



Budget Book

2019-2020



OHIO
UNIVERSITY

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1 Executive Summary

At our June meeting, we will be presenting for Board approval the FY20 Ohio University Operating Budget. The resolution facilitating approval of the FY20 University budget will be presented at the June Resources Committee meeting.

JULY UPDATE: The final FY2020-21 State of Ohio Biennial Budget authorizes a 2 percent increase in the FY20 State Share of Instruction (SSI). While the University budgeted for a 1 percent increase in the statewide SSI, our institution's share of total funding is aligned with its enrollment in relation to that of other state institutions as detailed in Section 4. The final FY20 SSI allocations will be finalized by the Ohio Department of Higher Education and shared with the Board of Trustees in January 2020. The FY20-21 biennial state operating budget also provides tuition flexibility to public universities consistent with Ohio University's planned 3.5% undergraduate tuition increase for the incoming freshman cohort. Finally, there are significant FY20 investments from the State of Ohio in programs unique to our University. In total, the final FY20 state line item appropriations provide an additional \$3.0M in funding as compared to the FY20 budget. Section 4.2 includes an analysis of how the planning unit budgets compare to the final FY20 state appropriations.

Our FY20 Operating Budget includes:

- Operating Revenues of \$758.9M, and GAAP adjusted Revenues of \$842.0M (GAAP adjustments incorporate non-operating activity (Capital, Endowment, Internal Bank, Century Bond Bank), financial statement adjustments, and component unit activity)
- Operating Expenses of \$757.3M, and GAAP adjusted Expenses of \$778.3M
- Transfers to Capital Projects of \$27.5M, and Overall Capital Budget of \$192.9M
- Planned Use of Reserves of \$26.2M (represented as a transfer from the working capital of the Internal Bank), inclusive of:
 - \$9.5M from accumulated fund balances to support capital or strategic uses of reserves
 - \$16.7M from our Athens Colleges and Schools to bridge multi-year cost reduction plans

The development of the FY20-25 Budgets represent the collective efforts of a campus-wide multi-year planning effort with the goal of ensuring a sustainable financial future for Ohio University. Guiding our work were the University's Pathways to Prominence developed as part of his 2025 Strategic Plan and our initiatives to respond to the challenges that are impacting public institutions of higher education across the nation. Conversations with Trustees throughout the past year have been focused on providing transparency and drivers of our financial position and the corresponding goals we are establishing to ensure financial sustainability into the future.

The FY20 Budget Book has been structured to highlight the historical financial trends that led us to today and, more importantly, sets forth the framework for the strategies that will position our institution for success, utilizing the following guiding principles:

- Enhance Academic Quality
- Elevate Engagement
- Increase National Visibility
- Boost Sustainability

More information on those strategies, and more specifically the One OHIO Integration initiatives that will unite our University system are provided in Section 3 – Institutional Strategies.

Institutional Approach to FY20 Budget Planning

The FY20 Academic budget process began in October when all planning units submitted their preliminary FY20 budgets based on conservative central planning assumptions. These Fall budget submissions were compiled to evaluate our capacity for investments and future year expense growth. By Spring, the Strategic Executive Enrollment Committee (SEEC) finalized its institutional enrollment, retention, and financial aid strategies and respective enrollment projections through FY25 that were integrated into the University's planning assumptions. All units across the University updated and resubmitted FY20-FY25 budgets. The consolidated results were used by University leadership to set college/unit specific multi-year budget goals and targets. Subsequent revenue enhancement and cost containment strategies were then developed and incorporated into the planning units' FY20-25 budget submissions.

Strategies impacting the multi-year budgets presented include:

- Administrative Planning Units: FY20 budgets implemented the third and final year of 7% reductions; representing a FY20 expense reduction of \$8.4M over FY17, and \$20.6M in resulting cumulative savings FY18-FY20
- Academic Planning Units: In collaboration with the Executive Vice President and Provost and the Academic Budget Office, the Colleges identified and incorporated projections for new program growth to maximize net tuition revenue as well as opportunities for expense reductions and efficiencies. Targets were designed to close the remaining operating deficit by FY24. These efforts identified \$11.0M in new revenues and \$13.6M in reductions and efficiencies across Athens' Colleges, Regionals, and HCOM, with varied bridging strategies.
- Auxiliary Planning Units: Evaluated changes in revenue through FY25 driven by compounded enrollment reductions and rebalanced their annual expenses to right size their operations while limiting reserve use to fund capital projects identified as mission critical

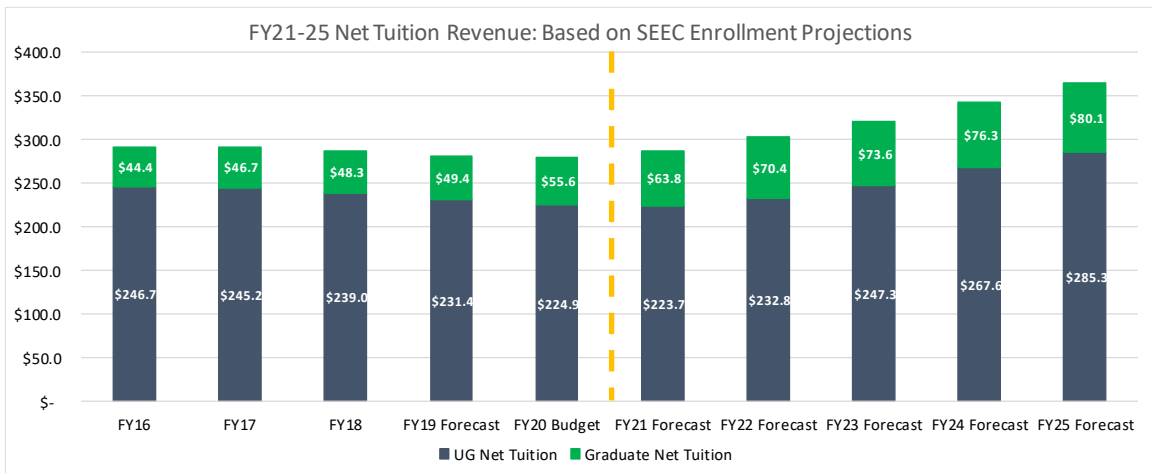
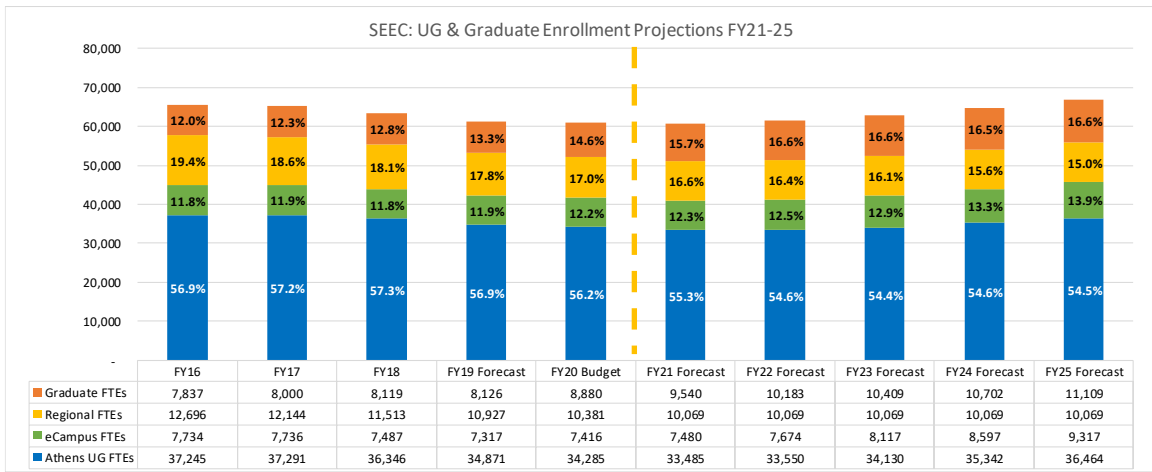
Throughout the FY20 budget planning cycle, Executive Leadership remained committed to the following principles:

- Providing raises to employees - even in periods of financial restraint - to attract, retain, and recognize employees
- Limiting use of institutional operating reserves to preserve the University's working capital and financial outlook
- Re-evaluating our planned investments in facilities and deferred maintenance with a focus on understanding the impact changes may have on the University's debt service

The resulting FY20 University Budget, with supporting information on FY21-FY25 impacts, is detailed throughout the FY20 Budget Book and presented to the Board of Trustees in June for approval. In particular, the Budget Book provides the data, Key Performance Indicators (KPIs), future-year planning goals, and background information to support a broad understanding of our University Budget strategies and priorities through FY25.

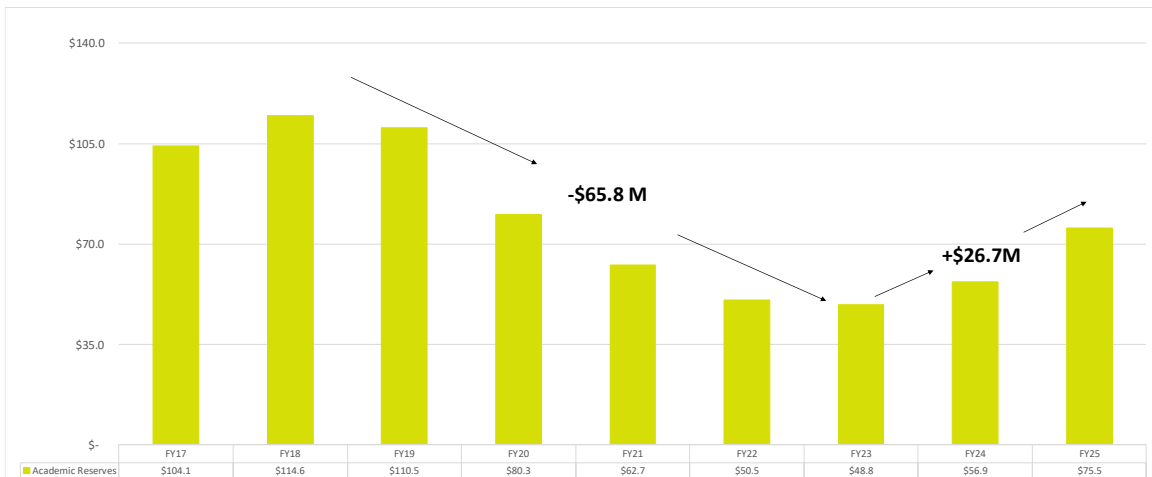
Enrollments

Recognizing the importance of enrollments on future year budget planning, President Nellis created and charged a Strategic Executive Enrollment Committee (SEEC) with evaluating and recommending future year enrollment, retention, and financial aid goals and strategies for use in budget planning and the 2025 Strategic Plan. While the SEEC strategies and projections are dynamic and evolving, the following chart provides a summary of how the Committee's FY20-25 current enrollment projections impact student FTE, by cohort, and net tuitions in the embedded budgets through FY25.



Managing Investments in a Time of Revenue Constraint

Executive Leadership’s continued commitment to investing in a competitive compensation strategy, enrollment initiatives, academic programs, research, and University facilities supports the University’s Pathways. Nevertheless, investing during an environment of stagnant or declining revenues remains a challenge. Acknowledging that investments are required in a time of revenue constraint, we developed a six-year budget strategy that collectively relies upon \$39.1M in institutional operating reserves between FY19 and FY25. We believe that the bridging strategies included in the 2025 Strategic Plan, and detailed in Section 10, are a prudent use of reserves that allows for investment in the University’s Pathways to Prominence while holding planning units accountable to goals established for future revenue growth and cost containment.



The FY20 Budget Book includes a new section titled Institutional Strategies (Section 3) that provides detail on the initiatives employed in our FY20-25 budget planning process to support the University's FY25 Strategic Plan, which was a charge from President Nellis. Our current six-year budget rebalances the University's revenues and expenses by FY24 while limiting reserve use and prioritizing investments that support the University's Pathways to Prominence.

Of particular note in the FY20 Budget Book is Section 3.4, that provides the framework for the One OHIO Integration initiative that will unite all OHIO's campuses and functions for the purpose of developing a data driven process to:

- Identify efficiencies and consolidation opportunities across the University system
- Generate new revenue streams
- Encourage innovation in academic and administrative activities

Throughout FY20, we will provide updates to the Board on our progress towards meeting the enrollment, revenue, and expense goals established in University's 2025 Strategic Plan using KPIs and data driven metrics.

Collectively, we all have a role in redefining our University as we reimagine and reposition our institution for the future. We look forward to continuing this discussion with the Board.

2 FY20 Budget

2.1 Consolidated University Budget (All Funds—GAAP Adjusted)

(in millions)		FY16 Actuals	FY17 Actuals	FY18 Actuals	FY19 Budget	FY19 Forecast	FY20 Budget
REVENUES							
1	State Appropriations	\$ 175.3	\$ 175.5	\$ 185.6	\$ 191.0	\$ 191.9	\$ 201.1
2	Gross Undergraduate Tuition & Fees	304.5	305.3	297.8	298.7	291.4	286.8
3	Undergraduate Financial Aid	(57.8)	(60.1)	(58.7)	(63.0)	(60.1)	(61.9)
4	Net Undergraduate Tuition & Fees	246.7	245.2	239.0	235.7	231.3	224.9
5	Gross Graduate Tuition & Fees	100.1	108.2	114.8	124.9	120.0	128.7
6	Graduate Financial Aid	(28.5)	(29.0)	(27.8)	(28.6)	(27.8)	(27.9)
7	Net Graduate Tuition & Fees	71.6	79.2	87.0	96.3	92.2	100.9
8	Room & Board	95.9	95.4	92.2	91.4	90.7	87.7
9	Grants & Contracts	47.4	43.3	37.9	42.6	42.6	54.0
10	Facilities & Admin Cost Recovery	6.8	7.1	7.2	6.1	7.7	6.8
11	Endowment Distributions	-	-	-	-	-	-
12	Contributions	31.0	16.0	19.6	20.0	24.2	25.0
13	Investment Income	(18.8)	97.6	60.5	57.4	48.0	65.8
14	Internal & External Sales	106.9	115.9	91.4	70.5	84.0	75.7
15	Total Revenues	762.7	875.1	820.5	811.2	812.6	842.0
16	Administrative Cost Distribution	-	-	-	-	-	-
17	Total Revenues & Revenue Allocation	\$ 762.7	\$ 875.1	\$ 820.5	\$ 811.2	\$ 812.6	\$ 842.0
18	Funding Transfers	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
EXPENSES							
19	Total Salaries, Wages, & Other Payroll	346.5	361.7	355.7	372.1	358.2	368.3
20	Total Benefits	117.4	154.0	15.9	121.8	116.3	123.0
21	Supplies, Services, & Capital Costs	213.7	210.5	191.7	195.8	192.9	200.1
22	External Debt Service - Principal	0.1	0.1	0.1	-	-	-
23	External Debt Service - Interest	24.3	26.8	27.7	28.0	28.0	28.1
24	Internal Principal & Interest	0.4	2.5	3.1	-	-	-
25	Depreciation	44.8	50.1	54.3	52.1	56.7	58.8
26	Total Direct Expenses	747.1	805.7	648.5	769.9	752.1	778.3
27	Capital Cost Allocation	-	-	-	-	-	-
28	Contribution Margin	-	-	-	-	-	-
29	Total Expenses & Expense Allocations	\$ 747.1	\$ 805.7	\$ 648.5	\$ 769.9	\$ 752.1	\$ 778.3
30	Results of Operations	\$ 15.6	\$ 69.4	\$ 172.0	\$ 41.3	\$ 60.5	\$ 63.7
INVESTMENT TRANSFERS							
31	Transfer To (From) Plant Fund	-	-	-	0.2	-	-
32	Transfer To (From) Quasi Endowments	-	-	-	-	-	-
33	Repair & Replacement Transfers	-	-	-	-	-	-
34	Internal Bank Transfers	-	-	-	-	-	-
35	Total Investment Transfers	\$ -	\$ -	\$ -	\$ 0.2	\$ -	\$ -
36	Total Transfer To (From) Reserve	-	-	-	-	-	-
37	Adjusted Net Results	\$ 15.5	\$ 69.4	\$ 172.0	\$ 41.0	\$ 60.5	\$ 63.7

2.2 Consolidated University Budget (All Funds—Operating Activity)

(In millions)		FY16 Actuals	FY17 Actuals	FY18 Actuals	FY19 Budget	FY19 Forecast	FY20 Budget
REVENUES							
1	State Appropriations	\$ 161.5	\$ 163.1	\$ 166.0	\$ 167.7	\$ 171.9	\$ 175.5
2	Gross Undergraduate Tuition & Fees	304.5	305.3	297.8	298.7	291.5	286.8
3	Undergraduate Financial Aid	(57.7)	(60.1)	(58.7)	(63.0)	(60.1)	(61.9)
4	Net Undergraduate Tuition & Fees	246.7	245.2	239.0	235.7	231.4	224.9
5	Gross Graduate Tuition & Fees	100.1	108.2	114.8	124.9	120.0	128.7
6	Graduate Financial Aid	(28.5)	(29.0)	(27.8)	(28.6)	(27.8)	(27.9)
7	Net Graduate Tuition & Fees	71.6	79.2	87.0	96.3	92.2	100.9
8	Room & Board	95.9	95.4	92.2	91.4	90.7	87.7
9	Grants & Contracts	46.1	43.2	36.4	39.5	41.3	45.4
10	Facilities & Admin Cost Recovery	6.8	7.1	7.2	6.1	7.7	6.8
11	Endowment Distributions	26.1	26.8	28.0	29.8	28.9	29.1
12	Contributions	12.4	14.7	12.7	10.0	10.3	13.8
13	Investment Income	3.8	7.1	6.3	9.3	5.6	6.2
14	Internal & External Sales	74.2	101.9	81.0	63.5	77.2	68.6
15	Total Revenues	745.0	783.6	756.0	749.2	757.1	758.9
16	Administrative Cost Distribution	-	-	-	-	-	-
17	Total Revenues & Revenue Allocation	\$ 745.0	\$ 783.6	\$ 756.0	\$ 749.2	\$ 757.1	\$ 758.9
18	Funding Transfers	\$ 0.6	\$ 0.6	\$ 1.5	\$ -	\$ -	\$ -
EXPENSES							
19	Total Salaries, Wages, & Other Payroll	346.2	361.5	354.6	372.1	358.2	366.4
20	Total Benefits	109.9	113.7	113.1	121.8	116.3	123.0
21	Supplies, Services, & Capital Costs	198.7	194.9	188.7	194.2	185.8	199.7
22	External Debt Service - Principal	-	-	-	-	-	-
23	External Debt Service - Interest	-	-	-	-	-	-
24	Internal Principal & Interest	38.0	47.7	49.0	54.1	52.8	68.1
25	Depreciation	-	-	-	-	-	-
26	Total Direct Expenses	692.8	718.0	705.3	742.3	713.1	757.3
27	Capital Cost Allocation	-	-	-	-	-	-
28	Contribution Margin	-	-	-	-	-	-
29	Total Expenses & Expense Allocations	\$ 692.8	\$ 718.0	\$ 705.3	\$ 742.3	\$ 713.1	\$ 757.3
30	Results of Operations	\$ 51.6	\$ 65.0	\$ 49.1	\$ 7.0	\$ 44.0	\$ 1.6
INVESTMENT TRANSFERS							
31	Transfer To (From) Plant Fund	(41.5)	27.1	29.3	22.8	28.6	27.5
32	Transfer To (From) Quasi Endowments	1.9	9.0	15.5	1.0	1.4	0.3
33	Repair & Replacement Transfers	-	-	-	-	-	-
34	Internal Bank Transfers	(3.4)	0.1	(1.7)	-	-	-
35	Total Investment Transfers	\$ (43.1)	\$ 36.1	\$ 43.1	\$ 23.8	\$ 30.0	\$ 27.8
36	Total Transfer To (From) Reserve	94.7	28.9	6.0	(16.9)	14.0	(26.2)
37	Adjusted Net Results	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

2.3 FY19 Forecast Columns (All Funds)

	Athens Colleges and Schools	Regional Campuses	Auxiliaries	Central & Admin Operations	Reserves	Forecasting Adjustments	FY19 Operating Activity Subtotal	Non- Operating Activity	Financial Statement Adj & Component Units	GAAP Adj Totals	
REVENUES											
1	State Appropriations	\$ 142.9	\$ 22.4	\$ -	\$ 0.2	\$ 6.4	\$ -	\$ 171.9	\$ 15.2	\$ 4.8	\$ 191.9
2	Gross Undergraduate Tuition & Fees	255.7	34.6	-	4.8	(3.7)	-	291.4	-	-	291.4
3	Undergraduate Financial Aid	(48.2)	(4.7)	(13.9)	7.1	(0.4)	-	(60.1)	-	-	(60.1)
4	Net Undergraduate Tuition & Fees	207.5	29.9	(13.9)	11.9	(4.1)	-	231.3	-	-	231.3
5	Gross Graduate Tuition & Fees	119.2	0.1	-	0.7	-	-	120.0	-	-	120.0
6	Graduate Financial Aid	(27.3)	-	-	(0.5)	-	-	(27.8)	-	-	(27.8)
7	Net Graduate Tuition & Fees	91.9	0.1	-	0.2	-	-	92.2	-	-	92.2
8	Room & Board	-	-	90.7	-	-	-	90.7	-	-	90.7
9	Grants & Contracts	34.1	1.9	-	4.9	-	0.4	41.3	1.2	0.1	42.6
10	Facilities & Admin Cost Recovery	5.7	-	-	1.1	-	0.9	7.7	-	-	7.7
11	Endowment Distributions	13.4	0.5	0.2	14.8	-	-	28.9	(28.9)	-	-
12	Contributions	3.7	0.3	2.7	2.0	-	1.6	10.3	14.5	(0.6)	24.2
13	Investment Income	-	-	-	1.1	4.5	-	5.6	42.0	0.4	48.0
14	Internal & External Sales	10.4	0.6	26.3	36.3	-	3.6	77.2	0.3	6.5	84.0
15	Total Revenues	509.6	55.7	106.0	72.5	6.8	6.5	757.1	44.3	11.2	812.6
16	Administrative Cost Distribution	-	-	24.0	(24.8)	0.8	-	-	-	-	-
17	Total Revenues & Revenue Allocation	\$ 509.6	\$ 55.7	\$ 130.0	\$ 47.7	\$ 7.6	\$ 6.5	\$ 757.1	\$ 44.3	\$ 11.2	\$ 812.6
18	Funding Transfers	\$ (7.7)	\$ 0.1	\$ 2.5	\$ (8.9)	\$ 14.0	\$ -	\$ -	\$ -	\$ -	\$ -
EXPENSES											
19	Total Salaries, Wages, & Other Payroll	201.8	30.0	29.9	96.5	-	-	358.2	-	-	358.2
20	Total Benefits	59.4	9.8	9.7	37.4	-	-	116.3	-	-	116.3
21	Supplies, Services, & Capital Costs	70.7	6.2	33.4	78.4	-	(2.9)	185.8	77.9	(70.8)	192.9
22	External Debt Service - Principal	-	-	-	-	-	-	-	16.1	(16.1)	-
23	External Debt Service - Interest	-	-	-	-	-	-	-	29.5	(1.5)	28.0
24	Internal Principal & Interest	6.1	0.3	15.0	31.4	-	-	52.8	(52.8)	-	-
25	Depreciation	-	-	-	-	-	-	-	-	56.7	56.7
26	Total Direct Expenses	338.0	46.3	88.0	243.7	-	(2.9)	713.1	70.7	(31.7)	752.1
27	Capital Cost Allocation	12.2	-	1.4	(13.6)	-	-	-	-	-	-
28	Contribution Margin	161.9	7.6	22.2	(192.2)	0.3	-	-	-	-	-
29	Total Expenses & Expense Allocations	\$ 512.1	\$ 53.9	\$ 111.6	\$ 37.9	\$ 0.3	\$ (2.9)	\$ 713.1	\$ 70.7	\$ (31.7)	\$ 752.1
30	Results of Operations	\$ 5.2	\$ 1.7	\$ 15.9	\$ 18.7	\$ (6.7)	\$ 9.4	\$ 44.0	\$ (26.5)	\$ 42.9	\$ 60.5
INVESTMENT TRANSFERS											
31	Transfer To (From) Plant Fund	8.7	0.8	13.6	5.5	-	-	28.6	(28.6)	-	-
32	Transfer To (From) Quasi Endowments	0.2	-	-	0.2	1.0	-	1.4	(1.4)	-	-
33	Repair & Replacement Transfers	-	-	-	-	-	-	-	-	-	-
34	Internal Bank Transfers	-	-	-	-	-	-	-	-	-	-
35	Total Investment Transfers	\$ 8.9	\$ 0.8	\$ 13.6	\$ 5.7	\$ 1.0	\$ -	\$ 30.0	\$ (30.0)	\$ -	\$ -
36	Total Transfer To (From) Reserve	(3.7)	0.9	2.3	13.0	(7.7)	9.4	14.0	(14.0)	-	-
37	Adjusted Net Results	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 17.6	\$ 42.9	\$ 60.5

2.4 FY20 Budget Columns (All Funds)

	Athens Colleges and Schools	Regional Campuses	Auxiliaries	Central & Admin Operations	Reserves	FY20 Operating Activity Subtotal	Non- Operating Activity	Financial Statement Adj & Component Units	GAAP Adj Totals	
REVENUES										
1	State Appropriations	\$ 147.9	\$ 20.8	\$ -	\$ 0.2	\$ 6.6	\$ 175.5	\$ 25.6	\$ -	\$ 201.1
2	Gross Undergraduate Tuition & Fees	245.1	33.9	-	5.6	2.2	286.8	-	-	286.8
3	Undergraduate Financial Aid	(49.3)	(4.8)	(16.7)	7.0	2.0	(61.9)	-	-	(61.9)
4	Net Undergraduate Tuition & Fees	195.7	29.1	(16.7)	12.5	4.2	224.9	-	-	224.9
5	Gross Graduate Tuition & Fees	127.9	0.1	-	0.7	-	128.7	-	-	128.7
6	Graduate Financial Aid	(27.3)	-	-	(0.5)	-	(27.9)	-	-	(27.9)
7	Net Graduate Tuition & Fees	100.6	0.1	-	0.2	-	100.9	-	-	100.9
8	Room & Board	-	-	87.7	-	-	87.7	-	-	87.7
9	Grants & Contracts	38.4	2.0	-	5.0	-	45.4	8.6	-	54.0
10	Facilities & Admin Cost Recovery	5.7	-	-	1.1	-	6.8	-	-	6.8
11	Endowment Distributions	13.6	0.5	0.2	14.8	-	29.1	(29.1)	-	-
12	Contributions	3.3	0.6	2.6	7.3	-	13.8	11.3	-	25.0
13	Investment Income	-	-	-	1.7	4.5	6.2	59.2	0.4	65.8
14	Internal & External Sales	9.8	0.6	23.5	34.7	-	68.6	0.3	6.9	75.7
15	Total Revenues	515.1	53.6	97.3	77.6	15.3	758.9	75.8	7.3	842.0
16	Administrative Cost Distribution	-	-	19.4	(22.7)	3.3	-	-	-	-
17	Total Revenues & Revenue Allocation	\$ 515.1	\$ 53.6	\$ 116.7	\$ 54.9	\$ 18.6	\$ 758.9	\$ 75.8	\$ 7.3	\$ 842.0
18	Funding Transfers	\$ (6.2)	\$ 0.5	\$ 2.3	\$ (13.9)	\$ 17.4	\$ -	\$ -	\$ -	\$ -
EXPENSES										
19	Total Salaries, Wages, & Other Payroll	207.5	28.4	29.8	100.7	-	366.4	-	1.8	368.3
20	Total Benefits	62.0	9.6	9.7	41.7	-	123.0	-	-	123.0
21	Supplies, Services, & Capital Costs	70.9	5.9	35.1	87.8	-	199.7	193.8	(193.4)	200.1
22	External Debt Service - Principal	-	-	-	-	-	-	13.8	(13.8)	-
23	External Debt Service - Interest	-	-	-	-	-	-	29.6	(1.5)	28.1
24	Internal Principal & Interest	20.5	0.3	13.4	34.0	-	68.1	(68.1)	-	-
25	Depreciation	-	-	-	-	-	-	-	58.8	58.8
26	Total Direct Expenses	361.0	44.2	88.0	264.1	-	757.3	169.0	(148.0)	778.3
27	Capital Cost Allocation	13.0	-	1.5	(14.6)	-	-	-	-	-
28	Contribution Margin	168.9	7.6	16.0	(192.5)	-	-	-	-	-
29	Total Expenses & Expense Allocations	\$ 543.0	\$ 51.8	\$ 105.5	\$ 57.1	\$ -	\$ 757.3	\$ 169.0	\$ (148.0)	\$ 778.3
30	Results of Operations	\$ (21.6)	\$ 1.4	\$ 8.9	\$ 11.7	\$ 1.3	\$ 1.6	\$ (93.2)	\$ 155.3	\$ 63.7
INVESTMENT TRANSFERS										
31	Transfer To (From) Plant Fund	9.1	0.9	12.5	4.7	0.3	27.5	(27.5)	-	-
32	Transfer To (From) Quasi Endowments	(0.9)	-	-	0.2	1.0	0.3	(0.3)	-	-
33	Repair & Replacement Transfers	-	-	-	-	-	-	-	-	-
34	Internal Bank Transfers	-	-	-	-	-	-	-	-	-
35	Total Investment Transfers	\$ 8.2	\$ 0.9	\$ 12.5	\$ 4.9	\$ 1.3	\$ 27.8	\$ (27.8)	\$ -	\$ -
36	Total Transfer To (From) Reserve	(29.8)	0.5	(3.6)	6.8	-	(26.2)	26.2	-	-
37	Adjusted Net Results	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ (91.6)	\$ 155.3	\$ 63.7

Throughout the Budget Book, all numbers are presented in millions, rounded to one decimal, unless otherwise indicated. This rounding may create discrepancies in subtotals.

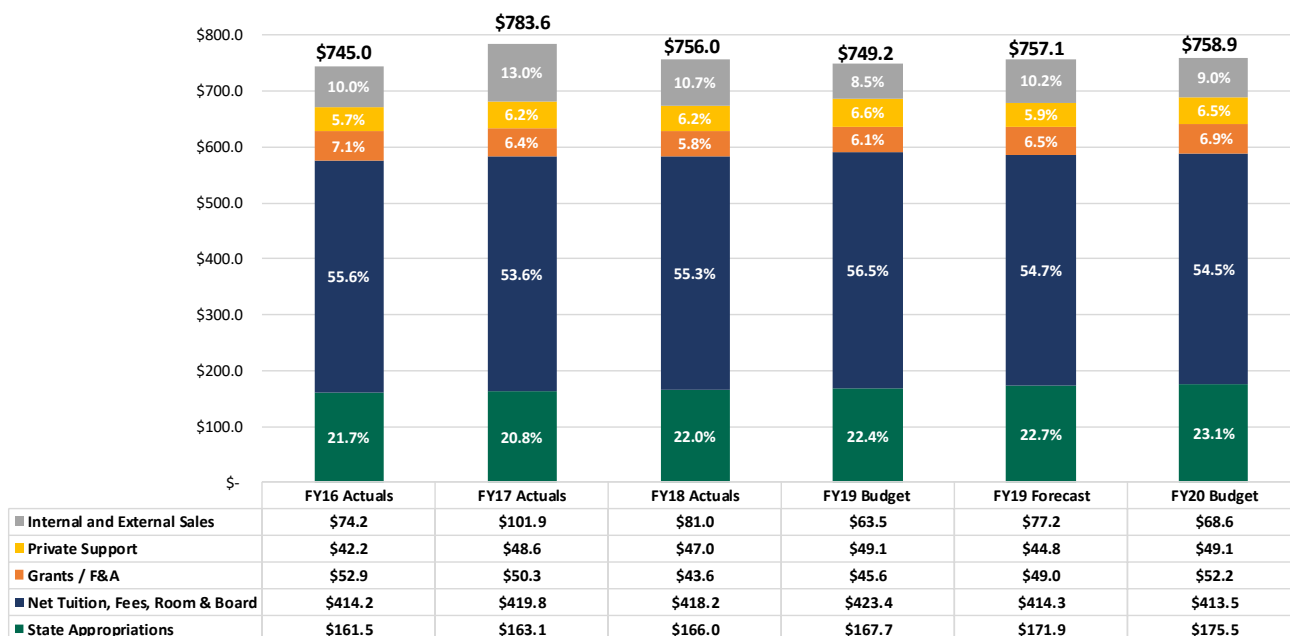
Year-over-year (Y-O-Y) growth references for both the FY19 Budget and FY19 Forecast are relative to prior year (FY18) actuals; Y-O-Y growth references for the FY20 Budget is relative to the FY19 Forecast.

The University underwent a Chart of Accounts (CoA) redesign and conversion in December of FY18. As such, all figures represented throughout the FY20 Budget Book are reflective of the redesigned CoA. Please note this restatement may result in comparability issues when comparing specific rows of the financials in the FY20 Budget Book with those from prior years, as the conversion resulted in realignment of certain revenues, expenses, and transfers.

Unless otherwise noted, the following summaries present the Revenues and Expenses of the Operating Activity Subtotal in Section 2.3.

2.5 Summary of Operating Revenue Sources

Summary of Revenue Sources (in millions)



FY17 includes \$18.4M of one-time revenue from the WOUB Spectrum Auction, reflected in the Internal and External Sales category.

2.5.1 State Appropriations

State appropriations represent funding provided by the Legislature in the biennial Budget and Capital Bills. The Budget Bill incorporates State Support of Instruction (SSI) as well as line item appropriations. The Capital Bill includes approved capital projects, as represented in the biennial capital budget submitted to the state and reflected in the State Capital section of our Capital Improvement Plan (Section 9). The University recognizes Capital Appropriation revenue once associated project expenditures are incurred; thus, our budget for State Appropriations—Capital is a projection of fiscal year expenses to be funded by the approved State Capital Budget.

The table below represents operating and non-operating activity.

<i>(in millions)</i>	FY16 Actuals	FY17 Actuals	FY18 Actuals	FY19 Budget	FY19 Forecast	FY20 Budget
State Support for Instruction	\$ 153.6	\$ 155.4	\$ 160.9	\$ 162.6	\$ 166.8	\$ 170.5
Line Item Appropriations	7.8	7.7	5.1	5.1	5.1	5.0
Total State Appropriations	\$ 161.5	\$ 163.1	\$ 166.0	\$ 167.7	\$ 171.9	\$ 175.5
% of University Operating Revenues	21.7%	20.8%	22.0%	22.4%	22.7%	23.1%
State Appropriations - Capital*	11.7	10.5	17.6	23.4	15.2	25.6

*Reflects institutional spending against State Capital Appropriations

Section 4 provides additional detail about state appropriations.

2.5.2 Net Tuition, Fees, Room & Board

Tuition and fees are inclusive of instructional, non-resident, general, technology, course, and program fees. Section 5 provides additional details about tuition and financial aid discounting trends.

<i>(in millions)</i>	FY16 Actuals	FY17 Actuals	FY18 Actuals	FY19 Budget	FY19 Forecast	FY20 Budget
Net UG Tuition & Fees	\$ 246.7	\$ 245.2	\$ 239.0	\$ 235.7	\$ 231.4	\$ 224.9
Net Graduate Tuition & Fees	71.6	79.2	87.0	96.3	92.2	100.9
Room & Board	95.9	95.4	92.2	91.4	90.7	87.7
Total Tuition, Fees, Room & Board	\$ 414.2	\$ 419.8	\$ 418.2	\$ 423.4	\$ 414.3	\$ 413.5
<i>Y-O-Y Growth</i>		1.3%	-0.4%	1.2%	-0.9%	-0.2%

2.5.3 Grants / Facilities & Administrative Cost Recovery

Grants and Contracts include the reimbursement of direct expenses incurred on sponsored projects and exclude the following:

- Grants for financial aid which are netted against tuition revenues (See 2.5.2).
- State capital grants and line item appropriations are included in state appropriations (See 2.5.1).

In FY20, Ohio University is projected to receive \$8.6M in grant funding for capital projects that appears in the non-operating budget columns.

<i>(in millions)</i>	FY16 Actuals	FY17 Actuals	FY18 Actuals	FY19 Budget	FY19 Forecast	FY20 Budget
Grants & Contracts - Federal Gov't	\$ 17.2	\$ 21.2	\$ 16.3	\$ 18.4	\$ 19.2	\$ 20.0
Grants & Contracts - Local Gov't	0.8	0.8	1.2	0.2	2.1	1.0
Grants & Contracts - State Gov't	9.6	9.6	9.4	10.1	9.6	8.6
Total Government Grants	\$ 27.7	\$ 31.6	\$ 26.8	\$ 28.8	\$ 30.9	\$ 29.7
Grants & Contracts - Private/Foundation	18.4	11.7	9.6	10.7	10.4	15.7
Total Grants & Contracts	\$ 46.1	\$ 43.2	\$ 36.4	\$ 39.5	\$ 41.3	\$ 45.4

The portion of sponsored projects that provides facilities and administrative cost recovery is presented below.

<i>(in millions)</i>	FY16 Actuals	FY17 Actuals	FY18 Actuals	FY19 Budget	FY19 Forecast	FY20 Budget
Facilities & Administrative Cost Recovery	\$ 6.8	\$ 7.1	\$ 7.2	\$ 6.1	\$ 7.7	\$ 6.8

2.5.4 Private Support

2.5.4.1 Endowment Distributions

The endowment distribution represents the internal distribution of endowment income based upon shares held in the endowment portfolio. The annual endowment distribution is equal to the product of a 6% spending rate and the endowment's average market value for the trailing 36 months (ending December 31, 2018). Both true and quasi-endowments are subject to this spending policy. The current 6% spending rate is comprised of a 4% spending allocation to the designated fund purpose and a 2% administrative fee.

For more information on the spending allocation and administration fee support provided, please refer to Section 6.

<i>(in millions)</i>	FY16 Actuals	FY17 Actuals	FY18 Actuals	FY19 Budget	FY19 Forecast	FY20 Budget
Endowment Distributions	\$ 26.1	\$ 26.8	\$ 28.0	\$ 29.8	\$ 28.9	\$ 29.1

2.5.4.2 Gift Contributions

Gifts include all non-endowed (expendable) and endowed gifts to the University. Expendable gifts include both operating and capital gifts. Gifts are recorded as revenue by units in the year the cash is received. The FY20 budget for expendable gifts is \$13.8M, as established by the goal-setting of the Ohio University Foundation Board. Section 6 provides additional detail about gifts.

<i>(in millions)</i>	FY16 Actuals	FY17 Actuals	FY18 Actuals	FY19 Budget	FY19 Forecast	FY20 Budget
Gift Contributions - Expendable	\$ 12.4	\$ 14.7	\$ 12.7	\$ 10.0	\$ 14.5	\$ 13.8
Gift Contributions - Non-Expendable	18.6	1.2	6.8	10.0	9.7	11.2
Total Gift Contributions	\$ 31.0	\$ 16.0	\$ 19.6	\$ 20.0	\$ 24.2	\$ 25.0

Note that the variance between the \$25.0M gift revenue presented above and University Advancement's FY20 \$30.0M fundraising goal is due to the accounting treatment of planned gifts.

2.5.4.3 Investment Income

Investment income represents the interest, dividends, and investment returns earned on the working capital and investment pools of the University. The first table below represents the trended consolidated investment income, inclusive of both Operating & Non-Operating activity. The second table details the FY20 budgeted investment income by unit type. The FY20 budgeted investment income for operating activity supports the operations of the Foundation and the Strategic Opportunity Reserve. The budgets for Endowment, Century Bond, Internal Bank, and Component Units represent Non-Operating activity.

<i>(in millions)</i>	FY16 Actuals	FY17 Actuals	FY18 Actuals	FY19 Budget	FY19 Forecast	FY20 Budget
Investment Income (Consolidated Results)	\$ (18.8)	\$ 97.6	\$ 60.5	\$ 57.4	\$ 48.0	\$ 65.8

<i>(in millions)</i>	Non-Operating Activity					Consolidated Results
	Operating Results	Endowment	Century Bond	Internal Bank	Component Units	
Investment Income	\$ 6.2	\$ 37.9	\$ 13.0	\$ 8.2	\$ 0.4	\$ 65.8

2.5.5 Internal & External Sales

Internal Sales represent sales between operating units of the University.

External sales includes royalties, sales and services, and other sales. This includes non-student revenue generated from academic activities, clinical revenues, and retail sales from auxiliary operations (e.g. parking, transportation, athletic ticket sales, and sponsorship agreements).

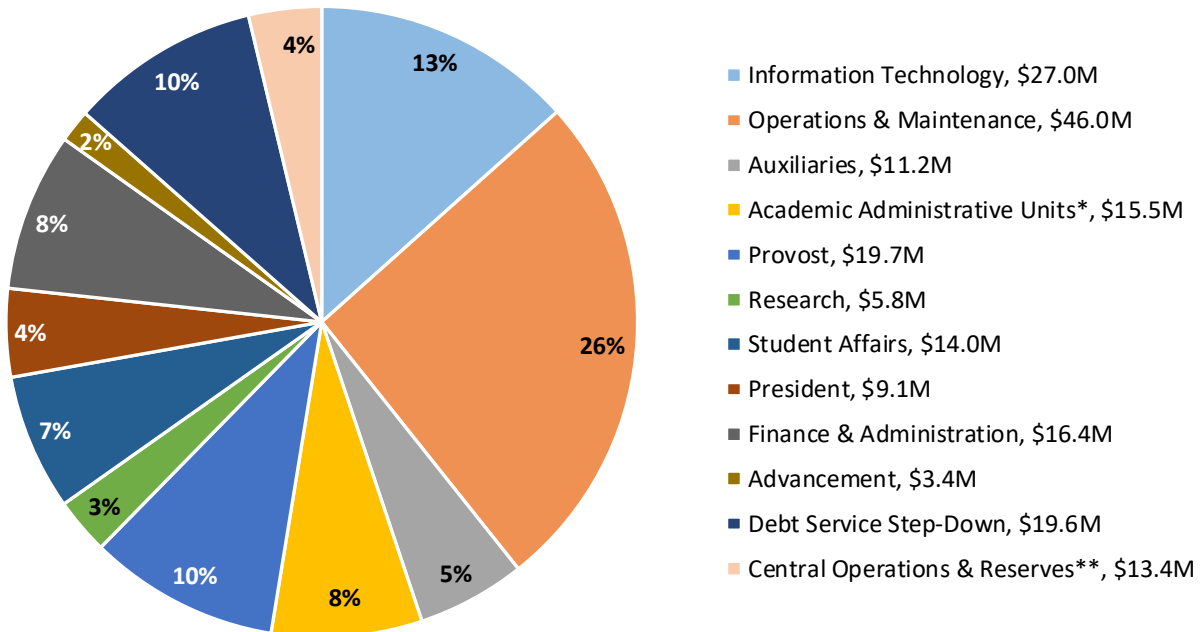
<i>(in millions)</i>	FY16 Actuals	FY17 Actuals	FY18 Actuals	FY19 Budget	FY19 Forecast	FY20 Budget
External Sales	\$ 44.8	\$ 50.3	\$ 49.8	\$ 37.9	\$ 46.2	\$ 37.5
Other Sources	7.1	28.4	9.2	4.6	7.8	7.9
Internal Sales	22.3	23.2	22.0	21.0	23.2	23.2
Total Internal & External Sales	\$ 74.2	\$ 101.9	\$ 81.0	\$ 63.5	\$ 77.2	\$ 68.6

FY17 Actuals includes \$18.4M of one-time revenue from the WOUB Spectrum Auction.

2.5.6 Administrative Cost Distribution

Administrative Cost Distribution represents the funding provided to Administrative Units to support their operating costs totaling \$201.4M. The charts below reflect the associated spending allocations.

FY20 Administrative Cost Distribution

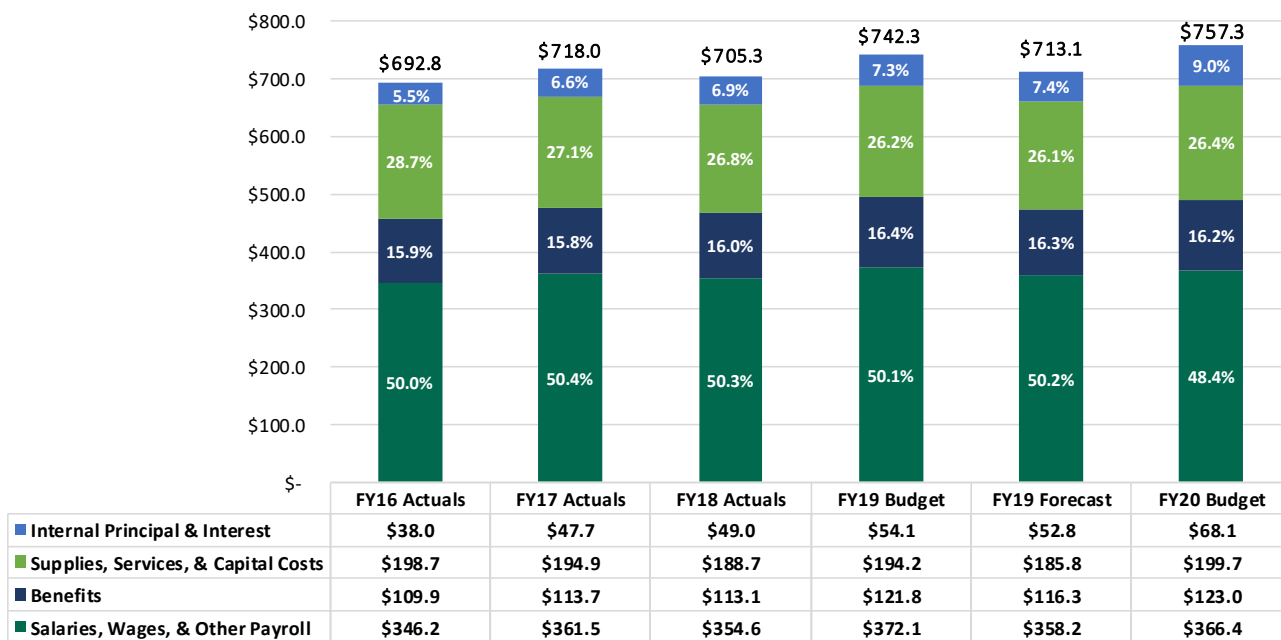


* **Academic Administrative Units** includes: Athena, Child Development Center, ISFS, Kennedy Museum, Library, Marching 110, WellWorks, & WOUB

** **Central Operations & Reserves** includes: Provost Reserves, Institutional Reserves, Central Accounting, Program Support, Staff Governance, & Airport

2.6 Summary of Operating Expenditures

Summary of Direct Expenses (in millions)



HCOM is budgeting a FY20 advance principal repayment in the amount of \$12.2M on their direct loan.

2.6.1 Salaries, Wages, & Other Payroll

The Chart of Accounts conversion that occurred in FY18 enabled the break-out of wages between bargaining unit and non-bargaining unit employees. This level of detail is not available in years prior to FY18.

There has been a historical trend at the University to budget for all active and open positions, as evidenced in the variance between budget and forecast.

For historical trends on employee headcounts see the compensation, please see Section 7.

(in millions)	FY16 Actuals	FY17 Actuals	FY18 Actuals	FY19 Budget	FY19 Forecast	FY20 Budget
Faculty Salaries	\$ 136.4	\$ 143.7	\$ 141.7	\$ 147.3	\$ 141.6	\$ 144.7
Administrative Salaries	111.8	117.6	118.1	129.6	123.5	128.1
Total Salaries	\$ 248.1	\$ 261.3	\$ 259.8	\$ 276.8	\$ 265.1	\$ 272.9
Classified (Union & NBU) Wages	54.3	54.7	-	-	-	-
Classified NBU Wages	-	-	25.5	25.4	22.6	22.9
Union Wages	-	-	25.0	26.4	27.0	26.7
Student Wages	18.4	19.1	18.6	18.3	18.1	18.6
Graduate Student Wages	21.5	22.6	22.4	22.2	21.6	22.1
Total Wages	\$ 94.2	\$ 96.4	\$ 91.5	\$ 92.4	\$ 89.3	\$ 90.3
Other Compensation	3.8	3.9	3.3	2.9	3.8	3.2
Total Salaries, Wages, & Other Compensation	\$ 346.2	\$ 361.5	\$ 354.6	\$ 372.1	\$ 358.2	\$ 366.4
<i>Y-O-Y Growth</i>		4%	-2%	5%	1%	2%

2.6.2 Benefits

For more information on Ohio University's benefits strategy, please see Section 3. For a detailed narrative on the University's current benefit plans, see Section 7.

<i>(in millions)</i>	FY16 Actuals	FY17 Actuals	FY18 Actuals	FY19 Budget	FY19 Forecast	FY20 Budget
Healthcare	\$ 51.7	\$ 53.1	\$ 52.8	\$ 57.8	\$ 54.1	\$ 58.4
Variable Benefits	48.9	51.6	50.3	54.2	51.7	53.8
Employee Fee Waivers	8.3	8.5	8.4	8.7	8.7	8.8
Other Benefits	1.0	0.5	1.6	1.1	1.8	2.0
Total Benefits	\$ 109.9	\$ 113.7	\$ 113.1	\$ 121.8	\$ 116.3	\$ 123.0
Y-O-Y Growth		3%	-1%	8%	3%	6%

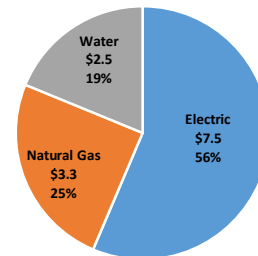
2.6.3 Supplies, Services, & Capitalized Costs

<i>(in millions)</i>	FY16 Actuals	FY17 Actuals	FY18 Actuals	FY19 Budget	FY19 Forecast	FY20 Budget
Supplies & Services	\$ 127.6	\$ 125.8	\$ 121.8	\$ 129.7	\$ 123.6	\$ 140.2
Occupancy & Maintenance	41.6	41.2	39.8	38.7	37.4	36.0
Capital Costs	8.5	6.8	5.8	5.5	5.1	4.8
Cost of Goods Sold	21.0	21.1	21.3	20.3	19.7	18.7
Total Supplies, Services, & Capitalized Costs	\$ 198.7	\$ 194.9	\$ 188.7	\$ 194.2	\$ 185.8	\$ 199.7
Y-O-Y Growth		-2%	-3%	3%	-2%	7%

Occupancy & Maintenance: Athens Campus Utilities

<i>(in millions)</i>	FY18 Actual	FY19 Forecast	FY20 Budget
Electric	\$7.5	\$7.7	\$7.5
Natural Gas	3.0	3.1	3.3
Water	2.3	2.4	2.5
Total	\$12.8	\$13.2	\$13.3

Athens Campus - FY20 Utility Budget
(millions)



Rate and Usage Assumptions for FY20 Budget

Commodity	Rate Assumptions	Usage Assumptions
Electric	Fixed, with Capacity Adj.	Flat usage assuming typical weather
Natural Gas	Mostly Fixed	Flat usage assuming typical weather
Water	6% increase	Flat usage assuming historical usage pattern

2.6.4 Internal Loans & Debt Service

Under the University's Internal Bank and Century Bond Bank models, internal loans are charged to departments to support external debt service payments.

The tables below present the University's Operating Results and Consolidated Results (inclusive of both Operating and Non-Operating activity). The Operating Results reflect the planning units' debt service obligations on internal loans. From a consolidated standpoint, the Century Bond Bank and Internal Bank use those receipts to pay external debt service (principal and interest) obligations to the University's bondholders. For financial statement purposes principal payments are eliminated. As such, only the external debt service interest obligation remains from a Consolidated view. Please note that the Century Bond has a bullet maturity with no annual interest payments.

Section 8 provides additional detail about internal loans and debt service.

<i>(in millions)</i>	FY16 Actuals	FY17 Actuals	FY18 Actuals	FY19 Budget	FY19 Forecast	FY20 Budget
Operating Results						
Internal Loan - Principal & Interest	\$ 38.0	\$ 47.7	\$ 49.0	\$ 54.1	\$ 52.8	\$ 68.1
Consolidated Results						
External Debt Service - Interest	\$ 24.3	\$ 26.8	\$ 27.7	\$ 28.0	\$ 28.0	\$ 28.1

<i>FY20 Debt Service by Unit (in millions)</i>	Non-Operating Activity				
	Operating Results	Century Bond	Internal Bank	Financial Statement Adjustments	Consolidated Results
Internal Loan - Principal & Interest	\$ 68.1	\$ (14.1)	\$ (54.0)	\$ -	\$ -
External Debt Service - Principal	-	-	13.8	(13.8)	-
External Debt Service - Interest	-	14.0	15.6	(1.5)	28.1

HCOM is budgeting a FY20 advance principal repayment in the amount of \$12.2M on their direct loan.

2.6.5 Depreciation

Depreciation expense is reflected as a financial statement adjustment within non-operating activity. When capitalized costs are eliminated via financial statement adjustments, depreciation expenses are then included.

2.6.6 Expense Allocations

Capital Cost Allocation

Capital Cost Allocation represents an allocation methodology that collects for internal loan debt service (principal and interest) on Central loans. As it is an internal redistribution, Capital Cost Allocation nets out within the Operating Activity of the institution.

Contribution Margin

Contribution Margin reflects support from Colleges and Auxiliaries that serves as the primary funding mechanism for academic and administrative support functions across the institution.

3 Institutional Strategies

3.1 Introduction: Budget Challenges

Nationally, the higher education sector is increasingly impacted by structural challenges that require institutions to develop new strategies to balance their operating budgets. As analyzed and discussed in the Board’s May retreat, the primary drivers of Ohio University’s budget challenges include:

- Enrollment - Demographic Trends
- Enrollment - Cost of Student Acquisition
- Enrollment - Credit Portability and ROI
- Budget Model
- Curriculum and Student Expectations
- Student Services & Outcomes
- Infrastructure Investments

In order to balance the institution’s annual operating budget, a combination of revenue enhancement and cost reduction strategies will be required. The **Institutional Strategies** presented in this section reflect the budgeted enrollment, revenue, and expense assumptions incorporated into the University’s 2025 Strategic Plan as well as the One OHIO initiative that will help the University achieve its budget goals.

The chart below provides a summary of how the University’s One OHIO Integration initiative will contribute to future budget development, utilizing the following guiding principles:

- Enhance Academic Quality
- Elevate Engagement
- Increase National Visibility
- Boost Sustainability

One OHIO: University System Strategies and Initiatives	Enrollment & Revenue Enhancement Strategies		Efficiencies & Cost Containment Strategies		Initial Investment
	Enrollment	Revenue	Efficiencies	Cost Containment	
Become a Digital First University	X	X	X		X
Expand Strategic Enrollment Strategy	X	X	X		X
Realize General Education Reform	X	X	X		
Rebalance Budgets			X	X	
Student Success: Improving Retention, Persistence & Graduation	X	X			X
Develop New Faculty Profiles			X		
Build a Dynamic Budget Model			X		
Increase Alumni Engagement & Coordination	X	X			X
Elevate Marketing & Branding	X	X			X
Amplify Research & Scholarly Activity		X			X
Reimagine Space Utilization & University's Footprint			X	X	

While Ohio University is not alone in experiencing these budget challenges, President Nellis is committed to the development of an Enterprise Business Model that adopts bold actions to reimagine the institution. The strategies included in the University’s Pathways to Prominence will unify all campuses and colleges into One OHIO.

Throughout the Budget Book, FTE is calculated as academic year credit hour production divided by 15 and is used solely for the purpose of presenting credit hour data that aligns with financial trends. This FTE presentation should not serve as a replacement for the Academic Dashboards, or the University Fact Book, that is prepared by the Office of Institutional Research using annualized FTEs (credit hour production divided by 30).

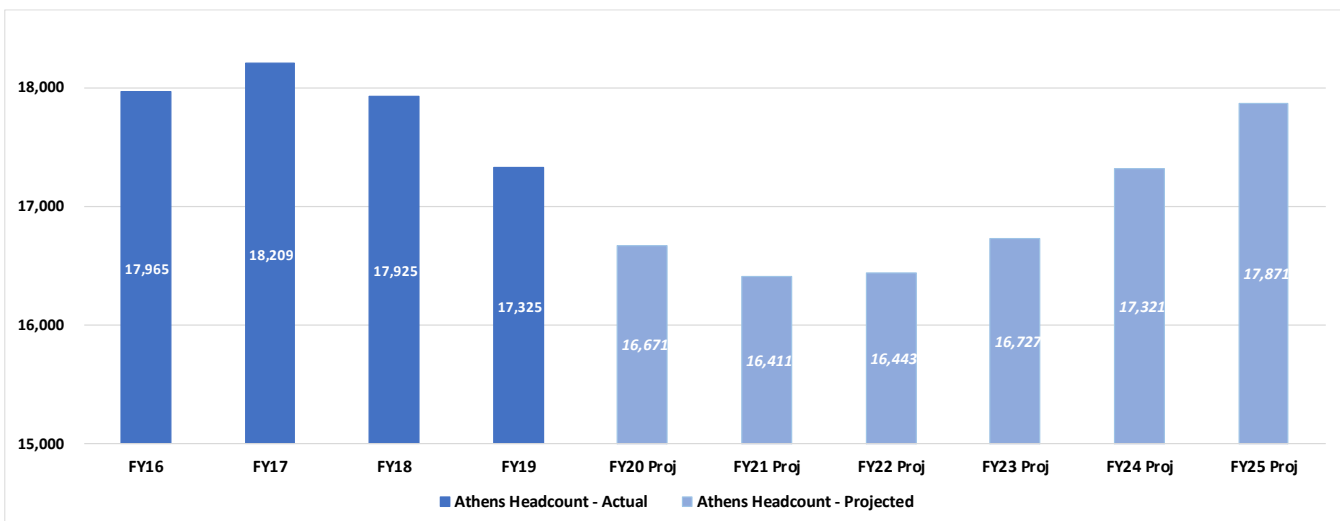
3.2 Enrollment & Revenue Enhancement Strategies

Ohio University’s FY20 budgeted revenue remains relatively unchanged compared to FY16 as a result of declining undergraduate and (non-medical) graduate enrollments that were partially offset by rate increases. The stagnant net tuition has required the institution to absorb inflationary costs in the absence of increasing revenue. In order for the institution to remain competitive, innovative enrollment and financial aid strategies are essential. While this section highlights the budgeted enrollments and revenues incorporated into the institution’s FY20-25 budgets, the strategies to achieve these outcomes are provided in Section 3.4.

3.2.1 Undergraduate Enrollment

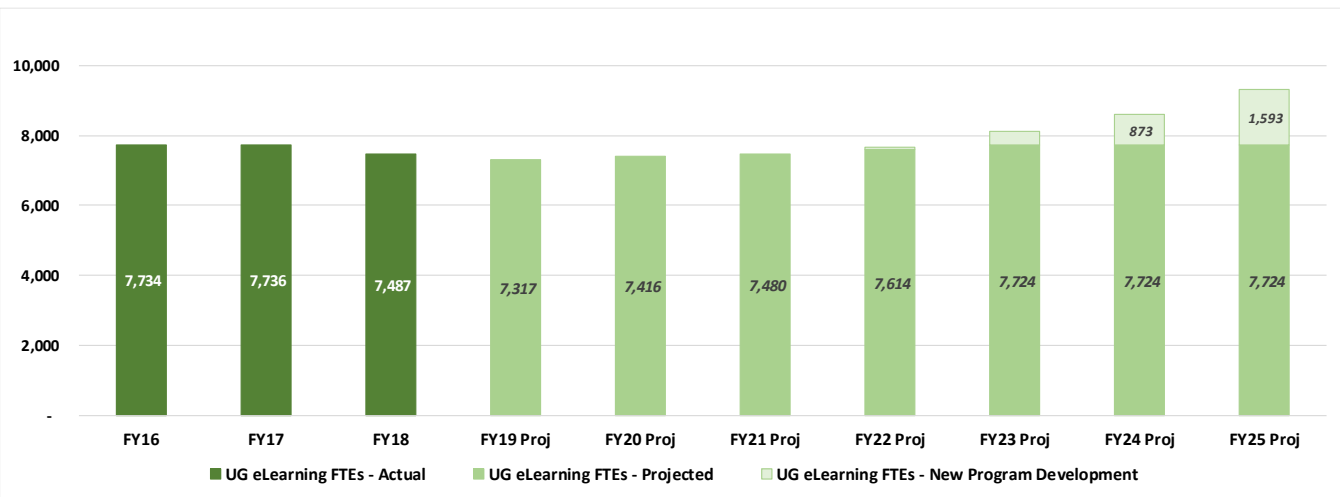
Ohio University’s traditional Athens undergraduate student population has been in decline since FY17. Recent declines in our UG student population will be exacerbated in the future by declines in the U.S. birthrates. Throughout FY19, the Strategic Executive Enrollment Committee (SEEC) established institutional enrollment goals and strategies through FY25 for each student cohort, including Athens undergraduate students. Our strategy to counter recent declines includes diversifying our undergraduate recruitment efforts both nationally and internationally. Additional strategies will be established in FY20, as SEEC continues its efforts.

Athens FY16-25 (projected) Fall Headcount Enrollments



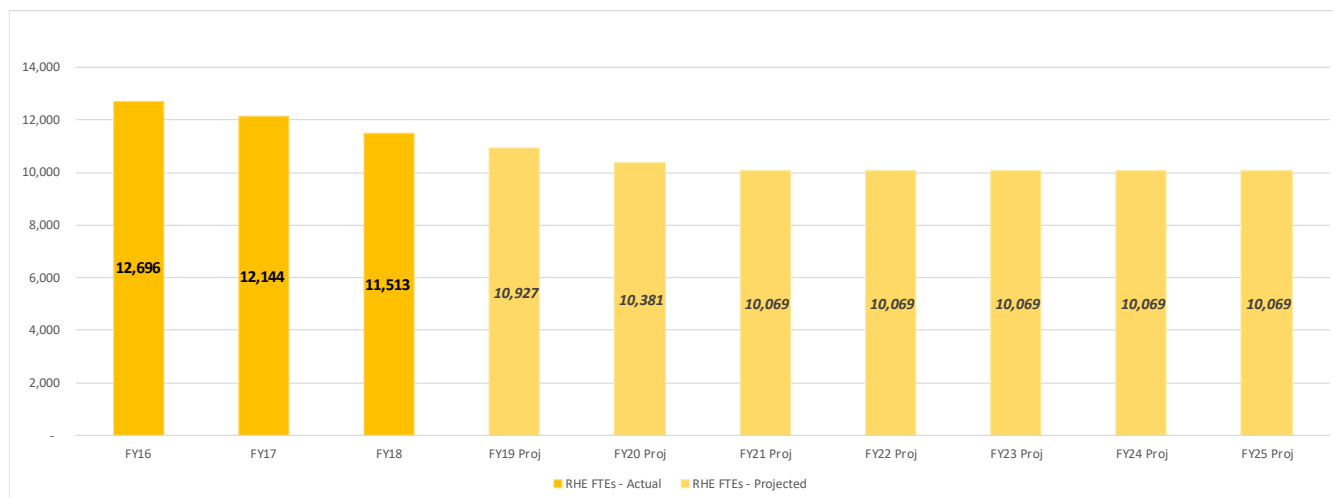
FY16-25 (projected) UG eLearning FTEs

UG eLearning FTEs have experienced a small decline since FY17. While the FY19-21 enrollments remain relatively flat, FY22-25 enrollment projections include growth in both current and new UG eLearning Programs. The growth is tied to enrollment strategies for reaching new markets as well as the development of new programs.



FY16-25 (projected) Regional FTEs

OU’s Regional campus FTEs have been declining annually as economic and demographic trends impact their total enrollments. Current projections reflect flat Regional FTE enrollments between FY21 through FY25.



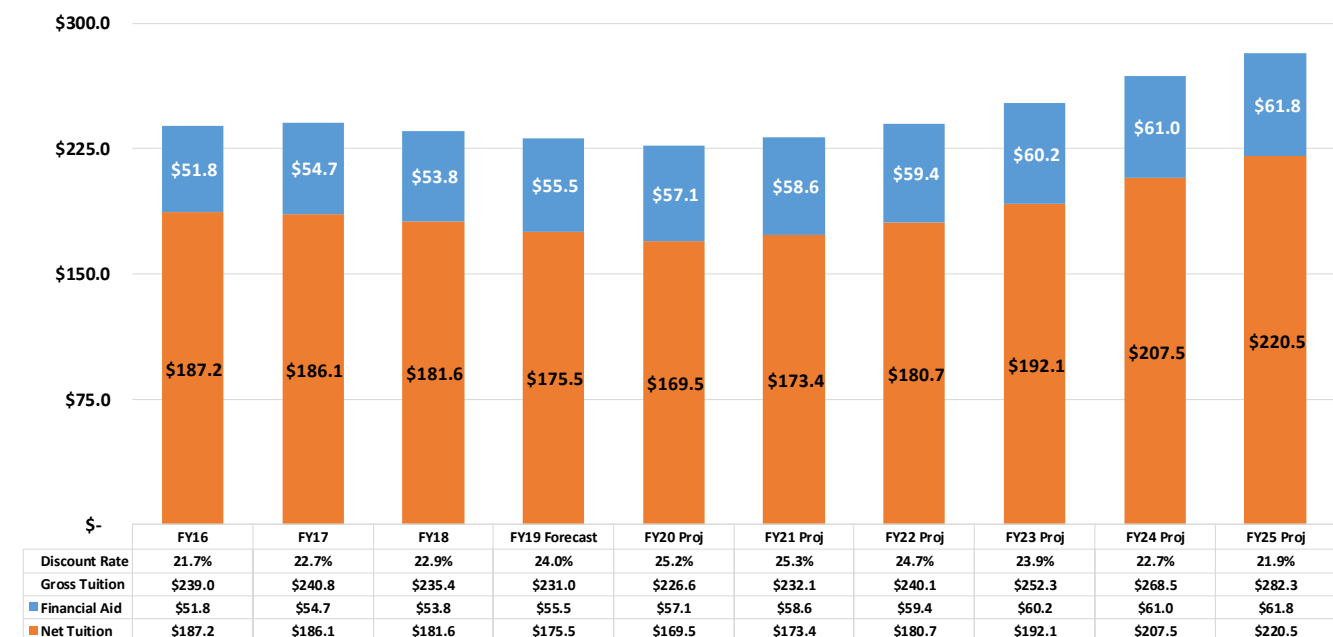
3.2.2 Financial Aid Strategies

In FY20, Ohio University continues to invest in undergraduate student financial aid with the discount rate increasing from 21.7% in FY16 to a projected rate of 25.2% in FY20. As the University looks to the future, a new scholarship model will be developed to :

- Support the University Strategic Pathways and Priorities
- Increase Yield
- Increase enrollments of underrepresented populations
- Maximize net tuition
- Incent student persistence and graduation

The chart below provides the historical investments in Athens’ undergraduate student financial aid and a projected discount rate through FY25, which will require dramatic changes in our current scholarship model.

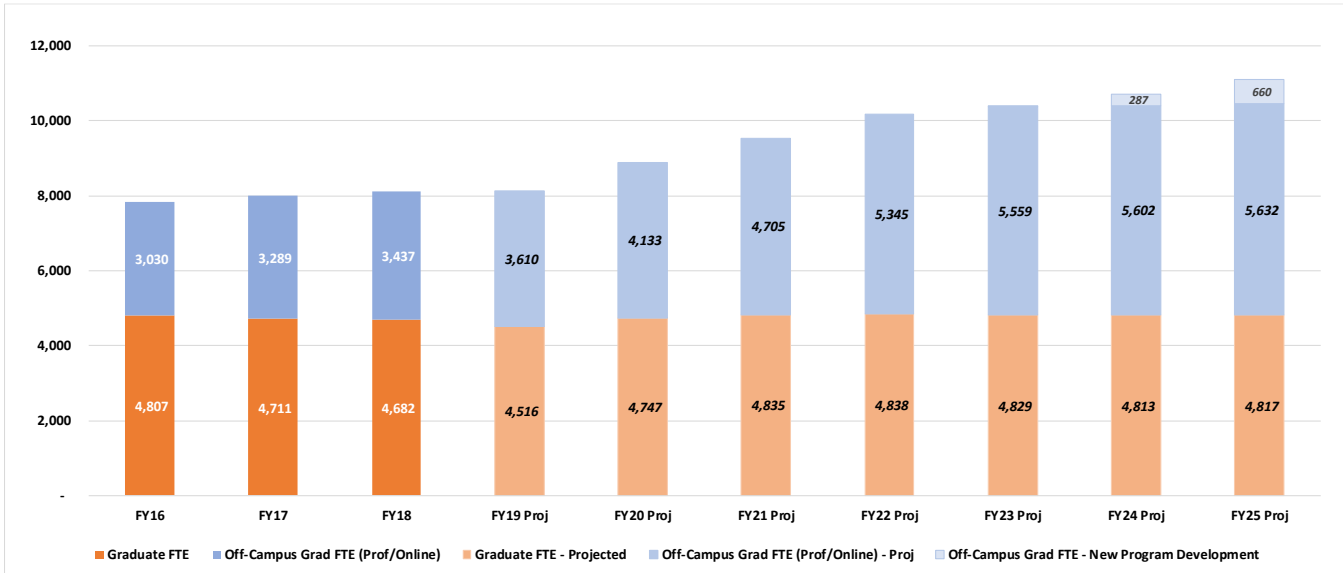
Athens UG Net Tuition and Discount Rate (in millions)



3.2.3 Graduate Enrollment Strategies

Throughout FY19, the Provost met with each College to identify new strategies for program and revenue growth. The academic units with potential graduate program growth developed detailed enrollment, revenue, and expense plans to maximize net tuition revenue. Ohio University's primary growth strategies exist in the graduate professional and online programs within the College of Business, the College of Health Sciences Professions, and future growth in OHIO Online programs through Pearson. The enrollment goals that were established, as well as the associated net revenue growth, are detailed in the following charts and tables.

FY16-25 (projected) University Graduate FTEs



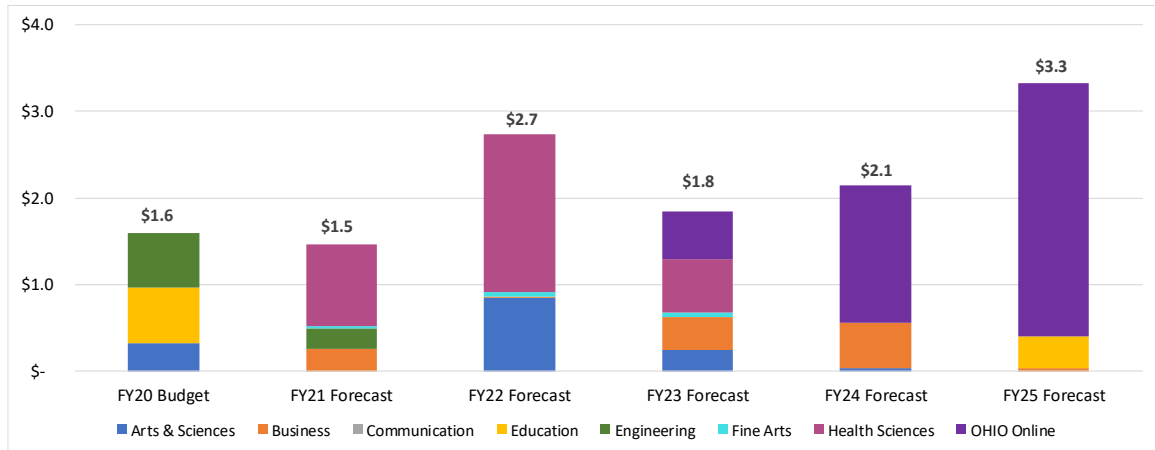
FY16-25 (projected) Graduate FTEs, by College

Graduate FTE (Academic Credit Year Production/15)	FY16	FY17	FY18	FY19*	FY20*	FY21*	FY22*	FY23*	FY24*	FY25*	FY25 vs FY20
Athens Graduate FTE											
Arts & Sciences	1,341	1,328	1,279	1,182	1,230	1,230	1,230	1,230	1,230	1,230	0%
Business	147	174	186	206	225	263	271	271	271	271	3%
Communication	246	240	269	271	288	292	292	293	294	297	2%
Education	659	661	662	636	746	812	823	823	823	823	1%
Engineering & Technology	573	543	542	497	473	460	453	448	448	448	-3%
Fine Arts	519	492	480	485	531	533	544	544	544	544	2%
George Voinovich School	132	101	75	64	53	60	60	60	60	60	0%
Graduate College	31	37	43	43	43	43	43	43	43	43	0%
Health Sciences & Professions	904	915	920	915	942	925	904	899	881	881	-5%
International Studies	203	175	172	163	162	163	164	165	166	167	2%
Miscellaneous	52	45	54	54	54	54	54	54	54	54	0%
Subtotal	4,807	4,711	4,682	4,516	4,747	4,835	4,838	4,829	4,813	4,817	0%
Off-Campus Graduate FTE (Prof/Online)											
Arts & Sciences	149	164	211	271	276	302	428	461	467	467	55%
Business	1,021	1,112	1,084	1,120	1,277	1,416	1,566	1,654	1,654	1,654	17%
Communication	48	59	52	46	54	66	76	87	98	109	65%
Education	579	531	503	515	624	657	665	665	665	665	1%
Engineering & Technology	231	279	323	327	324	325	328	329	329	329	1%
Fine Arts	5	5	7	10	32	59	77	112	120	128	116%
George Voinovich School	6	61	150	166	175	198	226	256	278	296	49%
Graduate College	2	2	3	3	3	3	3	3	3	3	0%
Health Sciences & Professions	963	1,057	1,083	1,131	1,347	1,657	1,956	1,971	1,967	1,960	18%
International Studies	2	6	5	4	4	4	4	4	4	4	2%
Miscellaneous	23	13	17	17	17	17	17	17	17	17	0%
Subtotal	3,030	3,289	3,437	3,610	4,133	4,705	5,345	5,559	5,602	5,632	20%
Pearson - New Programs	-	-	-	-	-	-	-	-	267	640	
Total Graduate FTE	7,837	8,000	8,119	8,126	8,880	9,540	10,183	10,388	10,682	11,089	16%

* Unit Projections

FY20 Academic Goals for Incremental Net Graduate Tuition Growth, Athens' Colleges (in millions)

The FY20-25 incremental net tuition below represents additional Athens revenue growth beyond the FY19 academic goals, as presented on page 100 of the FY19 Budget Book. In the FY19 forecast, the College of Health Sciences & Professions is projecting \$300K in net new revenue resulting from their FY19 graduate program growth.

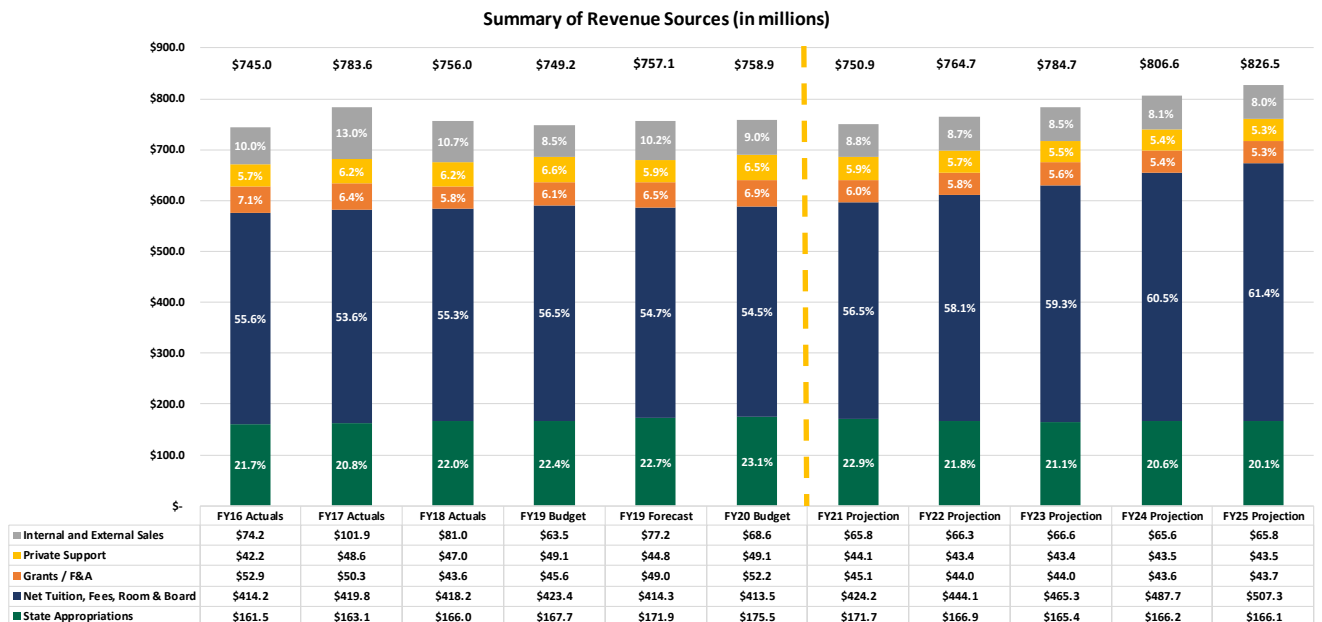


UG & Graduate Revenue Goals: Cumulative	FY20 Budget	FY21 Forecast	FY22 Forecast	FY23 Forecast	FY24 Forecast	FY25 Forecast
Athens Colleges	\$ 1.6	\$ 3.0	\$ 5.8	\$ 7.1	\$ 7.6	\$ 8.0
OHIO Online: New Pearson Programs	-	-	-	0.5	2.1	5.1
Regional Campuses	-	-	0.3	0.3	0.3	0.8
<i>Annual Revenue Strategy</i>	\$ 1.6	\$ 3.0	\$ 6.1	\$ 7.9	\$ 10.1	\$ 13.9

The Provost’s Academic Budget Office is building a rigorous internal tracking process with Key Performance Indicators (KPIs) and dashboards that will be reviewed with the Colleges and then shared with the Board throughout each annual budget cycle.

Impact of Enrollment Strategies on Future Year Revenue Growth, FY21-25

Collectively, the enrollment strategies presented in Section 3.1 are projected to have the following impact on the University’s operating revenues.



3.3 Efficiencies and Cost Containment Strategies

Enrollment and revenue enhancement strategies alone will not be sufficient to address the higher education inflationary cost pressures in order to balance Ohio University’s future year operating budgets. Initiatives to enhance efficiencies will be required within the administrative units, the academic units, and the institution-wide benefit plans; these strategies represent ongoing University initiatives.

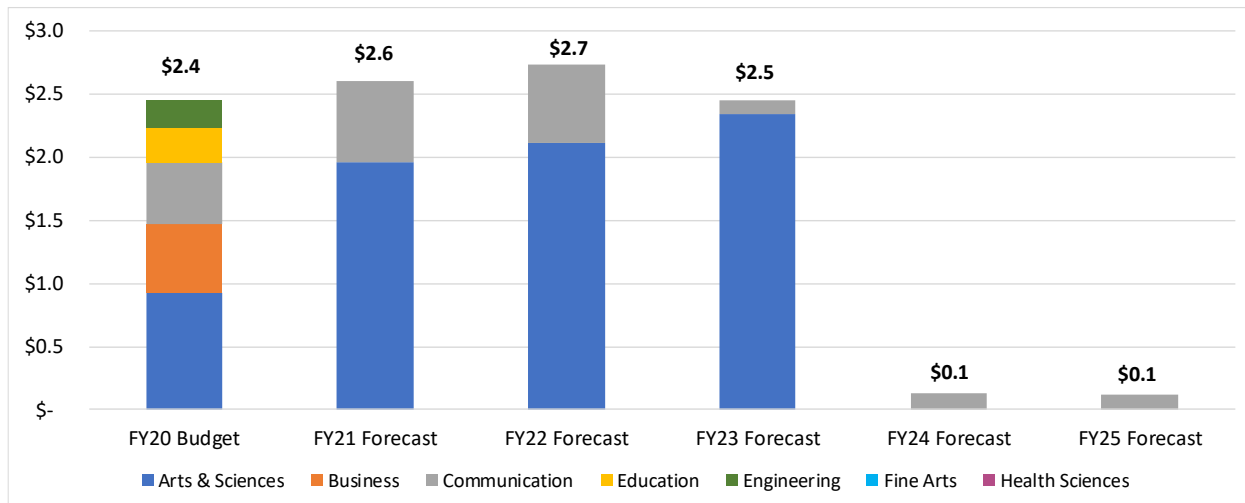
3.3.1 Academic Efficiencies

In addition to identifying new academic programs, the Provost worked with each College to identify cost management and reduction strategies to address the need for additional budget relief. The academic units with planned reduction strategies are detailed below; noting that these reductions can be replaced with revenue growth, as applicable. Since academic reductions are not realized immediately, similar to the revenues from new programs, the Provost evaluated and approved reserve use as a bridging strategy on a college by college basis.

Incremental Academic Efficiencies and Reductions, by Athens’ College (in millions)

The FY20-25 academic efficiencies presented below reflect additional reductions beyond the FY19 academic goals. In the FY19 forecast, the Athens colleges are projected to be have realized \$2.0M in reductions across the following academic units:

- Communication: \$400K
- Education: \$270K
- Engineering: \$750K
- Fine Arts: \$151K
- Health Sciences: \$397K

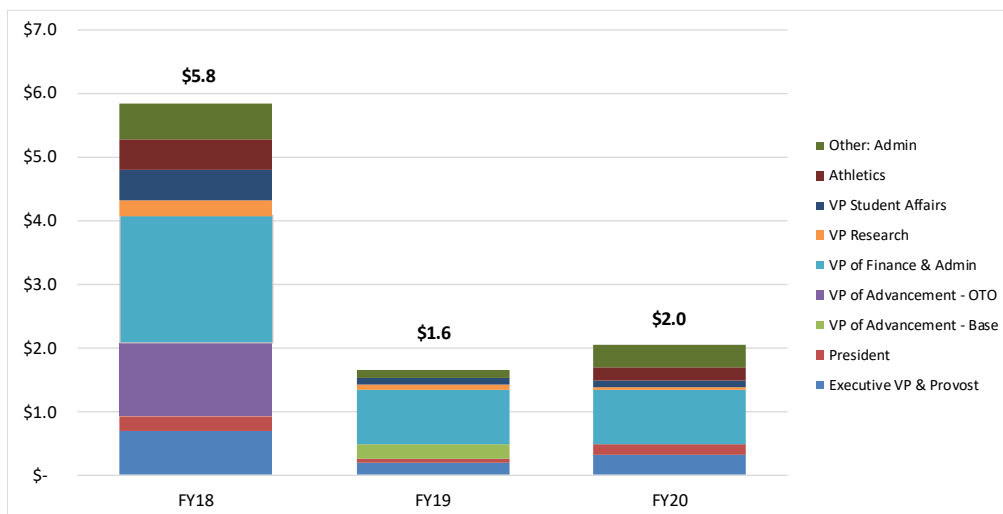


Academic Efficiencies: Cumulative	FY20 Budget	FY21 Forecast	FY22 Forecast	FY23 Forecast	FY24 Forecast	FY25 Forecast
Athens Colleges	\$ 2.4	\$ 5.1	\$ 7.8	\$ 10.2	\$ 10.4	\$ 10.5
HCOM - Base	1.0	1.0	1.0	1.0	1.0	1.0
Regional Campuses	2.7	2.7	3.1	3.1	3.1	3.1
Annual Academic Efficiencies	\$ 6.1	\$ 8.7	\$ 11.9	\$ 14.3	\$ 14.5	\$ 14.6

3.3.2 Administrative Reductions

Administrative planning unit budgets include the final year of mandated 7% reductions (accomplished during the three years between FY18 and FY20). The Offices of Information Technology (OIT) and Diversity and Inclusion (D&I) were excluded from these reduction targets supporting planned institutional investments in these areas. With the exclusion of these units, the overall reduction to administrative budgets averages 5.2% for the 3-years.

Incremental Administrative Reductions (in millions)



In addition to the 7% reductions, the administrative and auxiliary units continue to manage budget challenges based on declining revenues that require the identification of additional efficiencies and expense reductions.

The following charts provide a summary of \$2.3M in additional reductions administrative and auxiliary units are absorbing in FY20 in an effort to balance the University budget and respond to enrollment declines.

Expense Reductions: Response to Enrollment Declines	FY20	Expense Prioritization to Balance Budgets	FY20
Elimination of OIT Small Project Funding	\$ 0.5	Reduction in Oracle Maintenance Cost	\$ 0.2
Reduction in Architecture, Design & Construction Revenue	0.4	Annual Software License	0.1
Reduction in Residential Custodial Services Revenue	0.8	Additional VPFA Staffing Consolidations	0.2
Reduction in Transportation & Parking Services Revenue	0.1	Reduction in HRL Residence Director's (Enrollment Driven)	0.1
Expense Reductions Subtotal	\$ 1.8	Expense Reductions and Prioritization Subtotal	\$ 0.5

3.3.3 Institutional Benefits Strategy

The Benefits Advisory Council (BAC) oversees a University initiative that began in 2015 to eliminate structural deficits in the employee benefit programs and establish a maximum university contribution to the annual inflationary cost of benefits of no more than 5%. BAC is a shared governance group that meets throughout the academic year to analyze the current University plan designs and total program cost for the proceeding three years. Annual recommendations for plan design changes are developed by the Council and reported to the Total Compensation Committee.

The following chart provides a summary of the plan design changes that BAC has implemented and the recommendations for the three years between FY20 and FY22.

Benefits Advisory Council Plan Design Changes: FY15 through FY22 Recommendations

Options	FY15	FY16	FY17	FY18	FY19	FY20	FY21	FY22
Deductible	\$200/\$400	\$400/\$800	\$450/\$900	\$500/\$1000	\$500/\$1000	\$500/\$1000	\$500/\$1000	\$700/\$1,400
Co-Insurance Maximum	\$1000/\$2000	\$1500/\$3000	\$1750/\$3500	\$2000/\$4000	\$2000/\$4000	\$2000/\$4000	\$2,500/\$5,000	\$2750/\$5,500
Out of Pocket Maximum	\$1200/\$4200	\$1900/\$3800	\$2200/\$4400	\$2500/\$5000	\$2500/\$5000	\$2500/\$5000	\$3,000/\$6,000	\$3,235/\$6,500
Co-Insurance %	90%	85%	80%	80%	80%	80%	80%	80%
Office Visit Copays	\$20	\$25	\$25	\$25	\$25	\$25	\$25	\$25
Rx Retail Copays	\$10/\$20/\$30	\$20/\$30/\$40	\$20/\$30/\$40	\$20/\$30/\$40	\$20/\$30/\$40	\$20/\$30/\$40	\$20/\$30/\$40	\$20/\$30/\$40
Rx Mail Copays	\$15/\$30/\$45	\$25/\$35/\$55	\$25/\$35/\$55	\$25/\$35/\$55	\$25/\$35/\$55	\$25/\$35/\$55	\$25/\$35/\$55	\$25/\$35/\$55
Premium	15%-15%-15%	15%-16%-17%	15%-17%-19%	15%-17.5%-20%	15%-17.5%-20%	15%-17.5%-20%	17%-19%-21%	17%-19%-21%
Other				Rx Advanced Utilization Review	Dependent Verification Plan Savings	Potential Use of Reserves		
Cost Containment from Plan Design Changes	Incremental	\$2.5M	\$1.1M	\$1.3M	\$1.3M	\$0.0M	\$1.1M	\$0.4M

Green highlights reflect changes from prior year

3.4 Uniting the System: One OHIO Integration Initiative

From Regional Higher Education Study Task Force to One OHIO Integration:

The One OHIO Integration initiative began in FY19 with a Regional Higher Education Task Force charged with identifying a sustainable financial model for Ohio University's regional campuses. In addition to developing recommendations for a sustainable financial model, the study served a larger purpose: providing a road map for improving efficiency across all academic units and campuses. The initial work of the RHE Task Force was then expanded to include and unite all OHIO's campuses and functions for the purpose of developing a data driven process to:

- Identify efficiencies and consolidation across the University system
- Generate new revenue streams
- Encourage innovation in academic and administrative activities
- Foster opportunities for interdisciplinary, multi-campus scholarly and creative activity
- Provide additional opportunities for students to engage with faculty and academic programs across campuses

Uniting the System:

Ohio University currently includes eight campuses and three centers that span a significant portion of the state of Ohio. One OHIO Integration will create a coordinated decision-making structure that will:

- Prioritize new platforms for learning beyond brick and mortar classrooms
- Institute coordinated and reduced course selection
- Identify new populations of learners who seek undergraduate degrees, including baccalaureate, associates, completion and transfer degrees; as well as graduate coursework, including traditional degrees, professional credentials, endorsements, and professional development
- Identify new markets such as corporate, government, and non-profit partners who seek workforce development for a dynamic workforce
- Encourage innovation in academic and administrative activities
- Implement One alumni engagement strategy
- Implement One OIT strategy
- Implement One coordinated Diversity and Inclusion strategic plan

Strategic enrollment growth is central to the One OHIO initiative as the University reimagines its business model to remain competitive in the higher education marketplace and maximize revenue growth.

The framework for One OHIO's strategies and initiatives are detailed in the following narratives.

3.4.1 Become a Digital First University

The Digital First strategy will transform the student experience through adoption of new technology that supports teaching and improving student outcomes. Students are the focal point of this strategy, which will include technology investments that impact:

- Student Instruction
- Research
- Textbooks
- Library Design and Usage
- University Workplaces & Space
- Recruitment & Enrollment
- Retention
- Marketing

As the enrollment dynamic changes, the online environment is the marketplace of the future. We must be prepared to engage students online and in hybrid, blended learning environments.

Digital First offers opportunity for cost savings through efficiency and a reduced paper environment, but the greatest efficiency may be realized through a longer-term reduction in physical footprint.

3.4.2 Expand Strategic Enrollment Strategy

Leveraging One OHIO workgroups and the Strategic Executive Enrollment Committee (SEEC), a new initiative focused on Enrollment and Learning for Life will:

- Focus efforts on retention, persistence, and degree completion
- Enhance Ohio University's undergraduate enrollment strategies and University reputation
- Enhance Ohio University's graduate reputation and student recruitment
- Update the scholarship model to align with emerging University strategic goals
- Pursue additional summer and transfer credit opportunities
- Diversify Ohio University's student body
- Marketing

3.4.3 Realize General Education Reform

General education expectations and standards are changing nationally. General education is intended to provide students with a firm foundation for writing, critical analysis, and a well-rounded understanding of the world around them. Meeting these goals remains relevant; how to do so is evolving. Our general education processes should be updated to ease navigation of curricular choices for students, ensure student learning, and align course offerings with 21st century baccalaureate education.

The impact of transfer credit has also changed the ways students experience general education. In FY19, the incoming freshman class brought transfer credits valued at approximately \$8.0M in institutional tuition revenue. Those transfer credits were earned primarily through post-secondary opportunities that provided general education coursework to students while completing high school, including dual-enrollment and advanced placement credit.

One OHIO's general education reform will ensure the University's general education curriculum is:

- Clear and meaningful
- Student centric
- Aligned with OHIO's Common Goals and the Ohio Transfer Module (OTM) learning outcomes
- Inclusive of high-impact practices, co-curricular experiences, and innovative / evidence-based pedagogy
- Consistent across the One OHIO system

3.4.4 Rebalance Budgets

Our enrollments have declined while our institutional expenses have increased. Our operating budgets must be resized to balance our revenues and expenses. Since FY17, Ohio University has implemented administrative reductions and established academic strategies to rebalance the operating budget. As we continue to reimagine OHIO's academic enterprise through the University's 2025 Strategic Plan, we are committed to:

- Enacting administrative and academic benchmarking to right size the institution
- Investing in growing programs to poise the institution for strengthened academic quality and offerings
- Exploring restructuring traditional campus, college, departmental and administrative unit functions to ensure fiscal sustainability

3.4.5 Student Success: Improving Retention, Persistence, and Completion

Student success is a primary focus for measuring the impact of the One OHIO Integration initiative. Regional campus students, online students, and residential students come with diverse backgrounds and experiences that require developing differential approaches to support their success.

The One OHIO Integration model will utilize a research and data-driven methodology to identify and employ best practices for student success initiatives that:

- Provide authentic, meaningful, deep learning experiences
- Challenge and support students academically, personally, and professionally through appropriate support services
- Identify and remove institutional barriers to student success

The success of this effort is closely tied to other elements of the strategy, including general education redesign and implementation of a Digital First strategy. We anticipate measurable gains in retention, persistence, and completion within the next five years.

3.4.6 Develop New Faculty Profiles

At the core of OHIO's continued success is support of a vibrant and engaged faculty. As the mix of tenure-track, clinical, teaching-intensive, and research-focused faculty continues to evolve, it is critical to maintain tenured faculty. As faculty roles diversify, new components of a faculty position should be considered in the promotion and tenure process.

During FY19, the One OHIO work group and Faculty Senate reviewed the institution's policies for promotion and tenure. Noting that the current process is overly decentralized and would benefit from standardization, in FY20 the Provost's office, in partnership with Faculty Senate, will revise promotion and tenure to:

- Support the Promotion and Tenure Review Committee's comprehensive recommendation
- Develop a baseline institutional promotion and tenure policy
- Standardize, when appropriate, college and departmental promotion and tenure guidelines
- Create flexible pathways to reward what Ohio University values in its faculty

3.4.7 Build a Dynamic Budget Model

The University will be transitioning away from the current budget model that relies heavily on RCM principles and allocations based on prior year(s) performance. We must replace our current model with one that promotes funding decisions that align with future enrollment and revenue projections.

As we move away from RCM, the University will implement a simplified, more transparent hybrid model that is dynamic and focused on the future impacts of existing trends, enrollments, and investments. This streamlined model will provide more clarity about resource allocations to support strategic goals and ensure a sustainable financial future.

3.4.8 Increase Alumni Engagement & Coordination

Recognizing that Ohio University's alumni are invaluable brand ambassadors that can enhance the institution's profile, One OHIO will:

- Realize the One OHIO Alumni Engagement Initiative in support of:
 - Student Enrollment & Recruitment Efforts
 - Development of Student Internships
 - Career Development
 - Curricular Opportunities: Guest Lecturers
- Implement a strategic corporate engagement plan
- Increase private financial support

3.4.9 Elevate Marketing & Branding

In FY20, investments in Ohio University's marketing and branding strategies will unite all campuses. The One OHIO initiative will:

- Empower the VP of University Communications and Marketing to set OU's strategic marketing and communications vision
- Realign communications and marketing to support One OHIO
- Build a strategic marketing plan based on data and research with the goal of elevating the University's national visibility

3.4.10 Amplify Research & Scholarly Activity

Through the expansion of research partnerships, the One OHIO initiative will prioritize the development of new research activity to:

- Support New Research Funded Positions
- Enhance Ohio University's Graduate Reputation and Student Recruitment
- Enhance OU's Research Profile

3.4.11 Re-Imagine Space Utilization & the University's Footprint

Digital and technology needs are transforming the capital footprint and infrastructure needs of OU's students, faculty, and staff alike. In order to maximize our space utilization and understand our capital needs, the One OHIO initiative will:

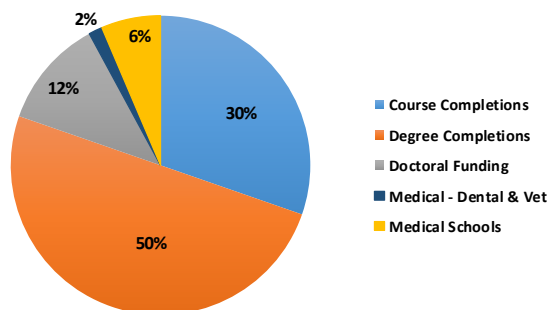
- Conduct a study of space utilization and needs across the University
- With a Digital First University in mind, rethink how space should be deployed to meet the needs of a dynamic institution

4 State Appropriations

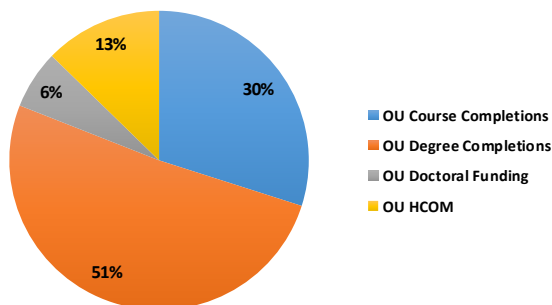
4.1 State Share of Instruction (SSI)

SSI is an annual, fixed-dollar appropriation from the State of Ohio that subsidizes the cost of education for Ohio residents. Since FY15, the public university SSI funding formula has been comprised of five components (Ohio University does not receive funding for one of the five: Medical – Dental & Vet component). The FY20 appropriations, both State-wide and for Ohio University, are comprised of the following:

FY20 State of Ohio SSI (Universities)



FY20 Ohio University SSI



The University’s state support is increasingly dependent on course completions, degree completions, and medical school funding. HCOM’s increase in medical school funding is the result of its increasing enrollments from the Dublin and Cleveland campuses. Understanding OU’s course and degree completion funding requires a more detailed analysis of the formula.

Changes to the SSI Funding Model

Consultations with the Ohio Department of Higher Education and University leadership during Fall 2016 resulted in the addition of first generation status of a student to the risk factors used to weight the allocations for undergraduate degrees. This factor was added to the existing factors of academic risk, financial risk, age and race as defined in the table below starting in FY18.

Academic	ACT < 17 in English or Math. If no ACT, completed a developmental course in any year at any public college or university in Ohio.
Age	Over 22 years of age when starting college.
Financial	Smallest EFC (Expected Family Contribution) below \$2,190 in any year.
Minority	African American, Hispanic, American Indian.
First Generation	Mother and Father’s highest level of educational Attainment is self reported as High School or Middle/Junior High School on the FAFSA.

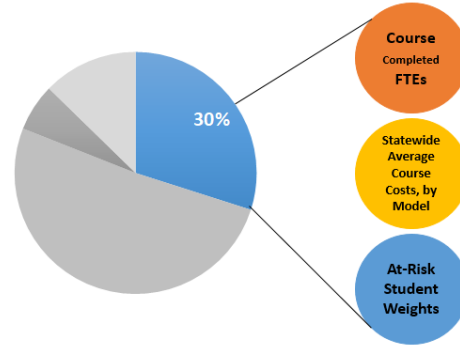
Combinations of the five at-risk categories create 32 distinct student cohorts including a student with no risk factors to a student with all five. Graduation rates are calculated for each case to produce a weight that recognizes the additional costs that would occur to help those students attain their degree. The degree funding for students in each case is inflated using these weights. The assumed net impact of this change to the SSI for Ohio University was slightly positive (about 0.2%) but our enrollments of first generation students are fairly high so additional benefits are possible in the future if we continue on our current trends.

Course and Degree Completion Components

Ohio University's shares of course and degree completion funding is directly tied to annual changes in its student enrollments and completion rates. The SSI formula also includes a factor for cost, reimbursing only a percentage of the statewide average model cost; creating an incentive for universities to operate below the statewide average. As detailed below the primary drivers of state support include: (1) completions; (2) cost; and (3) at-risk students.

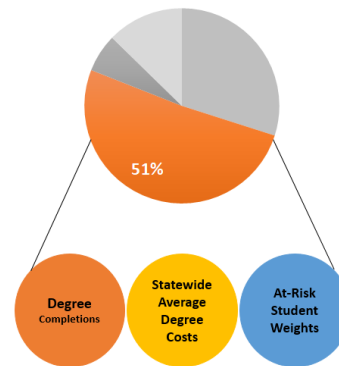
Course Completion Funding

Ohio University's shares of SSI course completion funding were increasing through FY19, based on the progression of larger freshman cohorts combined with improved retention rates. We currently anticipate that the institution's shares of SSI course completion funding will start to decline as overall enrollment and associated credit hour production decline.



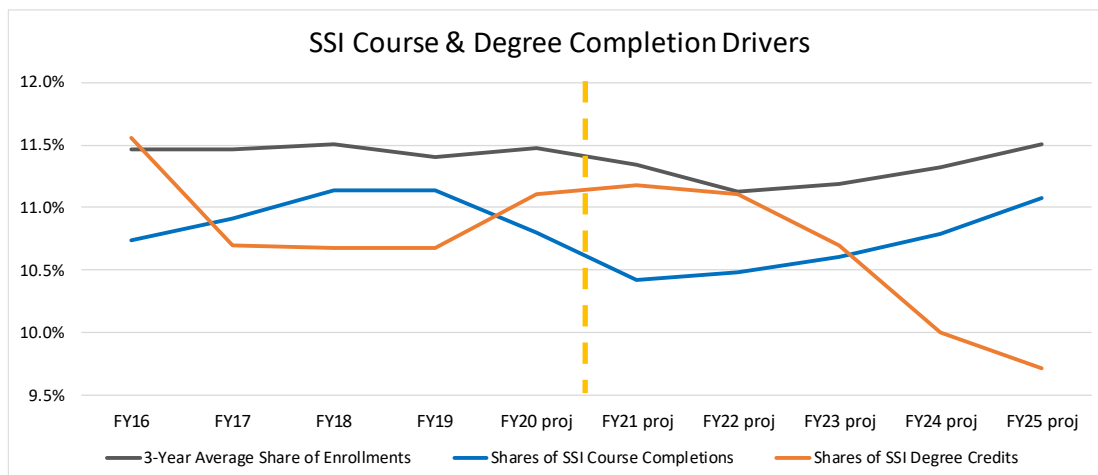
Degree Completion Funding

Ohio University's shares of SSI degree completion funding have been increasing since FY18. The recent increase is attributable to larger freshman classes starting in Fall 2013 that began graduating in 2017. We currently anticipate that our SSI degree shares will continue to increase annually through FY20, and then will begin to decline in future years as a result of lower enrollments and fewer degrees granted.



Ohio University's Share of Enrollments, Course Completions, & Degree Completions

While Ohio's funding formula is based on completions, each institution's student enrollments are a key driver in the allocation of state support. Specifically, OU's SSI funding is dependent on how student enrollments and completions change annually, as well as how those changes compare within the public university sector. Due to the compounded nature of enrollment declines on future year degree production and the significant lapse in SSI degree completion funding, **Ohio University's recent decline in undergraduate enrollments will not be fully realized in our state support until FY22 through FY25.** Moreover, while enrollments are projected to increase in FY23, since degree completion funding is more than 50% of OU's SSI our allocation will not be (positively) impacted in the short term.



FY20 SSI Projections

The proposed FY20 University Budget was developed concurrently with ongoing deliberations on the FY20-21 State of Ohio biennial budget. The FY20 Budget was initially based on an assumption that the University will receive the same share of the University SSI allocation, consistent with continued growth in the medical funding component along with offsetting declines in UG enrollments. In late May, the Ohio Department of Higher Education released a FY20 SSI projecting an additional \$3.6M in state support for OU tied to a 1% increase in the total state support as well as an increasing share of degree completion funding. The increase in degree completion funding is projected to provide OTO funding through FY22 as the record-high freshmen classes of 2013-2015 graduate. Subsequently, we anticipate declines in future years to both the degree and course completion components resulting from our declining enrollments.

JULY UPDATE: The final FY2020-21 State of Ohio Biennial Budget authorizes a 2% increase in the FY20 State Share of Instruction (SSI). The final FY20 SSI allocations will be finalized by the Ohio Department of Higher Education and shared with the Board of Trustees in January 2020.

As illustrated in the following chart, the SSI allocation for Ohio University has been increasing since FY17. The SSI budget for FY17 was originally projected to increase substantially but changes to the at-risk formula resulted in the expected increase being reduced by \$5.2M.

<i>(in millions)</i>	FY16 Actuals	FY17 Actuals	FY18 Actuals	FY19 Budget	FY19 Forecast	FY20 Budget
SSI College Allocations	\$149.6	\$157.7	\$156.7	\$159.7	\$160.4	\$163.9
Strategic Opportunity Reserve						
2% Holdback	2.9	2.9	2.8	2.9	2.9	3.0
Additional Surplus/Deficit	1.1	(5.2)	1.4	0.0	3.5	3.6
Subtotal	4.0	(2.3)	4.2	2.9	6.4	6.6
Total State Share of Instruction	\$153.6	\$155.4	\$160.9	\$162.6	\$166.8	\$170.5
% of State Appropriations	10.6%	10.3%	10.6%	10.5%	10.9%	11.1%
SSI Drivers						
Enrollments	32,095	32,050	31,177	30,505	30,462	29,401
3-Year Average Share of Enrollments	11.5%	11.5%	11.5%	11.4%	11.5%	11.3%
Shares of SSI Course Completions	10.7%	10.9%	11.1%	11.1%	11.3%	10.8%
Shares of SSI Degree Completions	11.6%	10.7%	10.7%	10.7%	11.1%	11.2%

4.2 State Funded Line Item Appropriations

In addition to SSI, a series of specific line-item appropriations are provided to colleges and universities. For the University, the programs listed below are supported by line-item appropriations as included in each planning unit's FY20 budget. NOTE: the column "FY20 Budget Bill" has been updated to reflect the final FY20-21 State Operating Budget Bill.

Planning Unit	Program	FY19 Forecast	FY20 Budget	Variance	FY20 Budget Bill
Voinovich	Appalachian New Economy Partnership	\$1.23	\$1.23	0%	\$3.73
	Co-ops & Internships	0.05	0.05	0%	0.61
College of Medicine	AHEC Program Support	0.12	0.12	0%	0.12
	Family Practice	0.56	0.46	-18%	0.56
	Geriatric Medicine	0.07	0.07	0%	0.08
	Primary Care Residencies	0.19	0.18	-3%	0.19
	OU Clinical Training	2.77	2.77	0%	2.77
Library	Library Depositories	0.16	0.16	0%	0.16
Subtotal		\$5.15	\$5.04	-2%	\$8.22

4.3 State Capital Appropriation

In accordance with the State of Ohio process led by the Office of Budget and Management, the University submitted a 2019-2020 biennial capital request in the fall of 2017. The 2019-2020 capital bill was passed in Senate Bill 266 by the Ohio legislature in late March, 2018, and included \$26.9M of capital appropriations to Ohio University (inclusive of \$200,000 of pass-through allocations for local partners and \$26.7M supporting Ohio University projects).

The State Capital Budget identifies capital improvement projects which have been approved for funding. Within the University financial structure, however, state capital revenue is recognized once expenditures have been made. As a result, any individual university fiscal year budget may include funding from multiple years of state capital funding.

The FY20 Budget for projects to be funded, in whole or in part, by State Capital Appropriations is \$25.6M and can be found in the Capital column of our Non-Operating results (Section 15).

5 Enrollment, Financial Aid, & Tuition

5.1 Enrollment Trends

Throughout the Budget Book, FTE is calculated as academic year credit hour production divided by 15, whereas Annualized FTE is calculated as academic year credit hour production divided by 30. For example, if a student is enrolled for 15 credit hours for both Fall and Spring terms, their FTE is 2, and their Annualized FTE is 1.

This FTE presentation should not serve as a replacement for the Academic Dashboards, or the University Fact Book, that is prepared by the Office of Institutional Research using annualized FTEs.

5.1.1 Undergraduate Headcount & FTE

Athens Campus Fall Headcount Trends

The FY20 budgeted headcounts were based on the enrollment projections established by the Strategic Executive Enrollment Committee in March 2019. As of June, we are trending approximately 100 fewer incoming freshman on the Athens campus, which is reflected in the FY20 forecast columns.

Athens - Undergraduate Incoming Cohort (Fall)						
	FY16 Actual	FY17 Actual	FY18 Actual	FY19 Actual	FY20 Budget	FY20 Forecast
Resident	3,756	3,774	3,530	3,427	3,227	3,189
Non-resident	667	535	515	553	553	487
Total New Freshmen	4,423	4,309	4,045	3,980	3,780	3,676
Resident	476	479	394	388	405	390
Non-resident	87	66	67	57	60	60
Total Transfers	563	545	461	445	465	450
Total Incoming Cohort	4,986	4,854	4,506	4,425	4,245	4,126
Y-O-Y Change		-2.6%	-7.2%	-1.8%	-4.1%	-6.8%

Athens - Undergraduate Resident/Non-Resident Headcount (Fall; excluding eCampus)						
	FY16 Actual	FY17 Actual	FY18 Actual	FY19 Actual	FY20 Budget	FY20 Forecast
Resident	15,152	15,634	15,532	14,999	14,534	14,476
Non-resident	2,813	2,575	2,393	2,326	2,266	2,195
Total	17,965	18,209	17,925	17,325	16,800	16,671
Y-O-Y Growth		1.4%	-1.6%	-3.3%	-3.0%	-3.8%
% Non-resident	15.7%	14.1%	13.4%	13.4%	13.5%	13.2%

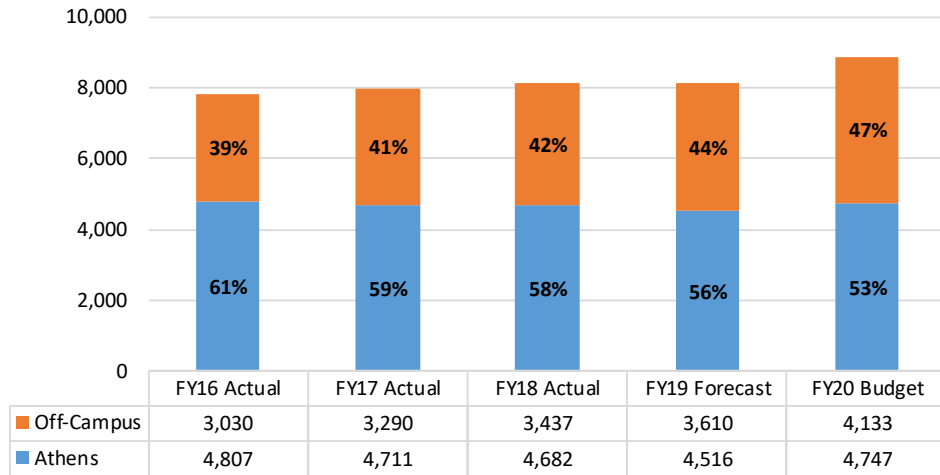
Undergraduate FTE by Campus						
	FY16 Actual	FY17 Actual	FY18 Actual	FY19 Forecast	FY20 Budget	FY20 Forecast
Athens	37,245	37,291	36,346	34,871	34,285	34,015
Y-O-Y Change		0.1%	-2.5%	-4.1%	-1.7%	-2.5%
eCampus	7,734	7,736	7,487	7,317	7,416	7,416
Y-O-Y Change		0.0%	-3.2%	-2.3%	1.4%	1.4%
Regional Campuses						
Chillicothe	3,005	2,881	2,778	2,637	2,505	2,505
Eastern	1,309	1,247	1,172	1,113	1,057	1,057
Lancaster	3,120	2,895	2,686	2,550	2,422	2,422
Southern	2,643	2,636	2,690	2,553	2,426	2,426
Zanesville	2,619	2,486	2,186	2,074	1,971	1,971
Total Regional Campuses	12,696	12,144	11,513	10,927	10,381	10,381
Y-O-Y Change		-4.3%	-5.2%	-5.1%	-5.0%	-5.0%
Total Undergraduate	57,675	57,171	55,346	53,115	52,082	51,812
Y-O-Y Change		-0.9%	-3.2%	-4.0%	-1.9%	-2.5%

eCampus - Undergraduate Resident/Non-Resident FTE					
	FY16 Actual	FY17 Actual	FY18 Actual	FY19 Forecast	FY20 Budget
Resident	5,546	5,473	5,036	4,924	4,991
Non-resident	2,189	2,262	2,451	2,393	2,425
Total	7,734	7,736	7,487	7,317	7,416
Y-O-Y Growth		0.0%	-3.2%	-2.3%	1.4%
% Non-resident	28.3%	29.2%	32.7%	32.7%	32.7%

5.1.2 Graduate Programs

Graduate programs are separated into Athens campus and Off-campus programs. Athens graduate programs traditionally include a model where students receive stipends to assist with teaching or research and receive a tuition waiver. These programs are resource intensive and therefore have inherent constraints. Off-campus graduate programs have been experiencing substantial growth and are projected to continue expanding through FY25 (please see Section 3 for additional details).

Graduate FTE by Student Type



Athens Graduate FTE

Athens Graduate FTE	FY16 Actual	FY17 Actual	FY18 Actual	FY19 Forecast	FY20 Budget
Arts & Sciences	1,341	1,328	1,279	1,182	1,230
Business	147	174	186	206	225
Communication	246	240	269	271	288
Education	659	661	662	636	746
Engineering & Technology	573	543	542	497	473
Fine Arts	519	492	480	485	531
George Voinovich School	132	101	75	64	53
Graduate College	31	37	43	43	43
Health Sciences & Professions	904	915	920	915	942
International Studies	203	175	172	163	162
Miscellaneous	52	45	54	54	54
Total	4,807	4,711	4,682	4,516	4,747
Y-O-Y Change		-2.0%	-0.6%	-3.6%	5.1%

Off-Campus Graduate FTE

Off-Campus Graduate FTE (Professional/Online)	FY16 Actual	FY17 Actual	FY18 Actual	FY19 Forecast	FY20 Budget
Arts & Sciences	149	164	211	271	276
Business	1,021	1,112	1,084	1,120	1,277
Communication	48	59	52	46	54
Education	579	531	503	515	624
Engineering & Technology	231	279	323	327	324
Fine Arts	5	5	7	10	32
George Voinovich School	6	61	150	166	175
Graduate College	2	2	3	3	3
Health Sciences & Professions	963	1,057	1,083	1,131	1,347
International Studies	2	6	5	4	4
Miscellaneous	23	13	17	17	17
Total	3,030	3,290	3,437	3,610	4,133
Y-O-Y Change		8.6%	4.5%	5.0%	14.5%

5.1.3 Doctor of Osteopathy (HCOM)

The HCOM Dublin Campus welcomed its 4th cohort of students in FY18, while FY19 represented the 4th cohort on the Cleveland Campus. HCOM has grown from 539 students in FY14 (prior to opening Dublin and Cleveland Campuses) to a projected 996 in FY20.

HCOM Headcount (Fall)					
	FY16 Actual	FY17 Actual	FY18 Actual	FY19 Actual	FY20 Budget
Athens Campus	561	553	552	569	554
Dublin Campus	100	152	200	208	226
Cleveland Campus	50	105	156	205	216
Total	711	810	908	982	996
<i>Y-O-Y Change</i>		13.9%	12.1%	8.1%	1.4%

5.2 Tuition & Financial Aid

The table below details financial aid by funding source that excludes state and federally funded student aid.

<i>(in millions)</i>	FY16 Actuals	FY17 Actuals	FY18 Actuals	FY19 Budget	FY19 Forecast	FY20 Budget
Athens Campus Undergraduates						
Gross Tuition Revenue	\$ 239.0	\$ 240.8	\$ 235.4	\$ 238.5	\$ 231.0	\$ 226.6
Financial Aid Sources						
Operating Funds - Scholarships	36.2	39.9	38.5	42.8	40.5	41.4
Operating Funds - Student Athletes	8.5	8.2	7.9	8.2	8.2	8.5
Grants Funds	2.0	1.1	0.5	0.6	0.1	0.1
Foundation Funds	5.0	5.5	7.0	6.3	6.7	7.1
Subtotal - Financial Aid	51.8	54.7	53.8	57.9	55.5	57.1
Net Tuition Revenue	\$ 187.2	\$ 186.1	\$ 181.6	\$ 180.6	\$ 175.5	\$ 169.5
Grant and Foundation Revenues Supporting Financial Aid						
Grant Revenue	2.0	1.1	0.5	0.6	0.1	0.1
Foundation Revenue	5.0	5.5	7.0	6.3	6.7	7.1
Net Tuition Plus Grant / Foundation Revenues	\$ 194.3	\$ 192.7	\$ 189.1	\$ 187.5	\$ 182.3	\$ 176.6

The table below reflects the discount rate for undergraduate students on both the Athens Campus and on Regional Campuses. The discount rate is calculated as financial aid relative to gross tuition & fees. The financial aid subtotal excludes employee fee waivers which are considered part of the University's benefit package.

Discount Rates - Undergraduate <i>(in millions)</i>	FY16 Actuals	FY17 Actuals	FY18 Actuals	FY19 Budget	FY19 Forecast	FY20 Budget
Gross UG Tuition & Fees - Athens	\$ 239.0	\$ 240.8	\$ 235.4	\$ 238.5	\$ 231.0	\$ 226.6
UG Financial Aid - Athens	51.8	54.7	53.8	57.9	55.5	57.1
Net UG Tuition & Fees - Athens	\$ 187.2	\$ 186.1	\$ 181.6	\$ 180.6	\$ 175.5	\$ 169.5
<i>Inst. Discount Rate - Athens</i>	21.7%	22.7%	22.9%	24.3%	24.0%	25.2%
Gross UG Tuition & Fees - Regionals	37.2	36.7	35.3	35.2	34.6	33.9
UG Financial Aid - Regionals	6.0	5.4	4.9	5.1	4.6	4.8
Net UG Tuition & Fees - Regionals	\$ 31.2	\$ 31.2	\$ 30.4	\$ 30.1	\$ 30.0	\$ 29.1
<i>Inst. Discount Rate - Regionals</i>	16.1%	14.8%	13.9%	14.4%	13.2%	14.2%

The Regional Campuses discount rate is significantly impacted by College Credit Plus, which represents 48% of the budgeted financial aid in FY20. The discount rate does not take into account the state reimbursement that appears as revenue in the Grants & Contracts—State Government row of the income statement.

5.3 Tuition

5.3.1 Undergraduate Tuition Increases

In the Fall of 2015, Ohio University was the first Ohio public institution to establish four year tuition guarantee; a cohort-based, level-rate tuition, housing, dining and fee structure. The OHIO Guarantee was extended in the Fall of 2018 to establish an RHE Guarantee fee structure for students attending our regional campuses. The OHIO Guarantee assures students and their families a set of comprehensive rates for the pursuit of an undergraduate degree. Tuition, housing, dining, and fee rates established at first enrollment remain unchanged for 12 consecutive semesters (including summer terms).

Athens Main Campus UG Tuition Rates

<i>Non-Guarantee Tuition</i>	Fall 2015 Cohort	Fall 2016 Cohort	Fall 2017 Cohort	Fall 2018 Cohort	Fall 2019 Cohort
<i>State Biennium</i>	FY2016-17		FY2018-19		FY2020-21
<i>Tuition Cap</i>	0.0%	0.0%	0.0%	0.0%	2.0%
Tuition	\$5,268	\$5,268	\$5,268	\$5,268	\$5,372
<i>Tuition Increase</i>	0.0%	0.0%	0.0%	0.0%	2.0%
Non-Resident Surcharge	4,482	4,482	4,482	4,482	4,638
<i>Surcharge Increase</i>	0.0%	0.0%	0.0%	0.0%	3.5%

<i>Guarantee Tuition</i>	Fall 2015 Cohort	Fall 2016 Cohort	Fall 2017 Cohort	Fall 2018 Cohort	Fall 2019 Cohort
<i>State Biennium</i>	FY2016-17		FY2018-19		FY2020-21
<i>Tuition Cap</i>	6.0%	CPI	CPI	CPI	2% + CPI
Tuition	\$5,774	\$5,872	\$5,948	\$6,024	\$6,234
<i>Cohort Based Tuition Increase</i>	5.1%	1.7%	1.3%	1.3%	3.5%
Career Fee	-	-	-	72	72
Non-Resident Surcharge	4,482	4,732	4,732	4,732	4,897
<i>Cohort Based Tuition Increase</i>	0.0%	5.6%	0.0%	0.0%	3.5%
Room	3,185	3,296	3,411	3,530	3,654
<i>Cohort Based Tuition Increase</i>	3.5%	3.5%	3.5%	3.5%	3.5%
Board	2,247	2,292	2,338	2,385	2,433
<i>Cohort Based Tuition Increase</i>	2.0%	2.0%	2.0%	2.0%	2.0%

As part of the FY20-21 State of Ohio Operating Budget, the allowable CPI increase for public university Tuition Guarantee programs has changed from the average 60-month rate to the average 36-month rate. This provision will be effective for the Fall 2020 undergraduate Athens and Regional Guarantee students and will be reflected in the FY21 UG tuition rates.

Regional OHIO Guarantee Tuition Rates

Regional tuition rates for non-guarantee students are campus-specific and can be found in the Section 17.1.

<i>RHE Guarantee Tuition</i>	Fall 2015 Cohort	Fall 2016 Cohort	Fall 2017 Cohort	Fall 2018 Cohort	Fall 2019 Cohort
Tuition	N/A	N/A	N/A	\$2,673	\$2,765
<i>Cohort Based Tuition Increase</i>					3.4%
Career Fee				72	72
Non-Resident Surcharge	N/A	N/A	N/A	1,496	1,496
<i>Cohort Based Tuition Increase</i>					0.0%

5.3.2 Undergraduate Net Tuition

Undergraduate (UG) Tuition & Fees (in millions)	FY16 Actuals	FY17 Actuals	FY18 Actuals	FY19 Budget	FY19 Forecast	FY20 Budget
Athens	\$ 239.0	\$ 240.8	\$ 235.4	\$ 238.5	\$ 231.0	\$ 226.6
Regional Campuses	37.2	36.7	35.3	35.2	34.6	33.9
eLearning	28.3	27.9	27.0	25.0	26.0	26.3
Gross UG Tuition & Fees	\$ 304.5	\$ 305.3	\$ 297.8	\$ 298.7	\$ 291.5	\$ 286.8
Inst. UG Student Financial Aid	57.7	60.1	58.7	63.0	60.1	61.9
Net UG Tuition & Fees	\$ 246.7	\$ 245.2	\$ 239.0	\$ 235.7	\$ 231.4	\$ 224.9
<i>Y-O-Y Growth</i>		-0.6%	-2.5%	-1.4%	-3.2%	-2.8%

5.3.3 Graduate Net Tuition (excluding Medical)

Graduate Tuition & Fees (in millions, excluding HCOM)	FY16 Actuals	FY17 Actuals	FY18 Actuals	FY19 Budget	FY19 Forecast	FY20 Budget
Gross Graduate Tuition & Fees	\$ 70.3	\$ 72.6	\$ 73.0	\$ 79.6	\$ 73.7	\$ 80.4
Graduate Student Financial Aid	25.8	26.0	24.7	25.4	24.2	24.8
Net Graduate Tuition & Fees	\$ 44.4	\$ 46.7	\$ 48.3	\$ 54.2	\$ 49.4	\$ 55.6
<i>Y-O-Y Growth</i>		5.3%	3.3%	12.4%	2.3%	12.7%

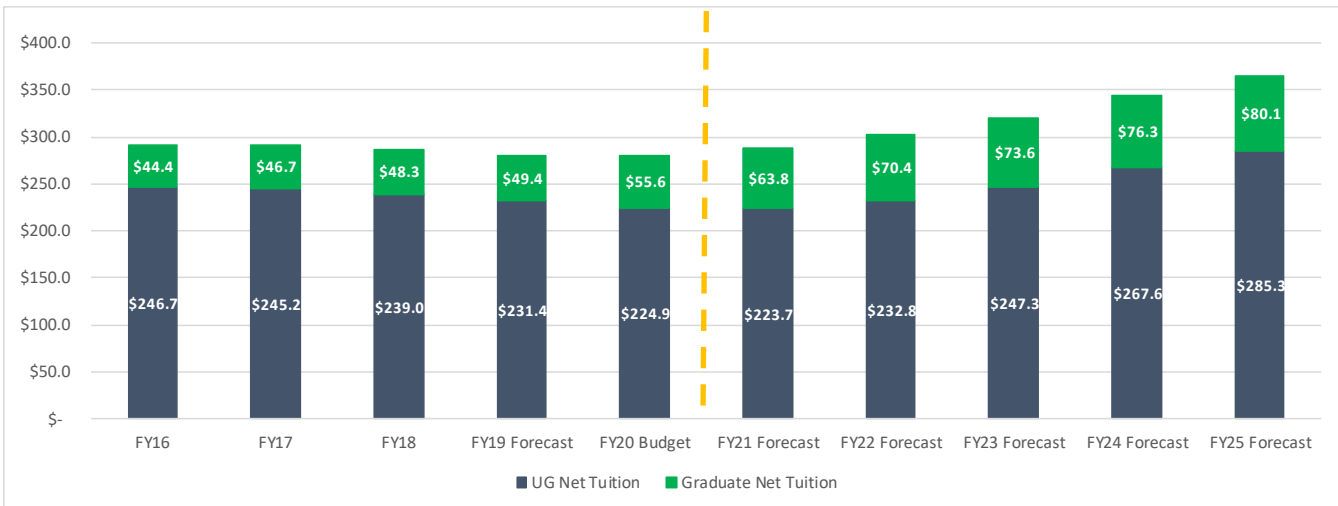
5.3.4 Medical School Net Tuition

Medical Tuition & Fees (in millions)	FY16 Actuals	FY17 Actuals	FY18 Actuals	FY19 Budget	FY19 Forecast	FY20 Budget
Gross Medical Tuition & Fees	\$ 29.9	\$ 35.5	\$ 41.8	\$ 45.2	\$ 46.3	\$ 48.4
Medical School Financial Aid	2.7	3.0	3.1	3.2	3.6	3.1
Net Medical Tuition & Fees	\$ 27.2	\$ 32.5	\$ 38.7	\$ 42.0	\$ 42.8	\$ 45.2
<i>Y-O-Y Growth</i>		19.7%	19.1%	8.6%	10.5%	5.8%

5.4 Enrollment Impacts on the University's Finances

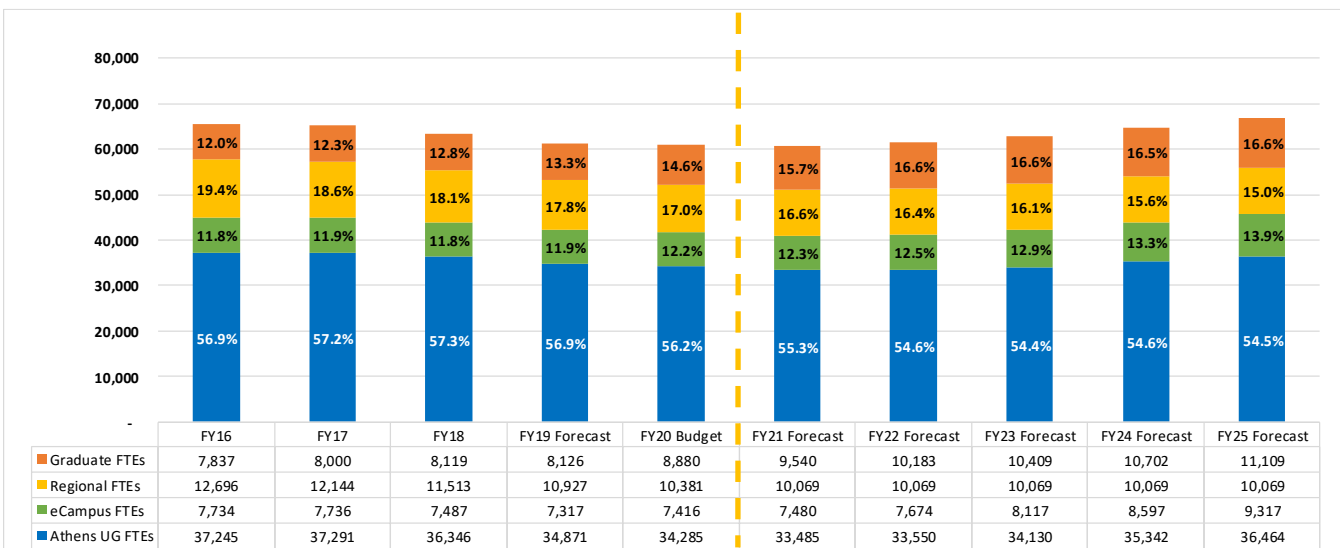
Ohio University's FY20 budgeted net tuition and fees, excluding HCOM, is projected to be \$10.2M less than the FY16 Actuals. Declining net tuition between FY16 and FY20 has required the institution to absorb inflationary costs in the absence of new revenue. FY21-25 budgets are assuming net tuition increase as presented below.

Ohio University UG & Graduate Net Tuition: FY16 through FY25 Projection (excluding HCOM)



Ohio University's FY21-25 projected net tuition growth is dependent upon enrollment assumptions presented in the chart below. Note that the institution's revenue strategy will require significant growth in UG eLearning and Graduate Online/Professional programs.

Ohio University FTEs: FY16 through FY25 Projection (excluding HCOM)



The institutional strategies being employed to meet these enrollment goals are detailed throughout Section 3.

6.1 Long-Term Investment Pool

Pursuant to resolution 2002-1851, the University's Board of Trustees entrusted oversight of the long-term investment portfolio to the Investment Committee (IC) of the Foundation. The long-term investment portfolio is comprised of the University's and the Foundation's endowments and quasi-endowments, as well as a portion of the University's and the Foundation's working capital.

From FY10 through FY19, the Foundation engaged Hirtle, Callaghan & Co. (HC) to manage the long-term investment portfolios. HC reported to the Foundation's Investment Committee. As part of its routine fiduciary duties, during FY19, the Foundation issued a Request for Proposals (RFP) to evaluate and select a new investment advisory service. The Committee determined that Fund Evaluation Group, LLC (FEG) best met the qualifications set forth by the RFP, and will be engaged, contingent upon successful negotiation of terms, to manage the long-term investment portfolios beginning in FY20.

Investment Pool Activity through March 31, 2019*

	FY16	FY17	FY18	FY19*
Beginning investment pool market value	\$ 625.5	\$ 596.3	\$ 667.3	\$ 710.8
Cash transferred to (from) investment pool	(9.7)	(4.1)	-	-
Interest and dividends net of management fees	10.9	11.1	14.1	9.7
Realized gains (losses)	10.2	(3.8)	13.1	(0.5)
Unrealized gains (losses)	(40.6)	67.8	16.3	3.1
Ending investment pool market value	<u>\$ 596.3</u>	<u>\$ 667.3</u>	<u>\$ 710.8</u>	<u>\$ 723.1</u>

* Unaudited

Investment Pool Composition as of March 31, 2019*

	Foundation		University		Total	
Endowments	\$ 313.4	64%	\$ 33.9	15%	\$ 347.3	47%
Quasi-endowments	144.0	29%	69.6	30%	213.6	30%
Working capital	24.9	5%	119.1	52%	144.0	20%
Century bond reserve	-	0%	4.2	2%	4.2	1%
Cash due (to) from pool	11.7	2%	2.3	1%	14.0	2%
Total investment pool	<u>\$ 494.0</u>	<u>100%</u>	<u>\$ 229.1</u>	<u>100%</u>	<u>\$ 723.1</u>	<u>100%</u>

*Unaudited

6.1.1 Endowment Activity

Endowment includes those contributions which were endowed in perpetuity by the donor in which only the annual distribution may be spent by the University. Quasi-endowments are funds that the Foundation or the University have set aside to function like endowed funds.

Endowment Activity through June 30, 2019

	FY16	FY17	FY18	FY19*	FY20*
Beginning endowment market value	\$ 507.0	\$ 481.8	\$ 536.2	\$ 568.9	\$ 579.5
New gifts to endowments	14.7	12.3	9.3	10.3	11.2
Transfers to (from) quasi endowments	1.9	9.0	15.5	1.4	(0.7)
Investment income net of fees	(15.7)	59.8	35.9	26.1	37.9
Spending allocation	(17.6)	(18.1)	(18.8)	(19.5)	(19.6)
Administrative fee	(8.5)	(8.7)	(9.2)	(9.5)	(9.4)
Other additions (withdrawals)	-	0.1	-	1.8	-
Ending endowment market value	\$ 481.8	\$ 536.2	\$ 568.9	\$ 579.5	\$ 598.9

*Projected utilizing March 2018 year to date return

6.2 Endowment Distributions

Endowment earnings are authorized for expenditure in accordance with the spending policy adopted by the Foundation. The spending policy and spending rate are reviewed annually and adjusted, as necessary, with the primary objective of balancing the need for current spending with the goal of supporting future expenditures into perpetuity.

Currently, the annual endowment distribution is equal to the product of a 6% spending rate and the endowment's average market value for the trailing 36 months. Both true and quasi-endowments are subject to this spending policy. The 6% spending rate is comprised of a 4% spending allocation and a 2% administrative fee. The spending allocation supports various initiatives, as specified in the gift agreement. This includes, but is not limited to, scholarships and fellowships, chairs and professorships, research activities, and general support of academic units. The administrative fee provides general support for the institution's fundraising, alumni relations, and fund administration functions.

6.2.1 Endowment Spending Rates

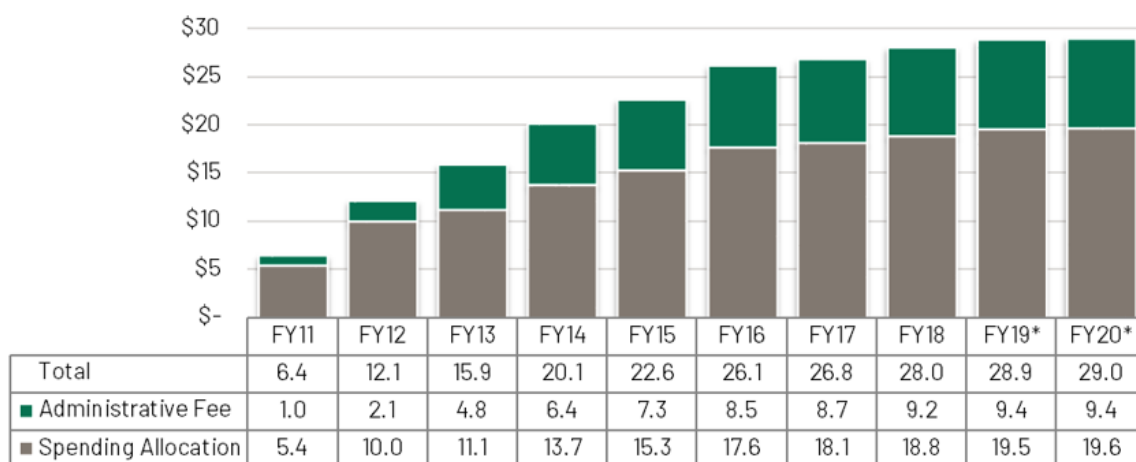
Fiscal Years	Spending Allocation	Administrative Fee	Total Policy Spending Rate
FY11 and FY12	4.0%	1.0%	5.0%
FY13 through FY20	4.0%	2.0%	6.0%

These spending allocation and administrative fee rates apply to accounts whose market value exceeds the historic gift value. Occasionally, due to a downturn in the investment market, an account's market value may temporarily fall below its historic value. When this occurs, the endowed account is "underwater." The spending rate for underwater endowments is 1%. Underwater endowments are not assessed an administrative fee.

During FY19, the Foundation evaluated the funding model used to support operational needs, including fundraising, alumni relations, and management and general expenses. As a result of this analysis, a revised funding model has been proposed and will likely include the implementation of a 5% current-use gift fee on January 1, 2020, as well as a phased reduction of the endowment administrative fee by 10 basis points per fiscal year, from 1.9% in FY21 to 1.5% in FY25. This revised funding model will leverage support for operations from all gifts raised, rather than applying gift fees only to the endowment, which disproportionately impacts these gifts.

6.2.2 Endowment Distributions by Fiscal Year (in millions)

The following chart depicts endowment distributions over the past decade. Since FY11, the steady increase in endowment distributions has been driven by strong investment returns, the creation of new endowments, and the increase in the administrative fee from 1% to 2%.



*Unaudited

Endowment Distribution by Planning Unit and Purpose

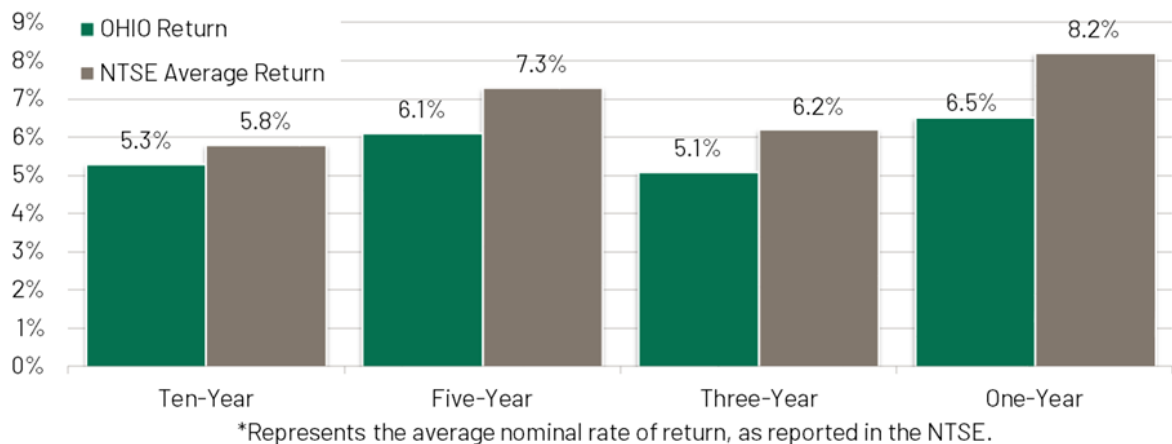
FY20 Endowment Spending Allocation by Purpose and Planning Unit					
Planning Unit	Academic/ Instruction	Research	Student Aid	General Institution	Total
Arts and Sciences	\$ 684,519	\$ 114,412	\$ 679,184	\$ 903	\$ 1,479,018
Athletics	-	-	94,286	84,880	179,165
Business	691,721	7,626	253,892	1,208	954,447
Campus Recreation	-	-	9,405	1,223	10,629
Central Accounting	-	-	33,860	404,370	438,230
Chillicothe	28,248	-	76,610	5,090	109,947
Communication	955,498	-	412,576	-	1,368,074
Diversity and Inclusion	1,970	-	226,128	-	228,098
Eastern	-	-	86,806	3,333	90,139
Education	134,707	-	263,523	3,967	402,197
Engineering	5,854,395	119,701	426,551	1,494	6,402,141
Enrollment Management	-	-	1,434,569	124,235	1,558,804
Exec Dean Regional Campuses	5,000	-	-	-	5,000
Fine Arts	36,604	77,241	227,086	1,068	341,999
Graduate College	-	-	1,729	-	1,729
Grounds	-	-	-	2,512	2,512
HCOM Athens	30,534	649,128	393,070	-	1,072,732
HCOM Dublin	-	-	5,515	-	5,515
Health Sciences	41,459	-	114,338	6,728	162,526
Honors	1,260	-	1,139,613	-	1,140,873
Human Resources	-	-	-	1,112	1,112
Information Technology	-	-	1,002	-	1,002
Instructional Innovation	-	-	451	-	451
ISFS	4,679	-	719	-	5,398
Kennedy Museum	8,116	-	-	56,687	64,802
Lancaster	-	-	190,822	6,994	197,816
Library	279,956	-	48,489	-	328,445
Marching 110	1,643	-	2,115	-	3,757
OGAIS	201,329	-	26,355	-	227,685
President	21,227	-	-	-	21,227
Provost	664,773	-	-	53,766	718,538
Southern	-	-	76,391	764	77,155
University College	3,510	-	18,428	4,193	26,131
Voinovich	21,589	-	5,693	-	27,282
VP of Advancement	743	-	53,254	70,592	124,589
VP of Research	-	1,585,189	57,169	3,291	1,645,648
VP of Student Affairs	13,219	-	22,885	71,783	107,887
WOUB	953	-	1,435	73,094	75,482
Zanesville	698	-	36,350	3,417	40,465
Total	\$ 9,688,350	\$ 2,553,297	\$ 6,420,300	\$ 986,703	\$ 19,648,649

6.2.3 NACUBO-TIAA Study of Endowments

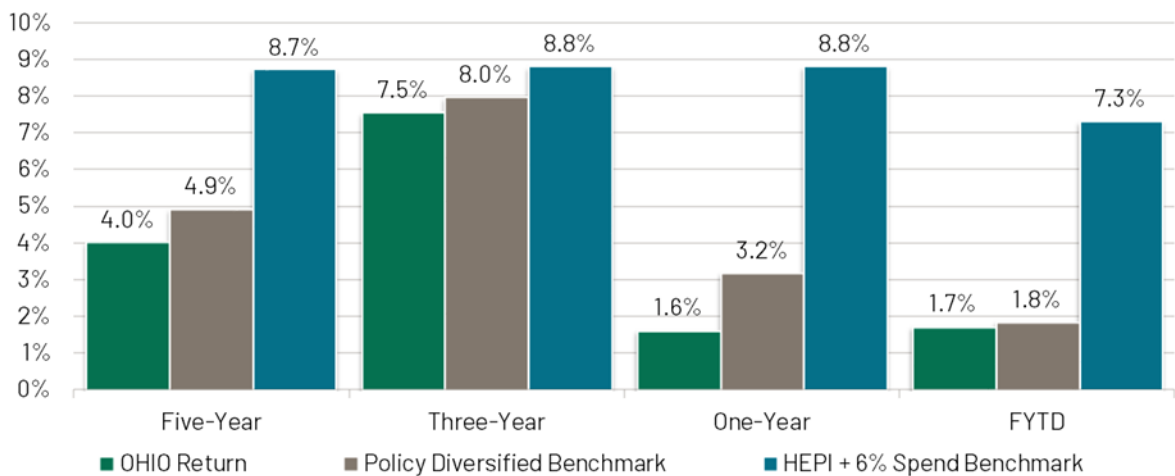
Annually, OHIO participates in the NACUBO-TIAA Study of Endowments (NTSE), a survey that analyzes the endowment management practices and portfolio performance of more than eight hundred higher education institutions and their related foundations. The following charts provide information about the relative performance of OHIO’s endowment assets.

Final results for the year ending June 30, 2018 were made available in late January 2019. OHIO’s portfolio lagged the NTSE average for the one-, three-, five-, and ten-year periods ending June 30, 2018.

Performance vs. Peer Institutions for Period ended June 30, 2018



Performance vs. Policy Benchmark for Period ended March 31, 2019



6.3 Gifts and Contributions

Each year, The Ohio University Foundation receives charitable contributions that are designated to support various colleges, campuses, academic programs, student activities, scholarships, capital projects and other OHIO initiatives. While some gifts are endowed (permanently restricted), others are available for immediate use (expendable).

Gift Type	FY16	FY17	FY18	FY19*	FY20*
Expendable					
Unrestricted - current use	\$ 0.3	\$ 0.2	\$ 1.2	\$ 4.4	\$ 0.3
Restricted - current use	17.8	7.4	8.7	9.5	13.5
Subtotal - Expendable	18.1	7.6	9.9	13.9	13.8
Nonexpendable					
Restricted - endowed	12.7	8.4	9.7	10.3	11.2
Subtotal - Nonexpendable	12.7	8.4	9.7	10.3	11.2
Total	\$ 30.8	\$ 16.0	\$ 19.6	\$ 24.2	\$ 25.0

*projected

In the table above, FY19 unrestricted-current use gifts includes land donated by the City of Dublin to Ohio University, which is valued at \$4.2M.

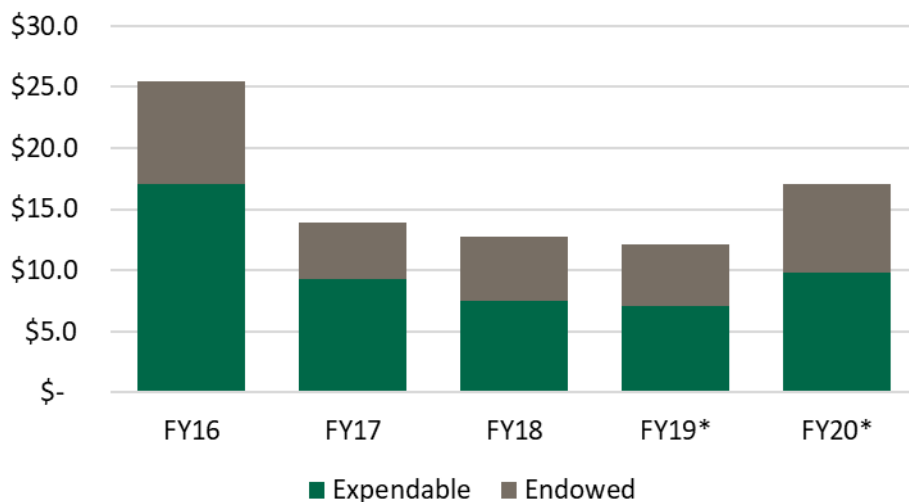
Based on an analysis of historical giving patterns, and considering current Advancement staffing levels and fundraising strategies, \$25.0M in total gifts are budgeted for FY20 (inclusive of expendable and nonexpendable gifts).

Expendable gifts – Expendable gifts are contributions for which the University can spend the corpus, or gift amount, to fund operations in accordance with the donor designation. These include unrestricted contributions (\$0.3M), which may be used for any purpose that supports the University, as well as restricted contributions (\$13.5M), which have been designated by the donor to support a specific purpose. Restricted expendable gifts may be designated for scholarships, faculty support, the construction or renovation of a particular facility, or the support of a particular college or program.

Nonexpendable gifts – Non-Expendable gifts are contributions for which the University may *not* spend the corpus which must be endowed in perpetuity and invested in the long-term investment portfolio; but for which we may spend the distributions against the principal in accordance with the BOT approved spending policy (see Section 6.3). These contributions are included in the FY20 budget at \$11.2M and shown as growth in our Endowment column (part of non-operating budget). The associated annual endowment distribution will be spent in accordance with the donor specifications, which may include unrestricted purposes, or specific support for activities such as faculty chairs and professorships, scholarships and fellowships, or support of specific colleges or programs.

Pledges and Bequests Receivable

Unconditional promises to give are recorded as gift revenue and pledges receivable in the year that the commitment is made. Bequests are recorded as gift revenue and bequests receivable in the year that the Foundation learns that the donor has passed away and the gift is collectible. The following chart depicts the pledges and bequests receivable balance for FY16 to FY20. The decrease from FY16 to FY17 reflected an overall decline in new gift revenue and indicated that, following the end of the Promise Lives Campaign, the collection of existing pledge payments was significantly outpacing their replacement with new pledge commitments.



Impact of Forecasted Gifts

Advancement projects that total gifts (expendable and nonexpendable) will climb by 82% over the next six years, from \$25.0M in FY20 to \$36.5M in FY25.

The overall positive impact on the University that results from this forecasted increase in philanthropy is summarized below. Even after considering the reduction in endowment administrative fee from 2.0% in FY20 to 1.5% in FY25, the forecasted increase in philanthropy will provide additional, annual support to the University of \$4.1M to \$8.1M in each of the next six fiscal years.

	FY20 Budget	FY21 Forecast	FY22 Forecast	FY23 Forecast	FY24 Forecast	FY25 Forecast
Additional current use gifts	\$ 4.1	\$ 6.8	\$ 7.6	\$ 8.5	\$ 9.4	\$ 10.4
Increased spending allocation	-	-	0.1	0.1	0.3	0.5
Subtotal - increased support to University	4.1	6.8	7.7	8.6	9.7	10.9
Endowment administrative fee reduction	-	(0.5)	(1.1)	(1.6)	(2.2)	(2.8)
Total increase in spendable resources	\$ 4.1	\$ 6.3	\$ 6.6	\$ 7.0	\$ 7.5	\$ 8.1

7.1 Compensation Strategy

The Office of Human Resources seeks to promote compensation strategies that maximize the recruitment, performance, and retention of quality employees in support of Ohio University's mission and goals.

Through its programs and practices, Ohio University strives to achieve the following goals:

- Fair, equitable, and consistent pay practices for all employees
- Fair, equitable and consistent pay opportunity for all employees
- Competitive salaries relative to the appropriate labor market
- Rewards and recognition for results-based performance and exceptional contributions
- Compliant with federal, state, and city laws and regulations

7.1.1 FY20 Merit Pool

The FY20 salary raise pool for Ohio University is 1.0% for continuing faculty, administrative, and classified non-bargaining unit, benefits-eligible positions. Bargaining Units (AFSCME and FOP) will receive a 1.5% increase pursuant to their collective bargaining agreements.

Raise pool recommendations for FY20 include merit based increases (when applicable) and include:

- A 1.0% raise pool effective July 1, 2019 (Annual Financial Impact: \$3.68M).
 - All continuing, benefits-eligible employees hired prior to April 1, 2019, will be eligible for an increase
 - Classified employees meeting expectations will received a 1.0% “across the board” increase. All supervisors and employees are still required to complete performance management
 - Bargaining unit (FOP and AFSCME) employees will receive a 1.5% increase pursuant to the terms of the contracts
 - Raise guidelines for distribution of the 1.0% percent pool for Administrators and Faculty will be communicated to each planning unit by Human Resources in conjunction with the Spring reappointment process
- The potential for an additional, contingent raise pool effective January 1, 2020.
 - The awarding of this raise pool to non-bargaining unit employees will be contingent upon exceeding our aspirational institutional financial performance metrics
 - The goals and financial performance metrics will be communicated to the University community in July, after the passage of the state’s operating budget.
 - Our current planning for the contingent raise pool is .5% on Jan. 1, 2020

Merit pool control totals were distributed to Planning Units based on a data snapshot of salaries as of February 15, 2019.

7.1.2 COMP 2019

Ohio University continues to be challenged by pay compression and inversion within our existing workforce as we adjust our pay structure to market. In the future, it is critical that the institution recruit talented, well skilled employees. In the effort to maintain a competitive compensation structure as approved and directed by the Board of Trustees in 2014, Compensation has issued an RFP to engage a partner to conduct a complete market study during FY20. Our existing benchmarks will be reviewed, new benchmarks may be identified, and current market rates will be analyzed against our pay grades. Assigned pay grades for particular jobs on campus may be adjusted as a result of the evaluation; however, it is not anticipated that pay increases will be warranted with the exception of moving identified positions to the minimum of a new pay grade, as applicable.

7.1.3 Biennial Equity Review

In accordance with the August 29, 2011, Resolution Agreement with the U.S. Department of Education, Office of Civil Rights (OCR), the University engaged Mercer to conduct a biennial equity review of our compensation practices. The OCR Resolution Agreement requires biennial review of compensation of administrative and non-bargaining unit classified employees to confirm that employee compensation has been determined on a non-discriminatory basis and to promptly remedy any discrimination found. Our compensation philosophy contains a due diligence process that includes an analysis of differences in pay across the University, leveraging a rigorous statistical approach, to ensure that compensation is determined on a non-discriminatory basis. The objective of the review is to enable Ohio University to manage pay differences of administrative and classified non-bargaining unit employees and ensure a sustainable process for ongoing pay equity management. The project allows Ohio University to pay equity situations, and to effectively respond to potential allegations of pay inequity.

The final report found the following two areas in need of remediation:

- Employees determined to be significant negative outliers within their pay grade, meaning statistically significant gaps existed between their actual versus predicted pay.
- Three identified risk groups, made up of segments of employees with similar characteristics such as planning unit, pay grade, or job family, and were identified as having a higher level of pay disparity when comparing gender and ethnicity.

With guidance from Mercer, as well as review and consultation with Equity and Civil Rights Compliance (ECRC) and Legal Affairs, Compensation implemented a remediation strategy as of April 2019, affecting 42 employees with a budgetary impact of \$52,460. These adjustments ameliorate the risks associated with significant outliers and employees in the three identified risk groups. Pay equity will continue to be reviewed and adjusted, as warranted, on a biennial basis with the assistance of a third party expert.

7.1.4 Faculty Compensation Task Force

A task force was established by the former Executive Vice President and Provost Pam Benoit and in Spring 2013, and was charged with developing recommendations to establish and achieve the goal of maintaining competitive faculty compensation. The charge to the committee was to develop a three-year plan to maximize our investment in faculty compensation to attract and retain talented faculty. The committee's recommendations included the following:

- Establish a goal to move the average salary for tenure-track faculty to the rank of third among the four year public universities in Ohio
- Invest a proportional percentage in compensation for regional tenure-track faculty
- Invest a proportional percentage in Group II faculty (non-tenure track)

This three-year plan was completed in FY17 with overall investments of:

- \$3M for tenure-track faculty on the Athens Campus
- \$1.2M for tenure-track faculty on the Regional Campuses
- \$1.6M for full-time non-tenure-track faculty on the Athens Campus
- \$2M for full-time non-tenure-track faculty on the Regional Campuses

For FY19, with the arrival of President Nellis, a new task force was created to assess the previous plan and develop a new plan to ensure that faculty compensation supports the university strategic goal of recruiting and retaining exceptional faculty.

This task force presented its report in January 2019 to the President and at Faculty Senate. An analysis of the results showed that there were some gains in average salary compared with Ohio peers, but much of that was eroded as budget challenges put pressure on raise pools across the three years.

The task force's report identified the following challenges:

- Comparable faculty compensation data within Ohio is no longer available
- Ohio peer data does not recognize the market for faculty talent nationally
- A more dynamic methodology is needed to effectively compare salaries by rank and recognize other benefits such as retirement and healthcare

The task force continues to explore an alternative approach to managing the faculty compensation initiative at Ohio University.

7.2 Fair Labor Standards Act

On March 7, 2019 the U.S. Department of Labor (DOL) announced a proposed rule that would change the minimum salary that white-collar employees must be paid to qualify as exempt from the overtime requirements under the Fair Labor Standards Act (FLSA). The proposed rule, if implemented, would raise the current minimum salary level for exempt employees from \$455 per week, or \$23,660 annually, to \$679 per week, or \$35,308 annually. This is substantially less than the previously proposed minimum level of \$47,476 annually that was to take effect in 2016. This highly-anticipated proposal comes just over two years after a federal judge in Texas granted a nationwide injunction to prevent the DOL's 2016 salary threshold rule from taking effect. Currently, the DOL anticipates that the earliest possible date this proposed rule might take effect would be January 2020.

Ohio University continues to analyze our current exempted employees whose salary falls below the proposed FLSA threshold. We will be reviewing specific higher education exemptions and guidance provided by the Department of Labor to determine if employees and job families (or sub-families) should be:

- Converted to non-exempt status
- Provided salary increases to meet or exceed the new minimum
- Remain in their current exempt status

We will also be reviewing the potential impacts on telecommuting, flexible workplace schedule policies, salary compression and converting the newly non-exempt employees to hourly employees paid on a biweekly frequency. HR Compensation will work with Planning Units to finalize decisions and to communicate with all impacted employees, should the rule go into effect.

7.3 Personnel

7.3.1 Job Categories

The following provides definitions of job categories referenced throughout the Budget Book.

Employee Type	Job Category	Definition	Benefit Eligibility
Faculty	Group I	Tenured or tenure track faculty	Full health and welfare benefits package
Faculty	Group II	Non-tenure track instructional faculty	Full health and welfare benefits package
Faculty	Group III	Non-tenure track temporary faculty with semester appointments	Legally required benefits
Faculty	Group IV	Visiting professors or other full-time special and courtesy appointments	Full health and welfare benefits package
Faculty	Early Retired	Group I faculty who have elected the Early Retirement Program	Legally required benefits and life insurance
Administrator	Administrator	Employees in support of administrative, instructional, student support services, research, etc.; in colleges, auxiliaries, and central operations; that are neither classified civil service (as defined by the Ohio Revised Code) nor faculty.	Full health and welfare benefits package for employees with an FTE of .75 or greater.
Classified	AFSCME	Classified civil service employees covered under the collective bargaining agreement with the American Federation of State, County & Municipal Employees Union Local 1699.	Full health and welfare benefits package for employees with an FTE of .75 or greater.
Classified	FOP	Classified civil service employees covered under the collective bargaining agreement with the Fraternal Order of Police	Full health and welfare benefits package
Classified	Non-Bargaining Unit	Hourly employees, as defined by Ohio Civil Service Law (excluding AFSCME and FOP)	Full health and welfare benefits package for employees with an FTE of .75 or greater.

In Spring 2019, Faculty Senate passed a resolution to reclassify faculty categories, effective FY20. The following table crosswalks the new FY20 classifications with their previous categories. Please note: Given the timing of the change, all faculty job categories referenced in the Budget Book reflect historical job categories. The revised faculty classifications will be incorporated into future-year publications.

Revised Classification	Former Job Category	Rank	Benefits
Tenure Track	Group I	Professor	Faculty Full
Tenure Track	Group I	Associate Professor	Faculty Full
Tenure Track	Group I	Assistant Professor	Faculty Full
Tenure Track	Early Retiree	Early Retiree	Legally Mandated Benefits (Sick, Retirement); Early Retiree Benefits (Educational; Life Insurance to Age 70)
Instructional Faculty	Group II	Professor of Instruction	Faculty Full
Instructional Faculty	Group II	Associate Professor of Instruction	Faculty Full
Instructional Faculty	Group II	Assistant Professor of Instruction	Faculty Full
Clinical Faculty	Group II	Clinical Professor	Faculty Full
Clinical Faculty	Group II	Associate Clinical Professor	Faculty Full
Clinical Faculty	Group II	Assistant Clinical Professor	Faculty Full
Fixed-term Contract Faculty	Group IV	Visiting Professor	Faculty Full
Fixed-term Contract Faculty	Group III	Instructor	Legally Mandated Benefits Only (Sick, Retirement)

7.3.2 Employee Headcount

The following tables illustrate the University's employment trends by job category for FY15 through FY19. It is important to note that the headcounts represent a snapshot of filled positions as of Nov 1 of each year (census date used for IPEDS reporting), including both full-time and part-time employees, but excluding temporary and intermittent staff, as well as Group III faculty. The census is taken on November 1 each year to provide a consistent frame of reference. Consequently, the census does not exactly represent staffing level fluctuations throughout the year. The headcounts are inclusive of all funding sources, including operating funds, grant funds, and foundation funds. All employee headcount figures presented throughout the Budget Book reflect census headcounts.

The following provides historical staffing trends by job category:

Employee Headcount by Job Category					
	FY15	FY16	FY17	FY18	FY19
Administrator	1,460	1,640	1,646	1,643	1,638
Post Doc	33	32	33	20	17
Subtotal: Administrators¹	1,493	1,672	1,679	1,663	1,655
Classified AFSCME	542	578	604	592	582
Classified FOP	18	21	24	23	26
Classified Non Bargaining	584	628	613	563	533
Subtotal: Classified	1,144	1,227	1,241	1,178	1,141
Early Retired Faculty	92	101	90	85	69
Group I Faculty	864	848	884	868	831
Group II Faculty	388	404	439	467	445
Group IV Faculty	72	70	54	40	43
Subtotal: Faculty	1,416	1,423	1,467	1,460	1,388
Total Job Category Headcount	4,053	4,322	4,387	4,301	4,184
Y-O-Y % Increase		6.6%	1.5%	-2.0%	-2.7%

Group III Faculty					
	FY15	FY16	FY17	FY18	FY19
Group III Headcount	613	708	714	622	514
Y-O-Y % Increase		15.5%	0.8%	-12.9%	-17.4%

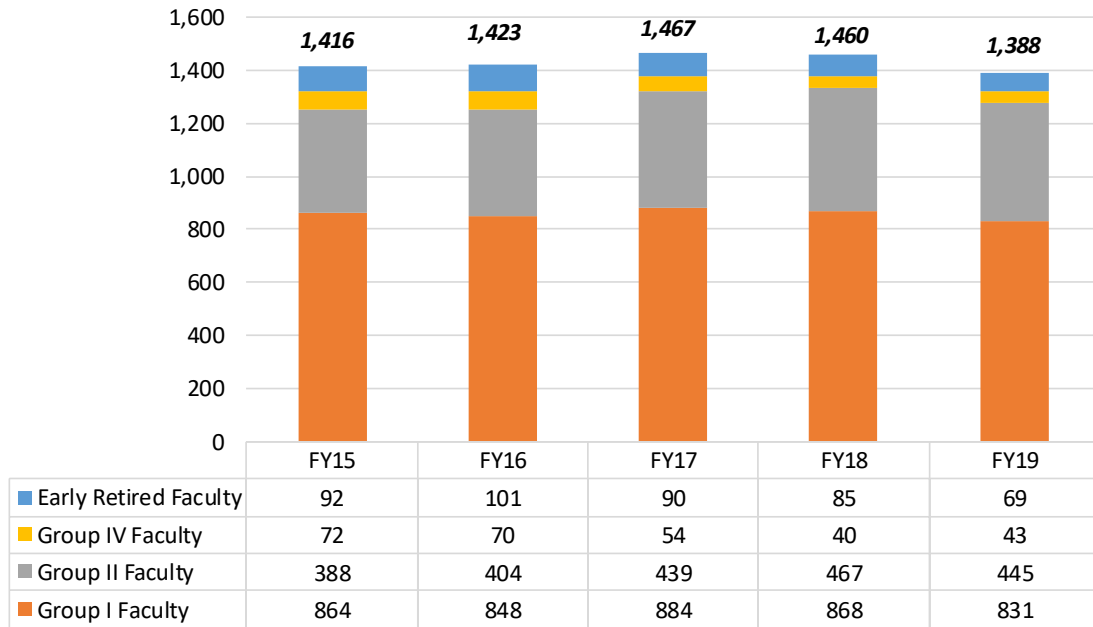
¹ In FY16 over 100 administrative positions were converted from Group III to administrative regular or term positions (Another 200 were converted to intermittent which are excluded from these counts). These positions were not included in previous years' headcounts. Historically, Group III staff were defined as part time staff with appointments of less than 9 months who received only legally required benefits (retirement, workers comp, sick leave/FMLA, and etc.), and not the university's full health and welfare benefits package. Transitioning this group into the administrative job structure improved the ability to track headcount, salary, and workload levels.

The following employee types (who only receive legally-required benefits) are excluded from this headcount:

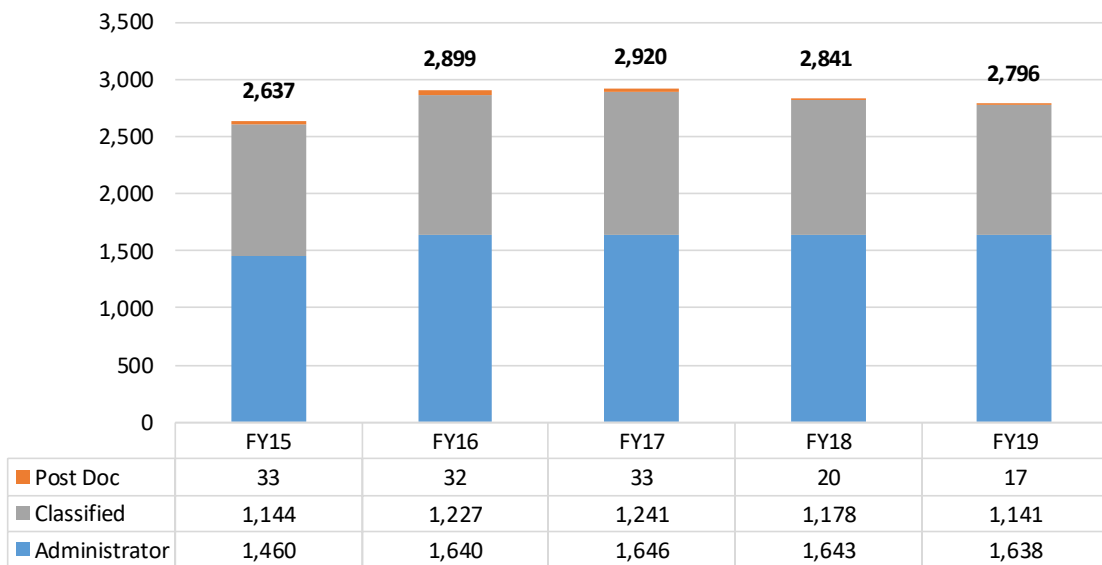
- Temporary employees (employees with an assignment less than 120 days)
- Intermittent employees (employees who work less than 1,000 hours per year)
- Group III faculty (part-time, semester-by-semester appointments)

The charts below show trended historical faculty and staff headcounts across the institution.

Faculty Headcount



Staff Headcount



See footnote on prior page for explanation of historical staff headcounts.

7.3.3 Total Salaries by Planning Unit

Salaries, Wages, & Other Payroll by Planning Unit							
	FY16	FY17	FY18	FY19 Budget	FY19 Forecast	Raise Pool	FY20 Budget
Arts & Sciences	\$52.3	\$54.8	\$53.2	\$54.7	\$52.7	\$0.5	\$52.6
Business	17.6	20.4	20.2	21.1	20.2	0.2	21.7
Communication	14.2	14.7	14.3	14.6	14.3	0.1	14.3
Education	12.2	13.1	12.9	13.5	13.5	0.1	13.5
Engineering	24.4	25.7	24.5	25.6	24.3	0.2	25.1
Fine Arts	12.1	12.8	12.7	12.8	12.6	0.1	12.8
Global Affairs & International Studies	2.7	2.9	2.6	2.6	2.6	0.0	2.8
Health Sciences	19.1	20.4	20.7	21.1	22.0	0.2	23.3
Honors Tutorial College	0.9	0.7	0.7	0.7	0.7	0.0	1.0
University College	4.1	4.3	4.0	4.2	4.5	0.0	4.5
Voivovich School	5.9	6.8	7.2	7.2	7.3	0.1	7.8
Heritage College of Osteopathic Medicine	29.2	30.9	31.4	34.7	31.5	0.3	32.9
Regional Campuses	33.9	33.4	32.1	31.2	30.0	0.3	28.4
Athletics	7.2	7.6	7.7	7.7	8.4	0.1	7.9
Culinary Services	13.6	14.2	14.4	14.4	13.4	0.1	13.6
Housing & Residence Life	5.8	5.9	5.9	6.5	5.9	0.1	6.1
Parking & Transportation	1.4	1.6	1.5	1.5	1.4	0.0	1.4
Printing	0.7	0.7	0.8	0.7	0.7	0.0	0.7
President	5.6	6.2	5.6	5.9	5.5	0.1	5.9
Provost*	13.0	11.6	11.3	12.6	12.2	0.1	12.5
Library	4.7	4.6	4.7	4.9	4.5	0.0	4.8
VP of Advancement	5.3	5.1	5.2	5.9	6.5	0.1	7.5
VP of Finance & Administration	14.9	15.1	15.4	16.0	14.8	0.1	14.6
Office of Information Technology	12.6	12.7	11.1	14.0	11.8	0.1	12.9
Operations & Maintenance	19.7	20.4	19.9	21.0	21.0	0.2	21.2
VP of Student Affairs	7.7	8.4	8.6	9.4	9.2	0.1	9.5
VP of Research	4.9	5.7	5.8	5.6	5.6	0.1	6.0
Other	0.5	0.8	0.2	2.0	1.1	0.0	1.0
Total Salaries, Wages, & Other Payroll	\$346.2	\$361.5	\$354.6	\$372.1	\$358.2	\$3.6	\$366.4

*Instructional Innovation e-Learning flip occurred in FY17 and resulted in \$1.7M of Faculty Salaries being moved to academic units.

7.4 Benefits Expense

The University provides a comprehensive benefits program to faculty and staff as part of their total compensation package, as detailed below. Please see section 2.5.2 for financial trends related to the University's benefits expense.

- Retirement: University contributions to OPERS, STRS, and the Alternative Retirement Plan for faculty, staff, and students
- Health and welfare: health, vision, dental, life and disability insurances, etc. for faculty and staff
- Legally mandated benefits: workers compensation, Medicare, unemployment, and occupational health
- Educational Benefits: for faculty, staff, retirees, and their dependents
- PTO Retirement Pay Out: sick pay out (mandated by State law) and vacation pay out at retirement
- Miscellaneous: Child care center support, parental leave, AFSCME contract related costs, and relocation expenses

7.4.1 Educational Benefits

The University provides educational benefits to faculty, staff, retirees, and their dependents as follows:

- Full Time Faculty and Staff: 100% of the instructional fee and 100% of non-residency fee, if applicable
- Part Time Benefits Eligible Faculty and Staff: Employees with FTE of 0.67 or greater: 100% of the instructional fee and 100% of non-residency fee, if applicable
- Employees with FTE less than 0.67: FTE % of instructional fee and non-residency fee, if applicable
- Full Time AFSCME union employees receive 100% of the instructional fee and non-residency fee, if applicable. Part-Time AFSCME union employees receive 50% of the instructional fee and non-residency fee, if applicable

7.4.2 Mandated Benefits

Workers Compensation is funded via a charge to Planning Units based on gross wages as follows:

- Operating: \$0.00739
- Dining: \$0.03335

Medicare is funded via a charge of \$0.0145 per gross wages to Planning Units.

Unemployment is billed to the University by the State of Ohio with charges based on each individual claim.

As of January 1, 2013 the University is self-insured for worker's compensation. Although the intent was to reduce costs through more effective claims management and reduction of administrative fees to the state, we are still required to pay administrative fees on trailing claims/liabilities from pre-2013, under the current Ohio Revised Code.

7.4.3 Retirement Contributions

Retirement plan options, including employee and employer contributions, are mandated by the State of Ohio. Prior to 1998 all Faculty and Staff were automatically enrolled in either the State Teachers Retirement System (STRS) or Ohio Public Employee Retirement System (OPERS). The Ohio General Assembly established the Alternative Retirement Plan (ARP) in 1998, allowing faculty and staff to opt out of the OPERS and STRS pension plans and participate in a defined contribution plan with third party vendors. The law creating the ARP also established a mitigating rate, designed to offset the negative impact resulting from the exclusion of this population from OPERS and STRS membership.

Faculty Plans - Employee and University Contributions

	Alternative Retirement Plan	STRS Plans		
		Defined Benefit	Defined Contribution	Combined
Employee Contribution	14%	14%	14%	14%
University Contribution	9.53%*	14%	9.53%*	14%
Total Contribution to Plan	23.53%	28%	23.53%	28%
University Mitigating Rate Contribution to STRS	4.47%	0%	4.47%	0%

* The Mitigating Rate applies to university contributions to the ARP plan and STRS defined contribution plan.

Staff Plans - Employee and University Contributions

	Alternative Retirement Plan	OPERS Plans		
		Defined Benefit	Defined Contribution	Combined
Employee Contribution	10%	10%	10%	10%
University Contribution	11.56%	14%	12.5%*	12.5%*
Total Contribution to Plan	21.56	24%	22.50%	22.50%
University Mitigating Rate Contribution to OPERS	2.44%	0%	1.5%	1.5%

* The Mitigating Rate applies to university contributions to the ARP plan and OPERS defined contribution plan.

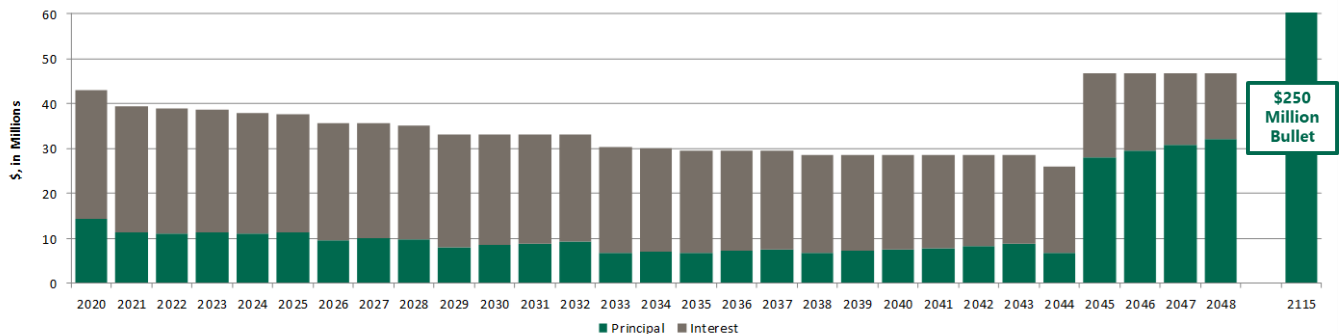
8.1 Current Debt and pro-forma Debt & Debt Service

The University strategically issues debt to finance our facility and infrastructure investments. As of June 30, 2019 the University and Ohio University Foundation will have \$593.6M of outstanding debt.

The majority of our long term debt is issued in the form of tax-exempt bonds which are repayable over the term with annual principal and interest payments. On November 6, 2014, the University issued \$250.0M taxable Century Bonds with annual interest payments and a principal bullet maturity in 2114. On March 1, 2017, the University issued \$156.2M tax-exempt bonds to refund Series 2006A&B, advance refund Series 2008A, and \$125.0M new money for capital projects. The Series 2017A bonds have bullet maturities beginning in fiscal year 2045 through fiscal year 2048 related to the new money and amortized maturities matching the original maturities for the refunded bonds. The University plans to issue \$75.0M bonds in the spring of 2020.

The following schedules detail our current outstanding debt and debt service as of June 30, 2019:

OHIO UNIVERSITY DEBT PORTFOLIO AS OF JUNE 30, 2019						
Series	Tax Status	Coupon Type	Outstanding Par	Next Call Date	Final Maturity Date	Use of Proceeds
OHIO UNIVERSITY - GENERAL RECEIPTS DEBT						
Series 2009	Tax-Exempt	Fixed Rate	3,220,000	Non-Callable	12/1/2019	Capital Projects
Series 2012	Tax-Exempt	Fixed Rate	46,390,000	6/1/2022	12/1/2042	Capital Projects; Refunding (2003/2004)
OAQDA - Series 2012A	Tax-Exempt	Fixed Rate	9,172,398	Non-Callable	12/1/2022	Capital Projects
OAQDA - Series 2012B	Taxable	Fixed Rate	8,500,000	Non-Callable	12/1/2027	Capital Projects
Series 2013	Tax-Exempt	Fixed Rate	123,790,000	12/1/2022	12/1/2043	Capital Projects; Refunding (2001/2004)
Series 2014	Taxable	Fixed Rate	250,000,000	Make Whole Call	12/1/2114	Capital Projects
Series 2017A	Tax-Exempt	Fixed Rate	151,290,000	6/1/2027	12/1/2047	Capital Projects; Refunding (2006AB/2008A)
OHIO UNIVERSITY NOTES						
Ohio University Inn (Term Loan)	Tax-Exempt	Fixed Rate	769,900	N/A	6/15/2021	Capital Projects
OHIO UNIVERSITY CAPITAL LEASE OBLIGATIONS						
Capital Leases	Tax-Exempt	Fixed Rate	374,856	N/A	FY 2021	Capital Projects
LINE OF CREDIT						
Series 2017B	Tax-Exempt	Variable Rate	65,500	Anytime at Par	12/1/2019	Bridge Financing for Capital Projects
TOTAL			593,572,654			

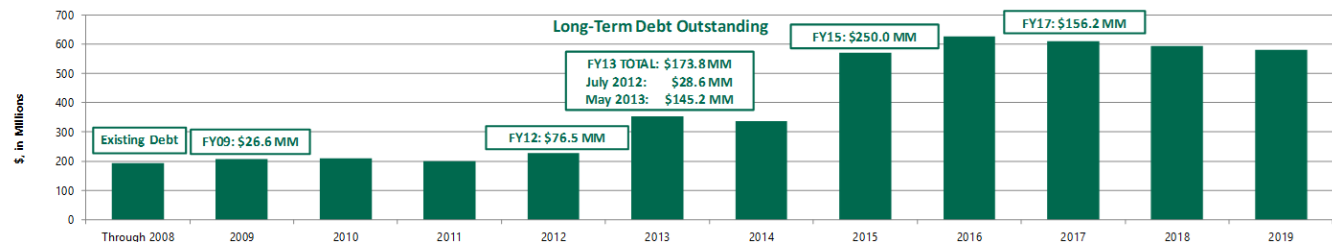


The University’s debt portfolio is currently 100% fixed (interest rates are fixed at the point of issuance for defined periods versus variable which fluctuates against interest rate indices). The University’s cost of borrowing is determined by both market factors and the University’s bond rating. The University’s ratings were affirmed in May 2019 by S&P (A+/stable) and in January 2017 by Moody’s (Aa3/stable). These ratings are reassessed annually by S&P and at a minimum prior to each new issuance by Moody’s.

Bond ratings include analysis of quantitative factors (strength of balance sheet, debt service as a percent of operations, net revenue position, revenue diversification and dependencies, fundraising success) and qualitative factors (student applications, selectivity, retention, tenure and stability of leadership). In November 2015, Moody's updated its rating methodology which consolidates the US and non-US higher education methodologies into a single rating and includes a revised version of the Moody's scorecard. A major change in this revised methodology is a shift in how Moody's measures an institution's financial reserves. Adjustments were made to certain ratio calculations to ensure global comparability, including moving to cash-based wealth metrics from net asset-based measures. This means it effectively eliminates the impact of GASB 68 from the metric. In January 2016, S&P updated its rating methodology. The S&P framework is more complex than the Moody's scorecard but is intended to similarly provide further transparency into the rating approach. The framework is largely quantitative and looks at a university from two primary perspectives: **Enterprise Profile** and **Financial Profile**. S&P reviews a variety of quantitative measures within each of these categories and creates a weighted score for each of the two profiles; the combination of these two scores then maps to an overall rating score. The University was rated under the new methodologies beginning in January 2017.

The following table and graph provide a summary of fiscal year 2006 to 2019 debt issuances and uses:

Series	Original Par (\$, in Millions)	FY Issued	New Money	Use of Proceeds
2008 A/B	15.4	2009	64%	New Money (\$9.9 million of Proceeds): To acquire, renovate and furnish the HDL Center. Refunding (\$5.6 million of Proceeds): Proceeds were used to refund Series 2008 Bond Anticipation Notes.
2009	26.6	2009	100%	New Money (\$27.9 million of Proceeds): To purchase and implement a new SIS and to upgrade existing information technology network infrastructure.
2012	76.5	2012	61%	New Money (\$50.6 million of Proceeds): To develop an extension campus in Columbus, OH, including the expansion of the Heritage College of Osetopathic Medicine, for renovations to multiple academic facilities, for infrastructure improvements including chilled water expansion, and for additional upgrades to existing IT network. Refunding (\$32.3 million of Proceeds): Proceeds were used to refund portions of the 2003 and 2004 Bonds. The 2003 Bonds were originally issued to refund 2003 Bond Anticipation Notes (BANs) and 1993 Bonds. The 2003 BANs were used to construct the University Center, Avonics Engineering Center, a lecture hall and the Pickerington Center. The 1993 Bonds were used to construct the Charles J. Ping Student Recreation Center and refund the 1972, 1977 and 1978 Bonds. The 2004 Bonds were issued to construct the University Center, purchase an aircraft, update two energy systems and construct the Lausche Heating Plant.
2012 A/B	28.6	2013	100%	New Money (\$28.6 million of Proceeds): To finance the costs of air quality facilities in order to promote purposes of ORC, Chapter 3706.
2013	145.2	2013	76%	New Money (\$123.3 million of Proceeds): To develop an extension campus in Columbus, OH, including the expansion of the Heritage College of Osetopathic Medicine, for renovations to multiple academic buildings, for construction of a new Indoor Multi-Purpose Facility, and to complete the Housing Development Phase I. Refunding (\$37.9 million of Proceeds): Proceeds were used to refund the 2001 Bonds and remaining 2004 Bonds. The 2001 Bonds were used to construct an Innovation Center, construct an HR and training center on West Union Street, acquire the Athena Theater, renovate Peden Stadium, purchase an aircraft, construct a new airport terminal, upgrade infrastructure and renovate or construct multiple academic and housing facilities. The 2004 Bonds were issued to construct the University Center, purchase an aircraft, update two energy systems and construct the Lausche Heating Plant.
2014	250.0	2015	100%	New Money (\$250 million of Proceeds): To pay a portion of the costs of new construction and upgrades of University's capital facilities, including capital expenditures for deferred maintenance and energy infrastructure projects.
2017A	156.2	2017	75%	New Money (\$125.8 million of Proceeds): To pay a portion of the costs of new construction and upgrades to academic buildings, student housing and student dining facilities, including, but not limited to, the McCracken Hall renovation and addition, Grover Center expansion, Alden Library renovation, Clippinger Renovation Phase I, Engineering Research/Consolidation and expansion, Facilities/RMS/Administrative relocation, HCOM Athens, Ellis Hall upgrades, Tanaka Hall, Luchs Hall, Sowle Hall, Carr Hall and Jefferson Hall, Jefferson Dining Hall, Shively Dining Hall, and Nelson Dining Hall. Refunding (\$41.2 million of Proceeds): Proceeds were used to current refund remaining 2006A and 2006B Bonds and advance refund a portion of 2008A Bonds. The 2006A Bonds were used to advance refund Series 1999 Bonds. The 1999 Bonds were used to modernize the air conditioning system on the Athens Campus, make improvements to recreational facilities, expand a child care center, renovate and expand the Grover Center, support construction on regional campuses, construct the West State Street Laboratory Facility and renovate The Ridges Conference Center. The 2006B Bonds were used to construct a new residence hall, develop a Student Information System (SIS), provide audio visual equipment for the University Center, update energy control systems and finance the design costs for a new College of Communications Building and Integrated Learning and Research Center. The 2008A Bonds were used to acquire, renovate and furnish the HDL Center and refund Series 2008 Bond Anticipation Notes.



(1) All proceeds include cost of issuance and underwriter's discount.

The University's updated Comprehensive Master Plan, integrating current Academic unit strategic and financial planning as well as cash forecasting and liquidity analyses, was approved by the BOT in March 2016. In conjunction with the Deferred Maintenance/Century Bond Strategy approved by the Board of Trustees (BOT), this informed revisions and refinement to our 6-year CIP.

In August 2016, the BOT authorized the University to proceed with its FY17-FY22 Six Year Capital Improvement Plan (CIP) which included \$325.0M of additional long-term debt to be issued over the six-year horizon (2017 to 2022). On March 1, 2017, the University issued \$156.2M of tax-exempt bonds which included \$125.0M of new money anticipated in the \$325.0M of additional long-term debt to be issued. The FY19-FY24 Six Year CIP approved in June 2017 anticipated issuing additional debt of \$200.0M in FY20 through FY24 consistent with the FY17-FY22 CIP.

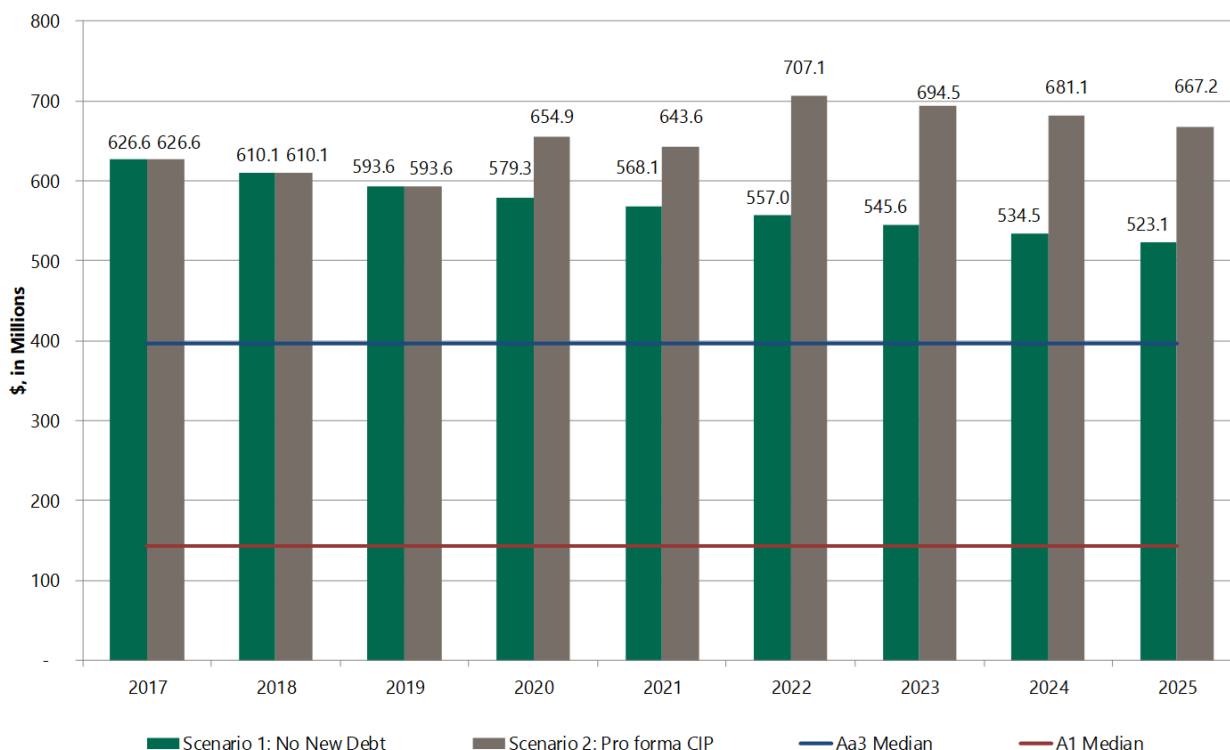
Utilizing the expected cash flows and debt needs identified in the FY21-FY26 Six Year CIP and FY19 CIP Update, the University would anticipate issuing additional debt of \$150.0M in FY20 through FY26 in the amounts below:

OHIO UNIVERSITY CAPITAL IMPROVEMENT PLAN: DEBT ISSUANCE FY 2015 - FY 2026 (\$, in millions)													
Fiscal Year	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	Total CIP
Debt Issuance	\$ 250	\$ -	\$ 125	\$ -	\$ -	\$ 75	\$ -	\$ 75	\$ -	\$ -	\$ -	\$ -	\$ 525

This is a reduction of \$50.0M from the original plan. Based on the current projects underway and the FY21-FY26 CIP, we anticipate going to market in the spring of FY2020.

Assuming debt is issued per this schedule, the University's total debt outstanding would peak at \$707.1M in FY22. While the University's peak outstanding debt is higher than rating medians, it should be considered in the context of the size of its operations and financial reserves.

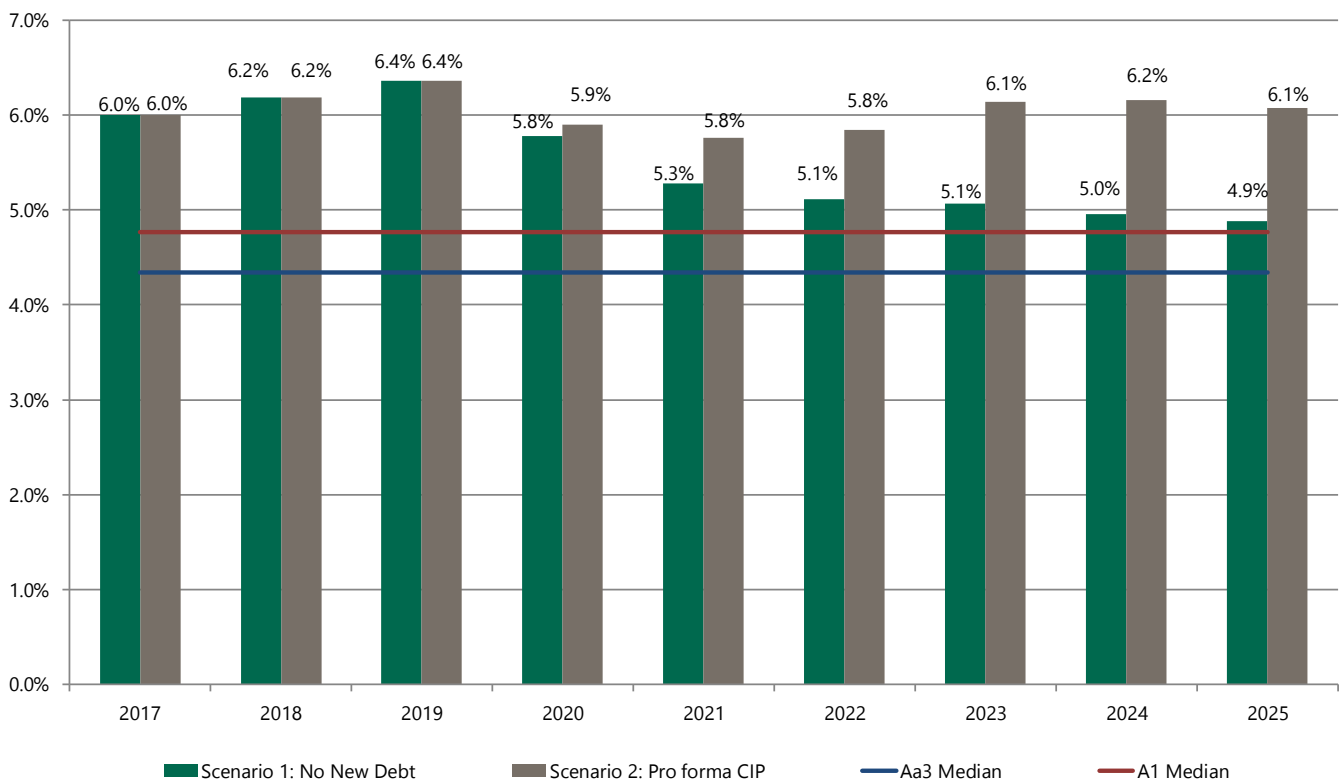
Annual Pro forma Debt (\$ in millions)



Debt service to operations, which measures annual debt service (the sum of the annual principal and interest expenses payable for existing outstanding debt) as compared with the university operating budget, is the metric used to measure the impact of an institution’s debt burden on operating expenses. The lower the percentage, the greater the institution’s financial strength.

The following chart depicts the anticipated debt service to operations ratios with our current assumptions on additional borrowing through FY26. FY19 is calculated using projected actual results. Debt service to operations is projected at 6.4% in FY19 and is projected to peak at 6.3% in FY23. This is above the Aa3 public-institution median of 4.3%, but well below the Aa3 max value of 11.3%.

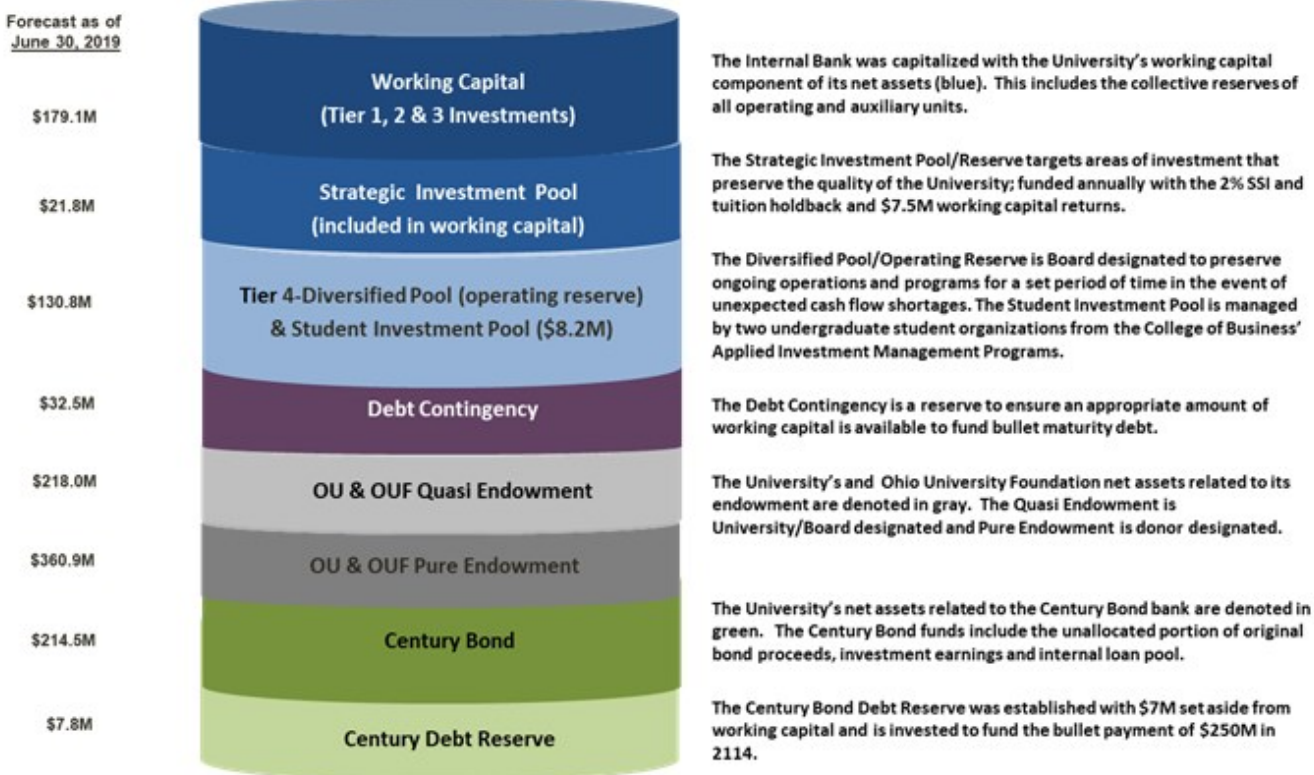
Debt Service to Operations



8.2 Internal Bank

The Treasury Management Office began developing and implementing an Internal Bank structure in fiscal year 2015 utilizing the University’s cash and investments per the graph below. The endowment values include Ohio University Foundation.

Cash and Investments (\$1,165.4M)



The Internal Bank structure currently has two distinct banks or funding models as follows:

- 1) **Internal Bank Model:** Funded with working capital reserves, operating surpluses, tax exempt bond proceeds, internal loan repayments, and investment earnings;
- 2) **Century Bond Bank Model:** Funded with Century Bond proceeds, investment earnings, and internal loan repayments.

The Internal Bank funding model takes a more sophisticated approach to managing University resources and debt portfolio than the University has utilized in the past. First, it decouples the University’s external and internal debt portfolios so that the interest rates paid by internal units are no longer dependent on market conditions at time of issuance. Instead, the University sets the interest rate based on the blended average cost of the institution’s overall debt portfolio which makes the interest paid on debt equitable across the University. Additionally, the model creates predictability in capital costs and working capital returns for budgeting and forecasting. Ultimately funds may be recycled internally to reduce the amount of future debt needs.

8.2.1 Internal Bank Model

The Internal Bank's primary use of funds will be for the University's Capital Improvement Plan (CIP) with the exception of deferred maintenance and energy infrastructure projects which will be funded primarily from the Century Bond bank. The Internal Bank model inflows consist of working capital reserves, operating surpluses, tax exempt bond proceeds, internal loan principal and interest repayments, and investment earnings. The outflows consist of external debt service payments, internal loans issued, use of reserves, and the University's Strategic Opportunity Reserve ("SOR").

The University's working capital cash and investment balances are forecasted at \$179.1M at June 30, 2019 (see top blue cylinder above).

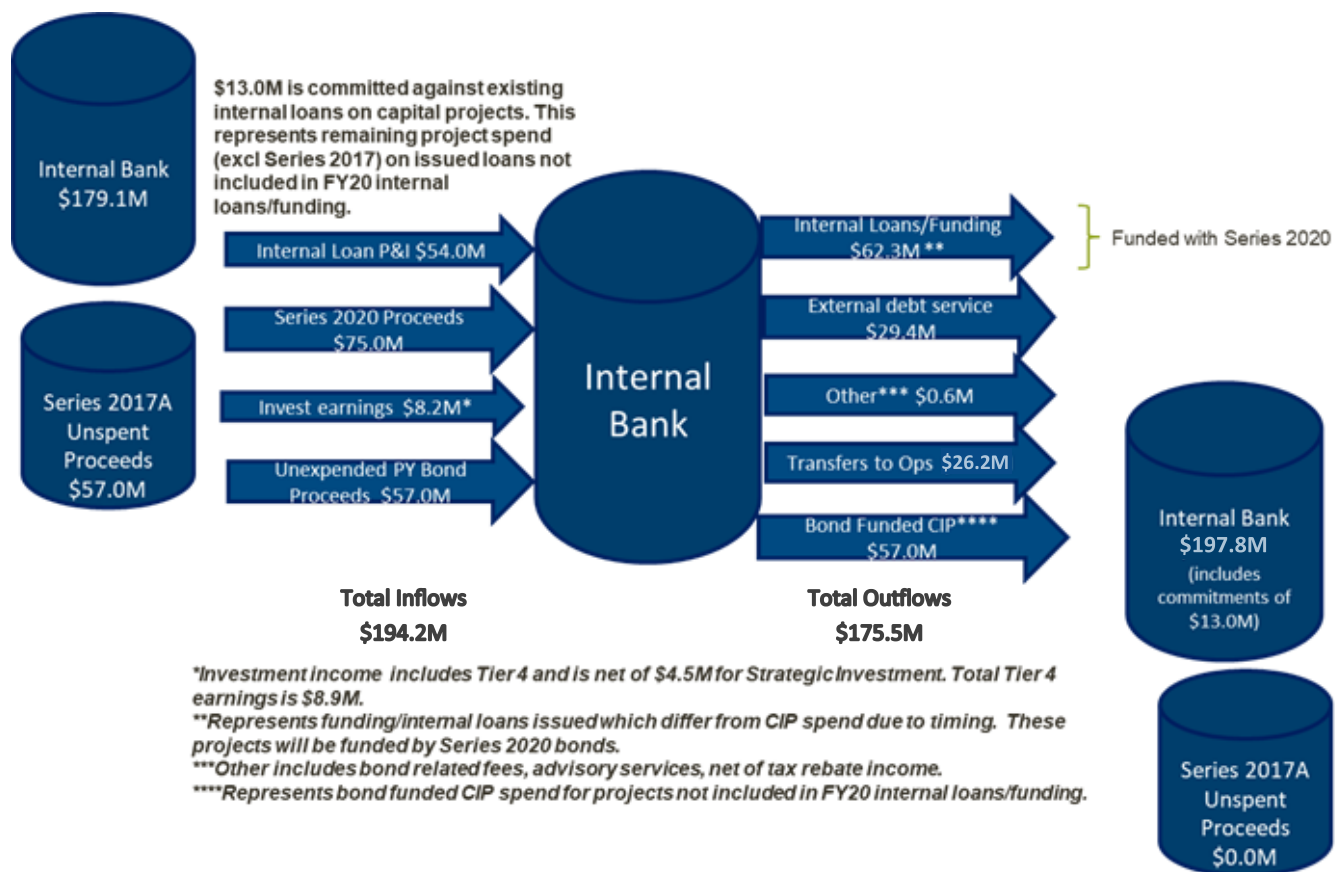
In December 2014, Capital Cities was engaged to provide short-term investment advisory services for the working capital investments of both the University and Foundation. At the October 2015 Board of Trustees meeting, the updated Cash and Pooled Investments (Non-Endowment Funds) Investment Policy Statement ("IPS") and new tiered investment structure were approved. The IPS governs the University's operating funds/working capital.

Pursuant to a detailed review of the University's cash flow needs, risk tolerance, return objectives, and investment environment among other considerations, the new investment structure was developed and includes four liquidity tiers as follows:

- Tier 1:** Assets provide for short-term (less than one year) cash flow needs.
- Tier 2:** Assets serve as the Contingency Account (reserves to replenish Tier I if necessary) and to fund the University's Capital Improvement Plan.
- Tier 3:** Assets are comprised of the residual balance of the Non-Endowment Funds after both Tier I and II cash targets have been met. Tier III (and IV if necessary) provides Tiers I & II with emergency liquidity while also seeking to maximize risk-adjusted returns.
- Tier 4:** Assets are comprised of the diversified pool, which is a unitized portion of the University's Long-Term Endowment Investment Pool, and the Ohio University Student Investment Program funds. Management of the assets in this tier has been delegated by the University to The Ohio University Foundation.

The Internal Bank utilizes the Tier 1, 2 & 3 assets that are not reserved for other purposes. Tier 4 includes the long-term working capital funds that are set aside as an operating reserve and student investment program. The graph below includes investment income on Tier 4 investments in the amount of \$8.9M.

The Internal Bank FY20 inflows and outflows are budgeted as follows:



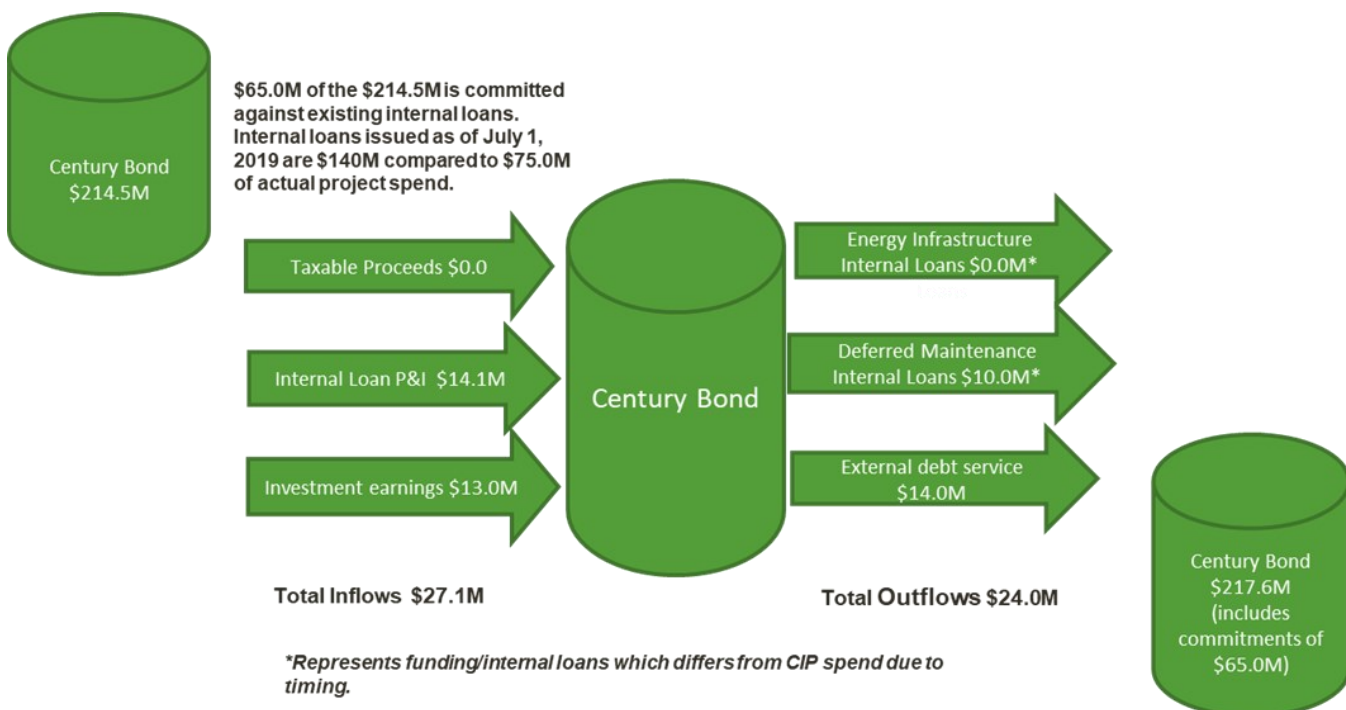
The Internal Bank funds capital projects in advance but will be reimbursed in part by future debt issuances. The graph above includes the June 30, 2019 forecasted unspent Series 2017A proceeds of \$57.0M since certain projects are funded with Series 2017A proceeds. The forecasted FY20 capital expenditures against the Series 2017A proceeds is \$57.0M. Series 2017A bond proceeds will be fully spent on or before March 1, 2020. The \$60.0M in FY20 internal loans/funding will be funded from Internal Bank working capital and reimbursed with the Series 2020 issuance.

8.2.2 Century Bond Bank Model

The Century Bond Bank was created to fund energy infrastructure projects and deferred maintenance projects in order to reduce the deferred maintenance backlog and establish a framework to move to a funded depreciation model and continuously manage deferred maintenance needs over the next century. Proceeds of the bonds will be used to make a series of internal loans for the Energy Infrastructure Projects (approx. \$79.0M) and deferred maintenance projects (approx. \$160.0M in \$10.0M annual tranches). As a note, the original project budget for Lausche was \$90.0M but the revised EIP project budget is \$79.0M. At the May 2016 Treasury and Debt Advisory Committee (formerly Century Bond Advisory Committee) meeting, the Committee discussed a proposal to repurpose the \$11.0M excess to close the funding gap for Phase I of the Clippinger Strategy. The Committee supported the recommendation of this funding strategy and it was approved by the University Board of Trustees in June 2016.

The Century Bond bank inflows consist of Century Bond proceeds, investment earnings, and repayment of internal loan principal and interest. The outflows consist of external debt service and internal loans issued. Of the \$247.3M net proceeds (net of \$2.2M discount and \$0.5M issuance costs), the University invested \$97.3M in highly liquid, safe investments. As of June 30, 2019 the remaining balance of this portion of the proceeds is projected at \$32.1M and is currently invested in short-term bond funds. \$150.0M of the proceeds is managed by the Foundation Investments Committee. Hirtle & Callaghan, the Foundation's Chief Investment Officer, has worked with the University to put together guidelines related to the long-term investment of the \$150.0M. The June 30, 2019 projected market value of the long-term investments is \$182.4M. In addition to the \$247.3M net proceeds, the University set aside \$7M from working capital to establish a debt reserve fund. The debt reserve fund is invested 50% in a conservative portfolio and 50% in the University's long-term portfolio so that it may be ultimately used to repay the total outstanding principal in one hundred years. Rebalancing between the portfolios will occur over time in order to protect the principal needed to repay the full principal amount and one year's interest at maturity. This was structured in conformance with the Guiding Principles approved by the BOT. The June 30, 2019 projected balance of the debt reserve fund is \$7.8M.

The Century Bond Bank FY20 inflows and outflows are budgeted as follows:



8.3 Internal Loans

Internal loans may be approved for major equipment purchases, remodeling or new construction projects and other approved uses. The Treasury Office has developed internal loan guidelines that define appropriate loan usage, terms, interest rates, and structure. Internal loans are issued according to these guidelines and are administered by Treasury Management.

8.3.1 Internal Bank Loans

The interest rate charged on internal loans is based on the blended cost of capital, including administrative and operating fees. The rate is variable over the life of the loan but will be predetermined and fixed on the first day of each calendar year (January) for the following fiscal year (July 1 to June 30).

The remaining balances of the loans issued prior to the internal bank implementation were re-amortized using the blended variable rate, and the impact on principal and interest repayments in aggregate is minimal. However, the impact on certain departments is more significant in some cases so internal loans have been restructured on a case by case basis to date. Most of the Series 2013 bond loans were restructured. Since not all of the existing loans have been restructured, the loans are currently separated into three categories: 1) Working Capital Loans; 2) Bond Proceeds Loans; 3) Restructured and New Loans.

Principal and interest payments on internal loans will be recorded at least quarterly and funded in the following manner:

1. Loans made directly to Planning Units. These include loans to Auxiliaries and units with direct external revenues and specific expansion programs (i.e., HCOM Dublin, HCOM Cleveland). Principal and interest payments on these loans are made from Planning Unit operating budgets as an operating expense.
2. Loans for execution against University CIP which do not fit into Category #1 above are paid by Central Operations through recovery of depreciation costs from Academic Units directly attributed to their facilities. Any shortfall is allocated across Planning Units via step down in the OBM model.

Following is a roll forward of existing, restructured, and new (based on active projects) loans from July 1, 2019 to June 30, 2020:

Working Capital Loans		Original Loan		Interest Rate	Date of Loan	Ends	7/1/2019 Loan Balance	FY20 Principal	FY20 Interest	6/30/2020 Loan Balance
Department Name	Name of Account/Project									
Internal Loans:										
Engineering	Student Training 7 Piper Warriors	1,134,000		5.50	01/12/05	2020	98,345	98,345	2,768	-
Central Pool	WOUB Tower Lease Revenue	572,984		5.50	06/30/10	2020	72,054	72,054	-	-
International Studies	Tun Abdul Razak Maplewood Res	44,317		5.50	03/01/11	2021	10,856	5,282	597	5,573
Total		1,751,301					181,254	175,681	3,365	5,573
Bond Proceeds Loans		Original Loan		Interest Rate	Date of Loan	Ends	7/1/2019 Loan Balance	FY20 Principal	FY20 Interest	6/30/2020 Loan Balance
Department Name	Name of Account/Project									
Airport		\$ 740,000	Series 2001	Variable		2027	115,000	115,000	45,367	920,000
Arts and Sciences	W State St Lab - A & S	372,123	Series 2006A	3.5% to 5%		2025	210,969	31,258	9,193	179,711
Athletics	Track & Turf Fields	2,069,099	Series 2006A	3.5% to 5%		2025	1,184,379	175,482	51,608	1,008,897
Campus Recreation	Recreation Facility	1,547,481	Series 2006A	3.5% to 5%		2025	877,318	129,987	38,228	747,331
Central Pool	Athens Theatre	1,645,000	Series 2001	Variable		2027	1,035,000	115,000	45,367	920,000
	Child Care Center - LL Inc.	1,740,916	Series 2006A	3.5% to 5%		2025	986,982	146,235	43,006	840,747
	Child Care Center - VPPA	154,748	Series 2006A	3.5% to 5%		2025	87,732	12,999	3,823	74,733
	King Air 350	1,880,000	Series 2004	2% to 5%		2020	310,000	310,000	7,750	-
	Network Infrastructure-Phase II	6,860,000	Series 2012	2% to 5%		2023	3,040,000	715,000	97,769	2,325,000
	Network Upgrade	6,185,000	Series 2009	2% to 5%		2020	1,015,000	1,015,000	25,375	-
	Student Info Sys (SIS)	15,465,000	Series 2006A	3.5% to 5%		2020	2,205,000	2,205,000	55,125	-
	College of Communication Phase 2	10,830,000	Series 2013	2% to 5%		2044	9,855,000	215,000	464,525	9,640,000
	Schoonover Project	16,486,131	Series 2012	2% to 5%		2043	14,570,325	361,823	633,886	14,208,503
	Lindley Hall Uplift	2,255,000	Series 2013	2% to 5%		2044	2,050,000	45,000	96,675	2,005,000
	Safety Projects	935,000	Series 2012	2% to 5%		2043	825,000	20,000	35,656	805,000
	Six-Year CIP Planning Fund	24,115	Series 2012	2% to 5%		2043	21,036	513	905	20,523
	Tupper Hall Uplift	6,320,000	Series 2013	2% to 5%		2044	5,745,000	125,000	270,775	5,620,000
	WUSOC Legal Services Relocation	200,390	Series 2012	2% to 5%		2043	176,815	4,286	7,642	172,528
	31 South Court Street Relocations	3,586,404	Series 2012	2% to 5%		2043	3,164,474	88,789	242,316	3,075,685
	Bromley Academic Relocations	1,715,351	Series 2012	2% to 5%		2043	1,513,545	36,692	65,415	1,476,853
	Chilled Water Loop	8,665,893	Series 2006A	3.5% to 5%		2025	4,912,980	727,927	214,076	4,185,053
	Confir Ctr the Ridges	5,605,000	Series 2012	2% to 5%		2043	4,960,000	120,000	217,244	4,840,000
	Ohio Air Quality Develop Auth(2012A)	2,644,069	Series 2006A	3.5% to 5%		2025	1,499,010	222,099	65,317	1,276,911
	Ohio Air Quality Develop Auth(2012B)	19,568,654	Series 2012A	2% to 5%		2024	9,172,398	1,842,868	147,692	7,329,530
	Stores/Receiving Demo	8,500,000	Series 2012B	2% to 5%		2028	8,500,000	-	314,500	8,500,000
	Track & Turf Fields - VPF&A	255,334	Series 2006A	3.5% to 5%		2025	144,757	21,448	6,308	123,310
	HDL Ctr Purchase Non-Tax (2008A)	96,718	Series 2006A	3.5% to 5%		2025	54,832	8,124	2,389	46,708
	Innov Ctr 1 (Finance)	7,825,000	Series 2008A	4.17% to 5%		2034	6,925,000	325,000	324,679	6,600,000
	Motor Pool Facility	1,179,049	Series 2001	Variable		2027	743,387	82,983	30,547	660,404
	W State St Lab - Jepsen	330,240	Series 2001	Variable		2027	210,240	25,000	9,162	185,240
	W State St Lab - LL Income	521,181	Series 2006A	3.5% to 5%		2025	295,475	43,779	12,875	251,696
	WUSOC Southeast Wing Demolition	2,418,381	Series 2006A	3.5% to 5%		2025	1,371,060	203,142	59,742	1,167,918
College of Medicine	Columbus Campus Project	42,482	Series 2012	2% to 5%		2043	37,484	909	36,575	76,387,918
	OJHCOM - Dublin (Columbus)	11,149,843	Series 2012	2% to 5%		2043	9,861,318	3,661,008	403,203	6,200,309
Housing	S. Gm Resi Hall (new)	8,845,000	Series 2013	2% to 5%		2044	8,090,000	8,050,000	95,053	-
Lancaster	Pickerington Center	19,460,000	Series 2006B	3.75% to 5%		2037	16,360,000	595,000	755,822	15,765,000
Transportation & Parking	Baker Univ Center-Parking Garage	2,240,000	Series 2003	5% to 5.25%		2024	1,170,000	210,000	55,913	960,000
VP of Research	Innov Ctr 1 (Research)	1,255,772	Series 2004	2% to 5%		2032	976,905	55,144	44,856	921,761
VP of Student Affairs	Baker University Center	810,111	Series 2001	Variable		2027	510,773	57,017	20,988	453,756
	Baker University Center	36,904,228	Series 2004	2% to 5%		2032	28,708,095	1,619,856	1,317,644	27,088,239
Total		219,348,711					153,802,289	23,674,367	6,315,093	130,127,922

Restructured & New Internal Loans Department Name	Name of Account/Project	Original Loan	Loan Type/Source	Interest Rate	Date of Loan	Ends	7/1/2019 Loan Balance	FY20 Principal	FY20 Interest	6/30/2020 Loan Balance	Department Totals
Central Pool	Clippinger Phase I	18,000,000	Future Debt	4.75%	6/1/2019	6/1/2049	18,000,000	278,682	850,085	17,721,318	
	Indoor Multi-Purpose Facility	5,480,000	Gift advance-interest	4.75%	7/1/2016	7/1/2020	-	-	104,120	-	
	Indoor Multi-Purpose Facility	2,500,000	Balance after gifts	4.75%	6/5/2013	6/1/2044	2,238,753	34,427	-	2,204,326	
	Indoor Multi-Purpose Facility	NA	Pepsi Pouring Rights	NA				(13,853)	(106,147)	(120,000)	
	McCracken Hall Renovation	20,720,400	Series 2013, \$4.2M	4.75%	4/1/2015	1/1/2045	19,341,095	387,493	911,868	18,953,602	
	Admin Reloc-Alden	86,520	Working Capital	4.75%	8/21/2017	9/1/2047	84,136	1,444	3,982	82,692	
	Admin Reloc-Ridges	13,125,072	Series 2017A	4.75%	7/1/2018	7/1/2048	14,633,017	237,461	690,880	14,395,556	
	Admin Reloc-Ridges	2,764,330	Working Capital	4.75%	7/1/2018	7/1/2038	2,743,184	43,821	129,528	2,699,363	
	Space Reloc-Lindley	450,000	Working Capital	4.75%	7/1/2019	10/1/2038	450,000	5,194	15,970	444,806	
	Space Reloc-29 PP & Carriage	2,300,000	Working Capital	4.75%	10/1/2018	10/1/2038	2,265,029	72,469	106,311	2,192,560	
	IT-ComDoc	2,100,000	Working Capital	4.75%	6/1/2018	6/1/2023	352,149	65,708	1,366,551	3,982	
	31 S. Court Street Purchase-Central	5,280,000	Working Capital	4.75%	7/1/2017	7/1/2047	5,134,359	88,789	242,316	5,045,571	
	Ellis Hall Renovations	2,037,050	Series 2017A	4.75%	9/30/2017	9/30/2047	1,980,861	34,255	93,487	1,946,606	
	Central Classroom C-Suite Reno	519,540	Series 2017A	4.75%	5/1/2018	5/1/2048	511,496	8,057	23,071	503,440	
	Facility Site Improvements - HCOM	2,200,000	Series 2017A	4.75%	10/1/2018	10/1/2048	2,183,171	34,875	103,086	2,148,296	
	HCOM Utilities Phase I - ROC	900,000	Series 2017A	4.75%	9/1/2018	9/1/2048	889,611	14,436	42,002	875,175	
	Russ Research Opport Ctr (ROC)-Design	2,740,000	Series 2017A Future Bonds	4.75%	6/1/2019	6/1/2049	2,740,000	42,422	129,402	2,697,578	
	Alden Library Renovations	1,040,000	Series 2017A	4.75%	7/1/2017	7/1/2047	1,011,313	17,727	48,379	993,586	
	King Air 350	1,295,000	Working Capital	4.75%	1/1/2016	1/1/2028	1,013,238	95,762	46,440	917,476	
	Indoor Multi-Purpose Facility	5,480,000	Gift Advance-principal	NA	7/1/2016	7/1/2020	1,959,937	800,000	-	1,159,937	
	Indoor Multi-Purpose Facility	NA	Pepsi Pouring Rights	NA			120,000	13,853	106,147	120,000	
	Peden Stadium Scoreboard	549,803	Gift bridge	4.75%	2/1/2017	2/1/2022	345,055	345,055	16,390	-	0
	Convocation Center Videoboard	1,250,195	Gift bridge	4.75%	5/1/2018	5/1/2023	-	-	-	-	-
Sook Academic Center	3,492,253	Gift bridge	4.75%	7/1/2017	7/1/2022	2,362,549	688,717	100,074	1,673,832	2,953,769	
CSC Renovation	3,185,000	Gift bridge	4.75%	4/1/2015	1/1/2019	0	-	-	-	0	
OUHCOM - Cleveland	16,400,000	Construction loan	4.75%	7/1/2017	7/1/2026	13,655,269	1,438,452	623,255	12,216,817		
OUHCOM - Athens	42,000,000	Series 2017A Future Bonds	4.75%	3/1/2019	3/1/2049	41,840,303	657,979	1,975,809	41,182,324		
OUHCOM - Athens-OHF Grant	6,000,000	Working Capital	4.75%	3/1/2019	3/1/2027	5,844,776	1,935,189	243,790	3,909,587	57,308,729	
McCracken Hall Renovation	10,000,000	Gift advance-interest	4.75%	7/1/2016	6/1/2026	-	-	475,000	-	-	
Multiphase Tech Corrosion Center	1,600,000	Gift Bridge	4.75%	6/1/2015	4/1/2025	1,048,842	154,839	47,089	894,004		
ARC FY15 Operating Deficit	2,200,000	FY15 Operating Deficit	4.75%	7/1/2015	6/30/2025	1,834,000	275,500	-	1,558,500		
ARC Integrated Learning Research	3,502,257	Working Capital	4.75%	7/2/2015	6/30/2041	3,189,884	87,582	151,519	3,102,302	5,554,806	
Space Relocations-Konneker	1,500,000	OUF	4.75%	7/1/2018	7/1/2028	1,612,064	142,312	74,063	1,469,752	1,469,752	
Housing Development Phase I	100,000,000	Series 2013, \$85.5M Series 2017 Working Cap/Future Debt	4.75%	4/1/2004	4/1/2044	92,649,157	1,941,332	4,305,815	90,707,826		
Housing Development Phase II	-	Working Cap/Future Debt	4.75%	?							
31 S. Court Street Purchase	2,720,000	Working Capital	4.75%	7/1/2017	7/1/2047	2,644,973	45,740	124,830	2,599,233		
4 University Terrace Purchase	2,000,000	Working Capital	4.75%	9/1/2017	9/1/2047	1,944,833	33,632	91,786	1,911,201		
Jefferson Hall Renovation	25,800,000	Series 2017A	4.75%	4/1/2016	4/1/2046	24,542,793	460,233	1,157,665	24,082,559	119,300,820	
Dublin -IEC	900,000	Working Capital	4.75%	9/1/2015	4/1/2030	288,435	20,478	13,340	267,957	267,957	
Total		312,117,420				272,820,835	10,776,500	13,007,061	261,924,335	261,924,335	
GRAND TOTAL		533,217,433				426,804,377	34,626,547	19,325,519	392,057,830	392,057,830	
								53,952,066		Total P&I	

8.3.2 Century Bond Loans

Century Bond loans will be issued to Central Budget, with principal and interest recovered through the funded depreciation model as described above. The interest rate charged on the internal loans from the Century Bond program is 5.6%, which equates to the fixed rate on the Century Bonds. An internal loan investment pool will be used for internal loan principal and interest payments in order to separate this activity from the original proceeds and provide for recycling of the bond funds to reduce the amount of future debt and fund the ongoing deferred maintenance program.

Following is a roll forward of Century Bond loans from July 1, 2019 to June 30, 2020:

Name of Account/Project	Original Loan	Interest Rate	Date of Loan	Ends	7/1/2019		FY20	FY20	6/30/2020
					Loan Balance	Additions	Principal	Interest	Loan Balance
Deferred Maintenance-FY15	\$ 10,000,000	5.59%	12/01/14	6/1/24	\$ 5,684,832	\$ -	\$ 1,015,174	\$ 303,791	\$ 4,669,658
EIP-1st Installment	30,000,000	5.59%	12/01/14	6/1/44	27,747,719	-	529,865	1,543,795	27,217,854
Deferred Maintenance-FY16	10,000,000	5.59%	12/01/15	6/1/25	6,645,551	-	960,719	358,245	5,684,832
EIP-2nd Installment	30,000,000	5.59%	12/01/15	6/1/45	28,249,162	-	501,443	1,572,217	27,747,719
Deferred Maintenance-FY17	10,000,000	5.59%	12/01/16	6/1/26	7,554,736	-	909,185	409,779	6,645,551
EIP-3rd Installment	19,000,000	5.59%	12/01/16	6/1/46	18,191,681	-	300,545	1,012,773	17,891,136
EIP-Clipping Phase I	11,000,000	5.59%	12/01/16	6/1/46	10,532,026	-	174,000	586,342	10,358,026
Deferred Maintenance-FY18	10,000,000	5.59%	12/01/17	6/1/27	8,415,152	-	860,416	458,548	7,554,736
Deferred Maintenance-FY19	10,000,000	5.59%	12/01/18	6/1/28	9,229,415	-	814,263	504,702	8,415,152
Deferred Maintenance-FY20	10,000,000	5.59%	12/01/19	6/1/29	-	10,000,000	770,585	548,380	9,229,415
\$ 150,000,000					122,250,274	10,000,000	6,836,195	7,298,572	125,414,079
							Total P&I	14,134,767	

9.1 CIP Process Overview

The University’s Capital Improvement Plan is a multi-year planning tool used to illustrate the University’s project priorities. Each year Ohio University engages in a collaborative process to review and prioritize the capital needs across the institution for the purpose of updating the capital improvement plan. In addition, every other year the institution prepares a six year capital improvement plan in preparation for the State Capital Appropriation Submission. Throughout the Capital Improvement Plan process the institution evaluates available funding sources for capital projects, capacity, and affordability within the context of the broader University budget.

This year’s CIP includes the FY20 Annual CIP and the FY21-FY26 Six Year Capital Plan. Embedded within the FY21-FY26 Six Year Plan is the FY21-FY22 State Capital Submission.

CIP Update Approach:

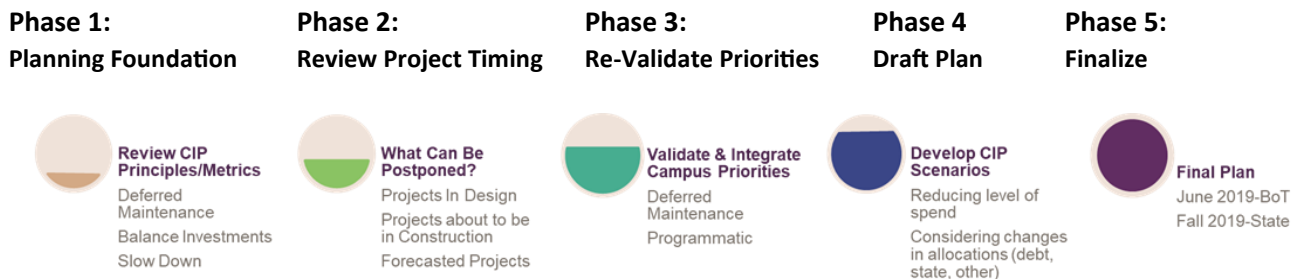
In response to operating budget challenges, planning units across the institution evaluated the level and speed of capital projects to align the CIP with university needs and affordability. The campus undertook a phased approach to planning by validating past CIP plans and principles, and aligning FY21-26 capital priorities into our six year operating budget forecast.

Factors that Influence Priorities and Strategies

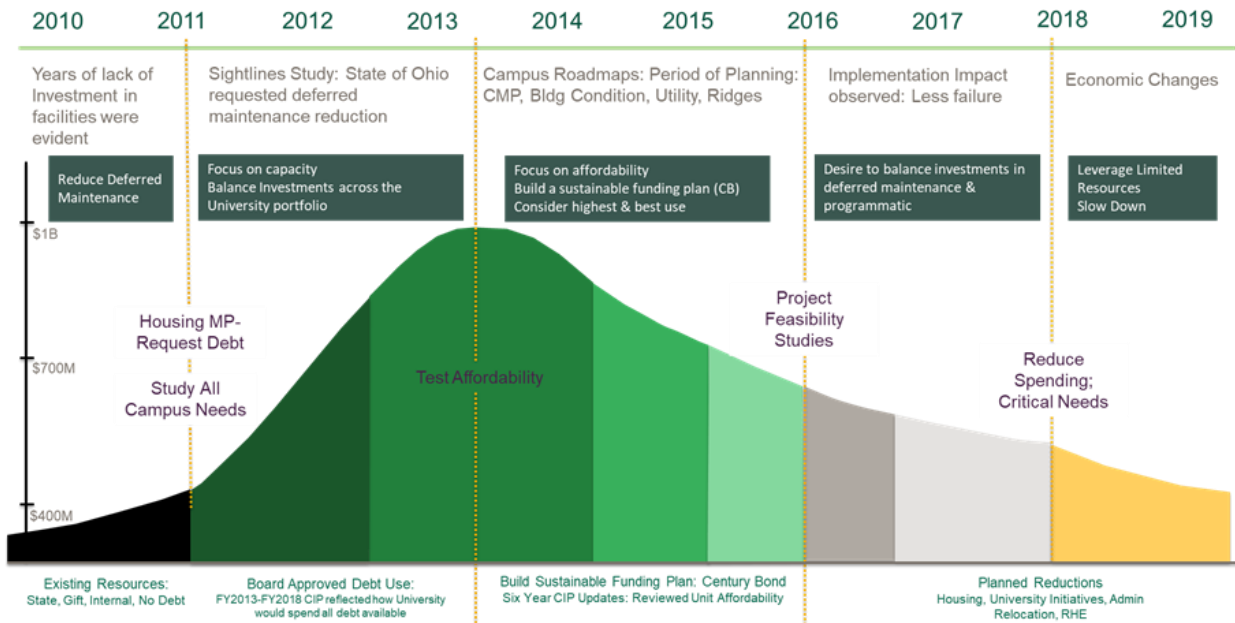
Ohio University annually updates the capital improvement plan to ensure various factors are considered, including:

- Operating Budget Forecasts: Review planning unit budget projections that may affect affordability of capital projects
- University’s Pathways and Priorities: Consider prioritization of programs and investments that enable movement on key university strategies
- Cooperative Opportunities: Evaluate projects that impact our community partners to leverage funding and advance projects that provide mutual benefits
- In-depth Studies: Consider how information from focused studies can provide a deeper understanding of project needs and strategies institution-wide
- Deferred Maintenance/Failures and Facilities Assessments: Maintain a flexible capital planning process in order to use newly identified information to re-prioritize schedules, budget, and scope of deferred maintenance projects
- Construction Climate: Consider how changes in the economy may impact CIP budget forecasts and access to work force
- Preventative Maintenance Strategy: Identify strategies to shift focus to investments in preventive maintenance as a means to reduce acceleration of deferred maintenance and more effectively manage long-term costs

Phased Approach to CIP



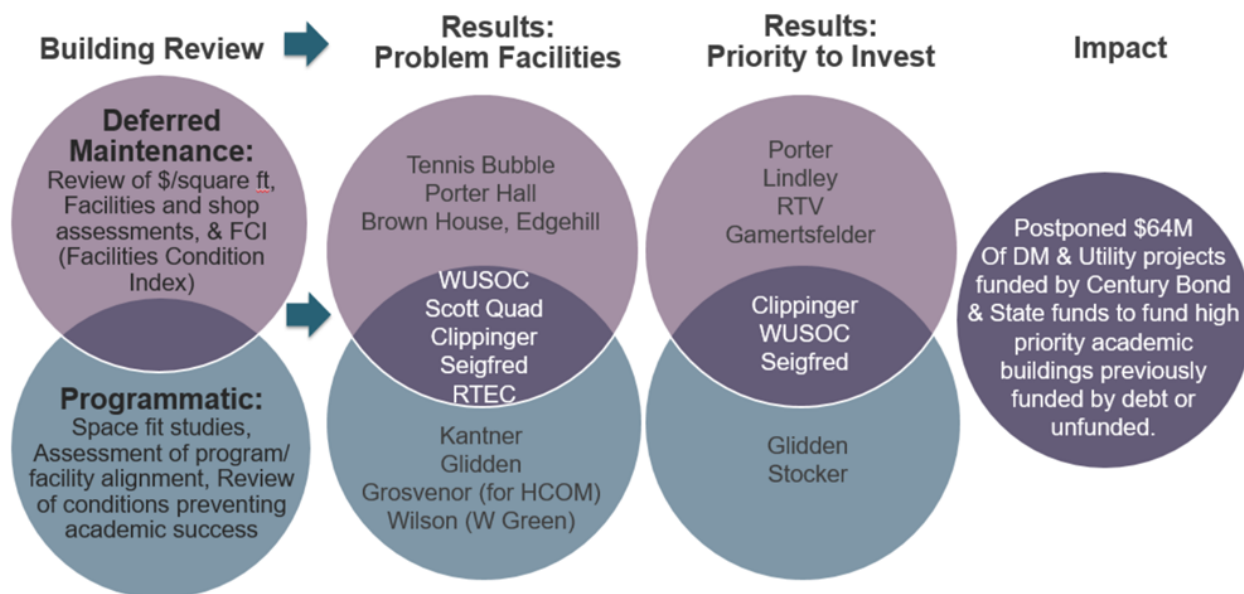
1. **Planning Foundation:** Step One of the CIP involved reflecting upon the University's principles and decisions from the last decade that defined our capital planning in 2019. In 2010, the campus faced a high level of deferred maintenance resulting in building failures. A debt strategy in 2012 was introduced to ensure capital investments were available to address critical needs. Between 2014 and 2016, the institution developed comprehensive planning studies to better inform capital planning priorities. Since 2014, the university has been evaluating projects through the lens of affordability, and building a sustainable funding model for capital projects, the Century Bond model.



2. **Review Project Timing:** Step Two involved a detailed review of all CIP projects in various stages of progress, including prioritized projects not yet in design through those about to move into construction. This phase of planning provided an opportunity to reflect upon project timelines and total project costs paying particular attention to funding sources and the overall impact to the University's operating budget, debt capacity, unit reserves, and working capital.

Functional Area	Goal	Responsible Party
Deferred Maintenance	Facilities maintained in operational & efficient condition	Facilities Management & Safety
Academic	Meet Academic Strategic Plan Needs	Provost
Regional Campuses	Prioritize Deferred Maintenance	Provost
Auxiliaries	Provide Service & Operational Needs	Vice Presidents
University Initiatives	Advance University Mission	President and University leadership
Utility Systems	Maintained in resilient operational condition	Facilities Management & Safety
OIT	Support Fast Paced Technological Changes	CIO and University Leadership

3. **Re-validate Priorities:** Step Three involved a renewed look at how projects were prioritized in the capital plan, with the objective of reducing spend while ensuring critical needs were being addressed. That prioritization involved balancing programmatic needs in the context of managing facilities with significant deferred maintenance. Buildings identified by their facility condition index as having significant deferred maintenance were included in the CIP only if its corresponding programmatic need also warranted prioritization. This holistic approach to evaluating capital projects allowed us to prioritize capital investments included in the plan while reconsidering project scope and funding source for each project.



4. **Draft Plan:** With University affordability and overall budget in mind, each functional area developed a draft plan using the principles and strategies identified in the three prior stages of planning.

Integrated Review:

Deferred Maintenance	Programmatic Priorities	Budget Analysis	Internal Bank
 <ul style="list-style-type: none"> Maintenance work that has been deferred until funds available Roof replacements, major building components 	 <ul style="list-style-type: none"> Unit priorities to address program needs New space, transforming existing space to support new/changing programs 	 <ul style="list-style-type: none"> Review of Unit's ability to fund project within the context of their overall budget and the University's overall budget 	 <ul style="list-style-type: none"> University affordability, capacity, & liquidity in relation to CIP project timing and cash flows

5. **Final Plan:** The last step in finalizing the plan included a validation of the impact of the prioritized capital investments included in the CIP. This validation step was established through the use of metrics that evaluated age balance, impact on deferred maintenance, and debt impact on Viability and Composite Scores.

9.2 Past CIP Progress

Based on prior CIP priorities, the University has made significant investment in projects to address deferred maintenance, both planned and unplanned. The Century Bond funding, now in its sixth year, as well as State Appropriations have enabled reductions in the University’s deferred maintenance backlog. During the same time period, investments were made in major capital projects, providing programmatic impact, and utility projects, as identified in the Comprehensive and Utility Master Plans.

Planning for the FY21-26 Six Year CIP involved evaluating progress toward addressing our prior CIP project plans.

Example FY19-FY20 Project Progress:

State Capital Impact	Century Bond Impact	Debt & Working Capital Impact	Gifts & Grants Impact
<ul style="list-style-type: none"> • Ellis Hall Renovation • Seigfred PH 1 Roof & Window 	<ul style="list-style-type: none"> • Steam Repairs • Fire Alarm Upgrades • Energy Infrastructure 	<ul style="list-style-type: none"> • Housing Renovations 	<ul style="list-style-type: none"> • Academic Sook Center • Co-Lab in Alden Library
<ul style="list-style-type: none"> • Electrical Upgrades • HVAC and Building Shell Protection 	<ul style="list-style-type: none"> • Roof Repair • Masonry Repair • Emergency Repairs 	<ul style="list-style-type: none"> • Walter Hall 245 Active Learning Classroom 	<ul style="list-style-type: none"> • Airport Improvements
<ul style="list-style-type: none"> • Regional Campus Infrastructure Upgrades 	<ul style="list-style-type: none"> • Window Replacement • Exterior Painting • ADA Priorities 	<ul style="list-style-type: none"> • Alden Library PH 1 • Administrative Relocations PH 1 	

9.3 FY20, FY21-FY26 Six Year CIP

Summary of FY20 Annual and FY21-FY26 Six Year Capital Improvement Plan

FY21 - FY26 Six Year Capital Improvement Plan	Budgets			Deferred Maintenance	Funding Sources						Capital Expenditure Forecast						
	Projects Beginning in a Prior FY	Projects Beginning in FY20	Projects Beginning in FY21-FY26		Internal Bank	Century Bond	Grants/Gifts	State Approp.	Working Capital	Past Expend.	FY20	FY21	FY22	FY23	FY24	FY25	FY26
Academic/Programmatic	\$208.0	\$4.3	\$78.8	\$119.6	\$54.8	\$19.5	\$72.8	\$24.4	\$24.6	\$125.1	\$40.4	\$32.1	\$31.6	\$28.9	\$7.4	\$1.0	
Auxiliaries	32.9	16.1	67.8	0.0	0.0	4.8	0.0	112.0	9.2	23.5	16.9	12.9	11.2	17.6	13.8	11.7	
Building Systems & Infrastructure	19.0	23.9	18.3	2.9	37.2	0.0	20.1	0.9	4.3	18.4	11.1	4.0	9.8	7.1	2.9	3.5	
Office of Information Technology	10.8	28.0	0.0	0.0	0.0	0.0	0.0	40.6	2.8	6.0	5.4	5.0	4.9	4.9	4.9	4.9	
Regional Higher Education	6.7	4.9	15.1	22.6	0.0	0.2	24.0	2.4	1.1	9.0	5.5	0.6	4.5	0.5	4.8	0.5	
University Initiatives	1.7	32.1	3.1	0.0	1.9	0.0	0.4	34.6	0.1	5.5	11.1	4.1	5.3	3.6	3.6	3.6	
Utility System Upgrades	34.8	6.8	20.2	2.9	37.3	0.0	20.2	1.4	6.4	22.6	14.6	1.8	3.4	6.5	6.3	0.3	
Totals	\$313.9	\$116.1	\$203.3	\$125.4	\$131.1	\$24.5	\$137.5	\$216.3	\$48.5	\$210.2	\$105.1	\$60.4	\$70.8	\$69.2	\$43.7	\$25.5	

Exhibit A: FY20, FY21-FY26 Six Year CIP Priority Projects

Athens Major Projects	FY20	FY21	FY22	FY23	FY24	FY25	FY26	State /CB	Debt	Other	Total
HCOM	Construction								42M	23M	65M
Chemistry	Construction							24.6M	18M		42.6M
Clip Phase 2	Design	Construction						9M	25M		34M
Clip Phase 3			Design	Construction				28.7M			28.7M
Admin Reloc	Rdg. 13,14,18 Library Grosvenor							1.8M	18M		19.8M
ROC	Design	Construction							28.1M	2M	30.1M
Seigfred				Design	Construction			36.2M			36.2M
DM Projects	Construction							88M			88M

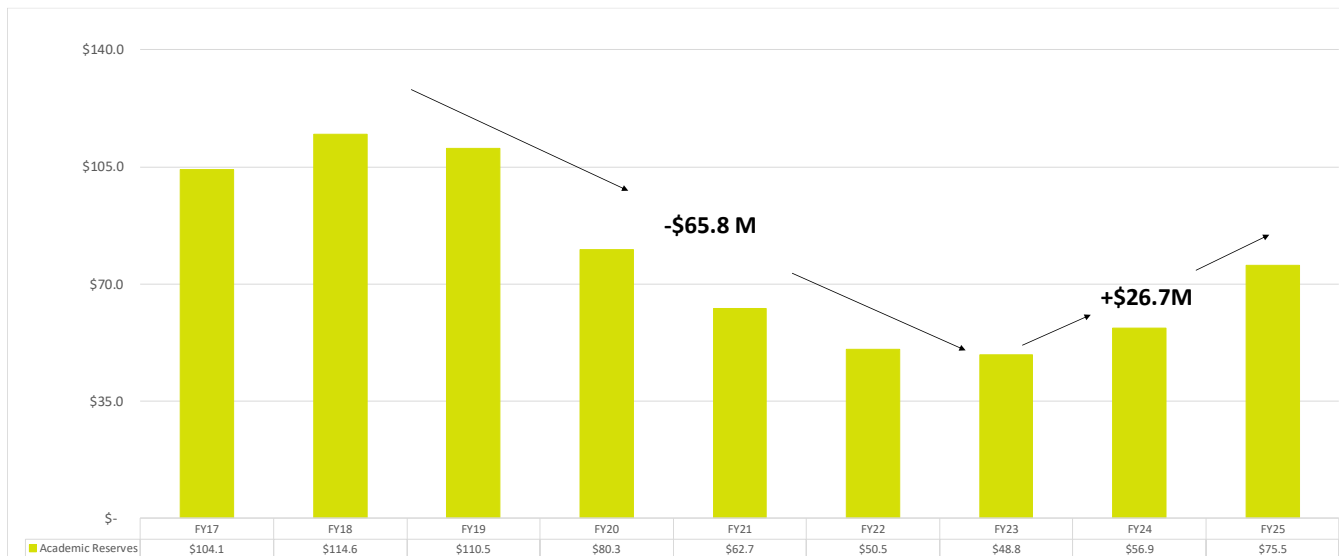
Exhibit B: Past & Planned Century Bond Investments

CB Year	Project
CB17	<ul style="list-style-type: none"> • ADA Priorities (E.g., Peden Seating, Restroom Improvements, Door Upgrades, Interior Signage) • Emergency Funded Projects (E.g., Chilled Water, Business Annex Roof, Peden Masonry, Porter Hall Masonry) • DM Projects (E.g., Roof, Steam, Road, Electrical, Utility)
CB18	<ul style="list-style-type: none"> • Emergency (E.g., Glidden Compressor, Hudson HVAC, Kantner Masonry, Roof Repair) • DM Projects (E.g., Chemistry Bldg, Grosvenor Hall Renovation, Ridges Road, Jennings Envelope Repair)
CB19	<ul style="list-style-type: none"> • ADA Priorities (ADA transition Plan Phase One) • Emergency (E.g., Brown House Demo, Lindley Roof, Ridges Utility Decentralization) • DM Projects (E.g., Chubb Hall & Sing Tao Roof, Treudley Bridge Repair)
CB20	<ul style="list-style-type: none"> • ADA Priorities (ADA transition Plan Phase Two) • Emergency Funded Projects (Currently no emergency projects) • DM Projects (E.g., Chubb Windows & HVAC, Clippinger Renovation, Morton Chiller, Ping Roof, Konneker Windows)
CB21	<ul style="list-style-type: none"> • ADA Priorities (Will be defined through ADA Transition Plan) • Emergency Funded Projects (Future Year, no emergency projections) • DM Projects (E.g., Alden Chiller, Clippinger Renovation, Steam Repairs)
CB22	<ul style="list-style-type: none"> • ADA Priorities (Will be defined through ADA Transition Plan) • Emergency Funded Projects (Future Year, no emergency projections) • DM Projects (E.g., Seigfred Renovations, Steam Repair, Clippinger Strategy)
CB23	<ul style="list-style-type: none"> • ADA Priorities (Will be defined through ADA Transition Plan) • Emergency Funded Projects (Future Year, no emergency projections) • DM Projects (E.g., Seigfred Renovations, Steam Repair, Clippinger Strategy, Porter HVAC)
CB24	<ul style="list-style-type: none"> • ADA Priorities (Will be defined through ADA Transition Plan) • Emergency Funded Projects (Future Year, no emergency projections) • DM Projects (E.g., Campus Roadway Repair, Steam, Seigfred Hall)
CB25	<ul style="list-style-type: none"> • ADA Priorities (Will be defined through ADA Transition Plan) • Emergency Funded Projects (Future Year, no emergency projections) • DM Projects (E.g., Masonry/Painting repairs, West Green Chilled Water, Steam, Aquatic Controls, Road Repair)
CB26	<ul style="list-style-type: none"> • ADA Priorities (Will be defined through ADA Transition Plan) • Emergency Funded Projects (Future Year, no emergency projections) • DM Projects (E.g., Elevators, Ridges Auditorium HVAC & Roof, Steam Repairs)

10.1 Academic College Reserves

The FY20 Academic College budget process prioritized the identification of new program and revenue growth with subsequent reduction strategies developed when revenue strategies were not viable. Each college has been provided a multi-year financial goal that incorporates their respective revenue growth and cost reduction strategies along with the identification of bridge funding needed to be successful in achieving their goal. The following chart provides a summary of the anticipated reliance on academic operating reserves through FY25.

Ohio University's FY17-25 Academic Reserves (in millions)



As reflected in the chart above, the FY20 Academic goals for rebalancing the University operations will not be fully realized until FY24, requiring the Colleges to use \$65.8M in reserves through FY23 prior to replenishing \$26.7M in reserves by FY25. The use of reserves is required as we provide bridge funding to Academic units as they realize their revenue growth and expense reductions from their efficiency strategies. A summary of the cumulative goals for each are presented below:

UG & Graduate Revenue Goals: Cumulative	FY20 Budget	FY21 Forecast	FY22 Forecast	FY23 Forecast	FY24 Forecast	FY25 Forecast
Athens Colleges	\$ 1.6	\$ 3.0	\$ 5.8	\$ 7.1	\$ 7.6	\$ 8.0
OHIO Online: New Pearson Programs	-	-	-	0.5	2.1	5.1
Regional Campuses	-	-	0.3	0.3	0.3	0.8
Annual Revenue Strategy	\$ 1.6	\$ 3.0	\$ 6.1	\$ 7.9	\$ 10.1	\$ 13.9

Academic Efficiencies: Cumulative	FY20 Budget	FY21 Forecast	FY22 Forecast	FY23 Forecast	FY24 Forecast	FY25 Forecast
Athens Colleges	\$ 2.4	\$ 5.1	\$ 7.8	\$ 10.2	\$ 10.4	\$ 10.5
HCOM - Base	1.0	1.0	1.0	1.0	1.0	1.0
Regional Campuses	2.7	2.7	3.1	3.1	3.1	3.1
Annual Academic Efficiencies	\$ 6.1	\$ 8.7	\$ 11.9	\$ 14.3	\$ 14.5	\$ 14.6

The Provost's Academic Budget Office is building a rigorous internal tracking process with Key Performance Indicators (KPIs) and dashboards that will track college progress towards meeting their annual goals. The KPIs will be shared with the Board as we provide updates on progress towards achieving our University goal of rebalancing the revenue and expenses by FY24.

10.2 Strategic Opportunity Reserve

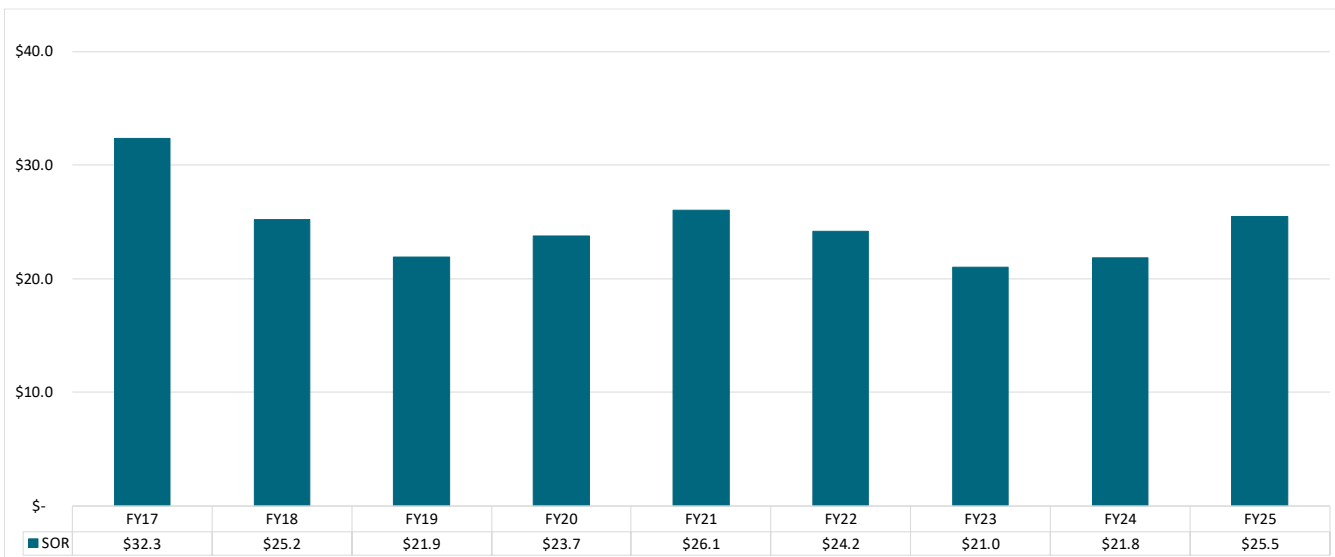
With an eye toward growth and sustainability the University introduced the concept of a Strategic Opportunity Reserve (SOR) in FY12. The Strategic Opportunity Reserve targets areas of investment that will help preserve the quality of the institution, while maintaining a strong financial position. This approach is achievable through the use of unbudgeted resources and focuses on positioning the University for future success during a period in which the sustainability of the Higher Education Business Model is being questioned.

Resources to support the Strategic Opportunity Reserve come largely from unallocated University resources. The University budgets to allocate only 98% of SSI and Tuition revenues. The 2% conservatism is used as a buffer against in-year variability, and funds the Strategic Opportunity Reserve only when it is earned.

The \$4.5M in annual investment returns on working capital are not budgeted, but rather used to fund the Strategic Opportunity Reserve and capitalize the Internal Bank only after they are earned (both realized and unrealized gains). This reduces institutional sensitivity and risk associated in economic downturns or investment portfolio losses, similar to events in 2008.

In FY20, the University is using SOR to support the Academic planning units as they manage declining UG tuition revenue and align their budgets with the University's 2025 Strategy. In addition, we anticipate investment increases in the University's Strategic Pathways, including the One OHIO Integration initiative.

Ohio University's FY17-25 Strategic Opportunity Reserves (in millions)



The chart on the following page provides detailed information on SOR's FY20-25 projected revenue and expense allocations.

Strategic Opportunity Reserve FY20-25 Budget (in millions)

	Actual FY18	Forecast FY19	Budget FY20	Forecast FY21	Forecast FY22	Forecast FY23	Forecast FY24	Forecast FY25
Beginning Balance	\$ 32.3	\$ 25.2	\$ 21.9	\$ 23.7	\$ 26.0	\$ 24.2	\$ 21.0	\$ 21.8
Funding Sources								
Investment Income	4.5	4.5	4.5	4.5	4.5	4.5	4.5	4.5
SSI - 2% Holdback	2.8	2.9	3.0	2.9	2.8	2.8	2.8	2.8
SSI - Variance to Budget	1.4	3.5	3.6	2.6	0.5	-	-	-
Athens UG Tuition - 2% Holdback	(0.2)	4.5	4.5	4.6	4.8	5.0	5.3	5.4
Enrollment Adjustment - Athens UG	-	(8.2)	(2.1)	(1.7)	(1.6)	(1.5)	(0.4)	(0.5)
Fund Balance	0.5	0.4	0.3	-	-	-	-	-
Total Revenue	\$ 9.1	\$ 7.6	\$ 13.8	\$ 12.8	\$ 11.0	\$ 10.9	\$ 12.2	\$ 12.2
Investment Reserve Allocations								
	Actual FY18	Forecast FY19	Budget FY20	Forecast FY21	Forecast FY22	Forecast FY23	Forecast FY24	Forecast FY25
Infrastructure Projects	\$ 1.2	\$ 0.6	\$ 1.0	\$ 1.0	\$ 2.1	\$ 2.1	\$ 2.1	\$ 2.1
Community & Economic Development	\$ 2.1	\$ 1.6	\$ 4.8	\$ 2.1	\$ 1.5	\$ 1.5	\$ 1.5	\$ 1.5
Student Success	\$ 2.9	\$ 1.6	\$ 1.5	\$ 1.9	\$ 2.8	\$ 3.7	\$ 2.8	\$ 2.7
Academic & Research Investments	\$ 9.7	\$ 6.7	\$ 2.2	\$ 1.5	\$ 3.0	\$ 3.3	\$ 2.4	\$ 2.3
Residential Priorities & Strategic Pathways	\$ 0.2	\$ 0.4	\$ 2.5	\$ 4.0	\$ 3.5	\$ 3.5	\$ 2.5	\$ -
Total - Reserve Allocations	\$ 16.2	\$ 10.9	\$ 12.0	\$ 10.5	\$ 12.9	\$ 14.0	\$ 11.4	\$ 8.6
Ending Balance	\$ 25.2	\$ 21.9	\$ 23.7	\$ 26.0	\$ 24.2	\$ 21.0	\$ 21.8	\$ 25.5

Strategic Opportunity Reserve investments have been targeted to fund initiatives in five focused areas:

Infrastructure

Capital investments will be made to support deferred maintenance and OIT systems, and to facilitate transformational projects within our Capital plan. In the future, financial system enhancements that enable new functionality and improve HR, payroll, and financial reporting have been prioritized.

Community & Economic Development

Investments will focus on partnerships within our region that aid in academic experience, career opportunities, and quality of life. Specific areas of need include community-based healthcare; K-12 educational opportunities; affordable housing options; economic development; community-based arts and culture.

Student Success

Investments continue to focus on helping students fulfill their academic promise; fostering academic success and degree completion; and developing an outstanding student community experience. Scholarship support for the Endowed Scholarship program as well as the Signature Financial Aid program are the most notable investments since FY17.

Academic & Research Investments

Historical SOR investments have provided funding for new academic programs within colleges that are economically viable and can create net resources to support college priorities; notable investments include the online learning initiative, funding for the University's Innovation Strategy, and start-up costs for new research faculty in the College of Engineering. In addition, FY18-19 SOR investments have provided bridge funding for the Athens and RHE colleges as they manage unplanned declines in enrollments and undergraduate tuition revenues.

Presidential Priorities and Strategic Pathways

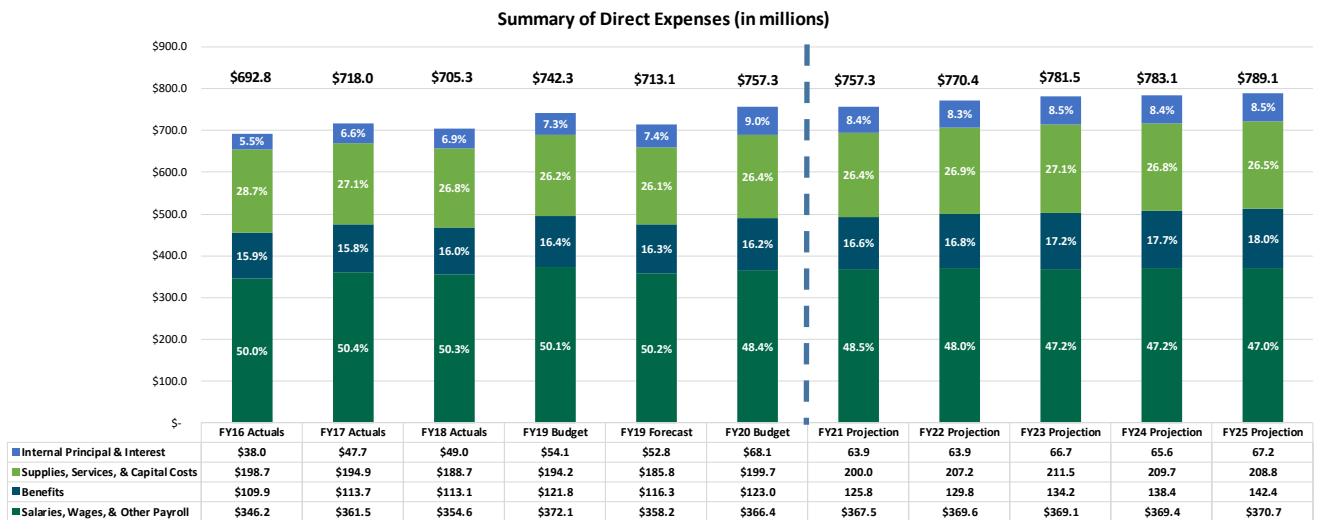
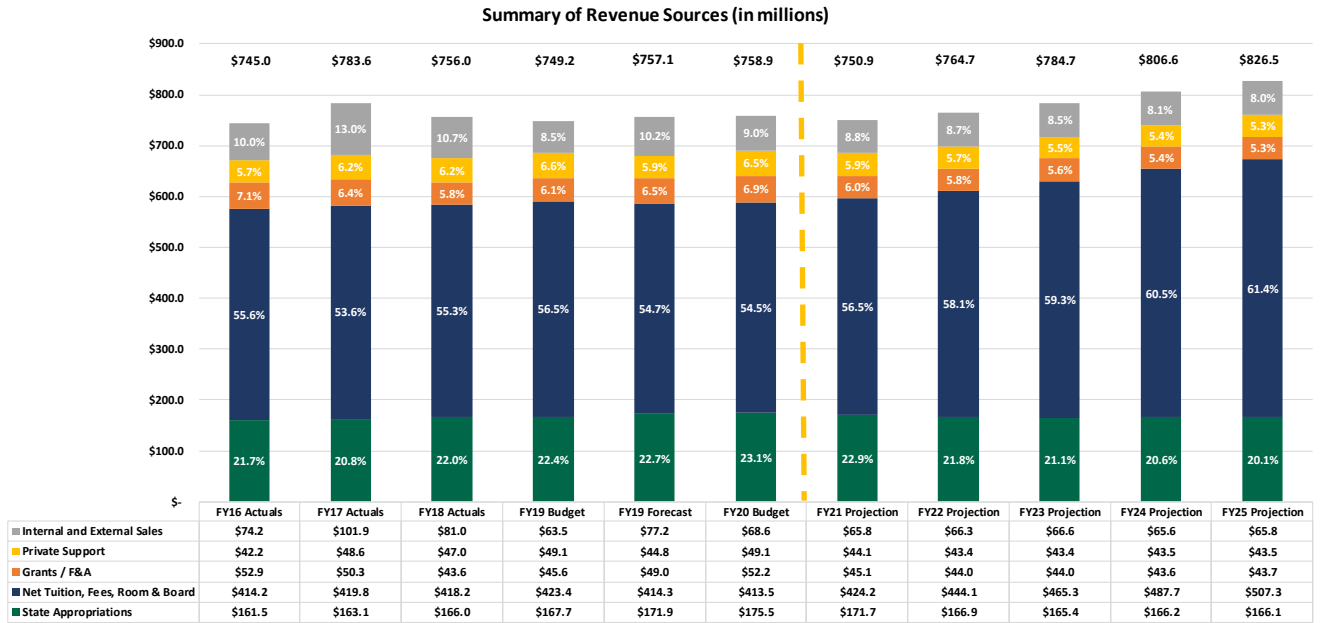
With the arrival of President Nellis in 2017, we set aside \$1.5M per year as “one time” annual support to insure we had budgeted for some level of financial support for his transition into Ohio University. With the Investiture of President Nellis and announcement of the Presidential Pathways and Priorities, we added \$4M annually over three years, representing a total investment of \$16.5M in funding to create a glide path to establishing the Operating Budget support for these investments.

In FY19, President Nellis developed Pathways to Prominence as part of the University’s 2025 Strategic Plan to balance the budget and transform how we react to challenges that impact all public institutions of higher education. The FY20 SOR budget incorporates support for the Pathways to Prominence into the Presidential Priorities and Strategic Pathways. As presented to the Board of Trustees in May 2019, the One OHIO Integration initiative is an important component of the Pathways to Prominence that will transform the institution. As detailed in Section 3.4, One OHIO’s multiple strategies will require bold actions and investments that are incorporated in the future year SOR funding allocations.

Throughout FY20, we will continue to provide updates to the Board of Trustees detailing the Presidential commitment to the One OHIO investments.

10.3 Future Year Budget Planning

The University’s 2025 Strategic Plan, adopted for FY20 budget planning purposes, expanded the institution’s multi-year budget planning strategy from four years to six. While the FY20 Budget Book primarily presents the historical revenue and expense data for contextual purposes, the institution’s future year outlook provides the Board of Trustees with a pathway to a balanced budget by FY24. The revenue and expense tables presented below include both the historical trends as well as the impact that One OHIO’s initiatives will have on the University system.



Infused throughout the budget book are the strategies being employed to reimagine the institution’s operations and financial outlook. In particular, the following sections include a summary of the strategies and enrollment outcomes assumed in our FY21-25 budget forecasts:

- Section 3 - Institutional Strategies
- Section 4 - State Share of Instruction
- Section 5 - Enrollment, Tuition, and Financial Aid

FY20-25 Planning Assumptions

Topic	Item	FY20 - Planning Assumption	FY21-25 - Planning Assumptions
Guarantee Student Rates	1	Cap Calculation: (Budget Bill (2.0%) + 5-year CPI (1.5%))	Cap Calculation: (Budget Bill (2.0%) + 5-year CPI (1.5%))
	2	Tuition Increase: 3.5%	Tuition Increase: 1.5%
	3	Room Increase: 3.5%	Room Increase: 3.5%
	4	Board Increase: 2.0%	Board Increase: 2.0%
Non-Guarantee Student Rates	5	Cap: 2.0%	Cap: 2.0% FY21 through FY25
	6	Tuition Increase: 2.0%	Tuition Increase: 0.0%
	7	Room Increase: 0%	Room Increase: 0%
	8	Board Increase: 0%	Board Increase: 0%
UG Enrollment	9	Freshman Enrollment Total: 4,085 Total Headcount (proj): 17,133	Freshman Enrollment Total: See Below: FY20-25 Enrollment Assumptions
	10	Transfers Enrollment Total: 465	Transfers Enrollment Total: See Below: FY20-25 Enrollment Assumptions
	11	Retention Rate: 3-year avg.	Retention Rate: 3-year avg.
	12	Graduation Rate: 3-year avg.	Graduation Rate: 3-year avg.
	13	SOR Funding for Enrollment Volatility: -\$1.3M	
Central Student Financial Aid	14	Student Financial Aid: +\$1.2M Correlates to Enrollment Above (4,550)	Student Financial Aid: No Change
	15	ICA: Correlates to Tuition, Room & Board	ICA: Correlates to Tuition, Room & Board
	16	Auxiliary Support: \$0.5M (\$6.0M total)	Auxiliary Support: \$0.0M (\$6.0M total)
Endowment Distributions	17	Market value growth per Foundation investment return forecast	Market value growth per Foundation investment return forecast
SSI	18	State Appropriation Growth: 0%	State Appropriation Growth: 0%
	19	OHIO Share: 10.9% (+\$4.1M)	OHIO Share: 10.6-10.8% Consistent with Enrollment
Healthcare	20	Cost Growth: 7%	Cost Growth: 7%
	21	University Contribution Growth: 2.5% (\$1.25M)	University Contribution Growth: FY22-25 = 5.0% (\$2.5M Annually)
Raise Pool	22	Base Raise: 1.0% (7/1/2019)** **Contingent Raise Pool: TBD (1/1/2020) 1. The additional raise pool will NOT be built into FY20 budget 2. Contingent upon meeting institutional operating performance targets (TBD)	Raise Pool: FY21-25 = 1.0% in Even Years & 0% in Odd Years* *Raise pool assumptions are for planning purposes only and are not intended to reflect decisions with respect to future raise pools.
	23	Faculty Compensation Plan (FCI): 0.0%	Faculty Compensation Plan (FCI): TBD
	24	Compliance: \$500K	Compliance: \$500K Annually
Central Costs	25	Biennial Equity: 1%	Biennial Equity: 1% Even Years; 0% Odd Years
	26	Utilities: \$0.6M	Utilities: \$0.6M
	27	Plant Operation & Maintenance: \$0.2M	Plant Operation & Maintenance: \$0.2M
	28	Base Admin Control Totals: -\$2.3M	
Capital Cost Model	29	Deferred Maintenance: \$1.3M	Deferred Maintenance: \$1.3M Annually thru FY24
	30	Capital Plan Debt: \$0.0 M	Capital Plan Debt: \$350K Annually
	31	Net Change in Central Debt Service: \$1.3M	Net Change in Central Debt Service: FY20-24 = \$1.65M FY25 = \$350K

New Student Enrollment Goals for Fall 2019-2024 (FY20-25)

REVISED Spring 2019 Planning Assumption - as of March 12, 2019

Student Cohort Assumptions - For Revenue Model		Cohort 18-19	Cohort 19-20	Cohort 20-21	Cohort 21-22	Cohort 22-23	Cohort 23-24	Cohort 24-25
		2018	2019	2020	2021	2022	2023	2024
First-Time Freshman	Resident	3,427	3,227	3,327	3,427	3,502	3,602	3,700
First-Time Freshman	Nonresident	553	553	603	653	703	778	850
	Total First Time Freshman	3,980	3,780	3,930	4,080	4,205	4,380	4,550
Transfers	Resident	388	405	410	420	430	440	445
Transfers	Nonresident	57	60	65	74	84	89	94
	Total Transfers	445	465	475	494	514	529	539
Subtotal - State of Ohio Metrics for Resident and Modest Non-Resident Growth		4,425	4,245	4,405	4,574	4,719	4,909	5,089
Athens Colleges - Total Fall UG Student Enrollments		17,325	16,800	16,513	16,536	16,810	17,344	17,900

11 Academic Planning Units

11.1 Academic Budget Process

The goal of the FY20 academic budget planning process was to create a multi-year strategy to effectively rebalance the University's revenues and expenditures to ensure the institution maintains a strong, stable, and sustainable financial future.

Similar to prior years, the FY20 Academic budget process began in October when all planning units submitted their preliminary FY20 budgets based on conservative central planning assumptions. Institution-wide, the Fall budget submissions were compiled to evaluate our capacity for future year expense growth.

Unique to this budget planning cycle, the Academic Budget Office partnered with the Office of Budget Planning and Analysis to position the University to effectively budget and forecast on an all-funds multi-year basis to ensure and support strategic decisions. Based on Leadership changes, Provost Djalali held a series of meetings with the Deans of each college throughout the academic year to identify new program growth to maximize net tuition revenue. In addition to strategic revenue growth, college discussions also included opportunities for efficiencies with the ultimate goal of closing the remaining operating deficit in less than four years. Use of reserves to provide bridge funding until net new revenues or expense reductions are realized was limited and evaluated on a college by college basis. The table in section 10.1 Academic College Reserves provides a summary of projected use of fund balance through FY25.

The final FY20 academic goals as submitted by the Athens' Colleges assume that 43% of the \$18.5M imbalance will be achieved through revenue growth with the remaining 57% achieved through cost efficiencies. Additional academic goals were established for the Regional Campuses and HCOM, \$3.1M and \$1.0M in base reductions respectively with an additional \$0.8M in new UG tuition revenue at the Regional Campuses. Additional OTO support totaling \$9.0M has been committed on behalf of HCOM through FY24. After reviewing the fund balance impact of the FY20 Academic Goals on future year forecasts, a new eLearning initiative to grow net tuition by FY23 was developed. While Colleges prioritized revenue growth in their future year strategies, each college has created a contingency plan to achieve a balanced budget if revenue growth does not occur.

Across the university, academic budget goals are differential by college. Within each college, investments and reductions are differential by department and program in order to prioritize funding for programs that are performing effectively and efficiently. The table in section 3.3.1 Academic Efficiencies outlines these academic plans.

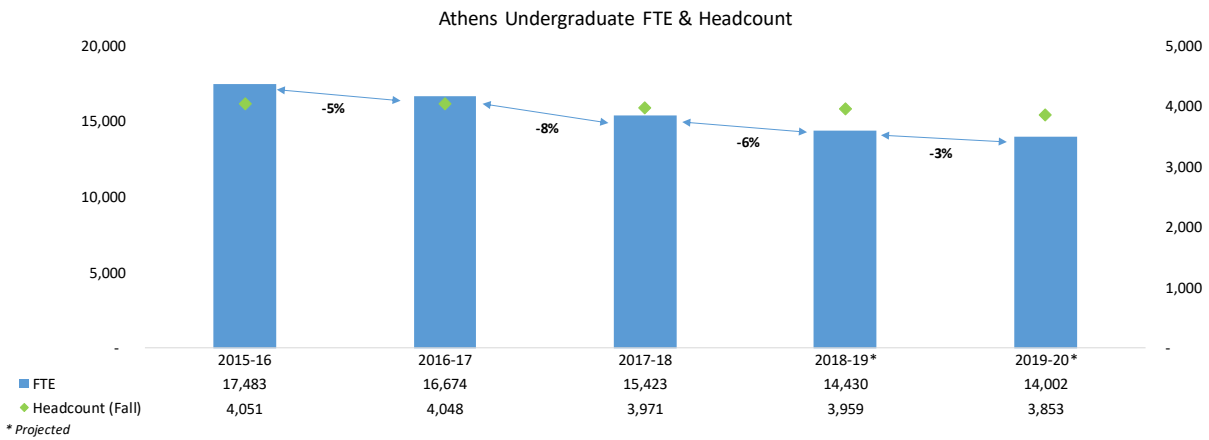
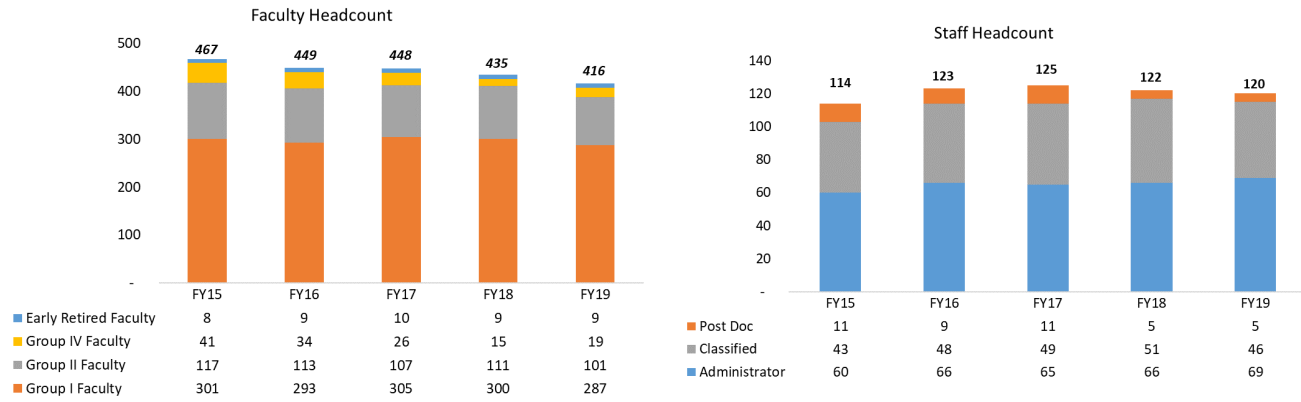
11.2 Academic Financial Summaries

The charts that accompany the college budgets represent summary data that explain the annual revenue and expense changes. While the data is meaningful in understanding the financial trends, they are not intended to capture the full complexity of college activity. In addition, these charts aggregate data across all funding sources including research and gifts. As a result, the associated trends can be influenced by changes in funding sources over time and restrictions inherent in those funding sources.

Staff numbers include a variety of positions including research technicians, clinic staff, online graders/facilitators, and academic advisors in addition to administrative staff. Trends in faculty headcounts can be influenced by faculty research workload, and the mix of undergraduate, master's and doctoral-level programs. Trends in majors and credit hours are influenced by factors such as accrediting agency requirements, students with multiple majors or enrolled across multiple campuses, as well as best-practice in online instruction and clinical education.

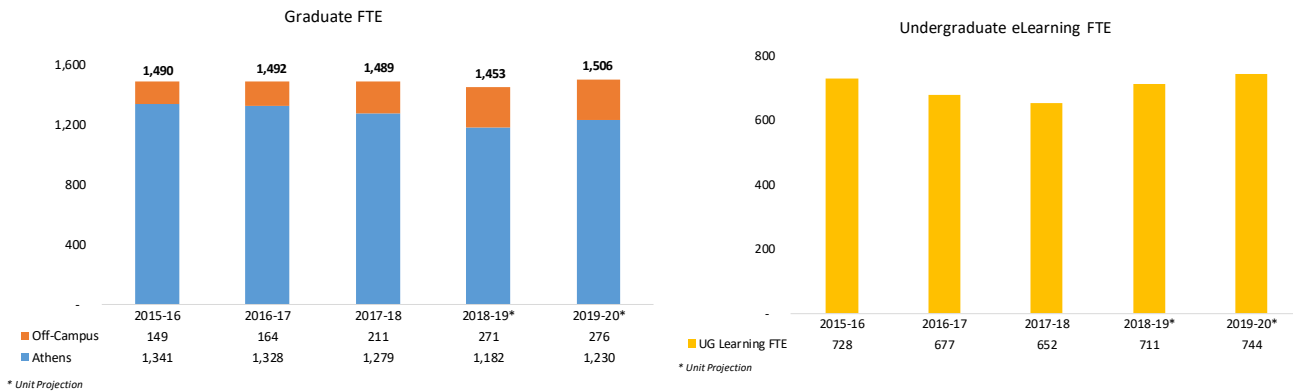
Throughout the Budget Book, FTE is calculated as academic year credit hour production divided by 15 and is used solely for the purpose of presenting credit hour data that aligns with financial trends. This FTE presentation should not serve as a replacement for the Academic Dashboard, or the University Fact Book FTEs that are annualized (credit hour production, divided by 30), as prepared and reported on by the Office of Institutional Research in collaboration with the respective colleges.

11.2.1 College of Arts & Sciences



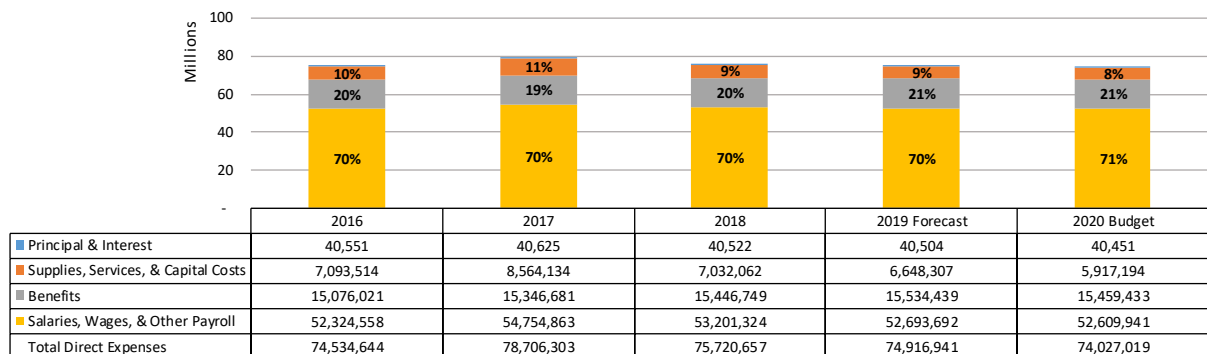
FTEs are calculated from the credit hour production for Fall, Spring and Summer terms, divided by 15. This methodology differs from the Institutional Research FTE reports, which exclude the impact from summer term.

Headcounts represent Fall term majors, for each College.



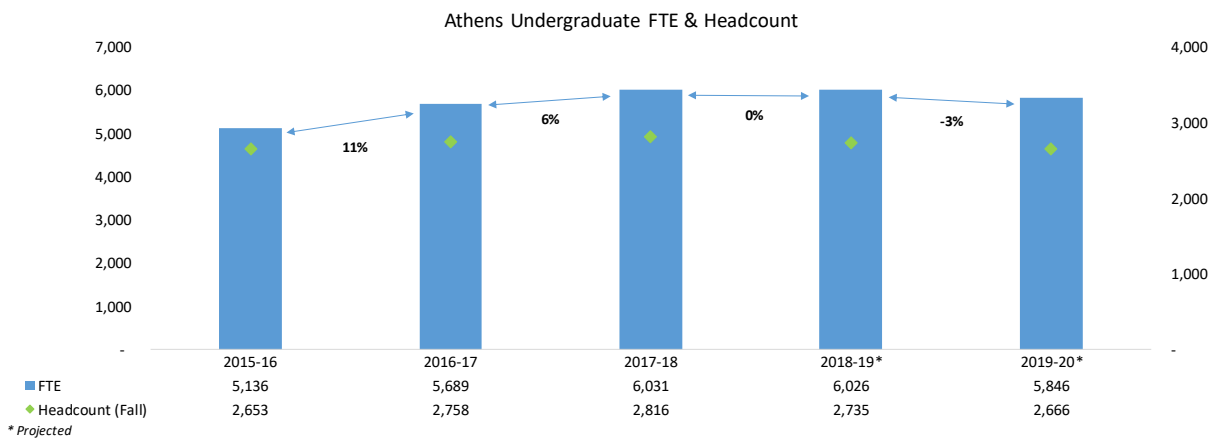
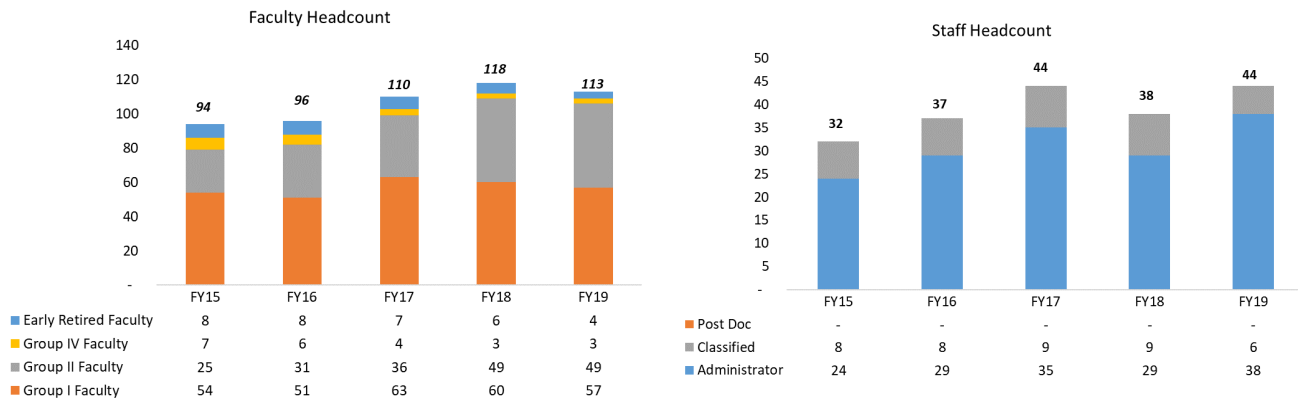
Arts & Sciences	FY 2016	FY 2017	FY 2018	FY 2019 Budget	FY 2019 Forecast	FY 2020 Budget
REVENUES						
1 State Appropriations	\$ 29,037,684	\$ 36,578,682	\$ 36,007,913	\$ 35,888,181	\$ 35,888,181	\$ 40,839,974
2 Gross Undergraduate Tuition & Fees	94,004,006	100,841,826	98,900,786	95,485,880	95,354,420	87,338,668
3 Undergraduate Financial Aid	(17,312,624)	(19,253,193)	(17,801,892)	(18,017,469)	(18,063,152)	(17,863,774)
4 Net Undergraduate Tuition & Fees	76,691,382	81,588,633	81,098,893	77,468,411	77,291,268	69,474,894
5 Gross Graduate Tuition & Fees	13,119,411	12,940,526	12,925,539	14,537,673	12,266,439	12,520,655
6 Graduate Financial Aid	(8,315,705)	(8,359,098)	(8,209,027)	(8,569,902)	(8,063,338)	(8,221,314)
7 Net Graduate Tuition & Fees	4,803,706	4,581,428	4,716,512	5,967,771	4,203,100	4,299,341
8 Room & Board	-	-	-	-	-	-
9 Grants & Contracts	5,348,160	4,941,496	4,393,699	5,249,770	5,079,808	4,378,943
10 Facilities & Admin Cost Recovery	1,288,484	1,562,056	1,358,733	1,540,979	1,403,091	1,441,293
11 Endowment Distributions	1,113,457	1,133,494	1,249,504	1,364,032	1,364,665	1,479,018
12 Contributions	618,617	6,248,758	474,782	337,989	487,369	470,303
13 Investment Income	-	-	-	-	-	-
14 Internal & External Sales	235,749	1,177,159	1,252,626	955,276	1,067,769	1,172,762
15 Total Revenues	119,137,239	137,811,705	130,552,662	128,772,409	126,785,251	123,556,528
16 Administrative Cost Distribution	-	-	-	-	-	-
17 Total Revenues & Revenue Allocation	\$ 119,137,239	\$ 137,811,705	\$ 130,552,662	\$ 128,772,409	\$ 126,785,251	\$ 123,556,528
18 Funding Transfers	\$ (660,439)	\$ (1,049,662)	\$ (1,892,755)	\$ (99,873)	\$ (244,677)	\$ (103,987)
EXPENSES						
19 Total Salaries, Wages, & Other Payroll	52,324,558	54,754,863	53,201,324	54,714,749	52,693,692	52,609,941
20 Total Benefits	15,076,021	15,346,681	15,446,749	15,860,359	15,534,439	15,459,433
21 Supplies, Services, & Capital Costs	7,093,514	8,564,134	7,032,062	7,402,834	6,648,307	5,917,194
22 External Debt Service - Principal	-	-	-	-	-	-
23 External Debt Service - Interest	-	-	-	-	-	-
24 Internal Principal & Interest	40,551	40,625	40,522	40,504	40,504	40,451
25 Depreciation	-	-	-	-	-	-
26 Total Direct Expenses	74,534,644	78,706,303	75,720,657	78,018,446	74,916,941	74,027,019
27 Capital Cost Allocation	2,943,817	3,583,224	3,864,212	4,291,002	4,291,002	4,629,568
28 Contribution Margin	39,007,010	50,919,511	51,910,074	52,242,076	52,242,076	56,553,912
29 Total Expenses & Expense Allocations	\$ 116,485,471	\$ 133,209,038	\$ 131,494,943	\$ 134,551,524	\$ 131,450,019	\$ 135,210,499
30 Results of Operations	\$ 3,312,208	\$ 5,652,329	\$ 950,474	\$ (5,679,242)	\$ (4,420,091)	\$ (11,549,984)
INVESTMENT TRANSFERS						
31 Transfer To (From) Plant Fund	1,048,199	603,072	142,891	-	-	-
32 Transfer To (From) Quasi Endowments	25,000	6,050,000	197,829	-	-	-
33 Repair & Replacement Transfers	-	-	-	-	-	-
34 Internal Bank Transfers	-	-	-	-	-	-
35 Total Investment Transfers	\$ 1,073,199	\$ 6,653,072	\$ 340,720	\$ -	\$ -	\$ -
36 Total Transfer To (From) Reserve	2,239,008	(1,000,744)	609,754	(5,679,242)	(4,420,091)	(11,549,984)
37 Adjusted Net Results	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Direct Expenses



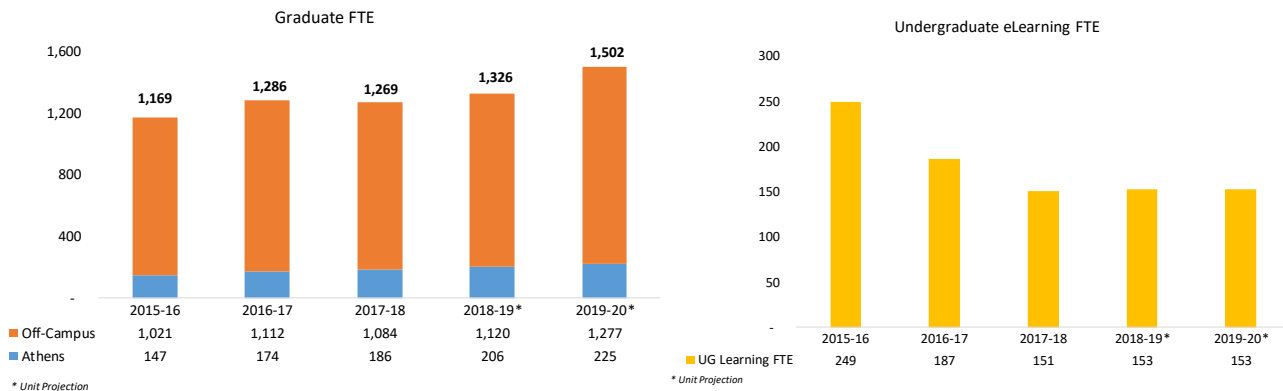
Note: Changes to the process of revenue and expense recognition associated with eCampus programs occurred between FY16 and FY17, resulting in higher tuition revenue, as well as higher faculty salaries and vendor fee expenses within the applicable colleges.

11.2.2 College of Business



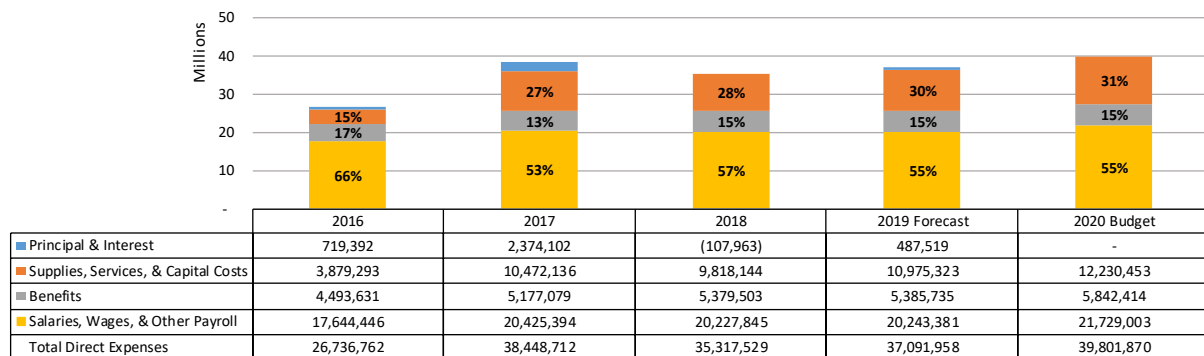
FTEs are calculated from the credit hour production for Fall, Spring and Summer terms, divided by 15. This methodology differs from the Institutional Research FTE reports, which exclude the impact from summer term.

Headcounts represent Fall term majors, for each College.



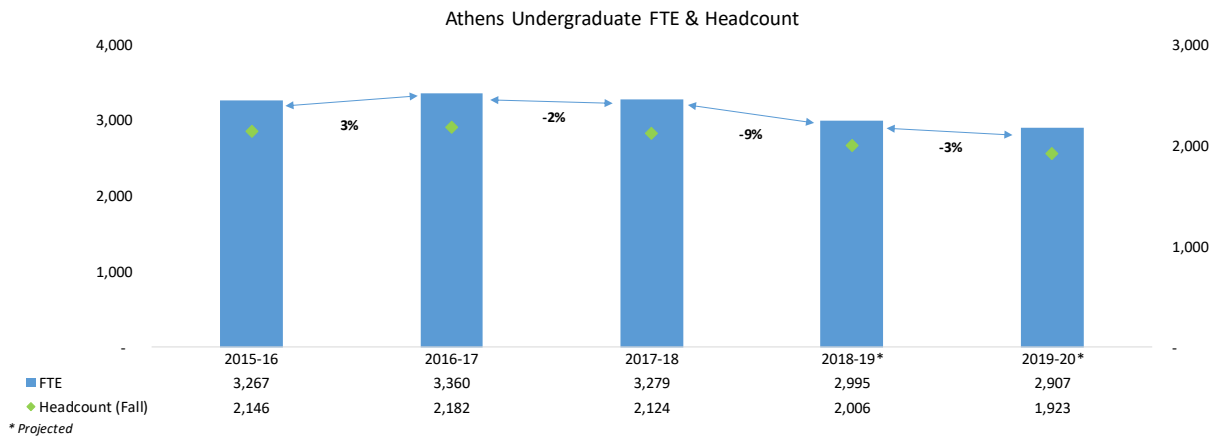
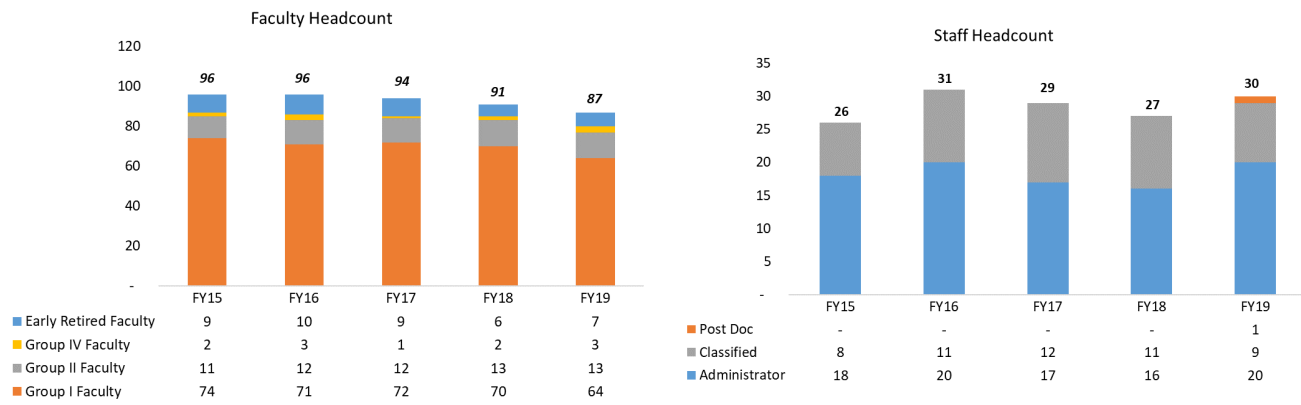
Business	FY 2016	FY 2017	FY 2018	FY 2019 Budget	FY 2019 Forecast	FY 2020 Budget
REVENUES						
1 State Appropriations	\$ 10,137,696	\$ 11,333,757	\$ 12,744,848	\$ 14,378,524	\$ 14,378,524	\$ 18,647,327
2 Gross Undergraduate Tuition & Fees	28,477,338	31,434,781	33,064,449	36,395,281	36,165,271	36,928,275
3 Undergraduate Financial Aid	(5,233,629)	(6,043,746)	(6,103,754)	(6,696,473)	(6,836,323)	(7,471,092)
4 Net Undergraduate Tuition & Fees	23,243,709	25,391,035	26,960,695	29,698,808	29,328,948	29,457,183
5 Gross Graduate Tuition & Fees	10,292,088	16,880,139	15,979,365	18,887,789	16,565,373	20,174,440
6 Graduate Financial Aid	(967,228)	(921,310)	(1,072,073)	(1,261,740)	(837,667)	(989,453)
7 Net Graduate Tuition & Fees	9,324,860	15,958,828	14,907,292	17,626,049	15,727,706	19,184,987
8 Room & Board	-	-	-	-	-	-
9 Grants & Contracts	9,001	32,354	39,889	228,323	200,573	200,573
10 Facilities & Admin Cost Recovery	699	-	8,990	-	-	-
11 Endowment Distributions	877,419	910,547	919,700	935,656	935,656	954,448
12 Contributions	1,724,315	1,601,201	1,455,745	822,492	1,074,122	1,074,122
13 Investment Income	-	-	-	-	-	-
14 Internal & External Sales	1,002,247	1,749,478	1,855,936	1,341,700	1,445,100	1,676,000
15 Total Revenues	46,319,946	56,977,201	58,893,094	65,031,552	63,090,629	71,194,640
16 Administrative Cost Distribution	-	-	-	-	-	-
17 Total Revenues & Revenue Allocation	\$ 46,319,946	\$ 56,977,201	\$ 58,893,094	\$ 65,031,552	\$ 63,090,629	\$ 71,194,640
18 Funding Transfers	\$ (303,103)	\$ (208,233)	\$ (470,571)	\$ (2,233,175)	\$ (239,972)	\$ (204,309)
EXPENSES						
19 Total Salaries, Wages, & Other Payroll	17,644,446	20,425,394	20,227,845	21,090,092	20,243,381	21,729,003
20 Total Benefits	4,493,631	5,177,079	5,379,503	5,634,761	5,385,735	5,842,414
21 Supplies, Services, & Capital Costs	3,879,293	10,472,136	9,818,144	11,544,859	10,975,323	12,230,453
22 External Debt Service - Principal	-	-	-	-	-	-
23 External Debt Service - Interest	-	-	-	-	-	-
24 Internal Principal & Interest	719,392	2,374,102	(107,963)	487,519	487,519	-
25 Depreciation	-	-	-	-	-	-
26 Total Direct Expenses	26,736,762	38,448,712	35,317,529	38,757,231	37,091,958	39,801,870
27 Capital Cost Allocation	368,712	422,918	584,891	619,327	619,327	638,090
28 Contribution Margin	16,984,002	21,005,789	22,182,395	28,328,280	28,328,280	31,782,101
29 Total Expenses & Expense Allocations	\$ 44,089,476	\$ 59,877,419	\$ 58,084,816	\$ 67,704,837	\$ 66,039,565	\$ 72,222,061
30 Results of Operations	\$ 2,533,572	\$ (2,691,984)	\$ 1,278,850	\$ (440,110)	\$ (2,708,964)	\$ (823,112)
INVESTMENT TRANSFERS						
31 Transfer To (From) Plant Fund	2,180,227	(141,757)	479,762	-	300,000	50,000
32 Transfer To (From) Quasi Endowments	-	-	-	-	-	-
33 Repair & Replacement Transfers	-	-	-	-	-	-
34 Internal Bank Transfers	-	-	-	-	-	-
35 Total Investment Transfers	\$ 2,180,227	\$ (141,757)	\$ 479,762	\$ -	\$ 300,000	\$ 50,000
36 Total Transfer To (From) Reserve	353,345	(2,550,227)	799,088	(440,110)	(3,008,964)	(873,112)

Direct Expenses



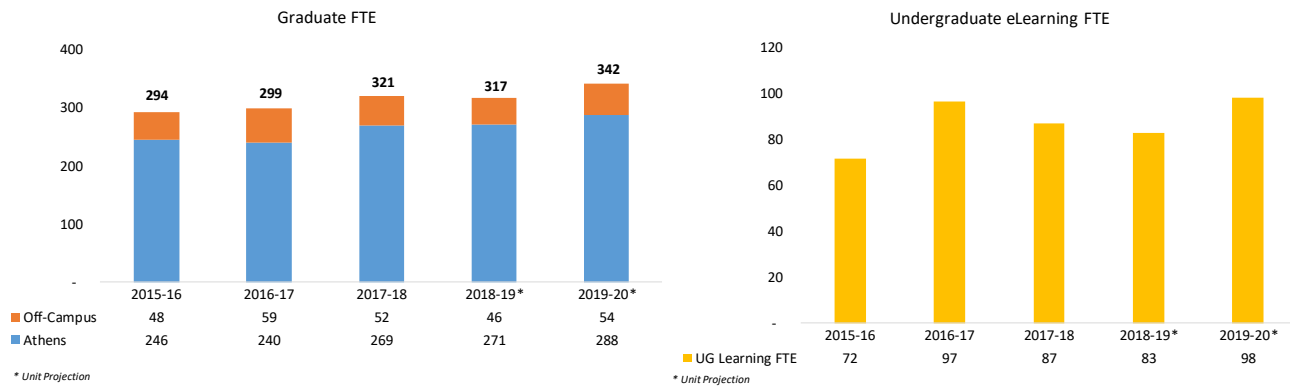
Note: Changes to the process of revenue and expense recognition associated with eCampus programs occurred between FY16 and FY17, resulting in higher tuition revenue, as well as higher faculty salaries and vendor fee expenses within the applicable colleges.

11.2.3 Scripps College of Communication



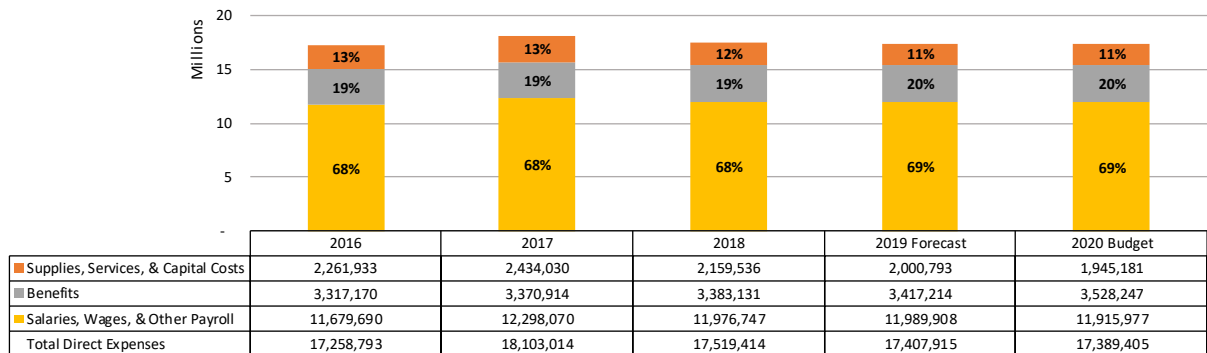
FTEs are calculated from the credit hour production for Fall, Spring and Summer terms, divided by 15. This methodology differs from the Institutional Research FTE reports, which exclude the impact from summer term.

Headcounts represent Fall term majors, for each College.



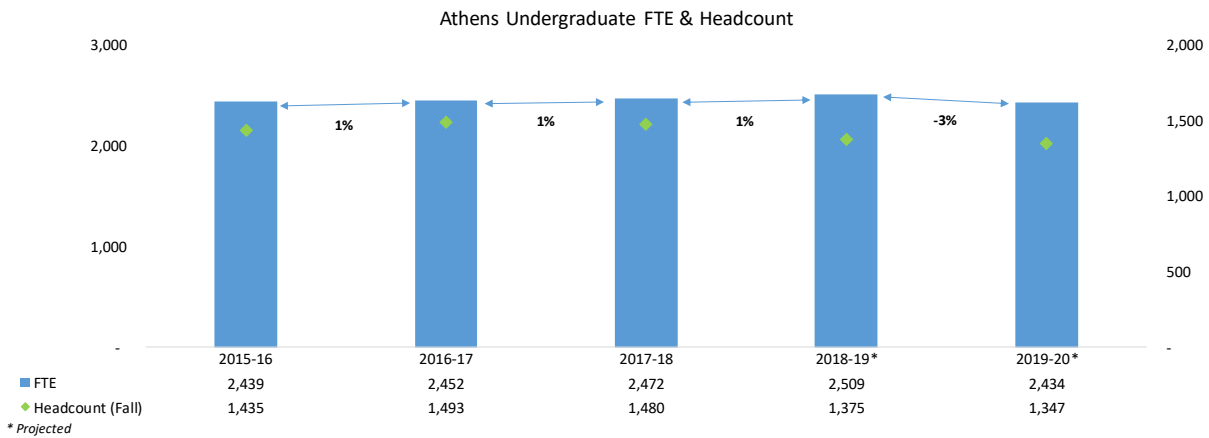
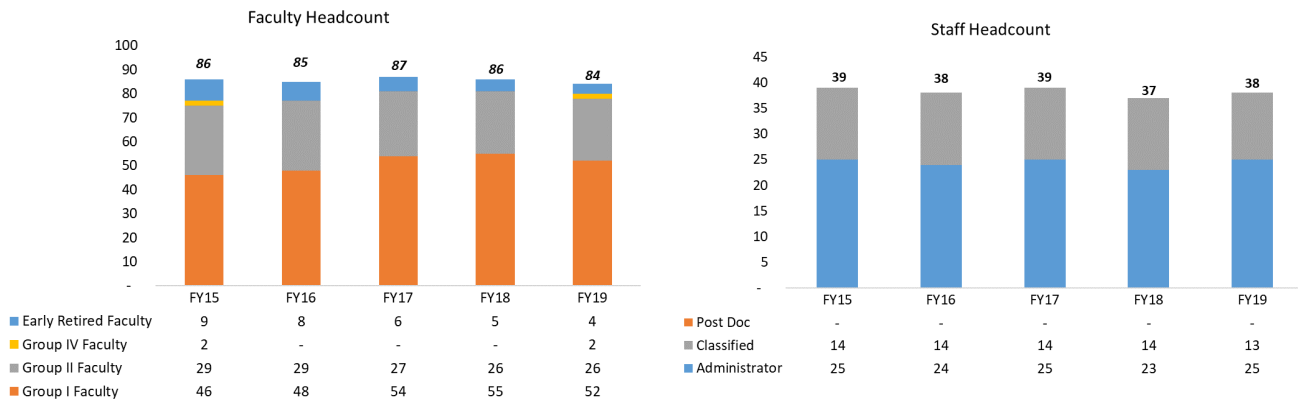
Communication	FY 2016	FY 2017	FY 2018	FY 2019 Budget	FY 2019 Forecast	FY 2020 Budget
REVENUES						
1 State Appropriations	\$ 10,062,288	\$ 8,096,419	\$ 7,945,475	\$ 8,155,609	\$ 8,155,609	\$ 9,664,072
2 Gross Undergraduate Tuition & Fees	19,170,751	21,542,629	21,146,972	21,280,256	21,174,052	19,996,421
3 Undergraduate Financial Aid	(3,645,842)	(4,277,367)	(3,950,122)	(4,123,569)	(4,092,064)	(4,235,982)
4 Net Undergraduate Tuition & Fees	15,524,909	17,265,262	17,196,851	17,156,687	17,081,988	15,760,439
5 Gross Graduate Tuition & Fees	2,641,442	2,609,876	2,881,962	2,755,484	2,937,482	3,166,775
6 Graduate Financial Aid	(1,710,230)	(1,810,894)	(2,160,348)	(1,891,489)	(2,160,153)	(2,200,381)
7 Net Graduate Tuition & Fees	931,212	798,981	721,614	863,995	777,329	966,394
8 Room & Board	-	-	-	-	-	-
9 Grants & Contracts	495,051	690,205	624,500	550,000	542,363	571,000
10 Facilities & Admin Cost Recovery	49,429	50,577	47,872	55,000	40,000	40,000
11 Endowment Distributions	1,108,790	1,149,024	1,249,977	1,300,787	1,155,014	1,368,074
12 Contributions	925,137	(58,719)	205,828	636,540	527,843	157,500
13 Investment Income	-	-	-	-	-	-
14 Internal & External Sales	162,753	131,090	199,328	-	63,565	81,000
15 Total Revenues	29,259,570	28,122,839	28,191,444	28,718,618	28,343,712	28,608,480
16 Administrative Cost Distribution	-	-	-	-	-	-
17 Total Revenues & Revenue Allocation	\$ 29,259,570	\$ 28,122,839	\$ 28,191,444	\$ 28,718,618	\$ 28,343,712	\$ 28,608,480
18 Funding Transfers	\$ (498,730)	\$ (485,238)	\$ (712,277)	\$ (364,946)	\$ (533,793)	\$ (203,833)
EXPENSES						
19 Total Salaries, Wages, & Other Payroll	11,679,690	12,298,070	11,976,747	12,336,771	11,989,908	11,915,977
20 Total Benefits	3,317,170	3,370,914	3,383,131	3,510,444	3,417,214	3,528,247
21 Supplies, Services, & Capital Costs	2,261,933	2,434,030	2,159,536	2,094,760	2,000,793	1,945,181
22 External Debt Service - Principal	-	-	-	-	-	-
23 External Debt Service - Interest	-	-	-	-	-	-
24 Internal Principal & Interest	-	-	-	-	-	-
25 Depreciation	-	-	-	-	-	-
26 Total Direct Expenses	17,258,793	18,103,014	17,519,414	17,941,975	17,407,915	17,389,405
27 Capital Cost Allocation	1,274,290	1,168,568	1,578,248	1,595,944	1,595,944	1,726,407
28 Contribution Margin	10,251,651	9,484,042	9,297,242	9,484,045	9,484,045	11,144,292
29 Total Expenses & Expense Allocations	\$ 28,784,734	\$ 28,755,624	\$ 28,394,904	\$ 29,021,964	\$ 28,487,904	\$ 30,260,104
30 Results of Operations	\$ 973,566	\$ (147,547)	\$ 508,818	\$ 61,600	\$ 389,600	\$ (1,447,791)
INVESTMENT TRANSFERS						
31 Transfer To (From) Plant Fund	(83,172)	(500,000)	(36,789)	-	-	-
32 Transfer To (From) Quasi Endowments	-	-	-	-	-	-
33 Repair & Replacement Transfers	-	-	-	-	-	-
34 Internal Bank Transfers	-	-	-	-	-	-
35 Total Investment Transfers	\$ (83,172)	\$ (500,000)	\$ (36,789)	\$ -	\$ -	\$ -
36 Total Transfer To (From) Reserve	1,056,738	352,453	545,607	61,600	389,600	(1,447,791)

Direct Expenses



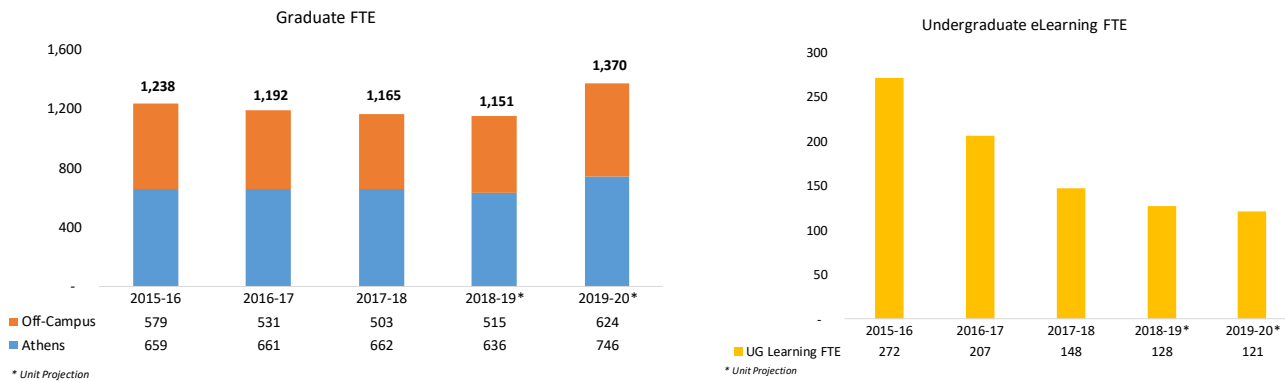
Note: Changes to the process of revenue and expense recognition associated with eCampus programs occurred between FY16 and FY17, resulting in higher tuition revenue, as well as higher faculty salaries and vendor fee expenses within the applicable colleges.

11.2.4 Patton College of Education (PCOE)



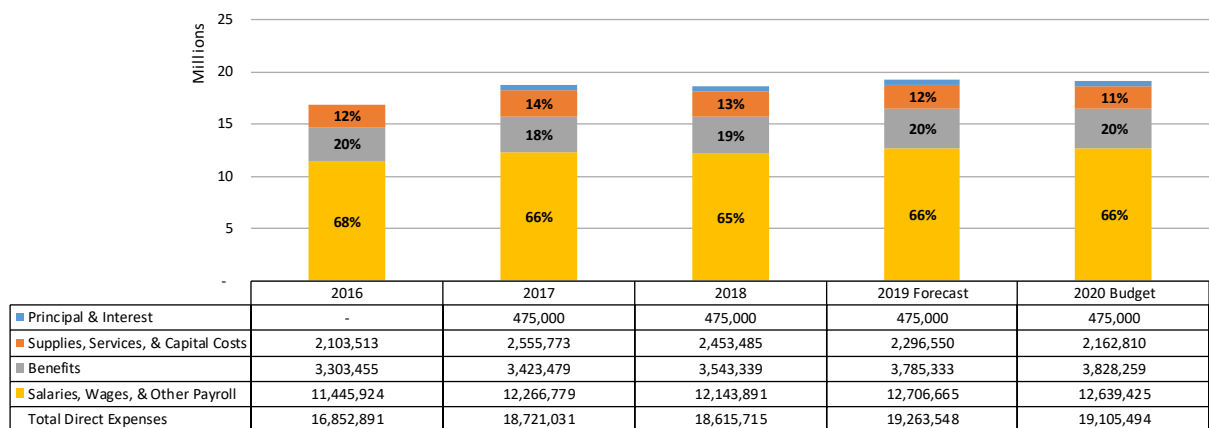
FTEs are calculated from the credit hour production for Fall, Spring and Summer terms, divided by 15. This methodology differs from the Institutional Research FTE reports, which exclude the impact from summer term.

Headcounts represent Fall term majors, for each College.



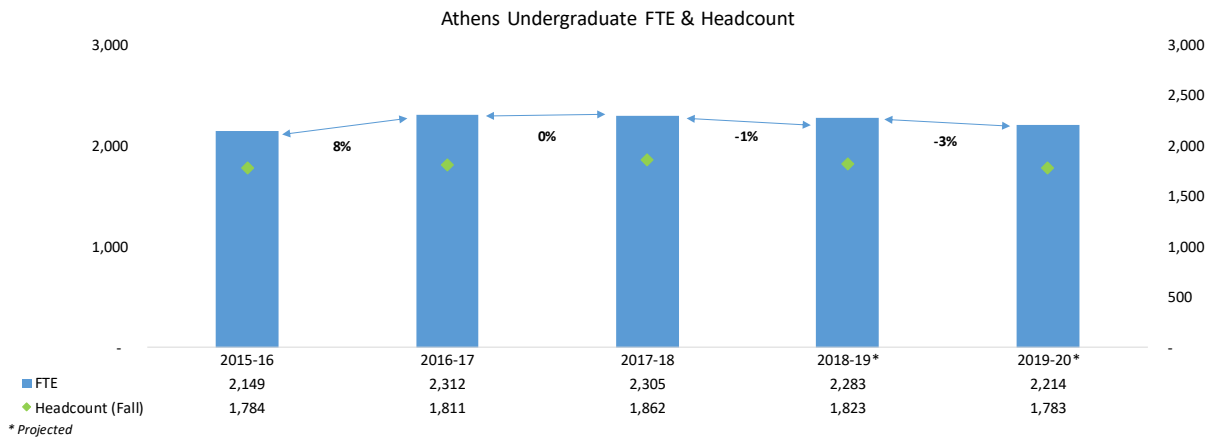
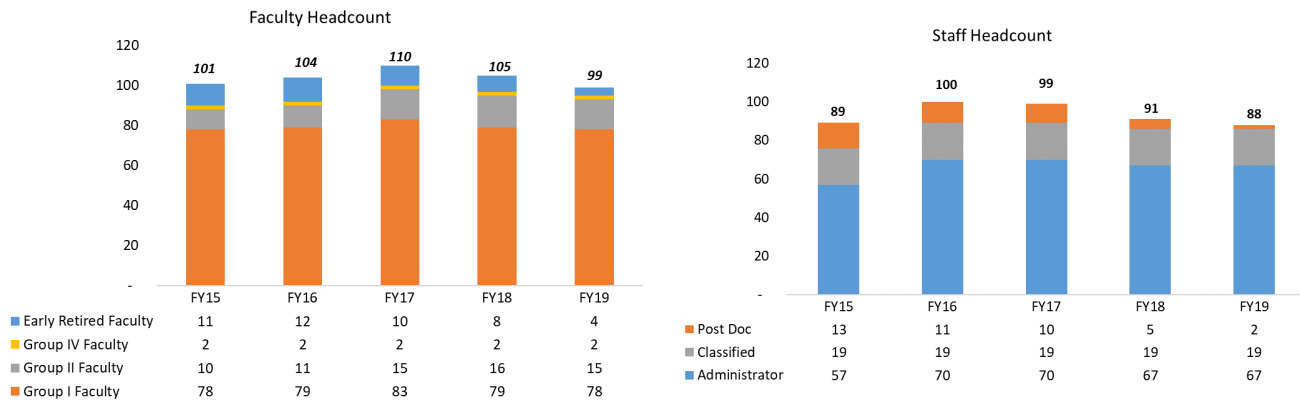
Education	FY 2016	FY 2017	FY 2018	FY 2019 Budget	FY 2019 Forecast	FY 2020 Budget
REVENUES						
1 State Appropriations	\$ 12,990,684	\$ 10,722,454	\$ 10,452,432	\$ 10,525,276	\$ 10,525,276	\$ 11,200,789
2 Gross Undergraduate Tuition & Fees	15,065,165	16,708,236	16,040,231	15,783,613	15,925,015	15,439,444
3 Undergraduate Financial Aid	(2,699,927)	(3,094,349)	(2,831,663)	(2,990,281)	(2,990,281)	(3,146,373)
4 Net Undergraduate Tuition & Fees	12,365,238	13,613,887	13,208,568	12,793,332	12,934,734	12,293,071
5 Gross Graduate Tuition & Fees	9,365,288	10,095,900	9,834,667	10,706,190	10,122,280	10,396,884
6 Graduate Financial Aid	(3,006,413)	(3,418,739)	(3,293,114)	(3,105,022)	(3,096,834)	(3,205,097)
7 Net Graduate Tuition & Fees	6,358,874	6,677,161	6,541,553	7,601,168	7,025,446	7,191,787
8 Room & Board	-	-	-	-	-	-
9 Grants & Contracts	1,180,492	983,980	529,580	525,000	660,675	665,675
10 Facilities & Admin Cost Recovery	77,705	51,982	25,576	-	-	-
11 Endowment Distributions	345,565	357,625	374,397	384,503	384,503	402,197
12 Contributions	150,611	371,664	154,543	145,000	145,000	145,000
13 Investment Income	-	-	-	-	-	-
14 Internal & External Sales	50,184	402,642	276,927	-	-	-
15 Total Revenues	33,519,354	33,181,394	31,563,576	31,974,279	31,675,634	31,898,519
16 Administrative Cost Distribution	-	-	-	-	-	-
17 Total Revenues & Revenue Allocation	\$ 33,519,354	\$ 33,181,394	\$ 31,563,576	\$ 31,974,279	\$ 31,675,634	\$ 31,898,519
18 Funding Transfers	\$ (177,947)	\$ 73,378	\$ (393,470)	\$ (414,490)	\$ (144,582)	\$ (146,025)
EXPENSES						
19 Total Salaries, Wages, & Other Payroll	11,445,924	12,266,779	12,143,891	12,825,132	12,706,665	12,639,425
20 Total Benefits	3,303,455	3,423,479	3,543,339	3,733,267	3,785,333	3,828,259
21 Supplies, Services, & Capital Costs	2,103,513	2,555,773	2,453,485	1,914,120	2,296,550	2,162,810
22 External Debt Service - Principal	-	-	-	-	-	-
23 External Debt Service - Interest	-	-	-	-	-	-
24 Internal Principal & Interest	-	475,000	475,000	475,000	475,000	475,000
25 Depreciation	-	-	-	-	-	-
26 Total Direct Expenses	16,852,891	18,721,031	18,615,715	18,947,519	19,263,548	19,105,494
27 Capital Cost Allocation	153,744	890,585	894,187	863,884	863,884	818,109
28 Contribution Margin	14,952,224	14,858,836	14,236,395	13,031,403	13,031,403	13,551,032
29 Total Expenses & Expense Allocations	\$ 31,958,859	\$ 34,470,452	\$ 33,746,297	\$ 32,842,806	\$ 33,158,835	\$ 33,474,635
30 Results of Operations	\$ 1,738,442	\$ (1,362,436)	\$ (1,789,252)	\$ (454,036)	\$ (1,338,619)	\$ (1,430,091)
INVESTMENT TRANSFERS						
31 Transfer To (From) Plant Fund	5,108	(291)	6,554	-	-	-
32 Transfer To (From) Quasi Endowments	-	-	-	-	-	-
33 Repair & Replacement Transfers	-	-	-	-	-	-
34 Internal Bank Transfers	-	-	-	-	-	-
35 Total Investment Transfers	\$ 5,108	\$ (291)	\$ 6,554	\$ -	\$ -	\$ -
36 Total Transfer To (From) Reserve	1,733,334	(1,362,145)	(1,795,806)	(454,036)	(1,338,619)	(1,430,091)

Direct Expenses



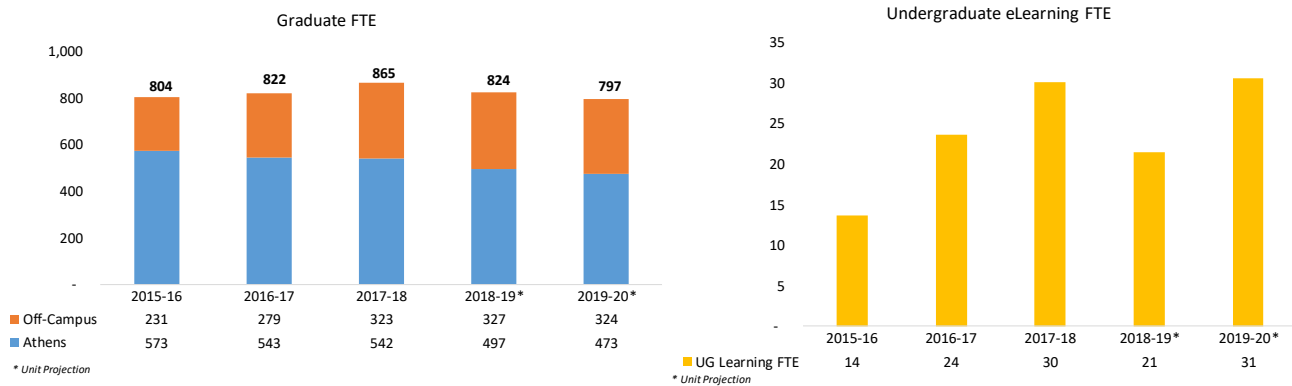
Note: Changes to the process of revenue and expense recognition associated with eCampus programs occurred between FY16 and FY17, resulting in higher tuition revenue, as well as higher faculty salaries and vendor fee expenses within the applicable colleges.

11.2.5 Russ College of Engineering & Technology



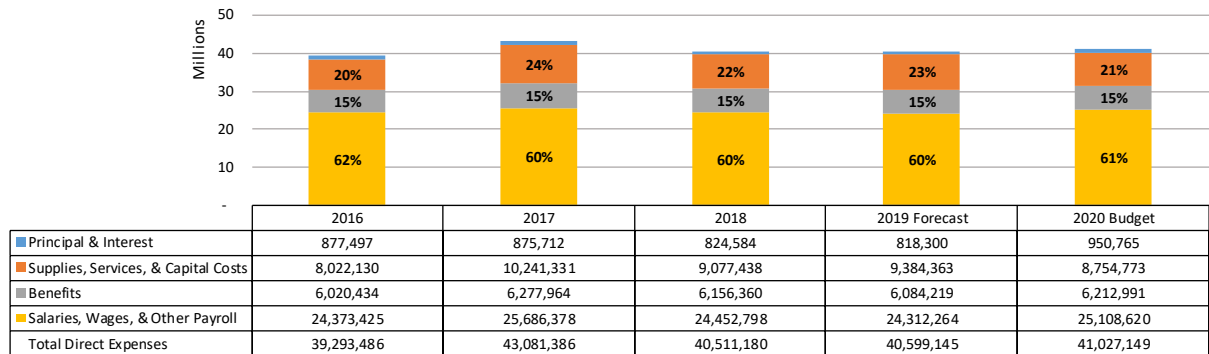
FTEs are calculated from the credit hour production for Fall, Spring and Summer terms, divided by 15. This methodology differs from the Institutional Research FTE reports, which exclude the impact from summer term.

Headcounts represent Fall term majors, for each College.



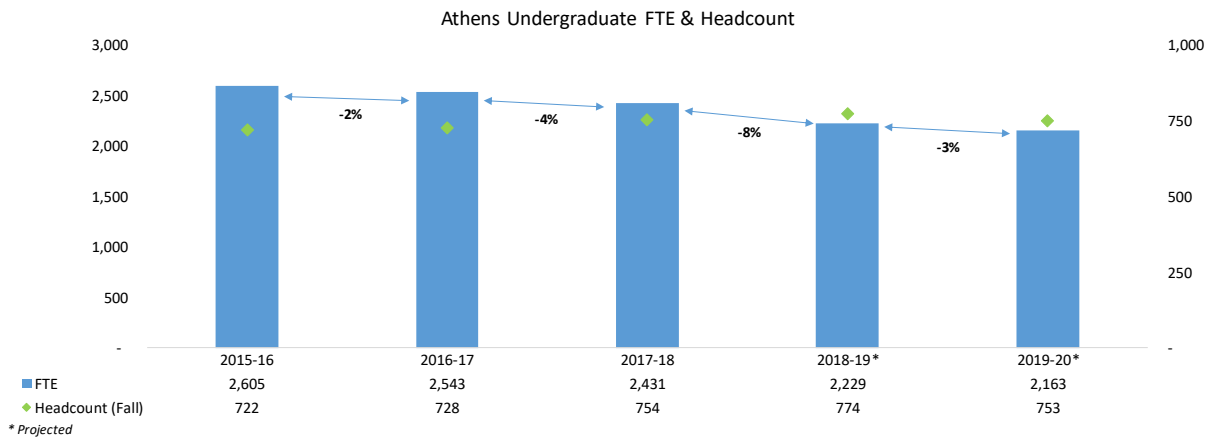
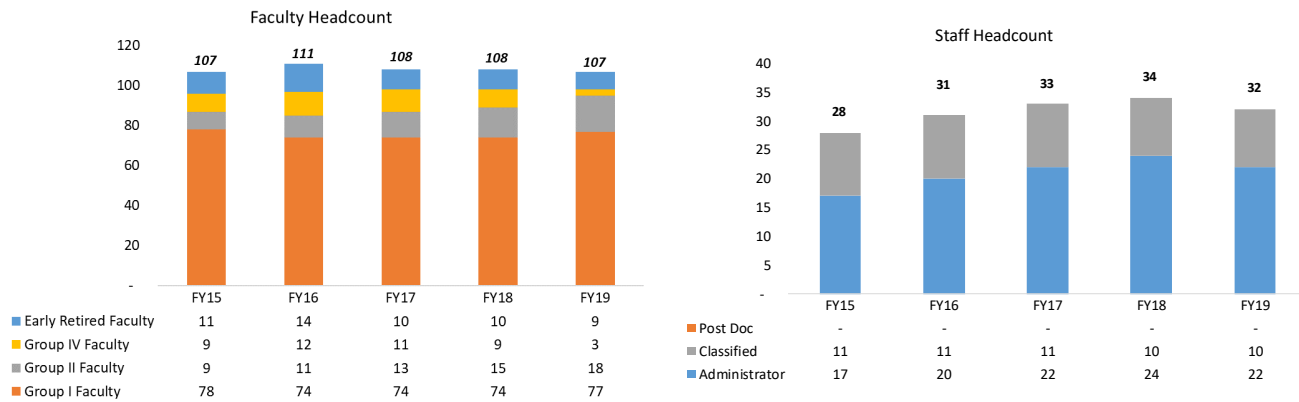
Engineering	FY 2016	FY 2017	FY 2018	FY 2019 Budget	FY 2019 Forecast	FY 2020 Budget
REVENUES						
1 State Appropriations	\$ 9,742,032	\$ 7,579,321	\$ 8,033,853	\$ 8,595,653	\$ 8,595,653	\$ 10,818,788
2 Gross Undergraduate Tuition & Fees	22,855,665	15,698,332	16,041,148	16,511,347	16,785,513	16,320,581
3 Undergraduate Financial Aid	(5,456,387)	(4,120,237)	(3,861,148)	(4,528,134)	(4,418,621)	(4,573,869)
4 Net Undergraduate Tuition & Fees	17,399,279	11,578,095	12,179,999	11,983,213	12,366,892	11,746,712
5 Gross Graduate Tuition & Fees	5,676,738	7,511,445	7,367,179	6,800,000	7,189,897	6,984,897
6 Graduate Financial Aid	(3,975,390)	(3,908,128)	(3,372,091)	(3,790,000)	(3,259,026)	(3,326,854)
7 Net Graduate Tuition & Fees	1,701,348	3,603,317	3,995,089	3,010,000	3,930,871	3,658,043
8 Room & Board	-	-	-	-	-	-
9 Grants & Contracts	10,093,948	9,339,685	9,230,440	9,300,000	9,000,000	9,000,000
10 Facilities & Admin Cost Recovery	2,561,466	2,681,569	2,638,704	1,815,480	2,460,000	2,460,000
11 Endowment Distributions	6,576,088	6,714,373	6,623,410	7,386,700	6,525,761	6,402,142
12 Contributions	281,323	521,491	333,404	150,000	170,272	150,000
13 Investment Income	37,662	47,662	40,190	-	11,000	-
14 Internal & External Sales	609,343	1,968,074	1,752,323	15,000	1,315,412	1,360,000
15 Total Revenues	49,002,489	44,033,586	44,827,411	42,256,046	44,375,861	45,595,685
16 Administrative Cost Distribution	-	-	-	-	-	-
17 Total Revenues & Revenue Allocation	\$ 49,002,489	\$ 44,033,586	\$ 44,827,411	\$ 42,256,046	\$ 44,375,861	\$ 45,595,685
18 Funding Transfers	\$ (815,227)	\$ (1,241,118)	\$ (2,166,672)	\$ (900,000)	\$ (1,011,445)	\$ (90,130)
EXPENSES						
19 Total Salaries, Wages, & Other Payroll	24,373,425	25,686,378	24,452,798	25,550,896	24,312,264	25,108,620
20 Total Benefits	6,020,434	6,277,964	6,156,360	5,876,164	6,084,219	6,212,991
21 Supplies, Services, & Capital Costs	8,022,130	10,241,331	9,077,438	8,354,252	9,384,363	8,754,773
22 External Debt Service - Principal	-	-	-	-	-	-
23 External Debt Service - Interest	-	-	-	-	-	-
24 Internal Principal & Interest	877,497	875,712	824,584	848,000	818,300	950,765
25 Depreciation	-	-	-	-	-	-
26 Total Direct Expenses	39,293,486	43,081,386	40,511,180	40,629,312	40,599,145	41,027,149
27 Capital Cost Allocation	1,533,272	1,293,240	1,457,266	1,580,506	1,580,506	1,707,028
28 Contribution Margin	11,160,792	918,666	2,221,766	1,133,133	1,133,133	2,439,360
29 Total Expenses & Expense Allocations	\$ 51,987,550	\$ 45,293,291	\$ 44,190,212	\$ 43,342,951	\$ 43,312,784	\$ 45,173,537
30 Results of Operations	\$ (2,169,834)	\$ (18,587)	\$ 2,803,871	\$ (186,905)	\$ 2,074,522	\$ 512,278
INVESTMENT TRANSFERS						
31 Transfer To (From) Plant Fund	112,339	(42,725)	68,713	-	400,000	1,007,000
32 Transfer To (From) Quasi Endowments	(247,840)	(314,613)	10,569	-	(400,000)	(1,007,000)
33 Repair & Replacement Transfers	-	-	-	-	-	-
34 Internal Bank Transfers	(2,200,000)	-	-	-	-	-
35 Total Investment Transfers	\$ (2,335,501)	\$ (357,338)	\$ 79,281	\$ -	\$ -	\$ -
36 Total Transfer To (From) Reserve	165,666	338,751	2,724,590	(186,905)	2,074,522	512,278

Direct Expenses



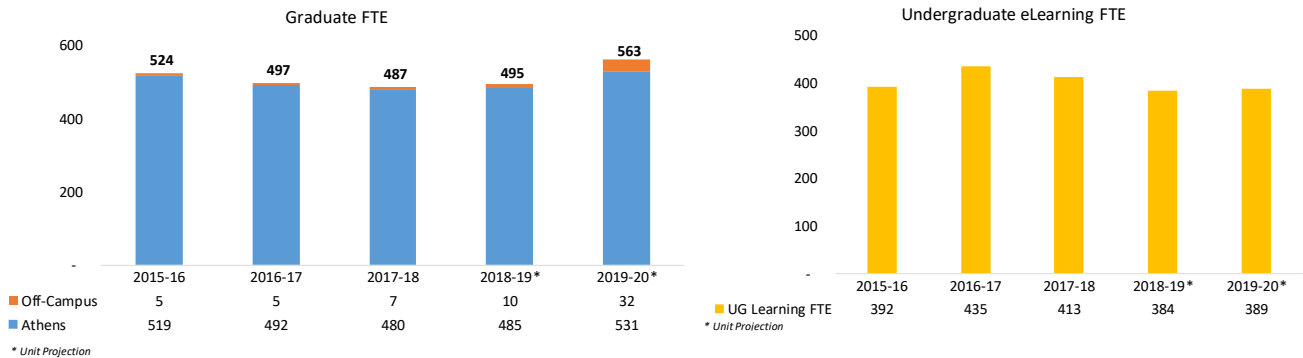
Note: Changes to the process of revenue and expense recognition associated with eCampus programs occurred between FY16 and FY17, resulting in higher tuition revenue, as well as higher faculty salaries and vendor fee expenses within the applicable colleges.

11.2.6 College of Fine Arts



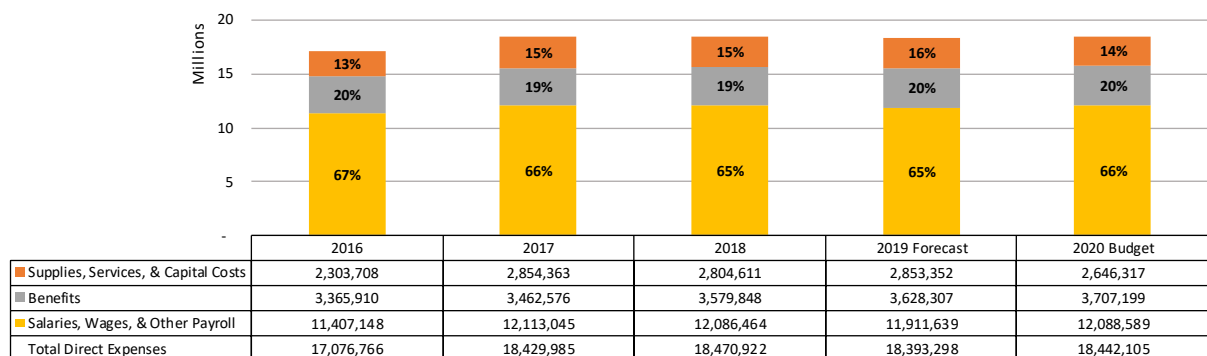
FTEs are calculated from the credit hour production for Fall, Spring and Summer terms, divided by 15. This methodology differs from the Institutional Research FTE reports, which exclude the impact from summer term.

Headcounts represent Fall term majors, for each College.



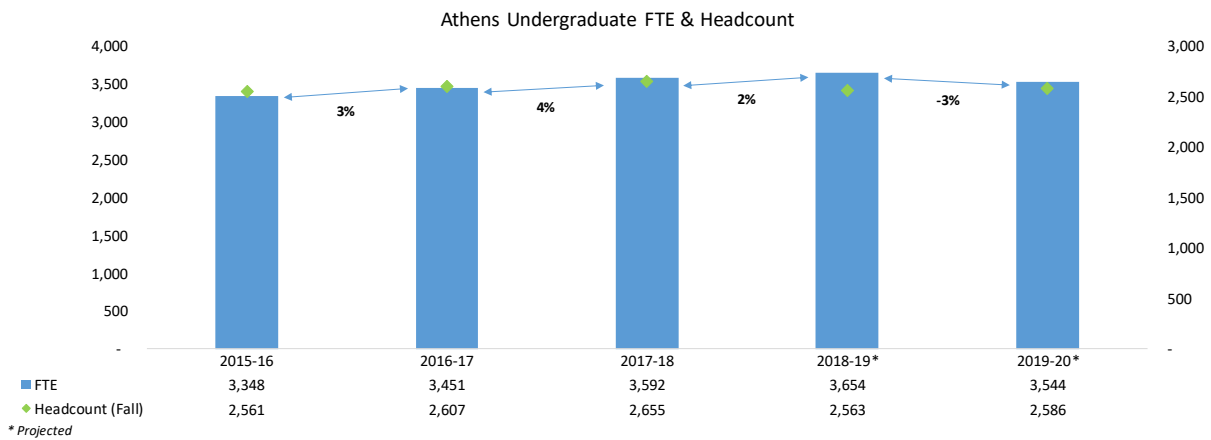
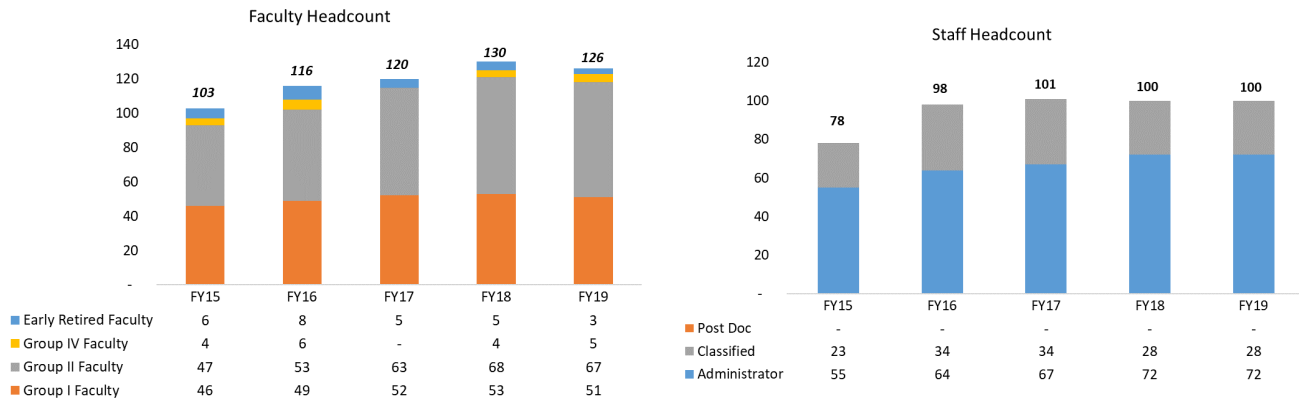
Fine Arts		FY 2016	FY 2017	FY 2018	FY 2019 Budget	FY 2019 Forecast	FY 2020 Budget
REVENUES							
1	State Appropriations	\$ 6,277,776	\$ 7,251,954	\$ 7,101,575	\$ 7,368,214	\$ 7,368,214	\$ 7,827,544
2	Gross Undergraduate Tuition & Fees	17,315,734	16,584,032	15,993,874	15,514,566	15,664,315	14,690,652
3	Undergraduate Financial Aid	(3,264,039)	(3,192,956)	(2,872,010)	(3,299,820)	(2,969,229)	(2,865,305)
4	Net Undergraduate Tuition & Fees	14,051,695	13,391,076	13,121,864	12,214,746	12,695,086	11,825,347
5	Gross Graduate Tuition & Fees	3,792,903	3,554,137	3,693,224	3,770,951	3,696,212	3,967,622
6	Graduate Financial Aid	(2,947,087)	(3,021,901)	(3,191,147)	(2,769,517)	(3,202,383)	(3,139,099)
7	Net Graduate Tuition & Fees	845,815	532,236	502,077	1,001,434	493,829	828,523
8	Room & Board	-	-	-	-	-	-
9	Grants & Contracts	5,887	64,204	77,531	69,127	82,000	90,000
10	Facilities & Admin Cost Recovery	-	-	-	-	-	-
11	Endowment Distributions	317,206	320,864	327,666	338,021	338,021	341,999
12	Contributions	111,264	167,913	163,101	292,000	131,940	160,500
13	Investment Income	-	-	-	-	-	-
14	Internal & External Sales	379,150	433,885	583,881	451,076	452,833	456,416
15	Total Revenues	21,988,794	22,162,131	21,877,696	21,734,618	21,561,923	21,530,329
16	Administrative Cost Distribution	-	-	-	-	-	-
17	Total Revenues & Revenue Allocation	\$ 21,988,794	\$ 22,162,131	\$ 21,877,696	\$ 21,734,618	\$ 21,561,923	\$ 21,530,329
18	Funding Transfers	\$ (630,079)	\$ (1,211,896)	\$ (1,314,573)	\$ (1,265,000)	\$ (1,446,317)	\$ (1,631,382)
EXPENSES							
19	Total Salaries, Wages, & Other Payroll	11,407,148	12,113,045	12,086,464	12,124,587	11,911,639	12,088,589
20	Total Benefits	3,365,910	3,462,576	3,579,848	4,037,419	3,628,307	3,707,199
21	Supplies, Services, & Capital Costs	2,303,708	2,854,363	2,804,611	2,777,004	2,853,352	2,646,317
22	External Debt Service - Principal	-	-	-	-	-	-
23	External Debt Service - Interest	-	-	-	-	-	-
24	Internal Principal & Interest	-	-	-	-	-	-
25	Depreciation	-	-	-	-	-	-
26	Total Direct Expenses	17,076,766	18,429,985	18,470,922	18,939,010	18,393,298	18,442,105
27	Capital Cost Allocation	783,894	1,243,585	1,027,973	1,146,320	1,146,320	1,200,327
28	Contribution Margin	4,690,637	3,428,597	3,581,493	3,355,916	3,355,916	4,017,604
29	Total Expenses & Expense Allocations	\$ 22,551,297	\$ 23,102,166	\$ 23,080,389	\$ 23,441,246	\$ 22,895,534	\$ 23,660,036
30	Results of Operations	\$ 67,576	\$ 271,862	\$ 111,879	\$ (441,628)	\$ 112,705	\$ (498,324)
INVESTMENT TRANSFERS							
31	Transfer To (From) Plant Fund	(11,988)	165,639	216,000	-	28,313	-
32	Transfer To (From) Quasi Endowments	-	-	-	-	-	-
33	Repair & Replacement Transfers	-	-	-	-	-	-
34	Internal Bank Transfers	-	-	-	-	-	-
35	Total Investment Transfers	\$ (11,988)	\$ 165,639	\$ 216,000	\$ -	\$ 28,313	\$ -
36	Total Transfer To (From) Reserve	79,565	106,223	(104,121)	(441,628)	84,392	(498,324)

Direct Expenses



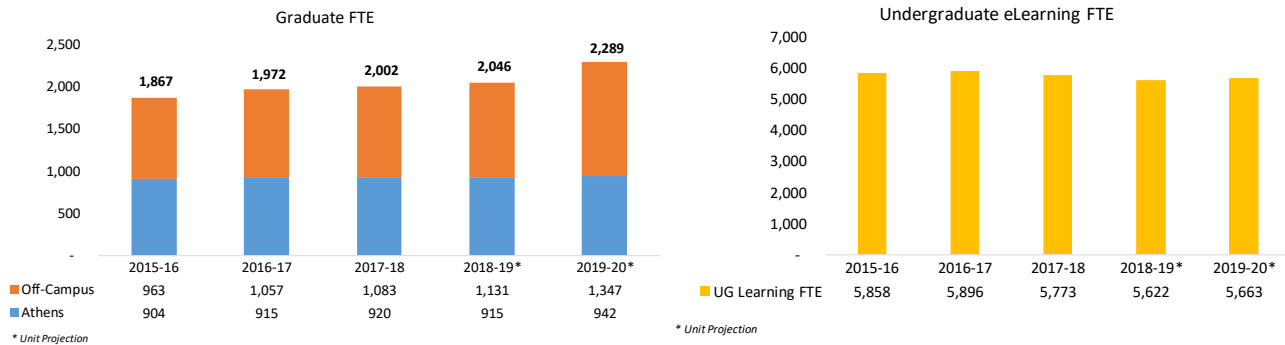
Note: Changes to the process of revenue and expense recognition associated with eCampus programs occurred between FY16 and FY17, resulting in higher tuition revenue, as well as higher faculty salaries and vendor fee expenses within the applicable colleges.

11.2.7 College of Health Sciences & Professions



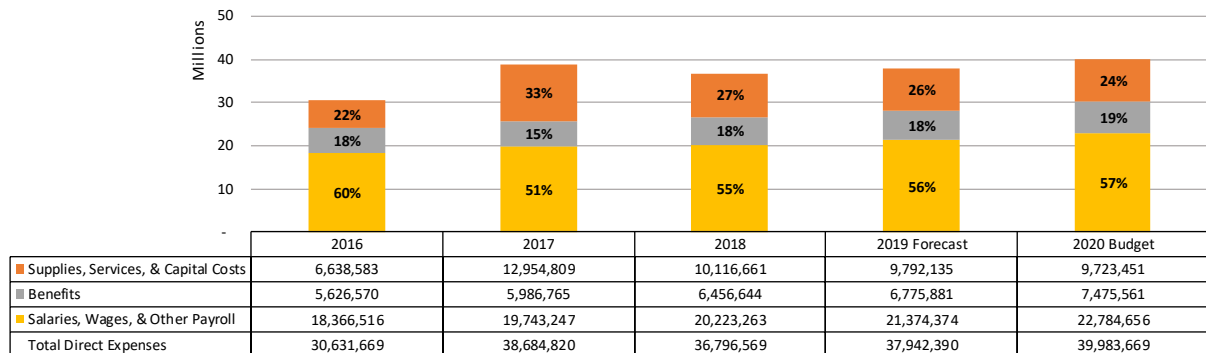
FTEs are calculated from the credit hour production for Fall, Spring and Summer terms, divided by 15. This methodology differs from the Institutional Research FTE reports, which exclude the impact from summer term.

Headcounts represent Fall term majors, for each College.



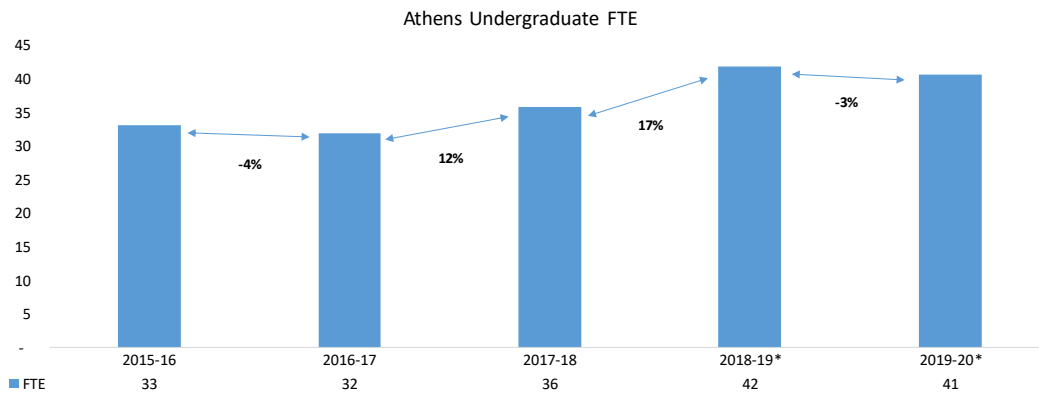
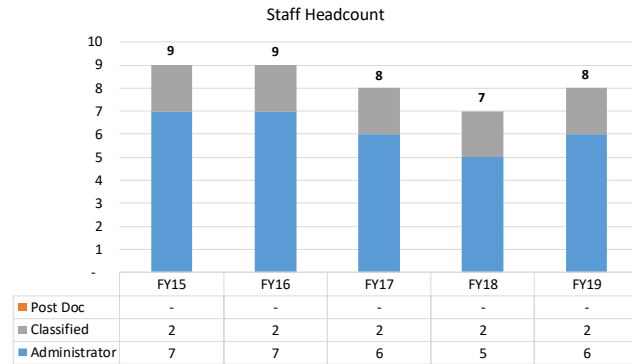
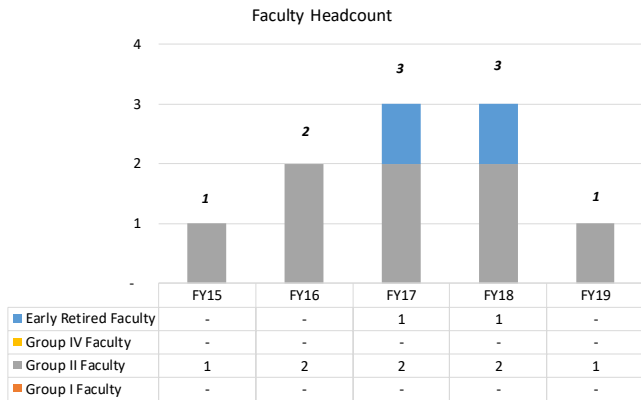
Health Sciences		FY 2016	FY 2017	FY 2018	FY 2019 Budget	FY 2019 Forecast	FY 2020 Budget
REVENUES							
1	State Appropriations	\$ 38,923,176	\$ 31,692,889	\$ 29,409,978	\$ 30,012,515	\$ 30,012,515	\$ 18,616,805
2	Gross Undergraduate Tuition & Fees	36,781,550	43,559,421	43,383,382	42,372,001	43,096,843	43,351,850
3	Undergraduate Financial Aid	(5,605,920)	(4,894,684)	(4,268,060)	(4,448,755)	(4,410,208)	(4,721,990)
4	Net Undergraduate Tuition & Fees	31,175,630	38,664,737	39,115,322	37,923,246	38,686,635	38,629,860
5	Gross Graduate Tuition & Fees	9,284,833	15,791,567	15,925,709	16,556,222	16,439,778	18,640,412
6	Graduate Financial Aid	(2,226,366)	(2,246,957)	(1,386,509)	(1,598,636)	(1,571,149)	(1,487,763)
7	Net Graduate Tuition & Fees	7,058,467	13,544,610	14,539,200	14,957,586	14,868,629	17,152,649
8	Room & Board	-	-	-	-	-	-
9	Grants & Contracts	5,951,025	3,651,946	1,743,802	870,066	2,591,718	1,508,372
10	Facilities & Admin Cost Recovery	123,387	146,575	105,244	62,406	177,859	62,085
11	Endowment Distributions	132,855	147,174	153,460	160,944	160,944	162,526
12	Contributions	176,585	170,144	135,724	173,292	96,445	116,445
13	Investment Income	-	-	-	-	-	-
14	Internal & External Sales	2,566,874	4,781,327	3,383,863	3,536,796	3,009,578	3,081,410
15	Total Revenues	86,107,999	92,799,401	88,586,594	87,696,851	89,604,322	79,330,152
16	Administrative Cost Distribution	-	-	-	-	-	-
17	Total Revenues & Revenue Allocation	\$ 86,107,999	\$ 92,799,401	\$ 88,586,594	\$ 87,696,851	\$ 89,604,322	\$ 79,330,152
18	Funding Transfers	\$ (195,864)	\$ 13,455	\$ 64,251	\$ 99,402	\$ 156,736	\$ 45,000
EXPENSES							
19	Total Salaries, Wages, & Other Payroll	18,366,516	19,743,247	20,223,263	20,647,295	21,374,374	22,784,656
20	Total Benefits	5,626,570	5,986,765	6,456,644	6,926,883	6,775,881	7,475,561
21	Supplies, Services, & Capital Costs	6,638,583	12,954,809	10,116,661	10,401,376	9,792,135	9,723,451
22	External Debt Service - Principal	-	-	-	-	-	-
23	External Debt Service - Interest	-	-	-	-	-	-
24	Internal Principal & Interest	-	-	-	-	-	-
25	Depreciation	-	-	-	-	-	-
26	Total Direct Expenses	30,631,669	38,684,820	36,796,569	37,975,554	37,942,390	39,983,669
27	Capital Cost Allocation	547,009	941,547	974,153	968,145	968,145	1,027,092
28	Contribution Margin	53,607,101	49,509,625	49,556,045	49,907,121	49,907,121	43,486,545
29	Total Expenses & Expense Allocations	\$ 84,785,779	\$ 89,135,993	\$ 87,326,766	\$ 88,850,820	\$ 88,817,656	\$ 84,497,306
30	Results of Operations	\$ 1,518,084	\$ 3,649,953	\$ 1,195,577	\$ (1,253,371)	\$ 629,931	\$ (5,212,154)
INVESTMENT TRANSFERS							
31	Transfer To (From) Plant Fund	12,132,737	125,457	158,899	-	180,785	-
32	Transfer To (From) Quasi Endowments	-	-	-	-	-	-
33	Repair & Replacement Transfers	-	-	-	-	-	-
34	Internal Bank Transfers	-	-	-	-	-	-
35	Total Investment Transfers	\$ 12,132,737	\$ 125,457	\$ 158,899	\$ -	\$ 180,785	\$ -
36	Total Transfer To (From) Reserve	(10,614,654)	3,524,496	1,036,677	(1,253,371)	449,146	(5,212,154)

Direct Expenses



Note: Changes to the process of revenue and expense recognition associated with eCampus programs occurred between FY16 and FY17, resulting in higher tuition revenue, as well as higher faculty salaries and vendor fee expenses within the applicable colleges.

11.2.8 Honors Tutorial College

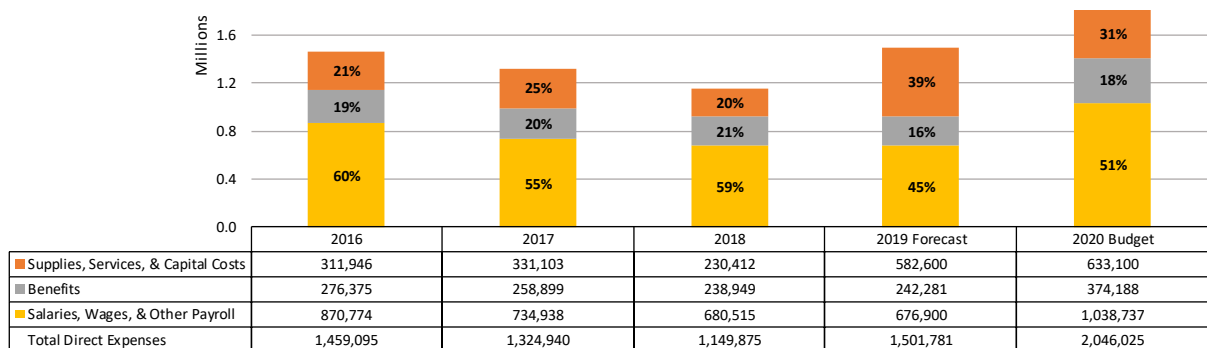


* Projected

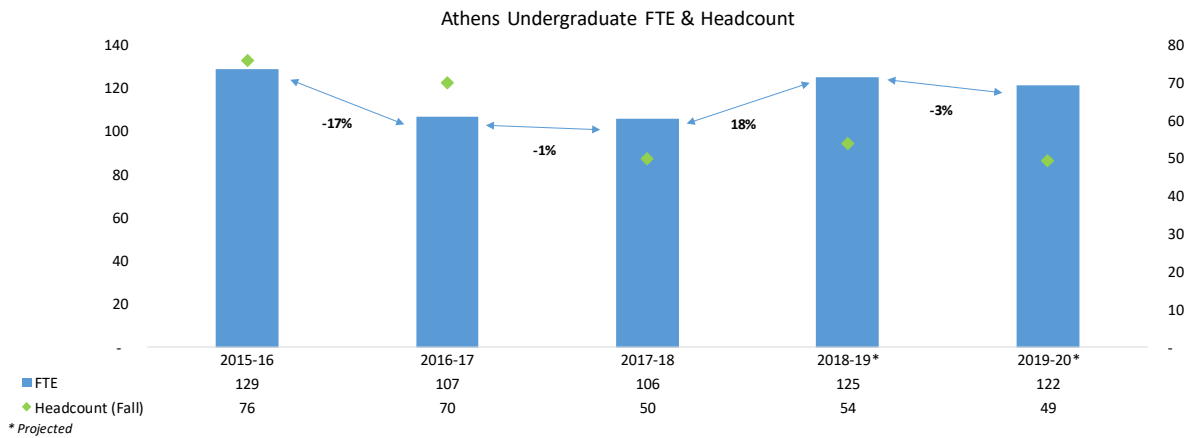
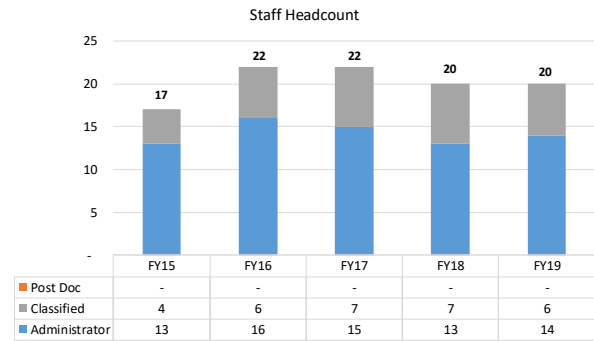
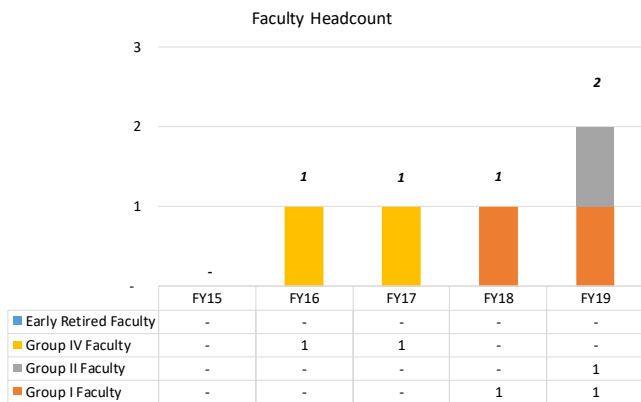
FTEs are calculated from the credit hour production for Fall, Spring and Summer terms, divided by 15. This methodology differs from the Institutional Research FTE reports, which exclude the impact from summer term.

Honors	FY 2016	FY 2017	FY 2018	FY 2019 Budget	FY 2019 Forecast	FY 2020 Budget
REVENUES						
1 State Appropriations	\$ 23,112	\$ 43,028	\$ 47,224	\$ 46,493	\$ 46,493	\$ 71,672
2 Gross Undergraduate Tuition & Fees	214,473	155,273	172,475	164,656	164,656	180,606
3 Undergraduate Financial Aid	(728,202)	(1,019,127)	(1,172,741)	(1,404,647)	(1,404,647)	(1,420,643)
4 Net Undergraduate Tuition & Fees	(513,728)	(863,855)	(1,000,266)	(1,239,991)	(1,239,991)	(1,240,037)
5 Gross Graduate Tuition & Fees	-	-	-	-	-	-
6 Graduate Financial Aid	-	-	(500)	-	-	-
7 Net Graduate Tuition & Fees	-	-	(500)	-	-	-
8 Room & Board	-	-	-	-	-	-
9 Grants & Contracts	-	7,095	7,866	9,375	9,375	9,375
10 Facilities & Admin Cost Recovery	50,400	-	-	-	-	-
11 Endowment Distributions	1,029,744	1,077,878	1,096,475	1,186,992	1,106,990	1,140,877
12 Contributions	59,752	81,144	72,603	25,000	61,831	56,000
13 Investment Income	-	-	-	-	-	-
14 Internal & External Sales	-	354	1,893	-	-	-
15 Total Revenues	649,281	345,645	225,294	27,869	(15,302)	37,887
16 Administrative Cost Distribution	-	-	-	-	-	-
17 Total Revenues & Revenue Allocation	\$ 649,281	\$ 345,645	\$ 225,294	\$ 27,869	\$ (15,302)	\$ 37,887
18 Funding Transfers	\$ (44,494)	\$ (113,604)	\$ 781,586	\$ (486,375)	\$ (536,262)	\$ (567,155)
EXPENSES						
19 Total Salaries, Wages, & Other Payroll	870,774	734,938	680,515	671,473	676,900	1,038,737
20 Total Benefits	276,375	258,899	238,949	254,525	242,281	374,188
21 Supplies, Services, & Capital Costs	311,946	331,103	230,412	652,600	582,600	633,100
22 External Debt Service - Principal	-	-	-	-	-	-
23 External Debt Service - Interest	-	-	-	-	-	-
24 Internal Principal & Interest	-	-	-	-	-	-
25 Depreciation	-	-	-	-	-	-
26 Total Direct Expenses	1,459,095	1,324,940	1,149,875	1,578,598	1,501,781	2,046,025
27 Capital Cost Allocation	9,179	9,265	9,005	9,045	9,045	9,856
28 Contribution Margin	(1,408,797)	(1,210,539)	(1,159,854)	(1,166,252)	(1,154,269)	(1,139,600)
29 Total Expenses & Expense Allocations	\$ 59,477	\$ 123,666	\$ (974)	\$ 421,391	\$ 356,557	\$ 916,281
30 Results of Operations	\$ 634,298	\$ 335,583	\$ (555,319)	\$ 92,853	\$ 164,403	\$ (311,239)
INVESTMENT TRANSFERS						
31 Transfer To (From) Plant Fund	35,309	-	-	-	-	-
32 Transfer To (From) Quasi Endowments	-	-	-	-	-	-
33 Repair & Replacement Transfers	-	-	-	-	-	-
34 Internal Bank Transfers	-	-	-	-	-	-
35 Total Investment Transfers	\$ 35,309	\$ -	\$ -	\$ -	\$ -	\$ -
36 Total Transfer To (From) Reserve	598,988	335,583	(555,319)	92,853	164,403	(311,239)

Direct Expenses

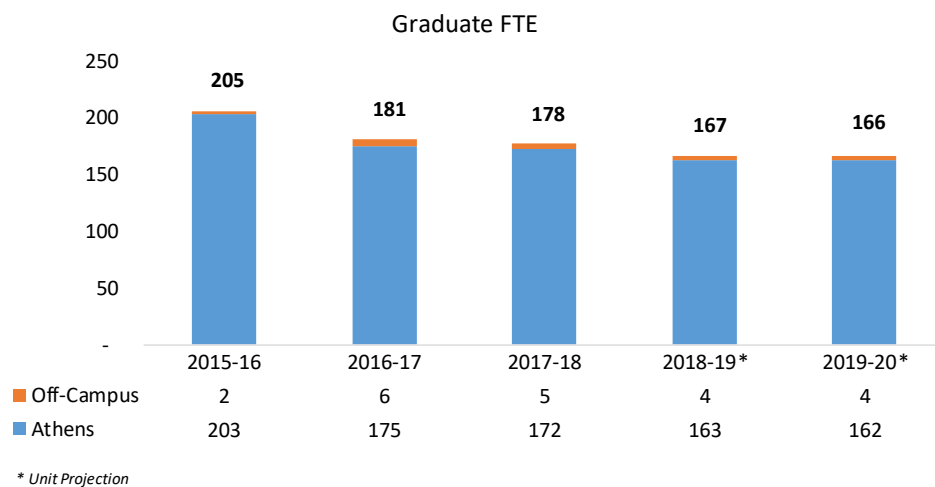


11.2.9 Office of Global Affairs & International Studies



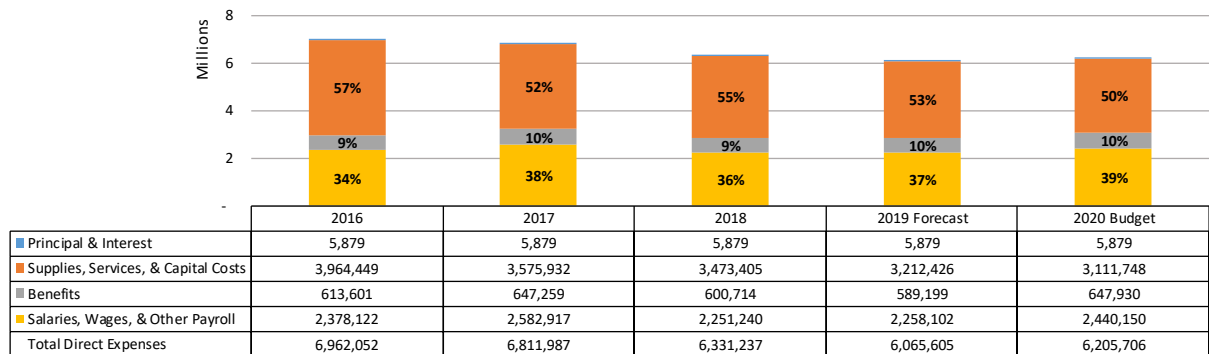
FTEs are calculated from the credit hour production for Fall, Spring and Summer terms, divided by 15. This methodology differs from the Institutional Research FTE reports, which exclude the impact from summer term.

Headcounts represent Fall term majors, for each College.

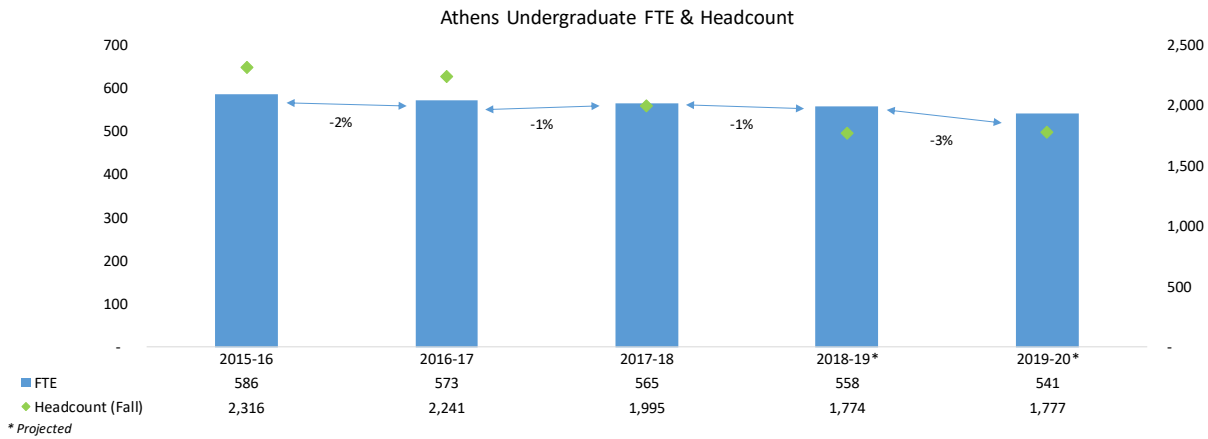
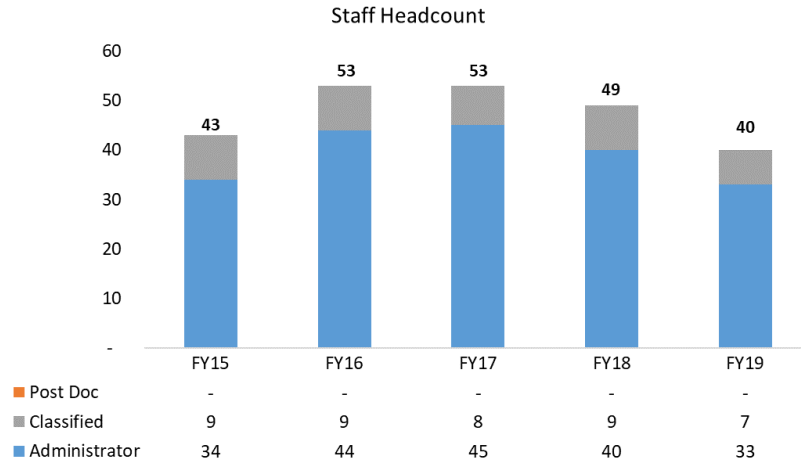


OGAIS	FY 2016	FY 2017	FY 2018	FY 2019 Budget	FY 2019 Forecast	FY 2020 Budget
REVENUES						
1 State Appropriations	\$ 685,440	\$ 783,331	\$ 874,668	\$ 903,565	\$ 903,565	\$ 845,339
2 Gross Undergraduate Tuition & Fees	4,779,223	4,790,851	5,139,250	4,916,730	4,325,498	4,369,635
3 Undergraduate Financial Aid	(695,420)	(776,325)	(789,626)	(719,069)	(638,319)	(654,627)
4 Net Undergraduate Tuition & Fees	4,083,803	4,014,526	4,349,624	4,197,661	3,687,179	3,715,008
5 Gross Graduate Tuition & Fees	1,642,262	1,447,034	1,496,317	1,598,519	1,462,374	1,499,122
6 Graduate Financial Aid	(1,336,483)	(1,329,929)	(1,288,154)	(1,469,155)	(1,251,218)	(1,275,997)
7 Net Graduate Tuition & Fees	305,779	117,105	208,163	129,364	211,156	223,125
8 Room & Board	-	-	-	-	-	-
9 Grants & Contracts	559,872	375,866	148,499	13,800	13,799	13,932
10 Facilities & Admin Cost Recovery	9,804	20,556	24,667	-	9,000	-
11 Endowment Distributions	233,214	239,802	234,320	239,202	229,256	227,833
12 Contributions	(2,323)	14	6,424	-	-	-
13 Investment Income	-	-	-	-	-	-
14 Internal & External Sales	141,214	673,221	1,141,792	-	-	-
15 Total Revenues	6,016,804	6,224,419	6,988,157	5,483,592	5,053,955	5,025,237
16 Administrative Cost Distribution	-	-	-	-	-	-
17 Total Revenues & Revenue Allocation	\$ 6,016,804	\$ 6,224,419	\$ 6,988,157	\$ 5,483,592	\$ 5,053,955	\$ 5,025,237
18 Funding Transfers	\$ 130,694	\$ 133,445	\$ (30,599)	\$ 66,997	\$ 55,904	\$ 55,854
EXPENSES						
19 Total Salaries, Wages, & Other Payroll	2,378,122	2,582,917	2,251,240	2,151,411	2,258,102	2,440,150
20 Total Benefits	613,601	647,259	600,714	573,472	589,199	647,930
21 Supplies, Services, & Capital Costs	3,964,449	3,575,932	3,473,405	3,600,799	3,212,426	3,111,748
22 External Debt Service - Principal	-	-	-	-	-	-
23 External Debt Service - Interest	-	-	-	-	-	-
24 Internal Principal & Interest	5,879	5,879	5,879	5,970	5,879	5,879
25 Depreciation	-	-	-	-	-	-
26 Total Direct Expenses	6,962,052	6,811,987	6,331,237	6,331,652	6,065,605	6,205,706
27 Capital Cost Allocation	163,913	110,043	109,512	112,170	112,170	120,409
28 Contribution Margin	(1,030,972)	(691,536)	(694,529)	(1,265,698)	(1,265,698)	(1,189,839)
29 Total Expenses & Expense Allocations	\$ 6,094,993	\$ 6,230,494	\$ 5,746,221	\$ 5,178,124	\$ 4,912,077	\$ 5,136,276
30 Results of Operations	\$ (208,883)	\$ (139,520)	\$ 1,272,534	\$ 238,472	\$ 85,974	\$ (166,893)
INVESTMENT TRANSFERS						
31 Transfer To (From) Plant Fund	604	-	-	-	-	-
32 Transfer To (From) Quasi Endowments	-	-	-	-	-	-
33 Repair & Replacement Transfers	-	-	-	-	-	-
34 Internal Bank Transfers	-	-	-	-	-	-
35 Total Investment Transfers	\$ 604	\$ -	\$ -	\$ -	\$ -	\$ -
36 Total Transfer To (From) Reserve	(209,487)	(139,520)	1,272,534	238,472	85,974	(166,893)

Direct Expenses



11.2.10 University College

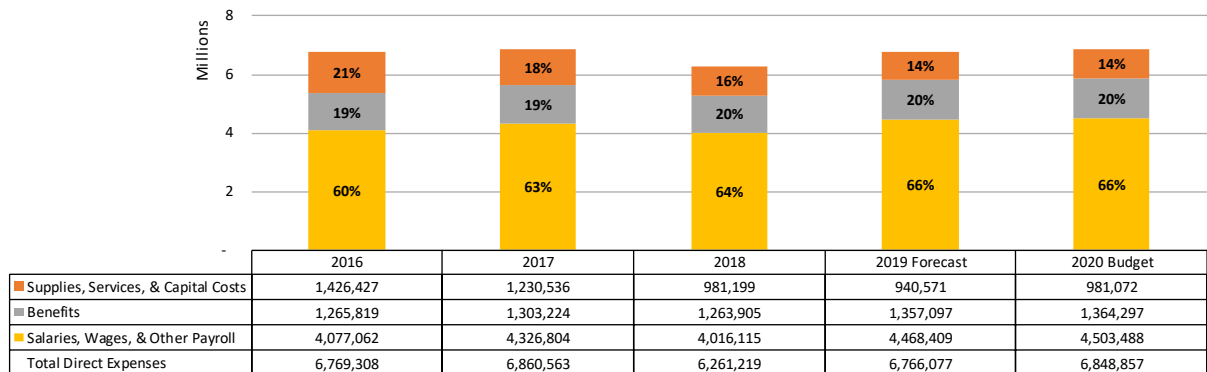


FTEs are calculated from the credit hour production for Fall, Spring and Summer terms, divided by 15. This methodology differs from the Institutional Research FTE reports, which exclude the impact from summer term.

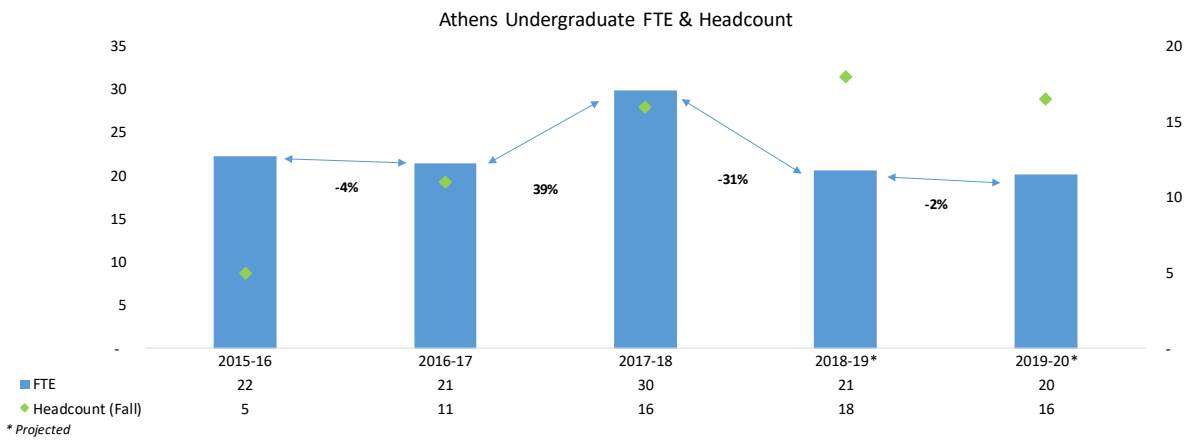
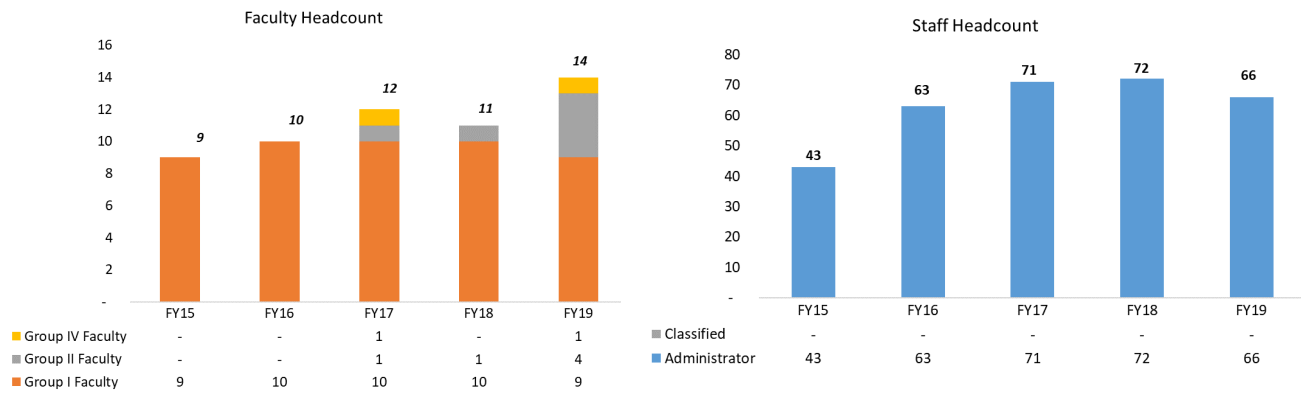
Headcounts represent Fall term majors, for each College.

University College	FY 2016	FY 2017	FY 2018	FY 2019 Budget	FY 2019 Forecast	FY 2020 Budget
REVENUES						
1 State Appropriations	\$ 2,989,140	\$ 1,956,593	\$ 1,989,706	\$ 1,912,082	\$ 1,912,082	\$ 2,453,501
2 Gross Undergraduate Tuition & Fees	5,543,921	7,062,211	7,273,038	6,764,421	6,764,421	6,182,520
3 Undergraduate Financial Aid	(2,188,378)	(2,449,247)	(2,337,476)	(2,300,207)	(2,300,207)	(2,331,038)
4 Net Undergraduate Tuition & Fees	3,355,543	4,612,964	4,935,562	4,464,214	4,464,214	3,851,482
5 Gross Graduate Tuition & Fees	-	-	-	-	-	-
6 Graduate Financial Aid	(24,602)	(18,376)	(8,465)	(8,188)	(8,188)	(8,188)
7 Net Graduate Tuition & Fees	(24,602)	(18,376)	(8,465)	(8,188)	(8,188)	(8,188)
8 Room & Board	-	-	-	-	-	-
9 Grants & Contracts	275,970	302,346	301,044	315,000	315,000	348,243
10 Facilities & Admin Cost Recovery	16,135	16,401	16,794	-	-	-
11 Endowment Distributions	16,039	17,446	22,482	25,005	25,005	26,131
12 Contributions	60,791	53,483	73,923	75,000	75,000	76,500
13 Investment Income	-	-	-	-	-	-
14 Internal & External Sales	105,868	128,600	119,858	109,000	109,000	109,000
15 Total Revenues	6,794,884	7,069,457	7,450,904	6,892,113	6,892,113	6,856,669
16 Administrative Cost Distribution	-	-	-	-	-	-
17 Total Revenues & Revenue Allocation	\$ 6,794,884	\$ 7,069,457	\$ 7,450,904	\$ 6,892,113	\$ 6,892,113	\$ 6,856,669
18 Funding Transfers	\$ (881,554)	\$ (352,325)	\$ (280,431)	\$ (535,548)	\$ (942,877)	\$ (810,298)
EXPENSES						
19 Total Salaries, Wages, & Other Payroll	4,077,062	4,326,804	4,016,115	4,182,922	4,468,409	4,503,488
20 Total Benefits	1,265,819	1,303,224	1,263,905	1,291,683	1,357,097	1,364,297
21 Supplies, Services, & Capital Costs	1,426,427	1,230,536	981,199	854,813	940,571	981,072
22 External Debt Service - Principal	-	-	-	-	-	-
23 External Debt Service - Interest	-	-	-	-	-	-
24 Internal Principal & Interest	-	-	-	-	-	-
25 Depreciation	-	-	-	-	-	-
26 Total Direct Expenses	6,769,308	6,860,563	6,261,219	6,329,418	6,766,077	6,848,857
27 Capital Cost Allocation	65,819	79,637	112,586	109,359	109,359	132,833
28 Contribution Margin	885,877	732,865	1,043,143	988,886	988,886	798,254
29 Total Expenses & Expense Allocations	\$ 7,721,004	\$ 7,673,065	\$ 7,416,948	\$ 7,427,663	\$ 7,864,322	\$ 7,779,944
30 Results of Operations	\$ (44,566)	\$ (251,283)	\$ 314,387	\$ (2)	\$ (29,332)	\$ (112,977)
INVESTMENT TRANSFERS						
31 Transfer To (From) Plant Fund	241,000	(27,472)	(10,384)	-	-	-
32 Transfer To (From) Quasi Endowments	-	-	-	-	-	-
33 Repair & Replacement Transfers	-	-	-	-	-	-
34 Internal Bank Transfers	-	-	-	-	-	-
35 Total Investment Transfers	\$ 241,000	\$ (27,472)	\$ (10,384)	\$ -	\$ -	\$ -
36 Total Transfer To (From) Reserve	(285,566)	(223,811)	324,770	(2)	(29,332)	(112,977)

Direct Expenses

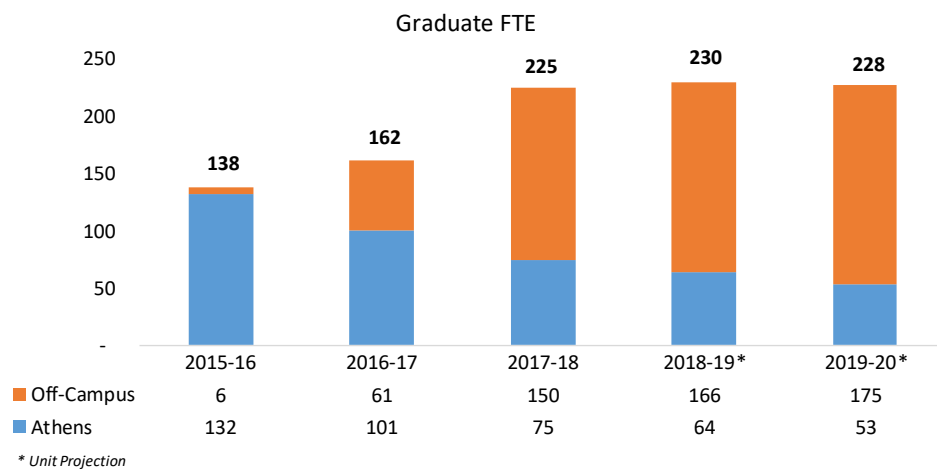


11.2.11 Voinovich School of Leadership and Public Affairs



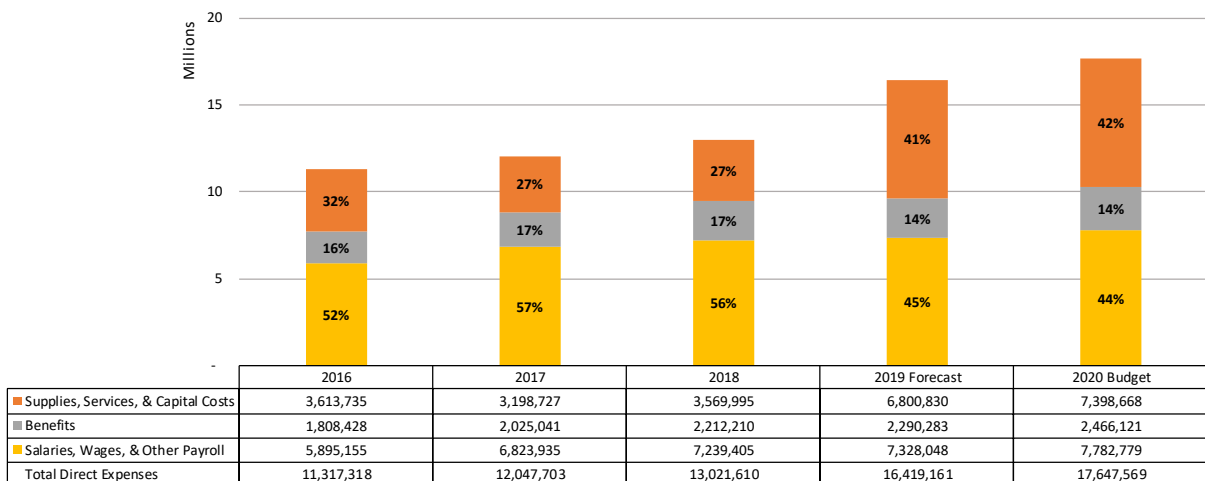
FTEs are calculated from the credit hour production for Fall, Spring and Summer terms, divided by 15. This methodology differs from the Institutional Research FTE reports, which exclude the impact from summer term.

Headcounts represent Fall term majors, for each College.

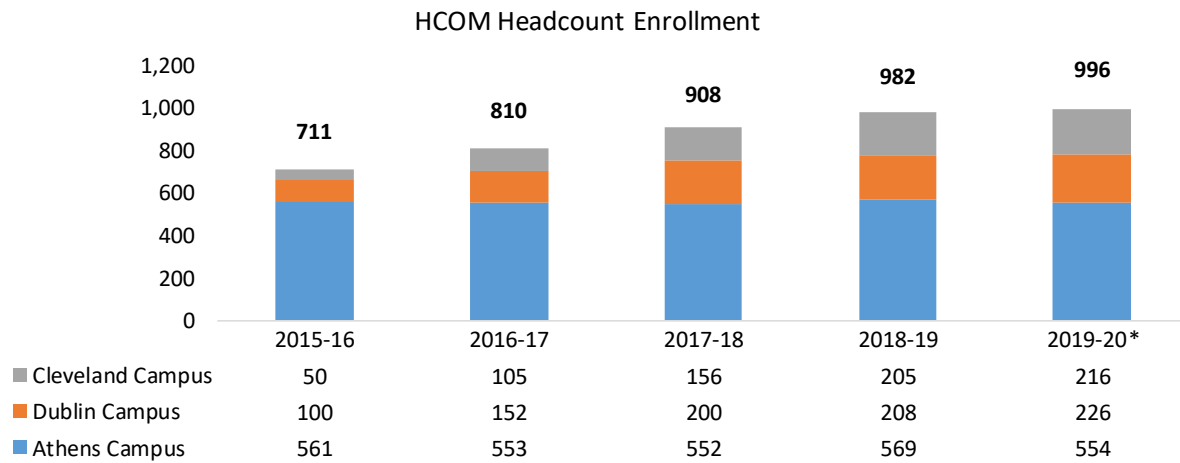
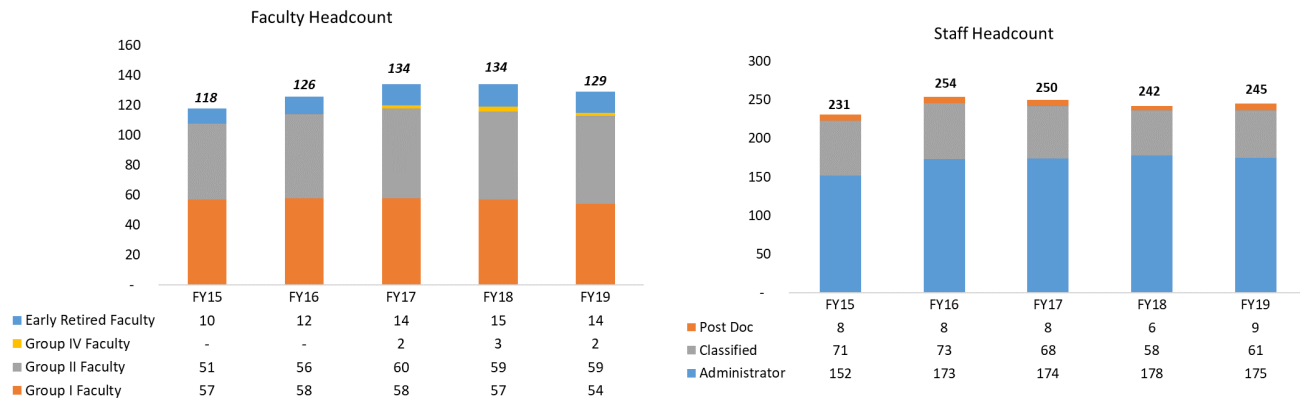


Voinovich		FY 2016	FY 2017	FY 2018	FY 2019 Budget	FY 2019 Forecast	FY 2020 Budget
REVENUES							
1	State Appropriations	\$ 1,764,132	\$ 2,138,252	\$ 1,952,991	\$ 2,015,095	\$ 2,015,095	\$ 2,168,385
2	Gross Undergraduate Tuition & Fees	133,288	108,600	113,361	117,135	117,135	157,996
3	Undergraduate Financial Aid	(52,136)	(20,096)	(19,752)	(21,564)	(21,564)	(31,482)
4	Net Undergraduate Tuition & Fees	81,152	88,504	93,609	95,571	95,571	126,514
5	Gross Graduate Tuition & Fees	974,842	1,317,168	2,102,506	3,357,019	2,282,365	2,310,633
6	Graduate Financial Aid	(435,521)	(480,308)	(392,760)	(405,388)	(352,008)	(302,338)
7	Net Graduate Tuition & Fees	539,321	836,860	1,709,747	2,951,631	1,930,357	2,008,295
8	Room & Board	-	-	-	-	-	-
9	Grants & Contracts	4,528,206	4,335,395	4,446,847	6,896,663	7,365,193	7,692,530
10	Facilities & Admin Cost Recovery	584,149	665,277	793,924	883,625	999,655	1,029,625
11	Endowment Distributions	17,065	17,560	61,432	64,925	17,253	27,282
12	Contributions	109,453	65,782	64,954	222,370	-	-
13	Investment Income	-	-	-	-	-	-
14	Internal & External Sales	480,554	264,182	20,198	17,996	314,102	272,894
15	Total Revenues	8,104,032	8,411,811	9,143,702	13,147,875	12,737,226	13,325,525
16	Administrative Cost Distribution	-	-	-	-	-	-
17	Total Revenues & Revenue Allocation	\$ 8,104,032	\$ 8,411,811	\$ 9,143,702	\$ 13,147,875	\$ 12,737,226	\$ 13,325,525
18	Funding Transfers	\$ (2,300,087)	\$ (1,801,954)	\$ (1,491,187)	\$ (892,828)	\$ (910,084)	\$ (914,625)
EXPENSES							
19	Total Salaries, Wages, & Other Payroll	5,895,155	6,823,935	7,239,405	7,245,085	7,328,048	7,782,779
20	Total Benefits	1,808,428	2,025,041	2,212,210	2,166,478	2,290,283	2,466,121
21	Supplies, Services, & Capital Costs	3,613,735	3,198,727	3,569,995	7,300,529	6,800,830	7,398,668
22	External Debt Service - Principal	-	-	-	-	-	-
23	External Debt Service - Interest	-	-	-	-	-	-
24	Internal Principal & Interest	-	-	-	-	-	-
25	Depreciation	-	-	-	-	-	-
26	Total Direct Expenses	11,317,318	12,047,703	13,021,610	16,712,091	16,419,161	17,647,569
27	Capital Cost Allocation	215,473	199,720	201,092	203,366	203,366	221,380
28	Contribution Margin	(3,276,145)	(2,505,517)	(1,881,447)	(1,727,198)	(1,718,673)	(2,394,601)
29	Total Expenses & Expense Allocations	\$ 8,256,646	\$ 9,741,907	\$ 11,341,256	\$ 15,188,259	\$ 14,903,854	\$ 15,474,348
30	Results of Operations	\$ 2,147,472	\$ 471,859	\$ (706,367)	\$ (1,147,556)	\$ (1,256,543)	\$ (1,234,197)
INVESTMENT TRANSFERS							
31	Transfer To (From) Plant Fund	6,130	83,573	(12,000)	-	125,000	-
32	Transfer To (From) Quasi Endowments	-	-	-	-	-	-
33	Repair & Replacement Transfers	-	-	-	-	-	-
34	Internal Bank Transfers	-	-	-	-	-	-
35	Total Investment Transfers	\$ 6,130	\$ 83,573	\$ (12,000)	\$ -	\$ 125,000	\$ -
36	Total Transfer To (From) Reserve	2,141,342	388,287	(694,367)	(1,147,556)	(1,381,543)	(1,234,197)

Direct Expenses



11.2.12 Heritage College of Osteopathic Medicine (HCOM)



* Unit Projection

College of Medicine	FY 2016	FY 2017	FY 2018	FY 2019 Budget	FY 2019 Forecast	FY 2020 Budget
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REVENUES

1	State Appropriations	\$ 17,596,563	\$ 19,318,846	\$ 20,750,435	\$ 22,386,376	\$ 23,038,142	\$ 24,774,620
2	Gross Undergraduate Tuition & Fees	110,900	128,963	126,890	115,000	120,807	120,807
3	Undergraduate Financial Aid	(72,793)	(45,512)	(63,877)	(44,600)	(18,576)	(18,500)
4	Net Undergraduate Tuition & Fees	38,107	83,451	63,013	70,400	102,231	102,307
5	Gross Graduate Tuition & Fees	29,741,658	35,413,629	41,634,652	45,175,736	46,194,588	48,265,640
6	Graduate Financial Aid	(2,681,076)	(3,027,117)	(3,050,110)	(3,212,714)	(3,555,644)	(3,142,405)
7	Net Graduate Tuition & Fees	27,060,582	32,386,511	38,584,543	41,963,022	42,638,944	45,123,235
8	Room & Board	-	-	-	-	-	-
9	Grants & Contracts	11,013,305	9,305,110	7,267,628	9,155,873	8,310,807	13,941,365
10	Facilities & Admin Cost Recovery	726,698	696,275	677,122	545,300	631,376	649,900
11	Endowment Distributions	274,372	327,494	747,314	1,011,334	1,011,334	1,078,248
12	Contributions	1,329,014	936,362	943,896	840,000	889,645	895,500
13	Investment Income	-	106	100	95	95	84
14	Internal & External Sales	1,605,445	3,621,427	3,715,922	2,898,393	2,587,739	1,564,747
15	Total Revenues	59,644,085	66,675,581	72,749,973	78,870,793	79,210,313	88,130,006
16	Administrative Cost Distribution	-	-	-	-	-	-
17	Total Revenues & Revenue Allocation	\$ 59,644,085	\$ 66,675,581	\$ 72,749,973	\$ 78,870,793	\$ 79,210,313	\$ 88,130,006

18	Funding Transfers	\$ (589,644)	\$ (1,298,693)	\$ (1,823,411)	\$ 343,450	\$ (1,898,350)	\$ (1,661,960)
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EXPENSES

19	Total Salaries, Wages, & Other Payroll	29,231,675	30,934,366	31,366,560	34,710,620	31,550,652	32,902,326
20	Total Benefits	9,536,920	9,798,508	10,119,767	11,292,203	10,267,246	11,124,599
21	Supplies, Services, & Capital Costs	12,378,296	13,582,895	11,647,356	14,334,725	15,017,483	15,413,158
22	External Debt Service - Principal	-	-	-	-	-	-
23	External Debt Service - Interest	-	-	-	-	-	-
24	Internal Principal & Interest	-	1,223,637	3,480,921	4,373,652	4,317,933	19,074,701
25	Depreciation	-	-	-	-	-	-
26	Total Direct Expenses	51,146,892	55,539,406	56,614,604	64,711,200	61,153,314	78,514,784
27	Capital Cost Allocation	-	666,348	709,180	710,694	710,694	816,773
28	Contribution Margin	5,591,431	8,525,682	6,981,567	7,643,244	7,603,034	9,832,092
29	Total Expenses & Expense Allocations	\$ 56,738,323	\$ 64,731,435	\$ 64,305,351	\$ 73,065,138	\$ 69,467,042	\$ 89,163,649

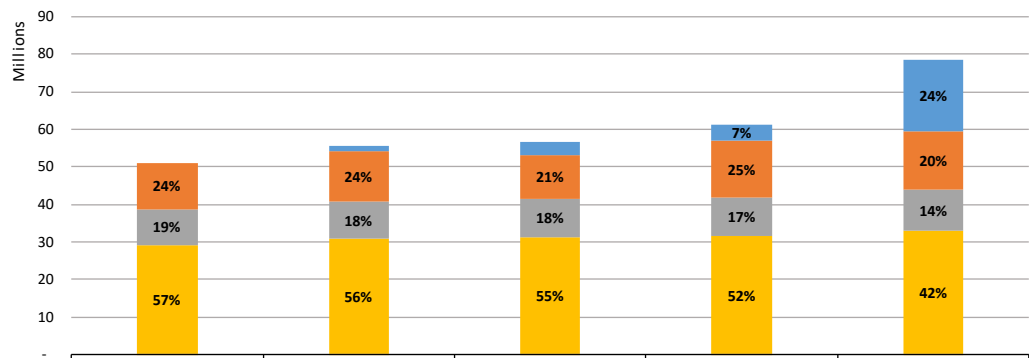
30	Results of Operations	\$ 3,495,405	\$ 3,242,839	\$ 10,268,033	\$ 5,462,205	\$ 11,641,621	\$ 628,317
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INVESTMENT TRANSFERS

31	Transfer To (From) Plant Fund	1,626,055	5,911,791	186,964	798,094	7,702,261	8,000,000
32	Transfer To (From) Quasi Endowments	125,000	2,500,000	470,000	-	610,000	110,000
33	Repair & Replacement Transfers	-	-	-	-	-	-
34	Internal Bank Transfers	-	-	-	-	-	-
35	Total Investment Transfers	\$ 1,751,055	\$ 8,411,791	\$ 656,964	\$ 798,094	\$ 8,312,261	\$ 8,110,000

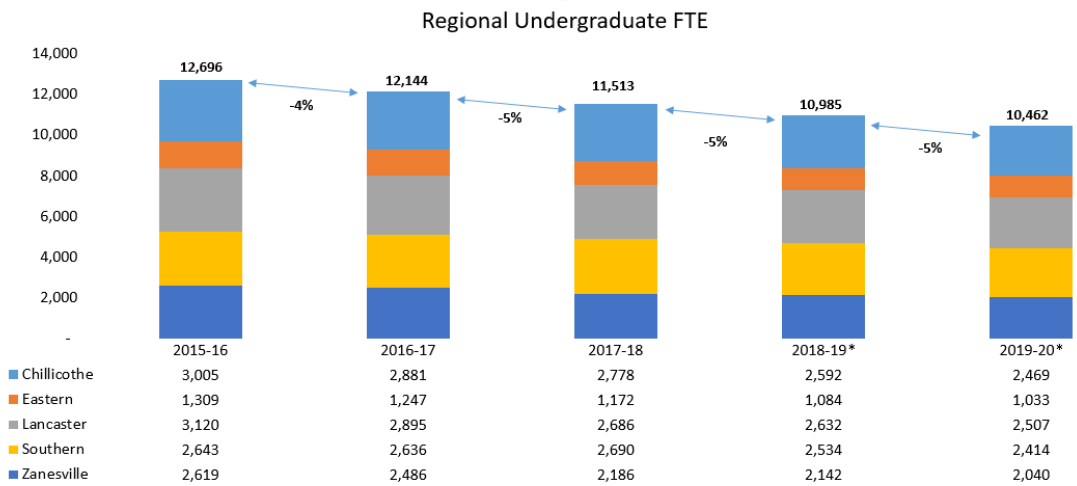
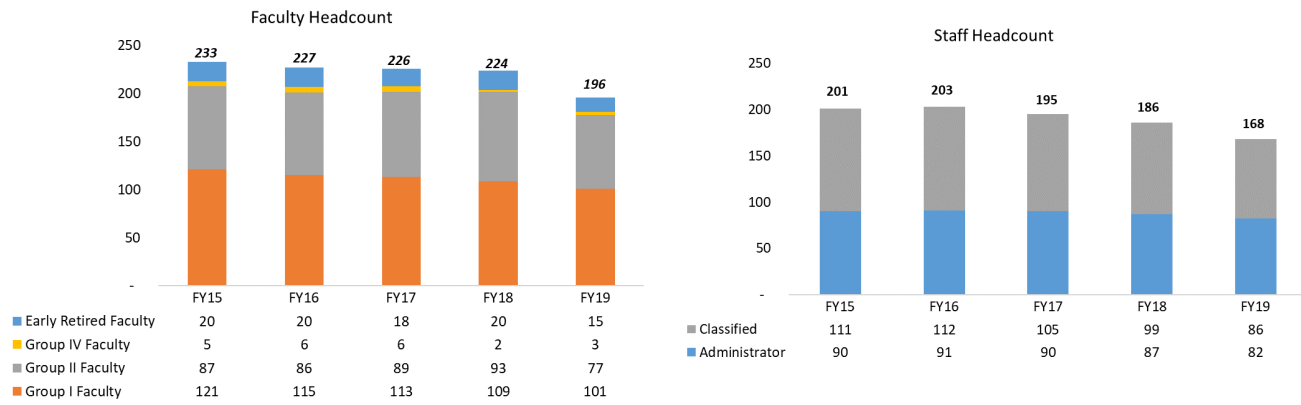
36	Total Transfer To (From) Reserve	1,744,351	(5,168,951)	9,611,070	4,664,111	3,329,360	(7,481,683)
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Direct Expenses

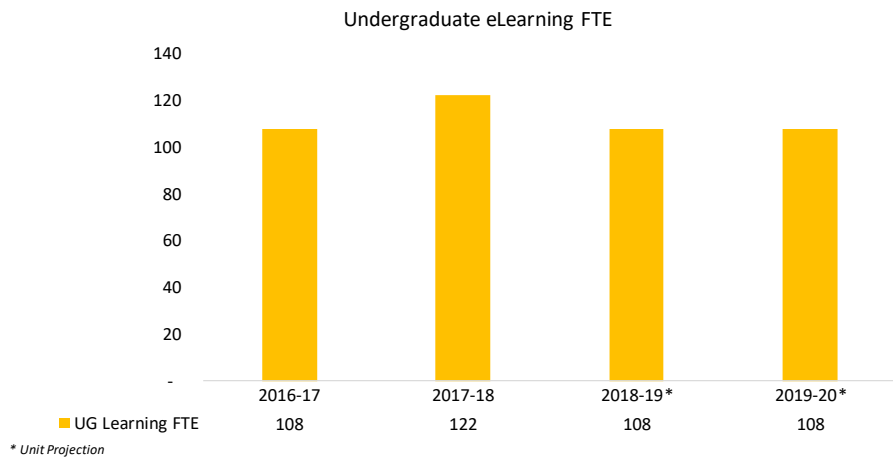


	2016	2017	2018	2019 Forecast	2020 Budget
Principal & Interest	-	1,223,637	3,480,921	4,317,933	19,074,701
Supplies, Services, & Capital Costs	12,378,296	13,582,895	11,647,356	15,017,483	15,413,158
Benefits	9,536,920	9,798,508	10,119,767	10,267,246	11,124,599
Salaries, Wages, & Other Payroll	29,231,675	30,934,366	31,366,560	31,550,652	32,902,326
Total Direct Expenses	51,146,892	55,539,406	56,614,604	61,153,314	78,514,784

11.2.13 Regional Higher Education

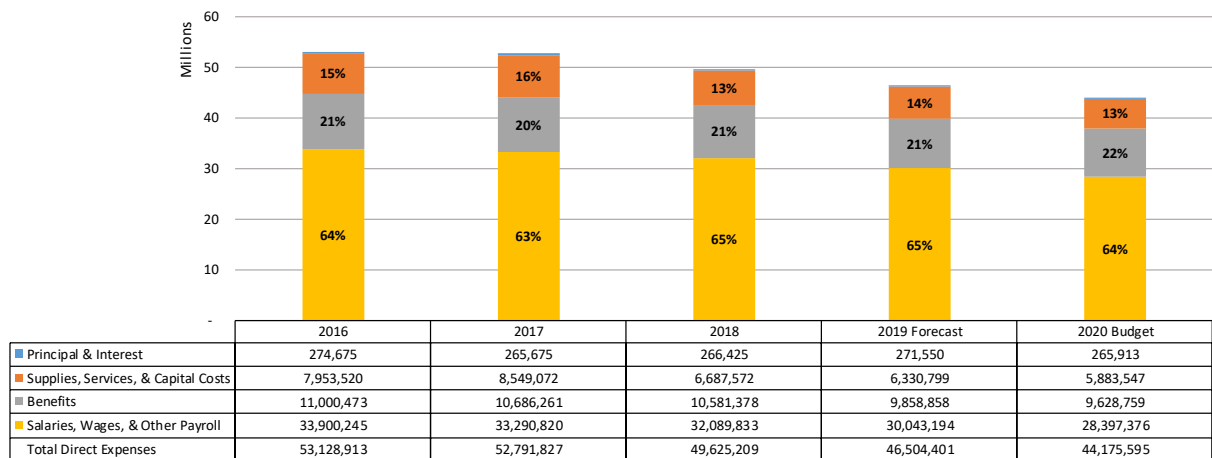


FTEs are calculated from the credit hour production for Fall, Spring and Summer terms, divided by 15. This methodology differs from the Institutional Research FTE reports, which exclude the impact from summer term.



Regional Campuses		FY 2016	FY 2017	FY 2018	FY 2019 Budget	FY 2019 Forecast	FY 2020 Budget
REVENUES							
1	State Appropriations	\$ 18,208,020	\$ 27,668,083	\$ 24,329,279	\$ 22,432,188	\$ 22,432,188	\$ 20,756,234
2	Gross Undergraduate Tuition & Fees	37,206,029	36,665,112	35,330,294	35,181,213	34,555,666	33,929,519
3	Undergraduate Financial Aid	(5,992,486)	(5,529,080)	(5,009,774)	(5,164,509)	(4,685,829)	(4,815,437)
4	Net Undergraduate Tuition & Fees	31,213,544	31,136,032	30,320,520	30,016,704	29,869,837	29,114,082
5	Gross Graduate Tuition & Fees	359,504	286,605	144,344	140,105	116,600	98,500
6	Graduate Financial Aid	(60,496)	(63,280)	(39,276)	(25,375)	(38,000)	(38,000)
7	Net Graduate Tuition & Fees	299,008	223,325	105,068	114,730	78,600	60,500
8	Room & Board	-	-	-	-	-	-
9	Grants & Contracts	1,720,088	1,961,217	1,687,504	1,428,700	1,846,734	1,965,654
10	Facilities & Admin Cost Recovery	188	10,326	2,361	-	700	-
11	Endowment Distributions	476,067	471,560	486,775	522,986	524,182	511,535
12	Contributions	200,925	368,148	404,227	225,000	268,900	598,100
13	Investment Income	9	9	2	-	-	-
14	Internal & External Sales	792,133	1,223,785	839,095	626,000	608,102	584,732
15	Total Revenues	52,909,981	63,062,484	58,174,831	55,366,308	55,629,243	53,590,837
16	Administrative Cost Distribution	-	-	-	-	-	-
17	Total Revenues & Revenue Allocation	\$ 52,909,981	\$ 63,062,484	\$ 58,174,831	\$ 55,366,308	\$ 55,629,243	\$ 53,590,837
18	Funding Transfers	\$ 677,696	\$ 494,937	\$ 699,313	\$ (485,057)	\$ 82,412	\$ 458,271
EXPENSES							
19	Total Salaries, Wages, & Other Payroll	33,900,245	33,290,820	32,089,833	31,187,795	30,043,194	28,397,376
20	Total Benefits	11,000,473	10,686,261	10,581,378	10,377,047	9,858,858	9,628,759
21	Supplies, Services, & Capital Costs	7,953,520	8,549,072	6,687,572	6,288,650	6,330,799	5,883,547
22	External Debt Service - Principal	-	-	-	-	-	-
23	External Debt Service - Interest	-	-	-	-	-	-
24	Internal Principal & Interest	274,675	265,675	266,425	271,550	271,550	265,913
25	Depreciation	-	-	-	-	-	-
26	Total Direct Expenses	53,128,913	52,791,827	49,625,209	48,125,042	46,504,401	44,175,595
27	Capital Cost Allocation	-	-	-	-	-	-
28	Contribution Margin	1,494,867	8,835,358	7,678,010	7,621,552	7,605,870	7,605,870
29	Total Expenses & Expense Allocations	\$ 54,623,780	\$ 61,627,185	\$ 57,303,219	\$ 55,746,594	\$ 54,110,271	\$ 51,781,465
30	Results of Operations	\$ (2,391,495)	\$ 940,362	\$ 172,298	\$ 104,771	\$ 1,436,561	\$ 1,351,101
INVESTMENT TRANSFERS							
31	Transfer To (From) Plant Fund	(94,777)	(2,119,224)	506,379	-	750,000	900,000
32	Transfer To (From) Quasi Endowments	-	-	-	-	-	-
33	Repair & Replacement Transfers	-	-	-	-	-	-
34	Internal Bank Transfers	-	-	-	-	-	-
35	Total Investment Transfers	\$ (94,777)	\$ (2,119,224)	\$ 506,379	\$ -	\$ 750,000	\$ 900,000
36	Total Transfer To (From) Reserve	(2,296,718)	3,059,586	(334,080)	104,771	686,561	451,101

Direct Expenses

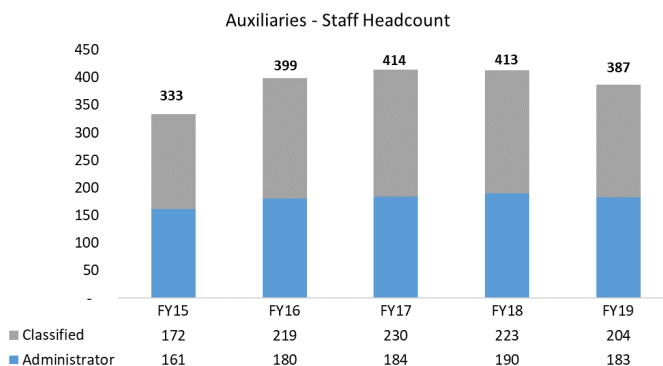


12 Auxiliary Planning Units

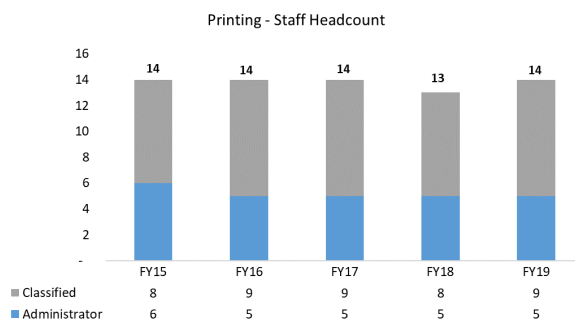
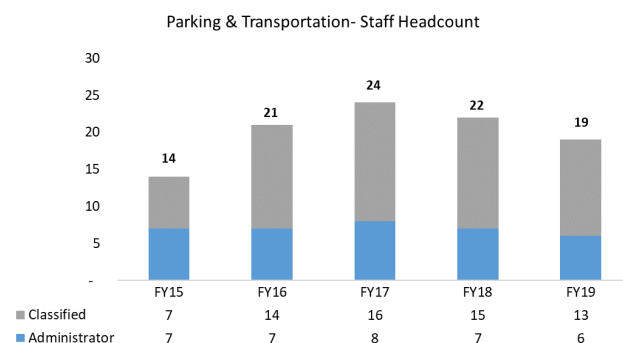
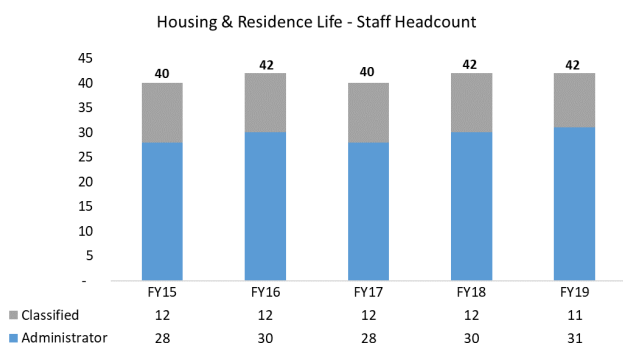
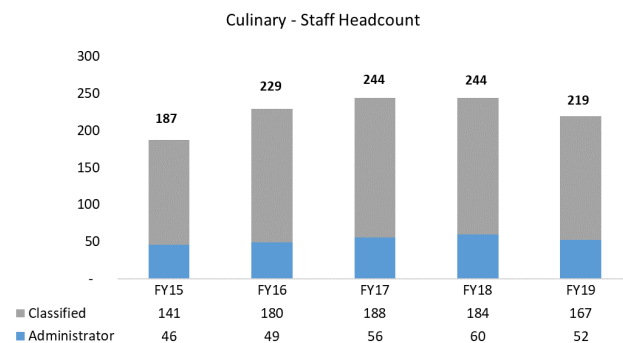
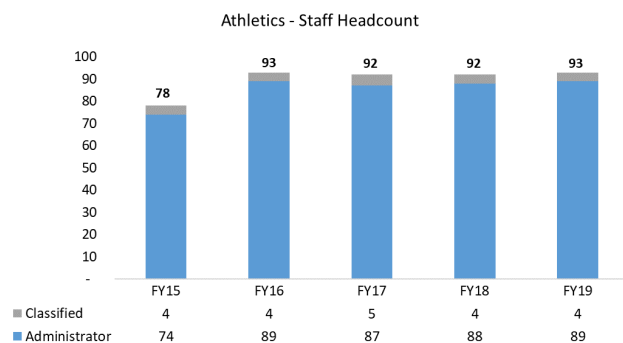
The following section contains metrics and income statements for Auxiliary Planning Units. Auxiliaries exist to support the academic mission and vision of OHIO by providing services to all campus customers and guests.

The charts below illustrate FY15-FY19 staffing trends for Auxiliary Units, both as a whole and by Planning Unit.

Auxiliary Headcount—Consolidated



Auxiliary Headcount—Planning Unit Detail



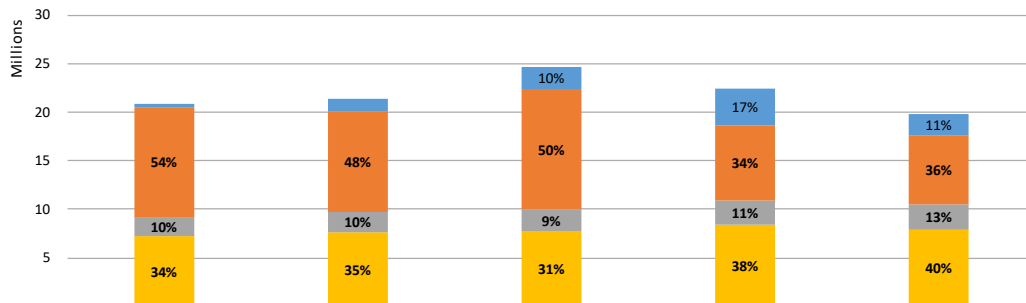
12.1 Intercollegiate Athletics (ICA)

Summary of Athletics' Revenue

Private Support	FY19 Budget	FY19 Forecast	FY20 Budget
Endowment Distributions	169,078	184,113	171,675
Gifts	2,757,886	2,678,014	2,616,442
Subtotal: Private Support	2,926,964	2,862,127	2,788,117
Internal and External Sales	FY19 Budget	FY19 Forecast	FY20 Budget
Advertising	1,105,000	3,655,000	1,150,000
Concessions	205,000	170,000	180,000
Game Guarantees	675,000	1,005,000	770,000
Gate Receipts	1,211,803	1,127,695	1,222,500
Licensing/Royalties	385,000	320,000	310,000
MAC Distributions	1,667,550	1,644,000	1,718,000
NCAA Distributions	1,362,710	1,301,780	1,308,900
Pouring Rights	205,000	205,000	205,000
Sports Camp	405,000	405,000	405,000
Other	385,450	421,740	386,677
Subtotal: Internal & External Sales	7,607,513	10,255,215	7,656,077

In FY19, Athletics received \$2.6M in OTO revenues from their IMG signing bonus that appears above in their Advertising FY19 forecast.

Direct Expenses



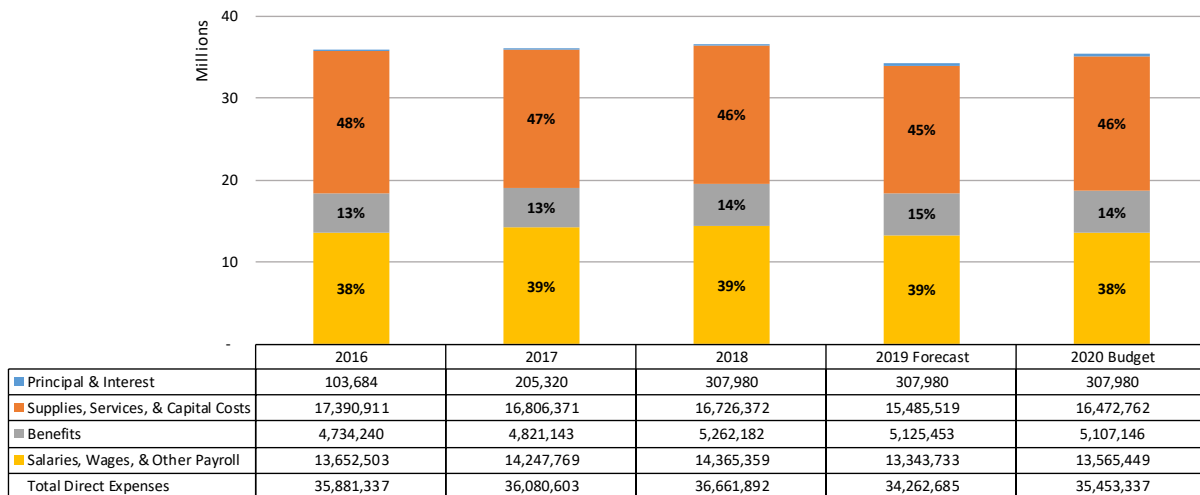
	2016	2017	2018	2019 Forecast	2020 Budget
Principal & Interest	347,652	1,424,462	2,368,136	3,743,877	2,196,118
Supplies, Services, & Capital Costs	11,217,767	10,254,848	12,384,326	7,732,070	7,071,672
Benefits	2,084,767	2,181,628	2,290,837	2,514,406	2,623,481
Salaries, Wages, & Other Payroll	7,172,199	7,606,025	7,701,674	8,428,271	7,922,341
Total Direct Expenses	20,822,385	21,466,962	24,744,973	22,418,624	19,813,612

	Athletics	FY 2016	FY 2017	FY 2018	FY 2019 Budget	FY 2019 Forecast	FY 2020 Budget
REVENUES							
1	State Appropriations	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
2	Gross Undergraduate Tuition & Fees	-	-	-	-	-	-
3	Undergraduate Financial Aid	(8,677,589)	(8,292,786)	(8,032,302)	(8,361,397)	(8,344,562)	(8,566,443)
4	Net Undergraduate Tuition & Fees	(8,677,589)	(8,292,786)	(8,032,302)	(8,361,397)	(8,344,562)	(8,566,443)
5	Gross Graduate Tuition & Fees	-	-	-	-	-	-
6	Graduate Financial Aid	(6,130)	(6,372)	(4,855)	-	-	-
7	Net Graduate Tuition & Fees	(6,130)	(6,372)	(4,855)	-	-	-
8	Room & Board	-	-	-	-	-	-
9	Grants & Contracts	60,196	12,648	14,064	-	-	-
10	Facilities & Admin Cost Recovery	-	-	-	-	-	-
11	Endowment Distributions	163,083	160,300	167,108	169,078	184,112	171,675
12	Contributions	3,331,622	2,084,886	4,870,289	2,757,886	2,678,014	2,616,442
13	Investment Income	-	-	-	-	-	-
14	Internal & External Sales	8,058,471	9,764,123	8,205,291	7,607,513	10,255,214	7,656,077
15	Total Revenues	2,929,654	3,722,799	5,219,596	2,173,080	4,772,778	1,877,751
16	Administrative Cost Distribution	17,326,133	21,467,690	21,995,691	23,806,427	23,806,427	19,245,668
17	Total Revenues & Revenue Allocation	\$ 20,255,786	\$ 25,190,488	\$ 27,215,287	\$ 25,979,507	\$ 28,579,205	\$ 21,123,419
18	Funding Transfers	\$ (432,044)	\$ (107,781)	\$ 115,990	\$ (12,676)	\$ 80,563	\$ (19,437)
EXPENSES							
19	Total Salaries, Wages, & Other Payroll	7,172,199	7,606,025	7,701,674	7,675,507	8,428,271	7,922,341
20	Total Benefits	2,084,767	2,181,628	2,290,837	2,507,601	2,514,406	2,623,481
21	Supplies, Services, & Capital Costs	11,217,767	10,254,848	12,384,326	6,749,876	7,732,070	7,071,672
22	External Debt Service - Principal	-	-	-	-	-	-
23	External Debt Service - Interest	-	-	-	-	-	-
24	Internal Principal & Interest	347,652	1,424,462	2,368,136	2,701,576	3,743,877	2,196,118
25	Depreciation	-	-	-	-	-	-
26	Total Direct Expenses	20,822,385	21,466,962	24,744,973	19,634,560	22,418,624	19,813,612
27	Capital Cost Allocation	-	836,834	1,578,228	1,422,691	1,422,691	1,512,753
28	Contribution Margin	(885,192)	2,939,447	2,983,560	4,806,948	4,806,948	-
29	Total Expenses & Expense Allocations	\$ 19,937,193	\$ 25,243,243	\$ 29,306,761	\$ 25,864,199	\$ 28,648,263	\$ 21,326,365
30	Results of Operations	\$ 750,636	\$ 55,026	\$ (2,207,464)	\$ 127,984	\$ (149,621)	\$ (183,509)
INVESTMENT TRANSFERS							
31	Transfer To (From) Plant Fund	36,775	(264,680)	366,831	250,000	1,310,738	525,000
32	Transfer To (From) Quasi Endowments	-	-	-	-	-	-
33	Repair & Replacement Transfers	-	-	(15,000)	-	-	-
34	Internal Bank Transfers	-	-	-	-	-	-
35	Total Investment Transfers	\$ 36,775	\$ (264,680)	\$ 351,831	\$ 250,000	\$ 1,310,738	\$ 525,000
36	Total Transfer To (From) Reserve	713,861	319,706	(2,559,295)	(122,016)	(1,460,359)	(708,509)
37	Adjusted Net Results	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

12.2 Culinary Services

Culinary Services	FY 2016	FY 2017	FY 2018	FY 2019 Budget	FY 2019 Forecast	FY 2020 Budget
REVENUES						
1 State Appropriations	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
2 Gross Undergraduate Tuition & Fees	-	-	-	-	-	-
3 Undergraduate Financial Aid	(1,000,240)	(1,333,333)	(3,166,987)	(3,500,000)	(3,500,000)	(3,833,333)
4 Net Undergraduate Tuition & Fees	(1,000,240)	(1,333,333)	(3,166,987)	(3,500,000)	(3,500,000)	(3,833,333)
5 Gross Graduate Tuition & Fees	-	-	-	-	-	-
6 Graduate Financial Aid	-	-	-	-	-	-
7 Net Graduate Tuition & Fees	-	-	-	-	-	-
8 Room & Board	41,822,991	41,214,916	39,627,240	39,287,708	38,455,190	37,470,639
9 Grants & Contracts	-	-	-	-	-	-
10 Facilities & Admin Cost Recovery	-	-	-	-	-	-
11 Endowment Distributions	-	-	-	-	-	-
12 Contributions	-	-	-	-	-	-
13 Investment Income	-	-	-	-	-	-
14 Internal & External Sales	7,462,733	7,233,245	7,005,302	6,351,734	6,351,734	6,142,784
15 Total Revenues	48,285,484	47,114,828	43,465,556	42,139,442	41,306,924	39,780,090
16 Administrative Cost Distribution	-	-	-	-	-	-
17 Total Revenues & Revenue Allocation	\$ 48,285,484	\$ 47,114,828	\$ 43,465,556	\$ 42,139,442	\$ 41,306,924	\$ 39,780,090
18 Funding Transfers	\$ 223,097	\$ 101,631	\$ (116,622)	\$ 345,775	\$ 241,663	\$ 288,398
EXPENSES						
19 Total Salaries, Wages, & Other Payroll	13,652,503	14,247,769	14,365,359	14,350,245	13,343,733	13,565,449
20 Total Benefits	4,734,240	4,821,143	5,262,182	6,049,227	5,125,453	5,107,146
21 Supplies, Services, & Capital Costs	17,390,911	16,806,371	16,726,372	17,035,984	15,485,519	16,472,762
22 External Debt Service - Principal	-	-	-	-	-	-
23 External Debt Service - Interest	-	-	-	-	-	-
24 Internal Principal & Interest	103,684	205,320	307,980	307,980	307,980	307,980
25 Depreciation	-	-	-	-	-	-
26 Total Direct Expenses	35,881,337	36,080,603	36,661,892	37,743,435	34,262,685	35,453,337
27 Capital Cost Allocation	-	-	-	-	-	-
28 Contribution Margin	2,443,104	2,806,165	2,856,823	3,004,400	3,004,400	2,859,840
29 Total Expenses & Expense Allocations	\$ 38,324,441	\$ 38,886,768	\$ 39,518,715	\$ 40,747,835	\$ 37,267,085	\$ 38,313,177
30 Results of Operations	\$ 9,737,946	\$ 8,126,430	\$ 4,063,462	\$ 1,045,832	\$ 3,798,176	\$ 1,178,515
INVESTMENT TRANSFERS						
31 Transfer To (From) Plant Fund	11,600,476	756,032	710,965	4,045,148	1,466,225	373,131
32 Transfer To (From) Quasi Endowments	-	-	-	-	-	-
33 Repair & Replacement Transfers	-	-	-	-	-	-
34 Internal Bank Transfers	-	-	-	-	-	-
35 Total Investment Transfers	\$ 11,600,476	\$ 756,032	\$ 710,965	\$ 4,045,148	\$ 1,466,225	\$ 373,131
36 Total Transfer To (From) Reserve	(1,862,530)	7,370,398	3,352,497	(2,999,316)	2,331,951	805,384
37 Adjusted Net Results	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

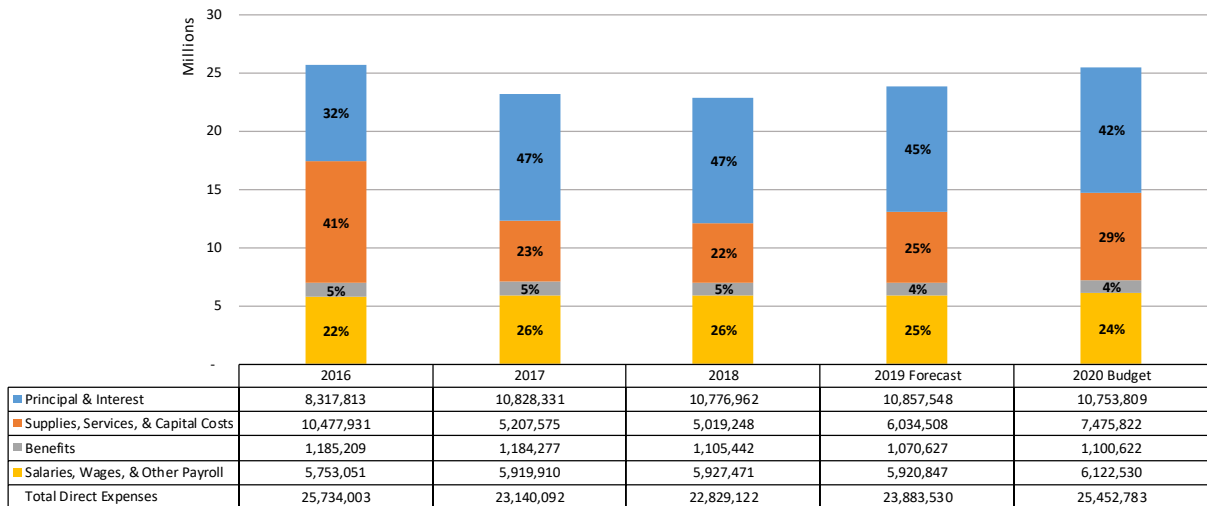
Direct Expenses



12.3 Housing & Residence Life

Housing & Residence Life		FY 2016	FY 2017	FY 2018	FY 2019 Budget	FY 2019 Forecast	FY 2020 Budget
REVENUES							
1	State Appropriations	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
2	Gross Undergraduate Tuition & Fees	-	-	-	-	-	-
3	Undergraduate Financial Aid	(508,034)	(689,619)	(941,340)	(2,030,000)	(2,080,000)	(4,296,167)
4	Net Undergraduate Tuition & Fees	(508,034)	(689,619)	(941,340)	(2,030,000)	(2,080,000)	(4,296,167)
5	Gross Graduate Tuition & Fees	-	-	-	-	-	-
6	Graduate Financial Aid	(14,122)	(3,130)	(2,589)	(24,564)	-	(24,564)
7	Net Graduate Tuition & Fees	(14,122)	(3,130)	(2,589)	(24,564)	-	(24,564)
8	Room & Board	54,034,180	54,178,013	52,597,763	52,120,554	52,277,798	50,212,890
9	Grants & Contracts	-	775	445	-	-	-
10	Facilities & Admin Cost Recovery	-	-	-	-	-	-
11	Endowment Distributions	-	-	-	-	-	-
12	Contributions	6,725	3,225	1,170	-	-	-
13	Investment Income	-	-	-	-	-	-
14	Internal & External Sales	2,028,109	1,762,790	1,857,235	1,804,660	1,766,443	1,718,165
15	Total Revenues	55,546,858	55,252,055	53,512,684	51,870,650	51,964,241	47,610,324
16	Administrative Cost Distribution	150,000	150,000	150,000	150,000	150,000	150,000
17	Total Revenues & Revenue Allocation	\$ 55,696,858	\$ 55,402,055	\$ 53,662,684	\$ 52,020,650	\$ 52,114,241	\$ 47,760,324
18	Funding Transfers	\$ 1,336,408	\$ 959,251	\$ 1,387,044	\$ 2,849,594	\$ 1,913,493	\$ 1,894,230
EXPENSES							
19	Total Salaries, Wages, & Other Payroll	5,753,051	5,919,910	5,927,471	6,508,622	5,920,847	6,122,530
20	Total Benefits	1,185,209	1,184,277	1,105,442	1,207,388	1,070,627	1,100,622
21	Supplies, Services, & Capital Costs	10,477,931	5,207,575	5,019,248	8,045,472	6,034,508	7,475,822
22	External Debt Service - Principal	-	-	-	-	-	-
23	External Debt Service - Interest	-	-	-	-	-	-
24	Internal Principal & Interest	8,317,813	10,828,331	10,776,962	10,857,548	10,857,548	10,753,809
25	Depreciation	-	-	-	-	-	-
26	Total Direct Expenses	25,734,003	23,140,092	22,829,122	26,619,030	23,883,530	25,452,783
27	Capital Cost Allocation	-	-	-	-	-	-
28	Contribution Margin	7,753,080	13,748,206	13,631,619	13,948,174	13,948,174	12,669,381
29	Total Expenses & Expense Allocations	\$ 33,487,083	\$ 36,888,298	\$ 36,460,741	\$ 40,567,204	\$ 37,831,704	\$ 38,122,164
30	Results of Operations	\$ 20,873,366	\$ 17,554,506	\$ 15,814,898	\$ 8,603,852	\$ 12,369,044	\$ 7,743,930
INVESTMENT TRANSFERS							
31	Transfer To (From) Plant Fund	112,637	(94,590)	12,906,542	12,273,566	10,662,376	11,450,000
32	Transfer To (From) Quasi Endowments	-	-	-	-	-	-
33	Repair & Replacement Transfers	-	-	-	-	-	-
34	Internal Bank Transfers	-	-	-	-	-	-
35	Total Investment Transfers	\$ 112,637	\$ (94,590)	\$ 12,906,542	\$ 12,273,566	\$ 10,662,376	\$ 11,450,000
36	Total Transfer To (From) Reserve	20,760,729	17,649,096	2,908,356	(3,669,714)	1,706,668	(3,706,070)
37	Adjusted Net Results	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

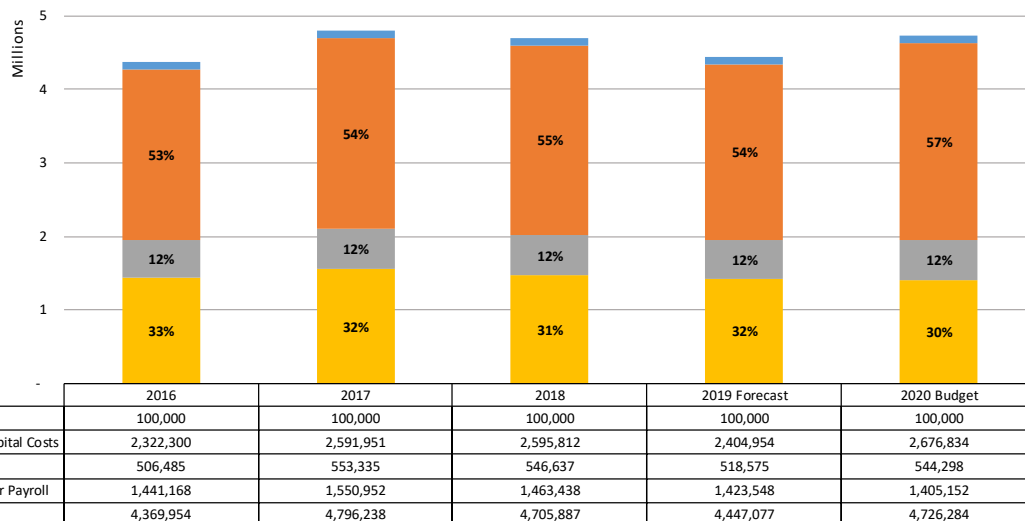
Direct Expenses



12.4 Parking & Transportation

Parking & Transportation	FY 2016	FY 2017	FY 2018	FY 2019 Budget	FY 2019 Forecast	FY 2020 Budget
REVENUES						
1 State Appropriations	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
2 Gross Undergraduate Tuition & Fees	-	(288)	-	-	-	-
3 Undergraduate Financial Aid	(74)	-	-	-	-	-
4 Net Undergraduate Tuition & Fees	(74)	(288)	-	-	-	-
5 Gross Graduate Tuition & Fees	-	-	-	-	-	-
6 Graduate Financial Aid	-	-	-	-	-	-
7 Net Graduate Tuition & Fees	-	-	-	-	-	-
8 Room & Board	-	-	-	-	-	-
9 Grants & Contracts	-	-	-	-	-	-
10 Facilities & Admin Cost Recovery	-	-	-	-	-	-
11 Endowment Distributions	-	-	-	-	-	-
12 Contributions	-	-	-	-	-	-
13 Investment Income	-	-	-	-	-	-
14 Internal & External Sales	5,140,843	5,710,457	5,331,309	5,444,629	5,276,629	5,279,515
15 Total Revenues	5,140,769	5,710,170	5,331,309	5,444,629	5,276,629	5,279,515
16 Administrative Cost Distribution	-	-	-	-	-	-
17 Total Revenues & Revenue Allocation	\$ 5,140,769	\$ 5,710,170	\$ 5,331,309	\$ 5,444,629	\$ 5,276,629	\$ 5,279,515
18 Funding Transfers	\$ 20,937	\$ 30,288	\$ 87,282	\$ 299,381	\$ 291,381	\$ 159,349
EXPENSES						
19 Total Salaries, Wages, & Other Payroll	1,441,168	1,550,952	1,463,438	1,477,839	1,423,548	1,405,152
20 Total Benefits	506,485	553,335	546,637	538,649	518,575	544,298
21 Supplies, Services, & Capital Costs	2,322,300	2,591,951	2,595,812	2,404,954	2,404,954	2,676,834
22 External Debt Service - Principal	-	-	-	-	-	-
23 External Debt Service - Interest	-	-	-	-	-	-
24 Internal Principal & Interest	100,000	100,000	100,000	100,000	100,000	100,000
25 Depreciation	-	-	-	-	-	-
26 Total Direct Expenses	4,369,954	4,796,238	4,705,887	4,521,442	4,447,077	4,726,284
27 Capital Cost Allocation	-	-	-	-	-	-
28 Contribution Margin	248,808	210,628	219,340	229,099	229,099	226,356
29 Total Expenses & Expense Allocations	\$ 4,618,762	\$ 5,006,866	\$ 4,925,227	\$ 4,750,541	\$ 4,676,176	\$ 4,952,640
30 Results of Operations	\$ 501,070	\$ 673,016	\$ 318,800	\$ 394,707	\$ 309,072	\$ 167,526
INVESTMENT TRANSFERS						
31 Transfer To (From) Plant Fund	528,921	(1,157,229)	65,062	150,000	150,000	150,000
32 Transfer To (From) Quasi Endowments	-	-	-	-	-	-
33 Repair & Replacement Transfers	-	-	-	-	-	-
34 Internal Bank Transfers	77,549	102,756	119,476	-	-	-
35 Total Investment Transfers	\$ 606,470	\$ (1,054,473)	\$ 184,538	\$ 150,000	\$ 150,000	\$ 150,000
36 Total Transfer To (From) Reserve	(105,400)	1,727,489	134,262	244,707	159,072	17,526
37 Adjusted Net Results	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

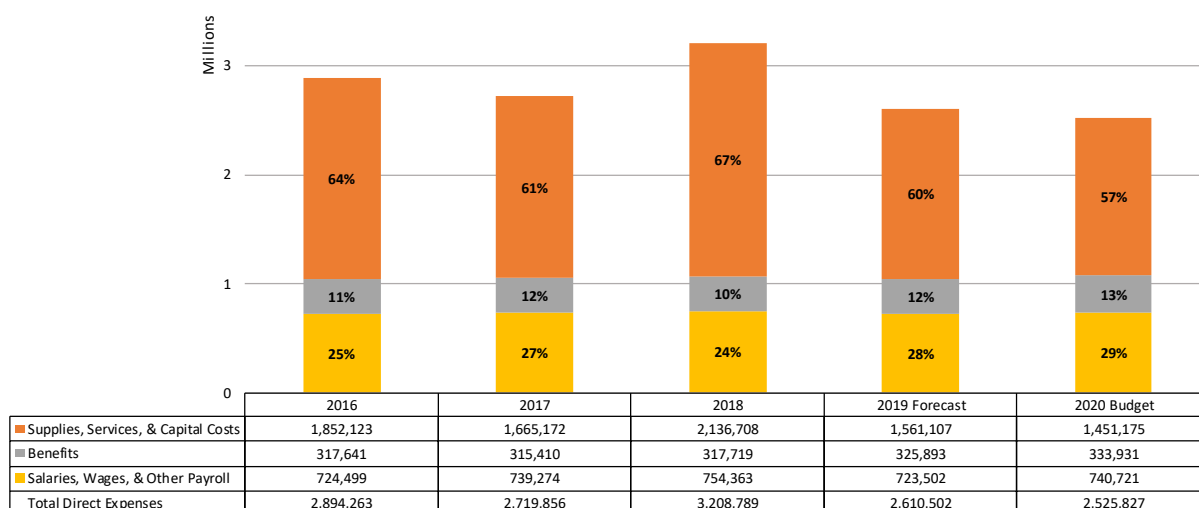
Direct Expenses



12.5 Printing

Printing	FY 2016	FY 2017	FY 2018	FY 2019 Budget	FY 2019 Forecast	FY 2020 Budget
REVENUES						
1 State Appropriations	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
2 Gross Undergraduate Tuition & Fees	-	-	-	-	-	-
3 Undergraduate Financial Aid	-	-	-	-	-	-
4 Net Undergraduate Tuition & Fees	-	-	-	-	-	-
5 Gross Graduate Tuition & Fees	-	-	-	-	-	-
6 Graduate Financial Aid	-	-	-	-	-	-
7 Net Graduate Tuition & Fees	-	-	-	-	-	-
8 Room & Board	-	-	-	-	-	-
9 Grants & Contracts	-	8,441	7,011	-	-	-
10 Facilities & Admin Cost Recovery	-	-	-	-	-	-
11 Endowment Distributions	-	-	-	-	-	-
12 Contributions	-	-	-	-	-	-
13 Investment Income	-	-	-	-	-	-
14 Internal & External Sales	3,084,042	3,146,027	3,368,083	3,139,932	2,629,932	2,744,775
15 Total Revenues	3,084,042	3,154,468	3,375,095	3,139,932	2,629,932	2,744,775
16 Administrative Cost Distribution	-	-	-	-	-	-
17 Total Revenues & Revenue Allocation	\$ 3,084,042	\$ 3,154,468	\$ 3,375,095	\$ 3,139,932	\$ 2,629,932	\$ 2,744,775
18 Funding Transfers	\$ (22,680)	\$ (8,601)	\$ (26,339)	\$ -	\$ -	\$ -
EXPENSES						
19 Total Salaries, Wages, & Other Payroll	724,499	739,274	754,363	720,803	723,502	740,721
20 Total Benefits	317,641	315,410	317,719	327,393	325,893	333,931
21 Supplies, Services, & Capital Costs	1,852,123	1,665,172	2,136,708	1,815,775	1,561,107	1,451,175
22 External Debt Service - Principal	-	-	-	-	-	-
23 External Debt Service - Interest	-	-	-	-	-	-
24 Internal Principal & Interest	-	-	-	-	-	-
25 Depreciation	-	-	-	-	-	-
26 Total Direct Expenses	2,894,263	2,719,856	3,208,789	2,863,971	2,610,502	2,525,827
27 Capital Cost Allocation	-	-	-	-	-	-
28 Contribution Margin	201,120	229,506	240,434	247,735	247,735	218,948
29 Total Expenses & Expense Allocations	\$ 3,095,383	\$ 2,949,362	\$ 3,449,224	\$ 3,111,706	\$ 2,858,237	\$ 2,744,775
30 Results of Operations	\$ 11,340	\$ 213,707	\$ (47,790)	\$ 28,226	\$ (228,305)	\$ -
INVESTMENT TRANSFERS						
31 Transfer To (From) Plant Fund	-	-	2,184	-	-	-
32 Transfer To (From) Quasi Endowments	-	-	-	-	-	-
33 Repair & Replacement Transfers	-	-	-	-	-	-
34 Internal Bank Transfers	-	-	-	-	-	-
35 Total Investment Transfers	\$ -	\$ -	\$ 2,184	\$ -	\$ -	\$ -
36 Total Transfer To (From) Reserve	11,340	213,707	(49,974)	28,226	(228,305)	-
37 Adjusted Net Results	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Direct Expenses



13 Central & Administrative Operations

13.1 Administrative Budget Process

Administrative planning units are provided control total funding based on their prior year allocation with adjustments for central planning assumptions associated with raise pool and healthcare. Administrative units have limited ability to generate new revenue and must live within their annual control total budget, relying on internal efficiencies to fund new priorities.

Since FY18, the administrative units have been tasked with reducing their budgets by 7% of their FY17 base operations. The Offices of Information Technology (OIT) and Diversity and Inclusion (D&I) were excluded from the reduction targets with targeted investments needed to support institutional priorities. With the exclusion of these units in the reduction targets, the overall savings realized from the administrative targets totaled \$8.3M in annual, base savings with an additional \$1.1M in OTO savings in FY18.

For more information on the Administrative Savings see Section 3.3.2.

Please note that there are two administrative planning units that do not receive control total support: Design & Construction and Bobcat Depot.

13.2 Administrative Investments

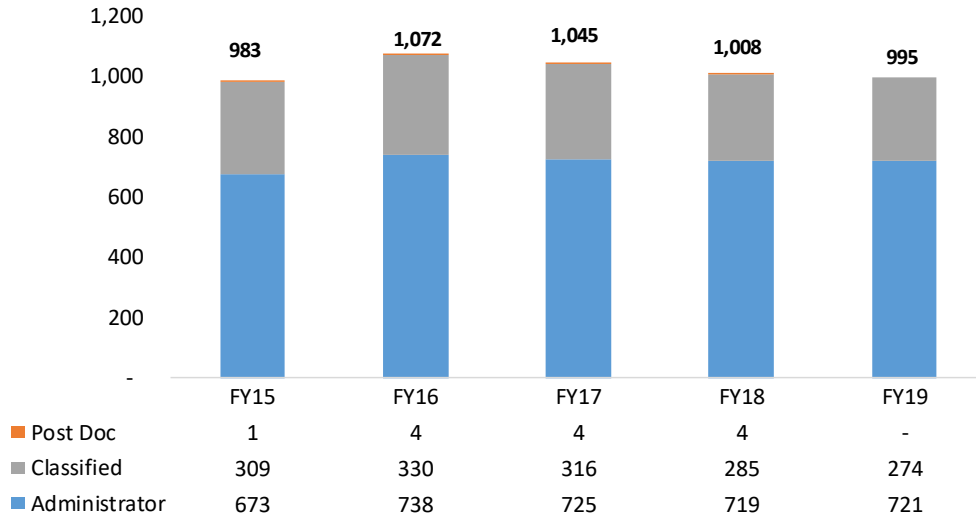
FY20 represents the final year of the Administrative Planning Unit reductions that began in FY18 and resulted in a targeted 7% expense reduction for units excluding OIT and Diversity and Inclusion. In addition to the planned reductions, the administrative units continue to manage budget challenges that require them to find additional efficiencies.

For those units with funding needs that cannot be addressed in an environment of declining central support, \$500,000 in annual investment funding has been reserved to address compliance needs and institutional priorities. In FY20, the entire amount has been committed to Diversity & Inclusion to support the University's Strategic Pathways.

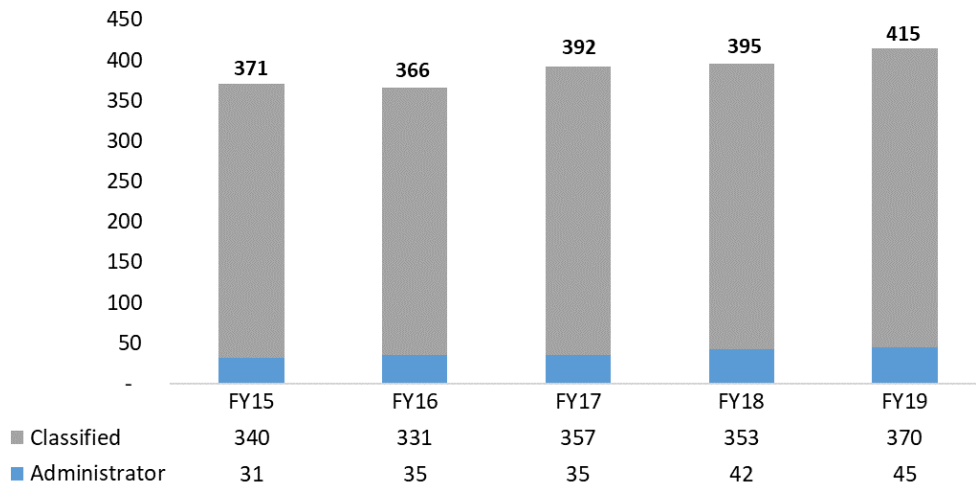
13.3 Administrative Unit Summaries

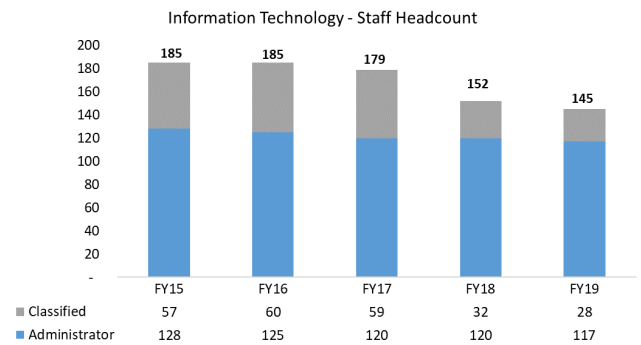
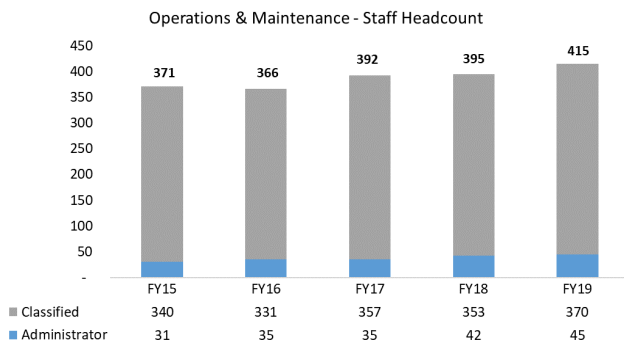
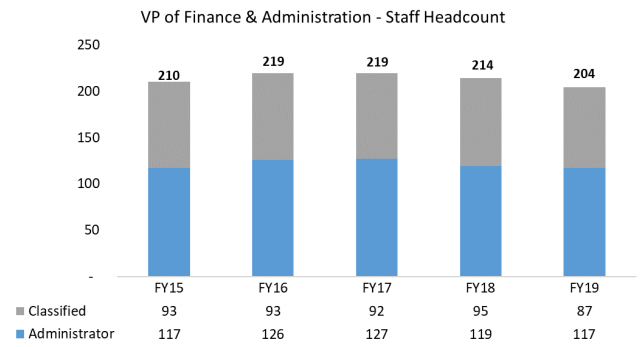
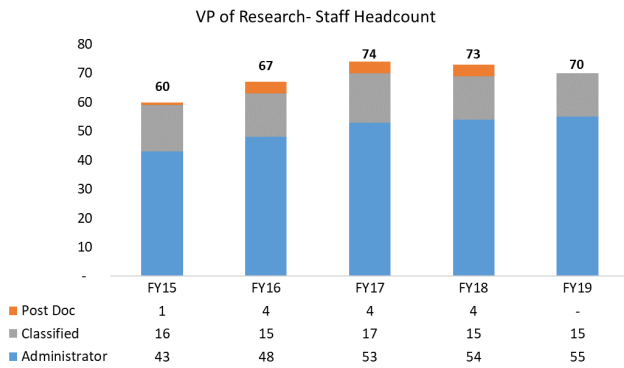
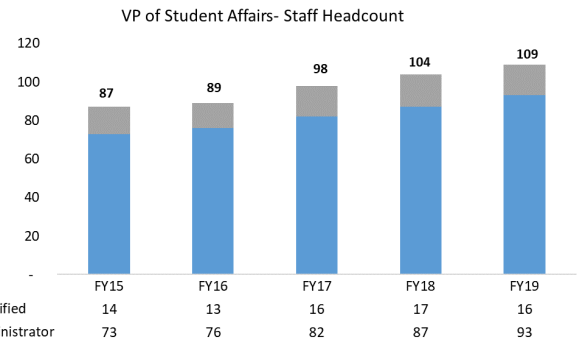
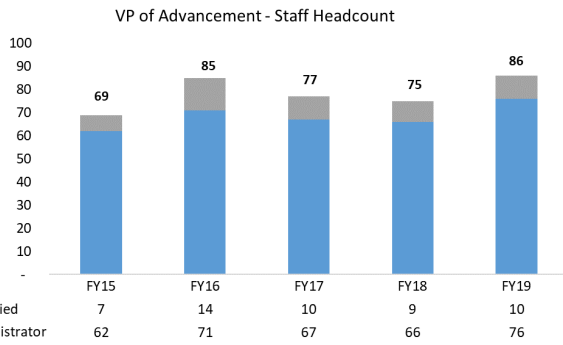
The charts below illustrate FY15-FY19 staffing trends for Administrative Units aggregated at the Vice President level. Units with distinct headcount staffing charts include: VP of Advancement, VP of Student Affairs, VP of Research, VP of Finance & Administration, Operations & Maintenance, Information Technology, Provost, and President. All other administrative units have their total headcount trends reflected in the final chart.

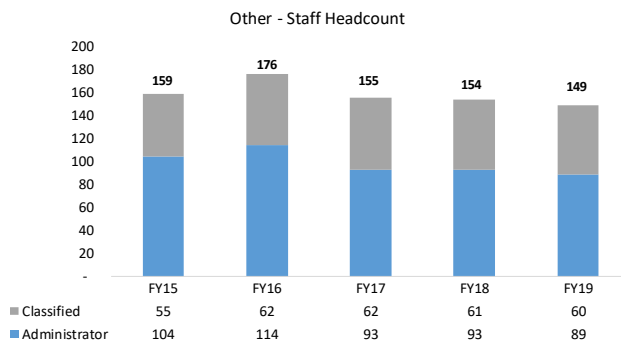
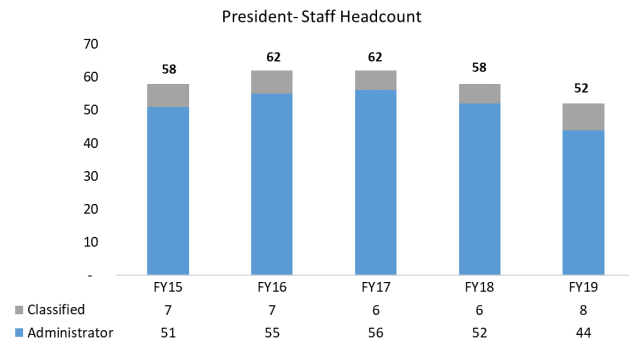
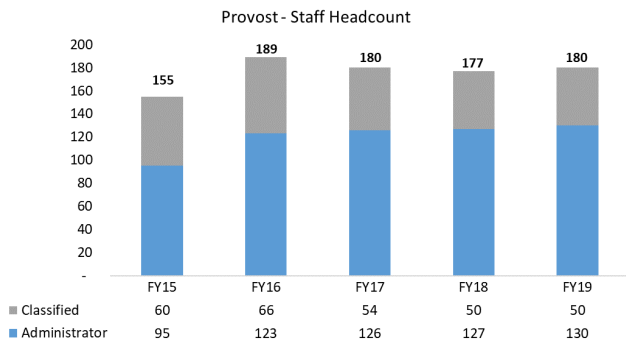
Administrative & Academic Support Units - Staff Headcount



Operations & Maintenance - Staff Headcount



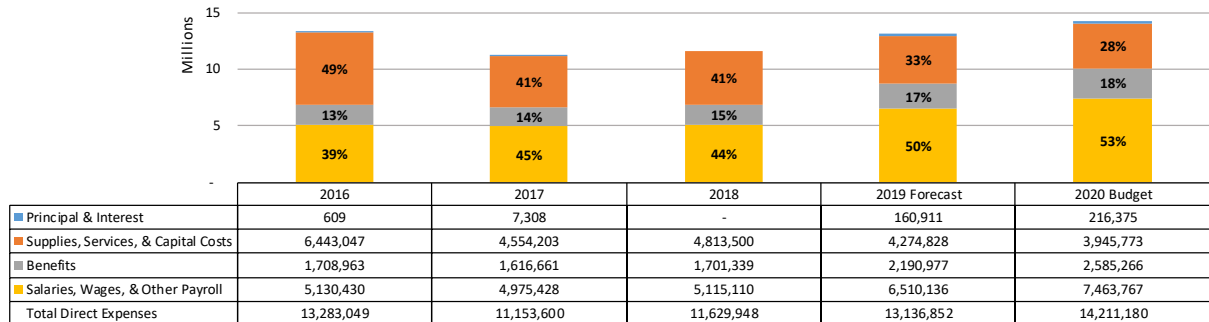




13.3.1 Advancement

Advancement		FY 2016	FY 2017	FY 2018	FY 2019 Budget	FY 2019 Forecast	FY 2020 Budget
REVENUES							
1	State Appropriations	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
2	Gross Undergraduate Tuition & Fees	-	-	-	-	-	-
3	Undergraduate Financial Aid	(39,559)	(100,225)	(59,568)	(35,000)	(54,200)	-
4	Net Undergraduate Tuition & Fees	(39,559)	(100,225)	(59,568)	(35,000)	(54,200)	-
5	Gross Graduate Tuition & Fees	-	-	-	-	-	-
6	Graduate Financial Aid	-	-	-	-	-	-
7	Net Graduate Tuition & Fees	-	-	-	-	-	-
8	Room & Board	-	-	-	-	-	-
9	Grants & Contracts	-	841	1,916	1,500	-	-
10	Facilities & Admin Cost Recovery	-	-	-	-	-	-
11	Endowment Distributions	7,310,325	7,422,532	7,780,155	8,025,268	7,977,294	7,536,068
12	Contributions	608,451	170,611	203,141	333,300	300,000	975,000
13	Investment Income	(752,109)	2,528,358	1,740,474	1,438,000	363,733	1,744,142
14	Internal & External Sales	2,135,136	2,945,700	1,091,966	456,378	757,898	669,825
15	Total Revenues	9,262,244	12,967,817	10,758,084	10,219,446	9,344,725	10,925,035
16	Administrative Cost Distribution	2,498,678	2,617,443	1,522,382	2,577,358	3,322,100	3,377,310
17	Total Revenues & Revenue Allocation	\$ 11,760,922	\$ 15,585,261	\$ 12,280,466	\$ 12,796,804	\$ 12,666,825	\$ 14,302,345
18	Funding Transfers	\$ 296,070	\$ 352,524	\$ 1,069,138	\$ 282,000	\$ (9,500)	\$ 91,165
EXPENSES							
19	Total Salaries, Wages, & Other Payroll	5,130,430	4,975,428	5,115,110	5,926,153	6,510,136	7,463,767
20	Total Benefits	1,708,963	1,616,661	1,701,339	2,013,463	2,190,977	2,585,266
21	Supplies, Services, & Capital Costs	6,443,047	4,554,203	4,813,500	4,555,926	4,274,828	3,945,773
22	External Debt Service - Principal	-	-	-	-	-	-
23	External Debt Service - Interest	-	-	-	-	-	-
24	Internal Principal & Interest	-	-	-	141,980	160,911	216,375
25	Depreciation	609	7,308	-	-	-	-
26	Total Direct Expenses	13,283,049	11,153,600	11,629,948	12,637,522	13,136,852	14,211,180
27	Capital Cost Allocation	-	-	-	-	-	-
28	Contribution Margin	-	-	-	-	-	-
29	Total Expenses & Expense Allocations	\$ 13,283,049	\$ 11,153,600	\$ 11,629,948	\$ 12,637,522	\$ 13,136,852	\$ 14,211,180
30	Results of Operations	\$ (1,818,196)	\$ 4,079,137	\$ (418,621)	\$ (122,718)	\$ (460,527)	\$ -
INVESTMENT TRANSFERS							
31	Transfer To (From) Plant Fund	-	-	-	-	-	-
32	Transfer To (From) Quasi Endowments	-	-	-	-	-	-
33	Repair & Replacement Transfers	-	-	-	-	-	-
34	Internal Bank Transfers	-	-	-	-	-	-
35	Total Investment Transfers	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
36	Total Transfer To (From) Reserve	(1,818,196)	4,079,137	(418,621)	(122,718)	(460,527)	-
37	Adjusted Net Results	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Ratio: Row 26	Total Direct Expenses - Share of University Total	1.9%	1.6%	1.6%	1.7%	1.8%	1.9%

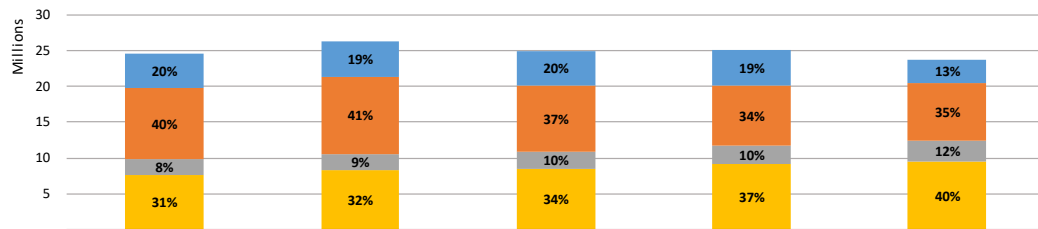
Direct Expenses



13.3.2 Student Affairs

Student Affairs		FY 2016	FY 2017	FY 2018	FY 2019 Budget	FY 2019 Forecast	FY 2020 Budget
REVENUES							
1	State Appropriations	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
2	Gross Undergraduate Tuition & Fees	861,902	675,083	165,775	830,926	800,926	1,376,934
3	Undergraduate Financial Aid	(63,802)	(100,317)	(113,334)	(30,000)	(30,500)	(30,000)
4	Net Undergraduate Tuition & Fees	798,099	574,766	52,441	800,926	770,426	1,346,934
5	Gross Graduate Tuition & Fees	110	90	98	88	88	88
6	Graduate Financial Aid	-	(9,440)	(760)	-	-	-
7	Net Graduate Tuition & Fees	110	(9,350)	(662)	88	88	88
8	Room & Board	-	-	-	-	-	-
9	Grants & Contracts	14,591	131,942	182,331	-	-	-
10	Facilities & Admin Cost Recovery	20	993	1,653	-	-	-
11	Endowment Distributions	71,066	166,724	102,681	-	118,515	118,515
12	Contributions	111,401	77,488	161,674	-	-	-
13	Investment Income	-	-	-	-	-	-
14	Internal & External Sales	8,817,783	8,827,222	8,249,473	7,821,561	8,064,781	7,829,061
15	Total Revenues	9,813,070	9,769,785	8,749,591	8,622,575	8,953,810	9,294,598
16	Administrative Cost Distribution	15,198,274	15,798,280	15,807,093	15,840,254	15,840,254	14,052,430
17	Total Revenues & Revenue Allocation	\$ 25,011,344	\$ 25,568,065	\$ 24,556,684	\$ 24,462,829	\$ 24,794,064	\$ 23,347,028
18	Funding Transfers	\$ (124,592)	\$ 76,139	\$ (611,047)	\$ (805,702)	\$ (323,231)	\$ (354,588)
EXPENSES							
19	Total Salaries, Wages, & Other Payroll	7,700,868	8,364,607	8,554,884	9,302,128	9,143,522	9,548,643
20	Total Benefits	2,091,607	2,250,159	2,373,920	2,612,232	2,566,116	2,830,369
21	Supplies, Services, & Capital Costs	9,945,148	10,760,404	9,170,327	8,448,555	8,452,394	8,169,565
22	External Debt Service - Principal	-	-	-	-	3,114	-
23	External Debt Service - Interest	-	-	-	-	-	-
24	Internal Principal & Interest	4,890,256	4,888,440	4,883,510	4,883,810	4,883,810	3,105,715
25	Depreciation	-	-	-	-	-	-
26	Total Direct Expenses	24,627,879	26,263,610	24,982,640	25,246,725	25,048,957	23,654,292
27	Capital Cost Allocation	-	-	-	-	-	-
28	Contribution Margin	-	(3,813)	-	-	-	-
29	Total Expenses & Expense Allocations	\$ 24,627,879	\$ 26,259,797	\$ 24,982,640	\$ 25,246,725	\$ 25,048,957	\$ 23,654,292
30	Results of Operations	\$ 508,057	\$ (767,870)	\$ 185,090	\$ 21,806	\$ 68,338	\$ 47,324
INVESTMENT TRANSFERS							
31	Transfer To (From) Plant Fund	17,689	23,047	73,260	-	-	-
32	Transfer To (From) Quasi Endowments	-	-	-	-	-	-
33	Repair & Replacement Transfers	-	-	15,000	-	-	-
34	Internal Bank Transfers	-	-	-	-	-	-
35	Total Investment Transfers	\$ 17,689	\$ 23,047	\$ 88,260	\$ -	\$ -	\$ -
36	Total Transfer To (From) Reserve	490,368	(790,918)	96,829	21,806	68,338	47,324
37	Adjusted Net Results	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Ratio: Row 26	Total Direct Expenses - Share of University Total	3.6%	3.7%	3.5%	3.4%	3.5%	3.1%

Direct Expenses

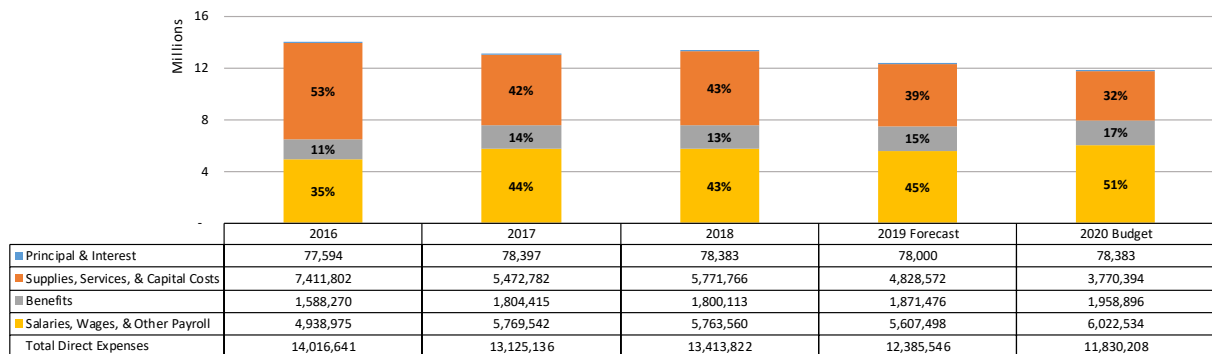


	2016	2017	2018	2019 Forecast	2020 Budget
Principal & Interest	4,890,256	4,888,440	4,883,510	4,883,810	3,105,715
Supplies, Services, & Capital Costs	9,945,148	10,760,404	9,170,327	8,452,394	8,169,565
Benefits	2,091,607	2,250,159	2,373,920	2,566,116	2,830,369
Salaries, Wages, & Other Payroll	7,700,868	8,364,607	8,554,884	9,143,522	9,548,643
Total Direct Expenses	24,627,879	26,263,610	24,982,640	25,048,843	23,654,292

13.3.3 Research

Research	FY 2016	FY 2017	FY 2018	FY 2019 Budget	FY 2019 Forecast	FY 2020 Budget	
REVENUES							
1 State Appropriations	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
2 Gross Undergraduate Tuition & Fees	240,722	256,148	251,037	248,407	253,544	279,189	
3 Undergraduate Financial Aid	(14,532)	(18,190)	(23,774)	(10,000)	(10,000)	(10,000)	
4 Net Undergraduate Tuition & Fees	226,190	237,958	227,264	238,407	243,544	269,189	
5 Gross Graduate Tuition & Fees	227,148	252,200	332,984	230,727	271,631	271,631	
6 Graduate Financial Aid	(755,396)	(281,856)	(275,804)	(499,883)	(499,883)	(499,883)	
7 Net Graduate Tuition & Fees	(528,248)	(29,655)	57,180	(269,156)	(228,252)	(228,252)	
8 Room & Board	-	-	-	-	-	-	
9 Grants & Contracts	1,164,709	2,151,109	2,612,207	1,971,750	1,971,750	1,500,750	
10 Facilities & Admin Cost Recovery	1,311,772	1,389,888	1,349,721	1,050,000	1,050,000	1,110,000	
11 Endowment Distributions	1,636,410	1,707,617	1,682,241	1,657,878	1,657,878	1,860,333	
12 Contributions	33,846	82,438	3,215	-	-	-	
13 Investment Income	-	-	-	-	-	-	
14 Internal & External Sales	7,304,464	5,751,251	6,563,989	839,054	5,339,054	3,291,084	
15 Total Revenues	11,149,142	11,290,606	12,495,818	5,487,933	10,033,974	7,803,104	
16 Administrative Cost Distribution	5,491,655	5,132,344	5,182,678	5,665,739	5,662,385	5,795,631	
17 Total Revenues & Revenue Allocation	\$ 16,640,797	\$ 16,422,950	\$ 17,678,495	\$ 11,153,672	\$ 15,696,359	\$ 13,598,735	
18 Funding Transfers	\$ 1,196,222	\$ 1,195,039	\$ 1,117,650	\$ 1,223,206	\$ 1,699,545	\$ 1,528,431	
EXPENSES							
19 Total Salaries, Wages, & Other Payroll	4,938,975	5,769,542	5,763,560	5,647,836	5,607,498	6,022,534	
20 Total Benefits	1,588,270	1,804,415	1,800,113	1,885,768	1,871,476	1,958,896	
21 Supplies, Services, & Capital Costs	7,411,802	5,472,782	5,771,766	2,572,260	4,828,572	3,770,394	
22 External Debt Service - Principal	-	-	-	-	-	-	
23 External Debt Service - Interest	-	-	-	-	-	-	
24 Internal Principal & Interest	77,594	78,397	78,383	78,000	78,000	78,383	
25 Depreciation	-	-	-	-	-	-	
26 Total Direct Expenses	14,016,641	13,125,136	13,413,822	10,183,864	12,385,546	11,830,208	
27 Capital Cost Allocation	-	-	-	-	-	-	
28 Contribution Margin	(59,872)	(61,450)	(61,518)	(61,518)	(65,666)	-	
29 Total Expenses & Expense Allocations	\$ 13,956,769	\$ 13,063,686	\$ 13,352,304	\$ 10,122,346	\$ 12,319,880	\$ 11,830,208	
30 Results of Operations	\$ 1,487,806	\$ 2,164,225	\$ 3,208,541	\$ (191,880)	\$ 1,676,934	\$ 240,097	
INVESTMENT TRANSFERS							
31 Transfer To (From) Plant Fund	266,336	108,745	1,278	(180,000)	(180,000)	-	
32 Transfer To (From) Quasi Endowments	-	-	-	-	-	-	
33 Repair & Replacement Transfers	-	-	-	-	-	-	
34 Internal Bank Transfers	-	-	-	-	-	-	
35 Total Investment Transfers	\$ 266,336	\$ 108,745	\$ 1,278	\$ (180,000)	\$ (180,000)	\$ -	
36 Total Transfer To (From) Reserve	1,221,469	2,055,480	3,207,263	(11,880)	1,856,934	240,097	
37 Adjusted Net Results	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Ratio: Row 26	Total Direct Expenses - Share of University Total	2.0%	1.8%	1.9%	1.4%	1.7%	1.6%
	Adjust for Royalty Payment*	4,164,109	1,452,032	1,633,625	52,500	1,620,000	747,500
	Adjusted Direct Expenses	18,180,751	14,577,168	15,047,447	10,236,364	14,005,546	12,577,708
Ratio: Row 26	Adjusted Direct Expenses - Share of University Total	2.6%	2.0%	2.1%	1.4%	2.0%	1.7%

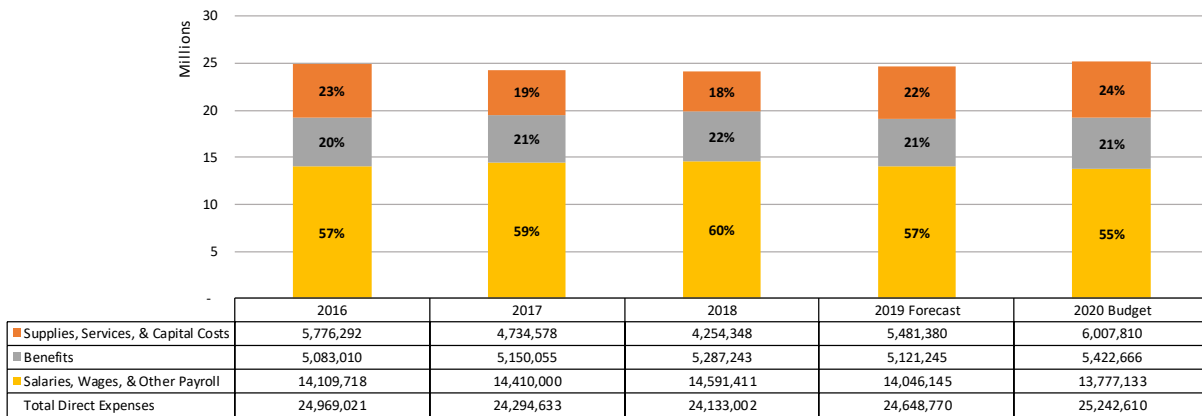
Direct Expenses



13.3.4 Finance & Administration

Finance & Administration		FY 2016	FY 2017	FY 2018	FY 2019 Budget	FY 2019 Forecast	FY 2020 Budget
REVENUES							
1	State Appropriations	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
2	Gross Undergraduate Tuition & Fees	-	-	(235)	-	-	-
3	Undergraduate Financial Aid	(938)	238	(903)	-	-	-
4	Net Undergraduate Tuition & Fees	(938)	238	(1,138)	-	-	-
5	Gross Graduate Tuition & Fees	-	-	-	-	-	-
6	Graduate Financial Aid	-	-	-	-	-	-
7	Net Graduate Tuition & Fees	-	-	-	-	-	-
8	Room & Board	-	-	-	-	-	-
9	Grants & Contracts	27,642	52,705	52,901	-	-	-
10	Facilities & Admin Cost Recovery	990	125	2,917	-	-	-
11	Endowment Distributions	1,123	1,151	1,125	-	-	-
12	Contributions	133	-	-	-	-	-
13	Investment Income	(13,590)	-	-	-	-	-
14	Internal & External Sales	5,595,436	7,053,410	6,088,609	6,201,066	7,387,578	7,726,997
15	Total Revenues	5,610,797	7,107,629	6,144,414	6,201,066	7,387,578	7,726,997
16	Administrative Cost Distribution	18,089,180	18,404,313	17,899,832	17,823,727	16,928,018	16,362,482
17	Total Revenues & Revenue Allocation	\$ 23,699,977	\$ 25,511,942	\$ 24,044,246	\$ 24,024,793	\$ 24,315,596	\$ 24,089,479
18	Funding Transfers	\$ (752,775)	\$ (699,333)	\$ (1,103,076)	\$ (938,937)	\$ (602,596)	\$ (1,156,631)
EXPENSES							
19	Total Salaries, Wages, & Other Payroll	14,109,718	14,410,000	14,591,411	15,167,005	14,046,145	13,777,133
20	Total Benefits	5,083,010	5,150,055	5,287,243	5,582,212	5,121,245	5,422,666
21	Supplies, Services, & Capital Costs	5,776,292	4,734,578	4,254,348	4,211,013	5,481,380	6,007,810
22	External Debt Service - Principal	-	-	-	-	-	-
23	External Debt Service - Interest	-	-	-	-	-	-
24	Internal Principal & Interest	-	-	-	-	-	35,000
25	Depreciation	-	-	-	-	-	-
26	Total Direct Expenses	24,969,021	24,294,633	24,133,002	24,960,230	24,648,770	25,242,610
27	Capital Cost Allocation	-	-	-	-	-	-
28	Contribution Margin	-	-	-	-	-	-
29	Total Expenses & Expense Allocations	\$ 24,969,021	\$ 24,294,633	\$ 24,133,002	\$ 24,960,230	\$ 24,648,770	\$ 25,242,610
30	Results of Operations	\$ (516,269)	\$ 1,916,641	\$ 1,014,320	\$ 3,500	\$ 269,422	\$ 3,500
INVESTMENT TRANSFERS							
31	Transfer To (From) Plant Fund	68,103	(88,026)	(87,431)	-	48,000	-
32	Transfer To (From) Quasi Endowments	-	-	-	-	-	-
33	Repair & Replacement Transfers	-	-	-	-	-	-
34	Internal Bank Transfers	-	-	-	-	-	-
35	Total Investment Transfers	\$ 68,103	\$ (88,026)	\$ (87,431)	\$ -	\$ 48,000	\$ -
36	Total Transfer To (From) Reserve	(584,372)	2,004,668	1,101,751	3,500	221,422	3,500
37	Adjusted Net Results	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Ratio: Row 26	Total Direct Expenses - Share of University Total	3.6%	3.4%	3.4%	3.4%	3.5%	3.3%

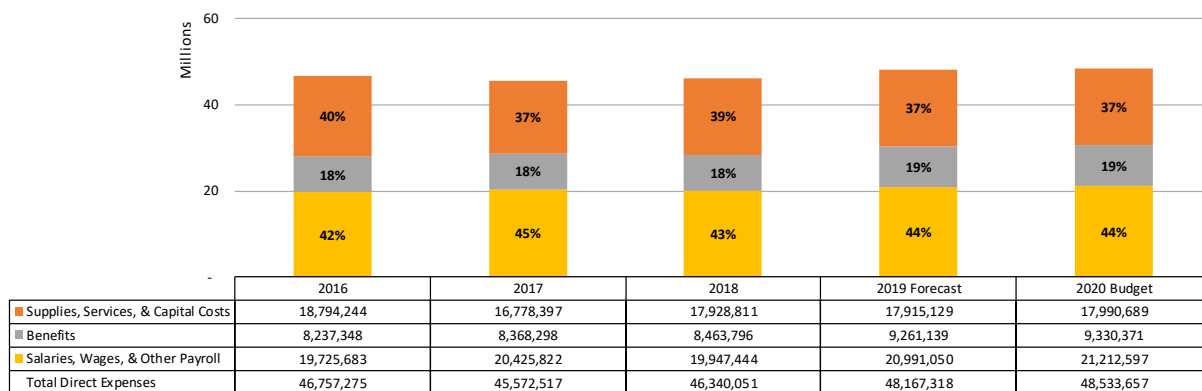
Direct Expenses



13.3.5 Operations & Maintenance

Operations & Maintenance		FY 2016	FY 2017	FY 2018	FY 2019 Budget	FY 2019 Forecast	FY 2020 Budget
REVENUES							
1	State Appropriations	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
2	Gross Undergraduate Tuition & Fees	-	-	-	-	-	-
3	Undergraduate Financial Aid	(9)	(9)	(597)	-	-	-
4	Net Undergraduate Tuition & Fees	(9)	(9)	(597)	-	-	-
5	Gross Graduate Tuition & Fees	-	-	-	-	-	-
6	Graduate Financial Aid	-	(18)	-	-	-	-
7	Net Graduate Tuition & Fees	-	(18)	-	-	-	-
8	Room & Board	-	-	-	-	-	-
9	Grants & Contracts	36,210	17,726	10,695	-	-	-
10	Facilities & Admin Cost Recovery	689	893	946	-	-	-
11	Endowment Distributions	2,418	2,550	2,519	-	-	-
12	Contributions	6,248	2,030	7,063	-	-	-
13	Investment Income	-	-	-	-	-	-
14	Internal & External Sales	2,411,444	2,166,631	2,064,035	2,319,608	2,319,608	2,530,749
15	Total Revenues	2,457,000	2,189,803	2,084,661	2,319,608	2,319,608	2,530,749
16	Administrative Cost Distribution	41,511,821	44,937,654	45,121,965	45,732,430	45,732,430	45,963,920
17	Total Revenues & Revenue Allocation	\$ 43,968,821	\$ 47,127,457	\$ 47,206,626	\$ 48,052,038	\$ 48,052,038	\$ 48,494,669
18	Funding Transfers	\$ (1,456,142)	\$ (696,587)	\$ (22,818)	\$ (115,280)	\$ (115,280)	\$ (39,188)
EXPENSES							
19	Total Salaries, Wages, & Other Payroll	19,725,683	20,425,822	19,947,444	20,989,469	20,991,050	21,212,597
20	Total Benefits	8,237,348	8,368,298	8,463,796	9,254,943	9,261,139	9,330,371
21	Supplies, Services, & Capital Costs	18,794,244	16,778,397	17,928,811	17,922,906	17,915,129	17,990,689
22	External Debt Service - Principal	-	-	-	-	-	-
23	External Debt Service - Interest	-	-	-	-	-	-
24	Internal Principal & Interest	-	-	-	-	-	-
25	Depreciation	-	-	-	-	-	-
26	Total Direct Expenses	46,757,275	45,572,517	46,340,051	48,167,318	48,167,318	48,533,657
27	Capital Cost Allocation	-	-	-	-	-	-
28	Contribution Margin	-	-	-	-	-	-
29	Total Expenses & Expense Allocations	\$ 46,757,275	\$ 45,572,517	\$ 46,340,051	\$ 48,167,318	\$ 48,167,318	\$ 48,533,657
30	Results of Operations	\$ (1,332,313)	\$ 2,251,527	\$ 889,393	\$ -	\$ -	\$ 200
INVESTMENT TRANSFERS							
31	Transfer To (From) Plant Fund	263,280	103,053	1,261	-	-	-
32	Transfer To (From) Quasi Endowments	-	-	-	-	-	-
33	Repair & Replacement Transfers	-	-	-	-	-	-
34	Internal Bank Transfers	-	-	-	-	-	-
35	Total Investment Transfers	\$ 263,280	\$ 103,053	\$ 1,261	\$ -	\$ -	\$ -
36	Total Transfer To (From) Reserve	(1,595,593)	2,148,474	888,133	-	-	200
37	Adjusted Net Results	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Ratio: Row 26	Total Direct Expenses - Share of University Total	6.7%	6.3%	6.6%	6.5%	6.8%	6.4%

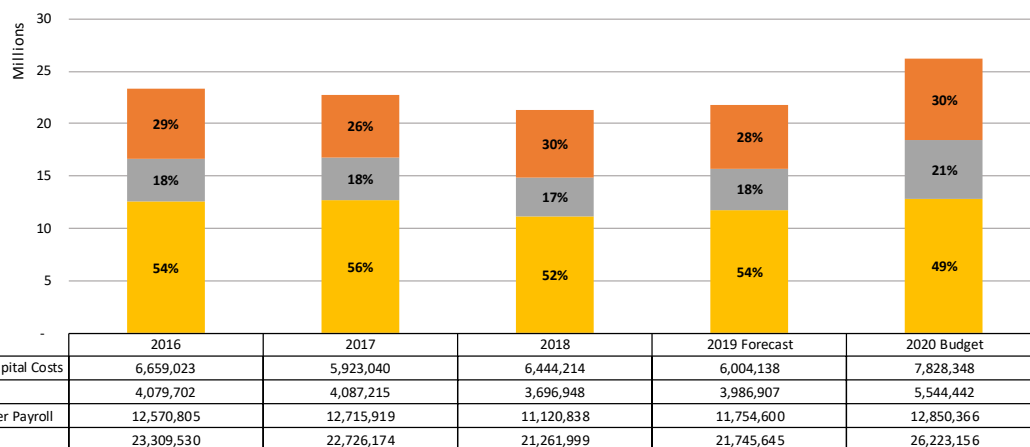
Direct Expenses



13.3.6 Information Technology

Information Technology		FY 2016	FY 2017	FY 2018	FY 2019 Budget	FY 2019 Forecast	FY 2020 Budget
REVENUES							
1	State Appropriations	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
2	Gross Undergraduate Tuition & Fees	68,434	112,411	95,973	109,212	109,212	100,500
3	Undergraduate Financial Aid	(3,383)	(2,750)	(3,015)	-	-	-
4	Net Undergraduate Tuition & Fees	65,051	109,661	92,958	109,212	109,212	100,500
5	Gross Graduate Tuition & Fees	-	-	-	-	-	-
6	Graduate Financial Aid	-	-	-	-	-	-
7	Net Graduate Tuition & Fees	-	-	-	-	-	-
8	Room & Board	-	-	-	-	-	-
9	Grants & Contracts	-	2,641	524	-	-	-
10	Facilities & Admin Cost Recovery	-	-	-	-	-	-
11	Endowment Distributions	996	1,020	1,000	-	-	-
12	Contributions	2,610	3,198	1,724	-	-	-
13	Investment Income	-	-	-	-	-	-
14	Internal & External Sales	1,273,886	1,306,763	1,718,934	775,485	1,031,787	1,120,181
15	Total Revenues	1,342,543	1,423,284	1,815,140	884,696	1,140,999	1,220,681
16	Administrative Cost Distribution	23,153,501	24,494,004	26,332,772	26,748,842	26,748,842	26,976,401
17	Total Revenues & Revenue Allocation	\$ 24,496,044	\$ 25,917,287	\$ 28,147,912	\$ 27,633,538	\$ 27,889,841	\$ 28,197,082
18	Funding Transfers	\$ (715,801)	\$ (1,086,867)	\$ (974,250)	\$ (636,829)	\$ (569,392)	\$ (271,345)
EXPENSES							
19	Total Salaries, Wages, & Other Payroll	12,570,805	12,715,919	11,120,838	14,013,473	11,754,600	12,850,366
20	Total Benefits	4,079,702	4,087,215	3,696,948	5,012,460	3,986,907	5,544,442
21	Supplies, Services, & Capital Costs	6,659,023	5,923,040	6,444,214	8,158,870	6,004,138	7,828,348
22	External Debt Service - Principal	-	-	-	-	-	-
23	External Debt Service - Interest	-	-	-	-	-	-
24	Internal Principal & Interest	-	-	-	-	-	-
25	Depreciation	-	-	-	-	-	-
26	Total Direct Expenses	23,309,530	22,726,174	21,261,999	27,184,803	21,745,645	26,223,156
27	Capital Cost Allocation	-	-	-	-	-	-
28	Contribution Margin	-	-	-	-	-	-
29	Total Expenses & Expense Allocations	\$ 23,309,530	\$ 22,726,174	\$ 21,261,999	\$ 27,184,803	\$ 21,745,645	\$ 26,223,156
30	Results of Operations	\$ 1,902,315	\$ 4,277,979	\$ 7,860,163	\$ 1,085,565	\$ 6,713,588	\$ 2,245,271
INVESTMENT TRANSFERS							
31	Transfer To (From) Plant Fund	133,755	(4,052,055)	6,733,322	5,498,000	5,500,000	2,245,271
32	Transfer To (From) Quasi Endowments	-	-	-	-	-	-
33	Repair & Replacement Transfers	-	-	-	-	-	-
34	Internal Bank Transfers	-	-	-	-	-	-
35	Total Investment Transfers	\$ 133,755	\$ (4,052,055)	\$ 6,733,322	\$ 5,498,000	\$ 5,500,000	\$ 2,245,271
36	Total Transfer To (From) Reserve	1,768,560	8,330,034	1,126,841	(4,412,435)	1,213,588	-
37	Adjusted Net Results	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Ratio: Row 26	Total Direct Expenses - Share of University Total	3.4%	3.2%	3.0%	3.7%	3.0%	3.5%

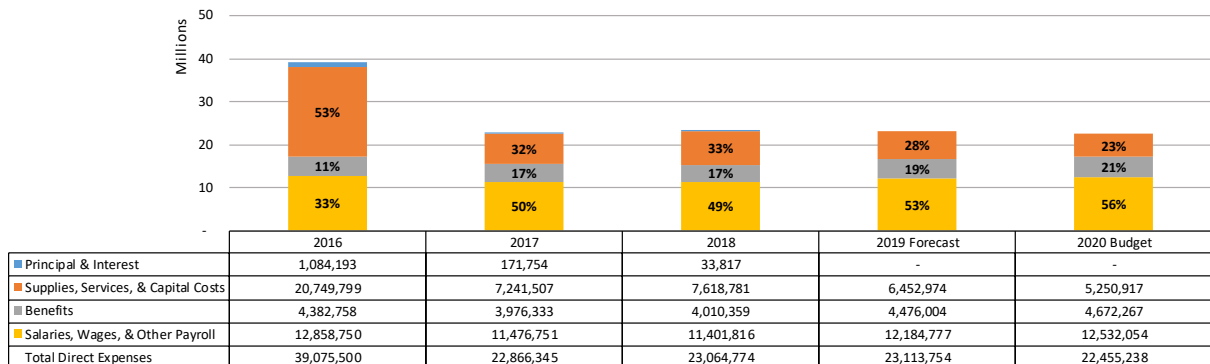
Direct Expenses



13.3.7 Provost's Office

Provost	FY 2016	FY 2017	FY 2018	FY 2019 Budget	FY 2019 Forecast	FY 2020 Budget	
REVENUES							
1 State Appropriations	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
2 Gross Undergraduate Tuition & Fees	13,127,850	476,885	654,092	519,331	478,381	519,331	
3 Undergraduate Financial Aid	(1,224,735)	(1,215,009)	(1,257,773)	(1,721,292)	(1,473,443)	(1,563,804)	
4 Net Undergraduate Tuition & Fees	11,903,115	(738,124)	(603,681)	(1,201,961)	(995,062)	(1,044,473)	
5 Gross Graduate Tuition & Fees	13,137,605	2,084	-	-	-	-	
6 Graduate Financial Aid	(12,440)	(20,120)	(2,000)	-	-	-	
7 Net Graduate Tuition & Fees	13,125,166	(18,036)	(2,000)	-	-	-	
8 Room & Board	-	-	-	-	-	-	
9 Grants & Contracts	92,461	65,828	97,257	100,794	111,455	111,455	
10 Facilities & Admin Cost Recovery	246	4,280	-	-	-	-	
11 Endowment Distributions	1,972,000	2,107,243	2,052,623	2,397,517	2,149,668	2,279,088	
12 Contributions	1,207,255	976,957	597,855	213,168	213,168	213,168	
13 Investment Income	48	75	59	40	40	40	
14 Internal & External Sales	3,942,711	2,610,958	3,041,302	2,723,174	937,825	955,924	
15 Total Revenues	32,243,002	5,009,181	5,183,415	4,232,732	2,417,094	2,515,202	
16 Administrative Cost Distribution	14,199,471	19,107,275	19,571,592	19,673,870	19,747,485	19,662,103	
17 Total Revenues & Revenue Allocation	\$ 46,442,473	\$ 24,116,456	\$ 24,755,007	\$ 23,906,602	\$ 22,164,579	\$ 22,177,305	
18 Funding Transfers	\$ (231,467)	\$ (1,090,151)	\$ (822,568)	\$ (602,538)	\$ (949,176)	\$ (277,933)	
EXPENSES							
19 Total Salaries, Wages, & Other Payroll	12,858,750	11,476,751	11,401,816	12,600,267	12,184,777	12,532,054	
20 Total Benefits	4,382,758	3,976,333	4,010,359	4,669,917	4,476,004	4,672,267	
21 Supplies, Services, & Capital Costs	20,749,799	7,241,507	7,618,781	7,205,137	6,452,974	5,250,917	
22 External Debt Service - Principal	-	-	-	-	-	-	
23 External Debt Service - Interest	-	-	-	-	-	-	
24 Internal Principal & Interest	1,084,193	171,754	33,817	33,818	-	-	
25 Depreciation	-	-	-	-	-	-	
26 Total Direct Expenses	39,075,500	22,866,345	23,064,774	24,509,139	23,113,754	22,455,238	
27 Capital Cost Allocation	77,448	-	-	-	-	-	
28 Contribution Margin	4,605,989	-	-	-	-	-	
29 Total Expenses & Expense Allocations	\$ 43,758,938	\$ 22,866,345	\$ 23,064,774	\$ 24,509,139	\$ 23,113,754	\$ 22,455,238	
30 Results of Operations	\$ 2,915,003	\$ 2,340,262	\$ 2,512,801	\$ -	\$ -	\$ -	
INVESTMENT TRANSFERS							
31 Transfer To (From) Plant Fund	213,450	118,748	257,067	-	-	-	
32 Transfer To (From) Quasi Endowments	1,036,276	1,968	-	-	-	-	
33 Repair & Replacement Transfers	-	-	-	-	-	-	
34 Internal Bank Transfers	-	-	-	-	-	-	
35 Total Investment Transfers	\$ 1,249,726	\$ 120,716	\$ 257,067	\$ -	\$ -	\$ -	
36 Total Transfer To (From) Reserve	1,665,277	2,219,546	2,255,734	-	-	-	
37 Adjusted Net Results	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Ratio: Row 26	Total Direct Expenses - Share of University Total	5.6%	3.2%	3.3%	3.3%	3.2%	3.0%
	Adjust for Faculty Salaries; Vendor Fees*	(14,927,731)					
	Adjusted Direct Expenses	24,147,769	22,866,345	23,064,774	24,509,139	23,113,754	22,455,238
Ratio: Row 26	Adjusted Direct Expenses - Share of University Total	3.5%	3.2%	3.3%	3.3%	3.2%	3.0%

Direct Expenses

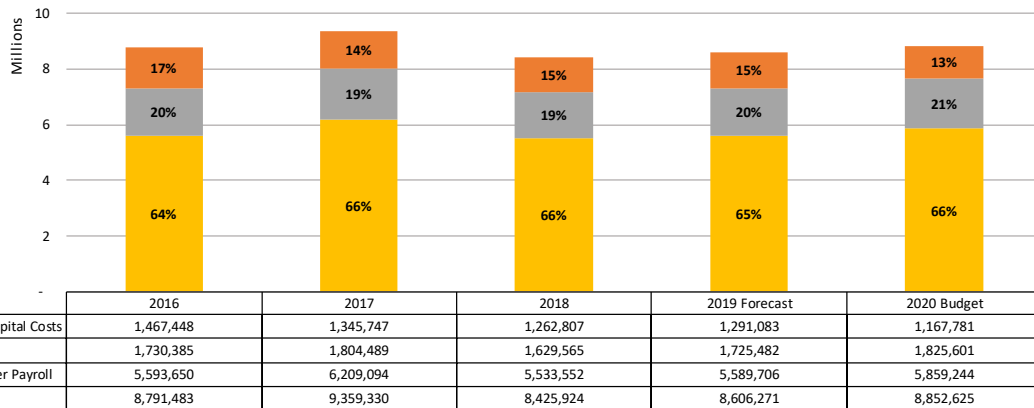


Note: Changes to the process of revenue and expense recognition associated with eCampus programs occurred between FY16 and FY17, resulting in lower tuition revenue, as well as lower faculty salaries and vendor fee expenses within the Office of Instructional Innovation, a subset of the Provost's planning unit.

13.3.8 President's Office

President	FY 2016	FY 2017	FY 2018	FY 2019 Budget	FY 2019 Forecast	FY 2020 Budget	
REVENUES							
1 State Appropriations	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
2 Gross Undergraduate Tuition & Fees	-	-	-	-	-	-	
3 Undergraduate Financial Aid	(134,342)	(182,577)	(165,666)	(140,787)	(140,447)	(137,797)	
4 Net Undergraduate Tuition & Fees	(134,342)	(182,577)	(165,666)	(140,787)	(140,447)	(137,797)	
5 Gross Graduate Tuition & Fees	-	-	-	-	-	-	
6 Graduate Financial Aid	(28,408)	(4,116)	(750)	-	-	-	
7 Net Graduate Tuition & Fees	(28,408)	(4,116)	(750)	-	-	-	
8 Room & Board	-	-	-	-	-	-	
9 Grants & Contracts	140,550	130,957	54,435	39,993	37,549	37,549	
10 Facilities & Admin Cost Recovery	5,614	3,762	-	-	-	-	
11 Endowment Distributions	209,376	215,284	243,780	251,838	251,838	249,325	
12 Contributions	81,970	24,450	20,640	13,782	13,782	3,000	
13 Investment Income	-	-	-	-	-	-	
14 Internal & External Sales	110,831	107,227	72,364	83,000	28,920	21,000	
15 Total Revenues	385,592	294,988	224,803	247,826	191,642	173,077	
16 Administrative Cost Distribution	7,400,594	8,285,418	8,132,966	8,696,557	8,688,557	9,104,410	
17 Total Revenues & Revenue Allocation	\$ 7,786,186	\$ 8,580,406	\$ 8,357,769	\$ 8,944,383	\$ 8,880,199	\$ 9,277,487	
18 Funding Transfers	\$ (1,146,457)	\$ (792,124)	\$ (464,381)	\$ (357,745)	\$ 336,016	\$ 424,862	
EXPENSES							
19 Total Salaries, Wages, & Other Payroll	5,593,650	6,209,094	5,533,552	5,969,936	5,589,706	5,859,244	
20 Total Benefits	1,730,385	1,804,489	1,629,565	1,937,133	1,725,482	1,825,601	
21 Supplies, Services, & Capital Costs	1,467,448	1,345,747	1,262,807	1,395,059	1,291,083	1,167,781	
22 External Debt Service - Principal	-	-	-	-	-	-	
23 External Debt Service - Interest	-	-	-	-	-	-	
24 Internal Principal & Interest	-	-	-	-	-	-	
25 Depreciation	-	-	-	-	-	-	
26 Total Direct Expenses	8,791,483	9,359,330	8,425,924	9,302,128	8,606,271	8,852,625	
27 Capital Cost Allocation	-	-	-	-	-	-	
28 Contribution Margin	-	-	-	-	(776,228)	-	
29 Total Expenses & Expense Allocations	\$ 8,791,483	\$ 9,359,330	\$ 8,425,924	\$ 9,302,128	\$ 7,830,043	\$ 8,852,625	
30 Results of Operations	\$ 141,159	\$ 13,200	\$ 396,226	\$ -	\$ 714,140	\$ -	
INVESTMENT TRANSFERS							
31 Transfer To (From) Plant Fund	51,266	(5,728)	-	-	139,600	-	
32 Transfer To (From) Quasi Endowments	-	-	-	-	-	-	
33 Repair & Replacement Transfers	-	-	-	-	-	-	
34 Internal Bank Transfers	-	-	-	-	-	-	
35 Total Investment Transfers	\$ 51,266	\$ (5,728)	\$ -	\$ -	\$ 139,600	\$ -	
36 Total Transfer To (From) Reserve	89,893	18,927	396,226	-	574,540	-	
37 Adjusted Net Results	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Ratio: Row 26	Total Direct Expenses - Share of University Total	1.3%	1.3%	1.2%	1.3%	1.2%	1.2%

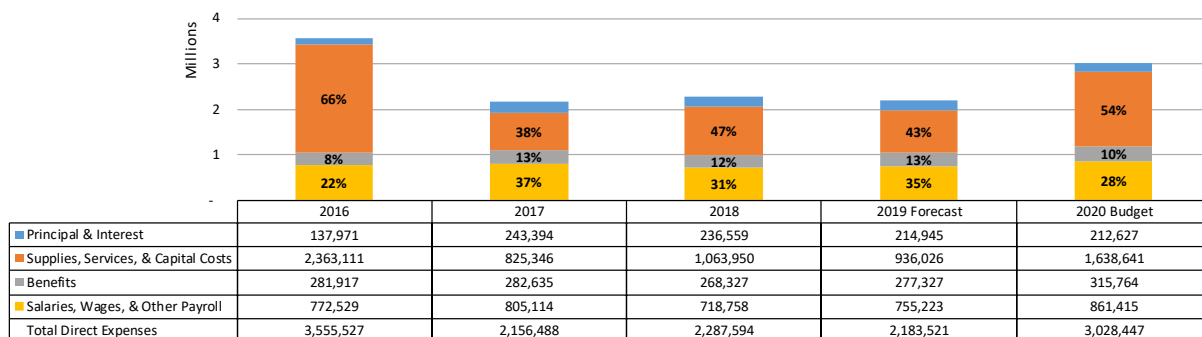
Direct Expenses



13.3.9 Airport

Airport	FY 2016	FY 2017	FY 2018	FY 2019 Budget	FY 2019 Forecast	FY 2020 Budget
REVENUES						
1	State Appropriations	\$ -	\$ -	\$ -	\$ -	\$ -
2	Gross Undergraduate Tuition & Fees	-	-	-	-	-
3	Undergraduate Financial Aid	-	-	-	-	-
4	Net Undergraduate Tuition & Fees	-	-	-	-	-
5	Gross Graduate Tuition & Fees	-	-	-	-	-
6	Graduate Financial Aid	-	-	-	-	-
7	Net Graduate Tuition & Fees	-	-	-	-	-
8	Room & Board	-	-	-	-	-
9	Grants & Contracts	2,867	2,012,299	948	-	660,250
10	Facilities & Admin Cost Recovery	-	-	-	-	-
11	Endowment Distributions	-	-	-	-	-
12	Contributions	-	50	-	-	-
13	Investment Income	-	-	-	-	-
14	Internal & External Sales	1,294,190	1,294,441	1,345,271	1,423,720	1,527,786
15	Total Revenues	1,297,057	3,306,790	1,346,219	1,423,720	2,188,036
16	Administrative Cost Distribution	794,613	815,634	823,653	841,303	875,589
17	Total Revenues & Revenue Allocation	\$ 2,091,670	\$ 4,122,424	\$ 2,169,872	\$ 2,265,023	\$ 3,063,625
18	Funding Transfers	\$ (126,577)	\$ 18,913	\$ (9,327)	\$ 21,498	\$ (22,531)
EXPENSES						
19	Total Salaries, Wages, & Other Payroll	772,529	805,114	718,758	815,128	861,415
20	Total Benefits	281,917	282,635	268,327	299,991	315,764
21	Supplies, Services, & Capital Costs	2,363,111	825,346	1,063,950	824,496	1,638,641
22	External Debt Service - Principal	-	-	-	-	-
23	External Debt Service - Interest	-	-	-	-	-
24	Internal Principal & Interest	137,971	243,394	236,559	214,945	212,627
25	Depreciation	-	-	-	-	-
26	Total Direct Expenses	3,555,527	2,156,488	2,287,594	2,154,559	3,028,447
27	Capital Cost Allocation	-	-	-	-	-
28	Contribution Margin	-	-	-	-	-
29	Total Expenses & Expense Allocations	\$ 3,555,527	\$ 2,156,488	\$ 2,287,594	\$ 2,154,559	\$ 3,028,447
30	Results of Operations	\$ (1,337,280)	\$ 1,947,023	\$ (108,395)	\$ 88,966	\$ 60,004
INVESTMENT TRANSFERS						
31	Transfer To (From) Plant Fund	43	1,999,858	(59,600)	-	-
32	Transfer To (From) Quasi Endowments	-	-	-	-	-
33	Repair & Replacement Transfers	-	-	-	-	-
34	Internal Bank Transfers	(1,295,000)	-	-	-	-
35	Total Investment Transfers	\$ (1,294,957)	\$ 1,999,858	\$ (59,600)	\$ -	\$ -
36	Total Transfer To (From) Reserve	(42,323)	(52,836)	(48,796)	88,966	60,004
37	Adjusted Net Results	\$ -	\$ -	\$ -	\$ -	\$ -
Ratio: Row 26	Total Direct Expenses - Share of University Total	0.5%	0.3%	0.3%	0.3%	0.4%

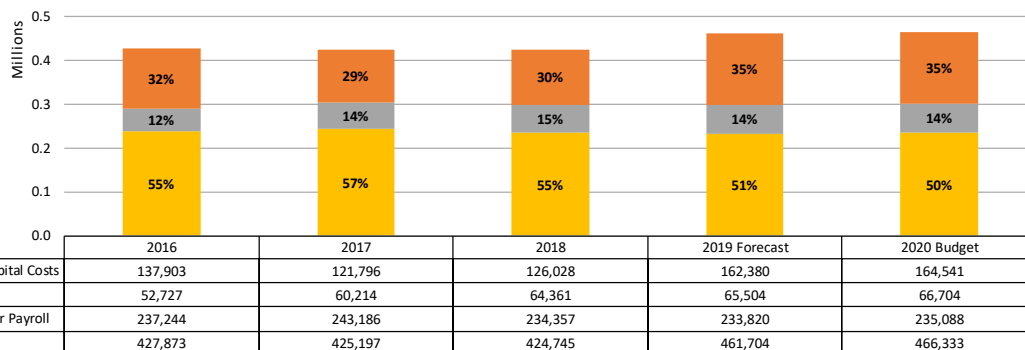
Direct Expenses



13.3.10 Athena

Athena	FY 2016	FY 2017	FY 2018	FY 2019 Budget	FY 2019 Forecast	FY 2020 Budget
REVENUES						
1 State Appropriations	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
2 Gross Undergraduate Tuition & Fees	-	-	-	-	-	-
3 Undergraduate Financial Aid	-	-	-	-	-	-
4 Net Undergraduate Tuition & Fees	-	-	-	-	-	-
5 Gross Graduate Tuition & Fees	-	-	-	-	-	-
6 Graduate Financial Aid	-	-	(930)	-	-	-
7 Net Graduate Tuition & Fees	-	-	(930)	-	-	-
8 Room & Board	-	-	-	-	-	-
9 Grants & Contracts	12,101	71,922	82,255	72,420	81,500	81,500
10 Facilities & Admin Cost Recovery	-	-	-	-	-	-
11 Endowment Distributions	-	-	-	-	-	-
12 Contributions	5,000	5,000	5,100	5,000	18,000	5,000
13 Investment Income	-	-	-	-	-	-
14 Internal & External Sales	190,349	177,931	237,033	195,683	218,561	232,000
15 Total Revenues	207,450	254,853	323,458	273,103	318,061	318,500
16 Administrative Cost Distribution	86,981	89,625	91,490	94,813	94,813	97,333
17 Total Revenues & Revenue Allocation	\$ 294,431	\$ 344,478	\$ 414,948	\$ 367,916	\$ 412,874	\$ 415,833
18 Funding Transfers	\$ (54,660)	\$ (50,057)	\$ (52,868)	\$ (59,962)	\$ (48,830)	\$ (50,500)
EXPENSES						
19 Total Salaries, Wages, & Other Payroll	237,244	243,186	234,357	249,334	233,820	235,088
20 Total Benefits	52,727	60,214	64,361	70,239	65,504	66,704
21 Supplies, Services, & Capital Costs	137,903	121,796	126,028	107,862	162,380	164,541
22 External Debt Service - Principal	-	-	-	-	-	-
23 External Debt Service - Interest	-	-	-	-	-	-
24 Internal Principal & Interest	-	-	-	-	-	-
25 Depreciation	-	-	-	-	-	-
26 Total Direct Expenses	427,873	425,197	424,745	427,435	461,704	466,333
27 Capital Cost Allocation	-	-	-	-	-	-
28 Contribution Margin	-	-	-	-	-	-
29 Total Expenses & Expense Allocations	\$ 427,873	\$ 425,197	\$ 424,745	\$ 427,435	\$ 461,704	\$ 466,333
30 Results of Operations	\$ (78,782)	\$ (30,662)	\$ 43,071	\$ 443	\$ -	\$ -
INVESTMENT TRANSFERS						
31 Transfer To (From) Plant Fund	-	-	-	-	-	-
32 Transfer To (From) Quasi Endowments	-	-	-	-	-	-
33 Repair & Replacement Transfers	-	-	-	-	-	-
34 Internal Bank Transfers	-	-	-	-	-	-
35 Total Investment Transfers	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
36 Total Transfer To (From) Reserve	(78,782)	(30,662)	43,071	443	-	-
37 Adjusted Net Results	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Ratio: Row 26	Total Direct Expenses - Share of University Total	0.1%	0.1%	0.1%	0.1%	0.1%

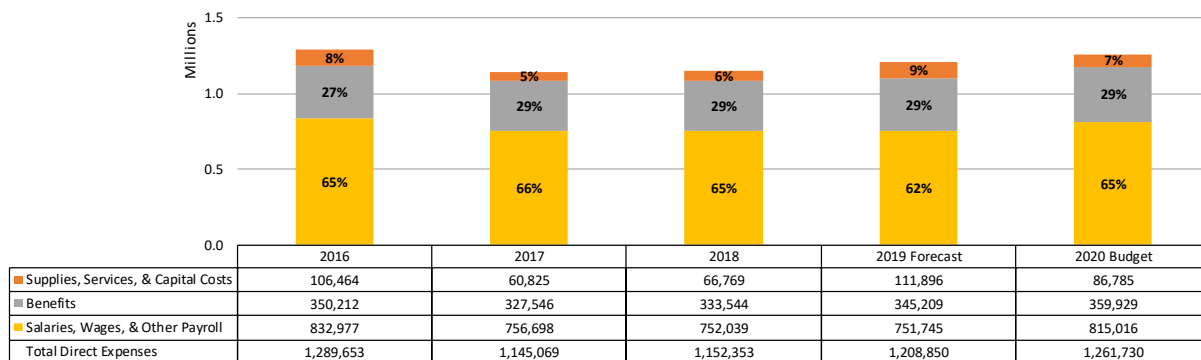
Direct Expenses



13.3.11 Child Development Center (CDC)

Child Development Center		FY 2016	FY 2017	FY 2018	FY 2019 Budget	FY 2019 Forecast	FY 2020 Budget
REVENUES							
1	State Appropriations	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
2	Gross Undergraduate Tuition & Fees	-	-	-	-	-	-
3	Undergraduate Financial Aid	-	-	-	-	-	-
4	Net Undergraduate Tuition & Fees	-	-	-	-	-	-
5	Gross Graduate Tuition & Fees	-	-	-	-	-	-
6	Graduate Financial Aid	(16,376)	(48,638)	(16,376)	(16,376)	-	-
7	Net Graduate Tuition & Fees	(16,376)	(48,638)	(16,376)	(16,376)	-	-
8	Room & Board	-	-	-	-	-	-
9	Grants & Contracts	-	3,571	3,928	-	-	-
10	Facilities & Admin Cost Recovery	-	-	-	-	-	-
11	Endowment Distributions	-	-	-	-	-	-
12	Contributions	2,282	1,881	1,667	-	-	-
13	Investment Income	-	-	-	-	-	-
14	Internal & External Sales	759,937	765,480	777,389	797,395	797,395	797,395
15	Total Revenues	745,843	722,294	766,608	781,019	797,395	797,395
16	Administrative Cost Distribution	321,689	341,212	339,192	381,623	381,623	434,503
17	Total Revenues & Revenue Allocation	\$ 1,067,532	\$ 1,063,506	\$ 1,105,800	\$ 1,162,642	\$ 1,179,018	\$ 1,231,898
18	Funding Transfers	\$ (27,054)	\$ (225,447)	\$ (22,997)	\$ (29,832)	\$ (29,832)	\$ (29,832)
EXPENSES							
19	Total Salaries, Wages, & Other Payroll	832,977	756,698	752,039	745,653	751,745	815,016
20	Total Benefits	350,212	327,546	333,544	344,230	345,209	359,929
21	Supplies, Services, & Capital Costs	106,464	60,825	66,769	118,967	111,896	86,785
22	External Debt Service - Principal	-	-	-	-	-	-
23	External Debt Service - Interest	-	-	-	-	-	-
24	Internal Principal & Interest	-	-	-	-	-	-
25	Depreciation	-	-	-	-	-	-
26	Total Direct Expenses	1,289,653	1,145,069	1,152,353	1,208,850	1,208,850	1,261,730
27	Capital Cost Allocation	-	-	-	-	-	-
28	Contribution Margin	-	-	-	-	-	-
29	Total Expenses & Expense Allocations	\$ 1,289,653	\$ 1,145,069	\$ 1,152,353	\$ 1,208,850	\$ 1,208,850	\$ 1,261,730
30	Results of Operations	\$ (195,067)	\$ 143,884	\$ (23,556)	\$ (16,376)	\$ -	\$ -
INVESTMENT TRANSFERS							
31	Transfer To (From) Plant Fund	11,340	-	18,620	-	-	-
32	Transfer To (From) Quasi Endowments	-	-	-	-	-	-
33	Repair & Replacement Transfers	-	-	-	-	-	-
34	Internal Bank Transfers	-	-	-	-	-	-
35	Total Investment Transfers	\$ 11,340	\$ -	\$ 18,620	\$ -	\$ -	\$ -
36	Total Transfer To (From) Reserve	(206,407)	143,884	(42,176)	(16,376)	-	-
37	Adjusted Net Results	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Ratio: Row 26	Total Direct Expenses - Share of University Total	0.2%	0.2%	0.2%	0.2%	0.2%	0.2%

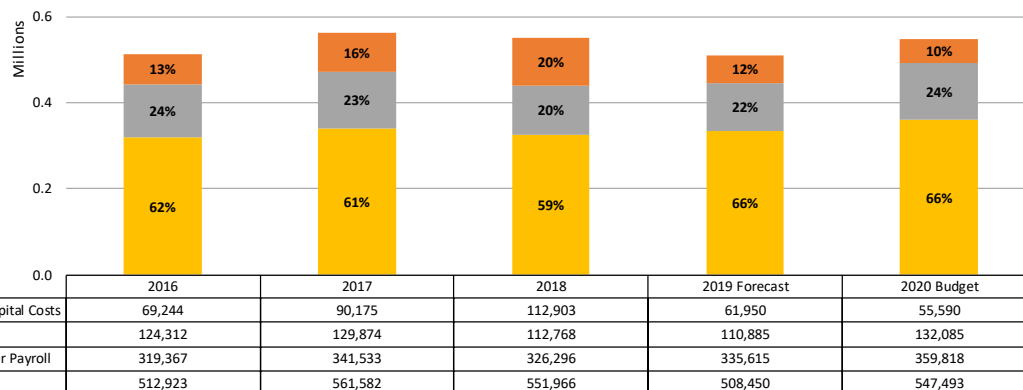
Direct Expenses



13.3.12 International Student & Faculty Services (ISFS)

ISFS	FY 2016	FY 2017	FY 2018	FY 2019 Budget	FY 2019 Forecast	FY 2020 Budget
REVENUES						
1 State Appropriations	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
2 Gross Undergraduate Tuition & Fees	40,390	30,905	43,190	31,500	37,500	42,750
3 Undergraduate Financial Aid	-	-	(10,300)	-	-	-
4 Net Undergraduate Tuition & Fees	40,390	30,905	32,890	31,500	37,500	42,750
5 Gross Graduate Tuition & Fees	-	-	-	21,000	-	-
6 Graduate Financial Aid	-	(550)	(650)	-	-	-
7 Net Graduate Tuition & Fees	-	(550)	(650)	21,000	-	-
8 Room & Board	-	-	-	-	-	-
9 Grants & Contracts	-	2,621	(105)	-	-	-
10 Facilities & Admin Cost Recovery	-	-	-	-	-	-
11 Endowment Distributions	4,901	10,514	10,196	-	-	-
12 Contributions	-	-	-	-	-	-
13 Investment Income	-	-	-	-	-	-
14 Internal & External Sales	270	-	955	-	-	-
15 Total Revenues	45,561	43,490	43,285	52,500	37,500	42,750
16 Administrative Cost Distribution	496,335	503,631	516,515	513,130	513,130	518,823
17 Total Revenues & Revenue Allocation	\$ 541,896	\$ 547,121	\$ 559,801	\$ 565,630	\$ 550,630	\$ 561,573
18 Funding Transfers	\$ (5,739)	\$ (56,634)	\$ (5,269)	\$ (4,500)	\$ -	\$ -
EXPENSES						
19 Total Salaries, Wages, & Other Payroll	319,367	341,533	326,296	358,565	335,615	359,818
20 Total Benefits	124,312	129,874	112,768	132,898	110,885	132,085
21 Supplies, Services, & Capital Costs	69,244	90,175	112,903	78,667	61,950	55,590
22 External Debt Service - Principal	-	-	-	-	-	-
23 External Debt Service - Interest	-	-	-	-	-	-
24 Internal Principal & Interest	-	-	-	-	-	-
25 Depreciation	-	-	-	-	-	-
26 Total Direct Expenses	512,923	561,582	551,966	570,130	508,450	547,493
27 Capital Cost Allocation	-	-	-	-	-	-
28 Contribution Margin	-	-	-	-	-	-
29 Total Expenses & Expense Allocations	\$ 512,923	\$ 561,582	\$ 551,966	\$ 570,130	\$ 508,450	\$ 547,493
30 Results of Operations	\$ 34,711	\$ 42,173	\$ 13,104	\$ -	\$ 42,180	\$ 14,080
INVESTMENT TRANSFERS						
31 Transfer To (From) Plant Fund	(127)	-	-	-	-	-
32 Transfer To (From) Quasi Endowments	-	-	-	-	-	-
33 Repair & Replacement Transfers	-	-	-	-	-	-
34 Internal Bank Transfers	-	-	-	-	-	-
35 Total Investment Transfers	\$ (127)	\$ -	\$ -	\$ -	\$ -	\$ -
36 Total Transfer To (From) Reserve	34,838	42,173	13,104	-	42,180	14,080
37 Adjusted Net Results	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Ratio: Row 26	Total Direct Expenses - Share of University Total	0.1%	0.1%	0.1%	0.1%	0.1%

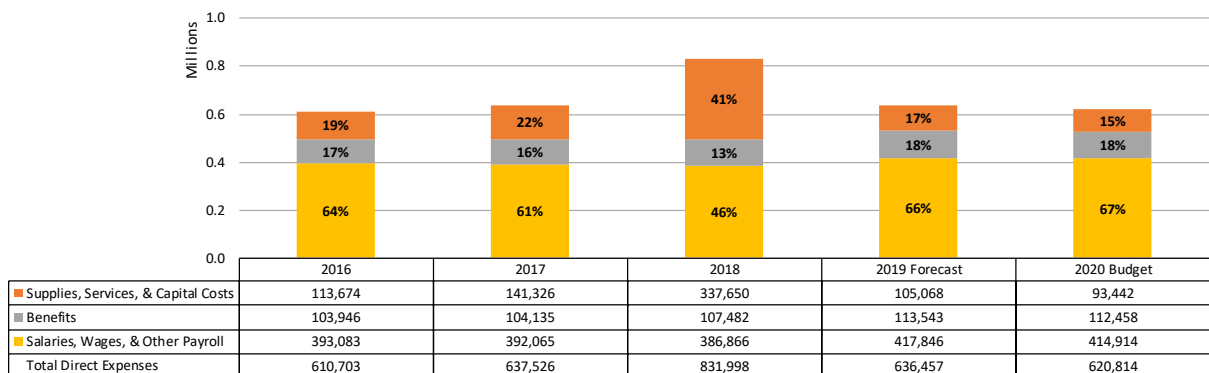
Direct Expenses



13.3.13 Kennedy Museum

Kennedy Museum		FY 2016	FY 2017	FY 2018	FY 2019 Budget	FY 2019 Forecast	FY 2020 Budget
REVENUES							
1	State Appropriations	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
2	Gross Undergraduate Tuition & Fees	-	-	-	-	-	-
3	Undergraduate Financial Aid	-	-	-	-	-	-
4	Net Undergraduate Tuition & Fees	-	-	-	-	-	-
5	Gross Graduate Tuition & Fees	-	-	-	-	-	-
6	Graduate Financial Aid	-	-	-	-	-	-
7	Net Graduate Tuition & Fees	-	-	-	-	-	-
8	Room & Board	-	-	-	-	-	-
9	Grants & Contracts	19,389	54,809	76,067	55,250	86,141	83,838
10	Facilities & Admin Cost Recovery	-	-	-	-	-	-
11	Endowment Distributions	65,702	66,710	64,562	63,755	65,980	64,802
12	Contributions	472,807	37,589	54,705	40,000	35,000	45,000
13	Investment Income	-	-	-	-	-	-
14	Internal & External Sales	7,317	348	1,015	350	1,800	2,000
15	Total Revenues	565,214	159,456	196,349	159,355	188,921	195,640
16	Administrative Cost Distribution	366,163	382,848	366,192	372,380	372,380	377,319
17	Total Revenues & Revenue Allocation	\$ 931,377	\$ 542,305	\$ 562,541	\$ 531,735	\$ 561,301	\$ 572,959
18	Funding Transfers	\$ (38,361)	\$ (29,137)	\$ (111,963)	\$ (29,396)	\$ (48,455)	\$ (47,855)
EXPENSES							
19	Total Salaries, Wages, & Other Payroll	393,083	392,065	386,866	396,636	417,846	414,914
20	Total Benefits	103,946	104,135	107,482	109,286	113,543	112,458
21	Supplies, Services, & Capital Costs	113,674	141,326	337,650	91,818	105,068	93,442
22	External Debt Service - Principal	-	-	-	-	-	-
23	External Debt Service - Interest	-	-	-	-	-	-
24	Internal Principal & Interest	-	-	-	-	-	-
25	Depreciation	-	-	-	-	-	-
26	Total Direct Expenses	610,703	637,526	831,998	597,740	636,457	620,814
27	Capital Cost Allocation	-	-	-	-	-	-
28	Contribution Margin	-	-	-	-	-	-
29	Total Expenses & Expense Allocations	\$ 610,703	\$ 637,526	\$ 831,998	\$ 597,740	\$ 636,457	\$ 620,814
30	Results of Operations	\$ 359,036	\$ (66,085)	\$ (157,494)	\$ (36,609)	\$ (26,701)	\$ -
INVESTMENT TRANSFERS							
31	Transfer To (From) Plant Fund	-	-	-	-	-	-
32	Transfer To (From) Quasi Endowments	-	-	-	-	-	-
33	Repair & Replacement Transfers	-	-	-	-	-	-
34	Internal Bank Transfers	-	-	-	-	-	-
35	Total Investment Transfers	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
36	Total Transfer To (From) Reserve	359,036	(66,085)	(157,494)	(36,609)	(26,701)	-
37	Adjusted Net Results	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Ratio: Row 26	Total Direct Expenses - Share of University Total	0.1%	0.1%	0.1%	0.1%	0.1%	0.1%

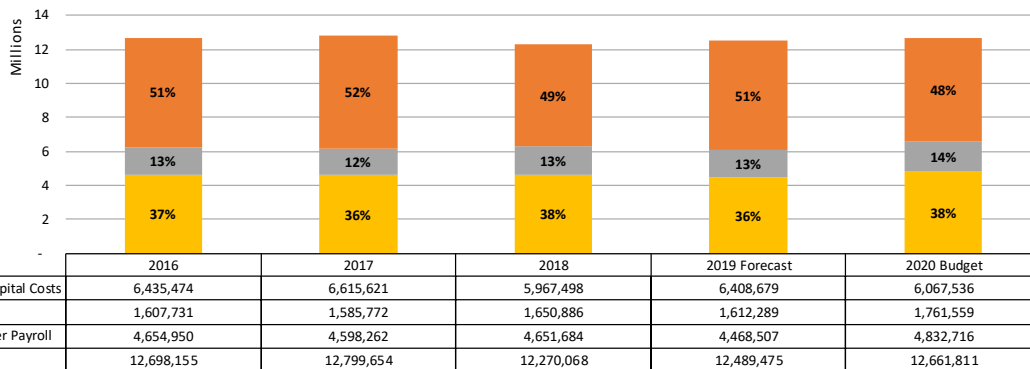
Direct Expenses



13.3.14 Library

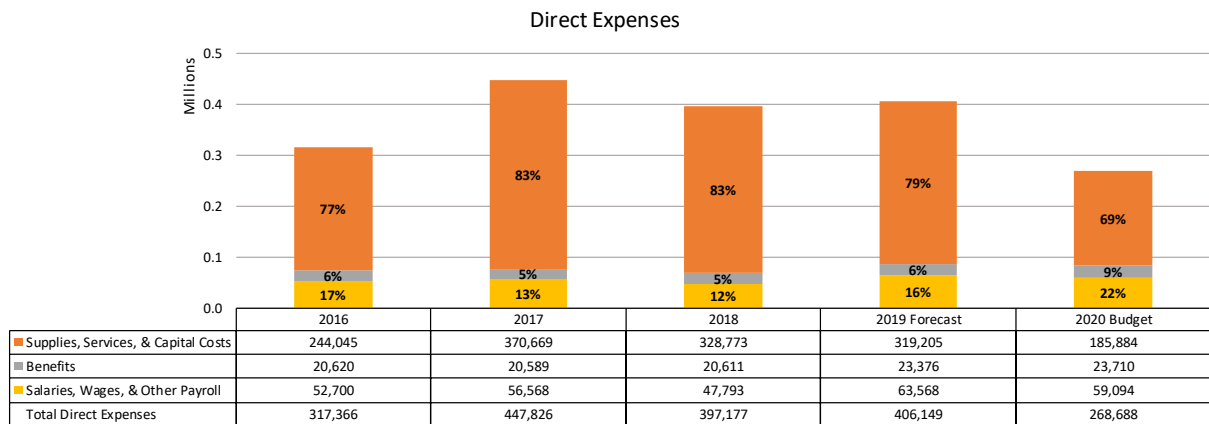
Library	FY 2016	FY 2017	FY 2018	FY 2019 Budget	FY 2019 Forecast	FY 2020 Budget	
REVENUES							
1 State Appropriations	\$ 169,861	\$ 169,861	\$ 164,765	\$ 164,765	\$ 164,765	\$ 164,765	
2 Gross Undergraduate Tuition & Fees	-	-	-	-	-	-	
3 Undergraduate Financial Aid	(3,500)	(3,800)	(800)	-	-	-	
4 Net Undergraduate Tuition & Fees	(3,500)	(3,800)	(800)	-	-	-	
5 Gross Graduate Tuition & Fees	-	-	-	-	-	-	
6 Graduate Financial Aid	(9,672)	(800)	(834)	-	-	-	
7 Net Graduate Tuition & Fees	(9,672)	(800)	(834)	-	-	-	
8 Room & Board	-	-	-	-	-	-	
9 Grants & Contracts	(8,288)	139,084	257,558	164,581	134,000	140,100	
10 Facilities & Admin Cost Recovery	-	-	10,631	-	-	-	
11 Endowment Distributions	380,753	380,994	391,606	397,285	382,880	328,445	
12 Contributions	107,897	70,174	79,636	87,000	702,500	275,000	
13 Investment Income	-	-	-	-	-	-	
14 Internal & External Sales	128,385	121,347	127,691	127,101	131,983	131,146	
15 Total Revenues	765,437	876,859	1,030,253	940,732	1,516,128	1,039,456	
16 Administrative Cost Distribution	11,400,639	11,517,479	11,176,102	11,195,254	11,195,254	11,324,892	
17 Total Revenues & Revenue Allocation	\$ 12,166,076	\$ 12,394,338	\$ 12,206,355	\$ 12,135,986	\$ 12,711,382	\$ 12,364,348	
18 Funding Transfers	\$ (105,969)	\$ (73,747)	\$ (119,572)	\$ (83,086)	\$ (99,423)	\$ (412,109)	
EXPENSES							
19 Total Salaries, Wages, & Other Payroll	4,654,950	4,598,262	4,651,684	4,916,857	4,468,507	4,832,716	
20 Total Benefits	1,607,731	1,585,772	1,650,886	1,758,977	1,612,289	1,761,559	
21 Supplies, Services, & Capital Costs	6,435,474	6,615,621	5,967,498	5,756,382	6,408,679	6,067,536	
22 External Debt Service - Principal	-	-	-	-	-	-	
23 External Debt Service - Interest	-	-	-	-	-	-	
24 Internal Principal & Interest	-	-	-	-	-	-	
25 Depreciation	-	-	-	-	-	-	
26 Total Direct Expenses	12,698,155	12,799,654	12,270,068	12,432,216	12,489,475	12,661,811	
27 Capital Cost Allocation	-	-	-	-	-	-	
28 Contribution Margin	(384,000)	(384,000)	(384,000)	(384,000)	(384,000)	-	
29 Total Expenses & Expense Allocations	\$ 12,314,155	\$ 12,415,654	\$ 11,886,068	\$ 12,048,216	\$ 12,105,475	\$ 12,661,811	
30 Results of Operations	\$ (42,110)	\$ 52,431	\$ 439,859	\$ 170,856	\$ 705,330	\$ 114,646	
INVESTMENT TRANSFERS							
31 Transfer To (From) Plant Fund	230,331	242,250	85,442	50,000	272,930	359,837	
32 Transfer To (From) Quasi Endowments	-	-	-	-	-	-	
33 Repair & Replacement Transfers	-	-	-	-	-	-	
34 Internal Bank Transfers	-	-	-	-	-	-	
35 Total Investment Transfers	\$ 230,331	\$ 242,250	\$ 85,442	\$ 50,000	\$ 272,930	\$ 359,837	
36 Total Transfer To (From) Reserve	(272,441)	(189,819)	354,417	120,856	432,400	(245,191)	
37 Adjusted Net Results	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Ratio: Row 26	Total Direct Expenses - Share of University Total	1.8%	1.8%	1.7%	1.7%	1.8%	1.7%

Direct Expenses



13.3.15 Marching 110

Marching 110		FY 2016	FY 2017	FY 2018	FY 2019 Budget	FY 2019 Forecast	FY 2020 Budget
REVENUES							
1	State Appropriations	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
2	Gross Undergraduate Tuition & Fees	4,082	3,870	6,245	4,500	6,000	6,000
3	Undergraduate Financial Aid	(5,250)	(3,750)	(250)	(5,000)	(6,000)	(15,000)
4	Net Undergraduate Tuition & Fees	(1,168)	120	5,995	(500)	-	(9,000)
5	Gross Graduate Tuition & Fees	-	-	-	-	-	-
6	Graduate Financial Aid	-	-	-	-	-	-
7	Net Graduate Tuition & Fees	-	-	-	-	-	-
8	Room & Board	-	-	-	-	-	-
9	Grants & Contracts	-	-	-	-	-	-
10	Facilities & Admin Cost Recovery	-	-	-	-	-	-
11	Endowment Distributions	3,777	3,861	3,758	3,711	3,671	3,757
12	Contributions	9,584	11,909	18,749	10,000	28,000	38,000
13	Investment Income	-	-	-	-	-	-
14	Internal & External Sales	25,679	19,348	73,679	23,000	37,000	35,000
15	Total Revenues	37,871	35,238	102,181	36,211	68,671	67,757
16	Administrative Cost Distribution	189,412	190,280	190,902	192,044	192,044	192,931
17	Total Revenues & Revenue Allocation	\$ 227,283	\$ 225,517	\$ 293,083	\$ 228,255	\$ 260,715	\$ 260,688
18	Funding Transfers	\$ (120,006)	\$ (179,384)	\$ (121,585)	\$ -	\$ (145,434)	\$ (8,000)
EXPENSES							
19	Total Salaries, Wages, & Other Payroll	52,700	56,568	47,793	52,345	63,568	59,094
20	Total Benefits	20,620	20,589	20,611	21,257	23,376	23,710
21	Supplies, Services, & Capital Costs	244,045	370,669	328,773	161,500	319,205	185,884
22	External Debt Service - Principal	-	-	-	-	-	-
23	External Debt Service - Interest	-	-	-	-	-	-
24	Internal Principal & Interest	-	-	-	-	-	-
25	Depreciation	-	-	-	-	-	-
26	Total Direct Expenses	317,366	447,826	397,177	235,102	406,149	268,688
27	Capital Cost Allocation	-	-	-	-	-	-
28	Contribution Margin	-	-	-	-	-	-
29	Total Expenses & Expense Allocations	\$ 317,366	\$ 447,826	\$ 397,177	\$ 235,102	\$ 406,149	\$ 268,688
30	Results of Operations	\$ 29,924	\$ (42,925)	\$ 17,491	\$ (6,847)	\$ -	\$ -
INVESTMENT TRANSFERS							
31	Transfer To (From) Plant Fund	-	-	-	-	-	-
32	Transfer To (From) Quasi Endowments	-	-	-	-	-	-
33	Repair & Replacement Transfers	-	-	-	-	-	-
34	Internal Bank Transfers	-	-	-	-	-	-
35	Total Investment Transfers	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
36	Total Transfer To (From) Reserve	29,924	(42,925)	17,491	(6,847)	-	-
37	Adjusted Net Results	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Ratio: Row 26	Total Direct Expenses - Share of University Total	0.0%	0.1%	0.1%	0.0%	0.1%	0.0%

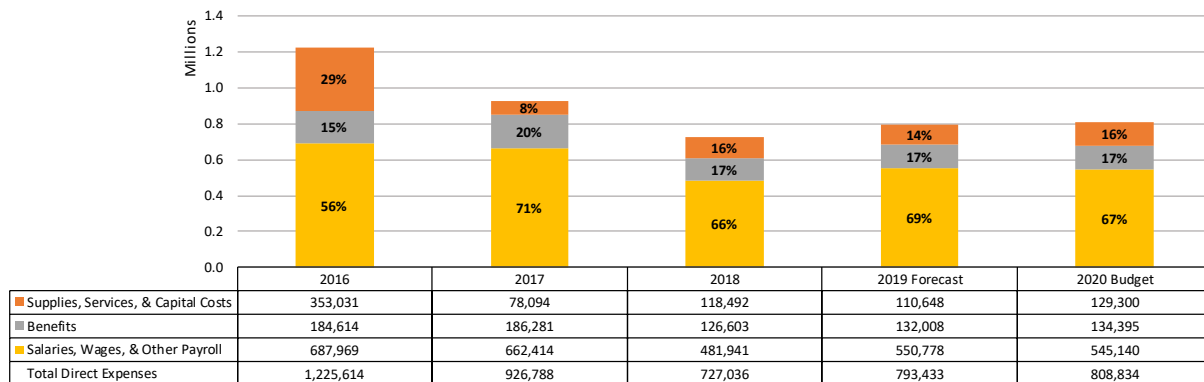


Note: Budgets (FY19 and FY20) exclude Athletic bowl game-related expenses and associated funding transfers.

13.3.16 Wellworks

Wellworks		FY 2016	FY 2017	FY 2018	FY 2019 Budget	FY 2019 Forecast	FY 2020 Budget
REVENUES							
1	State Appropriations	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
2	Gross Undergraduate Tuition & Fees	-	-	-	-	-	-
3	Undergraduate Financial Aid	-	-	-	-	-	-
4	Net Undergraduate Tuition & Fees	-	-	-	-	-	-
5	Gross Graduate Tuition & Fees	-	-	-	-	-	-
6	Graduate Financial Aid	-	-	-	-	-	-
7	Net Graduate Tuition & Fees	-	-	-	-	-	-
8	Room & Board	-	-	-	-	-	-
9	Grants & Contracts	266,823	4,203	1,310	2,655	2,675	2,675
10	Facilities & Admin Cost Recovery	-	-	-	-	-	-
11	Endowment Distributions	-	-	-	-	-	-
12	Contributions	1,000	-	-	-	-	-
13	Investment Income	-	-	-	-	-	-
14	Internal & External Sales	820,322	668,621	515,405	455,420	511,979	491,600
15	Total Revenues	1,088,145	672,825	516,715	458,075	514,653	494,275
16	Administrative Cost Distribution	261,412	282,511	287,498	299,084	299,084	304,863
17	Total Revenues & Revenue Allocation	\$ 1,349,557	\$ 955,336	\$ 804,214	\$ 757,159	\$ 813,737	\$ 799,138
18	Funding Transfers	\$ (8,999)	\$ (7,857)	\$ 59,274	\$ (9,715)	\$ (9,696)	\$ (9,696)
EXPENSES							
19	Total Salaries, Wages, & Other Payroll	687,969	662,414	481,941	541,806	550,778	545,140
20	Total Benefits	184,614	186,281	126,603	138,122	132,008	134,395
21	Supplies, Services, & Capital Costs	353,031	78,094	118,492	86,947	110,648	129,300
22	External Debt Service - Principal	-	-	-	-	-	-
23	External Debt Service - Interest	-	-	-	-	-	-
24	Internal Principal & Interest	-	-	-	-	-	-
25	Depreciation	-	-	-	-	-	-
26	Total Direct Expenses	1,225,614	926,788	727,036	766,875	793,433	808,834
27	Capital Cost Allocation	-	-	-	-	-	-
28	Contribution Margin	-	-	-	-	-	-
29	Total Expenses & Expense Allocations	\$ 1,225,614	\$ 926,788	\$ 727,036	\$ 766,875	\$ 793,433	\$ 808,834
30	Results of Operations	\$ 132,942	\$ 36,404	\$ 17,904	\$ -	\$ 30,000	\$ -
INVESTMENT TRANSFERS							
31	Transfer To (From) Plant Fund	-	-	18,830	-	30,000	-
32	Transfer To (From) Quasi Endowments	-	-	-	-	-	-
33	Repair & Replacement Transfers	-	-	-	-	-	-
34	Internal Bank Transfers	-	-	-	-	-	-
35	Total Investment Transfers	\$ -	\$ -	\$ 18,830	\$ -	\$ 30,000	\$ -
36	Total Transfer To (From) Reserve	132,942	36,404	(926)	-	-	-
37	Adjusted Net Results	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Ratio: Row 26	Total Direct Expenses - Share of University Total	0.2%	0.1%	0.1%	0.1%	0.1%	0.1%

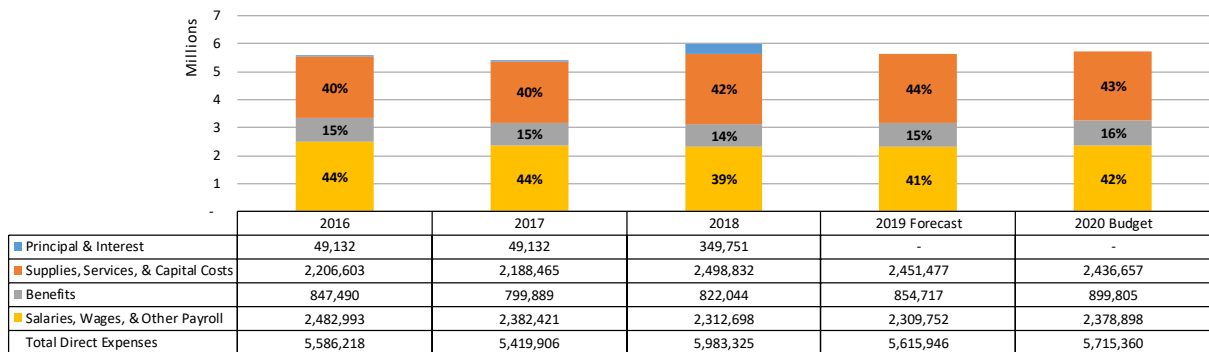
Direct Expenses



13.3.17 WOUB

WOUB	FY 2016	FY 2017	FY 2018	FY 2019 Budget	FY 2019 Forecast	FY 2020 Budget
REVENUES						
1 State Appropriations	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
2 Gross Undergraduate Tuition & Fees	-	-	-	-	-	-
3 Undergraduate Financial Aid	(3,375)	(1,750)	(1,750)	(1,075)	(1,075)	(1,435)
4 Net Undergraduate Tuition & Fees	(3,375)	(1,750)	(1,750)	(1,075)	(1,075)	(1,435)
5 Gross Graduate Tuition & Fees	-	-	-	-	-	-
6 Graduate Financial Aid	-	-	-	-	-	-
7 Net Graduate Tuition & Fees	-	-	-	-	-	-
8 Room & Board	-	-	-	-	-	-
9 Grants & Contracts	1,926,358	2,059,538	2,131,824	2,133,842	2,078,123	2,094,471
10 Facilities & Admin Cost Recovery	-	-	-	-	-	-
11 Endowment Distributions	1,964	2,094	2,160	98,323	98,323	75,482
12 Contributions	645,486	644,144	705,080	650,000	672,000	715,000
13 Investment Income	-	-	-	-	-	-
14 Internal & External Sales	383,628	18,773,662	371,607	271,676	251,352	280,795
15 Total Revenues	2,954,062	21,477,688	3,208,921	3,152,766	3,098,723	3,164,313
16 Administrative Cost Distribution	2,250,689	2,331,579	2,240,141	2,267,646	2,268,223	2,283,047
17 Total Revenues & Revenue Allocation	\$ 5,204,750	\$ 23,809,266	\$ 5,449,062	\$ 5,420,412	\$ 5,366,946	\$ 5,447,360
18 Funding Transfers	\$ (409,272)	\$ (84,527)	\$ (19,960)	\$ (19,000)	\$ (19,000)	\$ (18,000)
EXPENSES						
19 Total Salaries, Wages, & Other Payroll	2,482,993	2,382,421	2,312,698	2,262,119	2,309,752	2,378,898
20 Total Benefits	847,490	799,889	822,044	820,272	854,717	899,805
21 Supplies, Services, & Capital Costs	2,206,603	2,188,465	2,498,832	2,662,022	2,451,477	2,436,657
22 External Debt Service - Principal	-	-	-	-	-	-
23 External Debt Service - Interest	-	-	-	-	-	-
24 Internal Principal & Interest	49,132	49,132	349,751	-	-	-
25 Depreciation	-	-	-	-	-	-
26 Total Direct Expenses	5,586,218	5,419,906	5,983,325	5,744,413	5,615,946	5,715,360
27 Capital Cost Allocation	-	-	-	-	-	-
28 Contribution Margin	-	-	-	-	-	-
29 Total Expenses & Expense Allocations	\$ 5,586,218	\$ 5,419,906	\$ 5,983,325	\$ 5,744,413	\$ 5,615,946	\$ 5,715,360
30 Results of Operations	\$ 27,804	\$ 18,473,886	\$ (514,304)	\$ (305,001)	\$ (230,000)	\$ (250,000)
INVESTMENT TRANSFERS						
31 Transfer To (From) Plant Fund	-	-	2,959,400	-	-	-
32 Transfer To (From) Quasi Endowments	-	-	14,100,000	-	-	-
33 Repair & Replacement Transfers	-	-	-	-	-	-
34 Internal Bank Transfers	-	-	-	-	-	-
35 Total Investment Transfers	\$ -	\$ -	\$ 17,059,400	\$ -	\$ -	\$ -
36 Total Transfer To (From) Reserve	27,804	18,473,886	(17,573,704)	(305,001)	(230,000)	(250,000)
37 Adjusted Net Results	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Ratio: Row 26	Total Direct Expenses - Share of University Total	0.8%	0.8%	0.8%	0.8%	0.8%

Direct Expenses



14 Budget Unit Summaries—Operating Activity

Across the following pages, each of these summary columns are presented with Planning Unit detail.

Athens Colleges & Schools

- Arts & Sciences
- Business
- Communication
- Education
- Engineering
- Fine Arts
- Health Sciences
- Honors Tutorial College (Honors)
- Global Affairs and International Studies (OGAIS)
- University College
- Voinovich
- Heritage College of Osteopathic Medicine (HCOM)
 - HCOM Athens
 - HCOM Cleveland
 - HCOM Dublin

Regional Campuses

Auxiliaries

- Athletics
- Culinary Services
- Housing & Residence Life
- Parking & Transportation
- Printing

Central & Admin Operations

- Advancement
- Athena¹
- Benefits
 - Employee Fee Waivers
 - Healthcare Expense
 - Workers Compensation Expense
- Central Operations
 - Central Accounting
 - Central Financial Aid
 - Debt Service
 - Healthcare Collection
 - Indirect Cost Collection
 - Institutional Projects & Initiatives
 - Program Support
 - Staff Governance
 - Workers Compensation Collection
- Child Development Center²
- Information Technology
- International Student & Faculty Services (ISFS)³
- Kennedy Museum¹
- Library
- Marching 110¹

- President
 - Diversity & Inclusion
 - Marketing
 - President
- Provost
 - Instructional Innovation
 - Enrollment Management
 - Provost
- Research
 - Graduate College
 - VP of Research
- Student Affairs
 - Bobcat Depot
 - Campus Recreation
 - Career Fee
 - VP of Student Affairs
- Airport
- Finance & Administration
 - Design & Construction
 - Finance
 - Human Resources
 - Logistics
 - Ohio University Police Department (OUPD)
 - Real Estate
 - VPFA Office
- Operations & Maintenance
 - Custodial
 - Environmental Health & Safety
 - Facilities Management & Safety
 - Grounds
 - Heating Plant
 - Maintenance
 - Utilities
- WellWorks⁴
- WOUB⁵
- Capital Improvement
- Transfer Adjustments

Reserves

- Strategic Opportunity Reserve
- Institutional Reserve
- Provost's Strategic Initiatives Reserve

Academic Support Units Affiliated with Colleges

- ¹ *Fine Arts*
- ² *Education*
- ³ *Global Affairs and International Studies*
- ⁴ *Health Sciences*
- ⁵ *Communication*

14.1 Athens Colleges & Schools

	Athens Colleges and Schools	Regional Campuses	Auxiliaries	Central & Admin Operations	Reserves	Operating Activity Subtotal	Non-Operating Activity	Financial Statement Adj & Component Units	GAAP Adj Totals
REVENUES									
1	State Appropriations	\$ 147.9	\$ 20.8	\$ -	\$ 0.2	\$ 6.6	\$ 175.5	\$ 26	\$ 201.1
2	Gross Undergraduate Tuition & Fees	245.1	33.9	-	5.6	2.2	286.8	-	286.8
3	Undergraduate Financial Aid	(49.3)	(4.8)	(16.7)	7.0	2.0	(61.9)	-	(61.9)
4	Net Undergraduate Tuition & Fees	195.7	29.1	(16.7)	12.5	4.2	224.9	-	224.9
5	Gross Graduate Tuition & Fees	127.9	0.1	-	0.7	-	128.7	-	128.7
6	Graduate Financial Aid	(27.3)	-	-	(0.5)	-	(27.9)	-	(27.9)
7	Net Graduate Tuition & Fees	100.6	0.1	-	0.2	-	100.9	-	100.9
8	Room & Board	-	-	87.7	-	-	87.7	-	87.7
9	Grants & Contracts	38.4	2.0	-	5.0	-	45.4	8.6	54.0
10	Facilities & Admin Cost Recovery	5.7	-	-	1.1	-	6.8	-	6.8
11	Endowment Distributions	13.6	0.5	0.2	14.8	-	29.1	(29.1)	-
12	Contributions	3.3	0.6	2.6	7.3	-	13.8	11.3	25.0
13	Investment Income	-	-	-	1.7	4.5	6.2	59.2	65.8
14	Internal & External Sales	9.8	0.6	23.5	34.7	-	68.6	0.3	75.7
15	Total Revenues	515.1	53.6	97.3	77.6	15.3	758.9	75.8	842.0
16	Administrative Cost Distribution	-	-	19.4	(22.7)	3.3	-	-	-
17	Total Revenues & Revenue Allocation	\$ 515.1	\$ 53.6	\$ 116.7	\$ 54.9	\$ 18.6	\$ 758.9	\$ 75.8	\$ 842.0
18	Funding Transfers	\$ (6.2)	\$ 0.5	\$ 2.3	\$ (13.9)	\$ 17.4	\$ -	\$ -	\$ -
EXPENSES									
19	Total Salaries, Wages, & Other Payroll	207.5	28.4	29.8	100.7	-	366.4	-	368.3
20	Total Benefits	62.0	9.6	9.7	41.7	-	123.0	-	123.0
21	Supplies, Services, & Capital Costs	70.9	5.9	35.1	87.8	-	199.7	193.8	200.1
22	External Debt Service - Principal	-	-	-	-	-	-	13.8	(13.8)
23	External Debt Service - Interest	-	-	-	-	-	-	29.6	(1.5)
24	Internal Principal & Interest	20.5	0.3	13.4	34.0	-	68.1	(68.1)	-
25	Depreciation	-	-	-	-	-	-	-	58.8
26	Total Direct Expenses	361.0	44.2	88.0	264.1	-	757.3	169.0	778.3
27	Capital Cost Allocation	13.0	-	1.5	(14.6)	-	-	-	-
28	Contribution Margin	168.9	7.6	16.0	(192.5)	-	-	-	-
29	Total Expenses & Expense Allocations	\$ 543.0	\$ 51.8	\$ 105.5	\$ 57.1	\$ -	\$ 757.3	\$ 169.0	\$ 778.3
30	Results of Operations	\$ (21.6)	\$ 1.4	\$ 8.9	\$ 11.7	\$ 1.3	\$ 1.6	\$ (93.2)	\$ 63.7
INVESTMENT TRANSFERS									
31	Transfer To (From) Plant Fund	9.1	0.9	12.5	4.7	0.3	27.5	(27.5)	-
32	Transfer To (From) Quasi Endowments	(0.9)	-	-	0.2	1.0	0.3	(0.3)	-
33	Repair & Replacement Transfers	-	-	-	-	-	-	-	-
34	Internal Bank Transfers	-	-	-	-	-	-	-	-
35	Total Investment Transfers	\$ 8.2	\$ 0.9	\$ 12.5	\$ 4.9	\$ 1.3	\$ 27.8	\$ (27.8)	\$ -
36	Total Transfer To (From) Reserve	(29.8)	0.5	(3.6)	6.8	-	(26.2)	26.2	-
37	Adjusted Net Results	\$ -	\$ -	\$ -	\$ -	\$ -	\$ (91.6)	\$ 155.3	\$ 63.7

	Arts & Sciences	Business	Communication	Education	Engineering	Fine Arts	
REVENUES							
1	State Appropriations	\$ 40,839,974	\$ 18,647,327	\$ 9,664,072	\$ 11,200,789	\$ 10,818,788	\$ 7,827,544
2	Gross Undergraduate Tuition & Fees	87,338,668	36,928,275	19,996,421	15,439,444	16,320,581	14,690,652
3	Undergraduate Financial Aid	(17,863,774)	(7,471,092)	(4,235,982)	(3,146,373)	(4,573,869)	(2,865,305)
4	Net Undergraduate Tuition & Fees	69,474,894	29,457,183	15,760,439	12,293,071	11,746,712	11,825,347
5	Gross Graduate Tuition & Fees	12,520,655	20,174,440	3,166,775	10,396,884	6,984,897	3,967,622
6	Graduate Financial Aid	(8,221,314)	(989,453)	(2,200,381)	(3,205,097)	(3,326,854)	(3,139,099)
7	Net Graduate Tuition & Fees	4,299,341	19,184,987	966,394	7,191,787	3,658,043	828,523
8	Room & Board	-	-	-	-	-	-
9	Grants & Contracts	4,378,943	200,573	571,000	665,675	9,000,000	90,000
10	Facilities & Admin Cost Recovery	1,441,293	-	40,000	-	2,460,000	-
11	Endowment Distributions	1,479,018	954,448	1,368,074	402,197	6,402,142	341,999
12	Contributions	470,303	1,074,122	157,500	145,000	150,000	160,500
13	Investment Income	-	-	-	-	-	-
14	Internal & External Sales	1,172,762	1,676,000	81,000	-	1,360,000	456,416
15	Total Revenues	123,556,528	71,194,640	28,608,480	31,898,519	45,595,685	21,530,329
16	Administrative Cost Distribution	-	-	-	-	-	-
17	Total Revenues & Revenue Allocation	\$ 123,556,528	\$ 71,194,640	\$ 28,608,480	\$ 31,898,519	\$ 45,595,685	\$ 21,530,329
18	Funding Transfers	\$ (103,987)	\$ (204,309)	\$ (203,833)	\$ (146,025)	\$ (90,130)	\$ (1,631,382)
EXPENSES							
19	Total Salaries, Wages, & Other Payroll	52,609,941	21,729,003	11,915,977	12,639,425	25,108,620	12,088,589
20	Total Benefits	15,459,433	5,842,414	3,528,247	3,828,259	6,212,991	3,707,199
21	Supplies, Services, & Capital Costs	5,917,194	12,230,453	1,945,181	2,162,810	8,754,773	2,646,317
22	External Debt Service - Principal	-	-	-	-	-	-
23	External Debt Service - Interest	-	-	-	-	-	-
24	Internal Principal & Interest	40,451	-	-	475,000	950,765	-
25	Depreciation	-	-	-	-	-	-
26	Total Direct Expenses	74,027,019	39,801,870	17,389,405	19,105,494	41,027,149	18,442,105
27	Capital Cost Allocation	4,629,568	638,090	1,726,407	818,109	1,707,028	1,200,327
28	Contribution Margin	56,553,912	31,782,101	11,144,292	13,551,032	2,439,360	4,017,604
29	Total Expenses & Expense Allocations	\$ 135,210,499	\$ 72,222,061	\$ 30,260,104	\$ 33,474,635	\$ 45,173,537	\$ 23,660,036
30	Results of Operations	\$ (11,549,984)	\$ (823,112)	\$ (1,447,791)	\$ (1,430,091)	\$ 512,278	\$ (498,324)
INVESTMENT TRANSFERS							
31	Transfer To (From) Plant Fund	-	50,000	-	-	1,007,000	-
32	Transfer To (From) Quasi Endowments	-	-	-	-	(1,007,000)	-
33	Repair & Replacement Transfers	-	-	-	-	-	-
34	Internal Bank Transfers	-	-	-	-	-	-
35	Total Investment Transfers	\$ -	\$ 50,000	\$ -	\$ -	\$ -	\$ -
36	Total Transfer To (From) Reserve	(11,549,984)	(873,112)	(1,447,791)	(1,430,091)	512,278	(498,324)
37	Adjusted Net Results	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

	Health Sciences	Honors	OGAIS	University College	Voinovich	Subtotal: Athens Colleges	
REVENUES							
1	State Appropriations	\$ 18,616,805	\$ 71,672	\$ 845,339	\$ 2,453,501	\$ 2,168,385	\$ 123,154,196
2	Gross Undergraduate Tuition & Fees	43,351,850	180,606	4,369,635	6,182,520	157,996	244,956,647
3	Undergraduate Financial Aid	(4,721,990)	(1,420,643)	(654,627)	(2,331,038)	(31,482)	(49,316,174)
4	Net Undergraduate Tuition & Fees	38,629,860	(1,240,037)	3,715,008	3,851,482	126,514	195,640,472
5	Gross Graduate Tuition & Fees	18,640,412	-	1,499,122	-	2,310,633	79,661,440
6	Graduate Financial Aid	(1,487,763)	-	(1,275,997)	(8,188)	(302,338)	(24,156,484)
7	Net Graduate Tuition & Fees	17,152,649	-	223,125	(8,188)	2,008,295	55,504,956
8	Room & Board	-	-	-	-	-	-
9	Grants & Contracts	1,508,372	9,375	13,932	348,243	7,692,530	24,478,643
10	Facilities & Admin Cost Recovery	62,085	-	-	-	1,029,625	5,033,004
11	Endowment Distributions	162,526	1,140,877	227,833	26,131	27,282	12,532,527
12	Contributions	116,445	56,000	-	76,500	-	2,406,370
13	Investment Income	-	-	-	-	-	-
14	Internal & External Sales	3,081,410	-	-	109,000	272,894	8,209,482
15	Total Revenues	79,330,152	37,887	5,025,237	6,856,669	13,325,525	426,959,651
16	Administrative Cost Distribution	-	-	-	-	-	-
17	Total Revenues & Revenue Allocation	\$ 79,330,152	\$ 37,887	\$ 5,025,237	\$ 6,856,669	\$ 13,325,525	\$ 426,959,651
18	Funding Transfers	\$ 45,000	\$ (567,155)	\$ 55,854	\$ (810,298)	\$ (914,625)	\$ (4,570,891)
EXPENSES							
19	Total Salaries, Wages, & Other Payroll	22,784,656	1,038,737	2,440,150	4,503,488	7,782,779	174,641,365
20	Total Benefits	7,475,561	374,188	647,930	1,364,297	2,466,121	50,906,640
21	Supplies, Services, & Capital Costs	9,723,451	633,100	3,111,748	981,072	7,398,668	55,504,767
22	External Debt Service - Principal	-	-	-	-	-	-
23	External Debt Service - Interest	-	-	-	-	-	-
24	Internal Principal & Interest	-	-	5,879	-	-	1,472,095
25	Depreciation	-	-	-	-	-	-
26	Total Direct Expenses	39,983,669	2,046,025	6,205,706	6,848,857	17,647,569	282,524,867
27	Capital Cost Allocation	1,027,092	9,856	120,409	132,833	221,380	12,231,099
28	Contribution Margin	43,486,545	(1,139,600)	(1,189,839)	798,254	(2,394,601)	159,049,060
29	Total Expenses & Expense Allocations	\$ 84,497,306	\$ 916,281	\$ 5,136,276	\$ 7,779,944	\$ 15,474,348	\$ 453,805,026
30	Results of Operations	\$ (5,212,154)	\$ (311,239)	\$ (166,893)	\$ (112,977)	\$ (1,234,197)	\$ (22,274,484)
INVESTMENT TRANSFERS							
31	Transfer To (From) Plant Fund	-	-	-	-	-	1,057,000
32	Transfer To (From) Quasi Endowments	-	-	-	-	-	(1,007,000)
33	Repair & Replacement Transfers	-	-	-	-	-	-
34	Internal Bank Transfers	-	-	-	-	-	-
35	Total Investment Transfers	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 50,000
36	Total Transfer To (From) Reserve	(5,212,154)	(311,239)	(166,893)	(112,977)	(1,234,197)	(22,324,484)
37	Adjusted Net Results	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

		HCOC Athens	HCOC Cleveland	HCOC Dublin	Subtotal: College of Medicine	Total: Athens Colleges & Schools
REVENUES						
1	State Appropriations	\$ 16,848,894	\$ 3,538,308	\$ 4,387,418	\$ 24,774,620	\$ 147,928,816
2	Gross Undergraduate Tuition & Fees	60,200	28,407	32,200	120,807	245,077,454
3	Undergraduate Financial Aid	(18,500)	-	-	(18,500)	(49,334,674)
4	Net Undergraduate Tuition & Fees	41,700	28,407	32,200	102,307	195,742,779
5	Gross Graduate Tuition & Fees	26,982,446	10,481,430	10,801,764	48,265,640	127,927,080
6	Graduate Financial Aid	(2,012,845)	(516,837)	(612,723)	(3,142,405)	(27,298,889)
7	Net Graduate Tuition & Fees	24,969,601	9,964,593	10,189,041	45,123,235	100,628,191
8	Room & Board	-	-	-	-	-
9	Grants & Contracts	7,834,775	67,767	6,038,823	13,941,365	38,420,008
10	Facilities & Admin Cost Recovery	649,900	-	-	649,900	5,682,904
11	Endowment Distributions	1,072,733	-	5,515	1,078,248	13,610,775
12	Contributions	357,500	503,000	35,000	895,500	3,301,870
13	Investment Income	84	-	-	84	84
14	Internal & External Sales	1,515,039	4,000	45,708	1,564,747	9,774,229
15	Total Revenues	53,290,226	14,106,075	20,733,705	88,130,006	515,089,657
16	Administrative Cost Distribution	-	-	-	-	-
17	Total Revenues & Revenue Allocation	\$ 53,290,226	\$ 14,106,075	\$ 20,733,705	\$ 88,130,006	\$ 515,089,657
18	Funding Transfers	\$ (14,240,850)	\$ 4,440,353	\$ 8,138,537	\$ (1,661,960)	\$ (6,232,851)
EXPENSES						
19	Total Salaries, Wages, & Other Payroll	27,500,647	2,732,794	2,668,885	32,902,326	207,543,691
20	Total Benefits	9,204,398	997,859	922,342	11,124,599	62,031,239
21	Supplies, Services, & Capital Costs	9,590,068	2,893,865	2,929,225	15,413,158	70,917,925
22	External Debt Service - Principal	-	-	-	-	-
23	External Debt Service - Interest	-	-	-	-	-
24	Internal Principal & Interest	10,803,883	2,061,707	6,209,111	19,074,701	20,546,796
25	Depreciation	-	-	-	-	-
26	Total Direct Expenses	57,098,996	8,686,225	12,729,563	78,514,784	361,039,651
27	Capital Cost Allocation	816,773	-	-	816,773	13,047,872
28	Contribution Margin	8,679,941	505,996	646,155	9,832,092	168,881,152
29	Total Expenses & Expense Allocations	\$ 66,595,710	\$ 9,192,221	\$ 13,375,718	\$ 89,163,649	\$ 542,968,675
30	Results of Operations	\$ 935,366	\$ 473,501	\$ (780,550)	\$ 628,317	\$ (21,646,167)
INVESTMENT TRANSFERS						
31	Transfer To (From) Plant Fund	1,200,000	-	6,800,000	8,000,000	9,057,000
32	Transfer To (From) Quasi Endowments	110,000	-	-	110,000	(897,000)
33	Repair & Replacement Transfers	-	-	-	-	-
34	Internal Bank Transfers	-	-	-	-	-
35	Total Investment Transfers	\$ 1,310,000	\$ -	\$ 6,800,000	\$ 8,110,000	\$ 8,160,000
36	Total Transfer To (From) Reserve	(374,634)	473,501	(7,580,550)	(7,481,683)	(29,806,167)
37	Adjusted Net Results	\$ -	\$ -	\$ -	\$ -	\$ -

14.2 Regional Campuses & Auxiliaries

	Athens Colleges and Schools	Regional Campuses	Auxiliaries	Central & Admin Operations	Reserves	Operating Activity Subtotal	Non-Operating Activity	Financial Statement Adj & Component Units	GAAP Adj Totals	
REVENUES										
1	State Appropriations	\$ 147.9	\$ 20.8	\$ -	\$ 0.2	\$ 6.6	\$ 175.5	\$ 25.6	\$ -	\$ 201.1
2	Gross Undergraduate Tuition & Fees	245.1	33.9	-	5.6	2.2	286.8	-	-	286.8
3	Undergraduate Financial Aid	(49.3)	(4.8)	(16.7)	7.0	2.0	(61.9)	-	-	(61.9)
4	Net Undergraduate Tuition & Fees	195.7	29.1	(16.7)	12.5	4.2	224.9	-	-	224.9
5	Gross Graduate Tuition & Fees	127.9	0.1	-	0.7	-	128.7	-	-	128.7
6	Graduate Financial Aid	(27.3)	-	-	(0.5)	-	(27.9)	-	-	(27.9)
7	Net Graduate Tuition & Fees	100.6	0.1	-	0.2	-	100.9	-	-	100.9
8	Room & Board	-	-	87.7	-	-	87.7	-	-	87.7
9	Grants & Contracts	38.4	2.0	-	5.0	-	45.4	8.6	-	54.0
10	Facilities & Admin Cost Recovery	5.7	-	-	1.1	-	6.8	-	-	6.8
11	Endowment Distributions	13.6	0.5	0.2	14.8	-	29.1	(29.1)	-	-
12	Contributions	3.3	0.6	2.6	7.3	-	13.8	11.3	-	25.0
13	Investment Income	-	-	-	1.7	4.5	6.2	59.2	0.4	65.8
14	Internal & External Sales	9.8	0.6	23.5	34.7	-	68.6	0.3	6.9	75.7
15	Total Revenues	515.1	53.6	97.3	77.6	15.3	758.9	75.8	7.3	842.0
16	Administrative Cost Distribution	-	-	19.4	(22.7)	3.3	-	-	-	-
17	Total Revenues & Revenue Allocation	\$ 515.1	\$ 53.6	\$ 116.7	\$ 54.9	\$ 18.6	\$ 758.9	\$ 75.8	\$ 7.3	\$ 842.0
18	Funding Transfers	\$ (6.2)	\$ 0.5	\$ 2.3	\$ (13.9)	\$ 17.4	\$ -	\$ -	\$ -	\$ -
EXPENSES										
19	Total Salaries, Wages, & Other Payroll	207.5	28.4	29.8	100.7	-	366.4	-	1.8	368.3
20	Total Benefits	62.0	9.6	9.7	41.7	-	123.0	-	-	123.0
21	Supplies, Services, & Capital Costs	70.9	5.9	35.1	87.8	-	199.7	193.8	(193.4)	200.1
22	External Debt Service - Principal	-	-	-	-	-	-	13.8	(13.8)	-
23	External Debt Service - Interest	-	-	-	-	-	-	29.6	(1.5)	28.1
24	Internal Principal & Interest	20.5	0.3	13.4	34.0	-	68.1	(68.1)	-	-
25	Depreciation	-	-	-	-	-	-	-	58.8	58.8
26	Total Direct Expenses	361.0	44.2	88.0	264.1	-	757.3	169.0	(148.0)	778.3
27	Capital Cost Allocation	13.0	-	1.5	(14.6)	-	-	-	-	-
28	Contribution Margin	168.9	7.6	16.0	(192.5)	-	-	-	-	-
29	Total Expenses & Expense Allocations	\$ 543.0	\$ 51.8	\$ 105.5	\$ 57.1	\$ -	\$ 757.3	\$ 169.0	\$ (148.0)	\$ 778.3
30	Results of Operations	\$ (21.6)	\$ 1.4	\$ 8.9	\$ 11.7	\$ 1.3	\$ 1.6	\$ (93.2)	\$ 155.3	\$ 63.7
INVESTMENT TRANSFERS										
31	Transfer To (From) Plant Fund	9.1	0.9	12.5	4.7	0.3	27.5	(27.5)	-	-
32	Transfer To (From) Quasi Endowments	(0.9)	-	-	0.2	1.0	0.3	(0.3)	-	-
33	Repair & Replacement Transfers	-	-	-	-	-	-	-	-	-
34	Internal Bank Transfers	-	-	-	-	-	-	-	-	-
35	Total Investment Transfers	\$ 8.2	\$ 0.9	\$ 12.5	\$ 4.9	\$ 1.3	\$ 27.8	\$ (27.8)	\$ -	\$ -
36	Total Transfer To (From) Reserve	(29.8)	0.5	(3.6)	6.8	-	(26.2)	26.2	-	-
37	Adjusted Net Results	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ (91.6)	\$ 155.3	\$ 63.7

	Regional Campuses	Athletics	Culinary Services	Housing & Residence Life	Parking & Transportation	Printing	Total: Auxiliaries
REVENUES							
1	State Appropriations	\$ 20,756,234	\$ -	\$ -	\$ -	\$ -	\$ -
2	Gross Undergraduate Tuition & Fees	33,929,519	-	-	-	-	-
3	Undergraduate Financial Aid	(4,815,437)	(8,566,443)	(3,833,333)	(4,296,167)	-	(16,695,943)
4	Net Undergraduate Tuition & Fees	29,114,082	(8,566,443)	(3,833,333)	(4,296,167)	-	(16,695,943)
5	Gross Graduate Tuition & Fees	98,500	-	-	-	-	-
6	Graduate Financial Aid	(38,000)	-	-	(24,564)	-	(24,564)
7	Net Graduate Tuition & Fees	60,500	-	-	(24,564)	-	(24,564)
8	Room & Board	-	-	37,470,639	50,212,890	-	87,683,529
9	Grants & Contracts	1,965,654	-	-	-	-	-
10	Facilities & Admin Cost Recovery	-	-	-	-	-	-
11	Endowment Distributions	511,535	171,675	-	-	-	171,675
12	Contributions	598,100	2,616,442	-	-	-	2,616,442
13	Investment Income	-	-	-	-	-	-
14	Internal & External Sales	584,732	7,656,077	6,142,784	1,718,165	5,279,515	2,744,775
15	Total Revenues	53,590,837	1,877,751	39,780,090	47,610,324	5,279,515	2,744,775
16	Administrative Cost Distribution	-	19,245,668	-	150,000	-	-
17	Total Revenues & Revenue Allocation	\$ 53,590,837	\$ 21,123,419	\$ 39,780,090	\$ 47,760,324	\$ 5,279,515	\$ 2,744,775
							\$ 116,688,123
							\$ -
18	Funding Transfers	\$ 458,271	\$ (19,437)	\$ 288,398	\$ 1,894,230	\$ 159,349	\$ -
							\$ 2,322,540
EXPENSES							
19	Total Salaries, Wages, & Other Payroll	28,397,376	7,922,341	13,565,449	6,122,530	1,405,152	740,721
20	Total Benefits	9,628,759	2,623,481	5,107,146	1,100,622	544,298	333,931
21	Supplies, Services, & Capital Costs	5,883,547	7,071,672	16,472,762	7,475,822	2,676,834	1,451,175
22	External Debt Service - Principal	-	-	-	-	-	-
23	External Debt Service - Interest	-	-	-	-	-	-
24	Internal Principal & Interest	265,913	2,196,118	307,980	10,753,809	100,000	-
25	Depreciation	-	-	-	-	-	-
26	Total Direct Expenses	44,175,595	19,813,612	35,453,337	25,452,783	4,726,284	2,525,827
27	Capital Cost Allocation	-	1,512,753	-	-	-	-
28	Contribution Margin	7,605,870	-	2,859,840	12,669,381	226,356	218,948
29	Total Expenses & Expense Allocations	\$ 51,781,465	\$ 21,326,365	\$ 38,313,177	\$ 38,122,164	\$ 4,952,640	\$ 2,744,775
							\$ 105,459,121
30	Results of Operations	\$ 1,351,101	\$ (183,509)	\$ 1,178,515	\$ 7,743,930	\$ 167,526	\$ -
							\$ 8,906,462
INVESTMENT TRANSFERS							
31	Transfer To (From) Plant Fund	900,000	525,000	373,131	11,450,000	150,000	-
32	Transfer To (From) Quasi Endowments	-	-	-	-	-	-
33	Repair & Replacement Transfers	-	-	-	-	-	-
34	Internal Bank Transfers	-	-	-	-	-	-
35	Total Investment Transfers	\$ 900,000	\$ 525,000	\$ 373,131	\$ 11,450,000	\$ 150,000	\$ -
							\$ 12,498,131
36	Total Transfer To (From) Reserve	451,101	(708,509)	805,384	(3,706,070)	17,526	-
37	Adjusted Net Results	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
							\$ (3,591,669)

14.3 Central & Administrative Operations

	Athens Colleges and Schools	Regional Campuses	Auxiliaries	Central & Admin Operations	Reserves	Operating Activity Subtotal	Non-Operating Activity	Financial Statement Adj & Component Units	GAAP Adj Totals	
REVENUES										
1	State Appropriations	\$ 147.9	\$ 20.8	\$ -	\$ 0.2	\$ 6.6	\$ 175.5	\$ 25.6	\$ -	\$ 201.1
2	Gross Undergraduate Tuition & Fees	245.1	33.9	-	5.6	2.2	286.8	-	-	286.8
3	Undergraduate Financial Aid	(49.3)	(4.8)	(16.7)	7.0	2.0	(61.9)	-	-	(61.9)
4	Net Undergraduate Tuition & Fees	195.7	29.1	(16.7)	12.5	4.2	224.9	-	-	224.9
5	Gross Graduate Tuition & Fees	127.9	0.1	-	0.7	-	128.7	-	-	128.7
6	Graduate Financial Aid	(27.3)	-	-	(0.5)	-	(27.9)	-	-	(27.9)
7	Net Graduate Tuition & Fees	100.6	0.1	-	0.2	-	100.9	-	-	100.9
8	Room & Board	-	-	87.7	-	-	87.7	-	-	87.7
9	Grants & Contracts	38.4	2.0	-	5.0	-	45.4	8.6	-	54.0
10	Facilities & Admin Cost Recovery	5.7	-	-	1.1	-	6.8	-	-	6.8
11	Endowment Distributions	13.6	0.5	0.2	14.8	-	29.1	(29.1)	-	-
12	Contributions	3.3	0.6	2.6	7.3	-	13.8	11.3	-	25.0
13	Investment Income	-	-	-	1.7	4.5	6.2	59.2	0.4	65.8
14	Internal & External Sales	9.8	0.6	23.5	34.7	-	68.6	0.3	6.9	75.7
15	Total Revenues	515.1	53.6	97.3	77.6	15.3	758.9	75.8	7.3	842.0
16	Administrative Cost Distribution	-	-	19.4	(22.7)	3.3	-	-	-	-
17	Total Revenues & Revenue Allocation	\$ 515.1	\$ 53.6	\$ 116.7	\$ 54.9	\$ 18.6	\$ 758.9	\$ 75.8	\$ 7.3	\$ 842.0
18	Funding Transfers	\$ (6.2)	\$ 0.5	\$ 2.3	\$ (13.9)	\$ 17.4	\$ -	\$ -	\$ -	\$ -
EXPENSES										
19	Total Salaries, Wages, & Other Payroll	207.5	28.4	29.8	100.7	-	366.4	-	1.8	368.3
20	Total Benefits	62.0	9.6	9.7	41.7	-	123.0	-	-	123.0
21	Supplies, Services, & Capital Costs	70.9	5.9	35.1	87.8	-	199.7	193.8	(193.4)	200.1
22	External Debt Service - Principal	-	-	-	-	-	-	13.8	(13.8)	-
23	External Debt Service - Interest	-	-	-	-	-	-	29.6	(1.5)	28.1
24	Internal Principal & Interest	20.5	0.3	13.4	34.0	-	68.1	(68.1)	-	-
25	Depreciation	-	-	-	-	-	-	-	58.8	58.8
26	Total Direct Expenses	361.0	44.2	88.0	264.1	-	757.3	169.0	(148.0)	778.3
27	Capital Cost Allocation	13.0	-	1.5	(14.6)	-	-	-	-	-
28	Contribution Margin	168.9	7.6	16.0	(192.5)	-	-	-	-	-
29	Total Expenses & Expense Allocations	\$ 543.0	\$ 51.8	\$ 105.5	\$ 57.1	\$ -	\$ 757.3	\$ 169.0	\$ (148.0)	\$ 778.3
30	Results of Operations	\$ (21.6)	\$ 1.4	\$ 8.9	\$ 11.7	\$ 1.3	\$ 1.6	\$ (93.2)	\$ 155.3	\$ 63.7
INVESTMENT TRANSFERS										
31	Transfer To (From) Plant Fund	9.1	0.9	12.5	4.7	0.3	27.5	(27.5)	-	-
32	Transfer To (From) Quasi Endowments	(0.9)	-	-	0.2	1.0	0.3	(0.3)	-	-
33	Repair & Replacement Transfers	-	-	-	-	-	-	-	-	-
34	Internal Bank Transfers	-	-	-	-	-	-	-	-	-
35	Total Investment Transfers	\$ 8.2	\$ 0.9	\$ 12.5	\$ 4.9	\$ 1.3	\$ 27.8	\$ (27.8)	\$ -	\$ -
36	Total Transfer To (From) Reserve	(29.8)	0.5	(3.6)	6.8	-	(26.2)	26.2	-	-
37	Adjusted Net Results	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ (91.6)	\$ 155.3	\$ 63.7

		Advancement	Athena	Employee Fee Waivers	Healthcare Expense	Workers Compensation Expense	Subtotal: Benefits
REVENUES							
1	State Appropriations	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
2	Gross Undergraduate Tuition & Fees	-	-	-	-	-	-
3	Undergraduate Financial Aid	-	-	-	-	-	-
4	Net Undergraduate Tuition & Fees	-	-	-	-	-	-
5	Gross Graduate Tuition & Fees	-	-	-	-	-	-
6	Graduate Financial Aid	-	-	-	-	-	-
7	Net Graduate Tuition & Fees	-	-	-	-	-	-
8	Room & Board	-	-	-	-	-	-
9	Grants & Contracts	-	81,500	-	-	-	-
10	Facilities & Admin Cost Recovery	-	-	-	-	-	-
11	Endowment Distributions	7,536,068	-	-	-	-	-
12	Contributions	975,000	5,000	-	-	-	-
13	Investment Income	1,744,142	-	-	-	-	-
14	Internal & External Sales	669,825	232,000	-	4,000,000	-	4,000,000
15	Total Revenues	10,925,035	318,500	-	4,000,000	-	4,000,000
16	Administrative Cost Distribution	3,377,310	97,333	8,787,483	-	-	8,787,483
17	Total Revenues & Revenue Allocation	\$ 14,302,345	\$ 415,833	\$ 8,787,483	\$ 4,000,000	\$ -	\$ 12,787,483
18	Funding Transfers	\$ 91,165	\$ (50,500)	\$ -	\$ -	\$ -	\$ -
EXPENSES							
19	Total Salaries, Wages, & Other Payroll	7,463,767	235,088	-	150,000	114,918	264,918
20	Total Benefits	2,585,266	66,704	8,787,483	60,084,233	1,381,335	70,253,051
21	Supplies, Services, & Capital Costs	3,945,773	164,541	-	847,500	113,488	960,988
22	External Debt Service - Principal	-	-	-	-	-	-
23	External Debt Service - Interest	-	-	-	-	-	-
24	Internal Principal & Interest	216,375	-	-	-	-	-
25	Depreciation	-	-	-	-	-	-
26	Total Direct Expenses	14,211,180	466,333	8,787,483	61,081,733	1,609,741	71,478,957
27	Capital Cost Allocation	-	-	-	-	-	-
28	Contribution Margin	-	-	-	-	-	-
29	Total Expenses & Expense Allocations	\$ 14,211,180	\$ 466,333	\$ 8,787,483	\$ 61,081,733	\$ 1,609,741	\$ 71,478,957
30	Results of Operations	\$ -	\$ -	\$ -	\$ (57,081,733)	\$ (1,609,741)	\$ (58,691,474)
INVESTMENT TRANSFERS							
31	Transfer To (From) Plant Fund	-	-	-	-	-	-
32	Transfer To (From) Quasi Endowments	-	-	-	-	-	-
33	Repair & Replacement Transfers	-	-	-	-	-	-
34	Internal Bank Transfers	-	-	-	-	-	-
35	Total Investment Transfers	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
36	Total Transfer To (From) Reserve	-	-	-	(57,081,733)	(1,609,741)	(58,691,474)
37	Adjusted Net Results	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

		Central Accounting	Central Financial Aid	Debt Service	Healthcare Collection	Indirect Cost Collection
REVENUES						
1	State Appropriations	\$ -	\$ -	\$ -	\$ -	\$ -
2	Gross Undergraduate Tuition & Fees	-	-	-	-	3,237,416
3	Undergraduate Financial Aid	-	(39,409,820)	-	-	48,148,639
4	Net Undergraduate Tuition & Fees	-	(39,409,820)	-	-	51,386,055
5	Gross Graduate Tuition & Fees	-	-	-	-	443,859
6	Graduate Financial Aid	-	-	-	-	-
7	Net Graduate Tuition & Fees	-	-	-	-	443,859
8	Room & Board	-	-	-	-	-
9	Grants & Contracts	-	325,370	-	-	-
10	Facilities & Admin Cost Recovery	-	-	-	-	-
11	Endowment Distributions	686,337	-	-	-	1,599,643
12	Contributions	5,000,000	-	-	-	-
13	Investment Income	-	-	-	-	-
14	Internal & External Sales	1,068,516	128,159	-	-	1,854,825
15	Total Revenues	6,754,853	(38,956,291)	-	-	55,284,383
16	Administrative Cost Distribution	5,201,136	39,946,750	32,690,336	-	(269,850,272)
17	Total Revenues & Revenue Allocation	\$ 11,955,989	\$ 990,459	\$ 32,690,336	\$ -	\$ (214,565,889)
18	Funding Transfers	\$ 1,031,189	\$ 990,459	\$ -	\$ -	\$ 317,821
EXPENSES						
19	Total Salaries, Wages, & Other Payroll	-	-	-	-	-
20	Total Benefits	1,100,569	-	-	(58,967,707)	(5,738,896)
21	Supplies, Services, & Capital Costs	4,624,770	-	-	-	-
22	External Debt Service - Principal	-	-	-	-	-
23	External Debt Service - Interest	-	-	-	-	-
24	Internal Principal & Interest	358,164	-	29,958,120	-	-
25	Depreciation	-	-	-	-	-
26	Total Direct Expenses	6,083,503	-	29,958,120	(58,967,707)	(5,738,896)
27	Capital Cost Allocation	-	-	-	-	(14,560,626)
28	Contribution Margin	-	-	-	-	(192,461,547)
29	Total Expenses & Expense Allocations	\$ 6,083,503	\$ -	\$ 29,958,120	\$ (58,967,707)	\$ (212,761,069)
30	Results of Operations	\$ 4,841,298	\$ -	\$ 2,732,216	\$ 58,967,707	\$ (2,122,642)
INVESTMENT TRANSFERS						
31	Transfer To (From) Plant Fund	-	-	1,850,000	-	-
32	Transfer To (From) Quasi Endowments	191,293	-	-	-	-
33	Repair & Replacement Transfers	-	-	-	-	-
34	Internal Bank Transfers	-	-	-	-	-
35	Total Investment Transfers	\$ 191,293	\$ -	\$ 1,850,000	\$ -	\$ -
36	Total Transfer To (From) Reserve	4,650,005	-	882,216	58,967,707	(2,122,642)
37	Adjusted Net Results	\$ -	\$ -	\$ -	\$ -	\$ -

		Institutional Projects & Initiatives	Program Support	Staff Governance	Workers Compensation Collection	Subtotal: Central Operations
REVENUES						
1	State Appropriations	\$ -	\$ -	\$ -	\$ -	\$ -
2	Gross Undergraduate Tuition & Fees	-	-	-	-	3,237,416
3	Undergraduate Financial Aid	-	-	-	-	8,738,819
4	Net Undergraduate Tuition & Fees	-	-	-	-	11,976,235
5	Gross Graduate Tuition & Fees	-	-	-	-	443,859
6	Graduate Financial Aid	-	-	-	-	-
7	Net Graduate Tuition & Fees	-	-	-	-	443,859
8	Room & Board	-	-	-	-	-
9	Grants & Contracts	-	-	-	-	325,370
10	Facilities & Admin Cost Recovery	-	-	-	-	-
11	Endowment Distributions	-	-	-	-	2,285,980
12	Contributions	-	-	-	-	5,000,000
13	Investment Income	-	-	-	-	-
14	Internal & External Sales	-	-	-	-	7,051,500
15	Total Revenues	-	-	-	-	27,082,945
16	Administrative Cost Distribution	-	2,540,966	144,219	150,969	(180,388,413)
17	Total Revenues & Revenue Allocation	\$ -	\$ 2,540,966	\$ 144,219	\$ 150,969	\$ (153,305,468)
						\$ -
18	Funding Transfers	\$ (1,350,000)	\$ (114,000)	\$ -	\$ -	\$ 875,469
EXPENSES						
19	Total Salaries, Wages, & Other Payroll	-	66,169	86,370	-	417,457
20	Total Benefits	-	6,247	27,690	(3,087,676)	3,593,278
21	Supplies, Services, & Capital Costs	1,350,000	804,175	30,159	-	7,770,092
22	External Debt Service - Principal	-	-	-	-	-
23	External Debt Service - Interest	-	-	-	-	-
24	Internal Principal & Interest	-	-	-	-	30,316,284
25	Depreciation	-	-	-	-	-
26	Total Direct Expenses	1,350,000	876,591	144,219	(3,087,676)	42,097,111
27	Capital Cost Allocation	-	-	-	-	(14,560,626)
28	Contribution Margin	-	-	-	-	(192,461,547)
29	Total Expenses & Expense Allocations	\$ 1,350,000	\$ 876,591	\$ 144,219	\$ (3,087,676)	\$ (164,925,061)
30	Results of Operations	\$ -	\$ 1,778,375	\$ -	\$ 3,238,645	\$ 10,744,124
INVESTMENT TRANSFERS						
31	Transfer To (From) Plant Fund	-	1,778,375	-	-	3,628,375
32	Transfer To (From) Quasi Endowments	-	-	-	-	191,293
33	Repair & Replacement Transfers	-	-	-	-	-
34	Internal Bank Transfers	-	-	-	-	-
35	Total Investment Transfers	\$ -	\$ 1,778,375	\$ -	\$ -	\$ 3,819,668
36	Total Transfer To (From) Reserve	-	-	-	3,238,645	6,924,457
37	Adjusted Net Results	\$ -	\$ -	\$ -	\$ -	\$ -

	Child Development Center	Information Technology	ISFS	Kennedy Museum	Library
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REVENUES

1	State Appropriations	\$ -	\$ -	\$ -	\$ -	\$ 164,765
2	Gross Undergraduate Tuition & Fees	-	100,500	42,750	-	-
3	Undergraduate Financial Aid	-	-	-	-	-
4	Net Undergraduate Tuition & Fees	-	100,500	42,750	-	-
5	Gross Graduate Tuition & Fees	-	-	-	-	-
6	Graduate Financial Aid	-	-	-	-	-
7	Net Graduate Tuition & Fees	-	-	-	-	-
8	Room & Board	-	-	-	-	-
9	Grants & Contracts	-	-	-	83,838	140,100
10	Facilities & Admin Cost Recovery	-	-	-	-	-
11	Endowment Distributions	-	-	-	64,802	328,445
12	Contributions	-	-	-	45,000	275,000
13	Investment Income	-	-	-	-	-
14	Internal & External Sales	797,395	1,120,181	-	2,000	131,146
15	Total Revenues	797,395	1,220,681	42,750	195,640	1,039,456
16	Administrative Cost Distribution	434,503	26,976,401	518,823	377,319	11,324,892
17	Total Revenues & Revenue Allocation	\$ 1,231,898	\$ 28,197,082	\$ 561,573	\$ 572,959	\$ 12,364,348

18	Funding Transfers	\$ (29,832)	\$ (271,345)	\$ -	\$ (47,855)	\$ (412,109)
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EXPENSES

19	Total Salaries, Wages, & Other Payroll	815,016	12,850,366	359,818	414,914	4,832,716
20	Total Benefits	359,929	5,544,442	132,085	112,458	1,761,559
21	Supplies, Services, & Capital Costs	86,785	7,828,348	55,590	93,442	6,067,536
22	External Debt Service - Principal	-	-	-	-	-
23	External Debt Service - Interest	-	-	-	-	-
24	Internal Principal & Interest	-	-	-	-	-
25	Depreciation	-	-	-	-	-
26	Total Direct Expenses	1,261,730	26,223,156	547,493	620,814	12,661,811
27	Capital Cost Allocation	-	-	-	-	-
28	Contribution Margin	-	-	-	-	-
29	Total Expenses & Expense Allocations	\$ 1,261,730	\$ 26,223,156	\$ 547,493	\$ 620,814	\$ 12,661,811

30	Results of Operations	\$ -	\$ 2,245,271	\$ 14,080	\$ -	\$ 114,646
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INVESTMENT TRANSFERS

31	Transfer To (From) Plant Fund	-	2,245,271	-	-	359,837
32	Transfer To (From) Quasi Endowments	-	-	-	-	-
33	Repair & Replacement Transfers	-	-	-	-	-
34	Internal Bank Transfers	-	-	-	-	-
35	Total Investment Transfers	\$ -	\$ 2,245,271	\$ -	\$ -	\$ 359,837

36	Total Transfer To (From) Reserve	-	-	14,080	-	(245,191)
37	Adjusted Net Results	\$ -	\$ -	\$ -	\$ -	\$ -

		Marching 110	Diversity & Inclusion	Marketing	President	Subtotal: President
REVENUES						
1	State Appropriations	\$ -	\$ -	\$ -	\$ -	\$ -
2	Gross Undergraduate Tuition & Fees	6,000	-	-	-	-
3	Undergraduate Financial Aid	(15,000)	(132,297)	-	(5,500)	(137,797)
4	Net Undergraduate Tuition & Fees	(9,000)	(132,297)	-	(5,500)	(137,797)
5	Gross Graduate Tuition & Fees	-	-	-	-	-
6	Graduate Financial Aid	-	-	-	-	-
7	Net Graduate Tuition & Fees	-	-	-	-	-
8	Room & Board	-	-	-	-	-
9	Grants & Contracts	-	28,506	8,108	935	37,549
10	Facilities & Admin Cost Recovery	-	-	-	-	-
11	Endowment Distributions	3,757	228,098	-	21,227	249,325
12	Contributions	38,000	-	3,000	-	3,000
13	Investment Income	-	-	-	-	-
14	Internal & External Sales	35,000	-	21,000	-	21,000
15	Total Revenues	67,757	124,307	32,108	16,662	173,077
16	Administrative Cost Distribution	192,931	2,997,951	1,962,068	4,144,391	9,104,410
17	Total Revenues & Revenue Allocation	\$ 260,688	\$ 3,122,258	\$ 1,994,176	\$ 4,161,053	\$ 9,277,487
18	Funding Transfers	\$ (8,000)	\$ 698,394	\$ (30,522)	\$ (243,010)	\$ 424,862
EXPENSES						
19	Total Salaries, Wages, & Other Payroll	59,094	1,442,828	1,370,468	3,045,949	5,859,244
20	Total Benefits	23,710	461,402	489,797	874,402	1,825,601
21	Supplies, Services, & Capital Costs	185,884	519,635	164,434	483,712	1,167,781
22	External Debt Service - Principal	-	-	-	-	-
23	External Debt Service - Interest	-	-	-	-	-
24	Internal Principal & Interest	-	-	-	-	-
25	Depreciation	-	-	-	-	-
26	Total Direct Expenses	268,688	2,423,864	2,024,698	4,404,063	8,852,625
27	Capital Cost Allocation	-	-	-	-	-
28	Contribution Margin	-	-	-	-	-
29	Total Expenses & Expense Allocations	\$ 268,688	\$ 2,423,864	\$ 2,024,698	\$ 4,404,063	\$ 8,852,625
30	Results of Operations	\$ -	\$ -	\$ -	\$ -	\$ -
INVESTMENT TRANSFERS						
31	Transfer To (From) Plant Fund	-	-	-	-	-
32	Transfer To (From) Quasi Endowments	-	-	-	-	-
33	Repair & Replacement Transfers	-	-	-	-	-
34	Internal Bank Transfers	-	-	-	-	-
35	Total Investment Transfers	\$ -	\$ -	\$ -	\$ -	\$ -
36	Total Transfer To (From) Reserve	-	-	-	-	-
37	Adjusted Net Results	\$ -	\$ -	\$ -	\$ -	\$ -

		Instructional Innovation	Enrollment Management	Provost	Subtotal: Provost
REVENUES					
1	State Appropriations	\$ -	\$ -	\$ -	\$ -
2	Gross Undergraduate Tuition & Fees	-	519,331	-	519,331
3	Undergraduate Financial Aid	-	(1,563,804)	-	(1,563,804)
4	Net Undergraduate Tuition & Fees	-	(1,044,473)	-	(1,044,473)
5	Gross Graduate Tuition & Fees	-	-	-	-
6	Graduate Financial Aid	-	-	-	-
7	Net Graduate Tuition & Fees	-	-	-	-
8	Room & Board	-	-	-	-
9	Grants & Contracts	-	95,902	15,553	111,455
10	Facilities & Admin Cost Recovery	-	-	-	-
11	Endowment Distributions	1,746	1,558,804	718,538	2,279,088
12	Contributions	-	153,168	60,000	213,168
13	Investment Income	-	40	-	40
14	Internal & External Sales	-	(75,208)	1,031,132	955,924
15	Total Revenues	1,746	688,233	1,825,223	2,515,202
16	Administrative Cost Distribution	4,025,985	11,100,445	4,535,673	19,662,103
17	Total Revenues & Revenue Allocation	\$ 4,027,731	\$ 11,788,678	\$ 6,360,896	\$ 22,177,305
18	Funding Transfers	\$ (67,296)	\$ (731,190)	\$ 520,553	\$ (277,933)
EXPENSES					
19	Total Salaries, Wages, & Other Payroll	2,743,318	6,253,987	3,534,749	12,532,054
20	Total Benefits	910,641	2,628,632	1,132,994	4,672,267
21	Supplies, Services, & Capital Costs	441,068	3,637,249	1,172,600	5,250,917
22	External Debt Service - Principal	-	-	-	-
23	External Debt Service - Interest	-	-	-	-
24	Internal Principal & Interest	-	-	-	-
25	Depreciation	-	-	-	-
26	Total Direct Expenses	4,095,027	12,519,868	5,840,343	22,455,238
27	Capital Cost Allocation	-	-	-	-
28	Contribution Margin	-	-	-	-
29	Total Expenses & Expense Allocations	\$ 4,095,027	\$ 12,519,868	\$ 5,840,343	\$ 22,455,238
30	Results of Operations	\$ -	\$ -	\$ -	\$ -
INVESTMENT TRANSFERS					
31	Transfer To (From) Plant Fund	-	-	-	-
32	Transfer To (From) Quasi Endowments	-	-	-	-
33	Repair & Replacement Transfers	-	-	-	-
34	Internal Bank Transfers	-	-	-	-
35	Total Investment Transfers	\$ -	\$ -	\$ -	\$ -
36	Total Transfer To (From) Reserve	-	-	-	-
37	Adjusted Net Results	\$ -	\$ -	\$ -	\$ -

		Graduate College	VP of Research	Subtotal: Research
REVENUES				
1	State Appropriations	\$ -	\$ -	\$ -
2	Gross Undergraduate Tuition & Fees	279,189	-	279,189
3	Undergraduate Financial Aid	-	(10,000)	(10,000)
4	Net Undergraduate Tuition & Fees	279,189	(10,000)	269,189
5	Gross Graduate Tuition & Fees	271,631	-	271,631
6	Graduate Financial Aid	(489,883)	(10,000)	(499,883)
7	Net Graduate Tuition & Fees	(218,252)	(10,000)	(228,252)
8	Room & Board	-	-	-
9	Grants & Contracts	750	1,500,000	1,500,750
10	Facilities & Admin Cost Recovery	-	1,110,000	1,110,000
11	Endowment Distributions	-	1,860,333	1,860,333
12	Contributions	-	-	-
13	Investment Income	-	-	-
14	Internal & External Sales	-	3,291,084	3,291,084
15	Total Revenues	61,687	7,741,417	7,803,104
16	Administrative Cost Distribution	1,700,032	4,095,599	5,795,631
17	Total Revenues & Revenue Allocation	\$ 1,761,719	\$ 11,837,016	\$ 13,598,735
18	Funding Transfers	\$ 162,461	\$ 1,365,970	\$ 1,528,431
EXPENSES				
19	Total Salaries, Wages, & Other Payroll	1,123,826	4,898,708	6,022,534
20	Total Benefits	355,010	1,603,886	1,958,896
21	Supplies, Services, & Capital Costs	120,422	3,649,973	3,770,394
22	External Debt Service - Principal	-	-	-
23	External Debt Service - Interest	-	-	-
24	Internal Principal & Interest	-	78,383	78,383
25	Depreciation	-	-	-
26	Total Direct Expenses	1,599,258	10,230,949	11,830,208
27	Capital Cost Allocation	-	-	-
28	Contribution Margin	-	-	-
29	Total Expenses & Expense Allocations	\$ 1,599,258	\$ 10,230,949	\$ 11,830,208
30	Results of Operations	\$ -	\$ 240,097	\$ 240,097
INVESTMENT TRANSFERS				
31	Transfer To (From) Plant Fund	-	-	-
32	Transfer To (From) Quasi Endowments	-	-	-
33	Repair & Replacement Transfers	-	-	-
34	Internal Bank Transfers	-	-	-
35	Total Investment Transfers	\$ -	\$ -	\$ -
36	Total Transfer To (From) Reserve	-	240,097	240,097
37	Adjusted Net Results	\$ -	\$ -	\$ -

		Bobcat Depot	Campus Recreation	Career Fee	VP of Student Affairs	Subtotal: Student Affairs
REVENUES						
1	State Appropriations	\$ -	\$ -	\$ -	\$ -	\$ -
2	Gross Undergraduate Tuition & Fees	-	6,400	1,190,534	180,000	1,376,934
3	Undergraduate Financial Aid	-	-	-	(30,000)	(30,000)
4	Net Undergraduate Tuition & Fees	-	6,400	1,190,534	150,000	1,346,934
5	Gross Graduate Tuition & Fees	-	88	-	-	88
6	Graduate Financial Aid	-	-	-	-	-
7	Net Graduate Tuition & Fees	-	88	-	-	88
8	Room & Board	-	-	-	-	-
9	Grants & Contracts	-	-	-	-	-
10	Facilities & Admin Cost Recovery	-	-	-	-	-
11	Endowment Distributions	-	-	-	118,515	118,515
12	Contributions	-	-	-	-	-
13	Investment Income	-	-	-	-	-
14	Internal & External Sales	4,749,900	1,300,094	-	1,779,067	7,829,061
15	Total Revenues	4,749,900	1,306,582	1,190,534	2,047,582	9,294,598
16	Administrative Cost Distribution	-	3,221,735	-	10,830,695	14,052,430
17	Total Revenues & Revenue Allocation	\$ 4,749,900	\$ 4,528,317	\$ 1,190,534	\$ 12,878,277	\$ 23,347,028
18	Funding Transfers	\$ 21,188	\$ 54,704	\$ 1,190,534	\$ (1,621,014)	\$ (354,588)
EXPENSES						
19	Total Salaries, Wages, & Other Payroll	252,692	2,349,733	-	6,946,218	9,548,643
20	Total Benefits	72,238	461,633	-	2,296,498	2,830,369
21	Supplies, Services, & Capital Costs	4,371,751	1,504,032	-	2,293,782	8,169,565
22	External Debt Service - Principal	-	-	-	-	-
23	External Debt Service - Interest	-	-	-	-	-
24	Internal Principal & Interest	-	168,215	-	2,937,500	3,105,715
25	Depreciation	-	-	-	-	-
26	Total Direct Expenses	4,696,681	4,483,613	-	14,473,998	23,654,292
27	Capital Cost Allocation	-	-	-	-	-
28	Contribution Margin	-	-	-	-	-
29	Total Expenses & Expense Allocations	\$ 4,696,681	\$ 4,483,613	\$ -	\$ 14,473,998	\$ 23,654,292
30	Results of Operations	\$ 32,031	\$ (10,000)	\$ -	\$ 25,293	\$ 47,324
INVESTMENT TRANSFERS						
31	Transfer To (From) Plant Fund	-	-	-	-	-
32	Transfer To (From) Quasi Endowments	-	-	-	-	-
33	Repair & Replacement Transfers	-	-	-	-	-
34	Internal Bank Transfers	-	-	-	-	-
35	Total Investment Transfers	\$ -	\$ -	\$ -	\$ -	\$ -
36	Total Transfer To (From) Reserve	32,031	(10,000)	-	25,293	47,324
37	Adjusted Net Results	\$ -	\$ -	\$ -	\$ -	\$ -

		Airport	Design & Construction	Finance	Human Resources	Logistics
REVENUES						
1	State Appropriations	\$ -	\$ -	\$ -	\$ -	\$ -
2	Gross Undergraduate Tuition & Fees	-	-	-	-	-
3	Undergraduate Financial Aid	-	-	-	-	-
4	Net Undergraduate Tuition & Fees	-	-	-	-	-
5	Gross Graduate Tuition & Fees	-	-	-	-	-
6	Graduate Financial Aid	-	-	-	-	-
7	Net Graduate Tuition & Fees	-	-	-	-	-
8	Room & Board	-	-	-	-	-
9	Grants & Contracts	660,250	-	-	-	-
10	Facilities & Admin Cost Recovery	-	-	-	-	-
11	Endowment Distributions	-	-	-	-	-
12	Contributions	-	-	-	-	-
13	Investment Income	-	-	-	-	-
14	Internal & External Sales	1,527,786	2,847,039	-	25,000	1,123,128
15	Total Revenues	2,188,036	2,847,039	-	25,000	1,123,128
16	Administrative Cost Distribution	875,589	-	5,661,811	3,683,022	716,850
17	Total Revenues & Revenue Allocation	\$ 3,063,625	\$ 2,847,039	\$ 5,661,811	\$ 3,708,022	\$ 1,839,978
18	Funding Transfers	\$ (22,531)	\$ 433,551	\$ (911,461)	\$ (42,886)	\$ (289,374)
EXPENSES						
19	Total Salaries, Wages, & Other Payroll	861,415	1,496,946	4,221,240	2,423,438	1,008,853
20	Total Benefits	315,764	516,542	1,607,918	901,995	325,163
21	Supplies, Services, & Capital Costs	1,638,641	400,000	744,114	425,475	795,336
22	External Debt Service - Principal	-	-	-	-	-
23	External Debt Service - Interest	-	-	-	-	-
24	Internal Principal & Interest	212,627	-	-	-	-
25	Depreciation	-	-	-	-	-
26	Total Direct Expenses	3,028,447	2,413,488	6,573,272	3,750,908	2,129,352
27	Capital Cost Allocation	-	-	-	-	-
28	Contribution Margin	-	-	-	-	-
29	Total Expenses & Expense Allocations	\$ 3,028,447	\$ 2,413,488	\$ 6,573,272	\$ 3,750,908	\$ 2,129,352
30	Results of Operations	\$ 57,709	\$ -	\$ -	\$ -	\$ -
INVESTMENT TRANSFERS						
31	Transfer To (From) Plant Fund	-	-	-	-	-
32	Transfer To (From) Quasi Endowments	-	-	-	-	-
33	Repair & Replacement Transfers	-	-	-	-	-
34	Internal Bank Transfers	-	-	-	-	-
35	Total Investment Transfers	\$ -	\$ -	\$ -	\$ -	\$ -
36	Total Transfer To (From) Reserve	57,709	-	-	-	-
37	Adjusted Net Results	\$ -	\$ -	\$ -	\$ -	\$ -

		OUPD	Real Estate	VPFA Office	Subtotal: Finance & Administration
REVENUES					
1	State Appropriations	\$ -	\$ -	\$ -	\$ -
2	Gross Undergraduate Tuition & Fees	-	-	-	-
3	Undergraduate Financial Aid	-	-	-	-
4	Net Undergraduate Tuition & Fees	-	-	-	-
5	Gross Graduate Tuition & Fees	-	-	-	-
6	Graduate Financial Aid	-	-	-	-
7	Net Graduate Tuition & Fees	-	-	-	-
8	Room & Board	-	-	-	-
9	Grants & Contracts	-	-	-	-
10	Facilities & Admin Cost Recovery	-	-	-	-
11	Endowment Distributions	-	-	-	-
12	Contributions	-	-	-	-
13	Investment Income	-	-	-	-
14	Internal & External Sales	-	3,301,320	430,510	7,726,997
15	Total Revenues	-	3,301,320	430,510	7,726,997
16	Administrative Cost Distribution	4,459,713	83,628	1,757,458	16,362,482
17	Total Revenues & Revenue Allocation	\$ 4,459,713	\$ 3,384,948	\$ 2,187,968	\$ 24,089,479
18	Funding Transfers	\$ -	\$ (59,000)	\$ (287,461)	\$ (1,156,631)
EXPENSES					
19	Total Salaries, Wages, & Other Payroll	2,838,256	246,803	1,541,597	13,777,133
20	Total Benefits	1,139,277	67,375	864,396	5,422,666
21	Supplies, Services, & Capital Costs	482,180	3,091,270	69,435	6,007,810
22	External Debt Service - Principal	-	-	-	-
23	External Debt Service - Interest	-	-	-	-
24	Internal Principal & Interest	-	35,000	-	35,000
25	Depreciation	-	-	-	-
26	Total Direct Expenses	4,459,713	3,440,448	2,475,429	25,242,610
27	Capital Cost Allocation	-	-	-	-
28	Contribution Margin	-	-	-	-
29	Total Expenses & Expense Allocations	\$ 4,459,713	\$ 3,440,448	\$ 2,475,429	\$ 25,242,610
30	Results of Operations	\$ -	\$ 3,500	\$ -	\$ 3,500
INVESTMENT TRANSFERS					
31	Transfer To (From) Plant Fund	-	-	-	-
32	Transfer To (From) Quasi Endowments	-	-	-	-
33	Repair & Replacement Transfers	-	-	-	-
34	Internal Bank Transfers	-	-	-	-
35	Total Investment Transfers	\$ -	\$ -	\$ -	\$ -
36	Total Transfer To (From) Reserve	-	3,500	-	3,500
37	Adjusted Net Results	\$ -	\$ -	\$ -	\$ -

	Custodial	Environmental Health & Safety	Facilities Management & Safety	Grounds	Heating Plant	Maintenance	Utilities	Subtotal: Operations & Maintenance
REVENUES								
1	State Appropriations	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
2	Gross Undergraduate Tuition & Fees	-	-	-	-	-	-	-
3	Undergraduate Financial Aid	-	-	-	-	-	-	-
4	Net Undergraduate Tuition & Fees	-	-	-	-	-	-	-
5	Gross Graduate Tuition & Fees	-	-	-	-	-	-	-
6	Graduate Financial Aid	-	-	-	-	-	-	-
7	Net Graduate Tuition & Fees	-	-	-	-	-	-	-
8	Room & Board	-	-	-	-	-	-	-
9	Grants & Contracts	-	-	-	-	-	-	-
10	Facilities & Admin Cost Recovery	-	-	-	-	-	-	-
11	Endowment Distributions	-	-	-	-	-	-	-
12	Contributions	-	-	-	-	-	-	-
13	Investment Income	-	-	-	-	-	-	-
14	Internal & External Sales	357,899	-	222,385	57,500	-	1,774,565	118,400
15	Total Revenues	357,899	-	222,385	57,500	-	1,774,565	118,400
16	Administrative Cost Distribution	15,159,038	1,658,979	3,238,757	3,136,054	1,911,002	9,614,090	11,246,000
17	Total Revenues & Revenue Allocation	\$ 15,516,937	\$ 1,658,979	\$ 3,461,142	\$ 3,193,554	\$ 1,911,002	\$ 11,388,655	\$ 11,364,400
18	Funding Transfers	\$ -	\$ (35,493)	\$ (125,675)	\$ (100,000)	\$ 120,000	\$ (198,020)	\$ 300,000
EXPENSES								
19	Total Salaries, Wages, & Other Payroll	9,614,834	992,198	1,403,276	1,817,676	1,112,752	6,271,861	-
20	Total Benefits	4,772,372	366,733	484,508	762,964	411,247	2,532,547	-
21	Supplies, Services, & Capital Costs	1,129,731	335,541	1,699,033	712,914	267,003	2,782,267	11,064,200
22	External Debt Service - Principal	-	-	-	-	-	-	-
23	External Debt Service - Interest	-	-	-	-	-	-	-
24	Internal Principal & Interest	-	-	-	-	-	-	-
25	Depreciation	-	-	-	-	-	-	-
26	Total Direct Expenses	15,516,937	1,694,472	3,586,817	3,293,554	1,791,002	11,586,675	11,064,200
27	Capital Cost Allocation	-	-	-	-	-	-	-
28	Contribution Margin	-	-	-	-	-	-	-
29	Total Expenses & Expense Allocations	\$ 15,516,937	\$ 1,694,472	\$ 3,586,817	\$ 3,293,554	\$ 1,791,002	\$ 11,586,675	\$ 11,064,200
30	Results of Operations	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 200
INVESTMENT TRANSFERS								
31	Transfer To (From) Plant Fund	-	-	-	-	-	-	-
32	Transfer To (From) Quasi Endowments	-	-	-	-	-	-	-
33	Repair & Replacement Transfers	-	-	-	-	-	-	-
34	Internal Bank Transfers	-	-	-	-	-	-	-
35	Total Investment Transfers	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
36	Total Transfer To (From) Reserve	-	-	-	-	-	-	200
37	Adjusted Net Results	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

		Wellworks	WOUB	Capital Improvement	Transfer Adjustments	Total: Central & Admin Operations
REVENUES						
1	State Appropriations	\$ -	\$ -	\$ -	\$ -	\$ 164,765
2	Gross Undergraduate Tuition & Fees	-	-	-	-	5,562,120
3	Undergraduate Financial Aid	-	(1,435)	-	-	6,980,783
4	Net Undergraduate Tuition & Fees	-	(1,435)	-	-	12,542,903
5	Gross Graduate Tuition & Fees	-	-	-	-	715,578
6	Graduate Financial Aid	-	-	-	-	(499,883)
7	Net Graduate Tuition & Fees	-	-	-	-	215,695
8	Room & Board	-	-	-	-	-
9	Grants & Contracts	2,675	2,094,471	-	-	5,037,958
10	Facilities & Admin Cost Recovery	-	-	-	-	1,110,000
11	Endowment Distributions	-	75,482	-	-	14,801,796
12	Contributions	-	715,000	-	-	7,269,168
13	Investment Income	-	-	-	-	1,744,182
14	Internal & External Sales	491,600	280,795	-	-	34,694,043
15	Total Revenues	494,275	3,164,313	-	-	77,580,510
16	Administrative Cost Distribution	304,863	2,283,047	-	-	(22,684,426)
17	Total Revenues & Revenue Allocation	\$ 799,138	\$ 5,447,360	\$ -	\$ -	\$ 54,896,084
18	Funding Transfers	\$ (9,696)	\$ (18,000)	\$ -	\$ (14,127,813)	\$ (13,906,093)
EXPENSES						
19	Total Salaries, Wages, & Other Payroll	545,140	2,378,898	-	535,429	100,721,323
20	Total Benefits	134,395	899,805	-	87,597	41,657,160
21	Supplies, Services, & Capital Costs	129,300	2,436,657	1,518,405	13,504,787	87,782,937
22	External Debt Service - Principal	-	-	-	-	-
23	External Debt Service - Interest	-	-	-	-	-
24	Internal Principal & Interest	-	-	-	-	33,964,384
25	Depreciation	-	-	-	-	-
26	Total Direct Expenses	808,834	5,715,360	1,518,405	14,127,812	264,125,805
27	Capital Cost Allocation	-	-	-	-	(14,560,626)
28	Contribution Margin	-	-	-	-	(192,461,547)
29	Total Expenses & Expense Allocations	\$ 808,834	\$ 5,715,360	\$ 1,518,405	\$ 14,127,812	\$ 57,103,632
30	Results of Operations	\$ -	\$ (250,000)	\$ (1,518,405)	\$ -	\$ 11,698,547
INVESTMENT TRANSFERS						
31	Transfer To (From) Plant Fund	-	-	(1,518,405)	-	4,715,078
32	Transfer To (From) Quasi Endowments	-	-	-	-	191,293
33	Repair & Replacement Transfers	-	-	-	-	-
34	Internal Bank Transfers	-	-	-	-	-
35	Total Investment Transfers	\$ -	\$ -	\$ (1,518,405)	\$ -	\$ 4,906,371
36	Total Transfer To (From) Reserve	-	(250,000)	-	-	6,792,176
37	Adjusted Net Results	\$ -	\$ -	\$ -	\$ -	\$ -

14.4 Reserves

	Athens Colleges and Schools	Regional Campuses	Auxiliaries	Central & Admin Operations	Reserves	Operating Activity Subtotal	Non-Operating Activity	Financial Statement Adj & Component Units	GAAP Adj Totals	
REVENUES										
1	State Appropriations	\$ 147.9	\$ 20.8	\$ -	\$ 0.2	\$ 6.6	\$ 175.5	\$ 25.6	\$ -	\$ 201.1
2	Gross Undergraduate Tuition & Fees	245.1	33.9	-	5.6	2.2	286.8	-	-	286.8
3	Undergraduate Financial Aid	(49.3)	(4.8)	(16.7)	7.0	2.0	(61.9)	-	-	(61.9)
4	Net Undergraduate Tuition & Fees	195.7	29.1	(16.7)	12.5	4.2	224.9	-	-	224.9
5	Gross Graduate Tuition & Fees	127.9	0.1	-	0.7	-	128.7	-	-	128.7
6	Graduate Financial Aid	(27.3)	-	-	(0.5)	-	(27.9)	-	-	(27.9)
7	Net Graduate Tuition & Fees	100.6	0.1	-	0.2	-	100.9	-	-	100.9
8	Room & Board	-	-	87.7	-	-	87.7	-	-	87.7
9	Grants & Contracts	38.4	2.0	-	5.0	-	45.4	8.6	-	54.0
10	Facilities & Admin Cost Recovery	5.7	-	-	1.1	-	6.8	-	-	6.8
11	Endowment Distributions	13.6	0.5	0.2	14.8	-	29.1	(29.1)	-	-
12	Contributions	3.3	0.6	2.6	7.3	-	13.8	11.3	-	25.0
13	Investment Income	-	-	-	1.7	4.5	6.2	59.2	0.4	65.8
14	Internal & External Sales	9.8	0.6	23.5	34.7	-	68.6	0.3	6.9	75.7
15	Total Revenues	515.1	53.6	97.3	77.6	15.3	758.9	75.8	7.3	842.0
16	Administrative Cost Distribution	-	-	19.4	(22.7)	3.3	-	-	-	-
17	Total Revenues & Revenue Allocation	\$ 515.1	\$ 53.6	\$ 116.7	\$ 54.9	\$ 18.6	\$ 758.9	\$ 75.8	\$ 7.3	\$ 842.0
18	Funding Transfers	\$ (6.2)	\$ 0.5	\$ 2.3	\$ (13.9)	\$ 17.4	\$ -	\$ -	\$ -	\$ -
EXPENSES										
19	Total Salaries, Wages, & Other Payroll	207.5	28.4	29.8	100.7	-	366.4	-	1.8	368.3
20	Total Benefits	62.0	9.6	9.7	41.7	-	123.0	-	-	123.0
21	Supplies, Services, & Capital Costs	70.9	5.9	35.1	87.8	-	199.7	193.8	(193.4)	200.1
22	External Debt Service - Principal	-	-	-	-	-	-	13.8	(13.8)	-
23	External Debt Service - Interest	-	-	-	-	-	-	29.6	(1.5)	28.1
24	Internal Principal & Interest	20.5	0.3	13.4	34.0	-	68.1	(68.1)	-	-
25	Depreciation	-	-	-	-	-	-	-	58.8	58.8
26	Total Direct Expenses	361.0	44.2	88.0	264.1	-	757.3	169.0	(148.0)	778.3
27	Capital Cost Allocation	13.0	-	1.5	(14.6)	-	-	-	-	-
28	Contribution Margin	168.9	7.6	16.0	(192.5)	-	-	-	-	-
29	Total Expenses & Expense Allocations	\$ 543.0	\$ 51.8	\$ 105.5	\$ 57.1	\$ -	\$ 757.3	\$ 169.0	\$ (148.0)	\$ 778.3
30	Results of Operations	\$ (21.6)	\$ 1.4	\$ 8.9	\$ 11.7	\$ 1.3	\$ 1.6	\$ (93.2)	\$ 155.3	\$ 63.7
INVESTMENT TRANSFERS										
31	Transfer To (From) Plant Fund	9.1	0.9	12.5	4.7	0.3	27.5	(27.5)	-	-
32	Transfer To (From) Quasi Endowments	(0.9)	-	-	0.2	1.0	0.3	(0.3)	-	-
33	Repair & Replacement Transfers	-	-	-	-	-	-	-	-	-
34	Internal Bank Transfers	-	-	-	-	-	-	-	-	-
35	Total Investment Transfers	\$ 8.2	\$ 0.9	\$ 12.5	\$ 4.9	\$ 1.3	\$ 27.8	\$ (27.8)	\$ -	\$ -
36	Total Transfer To (From) Reserve	(29.8)	0.5	(3.6)	6.8	-	(26.2)	26.2	-	-
37	Adjusted Net Results	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ (91.6)	\$ 155.3	\$ 63.7

		Strategic Opportunity Reserve	Institutional Reserve	Provost Strategic Initiatives	Total: Reserves
REVENUES					
1	State Appropriations	\$ 6,605,400	\$ -	\$ -	\$ 6,605,400
2	Gross Undergraduate Tuition & Fees	2,233,275	-	-	2,233,275
3	Undergraduate Financial Aid	1,999,501	-	-	1,999,501
4	Net Undergraduate Tuition & Fees	4,232,776	-	-	4,232,776
5	Gross Graduate Tuition & Fees	-	-	-	-
6	Graduate Financial Aid	-	-	-	-
7	Net Graduate Tuition & Fees	-	-	-	-
8	Room & Board	-	-	-	-
9	Grants & Contracts	-	-	-	-
10	Facilities & Admin Cost Recovery	-	-	-	-
11	Endowment Distributions	-	-	-	-
12	Contributions	-	-	-	-
13	Investment Income	4,500,000	-	-	4,500,000
14	Internal & External Sales	-	-	-	-
15	Total Revenues	15,338,176	-	-	15,338,176
16	Administrative Cost Distribution	-	1,786,287	1,502,471	3,288,758
17	Total Revenues & Revenue Allocation	\$ 15,338,176	\$ 1,786,287	\$ 1,502,471	\$ 18,626,934
18	Funding Transfers	\$ 13,002,560	\$ 1,511,350	\$ 2,844,223	\$ 17,358,133
EXPENSES					
19	Total Salaries, Wages, & Other Payroll	-	-	-	-
20	Total Benefits	-	-	-	-
21	Supplies, Services, & Capital Costs	-	-	-	-
22	External Debt Service - Principal	-	-	-	-
23	External Debt Service - Interest	-	-	-	-
24	Internal Principal & Interest	-	-	-	-
25	Depreciation	-	-	-	-
26	Total Direct Expenses	-	-	-	-
27	Capital Cost Allocation	-	-	-	-
28	Contribution Margin	-	-	-	-
29	Total Expenses & Expense Allocations	\$ -	\$ -	\$ -	\$ -
30	Results of Operations	\$ 2,335,616	\$ 274,937	\$ (1,341,752)	\$ 1,268,801
INVESTMENT TRANSFERS					
31	Transfer To (From) Plant Fund	-	300,000	-	300,000
32	Transfer To (From) Quasi Endowments	1,000,000	-	-	1,000,000
33	Repair & Replacement Transfers	-	-	-	-
34	Internal Bank Transfers	-	-	-	-
35	Total Investment Transfers	\$ 1,000,000	\$ 300,000	\$ -	\$ 1,300,000
36	Total Transfer To (From) Reserve	1,335,616	(25,063)	(1,341,752)	(31,199)
37	Adjusted Net Results	\$ -	\$ -	\$ -	\$ -

15 Non-Operating, Financial Statement Adjustments, & Component Unit Summaries

15.1 Non-Operating Activity

	Athens Colleges and Schools	Regional Campuses	Auxiliaries	Central & Admin Operations	Reserves	Operating Activity Subtotal	Non-Operating Activity	Financial Statement Adj & Component Units	GAAP Adj Totals	
REVENUES										
1	State Appropriations	\$ 147.9	\$ 20.8	\$ -	\$ 0.2	\$ 6.6	\$ 175.5	\$ 25.6	\$ -	\$ 201.1
2	Gross Undergraduate Tuition & Fees	245.1	33.9	-	5.6	2.2	286.8	-	-	286.8
3	Undergraduate Financial Aid	(49.3)	(4.8)	(16.7)	7.0	2.0	(61.9)	-	-	(61.9)
4	Net Undergraduate Tuition & Fees	195.7	29.1	(16.7)	12.5	4.2	224.9	-	-	224.9
5	Gross Graduate Tuition & Fees	127.9	0.1	-	0.7	-	128.7	-	-	128.7
6	Graduate Financial Aid	(27.3)	-	-	(0.5)	-	(27.9)	-	-	(27.9)
7	Net Graduate Tuition & Fees	100.6	0.1	-	0.2	-	100.9	-	-	100.9
8	Room & Board	-	-	87.7	-	-	87.7	-	-	87.7
9	Grants & Contracts	38.4	2.0	-	5.0	-	45.4	8.6	-	54.0
10	Facilities & Admin Cost Recovery	5.7	-	-	1.1	-	6.8	-	-	6.8
11	Endowment Distributions	13.6	0.5	0.2	14.8	-	29.1	(29.1)	-	-
12	Contributions	3.3	0.6	2.6	7.3	-	13.8	11.3	-	25.0
13	Investment Income	-	-	-	1.7	4.5	6.2	59.2	0.4	65.8
14	Internal & External Sales	9.8	0.6	23.5	34.7	-	68.6	0.3	6.9	75.7
15	Total Revenues	515.1	53.6	97.3	77.6	15.3	758.9	75.8	7.3	842.0
16	Administrative Cost Distribution	-	-	19.4	(22.7)	3.3	-	-	-	-
17	Total Revenues & Revenue Allocation	\$ 515.1	\$ 53.6	\$ 116.7	\$ 54.9	\$ 18.6	\$ 758.9	\$ 75.8	\$ 7.3	\$ 842.0
18	Funding Transfers	\$ (6.2)	\$ 0.5	\$ 2.3	\$ (13.9)	\$ 17.4	\$ -	\$ -	\$ -	\$ -
EXPENSES										
19	Total Salaries, Wages, & Other Payroll	207.5	28.4	29.8	100.7	-	366.4	-	1.8	368.3
20	Total Benefits	62.0	9.6	9.7	41.7	-	123.0	-	-	123.0
21	Supplies, Services, & Capital Costs	70.9	5.9	35.1	87.8	-	199.7	193.8	(193.4)	200.1
22	External Debt Service - Principal	-	-	-	-	-	-	13.8	(13.8)	-
23	External Debt Service - Interest	-	-	-	-	-	-	29.6	(1.5)	28.1
24	Internal Principal & Interest	20.5	0.3	13.4	34.0	-	68.1	(68.1)	-	-
25	Depreciation	-	-	-	-	-	-	-	58.8	58.8
26	Total Direct Expenses	361.0	44.2	88.0	264.1	-	757.3	169.0	(148.0)	778.3
27	Capital Cost Allocation	13.0	-	1.5	(14.6)	-	-	-	-	-
28	Contribution Margin	168.9	7.6	16.0	(192.5)	-	-	-	-	-
29	Total Expenses & Expense Allocations	\$ 543.0	\$ 51.8	\$ 105.5	\$ 57.1	\$ -	\$ 757.3	\$ 169.0	\$ (148.0)	\$ 778.3
30	Results of Operations	\$ (21.6)	\$ 1.4	\$ 8.9	\$ 11.7	\$ 1.3	\$ 1.6	\$ (93.2)	\$ 155.3	\$ 63.7
INVESTMENT TRANSFERS										
31	Transfer To (From) Plant Fund	9.1	0.9	12.5	4.7	0.3	27.5	(27.5)	-	-
32	Transfer To (From) Quasi Endowments	(0.9)	-	-	0.2	1.0	0.3	(0.3)	-	-
33	Repair & Replacement Transfers	-	-	-	-	-	-	-	-	-
34	Internal Bank Transfers	-	-	-	-	-	-	-	-	-
35	Total Investment Transfers	\$ 8.2	\$ 0.9	\$ 12.5	\$ 4.9	\$ 1.3	\$ 27.8	\$ (27.8)	\$ -	\$ -
36	Total Transfer To (From) Reserve	(29.8)	0.5	(3.6)	6.8	-	(26.2)	26.2	-	-
37	Adjusted Net Results	\$ -	\$ -	\$ -	\$ -	\$ -	\$ (91.6)	\$ 155.3	\$ 63.7	

	Endowment	Century Bond	Internal Bank	Capital	Total: Non-Operating Activity	
REVENUES						
1	State Appropriations	\$ -	\$ -	\$ -	\$ 25,604,704	\$ 25,604,704
2	Gross Undergraduate Tuition & Fees	-	-	-	-	-
3	Undergraduate Financial Aid	-	-	-	-	-
4	Net Undergraduate Tuition & Fees	-	-	-	-	-
5	Gross Graduate Tuition & Fees	-	-	-	-	-
6	Graduate Financial Aid	-	-	-	-	-
7	Net Graduate Tuition & Fees	-	-	-	-	-
8	Room & Board	-	-	-	-	-
9	Grants & Contracts	-	-	-	8,606,243	8,606,243
10	Facilities & Admin Cost Recovery	-	-	-	-	-
11	Endowment Distributions	(29,095,781)	-	-	-	(29,095,781)
12	Contributions	11,250,000	-	-	-	11,250,000
13	Investment Income	37,909,897	13,010,000	8,247,000	-	59,166,897
14	Internal & External Sales	-	-	256,000	-	256,000
15	Total Revenues	20,064,116	13,010,000	8,503,000	34,210,947	75,788,063
16	Administrative Cost Distribution	-	-	-	-	-
17	Total Revenues & Revenue Allocation	\$ 20,064,116	\$ 13,010,000	\$ 8,503,000	\$ 34,210,947	\$ 75,788,063
18	Funding Transfers	\$ -	\$ -	\$ -	\$ -	\$ -
EXPENSES						
19	Total Salaries, Wages, & Other Payroll	-	-	-	-	-
20	Total Benefits	-	-	-	-	-
21	Supplies, Services, & Capital Costs	-	-	900,000	192,871,179	193,771,179
22	External Debt Service - Principal	-	-	13,778,000	-	13,778,000
23	External Debt Service - Interest	-	13,975,000	15,613,375	-	29,588,375
24	Internal Principal & Interest	-	(14,135,000)	(54,000,000)	-	(68,135,000)
25	Depreciation	-	-	-	-	-
26	Total Direct Expenses	-	(160,000)	(23,708,625)	192,871,179	169,002,554
27	Capital Cost Allocation	-	-	-	-	-
28	Contribution Margin	-	-	-	-	-
29	Total Expenses & Expense Allocations	\$ -	\$ (160,000)	\$ (23,708,625)	\$ 192,871,179	\$ 169,002,554
30	Results of Operations	\$ 20,064,116	\$ 13,170,000	\$ 32,211,625	\$ (158,660,232)	\$ (93,214,491)
INVESTMENT TRANSFERS						
31	Transfer To (From) Plant Fund	-	10,000,000	62,300,000	(99,770,209)	(27,470,209)
32	Transfer To (From) Quasi Endowments	(294,293)	-	-	-	(294,293)
33	Repair & Replacement Transfers	-	-	-	-	-
34	Internal Bank Transfers	-	-	-	-	-
35	Total Investment Transfers	\$ (294,293)	\$ 10,000,000	\$ 62,300,000	\$ (99,770,209)	\$ (27,764,502)
36	Total Transfer To (From) Reserve	-	-	26,185,759	-	26,185,759
37	Adjusted Net Results	\$ 20,358,409	\$ 3,170,000	\$ (56,274,134)	\$ (58,890,023)	\$ (91,635,748)

15.2 Financial Statement Adjustments & Component Units

	Athens Colleges and Schools	Regional Campuses	Auxiliaries	Central & Admin Operations	Reserves	Operating Activity Subtotal	Non-Operating Activity	Financial Statement Adj & Component Units	GAAP Adj Totals	
REVENUES										
1	State Appropriations	\$ 147.9	\$ 20.8	\$ -	\$ 0.2	\$ 6.6	\$ 175.5	\$ 25.6	\$ -	\$ 201.1
2	Gross Undergraduate Tuition & Fees	245.1	33.9	-	5.6	2.2	286.8	-	-	286.8
3	Undergraduate Financial Aid	(49.3)	(4.8)	(16.7)	7.0	2.0	(61.9)	-	-	(61.9)
4	Net Undergraduate Tuition & Fees	195.7	29.1	(16.7)	12.5	4.2	224.9	-	-	224.9
5	Gross Graduate Tuition & Fees	127.9	0.1	-	0.7	-	128.7	-	-	128.7
6	Graduate Financial Aid	(27.3)	-	-	(0.5)	-	(27.9)	-	-	(27.9)
7	Net Graduate Tuition & Fees	100.6	0.1	-	0.2	-	100.9	-	-	100.9
8	Room & Board	-	-	87.7	-	-	87.7	-	-	87.7
9	Grants & Contracts	38.4	2.0	-	5.0	-	45.4	8.6	-	54.0
10	Facilities & Admin Cost Recovery	5.7	-	-	1.1	-	6.8	-	-	6.8
11	Endowment Distributions	13.6	0.5	0.2	14.8	-	29.1	(29.1)	-	-
12	Contributions	3.3	0.6	2.6	7.3	-	13.8	11.3	-	25.0
13	Investment Income	-	-	-	1.7	4.5	6.2	59.2	0.4	65.8
14	Internal & External Sales	9.8	0.6	23.5	34.7	-	68.6	0.3	6.9	75.7
15	Total Revenues	515.1	53.6	97.3	77.6	15.3	758.9	75.8	7.3	842.0
16	Administrative Cost Distribution	-	-	19.4	(22.7)	3.3	-	-	-	-
17	Total Revenues & Revenue Allocation	\$ 515.1	\$ 53.6	\$ 116.7	\$ 54.9	\$ 18.6	\$ 758.9	\$ 75.8	\$ 7.3	\$ 842.0
18	Funding Transfers	\$ (6.2)	\$ 0.5	\$ 2.3	\$ (13.9)	\$ 17.4	\$ -	\$ -	\$ -	\$ -
EXPENSES										
19	Total Salaries, Wages, & Other Payroll	207.5	28.4	29.8	100.7	-	366.4	-	1.8	368.3
20	Total Benefits	62.0	9.6	9.7	41.7	-	123.0	-	-	123.0
21	Supplies, Services, & Capital Costs	70.9	5.9	35.1	87.8	-	199.7	193.8	(193.4)	200.1
22	External Debt Service - Principal	-	-	-	-	-	-	13.8	(13.8)	-
23	External Debt Service - Interest	-	-	-	-	-	-	29.6	(1.5)	28.1
24	Internal Principal & Interest	20.5	0.3	13.4	34.0	-	68.1	(68.1)	-	-
25	Depreciation	-	-	-	-	-	-	-	58.8	58.8
26	Total Direct Expenses	361.0	44.2	88.0	264.1	-	757.3	169.0	(148.0)	778.3
27	Capital Cost Allocation	13.0	-	1.5	(14.6)	-	-	-	-	-
28	Contribution Margin	168.9	7.6	16.0	(192.5)	-	-	-	-	-
29	Total Expenses & Expense Allocations	\$ 543.0	\$ 51.8	\$ 105.5	\$ 57.1	\$ -	\$ 757.3	\$ 169.0	\$ (148.0)	\$ 778.3
30	Results of Operations	\$ (21.6)	\$ 1.4	\$ 8.9	\$ 11.7	\$ 1.3	\$ 1.6	\$ (93.2)	\$ 155.3	\$ 63.7
INVESTMENT TRANSFERS										
31	Transfer To (From) Plant Fund	9.1	0.9	12.5	4.7	0.3	27.5	(27.5)	-	-
32	Transfer To (From) Quasi Endowments	(0.9)	-	-	0.2	1.0	0.3	(0.3)	-	-
33	Repair & Replacement Transfers	-	-	-	-	-	-	-	-	-
34	Internal Bank Transfers	-	-	-	-	-	-	-	-	-
35	Total Investment Transfers	\$ 8.2	\$ 0.9	\$ 12.5	\$ 4.9	\$ 1.3	\$ 27.8	\$ (27.8)	\$ -	\$ -
36	Total Transfer To (From) Reserve	(29.8)	0.5	(3.6)	6.8	-	(26.2)	26.2	-	-
37	Adjusted Net Results	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ (91.6)	\$ 155.3	\$ 63.7

Component Units	Financial Statement Adjustments	Total: Financial Statement Adj & Component Units
-----------------	---------------------------------	--

REVENUES

1	State Appropriations	\$ -	\$ -	-
2	Gross Undergraduate Tuition & Fees	-	-	-
3	Undergraduate Financial Aid	-	-	-
4	Net Undergraduate Tuition & Fees	-	-	-
5	Gross Graduate Tuition & Fees	-	-	-
6	Graduate Financial Aid	-	-	-
7	Net Graduate Tuition & Fees	-	-	-
8	Room & Board	-	-	-
9	Grants & Contracts	-	-	-
10	Facilities & Admin Cost Recovery	-	-	-
11	Endowment Distributions	-	-	-
12	Contributions	-	-	-
13	Investment Income	409,060	-	409,060
14	Internal & External Sales	9,526,680	(2,645,515)	6,881,165
15	Total Revenues	9,935,740	(2,645,515)	7,290,225
16	Administrative Cost Distribution	-	-	-
17	Total Revenues & Revenue Allocation	\$ 9,935,740	\$ (2,645,515)	\$ 7,290,225

18	Funding Transfers	\$ -	\$ -	\$ -
-----------	--------------------------	-------------	-------------	-------------

EXPENSES

19	Total Salaries, Wages, & Other Payroll	1,835,200	-	1,835,200
20	Total Benefits	-	-	-
21	Supplies, Services, & Capital Costs	4,861,004	(198,258,811)	(193,397,807)
22	External Debt Service - Principal	-	(13,778,000)	(13,778,000)
23	External Debt Service - Interest	-	(1,471,000)	(1,471,000)
24	Internal Principal & Interest	15,000	-	15,000
25	Depreciation	807,100	57,978,599	58,785,699
26	Total Direct Expenses	7,518,304	(155,529,212)	(148,010,908)
27	Capital Cost Allocation	-	-	-
28	Contribution Margin	-	-	-
29	Total Expenses & Expense Allocations	\$ 7,518,304	\$ (155,529,212)	\$ (148,010,908)

30	Results of Operations	\$ 2,417,436	\$ 152,883,697	\$ 155,301,134
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INVESTMENT TRANSFERS

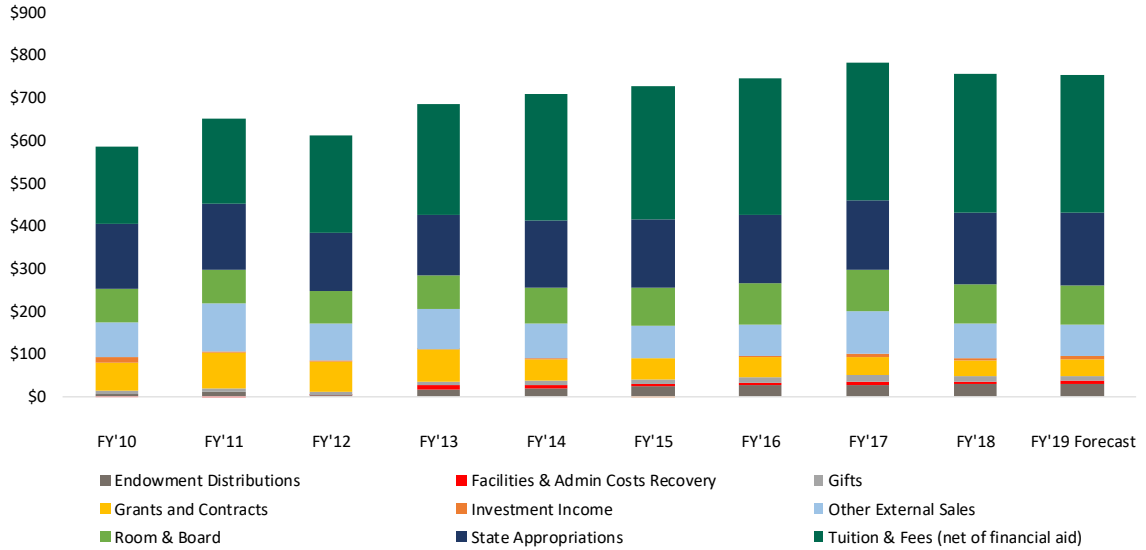
31	Transfer To (From) Plant Fund	-	-	-
32	Transfer To (From) Quasi Endowments	-	-	-
33	Repair & Replacement Transfers	-	-	-
34	Internal Bank Transfers	-	-	-
35	Total Investment Transfers	\$ -	\$ -	\$ -

36	Total Transfer To (From) Reserve	-	-	-
37	Adjusted Net Results	\$ 2,417,436	\$ 152,883,697	\$ 155,301,134

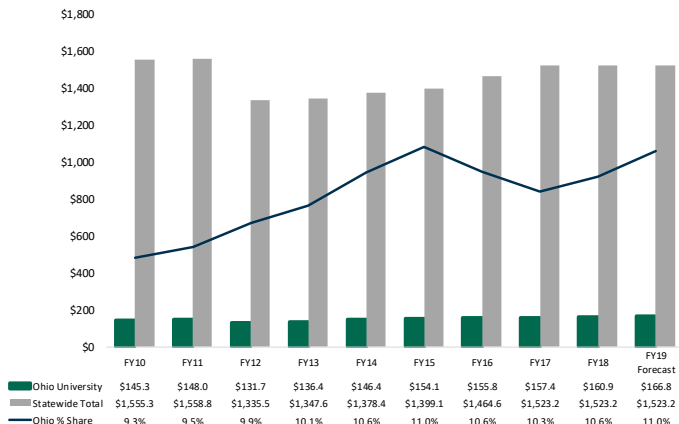


Ohio University Financial Fact Sheet

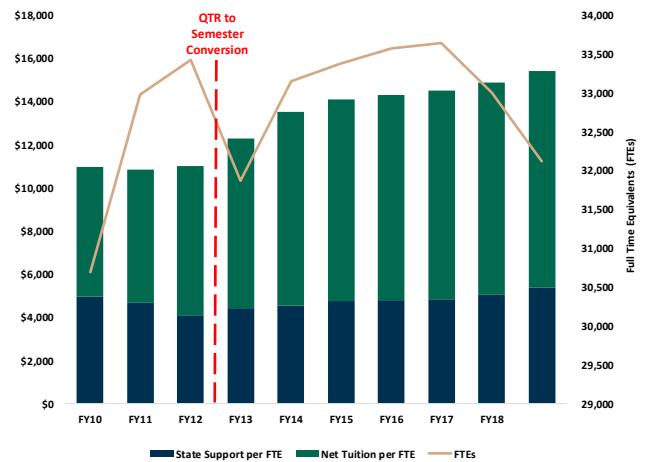
Operating Revenue



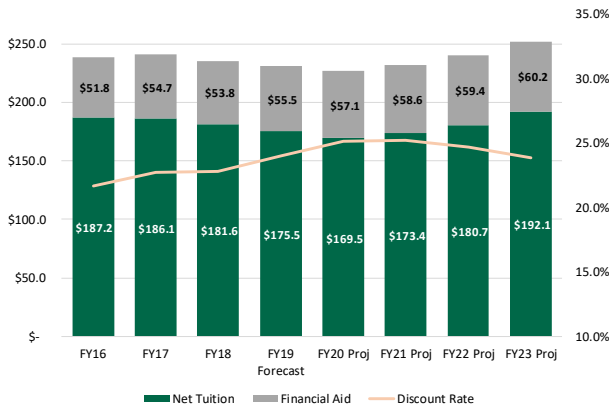
SSI Funding



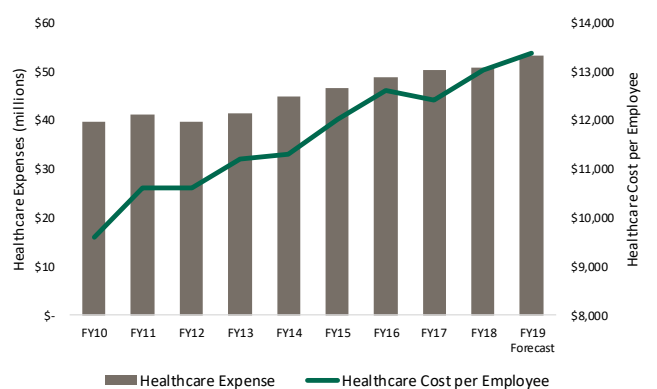
Tuition & SSI Trends per Student FTE



Athens UG Tuition Revenue & Discount Rate

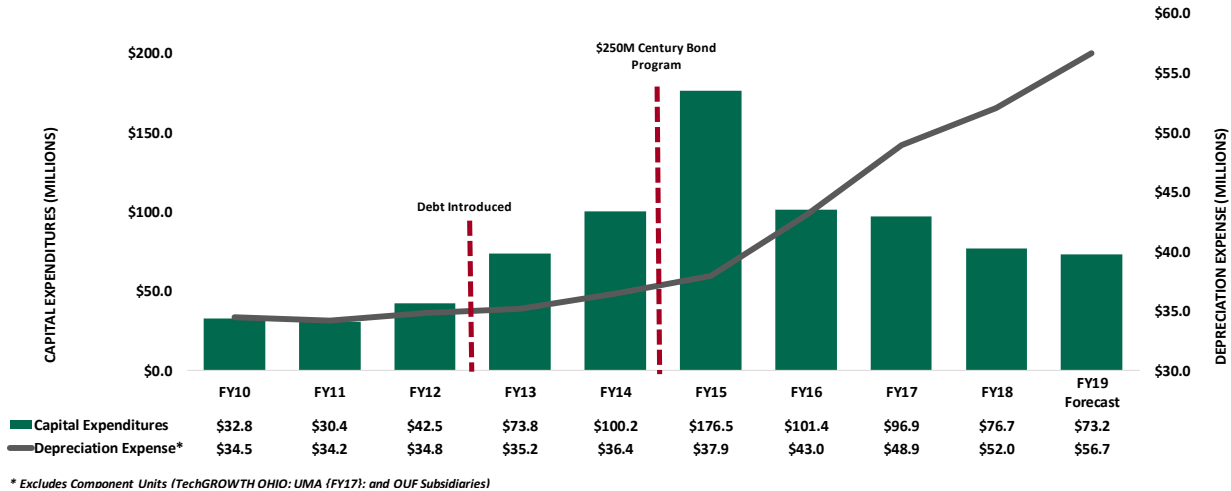


OU Contribution to Employee Healthcare

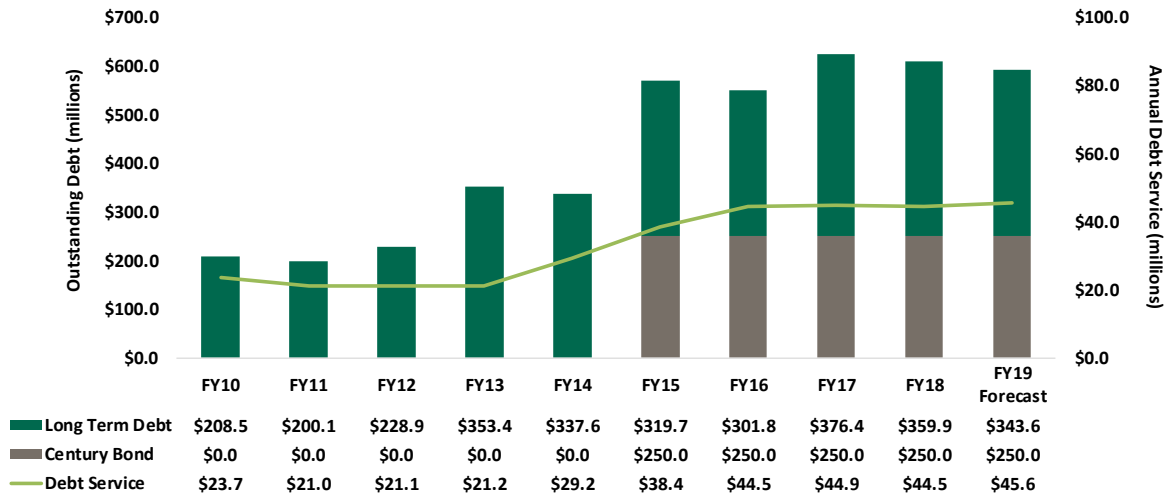




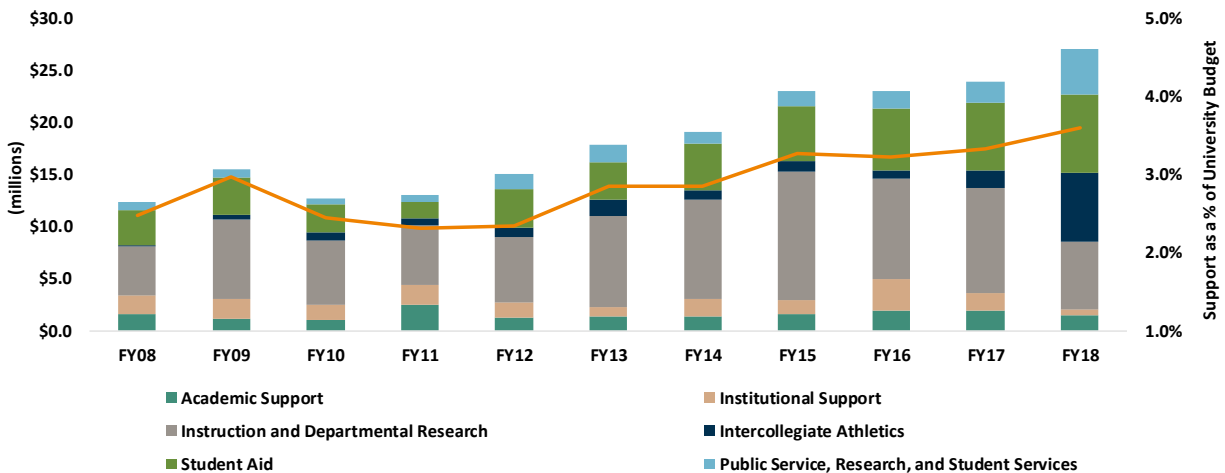
Capital Expenditures & Depreciation Expense



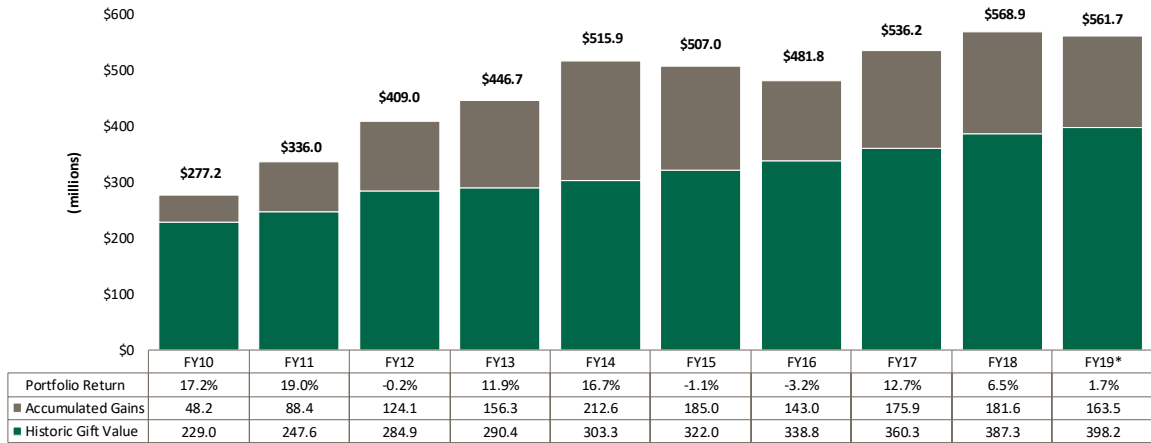
Outstanding Debt and Debt Service



Foundation Support of University Funding

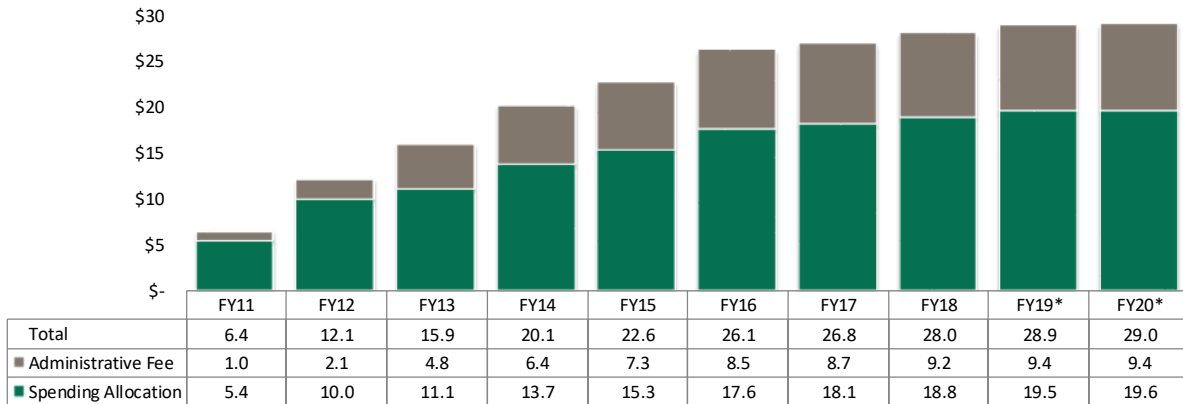


Endowment Market Value



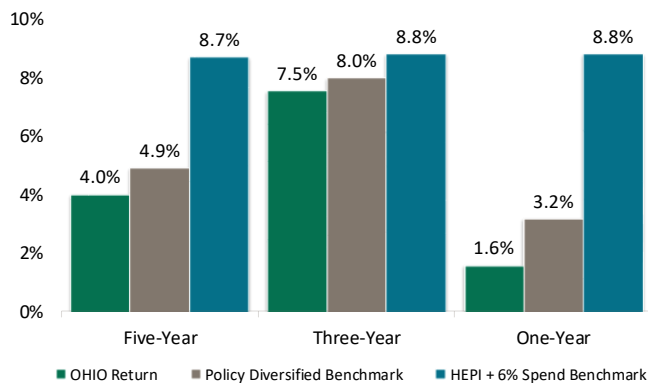
*Unaudited

Endowment Distributions

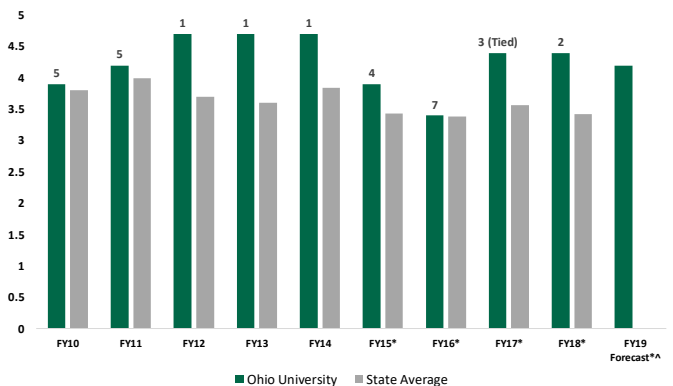


*Unaudited

Investment Performance



Senate Bill 6 Composite Score



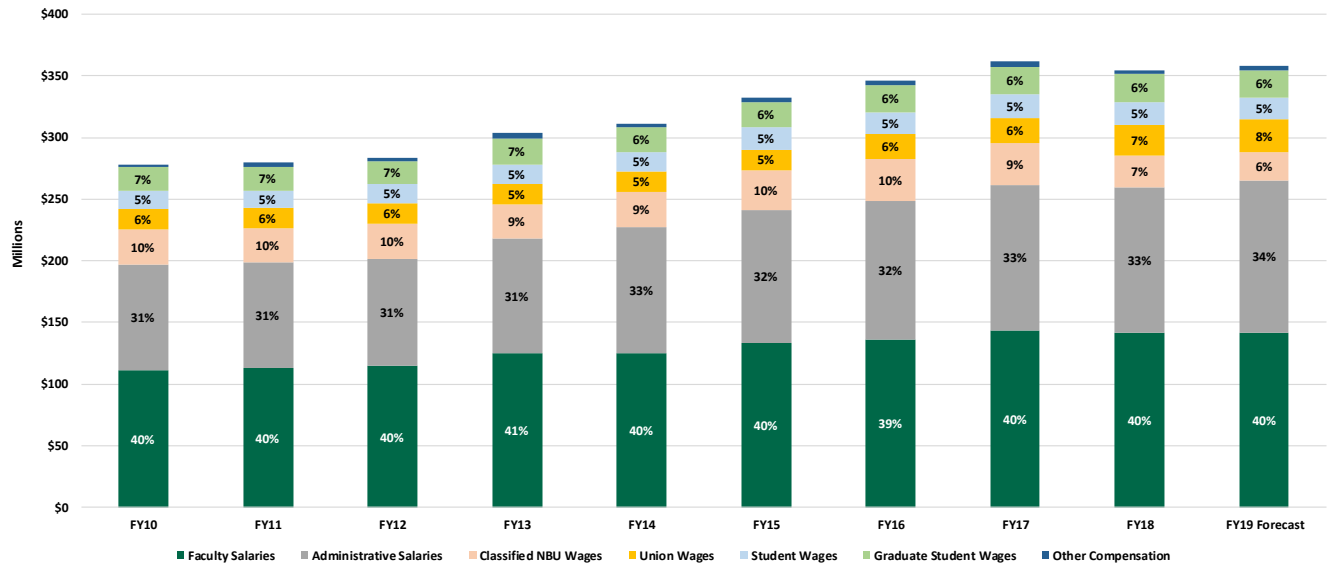


PPO Plan Benchmarking

	OHIO FY19	IUC 2017*	Mercer College and Universities (2016)	Mercer National All Industry (2016)
Employee Premium %				
Single	15%	15%	19%	31%
Single+1	17.5%			
Family	20%	15%**	27%	55%
Employee Premium \$				
Single	\$100	\$90	\$120	\$158
Single+1	\$234	\$210 - \$223	no data	no data
Family	\$403	\$265	\$470	\$580
Office Visit Copay	\$25	\$20	\$25	\$25
Deductible (Single/Family)	\$500 / \$1,000	\$340 / \$700	\$500 / \$1,000	\$1,500 / \$3,000
Out of Pocket Max (Single/Family)	\$2,500 / \$5,000	\$3,304 / \$6,607	\$2,750 / \$6,000	\$4,000 / \$7,500
Co-Insurance %	80% / 20%	85% / %15%	80% / 20%	80% / 20%
Rx Retail Copay				
Generic	\$20	\$10	\$11	\$11
Brand Formulary	\$30	\$29	\$33	\$36
Rx Mail Copay				
Generic	\$25	\$22	\$22	\$25
Brand Formulary	\$40	\$58	\$69	\$79

Green highlights indicate areas below benchmark

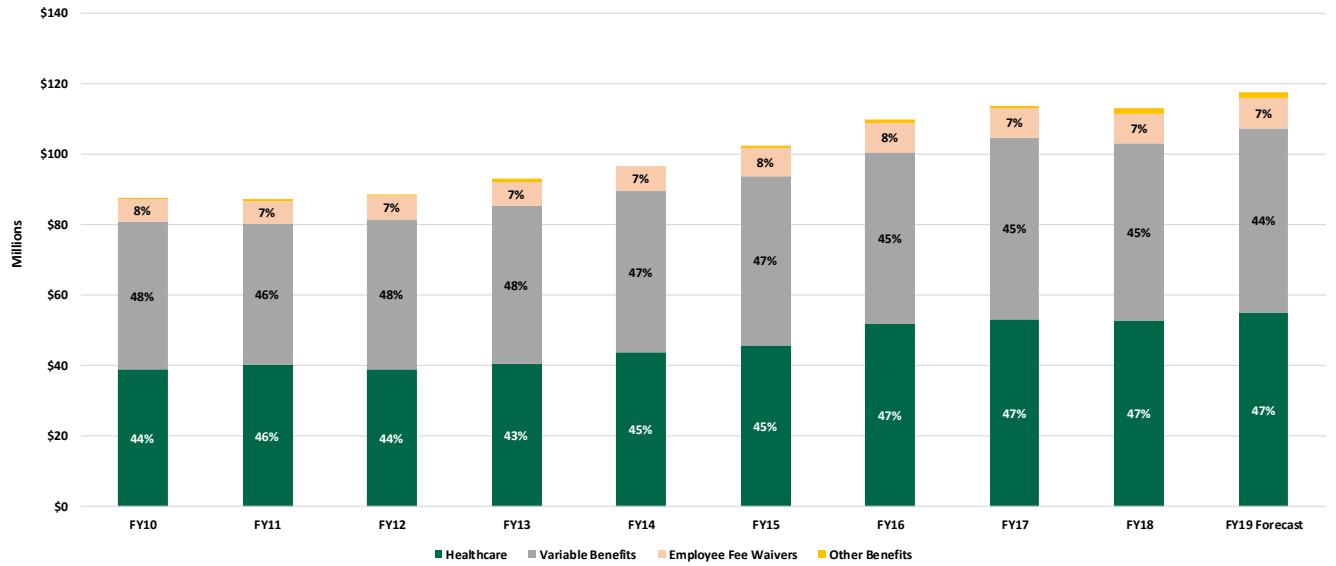
Compensation Expense—Salaries & Wages



Mix-shift of \$5.8M, or 2%, between Administrative Salaries and Classified NBU Wages between FY17 and FY18. Shift is due to a portion of hourly administrative employees whose actual wages were historically paid out of an account that is a subset of Classified NBU Wages.

Ohio University Compensation & Workforce Fact Sheet

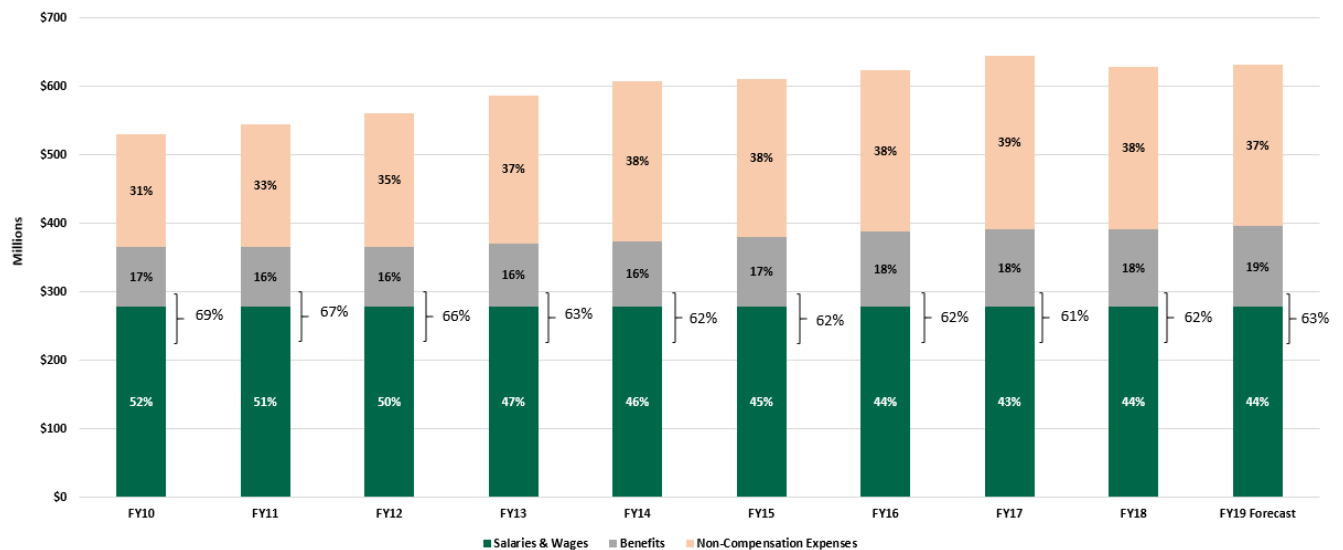
Benefits Expense



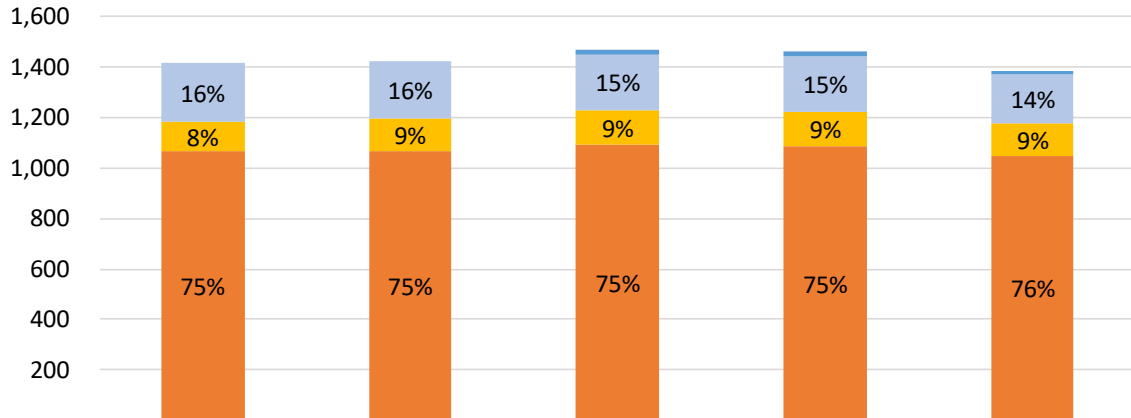
Excludes the following OTO items—ERIP (FY11) and Workers Compensation Tail Claim Buyout (FY14), in addition to accruals for vacation and sick time.

Variable benefits include Retirement, Workers Compensation, and Medicare

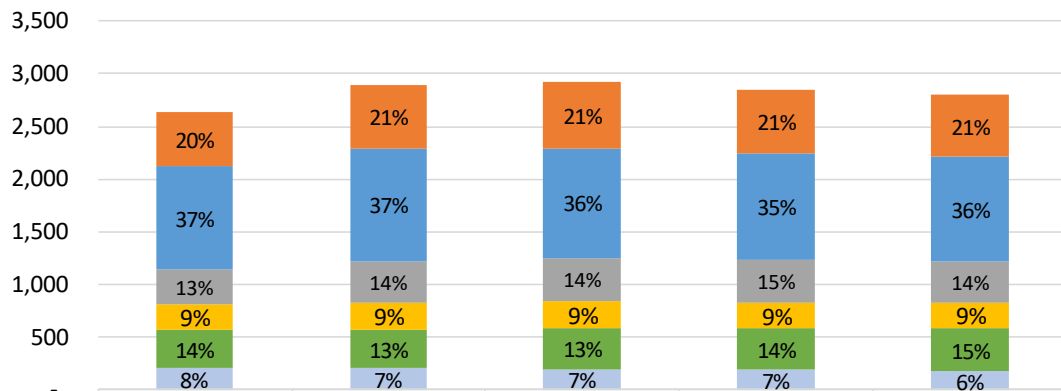
Personnel Share of Direct Expenses



Excludes the following OTO items—ERIP (FY11) and Workers Compensation Tail Claim Buyout (FY14), in addition to accruals for vacation and sick time.

Faculty Headcounts by Unit Type
Faculty Headcounts by Unit Type


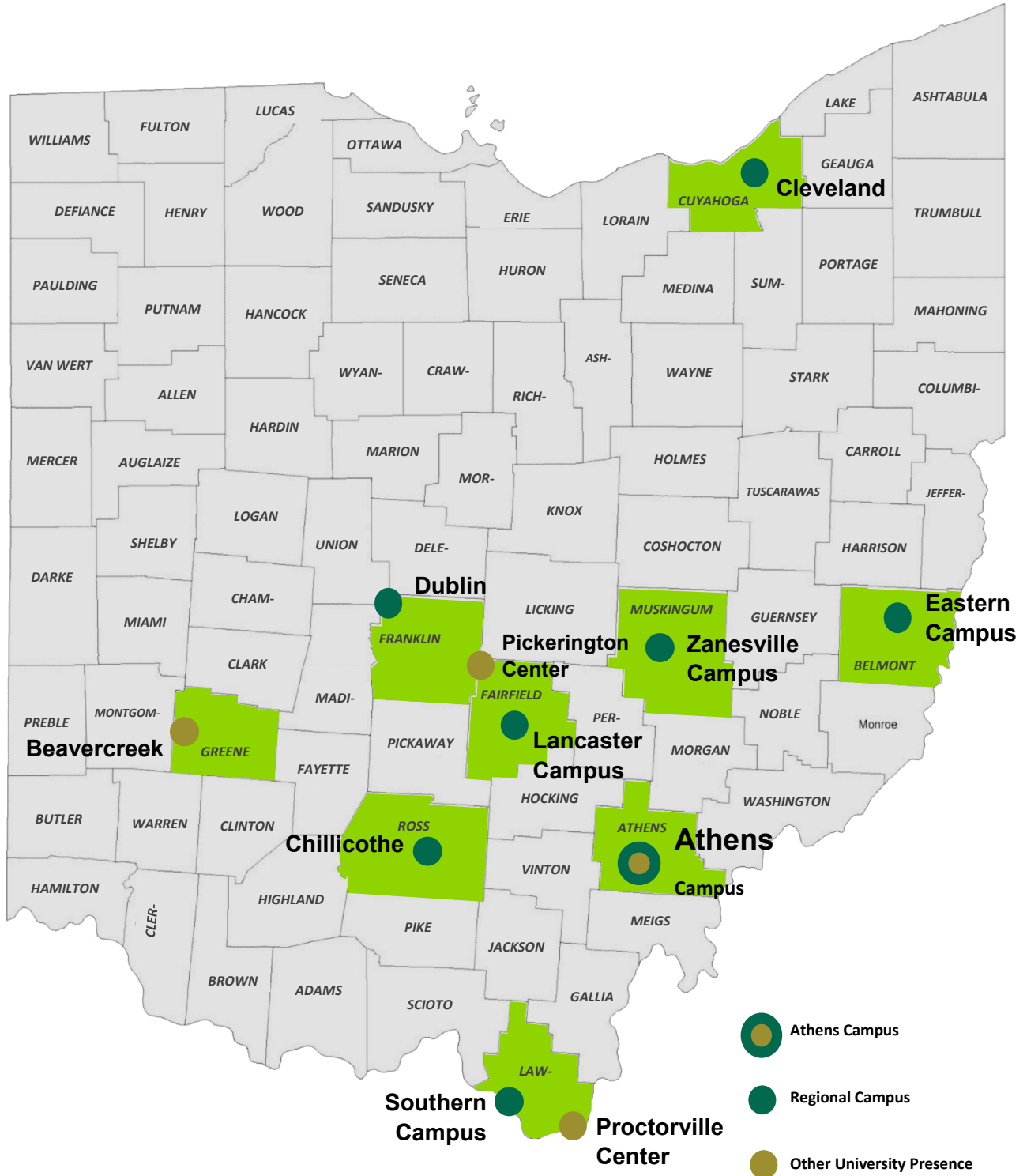
	FY15	FY16	FY17	FY18	FY19
Administrative	-	-	14	14	14
Regional Campuses	233	227	226	224	196
College of Medicine	118	126	134	134	129
Athens Colleges	1,065	1,070	1,093	1,088	1,049

Staff Headcounts by Unit Type
Staff Headcounts by Unit Type


	FY15	FY16	FY17	FY18	FY19
Athens Colleges	518	605	624	597	586
Administrative	983	1,072	1,045	1,008	995
Auxiliaries	333	399	414	413	387
College of Medicine	231	254	250	242	245
Operations & Maintenance	371	366	392	395	415
Regional Campuses	201	203	195	186	168



Ohio University Statewide Locations



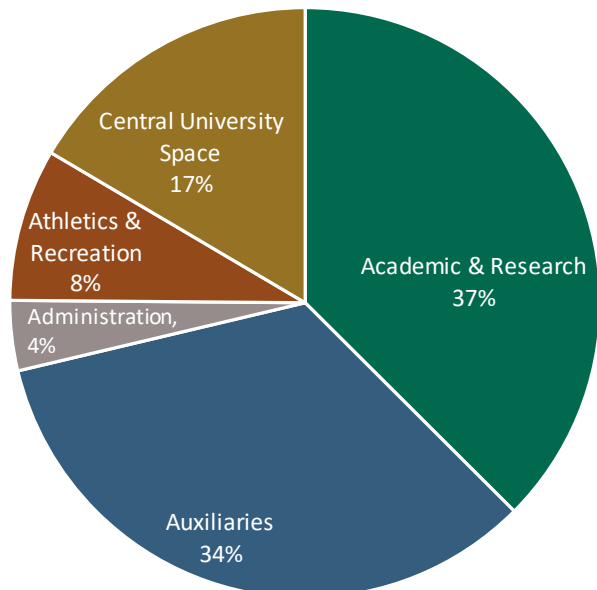
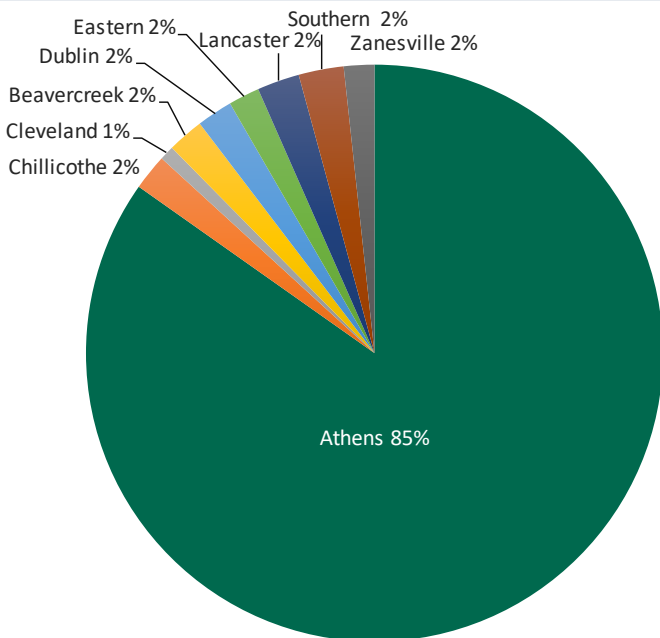


Ohio University Campus Space Fact Sheet

Ohio University Campus Data

Location	Acreage	Buildings	GSF	NASF
Athens Campus	2093	217	8.3M	5.5M
Beavercreek Campus	58	12	200K	120K
Chillicothe Campus	340	12	197K	111K
Cleveland Campus	n/a	1	79K	41K
Dublin Campus	88	4	197K	113K
Eastern Campus	753	10	170K	105K
Lancaster Campus	118	10	233K	137K
Southern Campus	283	22	248K	145K
Zanesville Campus	156	4	168K	137K
Totals	3,889	292	9.8M	6.4M

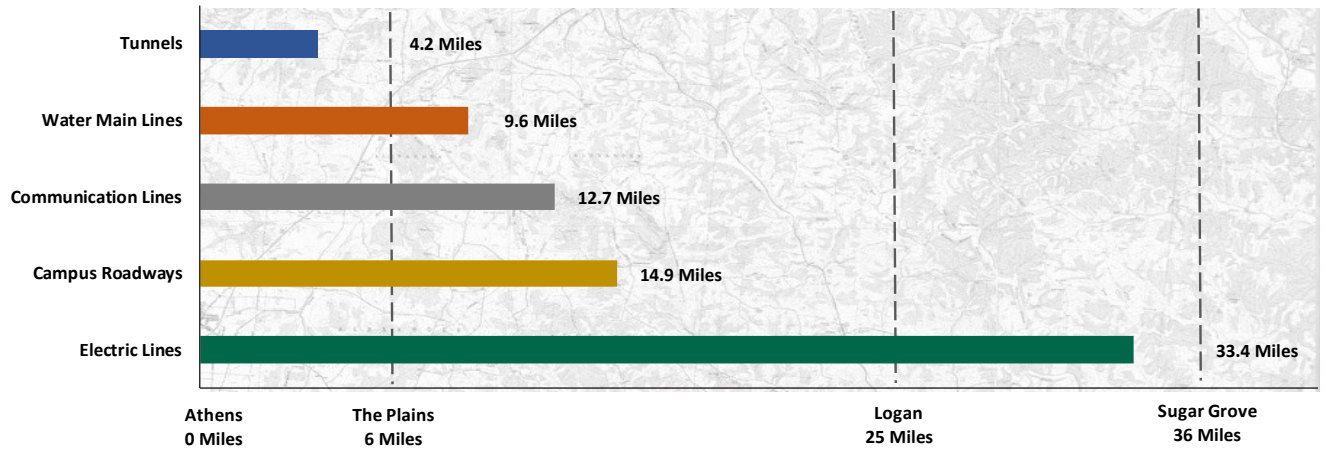
Ohio University Gross Square Footage (GSF)	Athens Campus Net Assignable Square Footage (NASF)
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Note: Gross square footage includes all space within the footprint of each building's floor. Net assignable square footage excludes non-assignable areas, such as corridors, mechanical rooms, restrooms, and the thickness of interior and exterior walls.

Ohio University Campus Space Fact Sheet

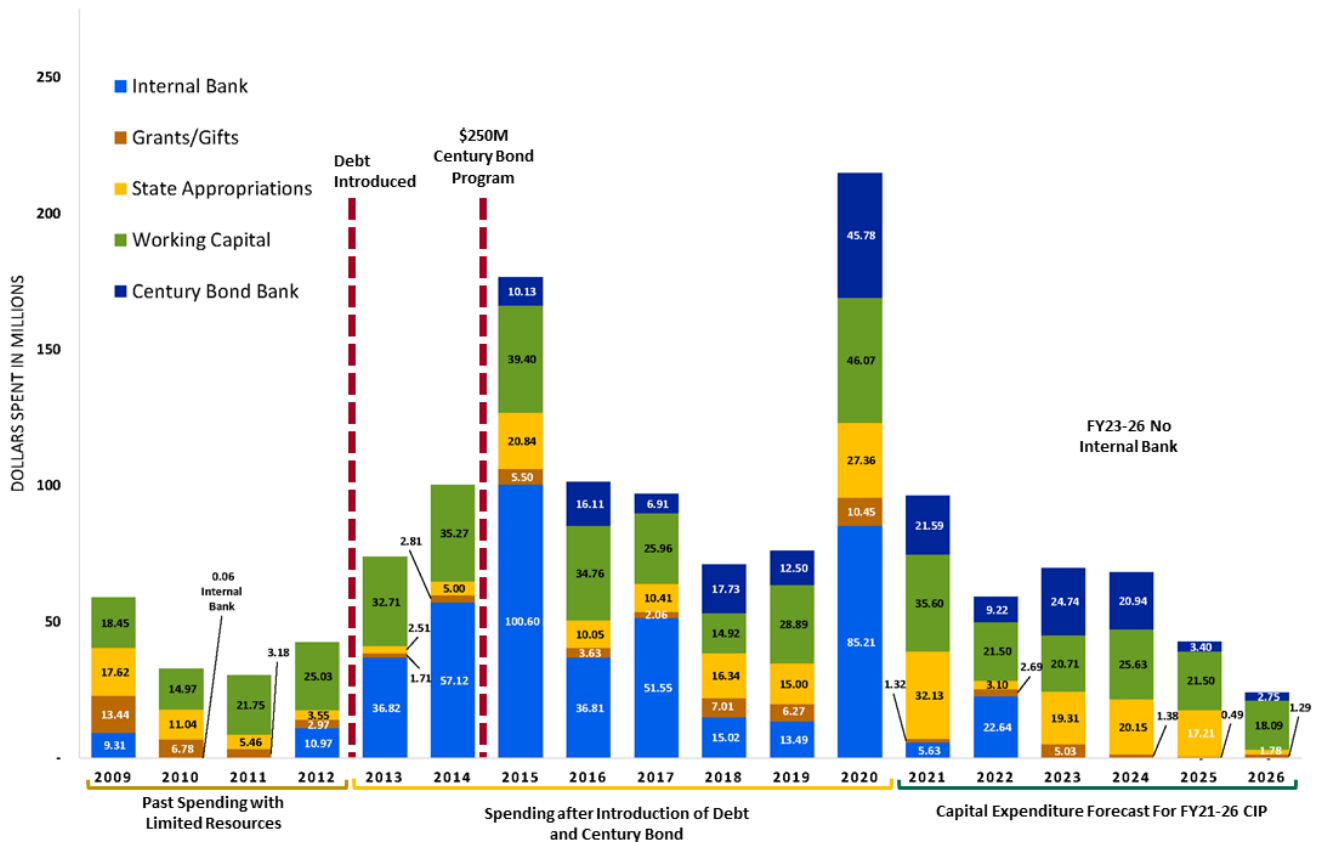
Ohio University Campus Data



The graphic above provides a comparison of the University’s infrastructure components as calculated in miles maintained by Facilities, relative to the distance between Athens and the noted locations.

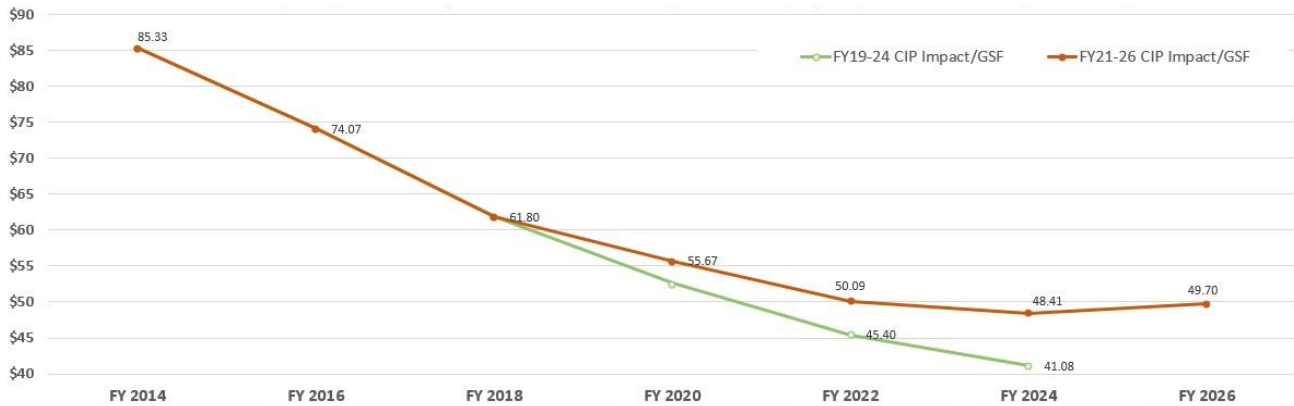
Ohio University Funding Data

This chart illustrates the funding resources the University has had in the past as well as included future projections as they correlate with the embedded FY21-FY26 Six Year Capital Plan. Note that beginning in FY13, the University’s access to debt has provided opportunities to invest in deferred maintenance and programmatic needs of the campus. This has reduced our backlog of deferred maintenance needs.



Ohio University Campus Space Fact Sheet

Ohio University Deferred Maintenance Data



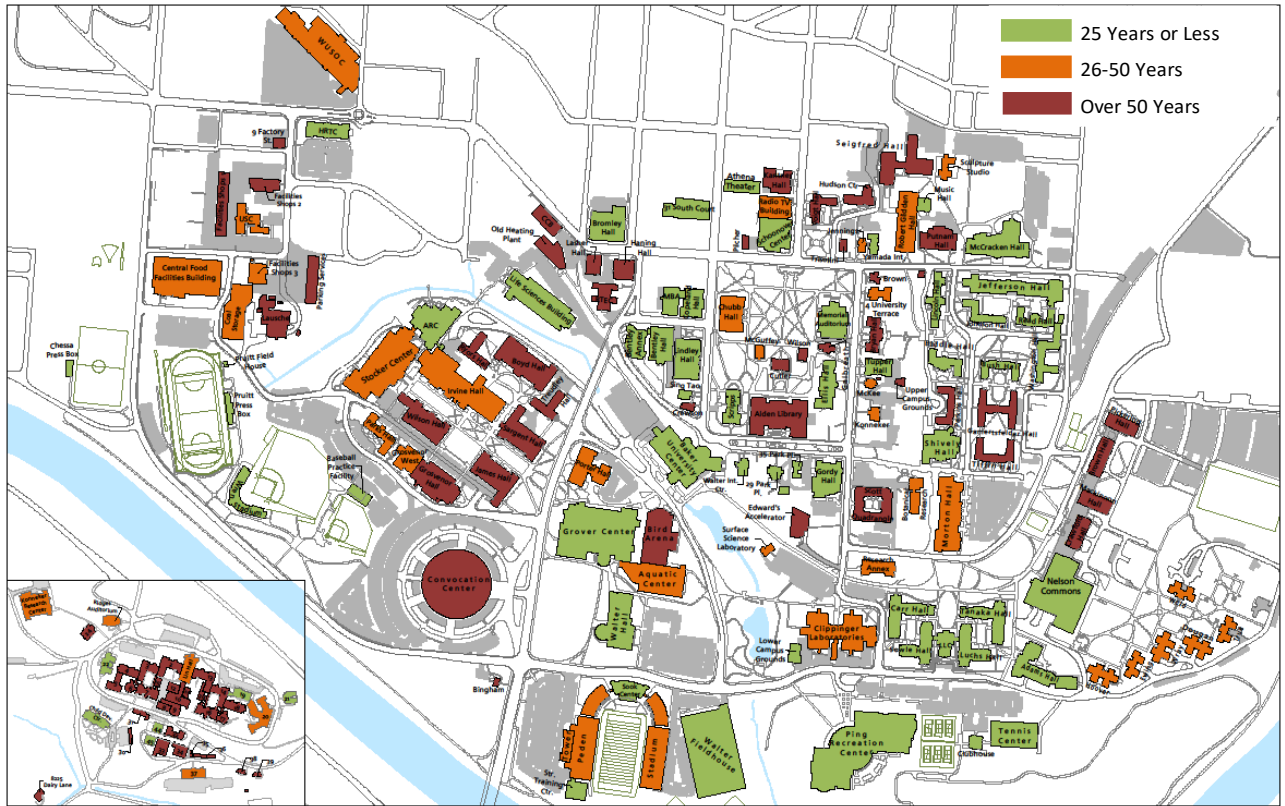
	FY18	FY19	FY20	FY21	FY22	FY23	FY24-26
GSF	8,261,326	8,143,495	8,070,636	8,267,536	8,267,536	8,267,536	8,267,536
Increase	McCracken Addition, Ridges Observatory, Grover Center	Sook Center		HCOM Phase 1, Chemistry Building, Chilled Water Plant 3			University is evaluating future portfolio through Space Study; Projects are currently not known and may emerge in future CIP updates
Decrease	PSAC, Cady, Foster, Brough, Fenzel, O'Bleness, Martzoff	Facilities Shop 4, AFSCME Office, Smith, Armbruster, Atkinson	Ridges Buildings 15, 20, 29, Brown House, Edgehill, 9 Factory St				
Change of Use			Ridges 13, 14, 18	29 Park Place, Trisolini, HRTC	Grosvenor Hall	WUSOC/ROC	

Athens Campus Deferred Maintenance Backlog Calculation Method

The University utilizes the deferred maintenance inventory database to develop a thorough understanding of deferred maintenance liabilities across the entire campus. The deferred maintenance inventory, updated continuously, is used as the basis for the backlog calculation and for conceptual estimating of project costs.

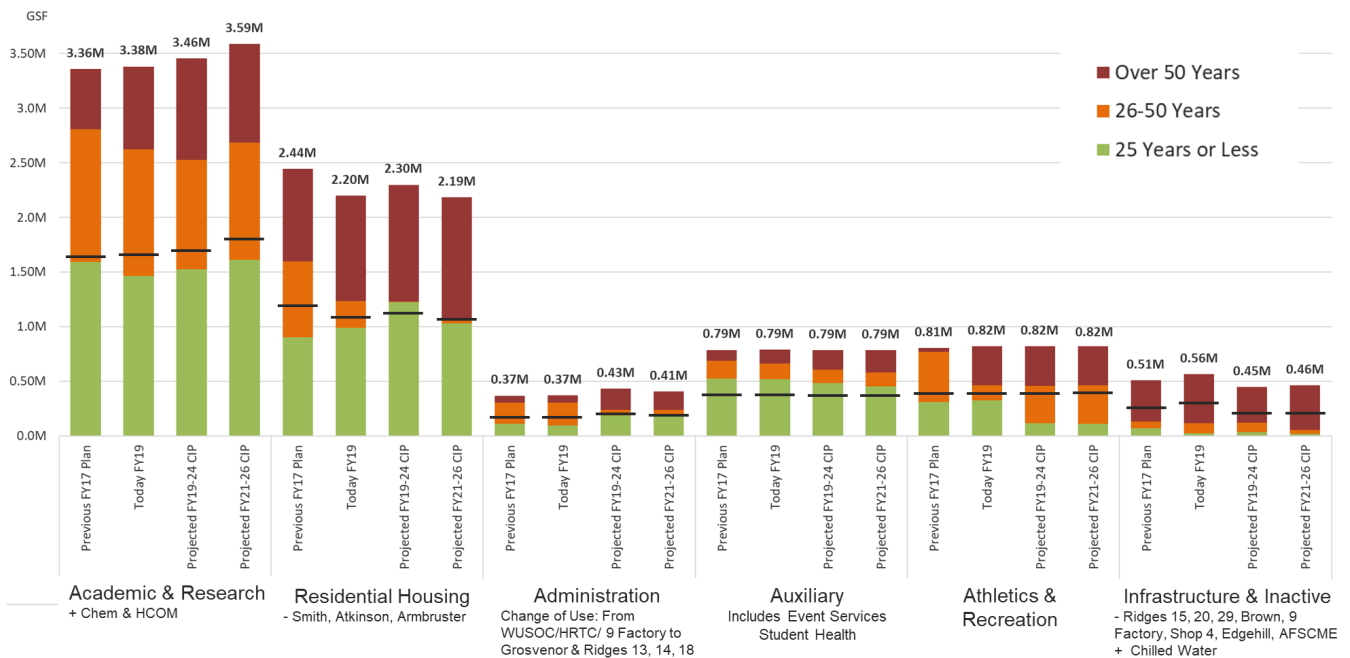
- At the end of FY2019, the deferred maintenance backlog is projected to be \$59 per gross square foot (8.3M GSF) given project investments to that point in time.
- With the implementation of the FY21-FY26 six year CIP, the estimated backlog is expected to reduce to \$47 per gross square foot (8.2M GSF).
- University is investigating the optimal deferred maintenance range for the campus which will inform investments moving forward

Ohio University Athens Campus 2019 Renovation Age



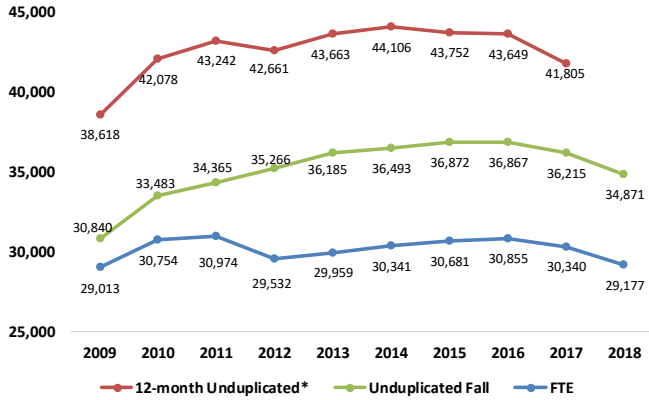
Building Age Balance

A 50% balance between buildings that are 25 years and younger and buildings 26 years and older, including investment to maintain this average, assists with managing the balance between life cycle needs and annual investment in newer facilities.

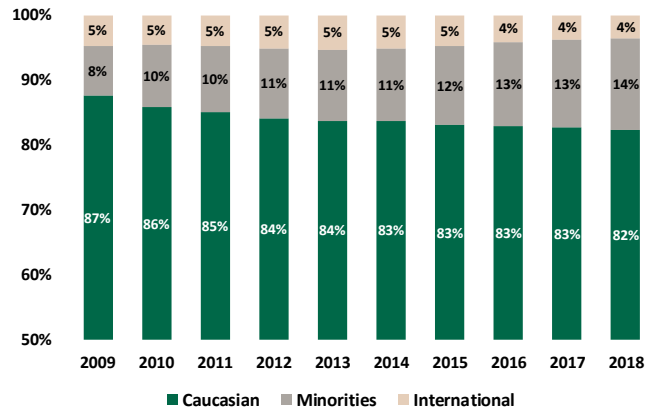


Ohio University Enrollment Fact Sheet

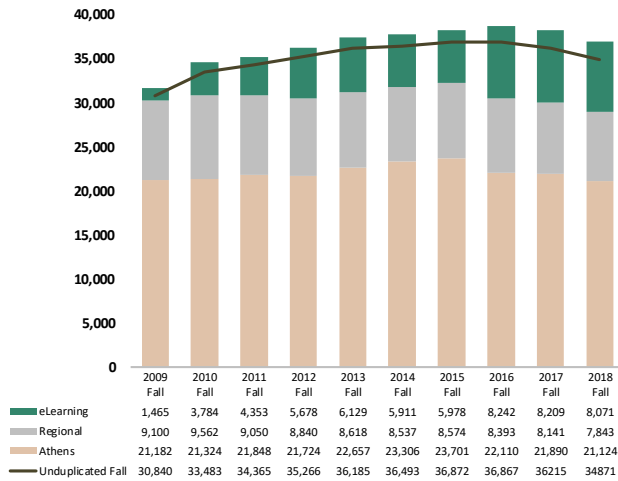
Total Final Enrollment



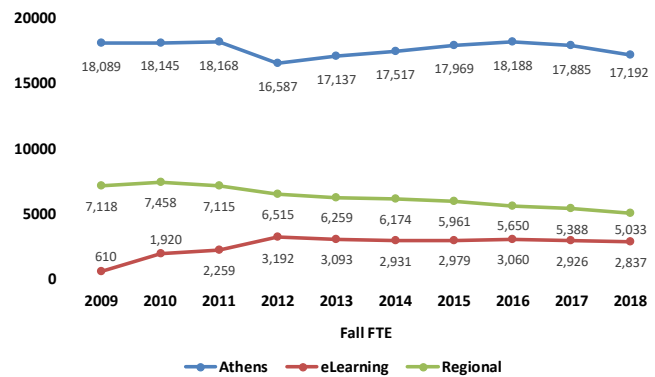
% of Final Fall Enrollment by Race



Final Fall Headcount by Campus

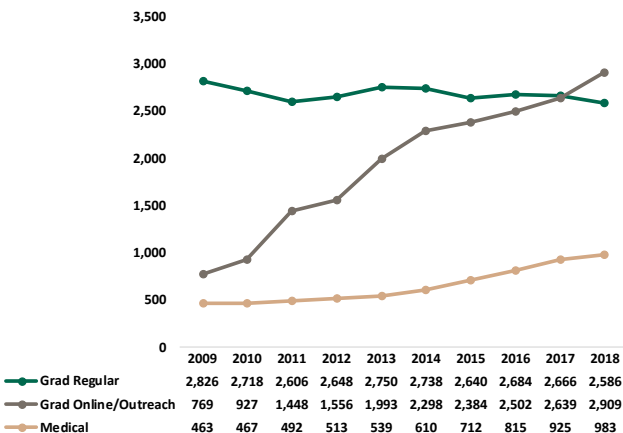


Final Fall Undergraduate FTE

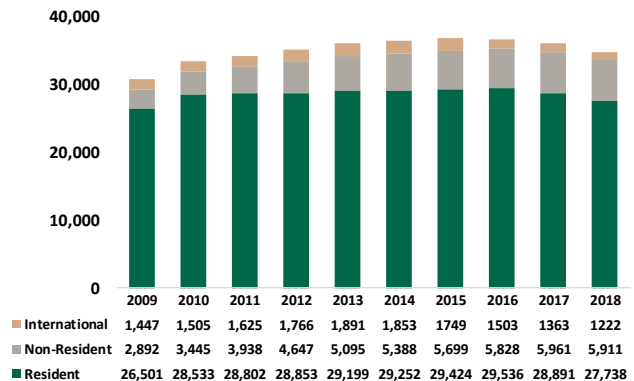


*IN 2016, 2,117 GRADUATE ONLINE STUDENTS ARE IN ELEARNING, PRIOR YEARS INCLUDED THEM IN ATHENS.
 **IN 2016, 167 REGIONAL ONLINE STUDENTS ARE IN ELEARNING, PRIOR YEARS INCLUDED THEM IN REGIONAL.

Final Fall Graduate and Professional Headcount



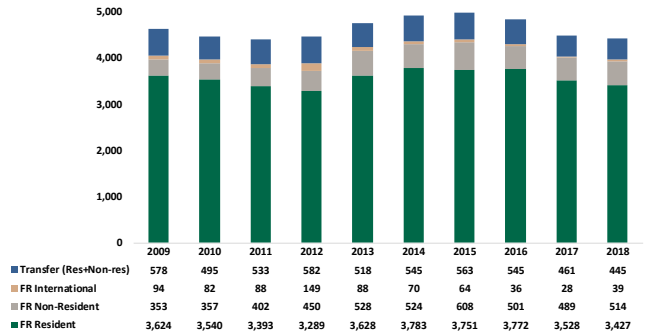
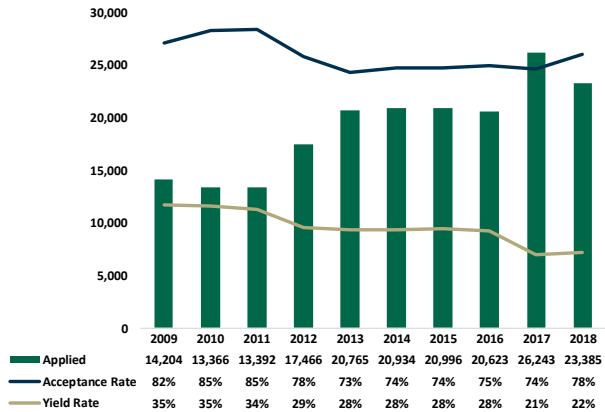
Final Fall Enrollment by Residency





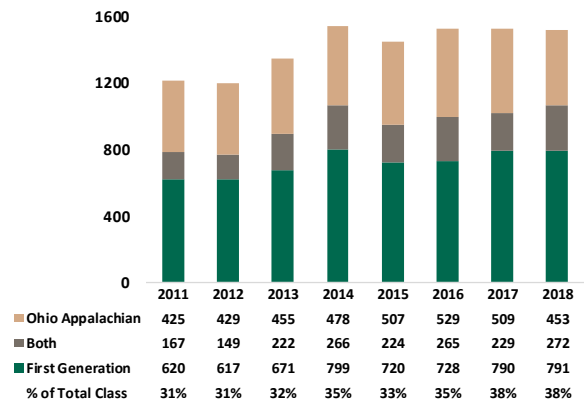
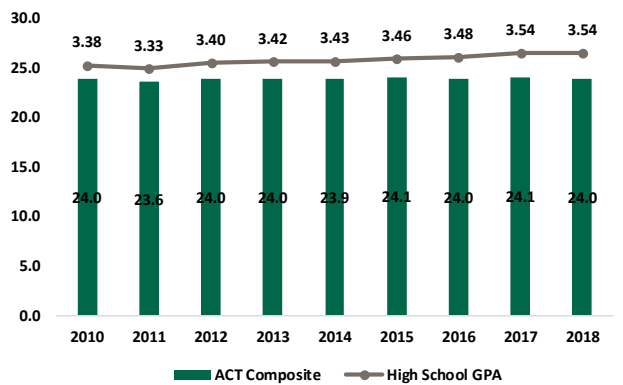
Athens First-Year Student Admission Statistics

New Enrollments-First-Year, Transfers & Residency



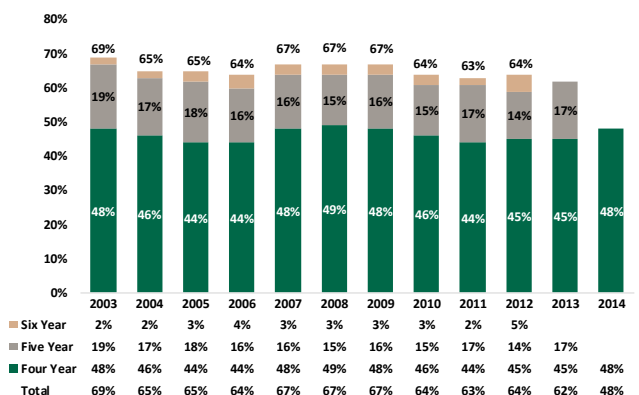
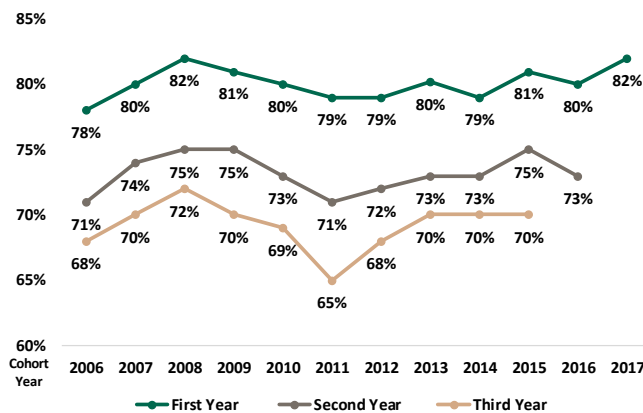
First-Year Class Quality—Athens

First Generation & Ohio Appalachian Athens Undergraduate



Retention Rates-Athens

Graduation Rates—Athens



Ohio University Top 50 Ranked Programs Fact Sheet

College of Arts and Sciences	Undergraduate Forensic Chemistry program # 1 in Toxicology (# 3 overall) On Forensic Science Assessment Test <small>(American Board of Criminalistics)</small>	Philosophy graduate program in top 16 <small>(Leiter Report)</small>	PhD Program in Creative Writing # 3 in nation <small>(Poets & Writers Magazine)</small>	
	Clinical Psychology PhD program One of the top 4.3% of all clinical doctoral programs with 100% match of students to APA-accredited internships over past 5 years <small>(Program data)</small>	Industrial/Organizational Program # 1 in research productivity <i>per faculty member</i> (# 24 if unadjusted) <small>(Beiler, Zimmerman, Doerr and Clark, 2014)</small>		
Global Affairs and Int'l Studies	African Studies Program in top 20 <small>(U.S. Dept. of Education)</small>		Voinovich School and College of Business	
		Center for Entrepreneurship #1 Emerging Entrepreneurship Program		
Voinovich School	# 39 <small>(Best Value School's Top 50 Most Innovative Public Service Schools)</small>	Online Master of Public Administration (MPA) Program #12 Best Online Colleges Offering MPA Programs <small>SR Education Group 2019 Ranking</small>		
College of Business	Undergraduate Public Business School # 15 <small>(Bloomberg Businessweek)</small>	Master's of Athletic Administration # 8 ranked Most Affordable Online Master's in Athletic Administration <small>(Sports Management Degree Guide)</small>	Online MBA Program # 15 best in the Nation <small>(Poets & Quants - poetsandquants.com)</small>	
	Undergraduate Sports Business program # 2 (worldwide) <small>(SportsBusiness International)</small>	Sport Business MBA/MSA dual degree # 2 (worldwide) <small>(SportsBusiness International)</small>	Professional Master's of Sports Administration online #1 (worldwide) <small>(SportsBusiness International)</small>	
College of Fine Arts	Ceramics graduate program # 3 <small>(U.S. News and World Report)</small>	Printmaking graduate program # 10 <small>(U.S. News and World Report)</small>	Master's in Music Therapy # 15 <small>(Top 25 Master's Degrees in Music Therapy 2016)</small>	
	# 1 ranked Marching Band in the Country Marching 110 <small>(collegesports-fans.com)</small>	Best Value Theater School # 22 <small>(College Factual)</small>	Best Value Art School # 25 <small>(College Factual)</small>	
	School of Theater # 32 Overall # 13 for Directing # 14 for Playwriting # 22 for Acting & Performing # 33 for Design & Production <small>(theatre-schools.com)</small>		College of Fine Arts # 33 ranked School of Art + Design <small>(U.S. News and World Report)</small>	
College of Health Sciences and Professions	Communication Sciences and Disorders undergraduate Program in top 24 <small>(Gourman Report)</small>	Doctor of Clinical Audiology (AUD) # 37 out of 74 programs <small>(2016 U.S. News and World Report)</small>		
	Speech Language Pathology Master's Program # 46 out of 249 <small>(2016 U.S. News and World Report)</small>	Doctor of Physical Therapy (CPT) # 46 of 233 programs <small>(2016 U.S. News and World Report)</small>		

Ohio University Top 50 Ranked Programs Fact Sheet

Heritage College of Osteopathic Medicine	in top 20 for the percentage of graduates in both Primary Care and Family Medicine <small>(Med School Mapper)</small>	Honors Tutorial College	in top 20 Public University Honors Programs <small>(a Review of Fifty Public Honors Programs)</small>
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Patton College of Education	Master's in Curriculum and Instruction (online) # 3 out of 35 <small>(CollegeChoice—www.collegechoice.net)</small>	Online Master's in Soccer Coaching # 34 <small>(2019 Best Online Programs - U.S. News and World Reports)</small>
	Online Master's in Coaching # 3 in the 15 Best Online Master's in Coaching Education <small>(Sports Management Degree Hub)</small>	Best Master's in Reading & Literacy Programs # 10 out of 50, <i>Named for Licensed Teachers</i> <small>(2019 Online Master's—www.onlinemasters.com)</small>
	Top 25 Popular Online Master's in Reading and Literacy Education # 18 out of 25 <small>(2018 Best Value Schools—www.bestvalueschools.com)</small>	

Russ College of Engineering	#36 in U.S. News & World Report Best online Graduate Engineering Programs	#25 on National Science Foundation Research and Development spending in Chemical Engineering
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Scripps College of Communication	Organizational Communication doctoral program # 9 <small>(National Communication Association)</small>	Health Communication doctoral program # 10 <small>(National Communication Association)</small>	
	E.W. Scripps School of Journalism in top 8 <small>Internationally (only one in North America) (Carriere Della Sere Style Magazine, Italy's equivalent to NYTimes magazine)</small>	Intercultural-International Communication # 12 <small>(National Communication Association)</small>	
	Rhetorical Communication doctoral program # 18 <small>(National Communication Association)</small>	Critical-Cultural Communication doctoral program # 20 <small>(National Communication Association)</small>	
	Interpersonal/Small-Group Communication doctoral program # 20 <small>(National Communication Association)</small>	School of Communication Studies in top 20 for research <small>(Communication Institute for Online Scholarship)</small>	
	School of Visual Communication in top 5 <small>(Magazine for Emerging Photographers and Photo Educators)</small>	Critical-Cultural Communication # 23 <small>(National Communication Association)</small>	
	Communication and Technology # 26 <small>(National Communication Association)</small>	Games and Animation major # 32 <small>(2017 Animation Career Review)</small>	Mass Communication # 28 <small>(National Communication Association)</small>
	Online Applied Communication Bachelor's Degree # 1 Most Affordable Online Colleges for Public Relations Degrees <small>(OnlineU)</small>		

17.1 Tuition Rates

FY 2020 Tuition Schedule—OHIO Guarantee Students

Athens Campus Undergraduate Tuition (Per Semester)

Credit Hours	Instructional Fee	General Fee	Ohio Resident Total	Non-Resident Fee	Out-of-State Resident Total	Career & Experiential Learning Fee
1	523	66	589	482	1,071	6
2	1,046	132	1,178	964	2,142	12
3	1,569	198	1,767	1,446	3,213	18
4	2,092	264	2,356	1,928	4,284	24
5	2,615	330	2,945	2,410	5,355	30
6	3,138	396	3,534	2,892	6,426	36
7	3,661	462	4,123	3,374	7,497	42
8	4,184	528	4,712	3,856	8,568	48
9	4,707	594	5,301	4,338	9,639	54
10	5,230	660	5,890	4,820	10,710	60
11	5,230	660	5,890	4,820	10,710	66
12-20*	5,522	712	6,234	4,897	11,131	72

**Beyond 20 Hours: Resident Fee is \$291/hr. and Non-Resident Fee is \$554/hr.

FY 2019 Tuition Schedule—OHIO Guarantee Students

Athens Campus Undergraduate Tuition (Per Semester)

Credit Hours	Instructional Fee	General Fee	Ohio Resident Total	Non-Resident Fee	Out-of-State Resident Total	Career & Experiential Learning Fee
1	506	64	570	466	1,036	6
2	1,012	128	1,140	932	2,072	12
3	1,518	192	1,710	1,398	3,108	18
4	2,024	256	2,280	1,864	4,144	24
5	2,530	320	2,850	2,330	5,180	30
6	3,036	384	3,420	2,796	6,216	36
7	3,542	448	3,990	3,262	7,252	42
8	4,048	512	4,560	3,728	8,288	48
9	4,554	576	5,130	4,194	9,324	54
10	5,060	640	5,700	4,660	10,360	60
11	5,060	640	5,700	4,660	10,360	60
12-20*	5,336	688	6,024	4,732	10,756	72

**Beyond 20 Hours: Resident Fee is \$282/hr. and Non-Resident Fee is \$536/hr.

FY 2018 Tuition Schedule—OHIO Guarantee Students

Athens Campus Undergraduate Tuition (Per Semester)

Credit Hours	Instructional Fee	General Fee	Ohio Resident Total	Non-Resident Fee	Out-of-State Resident Total
1	500	63	563	466	1,029
2	1,000	126	1,126	932	2,058
3	1,500	189	1,689	1,398	3,087
4	2,000	252	2,252	1,864	4,116
5	2,500	315	2,815	2,330	5,145
6	3,000	378	3,378	2,796	6,174
7	3,500	441	3,941	3,262	7,203
8	4,000	504	4,504	3,728	8,232
9	4,500	567	5,067	4,194	9,261
10	5,000	630	5,630	4,660	10,290
11	5,000	630	5,630	4,660	10,290
12-20*	5,268	680	5,948	4,732	10,680

*Beyond 20 Hours: Resident Fee is \$279/hr and Non-Resident Fee is \$533/hr

FY 2017 Tuition Schedule—OHIO Guarantee Students

Athens Campus Undergraduate Tuition (Per Semester)

Credit Hours	Instructional Fee	General Fee	Ohio Resident Total	Non-Resident Fee	Out-of-State Resident Total
1	494	62	556	466	1,022
2	988	124	1,112	932	2,044
3	1,482	186	1,668	1,398	3,066
4	1,976	248	2,224	1,864	4,088
5	2,470	310	2,780	2,330	5,110
6	2,964	372	3,336	2,796	6,132
7	3,458	434	3,892	3,262	7,154
8	3,952	496	4,448	3,728	8,176
9	4,446	558	5,004	4,194	9,198
10	4,940	620	5,560	4,660	10,220
11	4,940	620	5,560	4,660	10,220
12-20*	5,201	671	5,872	4,732	10,604

*Beyond 20 Hours: Resident Fee is \$276/hr and Non-Resident Fee is \$530/hr

FY 2020 Tuition Schedule—Non-Guarantee Students

Athens Campus Undergraduate Tuition (Per Semester)

Credit Hours	Instructional Fee	General Fee	Ohio Resident Total	Non-Resident Fee	Out-of-State Resident Total
1	449	59	508	457	965
2	898	118	1,016	914	1,930
3	1,347	177	1,524	1,371	2,895
4	1,796	236	2,032	1,828	3,860
5	2,245	295	2,540	2,285	4,825
6	2,694	354	3,048	2,742	5,790
7	3,143	413	3,556	3,199	6,755
8	3,592	472	4,064	3,656	7,720
9	4,041	531	4,572	4,113	8,685
10	4,490	590	5,080	4,570	9,650
11	4,490	590	5,080	4,570	9,650
12-20*	4,732	640	5,372	4,638	10,010

*Beyond 20 Hours: Resident Fee is \$252/hr and Non-Resident Fee is \$494/hr

FY 2020 Tuition Schedule—Regional Guarantee Students

Regional Campus Undergraduate Tuition (Per Semester)

Credit Hours	Instructional Fee	General Fee	Ohio Resident Total	Non-Resident Fee	Out-of-State Resident Total	Career & Experiential Learning Fee
1	246	3	249	136	385	6
2	492	6	498	272	770	12
3	738	9	747	408	1,155	18
4	984	12	996	544	1,540	24
5	1,230	15	1,245	680	1,925	30
6	1,476	18	1,494	816	2,310	36
7	1,722	21	1,743	952	2,695	42
8	1,968	24	1,992	1,088	3,080	48
9	2,214	27	2,241	1,224	3,465	54
10	2,460	30	2,490	1,360	3,850	60
11	2,594	30	2,624	1,496	4,120	66
12-20*	2,732	33	2,765	1,496	4,261	72

**Beyond 20 Hours: Resident Fee is \$139/hr. and Non-Resident Fee is \$198/hr.

FY 2019 Tuition Schedule—Regional Guarantee Students

Regional Campus Undergraduate Tuition (Per Semester)

Credit Hours	Instructional Fee	General Fee	Ohio Resident Total	Non-Resident Fee	Out-of-State Resident Total	Career & Experiential Learning Fee
1	238	3	241	136	377	6
2	476	6	482	272	754	12
3	714	9	723	408	1,131	18
4	952	12	964	544	1,508	24
5	1,190	15	1,205	680	1,885	30
6	1,428	18	1,446	816	2,262	36
7	1,666	21	1,687	952	2,639	42
8	1,904	24	1,928	1,088	3,016	48
9	2,142	27	2,169	1,224	3,393	54
10	2,380	30	2,410	1,360	3,770	60
11	2,507	30	2,537	1,496	4,033	66
12-20*	2,640	33	2,673	1,496	4,169	72

**Beyond 20 Hours: Resident Fee is \$135/hr. and Non-Resident Fee is \$194/hr.

FY 2020 Tuition Schedule—Regional Non-Guarantee Students

Regional Campus Undergraduate Tuition (Per Semester)

Regional Campus Undergraduate Tuition**
Chillicothe, Lancaster, Zanesville Campuses
Lower Division (60 Semester Hours or Less)
Per Semester

Credit Hours	Instructional Fee	General Fee	Ohio Resident Total	Non-Resident Fee	Out-of-State Resident Total
1	227	3	230	189	419
2	454	6	460	378	838
3	681	9	690	567	1,257
4	908	12	920	756	1,676
5	1,135	15	1,150	945	2,095
6	1,362	18	1,380	1,134	2,514
7	1,589	21	1,610	1,323	2,933
8	1,816	24	1,840	1,512	3,352
9	2,043	27	2,070	1,701	3,771
10	2,270	30	2,300	1,890	4,190
11	2,270	30	2,300	2,079	4,379
12-20*	2,513	33	2,546	2,268	4,814

*Beyond 20 Hours: Resident Fee is \$124/hr and Non-Resident Fee is \$183/hr
**Zanesville Campus students are charged an \$8 Security Fee

Regional Campus Undergraduate Tuition
Eastern and Southern Campuses
Lower Division (60 Semester Hours or Less)
Per Semester

Credit Hours	Instructional Fee	General Fee	Ohio Resident Total	Non-Resident Fee	Out-of-State Resident Total
1	220	3	223	86	309
2	440	6	446	172	618
3	660	9	669	258	927
4	880	12	892	344	1,236
5	1,100	15	1,115	430	1,545
6	1,320	18	1,338	516	1,854
7	1,540	21	1,561	602	2,163
8	1,760	24	1,784	688	2,472
9	1,980	27	2,007	774	2,781
10	2,200	30	2,230	860	3,090
11	2,200	30	2,230	860	3,090
12-20*	2,417	33	2,450	923	3,373

*Beyond 20 Hours: Resident Fee is \$124/hr and Non-Resident Fee is \$183/hr

Regional Campus Undergraduate Tuition**
Chillicothe, Lancaster, Zanesville Campuses
Upper Division (More than 60 Semester Hours)
Per Semester

Credit Hours	Instructional Fee	General Fee	Ohio Resident Total	Non-Resident Fee	Out-of-State Resident Total
1	227	3	230	189	419
2	454	6	460	378	838
3	681	9	690	567	1,257
4	908	12	920	756	1,676
5	1,135	15	1,150	945	2,095
6	1,362	18	1,380	1,134	2,514
7	1,589	21	1,610	1,323	2,933
8	1,816	24	1,840	1,512	3,352
9	2,043	27	2,070	1,701	3,771
10	2,270	30	2,300	1,890	4,190
11	2,497	30	2,527	2,079	4,606
12-20*	2,534	33	2,567	2,268	4,835

*Beyond 20 Hours: Resident Fee is \$124/hr and Non-Resident Fee is \$183/hr
**Zanesville Campus students are charged an \$8 Security Fee

Regional Campus Undergraduate Tuition
Eastern and Southern Campuses
Upper Division (More than 60 Semester Hours)
Per Semester

Credit Hours	Instructional Fee	General Fee	Ohio Resident Total	Non-Resident Fee	Out-of-State Resident Total
1	227	3	230	86	316
2	454	6	460	172	632
3	681	9	690	258	948
4	908	12	920	344	1,264
5	1,135	15	1,150	430	1,580
6	1,362	18	1,380	516	1,896
7	1,589	21	1,610	602	2,212
8	1,816	24	1,840	688	2,528
9	2,043	27	2,070	774	2,844
10	2,270	30	2,300	860	3,160
11	2,497	30	2,527	860	3,387
12-20*	2,534	33	2,567	923	3,490

*Beyond 20 Hours: Resident Fee is \$124/hr and Non-Resident Fee is \$183/hr

Regional Campus Graduate Tuition**

All Regional Campuses

Per Semester

Credit Hours	Instructional Fee	General Fee	Ohio Resident Total	Non-Resident Fee	Out-of-State Resident Total
1	505	3	508	19	527
2	1,010	6	1,016	38	1,054
3	1,515	9	1,524	57	1,581
4	2,020	12	2,032	76	2,108
5	2,525	15	2,540	95	2,635
6	3,030	18	3,048	114	3,162
7	3,535	21	3,556	133	3,689
8	4,040	24	4,064	152	4,216
9-18*	4,094	27	4,121	171	4,292

*Beyond 18 Hours: Resident Fee is \$334/hr and Non-Resident Fee is \$628/hr

**Zanesville Campus students are charged an \$8 Security Fee

**Athens Campus Graduate Tuition - No Change
Per Semester**

Credit Hours	Instructional Fee	General Fee	Ohio Resident Total	Non-Resident Fee	Out-of-State Resident Total
1	505	78	583	496	1,079
2	1,010	156	1,166	992	2,158
3	1,515	234	1,749	1,488	3,237
4	2,020	312	2,332	1,984	4,316
5	2,525	390	2,915	2,480	5,395
6	3,030	468	3,498	2,976	6,474
7	3,535	546	4,081	3,472	7,553
8	4,040	624	4,664	3,968	8,632
9-18*	4,094	628	4,722	3,996	8,718

*Beyond 18 Hours: Resident Fee is \$334/hr and Non-Resident Fee is \$628/hr

**Medical Student Tuition
Per Semester**

Credit Hours	Instructional Fee	General Fee	Ohio Resident Total	Non-Resident Fee	Out-of-State Resident Total
1	671	24	695	286	981
2	1,342	48	1,390	572	1,962
3	2,013	72	2,085	858	2,943
4	2,684	96	2,780	1,144	3,924
5	3,355	120	3,475	1,430	4,905
6	4,026	144	4,170	1,716	5,886
7	4,697	168	4,865	2,002	6,867
8	5,368	192	5,560	2,288	7,848
9 and above	18,171	639	18,810	7,743	26,553

**eLearning
Per Credit Hour**

Academic Program	Instructional Fee	General Fee	Program Fee	Special Svcs/Materials Fee	Ohio Resident Total	Non-Resident Fee	Out-of-State Resident Total
eCampus Undergraduate Programs*	237	3	0	0	240	3	243
BSTOM Program ETM Courses	237	3	113	0	353	3	356
Correctional Education	237	3	0	100	340	3	343

*Includes Online RN-to-BSN Program, Online Bachelor Completion Program, Correspondence, Independent Study, Course Credit by Exam

**Off-Campus Existing Graduate Programs
Per Credit Hour**

Academic Program	Instructional Fee	General Fee	Program Fee	Special Svcs/ Materials Fee	Ohio Resident Total	Non-Resident Fee	Out-of-State Resident Total
Off-Campus Graduate Programs - Standard Rate****	505	3	0	0	508	19	527
College of Arts and Sciences							
Masters of Financial Economics - Athens*	505	78	100	0	683	496	1,179
Masters of Financial Economics - Online	505	3	287	0	795	19	814
Master of Social Science	505	3	63	0	571	19	590
Master of Arts in English	505	3	0	0	508	19	527
Master of Science in Chemistry - Online	505	3	0	0	508	19	527
Teaching English as a Foreign Language (TEFL) Certificate	505	3	0	0	508	19	527
Teaching English to Speakers of Other Languages (TESOL)	505	3	0	0	508	19	527
Certificate in Gender, Sexualities, & Health	505	3	0	0	508	19	527
Data Analysis Certificate	505	3	0	0	508	19	527
Geospatial Information Science: GIS & Cartography Certificate	505	3	0	0	508	19	527
Master of Arts in Law, Justice, & Culture - Online	505	3	0	0	508	19	527
College of Business							
Professional MBA	505	3	461	0	969	19	988
MBA Online	505	3	410	110	1,028	19	1,047
Full-time MBA*	505	78	173	0	756	496	1,252
Professional Masters of Sport Administration	505	3	233	83	824	19	843
Master of Sports Administration*	505	78	100	0	683	496	1,179
Dual MBA/Master of Sports Administration*	505	78	100	0	683	496	1,179
Masters in Athletic Administration	505	3	66	0	574	19	593
Professional Masters of Accountancy	505	3	569	0	1,077	19	1,096
Online Masters of Accountancy	505	3	552	115	1,175	19	1,194
Full-time Masters of Accountancy*	505	78	100	0	683	496	1,179
Master in Business Analytics - Online	505	3	552	115	1,175	19	1,194
College of Business Certificates	505	3	392	0	900	19	919
College of Fine Arts							
Master of Music Education (MM5190)	505	3	0	0	508	19	527
College of Health Science & Professions							
Masters of Science in Nursing Online (ED/Admin Track)	505	3	89	0	597	19	616
Masters of Science in Nursing Online (FNP Track)	505	3	180	0	688	19	707
Masters of Science in Nursing Hybrid (ED/Admin Track)*	505	78	14	0	597	496	1,093
Masters of Science in Nursing Hybrid (FNP Track)*	505	78	91	0	674	496	1,170
Masters in Health Administration	505	3	146	0	654	19	673
Masters of Physician Assistant Practice	505	3	60	0	568	19	587
Doctor of Physical Therapy*	505	78	52	0	635	496	1,131
Dietetics Internship Masters Program*	505	78	15	0	598	496	1,094
Masters of Arts Speech- Language Pathology*	505	78	37	0	620	496	1,116
Doctor of Clinical Audiology*	505	78	37	0	620	496	1,116
Doctor of Nursing Practice BSN to DNP*	505	78	0	170	753	496	1,249
Doctor of Nursing Practice MSN to DNP*	505	78	0	292	875	496	1,371
Master of Global Health	505	3	100	0	608	19	627
Masters of Global Health (MGH) Blended*	505	78	100	0	683	496	1,179
Healthcare Leadership Graduate Certificate	505	3	0	0	508	19	527
Master of Social Work (Advanced Standing)	505	3	146	0	654	19	673
Master of Social Work (Foundations)	505	3	146	0	654	19	673
Patton College of Education							
Early Child Generalist Endorsement Certificate (4th/5th)	229	3	196	0	428	19	447
Masters in Coaching Education	505	3	63	0	571	19	590
Masters in Coaching Education - Soccer	505	3	63	0	571	19	590
Reading Endorsement	505	3	15	0	523	19	542
Master of Counselor Education	505	3	15	0	523	19	542
Masters in Special Education*	505	78	15	0	598	496	1,094
Higher Education PhD	505	3	15	0	523	19	542
Masters in Higher Education	505	3	15	0	523	19	542
Instructional Design Certificate	505	3	15	0	523	19	542
Masters in Educational Administration	505	3	15	0	523	19	542
Teacher Leadership Endorsement	505	3	15	0	523	19	542
Pre-K Special Needs Endorsement	505	3	15	0	523	19	542
Masters in Reading Education*	505	78	15	0	598	496	1,094
Masters in Curriculum & Instruction*	505	78	15	0	598	496	1,094
Masters in Curriculum & Instruction (effective Summer 2019)	505	3	15	0	523	19	542
Blended Masters in Early Childhood & Special Education*	505	78	15	0	598	496	1,094
Education Public Policy Leadership Graduate Certificate	505	3	50	0	558	19	577
Transition to Work Certificate	505	3	15	0	523	19	542
Graduate Workshop	130	3	0	0	133	19	152
Russ College of Engineering							
Masters in Engineering Management	505	3	192	8	708	19	727
Masters in Engineering Management Certificates	505	3	98	8	614	19	633
Masters in Electrical Engineering	505	3	192	8	708	19	727
Masters in Civil Engineering	505	3	192	8	708	19	727
Electronic Navigation Certificate	505	3	192	8	708	19	727
Scripps College of Communications							
Masters of Information and Telecommunication Systems	505	3	117	0	625	19	644
Master of Communication Studies	505	3	17	0	525	19	544
Voinovich School of Leadership and Public Affairs							
Master of Public Administration	505	3	69	0	577	19	596
Master of Public Administration - Online	505	3	292	0	800	19	819

*Athens Graduate comprehensive rate applies for 9-18 credit hours.

Off-Campus Graduate Programs - New Programs for FY20

Per Credit Hour

Academic Program	Instructional Fee	General Fee	Program Fee	Special Svcs/ Materials Fee	Ohio Resident Total	Non-Resident Fee	Out-of-State Resident Total
Off-Campus Graduate Programs - Standard Rate****	505	3	0	0	508	19	527
College of Business							
Online Professional Master of Science in Management	505	3	417	0	925	19	944
Online Master of Science in Management	505	3	327	115	950	19	969
Professional Master of Business Analytics	505	3	454	115	1,077	19	1,096
College of Health Sciences & Professions							
Online Master of Public Health	505	3	146	0	654	19	673
Clinical Informatics Certificate	505	3	0	0	508	19	527
Veterans Health Certificate	505	3	0	0	508	19	527
Global Health Certificate	505	3	0	0	508	19	527
Health Policy Certificate	505	3	0	0	508	19	527
Online Family Nurse Practitioner (FNP) Certificate	505	3	187	0	695	19	714
Online Psychiatric Mental Health Nurse Practitioner Certificate	505	3	128	0	636	19	655
Online Adult Gerontology Acute Care Nurse Practitioner (AGACNP) Certificate	505	3	303	0	811	19	830
Online Nurse Educator Certificate	505	3	50	0	558	19	577
Online Nurse Leader Certificate	505	3	0	0	508	19	527
Master of Science in Athletic Training (Professional)*	505	78	30	0	613	496	1,109
Psychiatric Mental Health Nurse Practitioner Certificate*	505	78	128	0	711	496	1,207
Adult Gerontology Acute Care Nurse Practitioner (AGACNP)*	505	78	184	0	767	496	1,263

*Athens Graduate comprehensive rate applies for 9-18 credit hours.

Off-Campus Graduate Programs Fee Changes FY20- Pending Board Approval (June)

Per Credit Hour

Academic Program	Instructional Fee	General Fee	Program Fee	Special Svcs/ Materials Fee	Ohio Resident Total	Non-Resident Fee	Out-of-State Resident Total
Off-Campus Graduate Programs - Standard Rate****	505	3	0	0	508	19	527
Patton College of Education							
Early Child Generalist Endorsement Certificate (4th/5th)	346	3	0	0	349	19	368
College of Education Graduate Workshop	130	3	0	0	133	19	152

2019-2020 Technology Fee Schedule (Per Semester)

UNDERGRADUATE STUDENTS

Credit Hours	Student Info System/Network Fee*	College of Arts & Sciences	College of Business	Scripps College of Communication	Patton College of Education	Russ College of Engineering and Technology	College of Fine Arts	College of Health Sciences & Professions
1	3	3	9	12	7	9	7	6
2	6	6	18	24	14	18	14	12
3	9	9	27	36	21	27	21	18
4	12	12	36	48	28	36	28	24
5	15	15	45	60	35	45	35	30
6	18	18	54	72	42	54	42	36
7	21	21	63	84	49	63	49	42
8	24	24	72	96	56	72	56	48
9	27	27	81	108	63	81	63	54
10	30	30	90	120	70	90	70	60
11	30	33	90	120	77	90	70	66
12-20	33	45	97	127	80	97	75	67

GRADUATE STUDENTS

Credit Hours	Student Info System/Network Fee*	College of Arts & Sciences	College of Business	Scripps College of Communication	Patton College of Education	Russ College of Engineering and Technology	College of Fine Arts	College of Health Sciences & Professions	Voinovich School	Heritage College of Osteopathic Medicine
1	4	10	16	16	9	16	13	6	7	22
2	8	20	32	32	18	32	26	12	14	44
3	12	30	48	48	27	48	39	18	21	66
4	16	40	64	64	36	64	52	24	28	88
5	20	50	80	80	45	80	65	30	35	110
6	24	60	96	96	54	96	78	36	42	132
7	28	70	112	112	63	112	91	42	49	154
8	32	80	128	128	72	128	104	48	56	176
9-18	33	97	150	139	80	150	112	52	60	582

Regional campus students are not charged college technology fees for regional campus classes
 *All students are charged for the Student Info System/Network Fee

Athens Campus

2019-20 Residence & Dining Hall Rate Schedule

Room Rates (Per Semester)	Non-Guarantee Students	OHIO Guarantee Cohort 2016-17	OHIO Guarantee Cohort 2017-18	OHIO Guarantee Cohort 2018-19	OHIO Guarantee Cohort 2019-20
Single	3,844	4,048	4,190	4,337	4,489
Renovated Single & Suite Single	4,095	4,313	4,464	4,620	4,782
Standard Double	3,131	3,296	3,411	3,530	3,654
Renovated Double	3,336	3,513	3,636	3,763	3,895
Multi-Occupancy	2,921	3,076	3,184	3,295	3,410
Renovated Multi-Occupancy	3,112	3,277	3,392	3,511	3,634
Suite Double & Triples	3,550	3,738	3,869	4,004	4,144

Residential Meal Plans (Per Semester)	Non-Guarantee Students	OHIO Guarantee Cohort 2016-17	OHIO Guarantee Cohort 2017-18	OHIO Guarantee Cohort 2018-19	OHIO Guarantee Cohort 2019-20
10 Meal Plan*	1,809	1,854	1,891	1,929	1,967
14 Meal Plan	2,094	2,146	2,189	2,233	2,277
20 Meal Plan	2,236	2,292	2,338	2,385	2,432
14 Meal Plan - Flex	2,768	2,838	2,895	2,953	3,012
20 Meal Plan - Flex	3,088	3,165	3,228	3,293	3,358

Off-Campus Meal Plans (Per Semester)	Non-Guarantee Students	OHIO Guarantee Cohort 2016-17	OHIO Guarantee Cohort 2017-18	OHIO Guarantee Cohort 2018-19	OHIO Guarantee Cohort 2019-20
Block 15+	301	307	300	315	331
Block 30	240	245	276	289	304
Block 44	387	395	396		
Block 45 Plus	545	556	559	570	599
Destination Dining	427	427	427	427	427

17.2 Acronyms

AFSCME	American Federation of State, County, and Municipal Employees
AHEC	Area Health Education Center
BAC	Benefits Advisory Council
BOT	Board of Trustees
BPC	Budget Planning Council
CIP	Capital Improvement Plan
CoA	Chart of Accounts
DOL	Department of Labor
ECRC	Equity and Civil Rights Compliance
FLSA	Fair Labor Standards Act
FOP	Fraternal Order of Police
FTE	Full-Time Equivalent
FY	Fiscal Year
GAAP	Generally Accepted Accounting Practices
HCOM	Heritage College of Osteopathic Medicine
ICA	Intercollegiate Athletics
IPEDS	Integrated Post Secondary Education Data System
IPS	Investment Policy Statement
KPIs	Key Performance Indicators
OBM	OHIO Budget Model
OPERS	Ohio Public Employees Retirement System
OTO	One Time Only
RCM	Responsibility Centered Management
RFP	Request for Proposals
RHE	Regional Higher Education
ROI	Return on Investment
S&P	Standard & Poor's
SEEC	Strategic Enrollment Executive Committee
SOR	Strategic Opportunity Reserve
SSI	State Share of Instruction
STRS	State Teachers Retirement System
UG	Undergraduate
Y-O-Y	Year Over Year