



2020 OPERATING BUDGET



CASE WESTERN RESERVE
UNIVERSITY EST. 1826

think beyond the possible™

The Fiscal Year 2020 Operating Budget was approved by the Case Western Reserve University Board of Trustees on June 1, 2019.

This document may also be found at:

www.case.edu/financialplanning/operating-budget

and

www.case.edu/finance/financial-information

Published by:

Office of Budget and Financial Planning

Case Western Reserve University

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KEY FACTS AND ASSUMPTIONS

<i>In thousands of dollars</i>	2019 Budget	2020 Budget	% Variance to 2019 Budget
UNDERGRADUATE ENROLLMENT (Fall semester, full-time)			
Continuing Students	3,746	3,775	0.8%
Entering Class	1,363	1,350	-1.0%
TOTAL UNDERGRADUATE ENROLLMENT	5,109	5,125	0.3%
UNDERGRADUATE TUITION			
Tuition Rate (In dollars)	\$ 48,604	\$ 50,450	3.80%
Funded Discount Rate	3.8%	3.6%	
Unfunded Discount Rate	44.4%	44.8%	
TOTAL DISCOUNT RATE	48.2%	48.4%	
ENDOWMENT			
Endowment Pool Spending (current & prior year)	\$ 73,748	\$ 76,574	3.8%
Outside Trust Spending	16,537	19,406	17.3%
TOTAL ENDOWMENT REVENUE	\$ 90,285	\$ 95,980	6.3%
RESEARCH & TRAINING (R&T)			
R&T Revenue	\$ 324,663	\$ 339,925	4.7%
RESTRICTED GIFTS			
Restricted Gift Revenue	\$ 41,214	\$ 43,447	5.4%
OVERHEAD RECOVERY			
Overhead Recovery Revenue	\$ 76,794	\$ 77,775	1.3%
TOTAL RESEARCH & RESTRICTED REVENUE	\$ 442,671	\$ 461,147	4.2%
OVERHEAD RECOVERY			
Federal Indirect Cost Rate	60.0%	60.0%	0.0%
FRINGE			
Non-federal Fringe Benefit Rate	33.0%	33.0%	0.0%
Federal Fringe Benefit Rate	33.0%	32.0%	-3.0%
Term Fringe Benefit Rate	17.5%	17.5%	0.0%

CONSOLIDATED STATEMENT OF OPERATIONS

FISCAL YEAR 2020 BUDGET

<i>In thousands of dollars</i>	2018 Actual	2019 Budget	2020 Budget	\$ Increase/ (Decrease) from 2019 Budget	% Variance to 2019 Budget
REVENUE					
TUITION					
Undergraduate	\$ 219,583	\$ 231,618	\$ 244,182	\$ 12,564	5.4%
Summer	17,703	18,502	18,524	22	0.1%
Professional	160,771	163,232	167,775	4,543	2.8%
Graduate	59,039	65,723	64,755	(968)	-1.5%
Fees	3,431	3,471	3,596	125	3.6%
TOTAL TUITION	460,527	482,546	498,832	16,286	3.4%
ENDOWMENT					
Restricted Endowment	55,766	54,405	58,387	3,982	7.3%
Unrestricted Endowment	33,940	35,880	37,593	1,713	4.8%
TOTAL ENDOWMENT	89,706	90,285	95,980	5,695	6.3%
OTHER REVENUE					
Research & Training	331,823	324,663	339,925	15,262	4.7%
Restricted Gifts	45,432	41,214	43,447	2,233	5.4%
Overhead Recovery	76,650	76,794	77,775	981	1.3%
Unrestricted Gifts	3,729	5,878	6,591	713	12.1%
State Support	2,575	2,318	2,446	128	5.5%
Organized Activities	11,615	11,627	12,331	704	6.1%
Other Income	49,791	46,498	50,907	4,409	9.5%
Auxiliaries	73,331	73,297	75,751	2,454	3.3%
TOTAL OTHER REVENUE	594,946	582,289	609,173	26,884	4.6%
TOTAL REVENUE	\$ 1,145,179	\$ 1,155,120	\$ 1,203,985	\$ 48,865	4.2%
EXPENSE					
DIRECT EXPENSE					
Faculty Salaries	\$ 154,800	\$ 160,571	\$ 159,778	\$ (793)	-0.5%
Other Salaries	99,822	103,986	107,174	3,188	3.1%
TOTAL SALARIES	254,622	264,557	266,952	2,395	0.9%
Fringe	78,610	85,175	85,082	(93)	-0.1%
Student Salaries	30,305	31,981	30,275	(1,706)	-5.3%
Student Aid	191,913	196,834	206,292	9,458	4.8%
Non-salary	317,586	305,385	325,254	19,869	6.5%
TOTAL DIRECT EXPENSE	873,036	883,932	913,855	29,923	3.4%
Restricted Direct Expense	433,021	420,282	441,759	21,477	5.1%
Unrestricted Direct Expense	440,015	463,650	472,096	8,446	1.8%
INDIRECT EXPENSE					
Library	15,108	16,331	16,078	(253)	-1.5%
Student Services	32,129	30,587	32,297	1,710	5.6%
Plant	60,997	65,951	71,948	5,997	9.1%
Information Services	29,106	30,920	32,027	1,107	3.6%
University Services	69,645	66,978	68,148	1,170	1.7%
TOTAL INDIRECT EXPENSE	206,985	210,767	220,498	9,731	4.6%
Auxiliaries	60,691	61,328	64,967	3,639	5.9%
TOTAL EXPENSE	\$ 1,140,712	\$ 1,156,027	\$ 1,199,320	\$ 43,293	3.7%
OPERATING MARGIN	\$ 4,467	\$ (907)	\$ 4,665	\$ 5,572	-614.3%
Undergraduate Tuition Subvention	-	-	-	-	
Use of Retained Surplus/Encumbered Funds	4,500	5,646	1,040	(4,606)	
SURPLUS/(DEFICIT)	\$ 8,967	\$ 4,739	\$ 5,705	\$ 966	

TOTAL REVENUE

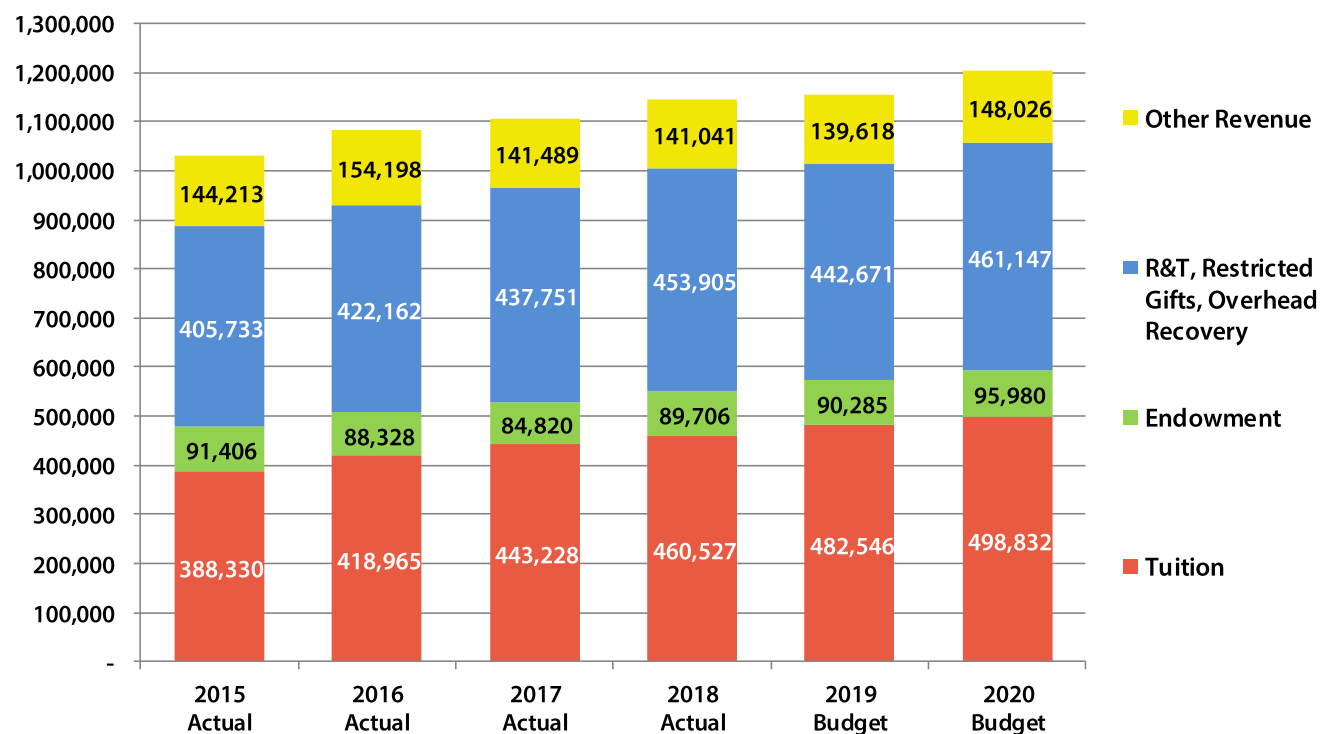
FISCAL YEAR 2020 BUDGET

<i>In thousands of dollars</i>	2018 Actual	2019 Budget	2020 Budget	\$ Increase/ (Decrease) from 2019 Budget	% Variance to 2019 Budget
REVENUE					
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TOTAL ENDOWMENT	89,706	90,285	95,980	5,695	6.3%
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Organized Activities	11,615	11,627	12,331	704	6.1%
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Auxiliaries	73,331	73,297	75,751	2,454	3.3%
TOTAL OTHER REVENUE	594,946	582,289	609,173	26,884	4.6%
TOTAL REVENUE	\$ 1,145,179	\$ 1,155,120	\$ 1,203,985	\$ 48,865	4.2%

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REVENUE COMPARISON BY YEAR

In thousands of dollars



NOTES TO REVENUE

FISCAL YEAR 2020 BUDGET vs. FISCAL YEAR 2019 BUDGET

TUITION

Undergraduate Tuition

Increased \$12.6 M or 5.4% as a result of a 3.8% tuition rate increase and a slight enrollment increase.

Professional Tuition

Increased \$4.5 M or 2.8% due to a 3.5% average rate increase and higher enrollment in WSOM, LAW, DENT, NURS and CSOM. Partially offset by lower enrollment in CSE and MSASS.

Graduate Tuition

Decreased (\$1.0 M) or -1.5% due to lower enrollment in CAS and WSOM. Partially offset by a 3.0% average rate increase and higher enrollment in CSE and CSOM.

ENDOWMENT

For 2020, the endowment payout rate will be 4.70% of the endowment pool balance as of June 30, 2018.

Restricted Endowment

Increased \$4.0 M or 3.7% as a result of higher income in CAS, CSE, DENT, NURS, CSOM and UGEN. Partially offset by lower income in WSOM.

Unrestricted Endowment

Increased \$1.7 M or 4.8% as a result of higher income in CAS, WSOM, DENT, CSOM and UGEN.

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OTHER REVENUE

Research & Training

Increased \$15.3 M or 4.7% due to increased activity in CSE, MSASS, DENT, NURS and CSOM.

Restricted Gifts

Increased \$2.2 M or 5.4% due to increased gifts in CAS, WSOM, DENT, CSOM and UGEN. Partially offset by decreased gifts in CSE, MSASS and NURS.

Overhead Recovery

Increased \$1.0 M or 1.3% in DENT and CSOM. Partially offset by decreases in CAS and CSE.

Unrestricted Gifts

Increased \$0.7 M or 12.1% due to increased activity in CSOM. Partially offset by decreases in CAS and WSOM.

Organized Activities

Increased \$0.7 M or 6.1% due to increased activity in WSOM and DENT.

Other Income

Increased \$4.4 M or 9.5% in MSASS, LAW, DENT and UGEN. Partially offset by decreases in CSE and CSOM.

Auxiliaries

Increased \$2.5 M or 3.3% due to increased revenue in Food Service, Student Housing and Parking.

TOTAL EXPENSE

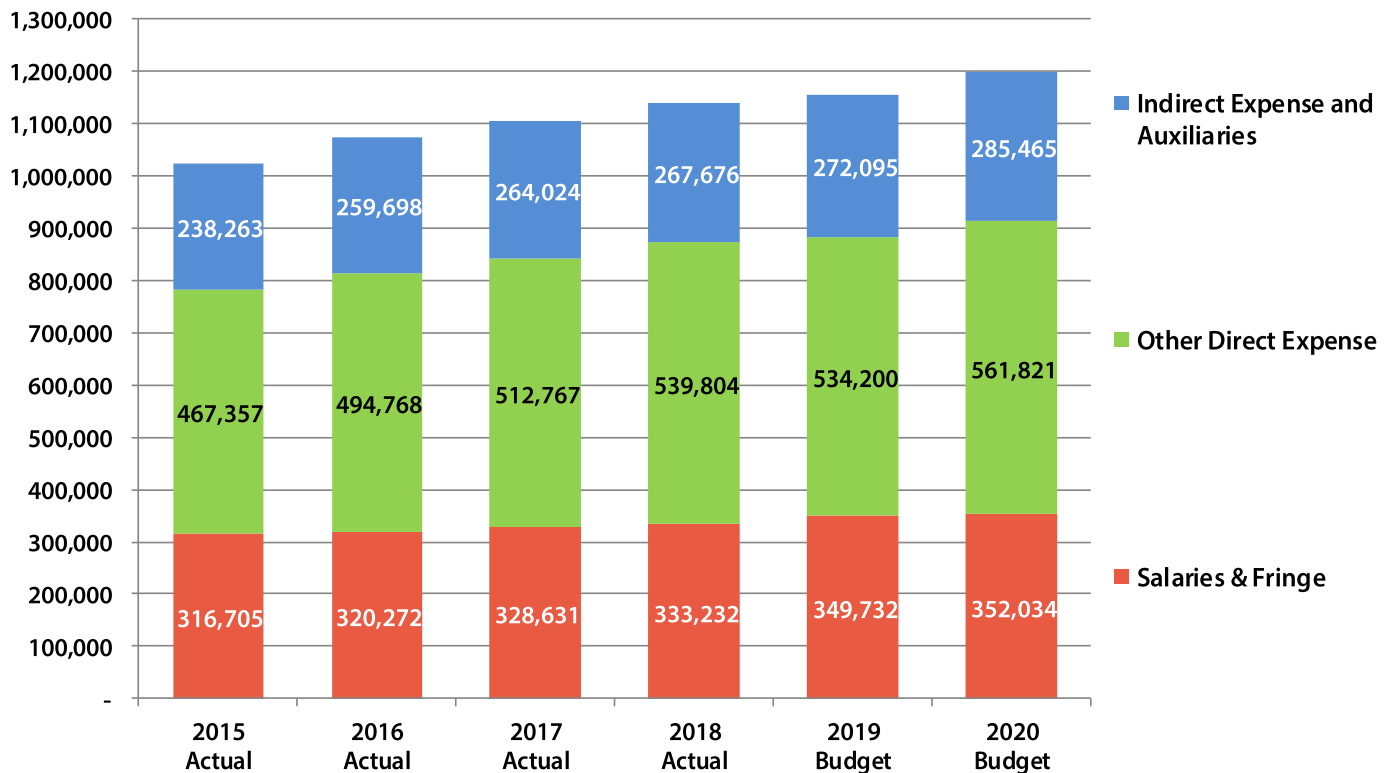
FISCAL YEAR 2020 BUDGET

<i>In thousands of dollars</i>	2018 Actual	2019 Budget	2020 Budget	\$ Increase/ (Decrease) from 2019 Budget	% Variance to 2019 Budget
EXPENSE					
DIRECT EXPENSE					
Faculty Salaries	\$ 154,800	\$ 160,571	\$ 159,778	\$ (793)	-0.5%
Other Salaries	99,822	103,986	107,174	3,188	3.1%
TOTAL SALARIES	254,622	264,557	266,952	2,395	0.9%
Fringe	78,610	85,175	85,082	(93)	-0.1%
Student Salaries	30,305	31,981	30,275	(1,706)	-5.3%
Student Aid	191,913	196,834	206,292	9,458	4.8%
Non-salary	317,586	305,385	325,254	19,869	6.5%
TOTAL DIRECT EXPENSE	873,036	883,932	913,855	29,923	3.4%
Total Restricted	433,021	420,282	441,759	21,477	5.1%
Total Unrestricted	440,015	463,650	472,096	8,446	1.8%
INDIRECT EXPENSE					
Library	15,108	16,331	16,078	(253)	-1.5%
Student Services	32,129	30,587	32,297	1,710	5.6%
Plant	60,997	65,951	71,948	5,997	9.1%
Information Services	29,106	30,920	32,027	1,107	3.6%
University Services	69,645	66,978	68,148	1,170	1.7%
TOTAL INDIRECT EXPENSE	206,985	210,767	220,498	9,731	4.6%
Auxiliaries	60,691	61,328	64,967	3,639	5.9%
TOTAL EXPENSE	\$ 1,140,712	\$ 1,156,027	\$ 1,199,320	\$ 43,293	3.7%

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EXPENSE COMPARISON BY YEAR

In thousands of dollars



NOTES TO EXPENSE

FISCAL YEAR 2020 BUDGET vs. FISCAL YEAR 2019 BUDGET

DIRECT EXPENSE

Faculty Salaries

Decreased (\$0.8 M) or 0.5% in WSOM, DENT, NURS and CSOM. Partially offset by increases in CAS and CSE.

Other Salaries

Increased \$3.2 M or 3.1% with higher staff salaries in CAS, WSOM, MSASS, DENT, NURS and CSOM. Partially offset by lower staff salaries in CSE and LAW.

Fringe Benefits

Decreased (\$0.1 M) or 0.1%. The federal fringe benefit rate decreased from 33.0% to 32.0%. The non-federal fringe rate remained unchanged at 33.0%.

Student Salaries

Decreased (\$1.7 M) or -5.3% in CSE, MSASS and CSOM. Partially offsetting are higher salaries in NURS.

Student Aid

Increased \$9.5 M or 4.8% in CAS, WSOM, LAW, CSOM and UGEN. Partially offsetting are decreases in CSE, MSASS and NURS. The increase in UGEN reflects an Undergraduate Student Aid discount rate of 48.4%.

Non-salary

Increased \$19.9 M or 6.5% in CSE, DENT, NURS, CSOM and UGEN due primarily to spending for Research and Training and other restricted activity. Partially offsetting are decreases in CAS, WSOM and MSASS.

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INDIRECT EXPENSE AND AUXILIARIES

Library

Decreased (\$0.3 M) or -1.5% due to a decrease in UGEN endowment spending for collections.

Student Services

Increased \$1.7 M or 5.6% due to enrollment management recruiting expense but is offset with Other Income.

Plant

Increased \$6.0 M or 9.1% as a result of an anticipated increase for utility expense and operating costs associated with the new Health Education Campus.

Information Services

Increased \$1.1 M or 3.6% for operating costs associated with the new Health Education Campus.

University Services

Increased \$1.2 M or 1.7% as a result of new program expense and costs associated with the new Health Education Campus.

Auxiliaries

Increased \$3.6 M or 5.9% due to higher expense in Student Housing, Food Service and Parking.

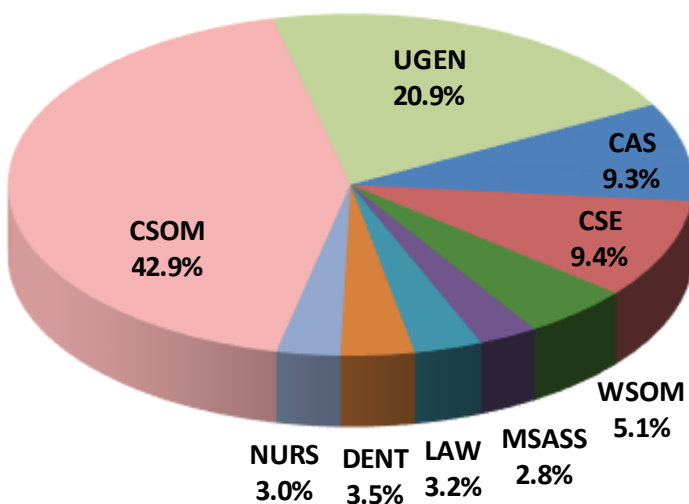
SUMMARY OF OPERATIONS BY MANAGEMENT CENTER

FISCAL YEAR 2020 BUDGET

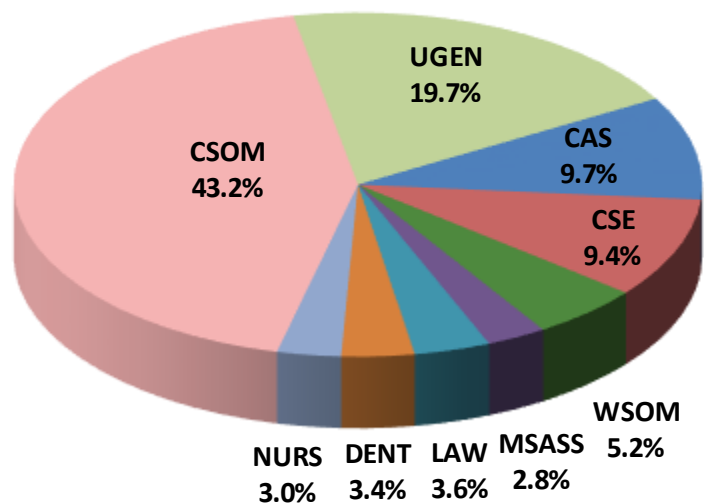
<i>In thousands of dollars</i>		Total Revenue	Total Expense	Operating Margin	Use of Retained Surplus	Surplus/ (Deficit)
CAS	\$	112,111	\$ 116,611	\$ (4,500)	\$ -	\$ (4,500)
CSE		113,030	113,028	2	-	2
WSOM		61,061	61,782	(721)	721	-
MSASS		33,453	33,772	(319)	319	-
LAW		38,640	42,973	(4,333)	-	(4,333)
DENT		41,980	40,941	1,039	-	1,039
NURS		36,192	36,022	170	-	170
CSOM		516,158	518,108	(1,950)	-	(1,950)
UGEN		251,360	236,083	15,277	-	15,277
OPERATING BUDGET	\$	1,203,985	\$ 1,199,320	\$ 4,665	\$ 1,040	\$ 5,705

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REVENUE by Management Center
2020 Budget - \$1,203,985



EXPENSE by Management Center
2020 Budget - \$1,199,320



STATEMENT OF OPERATIONS BY MANAGEMENT CENTER

FISCAL YEAR 2020 BUDGET

<i>In thousands of dollars</i>	CAS	CSE	WSOM	MSASS	LAW	DENT	NURS	CSOM	UGEN	Total University
REVENUE										
TUITION										
Undergraduate	\$ 64,223	\$ 36,814	\$ 14,807	\$ 150	\$ 122	\$ 58	\$ 5,699	\$ 4,476	\$ 117,833	\$ 244,182
Summer	3,700	1,779	1,526	3,479	487	496	2,261	4,796	-	18,524
Professional	-	621	30,713	14,861	31,510	21,537	12,222	56,311	-	167,775
Graduate	12,000	14,761	2,014	489	36	1,933	1,105	32,417	-	64,755
Fees	513	587	180	13	-	512	324	475	992	3,596
TOTAL TUITION	80,436	54,562	49,240	18,992	32,155	24,536	21,611	98,475	118,825	498,832
ENDOWMENT										
Restricted Endowment	8,115	5,749	3,104	1,963	4,217	1,092	4,527	16,664	12,956	58,387
Unrestricted Endowment	7,710	4,118	2,066	508	464	646	1,038	12,104	8,939	37,593
TOTAL ENDOWMENT	15,825	9,867	5,170	2,471	4,681	1,738	5,565	28,768	21,895	95,980
OTHER REVENUE										
Research & Training	8,512	32,123	288	6,404	-	2,418	5,587	282,581	2,012	339,925
Restricted Gifts	3,258	3,954	1,020	761	564	1,210	1,264	20,600	10,816	43,447
Overhead Recovery	3,180	9,892	232	1,140	30	1,267	1,812	60,172	50	77,775
Unrestricted Gifts	600	330	430	140	1,000	245	250	3,500	96	6,591
State Support	-	-	-	-	-	-	-	2,446	-	2,446
Organized Activities	-	-	3,733	-	-	7,963	-	635	-	12,331
Other Income	300	2,302	948	3,545	210	2,603	103	18,981	21,915	50,907
Auxiliaries	-	-	-	-	-	-	-	-	75,751	75,751
TOTAL OTHER REVENUE	15,850	48,601	6,651	11,990	1,804	15,706	9,016	388,915	110,640	609,173
TOTAL REVENUE	\$112,111	\$113,030	\$61,061	\$33,453	\$38,640	\$41,980	\$36,192	\$516,158	\$251,360	\$1,203,985
EXPENSE										
DIRECT EXPENSE										
Faculty Salaries	\$ 28,485	\$ 19,774	\$ 16,159	\$ 5,705	\$ 7,181	\$ 11,057	\$ 9,292	\$ 61,793	\$ 332	\$ 159,778
Other Salaries	9,322	11,660	5,456	6,070	3,020	5,968	4,537	59,762	1,379	107,174
TOTAL SALARIES	37,807	31,434	21,615	11,775	10,201	17,025	13,829	121,555	1,711	266,952
Fringe	12,246	10,227	7,132	3,847	3,366	5,603	4,540	37,561	560	85,082
Student Salaries	8,023	10,832	774	302	143	117	1,265	7,300	1,519	30,275
Student Aid	9,420	3,068	8,084	5,144	15,727	571	3,243	30,629	130,406	206,292
Non-salary	10,770	25,769	8,832	7,361	4,000	9,445	4,921	249,252	4,904	325,254
TOTAL DIRECT EXPENSE	78,266	81,330	46,437	28,429	33,437	32,761	27,798	446,297	139,100	913,855
Restricted Direct Expense	19,885	41,826	4,412	9,128	4,781	4,720	11,378	319,845	25,784	441,759
Unrestricted Direct Expense	58,381	39,504	42,025	19,301	28,656	28,041	16,420	126,452	113,316	472,096
INDIRECT EXPENSE										
Library	3,373	2,313	1,649	663	2,841	461	731	2,915	1,132	16,078
Student Services	9,485	5,631	2,486	297	361	311	1,111	2,313	10,302	32,297
Plant	12,713	12,076	4,122	1,311	2,117	3,266	2,538	32,959	846	71,948
Information Services	7,271	5,300	3,236	1,130	1,492	1,844	1,628	9,103	1,023	32,027
University Services	5,503	6,378	3,852	1,942	2,725	2,298	2,216	24,521	18,713	68,148
TOTAL INDIRECT EXPENSE	38,345	31,698	15,345	5,343	9,536	8,180	8,224	71,811	32,016	220,498
Auxiliaries	-	-	-	-	-	-	-	-	64,967	64,967
TOTAL EXPENSE	\$116,611	\$113,028	\$61,782	\$33,772	\$42,973	\$40,941	\$36,022	\$518,108	\$236,083	\$1,199,320
OPERATING MARGIN	\$ (4,500)	\$ 2	\$ (721)	\$ (319)	\$ (4,333)	\$ 1,039	\$ 170	\$ (1,950)	\$ 15,277	\$ 4,665
Undergraduate Tuition Subvention	-	-	-	-	-	-	-	-	-	-
Use of Retained Surplus	-	-	721	319	-	-	-	-	-	1,040
SURPLUS/(DEFICIT)	\$ (4,500)	\$ 2	\$ -	\$ -	\$ (4,333)	\$ 1,039	\$ 170	\$ (1,950)	\$ 15,277	\$ 5,705

COLLEGE OF ARTS AND SCIENCES

FISCAL YEAR 2020 BUDGET

<i>In thousands of dollars</i>	2018 Actual	2019 Budget	2020 Budget	\$ Increase/ (Decrease) from 2019 Budget	% Variance to 2019 Budget
REVENUE					
TUITION					
Undergraduate	\$ 63,101	\$ 62,391	\$ 64,223	\$ 1,832	2.9%
Summer	2,847	3,543	3,700	157	4.4%
Professional	-	-	-	-	0.0%
Graduate	11,022	13,446	12,000	(1,446)	-10.8%
Fees	470	493	513	20	4.1%
TOTAL TUITION	77,440	79,873	80,436	563	0.7%
ENDOWMENT					
Restricted Endowment	7,490	7,953	8,115	162	2.0%
Unrestricted Endowment	7,081	7,574	7,710	136	1.8%
TOTAL ENDOWMENT	14,571	15,527	15,825	298	1.9%
OTHER REVENUE					
Research & Training	8,641	10,750	8,512	(2,238)	-20.8%
Restricted Gifts	3,413	3,135	3,258	123	3.9%
Overhead Recovery	3,065	3,465	3,180	(285)	-8.2%
Unrestricted Gifts	523	1,286	600	(686)	-53.3%
State Support	-	-	-	-	0.0%
Organized Activities	10	-	-	-	0.0%
Other Income	335	300	300	-	0.0%
Auxiliaries	-	-	-	-	0.0%
TOTAL OTHER REVENUE	15,987	18,936	15,850	(3,086)	-16.3%
TOTAL REVENUE	\$ 107,998	\$ 114,336	\$ 112,111	\$ (2,225)	-1.9%
EXPENSE					
DIRECT EXPENSE					
Faculty Salaries	\$ 27,246	\$ 28,074	\$ 28,485	\$ 411	1.5%
Other Salaries	9,145	9,029	9,322	293	3.2%
TOTAL SALARIES	36,391	37,103	37,807	704	1.9%
Fringe	11,579	12,094	12,246	152	1.3%
Student Salaries	7,124	8,077	8,023	(54)	-0.7%
Student Aid	8,901	8,244	9,420	1,176	14.3%
Non-salary	11,262	13,581	10,770	(2,811)	-20.7%
TOTAL DIRECT EXPENSE	75,257	79,099	78,266	(833)	-1.1%
Restricted Direct Expense	19,544	21,838	19,885	(1,953)	-8.9%
Unrestricted Direct Expense	55,713	57,261	58,381	1,120	2.0%
INDIRECT EXPENSE					
Library	3,399	3,335	3,373	38	1.1%
Student Services	9,236	9,328	9,485	157	1.7%
Plant	12,622	12,373	12,713	340	2.7%
Information Services	6,735	7,060	7,271	211	3.0%
University Services	5,456	5,917	5,503	(414)	-7.0%
TOTAL INDIRECT EXPENSE	37,448	38,013	38,345	332	0.9%
Auxiliaries	-	-	-	-	0.0%
TOTAL EXPENSE	\$ 112,705	\$ 117,112	\$ 116,611	\$ (501)	-0.4%
OPERATING MARGIN	\$ (4,707)	\$ (2,776)	\$ (4,500)	\$ (1,724)	-62.1%
Undergraduate Tuition Subvention	-	-	-	-	
Use of Retained Surplus	-	-	-	-	
SURPLUS/(DEFICIT)	\$ (4,707)	\$ (2,776)	\$ (4,500)	\$ (1,724)	

CASE SCHOOL OF ENGINEERING

FISCAL YEAR 2020 BUDGET

<i>In thousands of dollars</i>	2018 Actual	2019 Budget	2020 Budget	\$ Increase/ (Decrease) from 2019 Budget	% Variance to 2019 Budget
REVENUE					
TUITION					
Undergraduate	\$ 31,541	\$ 34,435	\$ 36,814	\$ 2,379	6.9%
Summer	2,063	2,071	1,779	(292)	-14.1%
Professional	1,131	1,073	621	(452)	-42.1%
Graduate	12,290	13,081	14,761	1,680	12.8%
Fees	521	566	587	21	3.7%
TOTAL TUITION	47,546	51,226	54,562	3,336	6.5%
ENDOWMENT					
Restricted Endowment	4,745	5,378	5,749	371	6.9%
Unrestricted Endowment	3,801	4,061	4,118	57	1.4%
TOTAL ENDOWMENT	8,546	9,439	9,867	428	4.5%
OTHER REVENUE					
Research & Training	32,595	31,282	32,123	841	2.7%
Restricted Gifts	5,533	4,900	3,954	(946)	-19.3%
Overhead Recovery	9,550	10,115	9,892	(223)	-2.2%
Unrestricted Gifts	312	400	330	(70)	-17.5%
State Support	-	-	-	-	0.0%
Organized Activities	-	-	-	-	0.0%
Other Income	2,858	4,224	2,302	(1,922)	-45.5%
Auxiliaries	-	-	-	-	0.0%
TOTAL OTHER REVENUE	50,848	50,921	48,601	(2,320)	-4.6%
TOTAL REVENUE	\$ 106,940	\$ 111,586	\$ 113,030	\$ 1,444	1.3%
EXPENSE					
DIRECT EXPENSE					
Faculty Salaries	\$ 18,938	\$ 19,421	\$ 19,774	\$ 353	1.8%
Other Salaries	11,911	12,166	11,660	(506)	-4.2%
TOTAL SALARIES	30,849	31,587	31,434	(153)	-0.5%
Fringe	9,713	10,291	10,227	(64)	-0.6%
Student Salaries	11,434	11,932	10,832	(1,100)	-9.2%
Student Aid	3,564	3,268	3,068	(200)	-6.1%
Non-salary	23,985	23,389	25,769	2,380	10.2%
TOTAL DIRECT EXPENSE	79,545	80,467	81,330	863	1.1%
Restricted Direct Expense	42,873	41,560	41,826	266	0.6%
Unrestricted Direct Expense	36,672	38,907	39,504	597	1.5%
INDIRECT EXPENSE					
Library	2,145	2,241	2,313	72	3.2%
Student Services	4,910	5,327	5,631	304	5.7%
Plant	11,733	11,671	12,076	405	3.5%
Information Services	4,675	5,087	5,300	213	4.2%
University Services	5,391	6,366	6,378	12	0.2%
TOTAL INDIRECT EXPENSE	28,854	30,692	31,698	1,006	3.3%
Auxiliaries	-	-	-	-	0.0%
TOTAL EXPENSE	\$ 108,399	\$ 111,159	\$ 113,028	\$ 1,869	1.7%
OPERATING MARGIN	\$ (1,459)	\$ 427	\$ 2	\$ (425)	-99.5%
Undergraduate Tuition Subvention	-	-	-	-	
Use of Retained Surplus	-	-	-	-	
SURPLUS/(DEFICIT)	\$ (1,459)	\$ 427	\$ 2	\$ (425)	

WEATHERHEAD SCHOOL OF MANAGEMENT

FISCAL YEAR 2020 BUDGET

<i>In thousands of dollars</i>	2018 Actual	2019 Budget	2020 Budget	\$ Increase/ (Decrease) from 2019 Budget	% Variance to 2019 Budget
REVENUE					
TUITION					
Undergraduate	\$ 11,844	\$ 13,193	\$ 14,807	\$ 1,614	12.2%
Summer	2,334	2,003	1,526	(477)	-23.8%
Professional	31,192	27,398	30,713	3,315	12.1%
Graduate	2,740	3,800	2,014	(1,786)	-47.0%
Fees	242	232	180	(52)	-22.4%
TOTAL TUITION	48,352	46,626	49,240	2,614	5.6%
ENDOWMENT					
Restricted Endowment	3,466	3,878	3,104	(774)	-20.0%
Unrestricted Endowment	2,015	2,000	2,066	66	3.3%
TOTAL ENDOWMENT	5,481	5,878	5,170	(708)	-12.0%
OTHER REVENUE					
Research & Training	720	500	288	(212)	-42.4%
Restricted Gifts	712	750	1,020	270	36.0%
Overhead Recovery	217	200	232	32	16.0%
Unrestricted Gifts	83	1,226	430	(796)	-64.9%
State Support	-	-	-	-	0.0%
Organized Activities	3,380	3,301	3,733	432	13.1%
Other Income	850	750	948	198	26.4%
Auxiliaries	-	-	-	-	0.0%
TOTAL OTHER REVENUE	5,962	6,727	6,651	(76)	-1.1%
TOTAL REVENUE	\$ 59,795	\$ 59,231	\$ 61,061	\$ 1,830	3.1%
EXPENSE					
DIRECT EXPENSE					
Faculty Salaries	\$ 15,651	\$ 16,377	\$ 16,159	\$ (218)	-1.3%
Other Salaries	4,669	5,188	5,456	268	5.2%
TOTAL SALARIES	20,320	21,565	21,615	50	0.2%
Fringe	6,603	7,116	7,132	16	0.2%
Student Salaries	883	735	774	39	5.3%
Student Aid	9,970	7,964	8,084	120	1.5%
Non-salary	8,427	9,154	8,832	(322)	-3.5%
TOTAL DIRECT EXPENSE	46,203	46,534	46,437	(97)	-0.2%
Restricted Direct Expense	4,898	5,128	4,412	(716)	-14.0%
Unrestricted Direct Expense	41,305	41,406	42,025	619	1.5%
INDIRECT EXPENSE					
Library	1,574	1,596	1,649	53	3.3%
Student Services	2,182	2,333	2,486	153	6.6%
Plant	3,987	3,975	4,122	147	3.7%
Information Services	2,893	3,069	3,236	167	5.4%
University Services	3,227	3,826	3,852	26	0.7%
TOTAL INDIRECT EXPENSE	13,863	14,799	15,345	546	3.7%
Auxiliaries	-	-	-	-	0.0%
TOTAL EXPENSE	\$ 60,066	\$ 61,333	\$ 61,782	\$ 449	0.7%
OPERATING MARGIN	\$ (271)	\$ (2,102)	\$ (721)	\$ 1,381	65.7%
Undergraduate Tuition Subvention	-	-	-	-	
Use of Retained Surplus	271	2,102	721	(1,381)	
SURPLUS/(DEFICIT)	\$ -	\$ -	\$ -	\$ -	

MANDEL SCHOOL OF APPLIED SOCIAL SCIENCES

FISCAL YEAR 2020 BUDGET

<i>In thousands of dollars</i>	2018 Actual	2019 Budget	2020 Budget	\$ Increase/ (Decrease) from 2019 Budget	% Variance to 2019 Budget
REVENUE					
TUITION					
Undergraduate	\$ 56	\$ 167	\$ 150	\$ (17)	-10.2%
Summer	3,851	3,864	3,479	(385)	-10.0%
Professional	17,967	18,820	14,861	(3,959)	-21.0%
Graduate	679	497	489	(8)	-1.6%
Fees	-	23	13	(10)	-43.5%
TOTAL TUITION	22,553	23,371	18,992	(4,379)	-18.7%
ENDOWMENT					
Restricted Endowment	1,838	1,946	1,963	17	0.9%
Unrestricted Endowment	466	480	508	28	5.8%
TOTAL ENDOWMENT	2,304	2,426	2,471	45	1.9%
OTHER REVENUE					
Research & Training	7,050	6,274	6,404	130	2.1%
Restricted Gifts	2,353	855	761	(94)	-11.0%
Overhead Recovery	1,438	1,156	1,140	(16)	-1.4%
Unrestricted Gifts	144	160	140	(20)	-12.5%
State Support	-	-	-	-	0.0%
Organized Activities	-	-	-	-	0.0%
Other Income	1,647	1,736	3,545	1,809	104.2%
Auxiliaries	-	-	-	-	0.0%
TOTAL OTHER REVENUE	12,632	10,181	11,990	1,809	17.8%
TOTAL REVENUE	\$ 37,489	\$ 35,978	\$ 33,453	\$ (2,525)	-7.0%
EXPENSE					
DIRECT EXPENSE					
Faculty Salaries	\$ 5,683	\$ 5,721	\$ 5,705	\$ (16)	-0.3%
Other Salaries	6,522	5,755	6,070	315	5.5%
TOTAL SALARIES	12,205	11,476	11,775	299	2.6%
Fringe	3,884	3,776	3,847	71	1.9%
Student Salaries	549	408	302	(106)	-26.0%
Student Aid	5,922	6,137	5,144	(993)	-16.2%
Non-salary	9,510	8,989	7,361	(1,628)	-18.1%
TOTAL DIRECT EXPENSE	32,070	30,786	28,429	(2,357)	-7.7%
Restricted Direct Expense	11,241	9,075	9,128	53	0.6%
Unrestricted Direct Expense	20,829	21,711	19,301	(2,410)	-11.1%
INDIRECT EXPENSE					
Library	544	642	663	21	3.3%
Student Services	291	279	297	18	6.5%
Plant	1,257	1,249	1,311	62	5.0%
Information Services	1,027	1,044	1,130	86	8.2%
University Services	1,612	1,921	1,942	21	1.1%
TOTAL INDIRECT EXPENSE	4,731	5,135	5,343	208	4.1%
Auxiliaries	-	-	-	-	0.0%
TOTAL EXPENSE	\$ 36,801	\$ 35,921	\$ 33,772	\$ (2,149)	-6.0%
OPERATING MARGIN	\$ 688	\$ 57	\$ (319)	\$ (376)	-659.6%
Undergraduate Tuition Subvention	-	-	-	-	
Use of Retained Surplus	-	-	319	319	
SURPLUS/(DEFICIT)	\$ 688	\$ 57	\$ -	\$ (57)	

SCHOOL OF LAW

FISCAL YEAR 2020 BUDGET

<i>In thousands of dollars</i>	2018 Actual	2019 Budget	2020 Budget	\$ Increase/ (Decrease) from 2019 Budget	% Variance to 2019 Budget
REVENUE					
TUITION					
Undergraduate	\$ 63	\$ 95	\$ 122	\$ 27	28.4%
Summer	399	251	487	236	94.0%
Professional	27,943	29,780	31,510	1,730	5.8%
Graduate	7	-	36	36	0.0%
Fees	-	-	-	-	0.0%
TOTAL TUITION	28,412	30,126	32,155	2,029	6.7%
ENDOWMENT					
Restricted Endowment	3,904	4,199	4,217	18	0.4%
Unrestricted Endowment	424	547	464	(83)	-15.2%
TOTAL ENDOWMENT	4,328	4,746	4,681	(65)	-1.4%
OTHER REVENUE					
Research & Training	117	50	-	(50)	-100.0%
Restricted Gifts	830	427	564	137	32.1%
Overhead Recovery	11	-	30	30	0.0%
Unrestricted Gifts	1,032	1,150	1,000	(150)	-13.0%
State Support	-	-	-	-	0.0%
Organized Activities	-	-	-	-	0.0%
Other Income	252	-	210	210	0.0%
Auxiliaries	-	-	-	-	0.0%
TOTAL OTHER REVENUE	2,242	1,627	1,804	177	10.9%
TOTAL REVENUE	\$ 34,982	\$ 36,499	\$ 38,640	\$ 2,141	5.9%
EXPENSE					
DIRECT EXPENSE					
Faculty Salaries	\$ 7,692	\$ 7,035	\$ 7,181	\$ 146	2.1%
Other Salaries	2,728	3,127	3,020	(107)	-3.4%
TOTAL SALARIES	10,420	10,162	10,201	39	0.4%
Fringe	3,352	3,353	3,366	13	0.4%
Student Salaries	161	139	143	4	2.9%
Student Aid	14,046	15,186	15,727	541	3.6%
Non-salary	4,282	3,875	4,000	125	3.2%
TOTAL DIRECT EXPENSE	32,261	32,715	33,437	722	2.2%
Restricted Direct Expense	4,851	4,676	4,781	105	2.2%
Unrestricted Direct Expense	27,410	28,039	28,656	617	2.2%
INDIRECT EXPENSE					
Library	2,771	2,797	2,841	44	1.6%
Student Services	307	336	361	25	7.4%
Plant	2,049	2,042	2,117	75	3.7%
Information Services	1,327	1,398	1,492	94	6.7%
University Services	2,210	2,612	2,725	113	4.3%
TOTAL INDIRECT EXPENSE	8,664	9,185	9,536	351	3.8%
Auxiliaries	-	-	-	-	0.0%
TOTAL EXPENSE	\$ 40,925	\$ 41,900	\$ 42,973	\$ 1,073	2.6%
OPERATING MARGIN	\$ (5,943)	\$ (5,401)	\$ (4,333)	\$ 1,068	19.8%
Undergraduate Tuition Subvention	-	-	-	-	
Use of Retained Surplus	-	-	-	-	
SURPLUS/(DEFICIT)	\$ (5,943)	\$ (5,401)	\$ (4,333)	\$ 1,068	

SCHOOL OF DENTAL MEDICINE

FISCAL YEAR 2020 BUDGET

<i>In thousands of dollars</i>	2018 Actual	2019 Budget	2020 Budget	\$ Increase/ (Decrease) from 2019 Budget	% Variance to 2019 Budget
REVENUE					
TUITION					
Undergraduate	\$ -	\$ 17	\$ 58	\$ 41	241.2%
Summer	474	491	496	5	1.0%
Professional	20,028	21,090	21,537	447	2.1%
Graduate	2,087	1,811	1,933	122	6.7%
Fees	666	605	512	(93)	-15.4%
TOTAL TUITION	23,255	24,014	24,536	522	2.2%
ENDOWMENT					
Restricted Endowment	507	571	1,092	521	91.2%
Unrestricted Endowment	61	63	646	583	925.4%
TOTAL ENDOWMENT	568	634	1,738	1,104	174.1%
OTHER REVENUE					
Research & Training	1,968	1,600	2,418	818	51.1%
Restricted Gifts	1,083	856	1,210	354	41.4%
Overhead Recovery	1,102	992	1,267	275	27.7%
Unrestricted Gifts	199	245	245	-	0.0%
State Support	-	-	-	-	0.0%
Organized Activities	7,657	7,721	7,963	242	3.1%
Other Income	2,075	2,209	2,603	394	17.8%
Auxiliaries	-	-	-	-	0.0%
TOTAL OTHER REVENUE	14,084	13,623	15,706	2,083	15.3%
TOTAL REVENUE	\$ 37,907	\$ 38,271	\$ 41,980	\$ 3,709	9.7%
EXPENSE					
DIRECT EXPENSE					
Faculty Salaries	\$ 10,210	\$ 11,718	\$ 11,057	\$ (661)	-5.6%
Other Salaries	4,135	5,383	5,968	585	10.9%
TOTAL SALARIES	14,345	17,101	17,025	(76)	-0.4%
Fringe	4,602	5,626	5,603	(23)	-0.4%
Student Salaries	178	140	117	(23)	-16.4%
Student Aid	554	540	571	31	5.7%
Non-salary	7,933	8,206	9,445	1,239	15.1%
TOTAL DIRECT EXPENSE	27,612	31,613	32,761	1,148	3.6%
Restricted Direct Expense	3,558	3,027	4,720	1,693	55.9%
Unrestricted Direct Expense	24,054	28,586	28,041	(545)	-1.9%
INDIRECT EXPENSE					
Library	470	465	461	(4)	-0.9%
Student Services	311	311	311	-	0.0%
Plant	3,084	3,516	3,266	(250)	-7.1%
Information Services	1,263	1,546	1,844	298	19.3%
University Services	2,020	2,185	2,298	113	5.2%
TOTAL INDIRECT EXPENSE	7,148	8,023	8,180	157	2.0%
Auxiliaries	-	-	-	-	0.0%
TOTAL EXPENSE	\$ 34,760	\$ 39,636	\$ 40,941	\$ 1,305	3.3%
OPERATING MARGIN	\$ 3,147	\$ (1,365)	\$ 1,039	\$ 2,404	176.1%
Undergraduate Tuition Subvention	-	-	-	-	
Use of Retained Surplus	-	1,365	-	(1,365)	
SURPLUS/(DEFICIT)	\$ 3,147	\$ -	\$ 1,039	\$ 1,039	

FRANCES PAYNE BOLTON SCHOOL OF NURSING

FISCAL YEAR 2020 BUDGET

<i>In thousands of dollars</i>	2018 Actual	2019 Budget	2020 Budget	\$ Increase/ (Decrease) from 2019 Budget	% Variance to 2019 Budget
REVENUE					
TUITION					
Undergraduate	\$ 6,170	\$ 5,574	\$ 5,699	\$ 125	2.2%
Summer	2,273	2,241	2,261	20	0.9%
Professional	10,958	11,341	12,222	881	7.8%
Graduate	1,229	1,261	1,105	(156)	-12.4%
Fees	224	223	324	101	45.3%
TOTAL TUITION	20,854	20,640	21,611	971	4.7%
ENDOWMENT					
Restricted Endowment	2,913	3,754	4,527	773	20.6%
Unrestricted Endowment	953	982	1,038	56	5.7%
TOTAL ENDOWMENT	3,866	4,736	5,565	829	17.5%
OTHER REVENUE					
Research & Training	4,572	5,014	5,587	573	11.4%
Restricted Gifts	640	1,368	1,264	(104)	-7.6%
Overhead Recovery	1,602	1,816	1,812	(4)	-0.2%
Unrestricted Gifts	247	315	250	(65)	-20.6%
State Support	-	-	-	-	0.0%
Organized Activities	-	-	-	-	0.0%
Other Income	59	109	103	(6)	-5.5%
Auxiliaries	-	-	-	-	0.0%
TOTAL OTHER REVENUE	7,120	8,622	9,016	394	4.6%
TOTAL REVENUE	\$ 31,840	\$ 33,998	\$ 36,192	\$ 2,194	6.5%
EXPENSE					
DIRECT EXPENSE					
Faculty Salaries	\$ 8,411	\$ 9,564	\$ 9,292	\$ (272)	-2.8%
Other Salaries	3,536	4,135	4,537	402	9.7%
TOTAL SALARIES	11,947	13,699	13,829	130	0.9%
Fringe	3,841	4,521	4,540	19	0.4%
Student Salaries	878	809	1,265	456	56.4%
Student Aid	3,868	3,683	3,243	(440)	-11.9%
Non-salary	3,682	3,969	4,921	952	24.0%
TOTAL DIRECT EXPENSE	24,216	26,681	27,798	1,117	4.2%
Restricted Direct Expense	8,125	10,136	11,378	1,242	12.3%
Unrestricted Direct Expense	16,091	16,545	16,420	(125)	-0.8%
INDIRECT EXPENSE					
Library	755	746	731	(15)	-2.0%
Student Services	1,177	1,156	1,111	(45)	-3.9%
Plant	2,157	2,400	2,538	138	5.8%
Information Services	1,413	1,634	1,628	(6)	-0.4%
University Services	1,526	1,816	2,216	400	22.0%
TOTAL INDIRECT EXPENSE	7,028	7,752	8,224	472	6.1%
Auxiliaries	-	-	-	-	0.0%
TOTAL EXPENSE	\$ 31,244	\$ 34,433	\$ 36,022	\$ 1,589	4.6%
OPERATING MARGIN	\$ 596	\$ (435)	\$ 170	\$ 605	139.1%
Undergraduate Tuition Subvention	-	-	-	-	
Use of Retained Surplus	-	435	-	(435)	
SURPLUS/(DEFICIT)	\$ 596	\$ -	\$ 170	\$ 170	

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SCHOOL OF MEDICINE

FISCAL YEAR 2020 BUDGET

<i>In thousands of dollars</i>	2018 Actual	2019 Budget	2020 Budget	\$ Increase/ (Decrease) from 2019 Budget	% Variance to 2019 Budget
REVENUE					
TUITION					
Undergraduate	\$ 3,181	\$ 3,745	\$ 4,476	\$ 731	19.5%
Summer	3,517	4,038	4,796	758	18.8%
Professional	51,552	53,730	56,311	2,581	4.8%
Graduate	28,987	31,827	32,417	590	1.9%
Fees	386	400	475	75	18.8%
TOTAL TUITION	87,623	93,740	98,475	4,735	5.1%
ENDOWMENT					
Restricted Endowment	13,989	14,864	16,664	1,800	12.1%
Unrestricted Endowment	11,186	11,574	12,104	530	4.6%
TOTAL ENDOWMENT	25,175	26,438	28,768	2,330	8.8%
OTHER REVENUE					
Research & Training	273,495	267,000	282,581	15,581	5.8%
Restricted Gifts	17,654	18,600	20,600	2,000	10.8%
Overhead Recovery	59,298	59,000	60,172	1,172	2.0%
Unrestricted Gifts	1,144	1,000	3,500	2,500	250.0%
State Support	2,575	2,318	2,446	128	5.5%
Organized Activities	512	576	635	59	10.2%
Other Income	18,353	20,426	18,981	(1,445)	-7.1%
Auxiliaries	-	-	-	-	0.0%
TOTAL OTHER REVENUE	373,031	368,920	388,915	19,995	5.4%
TOTAL REVENUE	\$ 485,829	\$ 489,098	\$ 516,158	\$ 27,060	5.5%
EXPENSE					
DIRECT EXPENSE					
Faculty Salaries	\$ 60,437	\$ 62,363	\$ 61,793	\$ (570)	-0.9%
Other Salaries	56,009	57,820	59,762	1,942	3.4%
TOTAL SALARIES	116,446	120,183	121,555	1,372	1.1%
Fringe	34,514	37,843	37,561	(282)	-0.7%
Student Salaries	7,037	8,250	7,300	(950)	-11.5%
Student Aid	25,918	28,514	30,629	2,115	7.4%
Non-salary	239,226	230,399	249,252	18,853	8.2%
TOTAL DIRECT EXPENSE	423,141	425,189	446,297	21,108	5.0%
Restricted Direct Expense	305,138	300,464	319,845	19,381	6.5%
Unrestricted Direct Expense	118,003	124,725	126,452	1,727	1.4%
INDIRECT EXPENSE					
Library	2,879	2,906	2,915	9	0.3%
Student Services	2,210	2,310	2,313	3	0.1%
Plant	31,138	30,765	32,959	2,194	7.1%
Information Services	9,238	9,319	9,103	(216)	-2.3%
University Services	22,202	24,081	24,521	440	1.8%
TOTAL INDIRECT EXPENSE	67,667	69,381	71,811	2,430	3.5%
Auxiliaries	-	-	-	-	0.0%
TOTAL EXPENSE	\$ 490,808	\$ 494,570	\$ 518,108	\$ 23,538	4.8%
OPERATING MARGIN	\$ (4,979)	\$ (5,472)	\$ (1,950)	\$ 3,522	64.4%
Undergraduate Tuition Subvention	-	-	-	-	
Use of Retained Surplus/Encumbered Funds	4,979	1,744	-	(1,744)	
SURPLUS/(DEFICIT)	\$ -	\$ (3,728)	\$ (1,950)	\$ 1,778	

UNIVERSITY GENERAL

FISCAL YEAR 2020 BUDGET

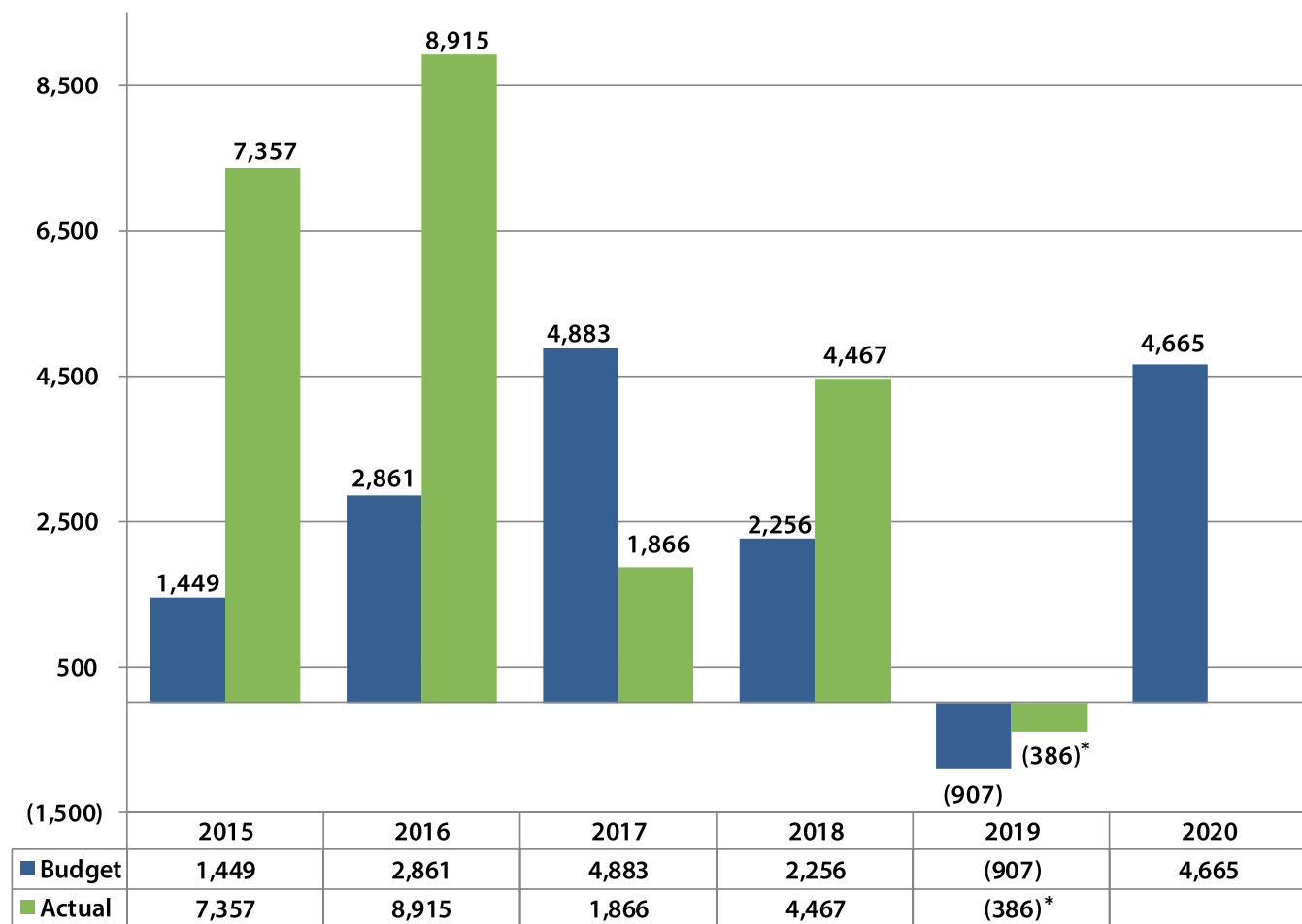
<i>In thousands of dollars</i>	2018 Actual	2019 Budget	2020 Budget	\$ Increase/ (Decrease) from 2019 Budget	% Variance to 2019 Budget
REVENUE					
TUITION					
Undergraduate	\$ 103,627	\$ 112,001	\$ 117,833	\$ 5,832	5.2%
Summer	(55)	-	-	-	0.0%
Professional	-	-	-	-	0.0%
Graduate	(2)	-	-	-	0.0%
Fees	922	929	992	63	6.8%
TOTAL TUITION	104,492	112,930	118,825	5,895	5.2%
ENDOWMENT					
Restricted Endowment	16,914	11,862	12,956	1,094	9.2%
Unrestricted Endowment	7,953	8,599	8,939	340	4.0%
TOTAL ENDOWMENT	24,867	20,461	21,895	1,434	7.0%
OTHER REVENUE					
Research & Training	2,665	2,193	2,012	(181)	-8.3%
Restricted Gifts	13,214	10,323	10,816	493	4.8%
Overhead Recovery	367	50	50	-	0.0%
Unrestricted Gifts	45	96	96	-	0.0%
State Support	-	-	-	-	0.0%
Organized Activities	56	29	-	(29)	-100.0%
Other Income	23,362	16,744	21,915	5,171	30.9%
Auxiliaries	73,331	73,297	75,751	2,454	3.3%
TOTAL OTHER REVENUE	113,040	102,732	110,640	7,908	7.7%
TOTAL REVENUE	\$ 242,399	\$ 236,123	\$ 251,360	\$ 15,237	6.5%
EXPENSE					
DIRECT EXPENSE					
Faculty Salaries	\$ 532	\$ 298	\$ 332	\$ 34	11.4%
Other Salaries	1,167	1,383	1,379	(4)	-0.3%
TOTAL SALARIES	1,699	1,681	1,711	30	1.8%
Fringe	522	555	560	5	0.9%
Student Salaries	2,061	1,491	1,519	28	1.9%
Student Aid	119,170	123,298	130,406	7,108	5.8%
Non-salary	9,279	3,823	4,904	1,081	28.3%
TOTAL DIRECT EXPENSE	132,731	130,848	139,100	8,252	6.3%
Restricted Direct Expense	32,793	24,378	25,784	1,406	5.8%
Unrestricted Direct Expense	99,938	106,470	113,316	6,846	6.4%
INDIRECT EXPENSE					
Library	571	1,603	1,132	(471)	-29.4%
Student Services	11,505	9,207	10,302	1,095	11.9%
Plant	(7,030)	(2,040)	846	2,886	-141.5%
Information Services	535	763	1,023	260	34.1%
University Services	26,001	18,254	18,713	459	2.5%
TOTAL INDIRECT EXPENSE	31,582	27,787	32,016	4,229	15.2%
Auxiliaries	60,691	61,328	64,967	3,639	5.9%
TOTAL EXPENSE	\$ 225,004	\$ 219,963	\$ 236,083	\$ 16,120	7.3%
OPERATING MARGIN	\$ 17,395	\$ 16,160	\$ 15,277	\$ (883)	-5.5%
Undergraduate Tuition Subvention	-	-	-	-	-
Use of Retained Surplus	(750)	-	-	-	-
SURPLUS/(DEFICIT)	\$ 16,645	\$ 16,160	\$ 15,277	\$ (883)	

UNIVERSITY OPERATING MARGIN BY MANAGEMENT CENTER

<i>In thousands of dollars</i>	2015 Actual	2016 Actual	2017 Actual	2018 Actual	2019 Budget	2020 Budget
CAS	\$ (4,791)	\$ (2,327)	\$ (2,324)	\$ (4,707)	(2,776)	(4,500)
CSE	(3,031)	(669)	39	(1,459)	427	2
WSOM	1,336	1,648	(292)	(271)	(2,102)	(721)
MSASS	(494)	689	1,206	688	57	(319)
LAW	(4,707)	(4,968)	(6,030)	(5,943)	(5,401)	(4,333)
DENT	578	2,669	2,068	3,147	(1,365)	1,039
NURS	(145)	(28)	222	596	(435)	170
CSOM	960	2,133	(5,644)	(4,979)	(5,472)	(1,950)
UGEN	17,651	9,768	12,621	17,395	16,160	15,277
UNIVERSITY OPERATING MARGIN	\$ 7,357	\$ 8,915	\$ 1,866	\$ 4,467	\$ (907)	\$ 4,665

UNIVERSITY OPERATING MARGIN

In thousands of dollars



* Q3 Forecast

UNIVERSITY SURPLUS/(DEFICIT)

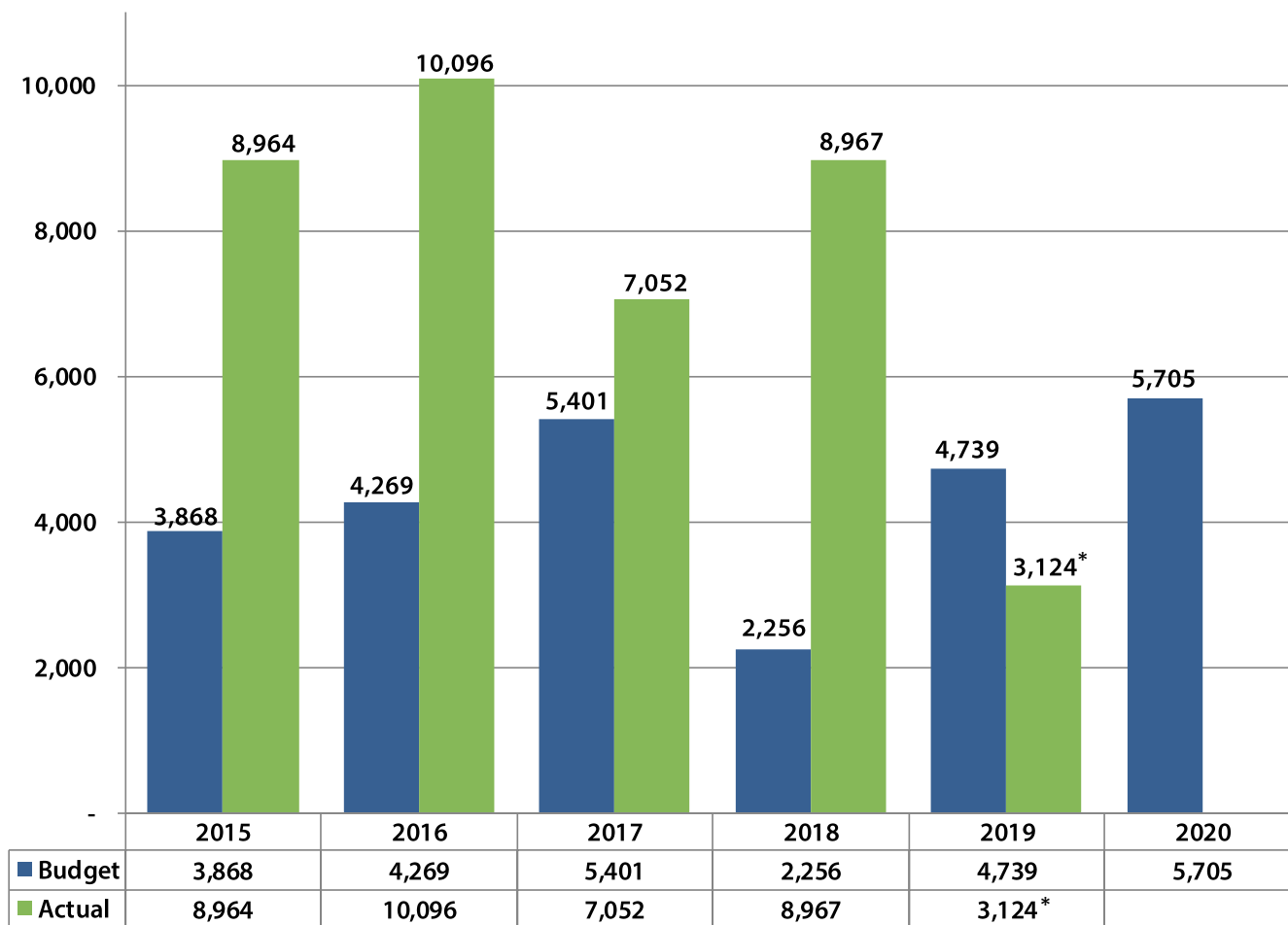
BY MANAGEMENT CENTER

<i>In thousands of dollars</i>		2015 Actual	2016 Actual	2017 Actual	2018 Actual	2019 Budget	2020 Budget
CAS	\$	(1,259)	\$ (2,327)	\$ (2,324)	\$ (4,707)	\$ (2,776)	\$ (4,500)
CSE		(2,458)	(669)	39	(1,459)	427	2
WSOM		1,610	1,648	-	-	-	-
MSASS		(349)	689	1,206	688	57	-
LAW		(4,706)	(4,968)	(6,030)	(5,943)	(5,401)	(4,333)
DENT		581	2,669	2,068	3,147	-	1,039
NURS		-	-	222	596	-	170
CSOM		1,022	2,133	-	-	(3,728)	(1,950)
UGEN		14,523	10,921	11,871	16,645	16,160	15,277
UNIVERSITY SURPLUS/(DEFICIT)	\$	8,964	\$ 10,096	\$ 7,052	\$ 8,967	\$ 4,739	\$ 5,705

UNIVERSITY SURPLUS/(DEFICIT)

In thousands of dollars

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* Q3 Forecast

SIGNIFICANT REVENUE AND EXPENSE MOVEMENTS

FISCAL YEAR 2020 BUDGET

<i>In thousands of dollars</i>	2019 Budget	2020 Budget	\$ Increase/ (Decrease) from 2019 Budget	% Variance to 2019 Budget
REVENUE				
TUITION				
Undergraduate - 3.8% tuition rate increase; 0.3% enrollment increase	\$ 231,618	\$ 244,182	\$ 12,564	5.4%
Summer - enrollment increase in LAW & CSOM; decrease in CSE, WSOM & MSASS	18,502	18,524	22	0.1%
Professional - enrollment increase in all schools except CSE & MSASS	163,232	167,775	4,543	2.8%
Graduate - enrollment increase in CSE, DENT & CSOM; decrease in CAS & WSOM	65,723	64,755	(968)	-1.5%
Fees - increase in all schools except WSOM & DENT	3,471	3,596	125	3.6%
ENDOWMENT				
Restricted - increase in CSE, DENT, NURS, CSOM & UGEN; decrease in WSOM	54,405	58,387	3,982	7.3%
Unrestricted - increase in CAS, DENT, CSOM & UGEN; decrease in LAW	35,880	37,593	1,713	4.8%
OTHER REVENUE				
Research and Training - increasing activity in CSE, MSASS, DENT, NURS & CSOM	324,663	339,925	15,262	4.7%
Restricted Gifts - increase in WSOM, DENT, CSOM & UGEN; decrease in CSE & NURS	41,214	43,447	2,233	5.4%
Overhead Recovery - increasing activity in WSOM, DENT & CSOM	76,794	77,775	981	1.3%
Unrestricted Gifts - increase in CSOM; decrease in CAS, WSOM & LAW	5,878	6,591	713	12.1%
State Support - increase in CSOM	2,318	2,446	128	5.5%
Organized Activities - increase in WSOM, DENT & CSOM	11,627	12,331	704	6.1%
Other Income - increase in WSOM, LAW, DENT & UGEN; decrease in CSE & CSOM	46,498	50,907	4,409	9.5%
Auxiliaries - increase in Food Service, Student Housing & Parking	73,297	75,751	2,454	3.3%
TOTAL REVENUE	\$ 1,155,120	\$ 1,203,985	\$ 48,865	4.2%
EXPENSE				
DIRECT EXPENSE				
Faculty Salaries - increase in CAS & CSE; decrease in WSOM, DENT, NURS & CSOM	\$ 160,571	\$ 159,778	\$ (793)	-0.5%
Other Salaries - increase in CAS, WSOM, MSASS, DENT, NURS & CSOM	103,986	107,174	3,188	3.1%
Fringe - federal rate decreased to 32.0%; non-federal rate unchanged at 33.0%	85,175	85,082	(93)	-0.1%
Student Salaries - increase in NURS; decrease in CSE, MSASS & CSOM	31,981	30,275	(1,706)	-5.3%
Student Aid - increase in enrollment and aid awarded; UG discount rate of 48.4%	196,834	206,292	9,458	4.8%
Non-salary - increase in CSE, DENT, NURS, CSOM & UGEN; decrease in CAS & MSASS	305,385	325,254	19,869	6.5%
INDIRECT EXPENSE AND AUXILIARIES				
Library - decrease in endowment spending	16,331	16,078	(253)	-1.5%
Student Services - increasing in Enrollment Management, offset in Other Income	30,587	32,297	1,710	5.6%
Plant Services - increasing for utility expense and operating costs of the HEC	65,951	71,948	5,997	9.1%
Information Services - increasing for operating costs of the HEC	30,920	32,027	1,107	3.6%
University Services - increase for new programs and University Insurance	66,978	68,148	1,170	1.7%
Auxiliaries - increase in Food Service, Student Housing & Parking	61,328	64,967	3,639	5.9%
TOTAL EXPENSE	\$ 1,156,027	\$ 1,199,320	\$ 43,293	3.7%
OPERATING MARGIN	\$ (907)	\$ 4,665	\$ 5,572	-614.3%

STUDENT ENROLLMENT - FALL SEMESTER

Case Western Reserve University students only

	2017 Actual	2018 Actual	2019 Budget	2020 Budget
UNDERGRADUATE				
FULL-TIME *	4,990	4,881	5,109	5,125
PART-TIME	162	223	147	147
<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	70	37	33	20
WSOM	674	893	693	561
MSASS	548	646	226	226
LAW	528	560	567	569
DENT	300	358	305	299
NURS	214	391	220	225
CSOM	892	946	937	942
TOTAL FULL-TIME	3,226	3,831	2,981	2,842
PART-TIME				
CSE	2	2	-	-
WSOM	284	336	239	444
MSASS	95	120	481	481
LAW	20	12	5	20
DENT	-	1	-	1
NURS	228	182	231	235
CSOM	-	-	-	-
TOTAL PART-TIME	629	653	956	1,181
GRADUATE				
FULL-TIME				
CAS	501	527	500	515
CSE	554	683	425	586
WSOM	74	72	109	68
MSASS	33	31	15	15
LAW	-	8	17	20
DENT	61	52	60	54
NURS	52	56	54	50
CSOM	867	977	968	1,019
Non-Degree	12	5	14	14
TOTAL FULL-TIME	2,154	2,411	2,162	2,341
PART-TIME				
CAS	32	48	45	45
CSE	109	120	134	274
WSOM	4	2	-	4
MSASS	-	1	24	24
LAW	-	1	-	1
DENT	17	37	10	13
NURS	5	6	6	6
CSOM	167	187	214	175
Non-Degree	119	102	120	120
TOTAL PART-TIME	453	504	553	662
TOTAL FULL-TIME STUDENTS	10,370	11,123	10,252	10,308
TOTAL PART-TIME STUDENTS	1,244	1,380	1,656	1,990
TOTAL STUDENT HEAD COUNT	11,614	12,503	11,908	12,298

A-1

TUITION RATES

Full-Time

Per academic year

	2017	2018	2019	2020	% Increase from 2019
Undergraduate	\$ 45,592	\$ 47,074	\$ 48,604	\$ 50,450	3.80%
Graduate	42,576	43,854	45,168	46,524	3.00%
MS Engineering Management	44,160	44,160	44,160	39,422	-10.73%
Management - Full time MBA	38,250	39,390	40,572	42,450	4.63%
Management - Executive MBA	44,880	46,226	46,920	47,800	1.88%
Management - MS Management	50,970	52,500	49,508	51,000	3.01%
Management - MS Operations Research	52,923	54,522	54,522	55,770	2.29%
Management - MSM - Healthcare	28,610	33,728	34,736	41,250	18.75%
Management - MSM - Business Analytics	47,500	48,924	49,896	54,432	9.09%
Management - Master of Accountancy	44,064	38,400	39,200	40,180	2.50%
Management - MPOD	49,900	51,400	51,400	52,740	2.61%
Management - DM/PhD/DSS	50,000	50,000	50,000	50,000	0.00%
MSASS - Graduate	42,570	43,500	44,500	45,500	2.25%
Law - JD	49,500	50,500	51,900	53,500	3.08%
Law - Master in Patent Practice	35,000	35,500	36,500	38,000	4.11%
Law - Master in Financial Integrity*	41,320	42,080	43,260	36,000	-16.78%
Law - Master in Financial Integrity - Residential	N/A	N/A	N/A	53,500	N/A
Dental Medicine - DMD	64,660	67,180	69,770	72,420	3.80%
Dental Medicine - Graduate	53,070	54,930	56,580	58,280	3.00%
Nursing - Professional	46,860	48,254	49,704	51,192	2.99%
Medicine - MD	59,346	61,420	63,262	65,476	3.50%
Medicine - MS Anesthesia	45,732	47,330	48,048	49,490	3.00%
Medicine - MS Physician Assistant Studies (By Cohort)	23,428	24,140	25,136	26,392	5.00%

*Continuing student rate will be \$44,600. Decrease in new rate due to reduced tuition discount.

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

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

BOARD RATES

Per academic year

	2017	2018	2019	2020	% Increase from 2019
17 meal swipes + \$150 in CaseCash/week	\$ 5,980	\$ 6,174	\$ 6,360	\$ 6,534	2.74%
19 meal swipes + \$75 in CaseCash/week	6,018	6,214	N/A	N/A	N/A
Unlimited meal swipes + \$75 in CaseCash/week	N/A	6,512	6,708	6,892	2.74%
200 meal swipes/semester	5,980	N/A	N/A	N/A	N/A
14 Kosher meal swipes/week	6,192	6,394	6,400	6,576	2.75%
10 Kosher meal swipes/week	5,524	5,704	5,876	6,038	2.76%
14 meal swipes + \$200 CaseCash/week	5,744	5,930	6,108	6,276	2.75%
10 meal swipes + \$250 CaseCash/week	5,610	5,792	5,966	6,130	2.75%
100 meal swipes/semester	3,624	N/A	N/A	N/A	N/A
7 meal swipes/week	3,624	N/A	N/A	N/A	N/A
5 meal swipes + \$150 CaseCash/week	N/A	3,040	3,132	3,218	2.75%
7 meal swipes + \$100 CaseCash/week	N/A	4,280	4,408	4,530	2.77%
Greek Supplemental	N/A	N/A	N/A	2,500	N/A

ROOM RATES

Per academic year

	2017	2018	2019	2020	% Increase from 2019
<u>First and Second-Year Students</u>					
North Residential Village					
Double/Triple	\$ 8,280	\$ 8,570	\$ 8,830	\$ 9,080	2.83%
Single	9,344	9,770	10,070	10,340	2.68%
South Residential Village					
Single	9,468	9,770	10,070	10,340	2.68%
Tippit/Staley House Suites					
Single	9,994	10,100	10,410	10,690	2.69%
<u>Greek</u>					
Single	9,468	9,770	10,070	10,340	2.68%
Double/Triple/Quad	8,280	8,570	8,830	9,080	2.83%
<u>Upper-Class Student Housing</u>					
Village @ 115 Apartments					
1 bedroom/Studio	\$ 12,214	\$ 12,130	\$ 12,500	\$ 12,850	2.80%
2 and 3 bedroom	11,698	11,940	12,320	12,650	2.68%
4 and 5 bedroom	11,410	11,730	12,090	12,420	2.73%
6 and 7 bedroom	11,048	11,010	11,340	11,650	2.73%
9 bedroom	10,810	11,010	11,340	11,650	2.73%
The Triangle					
Studio/1 bedroom Single	\$ 11,780	\$ 12,130	\$ 12,500	\$ 12,850	2.80%
1 bedroom Double	10,222	10,290	10,650	10,950	2.82%
2 bedroom Single	11,968	11,940	12,320	12,650	2.68%
2 bedroom Quad	10,222	10,290	10,650	10,950	2.82%
Stephanie Tubbs Jones Hall					
1 bedroom	\$ 11,780	\$ 12,130	\$ 12,500	\$ 12,850	2.80%
2 and 3 bedroom	11,358	11,730	12,090	12,420	2.73%
4 bedroom	11,150	11,480	11,826	12,150	2.74%
2 bedroom Townhouse	12,390	12,760	12,950	13,000	0.39%
Property Management Apartments					
1 bedroom	\$ 10,326	\$ 10,650	\$ 10,650	\$ 10,950	2.82%
2 and 3 bedroom	10,060	10,290	10,650	10,950	2.82%

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 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.

ALLOCATION CHANGES

In 2018, the University Budget Committee formulated three changes to the RCM budget model for revenue and expense allocation that were approved for implementation. The changes were recommended to simplify certain aspects of the RCM model, foster collaboration and match revenue with associated expense. The changes focus on the calculation of Undergraduate Tuition revenue allocation, Graduate and Professional Tuition assignment and indirect expense allocation. These changes, as explained below, were implemented over a two-year period beginning in 2019. The full effect of these changes are recognized in 2020.

C-1

Undergraduate Tuition Revenue

15% of Undergraduate Tuition revenue will be assigned based on the average proportion of majors awarded during the previous two fiscal years. In the event that a student graduates with multiple majors, each major will represent a portion of a full major, up to three majors per graduate. Previously, 15% of net Undergraduate Tuition revenue was assigned based upon the average proportion of baccalaureate degrees awarded during the previous two fiscal years.

Graduate and Professional Tuition Revenue

Beginning in 2019, credit hours taken in a school outside a student’s home school will be assigned to the school teaching the credit hours for purposes of partial tuition revenue allocation. The rate used to calculate the Tuition assignment will be \$750 per credit hour in 2019, increasing at the same rate as the increase in Graduate Tuition revenue in subsequent years. Historically, Graduate and Professional Tuition revenue was assigned to the school in which the student was registered in a degree program.

Indirect Expense Allocation

Historically, each school is allocated a share of the costs 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. Each category of Indirect Expense includes several cost drivers and resulting calculations to allocate expenses among the schools. Beginning in 2019, a portion of indirect expenses will be allocated using five historical cost drivers: Undergraduate full-time equivalent enrollment, total student headcount, faculty and staff headcount, square footage of academic buildings, and total direct expenses. Indirect expenses allocated for libraries and utilities will remain consistent with the historical calculation.

REVENUE ASSIGNED

Tuition

Graduate and Professional Tuition is assigned to the schools in which the student is registered as a degree student. Beginning in 2019, certain changes were implemented in Graduate and Professional Tuition assignment, as explained in the Allocation Changes portion of this appendix. Any program exemptions from this model must be approved through a formal process administered by the University Budget Committee.

C-2 Undergraduate Tuition is assigned to those schools that teach undergraduates, primarily the College of Arts and Sciences, the Case School of Engineering, Weatherhead School of Management and the Frances Payne Bolton School of Nursing. SAGES tuition is distributed to the units teaching those courses. Tuition revenue, net of unfunded financial aid, is distributed among the schools as follows: 85% is assigned based upon the proportion of undergraduate student credit hours taught by each school in 2017 and 2018; the remaining 15% is assigned based upon the proportion of baccalaureate majors of the graduating students in 2017 and 2018. Beginning in 2019, certain changes were implemented in Undergraduate Tuition assignment, as explained in the Allocation Changes portion of this appendix.

Undergraduate tuition assignment is based on:
 5,125 students, average for the academic year
 29.6 credit hours/student
 1,350 first-year students

Undergraduate Tuition Revenue	\$ 244,182
Less: Contingency	(1,000) *
Less: Unfunded Student Aid	(113,316) *
UG Tuition Distributed to Schools	\$ 129,866
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Regular Credit Hour Distribution	\$ 101,104
SAGES Credit Hour Distribution	9,282
Majors Granted Distribution	19,480
Total UG Tuition Distribution	\$ 129,866

* 100% assigned to UGEN

Undergraduate tuition revenue is distributed using the average credit hours taught by the management center in 2017 and 2018 to calculate the percentage distribution. The majors of the graduating students is an average of 2017 and 2018. The data used to generate these averages is available on the Office of Budget and Financial Planning website: case.edu/financialplanning/operating-budget

Undergraduate Tuition Distribution and Total Revenue:

	Regular Credit Hour Distribution	SAGES Credit Hour Distribution	Majors Granted Distribution	Total Tuition Distribution
CAS	\$ 53,748	\$ 3,299	\$ 7,176	\$ 64,223
CSE	27,641	1,279	7,894	36,814
WSOM	11,838	500	2,469	14,807
MSASS	150	-	-	150
LAW	3	119	-	122
DENT	-	58	-	58
NURS	4,222	288	1,189	5,699
CSOM	3,502	55	919	4,476
UGEN	-	3,684	(167)	3,517
TOTAL	\$ 101,104	\$ 9,282	\$ 19,480	\$ 129,866
Unfunded Aid				113,316
Contingency				1,000
TOTAL UNDERGRADUATE TUITION REVENUE				\$ 244,182

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 2020, the payout rate for the current year spending pool allocation is 4.70%. 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, 2018. Revenue from new gifts and/or additions to existing gifts will be allocated one year after receipt. The revenue from a small number of endowment funds jointly shared by the schools teaching undergraduates is assigned based upon undergraduate credit hours taught. Funds Held by Others (FHBO) and Un-pooled funds are managed outside the University's pooled investment and are not considered in the spending allocation. Income generated by FHBO and Un-pooled funds is sent to the University, then distributed to the appropriate management center(s).

C-3

	Current Year Allocation	Prior Year Income *	FHBO	Un-pooled	Less: Unused Current Year Income	Total
CAS	\$ 12,560	\$ 961	\$ 2,930	\$ -	\$ (626)	\$ 15,825
CSE	9,876	690	264	-	(963)	9,867
WSOM	3,474	1,598	361	1,611	(1,874)	5,170
MSASS	2,373	191	-	-	(93)	2,471
LAW	4,056	(17)	572	145	(75)	4,681
DENT	677	65	1,072	-	(76)	1,738
NURS	3,933	211	-	1,491	(70)	5,565
CSOM	17,846	3,022	9,175	-	(1,275)	28,768
UGEN	13,072	2,487	1,785	-	(1,449)	15,895
TOTAL	\$ 67,867	\$ 9,208	\$ 16,159	\$ 3,247	\$ (6,501)	\$ 89,980
Supplemental Distribution - Philanthropic and general support						6,000
TOTAL ENDOWMENT REVENUE						\$ 95,980

* Includes temporarily restricted, funds functioning as endowments and board-designated funds for LAW.

Other Revenue

All other revenue is developed directly by the schools' efforts and the schools receive full credit for sums received. Revenue generated for the University as a whole is attributed to University General. Revenue shown as restricted is only to be used by a particular school or for a particular purpose. Restricted revenue (restricted endowment, research and training grants, and restricted gifts) supports "funded" expense. In these instances, revenue is recognized as the matching expense is incurred. All other revenue is unrestricted and flows directly to the management center that generated the revenue. This revenue is recorded when received and supports a school's unrestricted and "indirect" expense.

INDIRECT EXPENSE ASSIGNED

Each school incurs operating expense that appears in the budget as "Direct Expense." These expenditures include faculty, staff and student salaries, fringe benefits, graduate and professional student aid, and non-salary expense. In addition, each school is allocated a share of the expense to provide central and support services. These expenditures are categorized as Library, Student Services, Plant Services, Information Technology Services and University Services and are recorded in each budget summary as indirect expense.

Indirect Expense Simplification

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

C-4

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

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

Indirect Expense Allocation

	Under-grad	Student	Faculty/	Square	Direct Expense	Utilities	Library	Total
	FTE	Headcount	Staff Count	Footage	Percentage	Non-salary	Allocation	Allocation
CAS	\$ 9,475	\$ 7,838	\$ 692	\$ 7,130	\$ 7,241	\$ 2,596	\$ 3,373	\$ 38,345
CSE	5,228	5,258	555	7,224	7,812	3,308	2,313	31,698
WSOM	2,018	3,931	271	2,254	4,530	692	1,649	15,345
MSASS	23	1,097	244	770	2,315	231	663	5,343
LAW	16	1,488	139	1,472	3,176	404	2,841	9,536
DENT	5	1,009	314	1,869	2,608	1,010	461	7,276
NURS	851	1,805	273	989	2,272	516	731	7,437
CSOM	505	5,014	2,918	15,164	29,947	13,645	2,915	70,108
UGEN	504	347	-	-	-	-	86	937
TOTAL	18,625	27,787	5,406	36,872	59,901	22,402	15,032	186,025
HEC Expense								7,618
Revenue Offsets								26,855
TOTAL INDIRECT EXPENSE ALLOCATION								\$ 220,498

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.

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

Library Expense Assigned, by Management Center:

	University Library	Health Science Library	MSASS Library	Law Library	Total Library Allocation
CAS	\$ 3,093	\$ 238	\$ 42	\$ -	\$ 3,373
CSE	2,121	163	29	-	2,313
WSOM	1,512	117	20	-	1,649
MSASS	226	39	398	-	663
LAW	159	62	8	2,612	2,841 *
DENT	228	226	7	-	461
NURS	456	265	10	-	731
CSOM	1,444	1,427	44	-	2,915
UGEN	-	-	86	-	86
TOTAL	9,239	2,537	644	2,612	\$ 15,032
Unallocated Library Expense (100% to UGEN):					
Endowment Support					989
Revenue Offsets					401
UGEN Strategic Savings					(344)
TOTAL LIBRARY	\$ 9,239	\$ 2,537	\$ 644	\$ 2,612	\$ 16,078

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

C-6 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 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 2017 and 2018 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/financialplanning/operating-budget

Student Numbers used for the 2020 Budget, based on 2017 and 2018 average enrollment:

	Undergraduate FTE *	Undergraduate Headcount *	Graduate Full-Time	Graduate Part-Time	Professional Full-Time	Professional Part-Time	Total Head Count
CAS	2,591	2,649	497	44	-	-	3,190
CSE	1,430	1,461	598	113	34	1	2,207
WSOM	552	564	71	4	692	270	1,601
MSASS	6	6	32	3	523	116	680
LAW	4	4	-	3	578	20	605
DENT	1	2	108	-	302	-	412
NURS	233	238	50	4	211	232	735
CSOM	138	141	876	185	884	-	2,086
UGEN	138	141	-	-	-	-	141
TOTAL	5,093	5,206	2,232	356	3,224	639	11,657

*Percentage distribution for undergraduate full-time equivalency (FTE) and headcount uses two years' of credit hour data and is equal to the 2020 percentage distribution for net undergraduate tuition in schools. Graduate and Professional numbers are based on the Fall Semester enrollment statistics.

2020 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	\$ 7,415	\$ 914	\$ 266	\$ 59	\$ 40	\$ 211	\$ 56	\$ 524	\$ 9,485
CSE	4,092	613	349	73	43	82	45	334	5,631
WSOM	1,580	458	36	112	25	32	22	221	2,486
MSASS	17	128	17	48	14	-	20	53	297
LAW	12	174	1	65	18	8	11	72	361
DENT	3	118	53	44	14	4	26	49	311
NURS	667	210	27	54	13	18	22	100	1,111
CSOM	396	584	521	206	165	3	238	200	2,313
UGEN	393	40	-	-	-	235	-	24	692
TOTAL	\$ 14,575	\$ 3,239	\$ 1,270	\$ 661	\$ 332	\$ 593	\$ 440	\$ 1,577	\$ 22,687
Unallocated Student Services (100% to UGEN)*									9,610
TOTAL STUDENT SERVICES									\$ 32,297

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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:

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:

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	Square Footage	% of Total	Total Direct Plant	Administrative Space	University Library	Health Science Library
CAS	591,143	19.4%	\$ 8,370	\$ 738	\$ 743	\$ 156
CSE	598,890	19.6%	9,157	797	404	85
WSOM	186,872	6.1%	2,517	462	298	62
MSASS	60,066	2.0%	854	253	47	23
LAW	122,013	4.0%	1,598	324	29	13
DENT	154,952	5.1%	2,681	266	53	131
NURS	81,998	2.7%	1,683	232	109	152
CSOM	1,257,158	41.2%	27,494	3,053	312	777
UGEN	-	0.0%	-	-	-	-
TOTAL	3,053,092	100.0%	\$ 54,354	\$ 6,125	\$ 1,995	\$ 1,399

	Student Services	University Center	Athletic Space	Shared Classroom	SAGES Allocation	Waste Removal (Fixed)	Total Plant Allocation
CAS	\$ 639	\$ 381	\$ 1,284	\$ 318	\$ 38	\$ 46	\$ 12,713
CSE	385	261	748	178	15	46	12,076
WSOM	168	186	352	71	6	-	4,122
MSASS	19	63	51	1	-	-	1,311
LAW	23	72	57	-	1	-	2,117
DENT	20	63	51	-	1	-	3,266
NURS	74	95	162	28	3	-	2,538
CSOM	152	399	381	17	1	373	32,959
UGEN	32	15	64	18	42	(465)	(294)
TOTAL	\$ 1,512	\$ 1,535	\$ 3,150	\$ 631	\$ 107	\$ -	\$ 70,808
Unallocated Plant (100% to UGEN)*							1,140
TOTAL PLANT							\$ 71,948

* Includes 100% of the UGEN Strategic Savings Plan.

The Plant Services expense for each school or area is determined by each building's utilities rate and square footage. Utility expense is assigned based on a weighted utilities rate. The estimated annual expense is assigned based on square footage. The cost for Plant Services other than utilities is \$9.768 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/financialplanning/operating-budget

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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/financialplanning/operating-budget

Information Technology Costs Assigned, by cost pool:

	Core Technology		Instructional	Administrative	Infrastructure	Information Services	
CAS	\$	522	\$ 892	\$ 382	\$ 5,475	\$	7,271
CSE		503		413	3,784		5,300
WSOM		182		239	2,414		3,236
MSASS		62		131	827		1,130
LAW		106		168	1,049		1,492
DENT		129		137	1,461		1,844
NURS		84		120	1,260		1,628
CSOM		1,084		1,582	5,857		9,103
UGEN		3		-	221		263
TOTAL	\$	2,675	\$ 3,072	\$ 3,172	\$ 22,348	\$	31,267
UGEN Strategic Savings Plan (100% to UGEN)							760
TOTAL INFORMATION TECHNOLOGY SERVICES						\$	32,027

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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 2020, the average direct expense for 2017 and 2018. 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/financialplanning/operating-budget

	Direct Expense (adjusted)			% of Total	University Services
	2017	2017	Average 2015-2016		
CAS	\$ 72,357	\$ 75,257	\$ 73,807	12.1%	\$ 5,503
CSE	80,211	79,047	79,629	13.0%	6,378
WSOM	46,164	46,204	46,184	7.5%	3,852
MSASS	24,004	26,540	25,272	4.1%	1,942
LAW	32,517	32,261	32,389	5.3%	2,725
DENT	26,560	26,613	26,587	4.3%	2,298
NURS	22,101	24,215	23,158	3.8%	2,216
CSOM	297,144	313,345	305,245	49.9%	24,521
UGEN	-	-	-	0.0%	-
TOTAL	\$ 601,058	\$ 623,482	\$ 612,270	100.0%	\$ 49,435
Unallocated University Services (100% to UGEN)*					18,713
TOTAL UNIVERSITY SERVICES					\$ 68,148

* Includes 100% of the UGEN Strategic Savings Plan.

HEALTH EDUCATION CAMPUS

C-11

Operating Expense budgeted to be incurred for the new Health Education Campus (HEC) is purposely not included in the calculated portion of the simplified allocation changes for FY 2020. HEC operating costs included in the overall total for Indirect Expense are budgeted to be \$7.618 million and are largely concentrated in the Plant, ITS and University Services categories of Indirect Expense.

USE OF RETAINED SURPLUSES

Schools and auxiliaries are permitted to retain the excess of revenue over expense in a reserve account. Expenditures against the reserve account require the approval of the Provost and Chief Financial Officer. As all schools and auxiliaries are expected to operate in a financial equilibrium over the long run, current year losses must be charged against the reserve account.

ADDITIONAL INFORMATION

AUXILIARIES

Auxiliary Services Assessment: Historically, Auxiliary Services has been assessed a fee of 3% of total revenue. The fee is used to decrease Indirect Expense allocated from UGEN. In 2020, an additional fee of 3% of housing and dining revenue is assessed on Auxiliary Services. The proceeds remain in UGEN for Undergraduate investment.

HEALTH EDUCATION CAMPUS

Health Education Campus: Operating Expense budgeted to be incurred for the new Health Education Campus (HEC) is segregated from the Indirect Cost allocation calculations. HEC operating expense is directly charged to DENT, NURS, and CSOM and allocated within the three schools based on estimated square footage. HEC operating costs included in the overall total for Indirect Expense are budgeted to be \$7.618 million and are largely concentrated in the Plant, ITS and University Services categories of Indirect Expense.

PLANT

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

UNDERGRADUATE TUITION

Undergraduate Tuition Contingency: An Undergraduate Tuition Contingency of \$1,000 is reflected in the Undergraduate Tuition allocation in 2020. If realized at year end, the contingency will be utilized by the provost for strategic initiatives related to Undergraduate serving management centers. Historically, any contingency remaining at year-end was allocated back to the management centers in the same proportion as their Undergraduate Tuition allocation.

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



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