



Budget Book

2020-2021



OHIO
UNIVERSITY

Table of Contents

1	Executive Summary	7
2	FY21 Budget	10
2.1	Consolidated University Budget (All Funds – GAAP Adjusted)	10
2.2	Consolidated University Budget (All Funds – Operating Activity)	11
2.3	FY20 Forecast Columns (All Funds)	12
2.4	FY21 Budget Columns (All Funds)	13
2.5	Summary of Operating Revenue Sources	14
2.5.1	State Appropriations	14
2.5.2	Net Tuition, Fees, Room & Board	15
2.5.3	Grants/Facilities & Administrative Cost Recovery	15
2.5.4	Private Support	16
2.5.4.1	Endowment Distributions	16
2.5.4.2	Gift Contributions	16
2.5.4.3	Investment Income	16
2.5.5	Internal & External Sales	17
2.5.6	Spending Authorization	17
2.5.6.1	Academic Units	18
2.5.6.2	Central & Administrative Units	19
2.6	Summary of Operating Expenditures	20
2.6.1	Salaries, Wages, & Other Payroll	20
2.6.2	Benefits	21
2.6.3	Supplies, Services, & Capitalized Costs	21
2.6.4	Internal Loans & Debt Service	22
2.6.5	Depreciation	22
2.6.6	Expense Allocations	22
3	FY21 Institutional Budget Strategies	23
3.1	Institutional Strategies: Post-COVID-19 Budget Planning	23
3.2	FY21 COVID-19 Budget	24
4	State Appropriations	26
4.1	State Share of Instruction (SSI)	26
4.2	State Funded Line Item Appropriations	29
4.3	State Capital Appropriation	29
5	Enrollment, Financial Aid, & Tuition	30
5.1	Enrollment Trends	30
5.1.1	Undergraduate Headcount & FTE	30
5.1.2	Graduate Programs	31
5.1.3	Doctor of Osteopathy (HCOM)	32
5.2	Tuition & Financial Aid	32
5.3	Tuition	33
5.3.1	Undergraduate Tuition Increases	33
5.3.2	Undergraduate Net Tuition	34

5.3.3	Graduate Net Tuition (excluding Medical)	34
5.3.4	Medical School Net Tuition	34
5.4	Enrollment Impacts on the University’s Finances	35
6	Private Support	36
6.1	Long-Term Investment Pool	36
6.1.1	Endowment Activity	37
6.2	Endowment Distributions	37
6.2.1	Endowment Spending Rates	37
6.2.2	Endowment Distributions by Fiscal Year (in millions)	38
6.2.3	NACUBO-Commonfund Study of Endowments	40
6.3	Gifts and Contributions	41
7	Compensation	42
7.1	Compensation	42
7.1.1	FY21 Cost Savings Furlough Plan	42
7.1.2	COMP 2019	43
7.1.3	Biennial Equity Review	43
7.2	Fair Labor Standards Act	44
7.3	Personnel	45
7.3.1	Job Categories	45
7.3.2	Employee Headcount	46
7.3.3	Total Salaries by Planning Unit	48
7.4	Benefits Expense	49
7.4.1	Educational Benefits	49
7.4.2	Mandated Benefits	49
7.4.3	Retirement Contributions	50
8	Treasury and Debt Management	51
8.1	Current Debt, Pro-forma Debt & Debt Service	51
8.2	Internal Bank	55
8.2.1	Internal Bank Model	55
8.2.2	Century Bond Bank Model	57
8.3	Internal Loans	58
8.3.1	Internal Bank Loans	58
8.3.2	Century Bond Loans	61
9	Capital Improvement Plan & Deferred Maintenance	62
9.1	CIP Process Overview	62
9.2	Past CIP Progress	63
10	Budget Planning & University Reserves	64
10.1	FY21-26 Revenues, Expenses & Use of Reserve Projection	64
10.1	FY21-26 Central Planning Assumptions	64
11	Academic Planning Units	66
11.1	Academic Budget Process	66
11.2	Academic Financial Summaries	67

11.2.2	College of Business.....	70
11.2.3	Scripps College of Communication	72
11.2.4	The Patton College of Education.....	74
11.2.5	Russ College of Engineering and Technology.....	76
11.2.6	College of Fine Arts	78
11.2.7	College of Health Sciences and Professions.....	80
11.2.8	Honors Tutorial College.....	82
11.2.9	Office of Global Affairs and International Studies	84
11.2.10	University College	86
11.2.11	Voinovich School of Leadership and Public Affairs	88
11.2.12	Heritage College of Osteopathic Medicine	90
11.2.13	Regional Higher Education	92
12	Auxiliary Planning Units	95
12.1	Intercollegiate Athletics	96
12.2	Culinary Services	98
12.3	Housing & Residence Life.....	99
12.4	Parking & Transportation.....	100
12.5	Printing.....	101
13	Administrative Unit Summaries.....	102
13.1	Advancement	105
13.2	Student Affairs	106
13.3	Research.....	107
13.4	Finance & Administration	108
13.5	Operations & Maintenance.....	109
13.6	Information Technology.....	110
13.7	Provost’s Office	111
13.8	President’s Office	112
13.9	Airport	113
13.10	Athena.....	114
13.11	Child Development Center (CDC).....	115
13.12	International Student & Faculty Services (ISFS).....	116
13.13	Kennedy Museum	117
13.14	Library	118
13.15	Marching 110	119
13.16	Wellworks.....	120
13.17	WOUB.....	121
14	Budget Unit Summaries – Operating Activity.....	122
14.1	Athens Colleges & Schools	124
14.1.1	College of Medicine.....	126

14.2	Regional Campuses & Auxiliaries	127
14.3	Central & Admin Operations	128
14.4	Reserves	140
14.5	COVID-19 Initiative Budget	141
15	Non-Operating, Financial Statement Adjustments, & Component Unit Summaries	142
15.1	Non-Operating Activity	143
15.2	Financial Statement Adjustments & Component Units	144
16	Fact Sheets	146
17	Appendix	153
17.1	Tuition Rates	153
17.2	Acronyms	162

1 Executive Summary

At our August meeting, we presented for Board approval the FY21 Ohio University Operating Budget. The resolution facilitating approval of the FY21 University budget was presented as part of the Resources, Facilities, and Affordability Committee meeting.

Our FY21 Operating Budget includes:

- Base Operating Revenues of \$674.6M, and GAAP adjusted Revenues of \$744.0M (GAAP adjustments incorporate non-operating activity (Capital, Endowment, Internal Bank, Century Bond Bank), financial statement adjustments, and component unit activity)
- Base Operating Expenses of \$687.5, and GAAP adjusted Expenses of \$716.3M
- Transfers to Capital Projects of \$55.4, and Overall Capital Budget of \$99.1M
- Planned Use of Reserves of \$25.0M (represented as a transfer from the working capital of the Internal Bank to support the current year operating budget)
- Incremental FY21 COVID Budget inclusive of \$20.4M in revenues and allowable expenses

Institutional Approach to FY21 Budget Planning

Ohio University's FY21 Budget development began in October 2019 as a campus-wide, multi-year planning effort with the goal of ensuring a balanced and sustainable financial future guided by the institution's Strategic Framework. Early in our budget process, as communicated to the Board in October, the institution's multi-year enrollment planning assumptions required significant evaluation and revision given aggressive market-growth targets set forth as part of FY20 budget planning. As future year enrollment and revenue projections were evaluated, the FY21 budget development focused on initiatives to enhance enrollments in strategic programs, invest in marketing and branding, prioritize student success, and reimagine the academic enterprise while accelerating reduction planning.

The proposed FY21 University Budget was developed in the midst of COVID-19 requiring additional re-evaluation of OHIO's:

- State Support, based on FY20-21 cuts
- UG Tuition Increases
- Enrollment Scenario Planning, across all instructional modalities
- Scholarship Strategy
- Expense budget, to accommodate mandates associated with a safe return to face-to-face instruction and incremental costs associated with transitioning courses to an online platform

The budget pressures associated with COVID-19 accelerated the institution's rebalancing efforts with a focus on maintaining sufficient reserves. While OHIO started FY20 with reserve levels that permitted multi-year bridging strategies, the enrollment landscape has changed our net position significantly. In May of 2020, multi-year bridging strategies transitioned to incremental reduction planning with immediate impacts, including:

- ⇒ Administrative staffing changes achieved through functional realignment and reduction planning for an estimated \$12.4M in base savings
- ⇒ Furlough Cost Savings, to realize an immediate \$13.0M in FY21 one-time-only savings
- ⇒ Removal of a planned 1% raise pool in FY22, for a base savings of \$3.7M

The spring 2020 actions represent incremental budget actions that followed three years of University reduction planning that included Voluntary Separation and Retirement Plans (VSRP) for Faculty, Early Retirement Incentive Plans (ERIP) for Custodial staff, and planning unit efficiencies and reductions that were being phased in over multiple years.

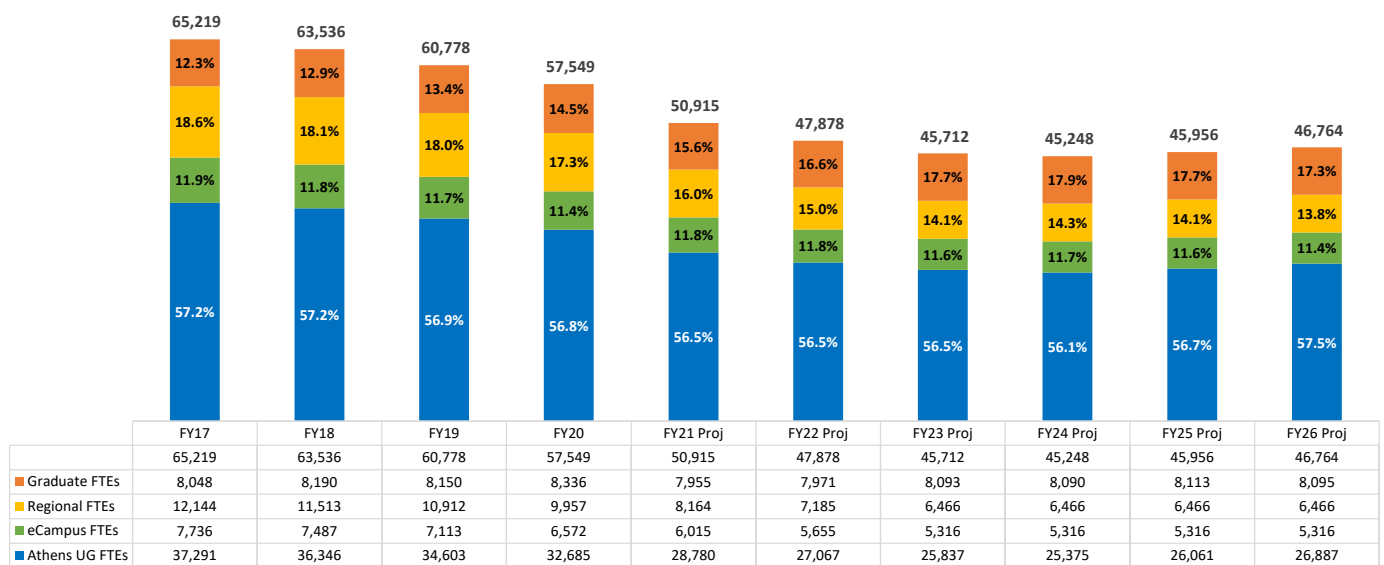
Collectively, these reduction strategies, when combined with a new enrollment reality, result in a proposed FY21 OHIO Operating Budget that relies on \$25.0M in reserve use. While use of reserves has been minimized to the greatest extent possible, we realize our current budget trajectory is not sustainable and will require additional reduction strategies or infusion of incremental revenues which are not yet incorporated into our multi-year budget plans. We are cognizant that Ohio University cannot rely on multi-year bridging strategies that require the utilization of operating reserves to balance the budget.

The information presented in the FY21 Budget Book highlights the historical revenues, expenses, and reduction plans realized through FY20, as well as the institutional strategies employed to minimize FY21 reserve use. In addition, the Budget Book provides details regarding the enrollments, revenues, and expense drivers that must be rebalanced in FY22.

Enrollments

As part of FY21 budget planning, the Strategic Executive Enrollment Committee (SEEC) expanded its role beyond traditional Athens UG enrollment planning to include UG OHIO online and graduate program enrollments, excluding medical students. While SEEC strategies and enrollment projections remain dynamic and evolving, the following chart provides a summary of how the Committee’s projections impact student FTEs by cohort, through FY26 (excluding HCOM). By FY22, OHIO’s total (non-medical) enrollments are projected to fall below 50,000 Academic Year FTEs, before stabilizing.

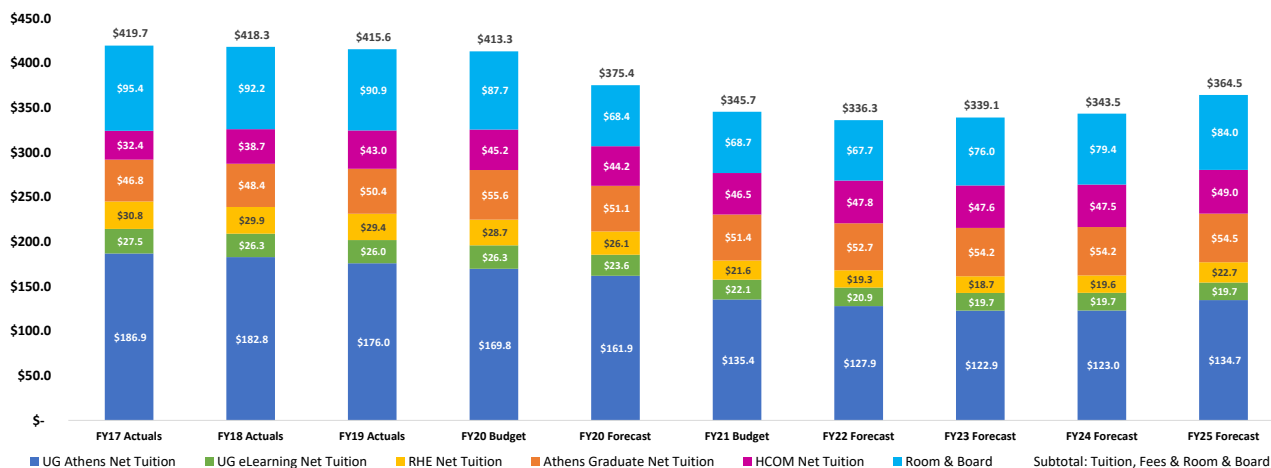
SEEC Enrollment Projections: Academic Year FTEs (Excluding HCOM)



FY17-19 Actual Source (OBI): FTEs are calculated as academic year credit hour (Fall—Spring—Summer) production divided by 15.

The SEEC multi-year OHIO enrollments, when combined with assumptions about rate increases and scholarship strategy, result in a corresponding decline in the institution’s base tuition and fee revenue. As tuition revenues decline, our rebalancing efforts will shift towards maintaining reserves. The following net tuition and fee revenues (excluding HCOM), highlight the decline in revenues that are not anticipated to return to pre-COVID levels:

OHIO Net Tuition & Fees Forecast



As OHIO enrollment declines, we must also plan for future reductions in state support given the State of Ohio’s performance-based funding model for Higher Education. For more information on the State Share of Instruction, see Section 4.

Managing in a Time of Economic Turmoil

As highlighted in our Board presentations throughout FY20, the University’s budget decisions are rooted in the Strategic Framework initiatives aimed at repositioning the university as a nimble 21st century public university. Understandably, Executive Leadership’s plans and ability to invest in new initiatives have been significantly impacted by COVID-19.

In the midst of tremendous uncertainty, while finalizing the FY21 budget decisions, Executive Leadership has remained steadfast in their commitment to:

- ◆ Prioritizing faculty and instructional personnel across the academic units in an effort to meet the needs our OHIO students
- ◆ Limiting use of institutional operating reserves in FY21, while recognizing that FY20 actual reserve is forecasted to exceed our budget
- ◆ Given projected constraints on state revenue for capital projects, re-evaluating our planned investments in facilities and deferred maintenance
- ◆ Rebuilding a sustainable model of reserve use recognizing that the events of Spring 2020 have dramatically changed the University’s operating budget model, capital plan, and reserve balances

That commitment, however, does not change the current economic and higher education landscape that will negatively impact OHIO’s funding model well beyond FY21; in ways not yet incorporated in our multi-year budget. Creating a sustainable budget model will require complex conversations and decisions across the University as we transition to budget planning for FY22.

Throughout FY21, we will provide updates to the Board on our current year budget performance, strategies to align expenses to our projected revenues, and use of reserves as we continue to transition to face-to-face instruction.

2 FY21 Budget

2.1 Consolidated University Budget (All Funds—GAAP Adjusted)

	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Budget	FY20 Forecast	FY21 Base Budget	FY21 COVID-19 Budget	Total FY21 Budget
REVENUES (in millions)								
1	State Appropriations	175.5	185.6	183.8	201.1	189.9	193.7	193.7
2	Gross Undergraduate Tuition & Fees	305.3	297.8	292.8	286.8	275.6	249.4	249.4
3	UG Student Financial Aid	(60.1)	(58.7)	(61.3)	(61.9)	(63.8)	(70.2)	(70.2)
4	Net Undergraduate Tuition & Fees	245.2	239.0	231.5	224.9	211.8	179.2	173.7
5	Gross Graduate Tuition & Fees	108.2	114.8	121.2	128.7	123.7	125.9	125.9
6	Graduate Student Financial Aid	(29.0)	(27.8)	(28.0)	(28.0)	(28.5)	(28.1)	(28.1)
7	Net Graduate Tuition & Fees	79.2	87.0	93.2	100.7	95.2	97.8	97.8
8	Room & Board	95.4	92.2	90.9	87.7	68.4	68.7	68.7
9	Grants & Contracts	43.1	37.8	42.2	54.0	56.3	42.8	64.1
10	Facilities & Admin Cost Recovery	7.1	7.2	8.0	6.8	8.0	9.1	9.1
11	Endowment Distributions	-	-	-	-	-	-	-
12	Contributions	16.0	19.6	20.5	25.0	16.5	30.0	30.0
13	Investment Income	97.6	60.5	51.5	65.8	(2.2)	61.3	61.3
14	Internal & External Sales	117.5	92.7	97.3	75.7	64.6	61.5	66.2
15	Total Revenues	876.5	821.7	818.8	841.8	708.6	744.0	764.4
16	Spending Authorization	-	-	-	-	-	-	-
17	Total Revenues & Revenue Allocation	876.5	821.7	818.8	841.8	708.6	744.0	764.4
18	Total Funding Transfers	-	-	-	-	-	-	-
EXPENSES								
19	Total Salaries, Wages, & Other Payroll	361.7	355.9	359.6	368.6	362.1	321.9	329.8
20	Total Benefits	154.0	15.9	122.6	122.8	122.6	119.4	121.9
21	Supplies, Services, & Capital Costs	212.3	192.6	186.8	199.7	187.5	187.8	197.8
22	Internal Principal & Interest	2.5	3.1	3.3	-	-	-	-
23	External Debt Service - Principal	-	-	-	-	-	-	-
24	External Debt Service - Interest	26.8	27.7	28.0	28.1	27.9	26.4	26.4
25	Depreciation	50.1	54.3	57.6	58.8	59.1	60.8	60.8
26	Total Direct Expenses	807.4	649.5	757.9	778.0	759.2	716.3	736.7
27	Capital Cost Allocation	-	-	-	-	-	-	-
28	Contribution Margin	-	-	-	-	-	-	-
29	Total Expenses & Expense Allocations	807.4	649.6	758.0	778.1	759.2	716.3	736.7
30	Results of Operations	69.1	172.1	60.9	63.7	(50.3)	27.7	27.7
INVESTMENT TRANSFERS								
31	Transfer To (From) Plant Fund	-	-	-	-	-	-	-
32	Transfer To (From) Quasi Endowments	-	-	-	-	-	-	-
33	Internal Bank Transfers	-	-	-	-	-	-	-
34	Total Investment Transfers	-	-	-	-	-	-	-
35	Total Transfers to (from) Reserve	69.1	172.1	60.9	63.7	(50.3)	27.7	27.7
36	Adjusted Net Results	-	-	-	-	-	-	-

2.2 Consolidated University Budget (All Funds—Operating Activity)

To isolate the OTO impact of incremental revenues and expenses associated with COVID-19, the table below and Section 2 provides trended base operating revenues and expenses. For more information on the COVID-19 budget, see Section 3.2.

	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Budget	FY20 Forecast	FY21 Base Budget	FY21 COVID-19 Budget	Total FY21 Budget	
REVENUES (in millions)									
1	State Appropriations	163.1	166.0	172.0	175.5	176.4	169.0	-	169.0
2	Gross Undergraduate Tuition & Fees	305.3	297.8	292.8	286.8	275.6	249.4	-	249.4
3	UG Student Financial Aid	(60.1)	(58.7)	(61.3)	(61.9)	(63.8)	(70.2)	-	(70.2)
4	Net Undergraduate Tuition & Fees	245.2	239.0	231.5	224.9	211.8	179.2	(5.5)	173.7
5	Gross Graduate Tuition & Fees	108.2	114.8	121.2	128.7	123.7	125.9	-	125.9
6	Graduate Student Financial Aid	(29.0)	(27.8)	(28.0)	(28.0)	(28.5)	(28.1)	-	(28.1)
7	Net Graduate Tuition & Fees	79.2	87.0	93.2	100.7	95.2	97.8	-	97.8
8	Room & Board	95.4	92.2	90.9	87.7	68.4	68.7	-	68.7
9	Grants & Contracts	43.1	36.3	41.3	45.4	48.6	41.1	21.2	62.3
10	Facilities & Admin Cost Recovery	7.1	7.2	8.0	6.8	8.0	9.1	-	9.1
11	Endowment Distributions	26.8	28.0	28.9	29.1	29.0	31.3	-	31.3
12	Contributions	14.7	11.2	8.8	13.8	8.1	16.5	-	16.5
13	Investment Income	7.1	6.3	5.6	6.2	4.5	6.1	-	6.1
14	Internal & External Sales	101.7	80.5	83.5	68.6	59.7	55.8	4.7	60.4
15	Total Revenues	783.3	753.8	763.8	758.7	709.8	674.6	20.4	695.0
16	Spending Authorization	-	-	-	-	-	-	-	-
17	Total Revenues & Revenue Allocation	783.3	753.8	763.8	758.7	709.8	674.6	20.4	695.0
18	Total Funding Transfers	0.6	1.7	4.8	0.1	-	-	-	-
EXPENSES									
19	Total Salaries, Wages, & Other Payroll	361.4	354.6	356.9	366.7	360.8	320.4	7.9	328.3
20	Total Benefits	113.7	113.1	120.1	122.8	122.6	119.4	2.5	121.9
21	Supplies, Services, & Capital Costs	194.5	188.0	185.9	199.4	171.7	186.7	10.0	196.7
22	Internal Principal & Interest	58.2	49.0	53.2	68.1	71.5	61.0	-	61.0
23	External Debt Service - Principal	-	-	-	-	-	-	-	-
24	External Debt Service - Interest	-	-	-	-	-	-	-	-
25	Depreciation	-	-	-	-	-	-	-	-
26	Total Direct Expenses	727.7	704.6	716.0	757.1	726.6	687.5	20.4	707.9
27	Capital Cost Allocation	-	-	-	-	-	-	-	-
28	Contribution Margin	-	-	-	-	-	-	-	-
29	Total Expenses & Expense Allocations	727.8	704.6	716.0	757.1	726.6	687.5	20.4	707.9
30	Results of Operations	54.9	47.5	43.0	1.6	(16.8)	(13.0)	-	(13.0)
INVESTMENT TRANSFERS									
31	Transfer To (From) Plant Fund	16.6	29.3	20.5	27.5	13.9	6.7	-	6.7
32	Transfer To (From) Quasi Endowments	9.0	15.5	2.1	0.3	1.3	5.3	-	5.3
33	Internal Bank Transfers	0.1	(1.7)	0.1	-	-	-	-	-
34	Total Investment Transfers	25.7	43.1	22.7	27.8	15.3	12.0	-	12.0
35	Total Transfers to (from) Reserve	29.2	4.4	20.3	(26.2)	(32.1)	(25.0)	-	(25.0)
36	Adjusted Net Results	-	-	-	-	-	-	-	-

2.3 FY20 Forecast Columns (All Funds)

	Athens Colleges & Schools	Regional Campuses	Auxiliaries	Central & Admin Operations	Reserves	Forecasting Adjustments	FY20 Operating Activity Subtotal	Non-Operating Activity	Financial Statement Adj & Component Units	GAAP Adj. Totals
--	---------------------------	-------------------	-------------	----------------------------	----------	-------------------------	----------------------------------	------------------------	---	------------------

REVENUES (in millions)

1	State Appropriations	150.3	20.8	-	0.2	5.2	0.1	176.5	13.5	-	190.0
2	Gross Undergraduate Tuition & Fees	241.1	31.7	-	4.6	(1.8)	1.2	276.9	-	-	276.9
3	Undergraduate Student Financial Aid	(49.4)	(5.1)	(16.8)	6.8	0.7	(0.1)	(63.9)	-	-	(63.9)
4	Net Undergraduate Tuition & Fees	191.7	26.6	(16.8)	11.5	(1.2)	1.1	213.0	-	-	213.0
5	Gross Graduate Tuition & Fees	122.7	0.1	-	1.0	-	1.3	125.0	-	-	125.0
6	Graduate Student Financial Aid	(28.1)	(0.0)	(0.0)	(0.4)	-	-	(28.5)	-	-	(28.5)
7	Net Graduate Tuition & Fees	94.6	0.0	(0.0)	0.6	-	1.3	96.5	-	-	96.5
8	Room & Board	-	-	68.4	-	-	-	68.4	-	-	68.4
9	Grants & Contracts	39.2	1.8	0.0	7.7	-	0.8	49.4	7.7	-	57.0
10	Facilities & Admin Cost Recovery	6.7	0.0	-	1.4	-	(0.2)	7.8	-	-	7.8
11	Endowment Distributions	13.6	0.5	0.2	14.8	-	0.1	29.1	(29.1)	-	-
12	Contributions	4.1	0.3	2.1	1.5	-	1.6	9.7	8.4	-	18.1
13	Investment Income	-	-	-	-	4.5	0.7	5.2	(6.0)	(0.6)	(1.4)
14	Internal & External Sales	8.9	0.5	18.2	32.1	-	7.2	66.9	0.1	4.8	71.8
15	Total Revenues	509.1	50.6	72.1	69.6	8.5	12.7	722.6	(5.5)	4.2	721.3
16	Spending Authorization	-	-	19.7	(23.0)	3.3	-	-	-	-	-
17	Total Revenues & Revenue Allocation	509.1	50.6	91.8	46.6	11.8	12.7	722.6	(5.5)	4.2	721.3
18	Total Funding Transfers	(12.7)	(0.2)	1.5	(4.2)	15.7	-	-	(0.5)	-	(0.5)

EXPENSES

19	Total Salaries, Wages, & Other Payroll	208.9	28.6	28.1	95.2	-	(0.2)	360.6	0.0	1.3	361.9
20	Total Benefits	60.1	9.4	9.5	43.6	-	(1.6)	121.0	0.0	-	121.0
21	Supplies, Services, & Capital Costs	63.9	5.8	25.9	76.0	-	(4.3)	167.4	126.3	(110.5)	183.2
22	Internal Principal & Interest	22.7	0.3	13.4	35.2	-	-	71.5	(71.5)	-	-
23	External Debt Service - Principal	-	-	-	-	-	-	-	13.8	(13.8)	-
24	External Debt Service - Interest	-	-	-	-	-	-	-	28.6	(0.7)	27.9
25	Depreciation	-	-	-	-	-	-	-	-	59.1	59.1
26	Total Direct Expenses	355.7	44.1	76.8	250.0	-	(6.1)	720.5	97.3	(64.6)	753.1
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	537.6	51.7	94.3	43.0	-	(6.1)	720.5	97.3	(64.6)	753.1
30	Results of Operations	(15.8)	(0.9)	(4.0)	7.8	(3.9)	18.8	2.1	(102.3)	68.8	-

INVESTMENT TRANSFERS

31	Transfer To (From) Plant Fund	9.0	0.8	9.5	(5.7)	0.3	(0.8)	13.1	(13.1)	-	-
32	Transfer To (From) Quasi Endowments	(0.3)	-	-	-	1.6	6.0	7.3	(7.3)	-	-
33	Internal Bank Transfers	-	-	-	-	-	-	-	-	-	-
34	Total Investment Transfers	8.8	0.8	9.5	(5.7)	1.9	5.2	20.5	(20.5)	-	(0.0)
35	Total Transfers to (from) Reserve	(24.6)	(1.7)	(13.6)	13.5	(5.8)	12.7	(19.4)	(81.8)	68.8	(32.4)
36	Adjusted Net Results	-	-	-	-	-	-	-	-	-	-

2.4 FY21 Budget Columns (All Funds)

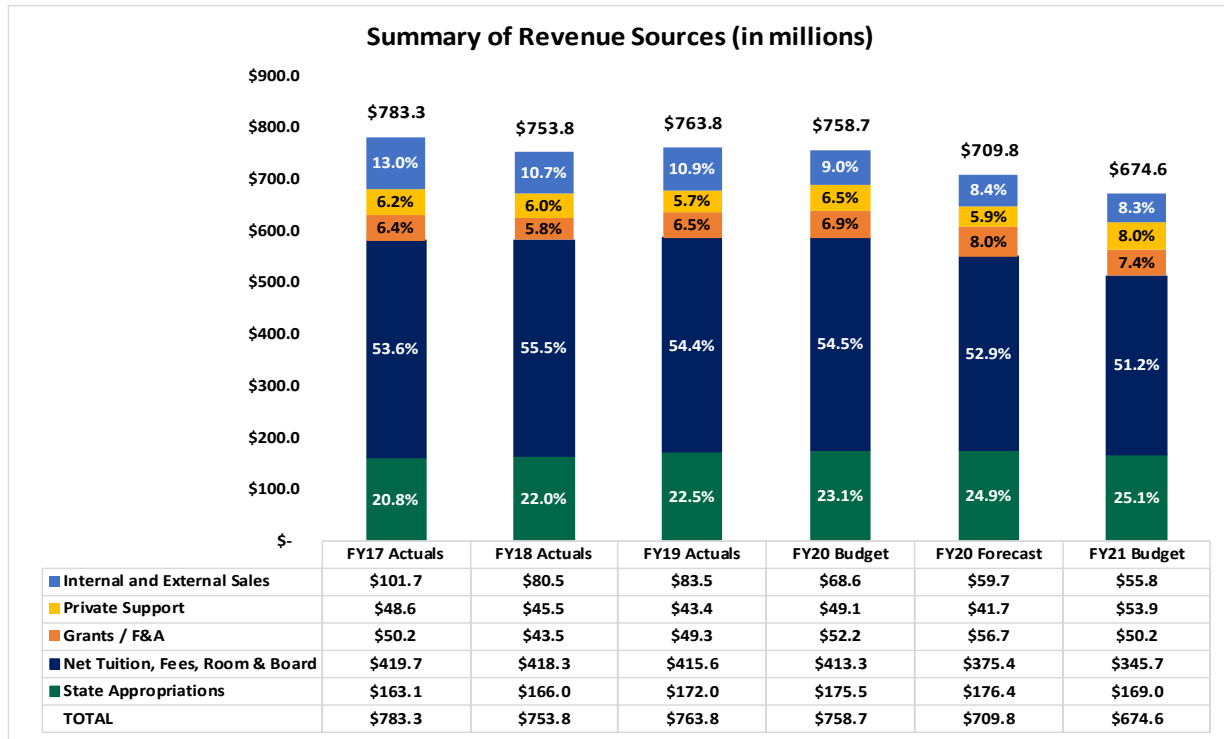
	Athens Colleges & Schools	Regional Campuses	Auxiliaries	Central & Admin Operations	Reserves	COVID-19 Budget	FY21 Operating Activity Subtotal	Non-Operating Activity	Financial Statement Adj & Component Units	GAAP Adj. Totals	
REVENUES											
1	State Appropriations	28.2	20.2	-	118.2	2.5	-	169.0	24.7	-	193.7
2	Gross Undergraduate Tuition & Fees	27.1	27.4	-	191.2	3.7	-	249.4	-	-	249.4
3	Undergraduate Student Financial Aid	(8.2)	(5.4)	(18.0)	(38.6)	-	(5.5)	(75.7)	-	-	(75.7)
4	Net Undergraduate Tuition & Fees	18.9	22.0	(18.0)	152.6	3.7	(5.5)	173.7	-	-	173.7
5	Gross Graduate Tuition & Fees	125.4	0.1	-	0.4	-	-	125.9	-	-	125.9
6	Graduate Student Financial Aid	(27.6)	(0.0)	(0.0)	(0.4)	-	-	(28.1)	-	-	(28.1)
7	Net Graduate Tuition & Fees	97.8	0.0	(0.0)	(0.0)	-	-	97.8	-	-	97.8
8	Room & Board	-	-	68.7	-	-	-	68.7	-	-	68.7
9	Grants & Contracts	35.5	1.7	0.0	3.8	-	21.2	62.3	1.8	-	64.1
10	Facilities & Admin Cost Recovery	7.7	-	-	1.4	-	-	9.1	-	-	9.1
11	Endowment Distributions	14.1	0.8	0.2	16.2	-	-	31.3	(31.3)	-	-
12	Contributions	2.9	0.2	2.1	11.2	-	-	16.5	13.5	-	30.0
13	Investment Income	-	-	-	1.6	4.5	-	6.1	54.8	0.3	61.3
14	Internal & External Sales	7.5	0.5	16.7	31.1	-	4.7	60.4	0.2	5.5	66.2
15	Total Revenues	212.6	45.3	69.7	336.2	10.6	20.4	695.0	63.6	5.9	764.4
16	Spending Authorization	139.3	0.5	17.9	(160.6)	3.0	-	-	-	-	-
17	Total Revenues & Revenue Allocation	351.9	45.8	87.6	175.6	13.6	20.4	695.0	63.6	5.9	764.4
18	Total Funding Transfers	(3.6)	0.7	2.2	(27.9)	28.6	-	-	-	-	-
EXPENSES											
19	Total Salaries, Wages, & Other Payroll	182.9	25.0	24.4	88.0	-	7.9	328.3	-	1.5	329.8
20	Total Benefits	55.8	8.9	8.5	46.2	-	2.5	121.9	-	-	121.9
21	Supplies, Services, & Capital Costs	65.3	6.0	25.2	90.3	-	10.0	196.7	99.4	(98.3)	197.8
22	Internal Principal & Interest	16.2	0.3	12.5	32.0	-	-	61.0	(61.0)	-	-
23	External Debt Service - Principal	-	-	-	-	-	-	-	12.6	(12.6)	-
24	External Debt Service - Interest	-	-	-	-	-	-	-	27.1	(0.7)	26.4
25	Depreciation	-	-	-	-	-	-	-	-	60.8	60.8
26	Total Direct Expenses	320.3	40.1	70.6	256.5	-	20.4	707.9	78.1	(49.4)	736.7
27	Capital Cost Allocation	13.6	-	1.6	(15.2)	-	-	-	-	-	-
28	Contribution Margin	13.6	7.7	12.5	(33.7)	-	-	-	-	-	-
29	Total Expenses & Expense Allocations	347.4	47.8	84.7	207.6	-	20.4	707.9	78.1	(49.4)	736.7
30	Results of Operations	8.0	(2.7)	0.8	(4.1)	(15.0)	-	(13.0)	(14.5)	55.2	27.7
INVESTMENT TRANSFERS											
31	Transfer To (From) Plant Fund	1.0	0.9	1.2	3.6	-	-	6.7	(6.7)	-	-
32	Transfer To (From) Quasi Endowments	3.7	-	-	-	1.6	-	5.3	(5.3)	-	-
33	Internal Bank Transfers	-	-	-	-	-	-	-	-	-	-
34	Total Investment Transfers	4.7	0.9	1.2	3.6	1.6	-	12.0	(12.0)	-	0.0
35	Total Transfers to (from) Reserve	3.3	(3.6)	(0.4)	(7.7)	(16.6)	(0.0)	(25.0)	(2.5)	55.2	27.7
36	Adjusted Net Results	-	-	-	-	-	-	-	-	-	-

Throughout the Budget Book, all numbers are presented in millions, rounded to one decimal, unless otherwise indicated. This rounding may create discrepancies in subtotals. Unless otherwise noted, the following summaries present the Revenues and Expenses of the Operating Activity Subtotal columns in Section 2.2 and excluding the COVID-19 budget highlighted above.

Year-over-year (Y-O-Y) change as referenced for the FY21 Budget is relative to the FY20 Forecast.

As a reminder, the University underwent a Chart of Account (CoA) redesign in December 2017 (FY18) used to reflect the current and historical financial activity. The restatement of historical activity appearing in the FY21 Budget Book may result in a realignment of revenues, expenses, and transfers when comparing financial activity to prior Budget Books. Since FY18, additional CoA conversion and realignment activities between operating and non-operating entities have continued to result in minor changes in our year-end operating activities when comparing to prior publications.

2.5 Summary of Operating Revenue Sources: Base Operating Revenues Excludes COVID-19 Budget



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 Ohio Legislature in the biennial Operating and Capital Budget Bills. Ohio's operating budget appropriates funding for the State Support for Instruction (SSI) as well as specific higher education program support through line item appropriations. The Capital Bill includes approved state funded capital projects, as represented in the biennial capital budget. State Capital funding appears in the University's non-operating budget and is a distinct funding source detailed in the Capital Improvement Plan (Section 9). The University recognizes Capital Appropriation revenue once the associated project expenditures are incurred, thus our budget for State Appropriations—Capital is a projection of fiscal year expenditures to be funding by the approved State Capital Budget.

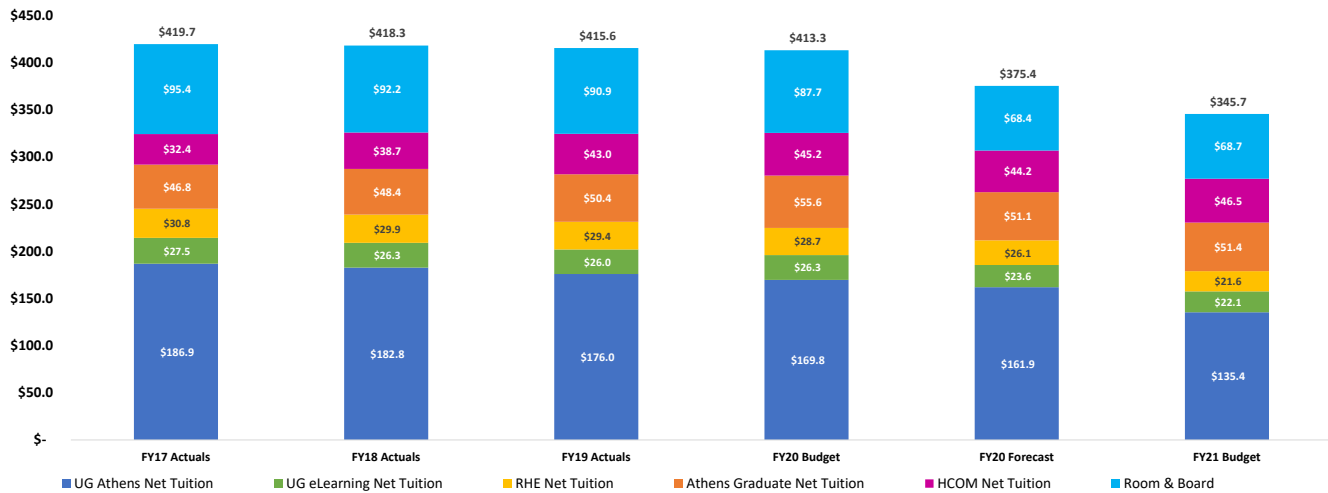
The table below represents operating and non-operating activity.

<i>(in millions)</i>	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Budget	FY20 Actual	FY21 Budget
State Support for Instruction	\$ 155.4	\$ 160.9	\$ 166.7	\$ 170.4	\$ 168.3	\$ 161.0
Line Item Appropriations	7.7	5.1	5.3	5.0	8.1	8.0
Total State Appropriations	\$ 163.1	\$ 166.0	\$ 172.0	\$ 175.5	\$ 176.4	\$ 169.0
% of University Operating Revenues	20.8%	22.0%	22.5%	23.1%	24.9%	25.1%
State Appropriations - Capital*	10.5	17.6	11.7	25.6	13.5	24.7

*Reflects institutional spending against State Capital 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 detail about tuition and financial aid discounting trends. The chart below provides net tuition and fee trends. Note that FY20 forecasted decline in Room & Board revenue is the result of COVID-19 refunds.



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 that are netted against the tuition revenues
- State capital grants and line items are included in the state appropriations

In FY21, Ohio University is projected to receive \$1.7M in grant funding for capital projects that appears in the non-operating budget columns.

(in millions)	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Budget	FY20 Forecast	FY21 Budget
Grants & Contracts - Federal Gov't	\$ 21.0	\$ 16.2	\$ 17.3	\$ 18.4	\$ 23.2	\$ 21.1
Grants & Contracts - Local Gov't	0.8	1.2	2.9	1.4	1.9	1.2
Grants & Contracts - State Gov't	9.6	9.4	10.3	9.2	7.2	6.8
Total Government Grants	\$ 31.4	\$ 26.7	\$ 30.5	\$ 29.0	\$ 32.4	\$ 29.1
Grants & Contracts - Private/Foundation	11.7	9.6	10.8	16.4	16.3	12.0
Total Grants & Contracts	\$ 43.1	\$ 36.3	\$ 41.3	\$ 45.4	\$ 48.6	\$ 41.1

Allowable facilities and administrative cost recovery on sponsored projects is presented below.

(in millions)	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Budget	FY20 Forecast	FY21 Budget
Facilities & Administrative Cost Recovery	\$ 7.1	\$ 7.2	\$ 8.0	\$ 6.8	\$ 8.0	\$ 9.1

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, 2019). Both true and quasi-endowments are subject to this spending policy. During FY19, the Foundation Board adopted a new funding model that implemented 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.

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

<i>(in millions)</i>	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Budget	FY20 Forecast	FY21 Budget
Endowment Distributions	\$ 26.8	\$ 28.0	\$ 28.9	\$ 29.1	\$ 29.0	\$ 31.3

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 FY21 budget for expendable gifts is \$16.5M, as established by the goal-setting of the Ohio University Foundation Board. Section 6 provides additional detail about gifts.

<i>(in millions)</i>	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Budget	FY20 Forecast	FY21 Budget
Gift Contributions - Expendable	\$ 14.7	\$ 11.2	\$ 8.8	\$ 13.8	\$ 8.1	\$ 16.5
Gift Contributions - Non-Expendable	1.2	8.3	11.6	11.3	8.4	13.5
Total Gift Contributions	\$ 16.0	\$ 19.6	\$ 20.5	\$ 25.0	\$ 16.5	\$ 30.0

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 FY21 budgeted investment income by unit type. The FY21 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>	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Budget	FY20 Forecast	FY21 Budget
Investment Income (Consolidated Results)	\$ 97.6	\$ 60.5	\$ 51.5	\$ 65.8	\$ (2.2)	\$ 61.3

<i>(in millions)</i>	Non-Operating Activity					Consolidated Results
	Operating Results	Endowment	Century Bond	Internal Bank	Component Units	
Investment Income	\$ 6.1	\$ 34.8	\$ 12.3	\$ 7.7	\$ 0.3	\$ 61.3

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>	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Budget	FY20 Forecast	FY21 Budget
External Sales	\$ 50.1	\$ 49.8	\$ 47.2	\$ 37.9	\$ 32.1	\$ 29.4
Other Sources	28.4	8.7	9.1	7.5	7.1	6.8
Internal Sales	23.2	22.0	27.1	23.2	20.5	19.6
Total Internal & External Sales	\$ 101.7	\$ 80.5	\$ 83.5	\$ 68.6	\$ 59.7	\$ 55.8

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

2.5.6 Spending Authorization

Spending Authorization represents the central funding provided to Planning Units to support their operating costs, and replaces the Administrative Cost Allocation historically provided to Administrative Units (only). Effective FY21, Athens' Colleges and Administrative Units that rely on central support will receive a central spending authorization allocation.

Central revenues that support the allocation of revenue to Athens' Colleges and Administrative units were derived from SSI, Athens' UG net tuition, and contribution margins paid by the Auxiliary units, the College of Health Sciences Professions (CHSP), Heritage College of Medicine (HCOM), the Regional Campuses.

The transition to a Spending Authorization for Athens' Colleges replaces the following historical budget lines:

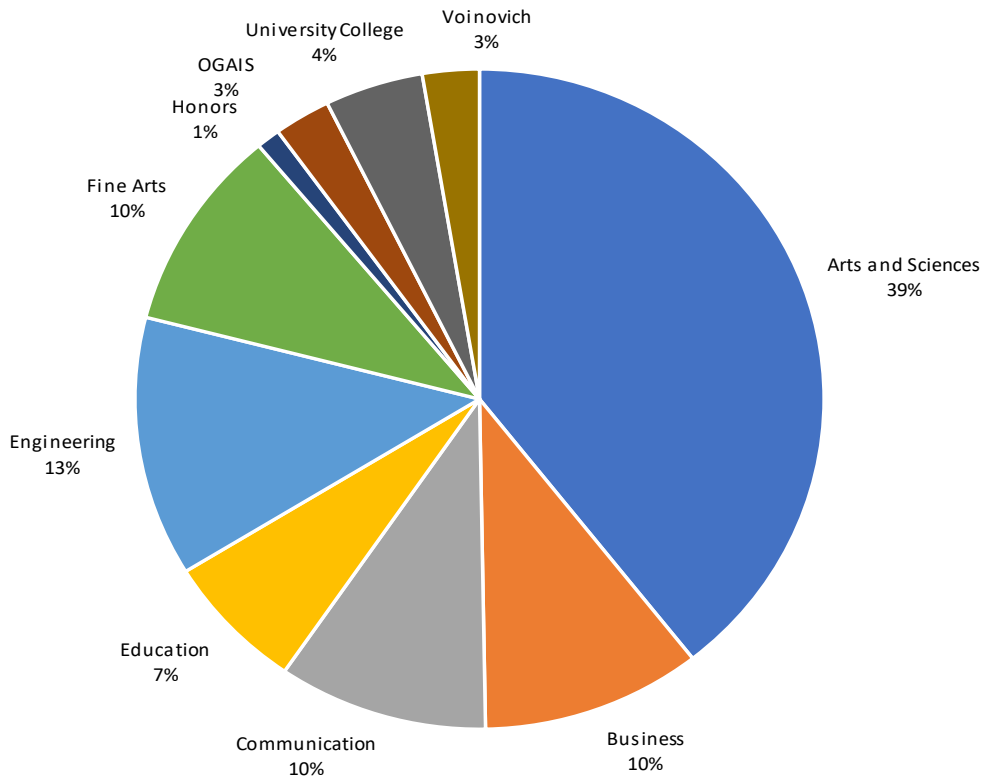
- SSI OBM Allocation
- UG Tuition OBM Allocation
- UG SFA OBM Allocation
- Contribution Margin

For trend purposes, the FY21 Budget Book converts the historical Athens' College budget model allocations into their effective spending authorizations from FY17-20. The College of Health Sciences Professions is the only Athens' College that does not receive a spending authorization, since their direct program revenues generate more than 100% of their operating expenses.

The following charts provide information on the allocation of spending authorization across the Academic and Administrative Units.

2.5.6.1 Academic Units

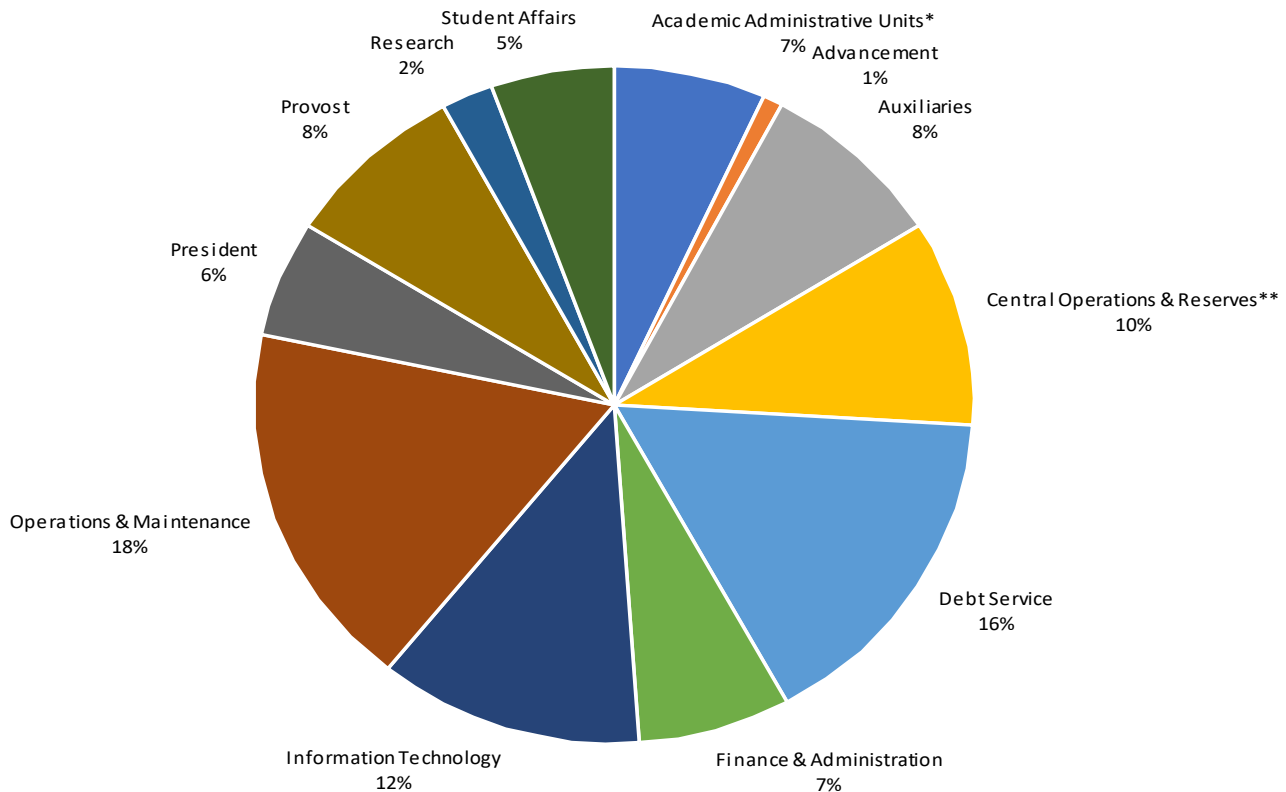
FY21 Academic Spending Authorization



<i>(in millions)</i>	FY21 Spending Authorization	Share of Spending Authorization	FY21 Net Revenue	Spending Authorization as a Share of Net Revenue
Arts and Sciences	\$ 54.8	39%	\$ 70.3	78%
Business	14.4	10%	33.5	43%
Communication	13.7	10%	16.0	86%
Education	9.3	7%	17.3	54%
Engineering	17.7	13%	39.6	45%
Fine Arts	13.8	10%	17.5	79%
Honors	1.6	1%	1.3	121%
OGAS	3.7	3%	5.2	72%
University College	6.4	5%	5.8	111%
Voinovich	3.7	3%	20.2	18%
TOTAL	\$ 139.3		\$ 226.8	61%

2.5.6.2 Central & Administrative Units

FY21 Central & Administrative Spending Authorization



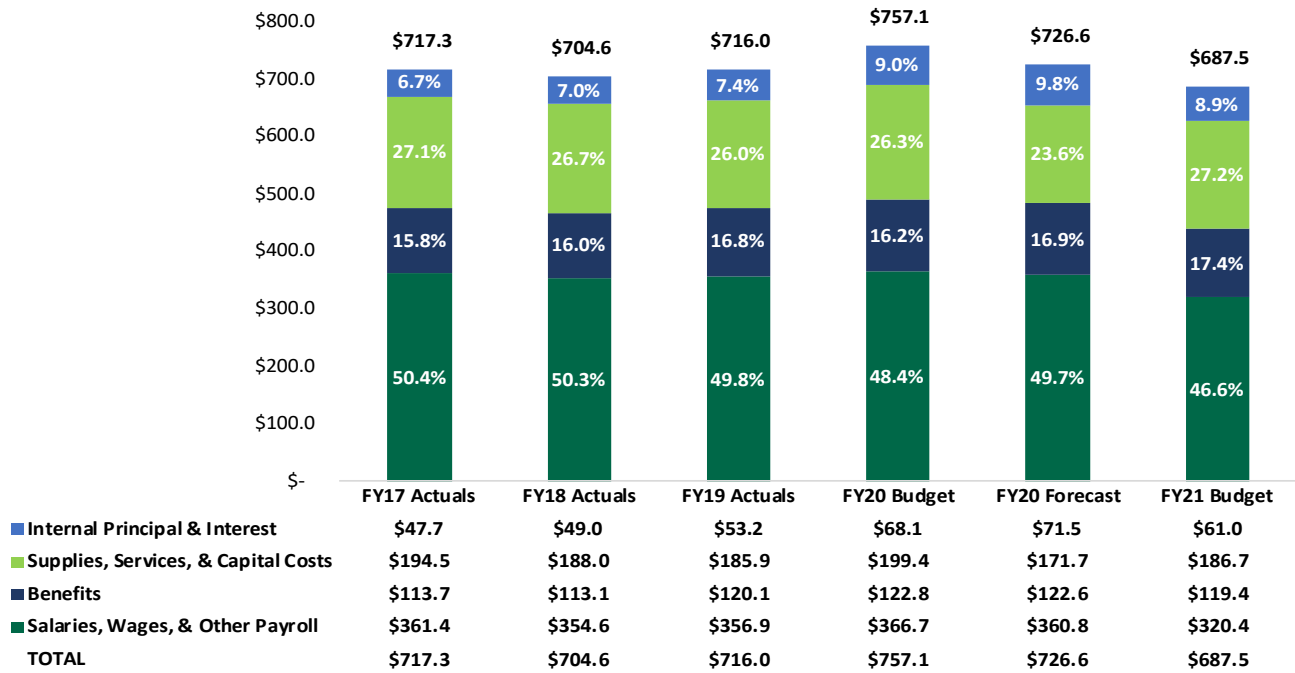
	2017 Actuals	2018 Actuals	2019 Actuals	2020 Actuals	FY21 Budget	FY21 Share of Spending Authorization	FY21 Net Revenue	Spending Authorization: Share of Net Revenue
<i>(in millions)</i>								
Academic Administrative Units*	\$ 15.6	\$ 15.2	\$ 15.3	\$ 15.5	\$ 14.6	7%	\$ 20.8	70%
Advancement	2.6	1.5	3.3	3.4	1.9	1%	13.1	14%
Auxiliaries	21.6	22.1	24.0	19.4	17.9	8%	56.0	32%
Central Operations & Reserves**	19.0	14.7	16.1	21.0	21.0	10%	29.7	71%
Debt Service	28.2	31.3	31.4	32.7	34.1	16%	34.1	100%
Finance & Administration	18.4	17.9	16.9	15.9	14.8	7%	19.0	78%
Information Technology	24.5	26.3	26.7	27.0	25.5	12%	27.1	94%
Operations & Maintenance	44.9	45.1	45.7	46.0	37.4	18%	39.9	94%
President	6.9	8.1	8.7	9.6	11.9	6%	12.1	99%
Provost	20.5	19.6	19.7	19.7	17.7	8%	19.9	89%
Research	5.1	5.2	5.7	5.8	4.9	2%	9.7	51%
Student Affairs	15.8	15.8	15.8	14.1	11.8	6%	14.9	79%
TOTAL	\$ 223.3	\$ 222.9	\$ 229.4	\$ 229.9	\$ 213.5		\$ 296.3	72%

* **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: Base Operating Expenditure Excludes COVID-19 Budget

Summary of Direct Expenses (in millions)



In FY20, the increase in Internal Principal & Interest can be attributed to HCOM’s advance principal repayment in the amount of \$14.2M on their direct loan.

2.6.1 Salaries, Wages, & Other Payroll

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.

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. For historical trends on employee headcounts see Compensation Section 7.

<i>(in millions)</i>	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Budget	FY20 Forecast	FY21 Budget
Faculty Salaries	\$ 143.7	\$ 141.7	\$ 141.6	\$ 144.7	\$ 142.4	\$ 128.2
Administrative Salaries	117.4	118.2	121.4	128.6	121.7	112.9
Total Salaries	\$ 261.1	\$ 259.9	\$ 263.0	\$ 273.3	\$ 264.1	\$ 241.1
Classified NBU Wages	34.3	25.5	22.4	22.7	21.4	18.9
Union Wages	20.4	25.0	26.9	26.7	25.6	20.5
Student Wages	19.1	18.6	18.7	18.6	16.1	15.7
Graduate Student Wages	22.6	22.4	22.0	22.1	21.6	21.7
Total Wages	\$ 96.4	\$ 91.5	\$ 90.0	\$ 90.2	\$ 84.7	\$ 76.8
Other Compensation	3.9	2.8	3.4	3.3	1.6	2.5
Other Compensation: VSRP & ERIP	-	0.4	0.5	-	10.4	-
Total Salaries, Wages, & Other Compensation	\$ 361.4	\$ 354.6	\$ 356.9	\$ 366.7	\$ 360.8	\$ 320.4
Y-O-Y Growth		-2%	1%	3%	1%	-11%

2.6.2 Benefits

For a detailed narrative on the University's current benefit plans, see Section 7.4.

<i>(in millions)</i>	FY17	FY18	FY19	FY20	FY20	FY21
	Actuals	Actuals	Actuals	Budget	Forecast	Budget
Healthcare	\$ 53.1	\$ 52.8	\$ 57.8	\$ 58.3	\$ 60.1	\$ 61.7
Variable Benefits	51.6	50.3	51.7	53.8	51.6	47.1
Employee Fee Waivers	0.0	(0.0)	0.0	(0.0)	0.0	0.0
Other Benefits	9.0	10.0	10.6	10.7	10.9	10.6
Total Benefits	\$ 113.7	\$ 113.1	\$ 120.1	\$ 122.8	\$ 122.6	\$ 119.4
<i>Y-O-Y Growth</i>		-1%	6%	2%	2%	-3%

2.6.3 Supplies, Services, & Capitalized Costs

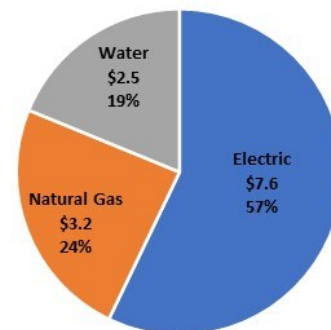
The large budget variance in the University's FY20 forecasted Supplies & Services and Costs of Goods Sold are the result of COVID-19 impacting travel and auxiliary unit operations, respectively. The reduced expenditures in these categories are anticipated to continue into FY21.

<i>(in millions)</i>	FY17	FY18	FY19	FY20	FY20	FY21
	Actuals	Actuals	Actuals	Budget	Forecast	Budget
Supplies & Services	\$ 125.4	\$ 121.1	\$ 125.4	\$ 140.0	\$ 118.8	\$ 132.7
Occupancy & Maintenance	41.2	39.8	34.7	35.9	34.7	35.9
Capital Costs	6.8	5.8	7.0	4.8	4.6	4.2
Cost of Goods Sold	21.1	21.2	18.8	18.7	13.6	14.0
Total Supplies, Services, & Capitalized Costs	\$ 194.5	\$ 188.0	\$ 185.9	\$ 199.4	\$ 171.7	\$ 186.7
<i>Y-O-Y Growth</i>		-3%	-1%	7%	-8%	9%

Occupancy & Maintenance: Athens Campus Utilities

<i>(in millions)</i>	FY19	FY20	FY21
	Actuals	Forecast	Budget
Electric	\$7.6	\$6.3	\$7.6
Natural Gas	2.8	2.7	3.2
Water	2.4	2.3	2.5
Total	\$12.8	\$11.3	\$13.3

Athens Campus - FY21 Utility Budget (millions)



Rate & Usage Assumptions for FY21 Budget

Commodity	Rate Assumptions	Usage Assumptions
Electric	Slight decrease	Flat usage assuming typical weather
Natural Gas	Slight decrease	Flat usage assuming typical weather
Water	5% estimated 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>	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Budget	FY20 Forecast	FY21 Budget
Operating Results						
Internal Loan - Principal & Interest	\$ 47.7	\$ 49.0	\$ 53.2	\$ 68.1	\$ 71.5	\$ 61.0
Consolidated Results						
External Debt Service - Interest	\$ 26.8	\$ 27.7	\$ 28.0	\$ 28.1	\$ 28.1	\$ 26.4

		Non-Operating Activity			
<i>FY21 Debt Service by Unit (in millions)</i>	Operating Units	Century Bond	Internal Bank	Financial Statement Adjustments	Consolidated Results
Internal Loan - Principal & Interest	\$ 61.0	\$ (14.1)	\$ (46.9)		\$ -
External Debt Service - Principal			\$ 12.6	\$ (12.6)	\$ -
External Debt Service - Interest		\$ 14.1	\$ 13.0	\$ (0.7)	\$ 26.4

In FY20, the increase in Internal Principal & Interest can be attributed to HCOM's advance principal repayment in the amount of \$14.2M 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 a funding mechanism for academic and administrative support functions across the institution.

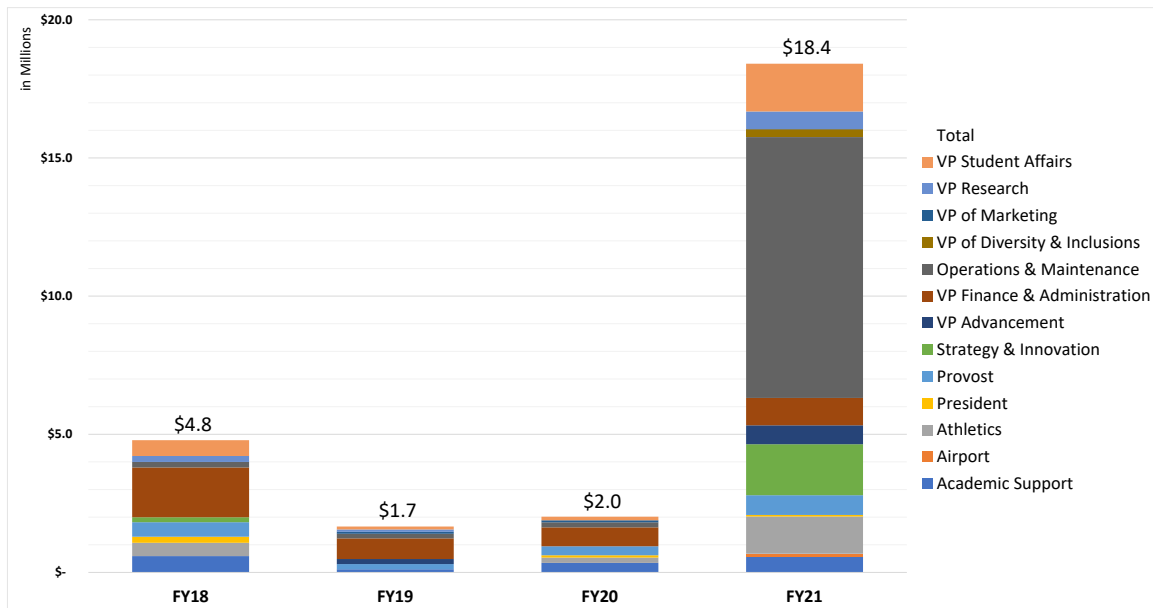
3.1 Institutional Strategies: Post-COVID-19 Budget Planning

The development and Board approval of the FY21 OHIO Operating Budget was delayed by the complex scenario planning COVID-19 introduced to our multi-year budget planning process. As detailed in the Executive Summary, in May the Fall 2020 enrollment scenarios were re-evaluated by the Strategic Executive Enrollment Committee (SEEC) to incorporate a more conservative projection for FY21-26. As the University’s enrollment and revenue assumptions were being examined, evaluation and implementation of the following were incorporated into our FY21 budget:

- Incremental FY21 Administrative Unit Reduction Strategies
- Functional Realignment across OHIO’s planning units to find efficiencies and enhance the effectiveness of Advancement as well as Marketing and Communication activities
- Multi-year raise pool assumptions

Administrative Reduction Planning

In February 2020, OU’s administrative units committed to \$8.0M in FY21 expense reductions to address the Athens’ UG, multi-year enrollment declines. The realization that COVID-19 would likely impact Fall 2020 enrollment projections, already adopted for budget planning purposes, all administrative and auxiliary units were tasked with developing additional reductions. The final plans were reviewed and approved by each Division, in partnership with Executive Leadership, and lead to the identification of \$10.3M in incremental budget reductions; for a total FY21 reduction of \$18.4M. The following chart provides a summary of the FY18-21 reductions, by division:



Additional administrative reductions were achieved through functional realignment that impacted positions across academic, administrative, and auxiliary units. In total, the functional realignment initiatives within Advancement and Marketing and Communication activities will help OHIO realize \$2.1M in annual base savings.

Multi-year budget planning assumptions were evaluated to help rebalance the projected revenue and expense imbalance beyond FY21. Specifically, the 1% raise pool planning assumption in OHIO’s FY22 budget was removed, for a base savings of \$3.7M effective in FY22.

In April, the state announced reductions in FY20 and FY21 state support, as a result of COVID-19. The declining tuition revenues together with state cuts resulted in the development of additional institutional strategies that would provide immediate cost savings. Effective FY21, OHIO instituted a tiered furlough policy that will help save \$13.0M in one-time-only (OTO) compensation expenses. For more information on the Furlough Cost Savings Plan see Section 7.1.1.

In total, the incremental cost savings strategies implemented in Spring 2020 will result in \$25.5M in savings in FY21, \$12.5 of those administrative reductions are base and will provide multi-year savings to the institution.

3.2 FY21 COVID-19 Budget

At a time when COVID-19 has complicated enrollment and budget planning, all institutions are challenged by significant changes to how they operate and provide face-to-face instruction. In recognition of that challenge, there are funds available from federal and state government agencies to assist colleges and universities as they re-evaluate their operations and safety protocols. Since the revenues and expenses associated with COVID-19 are one-time-only (OTO), we have purposefully segregated the FY21 COVID budget from OHIO’s base operating budget. This approach allows the institution to measure change in our base revenues separately from the COVID related expenses.

Ohio University’s FY21 COVID-19 budget incorporates projected revenues from the following sources:

- Federal CARES Act: Institutional Funds
- State CARES Act: As approved and distributed by the Ohio Controlling Board
- FEMA Grant
- Other sources, including insurance

As we evaluate the various one-time COVID revenues above, the University will be required to comply with grant restrictions that dictate time-frame and allowable expenses. While the budget will continue to evolve, it is important to note that the budget was developed with the assumption that OHIO would return to traditional, face-to-face instruction in Fall 2020. As our Fall term transitions from a hybrid model to face-to-face instruction, so too will our budget. The following provides a summary of the type of COVID-related expenses incorporated in our initial COVID-19 budget, that will be developing and changing through Fall term and the fiscal year :

Expense Category	Expense Detail	Projection
Environmental Controls	PPE, Cleaning, Research Labs	\$ 6,001,316
Auxiliary Operations	Athletics	\$ 236,328
Auxiliary Operations	Dining Halls	\$ 763,400
Auxiliary Operations	Residence Halls	\$ 4,092,962
Instruction & Technology	Instructional Delivery	\$ 6,377,585
Instruction & Technology	Study Abroad/International Travel	\$ 150,000
Public Health	Policies & Procedures	\$ 76,856
Public Health	Testing & Contact Tracing	\$ 1,060,000
Public Health	Mental Health	\$ 490,000
Other COVID Expenses	Supplies, Other	\$ 1,150,337
Subtotal		\$ 20,398,784

Unrestricted funding, such as the institutional Federal CARES Act, will be used to help offset revenue losses while other University funds may be used to support one-time student scholarships and grants to assist families with the transition to a hybrid instructional model and recognize the financial hardship caused by the pandemic. The full FY21 COVID-19 Budget, as approved, appears below:

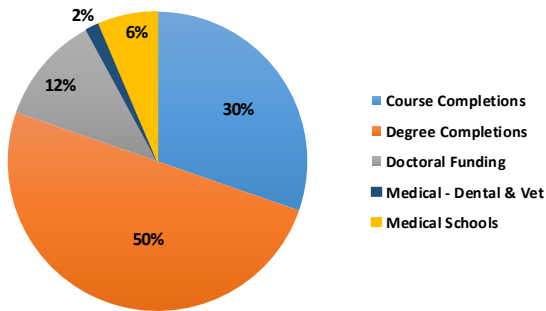
REVENUES		COVID-19 Budget
1	State Appropriations	-
2	Gross Undergraduate Tuition & Fees	-
3	UG Student Financial Aid	(5,500,000)
4	Net Undergraduate Tuition & Fees	(5,500,000)
5	Gross Graduate Tuition & Fees	-
6	Graduate Student Financial Aid	-
7	Net Graduate Tuition & Fees	-
8	Room & Board	-
9	Grants & Contracts	21,242,469
10	Facilities & Admin Cost Recovery	-
11	Endowment Distributions	-
12	Contributions	-
13	Investment Income	-
14	Internal & External Sales	4,656,315
15	Total Revenues	20,398,784
16	Spending Authorization	-
17	Total Revenues & Revenue Allocation	20,398,784
18	Total Funding Transfers	-
EXPENSES		
19	Total Salaries, Wages, & Other Payroll	7,916,969
20	Total Benefits	2,508,654
21	Supplies, Services, & Capital Costs	9,973,161
22	Internal Principal & Interest	-
23	External Debt Service - Principal	-
24	External Debt Service - Interest	-
25	Depreciation	-
26	Total Direct Expenses	20,398,784
27	Capital Cost Allocation	-
28	Contribution Margin	-
29	Total Expenses & Expense Allocations	20,398,784
30	Results of Operations	-
INVESTMENT TRANSFERS		
31	Transfer To (From) Plant Fund	-
32	Transfer To (From) Quasi Endowments	-
33	Internal Bank Transfers	-
34	Total Investment Transfers	-
35	Total Transfers to (from) Reserve	-
36	Adjusted Net Results	-

4 State Appropriations

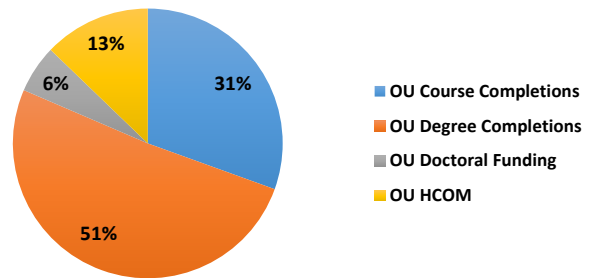
4.1 State Share of Instruction (SSI)

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 FY21 appropriations, both State-wide and for Ohio University, are comprised of the following:

FY21 State of Ohio SSI (Universities)



FY21 OHIO 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.

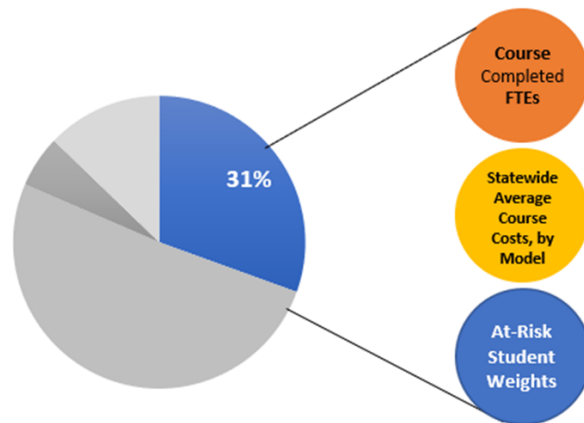
Combinations of the five at-risk categories create 32 distinct student cohorts including a student with no risk factors to a student with all five. Graduation rates are calculated for each case to produce a weight that recognizes the additional costs that would occur to help those students attain their 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.

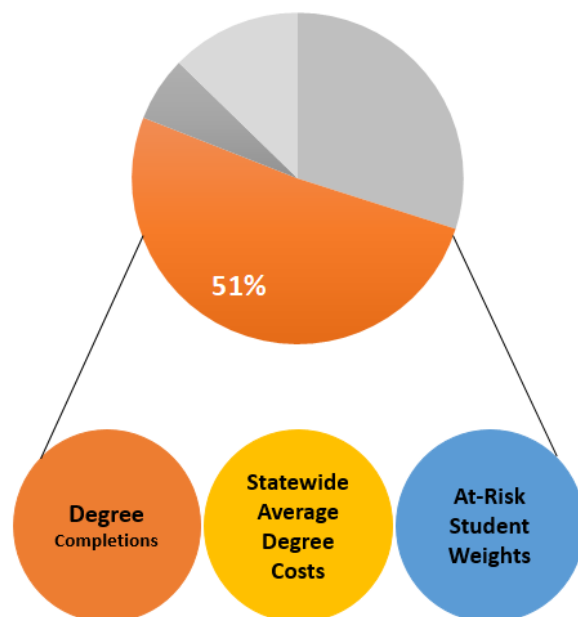
Course Completion Funding

Ohio University’s shares of SSI course completion funding were increasing through FY20, 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.



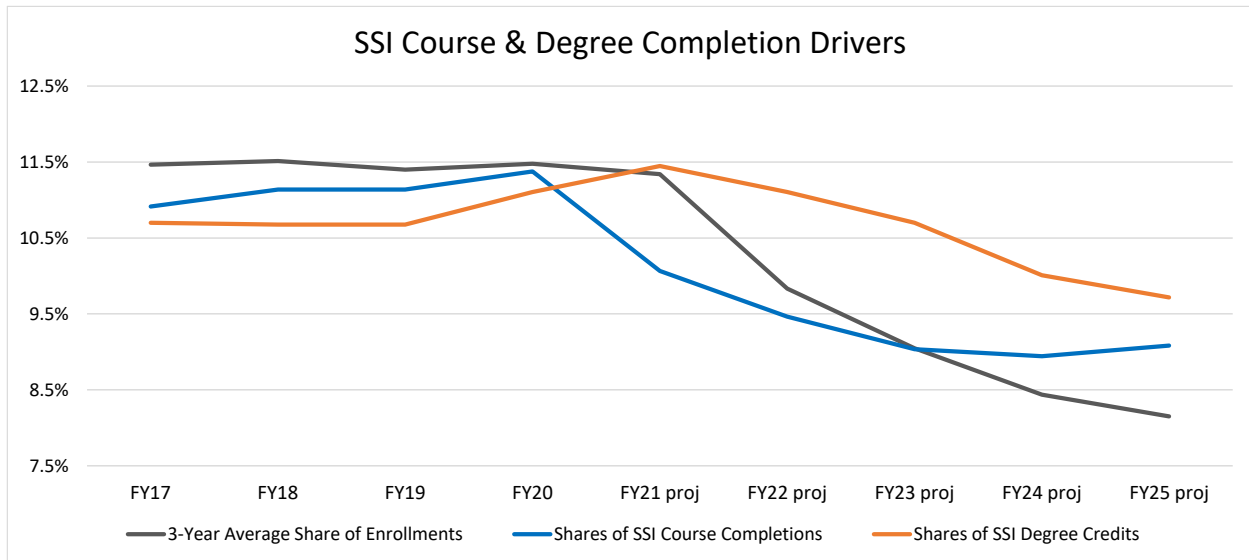
Degree Completion Funding

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 stabilize in FY21, followed by declines in future years as smaller Athens’ UG cohorts and declining Regional enrollments result in fewer degrees granted.



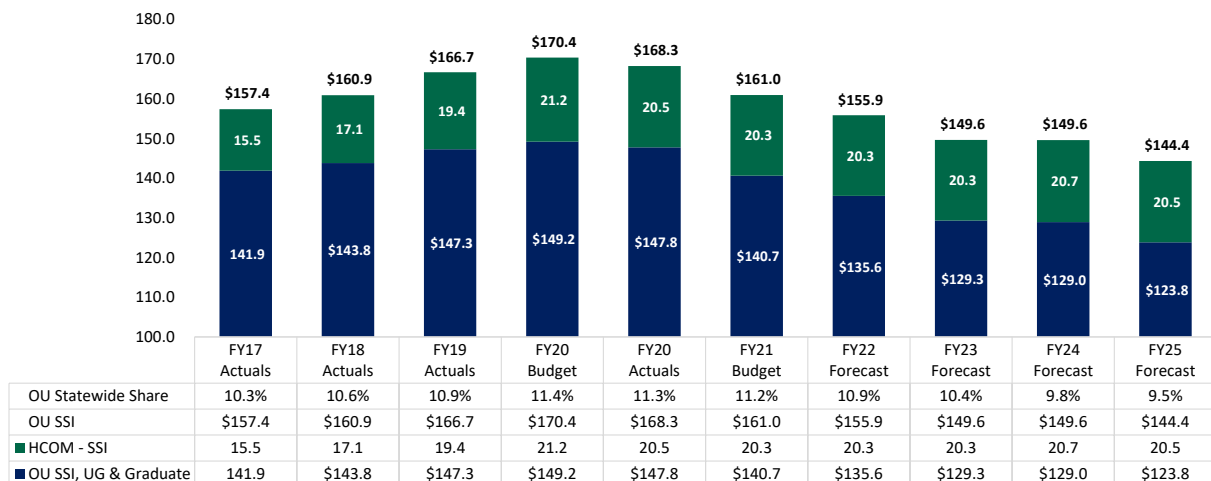
Ohio University's Share of Enrollments, Course Completions, & Degree Completions

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 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 SSI until FY22 through FY25.** Moreover, when OHIO's enrollments increase, our allocation will not be (positively) impacted by those increases until five years after enrollment growth occurs.



FY21-25 SSI Projections

The proposed FY21 University Budget was developed in the midst of FY20 mid-year reductions in state support as Ohio reacted to the rapid economic decline resulting from COVID-19. In addition to absorbing declining FY20 reductions, Governor DeWine prepared all publicly funded colleges and universities for (up-to) 20% reductions in their FY21 state appropriations. The significant mid-year reduction planning from the state added to our revenue uncertainties that delayed finalization of our FY21 budget recommendation. In total, Ohio University's FY20 state support was reduced by \$6.9M in May 2020. An additional reduction in planned stated support of 9% is being assumed in OHIO's FY21 operating budget. Declines in overall state appropriations, combined with anticipated declines in enrollments, course and degree completions will significantly constrain OHIO's future SSI funding projection.



FY21 SSI Projections

As illustrated in the following chart, the SSI allocation for Ohio University was projected to increase through FY20. The FY20 mid-year cut and projected reduction in FY21 state support are the primary driver of the declining SSI through FY21. 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>	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Budget	FY20 Actual	FY21 Budget
State Support for Instruction	\$ 155.4	\$ 160.9	\$ 166.7	\$ 170.4	\$ 168.3	\$ 161.0
Line Item Appropriations	7.7	5.1	5.3	5.0	8.1	8.0
Total State Appropriations	\$ 163.1	\$ 166.0	\$ 172.0	\$ 175.5	\$ 176.4	\$ 169.0
% of University Operating Revenues	20.8%	22.0%	22.5%	23.1%	24.9%	25.1%
State Appropriations - Capital*	10.5	17.6	11.7	25.6	13.5	24.7

**Reflects institutional spending against State Capital Appropriations*

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. The program specific line items were also impacted by mid-year cuts in FY20 and appropriation reductions in FY21.

Planning Unit	Program	FY20 Actual	FY21 Budget
Voinovich	Appalachian New Economy Partnership	\$ 3.5	\$ 3.4
	Co-ops & Internships	0.6	0.7
	Rural University Program	0.1	0.1
College of Medicine	AHEC Program Support	0.1	0.1
	Family Practice	0.6	0.5
	Geriatric Medicine	0.1	0.1
	Primary Care Residencies	0.2	0.2
	OU Clinical Training	2.7	2.8
Library	Library Depositories	0.2	0.2
Subtotal		\$ 8.1	\$ 8.0

4.3 State Capital Appropriation

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. Given the uncertainty surrounding the state's FY21-22 Capital Budget, the institution is not assuming any FY21-22 biennial state capital funding. For more information on capital planning assumptions, see Section 9.

The FY20 Budget for projects to be funded, in whole or in part, by State Capital Appropriations is \$24.7M 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 FY21 budgeted headcounts were based on the enrollment projections established by the Strategic Executive Enrollment Committee (SEEC) in June 2020. The SEEC projection was developed with the assumption that while Fall 2020 enrollments would be impacted by COVID-19, the University would offer on-campus instruction. Institutional planning has now transitioned to a hybrid instructional model for Fall 2020.

Athens - Undergraduate Incoming Cohort (Fall)					
	FY17 Actual	FY18 Actual	FY19 Actual	FY20 Actual	FY21 Budget
Resident	3,774	3,530	3,427	3,199	2,455
Non-Resident	535	515	553	472	355
Total New Freshmen	4,309	4,045	3,980	3,671	2,810
Resident	479	394	388	291	153
Non-Resident	66	67	57	61	30
Total Transfers	545	461	445	352	183
Total Incoming Cohort	4,854	4,506	4,425	4,023	2,993
Y-O-Y Change		-7.2%	-1.8%	-9.1%	-25.6%

Athens - Undergraduate Resident/Non-Resident Headcount (Fall; excluding eCampus)					
	FY17 Actual	FY18 Actual	FY19 Actual	FY20 Actual	FY21 Budget
Resident	15,634	15,532	14,995	14,156	12,542
Non-resident	2,575	2,393	2,317	2,116	1,857
Total	18,209	17,925	17,312	16,272	14,399
Y-O-Y Change		-1.6%	-3.4%	-6.0%	-11.5%
% Non-resident	14.1%	14.4%	13.8%	14.2%	14.7%

Undergraduate FTE by Campus					
	FY17 Actual	FY18 Actual	FY19 Actual	FY20 Forecast	FY21 Budget
Athens	37,291	36,346	34,603	32,685	28,780
Y-O-Y Change		-2.5%	-4.8%	-5.5%	-11.9%
eCampus	7,736	7,487	7,113	6,479	6,015
Y-O-Y Change		-3.2%	-5.0%	-8.9%	-7.2%
Regional Campuses					
Chillicothe	2,881	2,778	2,554	2,396	2,064
Eastern	1,247	1,172	1,050	1,006	876
Lancaster	2,649	2,564	2,530	2,403	2,115
Southern	2,436	2,535	2,359	2,030	1,832
Zanesville	2,484	2,186	2,117	1,883	1,679
Total Regional Campuses	11,697	11,235	10,610	9,718	8,566
Y-O-Y Change		-3.9%	-5.6%	-8.4%	-11.9%
Total Undergraduate	56,723	55,067	52,327	48,882	43,361
Y-O-Y Change		-2.9%	-5.0%	-6.6%	-11.3%

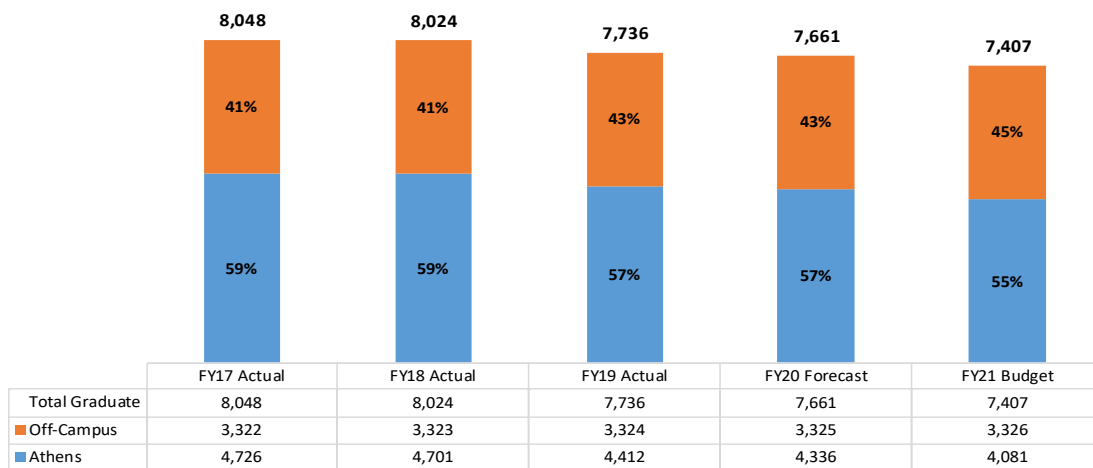
UG eCampus FTE Trends

eCampus - Undergraduate Resident/Non-Resident FTE					
	FY17 Actual	FY18 Actual	FY19 Actual	FY20 Forecast	FY21 Budget
Resident	5,473	5,036	4,550	4,325	3,958
Non-resident	2,262	2,451	2,563	2,247	2,057
Total	7,736	7,487	7,113	6,572	6,015
<i>Y-O-Y Growth</i>		-3.2%	-5.0%	-7.6%	-8.5%
<i>% Non-resident</i>	29.2%	32.7%	36.0%	34.2%	34.2%

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 experienced substantial growth through FY20 and are expected to stabilize in FY21.

Graduate FTE by Student Type



Athens Graduate FTE

Athens Graduate FTE					
	FY17 Actual	FY18 Actual	FY19 Actual	FY20 Forecast	FY21 Budget
Arts & Sciences	1,328	1,279	1,176	1,153	1,118
Business	174	186	194	202	122
Communication	240	269	267	274	293
Education	676	681	607	572	480
Engineering & Technology	543	542	477	384	448
Fine Arts	492	480	468	538	510
George Voinovich School	101	75	61	52	66
Graduate College	37	43	44	41	43
Health Sciences & Professions	915	920	925	862	831
International Studies	175	172	165	230	116
Miscellaneous	45	54	30	26	54
Total	4,726	4,701	4,412	4,336	4,081
<i>Y-O-Y Change</i>		-0.5%	-6.1%	-1.7%	-5.9%

Off-Campus Graduate FTE

Off-Campus Graduate FTE (Professional/Online)					
	FY17 Actual	FY18 Actual	FY19 Actual	FY20 Forecast	FY21 Budget
Arts & Sciences	164	211	288	389	273
Business	1,112	1,084	1,107	1,139	1,100
Communication	59	52	52	54	43
Education	563	555	619	601	526
Engineering & Technology	279	323	347	301	297
Fine Arts	5	7	12	9	92
George Voinovich School	61	150	159	160	154
Graduate College	2	3	0	1	3
Health Sciences & Professions	1,057	1,083	1,137	1,331	1,367
International Studies	6	5	7	6	2
Miscellaneous	13	17	9	8	17
Total	3,322	3,489	3,738	4,000	3,874
<i>Y-O-Y Change</i>		5.0%	7.1%	7.0%	-3.1%

5.1.3 Doctor of Osteopathy (HCOM)

Since FY14, the Heritage College of Osteopathic Medicine has opened a Dublin and Cleveland Campus. Prior to that expansion HCOM had 539 students which is projected to increase to 1,009 in FY21.

HCOM Headcount (Fall)					
	FY17 Actual	FY18 Actual	FY19 Actual	FY20 Actual	FY21 Budget
Athens Campus	563	572	574	542	529
Dublin Campus	150	200	208	224	251
Cleveland Campus	102	154	203	214	229
Total	815	926	985	980	1,009
<i>Y-O-Y Change</i>		13.6%	6.4%	-0.5%	3.0%

5.2 Tuition & Financial Aid

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

<i>(in millions)</i>	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Budget	FY20 Forecast	FY21 Budget
Athens Campus Undergraduates						
Gross Tuition Revenue	\$ 241.6	\$ 236.6	\$ 232.5	\$ 226.6	\$ 220.6	\$ 200.2
Financial Aid Sources						
Operating Funds - Scholarships	39.9	38.5	41.0	41.1	43.2	48.4
Operating Funds - Student Athletes	8.2	7.9	8.7	8.5	8.7	8.9
Grants Funds	1.1	0.5	0.3	0.1	0.2	0.4
Foundation Funds	5.5	7.0	6.6	7.1	6.7	7.0
Subtotal - Financial Aid	54.8	53.8	56.5	56.8	58.7	64.8
Net Tuition Revenue	\$ 186.9	\$ 182.8	\$ 176.0	\$ 169.8	\$ 161.9	\$ 135.4
Grant and Foundation Revenues Supporting Financial Aid						
Grant Revenue	1.1	0.5	0.3	0.1	0.2	0.4
Foundation Revenue	5.5	7.0	6.6	7.1	6.7	7.0
Net Tuition Plus Grant / Foundation Revenues	\$ 193.5	\$ 190.3	\$ 182.8	\$ 176.9	\$ 168.8	\$ 142.8

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.

<i>Discount Rates - Undergraduate (in millions)</i>	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Budget	FY20 Forecast	FY21 Budget
Gross UG Tuition & Fees - Athens	\$ 241.6	\$ 236.6	\$ 232.5	\$ 226.6	\$ 220.6	\$ 200.2
UG Financial Aid - Athens	54.8	53.8	56.5	56.8	58.7	64.8
Net UG Tuition & Fees - Athens	\$ 186.9	\$ 182.8	\$ 176.0	\$ 169.8	\$ 161.9	\$ 135.4
<i>Inst. Discount Rate - Athens</i>	22.7%	22.7%	24.3%	25.1%	26.6%	32.4%
Gross UG Tuition & Fees - Regionals	36.7	35.3	34.6	33.9	31.7	27.4
UG Financial Aid - Regionals	5.5	5.0	4.8	4.8	5.1	5.4
Net UG Tuition & Fees - Regionals	\$ 31.1	\$ 30.3	\$ 29.8	\$ 29.1	\$ 26.6	\$ 22.0
<i>Inst. Discount Rate - Regionals</i>	17.8%	16.5%	16.0%	16.5%	19.1%	24.5%

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). In May 2020, the OHIO Board of Trustees approved a resolution to hold UG tuition rates flat for the Fall 2020 incoming freshman cohort in recognition of the significant impact COVID-19 would have on students and their families.

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	Fall 2020 Cohort
State Biennium	FY2016-17		FY2018-19		FY2020-21	
Tuition Cap	0.0%	0.0%	0.0%	0.0%	2.0%	2.0%
Tuition	\$5,268	\$5,268	\$5,268	\$5,268	\$5,372	\$5,372
<i>Tuition Increase</i>	0.0%	0.0%	0.0%	0.0%	2.0%	0.0%
Non-Resident Surcharge	4,482	4,482	4,482	4,482	4,638	4,638
<i>Surcharge Increase</i>	0.0%	0.0%	0.0%	0.0%	3.5%	0.0%

<i>Guarantee Tuition</i>	Fall 2015 Cohort	Fall 2016 Cohort	Fall 2017 Cohort	Fall 2018 Cohort	Fall 2019 Cohort	Fall 2020 Cohort
State Biennium	FY2016-17		FY2018-19		FY2020-21	
Tuition Cap	6.0%	CPI	CPI	CPI	2% + CPI	2% + CPI
Tuition	\$5,774	\$5,872	\$5,948	\$6,024	\$6,234	\$6,234
<i>Cohort Based Tuition Increase</i>	5.1%	1.7%	1.3%	1.3%	3.5%	0.0%
Career Fee	-	-	-	72	72	72
Non-Resident Surcharge	4,482	4,732	4,732	4,732	4,897	4,897
<i>Cohort Based Tuition Increase</i>	0.0%	5.6%	0.0%	0.0%	3.5%	0.0%
Room	3,185	3,296	3,411	3,530	3,654	3,654
<i>Cohort Based Tuition Increase</i>	3.5%	3.5%	3.5%	3.5%	3.5%	0.0%
Board	2,247	2,292	2,338	2,385	2,433	2,433
<i>Cohort Based Tuition Increase</i>	2.0%	2.0%	2.0%	2.0%	2.0%	0.0%

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	Fall 2020 Cohort
Tuition	N/A	N/A	N/A	\$2,673	\$2,765	\$2,765
<i>Cohort Based Tuition Increase</i>					3.4%	0.0%
Career Fee				72	72	72
Non-Resident Surcharge	N/A	N/A	N/A	1,496	1,496	1,496
<i>Cohort Based Tuition Increase</i>					0.0%	0.0%

5.3.2 Undergraduate Net Tuition

<i>Undergraduate (UG) Tuition & Fees (in millions)</i>	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Budget	FY20 Forecast	FY21 Budget
Athens	\$ 241.6	\$ 236.6	\$ 232.5	\$ 226.6	\$ 220.6	\$ 200.2
Regional Campuses	36.7	35.3	34.6	33.9	31.7	27.4
eLearning	27.0	25.8	25.7	26.3	23.2	21.8
Gross UG Tuition & Fees	\$ 305.3	\$ 297.8	\$ 292.8	\$ 286.8	\$ 275.6	\$ 249.4
Inst. UG Student Financial Aid	60.3	58.8	61.3	61.6	63.8	70.2
Net UG Tuition & Fees	\$ 245.0	\$ 239.0	\$ 231.5	\$ 225.2	\$ 211.8	\$ 179.2
<i>Y-O-Y Growth</i>		-2.5%	-3.1%	-2.7%	-8.5%	-15.4%

5.3.3 Graduate Net Tuition (excluding Medical)

<i>Graduate Tuition & Fees (in millions, excluding HCOM)</i>	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Budget	FY20 Forecast	FY21 Budget
Gross Graduate Tuition & Fees	\$ 72.7	\$ 73.0	\$ 75.2	\$ 80.4	\$ 75.9	\$ 75.9
Graduate Student Financial Aid	26.0	24.7	24.8	24.8	24.8	24.5
Net Graduate Tuition & Fees	\$ 46.8	\$ 48.4	\$ 50.4	\$ 55.6	\$ 51.1	\$ 51.4
<i>Y-O-Y Growth</i>		3.4%	4.3%	10.2%	1.3%	0.6%

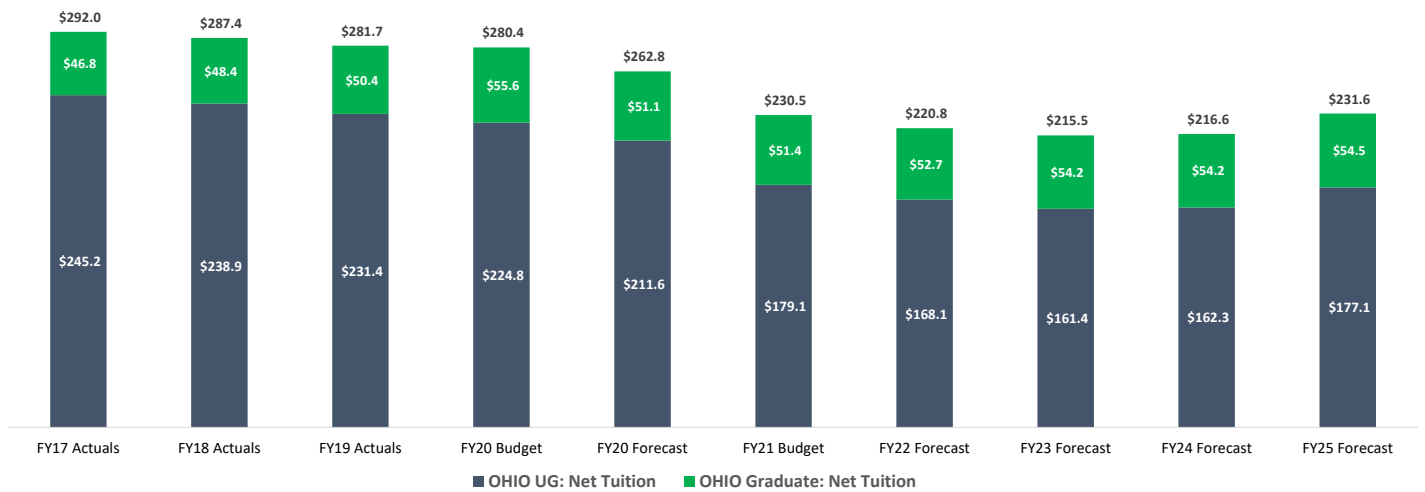
5.3.4 Medical School Net Tuition

<i>Medical Tuition & Fees (in millions)</i>	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Budget	FY20 Forecast	FY21 Budget
Gross Medical Tuition & Fees	\$ 35.4	\$ 41.8	\$ 46.2	\$ 48.4	\$ 47.8	\$ 50.1
Medical School Financial Aid	3.0	3.1	3.2	3.1	3.6	3.6
Net Medical Tuition & Fees	\$ 32.4	\$ 38.7	\$ 43.0	\$ 45.2	\$ 44.2	\$ 46.5
<i>Y-O-Y Growth</i>		19.5%	11.0%	5.3%	2.9%	5.1%

5.4 Enrollment Impacts on the University's Finances

Ohio University's FY21 budgeted net tuition and fees, excluding HCOM, are budgeted to be \$62.5M less than the FY17 actuals. Declining net tuition between FY17 and FY21 has been the impetus for accelerated budget reduction planning in the absence of planned revenue growth in new programs. Current enrollment projections when combined with discounting strategies result in the following base revenues for multi-year budget planning purposes.

Ohio University UG & Graduate Net Tuition: FY17 through FY25 Projection, *in millions* (excluding HCOM)



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 IC. As part of its routine fiduciary duties, during FY19, the Foundation issued a Request for Proposals for investment advisory services, reviewed the responses to the RFP, interviewed a series of semi-finalists and finalists, as well as conducted site visits to their respective headquarters. The IC determined that Fund Evaluation Group, LLC (FEG) best met the qualifications set forth by the IC, and was engaged to manage the long-term investment portfolios beginning in FY20.

*Investment Pool Activity through June 30, 2020**

	FY17	FY18	FY19	FY20*
Beginning investment pool market value	\$ 596.3	\$ 667.3	\$ 710.8	\$ 728.4
Cash transferred to (from) investment pool	(4.1)	-	(13.1)	(1.3)
Interest and dividends net of management fees	11.1	14.1	15.9	13.2
Realized gains (losses)	(3.8)	13.1	(0.2)	(6.9)
Unrealized gains (losses)	67.8	16.3	15.0	5.4
Ending investment pool market value	<u>\$ 667.3</u>	<u>\$ 710.8</u>	<u>\$ 728.4</u>	<u>\$ 738.8</u>

**Unaudited Draft*

*Investment Pool Composition as of June 30, 2020**

	Foundation		University		Total	
Endowments	\$ 317.6	63%	\$ 33.4	14%	\$ 351.0	49%
Quasi-endowments	145.6	29%	76.8	33%	222.4	30%
Working capital	26.0	5%	124.2	52%	150.2	19%
Century bond reserve	-	0%	4.4	2%	4.4	1%
Cash due (to) from pool	13.3	3%	(2.5)	-1%	10.8	1%
Total investment pool	<u>\$ 502.5</u>	<u>100%</u>	<u>\$ 236.3</u>	<u>100%</u>	<u>\$ 738.8</u>	<u>100%</u>

**Unaudited Draft*

6.1.1 Endowment Activity

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

Endowment Activity through June 30, 2020

	FY17	FY18	FY19	FY20*	FY21*
Beginning endowment market value	\$ 481.8	\$ 536.2	\$ 568.9	\$ 580.7	\$ 574.2
New gifts to endowments	12.3	9.3	12.1	7.1	13.5
Transfers to (from) quasi endowments	9.0	15.5	2.1	7.3	5.3
Investment income net of fees	59.8	35.9	24.7	8.3	34.7
Spending allocation	(18.1)	(18.8)	(19.5)	(19.7)	(21.4)
Administrative fee	(8.7)	(9.2)	(9.4)	(9.5)	(9.9)
Other additions (withdrawals)	0.1	-	1.8	-	-
Ending endowment market value	<u>\$ 536.2</u>	<u>\$ 568.9</u>	<u>\$ 580.7</u>	<u>\$ 574.2</u>	<u>\$ 596.4</u>

*Unaudited draft. Projected utilizing June 2020 year to date re-

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 5.9% 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 5.9% spending rate is comprised of a 4% spending allocation and a 1.9% 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

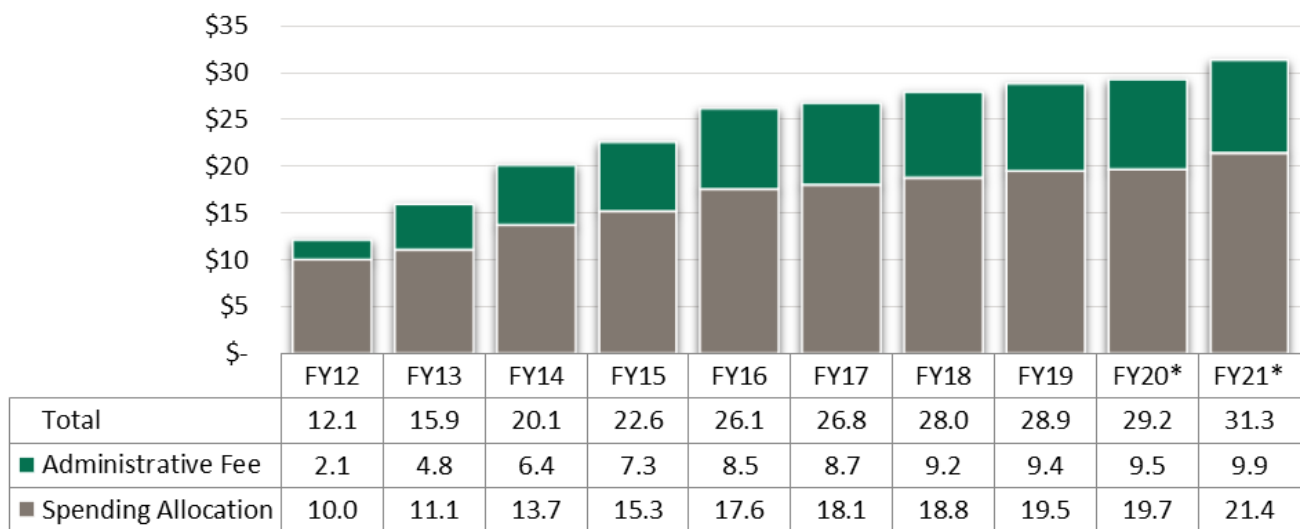
<u>Fiscal Years</u>	<u>Spending Allocation</u>	<u>Administrative Fee</u>	<u>Total Policy Spending Rate</u>
FY12	4.0%	1.0%	5.0%
FY13 through FY20	4.0%	2.0%	6.0%
FY21	4.0%	1.9%	5.9%

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 was implemented in FY20. The revised funding model included 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 leverages 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 FY12, 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% in FY12 to 2% in FY13 through FY20 before it was reduced to 1.9% in FY21.



**Unaudited*

Endowment Distribution by Planning Unit and Purpose

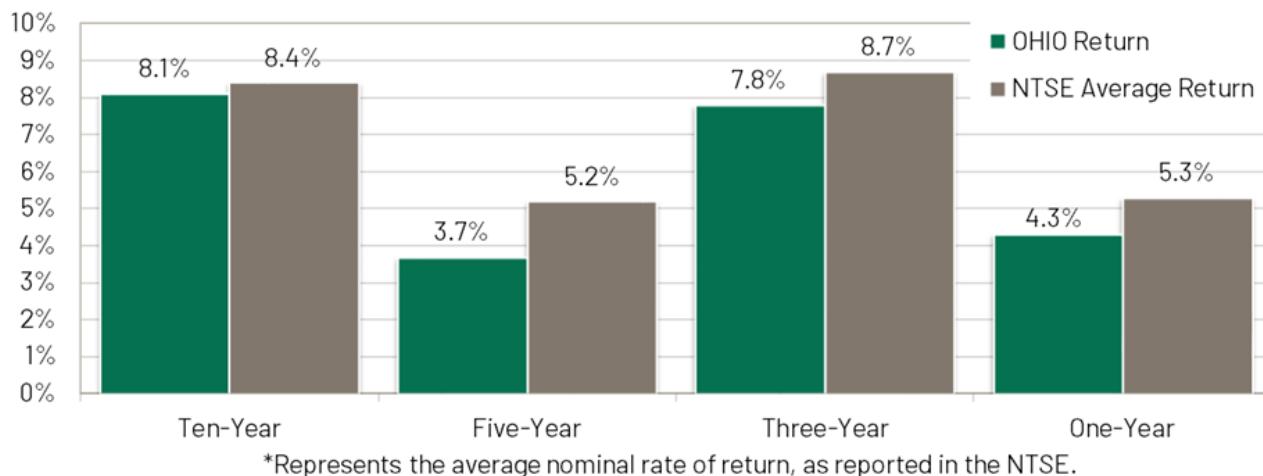
FY21 Endowment Spending Allocation by Purpose and Planning Unit					
Planning Unit	Academic/ Instruction	Research	Student Aid	General Institution	Total
Arts and Sciences	\$ 736,363	\$ 115,846	\$ 700,974	\$ 4,313	\$ 1,557,496
Athletics	-	-	107,572	92,178	199,750
Business	703,827	7,801	295,779	2,922	1,010,329
Campus Recreation	-	-	9,949	1,442	11,391
Central Accounting	-	-	40,882	408,361	449,243
Chillicothe	29,532	-	103,855	5,148	138,535
Communication	1,095,155	-	451,702	-	1,546,857
Diversity and Inclusion	1,993	-	294,378	-	296,371
Eastern	-	-	92,655	3,373	96,028
Education	162,347	-	294,268	4,013	460,627
Engineering	6,017,861	121,179	503,285	1,511	6,643,835
Enrollment Management	-	-	1,333,052	125,646	1,458,698
Exec Dean Regional Campuses	5,000	-	-	-	5,000
Fine Arts	38,166	78,194	262,497	1,333	380,189
Graduate College	-	-	1,752	-	1,752
Grounds	-	-	-	2,557	2,557
HCOM Athens	38,830	684,711	476,867	-	1,200,407
HCOM Dublin	-	-	6,376	-	6,376
Health Sciences	43,488	-	127,282	6,805	177,575
Honors	1,279	-	1,176,248	-	1,177,527
Human Resources	-	-	-	1,135	1,135
Information Technology	-	-	1,025	-	1,025
Instructional Innovation	-	-	1,866	-	1,866
ISFS	4,735	-	857	-	5,592
Kennedy Museum	9,738	-	-	57,435	67,173
Lancaster	-	-	419,580	7,073	426,653
Library	340,832	-	49,383	-	390,215
Marching 110	1,684	-	2,815	-	4,499
OGAIS	203,844	-	29,366	-	233,210
President	22,037	-	-	-	22,037
Provost	572,109	-	-	54,494	626,603
Southern	-	-	85,076	773	85,848
University College	3,565	-	20,153	4,453	28,171
Voinovich	23,790	-	7,087	-	30,876
VP of Advancement	751	-	55,061	73,803	129,616
VP of Research	199,371	1,605,187	90,856	3,332	1,898,746
VP of Student Affairs	15,070	-	23,364	75,185	113,618
WOUB	964	-	1,537	494,586	497,088
Zanesville	706	-	38,005	3,469	42,180
Total	\$ 10,273,035	\$ 2,612,918	\$ 7,105,401	\$ 1,435,338	\$ 21,426,691

6.2.3 NACUBO-TIAA Study of Endowments

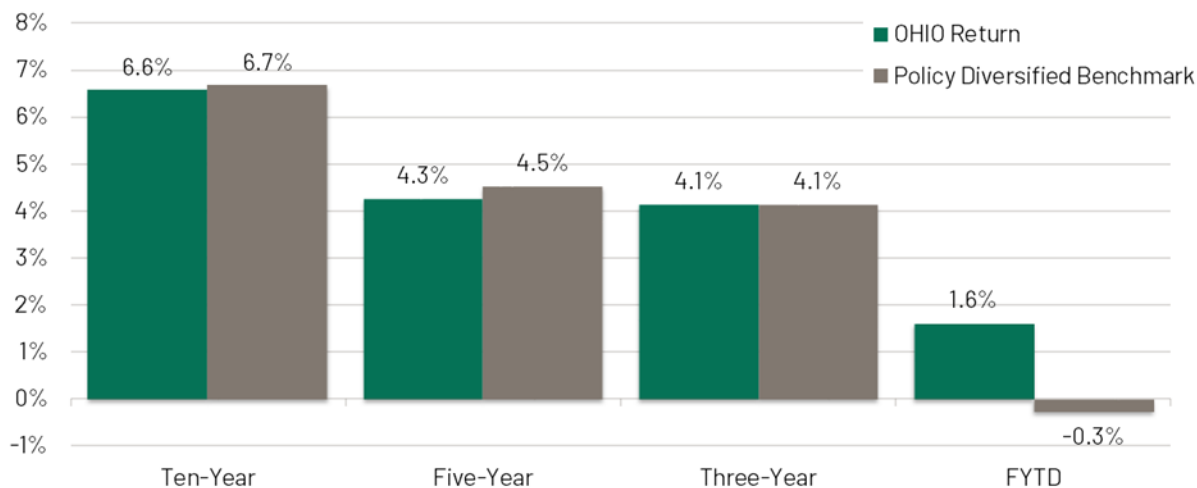
Annually, OHIO participates in the NACUBO-TIAA Study of Endowments (NTSE), a survey that analyzes the endowment management practices and portfolio performance of more than eight hundred higher education institutions and their related foundations. The following charts provide information about the relative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

Final results for the year ending June 30, 2019 were made available in early 2020. OHIO’s portfolio lagged the NTSE average for the one-, three-, five-, and ten-year periods ending June 30, 2019.

Performance vs. Peer Institutions for Period ended June 30, 2019



Performance vs. Policy Benchmark for Period ended June 30, 2020



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	FY17	FY18	FY19	FY20*	FY21*
Expendable					
Unrestricted - current use	\$ 0.2	\$ 1.2	\$ 4.7	\$ 1.0	\$ 1.1
Restricted - current use	7.4	8.7	10.2	7.7	15.4
Subtotal - Expendable	7.6	9.9	14.9	8.7	16.5
Nonexpendable					
Restricted - endowed	8.4	9.7	11.8	7.6	13.5
Subtotal - Nonexpendable	8.4	9.7	11.8	7.6	13.5
Total	\$ 16.0	\$ 19.6	\$ 26.7	\$ 16.3	\$ 30.0

**projected*

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

Based on an analysis of historic giving patterns, and considering current Advancement staffing levels and fundraising strategies, \$30.0M in total gifts are budgeted for FY21 (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 (\$1.1M), which may be used for any purpose that supports the University, as well as restricted contributions (\$15.4M), 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 FY21 budget at \$13.5M 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.

7.1 Compensation

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 FY21 Cost Savings Furlough Plan

Ohio University’s enrollment and net revenue projections have been at the root of expense reduction strategies since FY18 budget planning. COVID-19 has complicated our budget balancing efforts as enrollments and institutional revenues are declining further. The accelerated decline in tuition and fees, when combined with FY20 and FY21 state operating reductions, resulted in the development of institutional strategies that will provide immediate cost savings. Effective FY21, OHIO has instituted a tiered furlough policy that will help save \$13.0M in one-time-only (OTO) compensation expenses. The framework of the plan is detailed below:

- **Purpose:** The cost savings furlough plan is intended to address projected operational budget deficits and reductions of financial resources.
- **OHIO Faculty & Staff Impacted:** The furlough plan is applicable to all non-bargaining Ohio University employees, including Faculty, Administrative, and non-bargaining Classified employees. Employee exceptions are detailed online: [OHIO HR](#)
- **Effective Dates:** July 1, 2020 through June 30, 2021
- **Plan Implementation:** Eligible employees shall incur a cost savings wage reduction based on the employees’ base pay rate in addition to any fiscal increment and/or additional salary received in accordance with the tiered structure detailed below. In turn, employees shall receive furlough leave days consistent with the wage reduction
- **Tiered Furlough Plan:**

EMPLOYEE WAGE	FURLOUGH LEAVE DAYS	EQUIVALENT WAGE REDUCTION
\$0 to \$37,999	mandated days only	0.00%
\$38,000 to \$64,999	10 days	3.80%
\$65,000 to \$99,999	12 days	4.60%
\$100,000 to \$149,999	14 days	5.40%
\$150,000 to \$199,999	16 days	6.10%
\$200,000 and above	18 days	6.90%

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 an effort to maintain a competitive compensation structure as approved and directed by the Board of Trustees in 2014, Compensation conducted a complete market study in FY20.

University Human Resources (UHR) Compensation engaged Deloitte consulting services to conduct the first market study since COMP 2014 - a project that created the current Classified, Administrative & Professional (CA&P) framework and pay structure. Using industry best practice, Deloitte reviewed current job benchmarks, identified new benchmarks where appropriate, and provided recommendations to modify the compensation framework and pay structure. After reviewing Deloitte's study along with OHIO's internal compensation framework, UHR Compensation is recommending:

- Moving the pay structure and
- Re-slotting 221 jobs in the framework to better align with the current market.
 - 67 jobs will be moving down in pay grade
 - 164 jobs will be moving up in pay grade

These changes would bring 353 employees below the minimum of their new pay grade. The overall cost to bring these employees up to the new minimum of their respective pay grade is approximately \$700,000. UHR Compensation initially recommended a two-year implementation approach.

After discussions with the leadership team, the implementation plan was delayed due to COVID-19, the FY21 salary reductions employees are subject to as a result of the Cost Savings Furlough Plan, and the potential impacts to OHIO's labor market as this unprecedented pandemic continues to evolve. We will revisit our implementation strategy once the campus returns to some sense of normalcy.

7.1.3 Biennial Equity Review

The University shall conduct a biennial equity review of our compensation practices. The OCR Resolution Agreement requires a 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 identify pay equity situations, and to effectively respond to potential allegations of pay inequity.

The biennial equity review will be conducted this year. An RFP was issued in July and Compensation will review the responses and the contract will be awarded through the competitive bid process. The analysis is expected to be completed by December 31, 2020 with any pay adjustments occurring in the spring of 2021.

7.2 Fair Labor Standards Act

On September 24, 2019, the U.S. Department of Labor released its final rule that boosts the salary threshold at which workers are eligible to receive overtime, making a major change to employee exemption criteria under the Fair Labor Standards Act (FLSA). This extends overtime protections to currently exempt workers making less than \$684 per week (or \$35,568 per year), beginning January 1, 2020.

Compensation reviewed the following criteria to implement the FLSA changes:

- Current FTE level
- Current salary
- Estimated overtime hours
- Cost to increase salary
- Number of employees in the same job who are currently above the salary threshold
- Current pay grade

The following is the results of the review conducted:

- 15 employees received a salary increase to the new minimum, in order to exempt them from overtime status. Total annual cost increase: \$16,183
- 13 employees moved to non-exempt (hourly) and will be eligible to earn overtime

OHIO's Compensation Structure & Strategy

As the institution identifies budget efficiencies to continue to be financially sustainable, it remains difficult to balance the compensation structure and alignment with external market pressures. Failure to provide competitive wages has a negative impact on recruitment, retention, and employee morale. As base wages make up only a portion of total employee compensation, we recommend providing additional details to employees about their total compensation package. Employees may be eligible for a generous benefits package which can include paid holidays, sick time, personal time, instructional tuition waiver up to 100% for self and dependents, a comprehensive insurance package (including but not limited to prescription, vision, dental, and life insurance), a retirement plan with up to a 14% university contribution, 12-week parental leave program, flextime and flexplace opportunities, counseling and mental health care, access to professional development programs and more. In order to communicate the value of OHIO's investment in each employee, we recommend providing employees with a total compensation statement, which outlines the total value of all elements in an employee's pay package.

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.

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. It is important to note that the headcounts represent a snapshot of filled positions as of November 1st 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 Fixed-Term Instructors (formerly Group III faculty). The census is taken on November 1 of 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.

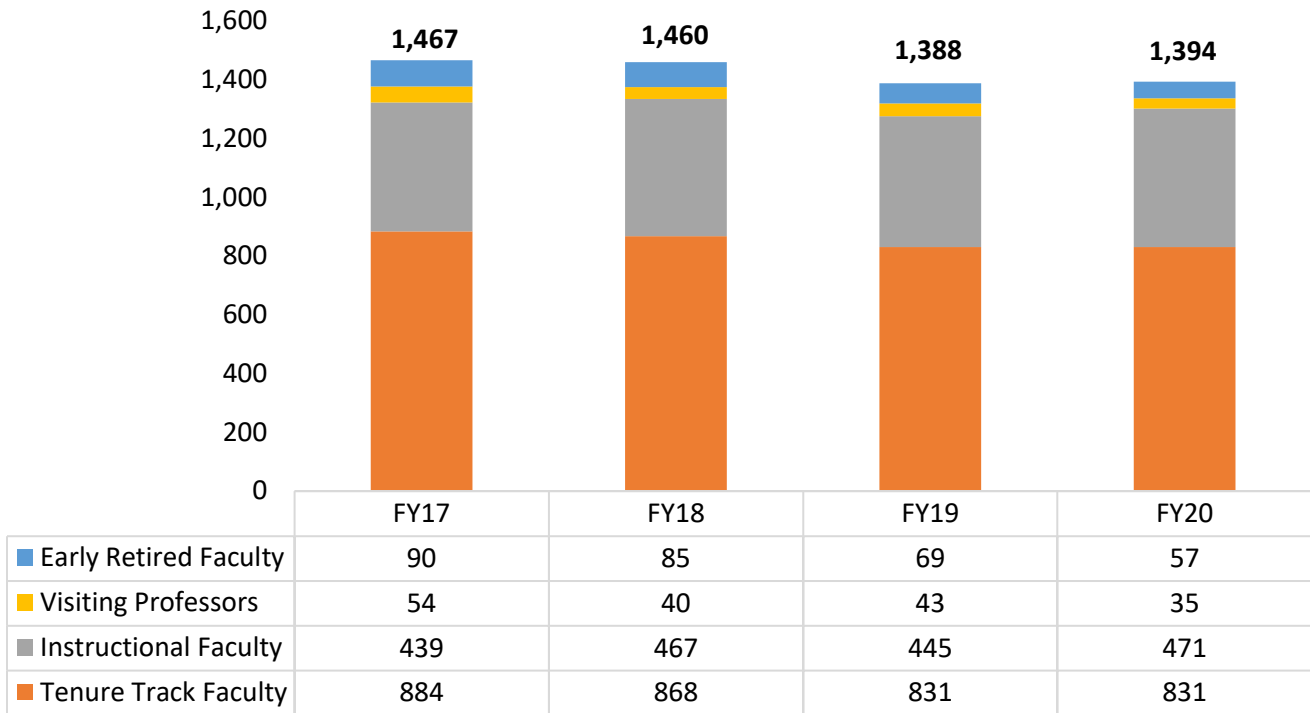
The following provides historical staffing trends by job category:

Employee Headcount by Job Category				
	FY17	FY18	FY19	FY20
Administrators	1,646	1,643	1,638	1,658
Post Doc	33	20	17	21
<i>Subtotal: Administrators</i>	1,679	1,663	1,655	1,679
Classified AFSCME	604	592	582	576
Classified FOP	24	23	26	25
Classified Non Bargaining	613	563	533	512
<i>Subtotal: Classified</i>	1,241	1,178	1,141	1,113
Early Retired Faculty	90	85	69	57
Tenure Track Faculty	884	868	831	831
Instructional Faculty	439	467	445	471
Visiting Professors	54	40	43	35
<i>Subtotal: Faculty</i>	1,467	1,460	1,388	1,394
Total Job Category Headcount	4,387	4,301	4,184	4,186
Y-O-Y % Increase	1.5%	-2.0%	-2.7%	0.0%

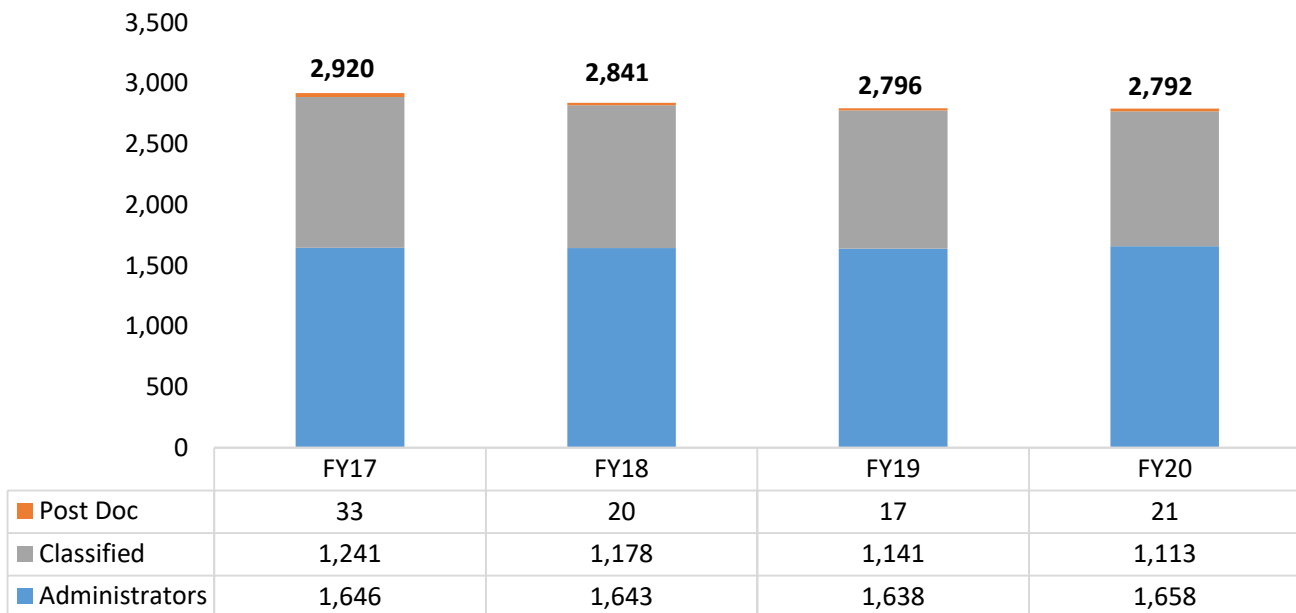
Fixed-term Contract - Instructors				
	FY17	FY18	FY19	FY20
Fixed-term Contract - Instructors Headcount	714	622	514	576
Y-O-Y % Increase	0.8%	-12.9%	-17.4%	12.1%

The charts below show trended faculty and staff headcounts across the institution since FY17. Recent staffing changes will not be captured until the FY21 census date, November 1, 2020.

Faculty Headcount



Staff Headcount



7.3.3 Total Salaries by Planning Unit

Salaries, Wages, & Other Payroll by Planning Unit							
	FY17	FY18	FY19	FY20 Budget	FY20 Forecast	Proj Furlough	FY21 Budget
Arts & Sciences	\$54.8	\$53.2	\$52.8	\$52.6	\$51.6	-\$1.5	\$46.0
Business	20.4	20.2	20.8	21.7	21.0	-0.9	18.5
Communication	14.7	14.3	14.0	14.3	14.2	-0.4	11.6
Education	13.1	12.9	12.9	13.4	13.0	-0.3	11.8
Engineering	25.7	24.5	24.1	25.1	24.0	-0.8	20.2
Fine Arts	12.8	12.7	12.6	12.8	12.9	-0.4	12.2
Global Affairs & International Studies	2.9	2.6	2.7	2.8	2.7	0.0	2.2
Health Sciences	20.4	20.7	21.6	23.3	21.3	-0.7	20.3
Honors Tutorial College	0.7	0.7	0.7	1.0	1.2	-0.1	1.1
University College	4.3	4.0	4.0	4.5	4.3	-0.1	4.1
Voinovich School	6.8	7.2	7.3	7.8	8.0	-0.2	8.6
Heritage College of Osteopathic Medicine	30.9	31.4	12.5	32.9	31.6	-1.4	30.6
Regional Campuses	33.2	31.6	29.1	28.2	27.1	-0.8	25.0
Athletics	7.6	7.7	8.4	7.9	8.0	-0.4	6.8
Culinary Services	14.2	14.4	13.8	13.6	12.6	-0.1	10.5
Housing & Residence Life	5.9	5.9	5.9	6.1	5.4	0.0	5.3
Parking & Transportation	1.6	1.5	1.5	1.4	1.4	0.0	1.1
Printing	0.7	0.8	0.8	0.7	0.7	0.0	0.7
President	6.5	6.0	6.1	6.1	6.1	-0.4	7.5
Provost*	11.6	11.4	12.0	12.5	12.0	-0.5	11.7
Library	4.6	4.7	4.5	4.8	4.4	-0.2	4.0
VP of Advancement	5.0	5.1	6.9	7.5	7.0	-0.3	6.6
VP of Finance & Administration	14.8	14.9	14.1	14.6	13.7	-0.4	12.7
Office of Information Technology	12.7	11.1	11.0	12.9	12.6	-0.6	12.1
Operations & Maintenance	20.4	19.9	20.8	21.2	20.1	-0.1	15.2
VP of Student Affairs	8.4	8.6	9.5	9.5	9.1	-0.3	7.8
VP of Research	5.7	5.8	6.3	6.0	5.2	-0.2	5.1
Other	1.1	0.4	-0.1	1.0	0.3	-0.1	1.1
Total Salaries, Wages, & Other Payroll	\$361.5	\$354.2	\$368.4	\$366.2	\$351.5	-\$11.2	\$320.4
Total VSRP and ERIP Expenses	\$0.0	\$0.4	\$0.5	\$0.3	\$10.4		\$0.0
Adjusted Total Salaries, Wages, & Other Payroll	\$361.5	\$354.6	\$368.9	\$366.5	\$361.9		\$320.4

Note: The FY21 Budget reflects the salary and wages after accounting for the institutional furlough cost savings. The projected furlough savings reflected above include only the salary portion of institutional savings. Additional savings are realized as a result of variable benefits.

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 2.6.2 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 after that date. 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 Treasury & Debt Management

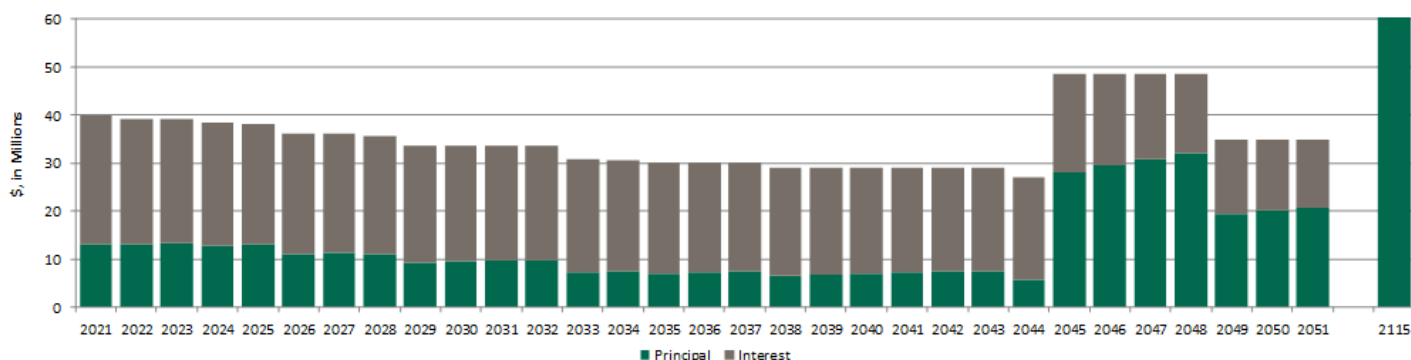
8.1 Current Debt, Pro-forma Debt & Debt Service

The University strategically issues debt to finance our facility and infrastructure investments. As of June 30, 2020 the University and Ohio University Foundation will have \$653.3M of outstanding debt.

Our long term debt is issued in the form of tax-exempt and taxable bonds which are repayable over the term with annual or bullet principal payments and annual interest payments. On April 1, 2020, the University issued \$222.6M taxable bonds to refund the callable portion of the Series 2012 and 2013 bonds, and \$60.0M new money for capital projects. The Series 2020 bonds have bullet maturities beginning in fiscal year 2048 through fiscal year 2050 related to the new money and amortized maturities matching the original maturities for the refunded bonds. The University may issue an additional \$75.0M bonds in the next two to three years per its FY21-26 Six Year Capital Improvement Plan (“CIP”).

The following schedules detail our current outstanding debt and debt service as of June 30, 2020:

OHIO UNIVERSITY DEBT PORTFOLIO AS OF JUNE 30, 2020						
Series	Tax Status	Coupon Type	Outstanding Par	Next Call Date	Final Maturity Date	Use of Proceeds
OHIO UNIVERSITY - GENERAL RECEIPTS DEBT						
Series 2012	Tax-Exempt	Fixed Rate	7,225,000	Non-Callable	12/1/2021	Capital Projects; Refunding (2003/2004)
OAQDA - Series 2012A	Tax-Exempt	Fixed Rate	7,329,530	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	8,165,000	Non-Callable	12/1/2022	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	148,820,000	6/1/2027	12/1/2047	Capital Projects; Refunding (2006AB/2008A)
Series 2020	Taxable	Fixed Rate	222,575,000	12/1/2029	12/1/2050	Capital Projects; Refunding (2012/2013)
OHIO UNIVERSITY NOTES						
Ohio University Inn (Term Loan)	Tax-Exempt	Fixed Rate	396,900	N/A	6/15/2021	Capital Projects
OHIO UNIVERSITY CAPITAL LEASE OBLIGATIONS						
Capital Leases	Tax-Exempt	Fixed Rate	266,620	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			653,343,550			

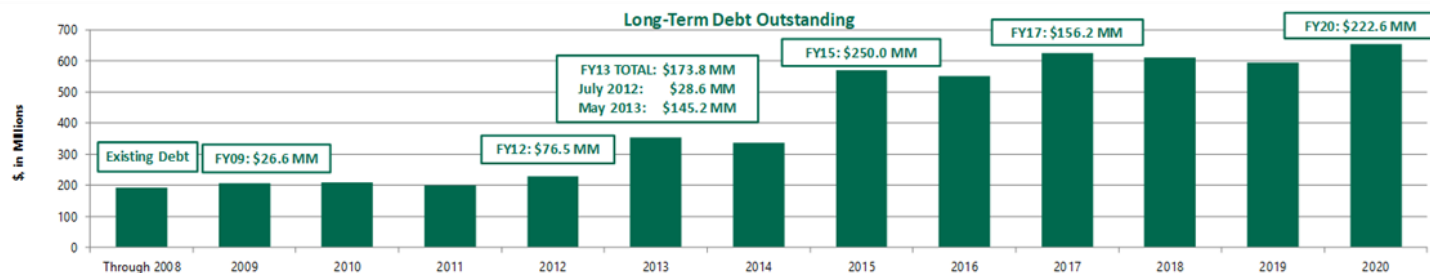


The University’s debt portfolio is currently 100% fixed (interest rates are fixed at the point of issuance for defined periods versus variable which fluctuates against interest rate indices). The University’s cost of borrowing is determined by both market factors and the University’s bond rating. The University’s ratings were affirmed in Feb 2020 by S&P (A+/stable) and 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 2009 to 2020 debt issuances and uses:

Series	Original Par (\$, in Millions)	FY Issued	New Money	Use of Proceeds
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.
2020	222.6	2020	27%	New Money (\$60.3 million of Proceeds): To pay a portion of the costs of acquisition, construction, renovation, rehabilitation, improvements and upgrades to academic buildings, student housing and student dining facilities, including, but not limited to, the following buildings: Chemistry Building (Clippinger Phases 2 and 3), Heritage College of Osteopathic Medicine at Athens, Russ Opportunity Center, space relocations for 29 Park Place & Carriage House, and Seigfred Hall renovations. Refunding (\$162.3 million of Proceeds): Proceeds were used to advance refund a portion of Series 2012 and 2013 bonds which were used for the purposes described above.



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

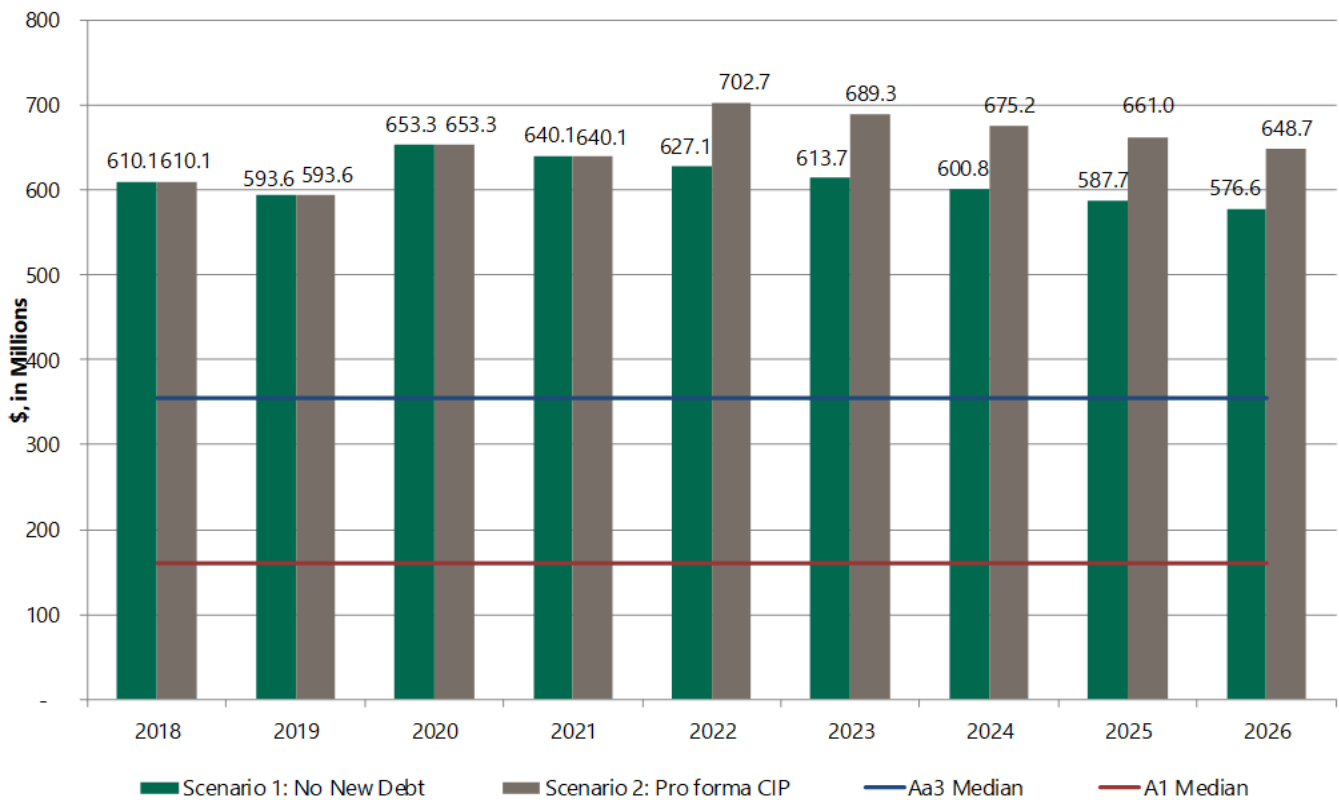
The University's updated Comprehensive Master Plan, integrating current Academic unit strategic and financial planning as well as cash forecasting and liquidity analyses, was approved by the BOT in March 2016. In conjunction with the Deferred Maintenance/Century Bond Strategy approved by the BOT, this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

In August 2016, the Board of Trustees (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 FY21-FY26 Six Year CIP approved in June 2019 anticipated issuing additional debt of \$150.0M in FY20 through FY26, a reduction of \$50.0M from the FY17-FY22 CIP. On April 1, 2020, the University issued \$222.6M of taxable bonds which included \$60.0M new money (reduced from \$75.0M) of the \$150.0M anticipated in the FY21-26 CIP.

Utilizing the expected cash flows and debt needs identified in the FY21-FY26 Six Year CIP, the University would anticipate issuing additional debt of \$75.0M in FY22 through FY26 as shown below:

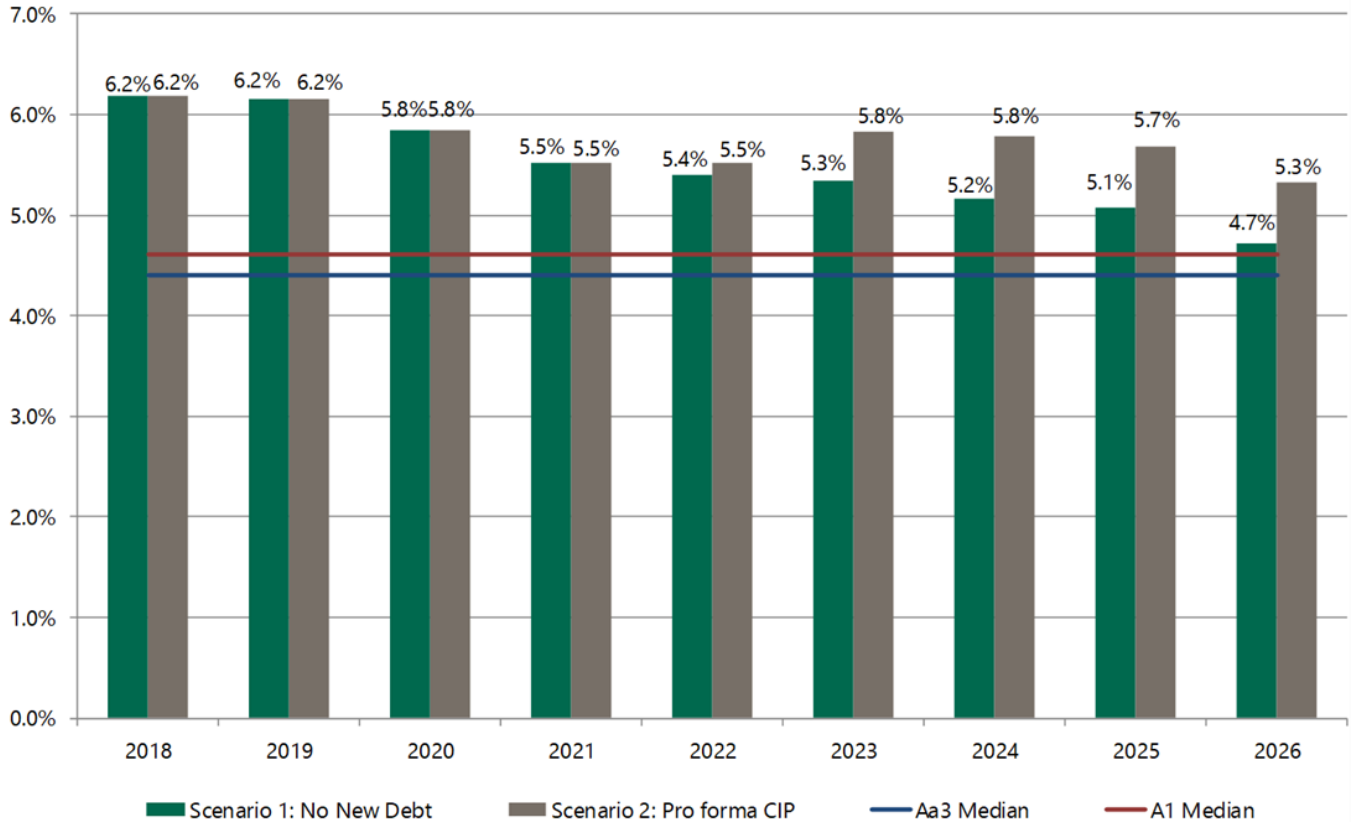
Annual Pro forma Debt (\$ in millions)



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. FY20 is calculated using projected actual results. Debt service to operations peaked at 6.2% in FY19. This is above the Aa3 public-institution median of 4.4%, but well below the Aa3 max value of 12.8%.

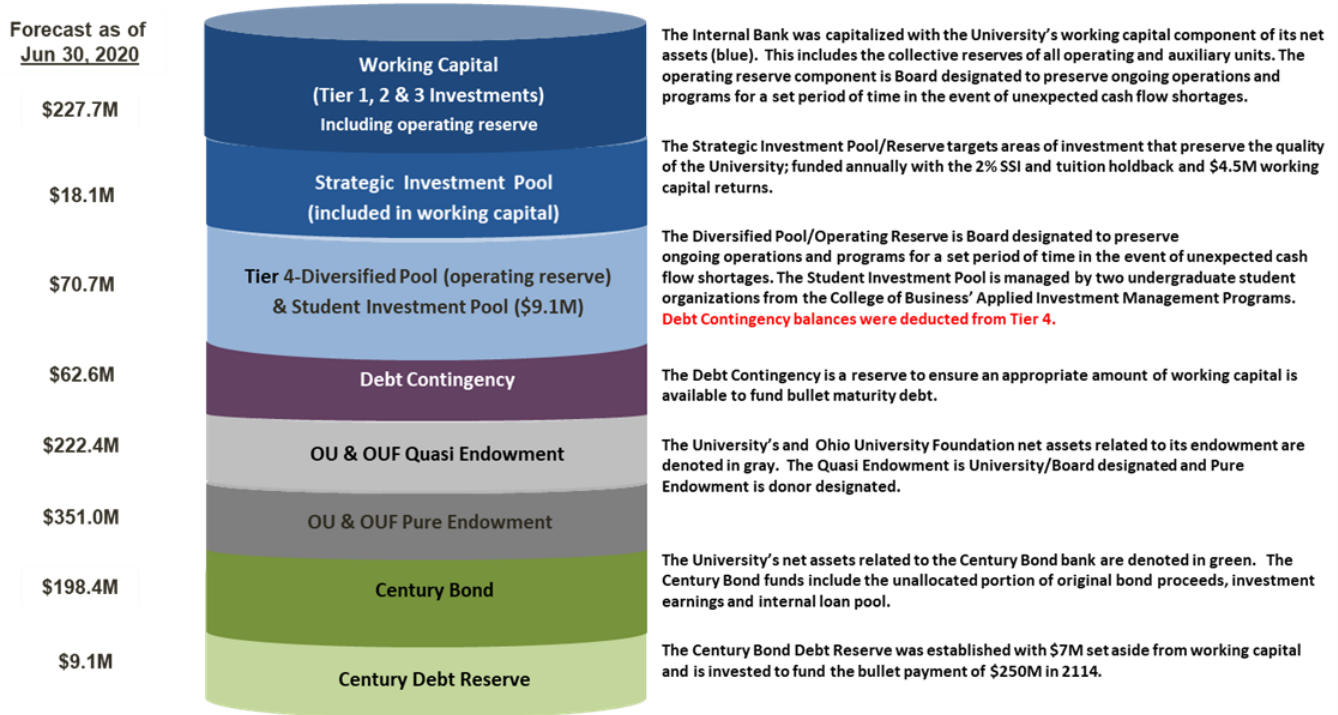
Debt Service to Operations



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 (\$1,160.0M)



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

Internal Bank Model: funded with working capital reserves, operating surpluses, tax exempt bond proceeds, internal loan repayments, and investment earnings

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 \$227.7M at June 30, 2020 (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:

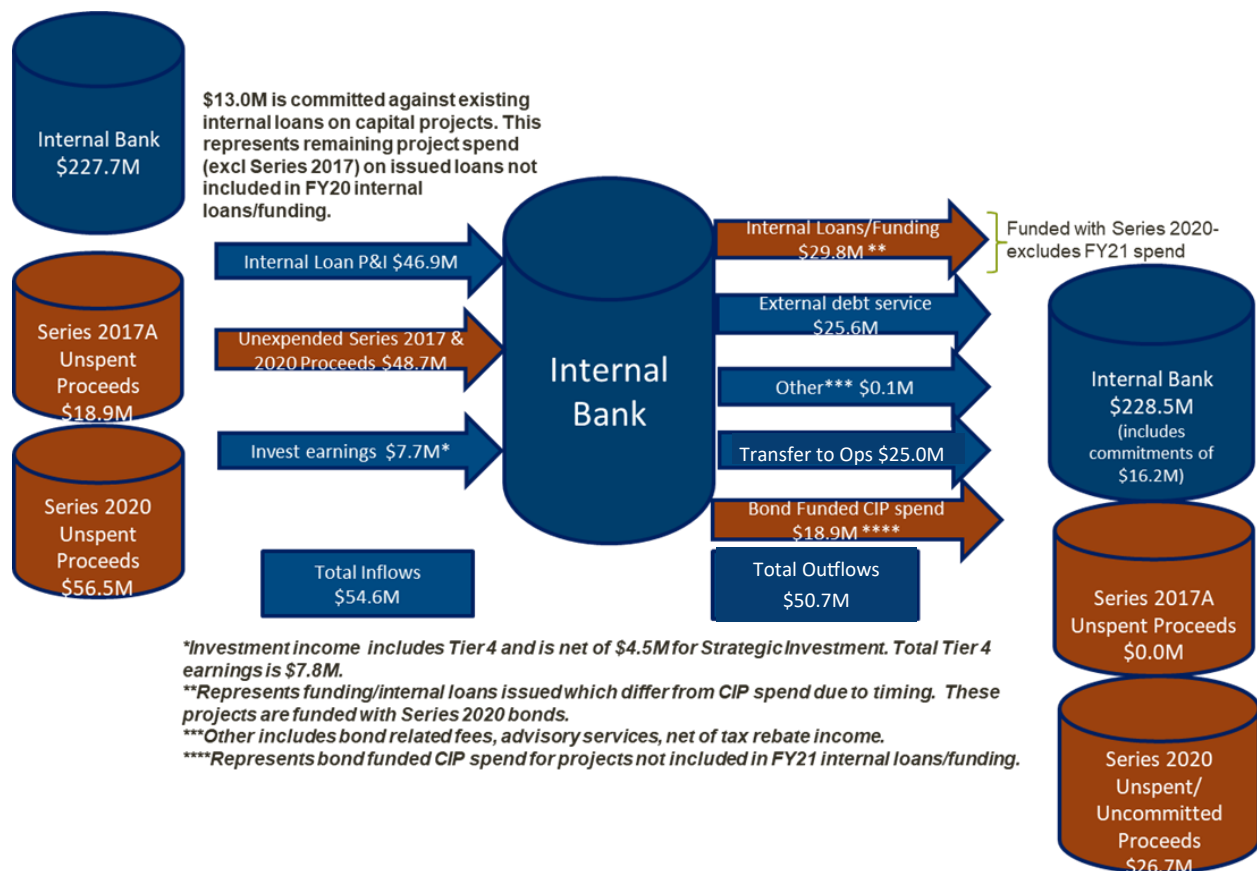
Tier 1: Assets provide for short-term (less than one year) cash flow needs

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 \$8.2M.



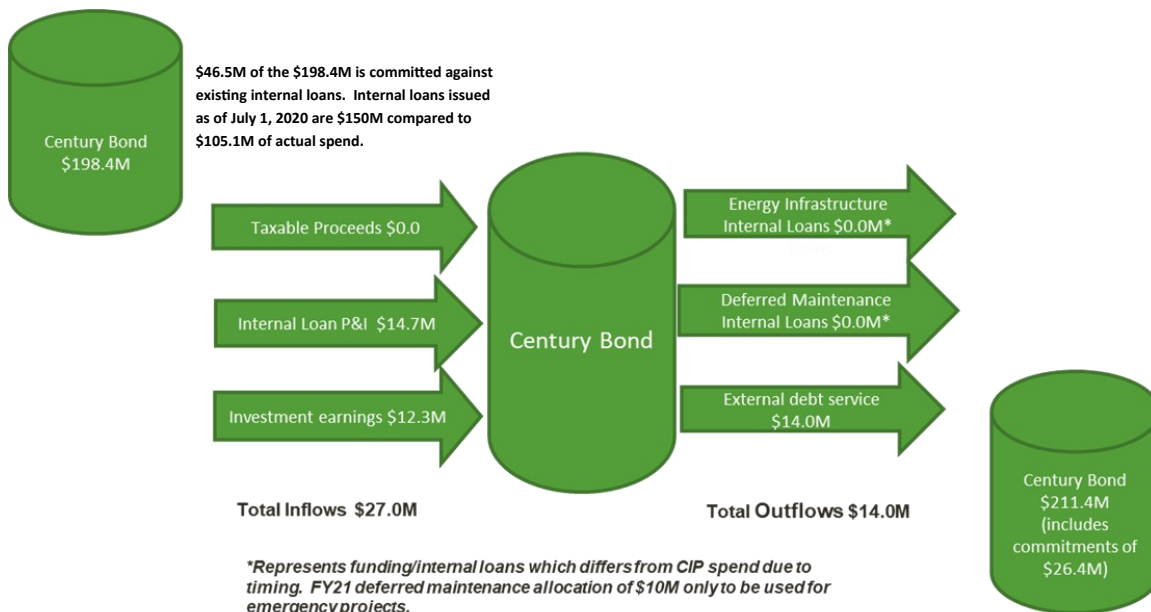
The Internal Bank can fund capital projects in advance but will be reimbursed in part by future debt issuances when this occurs. The graph above includes the June 30, 2020 forecasted unspent Series 2017A proceeds of \$18.9M and Series 2020 proceeds of \$56.5M since certain projects are funded with Series 2017A and 2020 proceeds.

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, 2020 the remaining balance of this portion of the proceeds is projected at \$11.2M 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 former Chief Investment Officer, worked with the University to put together guidelines related to the long-term investment of the \$150.0M. In November 2019 the OUF board approved FEG to replace Hirtle. The June 30, 2020 projected market value of the long-term investments is \$187.2M. 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, 2020 projected balance of the debt reserve fund is \$9.1M.



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 Budgeting through recovery of depreciation costs from the RCM units directly attributed to their facilities. Any shortfall is allocated across Planning Units via step down in the RCM model.

Following is a roll forward of existing, restructured, and new (based on active projects) loans from July 1, 2020 to June 30, 2021:

Working Capital Loans		Original Loan		Interest Rate		Date of Loan		Ends		7/1/2020		FY21		6/30/2021	
Department Name	Name of Account/Project										Loan Balance	Principal	Interest	Loan Balance	
Internal Loans															
International Studies	Tun Abdul Razak Maplewood Res	44,317		5.50	03/01/11	2021	5,573				5,573				
	Total	44,317					5,573				5,573				

Bond Proceeds Loans		Original Loan		Interest Rate		Date of Loan		Ends		7/1/2020		FY21		6/30/2021	
Department Name	Name of Account/Project										Loan Balance	Principal	Interest	Loan Balance	Department Totals
Airport	Airport Terminal	\$ 740,000	Series 2001	Variable		2027	\$ 415,000	\$ 55,000	\$ 18,303	\$ 360,000	\$ 360,000	\$ 360,000	\$ 18,303	\$ 360,000	\$ 360,000
Arts and Sciences	W State St Lab - A & S	372,123	Series 2006A	3.5% to 5%		2025	179,711	32,939	7,760	147,012	147,012	147,012	7,760	147,012	147,012
Athletics	Track & Turf Fields	2,089,099	Series 2006A	3.5% to 5%		2025	1,008,897	183,574	43,863	825,323	825,323	825,323	43,863	825,323	825,323
Campus Recreation	Restoration Facility	1,547,481	Series 2006A	3.5% to 5%		2025	747,331	135,981	32,269	611,350	611,350	611,350	32,269	611,350	611,350
Central Pool	Athena Theatre	1,645,000	Series 2001	Variable		2027	920,000	120,000	40,626	800,000	800,000	800,000	40,626	800,000	800,000
	Child Care Center - LL Inc.	1,740,916	Series 2006A	3.5% to 5%		2025	840,747	162,978	36,302	687,769	687,769	687,769	36,302	687,769	687,769
	Child Care Center - VFFA	154,748	Series 2006A	3.5% to 5%		2025	74,733	13,588	3,227	61,135	61,135	61,135	3,227	61,135	61,135
	King Air 350	1,880,000	Series 2004	2% to 5%		2020	-	-	-	-	-	-	-	-	-
	Network Infrastructure-Phase II	6,860,000	Series 2012	2% to 5%		2023	2,325,000	750,000	68,409	1,575,000	1,575,000	1,575,000	68,409	1,575,000	1,575,000
	Network Upgrade	6,185,000	Series 2009	2% to 5%		2020	-	-	-	-	-	-	-	-	-
	Student Info Sys (SS)	15,465,000	Series 2006A	3.5% to 5%		2020	-	-	-	-	-	-	-	-	-
	College of Communication Phase 2	10,830,000	Series 2013	2% to 5%		2044	9,640,000	225,000	466,800	9,415,000	9,415,000	9,415,000	466,800	9,415,000	9,415,000
	Schooner Project	16,486,131	Series 2012	2% to 5%		2043	14,208,503	380,378	619,450	13,828,125	13,828,125	13,828,125	619,450	13,828,125	13,828,125
	Lindley Hall Uprft	2,255,000	Series 2013	2% to 5%		2044	2,005,000	45,000	95,100	1,960,000	1,960,000	1,960,000	95,100	1,960,000	1,960,000
	Safety Projects	935,000	Series 2012	2% to 5%		2043	805,000	20,000	34,850	785,000	785,000	785,000	34,850	785,000	785,000
	Six-Year CIP Planning Fund	24,115	Series 2012	2% to 5%		2043	20,523	513	884	20,010	20,010	20,010	884	20,010	20,010
	Tupper Hall Uprft	6,320,000	Series 2013	2% to 5%		2044	5,620,000	130,000	268,300	5,480,000	5,480,000	5,480,000	268,300	5,480,000	5,480,000
	WUSOC Legal Services Relocation	200,390	Series 2012	2% to 5%		2043	172,528	4,286	7,469	168,242	168,242	168,242	7,469	168,242	168,242
	31 South Court Street Relocations	3,896,404	Series 2012	2% to 5%		2043	3,087,759	76,715	133,675	3,011,044	3,011,044	3,011,044	133,675	3,011,044	3,011,044
	Bromley Academic Relocations	1,715,351	Series 2012	2% to 5%		2043	1,478,853	38,682	63,936	1,440,161	1,440,161	1,440,161	63,936	1,440,161	1,440,161
	Chilled Water Loop	8,665,893	Series 2006A	3.5% to 5%		2025	4,185,053	761,491	180,705	3,423,563	3,423,563	3,423,563	180,705	3,423,563	3,423,563
	Chilled Water Project	5,605,000	Series 2012	2% to 5%		2043	4,840,000	130,000	212,206	4,710,000	4,710,000	4,710,000	212,206	4,710,000	4,710,000
	Confir Ctr the Riggs	2,644,069	Series 2006A	3.5% to 5%		2025	1,278,911	232,340	55,135	1,044,570	1,044,570	1,044,570	55,135	1,044,570	1,044,570
	Ohio Air Quality Develop Auth(2012A)	19,568,654	Series 2012A	2% to 5%		2024	7,329,530	1,875,658	114,410	5,453,674	5,453,674	5,453,674	114,410	5,453,674	5,453,674
	Ohio Air Quality Develop Auth(2012B)	8,500,000	Series 2012B	2% to 5%		2028	8,500,000	-	314,500	8,500,000	8,500,000	8,500,000	314,500	8,500,000	8,500,000
	Stores/Receiving Demo	255,334	Series 2006A	3.5% to 5%		2025	123,310	22,437	5,324	100,873	100,873	100,873	5,324	100,873	100,873
	Track & Turf Fields - VFFA	96,718	Series 2006A	3.5% to 5%		2025	48,708	8,499	2,017	38,209	38,209	38,209	2,017	38,209	38,209
	HDL Ctr Purchase Non-Tax(2008A)	7,825,000	Series 2008A	4.17% to 5%		2034	6,600,000	340,000	310,335	6,280,000	6,280,000	6,280,000	310,335	6,280,000	6,280,000
	Innov Ctr 1 (Finance)	1,179,049	Series 2001	Variable		2027	660,404	86,947	27,370	574,457	574,457	574,457	27,370	574,457	574,457
	Motor Pool Facility	330,240	Series 2001	Variable		2027	185,240	25,000	8,146	160,240	160,240	160,240	8,146	160,240	160,240
	W State St Lab - Iapson	621,181	Series 2006A	3.5% to 5%		2025	251,696	45,797	10,888	205,899	205,899	205,899	10,888	205,899	205,899
	W State St Lab - LL Income	2,418,381	Series 2006A	3.5% to 5%		2025	1,167,918	212,508	50,429	965,410	965,410	965,410	50,429	965,410	965,410
	WUSOC Southeast Wing Demolition	42,482	Series 2012	2% to 5%		2043	36,575	909	1,583	35,668	35,668	35,668	1,583	35,668	35,668
College of Medicine	Columbus Campus Project	11,149,843	Series 2012	2% to 5%		2021	5,627,222	5,627,222	68,823	(0)	(0)	(0)	68,823	(0)	(0)
	OJHCOM - Dublin (Columbus)	8,845,000	Series 2013	2% to 5%		2020	-	-	-	-	-	-	-	-	-
Housing	S. Grn Hall (new)	19,460,000	Series 2006B	3.75% to 5%		2037	15,765,000	620,000	728,050	15,145,000	15,145,000	15,145,000	728,050	15,145,000	15,145,000
Lancaster	Flokington Center	2,240,000	Series 2003	5% to 5.25%		2024	960,000	220,000	44,625	740,000	740,000	740,000	44,625	740,000	740,000
Transportation & Parking	Baker Univ Center-Parking Garage	1,255,772	Series 2004	2% to 5%		2032	921,761	57,959	42,041	883,802	883,802	883,802	42,041	883,802	883,802
VP of Research	Innov Ctr 1 (Research)	810,111	Series 2001	Variable		2027	453,756	59,053	18,806	394,703	394,703	394,703	18,806	394,703	394,703
VP of Student Affairs	Baker University Center	36,904,228	Series 2004	2% to 5%		2032	27,088,239	1,702,041	1,234,584	25,386,198	25,386,198	25,386,198	1,234,584	25,386,198	25,386,198
	Total	219,348,711					129,568,908	14,388,473	5,356,881	115,177,436	115,177,436	115,177,436	5,356,881	115,177,436	115,177,436

Restructured & New Internal Loans										
Department Name	Name of Account/Project	Original Loan	Loan Type/Source	Interest Rate	Date of Loan	Ends	7/1/2020 Loan Balance	FY21 Principal	FY21 Interest	6/30/2021 Loan Balance
Central Pool	Clippinger Phase I	18,000,000	Series 2017A	4.75%	6/1/2019	6/1/2049	17,721,318	292,157	836,610	17,429,162
	Clippinger Phase I	955,841	Series 2017A (swap w CBCL)	4.75%	6/30/2020	6/30/2050	955,841	14,799	45,141	941,042
	Clippinger Phase II	1,373,750	Series 2017A (swap w CBCL)	4.75%	9/1/2020	9/1/2050	1,373,750	15,857	48,753	1,357,893
	Clippinger Phase II	9,557,778	Series 2020 (swap with State)	4.75%	9/1/2020	9/1/2050	9,557,778	110,325	339,196	9,447,453
	Indoor Multi-Purpose Facility	5,480,000	Gift advance-interest	4.75%	7/1/2016	7/1/2020	-	-	52,060	-
	Indoor Multi-Purpose Facility	2,500,000	Balance after gifts	4.75%	6/5/2013	6/1/2044	2,204,326	50,614	-	2,153,712
	Indoor Multi-Purpose Facility	NA	Reps Pouring Rights	NA	4/1/2015	1/1/2045	18,953,602	(16,187)	-	16,187
	Indoor Multi-Purpose Facility	20,720,400	Series 2013, S4.2M	4.75%	8/21/2017	9/1/2047	82,692	406,229	893,131	18,547,373
	Admin Reloc-Alden	86,520	Working Capital	4.75%	7/1/2018	7/1/2048	14,395,556	1,526	3,901	81,166
	Admin Reloc-Ridges	13,125,072	Series 2017A	4.75%	7/1/2018	7/1/2038	2,699,363	248,943	679,398	14,146,613
Admin Reloc-Ridges	2,764,330	Working Capital	4.75%	2/1/2020	4/1/2050	400,000	45,940	127,409	2,653,423	
Space Reloc-Unley	400,000	Working Capital	4.75%	10/1/2018	10/1/2038	2,192,560	75,973	102,807	393,807	
Space Reloc-29 PP & Carriage	2,300,000	Working Capital	4.75%	6/1/2018	6/1/2023	1,161,944	369,176	48,681	792,768	
IT-ComDoc	2,100,000	Working Capital	4.75%	7/1/2017	7/1/2047	5,045,571	93,082	238,023	4,952,489	
31 S. Court Street Purchase-Central	5,280,000	Working Capital	4.75%	9/30/2017	9/30/2047	1,946,606	35,911	91,830	1,910,694	
Ellis Hall Renovations	2,037,050	Series 2017A	4.75%	5/1/2018	5/1/2048	480,643	8,446	22,682	472,197	
Central Classroom C-Suite Reno	519,540	Series 2017A	4.75%	10/1/2018	10/1/2048	2,148,296	36,561	101,399	2,111,735	
Facility Site Improvements - HCOM	2,200,000	Series 2017A	4.75%	9/1/2018	9/1/2048	875,175	15,134	41,304	860,041	
HCOM Utilities Phase I - ROC	900,000	Series 2017A	4.75%	7/1/2017	7/1/2047	1,007,359	18,584	47,522	988,775	
Alden Library Renovations	1,040,000	Series 2017A	4.75%	1/1/2016	1/1/2028	917,476	100,392	41,809	817,084	
Airport Support	King Air 350	1,295,000	Working Capital	4.75%	7/1/2016	7/1/2020	1,159,937	1,159,937	-	-
Athletics	Indoor Multi-Purpose Facility	5,480,000	Gift Advance-principal	NA	2/1/2017	2/1/2022	-	16,187	103,813	(16,187)
	Indoor Multi-Purpose Facility	NA	Reps Pouring Rights	NA	5/1/2018	5/1/2023	-	-	-	-
	Peden Stadium Scoreboard	549,803	Gift bridge	4.75%	7/1/2017	7/1/2022	1,587,255	676,046	62,521	891,209
	Convocation Center Videoboard	1,250,195	Gift bridge	4.75%	4/1/2015	4/1/2019	0	-	-	0
Business	Sook Academic Center	3,492,253	Gift bridge	4.75%	7/1/2017	7/1/2022	1,587,255	676,046	62,521	891,209
	CSC Renovation	3,185,000	Gift bridge	4.75%	7/1/2017	7/1/2026	12,216,817	1,508,005	553,702	10,708,813
College of Medicine	OUHCOM - Cleveland	16,400,000	Construction loan	4.75%	3/1/2019	3/1/2049	32,218,663	539,855	1,520,868	31,679,008
	OUHCOM - Athens	33,000,000	Series 2017A Series 2020	4.75%	6/1/2019	12/1/2022	7,664,232	2,873,935	301,719	4,790,297
	OUHCOM - Athens-OHF Grant	9,000,000	Working Capital	4.75%	3/1/2019	3/1/2027	1,906,008	1,906,008	22,634	-
	OUHCOM - Athens-OHF Grant	6,000,000	Working Capital	4.75%	7/1/2016	6/1/2026	-	-	475,000	-
Education	M cCracken Hall Renovation	10,000,000	Gift advance-interest	4.75%	6/1/2015	4/1/2025	894,004	162,325	39,602	731,678
Engineering	Multiphase Tech Corrosion Center	1,600,000	Gift Bridge	4.75%	7/1/2015	6/30/2025	1,558,500	275,500	-	1,283,000
	ARC FY15 Operating Deficit	2,200,000	FY15 Operating Deficit	4.75%	7/2/2015	6/30/2041	3,102,302	91,742	147,359	3,010,560
	ARC Integrated Learning Research	3,502,257	Working Capital	4.75%	7/1/2018	7/1/2028	1,469,752	149,193	67,182	1,320,559
OU Foundation	Space Relocations-Konneker	1,500,000	Gift bridge	4.75%	6/1/2019	6/1/2049	2,820,643	46,502	133,160	2,774,141
	Russ Research Opport Ctr (ROC)-Design	2,885,000	Series 2017A Series 2020	4.75%	3/1/2021	3/1/2051	25,235,000	95,951	299,666	25,139,049
	Russ Research Opport Ctr (ROC)-Construction	25,235,000	Series 2020	4.75%	4/1/2004	4/1/2044	89,180,505	2,047,703	4,200,261	87,132,802
Housing	Housing Development Phase I	100,000,000	Series 2013, 985 5/M Series 2017	4.75%	7/1/2017	7/1/2047	2,599,233	47,951	122,618	2,551,282
	Housing Development Phase II	-	Working Cap/Future Debt	4.75%	9/1/2017	9/1/2047	1,911,201	35,258	90,160	1,875,943
	31 S. Court Street Purchase	2,720,000	Working Capital	4.75%	4/1/2016	4/1/2046	24,082,559	482,487	1,135,412	23,600,073
	4 University Terrace Purchase	2,000,000	Working Capital	4.75%	9/1/2015	4/1/2030	267,957	21,468	12,349	246,489
	Jefferson Hall Renovation	25,800,000	Series 2017A	4.75%	9/1/2015	4/1/2030	293,974,426	14,065,508	13,068,575	279,908,917
Real Estate Office	Dublin -IEC	900,000	Working Capital	4.75%	-	-	-	-	-	-
	Total	349,314,789					423,546,907	28,460,554	18,425,456	395,086,353
	GRAND TOTAL	568,707,818					46,886,010	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, 2020 to June 30, 2021:

Name of Account/Project	Original Loan	Interest		7/1/2020		Additions	FY21	FY21	6/30/2021
		Rate	Date of Loan	Ends	Loan Balance		Principal	Interest	Loan Balance
Deferred Maintenance-FY15	\$ 10,000,000	5.59%	12/01/14	6/1/24	\$ 4,669,658	\$ -	\$ 1,072,715	\$ 246,249	\$ 3,596,943
EIP-1st Installment	30,000,000	5.59%	12/01/14	6/1/44	27,217,854	-	559,898	1,513,761	26,657,956
Deferred Maintenance-FY16	10,000,000	5.59%	12/01/15	6/1/25	5,684,832	-	1,015,174	303,791	4,669,658
EIP-2nd Installment	30,000,000	5.59%	12/01/15	6/1/45	27,747,719	-	529,865	1,543,795	27,217,854
Deferred Maintenance-FY17	10,000,000	5.59%	12/01/16	6/1/26	6,645,551	-	960,719	358,245	5,684,832
EIP-3rd Installment	19,000,000	5.59%	12/01/16	6/1/46	17,891,136	-	317,580	995,737	17,573,556
EIP-Clippinger Phase I	11,000,000	5.59%	12/01/16	6/1/46	10,358,026	-	183,862	576,480	10,174,164
Deferred Maintenance-FY18	10,000,000	5.59%	12/01/17	6/1/27	7,554,736	-	909,185	409,779	6,645,551
Deferred Maintenance-FY19	10,000,000	5.59%	12/01/18	6/1/28	8,415,152	-	860,416	458,548	7,554,736
Deferred Maintenance-FY20	10,000,000	5.59%	12/01/19	6/1/29	9,229,415	-	814,263	504,702	8,415,152
Deferred Maintenance-FY21	Interest Only	5.59%	12/01/20	6/1/30	-	-	-	559,000	-
	\$ 150,000,000				125,414,079	-	7,223,678	7,470,088	118,190,401
							Total P&I	14,693,765	

9 Capital Improvement Plan & Deferred Maintenance

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.

CIP Update Approach

The COVID-19 pandemic altered the FY21 annual CIP review process. In response to operating and capital funding uncertainties, a thorough review of all projects with start dates in FY21 and FY22 was undertaken. Following reviews with project owners and leadership, projects were categorized as to significance to mission, with all non-essential projects being halted.

Project funding sources and susceptibility to fluctuations in the current fiscal environment were reviewed. For planning, state funding assumptions were set to \$0 for FY21/22 and \$12M, 50% of past biennial funding, for FY23/24. In light of state funding concerns and to avoid jeopardizing completion of mission critical projects currently underway, funding alternatives were identified to ensure major University projects would continue, such as Clippinger Phase 2 and Clippinger Phase 3. To safeguard reserves, the annual Century Bond \$10M deferred maintenance tranche will be held for use on an emergency basis only during FY21.

As a result of the CIP review process, the scheduled FY21 and FY22 new project starts were reduced from \$101.7M to \$41.1M, or a 60% reduction. The FY21 CIP contains prioritized new project starts totaling \$9.6M, as detailed in the chart below:

FY21 Starts Capital Improvement Plan	
Classification & Project	Budget
FY21 Starts Total	\$9,608,150
Academic/Programmatic	\$262,000
Small Capital Improvements	\$262,000
Auxiliaries	\$695,000
Apron Rehabilitation - B and F	\$695,000
Building Systems & Infrastructure	\$200,500
Small Capital Improvements	\$200,500
Regional Higher Education	\$4,675,650
Lancaster HVAC and Energy Efficiency Improvements Phase II	\$3,102,350
Shannon Hall HVAC Improvements	\$1,573,300
University Initiatives	\$3,275,000
ADA - 2021	\$250,000
Classroom Improvement Plan FY21	\$1,000,000
Annual Emergency Projects Fund - 2021	\$1,000,000
Elevator Repairs & Replacements	\$25,000
Masonry - In-House FY21	\$250,000
Painting - In-House FY21	\$250,000
Safety Funds - 2021	\$500,000
Utility System Upgrades	\$500,000
EIP - Campus Steam System Repairs 2021	\$500,000

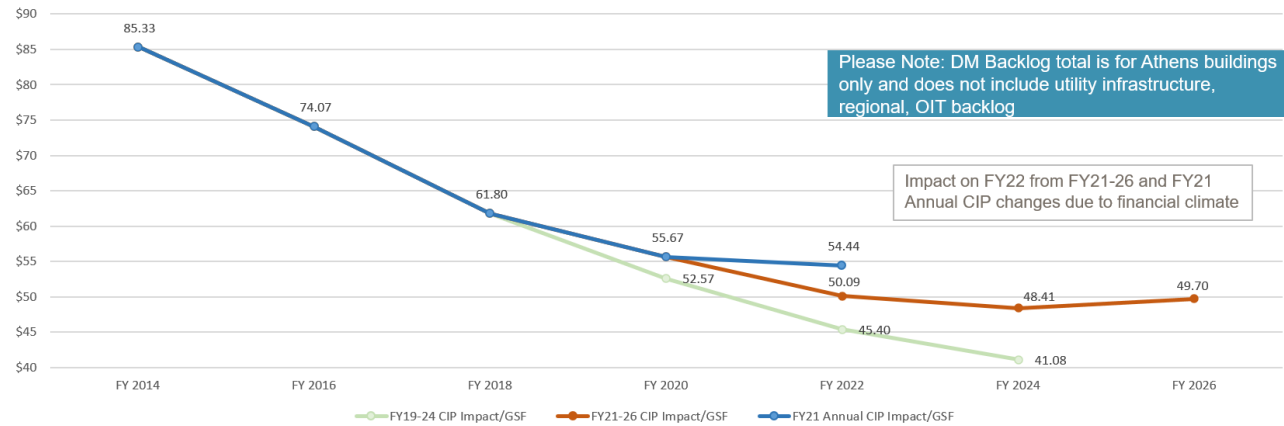
9.2 Past CIP Progress

The University has made significant investment in projects to address deferred maintenance, both planned and unplanned. Utilization of the Century Bond annual \$10M deferred maintenance tranche over the past six years along with State Appropriations has enabled reductions in the University's deferred maintenance backlog.

As noted above, the FY21 Century Bond \$10M deferred maintenance tranche, the 7th of 16 annual tranches, will be used for emergency projects only in FY21 as determined by the Chief Facilities Officer. The annual Century Bond \$10M funding of deferred maintenance projects is planned to resume in FY22 given recovery of the economy.

While progress will continue to be made in FY21 to reduce deferred maintenance per gross square foot, the following graph contextualizes the impact of the revised FY21 CIP's spend on planned reductions in deferred maintenance backlog.

Deferred maintenance per gross square foot, as impacted by projected CIP spending



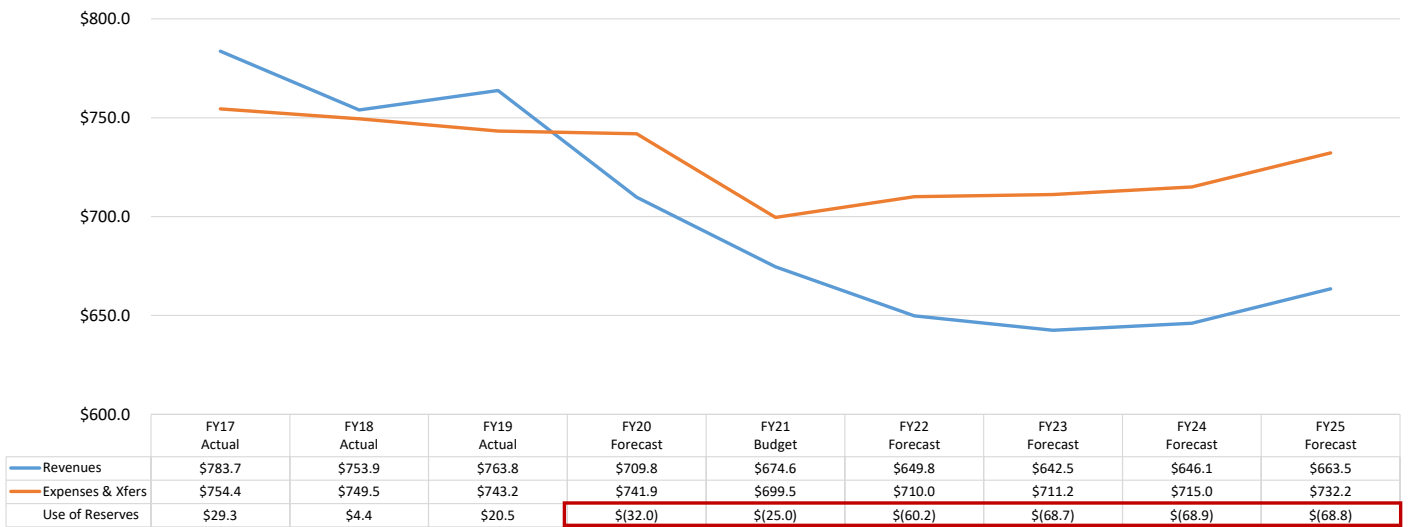
	FY18	FY19	FY20	FY21	FY22
GSF	8,261,326	8,143,495	8,073,741	8,282,891	8,282,891 *
Increase	McCracken Addition, Ridges Observatory, Grover Center	Sook Center		HCOM Phase 1, Chemistry Building, Chilled Water Plant 3	
Decrease	PSAC, Cady, Foster, Brough, Fenzel, O'Bleness, Martzoff	Facilities Shop 4, AFSCME 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, HRTC	Grosvenor Hall

10 Budget Planning & University Reserves

10.1 FY21-26 Revenues, Expenses & Use of Reserve Projection

The FY21 OHIO budget planning process resulted in a FY21 Board approved Operating Budget that relies on \$25.0M in operating reserve use. While use of reserves has been minimized to the greatest extent possible through one-time furlough savings and administrative efficiencies, we realize our current budget trajectory is not sustainable and will require additional reduction strategies, or infusion of incremental revenues, not yet incorporated into our multi-year budget plans. We are cognizant that Ohio University cannot rely on multi-year bridging strategies that require the utilization of operating reserves to balance the budget. Below is the assumed use of reserves presented by the campus planning units in their multi-year budget submissions.

Ohio University's FY17-25 Revenues, Expenses & Operating Reserve (in millions)



10.2 FY21-26 Central Planning Assumptions

The FY21 OHIO central planning assumptions used in the FY21-26 budgets above are detailed in the chart on the following page. The Central Planning assumptions will need to be re-evaluated once the SEEC enrollment and University net revenue forecasts are updated for FY22 planning purposes, prior to rebalancing OHIO's multi-year budget.

FY21-26 Budgeted Central Planning Assumptions

FY21-26 Budget Planning Assumptions		FY20 Forecast	FY21 Planning Assumption	FY22 Planning Assumption	FY23 Planning Assumption	FY24 Planning Assumption	FY25 Planning Assumption	FY26 Planning Assumption
Ohio University Revenue Assumptions		3.8% State Cut	4.38% State Cut	FY22 vs FY21	FY23 vs FY22	FY24 vs FY23	FY25 vs FY24	FY26 vs FY25
State Share of Instruction: See Section 4								
State Appropriation Growth		2.0%	1.0%	0.0%	0.0%	0.0%	0.0%	0.0%
UG SSI - Total UG Enrollments		Fall Census	SEEC, RHE and OHIO Online	SEEC, RHE and OHIO Online	SEEC, RHE and OHIO Online	SEEC, RHE and OHIO Online	SEEC, RHE and OHIO Online	SEEC, RHE and OHIO Online
Graduate SSI Enrollments		Spring FY20-25 PU Projections	SEEC & PU Projections	SEEC & PU Projections	SEEC & PU Projections	SEEC & PU Projections	SEEC & PU Projections	SEEC & PU Projections
State Share of Instruction: Financial Impact		\$ 174,900,000	\$ (7,800,000)	TBD	TBD	TBD	TBD	TBD
State Share of Instruction: FY20 Cut		\$ (6,700,000)						
UG Gross Tuition								
UG Guarantee Rate Increases		3.5%	0.0%	3.5%	3.5%	3.5%	3.5%	3.5%
UG Freshman Enrollments		3,671	2,810	3,143	3,177	3,214	3,329	3,432
UG Transfer Enrollments		352	183	250	290	330	370	410
Total Athens Headcount		16,278	14,399	13,475	12,863	12,633	12,974	13,386
RHE FTEs		FY20 Projection	RHE Projection	RHE Projection	RHE Projection	RHE Projection	RHE Projection	RHE Projection
<i>FTEs: Fall + Spring + Summer Credit Hours / 30</i>		4,979	-18.0%	TBD	TBD	TBD	TBD	TBD
Central Student Financial Aid								
Athens UG Student Financial Aid		Fall Census	SEEC	SEEC	SEEC	SEEC	SEEC	SEEC
ICA Financial Aid		Fall Census & ICA Projection	Correlates to UG Tuition	Correlates to UG Tuition	Correlates to UG Tuition	Correlates to UG Tuition	Correlates to UG Tuition	Correlates to UG Tuition
Athens' UG Net Tuition		\$ 161,900,000	\$ (26,500,000)	TBD	TBD	TBD	TBD	TBD
Other Revenues								
Rate Increase: Housing & Residence Life		3.5%	0.0%	3.5%	3.5%	3.5%	3.5%	3.5%
Rate Increase: Culinary		2.0%	0.0%	2.0%	2.0%	2.0%	2.0%	2.0%
Endowment Distributions		Projected Market Value Growth	Projected Market Value Growth	Projected Market Value Growth	Projected Market Value Growth	Projected Market Value Growth	Projected Market Value Growth	Projected Market Value Growth
Ohio University Expense Assumptions								
Compensation		See FY20 Forecast						
Raise Pool		1.0%	0.0%	0.0%	0.0%	1.0%	0.0%	1.0%
Healthcare: University Contribution		2.5%	2.5%	5.0%	5.0%	5.0%	5.0%	5.0%
Furlough Cost Savings			\$ 13,000,000	\$ (13,000,000)	\$ -	\$ -	\$ -	\$ -
Compensation: Financial Impact		\$ 8,050,000	\$ 11,650,000	\$ (15,770,000)	\$ (2,910,000)	\$ (6,750,000)	\$ (3,210,000)	\$ (7,100,000)
Other Operating Expenses								
		See FY20 Forecast						
Administrative Reductions			\$ 12,400,000	\$ -	\$ -	\$ -	\$ -	\$ -
Utilities			\$ (600,000)	\$ (600,000)	\$ (600,000)	\$ (600,000)	\$ (600,000)	\$ (600,000)
POM			\$ (200,000)	\$ (200,000)	\$ (200,000)	\$ (200,000)	\$ (200,000)	\$ (200,000)
Other Operating Expenses: Financial Impact		See FY20 Forecast	\$ 11,600,000	\$ (800,000)	\$ (800,000)	\$ (800,000)	\$ (800,000)	\$ (800,000)
Capital Cost Allocation Model (CCAM)								
Deferred Maintenance			\$ (1,318,965)	\$ (1,318,965)	\$ (1,318,965)	\$ (1,318,965)	\$ -	\$ -
Capital Plan Debt			\$ (124,877)	\$ (124,877)	\$ (124,877)	\$ (124,877)	\$ (124,877)	\$ (124,877)
CCAM: Financial Impact		See FY20 Forecast	\$ (1,443,842)	\$ (1,443,842)	\$ (1,443,842)	\$ (1,443,842)	\$ (124,877)	\$ (124,877)

11.1 Academic Budget Process

The goal of the FY21 academic budget planning process was to continue to build 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 FY21 Academic budget process began in October when all planning units submitted their preliminary FY21 budgets based on conservative central planning assumptions. Institution-wide, the Fall budget submissions were compiled to evaluate our capacity for future year expense growth while responding to declines in undergraduate enrollments. The Academic Budget Office partners 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.

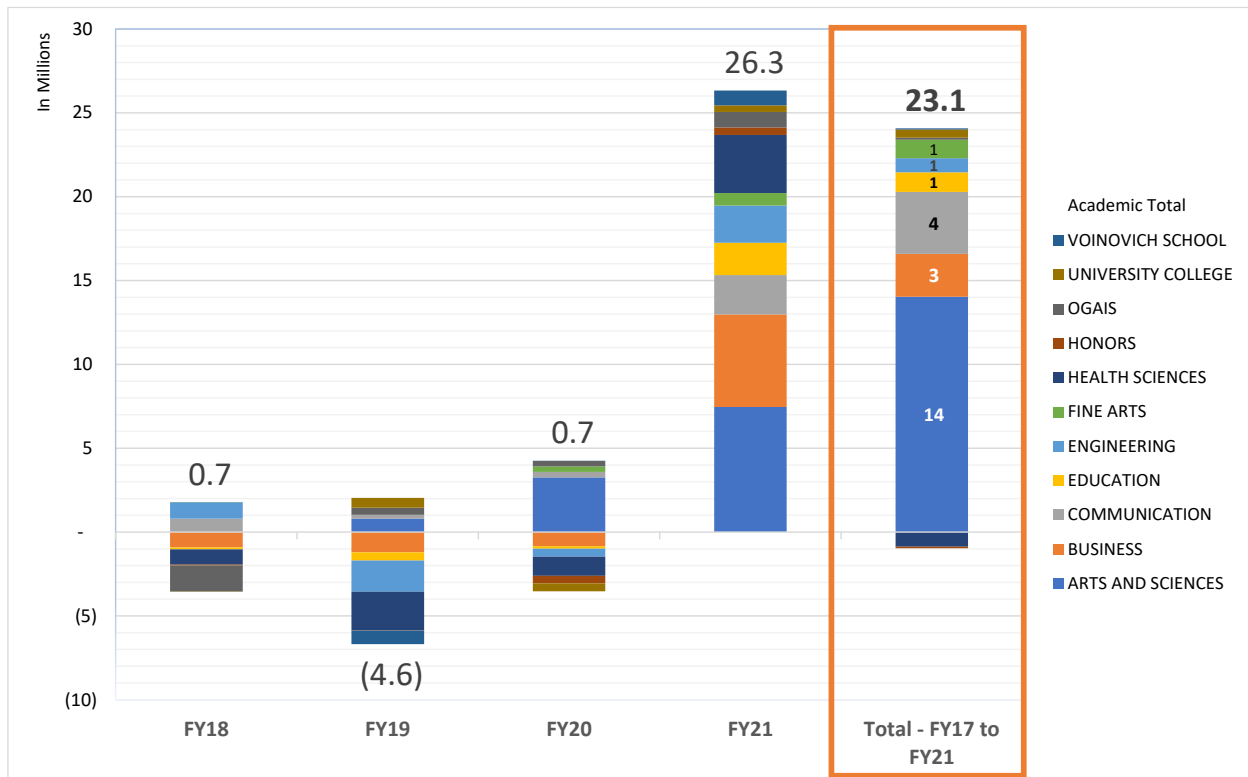
Throughout the fall, while the university was modeling 5% reductions in non-College units and other high level adjustments to help balance the budgets, the colleges developed a scenario to improve the revenue-expense balance by about \$26M from FY21 to FY23 through approaches to strategically increase revenues from off-campus activities and reduce expenses. 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. As a result of the academic leadership change in December, incoming Provost Sayrs held a series of meetings with the Deans of each college in January to review and continue to refine these scenarios.

As the need to phase changes over multiple years continues to create pressure on university reserves, a system was created to consolidate unrestricted reserves from the college level to the provost. This was done to prioritize the use of reserves and maximize availability of those funds for use in bridging. This consolidation of reserves did not affect college designated reserves such as course fee balances, startup funds, research incentive funds and HTC funds. These funds continue to be maintained by each respective college.

During budget planning in the early spring, the university made additional decisions to remove the raise pool for FY22, realign resources related to marketing/communication and advancement staff, create a Voluntary Separation or Retirement Program (VSRP), and increase efficiencies in non-academic units. As these changes were being incorporated into the scenario planning, the pandemic hit and created a new layer of challenges and complexity for budget planning. The response to the pandemic included the implementation of a Cost Savings Furlough Plan that generates OTO budget savings within each unit for FY21.

Combining all the changes described above, the final FY21 budget across the Athens Colleges resulted in a collective budget decrease of \$23M compared to the FY20 budget, excluding the one-time furlough cost savings. The 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 chart on the following page highlights the differential academic budget reductions achieved by each college through FY20, as well as the collective budget reductions assumed in the development of the FY21 budget.



11.2 Academic Financial Summaries

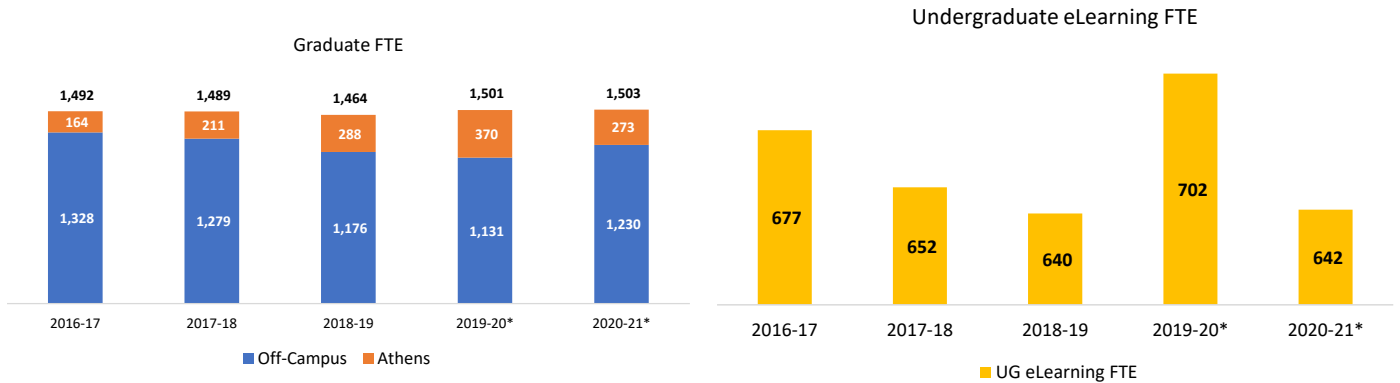
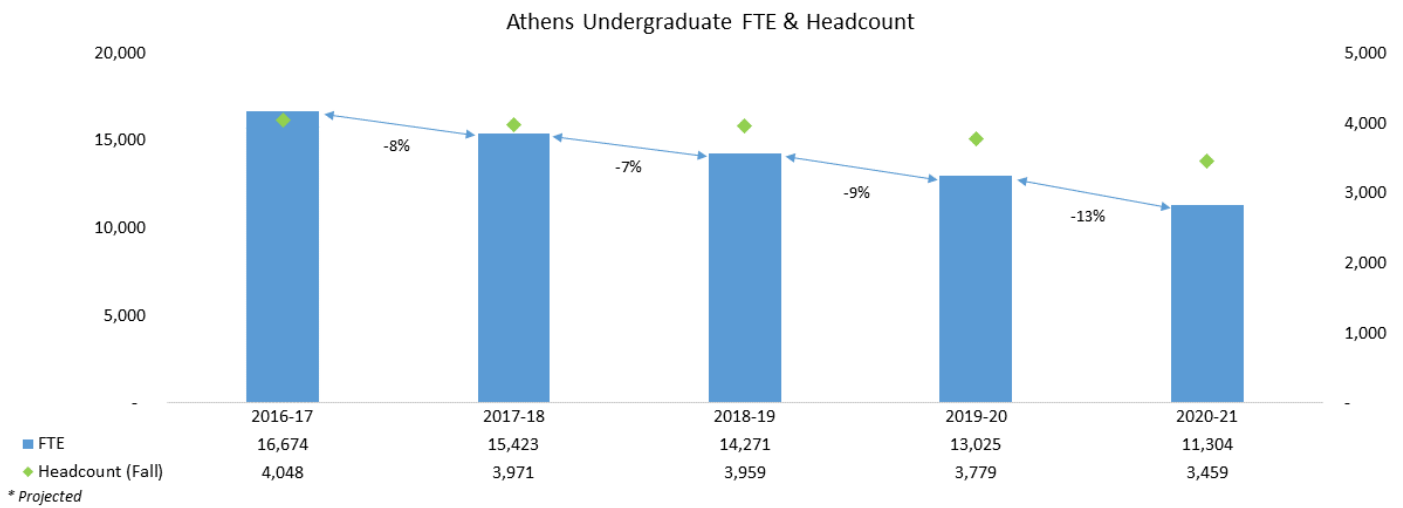
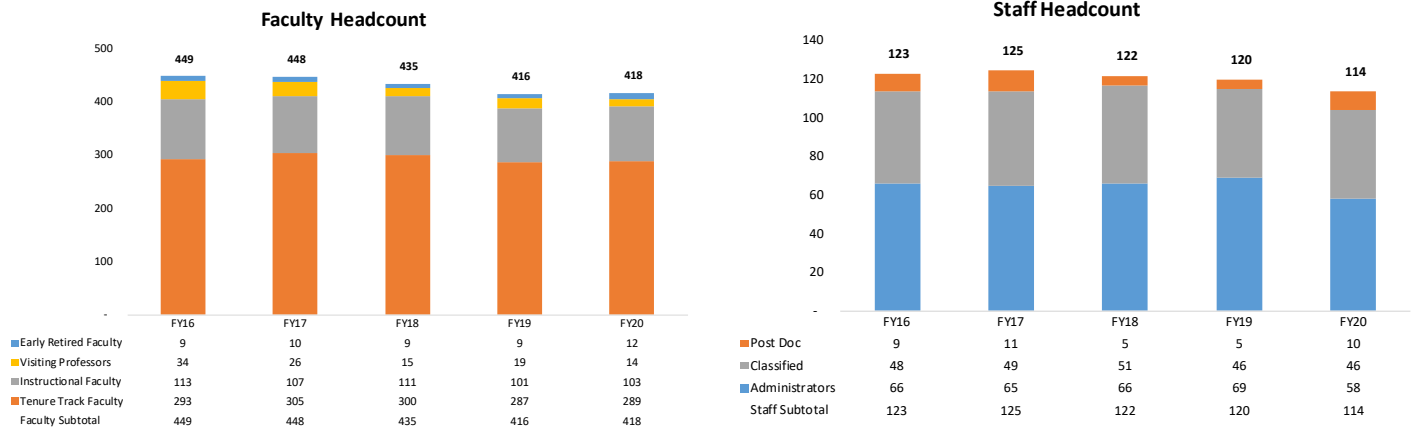
The charts that accompany the college budgets represent summary data that explain the annual revenue and expense changes. While the data is meaningful in understanding the financial trends, they are not intended to capture the full complexity of college activity. In addition, these charts aggregate data 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 (fall, spring and summer) divided by 15 and is used solely for the purpose of presenting credit hour data that aligns with financial trends. The Headcounts and FTE for FY21 are simply extrapolations based solely on the trend from FY19 and FY20.

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



ARTS AND SCIENCES

REVENUES

		FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Budget	FY20 Forecast	FY21 Budget
1	State Appropriations	-	-	-	-	-	-
2	Gross Undergraduate Tuition & Fees	5,221,205	4,047,111	3,844,397	4,025,779	3,494,498	3,130,745
3	UG Student Financial Aid	(1,573,822)	(1,277,228)	(1,346,510)	(1,262,857)	(1,121,689)	(1,439,858)
4	Net Undergraduate Tuition & Fees	3,626,299	2,756,394	2,478,576	2,744,022	2,368,908	1,690,887
5	Gross Graduate Tuition & Fees	12,940,526	12,925,539	12,385,084	12,520,655	12,477,930	11,806,271
6	Graduate Student Financial Aid	(8,359,098)	(8,209,027)	(7,946,912)	(8,221,314)	(8,144,174)	(8,017,109)
7	Net Graduate Tuition & Fees	4,581,428	4,716,512	4,438,173	4,299,341	4,333,755	3,789,162
8	Room & Board	-	-	-	-	-	-
9	Grants & Contracts	4,895,798	4,393,550	5,678,789	4,378,944	5,862,746	4,573,240
10	Facilities & Admin Cost Recovery	1,562,056	1,358,733	1,671,589	1,441,294	1,671,589	1,922,138
11	Endowment Distributions	1,133,494	1,249,504	1,370,859	1,479,019	1,229,897	1,557,454
12	Contributions	6,248,758	474,782	501,202	470,303	847,180	438,972
13	Investment Income	-	-	-	-	-	-
14	Internal & External Sales	1,177,159	1,252,626	1,732,418	1,172,762	1,096,050	1,522,188
15	Total Revenues	23,246,075	16,215,589	17,890,917	16,004,585	17,414,025	15,494,041
16	Spending Authorization	63,600,421	62,426,849	58,240,331	62,548,017	62,548,017	54,837,425
17	Total Revenues & Revenue Allocation	86,846,496	78,642,438	76,131,248	78,552,602	79,962,042	70,331,466

18	Total Funding Transfers	(1,049,662)	(1,892,755)	(816,686)	(103,987)	(3,057,995)	(141,315)
----	--------------------------------	--------------------	--------------------	------------------	------------------	--------------------	------------------

EXPENSES

19	Total Salaries, Wages, & Other Payroll	54,754,863	53,201,324	52,829,045	52,612,343	54,100,807	45,969,759
20	Total Benefits	15,346,681	15,446,749	15,365,712	15,457,030	15,346,360	13,387,228
21	Supplies, Services, & Capital Costs	8,518,436	7,031,912	6,712,835	5,917,197	5,829,116	5,323,424
22	Internal Principal & Interest	40,625	40,522	40,504	40,451	40,451	40,459
23	External Debt Service - Principal	-	-	-	-	-	-
24	External Debt Service - Interest	-	-	-	-	-	-
25	Depreciation	-	-	-	-	-	-
26	Total Direct Expenses	78,660,605	75,720,507	74,948,095	74,027,021	75,316,734	64,720,871
27	Capital Cost Allocation	3,583,224	3,864,212	4,291,002	4,629,568	4,629,568	4,637,468
28	Contribution Margin	-	-	-	-	-	-
29	Total Expenses & Expense Allocations	82,243,829	79,584,719	79,239,098	78,656,589	79,946,302	69,358,339

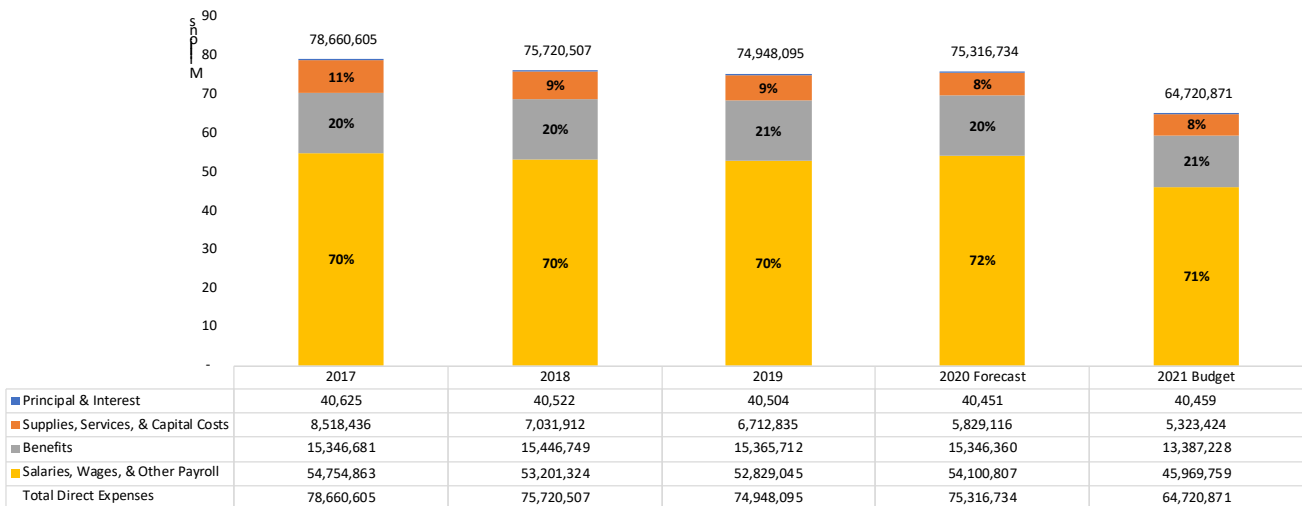
30	Results of Operations	5,652,329	950,474	(2,291,164)	-	3,073,735	1,114,441
----	------------------------------	------------------	----------------	--------------------	----------	------------------	------------------

INVESTMENT TRANSFERS

31	Transfer To (From) Plant Fund	603,072	142,891	(3,009)	-	-	-
32	Transfer To (From) Quasi Endowments	6,050,000	197,829	-	-	520,722	-
33	Internal Bank Transfers	-	-	-	-	-	-
34	Total Investment Transfers	6,653,072	340,720	(3,009)	-	520,722	-

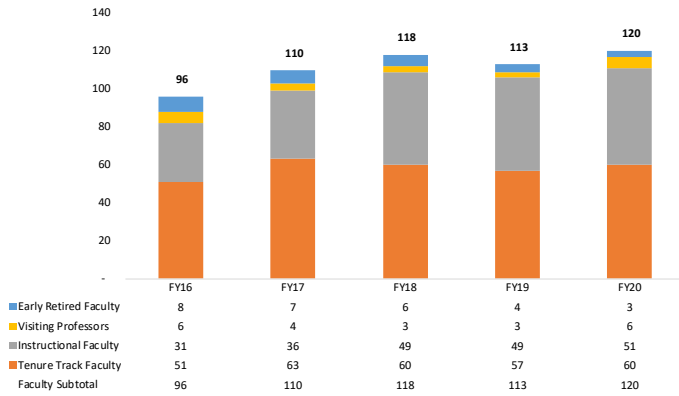
35	Total Transfers to (from) Reserve	(1,000,744)	609,754	(2,288,155)	-	2,553,013	1,114,441
36	Adjusted Net Results	-	-	-	-	-	-
FY20-21: Transfer To (From) Athens' College Op Reserve					(11,549,983)	(8,996,970)	(6,869,715)
Total Direct Expenses (row 26)- Share of University Total		11.0%	10.7%	10.5%	9.8%	10.4%	9.4%

Direct Expenses

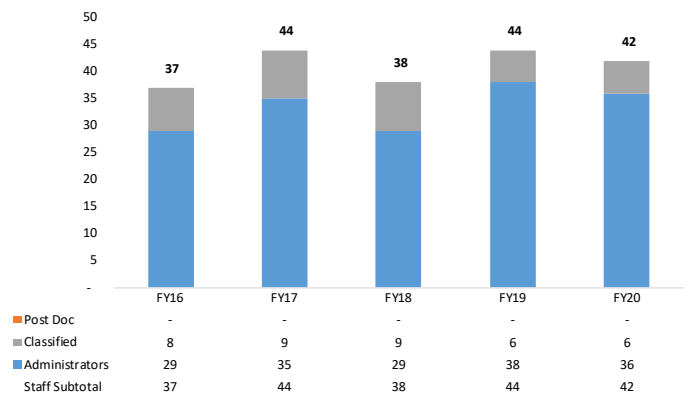


11.2.2 College of Business

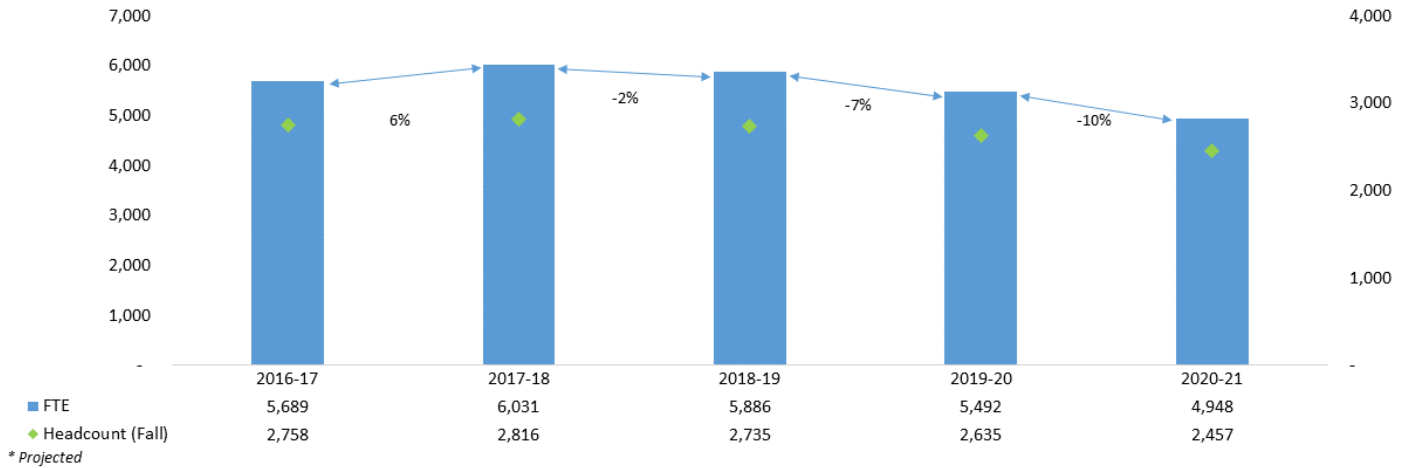
Faculty Headcount



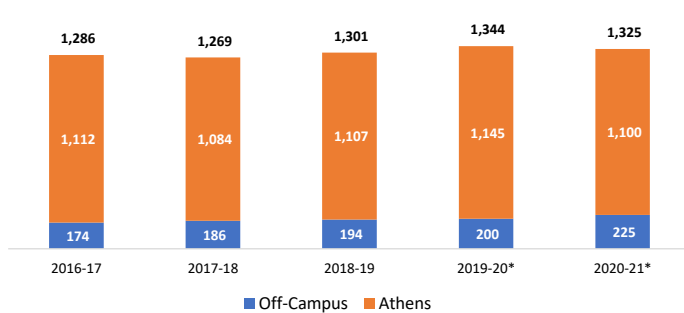
Staff Headcount



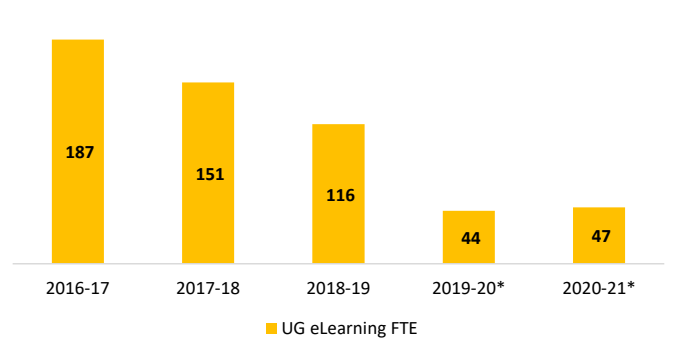
Athens Undergraduate FTE & Headcount



Graduate FTE



Undergraduate eLearning FTE



BUSINESS

REVENUES		FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Budget	FY20 Forecast	FY21 Budget
1	State Appropriations	-	-	-	-	-	-
2	Gross Undergraduate Tuition & Fees	2,200,893	1,903,633	1,512,078	1,979,736	1,307,948	1,200,439
3	UG Student Financial Aid	(638,554)	(674,970)	(734,098)	(507,250)	(507,250)	(698,600)
4	Net Undergraduate Tuition & Fees	1,562,339	1,228,663	777,980	1,472,486	800,698	501,839
5	Gross Graduate Tuition & Fees	16,880,139	15,979,365	17,056,609	20,174,440	18,145,011	18,170,809
6	Graduate Student Financial Aid	(921,310)	(1,072,073)	(997,250)	(989,453)	(1,345,547)	(1,330,059)
7	Net Graduate Tuition & Fees	15,958,828	14,907,292	16,059,359	19,184,987	16,799,464	16,840,750
8	Room & Board	-	-	-	-	-	-
9	Grants & Contracts	32,354	39,889	112,986	200,573	32,378	32,378
10	Facilities & Admin Cost Recovery	-	8,990	22,206	-	-	-
11	Endowment Distributions	910,547	919,700	939,098	954,448	1,136,271	1,010,329
12	Contributions	1,601,201	1,455,745	980,537	1,074,122	1,074,122	687,630
13	Investment Income	-	-	-	-	-	-
14	Internal & External Sales	1,749,478	1,855,936	1,330,354	1,676,000	1,396,000	52,000
15	Total Revenues	21,814,748	20,416,214	20,222,520	24,562,616	21,238,933	19,124,926
16	Spending Authorization	14,156,665	16,294,485	13,902,346	16,020,022	16,020,022	14,402,945
17	Total Revenues & Revenue Allocation	35,971,412	36,710,699	34,124,866	40,582,638	37,258,955	33,527,871
18	Total Funding Transfers	(208,233)	(470,571)	(172,516)	(204,309)	(875,196)	(21,756)

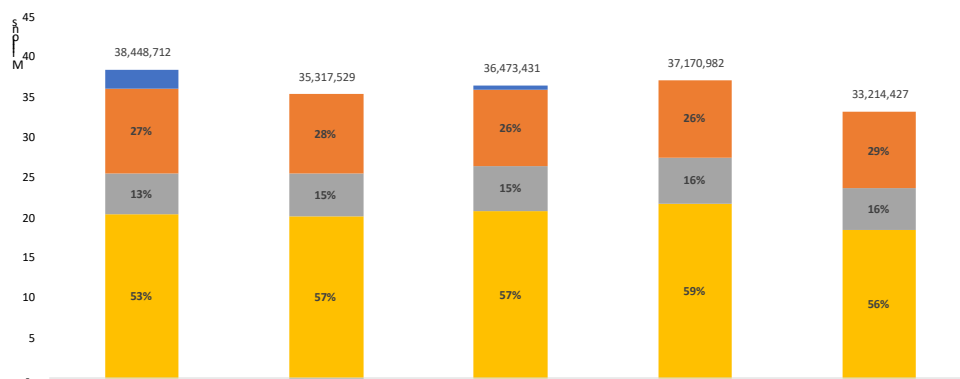
EXPENSES

19	Total Salaries, Wages, & Other Payroll	20,425,394	20,227,845	20,819,553	21,729,002	21,791,678	18,493,242
20	Total Benefits	5,177,079	5,379,503	5,600,177	5,842,415	5,770,043	5,174,315
21	Supplies, Services, & Capital Costs	10,472,136	9,818,144	9,566,182	12,230,453	9,609,261	9,546,870
22	Internal Principal & Interest	2,374,102	(107,963)	487,519	-	-	-
23	External Debt Service - Principal	-	-	-	-	-	-
24	External Debt Service - Interest	-	-	-	-	-	-
25	Depreciation	-	-	-	-	-	-
26	Total Direct Expenses	38,448,712	35,317,529	36,473,431	39,801,870	37,170,982	33,214,427
27	Capital Cost Allocation	422,918	584,891	619,327	638,090	638,090	675,935
28	Contribution Margin	-	-	-	-	-	-
29	Total Expenses & Expense Allocations	38,871,630	35,902,421	37,092,758	40,439,960	37,809,072	33,890,362
30	Results of Operations	(2,691,984)	1,278,850	(2,795,376)	346,987	325,080	(340,735)

INVESTMENT TRANSFERS

31	Transfer To (From) Plant Fund	(141,757)	479,762	43,684	50,000	50,000	-
32	Transfer To (From) Quasi Endowments	-	-	-	-	-	-
33	Internal Bank Transfers	-	-	-	-	-	-
34	Total Investment Transfers	(141,757)	479,762	43,684	50,000	50,000	-
35	Total Transfers to (from) Reserve	(2,550,227)	799,088	(2,839,060)	296,987	275,080	(340,735)
36	Adjusted Net Results	-	-	-	-	-	-
FY20-21: Transfer To (From) Athens' College Op Reserve					(1,170,099)	(1,305,896)	(905,763)
Total Direct Expenses (row 26)- Share of University Total		5.4%	5.0%	5.1%	5.3%	5.1%	4.8%

Direct Expenses

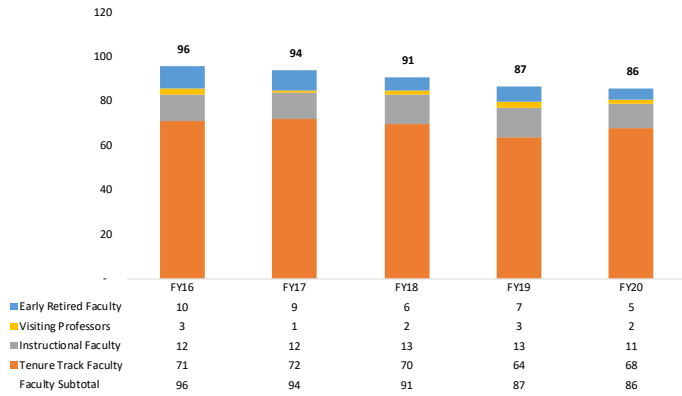


(5)	2017	2018	2019	2020 Forecast	2021 Budget
Principal & Interest	2,374,102	(107,963)	487,519	-	-
Supplies, Services, & Capital Costs	10,472,136	9,818,144	9,566,182	9,609,261	9,546,870
Benefits	5,177,079	5,379,503	5,600,177	5,770,043	5,174,315
Salaries, Wages, & Other Payroll	20,425,394	20,227,845	20,819,553	21,791,678	18,493,242
Total Direct Expenses	38,448,712	35,317,529	36,473,431	37,170,982	33,214,427

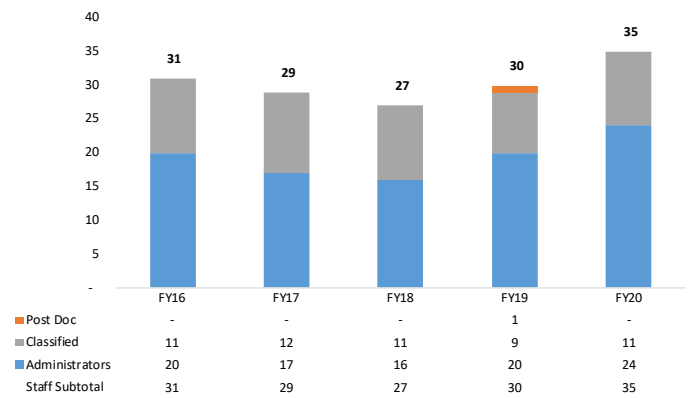


11.2.3 Scripps College of Communication

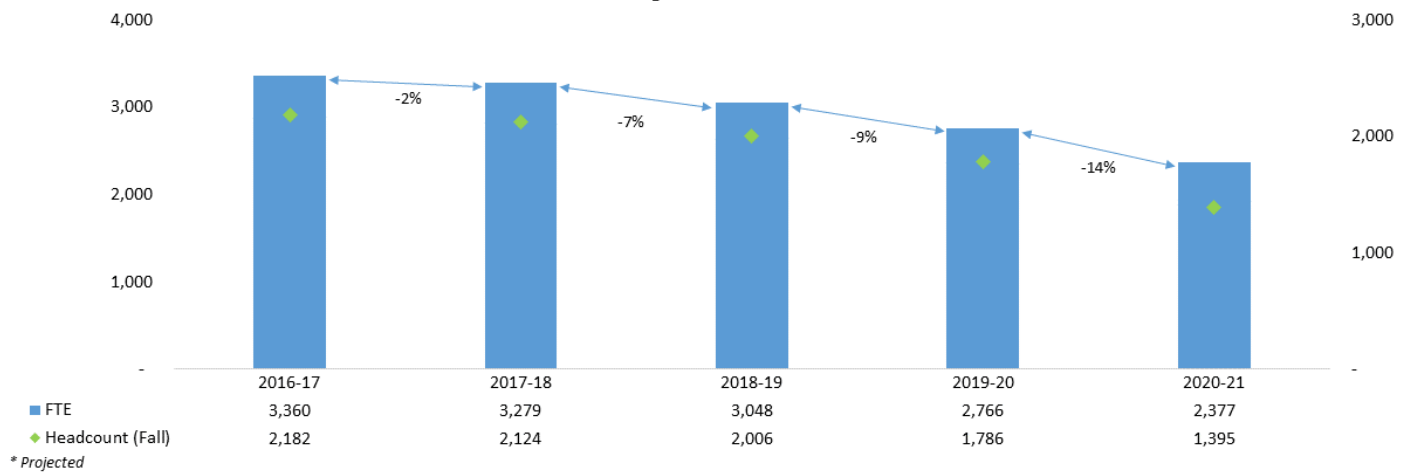
Faculty Headcount



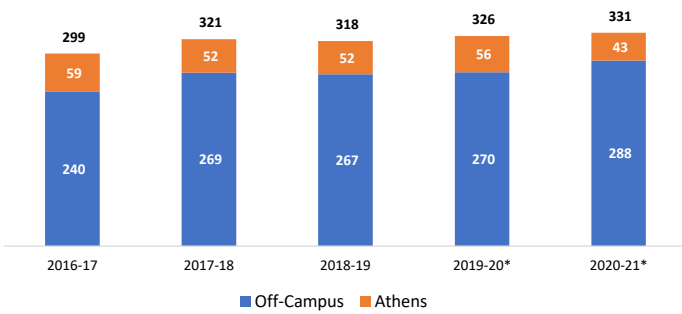
Staff Headcount



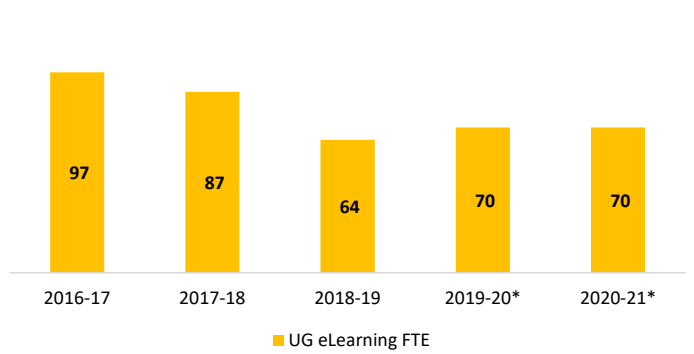
Athens Undergraduate FTE & Headcount



Graduate FTE



Undergraduate eLearning FTE



**COMMUNICATION
REVENUES**

	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Budget	FY20 Forecast	FY21 Budget
1	State Appropriations	-	-	-	-	-
2	Gross Undergraduate Tuition & Fees	721,426	507,665	261,007	375,015	219,884
3	UG Student Financial Aid	(427,247)	(354,382)	(313,764)	(326,223)	(430,022)
4	Net Undergraduate Tuition & Fees	294,179	153,283	(52,757)	48,792	(210,138)
5	Gross Graduate Tuition & Fees	2,609,876	2,881,962	2,890,823	3,166,775	3,011,070
6	Graduate Student Financial Aid	(1,810,894)	(2,160,348)	(2,192,125)	(2,200,381)	(2,270,048)
7	Net Graduate Tuition & Fees	798,981	721,614	698,698	966,394	741,022
8	Room & Board	-	-	-	-	-
9	Grants & Contracts	684,654	624,500	354,512	571,000	50,000
10	Facilities & Admin Cost Recovery	50,577	47,872	53,547	40,000	-
11	Endowment Distributions	1,149,024	1,249,977	1,393,133	1,368,074	1,389,633
12	Contributions	(58,719)	205,828	468,119	157,500	161,500
13	Investment Income	-	-	-	-	-
14	Internal & External Sales	131,090	199,328	80,647	81,000	23,587
15	Total Revenues	3,049,786	3,202,402	2,995,898	3,232,760	2,155,604
16	Spending Authorization	15,583,460	15,691,800	15,687,371	15,679,219	15,679,219
17	Total Revenues & Revenue Allocation	18,633,246	18,894,202	18,683,269	18,911,980	17,834,823
18	Total Funding Transfers	(485,238)	(712,277)	(593,274)	(203,833)	(1,872,016)

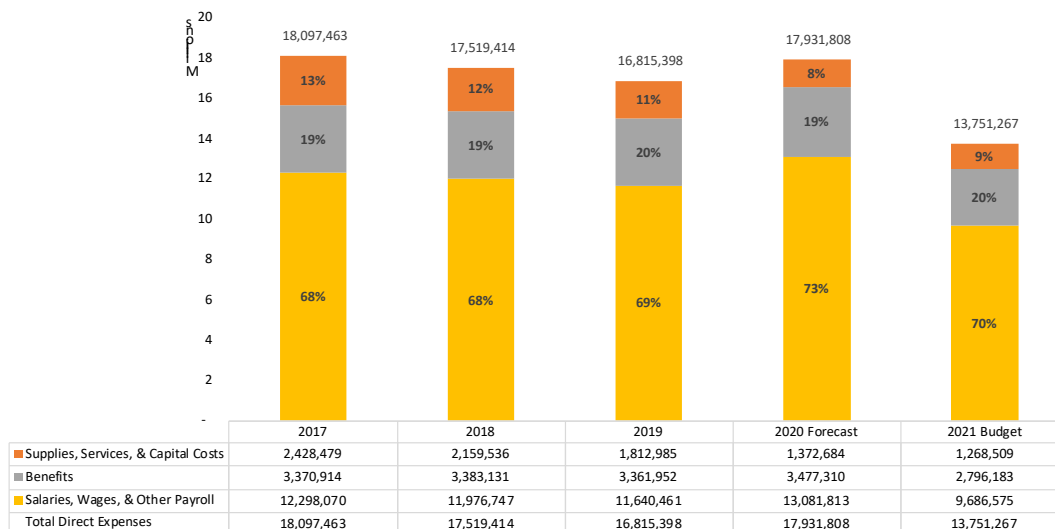
EXPENSES

19	Total Salaries, Wages, & Other Payroll	12,298,070	11,976,747	11,640,461	11,931,477	13,081,813
20	Total Benefits	3,370,914	3,383,131	3,361,952	3,528,181	3,477,310
21	Supplies, Services, & Capital Costs	2,428,479	2,159,536	1,812,985	1,929,747	1,372,684
22	Internal Principal & Interest	-	-	-	-	-
23	External Debt Service - Principal	-	-	-	-	-
24	External Debt Service - Interest	-	-	-	-	-
25	Depreciation	-	-	-	-	-
26	Total Direct Expenses	18,097,463	17,519,414	16,815,398	17,389,405	17,931,808
27	Capital Cost Allocation	1,168,568	1,578,248	1,593,282	1,726,407	1,726,407
28	Contribution Margin	-	-	-	-	0
29	Total Expenses & Expense Allocations	19,266,031	19,097,661	18,408,680	19,115,812	19,658,215
30	Results of Operations	(147,547)	508,818	867,864	-	48,624

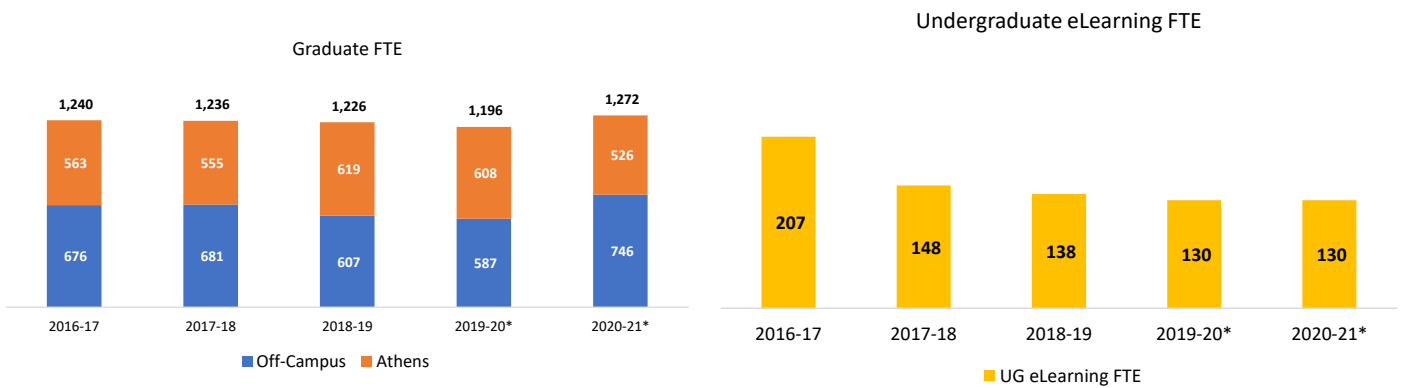
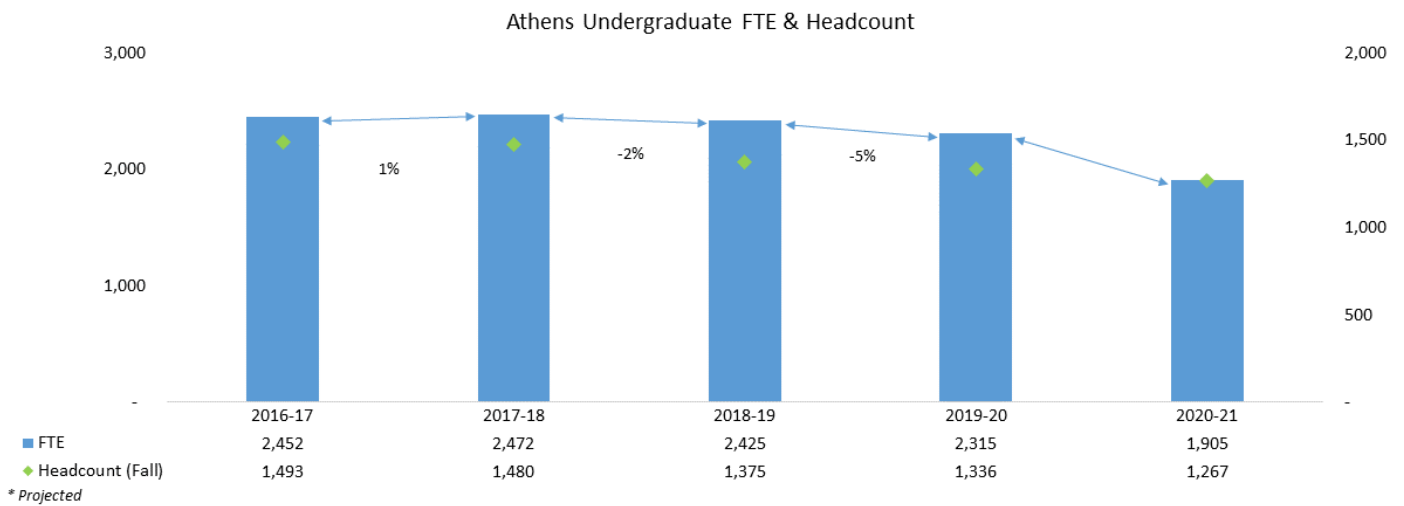
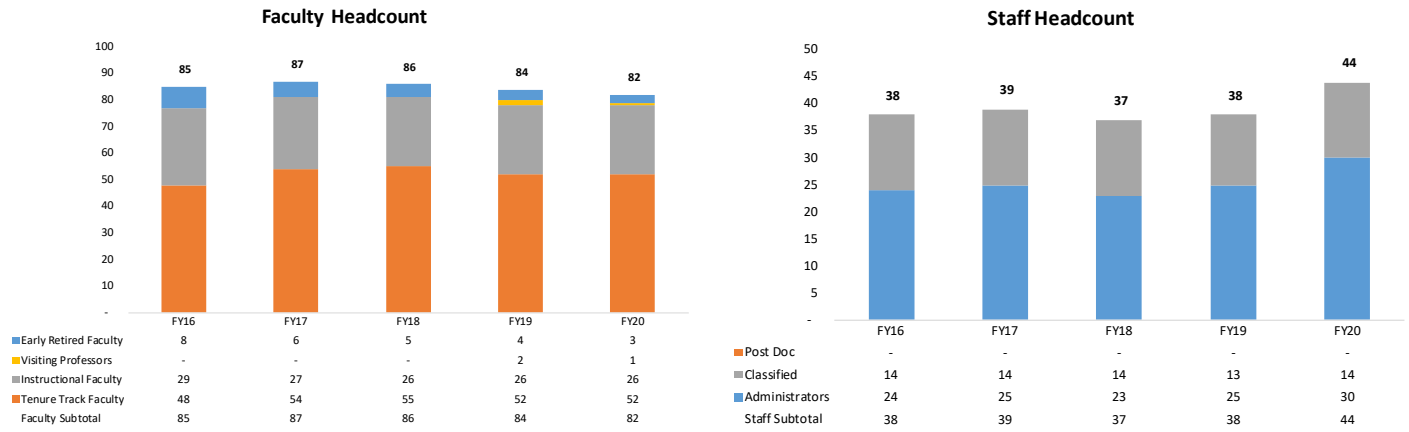
INVESTMENT TRANSFERS

31	Transfer To (From) Plant Fund	(500,000)	(36,789)	3,614	-	-
32	Transfer To (From) Quasi Endowments	-	-	-	-	-
33	Internal Bank Transfers	-	-	-	-	-
34	Total Investment Transfers	(500,000)	(36,789)	3,614	-	-
35	Total Transfers to (from) Reserve	352,453	545,607	864,250	-	48,624
36	Adjusted Net Results	-	-	-	-	-
	FY20-21: Transfer To (From) Athens' College Op Reserve				(1,447,792)	(1,460,638)
	Total Direct Expenses (row 26) - Share of University Total	2.5%	2.5%	2.3%	2.3%	2.5%

Direct Expenses



11.2.4 Patton College of Education (PCOE)



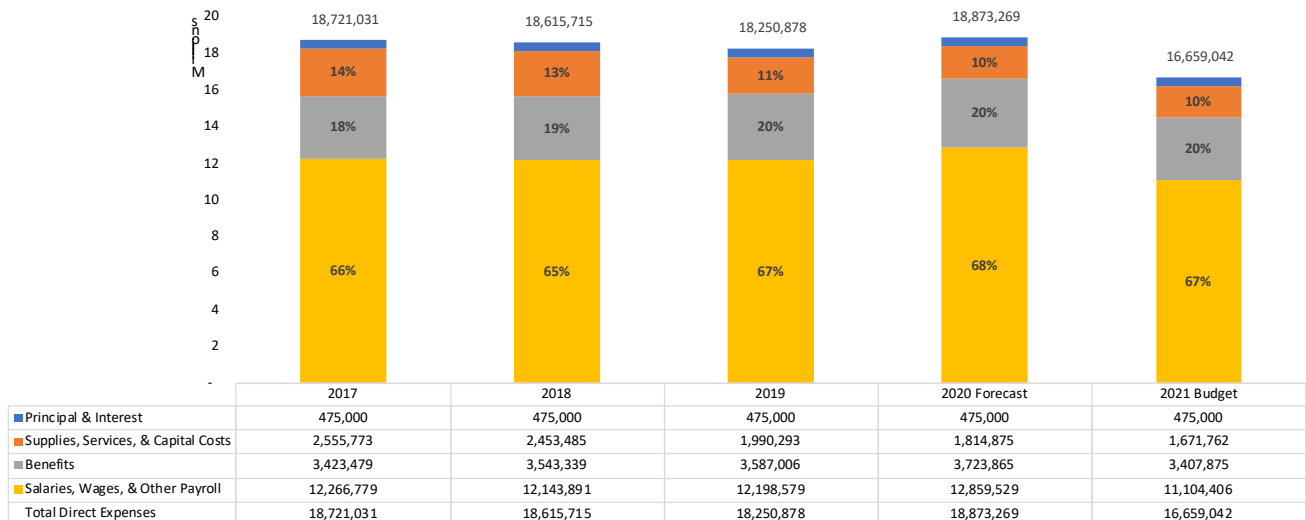
EDUCATION

REVENUES		FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Budget	FY20 Forecast	FY21 Budget
1	State Appropriations	75,000	-	-	-	-	-
2	Gross Undergraduate Tuition & Fees	1,352,100	869,130	711,289	611,409	611,409	559,588
3	UG Student Financial Aid	(256,102)	(188,876)	(222,503)	(191,740)	(191,740)	(272,822)
4	Net Undergraduate Tuition & Fees	1,093,073	677,629	486,086	419,669	419,669	286,766
5	Gross Graduate Tuition & Fees	10,095,900	9,834,667	9,740,111	10,396,884	9,463,287	9,770,469
6	Graduate Student Financial Aid	(3,418,739)	(3,293,114)	(3,467,615)	(3,188,721)	(3,203,278)	(3,335,864)
7	Net Graduate Tuition & Fees	6,677,161	6,541,553	6,272,495	7,208,163	6,260,009	6,434,605
8	Room & Board	-	-	-	-	-	-
9	Grants & Contracts	983,980	529,580	418,216	665,675	395,000	395,000
10	Facilities & Admin Cost Recovery	51,982	25,576	154,271	-	-	-
11	Endowment Distributions	357,625	374,397	385,783	402,197	402,197	461,314
12	Contributions	371,664	154,543	141,297	145,000	145,000	145,000
13	Investment Income	-	-	-	-	-	-
14	Internal & External Sales	402,642	276,927	305,264	-	280,778	280,846
15	Total Revenues	10,016,052	8,582,830	8,166,111	8,840,704	7,902,653	8,003,531
16	Spending Authorization	8,306,506	8,744,351	9,949,227	10,936,875	10,936,875	9,310,525
17	Total Revenues & Revenue Allocation	18,322,558	17,327,180	18,115,338	19,777,579	18,839,528	17,314,056
18	Total Funding Transfers	73,378	(393,470)	(131,673)	(146,025)	(741,518)	(176,058)

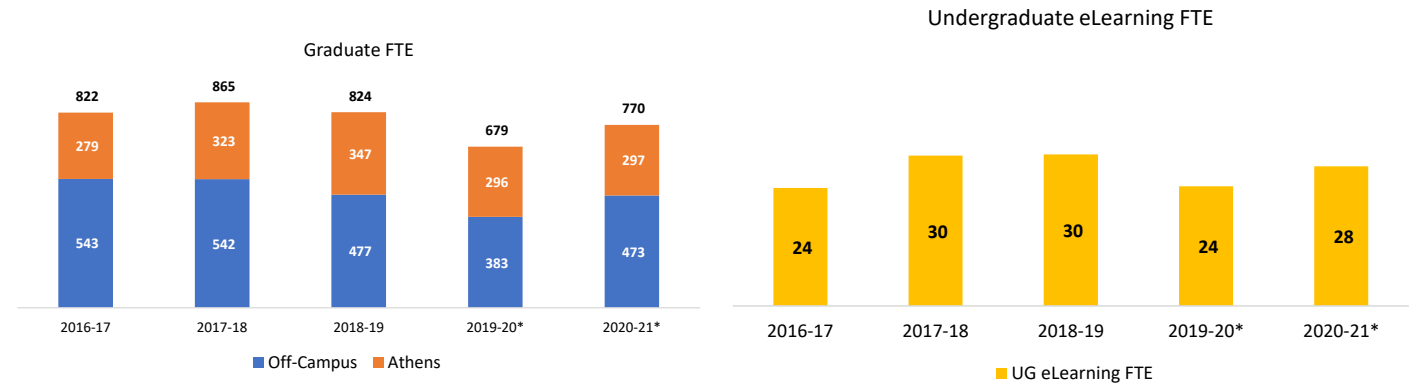
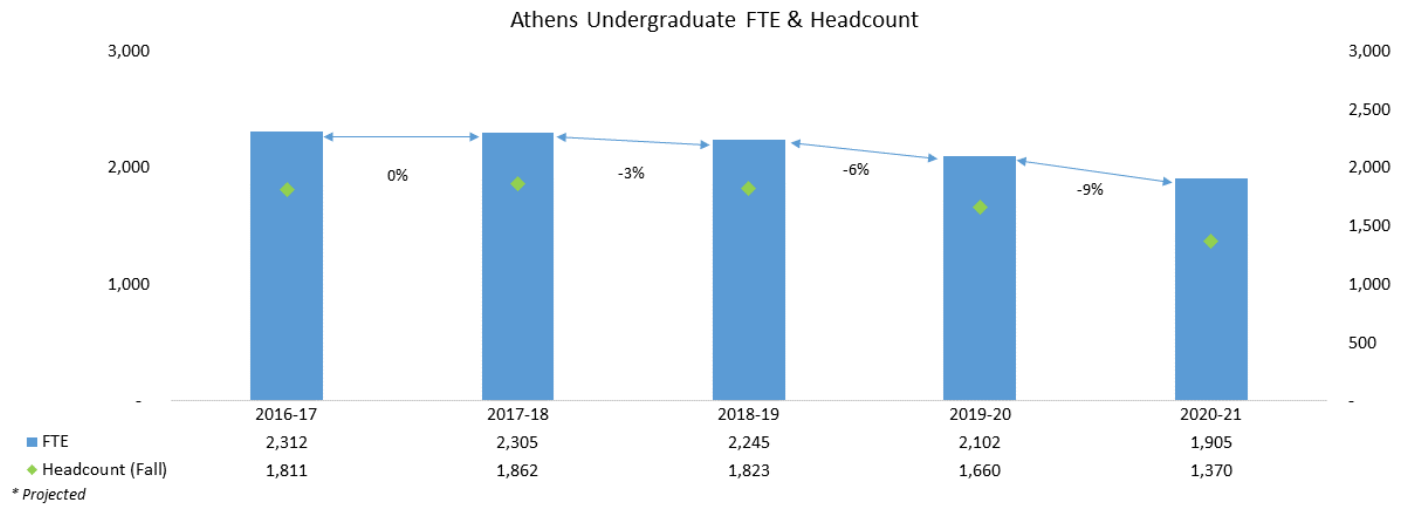
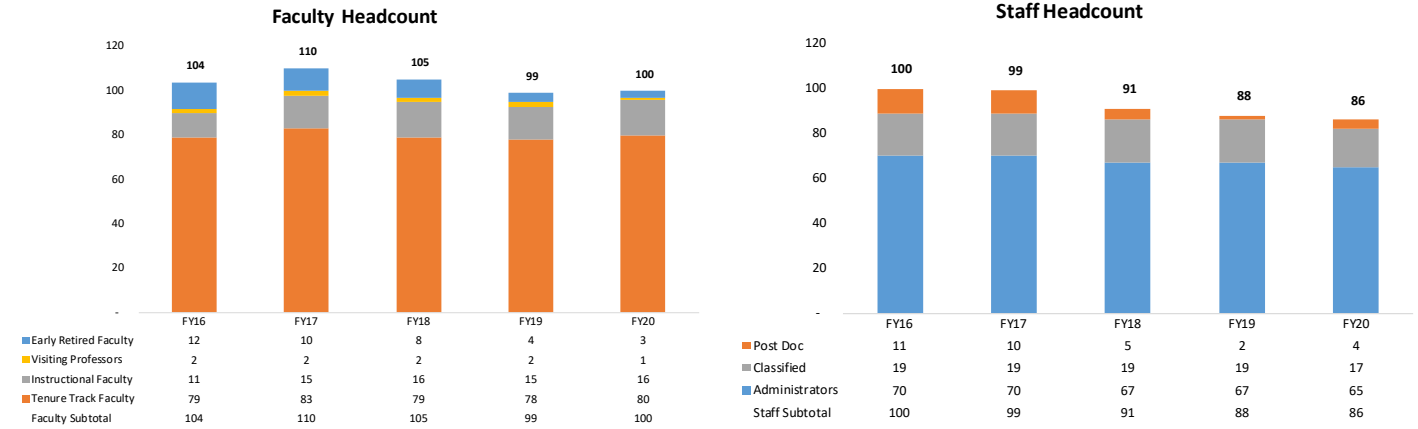
EXPENSES		FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Budget	FY20 Forecast	FY21 Budget
19	Total Salaries, Wages, & Other Payroll	12,266,779	12,143,891	12,198,579	12,639,425	12,859,529	11,104,406
20	Total Benefits	3,423,479	3,543,339	3,587,006	3,828,259	3,723,865	3,407,875
21	Supplies, Services, & Capital Costs	2,555,773	2,453,485	1,990,293	2,162,811	1,814,875	1,671,762
22	Internal Principal & Interest	475,000	475,000	475,000	475,000	475,000	475,000
23	External Debt Service - Principal	-	-	-	-	-	-
24	External Debt Service - Interest	-	-	-	-	-	-
25	Depreciation	-	-	-	-	-	-
26	Total Direct Expenses	18,721,031	18,615,715	18,250,878	19,105,495	18,873,269	16,659,042
27	Capital Cost Allocation	890,585	894,187	863,884	818,109	818,109	826,574
28	Contribution Margin	-	-	-	-	-	-
29	Total Expenses & Expense Allocations	19,611,616	19,509,902	19,114,762	19,923,604	19,691,378	17,485,616
30	Results of Operations	(1,362,436)	(1,789,252)	(867,751)	0	(110,332)	4,498

INVESTMENT TRANSFERS		FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Budget	FY20 Forecast	FY21 Budget
31	Transfer To (From) Plant Fund	(291)	6,554	(1,001)	-	-	-
32	Transfer To (From) Quasi Endowments	-	-	-	-	-	-
33	Internal Bank Transfers	-	-	-	-	-	-
34	Total Investment Transfers	(291)	6,554	(1,001)	-	-	-
35	Total Transfers to (from) Reserve	(1,362,145)	(1,795,806)	(866,750)	0	(110,332)	4,498
36	Adjusted Net Results	-	-	-	-	-	-
FY20-21: Transfer To (From) Athens' College Op Reserve					(1,413,716)	(1,524,047)	(1,605,592)
Total Direct Expenses (row 26)- Share of University Total		2.6%	2.6%	2.5%	2.5%	2.6%	2.4%

Direct Expenses



11.2.5 Russ College of Engineering & Technology



ENGINEERING

REVENUES

	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Budget	FY20 Forecast	FY21 Budget
1 State Appropriations	-	-	-	-	-	-
2 Gross Undergraduate Tuition & Fees	1,547,730	1,548,927	1,680,637	1,380,000	1,012,263	1,552,000
3 UG Student Financial Aid	(1,503,250)	(1,336,150)	(1,606,592)	(1,596,810)	(1,630,672)	(1,758,500)
4 Net Undergraduate Tuition & Fees	36,245	203,510	49,230	(221,810)	(618,409)	(206,500)
5 Gross Graduate Tuition & Fees	7,511,445	7,367,179	7,331,130	6,984,897	6,433,768	6,269,000
6 Graduate Student Financial Aid	(3,908,128)	(3,372,091)	(3,218,202)	(3,326,854)	(2,706,291)	(2,648,200)
7 Net Graduate Tuition & Fees	3,603,317	3,995,089	4,112,928	3,658,043	3,727,477	3,620,800
8 Room & Board	-	-	-	-	-	-
9 Grants & Contracts	9,229,878	9,157,728	9,321,763	9,000,000	7,769,068	7,915,000
10 Facilities & Admin Cost Recovery	2,681,569	2,638,704	2,743,856	2,460,000	2,500,000	2,969,000
11 Endowment Distributions	6,714,373	6,623,410	6,525,761	6,402,142	6,344,290	6,611,905
12 Contributions	521,491	333,404	349,312	150,000	409,172	150,000
13 Investment Income	47,662	40,190	13,508	-	-	-
14 Internal & External Sales	1,968,074	1,752,323	1,311,140	1,360,000	1,113,127	830,000
15 Total Revenues	24,810,844	24,753,623	24,452,314	22,813,375	21,244,725	21,890,205
16 Spending Authorization	18,194,270	17,779,310	19,970,672	19,830,660	19,830,660	17,727,820
17 Total Revenues & Revenue Allocation	43,005,113	42,532,933	44,422,987	42,644,035	41,075,385	39,618,025

18 Total Funding Transfers	(1,241,118)	(2,166,672)	(1,111,850)	(90,128)	(322,008)	361,388
-----------------------------------	--------------------	--------------------	--------------------	-----------------	------------------	----------------

EXPENSES

19 Total Salaries, Wages, & Other Payroll	25,686,378	24,452,798	24,070,023	25,108,606	24,416,227	20,162,970
20 Total Benefits	6,277,964	6,156,360	6,106,918	6,212,990	6,328,528	5,329,761
21 Supplies, Services, & Capital Costs	10,131,524	9,004,726	10,061,326	8,754,773	7,769,446	9,444,375
22 Internal Principal & Interest	875,712	824,584	827,834	950,765	1,008,191	716,529
23 External Debt Service - Principal	-	-	-	-	-	-
24 External Debt Service - Interest	-	-	-	-	-	-
25 Depreciation	-	-	-	-	-	-
26 Total Direct Expenses	42,971,578	40,438,468	41,066,101	41,027,135	39,522,393	35,653,636
27 Capital Cost Allocation	1,293,240	1,457,266	1,580,506	1,707,028	1,707,028	1,968,546
28 Contribution Margin	-	-	-	-	-	-
29 Total Expenses & Expense Allocations	44,264,818	41,895,734	42,646,607	42,734,163	41,229,421	37,622,182

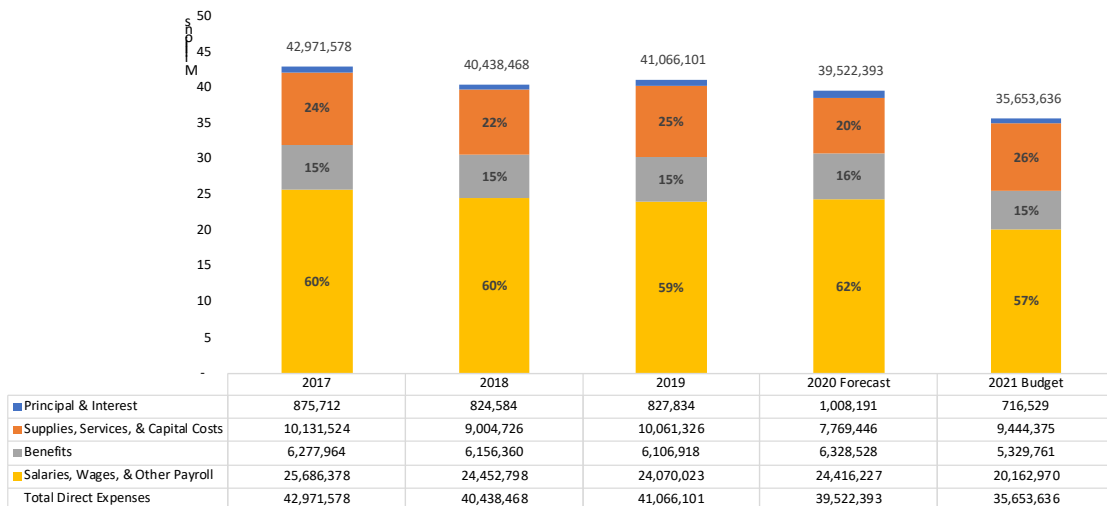
30 Results of Operations	(18,587)	2,803,871	2,888,229	0	167,972	1,634,456
---------------------------------	-----------------	------------------	------------------	----------	----------------	------------------

INVESTMENT TRANSFERS

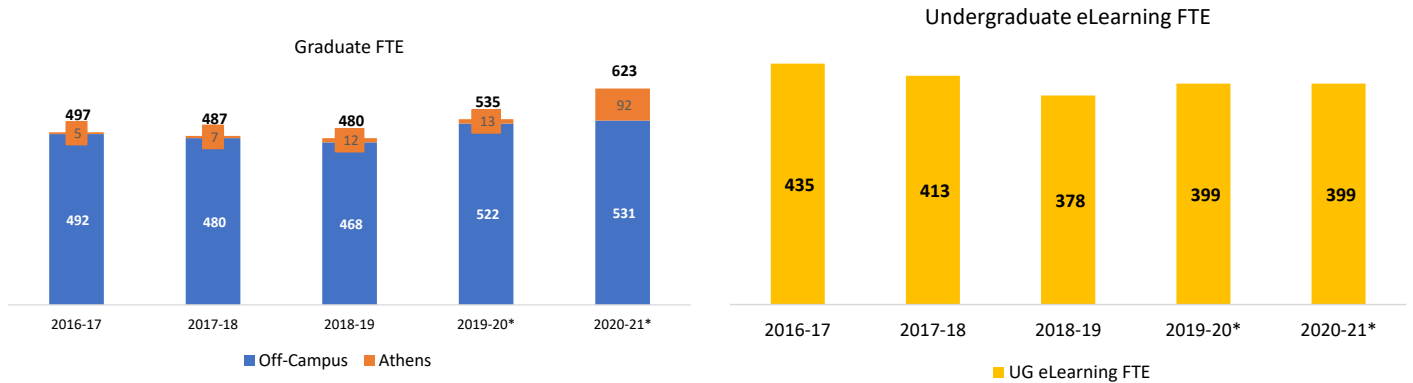
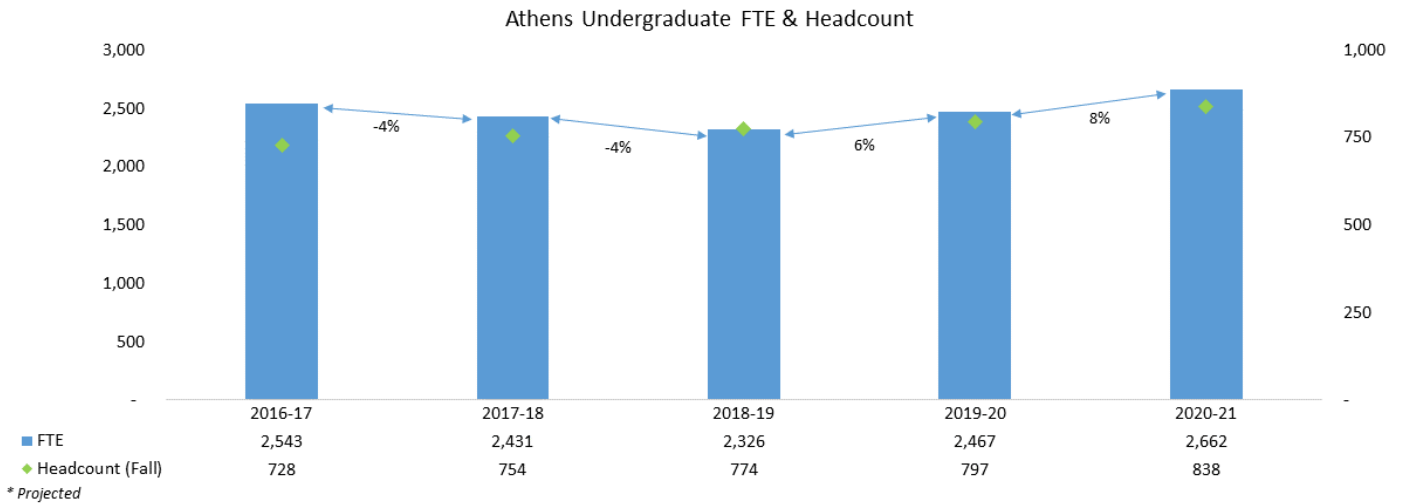
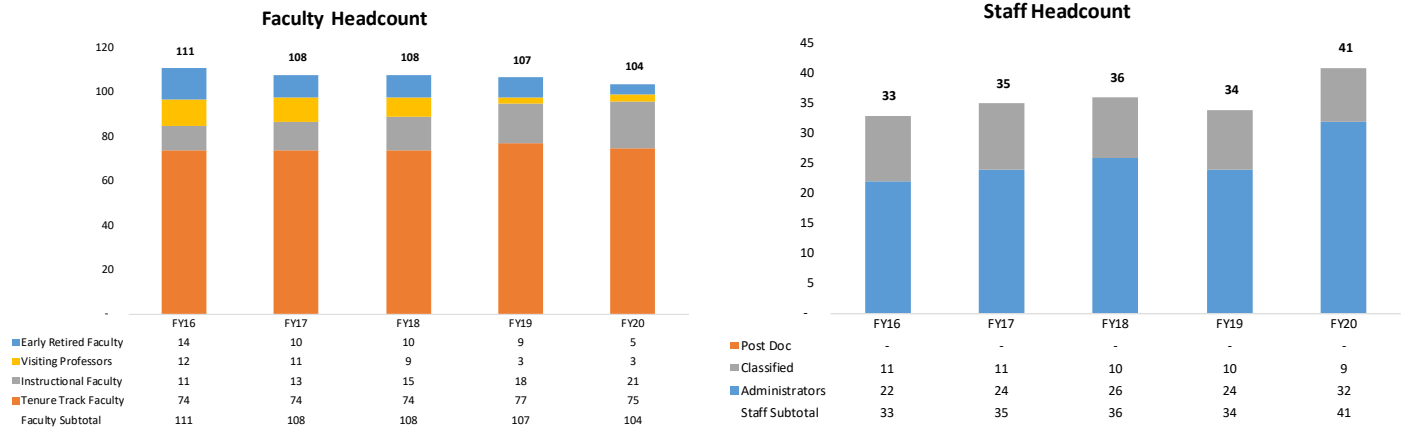
31 Transfer To (From) Plant Fund	(42,725)	68,713	(5,268)	1,007,000	1,007,000	1,007,000
32 Transfer To (From) Quasi Endowments	(314,613)	10,569	138,956	(1,007,000)	(912,690)	(912,690)
33 Internal Bank Transfers	-	-	-	-	-	-
34 Total Investment Transfers	(357,338)	79,281	133,688	-	94,310	94,310

35 Total Transfers to (from) Reserve	338,751	2,724,590	2,754,541	0	73,662	1,540,146
36 Adjusted Net Results	-	-	-	-	-	-
FY20-21: Transfer To (From) Athens' College Op Reserve				512,290	278,421	(2,867,355)
Total Direct Expenses (row 26) - Share of University Total	6.0%	5.7%	5.7%	5.4%	5.4%	5.2%

Direct Expenses



11.2.6 College of Fine Arts



**FINE ARTS
REVENUES**

		FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Budget	FY20 Forecast	FY21 Budget
1	State Appropriations	-	-	-	-	-	-
2	Gross Undergraduate Tuition & Fees	1,736,795	1,560,687	1,451,298	1,415,000	1,435,017	1,455,800
3	UG Student Financial Aid	(450,532)	(358,603)	(391,809)	(220,000)	(282,360)	(260,000)
4	Net Undergraduate Tuition & Fees	1,285,832	1,202,084	1,059,488	1,195,000	1,152,657	1,195,800
5	Gross Graduate Tuition & Fees	3,554,137	3,693,224	3,784,968	3,967,622	4,038,683	4,585,296
6	Graduate Student Financial Aid	(3,021,901)	(3,191,147)	(3,191,223)	(3,139,099)	(3,491,914)	(3,210,000)
7	Net Graduate Tuition & Fees	532,236	502,077	593,745	828,523	546,769	1,375,296
8	Room & Board	-	-	-	-	-	-
9	Grants & Contracts	64,204	77,531	87,015	90,000	90,000	98,500
10	Facilities & Admin Cost Recovery	-	-	217	-	-	-
11	Endowment Distributions	320,864	327,666	338,022	341,999	352,662	344,735
12	Contributions	167,913	163,101	544,236	160,500	182,394	184,425
13	Investment Income	-	-	-	-	-	-
14	Internal & External Sales	433,885	583,881	551,012	456,416	293,520	440,925
15	Total Revenues	2,805,365	2,856,341	3,173,737	3,072,438	2,618,002	3,639,681
16	Spending Authorization	15,928,170	15,439,862	15,639,384	14,988,610	14,988,610	13,841,051
17	Total Revenues & Revenue Allocation	18,733,535	18,296,203	18,813,121	18,061,048	17,606,612	17,480,732
18	Total Funding Transfers	(1,211,896)	(1,314,573)	(1,497,124)	(1,631,382)	(3,084,311)	(1,261,328)

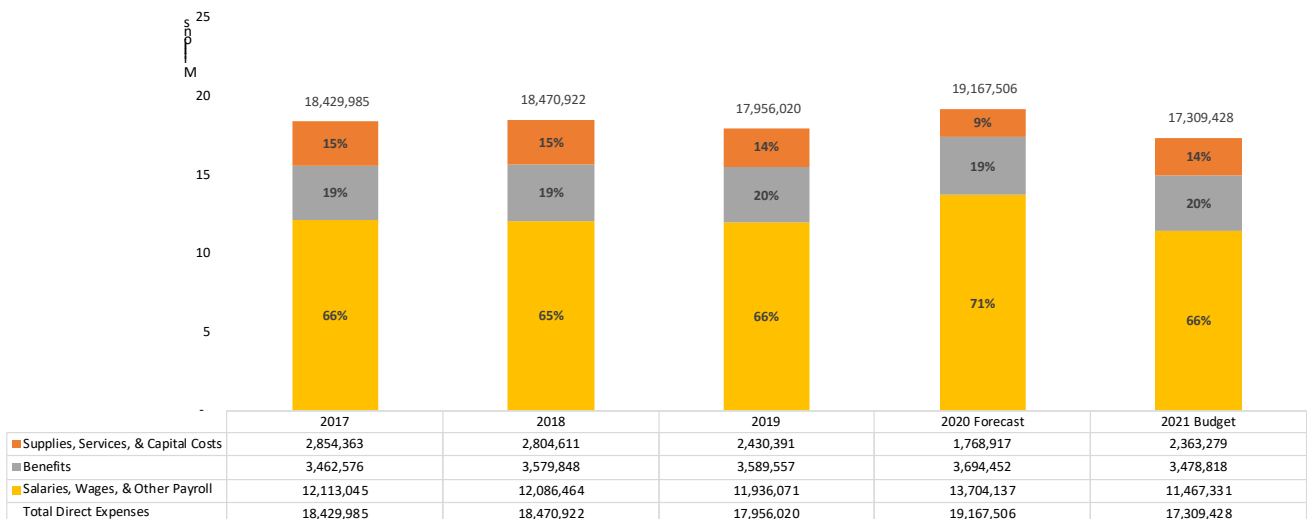
EXPENSES

19	Total Salaries, Wages, & Other Payroll	12,113,045	12,086,464	11,936,071	12,138,588	13,704,137	11,467,331
20	Total Benefits	3,462,576	3,579,848	3,589,557	3,707,200	3,694,452	3,478,818
21	Supplies, Services, & Capital Costs	2,854,363	2,804,611	2,430,391	2,646,316	1,768,917	2,363,279
22	Internal Principal & Interest	-	-	-	-	-	-
23	External Debt Service - Principal	-	-	-	-	-	-
24	External Debt Service - Interest	-	-	-	-	-	-
25	Depreciation	-	-	-	-	-	-
26	Total Direct Expenses	18,429,985	18,470,922	17,956,020	18,492,104	19,167,506	17,309,428
27	Capital Cost Allocation	1,243,585	1,027,973	1,146,320	1,200,327	1,200,327	1,284,491
28	Contribution Margin	-	-	-	-	-	-
29	Total Expenses & Expense Allocations	19,673,570	19,498,896	19,102,340	19,692,431	20,367,833	18,593,918
30	Results of Operations	271,862	111,879	1,207,905	(0)	323,089	148,141

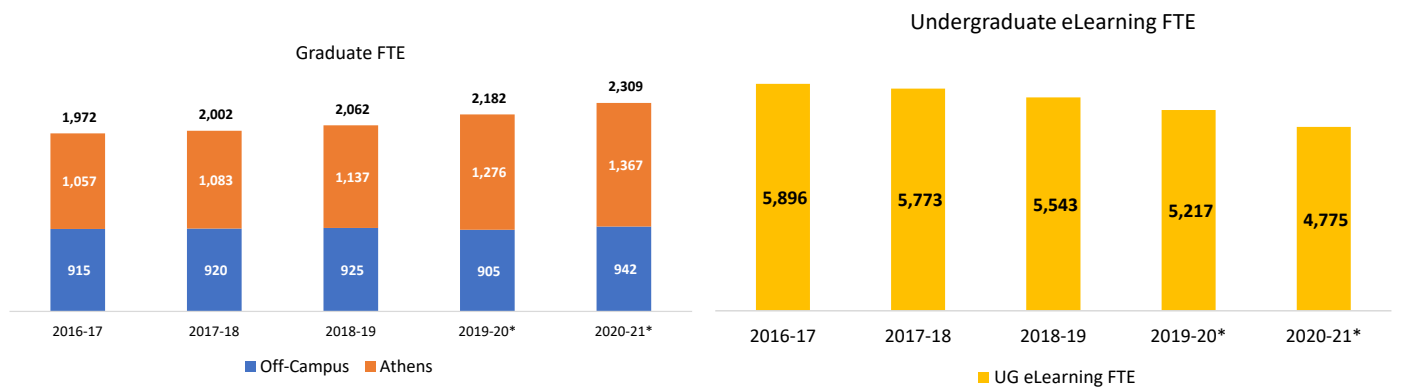
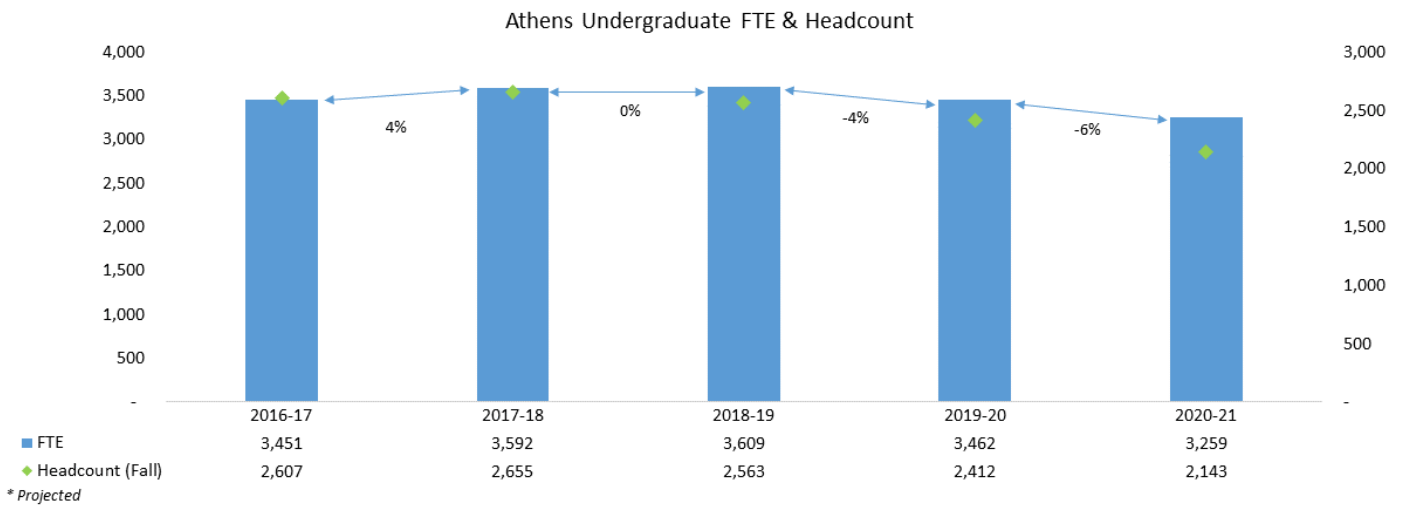
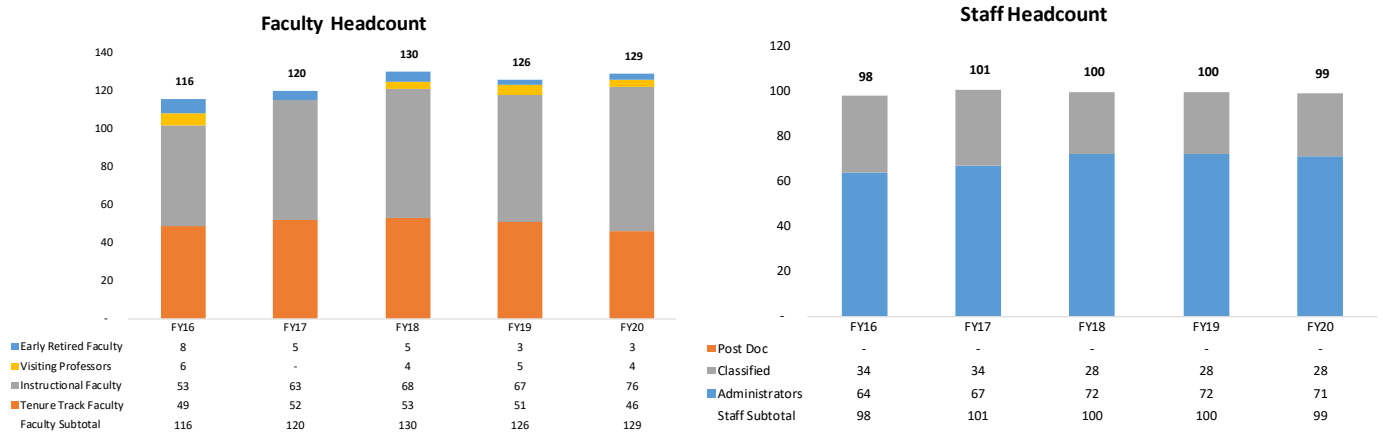
INVESTMENT TRANSFERS

31	Transfer To (From) Plant Fund	165,639	216,000	6,087	-	-	-
32	Transfer To (From) Quasi Endowments	-	-	-	-	-	-
33	Internal Bank Transfers	-	-	-	-	-	-
34	Total Investment Transfers	165,639	216,000	6,087	-	-	-
35	Total Transfers to (from) Reserve	106,223	(104,121)	1,201,818	-	323,089	148,141
36	Adjusted Net Results	-	-	-	-	-	-
	FY20-21: Transfer To (From) Athens' College Op Reserve				(548,323)	(399,309)	(655,332)
	Total Direct Expenses (row 26)- Share of University Total	2.6%	2.6%	2.5%	2.4%	2.6%	2.5%

Direct Expenses



11.2.7 College of Health Sciences & Professions



HEALTH SCIENCES

REVENUES		FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Budget	FY20 Forecast	FY21 Budget
1	State Appropriations	-	-	-	-	(0)	-
2	Gross Undergraduate Tuition & Fees	21,843,382	20,756,851	20,512,657	20,469,853	18,348,831	17,251,510
3	UG Student Financial Aid	(928,015)	(347,301)	(334,204)	(162,526)	(144,751)	(143,710)
4	Net Undergraduate Tuition & Fees	20,910,456	20,404,255	20,174,394	20,307,327	18,204,080	17,107,800
5	Gross Graduate Tuition & Fees	15,791,567	15,925,709	16,916,266	18,640,412	17,834,843	18,190,785
6	Graduate Student Financial Aid	(2,246,957)	(1,386,509)	(1,465,838)	(1,487,764)	(1,688,639)	(1,625,554)
7	Net Graduate Tuition & Fees	13,544,610	14,539,200	15,450,429	17,152,648	16,146,204	16,565,231
8	Room & Board	-	-	-	-	-	-
9	Grants & Contracts	3,651,946	1,743,802	2,203,703	1,508,372	2,880,127	2,204,424
10	Facilities & Admin Cost Recovery	146,575	105,244	113,730	62,085	-	-
11	Endowment Distributions	147,174	153,460	163,284	162,526	159,088	160,204
12	Contributions	170,144	135,724	104,961	116,445	-	6,452
13	Investment Income	-	-	-	-	-	-
14	Internal & External Sales	4,781,327	3,383,863	3,129,671	3,081,410	2,531,815	3,191,310
15	Total Revenues	43,357,141	40,470,843	41,344,231	42,390,813	39,921,314	39,235,421
16	Spending Authorization	-	-	-	-	-	-
17	Total Revenues & Revenue Allocation	43,357,141	40,470,843	41,344,231	42,390,813	39,921,314	39,235,421

18	Total Funding Transfers	13,455	64,251	28,322	45,000	(1,262,455)	(44,116)
----	--------------------------------	---------------	---------------	---------------	---------------	--------------------	-----------------

EXPENSES

19	Total Salaries, Wages, & Other Payroll	19,743,247	20,223,263	21,061,757	22,784,656	21,652,611	19,841,598
20	Total Benefits	5,986,765	6,456,644	6,721,293	7,475,561	6,708,650	6,711,297
21	Supplies, Services, & Capital Costs	12,954,809	10,116,661	10,821,337	9,723,451	10,415,003	9,114,505
22	Internal Principal & Interest	-	-	(731,749)	-	-	-
23	External Debt Service - Principal	-	-	-	-	-	-
24	External Debt Service - Interest	-	-	-	-	-	-
25	Depreciation	-	-	-	-	-	-
26	Total Direct Expenses	38,684,820	36,796,569	37,872,637	39,983,668	38,776,264	35,667,400
27	Capital Cost Allocation	941,547	974,153	968,145	1,027,092	1,027,092	1,053,442
28	Contribution Margin	67,365	1,440,294	1,324,139	11,705,827	11,705,827	2,382,738
29	Total Expenses & Expense Allocations	39,693,733	39,211,016	40,164,921	52,716,587	51,509,182	39,103,581

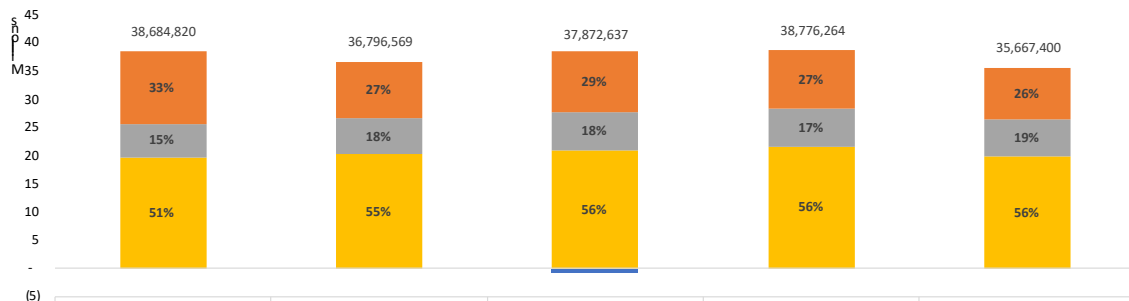
30	Results of Operations	3,649,953	1,195,577	1,150,988	(10,370,774)	(10,325,413)	175,956
----	------------------------------	------------------	------------------	------------------	---------------------	---------------------	----------------

INVESTMENT TRANSFERS

31	Transfer To (From) Plant Fund	125,457	158,899	(267,409)	-	24,000	-
32	Transfer To (From) Quasi Endowments	-	-	-	-	-	-
33	Internal Bank Transfers	-	-	-	-	-	-
34	Total Investment Transfers	125,457	158,899	(267,409)	-	24,000	-

35	Total Transfers to (from) Reserve	3,524,496	1,036,677	1,418,397	(5,212,155)	(10,349,413)	-
36	Adjusted Net Results	-	-	-	(5,158,619)	-	175,956
	FY20-21: Transfer To (From) Athens' College Op Reserve				(5,158,618)	(5,038,324)	270,543
	Total Direct Expenses (row 26)- Share of University Total	5.4%	5.2%	5.3%	5.3%	5.3%	5.2%

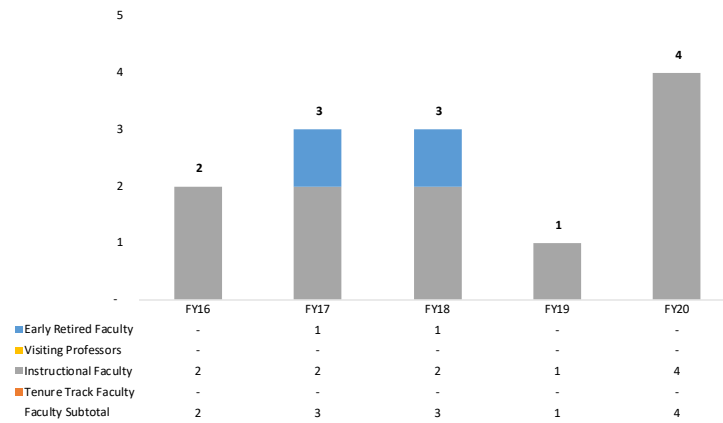
Direct Expenses



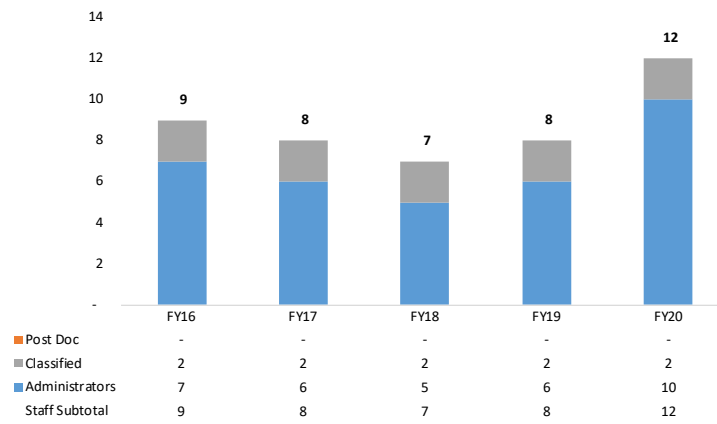
	2017	2018	2019	2020 Forecast	2021 Budget
Principal & Interest	-	-	(731,749)	-	-
Supplies, Services, & Capital Costs	12,954,809	10,116,661	10,821,337	10,415,003	9,114,505
Benefits	5,986,765	6,456,644	6,721,293	6,708,650	6,711,297
Salaries, Wages, & Other Payroll	19,743,247	20,223,263	21,061,757	21,652,611	19,841,598
Total Direct Expenses	38,684,820	36,796,569	37,872,637	38,776,264	35,667,400

11.2.8 Honors Tutorial College

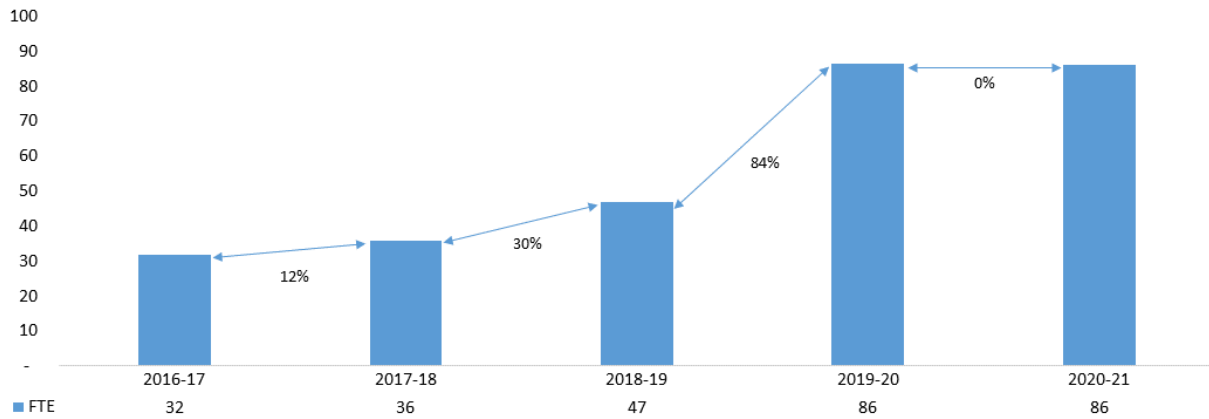
Faculty Headcount



Staff Headcount



Athens Undergraduate FTE



* Projected

HONORS

REVENUES		FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Budget	FY20 Forecast	FY21 Budget
1	State Appropriations	-	-	-	-	-	-
2	Gross Undergraduate Tuition & Fees	-	-	-	-	(35,987)	-
3	UG Student Financial Aid	(990,410)	(1,142,689)	(1,440,987)	(1,384,656)	(1,363,139)	(1,480,479)
4	Net Undergraduate Tuition & Fees	(990,410)	(1,142,689)	(1,440,987)	(1,384,656)	(1,399,126)	(1,480,479)
5	Gross Graduate Tuition & Fees	-	-	-	-	-	-
6	Graduate Student Financial Aid	-	(500)	(500)	-	-	-
7	Net Graduate Tuition & Fees	-	(500)	(500)	-	-	-
8	Room & Board	-	-	-	-	-	-
9	Grants & Contracts	7,095	7,866	7,954	9,375	9,375	9,375
10	Facilities & Admin Cost Recovery	-	-	-	-	-	-
11	Endowment Distributions	1,077,878	1,096,475	1,106,991	1,140,877	1,142,014	1,150,000
12	Contributions	81,144	72,603	15,616	56,000	56,000	56,000
13	Investment Income	-	-	-	-	-	-
14	Internal & External Sales	354	1,893	3,790	-	-	-
15	Total Revenues	176,062	35,647	(307,136)	(178,404)	(191,737)	(265,104)
16	Spending Authorization	1,380,122	1,349,501	1,347,089	1,599,395	1,599,395	1,556,827
17	Total Revenues & Revenue Allocation	1,556,184	1,385,148	1,039,954	1,420,991	1,407,658	1,291,723
18	Total Funding Transfers	(113,604)	781,586	170,380	(567,155)	(426,218)	(475,302)

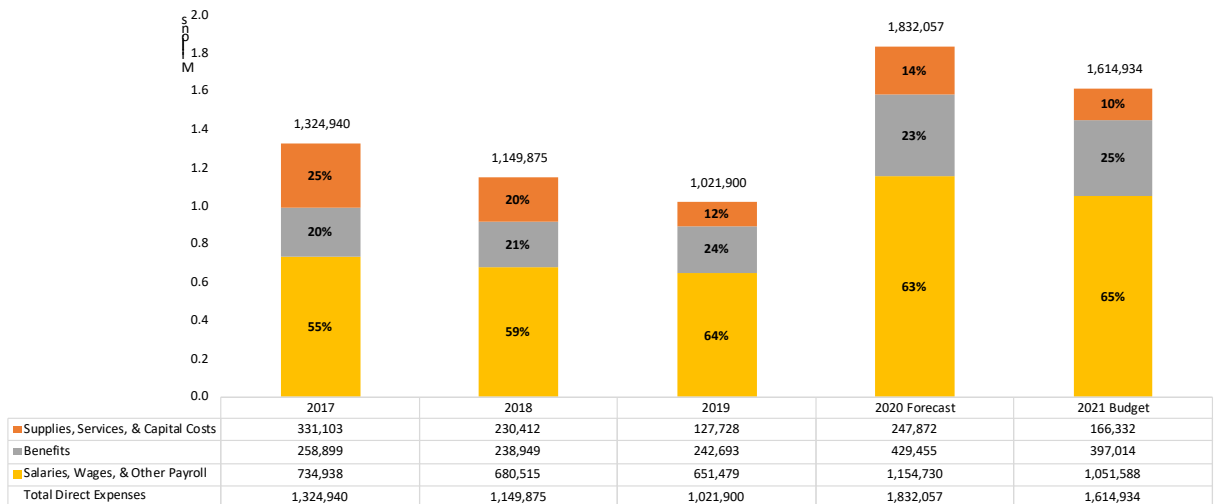
EXPENSES

19	Total Salaries, Wages, & Other Payroll	734,938	680,515	651,479	1,038,738	1,154,730	1,051,588
20	Total Benefits	258,899	238,949	242,693	374,189	429,455	397,014
21	Supplies, Services, & Capital Costs	331,103	230,412	127,728	633,100	247,872	166,332
22	Internal Principal & Interest	-	-	-	-	-	-
23	External Debt Service - Principal	-	-	-	-	-	-
24	External Debt Service - Interest	-	-	-	-	-	-
25	Depreciation	-	-	-	-	-	-
26	Total Direct Expenses	1,324,940	1,149,875	1,021,900	2,046,026	1,832,057	1,614,934
27	Capital Cost Allocation	9,265	9,005	9,045	9,856	9,856	57,210
28	Contribution Margin	-	-	-	-	-	-
29	Total Expenses & Expense Allocations	1,334,205	1,158,880	1,030,945	2,055,882	1,841,913	1,672,144
30	Results of Operations	335,583	(555,319)	(161,371)	(67,736)	(8,037)	94,881

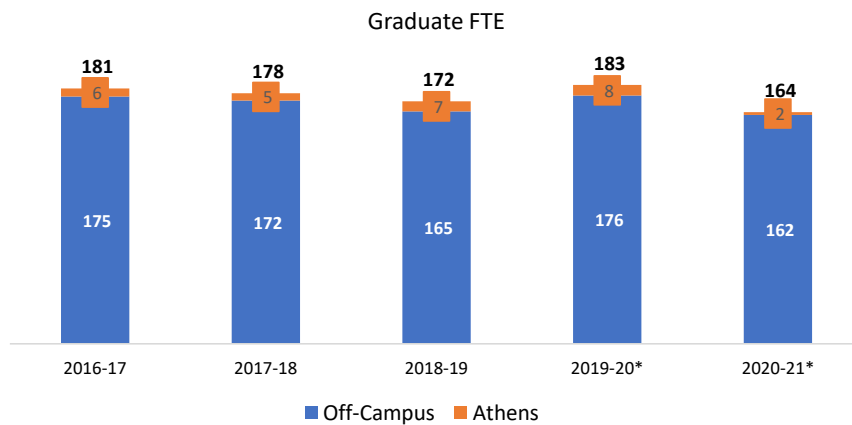
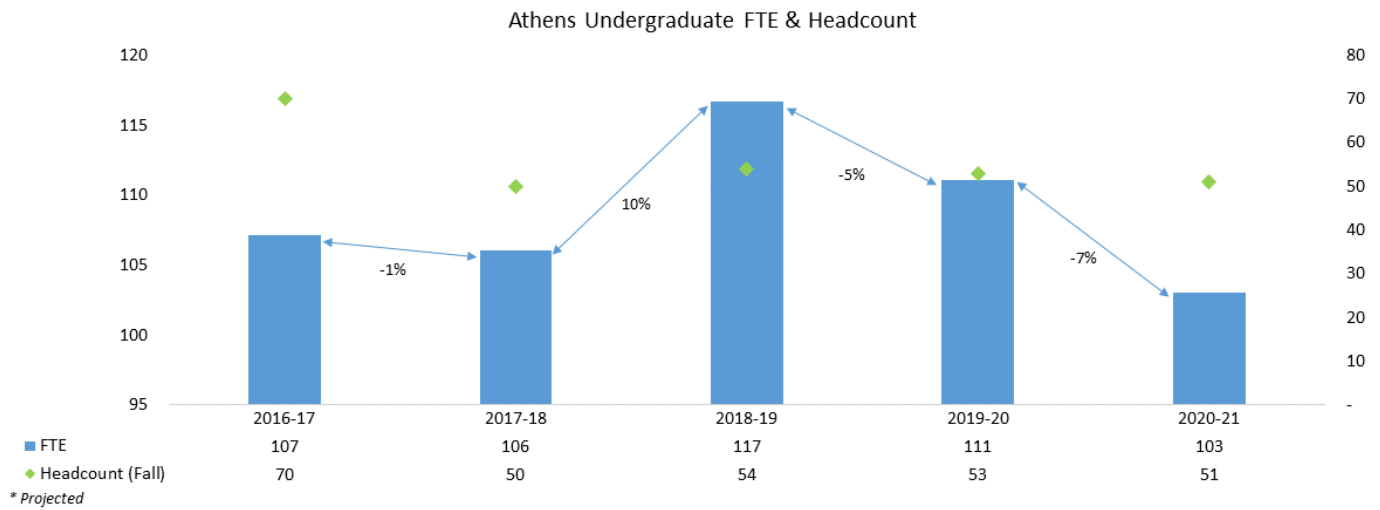
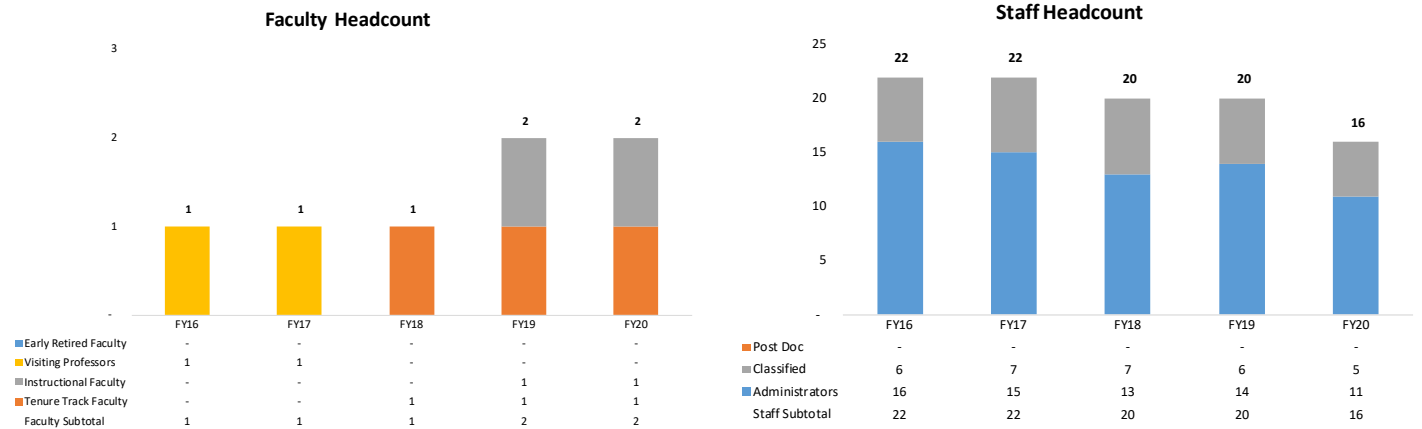
INVESTMENT TRANSFERS

31	Transfer To (From) Plant Fund	-	-	-	-	-	-
32	Transfer To (From) Quasi Endowments	-	-	-	-	-	-
33	Internal Bank Transfers	-	-	-	-	-	-
34	Total Investment Transfers	-	-	-	-	-	-
35	Total Transfers to (from) Reserve	335,583	(555,319)	(161,371)	(67,736)	(8,037)	94,881
36	Adjusted Net Results	-	-	-	-	-	-
FY20-21: Transfer To (From) Athens' College Op Reserve					(243,504)	(403,695)	43,173
Total Direct Expenses (row 26)- Share of University Total		0.2%	0.2%	0.1%	0.3%	0.3%	0.2%

Direct Expenses



11.2.9 Office of Global Affairs & International Studies



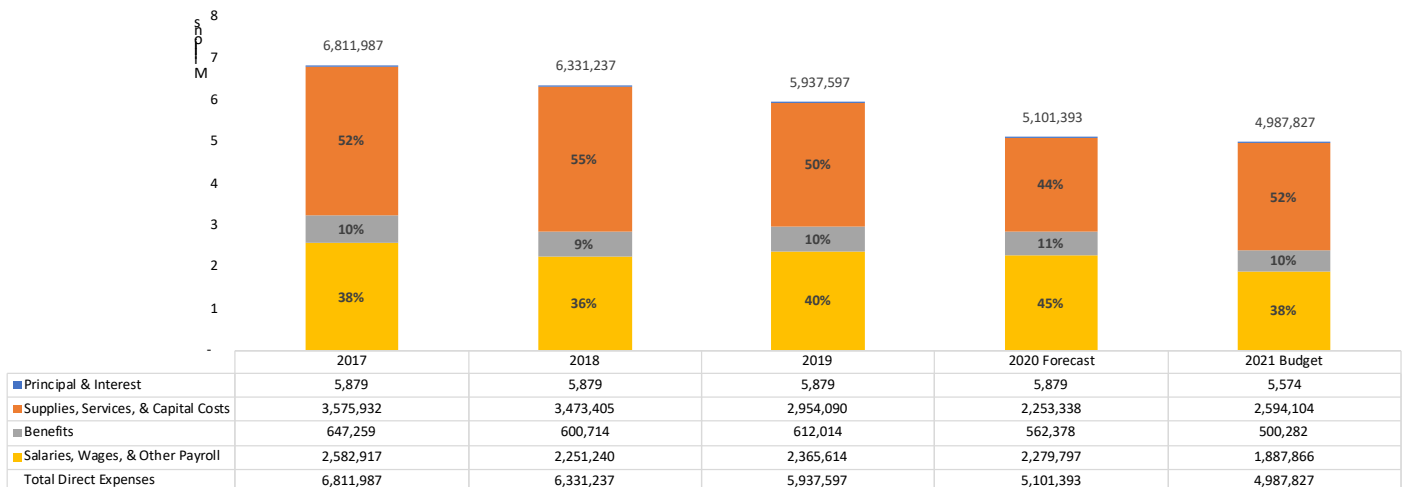
OGAIS

REVENUES		FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Budget	FY20 Forecast	FY21 Budget
1	State Appropriations	-	-	-	-	-	-
2	Gross Undergraduate Tuition & Fees	2,015,632	1,933,059	1,887,309	1,490,516	1,327,938	1,562,516
3	UG Student Financial Aid	(642,073)	(685,056)	(633,222)	(534,250)	(410,900)	(482,831)
4	Net Undergraduate Tuition & Fees	1,373,559	1,248,003	1,254,088	956,266	917,038	1,079,685
5	Gross Graduate Tuition & Fees	1,447,034	1,496,317	1,483,903	1,499,122	1,509,081	1,533,932
6	Graduate Student Financial Aid	(1,329,929)	(1,288,154)	(1,246,925)	(1,275,997)	(1,278,846)	(1,391,321)
7	Net Graduate Tuition & Fees	117,105	208,163	236,978	223,125	230,235	142,611
8	Room & Board	-	-	-	-	-	-
9	Grants & Contracts	375,866	148,499	158,241	13,932	14,375	14,375
10	Facilities & Admin Cost Recovery	20,556	24,667	12,901	-	-	-
11	Endowment Distributions	239,802	234,320	229,268	227,833	227,685	233,210
12	Contributions	14	6,424	6,664	-	-	-
13	Investment Income	-	-	-	-	-	-
14	Internal & External Sales	673,221	1,141,792	8,867	-	-	-
15	Total Revenues	2,800,122	3,011,868	1,907,006	1,421,156	1,389,332	1,469,880
16	Spending Authorization	4,115,833	4,670,818	4,905,501	4,963,166	4,963,166	3,705,277
17	Total Revenues & Revenue Allocation	6,915,955	7,682,686	6,812,508	6,384,322	6,352,498	5,175,157
18	Total Funding Transfers	133,445	(30,599)	(86,145)	55,854	296,800	60,011

EXPENSES		FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Budget	FY20 Forecast	FY21 Budget
19	Total Salaries, Wages, & Other Payroll	2,582,917	2,251,240	2,365,614	2,439,064	2,279,797	1,887,866
20	Total Benefits	647,259	600,714	612,014	642,326	562,378	500,282
21	Supplies, Services, & Capital Costs	3,575,932	3,473,405	2,954,090	3,111,748	2,253,338	2,594,104
22	Internal Principal & Interest	5,879	5,879	5,879	5,879	5,879	5,574
23	External Debt Service - Principal	-	-	-	-	-	-
24	External Debt Service - Interest	-	-	-	-	-	-
25	Depreciation	-	-	-	-	-	-
26	Total Direct Expenses	6,811,987	6,331,237	5,937,597	6,199,016	5,101,393	4,987,827
27	Capital Cost Allocation	110,043	109,512	112,170	120,409	120,409	123,579
28	Contribution Margin	-	-	-	-	-	-
29	Total Expenses & Expense Allocations	6,922,030	6,440,750	6,049,768	6,319,426	5,221,802	5,111,406
30	Results of Operations	(139,520)	1,272,534	848,885	9,042	833,896	3,741

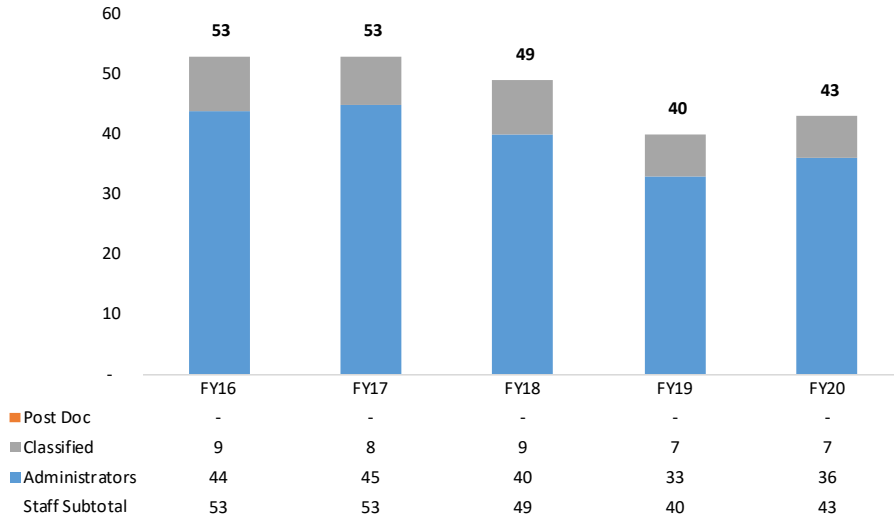
INVESTMENT TRANSFERS		FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Budget	FY20 Forecast	FY21 Budget
31	Transfer To (From) Plant Fund	-	-	2,792	-	-	-
32	Transfer To (From) Quasi Endowments	-	-	-	-	-	-
33	Internal Bank Transfers	-	-	-	-	-	-
34	Total Investment Transfers	-	-	2,792	-	-	-
35	Total Transfers to (from) Reserve	(139,520)	1,272,534	846,093	9,042	833,896	3,741
36	Adjusted Net Results	-	-	-	-	-	-
FY20-21: Transfer To (From) Athens' College Op Reserve					(169,246)	569,784	(356,382)
Total Direct Expenses (row 26) - Share of University Total		0.9%	0.9%	0.8%	0.8%	0.7%	0.7%

Direct Expenses

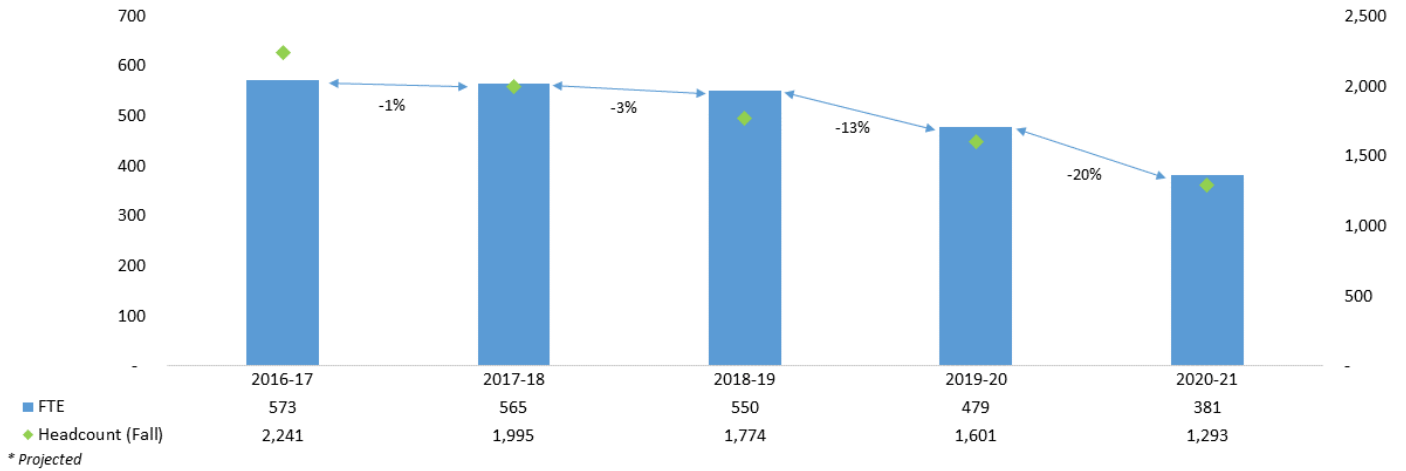


11.2.10 University College

Staff Headcount



Athens Undergraduate FTE & Headcount



UNIVERSITY COLLEGE

REVENUES		FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Budget	FY20 Forecast	FY21 Budget
1	State Appropriations	-	-	-	-	-	-
2	Gross Undergraduate Tuition & Fees	8,636	13,344	20,648	-	-	-
3	UG Student Financial Aid	(1,144,697)	(1,072,574)	(1,083,187)	(1,099,110)	(1,213,258)	(1,213,258)
4	Net Undergraduate Tuition & Fees	(1,136,061)	(1,059,230)	(1,062,539)	(1,099,110)	(1,213,258)	(1,213,258)
5	Gross Graduate Tuition & Fees	-	-	-	-	-	-
6	Graduate Student Financial Aid	(18,376)	(8,465)	(8,456)	(8,188)	-	-
7	Net Graduate Tuition & Fees	(18,376)	(8,465)	(8,456)	(8,188)	-	-
8	Room & Board	-	-	-	-	-	-
9	Grants & Contracts	302,346	301,044	337,617	348,243	362,458	362,458
10	Facilities & Admin Cost Recovery	16,401	16,794	18,238	-	-	-
11	Endowment Distributions	17,446	22,482	25,006	26,131	26,131	28,171
12	Contributions	53,483	73,923	117,253	76,500	76,500	78,000
13	Investment Income	-	-	-	-	-	-
14	Internal & External Sales	128,600	119,858	133,861	109,000	4,768	100,000
15	Total Revenues	(636,160)	(533,594)	(439,020)	(547,424)	(743,401)	(644,629)
16	Spending Authorization	6,972,753	6,941,356	6,442,341	6,577,743	6,577,743	6,438,832
17	Total Revenues & Revenue Allocation	6,336,592	6,407,761	6,003,321	6,030,319	5,834,342	5,794,203

18	Total Funding Transfers	(352,325)	(280,431)	(470,342)	(951,371)	(865,148)	(840,279)
----	--------------------------------	------------------	------------------	------------------	------------------	------------------	------------------

EXPENSES

19	Total Salaries, Wages, & Other Payroll	4,326,804	4,016,115	4,008,928	4,503,488	4,332,850	4,061,338
20	Total Benefits	1,303,224	1,263,905	1,178,559	1,364,297	1,274,797	1,242,111
21	Supplies, Services, & Capital Costs	1,230,536	981,199	1,165,027	990,090	990,090	957,462
22	Internal Principal & Interest	-	-	-	-	-	-
23	External Debt Service - Principal	-	-	-	-	-	-
24	External Debt Service - Interest	-	-	-	-	-	-
25	Depreciation	-	-	-	-	-	-
26	Total Direct Expenses	6,860,563	6,261,219	6,352,513	6,848,857	6,597,737	6,260,911
27	Capital Cost Allocation	79,637	112,586	109,359	132,833	132,833	133,817
28	Contribution Margin	-	-	-	-	-	-
29	Total Expenses & Expense Allocations	6,940,200	6,373,805	6,461,872	6,981,690	6,730,570	6,394,728

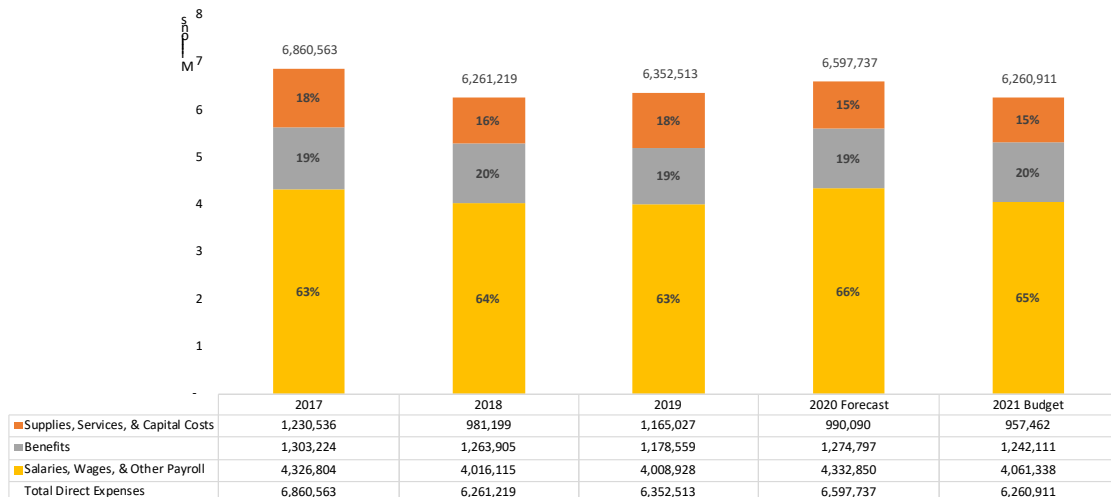
30	Results of Operations	(251,283)	314,387	11,791	0	(31,080)	239,754
----	------------------------------	------------------	----------------	---------------	----------	-----------------	----------------

INVESTMENT TRANSFERS

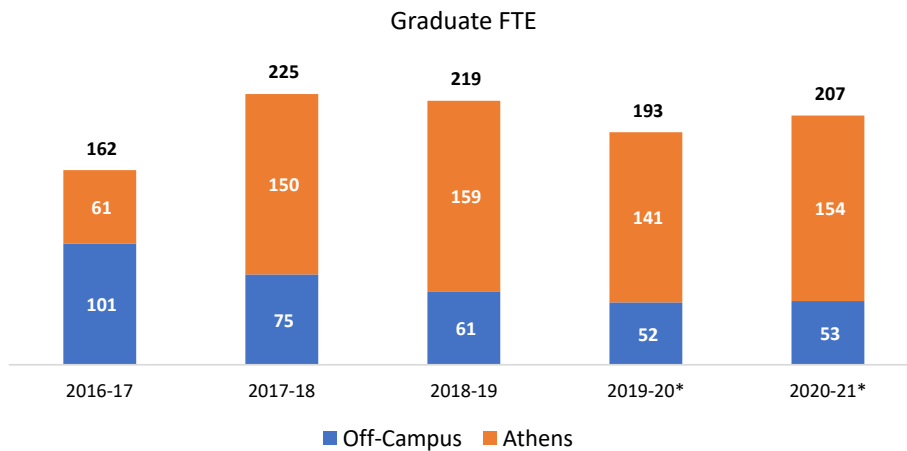
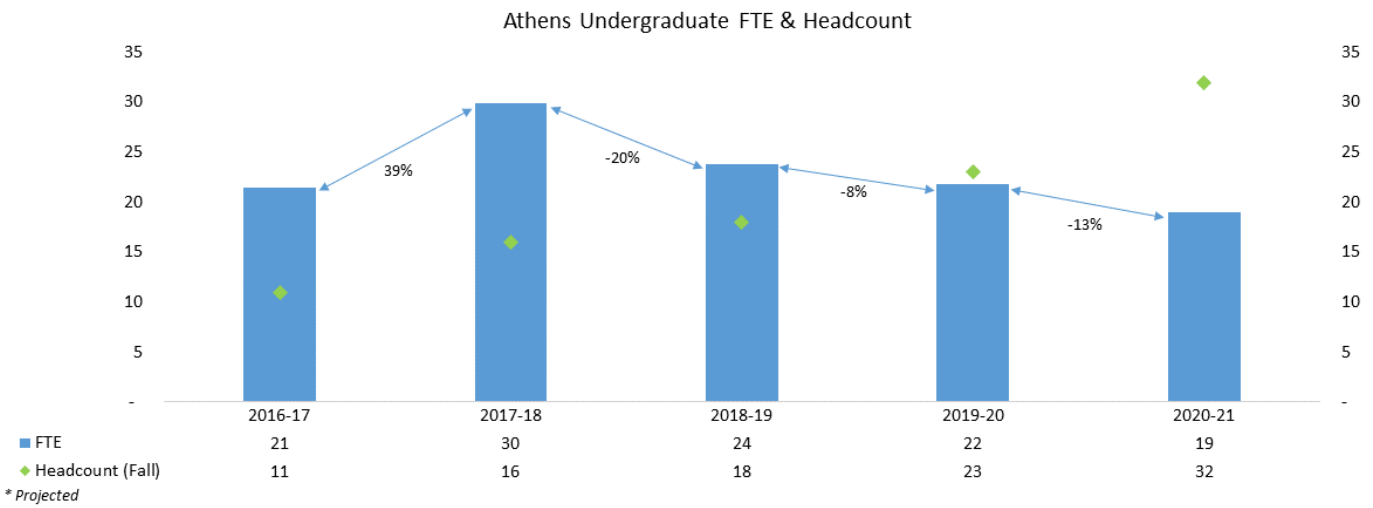
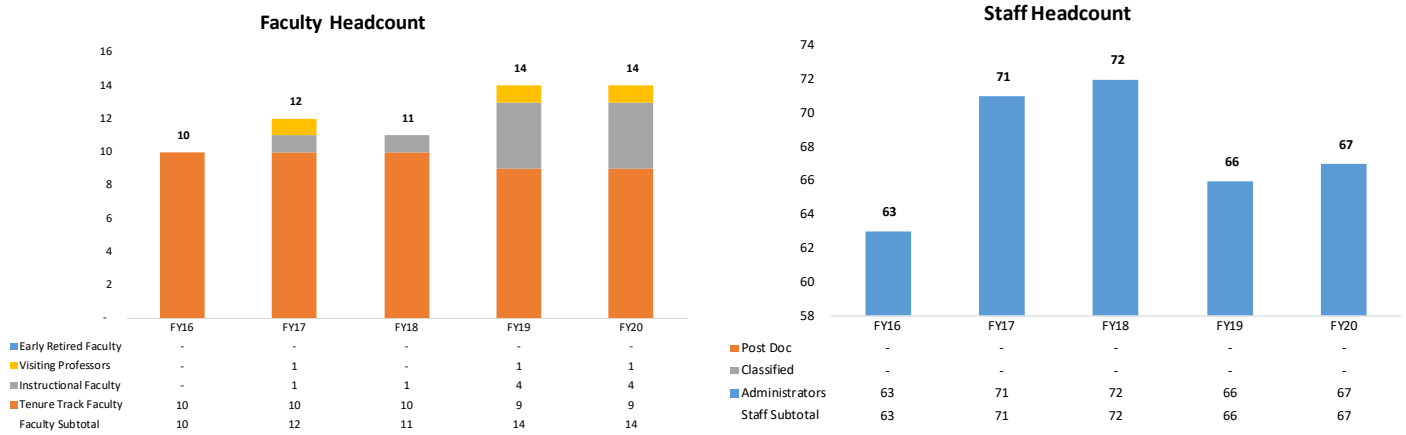
31	Transfer To (From) Plant Fund	(27,472)	(10,384)	-	-	-	-
32	Transfer To (From) Quasi Endowments	-	-	-	-	-	-
33	Internal Bank Transfers	-	-	-	-	-	-
34	Total Investment Transfers	(27,472)	(10,384)	-	-	-	-

35	Total Transfers to (from) Reserve	(223,811)	324,770	11,791	0	(31,080)	239,754
36	Adjusted Net Results	-	-	-	-	-	-
FY20-21: Transfer To (From) Athens' College Op Reserve					28,096	(34,628)	9,961
Total Direct Expenses (row 26) - Share of University Total		1.0%	0.9%	0.9%	0.9%	0.9%	0.9%

Direct Expenses



11.2.11 Voinovich School of Leadership and Public Affairs



**VOINOVICH
REVENUES**

		FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Budget	FY20 Forecast	FY21 Budget
1	State Appropriations	1,575,000	1,278,000	1,278,000	1,278,000	4,279,100	4,198,950
2	Gross Undergraduate Tuition & Fees	-	-	-	-	-	-
3	UG Student Financial Aid	(11)	-	(100)	-	-	-
4	Net Undergraduate Tuition & Fees	(11)	-	(100)	-	-	-
5	Gross Graduate Tuition & Fees	1,317,168	2,102,506	2,365,763	2,310,633	2,069,307	2,215,182
6	Graduate Student Financial Aid	(480,308)	(392,760)	(361,656)	(302,338)	(353,312)	(357,711)
7	Net Graduate Tuition & Fees	836,860	1,709,747	2,004,107	2,008,295	1,715,995	1,857,471
8	Room & Board	-	-	-	-	-	-
9	Grants & Contracts	4,335,395	4,446,847	6,128,302	7,692,530	6,834,502	8,474,253
10	Facilities & Admin Cost Recovery	665,277	793,924	989,185	1,029,626	1,385,853	1,624,802
11	Endowment Distributions	17,560	61,432	64,925	69,282	67,282	66,626
12	Contributions	65,782	64,954	69,732	41,500	46,500	47,097
13	Investment Income	-	-	-	-	-	-
14	Internal & External Sales	264,182	20,198	62,883	189,394	254,687	208,210
15	Total Revenues	7,760,045	8,375,102	10,597,033	12,308,627	14,583,919	16,477,409
16	Spending Authorization	3,157,283	2,650,047	2,559,864	4,498,604	4,498,604	3,714,928
17	Total Revenues & Revenue Allocation	10,917,328	11,025,148	13,156,897	16,807,231	19,082,523	20,192,337

18	Total Funding Transfers	(1,801,954)	(1,491,187)	(1,249,798)	(914,625)	(367,749)	(741,760)
----	--------------------------------	--------------------	--------------------	--------------------	------------------	------------------	------------------

EXPENSES

19	Total Salaries, Wages, & Other Payroll	6,823,935	7,239,405	7,305,821	7,782,779	7,961,394	8,636,785
20	Total Benefits	2,025,041	2,212,210	2,269,880	2,466,121	2,479,066	2,908,170
21	Supplies, Services, & Capital Costs	3,198,727	3,569,995	4,698,976	7,398,668	6,061,667	8,293,356
22	Internal Principal & Interest	-	-	-	-	-	-
23	External Debt Service - Principal	-	-	-	-	-	-
24	External Debt Service - Interest	-	-	-	-	-	-
25	Depreciation	-	-	-	-	-	-
26	Total Direct Expenses	12,047,703	13,021,610	14,274,677	17,647,569	16,502,127	19,838,312
27	Capital Cost Allocation	199,720	201,092	203,366	221,380	221,380	238,415
28	Contribution Margin	-	-	-	-	-	-
29	Total Expenses & Expense Allocations	12,247,423	13,222,702	14,478,043	17,868,949	16,723,507	20,076,727

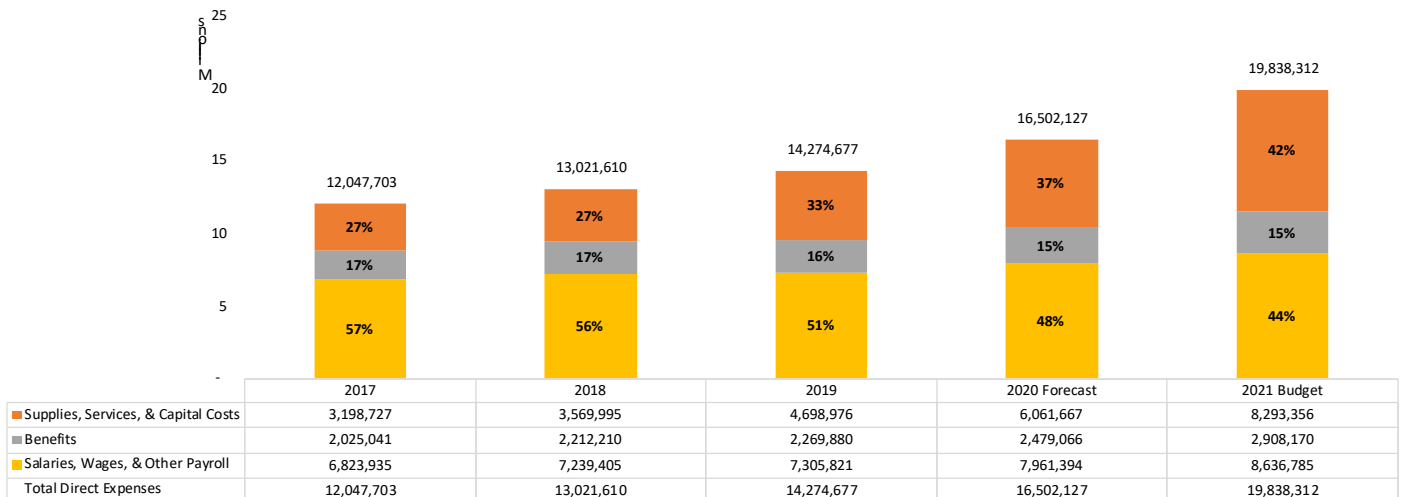
30	Results of Operations	471,859	(706,367)	(71,348)	(147,093)	2,726,765	857,371
----	------------------------------	----------------	------------------	-----------------	------------------	------------------	----------------

INVESTMENT TRANSFERS

31	Transfer To (From) Plant Fund	83,573	(12,000)	5,973	-	-	-
32	Transfer To (From) Quasi Endowments	-	-	-	-	-	-
33	Internal Bank Transfers	-	-	-	-	-	-
34	Total Investment Transfers	83,573	(12,000)	5,973	-	-	-

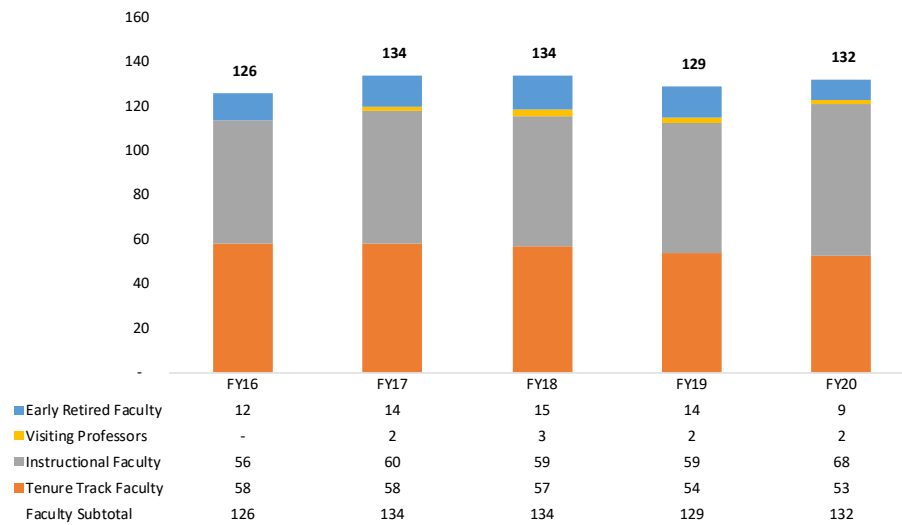
35	Total Transfers to (from) Reserve	388,287	(694,367)	(77,321)	(147,093)	2,726,765	857,371
36	Adjusted Net Results	-	-	-	-	-	-
	FY20-21: Transfer To (From) Athens' College Op Reserve				(1,087,104)	82,518	(403,783)
	Total Direct Expenses (row 26) - Share of University Total	1.7%	1.8%	2.0%	2.3%	2.3%	2.9%

Direct Expenses

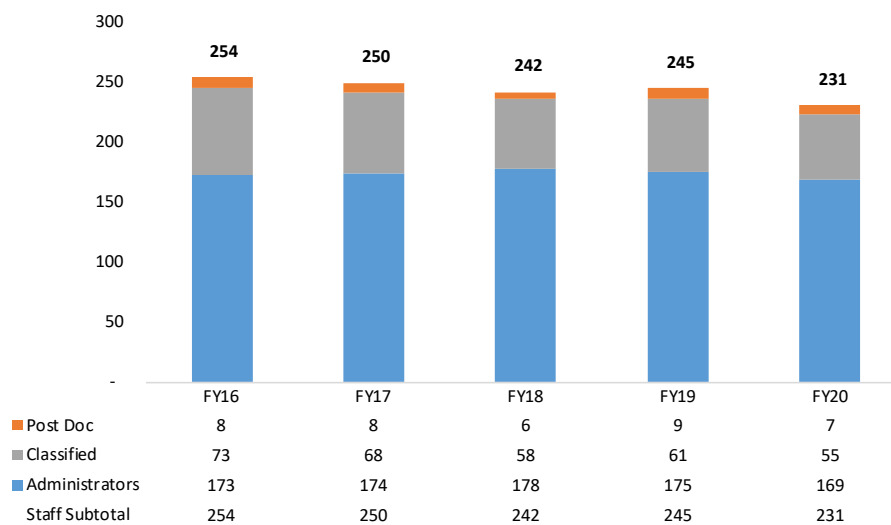


11.2.12 Heritage College of Osteopathic Medicine (HCOM)

Faculty Headcount



Staff Headcount



College of Medicine

REVENUES

	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Budget	FY20 Forecast	FY21 Budget
1 State Appropriations	19,318,846	20,750,435	23,113,048	24,774,620	24,160,456	23,982,037
2 Gross Undergraduate Tuition & Fees	128,963	126,890	129,533	120,807	125,000	125,000
3 UG Student Financial Aid	(45,512)	(63,877)	(13,028)	(18,500)	(49,088)	(520)
4 Net Undergraduate Tuition & Fees	73,928	(63,877)	(13,028)	(18,500)	(49,088)	(520)
5 Gross Graduate Tuition & Fees	35,413,629	41,634,652	46,081,429	48,265,640	47,701,351	49,953,426
6 Graduate Student Financial Aid	(3,027,117)	(3,050,110)	(3,234,593)	(3,142,405)	(3,595,358)	(3,574,057)
7 Net Graduate Tuition & Fees	32,386,511	38,584,543	42,846,836	45,123,235	44,105,993	46,379,369
8 Room & Board	-	-	-	-	-	-
9 Grants & Contracts	9,305,110	7,267,628	8,486,396	13,941,365	14,865,402	11,394,584
10 Facilities & Admin Cost Recovery	696,275	677,122	789,902	649,900	1,122,187	1,142,081
11 Endowment Distributions	327,494	747,314	964,547	1,078,248	1,078,248	1,110,651
12 Contributions	936,362	943,896	879,252	895,500	1,149,187	933,000
13 Investment Income	106	100	71	84	-	-
14 Internal & External Sales	3,621,427	3,715,922	2,906,562	1,564,747	1,915,676	840,498
15 Total Revenues	66,675,581	72,749,973	80,103,119	88,130,006	88,473,061	85,906,701
16 Spending Authorization	-	-	-	-	-	-
17 Total Revenues & Revenue Allocation	66,675,581	72,749,973	80,103,119	88,130,006	88,473,061	85,906,701

18 Total Funding Transfers	(1,298,693)	(1,823,411)	(1,969,228)	(1,661,960)	(149,521)	145,561
-----------------------------------	-------------	-------------	-------------	-------------	-----------	---------

EXPENSES

19 Total Salaries, Wages, & Other Payroll	30,934,366	31,366,560	31,849,714	32,902,325	31,581,400	30,576,053
20 Total Benefits	9,798,508	10,119,767	10,261,387	11,124,598	10,337,014	10,506,484
21 Supplies, Services, & Capital Costs	13,582,895	11,647,356	12,699,811	15,413,158	15,778,815	14,586,753
22 Internal Principal & Interest	1,223,637	3,480,921	4,317,932	19,074,701	21,168,365	14,920,570
23 External Debt Service - Principal	-	-	-	-	-	-
24 External Debt Service - Interest	-	-	-	-	-	-
25 Depreciation	-	-	-	-	-	-
26 Total Direct Expenses	55,539,406	56,614,604	59,128,843	78,514,783	78,865,593	70,589,860
27 Capital Cost Allocation	666,348	709,180	710,694	816,773	816,773	833,929
28 Contribution Margin	8,525,682	6,981,567	7,643,243	9,832,092	9,832,092	11,202,456
29 Total Expenses & Expense Allocations	64,731,435	64,305,351	67,482,781	89,163,648	89,514,458	82,626,245

30 Results of Operations	3,242,839	10,268,033	14,589,566	628,318	(891,876)	3,134,895
---------------------------------	-----------	------------	------------	---------	-----------	-----------

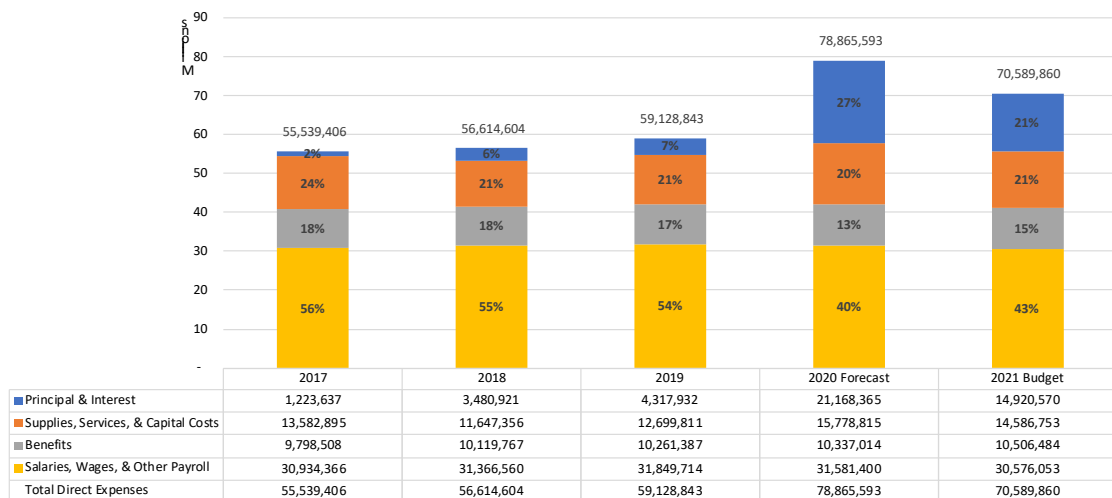
INVESTMENT TRANSFERS

31 Transfer To (From) Plant Fund	5,911,791	186,964	7,698,888	8,000,000	7,960,500	-
32 Transfer To (From) Quasi Endowments	2,500,000	470,000	709,433	110,000	120,000	4,620,000
33 Internal Bank Transfers	-	-	-	-	-	-
34 Total Investment Transfers	8,411,791	656,964	8,408,321	8,110,000	8,080,500	4,620,000

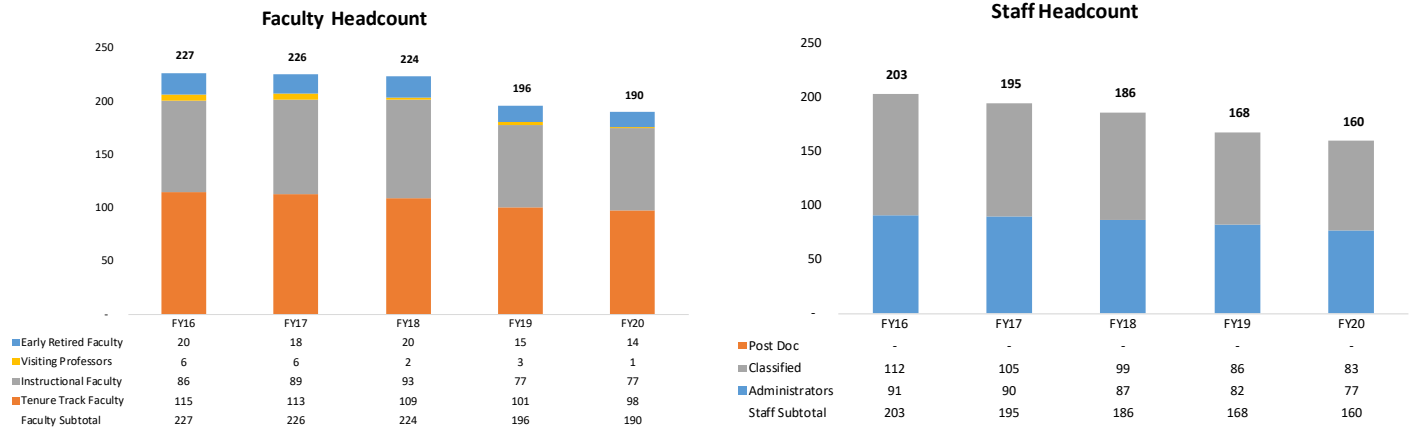
35 Total Transfers to (from) Reserve	(5,168,951)	9,611,070	6,181,244	(7,481,682)	(8,972,376)	(1,485,105)
36 Adjusted Net Results	-	-	-	-	-	0

Total Direct Expenses (row 26)- Share of University Total	7.7%	8.0%	8.3%	10.4%	10.9%	10.3%
---	------	------	------	-------	-------	-------

Direct Expenses



11.2.13 Regional Higher Education



REGIONAL CAMPUSES

REVENUES		FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Budget	FY20 Forecast	FY21 Budget
1	State Appropriations	27,668,083	24,329,279	22,432,189	20,756,234	20,756,234	20,155,497
2	Gross Undergraduate Tuition & Fees	36,665,112	35,330,294	34,572,353	33,929,389	31,744,747	27,391,230
3	UG Student Financial Aid	(5,529,080)	(5,009,774)	(4,762,965)	(4,815,437)	(5,098,471)	(5,393,643)
4	Net Undergraduate Tuition & Fees	31,104,472	30,274,471	29,768,223	29,072,152	26,610,592	21,970,702
5	Gross Graduate Tuition & Fees	286,605	144,344	108,918	98,501	76,801	74,501
6	Graduate Student Financial Aid	(63,280)	(39,276)	(30,948)	(38,000)	(30,948)	(30,948)
7	Net Graduate Tuition & Fees	223,325	105,068	77,970	60,501	45,853	43,553
8	Room & Board	-	-	-	-	-	-
9	Grants & Contracts	1,961,217	1,687,504	1,669,109	1,965,654	1,790,014	1,722,954
10	Facilities & Admin Cost Recovery	10,326	2,361	4,392	-	6,977	-
11	Endowment Distributions	471,560	486,775	523,018	511,535	519,570	767,856
12	Contributions	368,148	404,227	271,890	598,100	315,540	199,840
13	Investment Income	9	2	15	-	-	-
14	Internal & External Sales	1,223,785	839,095	778,838	584,732	485,324	457,026
15	Total Revenues	63,062,484	58,174,831	55,566,811	53,590,707	50,565,788	45,344,313
16	Spending Authorization	-	-	-	-	-	468,938
17	Total Revenues & Revenue Allocation	63,062,484	58,174,831	55,566,811	53,590,707	50,565,788	45,813,251

18	Total Funding Transfers	494,937	699,313	465,908	458,271	(248,859)	704,300
----	--------------------------------	----------------	----------------	----------------	----------------	------------------	----------------

EXPENSES

19	Total Salaries, Wages, & Other Payroll	33,290,820	32,089,833	29,595,602	28,397,375	28,599,188	25,043,731
20	Total Benefits	10,686,261	10,581,378	9,822,398	9,628,758	9,409,666	8,870,123
21	Supplies, Services, & Capital Costs	8,549,072	6,687,572	7,011,063	5,883,947	5,823,000	5,962,248
22	Internal Principal & Interest	265,675	266,425	271,550	265,913	265,913	264,625
23	External Debt Service - Principal	-	-	-	-	-	-
24	External Debt Service - Interest	-	-	-	-	-	-
25	Depreciation	-	-	-	-	-	-
26	Total Direct Expenses	52,791,827	49,625,209	46,700,612	44,175,993	44,097,767	40,140,727
27	Capital Cost Allocation	-	-	-	-	-	-
28	Contribution Margin	8,835,358	7,678,010	7,621,553	7,605,870	7,605,870	7,685,413
29	Total Expenses & Expense Allocations	61,627,185	57,303,219	54,322,165	51,781,863	51,703,637	47,826,140

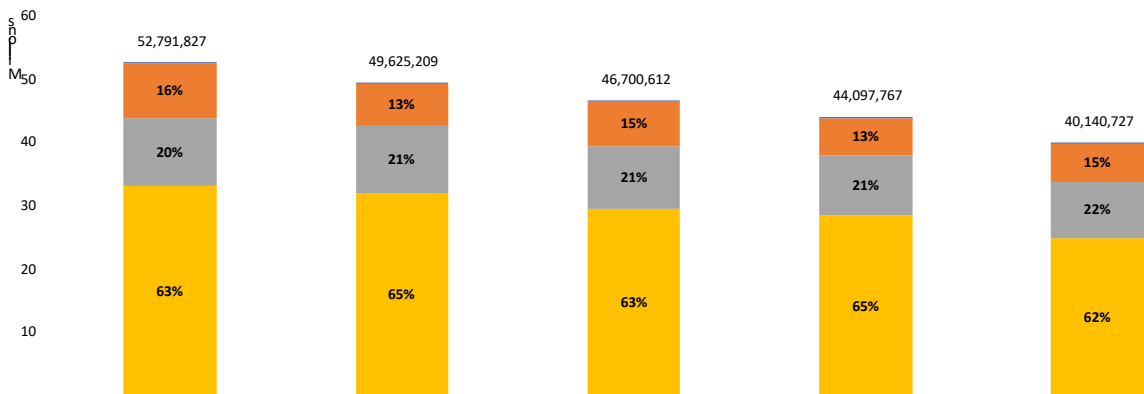
30	Results of Operations	940,362	172,298	778,737	1,350,573	(888,990)	(2,717,188)
----	------------------------------	----------------	----------------	----------------	------------------	------------------	--------------------

INVESTMENT TRANSFERS

31	Transfer To (From) Plant Fund	(2,119,224)	506,379	626,916	900,000	770,000	900,000
32	Transfer To (From) Quasi Endowments	-	-	-	-	-	-
33	Internal Bank Transfers	-	-	-	-	-	-
34	Total Investment Transfers	(2,119,224)	506,379	626,916	900,000	770,000	900,000

35	Total Transfers to (from) Reserve	3,059,586	(334,080)	151,821	450,573	(1,658,990)	(3,617,188)
36	Adjusted Net Results	-	-	-	-	-	-
Total Direct Expenses (row 26)- Share of University Total		7%	7%	7%	6%	6%	6%

Direct Expenses

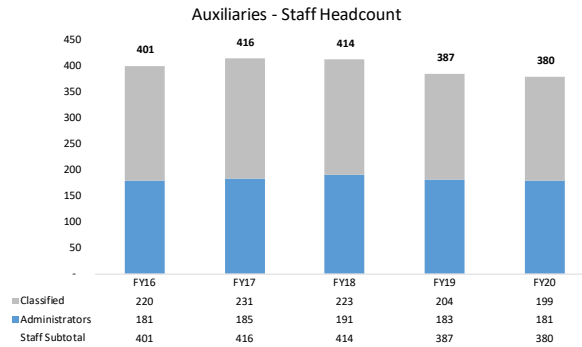


Principal & Interest	2,017.0	2,018.0	2,019.0	2020 Forecast	2021 Budget
Supplies, Services, & Capital Costs	265675	266425	271550	265913	264625
Benefits	8,549,072	6,687,572	7,011,063	5,823,000	5,962,248
Salaries, Wages, & Other Payroll	10,686,261	10,581,378	9,822,398	9,409,666	8,870,123
Total Direct Expenses	33,290,820	32,089,833	29,595,602	28,599,188	25,043,731
	52,791,827	49,625,209	46,700,612	44,097,767	40,140,727

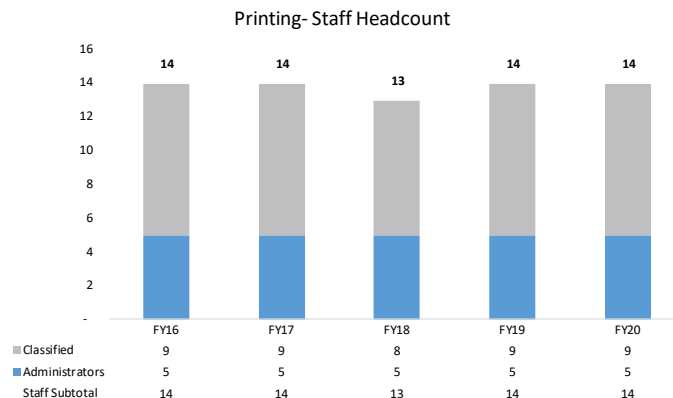
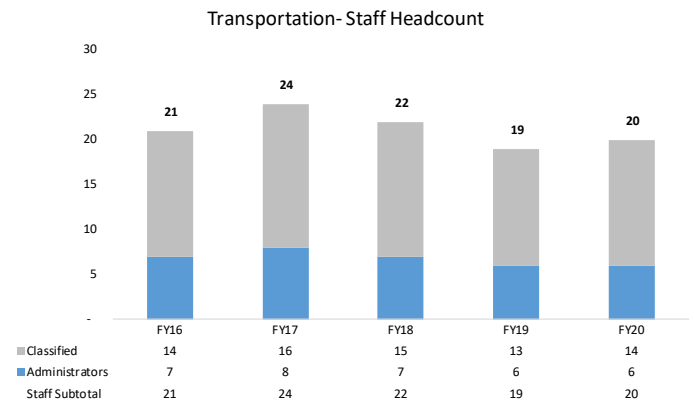
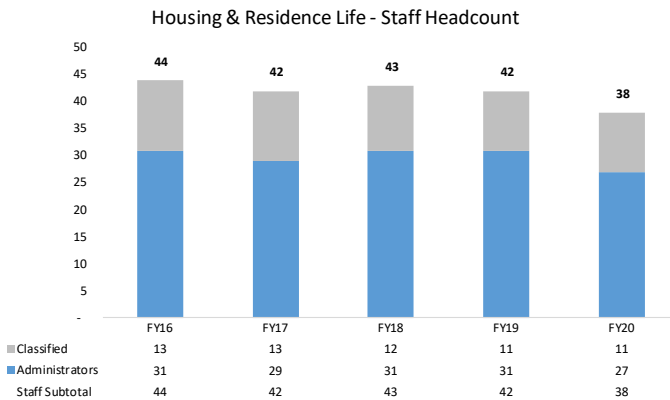
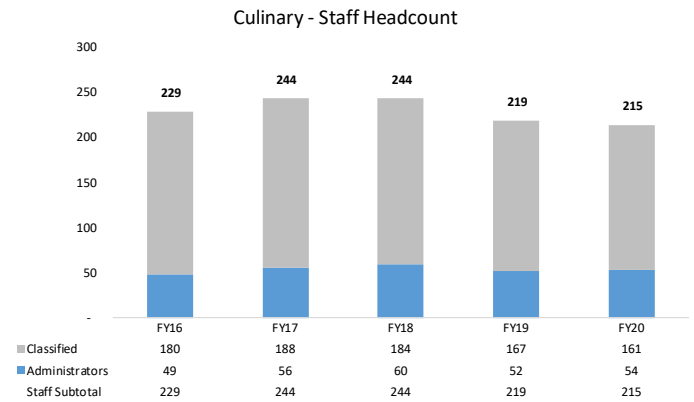
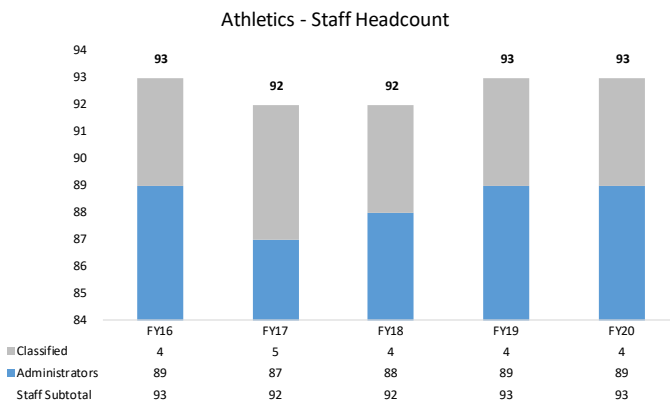
12 Auxiliary Planning Units

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.

Auxiliary Headcount—Consolidated



Auxiliary Headcount—Planning Unit Detail

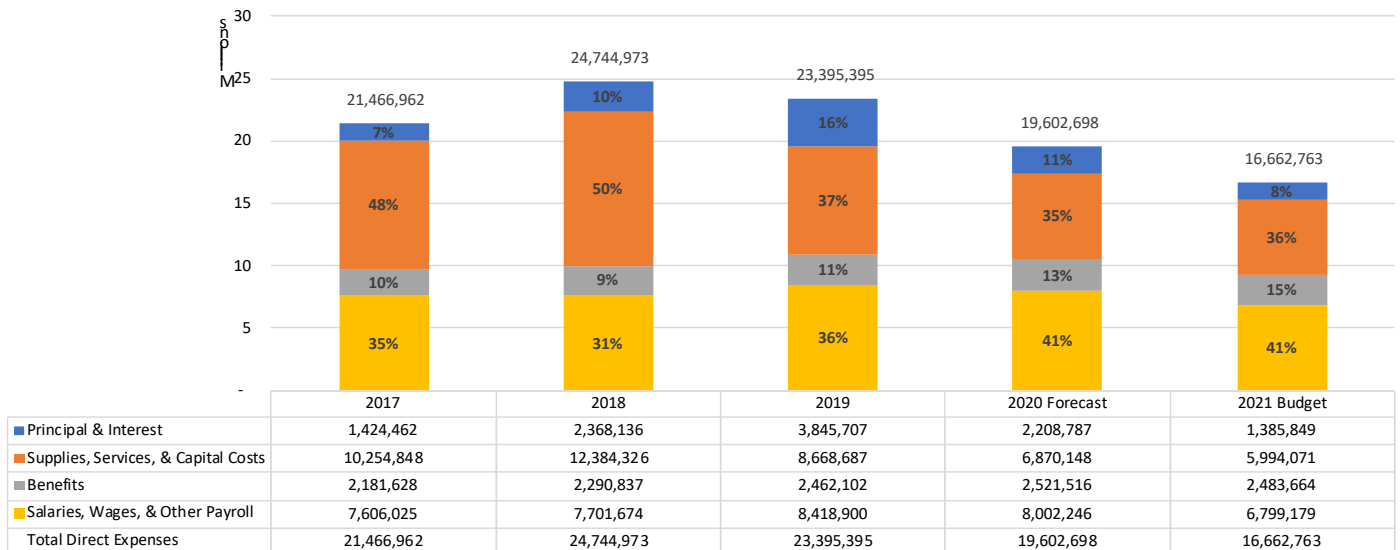


12.1 Intercollegiate Athletics (ICA)

Summary of Athletics' Revenue

Private Support	FY20 Budget	FY20 Forecast	FY21 Budget
Endowment Distributions	171,675	180,946	197,941
Gifts	2,616,442	2,142,223	2,140,359
Subtotal: Private Support	2,788,117	2,323,169	2,338,300
Internal and External Sales	FY20 Budget	FY20 Forecast	FY21 Budget
Advertising	1,150,000	1,150,000	1,205,000
Concessions	180,000	93,241	100,000
Game Guarantees	770,000	1,048,700	1,105,000
Gate Receipts	1,222,500	1,083,782	244,361
Licensing/Royalties	310,000	243,070	310,000
MAC Distributions	1,718,000	1,883,405	1,500,000
NCAA Distributions	1,308,900	585,424	1,400,970
Pouring Rights	205,000	205,000	205,000
Sports Camp	405,000	228,049	405,000
Other	386,677	409,892	524,298
Subtotal: Internal & External Sales	7,656,077	6,930,563	6,999,629

Direct Expenses



Intercollegiate Athletics (ICA)

ATHLETICS REVENUES		FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Budget	FY20 Forecast	FY21 Budget
1	State Appropriations	-	-	-	-	-	-
2	Gross Undergraduate Tuition & Fees	-	-	-	-	-	-
3	UG Student Financial Aid	(8,292,786)	(8,032,302)	(8,729,249)	(8,566,443)	(8,845,724)	(8,949,482)
4	Net Undergraduate Tuition & Fees	(8,292,786)	(8,032,302)	(8,729,249)	(8,566,443)	(8,845,724)	(8,949,482)
5	Gross Graduate Tuition & Fees	-	-	-	-	-	-
6	Graduate Student Financial Aid	(6,372)	(4,855)	(4,858)	-	(8,774)	-
7	Net Graduate Tuition & Fees	(6,372)	(4,855)	(4,858)	-	(8,774)	-
8	Room & Board	-	-	-	-	-	-
9	Grants & Contracts	12,648	14,064	12,392	-	6,622	13,125
10	Facilities & Admin Cost Recovery	-	-	-	-	-	-
11	Endowment Distributions	160,300	167,108	184,143	171,675	180,946	197,941
12	Contributions	2,084,886	4,870,289	2,255,048	2,616,442	2,142,223	2,140,359
13	Investment Income	-	-	-	-	-	-
14	Internal & External Sales	9,764,123	8,205,291	10,777,900	7,656,077	6,947,532	6,999,629
15	Total Revenues	3,722,799	5,219,596	4,495,377	1,877,751	422,825	401,573
16	Spending Authorization	21,467,690	21,995,691	23,806,427	19,245,668	19,554,905	17,865,400
17	Total Revenues & Revenue Allocation	25,190,488	27,215,287	28,301,804	21,123,419	19,977,730	18,266,973
18	Total Funding Transfers	(107,781)	115,990	40,959	(19,437)	(1,070,575)	38,107
EXPENSES							
19	Total Salaries, Wages, & Other Payroll	7,606,025	7,701,674	8,418,900	7,922,341	8,002,246	6,799,179
20	Total Benefits	2,181,628	2,290,837	2,462,102	2,623,480	2,521,516	2,483,664
21	Supplies, Services, & Capital Costs	10,254,848	12,384,326	8,668,687	7,071,672	6,870,148	5,994,071
22	Internal Principal & Interest	1,424,462	2,368,136	3,845,707	2,196,118	2,208,787	1,385,849
23	External Debt Service - Principal	-	-	-	-	-	-
24	External Debt Service - Interest	-	-	-	-	-	-
25	Depreciation	-	-	-	-	-	-
26	Total Direct Expenses	21,466,962	24,744,973	23,395,395	19,813,612	19,602,698	16,662,763
27	Capital Cost Allocation	836,834	1,578,228	1,422,691	1,512,753	1,512,753	1,566,103
28	Contribution Margin	2,939,447	2,983,560	4,806,948	-	-	-
29	Total Expenses & Expense Allocations	25,243,243	29,306,761	29,625,034	21,326,365	21,115,451	18,228,866
30	Results of Operations	55,026	(2,207,464)	(1,364,190)	(183,509)	(67,145)	(0)
INVESTMENT TRANSFERS							
31	Transfer To (From) Plant Fund	(264,680)	366,831	399,554	525,000	116,618	-
32	Transfer To (From) Quasi Endowments	-	-	-	-	-	-
33	Internal Bank Transfers	-	-	-	-	-	-
34	Total Investment Transfers	(264,680)	351,831	399,554	525,000	116,618	-
35	Total Transfers to (from) Reserve	319,706	(2,559,295)	(1,763,744)	(708,509)	(183,763)	(0)
36	Adjusted Net Results	-	-	-	-	0	0
Total Direct Expenses (row 26)- Share of University Total		3.0%	3.5%	3.3%	2.6%	2.7%	2.4%

12.2 Culinary Services

CULINARY REVENUES

	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Budget	FY20 Forecast	FY21 Budget
1 State Appropriations	-	-	-	-	-	-
2 Gross Undergraduate Tuition & Fees	-	-	-	-	-	-
3 UG Student Financial Aid	(1,333,333)	(3,166,987)	(3,500,355)	(3,833,333)	(3,833,333)	(3,833,333)
4 Net Undergraduate Tuition & Fees	(1,333,333)	(3,166,987)	(3,500,355)	(3,833,333)	(3,833,333)	(3,833,333)
5 Gross Graduate Tuition & Fees	-	-	-	-	-	-
6 Graduate Student Financial Aid	-	-	-	-	-	-
7 Net Graduate Tuition & Fees	-	-	-	-	-	-
8 Room & Board	41,214,916	39,627,240	38,614,650	37,470,639	28,358,800	26,883,271
9 Grants & Contracts	-	-	-	-	-	-
10 Facilities & Admin Cost Recovery	-	-	-	-	-	-
11 Endowment Distributions	-	-	-	-	-	-
12 Contributions	-	-	-	-	-	-
13 Investment Income	-	-	-	-	-	-
14 Internal & External Sales	7,233,245	7,005,302	6,375,579	6,142,784	4,340,293	2,353,080
15 Total Revenues	47,114,828	43,465,556	41,489,873	39,780,090	28,865,760	25,403,018
16 Spending Authorization	-	-	-	-	-	-
17 Total Revenues & Revenue Allocation	47,114,828	43,465,556	41,489,873	39,780,090	28,865,760	25,403,018

18 Total Funding Transfers	101,631	(116,622)	327,613	288,398	293,654	167,004
-----------------------------------	----------------	------------------	----------------	----------------	----------------	----------------

EXPENSES

19 Total Salaries, Wages, & Other Payroll	14,247,769	14,365,359	13,750,425	13,565,448	12,563,390	10,548,862
20 Total Benefits	4,821,143	5,262,182	5,121,556	5,107,146	4,997,625	4,025,145
21 Supplies, Services, & Capital Costs	16,806,371	16,726,372	14,872,942	16,472,762	10,841,844	9,970,902
22 Internal Principal & Interest	205,320	307,980	307,980	307,980	307,980	307,980
23 External Debt Service - Principal	-	-	-	-	-	-
24 External Debt Service - Interest	-	-	-	-	-	-
25 Depreciation	-	-	-	-	-	-
26 Total Direct Expenses	36,080,603	36,661,892	34,052,903	35,453,336	28,710,839	24,852,889
27 Capital Cost Allocation	-	-	-	-	-	-
28 Contribution Margin	2,806,165	2,856,823	3,004,400	2,859,840	2,859,840	1,807,282
29 Total Expenses & Expense Allocations	38,886,768	39,518,715	37,057,303	38,313,176	31,570,679	26,660,171

30 Results of Operations	8,126,430	4,063,462	4,104,958	1,178,516	(2,998,572)	(1,424,157)
---------------------------------	------------------	------------------	------------------	------------------	--------------------	--------------------

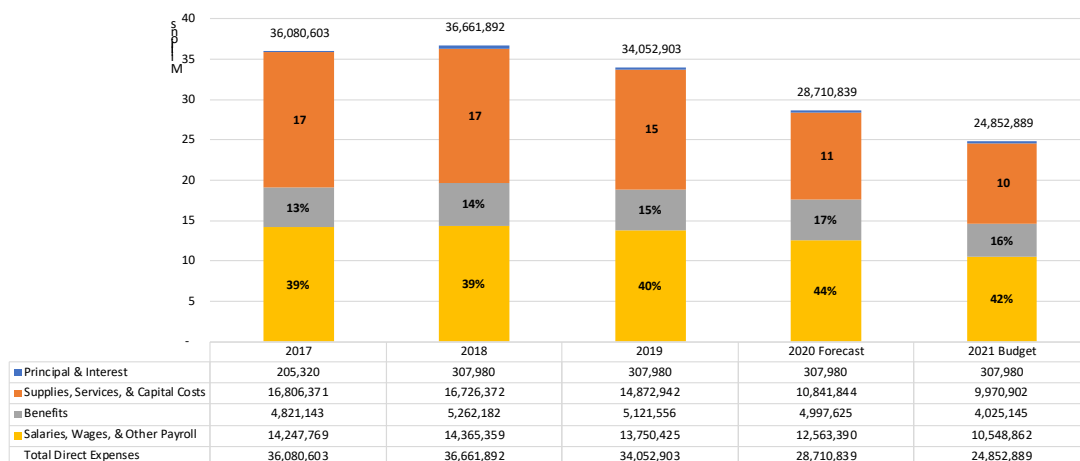
INVESTMENT TRANSFERS

31 Transfer To (From) Plant Fund	756,032	710,965	1,530,790	373,131	18,384	-
32 Transfer To (From) Quasi Endowments	-	-	-	-	-	-
33 Internal Bank Transfers	-	-	-	-	-	-
34 Total Investment Transfers	756,032	710,965	1,530,790	373,131	18,384	-

35 Total Transfers to (from) Reserve	7,370,398	3,352,497	2,574,167	805,385	(3,016,956)	(1,424,157)
36 Adjusted Net Results	-	-	-	-	-	-

Total Direct Expenses (row 26) - Share of University Total	5.0%	5.2%	4.8%	4.7%	4.0%	3.6%
--	------	------	------	------	------	------

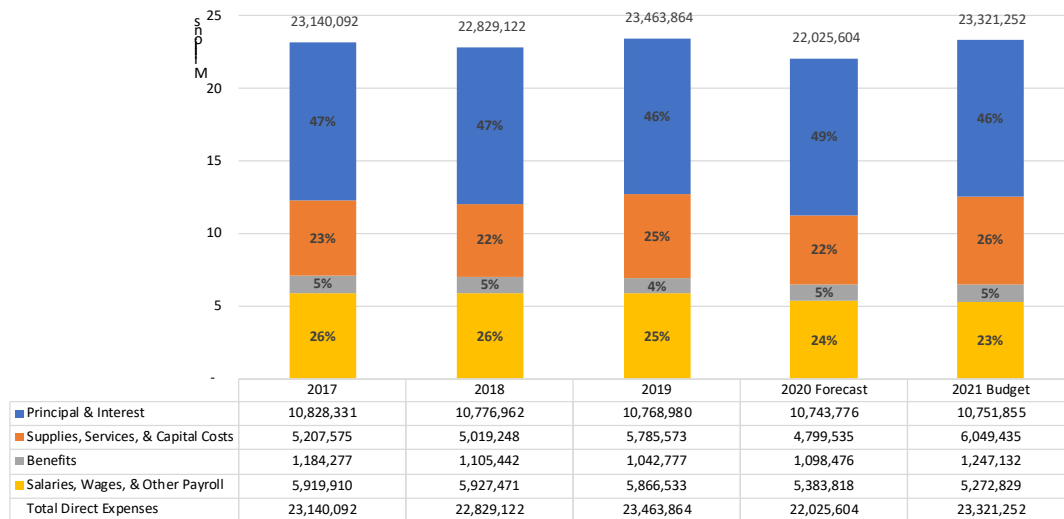
Direct Expenses



12.3 Housing & Residence Life

HOUSING REVENUES							
		FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Budget	FY20 Forecast	FY21 Budget
1	State Appropriations	-	-	-	-	-	-
2	Gross Undergraduate Tuition & Fees	-	-	-	-	-	-
3	UG Student Financial Aid	(689,619)	(941,340)	(2,070,518)	(4,296,667)	(4,168,342)	(5,176,667)
4	Net Undergraduate Tuition & Fees	(689,619)	(941,340)	(2,070,518)	(4,296,667)	(4,168,342)	(5,176,667)
5	Gross Graduate Tuition & Fees	-	-	-	-	-	-
6	Graduate Student Financial Aid	(3,130)	(2,589)	-	(24,564)	(4,949)	(8,188)
7	Net Graduate Tuition & Fees	(3,130)	(2,589)	-	(24,564)	(4,949)	(8,188)
8	Room & Board	54,178,013	52,597,763	52,258,306	50,212,890	40,045,078	41,795,584
9	Grants & Contracts	775	445	-	-	-	-
10	Facilities & Admin Cost Recovery	-	-	-	-	-	-
11	Endowment Distributions	-	-	-	-	-	-
12	Contributions	3,225	1,170	1,100	-	-	-
13	Investment Income	-	-	-	-	-	-
14	Internal & External Sales	1,762,790	1,857,235	1,870,777	1,718,165	1,084,864	1,095,560
15	Total Revenues	55,252,055	53,512,684	52,059,665	47,609,824	36,956,651	37,706,289
16	Spending Authorization	150,000	150,000	150,000	150,000	150,000	-
17	Total Revenues & Revenue Allocation	55,402,055	53,662,684	52,209,665	47,759,824	37,106,651	37,706,289
18	Total Funding Transfers	959,251	1,387,044	2,116,401	1,894,230	2,097,734	1,850,703
EXPENSES							
19	Total Salaries, Wages, & Other Payroll	5,919,910	5,927,471	5,866,533	6,133,530	5,383,818	5,272,829
20	Total Benefits	1,184,277	1,105,442	1,042,777	1,100,622	1,098,476	1,247,132
21	Supplies, Services, & Capital Costs	5,207,575	5,019,248	5,785,573	7,464,822	4,799,535	6,049,435
22	Internal Principal & Interest	10,828,331	10,776,962	10,768,980	10,753,809	10,743,776	10,751,855
23	External Debt Service - Principal	-	-	-	-	-	-
24	External Debt Service - Interest	-	-	-	-	-	-
25	Depreciation	-	-	-	-	-	-
26	Total Direct Expenses	23,140,092	22,829,122	23,463,864	25,452,783	22,025,604	23,321,252
27	Capital Cost Allocation	-	-	-	-	-	-
28	Contribution Margin	13,748,206	13,631,619	13,948,174	12,669,381	12,669,381	10,319,106
29	Total Expenses & Expense Allocations	36,888,298	36,460,741	37,412,038	38,122,164	34,694,985	33,640,358
30	Results of Operations	17,554,506	15,814,898	12,681,225	7,743,430	313,932	2,215,228
INVESTMENT TRANSFERS							
31	Transfer To (From) Plant Fund	(94,590)	12,906,542	9,143,688	11,450,000	9,405,963	1,000,000
32	Transfer To (From) Quasi Endowments	-	-	-	-	-	-
33	Internal Bank Transfers	-	-	-	-	-	-
34	Total Investment Transfers	(94,590)	12,906,542	9,143,688	11,450,000	9,405,963	1,000,000
35	Total Transfers to (from) Reserve	17,649,096	2,908,356	3,537,537	(3,706,570)	(9,092,031)	1,215,228
36	Adjusted Net Results	-	-	-	-	-	-
Total Direct Expenses (row 26)- Share of University Total		3.2%	3.2%	3.3%	3.4%	3.0%	3.4%

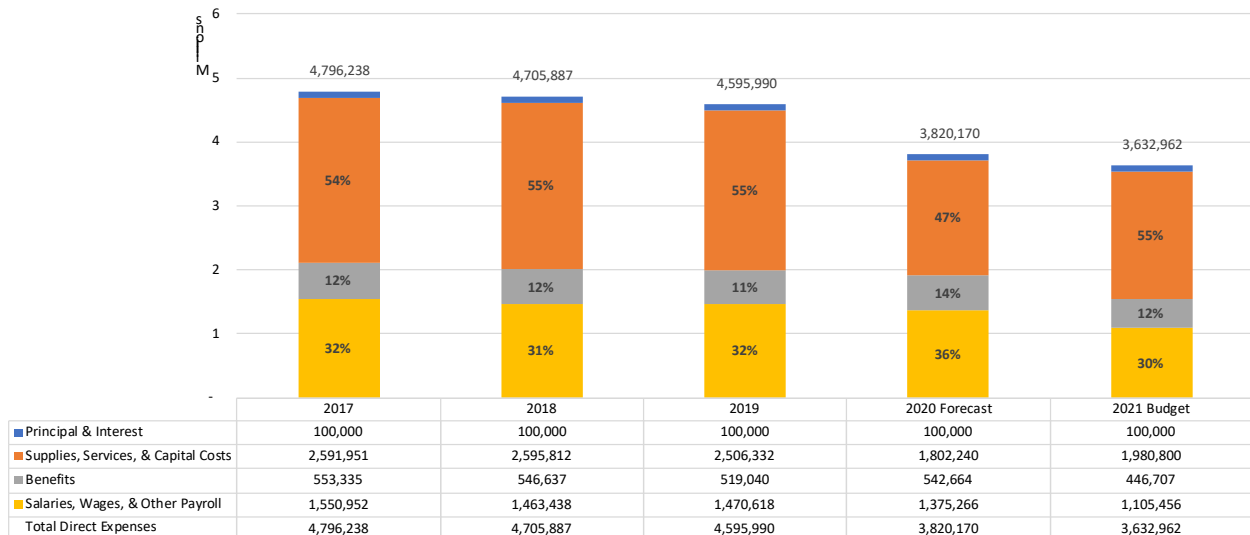
Direct Expenses



12.4 Parking & Transportation

TRANSPORTATION							
REVENUES							
		FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Budget	FY20 Forecast	FY21 Budget
1	State Appropriations	-	-	-	-	-	-
2	Gross Undergraduate Tuition & Fees	(288)	-	-	-	-	-
3	UG Student Financial Aid	-	-	-	-	-	-
4	Net Undergraduate Tuition & Fees	-	-	-	-	-	-
5	Gross Graduate Tuition & Fees	-	-	-	-	-	-
6	Graduate Student 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	5,710,457	5,331,309	5,219,990	5,279,515	3,580,085	3,784,197
15	Total Revenues	5,710,170	5,331,309	5,219,990	5,279,515	3,580,085	3,784,197
16	Spending Authorization	-	-	-	-	-	-
17	Total Revenues & Revenue Allocation	5,710,170	5,331,309	5,219,990	5,279,515	3,580,085	3,784,197
18	Total Funding Transfers	30,288	87,282	135,280	159,349	141,833	142,006
EXPENSES							
19	Total Salaries, Wages, & Other Payroll	1,550,952	1,463,438	1,470,618	1,405,152	1,375,266	1,105,456
20	Total Benefits	553,335	546,637	519,040	544,297	542,664	446,707
21	Supplies, Services, & Capital Costs	2,591,951	2,595,812	2,506,332	2,676,834	1,802,240	1,980,800
22	Internal Principal & Interest	100,000	100,000	100,000	100,000	100,000	100,000
23	External Debt Service - Principal	-	-	-	-	-	-
24	External Debt Service - Interest	-	-	-	-	-	-
25	Depreciation	-	-	-	-	-	-
26	Total Direct Expenses	4,796,238	4,705,887	4,595,990	4,726,283	3,820,170	3,632,962
27	Capital Cost Allocation	-	-	-	-	-	-
28	Contribution Margin	210,628	219,340	229,099	226,356	226,356	156,074
29	Total Expenses & Expense Allocations	5,006,866	4,925,227	4,825,090	4,952,639	4,046,526	3,789,037
30	Results of Operations	673,016	318,800	259,620	167,527	(608,274)	(146,846)
INVESTMENT TRANSFERS							
31	Transfer To (From) Plant Fund	(1,157,229)	65,062	264,362	150,000	-	150,000
32	Transfer To (From) Quasi Endowments	-	-	-	-	-	-
33	Internal Bank Transfers	102,756	119,476	119,476	-	-	-
34	Total Investment Transfers	(1,054,473)	184,538	383,838	150,000	-	150,000
35	Total Transfers to (from) Reserve	1,727,489	134,262	(124,218)	17,527	(608,274)	(296,846)
36	Adjusted Net Results	-	-	-	-	-	-
Total Direct Expenses (row 26) - Share of University Total		0.7%	0.7%	0.6%	0.6%	0.5%	0.5%

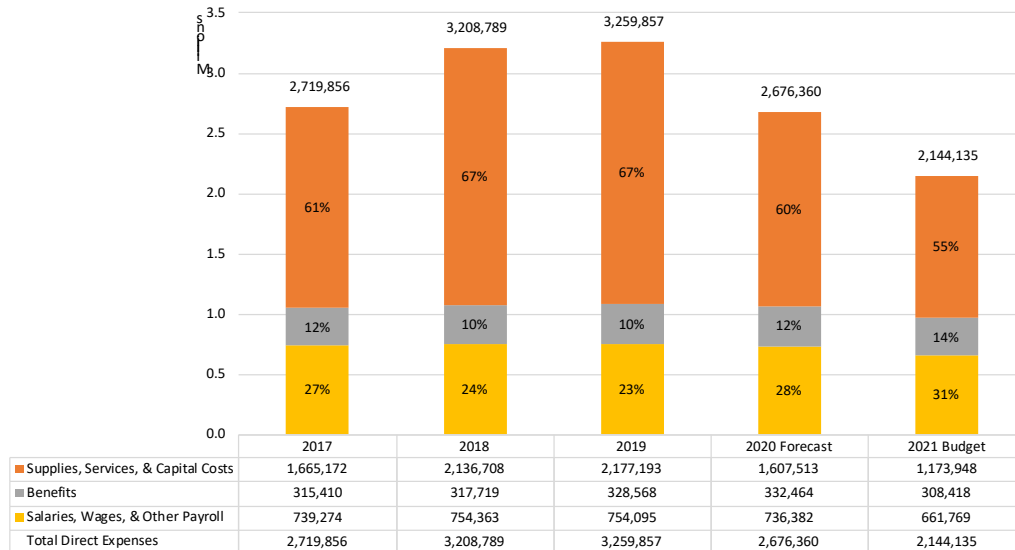
Direct Expenses



12.5 Printing

PRINTING REVENUES		FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Budget	FY20 Forecast	FY21 Budget
1	State Appropriations	-	-	-	-	-	-
2	Gross Undergraduate Tuition & Fees	-	-	-	-	-	-
3	UG Student Financial Aid	-	-	-	-	-	-
4	Net Undergraduate Tuition & Fees	-	-	-	-	-	-
5	Gross Graduate Tuition & Fees	-	-	-	-	-	-
6	Graduate Student Financial Aid	-	-	-	-	-	-
7	Net Graduate Tuition & Fees	-	-	-	-	-	-
8	Room & Board	-	-	-	-	-	-
9	Grants & Contracts	8,441	7,011	7,428	-	-	-
10	Facilities & Admin Cost Recovery	-	-	-	-	-	-
11	Endowment Distributions	-	-	-	-	-	-
12	Contributions	-	-	-	-	-	-
13	Investment Income	-	-	-	-	-	-
14	Internal & External Sales	3,146,027	3,368,083	3,361,594	2,744,775	2,231,893	2,445,000
15	Total Revenues	3,154,468	3,375,095	3,369,023	2,744,775	2,231,893	2,445,000
16	Spending Authorization	-	-	-	-	-	-
17	Total Revenues & Revenue Allocation	3,154,468	3,375,095	3,369,023	2,744,775	2,231,893	2,445,000
18	Total Funding Transfers	(8,601)	(26,339)	(3,151)	-	-	-
EXPENSES							
19	Total Salaries, Wages, & Other Payroll	739,274	754,363	754,095	740,721	736,382	661,769
20	Total Benefits	315,410	317,719	328,568	333,932	332,464	308,418
21	Supplies, Services, & Capital Costs	1,665,172	2,136,708	2,177,193	1,451,175	1,607,513	1,173,948
22	Internal Principal & Interest	-	-	-	-	-	-
23	External Debt Service - Principal	-	-	-	-	-	-
24	External Debt Service - Interest	-	-	-	-	-	-
25	Depreciation	-	-	-	-	-	-
26	Total Direct Expenses	2,719,856	3,208,789	3,259,857	2,525,827	2,676,360	2,144,135
27	Capital Cost Allocation	-	-	-	-	-	-
28	Contribution Margin	229,506	240,434	247,735	218,948	218,948	192,911
29	Total Expenses & Expense Allocations	2,949,362	3,449,224	3,507,592	2,744,775	2,895,308	2,337,045
30	Results of Operations	213,707	(47,790)	(135,419)	(0)	(663,415)	107,955
INVESTMENT TRANSFERS							
31	Transfer To (From) Plant Fund	-	2,184	-	-	5,134	-
32	Transfer To (From) Quasi Endowments	-	-	-	-	-	-
33	Internal Bank Transfers	-	-	-	-	-	-
34	Total Investment Transfers	-	2,184	-	-	5,134	-
35	Total Transfers to (from) Reserve	213,707	(49,974)	(135,419)	(0)	(668,549)	107,955
36	Adjusted Net Results	-	-	-	-	-	-
Total Direct Expenses (row 26)- Share of University Total		0.4%	0.5%	0.5%	0.3%	0.4%	0.3%

Direct Expenses

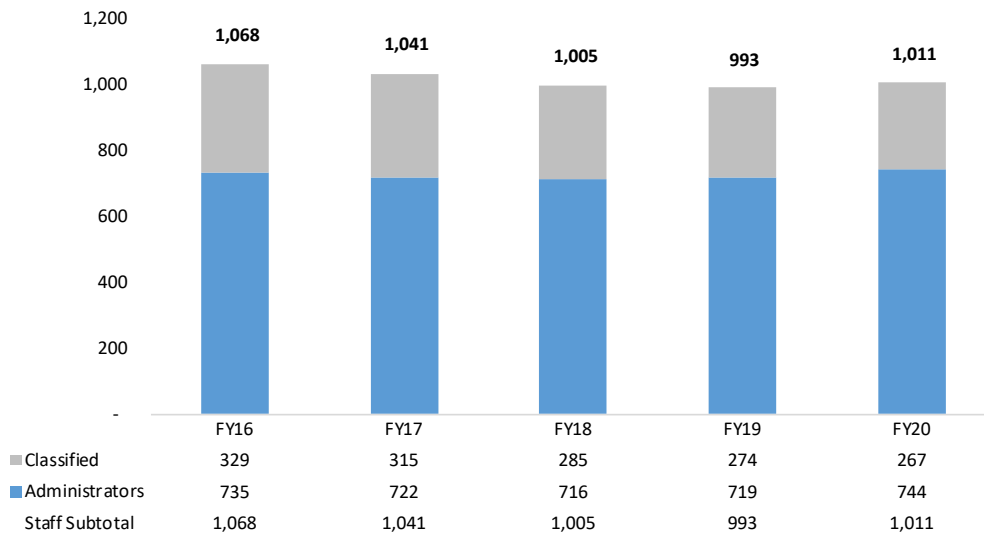


13 Administrative Unit Summaries

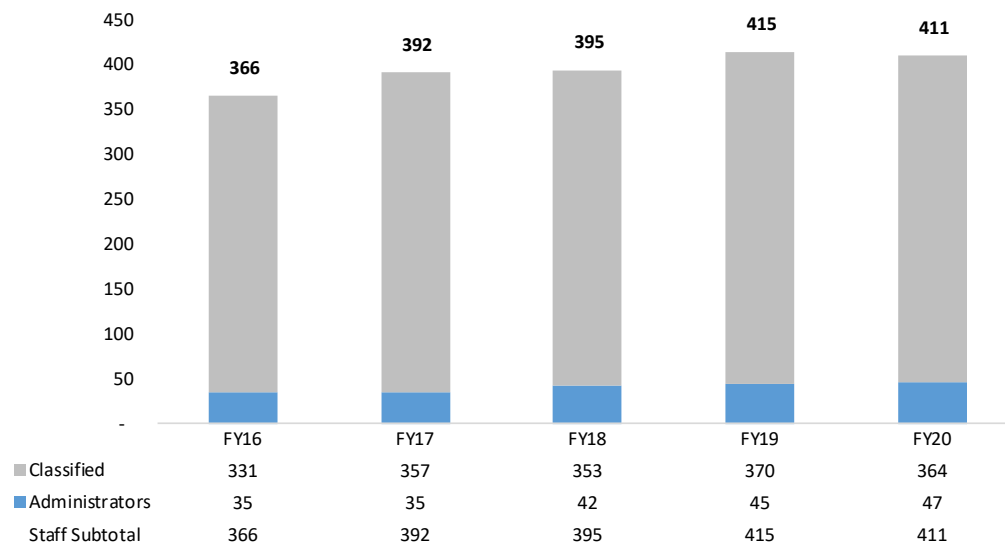
The charts below illustrate FY16-FY20 staffing trends for Administrative Units aggregated at the Vice President level. Units with distinct headcount staffing charts include: VP of Advancement, VP of Student Affairs, VP of Research, VP of Finance & Administration, Operations & Maintenance, Information Technology, Provost, and President. All other administrative units have their total headcount trends reflected in the final chart.

Administrative Unit Headcount—Consolidated

Administrative & Academic Support Units - Staff Headcount

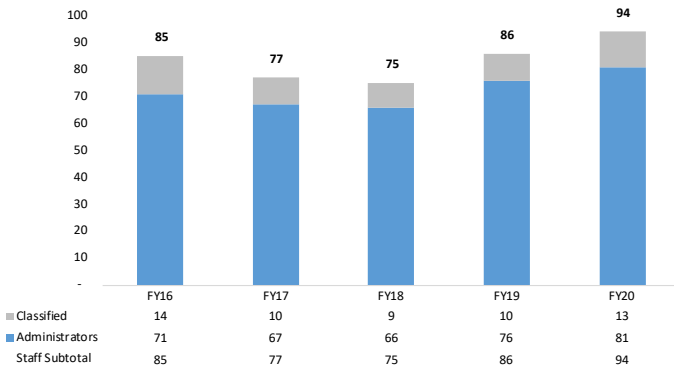


Operations & Maintenance - Staff Headcount

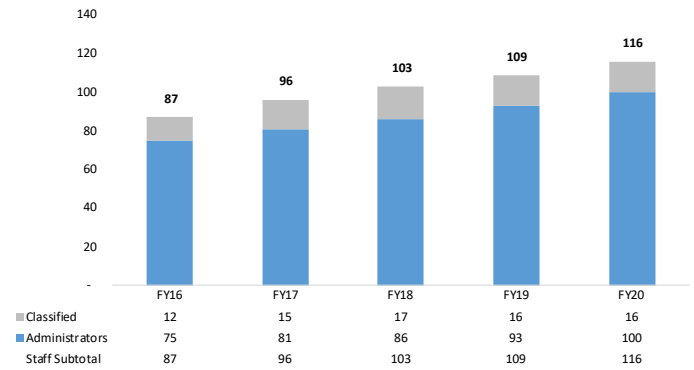


Administrative Unit Headcount– Planning Unit Detail

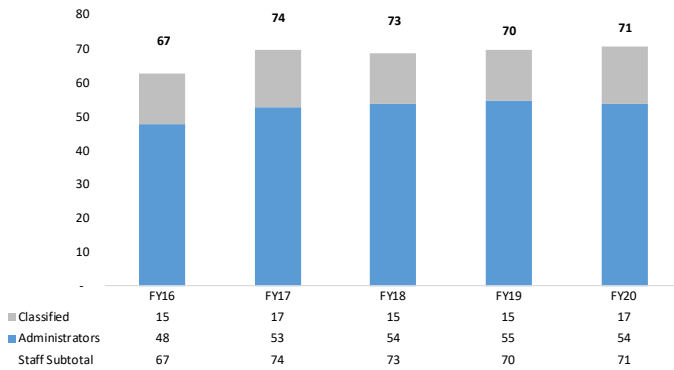
VP of Advancement- Staff Headcount



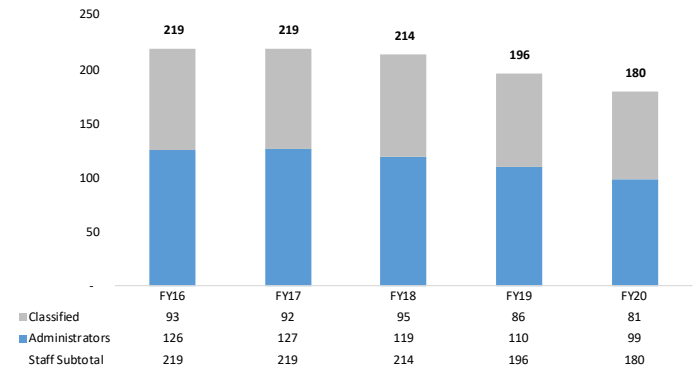
VP of Student Affairs- Staff Headcount



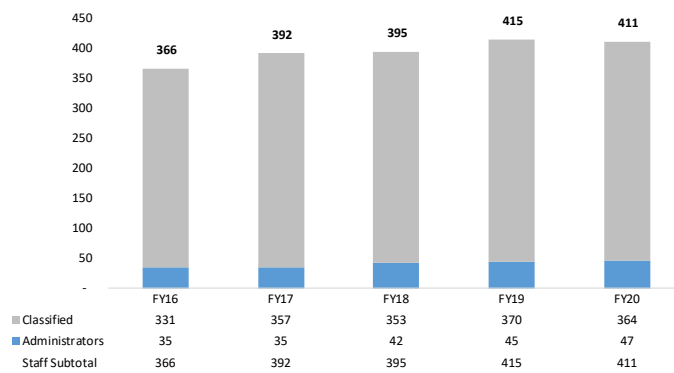
VP of Research- Staff Headcount



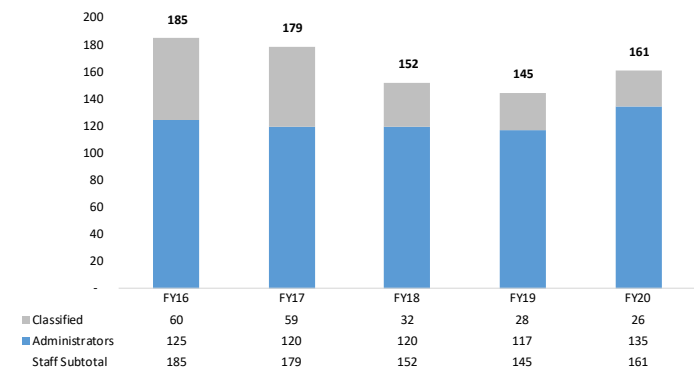
VP Finance & Administration- Staff Headcount



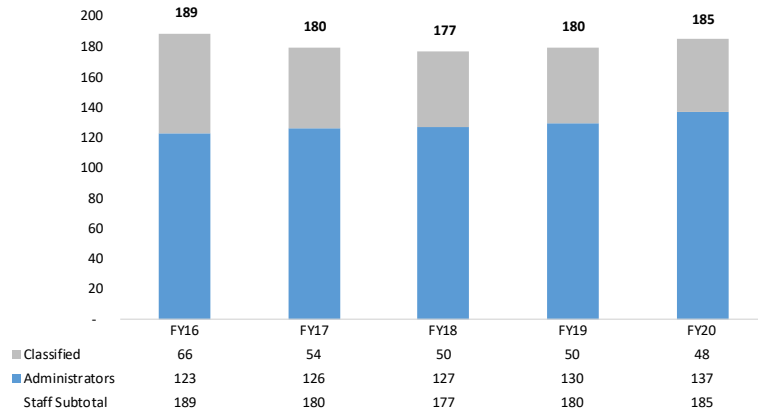
Operations & Maintenance - Staff Headcount



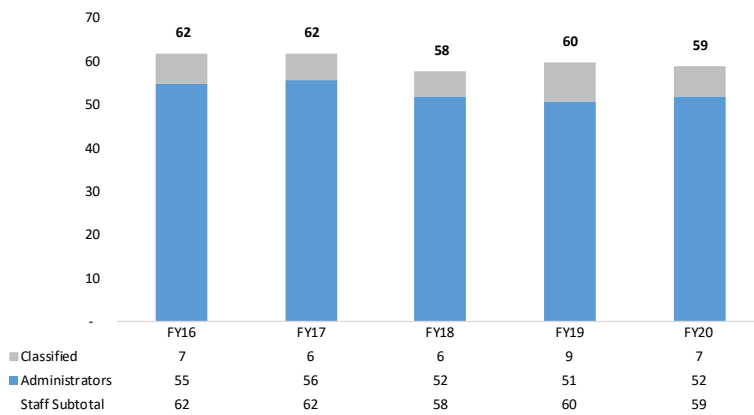
Information Technology- Staff Headcount



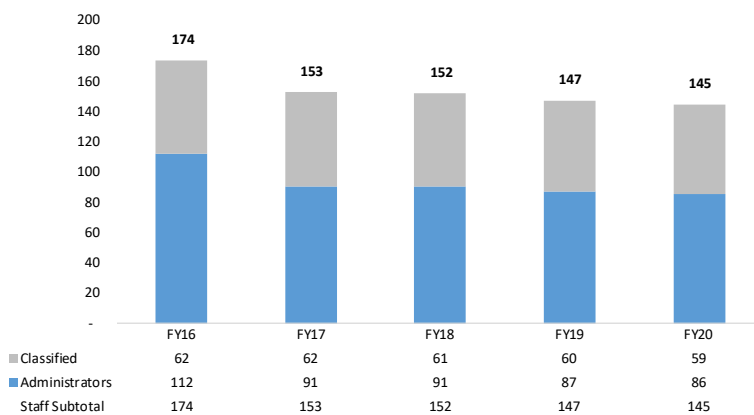
Provost- Staff Headcount



President- Staff Headcount



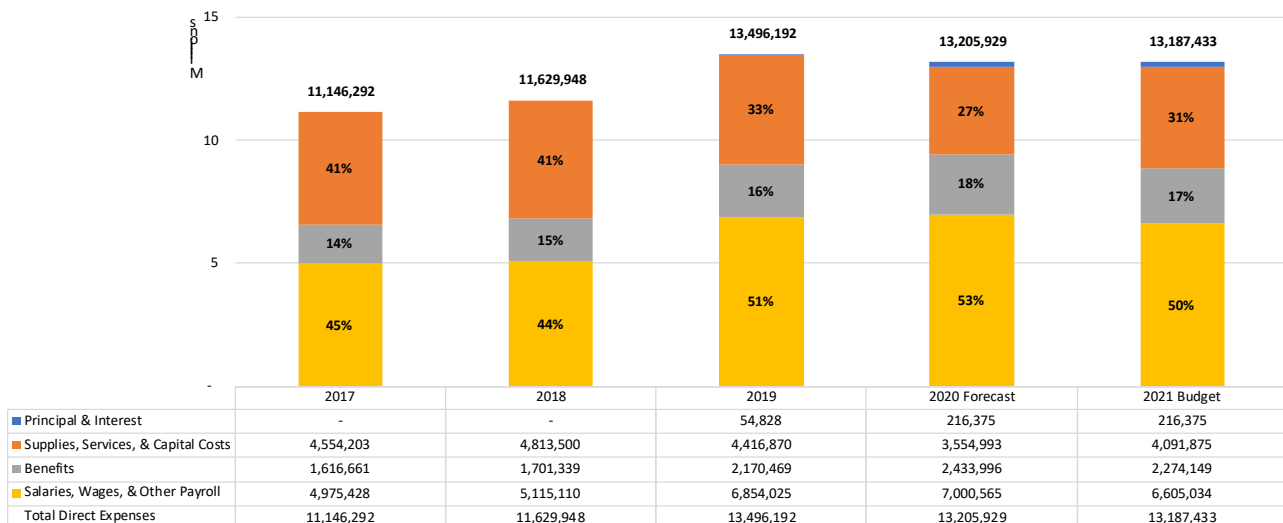
Other- Staff Headcount



13.1 Advancement

VP OF ADVANCEMENT REVENUES		FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Budget	FY20 Forecast	FY21 Budget
1	State Appropriations	-	-	-	-	-	-
2	Gross Undergraduate Tuition & Fees	-	-	-	-	-	-
3	UG Student Financial Aid	(100,225)	(59,568)	(82,012)	-	(52,977)	(60,728)
4	Net Undergraduate Tuition & Fees	(100,225)	(59,568)	(82,012)	-	(52,977)	(60,728)
5	Gross Graduate Tuition & Fees	-	-	-	-	-	-
6	Graduate Student Financial Aid	-	-	-	-	-	-
7	Net Graduate Tuition & Fees	-	-	-	-	-	-
8	Room & Board	-	-	-	-	-	-
9	Grants & Contracts	841	1,916	9,297	-	14,778	13,860
10	Facilities & Admin Cost Recovery	-	-	-	-	-	-
11	Endowment Distributions	7,422,532	7,780,155	7,953,792	7,536,068	7,977,157	8,190,032
12	Contributions	170,611	203,141	225,552	975,000	637,500	1,131,956
13	Investment Income	2,528,358	1,740,474	1,031,676	1,744,142	(11,662)	1,636,255
14	Internal & External Sales	2,945,700	1,091,966	1,112,662	669,825	477,575	369,825
15	Total Revenues	12,967,817	10,758,084	10,250,969	10,925,035	9,042,371	11,281,200
16	Spending Authorization	2,617,443	1,522,382	3,322,100	3,377,310	3,377,310	1,865,237
17	Total Revenues & Revenue Allocation	15,585,261	12,280,466	13,573,068	14,302,345	12,419,681	13,146,437
18	Total Funding Transfers	352,524	1,069,138	4,527,195	91,165	844,048	(40,997)
EXPENSES							
19	Total Salaries, Wages, & Other Payroll	4,975,428	5,115,110	6,854,025	7,463,767	7,000,565	6,605,034
20	Total Benefits	1,616,661	1,701,339	2,170,469	2,585,266	2,433,996	2,274,149
21	Supplies, Services, & Capital Costs	4,554,203	4,813,500	4,416,870	3,945,772	3,554,993	4,091,875
22	Internal Principal & Interest	-	-	54,828	216,375	216,375	216,375
23	External Debt Service - Principal	-	-	-	-	-	-
24	External Debt Service - Interest	-	-	-	-	-	-
25	Depreciation	7,308	-	-	-	-	-
26	Total Direct Expenses	11,153,600	11,629,948	13,496,192	14,211,180	13,205,929	13,187,433
27	Capital Cost Allocation	-	-	-	-	-	-
28	Contribution Margin	-	-	-	-	-	-
29	Total Expenses & Expense Allocations	11,153,600	11,629,948	13,496,192	14,211,180	13,205,929	13,187,433
30	Results of Operations	4,079,137	(418,621)	(4,450,318)	(0)	(1,630,297)	-
INVESTMENT TRANSFERS							
31	Transfer To (From) Plant Fund	-	-	-	-	-	-
32	Transfer To (From) Quasi Endowments	-	-	-	-	-	-
33	Internal Bank Transfers	-	-	-	-	-	-
34	Total Investment Transfers	-	-	-	-	-	-
35	Total Transfers to (from) Reserve	4,079,137	(418,621)	(4,450,318)	(0)	(1,630,297)	0
36	Adjusted Net Results	-	-	-	-	-	(0)
Total Direct Expenses (row 26)- Share of University Total		1.6%	1.7%	1.9%	1.9%	1.8%	1.9%

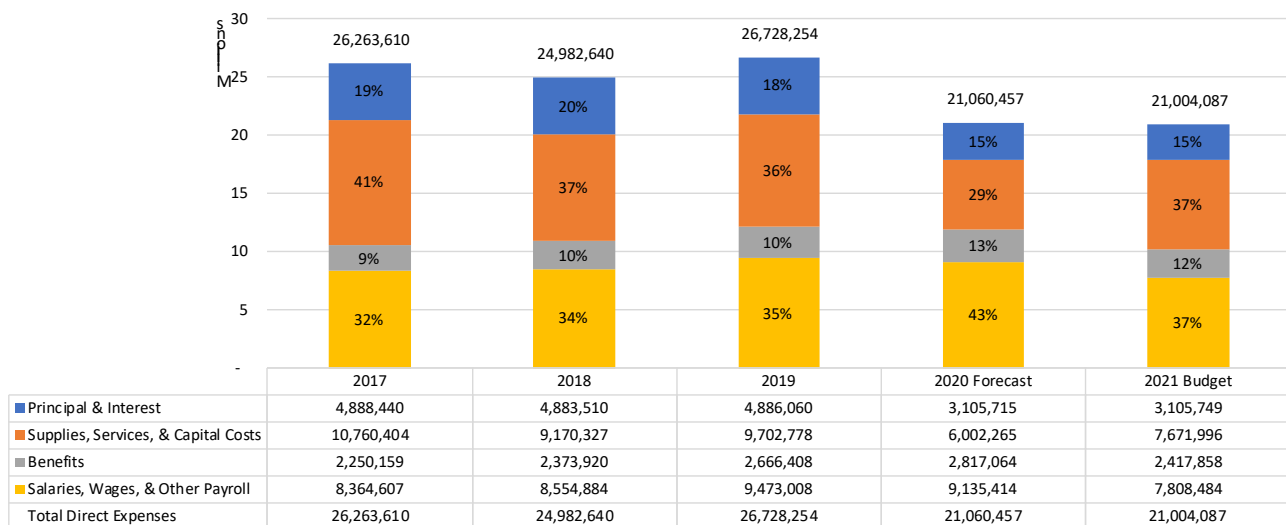
Direct Expenses



13.2 Student Affairs

Student Affairs							
REVENUES							
	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Budget	FY20 Forecast	FY21 Budget	
1	State Appropriations	-	-	-	-	-	-
2	Gross Undergraduate Tuition & Fees	675,083	165,775	736,242	1,376,934	1,233,798	1,489,901
3	UG Student Financial Aid	(100,317)	(113,334)	(137,584)	(30,000)	(30,000)	(30,000)
4	Net Undergraduate Tuition & Fees	(89,395)	(105,659)	486,808	1,166,934	1,078,798	1,344,300
5	Gross Graduate Tuition & Fees	90	98	102	88	88	88
6	Graduate Student Financial Aid	(9,440)	(760)	(4,509)	-	-	-
7	Net Graduate Tuition & Fees	(9,350)	(662)	(4,407)	88	88	88
8	Room & Board	-	-	-	-	-	-
9	Grants & Contracts	131,942	182,331	222,646	-	-	-
10	Facilities & Admin Cost Recovery	993	1,653	13,630	-	-	-
11	Endowment Distributions	166,724	102,681	117,442	118,515	118,515	-
12	Contributions	77,488	161,674	224,396	-	-	-
13	Investment Income	-	-	-	-	-	-
14	Internal & External Sales	8,827,222	8,249,473	8,747,700	7,830,561	5,650,232	7,475,551
15	Total Revenues	9,769,785	8,749,591	9,920,066	9,296,098	6,972,633	8,935,540
16	Spending Authorization	15,798,280	15,807,093	15,838,799	14,052,430	14,052,430	11,767,832
17	Total Revenues & Revenue Allocation	25,568,065	24,556,684	25,758,865	23,348,528	21,025,063	20,703,372
18	Total Funding Transfers	76,139	(611,047)	(1,175,974)	(335,338)	(323,023)	(409,866)
EXPENSES							
19	Total Salaries, Wages, & Other Payroll	8,364,607	8,554,884	9,473,008	9,510,318	9,135,414	7,808,484
20	Total Benefits	2,250,159	2,373,920	2,666,408	2,868,689	2,817,064	2,417,858
21	Supplies, Services, & Capital Costs	10,760,404	9,170,327	9,702,778	8,151,823	6,002,265	7,671,996
22	Internal Principal & Interest	4,888,440	4,883,510	4,886,060	3,105,715	3,105,715	3,105,749
23	External Debt Service - Principal	-	-	-	-	-	-
24	External Debt Service - Interest	-	-	-	-	-	-
25	Depreciation	-	-	-	-	-	-
26	Total Direct Expenses	26,263,610	24,982,640	26,728,254	23,636,545	21,060,457	21,004,087
27	Capital Cost Allocation	-	-	-	-	-	-
28	Contribution Margin	(3,813)	-	-	-	-	-
29	Total Expenses & Expense Allocations	26,259,797	24,982,640	26,728,254	23,636,545	21,060,457	21,004,087
30	Results of Operations	(767,870)	185,090	206,586	47,320	287,629	109,151
INVESTMENT TRANSFERS							
31	Transfer To (From) Plant Fund	23,047	73,260	84,885	-	29,764	-
32	Transfer To (From) Quasi Endowments	-	-	-	-	-	-
33	Internal Bank Transfers	-	-	-	-	-	-
34	Total Investment Transfers	23,047	88,260	84,885	-	29,764	-
35	Total Transfers to (from) Reserve	(790,918)	96,829	121,701	47,320	257,865	109,151
36	Adjusted Net Results	-	-	-	-	(0)	-
Total Direct Expenses (row 26)- Share of University Total		3.7%	3.5%	3.7%	3.1%	2.9%	3.1%

Direct Expenses



13.3 Research

Research

REVENUES	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Budget	FY20 Forecast	FY21 Budget
State Appropriations	-	-	-	-	-	-
Gross Undergraduate Tuition & Fees	256,148	251,037	242,409	279,189	250,000	250,000
UG Student Financial Aid	(18,190)	(23,774)	(14,887)	(10,000)	(10,000)	(10,000)
Net Undergraduate Tuition & Fees	235,349	40,084	(14,937)	(10,000)	(10,000)	(10,000)
Gross Graduate Tuition & Fees	252,200	332,984	431,948	271,631	554,663	493,306
Graduate Student Financial Aid	(281,856)	(275,804)	(446,841)	(499,883)	(383,473)	(390,211)
Net Graduate Tuition & Fees	(29,655)	57,180	(14,893)	(228,252)	171,190	103,095
Room & Board	-	-	-	-	-	-
Grants & Contracts	2,151,109	2,612,207	2,930,642	1,500,750	708,935	716,726
Facilities & Admin Cost Recovery	1,389,888	1,349,721	1,564,387	1,110,000	1,362,000	1,362,000
Endowment Distributions	1,707,617	1,682,241	1,651,054	1,860,333	1,645,648	1,647,200
Contributions	82,438	3,215	37,171	-	-	-
Investment Income	-	-	-	-	-	-
Internal & External Sales	5,751,251	6,563,989	6,760,823	3,291,084	3,292,015	703,200
Total Revenues	11,290,606	12,495,818	13,156,705	7,803,104	7,419,788	4,772,221
Spending Authorization	5,132,344	5,182,678	5,664,342	5,795,631	5,795,631	4,880,591
Total Revenues & Revenue Allocation	16,422,950	17,678,495	18,821,046	13,598,735	13,215,419	9,652,812
Total Funding Transfers	1,195,039	1,117,650	1,166,282	1,528,431	1,539,525	995,490

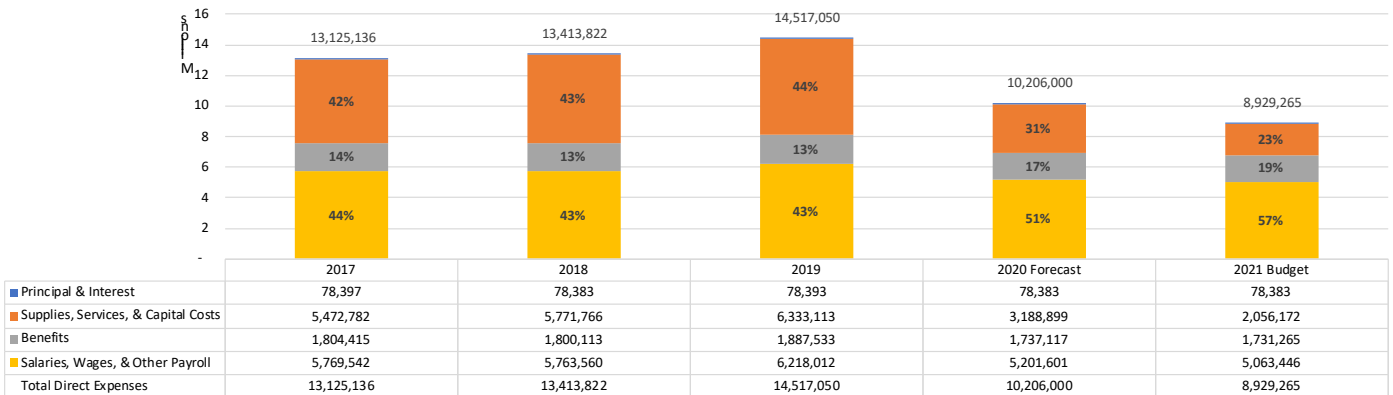
EXPENSES	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Budget	FY20 Forecast	FY21 Budget
Total Salaries, Wages, & Other Payroll	5,769,542	5,763,560	6,218,012	6,022,534	5,201,601	5,063,446
Total Benefits	1,804,415	1,800,113	1,887,533	1,958,896	1,737,117	1,731,265
Supplies, Services, & Capital Costs	5,472,782	5,771,766	6,333,113	3,770,394	3,188,899	2,056,172
Internal Principal & Interest	78,397	78,383	78,393	78,383	78,383	78,383
External Debt Service - Principal	-	-	-	-	-	-
External Debt Service - Interest	-	-	-	-	-	-
Depreciation	-	-	-	-	-	-
Total Direct Expenses	13,125,136	13,413,822	14,517,050	11,830,207	10,206,000	8,929,265
Capital Cost Allocation	-	-	-	-	-	-
Contribution Margin	(61,450)	(61,518)	(61,518)	-	-	-
Total Expenses & Expense Allocations	13,063,686	13,352,304	14,455,532	11,830,207	10,206,000	8,929,265
Results of Operations	2,164,225	3,208,541	3,199,232	240,097	1,469,894	(271,944)

INVESTMENT TRANSFERS	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Budget	FY20 Forecast	FY21 Budget
Transfer To (From) Plant Fund	108,745	1,278	(2,259)	-	-	-
Transfer To (From) Quasi Endowments	-	-	-	-	-	-
Internal Bank Transfers	-	-	-	-	-	-
Total Investment Transfers	108,745	1,278	(2,259)	-	-	-

Total Transfers to (from) Reserve	2,055,480	3,207,263	3,201,491	240,097	1,469,894	(271,944)
Adjusted Net Results	-	-	-	-	0	(0)

Total Direct Expenses (row 26) - Share of University Total	1.8%	1.9%	2.0%	1.6%	1.4%	1.3%
--	------	------	------	------	------	------

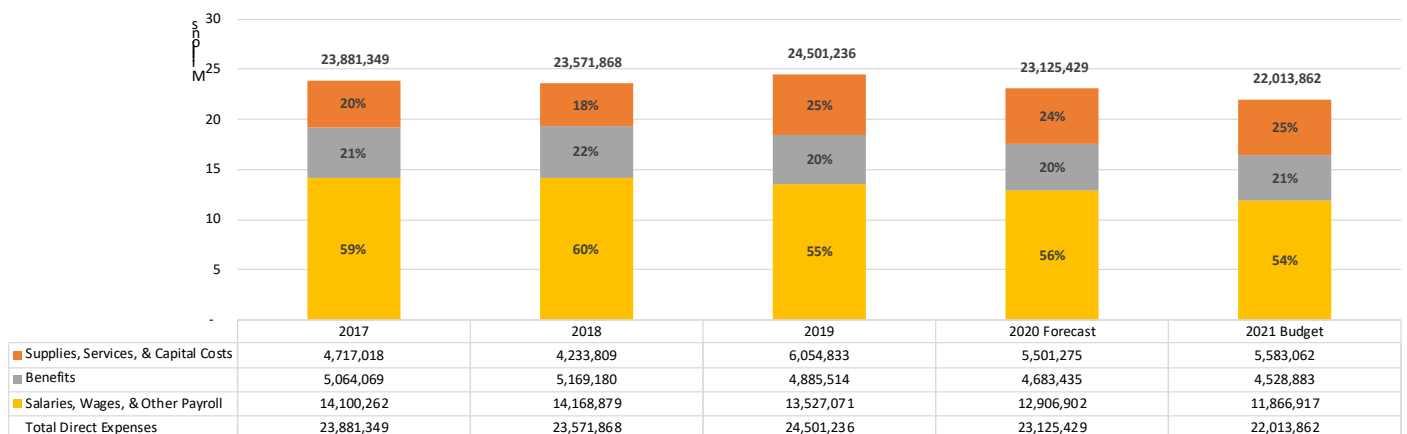
Direct Expenses



13.4 Finance & Administration

Finance & Administration		FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Budget	FY20 Forecast	FY21 Budget
REVENUES							
1	State Appropriations	-	-	-	-	-	-
2	Gross Undergraduate Tuition & Fees	-	(235)	-	-	-	-
3	UG Student Financial Aid	238	(903)	-	-	-	-
4	Net Undergraduate Tuition & Fees	238	(1,138)	-	-	-	-
5	Gross Graduate Tuition & Fees	-	-	-	-	-	-
6	Graduate Student Financial Aid	-	-	-	-	-	-
7	Net Graduate Tuition & Fees	-	-	-	-	-	-
8	Room & Board	-	-	-	-	-	-
9	Grants & Contracts	52,705	52,901	19,262	-	-	-
10	Facilities & Admin Cost Recovery	125	2,917	-	-	-	-
11	Endowment Distributions	1,151	1,125	1,107	-	-	-
12	Contributions	-	-	100	-	-	-
13	Investment Income	-	-	-	-	-	-
14	Internal & External Sales	7,053,410	6,088,609	8,001,971	7,726,997	7,223,805	6,849,587
15	Total Revenues	7,107,629	6,144,414	8,022,439	7,726,997	7,223,805	6,849,587
16	Spending Authorization	18,404,313	17,899,832	16,928,017	15,911,699	15,987,702	14,774,684
17	Total Revenues & Revenue Allocation	25,511,942	24,044,246	24,950,456	23,638,696	23,211,507	21,624,271
18	Total Funding Transfers	(632,941)	(878,388)	(884,383)	(1,097,751)	(947,341)	(685,273)
EXPENSES							
19	Total Salaries, Wages, & Other Payroll	14,100,262	14,168,879	13,527,071	13,760,281	12,906,902	11,866,917
20	Total Benefits	5,064,069	5,169,180	4,885,514	5,126,955	4,683,435	4,528,883
21	Supplies, Services, & Capital Costs	4,717,018	4,233,809	6,054,833	5,991,324	5,501,275	5,583,062
22	Internal Principal & Interest	-	-	33,817	35,000	33,817	35,000
23	External Debt Service - Principal	-	-	-	-	-	-
24	External Debt Service - Interest	-	-	-	-	-	-
25	Depreciation	-	-	-	-	-	-
26	Total Direct Expenses	23,881,349	23,571,868	24,501,236	24,913,560	23,125,429	22,013,862
27	Capital Cost Allocation	-	-	-	-	-	-
28	Contribution Margin	-	-	-	-	-	-
29	Total Expenses & Expense Allocations	23,881,349	23,571,868	24,501,236	24,913,560	23,125,429	22,013,862
30	Results of Operations	2,263,534	1,350,766	1,333,603	(177,112)	1,033,418	295,681
INVESTMENT TRANSFERS							
31	Transfer To (From) Plant Fund	(88,026)	(87,431)	47,394	-	-	-
32	Transfer To (From) Quasi Endowments	-	-	-	-	-	-
33	Internal Bank Transfers	-	-	-	-	-	-
34	Total Investment Transfers	(88,026)	(87,431)	47,394	-	-	-
35	Total Transfers to (from) Reserve	2,351,561	1,438,197	1,286,209	(177,112)	1,033,418	295,681
36	Adjusted Net Results	-	-	-	-	(0)	0
Total Direct Expenses (row 26)- Share of University Total		3.3%	3.3%	3.4%	3.3%	3.2%	3.2%

Direct Expenses



13.5 Operations & Maintenance

Operations & Maintenance

REVENUES	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Budget	FY20 Forecast	FY21 Budget
State Appropriations	-	-	-	-	-	-
Gross Undergraduate Tuition & Fees	-	-	-	-	-	-
UG Student Financial Aid	(9)	(597)	-	-	-	-
Net Undergraduate Tuition & Fees	(9)	(597)	-	-	-	-
Gross Graduate Tuition & Fees	-	-	-	-	-	-
Graduate Student Financial Aid	(18)	-	-	-	-	-
Net Graduate Tuition & Fees	(18)	-	-	-	-	-
Room & Board	-	-	-	-	-	-
Grants & Contracts	17,726	10,695	17,449	-	-	-
Facilities & Admin Cost Recovery	893	946	-	-	-	-
Endowment Distributions	2,550	2,519	2,500	-	-	-
Contributions	2,030	7,063	14,868	-	-	-
Investment Income	-	-	-	-	-	-
Internal & External Sales	2,166,631	2,064,035	2,962,230	2,530,750	2,582,449	2,468,787
Total Revenues	2,189,803	2,084,661	2,997,048	2,530,750	2,582,449	2,468,787
Spending Authorization	44,937,654	45,121,965	45,732,430	45,963,920	45,784,308	37,096,892
Total Revenues & Revenue Allocation	47,127,457	47,206,626	48,729,478	48,494,670	48,366,757	39,565,679

Total Funding Transfers	(696,587)	(22,818)	(426,136)	(39,188)	(98,097)	(214,983)
--------------------------------	------------------	-----------------	------------------	-----------------	-----------------	------------------

EXPENSES

Total Salaries, Wages, & Other Payroll	20,425,822	19,947,444	20,823,752	21,212,598	20,117,338	15,251,428
Total Benefits	8,368,298	8,463,796	8,953,943	9,330,370	8,747,735	6,382,416
Supplies, Services, & Capital Costs	16,778,397	17,928,811	18,159,943	17,810,277	17,408,657	17,896,819
Internal Principal & Interest	-	-	-	-	-	-
External Debt Service - Principal	-	-	-	-	-	-
External Debt Service - Interest	-	-	-	-	-	-
Depreciation	-	-	-	-	-	-
Total Direct Expenses	45,572,517	46,340,051	47,937,638	48,353,245	46,273,730	39,530,662
Capital Cost Allocation	-	-	-	-	-	-
Contribution Margin	-	-	-	-	-	-
Total Expenses & Expense Allocations	45,572,517	46,340,051	47,937,638	48,353,245	46,273,730	39,530,662

Results of Operations	2,251,527	889,393	1,217,976	180,612	2,191,123	250,000
------------------------------	------------------	----------------	------------------	----------------	------------------	----------------

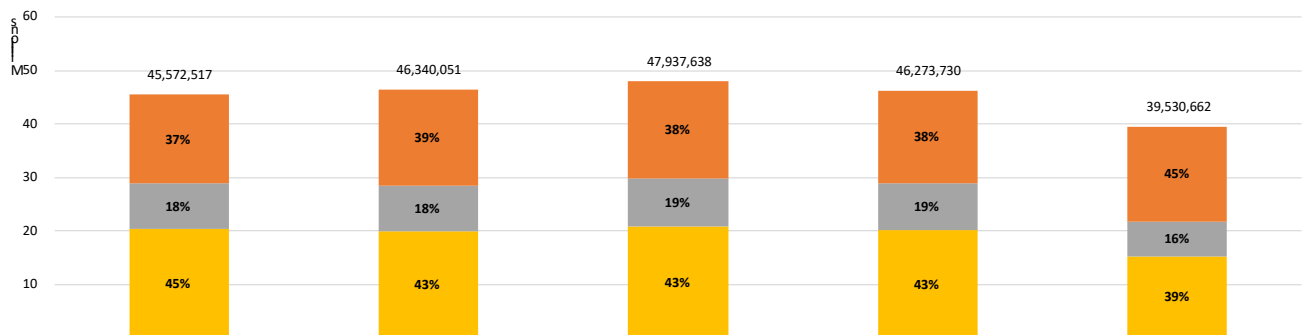
INVESTMENT TRANSFERS

Transfer To (From) Plant Fund	103,053	1,261	1,222,679	-	253,892	250,000
Transfer To (From) Quasi Endowments	-	-	-	-	-	-
Internal Bank Transfers	-	-	-	-	-	-
Total Investment Transfers	103,053	1,261	1,222,679	-	253,892	250,000

Total Transfers to (from) Reserve	2,148,474	888,133	(4,702)	180,612	1,937,231	0
Adjusted Net Results	-	-	-	-	(0)	0

Total Direct Expenses (row 26) - Share of University Total	6.4%	6.6%	6.7%	6.4%	6.4%	5.7%
--	------	------	------	------	------	------

Direct Expenses



Supplies, Services, & Capital Costs	16,778,397	17,928,811	18,159,943	17,408,657	17,896,819
Benefits	8,368,298	8,463,796	8,953,943	8,747,735	6,382,416
Salaries, Wages, & Other Payroll	20,425,822	19,947,444	20,823,752	20,117,338	15,251,428
Total Direct Expenses	45,572,517	46,340,051	47,937,638	46,273,730	39,530,662

13.6 Information Technology

INFORMATION TECHNOLOGY

REVENUES		FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Budget	FY20 Forecast	FY21 Budget
1	State Appropriations	-	-	-	-	-	-
2	Gross Undergraduate Tuition & Fees	112,411	95,973	77,658	100,500	91,500	91,500
3	UG Student Financial Aid	(2,750)	(3,015)	(500)	-	-	-
4	Net Undergraduate Tuition & Fees	(2,750)	(3,015)	(500)	-	-	-
5	Gross Graduate Tuition & Fees	-	-	-	-	-	-
6	Graduate Student Financial Aid	-	-	-	-	-	-
7	Net Graduate Tuition & Fees	-	-	-	-	-	-
8	Room & Board	-	-	-	-	-	-
9	Grants & Contracts	2,641	524	-	-	-	-
10	Facilities & Admin Cost Recovery	-	-	-	-	-	-
11	Endowment Distributions	1,020	1,000	990	-	-	-
12	Contributions	3,198	1,724	1,143	-	-	-
13	Investment Income	-	-	-	-	-	-
14	Internal & External Sales	1,306,763	1,718,934	1,779,556	1,120,181	1,582,430	1,582,430
15	Total Revenues	1,423,284	1,815,140	1,858,848	1,220,681	1,673,930	1,673,930
16	Spending Authorization	24,494,004	26,332,772	26,748,842	26,976,401	26,976,401	25,457,466
17	Total Revenues & Revenue Allocation	25,917,287	28,147,912	28,607,690	28,197,082	28,650,331	27,131,396

18	Total Funding Transfers	(1,086,867)	(974,250)	(518,124)	(271,345)	(246,650)	(246,650)
----	--------------------------------	--------------------	------------------	------------------	------------------	------------------	------------------

EXPENSES

19	Total Salaries, Wages, & Other Payroll	12,715,919	11,120,838	11,046,066	12,850,367	12,555,087	12,145,316
20	Total Benefits	4,087,215	3,696,948	3,732,335	5,544,442	4,063,924	5,329,230
21	Supplies, Services, & Capital Costs	5,923,040	6,444,214	6,635,047	7,828,348	7,072,733	8,032,500
22	Internal Principal & Interest	-	-	-	-	-	-
23	External Debt Service - Principal	-	-	-	-	-	-
24	External Debt Service - Interest	-	-	-	-	-	-
25	Depreciation	-	-	-	-	-	-
26	Total Direct Expenses	22,726,174	21,261,999	21,413,448	26,223,156	23,691,745	25,507,046
27	Capital Cost Allocation	-	-	-	-	-	-
28	Contribution Margin	-	-	-	-	-	-
29	Total Expenses & Expense Allocations	22,726,174	21,261,999	21,413,448	26,223,156	23,691,745	25,507,046

30	Results of Operations	4,277,979	7,860,163	7,712,365	2,245,271	5,205,236	1,871,000
----	------------------------------	------------------	------------------	------------------	------------------	------------------	------------------

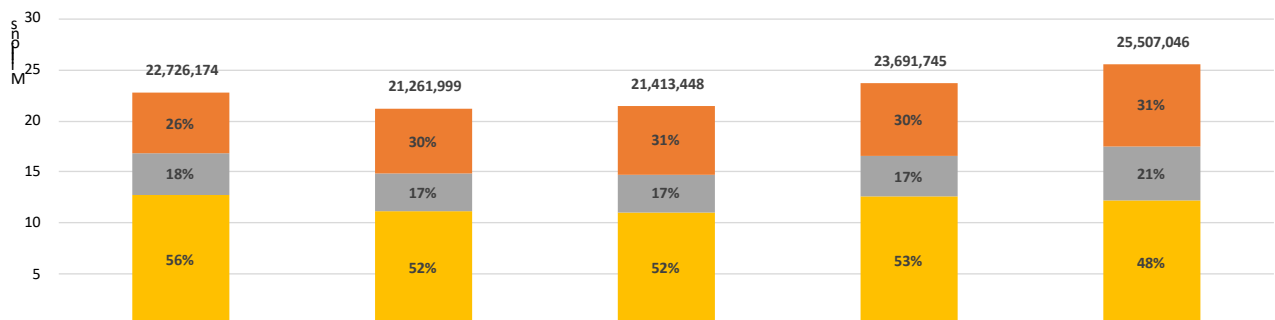
INVESTMENT TRANSFERS

31	Transfer To (From) Plant Fund	(4,052,055)	6,733,322	5,526,364	2,245,271	596,000	1,871,000
32	Transfer To (From) Quasi Endowments	-	-	-	-	-	-
33	Internal Bank Transfers	-	-	-	-	-	-
34	Total Investment Transfers	(4,052,055)	6,733,322	5,526,364	2,245,271	596,000	1,871,000

35	Total Transfers to (from) Reserve	8,330,034	1,126,841	2,186,001	(0)	4,609,236	-
36	Adjusted Net Results	-	-	-	-	-	-

Total Direct Expenses (row 26) - Share of University Total		3.2%	3.0%	3.0%	3.5%	3.3%	3.7%
--	--	------	------	------	------	------	------

Direct Expenses



	2017	2018	2019	2020 Forecast	2021 Budget
Supplies, Services, & Capital Costs	5,923,040	6,444,214	6,635,047	7,072,733	8,032,500
Benefits	4,087,215	3,696,948	3,732,335	4,063,924	5,329,230
Salaries, Wages, & Other Payroll	12,715,919	11,120,838	11,046,066	12,555,087	12,145,316
Total Direct Expenses	22,726,174	21,261,999	21,413,448	23,691,745	25,507,046

13.7 Provost's Office

Provost REVENUES		FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Budget	FY20 Forecast	FY21 Budget
1	State Appropriations	-	-	-	-	-	-
2	Gross Undergraduate Tuition & Fees	476,885	654,092	487,977	519,331	454,221	528,516
3	UG Student Financial Aid	(1,215,009)	(1,257,773)	(1,410,744)	(1,563,804)	(1,811,653)	(1,711,547)
4	Net Undergraduate Tuition & Fees	(772,961)	(657,761)	(958,366)	(1,072,804)	(1,385,825)	(1,220,547)
5	Gross Graduate Tuition & Fees	2,084	-	-	-	-	-
6	Graduate Student Financial Aid	(20,120)	(2,000)	(7,255)	-	(2,000)	-
7	Net Graduate Tuition & Fees	(18,036)	(2,000)	(7,255)	-	(2,000)	-
8	Room & Board	-	-	-	-	-	-
9	Grants & Contracts	65,828	97,257	112,608	111,455	67,850	93,343
10	Facilities & Admin Cost Recovery	4,280	-	15	-	-	-
11	Endowment Distributions	2,107,243	2,052,623	2,154,207	2,279,088	2,336,937	2,335,016
12	Contributions	976,957	597,855	216,607	213,168	188,168	188,168
13	Investment Income	75	59	64	40	40	40
14	Internal & External Sales	2,610,958	3,041,302	1,065,824	955,924	1,003,252	796,922
15	Total Revenues	5,009,181	5,183,415	2,619,304	2,515,202	2,236,815	2,230,458
16	Spending Authorization	20,504,553	19,571,592	19,747,361	19,662,103	19,661,522	17,675,326
17	Total Revenues & Revenue Allocation	25,513,734	24,755,007	22,366,665	22,177,305	21,898,337	19,905,784

18	Total Funding Transfers	(1,090,151)	(822,568)	(613,668)	(277,933)	(2,580,048)	(2,039,116)
----	--------------------------------	--------------------	------------------	------------------	------------------	--------------------	--------------------

EXPENSES		FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Budget	FY20 Forecast	FY21 Budget
19	Total Salaries, Wages, & Other Payroll	11,476,751	11,529,975	11,967,036	12,532,054	12,032,624	11,696,251
20	Total Benefits	3,976,333	4,010,359	4,201,987	4,672,267	4,379,501	4,368,060
21	Supplies, Services, & Capital Costs	7,241,507	7,618,781	6,461,315	5,250,917	7,440,098	5,880,589
22	Internal Principal & Interest	171,754	33,817	-	-	-	-
23	External Debt Service - Principal	-	-	-	-	-	-
24	External Debt Service - Interest	-	-	-	-	-	-
25	Depreciation	-	-	-	-	-	-
26	Total Direct Expenses	22,866,345	23,192,933	22,630,337	22,455,238	23,852,223	21,944,900
27	Capital Cost Allocation	-	-	-	-	-	-
28	Contribution Margin	-	-	-	-	-	-
29	Total Expenses & Expense Allocations	22,866,345	23,192,933	22,630,337	22,455,238	23,852,223	21,944,900

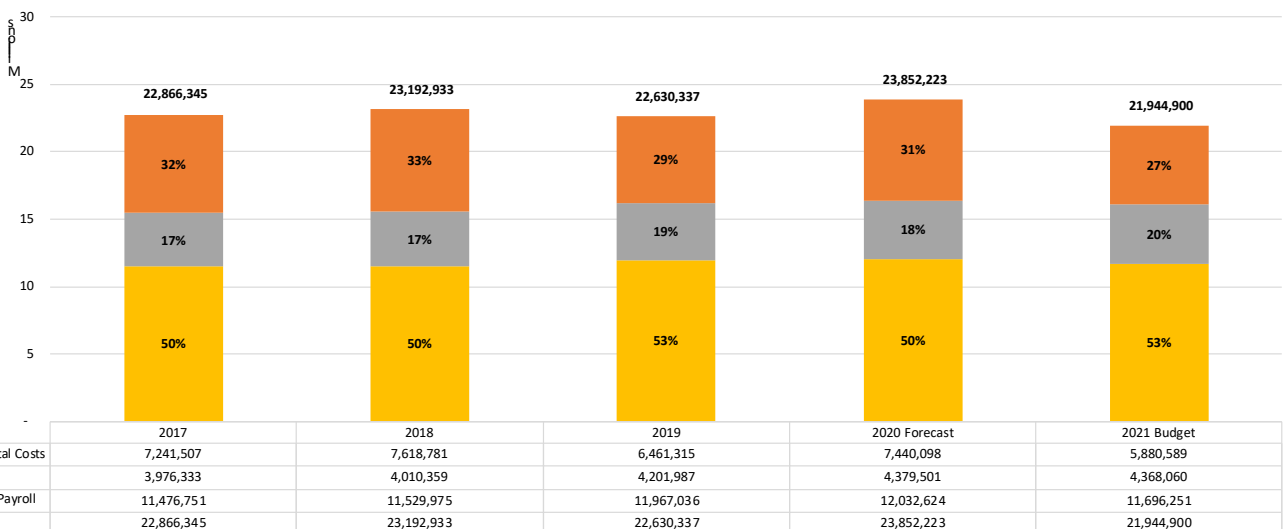
30	Results of Operations	3,737,540	2,384,642	349,996	(1)	626,162	0
----	------------------------------	------------------	------------------	----------------	------------	----------------	----------

INVESTMENT TRANSFERS		FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Budget	FY20 Forecast	FY21 Budget
31	Transfer To (From) Plant Fund	118,748	257,067	28,584	-	-	-
32	Transfer To (From) Quasi Endowments	1,968	-	-	-	-	-
33	Internal Bank Transfers	-	-	-	-	-	-
34	Total Investment Transfers	120,716	257,067	28,584	-	-	-

35	Total Transfers to (from) Reserve	3,616,824	2,127,575	321,412	(1)	626,162	0
36	Adjusted Net Results	-	-	-	-	-	(0)

	Total Direct Expenses (row 26)- Share of University Total	3.2%	3.3%	3.2%	3.0%	3.3%	3.2%
--	---	------	------	------	------	------	------

Direct Expenses



13.8 President's Office

President REVENUES		FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Budget	FY20 Forecast	FY21 Budget
1	State Appropriations	-	-	-	-	-	-
2	Gross Undergraduate Tuition & Fees	-	-	-	-	-	-
3	UG Student Financial Aid	(182,577)	(165,666)	(129,295)	(137,797)	(137,897)	(206,070)
4	Net Undergraduate Tuition & Fees	(182,577)	(165,666)	(129,295)	(137,797)	(137,897)	(206,070)
5	Gross Graduate Tuition & Fees	-	-	-	-	-	-
6	Graduate Student Financial Aid	(4,116)	(750)	(5,250)	-	-	-
7	Net Graduate Tuition & Fees	(4,116)	(750)	(5,250)	-	-	-
8	Room & Board	-	-	-	-	-	-
9	Grants & Contracts	130,957	54,435	61,877	37,549	38,804	38,804
10	Facilities & Admin Cost Recovery	3,762	-	-	-	-	-
11	Endowment Distributions	215,284	243,780	254,381	249,325	249,325	318,408
12	Contributions	24,450	20,640	109,093	3,000	3,000	3,000
13	Investment Income	-	-	-	-	-	-
14	Internal & External Sales	107,227	72,364	52,750	21,000	12,780	21,000
15	Total Revenues	294,988	224,803	343,556	173,077	166,012	175,142
16	Spending Authorization	6,888,140	8,132,966	8,696,557	9,555,193	9,555,193	11,918,606
17	Total Revenues & Revenue Allocation	7,183,128	8,357,769	9,040,113	9,728,270	9,721,205	12,093,748

18	Total Funding Transfers	(858,515)	(689,069)	275,281	424,862	(501,931)	(1,066,931)
----	--------------------------------	------------------	------------------	----------------	----------------	------------------	--------------------

EXPENSES		FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Budget	FY20 Forecast	FY21 Budget
19	Total Salaries, Wages, & Other Payroll	6,518,833	5,956,085	5,987,042	6,200,036	6,058,255	7,506,511
20	Total Benefits	1,890,475	1,747,628	1,802,756	1,921,902	1,878,209	2,518,568
21	Supplies, Services, & Capital Costs	1,363,307	1,283,346	1,368,231	1,181,470	2,075,132	3,135,600
22	Internal Principal & Interest	-	-	-	-	-	-
23	External Debt Service - Principal	-	-	-	-	-	-
24	External Debt Service - Interest	-	-	-	-	-	-
25	Depreciation	-	-	-	-	-	-
26	Total Direct Expenses	9,772,615	8,987,058	9,158,030	9,303,408	10,011,595	13,160,679
27	Capital Cost Allocation	-	-	-	-	-	-
28	Contribution Margin	-	-	(776,228)	-	-	-
29	Total Expenses & Expense Allocations	9,772,615	8,987,058	8,381,802	9,303,408	10,011,595	13,160,679

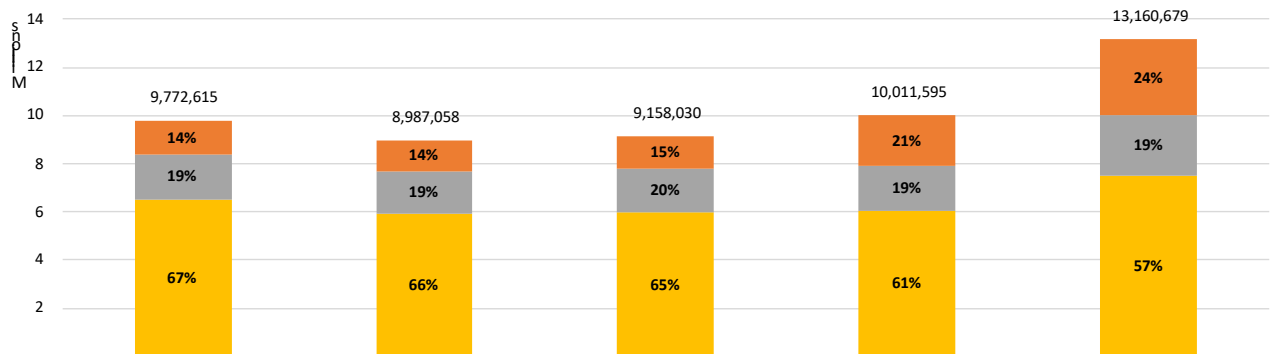
30	Results of Operations	(1,730,971)	59,780	383,030	0	211,541	(0)
----	------------------------------	--------------------	---------------	----------------	----------	----------------	------------

INVESTMENT TRANSFERS		FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Budget	FY20 Forecast	FY21 Budget
31	Transfer To (From) Plant Fund	(5,728)	-	37,719	-	-	-
32	Transfer To (From) Quasi Endowments	-	-	-	-	-	-
33	Internal Bank Transfers	-	-	-	-	-	-
34	Total Investment Transfers	(5,728)	-	37,719	-	-	-

35	Total Transfers to (from) Reserve	(1,725,244)	59,780	345,312	0	211,541	(0)
36	Adjusted Net Results	-	-	-	-	(0)	(0)

Total Direct Expenses (row 26) - Share of University Total		1.4%	1.3%	1.3%	1.2%	1.4%	1.9%
--	--	------	------	------	------	------	------

Direct Expenses



	2017	2018	2019	2020 Forecast	2021 Budget
Supplies, Services, & Capital Costs	1,363,307	1,283,346	1,368,231	2,075,132	3,135,600
Benefits	1,890,475	1,747,628	1,802,756	1,878,209	2,518,568
Salaries, Wages, & Other Payroll	6,518,833	5,956,085	5,987,042	6,058,255	7,506,511
Total Direct Expenses	9,772,615	8,987,058	9,158,030	10,011,595	13,160,679

13.9 Airport

AIRPORT		FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Budget	FY20 Forecast	FY21 Budget
1	State Appropriations	-	-	-	-	-	-
2	Gross Undergraduate Tuition & Fees	-	-	-	-	-	-
3	UG Student Financial Aid	-	-	-	-	-	-
4	Net Undergraduate Tuition & Fees	-	-	-	-	-	-
5	Gross Graduate Tuition & Fees	-	-	-	-	-	-
6	Graduate Student Financial Aid	-	-	-	-	-	-
7	Net Graduate Tuition & Fees	-	-	-	-	-	-
8	Room & Board	-	-	-	-	-	-
9	Grants & Contracts	2,012,299	948	-	660,250	-	58,305
10	Facilities & Admin Cost Recovery	-	-	35	-	-	-
11	Endowment Distributions	-	-	-	-	-	-
12	Contributions	50	-	-	-	-	-
13	Investment Income	-	-	-	-	-	-
14	Internal & External Sales	1,294,441	1,345,271	1,452,413	1,527,786	1,237,786	1,403,936
15	Total Revenues	3,306,790	1,346,219	1,452,449	2,188,036	1,237,786	1,462,241
16	Spending Authorization	815,634	823,653	841,303	875,589	875,589	772,034
17	Total Revenues & Revenue Allocation	4,122,424	2,169,872	2,293,752	3,063,625	2,113,375	2,234,275

18	Total Funding Transfers	18,913	(9,327)	82,918	(34,297)	12,203	12,219
----	--------------------------------	--------	---------	--------	----------	--------	--------

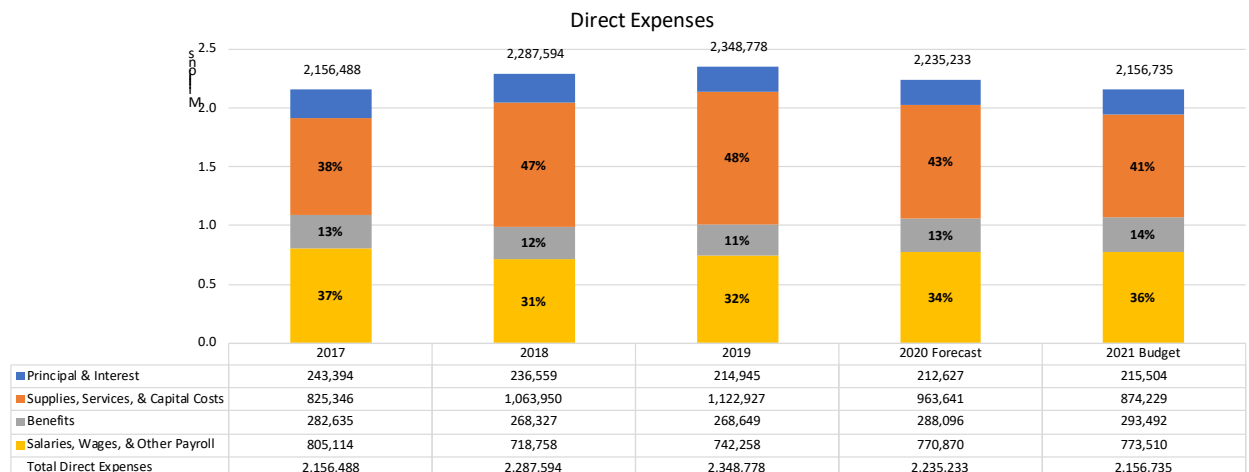
EXPENSES		FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Budget	FY20 Forecast	FY21 Budget
19	Total Salaries, Wages, & Other Payroll	805,114	718,758	742,258	861,415	770,870	773,510
20	Total Benefits	282,635	268,327	268,649	315,765	288,096	293,492
21	Supplies, Services, & Capital Costs	825,346	1,063,950	1,122,927	1,650,391	963,641	874,229
22	Internal Principal & Interest	243,394	236,559	214,945	212,627	212,627	215,504
23	External Debt Service - Principal	-	-	-	-	-	-
24	External Debt Service - Interest	-	-	-	-	-	-
25	Depreciation	-	-	-	-	-	-
26	Total Direct Expenses	2,156,488	2,287,594	2,348,778	3,040,198	2,235,233	2,156,735
27	Capital Cost Allocation	-	-	-	-	-	-
28	Contribution Margin	-	-	-	-	-	-
29	Total Expenses & Expense Allocations	2,156,488	2,287,594	2,348,778	3,040,198	2,235,233	2,156,735

30	Results of Operations	1,947,023	(108,395)	(137,944)	57,724	(134,062)	65,321
----	------------------------------	-----------	-----------	-----------	--------	-----------	--------

INVESTMENT TRANSFERS		FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Budget	FY20 Forecast	FY21 Budget
31	Transfer To (From) Plant Fund	1,999,858	(59,600)	42,000	-	-	-
32	Transfer To (From) Quasi Endowments	-	-	-	-	-	-
33	Internal Bank Transfers	-	-	-	-	-	-
34	Total Investment Transfers	1,999,858	(59,600)	42,000	-	-	-

35	Total Transfers to (from) Reserve	(52,836)	(48,796)	(179,944)	57,724	(134,062)	65,321
36	Adjusted Net Results	-	-	-	-	0	0

Total Direct Expenses (row 26) - Share of University Total		0.3%	0.3%	0.3%	0.4%	0.3%	0.3%
--	--	------	------	------	------	------	------



13.10 Athena

ATHENA		FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Budget	FY20 Forecast	FY21 Budget
1	State Appropriations	-	-	-	-	-	-
2	Gross Undergraduate Tuition & Fees	-	-	-	-	-	-
3	UG Student Financial Aid	-	-	-	-	-	-
4	Net Undergraduate Tuition & Fees	-	-	-	-	-	-
5	Gross Graduate Tuition & Fees	-	-	-	-	-	-
6	Graduate Student Financial Aid	-	(930)	-	-	(1,210)	-
7	Net Graduate Tuition & Fees	-	(930)	-	-	(1,210)	-
8	Room & Board	-	-	-	-	-	-
9	Grants & Contracts	71,922	82,255	77,943	81,500	81,500	81,500
10	Facilities & Admin Cost Recovery	-	-	-	-	-	-
11	Endowment Distributions	-	-	-	-	-	-
12	Contributions	5,000	5,100	16,000	5,000	-	-
13	Investment Income	-	-	-	-	-	-
14	Internal & External Sales	177,931	237,033	206,533	232,000	173,107	237,000
15	Total Revenues	254,853	323,458	300,476	318,500	253,397	318,500
16	Spending Authorization	89,625	91,490	94,813	97,333	97,333	78,598
17	Total Revenues & Revenue Allocation	344,478	414,948	395,289	415,833	350,730	397,098

18	Total Funding Transfers	(50,057)	(52,868)	(61,144)	(50,500)	(53,238)	(50,500)
----	--------------------------------	----------	----------	----------	----------	----------	----------

EXPENSES		FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Budget	FY20 Forecast	FY21 Budget
19	Total Salaries, Wages, & Other Payroll	243,186	234,357	247,601	235,088	238,540	221,700
20	Total Benefits	60,214	64,361	68,997	66,704	66,645	62,417
21	Supplies, Services, & Capital Costs	121,796	126,028	99,999	164,541	109,332	163,481
22	Internal Principal & Interest	-	-	-	-	-	-
23	External Debt Service - Principal	-	-	-	-	-	-
24	External Debt Service - Interest	-	-	-	-	-	-
25	Depreciation	-	-	-	-	-	-
26	Total Direct Expenses	425,197	424,745	416,597	466,333	414,518	447,598
27	Capital Cost Allocation	-	-	-	-	-	-
28	Contribution Margin	-	-	-	-	-	-
29	Total Expenses & Expense Allocations	425,197	424,745	416,597	466,333	414,518	447,598

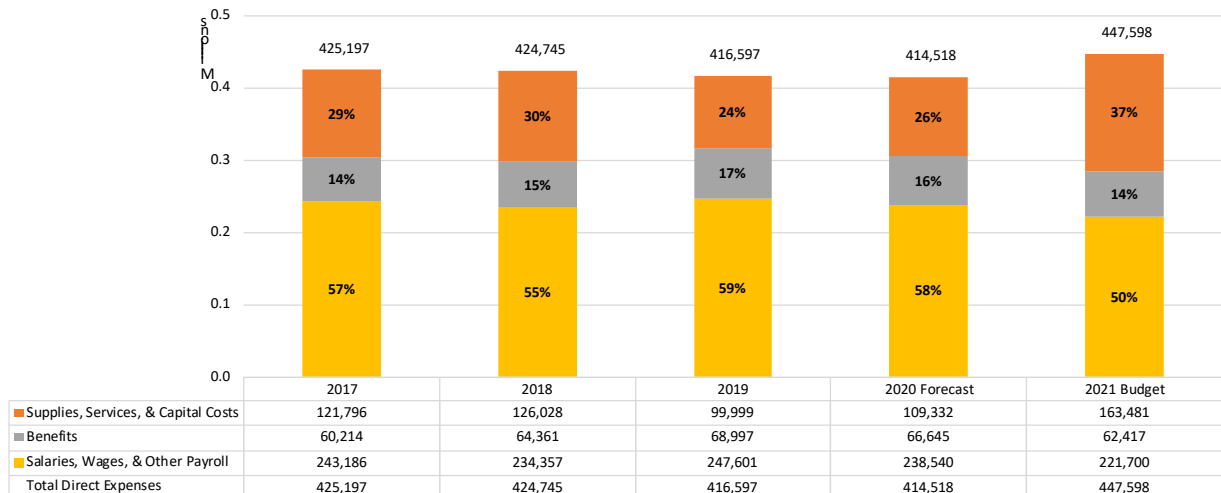
30	Results of Operations	(30,662)	43,071	39,836	0	(10,550)	(0)
----	------------------------------	----------	--------	--------	---	----------	-----

INVESTMENT TRANSFERS		FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Budget	FY20 Forecast	FY21 Budget
31	Transfer To (From) Plant Fund	-	-	-	-	13,000	-
32	Transfer To (From) Quasi Endowments	-	-	-	-	-	-
33	Internal Bank Transfers	-	-	-	-	-	-
34	Total Investment Transfers	-	-	-	-	13,000	-

35	Total Transfers to (from) Reserve	(30,662)	43,071	39,836	0	(23,550)	(0)
36	Adjusted Net Results	-	-	-	-	-	-

Total Direct Expenses (row 26)- Share of University Total		0.1%	0.1%	0.1%	0.1%	0.1%	0.1%
---	--	------	------	------	------	------	------

Direct Expenses



13.11 Child Development Center (CDC)

CHILD DEVELOPMENT CENTER		FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Budget	FY20 Forecast	FY21 Budget
1	State Appropriations	-	-	-	-	-	-
2	Gross Undergraduate Tuition & Fees	-	-	-	-	-	-
3	UG Student Financial Aid	-	-	-	-	-	-
4	Net Undergraduate Tuition & Fees	-	-	-	-	-	-
5	Gross Graduate Tuition & Fees	-	-	-	-	-	-
6	Graduate Student Financial Aid	(48,638)	(16,376)	(16,912)	(16,376)	-	-
7	Net Graduate Tuition & Fees	(48,638)	(16,376)	(16,912)	(16,376)	-	-
8	Room & Board	-	-	-	-	-	-
9	Grants & Contracts	3,571	3,928	5,200	-	-	-
10	Facilities & Admin Cost Recovery	-	-	-	-	-	-
11	Endowment Distributions	-	-	-	-	-	-
12	Contributions	1,881	1,667	2,256	-	-	-
13	Investment Income	-	-	-	-	-	-
14	Internal & External Sales	765,480	777,389	808,727	797,395	797,395	726,829
15	Total Revenues	722,294	766,608	799,272	781,019	797,395	726,829
16	Spending Authorization	341,212	339,192	363,003	434,503	370,599	343,450
17	Total Revenues & Revenue Allocation	1,063,506	1,105,800	1,162,275	1,215,522	1,167,994	1,070,279
18	Total Funding Transfers	(225,447)	(22,997)	(5,633)	(30,980)	-	-

EXPENSES		FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Budget	FY20 Forecast	FY21 Budget
19	Total Salaries, Wages, & Other Payroll	756,698	752,039	743,317	813,666	739,344	717,342
20	Total Benefits	327,546	333,544	330,609	359,710	345,245	345,824
21	Supplies, Services, & Capital Costs	60,825	66,769	61,003	89,502	83,405	7,113
22	Internal Principal & Interest	-	-	-	-	-	-
23	External Debt Service - Principal	-	-	-	-	-	-
24	External Debt Service - Interest	-	-	-	-	-	-
25	Depreciation	-	-	-	-	-	-
26	Total Direct Expenses	1,145,069	1,152,353	1,134,930	1,262,878	1,167,994	1,070,279
27	Capital Cost Allocation	-	-	-	-	-	-
28	Contribution Margin	-	-	-	-	-	-
29	Total Expenses & Expense Allocations	1,145,069	1,152,353	1,134,930	1,262,878	1,167,994	1,070,279

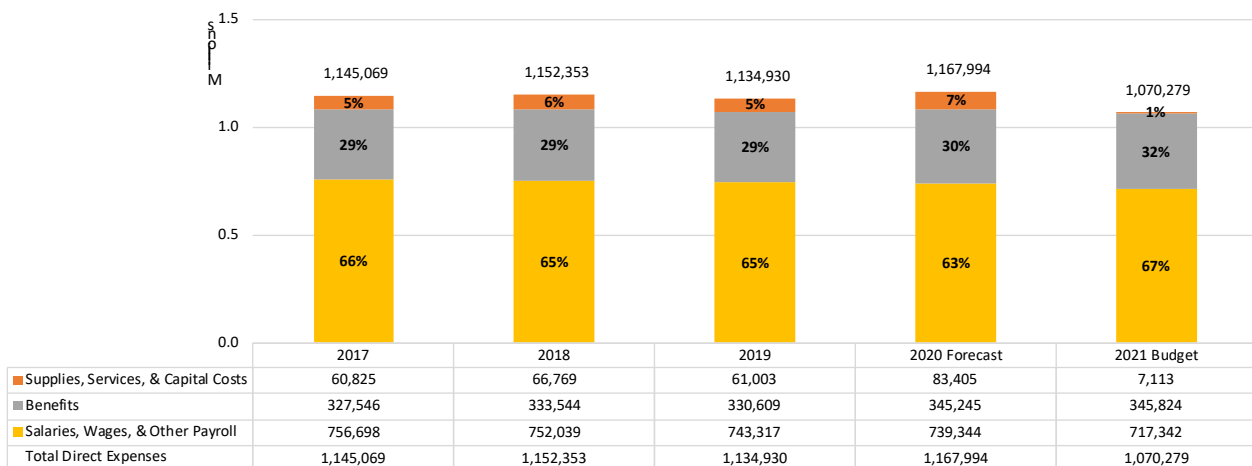
30	Results of Operations	143,884	(23,556)	32,977	(16,376)	0	0
----	------------------------------	----------------	-----------------	---------------	-----------------	----------	----------

INVESTMENT TRANSFERS		FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Budget	FY20 Forecast	FY21 Budget
31	Transfer To (From) Plant Fund	-	18,620	(1,618)	-	-	-
32	Transfer To (From) Quasi Endowments	-	-	-	-	-	-
33	Internal Bank Transfers	-	-	-	-	-	-
34	Total Investment Transfers	-	18,620	(1,618)	-	-	-

35	Total Transfers to (from) Reserve	143,884	(42,176)	34,595	(16,376)	0	0
36	Adjusted Net Results	-	-	-	-	-	-

Total Direct Expenses (row 26) - Share of University Total		0.2%	0.2%	0.2%	0.2%	0.2%	0.2%
--	--	------	------	------	------	------	------

Direct Expenses



13.12 International Student & Faculty Services (ISFS)

ISFS		FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Budget	FY20 Forecast	FY21 Budget
1	State Appropriations	-	-	-	-	-	-
2	Gross Undergraduate Tuition & Fees	30,905	43,190	37,650	42,750	40,300	11,250
3	UG Student Financial Aid	-	(10,300)	(1,000)	-	-	-
4	Net Undergraduate Tuition & Fees	-	(10,300)	(1,000)	-	-	-
5	Gross Graduate Tuition & Fees	-	-	-	-	-	-
6	Graduate Student Financial Aid	(550)	(650)	-	-	-	-
7	Net Graduate Tuition & Fees	(550)	(650)	-	-	-	-
8	Room & Board	-	-	-	-	-	-
9	Grants & Contracts	2,621	(105)	-	-	-	-
10	Facilities & Admin Cost Recovery	-	-	-	-	-	-
11	Endowment Distributions	10,514	10,196	5,424	-	5,398	5,463
12	Contributions	-	-	-	-	-	-
13	Investment Income	-	-	-	-	-	-
14	Internal & External Sales	-	955	380	-	1,534	-
15	Total Revenues	43,490	43,285	42,454	42,750	47,232	16,713
16	Spending Authorization	503,631	516,515	513,130	518,823	518,823	509,414
17	Total Revenues & Revenue Allocation	547,121	559,801	555,584	561,573	566,055	526,127

18	Total Funding Transfers	(56,634)	(5,269)	17,693	-	(39,875)	-
----	--------------------------------	-----------------	----------------	---------------	----------	-----------------	----------

EXPENSES

19	Total Salaries, Wages, & Other Payroll	341,533	326,296	341,794	360,904	351,439	308,826
20	Total Benefits	129,874	112,768	113,726	137,689	131,733	113,351
21	Supplies, Services, & Capital Costs	90,175	112,903	110,203	55,590	123,446	103,950
22	Internal Principal & Interest	-	-	-	-	-	-
23	External Debt Service - Principal	-	-	-	-	-	-
24	External Debt Service - Interest	-	-	-	-	-	-
25	Depreciation	-	-	-	-	-	-
26	Total Direct Expenses	561,582	551,966	565,723	554,183	606,618	526,127
27	Capital Cost Allocation	-	-	-	-	-	-
28	Contribution Margin	-	-	-	-	-	-
29	Total Expenses & Expense Allocations	561,582	551,966	565,723	554,183	606,618	526,127

30	Results of Operations	42,173	13,104	(27,831)	7,390	(688)	(0)
----	------------------------------	---------------	---------------	-----------------	--------------	--------------	------------

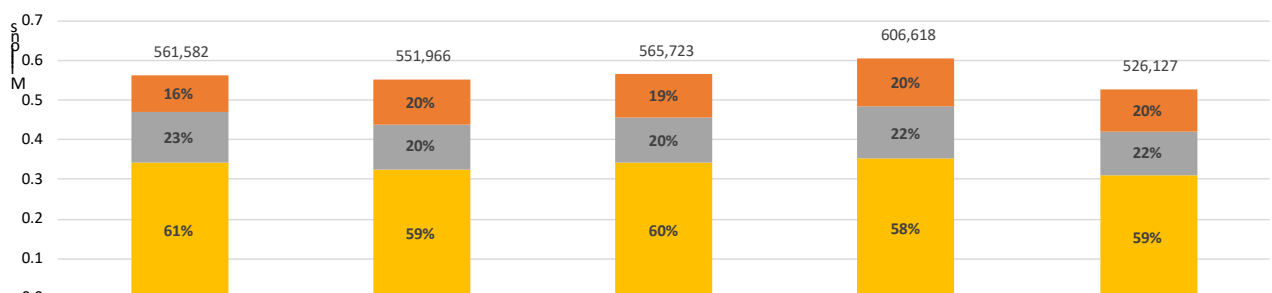
INVESTMENT TRANSFERS

31	Transfer To (From) Plant Fund	-	-	40,000	-	(1,796)	-
32	Transfer To (From) Quasi Endowments	-	-	-	-	-	-
33	Internal Bank Transfers	-	-	-	-	-	-
34	Total Investment Transfers	-	-	40,000	-	(1,796)	-

35	Total Transfers to (from) Reserve	42,173	13,104	(67,831)	7,390	1,108	(0)
36	Adjusted Net Results	-	-	-	-	(0)	(0)

Total Direct Expenses (row 26)- Share of University Total		0.1%	0.1%	0.1%	0.1%	0.1%	0.1%
---	--	------	------	------	------	------	------

Direct Expenses



	2017	2018	2019	2020 Forecast	2021 Budget
Supplies, Services, & Capital Costs	90,175	112,903	110,203	123,446	103,950
Benefits	129,874	112,768	113,726	131,733	113,351
Salaries, Wages, & Other Payroll	341,533	326,296	341,794	351,439	308,826
Total Direct Expenses	561,582	551,966	565,723	606,618	526,127

13.13 Kennedy Museum

KENNEDY MUSEUM		FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Budget	FY20 Forecast	FY21 Budget
1	State Appropriations	-	-	-	-	-	-
2	Gross Undergraduate Tuition & Fees	-	-	-	-	-	-
3	UG Student Financial Aid	-	-	-	-	-	-
4	Net Undergraduate Tuition & Fees	-	-	-	-	-	-
5	Gross Graduate Tuition & Fees	-	-	-	-	-	-
6	Graduate Student Financial Aid	-	-	-	-	-	-
7	Net Graduate Tuition & Fees	-	-	-	-	-	-
8	Room & Board	-	-	-	-	-	-
9	Grants & Contracts	54,809	76,067	102,244	83,838	83,838	83,838
10	Facilities & Admin Cost Recovery	-	-	-	-	-	-
11	Endowment Distributions	66,710	64,562	65,980	64,802	64,802	65,320
12	Contributions	37,589	54,705	43,651	45,000	45,000	45,000
13	Investment Income	-	-	-	-	-	-
14	Internal & External Sales	348	1,015	2,826	2,000	1,354	2,000
15	Total Revenues	159,456	196,349	214,702	195,640	194,994	196,158
16	Spending Authorization	382,848	366,192	372,380	377,319	377,319	336,517
17	Total Revenues & Revenue Allocation	542,305	562,541	587,082	572,959	572,313	532,675

18	Total Funding Transfers	(29,137)	(111,963)	(55,459)	(47,855)	(47,855)	(47,500)
----	--------------------------------	----------	-----------	----------	----------	----------	----------

EXPENSES

19	Total Salaries, Wages, & Other Payroll	392,065	386,866	441,711	414,914	481,891	403,399
20	Total Benefits	104,135	107,482	114,781	112,459	116,955	107,103
21	Supplies, Services, & Capital Costs	141,326	337,650	176,502	93,442	94,502	69,672
22	Internal Principal & Interest	-	-	-	-	-	-
23	External Debt Service - Principal	-	-	-	-	-	-
24	External Debt Service - Interest	-	-	-	-	-	-
25	Depreciation	-	-	-	-	-	-
26	Total Direct Expenses	637,526	831,998	732,995	620,815	693,348	580,174
27	Capital Cost Allocation	-	-	-	-	-	-
28	Contribution Margin	-	-	-	-	-	-
29	Total Expenses & Expense Allocations	637,526	831,998	732,995	620,815	693,348	580,174

30	Results of Operations	(66,085)	(157,494)	(90,454)	(1)	(73,180)	1
----	------------------------------	----------	-----------	----------	-----	----------	---

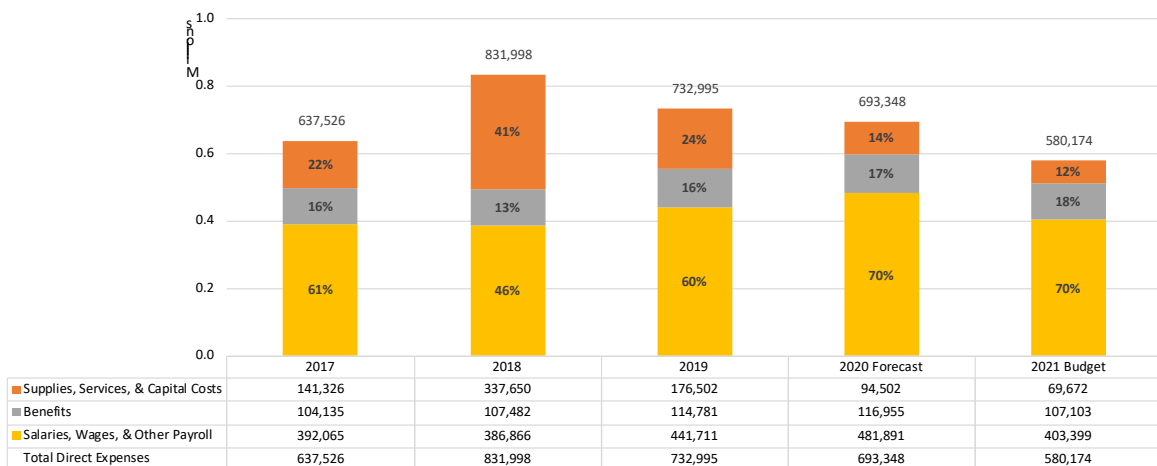
INVESTMENT TRANSFERS

31	Transfer To (From) Plant Fund	-	-	-	-	-	-
32	Transfer To (From) Quasi Endowments	-	-	-	-	-	-
33	Internal Bank Transfers	-	-	-	-	-	-
34	Total Investment Transfers	-	-	-	-	-	-

35	Total Transfers to (from) Reserve	(66,085)	(157,494)	(90,454)	(1)	(73,180)	1
36	Adjusted Net Results	-	-	-	-	-	0

Total Direct Expenses (row 26)- Share of University Total		0.1%	0.1%	0.1%	0.1%	0.1%	0.1%
---	--	------	------	------	------	------	------

Direct Expenses



13.14 Library

LIBRARY		FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Budget	FY20 Forecast	FY21 Budget
1	State Appropriations	169,861	164,765	164,765	164,765	156,466	156,466
2	Gross Undergraduate Tuition & Fees	-	-	-	-	-	-
3	UG Student Financial Aid	(3,800)	(800)	(700)	-	(2,400)	(2,400)
4	Net Undergraduate Tuition & Fees	(3,800)	(800)	(700)	-	(2,400)	(2,400)
5	Gross Graduate Tuition & Fees	-	-	-	-	-	-
6	Graduate Student Financial Aid	(800)	(834)	(900)	-	-	-
7	Net Graduate Tuition & Fees	(800)	(834)	(900)	-	-	-
8	Room & Board	-	-	-	-	-	-
9	Grants & Contracts	139,084	257,558	189,539	140,100	135,220	582,907
10	Facilities & Admin Cost Recovery	-	10,631	-	-	-	51,973
11	Endowment Distributions	380,994	391,606	384,333	328,445	326,997	390,215
12	Contributions	70,174	79,636	552,074	275,000	67,564	38,000
13	Investment Income	-	-	-	-	-	-
14	Internal & External Sales	121,347	127,691	128,740	131,146	103,443	85,581
15	Total Revenues	876,859	1,030,253	1,417,851	1,039,456	787,290	1,302,742
16	Spending Authorization	11,517,479	11,176,102	11,195,254	11,324,892	11,324,892	10,874,849
17	Total Revenues & Revenue Allocation	12,394,338	12,206,355	12,613,105	12,364,348	12,112,182	12,177,591

18	Total Funding Transfers	(73,747)	(119,572)	(103,704)	(412,109)	(394,305)	(31,370)
----	--------------------------------	-----------------	------------------	------------------	------------------	------------------	-----------------

EXPENSES		FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Budget	FY20 Forecast	FY21 Budget
19	Total Salaries, Wages, & Other Payroll	4,598,262	4,651,684	4,523,997	4,832,716	4,397,141	4,018,076
20	Total Benefits	1,585,772	1,650,886	1,613,318	1,761,558	1,599,930	1,525,287
21	Supplies, Services, & Capital Costs	6,615,621	5,967,498	6,281,348	6,067,536	5,808,138	6,035,183
22	Internal Principal & Interest	-	-	-	-	-	-
23	External Debt Service - Principal	-	-	-	-	-	-
24	External Debt Service - Interest	-	-	-	-	-	-
25	Depreciation	-	-	-	-	-	-
26	Total Direct Expenses	12,799,654	12,270,068	12,418,663	12,661,810	11,805,209	11,578,546
27	Capital Cost Allocation	-	-	-	-	-	-
28	Contribution Margin	(384,000)	(384,000)	(384,000)	-	-	-
29	Total Expenses & Expense Allocations	12,415,654	11,886,068	12,034,663	12,661,810	11,805,209	11,578,546

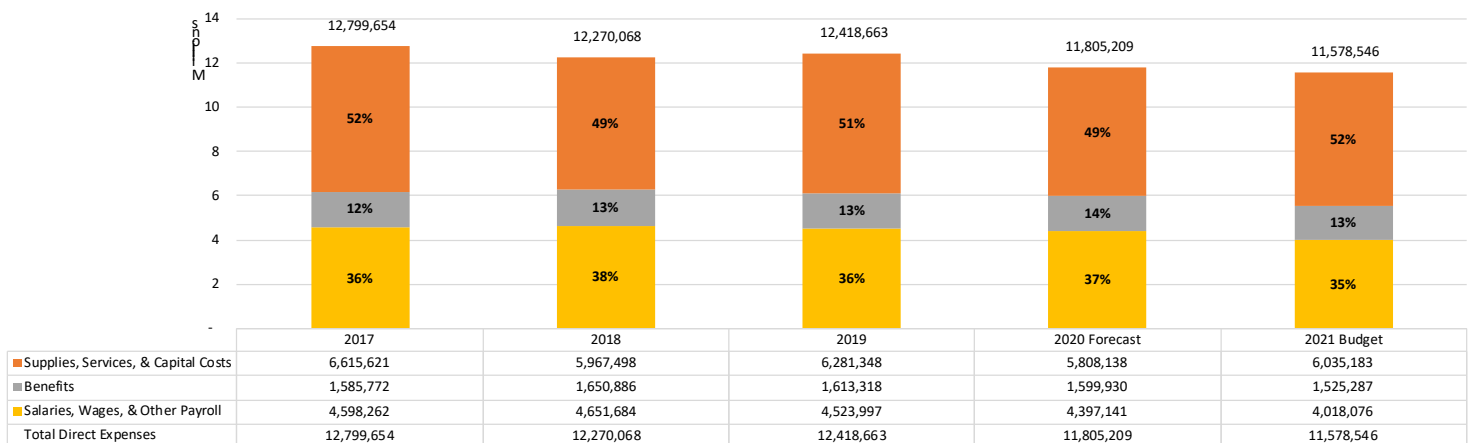
30	Results of Operations	52,431	439,859	682,146	114,647	701,278	630,415
----	------------------------------	---------------	----------------	----------------	----------------	----------------	----------------

INVESTMENT TRANSFERS		FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Budget	FY20 Forecast	FY21 Budget
31	Transfer To (From) Plant Fund	242,250	85,442	166,429	359,837	8,348	175,000
32	Transfer To (From) Quasi Endowments	-	-	-	-	-	-
33	Internal Bank Transfers	-	-	-	-	-	-
34	Total Investment Transfers	242,250	85,442	166,429	359,837	8,348	175,000

35	Total Transfers to (from) Reserve	(189,819)	354,417	515,717	(245,190)	692,931	455,415
36	Adjusted Net Results	-	-	-	-	(0)	(0)

Total Direct Expenses (row 26) - Share of University Total		1.8%	1.7%	1.7%	1.7%	1.6%	1.7%
--	--	------	------	------	------	------	------

Direct Expenses



13.15 Marching 110

MARCHING 110		FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Budget	FY20 Forecast	FY21 Budget
1	State Appropriations	-	-	-	-	-	-
2	Gross Undergraduate Tuition & Fees	3,870	6,245	-	6,000	-	6,000
3	UG Student Financial Aid	(3,750)	(250)	(2,250)	(15,000)	-	(10,000)
4	Net Undergraduate Tuition & Fees	(3,750)	(250)	(2,250)	(15,000)	-	(10,000)
5	Gross Graduate Tuition & Fees	-	-	-	-	-	-
6	Graduate Student Financial Aid	-	-	-	-	-	-
7	Net Graduate Tuition & Fees	-	-	-	-	-	-
8	Room & Board	-	-	-	-	-	-
9	Grants & Contracts	-	-	-	-	-	-
10	Facilities & Admin Cost Recovery	-	-	-	-	-	-
11	Endowment Distributions	3,861	3,758	3,671	3,757	3,757	4,000
12	Contributions	11,909	18,749	45,658	38,000	70,604	48,000
13	Investment Income	-	-	-	-	-	-
14	Internal & External Sales	19,348	73,679	37,223	35,000	34,087	35,000
15	Total Revenues	35,238	102,181	84,302	67,757	108,448	83,000
16	Spending Authorization	190,280	190,902	192,044	192,931	192,931	186,419
17	Total Revenues & Revenue Allocation	225,517	293,083	276,346	260,688	301,379	269,419

18	Total Funding Transfers	(179,384)	(121,585)	(155,897)	(8,000)	(178,379)	(68,000)
----	--------------------------------	------------------	------------------	------------------	----------------	------------------	-----------------

EXPENSES

19	Total Salaries, Wages, & Other Payroll	56,568	47,793	62,651	59,094	60,500	120,033
20	Total Benefits	20,589	20,611	24,276	23,710	23,267	30,276
21	Supplies, Services, & Capital Costs	370,669	328,773	309,977	185,884	398,741	187,111
22	Internal Principal & Interest	-	-	-	-	-	-
23	External Debt Service - Principal	-	-	-	-	-	-
24	External Debt Service - Interest	-	-	-	-	-	-
25	Depreciation	-	-	-	-	-	-
26	Total Direct Expenses	447,826	397,177	396,905	268,688	482,508	337,420
27	Capital Cost Allocation	-	-	-	-	-	-
28	Contribution Margin	-	-	-	-	-	-
29	Total Expenses & Expense Allocations	447,826	397,177	396,905	268,688	482,508	337,420

30	Results of Operations	(42,925)	17,491	35,338	0	(2,750)	(1)
----	------------------------------	-----------------	---------------	---------------	----------	----------------	------------

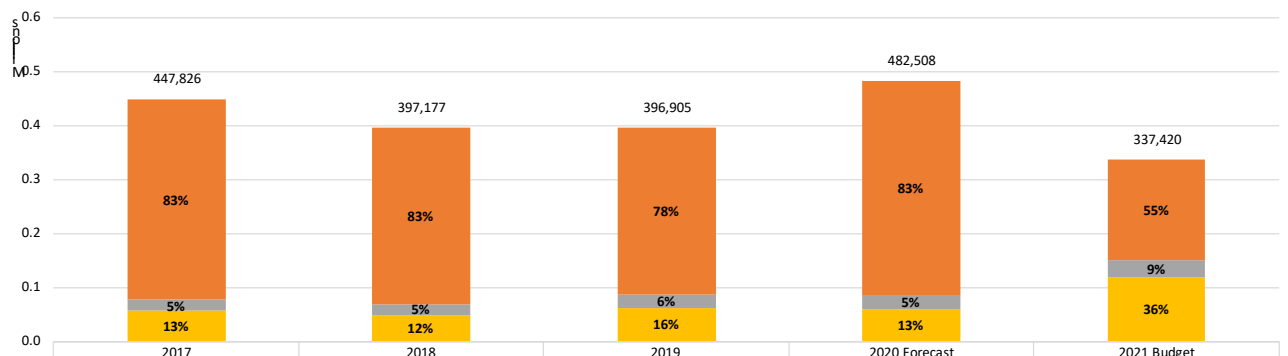
INVESTMENT TRANSFERS

31	Transfer To (From) Plant Fund	-	-	-	-	-	-
32	Transfer To (From) Quasi Endowments	-	-	-	-	-	-
33	Internal Bank Transfers	-	-	-	-	-	-
34	Total Investment Transfers	-	-	-	-	-	-

35	Total Transfers to (from) Reserve	(42,925)	17,491	35,338	0	(2,750)	(1)
36	Adjusted Net Results	-	-	-	-	-	(0)

Total Direct Expenses (row 26) - Share of University Total		0.1%	0.1%	0.1%	0.0%	0.1%	0.0%
--	--	------	------	------	------	------	------

Direct Expenses



	2017	2018	2019	2020 Forecast	2021 Budget
Supplies, Services, & Capital Costs	370,669	328,773	309,977	398,741	187,111
Benefits	20,589	20,611	24,276	23,267	30,276
Salaries, Wages, & Other Payroll	56,568	47,793	62,651	60,500	120,033
Total Direct Expenses	447,826	397,177	396,905	482,508	337,420

13.16 Wellworks

WELLWORKS		FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Budget	FY20 Forecast	FY21 Budget
1	State Appropriations	-	-	-	-	-	-
2	Gross Undergraduate Tuition & Fees	-	-	-	-	-	-
3	UG Student Financial Aid	-	-	-	-	-	-
4	Net Undergraduate Tuition & Fees	-	-	-	-	-	-
5	Gross Graduate Tuition & Fees	-	-	-	-	-	-
6	Graduate Student Financial Aid	-	-	-	-	-	-
7	Net Graduate Tuition & Fees	-	-	-	-	-	-
8	Room & Board	-	-	-	-	-	-
9	Grants & Contracts	4,203	1,310	1,245	2,675	1,511	2,900
10	Facilities & Admin Cost Recovery	-	-	-	-	-	-
11	Endowment Distributions	-	-	-	-	-	-
12	Contributions	-	-	-	-	-	-
13	Investment Income	-	-	-	-	-	-
14	Internal & External Sales	668,621	515,405	469,663	491,600	326,805	478,059
15	Total Revenues	672,825	516,715	470,908	494,275	328,316	480,959
16	Spending Authorization	282,511	287,498	299,084	304,863	304,863	247,691
17	Total Revenues & Revenue Allocation	955,336	804,214	769,992	799,138	633,179	728,650

18	Total Funding Transfers	(7,857)	59,274	48,569	(9,696)	(59,085)	(10,513)
----	--------------------------------	---------	--------	--------	---------	----------	----------

EXPENSES

19	Total Salaries, Wages, & Other Payroll	662,414	481,941	519,509	545,140	414,271	532,933
20	Total Benefits	186,281	126,603	136,690	134,395	121,920	134,659
21	Supplies, Services, & Capital Costs	78,094	118,492	107,007	129,300	67,129	71,571
22	Internal Principal & Interest	-	-	-	-	-	-
23	External Debt Service - Principal	-	-	-	-	-	-
24	External Debt Service - Interest	-	-	-	-	-	-
25	Depreciation	-	-	-	-	-	-
26	Total Direct Expenses	926,788	727,036	763,206	808,834	603,320	739,163
27	Capital Cost Allocation	-	-	-	-	-	-
28	Contribution Margin	-	-	-	-	-	-
29	Total Expenses & Expense Allocations	926,788	727,036	763,206	808,834	603,320	739,163

30	Results of Operations	36,404	17,904	(41,783)	(1)	88,944	(1)
----	------------------------------	--------	--------	----------	-----	--------	-----

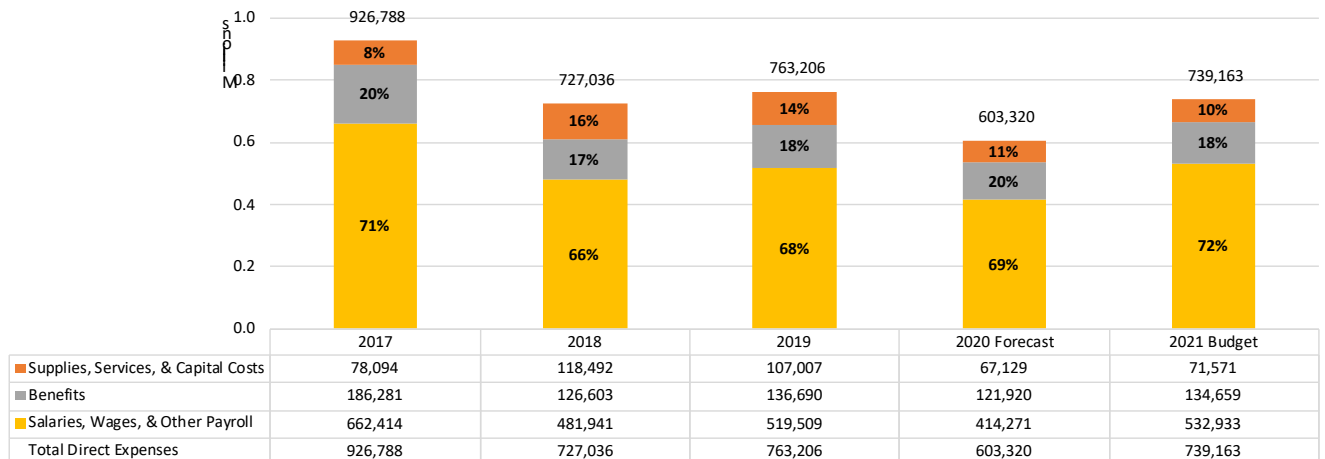
INVESTMENT TRANSFERS

31	Transfer To (From) Plant Fund	-	18,830	(1,140)	-	26,287	-
32	Transfer To (From) Quasi Endowments	-	-	-	-	-	-
33	Internal Bank Transfers	-	-	-	-	-	-
34	Total Investment Transfers	-	18,830	(1,140)	-	26,287	-

35	Total Transfers to (from) Reserve	36,404	(926)	(40,642)	(1)	62,657	(1)
36	Adjusted Net Results	-	-	-	-	(0)	0

Total Direct Expenses (row 26)- Share of University Total		0.1%	0.1%	0.1%	0.1%	0.1%	0.1%
---	--	------	------	------	------	------	------

Direct Expenses



13.17 WOUB

WOUB		FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Budget	FY20 Forecast	FY21 Budget
1	State Appropriations	-	-	-	-	-	-
2	Gross Undergraduate Tuition & Fees	-	-	-	-	-	-
3	UG Student Financial Aid	(1,750)	(1,750)	(1,750)	(1,435)	(1,435)	(1,537)
4	Net Undergraduate Tuition & Fees	(1,750)	(1,750)	(1,750)	(1,435)	(1,435)	(1,537)
5	Gross Graduate Tuition & Fees	-	-	-	-	-	-
6	Graduate Student Financial Aid	-	-	-	-	-	-
7	Net Graduate Tuition & Fees	-	-	-	-	-	-
8	Room & Board	-	-	-	-	-	-
9	Grants & Contracts	2,059,538	2,131,824	2,129,033	2,094,471	2,079,469	1,811,426
10	Facilities & Admin Cost Recovery	-	-	-	-	-	-
11	Endowment Distributions	2,094	2,160	98,616	75,482	75,482	497,087
12	Contributions	644,144	705,080	626,403	715,000	524,089	490,562
13	Investment Income	-	-	-	-	-	-
14	Internal & External Sales	18,773,662	371,607	302,319	280,795	645,335	274,566
15	Total Revenues	21,477,688	3,208,921	3,154,622	3,164,313	3,322,940	3,072,104
16	Spending Authorization	2,331,579	2,240,141	2,267,646	2,283,047	2,283,047	2,068,561
17	Total Revenues & Revenue Allocation	23,809,266	5,449,062	5,422,268	5,447,360	5,605,987	5,140,665

18	Total Funding Transfers	(84,527)	(19,960)	(46,051)	(18,000)	(152,918)	(18,000)
----	--------------------------------	-----------------	-----------------	-----------------	-----------------	------------------	-----------------

EXPENSES

19	Total Salaries, Wages, & Other Payroll	2,382,421	2,312,698	2,380,644	2,378,898	2,452,749	1,928,399
20	Total Benefits	799,889	822,044	855,938	899,805	865,217	764,642
21	Supplies, Services, & Capital Costs	2,188,465	2,498,832	2,492,691	2,436,656	2,633,422	2,463,480
22	Internal Principal & Interest	49,132	349,751	-	-	-	-
23	External Debt Service - Principal	-	-	-	-	-	-
24	External Debt Service - Interest	-	-	-	-	-	-
25	Depreciation	-	-	-	-	-	-
26	Total Direct Expenses	5,419,906	5,983,325	5,729,272	5,715,360	5,951,388	5,156,521
27	Capital Cost Allocation	-	-	-	-	-	-
28	Contribution Margin	-	-	-	-	-	-
29	Total Expenses & Expense Allocations	5,419,906	5,983,325	5,729,272	5,715,360	5,951,388	5,156,521

30	Results of Operations	18,473,886	(514,304)	(260,953)	(250,000)	(192,483)	2,144
----	------------------------------	-------------------	------------------	------------------	------------------	------------------	--------------

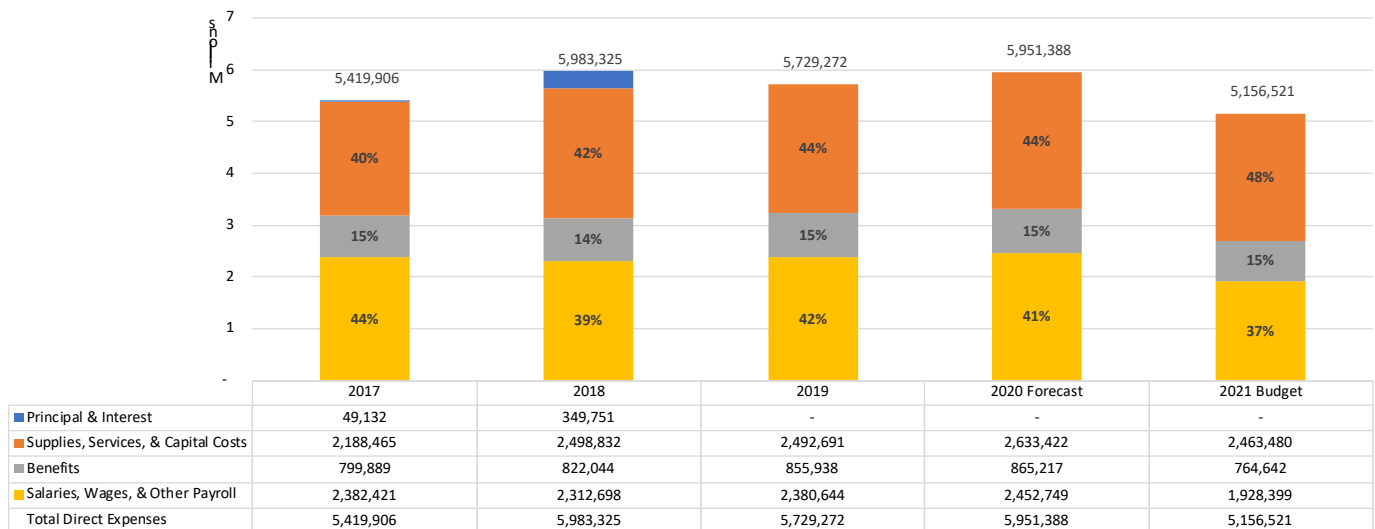
INVESTMENT TRANSFERS

31	Transfer To (From) Plant Fund	-	2,959,400	(650,000)	-	(250,000)	-
32	Transfer To (From) Quasi Endowments	-	14,100,000	-	-	-	-
33	Internal Bank Transfers	-	-	-	-	-	-
34	Total Investment Transfers	-	17,059,400	(650,000)	-	(250,000)	-

35	Total Transfers to (from) Reserve	18,473,886	(17,573,704)	389,047	(250,000)	57,517	2,144
36	Adjusted Net Results	-	-	-	-	0	(0)

Total Direct Expenses (row 26) - Share of University Total		0.8%	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
 - Strategy & Innovation Office

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*

Consolidated

	Athens Colleges & Schools	Regional Campuses	Auxiliaries	Central & Admin Operations	Reserves	COVID-19 Budget	FY21 Operating Activity Subtotal	Non-Operating Activity	Financial Statement Adj & Component Units	GAAP Adj. Totals	
REVENUES											
1	State Appropriations	28.2	20.2	-	118.2	2.5	-	169.0	24.7	-	193.7
2	Gross Undergraduate Tuition & Fees	27.1	27.4	-	191.2	3.7	-	249.4	-	-	249.4
3	Undergraduate Student Financial Aid	(8.2)	(5.4)	(18.0)	(38.6)	-	(5.5)	(75.7)	-	-	(75.7)
4	Net Undergraduate Tuition & Fees	18.9	22.0	(18.0)	152.6	3.7	(5.5)	173.7	-	-	173.7
5	Gross Graduate Tuition & Fees	125.4	0.1	-	0.4	-	-	125.9	-	-	125.9
6	Graduate Student Financial Aid	(27.6)	(0.0)	(0.0)	(0.4)	-	-	(28.1)	-	-	(28.1)
7	Net Graduate Tuition & Fees	97.8	0.0	(0.0)	(0.0)	-	-	97.8	-	-	97.8
8	Room & Board	-	-	68.7	-	-	-	68.7	-	-	68.7
9	Grants & Contracts	35.5	1.7	0.0	3.8	-	21.2	62.3	1.8	-	64.1
10	Facilities & Admin Cost Recovery	7.7	-	-	1.4	-	-	9.1	-	-	9.1
11	Endowment Distributions	14.1	0.8	0.2	16.2	-	-	31.3	(31.3)	-	-
12	Contributions	2.9	0.2	2.1	11.2	-	-	16.5	13.5	-	30.0
13	Investment Income	-	-	-	1.6	4.5	-	6.1	54.8	0.3	61.3
14	Internal & External Sales	7.5	0.5	16.7	31.1	-	4.7	60.4	0.2	5.5	66.2
15	Total Revenues	212.6	45.3	69.7	336.2	10.6	20.4	695.0	63.6	5.9	764.4
16	Spending Authorization	139.3	0.5	17.9	(160.6)	3.0	-	-	-	-	-
17	Total Revenues & Revenue Allocation	351.9	45.8	87.6	175.6	13.6	20.4	695.0	63.6	5.9	764.4
18	Total Funding Transfers	(3.6)	0.7	2.2	(27.9)	28.6	-	-	-	-	-
EXPENSES											
19	Total Salaries, Wages, & Other Payroll	182.9	25.0	24.4	88.0	-	7.9	328.3	-	1.5	329.8
20	Total Benefits	55.8	8.9	8.5	46.2	-	2.5	121.9	-	-	121.9
21	Supplies, Services, & Capital Costs	65.3	6.0	25.2	90.3	-	10.0	196.7	99.4	(98.3)	197.8
22	Internal Principal & Interest	16.2	0.3	12.5	32.0	-	-	61.0	(61.0)	-	-
23	External Debt Service - Principal	-	-	-	-	-	-	-	12.6	(12.6)	-
24	External Debt Service - Interest	-	-	-	-	-	-	-	27.1	(0.7)	26.4
25	Depreciation	-	-	-	-	-	-	-	-	60.8	60.8
26	Total Direct Expenses	320.3	40.1	70.6	256.5	-	20.4	707.9	78.1	(49.4)	736.7
27	Capital Cost Allocation	13.6	-	1.6	(15.2)	-	-	-	-	-	-
28	Contribution Margin	13.6	7.7	12.5	(33.7)	-	-	-	-	-	-
29	Total Expenses & Expense Allocations	347.4	47.8	84.7	207.6	-	20.4	707.9	78.1	(49.4)	736.7
30	Results of Operations	8.0	(2.7)	0.8	(4.1)	(15.0)	-	(13.0)	(14.5)	55.2	27.7
INVESTMENT TRANSFERS											
31	Transfer To (From) Plant Fund	1.0	0.9	1.2	3.6	-	-	6.7	(6.7)	-	-
32	Transfer To (From) Quasi Endowments	3.7	-	-	-	1.6	-	5.3	(5.3)	-	-
33	Internal Bank Transfers	-	-	-	-	-	-	-	-	-	-
34	Total Investment Transfers	4.7	0.9	1.2	3.6	1.6	-	12.0	(12.0)	-	0.0
35	Total Transfers to (from) Reserve	3.3	(3.6)	(0.4)	(7.7)	(16.6)	(0.0)	(25.0)	(2.5)	55.2	27.7
36	Adjusted Net Results	-	-	-	-	-	-	-	-	-	-

14.1 Athens Colleges & Schools

REVENUES		ARTS AND SCIENCES	BUSINESS	COMMUNICATION	EDUCATION	ENGINEERING	FINE ARTS
1	State Appropriations	-	-	-	-	-	-
2	Gross Undergraduate Tuition & Fees	3,130,745	1,200,439	221,833	559,588	1,552,000	1,455,800
3	UG Student Financial Aid	(1,439,858)	(698,600)	(420,000)	(272,822)	(1,758,500)	(260,000)
4	Net Undergraduate Tuition & Fees	1,690,887	501,839	(198,167)	286,766	(206,500)	1,195,800
5	Gross Graduate Tuition & Fees	11,806,271	18,170,809	2,951,080	9,770,469	6,269,000	4,585,296
6	Graduate Student Financial Aid	(8,017,109)	(1,330,059)	(2,141,985)	(3,335,864)	(2,648,200)	(3,210,000)
7	Net Graduate Tuition & Fees	3,789,162	16,840,750	809,095	6,434,605	3,620,800	1,375,296
8	Room & Board	-	-	-	-	-	-
9	Grants & Contracts	4,573,240	32,378	50,000	395,000	7,915,000	98,500
10	Facilities & Admin Cost Recovery	1,922,138	-	40,000	-	2,969,000	-
11	Endowment Distributions	1,557,454	1,010,329	1,399,019	461,314	6,611,905	344,735
12	Contributions	438,972	687,630	160,000	145,000	150,000	184,425
13	Investment Income	-	-	-	-	-	-
14	Internal & External Sales	1,522,188	52,000	51,000	280,846	830,000	440,925
15	Total Revenues	15,494,041	19,124,926	2,310,947	8,003,531	21,890,205	3,639,681
16	Spending Authorization	54,837,425	14,402,945	13,719,210	9,310,525	17,727,820	13,841,051
17	Total Revenues & Revenue Allocation	70,331,466	33,527,871	16,030,157	17,314,056	39,618,025	17,480,732
18	Total Funding Transfers	(141,315)	(21,756)	(441,382)	(176,058)	361,388	(1,261,328)
EXPENSES							
19	Total Salaries, Wages, & Other Payroll	45,969,759	18,493,242	9,686,575	11,104,406	20,162,970	11,467,331
20	Total Benefits	13,387,228	5,174,315	2,796,183	3,407,875	5,329,761	3,478,818
21	Supplies, Services, & Capital Costs	5,323,424	9,546,870	1,268,509	1,671,762	9,444,375	2,363,279
22	Internal Principal & Interest	40,459	-	-	475,000	716,529	-
23	External Debt Service - Principal	-	-	-	-	-	-
24	External Debt Service - Interest	-	-	-	-	-	-
25	Depreciation	-	-	-	-	-	-
26	Total Direct Expenses	64,720,871	33,214,427	13,751,267	16,659,042	35,653,636	17,309,428
27	Capital Cost Allocation	4,637,468	675,935	1,753,437	826,574	1,968,546	1,284,491
28	Contribution Margin	-	-	-	-	-	-
29	Total Expenses & Expense Allocations	69,358,339	33,890,362	15,504,704	17,485,616	37,622,182	18,593,918
30	Results of Operations	1,114,441	(340,735)	966,836	4,498	1,634,456	148,141
INVESTMENT TRANSFERS							
31	Transfer To (From) Plant Fund	-	-	-	-	1,007,000	-
32	Transfer To (From) Quasi Endowments	-	-	-	-	(912,690)	-
33	Internal Bank Transfers	-	-	-	-	-	-
34	Total Investment Transfers	-	-	-	-	94,310	-
35	Total Transfers to (from) Reserve	1,114,441	(340,735)	966,836	4,498	1,540,146	148,141
36	Adjusted Net Results	-	-	-	-	-	-

Athens Colleges & Schools cont'd

REVENUES		HEALTH SCIENCES	HONORS	OGAIS	UNIVERSITY COLLEGE	VOINOVICH	Subtotal: Athens Colleges
1	State Appropriations	-	-	-	-	4,198,950	4,198,950
2	Gross Undergraduate Tuition & Fees	17,251,510	-	1,562,516	-	-	26,934,431
3	UG Student Financial Aid	(143,710)	(1,480,479)	(482,831)	(1,213,258)	-	(8,170,058)
4	Net Undergraduate Tuition & Fees	17,107,800	(1,480,479)	1,079,685	(1,213,258)	-	18,764,373
5	Gross Graduate Tuition & Fees	18,190,785	-	1,533,932	-	2,215,182	75,492,823
6	Graduate Student Financial Aid	(1,625,554)	-	(1,391,321)	-	(357,711)	(24,057,803)
7	Net Graduate Tuition & Fees	16,565,231	-	142,611	-	1,857,471	51,435,021
8	Room & Board	-	-	-	-	-	-
9	Grants & Contracts	2,204,424	9,375	14,375	362,458	8,474,253	24,129,002
10	Facilities & Admin Cost Recovery	-	-	-	-	1,624,802	6,555,940
11	Endowment Distributions	160,204	1,150,000	233,210	28,171	66,626	13,022,967
12	Contributions	6,452	56,000	-	78,000	47,097	1,953,576
13	Investment Income	-	-	-	-	-	-
14	Internal & External Sales	3,191,310	-	-	100,000	208,210	6,676,479
15	Total Revenues	39,235,421	(265,104)	1,469,880	(644,629)	16,477,409	126,736,308
16	Spending Authorization	-	1,556,827	3,705,277	6,438,832	3,714,928	139,254,840
17	Total Revenues & Revenue Allocation	39,235,421	1,291,723	5,175,157	5,794,203	20,192,337	265,991,148
18	Total Funding Transfers	(44,116)	(475,302)	60,011	(840,279)	(741,760)	(3,721,897)
EXPENSES							
19	Total Salaries, Wages, & Other Payroll	19,841,598	1,051,588	1,887,866	4,061,338	8,636,785	152,363,459
20	Total Benefits	6,711,297	397,014	500,282	1,242,111	2,908,170	45,333,054
21	Supplies, Services, & Capital Costs	9,114,505	166,332	2,594,104	957,462	8,293,356	50,743,978
22	Internal Principal & Interest	-	-	5,574	-	-	1,237,562
23	External Debt Service - Principal	-	-	-	-	-	-
24	External Debt Service - Interest	-	-	-	-	-	-
25	Depreciation	-	-	-	-	-	-
26	Total Direct Expenses	35,667,400	1,614,934	4,987,827	6,260,911	19,838,312	249,678,053
27	Capital Cost Allocation	1,053,442	57,210	123,579	133,817	238,415	12,752,914
28	Contribution Margin	2,382,738	-	-	-	-	2,382,738
29	Total Expenses & Expense Allocations	39,103,581	1,672,144	5,111,406	6,394,728	20,076,727	264,813,705
30	Results of Operations	175,956	94,881	3,741	239,754	857,371	4,899,340
INVESTMENT TRANSFERS							
31	Transfer To (From) Plant Fund	-	-	-	-	-	1,007,000
32	Transfer To (From) Quasi Endowments	-	-	-	-	-	(912,690)
33	Internal Bank Transfers	-	-	-	-	-	-
34	Total Investment Transfers	-	-	-	-	-	94,310
35	Total Transfers to (from) Reserve	175,956	94,881	3,741	239,754	857,371	4,805,030
36	Adjusted Net Results	-	-	-	-	-	-

14.1.1 College of Medicine

		HCOM Athens	HCOM Cleveland	HCOM Dublin	Subtotal: College of Medicine	Total: Athens Colleges & Schools
REVENUES						
1	State Appropriations	14,318,457	4,610,333	5,053,247	23,982,037	28,180,987
2	Gross Undergraduate Tuition & Fees	60,000	30,000	35,000	125,000	27,059,431
3	UG Student Financial Aid	(520)	-	-	(520)	(8,170,578)
4	Net Undergraduate Tuition & Fees	(520)	-	-	(520)	18,763,853
5	Gross Graduate Tuition & Fees	26,419,101	11,256,104	12,278,221	49,953,426	125,446,249
6	Graduate Student Financial Aid	(2,863,507)	(463,317)	(247,233)	(3,574,057)	(27,631,860)
7	Net Graduate Tuition & Fees	23,555,594	10,792,787	12,030,988	46,379,369	97,814,390
8	Room & Board	-	-	-	-	-
9	Grants & Contracts	11,344,584	50,000	-	11,394,584	35,523,587
10	Facilities & Admin Cost Recovery	1,142,081	-	-	1,142,081	7,698,021
11	Endowment Distributions	1,104,915	-	5,736	1,110,651	14,133,618
12	Contributions	400,000	503,000	30,000	933,000	2,886,576
13	Investment Income	-	-	-	-	-
14	Internal & External Sales	786,458	7,200	46,840	840,498	7,516,977
15	Total Revenues	52,711,569	15,993,320	17,201,811	85,906,701	212,643,009
16	Spending Authorization	-	-	-	-	139,254,840
17	Total Revenues & Revenue Allocation	52,711,569	15,993,320	17,201,811	85,906,701	351,897,849
18	Total Funding Transfers	(16,370,501)	6,403,432	10,112,629	145,561	(3,576,336)
EXPENSES						
19	Total Salaries, Wages, & Other Payroll	24,895,686	2,775,338	2,905,029	30,576,053	182,939,512
20	Total Benefits	8,517,157	994,999	994,328	10,506,484	55,839,538
21	Supplies, Services, & Capital Costs	9,950,582	2,654,289	1,981,882	14,586,753	65,330,731
22	Internal Principal & Interest	12,858,863	2,061,707	-	14,920,570	16,158,132
23	External Debt Service - Principal	-	-	-	-	-
24	External Debt Service - Interest	-	-	-	-	-
25	Depreciation	-	-	-	-	-
26	Total Direct Expenses	56,222,288	8,486,333	5,881,239	70,589,860	320,267,913
27	Capital Cost Allocation	833,929	-	-	833,929	13,586,843
28	Contribution Margin	9,848,793	517,022	836,641	11,202,456	13,585,194
29	Total Expenses & Expense Allocations	66,905,010	9,003,355	6,717,880	82,626,245	347,439,951
30	Results of Operations	2,177,060	586,533	371,302	3,134,895	8,034,234
INVESTMENT TRANSFERS						
31	Transfer To (From) Plant Fund	-	-	-	-	1,007,000
32	Transfer To (From) Quasi Endowments	4,620,000	-	-	4,620,000	3,707,310
33	Internal Bank Transfers	-	-	-	-	-
34	Total Investment Transfers	4,620,000	-	-	4,620,000	4,714,310
35	Total Transfers to (from) Reserve	(2,442,940)	586,533	371,302	(1,485,105)	3,319,924
36	Adjusted Net Results	-	-	-	-	-

14.2 Regional Campuses & Auxiliaries

REVENUES		Regional Campuses	Athletics	Culinary Services	Housing & Residence Life	Parking & Transportation	Printing	Total: Auxiliaries
1	State Appropriations	20,155,497	-	-	-	-	-	-
2	Gross Undergraduate Tuition & Fees	27,391,230	-	-	-	-	-	-
3	UG Student Financial Aid	(5,393,643)	(8,949,482)	(3,833,333)	(5,176,667)	-	-	(17,959,482)
4	Net Undergraduate Tuition & Fees	21,970,702	(8,949,482)	(3,833,333)	(5,176,667)	-	-	(17,959,482)
5	Gross Graduate Tuition & Fees	74,501	-	-	-	-	-	-
6	Graduate Student Financial Aid	(30,948)	-	-	(8,188)	-	-	(8,188)
7	Net Graduate Tuition & Fees	43,553	-	-	(8,188)	-	-	(8,188)
8	Room & Board	-	-	26,883,271	41,795,584	-	-	68,678,855
9	Grants & Contracts	1,722,954	13,125	-	-	-	-	13,125
10	Facilities & Admin Cost Recovery	-	-	-	-	-	-	-
11	Endowment Distributions	767,856	197,941	-	-	-	-	197,941
12	Contributions	199,840	2,140,359	-	-	-	-	2,140,359
13	Investment Income	-	-	-	-	-	-	-
14	Internal & External Sales	457,026	6,999,629	2,353,080	1,095,560	3,784,197	2,445,000	16,677,466
15	Total Revenues	45,344,313	401,573	25,403,018	37,706,289	3,784,197	2,445,000	69,740,076
16	Spending Authorization	468,938	17,865,400	-	-	-	-	17,865,400
17	Total Revenues & Revenue Allocation	45,813,251	18,266,973	25,403,018	37,706,289	3,784,197	2,445,000	87,605,477
18	Total Funding Transfers	704,300	38,107	167,004	1,850,703	142,006	-	2,197,820

EXPENSES								
19	Total Salaries, Wages, & Other Payroll	25,043,731	6,799,179	10,548,862	5,272,829	1,105,456	661,769	24,388,096
20	Total Benefits	8,870,123	2,483,664	4,025,145	1,247,132	446,707	308,418	8,511,067
21	Supplies, Services, & Capital Costs	5,962,248	5,994,071	9,970,902	6,049,435	1,980,800	1,173,948	25,169,156
22	Internal Principal & Interest	264,625	1,385,849	307,980	10,751,855	100,000	-	12,545,684
23	External Debt Service - Principal	-	-	-	-	-	-	-
24	External Debt Service - Interest	-	-	-	-	-	-	-
25	Depreciation	-	-	-	-	-	-	-
26	Total Direct Expenses	40,140,727	16,662,763	24,852,889	23,321,252	3,632,962	2,144,135	70,614,002
27	Capital Cost Allocation	-	1,566,103	-	-	-	-	1,566,103
28	Contribution Margin	7,685,413	-	1,807,282	10,319,106	156,074	192,911	12,475,372
29	Total Expenses & Expense Allocations	47,826,140	18,228,866	26,660,171	33,640,358	3,789,037	2,337,045	84,655,477

30	Results of Operations	(2,717,188)	(0)	(1,424,157)	2,215,228	(146,846)	107,955	752,180
----	------------------------------	--------------------	------------	--------------------	------------------	------------------	----------------	----------------

INVESTMENT TRANSFERS								
31	Transfer To (From) Plant Fund	900,000	-	-	1,000,000	150,000	-	1,150,000
32	Transfer To (From) Quasi Endowments	-	-	-	-	-	-	-
33	Internal Bank Transfers	-	-	-	-	-	-	-
34	Total Investment Transfers	900,000	-	-	1,000,000	150,000	-	1,150,000

35	Total Transfers to (from) Reserve	(3,617,188)	(0)	(1,424,157)	1,215,228	(296,846)	107,955	(397,820)
36	Adjusted Net Results	-	-	-	-	-	-	-

14.3 Central & Administrative Operations

REVENUES		Advancement	Athena	Employee Fee Waivers	Healthcare Expense	Workers Compensation Expense	Subtotal: Benefits
1	State Appropriations	-	-	-	-	-	-
2	Gross Undergraduate Tuition & Fees	-	-	-	-	-	-
3	UG Student Financial Aid	(60,728)	-	-	-	-	-
4	Net Undergraduate Tuition & Fees	(60,728)	-	-	-	-	-
5	Gross Graduate Tuition & Fees	-	-	-	-	-	-
6	Graduate Student Financial Aid	-	-	-	-	-	-
7	Net Graduate Tuition & Fees	-	-	-	-	-	-
8	Room & Board	-	-	-	-	-	-
9	Grants & Contracts	13,860	81,500	-	-	-	-
10	Facilities & Admin Cost Recovery	-	-	-	-	-	-
11	Endowment Distributions	8,190,032	-	-	-	-	-
12	Contributions	1,131,956	-	-	-	-	-
13	Investment Income	1,636,255	-	-	-	-	-
14	Internal & External Sales	369,825	237,000	-	5,022,000	-	5,022,000
15	Total Revenues	11,281,200	318,500	-	5,022,000	-	5,022,000
16	Spending Authorization	1,865,237	78,598	8,787,483	-	-	8,787,483
17	Total Revenues & Revenue Allocation	13,146,437	397,098	8,787,483	5,022,000	-	13,809,483

18	Total Funding Transfers	(40,997)	(50,500)	-	-	-	-
----	--------------------------------	-----------------	-----------------	----------	----------	----------	----------

EXPENSES

19	Total Salaries, Wages, & Other Payroll	6,605,034	221,700	-	-	-	-
20	Total Benefits	2,274,149	62,417	8,787,483	62,946,692	1,602,270	73,336,445
21	Supplies, Services, & Capital Costs	4,091,875	163,481	-	262,000	114,885	376,885
22	Internal Principal & Interest	216,375	-	-	-	-	-
23	External Debt Service - Principal	-	-	-	-	-	-
24	External Debt Service - Interest	-	-	-	-	-	-
25	Depreciation	-	-	-	-	-	-
26	Total Direct Expenses	13,187,433	447,598	8,787,483	63,208,692	1,717,155	73,713,330
27	Capital Cost Allocation	-	-	-	-	-	-
28	Contribution Margin	-	-	-	-	-	-
29	Total Expenses & Expense Allocations	13,187,433	447,598	8,787,483	63,208,692	1,717,155	73,713,330

30	Results of Operations	-	(0)	-	(58,186,692)	(1,717,155)	(59,903,847)
----	------------------------------	----------	------------	----------	---------------------	--------------------	---------------------

INVESTMENT TRANSFERS

31	Transfer To (From) Plant Fund	-	-	-	-	-	-
32	Transfer To (From) Quasi Endowments	-	-	-	-	-	-
33	Internal Bank Transfers	-	-	-	-	-	-
34	Total Investment Transfers	-	-	-	-	-	-

35	Total Transfers to (from) Reserve	-	(0)	-	(58,186,692)	(1,717,155)	(59,903,847)
36	Adjusted Net Results	-	-	-	-	-	-

Central & Administrative Operations cont'd

	Central Accounting	Central Financial Aid	Debt Service	Healthcare Collection	Indirect Cost Collection
REVENUES					
1	State Appropriations	-	-	-	118,056,609
2	Gross Undergraduate Tuition & Fees	-	-	-	188,848,407
3	UG Student Financial Aid	-	(45,615,768)	-	8,999,500
4	Net Undergraduate Tuition & Fees	-	(45,615,768)	-	196,234,707
5	Gross Graduate Tuition & Fees	-	-	-	(137,075)
6	Graduate Student Financial Aid	-	-	-	-
7	Net Graduate Tuition & Fees	-	-	-	(137,075)
8	Room & Board	-	-	-	-
9	Grants & Contracts	-	326,213	-	-
10	Facilities & Admin Cost Recovery	-	-	-	-
11	Endowment Distributions	1,174,618	-	-	1,599,643
12	Contributions	9,300,000	-	-	-
13	Investment Income	-	-	-	-
14	Internal & External Sales	1,193,224	128,159	-	1,247,229
15	Total Revenues	11,667,842	(45,161,396)	-	318,614,314
16	Spending Authorization	6,801,904	45,780,796	34,135,628	(398,975,834)
17	Total Revenues & Revenue Allocation	18,469,746	619,400	34,135,628	(80,361,520)
18	Total Funding Transfers	509,771	619,400	-	(16,354,806)
EXPENSES					
19	Total Salaries, Wages, & Other Payroll	775,000	-	-	-
20	Total Benefits	1,226,034	-	(52,641,716)	(5,742,429)
21	Supplies, Services, & Capital Costs	14,589,108	-	-	-
22	Internal Principal & Interest	417,857	-	27,962,690	-
23	External Debt Service - Principal	-	-	-	-
24	External Debt Service - Interest	-	-	-	-
25	Depreciation	-	-	-	-
26	Total Direct Expenses	17,007,999	-	27,962,690	(5,742,429)
27	Capital Cost Allocation	-	-	-	(15,152,946)
28	Contribution Margin	-	-	-	(33,745,979)
29	Total Expenses & Expense Allocations	17,007,999	-	27,962,690	(54,641,355)
30	Results of Operations	951,977	-	6,172,938	(9,365,359)
INVESTMENT TRANSFERS					
31	Transfer To (From) Plant Fund	-	-	1,850,000	-
32	Transfer To (From) Quasi Endowments	-	-	-	-
33	Internal Bank Transfers	-	-	-	-
34	Total Investment Transfers	-	-	1,850,000	-
35	Total Transfers to (from) Reserve	951,977	-	4,322,938	(9,365,359)
36	Adjusted Net Results	-	-	-	-

Central & Administrative Operations cont'd

		Institutional Projects & Initiatives	Program Support	Staff Governance	Workers Compensation Collection	Subtotal: Central Operations
REVENUES						
1	State Appropriations	-	-	-	-	118,056,609
2	Gross Undergraduate Tuition & Fees	-	-	-	-	188,848,407
3	UG Student Financial Aid	-	-	-	-	(36,616,268)
4	Net Undergraduate Tuition & Fees	-	-	-	-	150,618,939
5	Gross Graduate Tuition & Fees	-	-	-	-	(137,075)
6	Graduate Student Financial Aid	-	-	-	-	-
7	Net Graduate Tuition & Fees	-	-	-	-	(137,075)
8	Room & Board	-	-	-	-	-
9	Grants & Contracts	-	-	-	-	326,213
10	Facilities & Admin Cost Recovery	-	-	-	-	-
11	Endowment Distributions	-	-	-	-	2,774,261
12	Contributions	-	-	-	-	9,300,000
13	Investment Income	-	-	-	-	-
14	Internal & External Sales	-	-	-	-	2,568,612
15	Total Revenues	-	-	-	-	285,120,760
16	Spending Authorization	-	1,762,938	127,766	147,211	(310,219,590)
17	Total Revenues & Revenue Allocation	-	1,762,938	127,766	147,211	(25,098,830)
18	Total Funding Transfers	(1,100,000)	(114,000)	-	-	(16,439,635)
EXPENSES						
19	Total Salaries, Wages, & Other Payroll	-	71,897	75,388	108,558	1,030,843
20	Total Benefits	-	8,367	26,932	(2,942,177)	(60,064,990)
21	Supplies, Services, & Capital Costs	1,100,000	796,674	25,446	-	16,511,228
22	Internal Principal & Interest	-	-	-	-	28,380,547
23	External Debt Service - Principal	-	-	-	-	-
24	External Debt Service - Interest	-	-	-	-	-
25	Depreciation	-	-	-	-	-
26	Total Direct Expenses	1,100,000	876,938	127,766	(2,833,620)	(14,142,372)
27	Capital Cost Allocation	-	-	-	-	(15,152,946)
28	Contribution Margin	-	-	-	-	(33,745,979)
29	Total Expenses & Expense Allocations	1,100,000	876,938	127,766	(2,833,620)	(63,041,298)
30	Results of Operations	-	1,000,000	(0)	2,980,831	54,382,103
INVESTMENT TRANSFERS						
31	Transfer To (From) Plant Fund	-	1,000,000	-	-	2,850,000
32	Transfer To (From) Quasi Endowments	-	-	-	-	-
33	Internal Bank Transfers	-	-	-	-	-
34	Total Investment Transfers	-	1,000,000	-	-	2,850,000
35	Total Transfers to (from) Reserve	-	0	(0)	2,980,831	51,532,103
36	Adjusted Net Results	-	-	-	-	-

Central & Administrative Operations cont'd

		Child Development Center	Information Technology	ISFS	Kennedy Museum	Library
REVENUES						
1	State Appropriations	-	-	-	-	156,466
2	Gross Undergraduate Tuition & Fees	-	91,500	11,250	-	-
3	UG Student Financial Aid	-	-	-	-	(2,400)
4	Net Undergraduate Tuition & Fees	-	-	-	-	(2,400)
5	Gross Graduate Tuition & Fees	-	-	-	-	-
6	Graduate Student Financial Aid	-	-	-	-	-
7	Net Graduate Tuition & Fees	-	-	-	-	-
8	Room & Board	-	-	-	-	-
9	Grants & Contracts	-	-	-	83,838	582,907
10	Facilities & Admin Cost Recovery	-	-	-	-	51,973
11	Endowment Distributions	-	-	5,463	65,320	390,215
12	Contributions	-	-	-	45,000	38,000
13	Investment Income	-	-	-	-	-
14	Internal & External Sales	726,829	1,582,430	-	2,000	85,581
15	Total Revenues	726,829	1,673,930	16,713	196,158	1,302,742
16	Spending Authorization	343,450	25,457,466	509,414	336,517	10,874,849
17	Total Revenues & Revenue Allocation	1,070,279	27,131,396	526,127	532,675	12,177,591
18	Total Funding Transfers	-	(246,650)	-	(47,500)	(31,370)
EXPENSES						
19	Total Salaries, Wages, & Other Payroll	717,342	12,145,316	308,826	403,399	4,018,076
20	Total Benefits	345,824	5,329,230	113,351	107,103	1,525,287
21	Supplies, Services, & Capital Costs	7,113	8,032,500	103,950	69,672	6,035,183
22	Internal Principal & Interest	-	-	-	-	-
23	External Debt Service - Principal	-	-	-	-	-
24	External Debt Service - Interest	-	-	-	-	-
25	Depreciation	-	-	-	-	-
26	Total Direct Expenses	1,070,279	25,507,046	526,127	580,174	11,578,546
27	Capital Cost Allocation	-	-	-	-	-
28	Contribution Margin	-	-	-	-	-
29	Total Expenses & Expense Allocations	1,070,279	25,507,046	526,127	580,174	11,578,546
30	Results of Operations	0	1,871,000	(0)	1	630,415
INVESTMENT TRANSFERS						
31	Transfer To (From) Plant Fund	-	1,871,000	-	-	175,000
32	Transfer To (From) Quasi Endowments	-	-	-	-	-
33	Internal Bank Transfers	-	-	-	-	-
34	Total Investment Transfers	-	1,871,000	-	-	175,000
35	Total Transfers to (from) Reserve	0	-	(0)	1	455,415
36	Adjusted Net Results	-	-	-	-	-

Central & Administrative Operations cont'd

REVENUES		Marching 110	Graduate College	VP of Research	Subtotal: Research
1	State Appropriations	-	-	-	-
2	Gross Undergraduate Tuition & Fees	6,000	250,000	-	250,000
3	UG Student Financial Aid	(10,000)	-	(10,000)	(10,000)
4	Net Undergraduate Tuition & Fees	(10,000)	-	(10,000)	(10,000)
5	Gross Graduate Tuition & Fees	-	493,306	-	493,306
6	Graduate Student Financial Aid	-	(374,995)	(15,216)	(390,211)
7	Net Graduate Tuition & Fees	-	118,311	(15,216)	103,095
8	Room & Board	-	-	-	-
9	Grants & Contracts	-	4,197	712,529	716,726
10	Facilities & Admin Cost Recovery	-	-	1,362,000	1,362,000
11	Endowment Distributions	4,000	-	1,647,200	1,647,200
12	Contributions	48,000	-	-	-
13	Investment Income	-	-	-	-
14	Internal & External Sales	35,000	-	703,200	703,200
15	Total Revenues	83,000	372,508	4,399,713	4,772,221
16	Spending Authorization	186,419	1,515,052	3,365,539	4,880,591
17	Total Revenues & Revenue Allocation	269,419	1,887,560	7,765,252	9,652,812

18	Total Funding Transfers	(68,000)	317,809	677,681	995,490
----	--------------------------------	-----------------	----------------	----------------	----------------

EXPENSES

19	Total Salaries, Wages, & Other Payroll	120,033	1,067,540	3,995,906	5,063,446
20	Total Benefits	30,276	351,136	1,380,129	1,731,265
21	Supplies, Services, & Capital Costs	187,111	107,013	1,949,159	2,056,172
22	Internal Principal & Interest	-	-	78,383	78,383
23	External Debt Service - Principal	-	-	-	-
24	External Debt Service - Interest	-	-	-	-
25	Depreciation	-	-	-	-
26	Total Direct Expenses	337,420	1,525,689	7,403,576	8,929,265
27	Capital Cost Allocation	-	-	-	-
28	Contribution Margin	-	-	-	-
29	Total Expenses & Expense Allocations	337,420	1,525,689	7,403,576	8,929,265

30	Results of Operations	(1)	44,062	(316,005)	(271,944)
----	------------------------------	------------	---------------	------------------	------------------

INVESTMENT TRANSFERS

31	Transfer To (From) Plant Fund	-	-	-	-
32	Transfer To (From) Quasi Endowments	-	-	-	-
33	Internal Bank Transfers	-	-	-	-
34	Total Investment Transfers	-	-	-	-

35	Total Transfers to (from) Reserve	(1)	44,062	(316,005)	(271,944)
36	Adjusted Net Results	-	-	-	-

Central & Administrative Operations cont'd

REVENUES		Diversity and Inclusion	Marketing	Strategy and Innovation Office	President	Subtotal: President
1	State Appropriations	-	-	-	-	-
2	Gross Undergraduate Tuition & Fees	-	-	-	-	-
3	UG Student Financial Aid	(200,570)	-	-	(5,500)	(206,070)
4	Net Undergraduate Tuition & Fees	(200,570)	-	-	(5,500)	(206,070)
5	Gross Graduate Tuition & Fees	-	-	-	-	-
6	Graduate Student Financial Aid	-	-	-	-	-
7	Net Graduate Tuition & Fees	-	-	-	-	-
8	Room & Board	-	-	-	-	-
9	Grants & Contracts	29,130	8,719	-	956	38,804
10	Facilities & Admin Cost Recovery	-	-	-	-	-
11	Endowment Distributions	296,371	-	-	22,037	318,408
12	Contributions	-	3,000	-	-	3,000
13	Investment Income	-	-	-	-	-
14	Internal & External Sales	-	21,000	-	-	21,000
15	Total Revenues	124,931	32,719	-	17,492	175,142
16	Spending Authorization	2,671,373	4,739,712	682,361	3,825,160	11,918,606
17	Total Revenues & Revenue Allocation	2,796,304	4,772,431	682,361	3,842,652	12,093,748

18	Total Funding Transfers	762,615	(1,593,957)	-	(235,589)	(1,066,931)
----	--------------------------------	----------------	--------------------	----------	------------------	--------------------

EXPENSES						
19	Total Salaries, Wages, & Other Payroll	1,165,774	3,144,885	464,988	2,730,864	7,506,511
20	Total Benefits	351,927	1,233,977	122,542	810,123	2,518,568
21	Supplies, Services, & Capital Costs	515,989	1,987,526	94,831	537,254	3,135,600
22	Internal Principal & Interest	-	-	-	-	-
23	External Debt Service - Principal	-	-	-	-	-
24	External Debt Service - Interest	-	-	-	-	-
25	Depreciation	-	-	-	-	-
26	Total Direct Expenses	2,033,689	6,366,388	682,361	4,078,241	13,160,679
27	Capital Cost Allocation	-	-	-	-	-
28	Contribution Margin	-	-	-	-	-
29	Total Expenses & Expense Allocations	2,033,689	6,366,388	682,361	4,078,241	13,160,679

30	Results of Operations	(0)	(0)	0	0	(0)
----	------------------------------	------------	------------	----------	----------	------------

INVESTMENT TRANSFERS						
31	Transfer To (From) Plant Fund	-	-	-	-	-
32	Transfer To (From) Quasi Endowments	-	-	-	-	-
33	Internal Bank Transfers	-	-	-	-	-
34	Total Investment Transfers	-	-	-	-	-

35	Total Transfers to (from) Reserve	(0)	(0)	0	0	(0)
36	Adjusted Net Results	-	-	-	-	-

Central & Administrative Operations cont'd

REVENUES		Instructional Innovation	Enrollment Management	Provost	Subtotal: Provost
1	State Appropriations	-	-	-	-
2	Gross Undergraduate Tuition & Fees	-	528,516	-	528,516
3	UG Student Financial Aid	-	(1,711,547)	-	(1,711,547)
4	Net Undergraduate Tuition & Fees	-	(1,220,547)	-	(1,220,547)
5	Gross Graduate Tuition & Fees	-	-	-	-
6	Graduate Student Financial Aid	-	-	-	-
7	Net Graduate Tuition & Fees	-	-	-	-
8	Room & Board	-	-	-	-
9	Grants & Contracts	-	77,790	15,553	93,343
10	Facilities & Admin Cost Recovery	-	-	-	-
11	Endowment Distributions	1,866	1,706,547	626,603	2,335,016
12	Contributions	-	153,168	35,000	188,168
13	Investment Income	-	40	-	40
14	Internal & External Sales	-	(103,208)	900,130	796,922
15	Total Revenues	1,866	651,306	1,577,286	2,230,458
16	Spending Authorization	2,951,072	10,547,914	4,176,340	17,675,326
17	Total Revenues & Revenue Allocation	2,952,938	11,199,220	5,753,626	19,905,784

18	Total Funding Transfers	40,032	(1,843,171)	(235,977)	(2,039,116)
-----------	--------------------------------	---------------	--------------------	------------------	--------------------

EXPENSES					
19	Total Salaries, Wages, & Other Payroll	1,989,855	6,409,342	3,297,054	11,696,251
20	Total Benefits	671,833	2,670,007	1,026,220	4,368,060
21	Supplies, Services, & Capital Costs	251,218	3,963,042	1,666,329	5,880,589
22	Internal Principal & Interest	-	-	-	-
23	External Debt Service - Principal	-	-	-	-
24	External Debt Service - Interest	-	-	-	-
25	Depreciation	-	-	-	-
26	Total Direct Expenses	2,912,906	13,042,390	5,989,603	21,944,900
27	Capital Cost Allocation	-	-	-	-
28	Contribution Margin	-	-	-	-
29	Total Expenses & Expense Allocations	2,912,906	13,042,390	5,989,603	21,944,900

30	Results of Operations	0	0	(0)	0
-----------	------------------------------	----------	----------	------------	----------

INVESTMENT TRANSFERS					
31	Transfer To (From) Plant Fund	-	-	-	-
32	Transfer To (From) Quasi Endowments	-	-	-	-
33	Internal Bank Transfers	-	-	-	-
34	Total Investment Transfers	-	-	-	-

35	Total Transfers to (from) Reserve	0	0	(0)	0
36	Adjusted Net Results	-	-	-	-

Central & Administrative Operations cont'd

		Bobcat Depot	Campus Recreation	Career Fee	VP of Student Affairs	Subtotal: Student Affairs
REVENUES						
1	State Appropriations	-	-	-	-	-
2	Gross Undergraduate Tuition & Fees	-	6,400	1,367,900	115,601	1,489,901
3	UG Student Financial Aid	-	-	-	(30,000)	(30,000)
4	Net Undergraduate Tuition & Fees	-	6,400	1,367,900	(30,000)	1,344,300
5	Gross Graduate Tuition & Fees	-	88	-	-	88
6	Graduate Student Financial Aid	-	-	-	-	-
7	Net Graduate Tuition & Fees	-	88	-	-	88
8	Room & Board	-	-	-	-	-
9	Grants & Contracts	-	-	-	-	-
10	Facilities & Admin Cost Recovery	-	-	-	-	-
11	Endowment Distributions	-	-	-	-	-
12	Contributions	-	-	-	-	-
13	Investment Income	-	-	-	-	-
14	Internal & External Sales	4,461,800	1,223,981	-	1,789,770	7,475,551
15	Total Revenues	4,461,800	1,230,469	1,367,900	1,875,371	8,935,540
16	Spending Authorization	-	3,114,661	-	8,653,171	11,767,832
17	Total Revenues & Revenue Allocation	4,461,800	4,345,130	1,367,900	10,528,542	20,703,372

18	Total Funding Transfers	21,188	27,379	1,367,900	(1,826,333)	(409,866)
----	--------------------------------	---------------	---------------	------------------	--------------------	------------------

EXPENSES						
19	Total Salaries, Wages, & Other Payroll	209,910	2,113,461	-	5,485,114	7,808,484
20	Total Benefits	50,888	510,715	-	1,856,254	2,417,858
21	Supplies, Services, & Capital Costs	4,070,663	1,525,326	-	2,076,007	7,671,996
22	Internal Principal & Interest	-	168,249	-	2,937,500	3,105,749
23	External Debt Service - Principal	-	-	-	-	-
24	External Debt Service - Interest	-	-	-	-	-
25	Depreciation	-	-	-	-	-
26	Total Direct Expenses	4,331,461	4,317,751	-	12,354,875	21,004,087
27	Capital Cost Allocation	-	-	-	-	-
28	Contribution Margin	-	-	-	-	-
29	Total Expenses & Expense Allocations	4,331,461	4,317,751	-	12,354,875	21,004,087

30	Results of Operations	109,151	(0)	-	(0)	109,151
----	------------------------------	----------------	------------	----------	------------	----------------

INVESTMENT TRANSFERS						
31	Transfer To (From) Plant Fund	-	-	-	-	-
32	Transfer To (From) Quasi Endowments	-	-	-	-	-
33	Internal Bank Transfers	-	-	-	-	-
34	Total Investment Transfers	-	-	-	-	-

35	Total Transfers to (from) Reserve	109,151	(0)	-	(0)	109,151
36	Adjusted Net Results	-	-	-	-	-

Central & Administrative Operations cont'd

		Airport	Design and Construction	Finance	Human Resources	Logistics
REVENUES						
1	State Appropriations	-	-	-	-	-
2	Gross Undergraduate Tuition & Fees	-	-	-	-	-
3	UG Student Financial Aid	-	-	-	-	-
4	Net Undergraduate Tuition & Fees	-	-	-	-	-
5	Gross Graduate Tuition & Fees	-	-	-	-	-
6	Graduate Student Financial Aid	-	-	-	-	-
7	Net Graduate Tuition & Fees	-	-	-	-	-
8	Room & Board	-	-	-	-	-
9	Grants & Contracts	58,305	-	-	-	-
10	Facilities & Admin Cost Recovery	-	-	-	-	-
11	Endowment Distributions	-	-	-	-	-
12	Contributions	-	-	-	-	-
13	Investment Income	-	-	-	-	-
14	Internal & External Sales	1,403,936	2,595,734	-	25,000	995,231
15	Total Revenues	1,462,241	2,595,734	-	25,000	995,231
16	Spending Authorization	772,034	-	5,294,754	3,505,542	623,459
17	Total Revenues & Revenue Allocation	2,234,275	2,595,734	5,294,754	3,530,542	1,618,690

18	Total Funding Transfers	12,219	385,846	(254,621)	(66,883)	(184,789)
-----------	--------------------------------	---------------	----------------	------------------	-----------------	------------------

EXPENSES						
19	Total Salaries, Wages, & Other Payroll	773,510	1,274,725	3,391,957	2,336,448	760,573
20	Total Benefits	293,492	459,315	1,364,634	891,173	243,891
21	Supplies, Services, & Capital Costs	874,229	411,429	792,784	369,804	774,603
22	Internal Principal & Interest	215,504	-	-	-	-
23	External Debt Service - Principal	-	-	-	-	-
24	External Debt Service - Interest	-	-	-	-	-
25	Depreciation	-	-	-	-	-
26	Total Direct Expenses	2,156,735	2,145,469	5,549,375	3,597,425	1,779,067
27	Capital Cost Allocation	-	-	-	-	-
28	Contribution Margin	-	-	-	-	-
29	Total Expenses & Expense Allocations	2,156,735	2,145,469	5,549,375	3,597,425	1,779,067

30	Results of Operations	65,321	64,418	(0)	(0)	24,412
-----------	------------------------------	---------------	---------------	------------	------------	---------------

INVESTMENT TRANSFERS						
31	Transfer To (From) Plant Fund	-	-	-	-	-
32	Transfer To (From) Quasi Endowments	-	-	-	-	-
33	Internal Bank Transfers	-	-	-	-	-
34	Total Investment Transfers	-	-	-	-	-

35	Total Transfers to (from) Reserve	65,321	64,418	(0)	(0)	24,412
36	Adjusted Net Results	-	-	-	-	-

Central & Administrative Operations cont'd

		OUPD	Real Estate	VPFA Office	Subtotal: Finance & Administration
REVENUES					
1	State Appropriations	-	-	-	-
2	Gross Undergraduate Tuition & Fees	-	-	-	-
3	UG Student Financial Aid	-	-	-	-
4	Net Undergraduate Tuition & Fees	-	-	-	-
5	Gross Graduate Tuition & Fees	-	-	-	-
6	Graduate Student 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	-	2,973,941	259,681	6,849,587
15	Total Revenues	-	2,973,941	259,681	6,849,587
16	Spending Authorization	4,227,675	-	1,123,254	14,774,684
17	Total Revenues & Revenue Allocation	4,227,675	2,973,941	1,382,935	21,624,271

18	Total Funding Transfers	-	(60,000)	(504,826)	(685,273)
-----------	--------------------------------	----------	-----------------	------------------	------------------

EXPENSES					
19	Total Salaries, Wages, & Other Payroll	2,644,930	182,465	1,275,818	11,866,917
20	Total Benefits	1,057,919	43,592	468,360	4,528,883
21	Supplies, Services, & Capital Costs	524,827	2,566,032	143,583	5,583,062
22	Internal Principal & Interest	-	35,000	-	35,000
23	External Debt Service - Principal	-	-	-	-
24	External Debt Service - Interest	-	-	-	-
25	Depreciation	-	-	-	-
26	Total Direct Expenses	4,227,676	2,827,089	1,887,761	22,013,862
27	Capital Cost Allocation	-	-	-	-
28	Contribution Margin	-	-	-	-
29	Total Expenses & Expense Allocations	4,227,676	2,827,089	1,887,761	22,013,862

30	Results of Operations	(1)	206,852	0	295,681
-----------	------------------------------	------------	----------------	----------	----------------

INVESTMENT TRANSFERS					
31	Transfer To (From) Plant Fund	-	-	-	-
32	Transfer To (From) Quasi Endowments	-	-	-	-
33	Internal Bank Transfers	-	-	-	-
34	Total Investment Transfers	-	-	-	-

35	Total Transfers to (from) Reserve	(1)	206,852	0	295,681
36	Adjusted Net Results	-	-	-	-

Central & Administrative Operations cont'd

		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	UG Student Financial Aid	-	-	-	-	-	-	-	-
4	Net Undergraduate Tuition & Fees	-	-	-	-	-	-	-	-
5	Gross Graduate Tuition & Fees	-	-	-	-	-	-	-	-
6	Graduate Student 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	366,719	-	110,000	57,500	-	1,775,018	159,550	2,468,787
15	Total Revenues	366,719	-	110,000	57,500	-	1,775,018	159,550	2,468,787
16	Spending Authorization	7,921,025	1,371,628	3,059,161	2,664,435	1,854,529	8,722,701	11,503,413	37,096,892
17	Total Revenues & Revenue Allocation	8,287,744	1,371,628	3,169,161	2,721,935	1,854,529	10,497,719	11,662,963	39,565,679
18	Total Funding Transfers	-	(46,090)	-	(100,000)	43,126	(198,020)	86,000	(214,983)
EXPENSES									
19	Total Salaries, Wages, & Other Payroll	5,032,429	800,312	1,187,076	1,472,849	1,111,553	5,647,210	-	15,251,428
20	Total Benefits	2,392,753	256,037	426,385	617,864	404,065	2,285,312	-	6,382,416
21	Supplies, Services, & Capital Costs	862,563	361,369	1,555,700	731,222	295,785	2,763,217	11,326,963	17,896,819
22	Internal Principal & Interest	-	-	-	-	-	-	-	-
23	External Debt Service - Principal	-	-	-	-	-	-	-	-
24	External Debt Service - Interest	-	-	-	-	-	-	-	-
25	Depreciation	-	-	-	-	-	-	-	-
26	Total Direct Expenses	8,287,744	1,417,718	3,169,161	2,821,935	1,811,402	10,695,739	11,326,963	39,530,662
27	Capital Cost Allocation	-	-	-	-	-	-	-	-
28	Contribution Margin	-	-	-	-	-	-	-	-
29	Total Expenses & Expense Allocations	8,287,744	1,417,718	3,169,161	2,821,935	1,811,402	10,695,739	11,326,963	39,530,662
30	Results of Operations	(0)	(0)	0	0	0	0	250,000	250,000
INVESTMENT TRANSFERS									
31	Transfer To (From) Plant Fund	-	-	-	-	-	-	250,000	250,000
32	Transfer To (From) Quasi Endowments	-	-	-	-	-	-	-	-
33	Internal Bank Transfers	-	-	-	-	-	-	-	-
34	Total Investment Transfers	-	-	-	-	-	-	250,000	250,000
35	Total Transfers to (from) Reserve	(0)	(0)	0	0	0	0	0	0
36	Adjusted Net Results	-	-	-	-	-	-	-	-

Central & Administrative Operations cont'd

REVENUES		Wellworks	WOUB	Capital Improvement	Transfer Adjustments	Total: Central & Admin Operations
1	State Appropriations	-	-	-	-	118,213,075
2	Gross Undergraduate Tuition & Fees	-	-	-	-	191,225,574
3	UG Student Financial Aid	-	(1,537)	-	-	(38,648,551)
4	Net Undergraduate Tuition & Fees	-	(1,537)	-	-	150,451,957
5	Gross Graduate Tuition & Fees	-	-	-	-	356,319
6	Graduate Student Financial Aid	-	-	-	-	(390,211)
7	Net Graduate Tuition & Fees	-	-	-	-	(33,892)
8	Room & Board	-	-	-	-	-
9	Grants & Contracts	2,900	1,811,426	-	-	3,809,823
10	Facilities & Admin Cost Recovery	-	-	-	-	1,413,973
11	Endowment Distributions	-	497,087	-	-	16,227,001
12	Contributions	-	490,562	-	-	11,244,686
13	Investment Income	-	-	-	-	1,636,295
14	Internal & External Sales	478,059	274,566	-	-	31,100,884
15	Total Revenues	480,959	3,072,104	-	-	336,188,870
16	Spending Authorization	247,691	2,068,561	-	-	(160,577,940)
17	Total Revenues & Revenue Allocation	728,650	5,140,665	-	-	175,610,930

18	Total Funding Transfers	(10,513)	(18,000)	-	(7,565,367)	(27,926,991)
-----------	--------------------------------	-----------------	-----------------	----------	--------------------	---------------------

EXPENSES

19	Total Salaries, Wages, & Other Payroll	532,933	1,928,399	-	-	87,998,447
20	Total Benefits	134,659	764,642	-	-	46,198,934
21	Supplies, Services, & Capital Costs	71,571	2,463,480	1,500,000	7,565,367	90,277,883
22	Internal Principal & Interest	-	-	-	-	32,031,558
23	External Debt Service - Principal	-	-	-	-	-
24	External Debt Service - Interest	-	-	-	-	-
25	Depreciation	-	-	-	-	-
26	Total Direct Expenses	739,163	5,156,521	1,500,000	7,565,367	256,506,823
27	Capital Cost Allocation	-	-	-	-	(15,152,946)
28	Contribution Margin	-	-	-	-	(33,745,979)
29	Total Expenses & Expense Allocations	739,163	5,156,521	1,500,000	7,565,367	207,607,897

30	Results of Operations	(1)	2,144	(1,500,000)	-	(4,069,976)
-----------	------------------------------	------------	--------------	--------------------	----------	--------------------

INVESTMENT TRANSFERS

31	Transfer To (From) Plant Fund	-	-	(1,500,000)	-	3,646,000
32	Transfer To (From) Quasi Endowments	-	-	-	-	-
33	Internal Bank Transfers	-	-	-	-	-
34	Total Investment Transfers	-	-	(1,500,000)	-	3,646,000

35	Total Transfers to (from) Reserve	(1)	2,144	-	-	(7,715,976)
36	Adjusted Net Results	-	-	-	-	-

14.4 Reserves

REVENUES		Strategic Opportunity Reserve	Institutional Reserve	Provost Strategic Initiatives	Total: Reserves
1	State Appropriations	2,461,396	-	-	2,461,396
2	Gross Undergraduate Tuition & Fees	3,686,219	-	-	3,686,219
3	UG Student Financial Aid	-	-	-	-
4	Net Undergraduate Tuition & Fees	3,686,219	-	-	3,686,219
5	Gross Graduate Tuition & Fees	-	-	-	-
6	Graduate Student 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	10,647,615	-	-	10,647,615
16	Spending Authorization	-	1,486,287	1,502,471	2,988,758
17	Total Revenues & Revenue Allocation	10,647,615	1,486,287	1,502,471	13,636,373

18	Total Funding Transfers	7,998,947	1,486,287	19,115,973	28,601,207
----	--------------------------------	------------------	------------------	-------------------	-------------------

EXPENSES					
19	Total Salaries, Wages, & Other Payroll	-	-	-	-
20	Total Benefits	-	-	-	-
21	Supplies, Services, & Capital Costs	-	-	-	-
22	Internal Principal & Interest	-	-	-	-
23	External Debt Service - Principal	-	-	-	-
24	External Debt Service - Interest	-	-	-	-
25	Depreciation	-	-	-	-
26	Total Direct Expenses	-	-	-	-
27	Capital Cost Allocation	-	-	-	-
28	Contribution Margin	-	-	-	-
29	Total Expenses & Expense Allocations	-	-	-	-

30	Results of Operations	2,648,668	-	(17,613,502)	(14,964,834)
----	------------------------------	------------------	----------	---------------------	---------------------

INVESTMENT TRANSFERS					
31	Transfer To (From) Plant Fund	-	-	-	-
32	Transfer To (From) Quasi Endowments	1,600,000	-	-	1,600,000
33	Internal Bank Transfers	-	-	-	-
34	Total Investment Transfers	1,600,000	-	-	1,600,000

35	Total Transfers to (from) Reserve	1,048,668	-	(17,613,502)	(16,564,834)
----	-----------------------------------	-----------	---	--------------	--------------

14.5 FY21 COVID-19 Budget

REVENUES		COVID-19 Budget
1	State Appropriations	-
2	Gross Undergraduate Tuition & Fees	-
3	UG Student Financial Aid	(5,500,000)
4	Net Undergraduate Tuition & Fees	(5,500,000)
5	Gross Graduate Tuition & Fees	-
6	Graduate Student Financial Aid	-
7	Net Graduate Tuition & Fees	-
8	Room & Board	-
9	Grants & Contracts	21,242,469
10	Facilities & Admin Cost Recovery	-
11	Endowment Distributions	-
12	Contributions	-
13	Investment Income	-
14	Internal & External Sales	4,656,315
15	Total Revenues	20,398,784
16	Spending Authorization	-
17	Total Revenues & Revenue Allocation	20,398,784

18	Total Funding Transfers	-
-----------	--------------------------------	----------

EXPENSES		
19	Total Salaries, Wages, & Other Payroll	7,916,969
20	Total Benefits	2,508,654
21	Supplies, Services, & Capital Costs	9,973,161
22	Internal Principal & Interest	-
23	External Debt Service - Principal	-
24	External Debt Service - Interest	-
25	Depreciation	-
26	Total Direct Expenses	20,398,784
27	Capital Cost Allocation	-
28	Contribution Margin	-
29	Total Expenses & Expense Allocations	20,398,784

30	Results of Operations	-
-----------	------------------------------	----------

INVESTMENT TRANSFERS		
31	Transfer To (From) Plant Fund	-
32	Transfer To (From) Quasi Endowments	-
33	Internal Bank Transfers	-
34	Total Investment Transfers	-

35	Total Transfers to (from) Reserve	-
36	Adjusted Net Results	-

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

	Athens Colleges & Schools	Regional Campuses	Auxiliaries	Central & Admin Operations	Reserves	COVID-19 Budget	FY21 Operating Activity Subtotal	Non- Operating Activity	Financial Statement Adj & Component Units	GAAP Adj. Totals	
REVENUES											
1	State Appropriations	28.2	20.2	-	118.2	2.5	-	169.0	24.7	-	193.7
2	Gross Undergraduate Tuition & Fees	27.1	27.4	-	191.2	3.7	-	249.4	-	-	249.4
3	Undergraduate Student Financial Aid	(8.2)	(5.4)	(18.0)	(38.6)	-	(5.5)	(75.7)	-	-	(75.7)
4	Net Undergraduate Tuition & Fees	18.9	22.0	(18.0)	152.6	3.7	(5.5)	173.7	-	-	173.7
5	Gross Graduate Tuition & Fees	125.4	0.1	-	0.4	-	-	125.9	-	-	125.9
6	Graduate Student Financial Aid	(27.6)	(0.0)	(0.0)	(0.4)	-	-	(28.1)	-	-	(28.1)
7	Net Graduate Tuition & Fees	97.8	0.0	(0.0)	(0.0)	-	-	97.8	-	-	97.8
8	Room & Board	-	-	68.7	-	-	-	68.7	-	-	68.7
9	Grants & Contracts	35.5	1.7	0.0	3.8	-	21.2	62.3	1.8	-	64.1
10	Facilities & Admin Cost Recovery	7.7	-	-	1.4	-	-	9.1	-	-	9.1
11	Endowment Distributions	14.1	0.8	0.2	16.2	-	-	31.3	(31.3)	-	-
12	Contributions	2.9	0.2	2.1	11.2	-	-	16.5	13.5	-	30.0
13	Investment Income	-	-	-	1.6	4.5	-	6.1	54.8	0.3	61.3
14	Internal & External Sales	7.5	0.5	16.7	31.1	-	4.7	60.4	0.2	5.5	66.2
15	Total Revenues	212.6	45.3	69.7	336.2	10.6	20.4	695.0	63.6	5.9	764.4
16	Spending Authorization	139.3	0.5	17.9	(160.6)	3.0	-	-	-	-	-
17	Total Revenues & Revenue Allocation	351.9	45.8	87.6	175.6	13.6	20.4	695.0	63.6	5.9	764.4
18	Total Funding Transfers	(3.6)	0.7	2.2	(27.9)	28.6	-	-	-	-	-
EXPENSES											
19	Total Salaries, Wages, & Other Payroll	182.9	25.0	24.4	88.0	-	7.9	328.3	-	1.5	329.8
20	Total Benefits	55.8	8.9	8.5	46.2	-	2.5	121.9	-	-	121.9
21	Supplies, Services, & Capital Costs	65.3	6.0	25.2	90.3	-	10.0	196.7	99.4	(98.3)	197.8
22	Internal Principal & Interest	16.2	0.3	12.5	32.0	-	-	61.0	(61.0)	-	-
23	External Debt Service - Principal	-	-	-	-	-	-	-	12.6	(12.6)	-
24	External Debt Service - Interest	-	-	-	-	-	-	-	27.1	(0.7)	26.4
25	Depreciation	-	-	-	-	-	-	-	-	60.8	60.8
26	Total Direct Expenses	320.3	40.1	70.6	256.5	-	20.4	707.9	78.1	(49.4)	736.7
27	Capital Cost Allocation	13.6	-	1.6	(15.2)	-	-	-	-	-	-
28	Contribution Margin	13.6	7.7	12.5	(33.7)	-	-	-	-	-	-
29	Total Expenses & Expense Allocations	347.4	47.8	84.7	207.6	-	20.4	707.9	78.1	(49.4)	736.7
30	Results of Operations	8.0	(2.7)	0.8	(4.1)	(15.0)	-	(13.0)	(14.5)	55.2	27.7
INVESTMENT TRANSFERS											
31	Transfer To (From) Plant Fund	1.0	0.9	1.2	3.6	-	-	6.7	(6.7)	-	-
32	Transfer To (From) Quasi Endowments	3.7	-	-	-	1.6	-	5.3	(5.3)	-	-
33	Internal Bank Transfers	-	-	-	-	-	-	-	-	-	-
34	Total Investment Transfers	4.7	0.9	1.2	3.6	1.6	-	12.0	(12.0)	-	0.0
35	Total Transfers to (from) Reserve	3.3	(3.6)	(0.4)	(7.7)	(16.6)	(0.0)	(25.0)	(2.5)	55.2	27.7
36	Adjusted Net Results	-	-	-	-	-	-	-	-	-	-

15.1 Non-Operating Activity

	Endowment	Century Bond	Internal Bank	Capital	Total: Non-Operating Activity
REVENUES					
1	State Appropriations	-	-	24,665,377	24,665,377
2	Gross Undergraduate Tuition & Fees	-	-	-	-
3	UG Student Financial Aid	-	-	-	-
4	Net Undergraduate Tuition & Fees	-	-	-	-
5	Gross Graduate Tuition & Fees	-	-	-	-
6	Graduate Student Financial Aid	-	-	-	-
7	Net Graduate Tuition & Fees	-	-	-	-
8	Room & Board	-	-	-	-
9	Grants & Contracts	-	-	1,757,995	1,757,995
10	Facilities & Admin Cost Recovery	-	-	-	-
11	Endowment Distributions	(31,326,417)	-	-	(31,326,417)
12	Contributions	13,500,000	-	-	13,500,000
13	Investment Income	34,781,169	12,300,000	7,700,000	54,781,169
14	Internal & External Sales	-	-	240,000	240,000
15	Total Revenues	16,954,752	12,300,000	7,940,000	26,423,372
16	Spending Authorization	-	-	-	-
17	Total Revenues & Revenue Allocation	16,954,752	12,300,000	7,940,000	26,423,372
18	Total Funding Transfers	-	-	-	-
EXPENSES					
19	Total Salaries, Wages, & Other Payroll	-	-	-	-
20	Total Benefits	-	-	-	-
21	Supplies, Services, & Capital Costs	-	-	300,000	99,422,626
22	Internal Principal & Interest	-	(14,100,000)	(46,900,000)	(61,000,000)
23	External Debt Service - Principal	-	-	12,600,000	12,600,000
24	External Debt Service - Interest	-	14,100,000	13,000,000	27,100,000
25	Depreciation	-	-	-	-
26	Total Direct Expenses	-	-	(21,000,000)	99,122,626
27	Capital Cost Allocation	-	-	-	-
28	Contribution Margin	-	-	-	-
29	Total Expenses & Expense Allocations	-	-	(21,000,000)	78,122,626
30	Results of Operations	16,954,752	12,300,000	28,940,000	(72,699,254)
INVESTMENT TRANSFERS					
31	Transfer To (From) Plant Fund	-	-	48,700,000	(55,403,000)
32	Transfer To (From) Quasi Endowments	(5,307,310)	-	-	(5,307,310)
33	Internal Bank Transfers	-	-	-	-
34	Total Investment Transfers	(5,307,310)	-	48,700,000	(55,403,000)

15.2 Financial Statement Adjustments & Component Units

		Component Units	Financial Statement Adjustments	Total: Financial Statement Adj & Component Units
REVENUES				
1	State Appropriations	-	-	-
2	Gross Undergraduate Tuition & Fees	-	-	-
3	UG Student Financial Aid	-	-	-
4	Net Undergraduate Tuition & Fees	-	-	-
5	Gross Graduate Tuition & Fees	-	-	-
6	Graduate Student 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	349,442	-	349,442
14	Internal & External Sales	6,860,508	(1,355,000)	5,505,508
15	Total Revenues	7,209,950	(1,355,000)	5,854,950
16	Spending Authorization	-	-	-
17	Total Revenues & Revenue Allocation	7,209,950	(1,355,000)	5,854,950

18	Total Funding Transfers	-	-	-
-----------	--------------------------------	---	---	---

EXPENSES				
19	Total Salaries, Wages, & Other Payroll	1,502,100	-	1,502,100
20	Total Benefits	-	-	-
21	Supplies, Services, & Capital Costs	3,834,438	(102,168,103)	(98,333,665)
22	Internal Principal & Interest	-	-	-
23	External Debt Service - Principal	-	(12,600,000)	(12,600,000)
24	External Debt Service - Interest	-	(708,000)	(708,000)
25	Depreciation	783,000	60,000,719	60,783,719
26	Total Direct Expenses	6,119,538	(55,475,384)	(49,355,846)
27	Capital Cost Allocation	-	-	-
28	Contribution Margin	-	-	-
29	Total Expenses & Expense Allocations	6,119,538	(55,475,384)	(49,355,846)

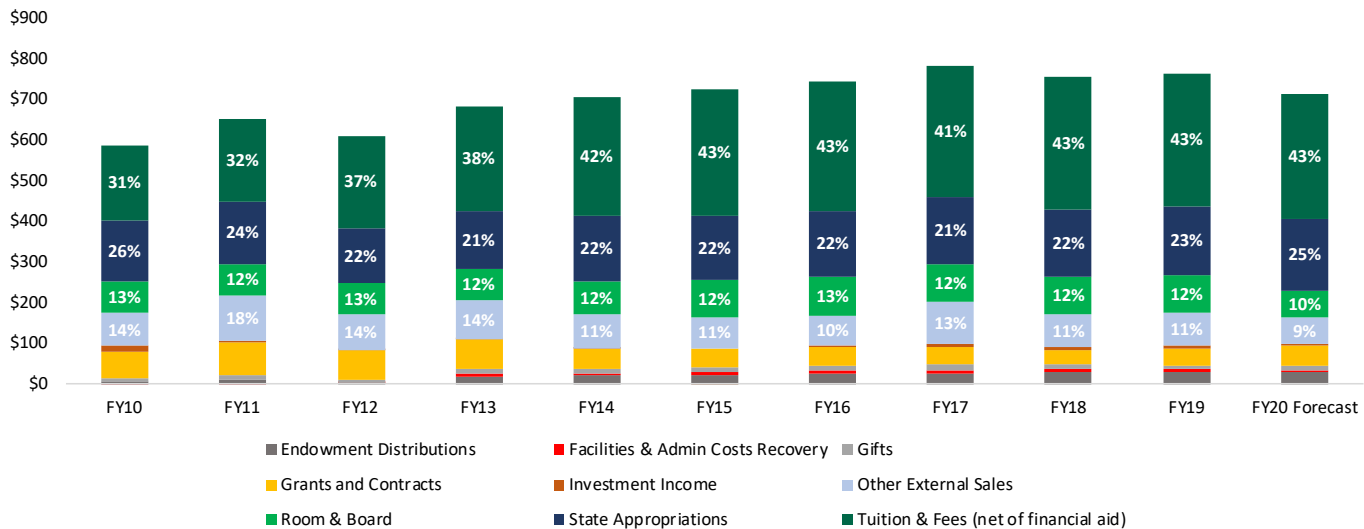
30	Results of Operations	1,090,412	54,120,384	55,210,796
-----------	------------------------------	------------------	-------------------	-------------------

INVESTMENT TRANSFERS				
31	Transfer To (From) Plant Fund	-	-	-
32	Transfer To (From) Quasi Endowments	-	-	-
33	Internal Bank Transfers	-	-	-
34	Total Investment Transfers	-	-	-

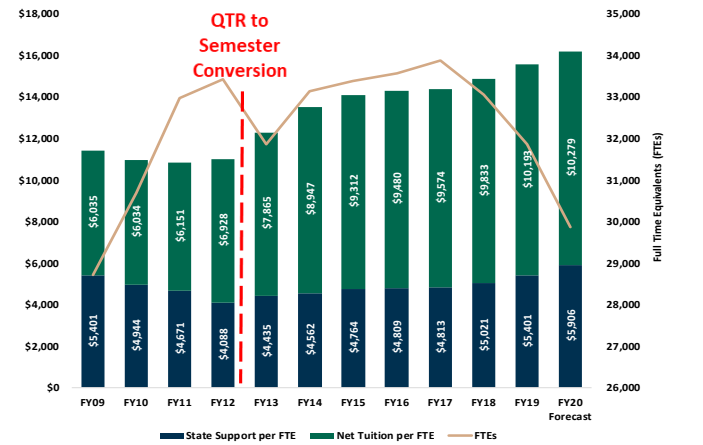
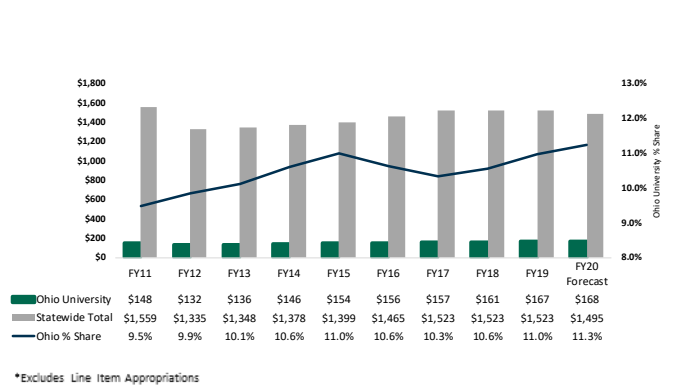
35	Total Transfers to (from) Reserve	1,090,412	54,120,384	55,210,796
36	Adjusted Net Results	-	-	-

OHIO UNIVERSITY
Ohio University Financial Fact Sheet

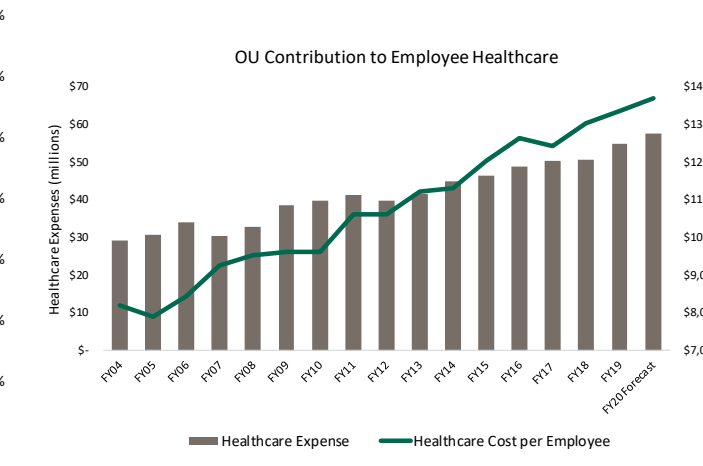
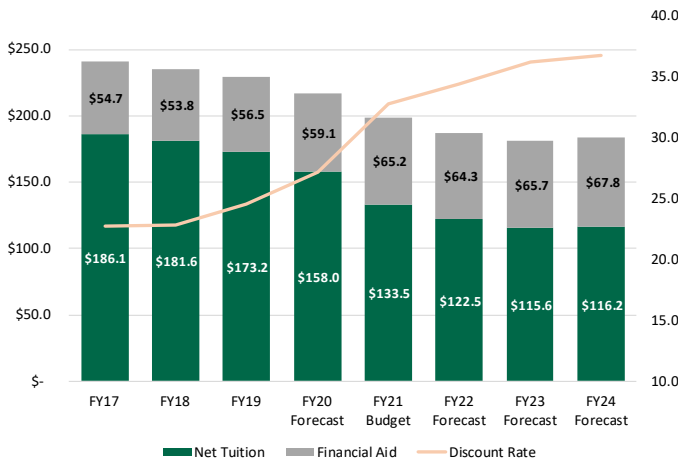
Operating Revenue



SSI Funding **State Support & Tuition per Student FTE**



Athens UG Tuition Revenue & Discount Rate **OU Contribution to Employee Healthcare**

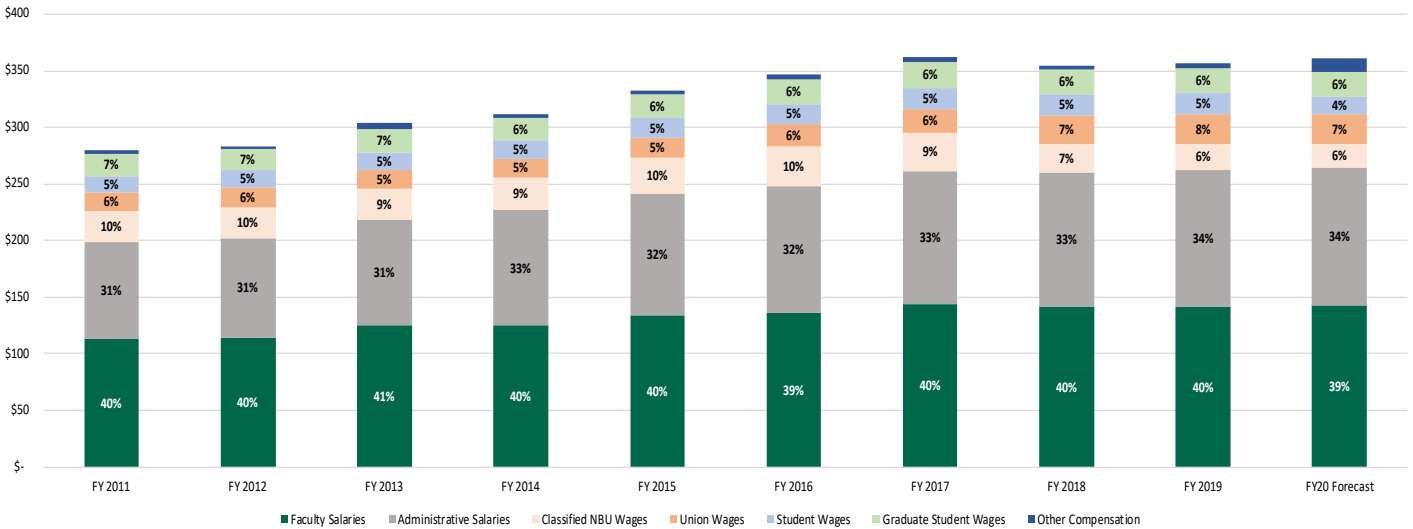


PPO Plan Benchmarking

	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				
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

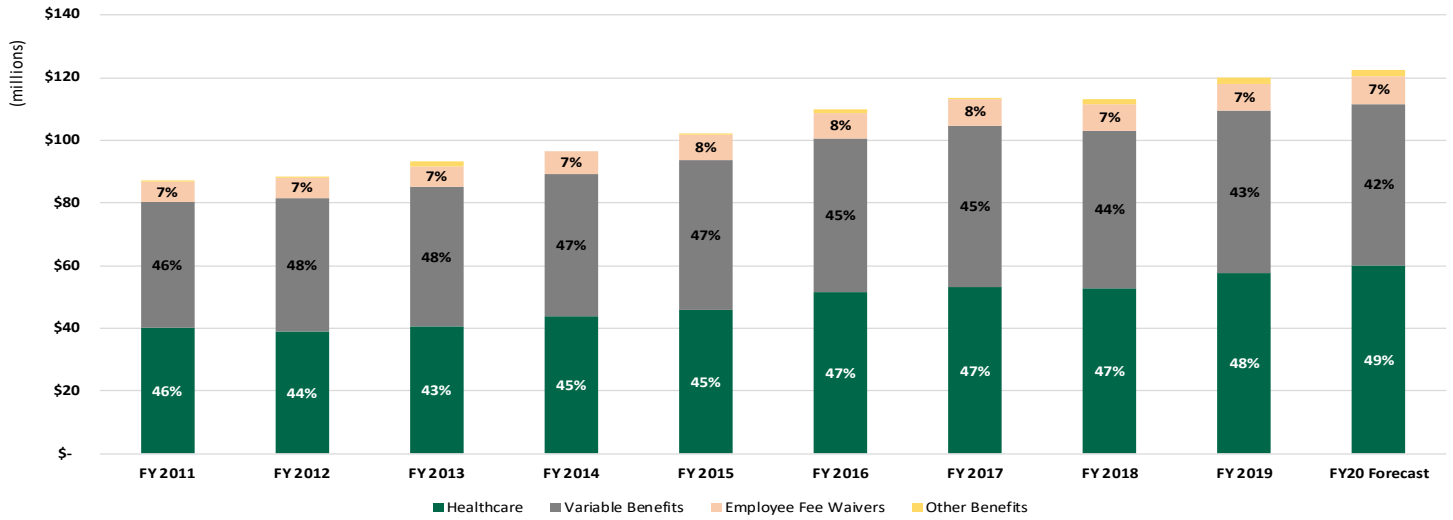
Green highlights indicate areas below benchmark. The IUC is currently conducting an update Benchmarking Study, the result will be shared once available. This data remains unchanged from the FY20 Budget Book Fact Sheets.

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.

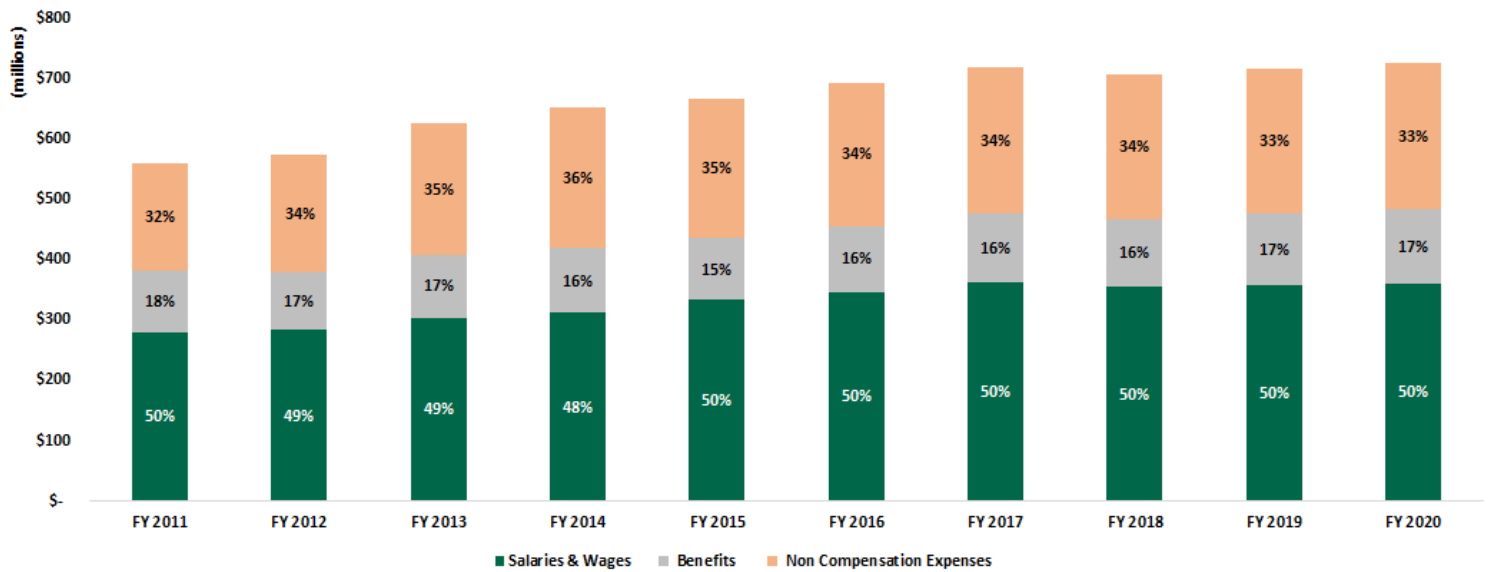
Benefits Expense



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

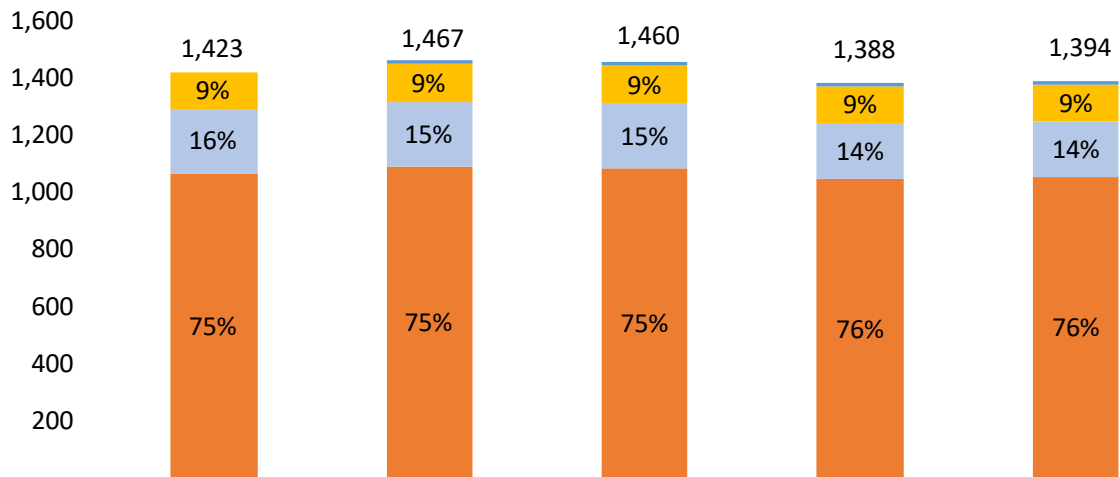
Personnel Share of Direct Expenses



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

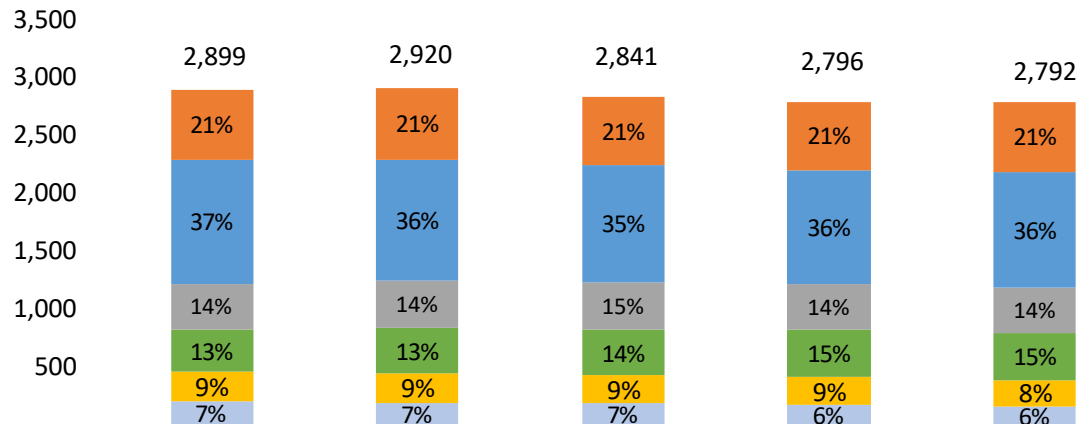
FY20 compensation totals include the one-time expenses associated with the salary and healthcare payouts allowable under the approved plan.

Faculty Headcounts by Unit Type

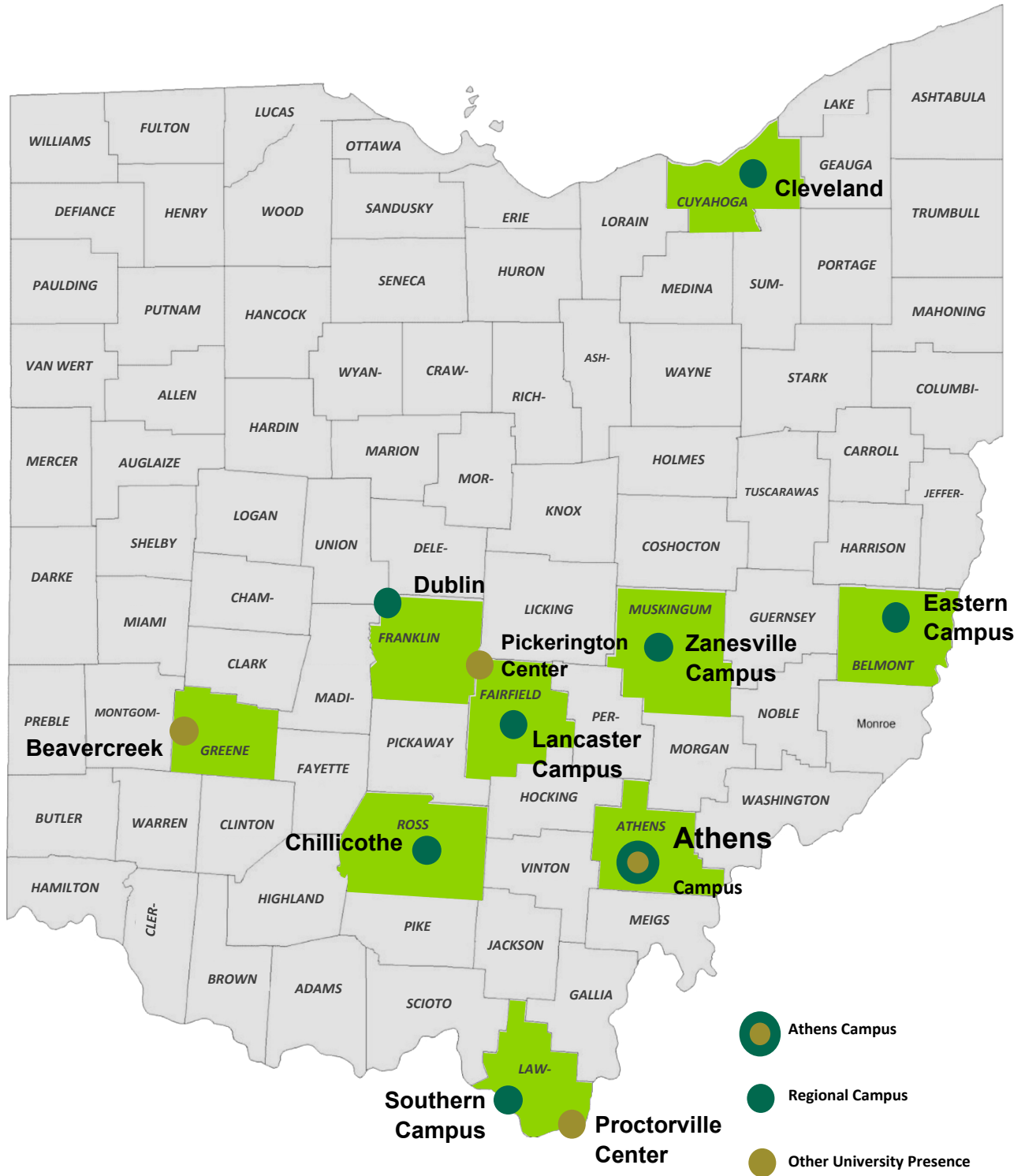


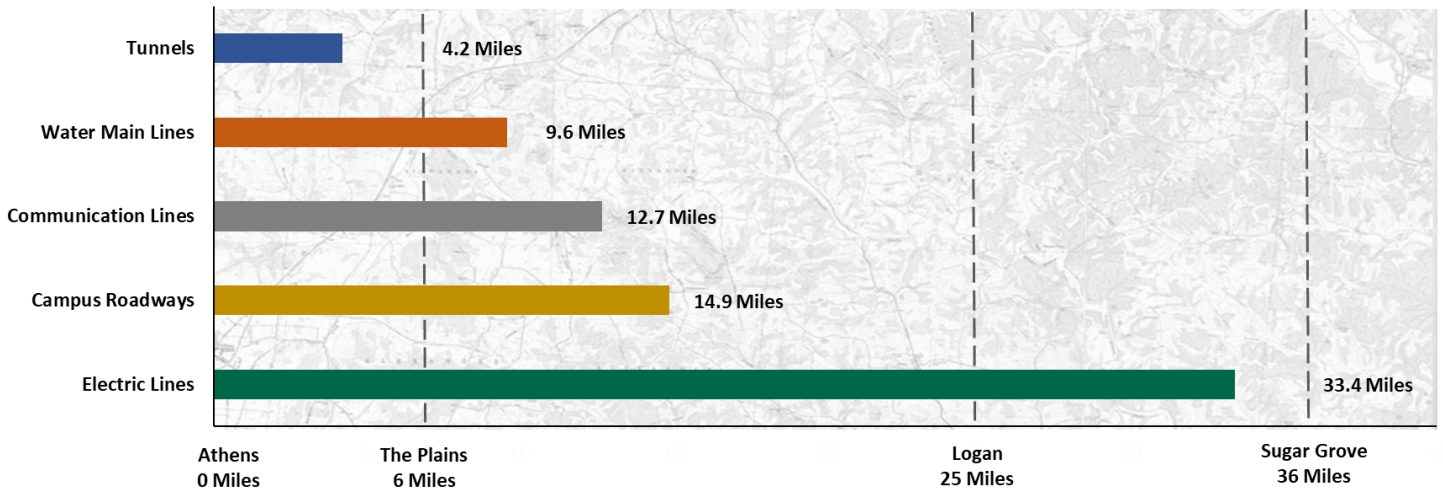
	FY16	FY17	FY18	FY19	FY20
Administrative	-	14	14	14	13
College of Medicine	126	134	134	129	132
Regional Campuses	227	226	224	196	190
Athens Colleges	1,070	1,093	1,088	1,049	1,059
Subtotal	1,423	1,467	1,460	1,388	1,394

Staff Headcounts by Unit Type



	FY16	FY17	FY18	FY19	FY20
Athens Colleges	607	624	597	586	597
Administrative	1,068	1,043	1,007	995	1,013
Auxiliaries	401	416	414	387	380
Operations & Maintenance	366	392	395	415	411
College of Medicine	254	250	242	245	231
Regional Campuses	203	195	186	168	160
Subtotal	2,899	2,920	2,841	2,796	2,792

Ohio University Campus Space Fact Sheet
Ohio University Statewide Locations


Ohio University Campus Space Fact Sheet
Ohio University Campus Data


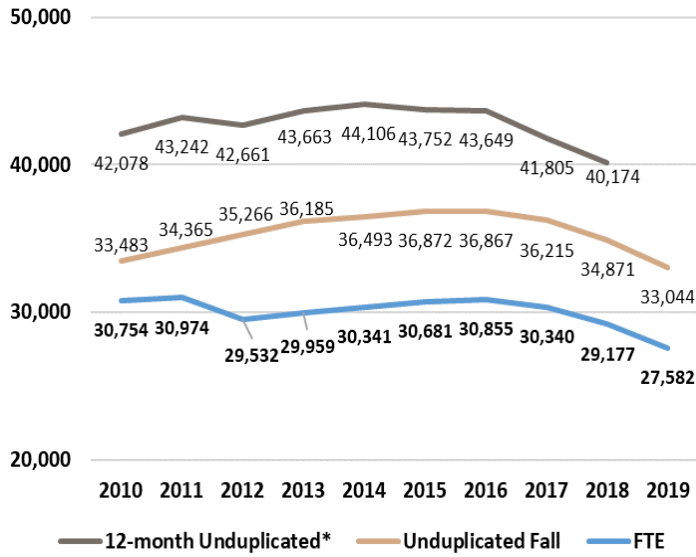
The graphic above provides a comparison of the University’s infrastructure components as calculated in miles maintained by Facilities, relative to the distance between Athens and the noted locations.



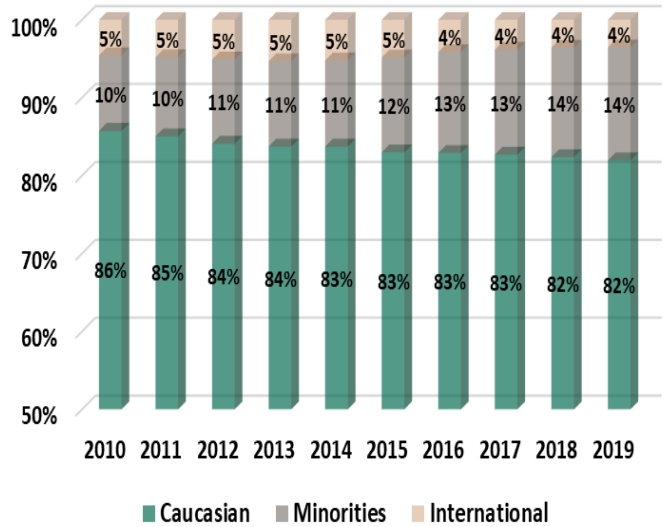
OHIO UNIVERSITY

Ohio University Enrollment Fact Sheet

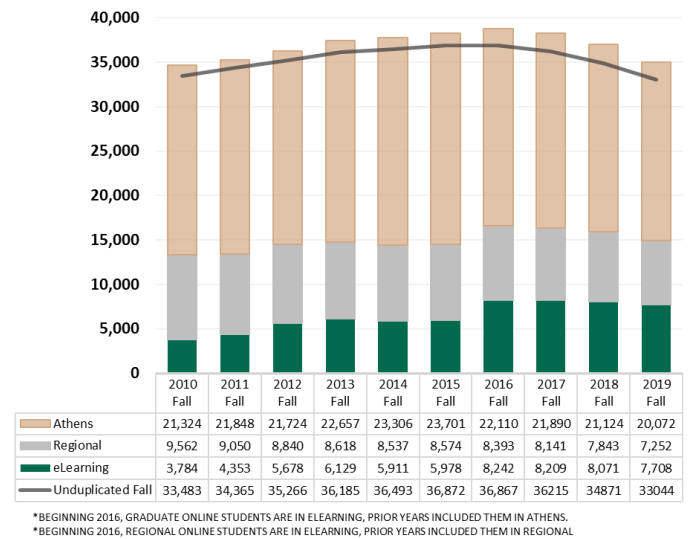
Total Final Enrollment



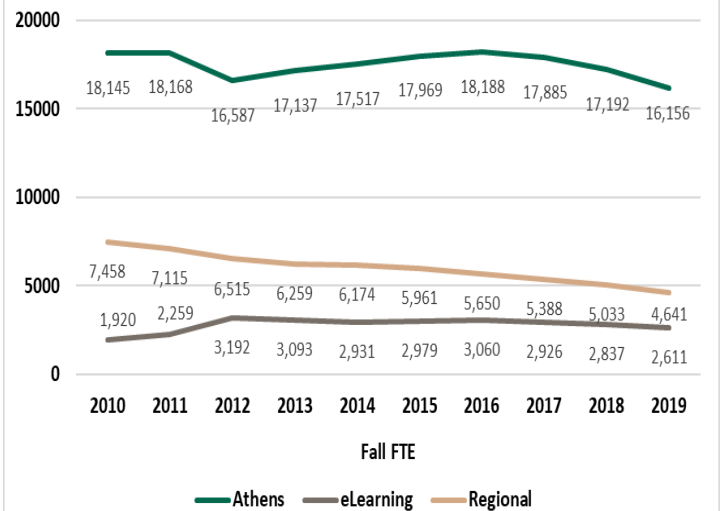
% of Final Fall Enrollment by Race



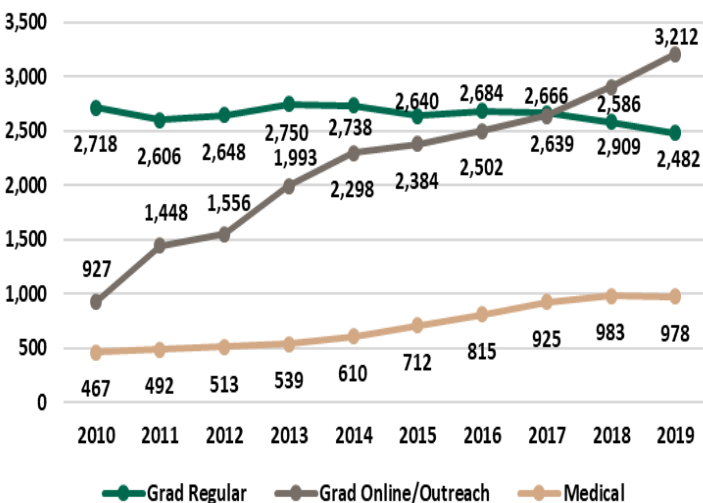
Final Fall Headcount by Campus



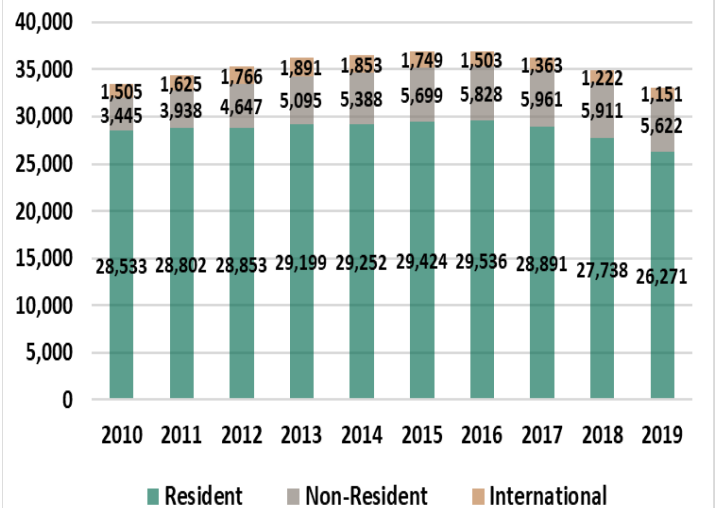
Final Fall Undergraduate FTE



Final Fall Graduate and Professional Headcount

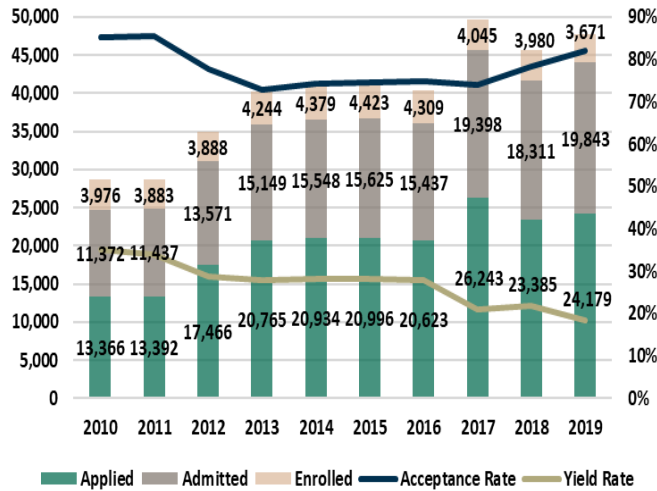


Final Fall Enrollment by Residency

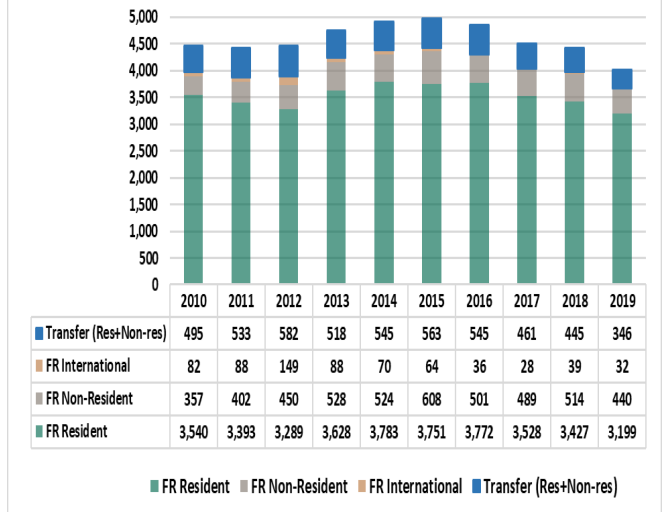


Ohio University Enrollment Fact Sheet

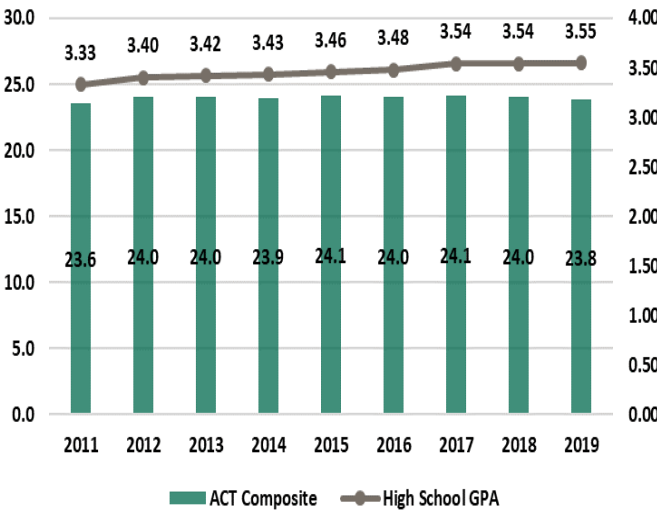
Athens First-Year Student Admission Statistics



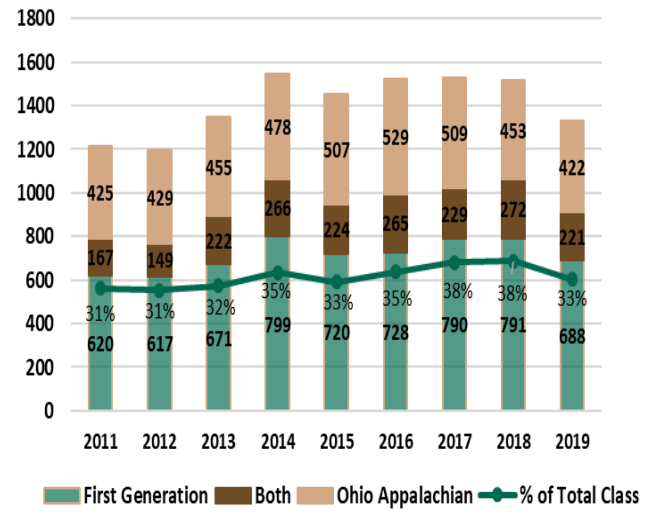
New Enrollments— First-Year, Transfers & Residency



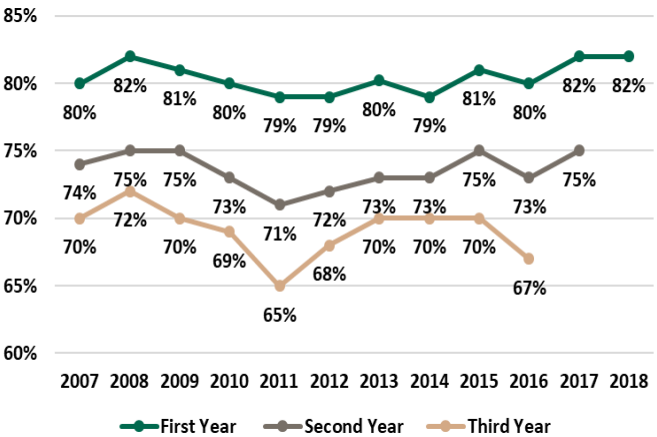
First-Year Class Quality—Athens



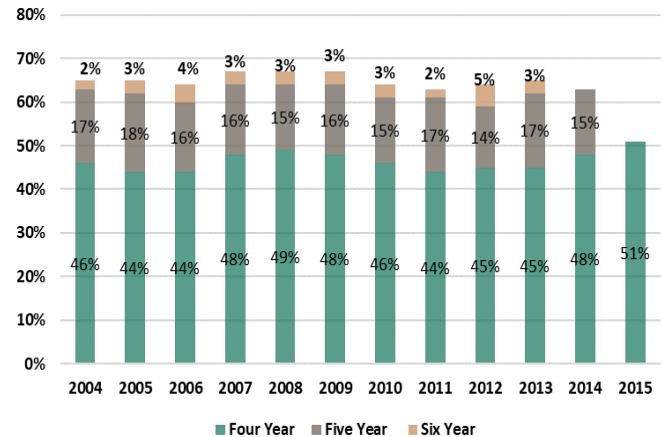
First Generation & Ohio Appalachian—Athens Undergrad



Retention Rates—Athens



Graduation Rates—Athens



17.1 Tuition Rates

FY 2021 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 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.

17.1 Tuition Rates

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 2021 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 2021 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 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 2021 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	684	24	708	291	999
2	1,368	48	1,416	583	1,999
3	2,052	72	2,124	875	2,999
4	2,736	96	2,832	1,166	3,998
5	3,420	120	3,540	1,458	4,998
6	4,104	144	4,248	1,750	5,998
7	4,788	168	4,956	2,042	6,998
8	5,472	192	5,664	2,333	7,997
9 and above	18,534	639	19,173	7,898	27,071

**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	173	0	756	496	1,252	
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	
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 Business Certificates	505	3	392	0	900	19	919	
College of Fine Arts								
Master of Music Education (MMS190)	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	
Master of Science in Athletic Training (Professional)*	505	78	30	0	613	496	1,109	
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	
Healthcare Leadership Graduate Certificate	505	3	0	0	508	19	527	
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)	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	
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	
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	15	70	593	19	612	
Transition to Work Certificate	505	3	15	0	523	19	542	
Graduate Workshop	130	3	0	0	133	19	152	
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	
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	332	8	848	19	867	
Masters in Civil Engineering	505	3	332	8	848	19	867	
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.

The programs noted on the following site are not eligible for Ohio University Employee Educational Benefits: <http://online.ohio.edu/partnerprograms.htm>



2020-21 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	Voinivich 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

2020-21 Residence & Dining Hall Rate Schedule

Room Rates (Per Semester)	Non-Guarantee Students	OHIO Guarantee Cohort 2017-18	OHIO Guarantee Cohort 2018-19	OHIO Guarantee Cohort 2019-20	OHIO Guarantee Cohort 2020-21
Single	3,844	4,190	4,337	4,489	4,489
Renovated Single & Suite Single	4,095	4,464	4,620	4,782	4,782
Standard Double	3,131	3,411	3,530	3,654	3,654
Renovated Double	3,336	3,636	3,763	3,895	3,895
Multi-Occupancy	2,921	3,184	3,295	3,410	3,410
Renovated Multi-Occupancy	3,112	3,392	3,511	3,634	3,634
Suite Double & Triples	3,550	3,869	4,004	4,144	4,144

Residential Meal Plans (Per Semester)	Non-Guarantee Students	OHIO Guarantee Cohort 2017-18	OHIO Guarantee Cohort 2018-19	OHIO Guarantee Cohort 2019-20	OHIO Guarantee Cohort 2020-21
10 Meal Plan*	1,809	1,891	1,929	1,967	1,967
14 Meal Plan	2,094	2,189	2,233	2,277	2,277
20 Meal Plan	2,236	2,338	2,385	2,432	2,432
14 Meal Plan - Flex	2,768	2,895	2,953	3,012	3,012
20 Meal Plan - Flex	3,088	3,228	3,293	3,358	3,358

Off-Campus Meal Plans (Per Semester)	Non-Guarantee Students	OHIO Guarantee Cohort 2017-18	OHIO Guarantee Cohort 2018-19	OHIO Guarantee Cohort 2019-20	OHIO Guarantee Cohort 2020-21
Block 15+	301	300	315	331	331
Block 30	240	276	289	304	304
Block 44	387	396			
Block 45 Plus	545	559	570	599	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