,852	8.2%
INDIRECT EXPENSE					
Library	1,422	1,415	1,421	6	0.4%
Student Services	1,851	1,861	1,857	(4)	-0.2%
Plant	3,222	3,434	3,637	203	5.9%
Information Services	2,291	2,451	2,541	90	3.7%
University Services	2,242	2,454	2,653	199	8.1%
TOTAL INDIRECT EXPENSE	11,028	11,615	12,109	494	4.3%
Auxiliaries	-	-	-	-	0.0%
TOTAL EXPENSE	\$ 48,161	\$ 55,259	\$ 56,912	\$ 1,653	3.0%
OPERATING MARGIN	\$ 75	\$ 490	\$ 508	\$ 18	-3.7%
Undergraduate Tuition Subvention	343	274	-	(274)	
Use of Retained Surplus	-	-	-	-	
SURPLUS/(DEFICIT)	\$ 418	\$ 764	\$ 508	\$ (256)	

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MANDEL SCHOOL OF APPLIED SOCIAL SCIENCES

FISCAL YEAR 2016 BUDGET

<i>In thousands of dollars</i>	2014 Actual	2015 Budget	2016 Budget	\$ Increase/ (Decrease) from 2015 Budget	% Variance to 2015 Budget
REVENUE					
TUITION					
Undergraduate	\$ 81	\$ 100	\$ 136	\$ 36	36.0%
Summer	1,207	1,460	2,204	744	51.0%
Professional	9,858	12,762	13,550	788	6.2%
Graduate	492	425	485	60	14.1%
Fees	-	59	80	21	35.6%
TOTAL TUITION	11,638	14,806	16,455	1,649	11.1%
ENDOWMENT					
Restricted Endowment	2,534	2,245	1,814	(431)	-19.2%
Unrestricted Endowment	513	513	511	(2)	-0.4%
TOTAL ENDOWMENT	3,047	2,758	2,325	(433)	-15.7%
OTHER REVENUE					
Research & Training	4,670	4,471	4,334	(137)	-3.1%
Restricted Gifts	2,370	1,939	1,654	(285)	-14.7%
Overhead Recovery	1,104	991	1,247	256	25.8%
Unrestricted Gifts	98	140	160	20	14.3%
State Support	-	-	-	-	0.0%
Organized Activities	81	94	-	(94)	-100.0%
Other Income	498	724	715	(9)	-1.2%
Auxiliaries	-	-	-	-	0.0%
TOTAL OTHER REVENUE	8,821	8,359	8,110	(249)	-3.0%
TOTAL REVENUE	\$ 23,506	\$ 25,923	\$ 26,890	\$ 967	3.7%
EXPENSE					
DIRECT EXPENSE					
Faculty Salaries	\$ 4,776	\$ 4,841	\$ 4,578	\$ (263)	-5.4%
Other Salaries	4,902	4,678	5,127	449	9.6%
TOTAL SALARIES	9,678	9,519	9,705	186	2.0%
Fringe	2,898	2,914	2,863	(51)	-1.8%
Student Salaries	1,208	1,275	1,002	(273)	-21.4%
Student Aid	4,015	4,676	4,580	(96)	-2.1%
Non-salary	2,547	3,158	4,194	1,036	32.8%
TOTAL DIRECT EXPENSE	20,346	21,542	22,344	802	3.7%
Restricted Direct Expense	9,574	8,655	7,802	(853)	-9.9%
Unrestricted Direct Expense	10,772	12,887	14,542	1,655	12.8%
INDIRECT EXPENSE					
Library	498	608	632	24	3.9%
Student Services	251	248	267	19	7.7%
Plant	1,013	1,118	1,165	47	4.2%
Information Services	867	897	959	62	6.9%
University Services	1,103	1,295	1,415	120	9.3%
TOTAL INDIRECT EXPENSE	3,732	4,166	4,438	272	6.5%
Auxiliaries	-	-	-	-	0.0%
TOTAL EXPENSE	\$ 24,078	\$ 25,708	\$ 26,782	\$ 1,074	4.2%
OPERATING MARGIN	\$ (572)	\$ 215	\$ 108	\$ (107)	-49.8%
Undergraduate Tuition Subvention	3	2	-	(2)	
Use of Retained Surplus	569	-	-	-	
SURPLUS/(DEFICIT)	\$ -	\$ 217	\$ 108	\$ (109)	

CASE SCHOOL OF LAW

FISCAL YEAR 2016 BUDGET

<i>In thousands of dollars</i>	2014 Actual	2015 Budget	2016 Budget	\$ Increase/ (Decrease) from 2015 Budget	% Variance to 2015 Budget
REVENUE					
TUITION					
Undergraduate	\$ -	\$ 18	\$ 99	\$ 81	450.0%
Summer	367	50	100	50	100.0%
Professional	23,421	22,690	23,182	492	2.2%
Graduate	-	-	-	-	0.0%
Fees	-	-	-	-	0.0%
TOTAL TUITION	23,788	22,758	23,381	623	2.7%
ENDOWMENT					
Restricted Endowment	4,368	7,852	6,903	(949)	-12.1%
Unrestricted Endowment	479	480	477	(3)	-0.6%
TOTAL ENDOWMENT	4,847	8,332	7,380	(952)	-11.4%
OTHER REVENUE					
Research & Training	168	54	-	(54)	-100.0%
Restricted Gifts	250	165	193	28	17.0%
Overhead Recovery	56	-	-	-	0.0%
Unrestricted Gifts	1,218	1,000	1,350	350	35.0%
State Support	-	-	-	-	0.0%
Organized Activities	-	-	-	-	0.0%
Other Income	512	185	253	68	36.8%
Auxiliaries	-	-	-	-	0.0%
TOTAL OTHER REVENUE	2,204	1,404	1,796	392	27.9%
TOTAL REVENUE	\$ 30,839	\$ 32,494	\$ 32,557	\$ 63	0.2%
EXPENSE					
DIRECT EXPENSE					
Faculty Salaries	\$ 8,570	\$ 8,158	\$ 7,834	\$ (324)	-4.0%
Other Salaries	2,682	2,784	2,808	24	0.9%
TOTAL SALARIES	11,252	10,942	10,642	(300)	-2.7%
Fringe	3,430	3,447	3,246	(201)	-5.8%
Student Salaries	201	210	134	(76)	-36.2%
Student Aid	9,155	10,783	12,051	1,268	11.8%
Non-salary	3,780	3,365	3,091	(274)	-8.1%
TOTAL DIRECT EXPENSE	27,818	28,747	29,164	417	1.5%
Restricted Direct Expense	4,786	8,071	7,096	(975)	-12.1%
Unrestricted Direct Expense	23,032	20,676	22,068	1,392	6.7%
INDIRECT EXPENSE					
Library	2,712	2,898	2,836	(62)	-2.1%
Student Services	379	331	278	(53)	-16.0%
Plant	1,724	1,837	1,905	68	3.7%
Information Services	1,547	1,454	1,307	(147)	-10.1%
University Services	1,760	1,974	2,066	92	4.7%
TOTAL INDIRECT EXPENSE	8,122	8,494	8,392	(102)	-1.2%
Auxiliaries	-	-	-	-	0.0%
TOTAL EXPENSE	\$ 35,940	\$ 37,241	\$ 37,556	\$ 315	0.8%
OPERATING MARGIN	\$ (5,101)	\$ (4,747)	\$ (4,999)	\$ (252)	-5.3%
Undergraduate Tuition Subvention	1	1	-	(1)	
Use of Retained Surplus	2,164	-	-	-	
SURPLUS/(DEFICIT)	\$ (2,936)	\$ (4,746)	\$ (4,999)	\$ (253)	

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CASE SCHOOL OF DENTAL MEDICINE

FISCAL YEAR 2016 BUDGET

<i>In thousands of dollars</i>	2014 Actual	2015 Budget	2016 Budget	\$ Increase/ (Decrease) from 2015 Budget	% Variance to 2015 Budget
REVENUE					
TUITION					
Undergraduate	\$ 69	\$ 87	\$ 103	\$ 16	18.4%
Summer	379	406	422	16	3.9%
Professional	16,945	17,999	18,411	412	2.3%
Graduate	2,108	1,842	1,873	31	1.7%
Fees	700	689	736	47	6.8%
TOTAL TUITION	20,201	21,023	21,545	522	2.5%
ENDOWMENT					
Restricted Endowment	674	478	1,489	1,011	211.5%
Unrestricted Endowment	65	67	67	-	0.0%
TOTAL ENDOWMENT	739	545	1,556	1,011	185.5%
OTHER REVENUE					
Research & Training	2,543	1,852	1,300	(552)	-29.8%
Restricted Gifts	1,090	574	574	-	0.0%
Overhead Recovery	867	563	319	(244)	-43.3%
Unrestricted Gifts	306	300	310	10	3.3%
State Support	-	-	-	-	0.0%
Organized Activities	7,709	8,639	7,909	(730)	-8.5%
Other Income	1,762	3,221	1,706	(1,515)	-47.0%
Auxiliaries	-	-	-	-	0.0%
TOTAL OTHER REVENUE	14,277	15,149	12,118	(3,031)	-20.0%
TOTAL REVENUE	\$ 35,217	\$ 36,717	\$ 35,219	\$ (1,498)	-4.1%
EXPENSE					
DIRECT EXPENSE					
Faculty Salaries	\$ 9,599	\$ 10,542	\$ 10,296	\$ (246)	-2.3%
Other Salaries	4,347	4,590	4,586	(4)	-0.1%
TOTAL SALARIES	13,946	15,132	14,882	(250)	-1.7%
Fringe	4,177	4,723	4,525	(198)	-4.2%
Student Salaries	183	130	162	32	24.6%
Student Aid	1,394	1,120	815	(305)	-27.2%
Non-salary	8,277	7,906	7,962	56	0.7%
TOTAL DIRECT EXPENSE	27,977	29,011	28,346	(665)	-2.3%
Restricted Direct Expense	4,307	2,904	3,363	459	15.8%
Unrestricted Direct Expense	23,670	26,107	24,983	(1,124)	-4.3%
INDIRECT EXPENSE					
Library	431	468	464	(4)	-0.9%
Student Services	252	278	298	20	7.2%
Plant	2,612	2,739	2,908	169	6.2%
Information Services	1,152	1,230	1,268	38	3.1%
University Services	1,543	1,756	1,937	181	10.3%
TOTAL INDIRECT EXPENSE	5,990	6,471	6,875	404	6.2%
Auxiliaries	-	-	-	-	0.0%
TOTAL EXPENSE	\$ 33,967	\$ 35,482	\$ 35,221	\$ (261)	-0.7%
OPERATING MARGIN	\$ 1,250	\$ 1,235	\$ (2)	\$ (1,237)	-100.2%
Undergraduate Tuition Subvention	3	3	-	(3)	
Use of Retained Surplus	-	-	2	2	
SURPLUS/(DEFICIT)	\$ 1,253	\$ 1,238	\$ -	\$ (1,238)	

FRANCES PAYNE BOLTON SCHOOL OF NURSING

FISCAL YEAR 2016 BUDGET

<i>In thousands of dollars</i>	2014 Actual	2015 Budget	2016 Budget	\$ Increase/ (Decrease) from 2015 Budget	% Variance to 2015 Budget
REVENUE					
TUITION					
Undergraduate	\$ 5,173	\$ 5,220	\$ 5,357	\$ 137	2.6%
Summer	1,816	2,092	2,342	250	12.0%
Professional	9,344	9,803	10,276	473	4.8%
Graduate	768	886	1,003	117	13.2%
Fees	200	223	219	(4)	-1.8%
TOTAL TUITION	17,301	18,224	19,197	973	5.3%
ENDOWMENT					
Restricted Endowment	2,595	2,744	2,734	(10)	-0.4%
Unrestricted Endowment	1,047	1,047	1,043	(4)	-0.4%
TOTAL ENDOWMENT	3,642	3,791	3,777	(14)	-0.4%
OTHER REVENUE					
Research & Training	2,560	2,982	3,375	393	13.2%
Restricted Gifts	313	340	192	(148)	-43.5%
Overhead Recovery	898	828	990	162	19.6%
Unrestricted Gifts	316	342	315	(27)	-7.9%
State Support	-	-	-	-	0.0%
Organized Activities	-	-	-	-	0.0%
Other Income	44	-	-	-	0.0%
Auxiliaries	-	-	-	-	0.0%
TOTAL OTHER REVENUE	4,131	4,492	4,872	380	8.5%
TOTAL REVENUE	\$ 25,074	\$ 26,507	\$ 27,846	\$ 1,339	5.1%
EXPENSE					
DIRECT EXPENSE					
Faculty Salaries	\$ 7,144	\$ 7,544	\$ 7,910	\$ 366	4.9%
Other Salaries	3,172	3,196	3,203	7	0.2%
TOTAL SALARIES	10,316	10,740	11,113	373	3.5%
Fringe	3,066	3,354	3,347	(7)	-0.2%
Student Salaries	597	696	787	91	13.1%
Student Aid	2,079	2,444	3,139	695	28.4%
Non-salary	2,834	3,732	3,152	(580)	-15.5%
TOTAL DIRECT EXPENSE	18,892	20,966	21,538	572	2.7%
Restricted Direct Expense	5,468	6,066	6,301	235	3.9%
Unrestricted Direct Expense	13,424	14,900	15,237	337	2.3%
INDIRECT EXPENSE					
Library	762	789	746	(43)	-5.4%
Student Services	1,071	1,103	1,068	(35)	-3.2%
Plant	1,822	1,945	2,033	88	4.5%
Information Services	1,309	1,350	1,340	(10)	-0.7%
University Services	1,235	1,300	1,374	74	5.7%
TOTAL INDIRECT EXPENSE	6,199	6,487	6,561	74	1.1%
Auxiliaries	-	-	-	-	0.0%
TOTAL EXPENSE	\$ 25,091	\$ 27,453	\$ 28,099	\$ 646	2.4%
OPERATING MARGIN	\$ (17)	\$ (946)	\$ (253)	\$ 693	-73.3%
Undergraduate Tuition Subvention	173	135	-	(135)	
Use of Retained Surplus	-	811	253	(558)	
SURPLUS/(DEFICIT)	\$ 156	\$ -	\$ -	\$ -	

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CASE SCHOOL OF MEDICINE

FISCAL YEAR 2016 BUDGET

<i>In thousands of dollars</i>	2014 Actual	2015 Budget	2016 Budget	\$ Increase/ (Decrease) from 2015 Budget	% Variance to 2015 Budget
REVENUE					
TUITION					
Undergraduate	\$ 2,488	\$ 2,647	\$ 2,728	\$ 81	3.1%
Summer	2,125	2,276	2,200	(76)	-3.3%
Professional	41,146	42,500	44,806	2,306	5.4%
Graduate	20,822	22,341	23,741	1,400	6.3%
Fees	355	358	300	(58)	-16.2%
TOTAL TUITION	66,936	70,122	73,775	3,653	5.2%
ENDOWMENT					
Restricted Endowment	15,108	16,632	15,208	(1,424)	-8.6%
Unrestricted Endowment	11,033	11,338	11,945	607	5.4%
TOTAL ENDOWMENT	26,141	27,970	27,153	(817)	-2.9%
OTHER REVENUE					
Research & Training	250,829	255,097	239,040	(16,057)	-6.3%
Restricted Gifts	21,225	19,381	18,048	(1,333)	-6.9%
Overhead Recovery	55,556	53,895	54,500	605	1.1%
Unrestricted Gifts	714	750	3,150	2,400	320.0%
State Support	2,773	2,763	2,743	(20)	-0.7%
Organized Activities	956	825	655	(170)	-20.6%
Other Income	32,630	33,083	33,076	(7)	0.0%
Auxiliaries	-	-	-	-	0.0%
TOTAL OTHER REVENUE	364,683	365,794	351,212	(14,582)	-4.0%
TOTAL REVENUE	\$ 457,760	\$ 463,886	\$ 452,140	\$ (11,746)	-2.5%
EXPENSE					
DIRECT EXPENSE					
Faculty Salaries	\$ 60,969	\$ 60,982	\$ 60,460	\$ (522)	-0.9%
Other Salaries	55,276	53,281	54,566	1,285	2.4%
TOTAL SALARIES	116,245	114,263	115,026	763	0.7%
Fringe	32,166	32,903	31,757	(1,146)	-3.5%
Student Salaries	6,454	6,675	6,718	43	0.6%
Student Aid	25,063	26,844	25,843	(1,001)	-3.7%
Non-salary	213,528	217,874	205,883	(11,991)	-5.5%
TOTAL DIRECT EXPENSE	393,456	398,559	385,227	(13,332)	-3.3%
Restricted Direct Expense	287,162	291,110	272,296	(18,814)	-6.5%
Unrestricted Direct Expense	106,294	107,449	112,931	5,482	5.1%
INDIRECT EXPENSE					
Library	2,768	2,868	2,740	(128)	-4.5%
Student Services	1,778	1,866	1,925	59	3.2%
Plant	27,461	28,216	29,589	1,373	4.9%
Information Services	9,433	9,515	9,497	(18)	-0.2%
University Services	21,131	21,923	22,092	169	0.8%
TOTAL INDIRECT EXPENSE	62,571	64,388	65,843	1,455	2.3%
Auxiliaries	-	-	-	-	0.0%
TOTAL EXPENSE	\$ 456,027	\$ 462,947	\$ 451,070	\$ (11,877)	-2.6%
OPERATING MARGIN	\$ 1,733	\$ 939	\$ 1,070	\$ 131	14.0%
Undergraduate Tuition Subvention	80	62	-	(62)	
Use of Retained Surplus/Encumbered Funds	-	-	-	-	
SURPLUS/(DEFICIT)	\$ 1,813	\$ 1,001	\$ 1,070	\$ 69	

UNIVERSITY GENERAL

FISCAL YEAR 2016 BUDGET

<i>In thousands of dollars</i>	2014 Actual	2015 Budget	2016 Budget	\$ Increase/ (Decrease) from 2015 Budget	% Variance to 2015 Budget
REVENUE					
TUITION					
Undergraduate	\$ 84,487	\$ 91,771	\$ 100,968	\$ 9,197	10.0%
Summer	221	-	-	-	0.0%
Professional	-	-	-	-	0.0%
Graduate	1	-	-	-	0.0%
Fees	807	667	973	306	45.9%
TOTAL TUITION	85,516	92,438	101,941	9,503	10.3%
ENDOWMENT					
Restricted Endowment	11,695	8,327	13,100	4,773	57.3%
Unrestricted Endowment	8,176	8,377	8,049	(328)	-3.9%
TOTAL ENDOWMENT	19,871	16,704	21,149	4,445	26.6%
OTHER REVENUE					
Research & Training	2,166	906	711	(195)	-21.5%
Restricted Gifts	14,101	10,123	9,937	(186)	-1.8%
Overhead Recovery	38	28	54	26	92.9%
Unrestricted Gifts	19	2	50	48	2400.0%
State Support	-	-	-	-	0.0%
Organized Activities	445	58	54	(4)	-6.9%
Other Income	13,451	14,351	13,107	(1,244)	-8.7%
Auxiliaries	62,087	66,833	69,893	3,060	4.6%
TOTAL OTHER REVENUE	92,307	92,301	93,806	1,505	1.6%
TOTAL REVENUE	\$ 197,694	\$ 201,443	\$ 216,896	\$ 15,453	7.7%
EXPENSE					
DIRECT EXPENSE					
Faculty Salaries	\$ 458	\$ 310	\$ 280	\$ (30)	-9.7%
Other Salaries	1,096	1,031	1,034	3	0.3%
TOTAL SALARIES	1,554	1,341	1,314	(27)	-2.0%
Fringe	475	406	388	(18)	-4.4%
Student Salaries	1,415	1,769	1,437	(332)	-18.8%
Student Aid	99,559	105,356	109,268	3,912	3.7%
Non-salary	8,307	1,615	3,340	1,725	106.8%
TOTAL DIRECT EXPENSE	111,310	110,487	115,747	5,260	4.8%
Restricted Direct Expense	27,962	19,356	23,748	4,392	22.7%
Unrestricted Direct Expense	83,348	91,131	91,999	868	1.0%
INDIRECT EXPENSE					
Library	1,667	221	2,341	2,120	959.3%
Student Services	3,872	3,139	6,497	3,358	107.0%
Plant	(1,571)	(1,420)	(1,271)	149	10.5%
Information Services	(1,781)	(1,050)	(624)	426	40.6%
University Services	14,836	14,058	16,305	2,247	16.0%
TOTAL INDIRECT EXPENSE	17,023	14,948	23,248	8,300	55.5%
Auxiliaries	57,616	62,896	63,187	291	0.5%
TOTAL EXPENSE	\$ 185,949	\$ 188,331	\$ 202,182	\$ 13,851	7.4%
OPERATING MARGIN	\$ 11,745	\$ 13,112	\$ 14,714	\$ 1,602	12.2%
Undergraduate Tuition Subvention	(3,332)	(2,640)	-	2,640	
Use of Retained Surplus	-	-	1,153	1,153	
SURPLUS/(DEFICIT)	\$ 8,413	\$ 10,472	\$ 15,867	\$ 5,395	

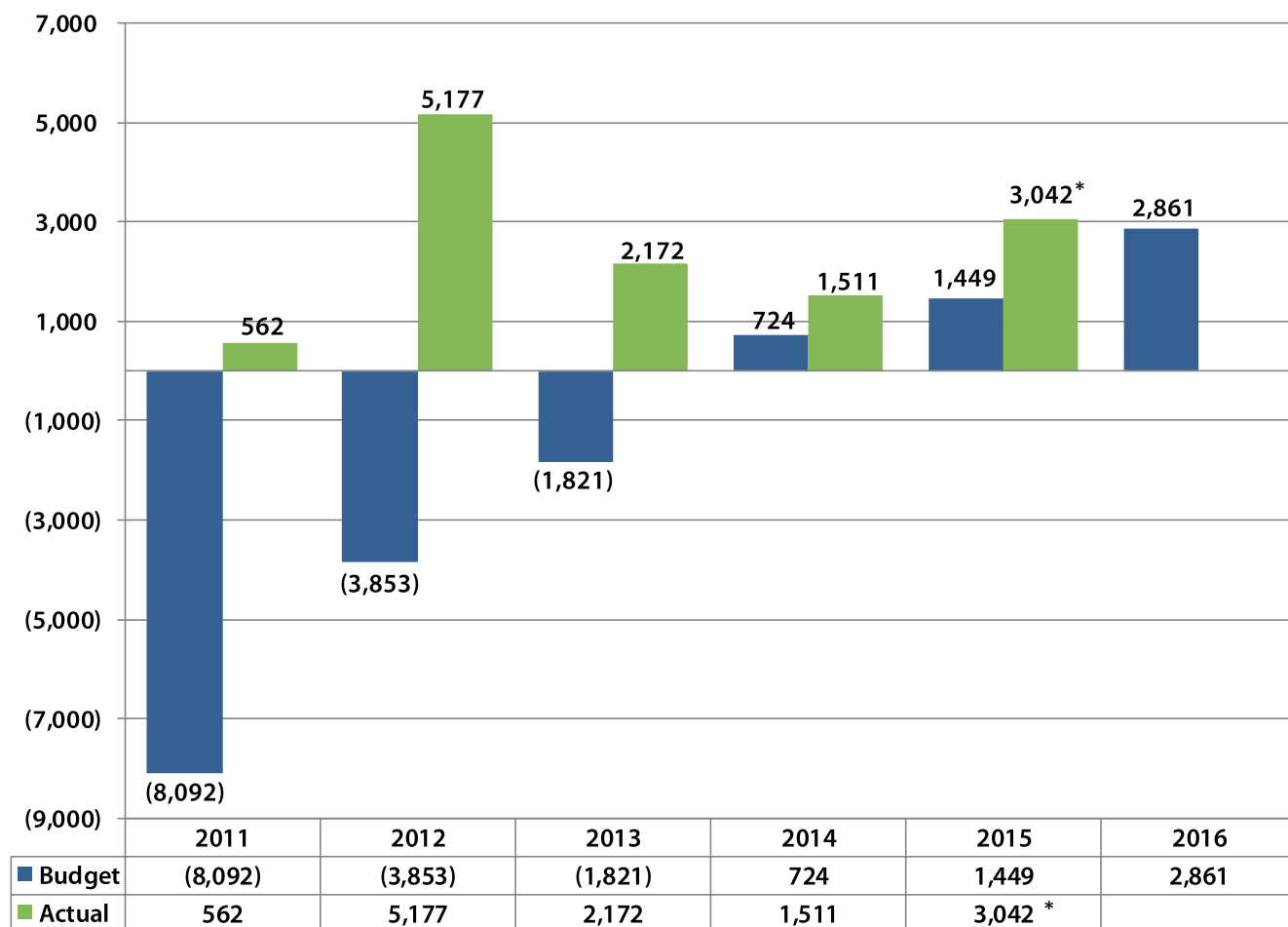
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UNIVERSITY OPERATING MARGIN BY MANAGEMENT CENTER

<i>In thousands of dollars</i>	2011 Actual	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Budget
CAS	\$ (867)	\$ (2,856)	\$ (5,102)	\$ (4,934)	\$ (6,542)	\$ (6,686)
CSE	(3,482)	(4,027)	(3,655)	(2,668)	(2,307)	(1,599)
WSOM	70	(3)	(51)	75	490	508
MSASS	61	98	(814)	(572)	215	108
LAW	(623)	(416)	(992)	(5,101)	(4,747)	(4,999)
DENT	2,526	2,317	1,948	1,250	1,235	(2)
NURS	793	1,533	659	(17)	(946)	(253)
CSOM	(2,447)	1,263	(2,237)	1,733	939	1,070
UGEN	4,531	7,268	12,416	11,745	13,112	14,714
UNIVERSITY OPERATING MARGIN	\$ 562	\$ 5,177	\$ 2,172	\$ 1,511	\$ 1,449	\$ 2,861

UNIVERSITY OPERATING MARGIN

In thousands of dollars



* Q3 Forecast

UNIVERSITY SURPLUS/(DEFICIT)

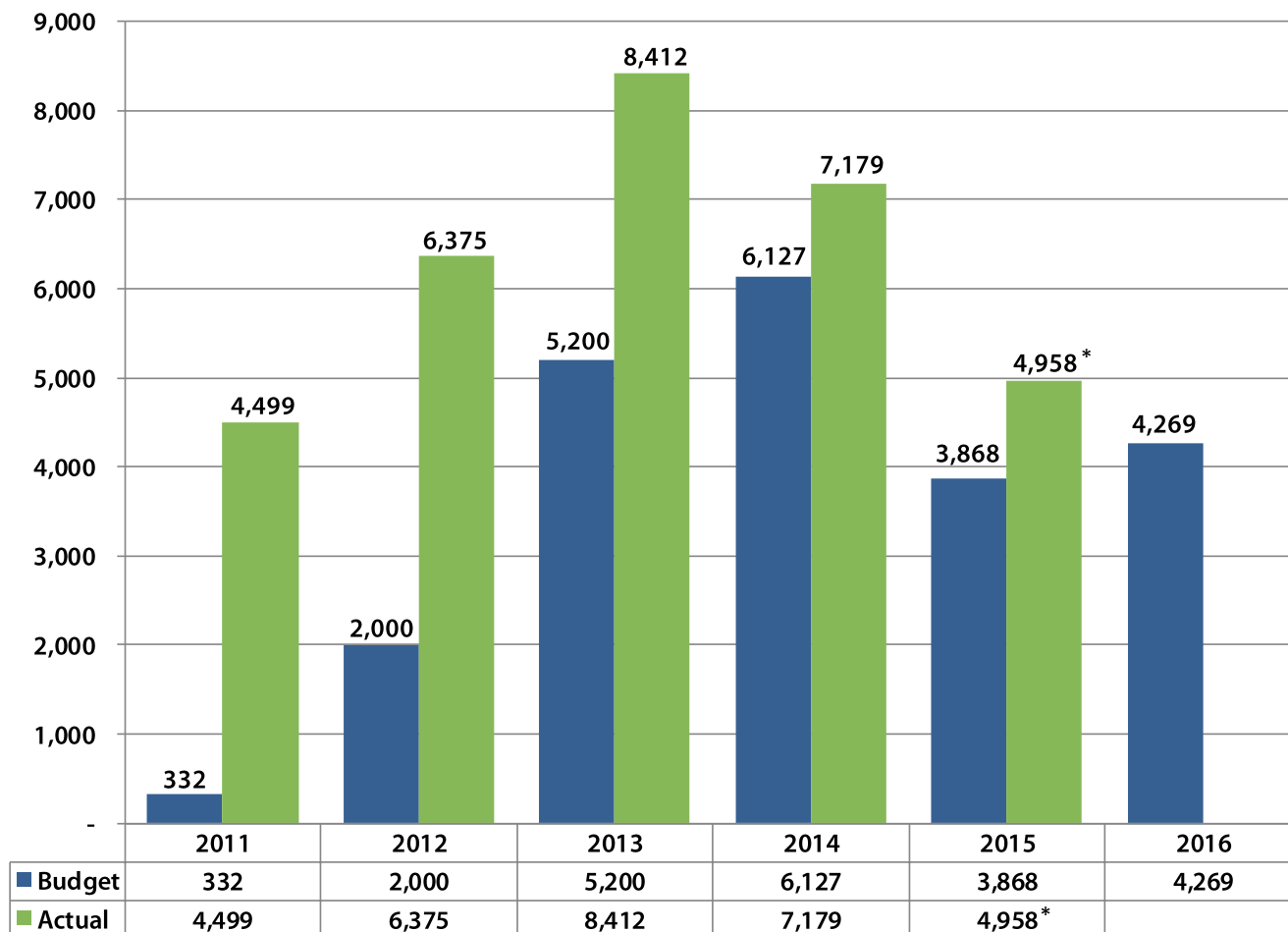
BY MANAGEMENT CENTER

<i>In thousands of dollars</i>		2011 Actual	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Budget
CAS	\$	-	-	-	-	(3,344)	(6,686)
CSE		(3,482)	(3,076)	(2,302)	(1,938)	(1,734)	(1,599)
WSOM		70	439	561	418	764	508
MSASS		61	102	-	-	217	108
LAW		-	-	-	(2,936)	(4,746)	(4,999)
DENT		2,526	2,320	1,953	1,253	1,238	-
NURS		793	1,760	987	156	-	-
CSOM		-	1,368	852	1,813	1,001	1,070
UGEN		4,531	3,462	6,361	8,413	10,472	15,867
UNIVERSITY SURPLUS/(DEFICIT)	\$	4,499	6,375	8,412	7,179	3,868	4,269

UNIVERSITY SURPLUS/(DEFICIT)

In thousands of dollars

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* Q3 Forecast

SIGNIFICANT REVENUE AND EXPENSE MOVEMENTS

FISCAL YEAR 2016 BUDGET

<i>In thousands of dollars</i>	2015 Budget	2016 Budget	\$ Increase/ (Decrease) from 2015 Budget	% Variance to 2015 Budget
REVENUE				
TUITION				
Undergraduate - enrollment and rate increase	\$ 188,226	\$ 202,868	\$ 14,642	7.8%
Summer - enrollment and rate increase in CAS, WSOM, MSASS & NURS	11,933	13,558	1,625	13.6%
Professional - enrollment and rate increase in all Professional programs	134,501	142,002	7,501	5.6%
Graduate - enrollment and rate increase in CSE, MSASS, NURS & CSOM	49,227	50,463	1,236	2.5%
Fees - enrollment increase	2,982	3,441	459	15.4%
ENDOWMENT				
Restricted Endowment - increased use of income in DENT & UGEN	53,653	58,118	4,465	8.3%
Unrestricted Endowment - decrease in CAS & UGEN; increase in CSOM	35,358	35,634	276	0.8%
OTHER REVENUE				
Research and Training - decreased activity in CAS, CSE, DENT & CSOM	311,262	289,200	(22,062)	-7.1%
Restricted Gifts - decrease in WSOM, MSASS & CSOM; increase in CSE	41,997	39,347	(2,650)	-6.3%
Overhead Recovery - decreased activity in CAS, CSE & DENT	70,348	70,522	174	0.2%
Unrestricted Gifts - increase in LAW & CSOM	4,129	6,805	2,676	64.8%
State Support - no significant change	2,763	2,743	(20)	-0.7%
Organized Activities - decrease in DENT & CSOM	14,132	13,184	(948)	-6.7%
Other Income - decrease in CSE, DENT & UGEN	58,617	53,873	(4,744)	-8.1%
Auxiliaries - enrollment and rate increase in Housing and Parking	66,833	69,893	3,060	4.6%
TOTAL REVENUE	\$ 1,045,961	\$ 1,051,651	\$ 5,690	0.5%
21				
EXPENSE				
DIRECT EXPENSE				
Faculty Salaries - increase in CSE, WSOM & NURS; decrease in LAW & CSOM	\$ 149,020	\$ 149,369	\$ 349	0.2%
Other Salaries - increase in CAS, WSOM, MSASS & CSOM; decrease in CSE	96,615	98,825	2,210	2.3%
Fringe - decrease in Federal rate to 27.0% & Non-federal rate to 30.5%	73,570	71,485	(2,085)	-2.8%
Student Salaries - decrease in CSE, MSASS & UGEN; increase in CAS & WSOM	29,561	29,219	(342)	-1.2%
Student Aid - increase in enrollment and aid awarded	172,867	178,971	6,104	3.5%
Non-salary - decrease in CAS, CSE, WSOM, NURS & CSOM	282,829	267,938	(14,891)	-5.3%
INDIRECT EXPENSE AND AUXILIARIES				
Library - \$1.7 M increase in UGEN for endowment spending	14,796	16,649	1,853	12.5%
Student Services - slight increase for new programs; reclass of Auxiliaries	21,536	24,993	3,457	16.1%
Plant Services - increase for Utilities, Plant Security and Maltz Center	59,516	62,761	3,245	5.5%
Information Services - increase per guidelines	26,773	27,184	411	1.5%
University Services - increase for new programs supporting Tech Transfer	54,533	58,209	3,676	6.7%
Auxiliaries - enrollment and rate increase	62,896	63,187	291	0.5%
TOTAL EXPENSE	\$ 1,044,512	\$ 1,048,790	\$ 4,278	0.4%
OPERATING MARGIN	\$ 1,449	\$ 2,861	\$ 1,412	97.4%

FALL STUDENT ENROLLMENT

Case Western Reserve University students only

	2013 Actual	2014 Actual	2015 Actual	2016 Budget
UNDERGRADUATE				
FULL-TIME *	4,260	4,528	4,766	4,884
PART-TIME	126	133	145	145
* 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	37	49	33	-
WSOM	507	563	751	822
MSASS	230	270	327	225
LAW	648	505	510	495
DENT	289	292	293	300
NURS	214	230	261	159
CSOM	814	823	838	866
TOTAL FULL-TIME	2,739	2,732	3,013	2,867
PART-TIME				
CSE	-	-	1	-
WSOM	258	184	163	137
MSASS	64	70	68	244
LAW	6	6	3	5
DENT	-	-	-	-
NURS	274	232	188	347
CSOM	-	-	-	-
TOTAL PART-TIME	602	492	423	733
GRADUATE				
FULL-TIME				
CAS	487	520	515	501
CSE	496	485	502	400
WSOM	55	60	60	47
MSASS	42	40	43	15
DENT	60	112	84	81
NURS	31	30	36	37
CSOM	686	756	776	712
Non-Degree	7	13	15	15
TOTAL FULL-TIME	1,864	2,016	2,031	1,808
PART-TIME				
CAS	60	58	43	58
CSE	88	90	72	252
WSOM	-	2	4	2
MSASS	4	4	1	28
DENT	-	-	35	-
NURS	1	5	5	4
CSOM	97	114	138	142
Non-Degree	142	126	95	95
TOTAL PART-TIME	392	399	393	581
TOTAL FULL-TIME STUDENTS	8,863	9,276	9,810	9,559
TOTAL PART-TIME STUDENTS	1,120	1,024	961	1,459
TOTAL STUDENT HEAD COUNT	9,983	10,300	10,771	11,018

A-1

TUITION RATES

Full-Time

Per academic year

	2013	2014	2015	2016	% Increase from 2015
Undergraduate	\$ 40,120	\$ 41,420	\$ 42,766	\$ 44,156	3.3%
Graduate	37,120	38,588	39,842	41,137	3.3%
MS Engineering Management	40,120	41,420	42,770	44,160	3.2%
Management - Full time MBA	43,350	43,980	44,950	37,500	-16.6%
Management - MS Management	33,150	33,792	49,000	49,980	2.0%
Management - Master of Accountancy	43,500	43,200	43,200	43,200	0.0%
Management - DM/PhD	50,000	50,000	50,000	50,000	0.0%
MSASS - Graduate	37,120	38,590	39,950	41,550	4.0%
Law - JD	44,500	46,700	47,600	48,600	2.1%
Dental Medicine - DMD	56,400	58,095	59,840	62,235	4.0%
Dental Medicine - Graduate	46,470	47,980	49,540	51,275	3.5%
Nursing	40,350	41,964	43,643	45,384	4.0%
Medicine - MD	51,450	53,320	55,370	57,475	3.8%
Medicine - MS Anesthesia	39,000	40,950	42,795	44,185	3.2%

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

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

BOARD RATES

Per academic year

	2013	2014	2015	2016	% Increase from 2015
17 meal swipes + \$150 in CaseCash/week	\$ 5,266	\$ 5,436	\$ 5,612	\$ 5,792	3.2%
19 meal swipes + \$75 in CaseCash/week	5,296	5,468	5,646	5,830	3.3%
200 meal swipes/semester	5,266	5,436	5,612	5,792	3.2%
14 Kosher meal swipes/week	5,466	5,644	5,828	5,998	2.9%
10 Kosher meal swipes/week	4,860	5,018	5,182	5,350	3.2%
14 meal swipes + \$200 CaseCash/week	5,056	5,220	5,390	5,564	3.2%
10 meal swipes + \$250 CaseCash/week	4,938	5,098	5,264	5,434	3.2%
100 meal swipes/semester	3,190	3,294	3,400	3,510	3.2%
7 meal swipes/week	3,190	3,294	3,400	3,510	3.2%

ROOM RATES

Per academic year

	2013	2014	2015	2016	% Increase from 2015
<u>First and Second-Year Students</u>					
North and South Residential Villages					
Double/Triple	\$ 7,140	\$ 7,430	\$ 7,730	\$ 8,020	3.8%
Single	8,060	8,380	8,720	9,050	3.8%
South Residential Village					
Single	8,170	8,500	8,840	9,170	3.7%
Tippit/Staley House Suites					
Single	8,650	8,980	9,340	9,680	3.6%
<u>Greek</u>					
Single	\$ 8,170	\$ 8,500	\$ 8,840	9,170	3.7%
Double/Triple/Quad	7,140	7,430	7,730	8,020	3.8%
<u>Upper-Class Student Housing</u>					
Village @ 115 Apartments					
1 bedroom	\$ 10,550	\$ 10,970	\$ 11,410	\$ 11,830	3.7%
2 and 3 bedroom	10,110	10,510	10,930	11,330	3.7%
4 and 5 bedroom	9,850	10,240	10,650	11,050	3.8%
6 and 7 bedroom	9,530	9,910	10,310	10,700	3.8%
9 bedroom	9,330	9,700	10,090	10,470	3.8%
The Triangle					
Studio/Junior 1 bedroom	\$ -	\$ 10,970	\$ 11,410	\$ 11,410	0.0%
1 bedroom Single	-	-	-	12,000	
1 bedroom Double	-	9,500	9,880	9,900	0.2%
2 bedroom Double	-	-	10,930	11,330	3.7%
2 bedroom Quad	-	9,330	9,700	9,900	2.1%
New Residence Hall					
1 bedroom	\$ -	\$ -	\$ -	\$ 11,410	
2 and 3 bedroom	-	-	-	11,000	
4 bedroom	-	-	-	10,800	
2 bedroom Townhouse	-	-	-	12,000	
<u>University-Owned Apartments</u>					
1680 E. 117th, 1715					
E. 115th, 1 BD	\$ 8,990	\$ 9,330	\$ 9,700	\$ 10,000	3.1%
1719, 1727 E. 116th, 2-3 BD					
	8,700	9,030	9,390	9,740	3.7%

B-2

REVENUE AND EXPENSE ALLOCATION PRACTICES

In thousands of dollars, unless otherwise noted

Case Western Reserve University (The “University”) operates under a decentralized structure with the philosophy that each management center is responsible for the planning and implementation of academic programs, revenue development and expense management. This concept is implemented with all revenue, except Undergraduate tuition revenue, and direct expense flowing directly 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

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 is assigned to those schools that teach undergraduates, primarily the College of Arts and 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 2013 and 2014; the remaining 15% is assigned based upon the proportion of baccalaureate degrees awarded in 2013 and 2014.

C-1

Undergraduate tuition assignment is based on: 4,764 FTE students, average for the academic year 28.4 credit hours/student 1,250 first-year students

Undergraduate Tuition Revenue	\$ 202,868
Less: Contingency	(2,731) *
Less: Unfunded Student Aid	(93,868) *
UG Tuition Distributed to Schools	\$ 106,269

Regular Credit Hour Distribution	\$ 81,862
SAGES Credit Hour Distribution	8,507
Degrees Granted Distribution	15,900
Total UG Tuition Distribution	\$ 106,269

* 100% assigned to UGEN; contingency reduced by \$269 to cover Student Service expense.

Undergraduate tuition revenue is distributed using the average credit hours taught by the management center in 2013 and 2014 to calculate the percentage distribution. The degrees granted percentage is an average of 2013 and 2014. The data used to generate these averages is available on the Office of Budget and Financial Planning website: case.edu/provost/budget

Undergraduate Tuition Distribution and Total Revenue:

	Regular Credit Hour Distribution	SAGES Credit Hour Distribution	Degrees Granted Distribution	Total Tuition Distribution
CAS	\$ 47,520	\$ 2,320	\$ 8,020	\$ 57,860
CSE	19,641	943	5,362	25,946
WSOM	7,739	435	1,497	9,671
MSASS	136	-	-	136
LAW	-	99	-	99
DENT	-	103	-	103
NURS	4,132	204	1,021	5,357
CSOM	2,694	34	-	2,728
UGEN	-	4,369	-	4,369
TOTAL	\$ 81,862	\$ 8,507	\$ 15,900	\$ 106,269
Unfunded Aid				93,868
Contingency				2,731
TOTAL UNDERGRADUATE TUITION REVENUE				\$ 202,868

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 2016, the payout rate for the current year spending pool allocation is 4.73%. In addition, the Trustees approved a continuing supplemental distribution of \$6.0 million. Endowment revenue is allocated based on the market value of funds as of June 30, 2015. Revenue from new gifts and/or additions to existing gifts will be allocated one year after receipt. This one-year waiting period is new for 2016. The revenue from a small number of endowment funds jointly shared by the schools teaching undergraduates is assigned based upon undergraduate credit hours taught. Funds Held by Others (FHBO) and Un-pooled funds are managed outside the University's pooled investment and are not considered in the spending allocation. Income generated by FHBO and Un-pooled funds is sent to the University, then distributed to the appropriate management center(s).

C-2

	Current Year Allocation	Prior Year Income *	FHBO	Un-pooled	Less: Unused Current Year Income	Total
CAS	\$ 11,840	\$ 1,377	\$ 2,678	\$ 208	\$ (809)	\$ 15,294
CSE	8,767	2,687	939	-	(2,733)	9,660
WSOM	3,341	497	251	1,531	(162)	5,458
MSASS	2,284	84	-	-	(43)	2,325
LAW	3,801	2,903	531	145	-	7,380
DENT	524	650	400	-	(18)	1,556
NURS	3,701	478	-	7	(409)	3,777
CSOM	15,801	5,098	8,190	500	(2,436)	27,153
UGEN	11,446	4,794	1,769	-	(2,860)	15,149
TOTAL	\$ 61,505	\$ 18,568	\$ 14,758	\$ 2,391	\$ (9,470)	\$ 87,752
Supplemental Distribution - Campaign and general support						6,000
TOTAL ENDOWMENT REVENUE						\$ 93,752

* 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.

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 and Financial Planning website: case.edu/provost/budget

C-3

Library Expense Assigned, by Management Center:

	University Library	Health Science Library	MSASS Library	Law Library	Total Library Allocation
CAS	\$ 3,229	\$ 269	\$ 45	\$ -	\$ 3,543
CSE	1,754	147	25	-	1,926
WSOM	1,295	108	18	-	1,421
MSASS	207	39	386	-	632
LAW	127	24	6	2,679	2,836 *
DENT	230	227	7	-	464
NURS	472	263	11	-	746
CSOM	1,355	1,342	43	-	2,740
UGEN	7	-	86	-	93
TOTAL	8,676	2,419	627	2,679	\$ 14,401
Unallocated Library Expense (100% to UGEN):					
Endowment Support					1,780
Revenue Offsets					693
UGEN Strategic Savings					(225)
TOTAL LIBRARY	\$ 8,676	\$ 2,419	\$ 627	\$ 2,679	\$ 16,649

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

Student Services

C-4

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 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 2013 and 2014 enrollment.

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

Student Numbers used for the 2016 Budget, based on 2013 and 2014 average enrollment:

	Undergraduate FTE *	Undergraduate Headcount *	Graduate Full-Time	Graduate Part-Time	Professional Full-Time	Professional Part-Time	Total Head Count
CAS	2,639	2,691	518	51	-	-	3,260
CSE	1,064	1,086	494	81	41	1	1,703
WSOM	437	445	60	3	637	173	1,318
MSASS	5	5	42	3	299	69	418
LAW	-	-	-	-	499	4	503
DENT	4	4	111	-	293	-	408
NURS	250	255	33	5	246	210	749
CSOM	122	125	766	126	789	-	1,806
UGEN	171	174	-	-	-	1	175
TOTAL	4,692	4,785	2,024	269	2,804	458	10,340

*Percentage distribution for undergraduate full-time equivalency (FTE) and headcount uses two years' of credit hour data and is equal to the 2016 percentage distribution for net undergraduate tuition in schools. Graduate and Professional numbers are based on the Fall Semester enrollment statistics.

2016 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	\$ 7,060	\$ 830	\$ 253	\$ 52	\$ 68	\$ (96)	\$ 46	\$ 629	\$ 8,842
CSE	2,848	433	256	56	67	(39)	33	307	3,961
WSOM	1,168	335	28	80	35	(18)	17	212	1,857
MSASS	14	106	20	38	18	-	13	58	267
LAW	1	128	-	46	27	(4)	10	70	278
DENT	10	104	49	37	25	(4)	20	57	298
NURS	670	191	17	45	18	(9)	16	120	1,068
CSOM	327	507	397	155	149	(1)	186	205	1,925
UGEN	457	45	-	-	-	(170)	-	36	368
TOTAL	\$ 12,555	\$ 2,679	\$ 1,020	\$ 509	\$ 407	\$ (341)	\$ 341	\$ 1,694	\$ 18,864
Unallocated Student Services (100% to UGEN)*									6,129
TOTAL STUDENT SERVICES									\$ 24,993

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*Includes 100% of the UGEN Strategic Savings Plan.

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

Plant Services

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

Non-utility expense is assigned based upon the average remaining operating cost for all academic buildings in the University. The average cost per square foot is multiplied by the number of gross square feet assigned to each school or function. Utility and non-utility expense for parts of buildings used for indirect or support services, e.g. libraries, student services, or University administrative services, are first allocated to the support service and then reallocated through the appropriate basis.

Plant Services costs are distributed using ten separate allocation methodologies:

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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%	\$ 7,614	\$ 686	\$ 668	\$ 145
CSE	598,890	19.6%	8,392	675	364	78
WSOM	186,872	6.1%	2,278	348	268	58
MSASS	63,840	2.1%	772	186	43	21
LAW	122,013	4.0%	1,440	271	26	12
DENT	154,952	5.1%	2,325	254	48	121
NURS	81,998	2.7%	1,212	180	98	140
CSOM	1,257,158	41.1%	24,318	2,901	282	719
UGEN	-	0.0%	-	22	-	-
TOTAL	3,056,866	100.0%	\$ 48,351	\$ 5,523	\$ 1,797	\$ 1,294

	Student Services	University Center	Athletic Space	Shared Classroom	SAGES Allocation	Waste Removal (Fixed)	Total Plant Allocation
CAS	\$ 632	\$ 537	\$ 1,288	\$ 310	\$ 27	\$ 46	\$ 11,953
CSE	284	292	561	139	11	46	10,842
WSOM	132	215	281	52	5	-	3,637
MSASS	19	78	45	1	-	-	1,165
LAW	19	87	48	1	1	-	1,905
DENT	21	87	50	1	1	-	2,908
NURS	75	131	166	29	2	-	2,033
CSOM	130	510	341	15	-	373	29,589
UGEN	45	28	79	20	51	(465)	(220)
TOTAL	\$ 1,357	\$ 1,965	\$ 2,859	\$ 568	\$ 98	\$ -	\$ 63,812
Unallocated Plant (100% to UGEN)*							(1,051)
TOTAL PLANT							\$ 62,761

* Includes 100% of the UGEN Strategic Savings Plan.

The Plant Services expense for each school or area is determined by each building's utilities rate and square footage. Utility expense is assigned based on a weighted utilities weight. The estimated annual expense is assigned based on square footage. The cost for Plant Services other than utilities is \$8.488 per gross square foot. This expense is assigned based upon square footage. The data used to determine each total is available on the Office of Budget and Financial Planning website: case.edu/provost/budget

Information Technology Services (ITS)

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

ITS expense is separated into four cost pools, each with its own distribution formula. The first pool, **Core Technology**, covers core network and infrastructure equipment, wiring and maintenance. It includes the debt service related to the deployment of this technology and is distributed on a square footage allocation, including a school's share of indirect space such as Library and Student Services space.

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

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

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

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

Information Technology Costs Assigned, by cost pool:

	Core Technology		Instructional		Administrative		Infrastructure		Information Services	
CAS	\$	837	\$	1,683	\$	844	\$	3,251	\$	6,615
CSE		777		882		830		1,792		4,281
WSOM		276		627		429		1,209		2,541
MSASS		94		194		229		442		959
LAW		162		262		334		549		1,307
DENT		206		214		313		535		1,268
NURS		132		317		222		669		1,340
CSOM		1,717		950		3,569		3,261		9,497
UGEN		3		90		-		151		244
TOTAL	\$	4,204	\$	5,219	\$	6,770	\$	11,859	\$	28,052
UGEN Strategic Savings Plan (100% to UGEN)										(868)
TOTAL INFORMATION TECHNOLOGY SERVICES									\$	27,184

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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 2016, the average direct expense for 2013 and 2014. It should be noted that for this calculation, R&T expenditures based in the Cleveland Clinic Lerner College of Medicine (CCLCM), tuition expenditures associated with the CCLCM and expenditures related to CSOM off-campus locations have been deducted from the CSOM expense base. In addition, the cost of Dental kits purchased and re-sold to students has been deducted from the DENT expense base.

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

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

case.edu/provost/budget

Direct Expense (adjusted)									
	2013		2014		Average	% of	University		
					2013-2014	Total	Services		
CAS	\$	69,904	\$	73,206	\$	71,555	12.5%	\$	5,228
CSE		69,972		70,705		70,339	12.3%		5,139
WSOM		35,499		37,134		36,317	6.4%		2,653
MSASS		18,397		20,346		19,372	3.4%		1,415
LAW		28,735		27,818		28,277	5.0%		2,066
DENT		26,118		26,900		26,509	4.6%		1,937
NURS		18,730		18,892		18,811	3.3%		1,374
CSOM		303,979		296,069		300,024	52.5%		22,092
UGEN		51		3		27	0.0%		2
TOTAL	\$	571,385	\$	571,073	\$	571,229	100.0%	\$	41,906
Unallocated University Services (100% to UGEN)*									16,303
TOTAL UNIVERSITY SERVICES								\$	58,209

* Includes 100% of the UGEN Strategic Savings Plan.

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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 or 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.

Full detailed schedules for revenue and expense allocation may be found at:
<http://www.case.edu/provost/budget/operatingbudget.html>



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