



OHIO
UNIVERSITY

Budget Book

2015-2016

Table of Contents

1	Executive Summary.....	5
2	FY16 Budget	9
2.1	Consolidated University Budget (All Funds).....	9
2.2	Budget Columns (All Funds)	10
2.3	Summary of Revenue Sources	12
2.4	Summary of Expenditures.....	15
2.5	Allocations and Transfers.....	17
2.6	Transfers	17
3	State Appropriations	18
3.1	State Support of Instruction (SSI).....	18
3.2	State Funded Line Item Appropriations.....	20
3.3	State Capital Appropriation	20
4	Tuition & Educational Fees	21
4.1	Enrollment Trends.....	21
4.2	Tuition Rates	22
4.3	Financial Aid	25
5	Gifts.....	27
5.1	Gift Commitments.....	27
5.2	Capital Campaign	27
6	Foundation, Endowment & Investment Returns.....	28
6.1	Long-Term Investment Pool.....	28
6.2	Endowment Distributions	29
7	Compensation	33
7.1	Salary and Wages	33
7.2	Benefits Expense	38
8	Treasury and Debt Management	44
8.1	Current Debt, Debt Structure and Interest Expense.....	44
8.2	Internal Bank.....	47
9	Capital Improvement Plan & Deferred Maintenance	53
9.1	Comprehensive Master Plan Update	53
9.2	Development of the FY16 Capital Plan:	54

9.3	FY15 Annual Plan Progress and Work Completed:.....	55
9.4	Energy Infrastructure Projects Initiative (EIP):	56
10	\$100 Million Investment Strategy	59
10.1	Funding Sources.....	59
10.2	Areas of Investment	59
10.3	Financial Projection	60
11	Academic Planning Units	61
11.1	College of Arts and Sciences.....	62
11.2	College of Business	64
11.3	Scripps College of Communication.....	66
11.4	Patton College of Education	68
11.5	Russ College of Engineering and Technology	70
11.6	College of Fine Arts.....	72
11.7	College of Health Sciences and Professions	74
11.8	Honors Tutorial College	76
11.9	Center for International Studies.....	78
11.10	University College	80
11.11	Voinovich School.....	82
11.12	Heritage College of Osteopathic Medicine.....	84
11.13	Regional Campuses.....	87
12	Academic Program Investments.....	89
13	Administrative Investments.....	90
14	Planning Unit Summaries	91
14.1	Athens Colleges and Schools	92
14.2	Regional Campuses.....	95
14.3	Auxiliaries	96
14.4	Academic Support	97
14.5	Subvention Investment Fund	101
15	Non-Operating Summaries	102
16	Appendix.....	103
16.1	Glossary of Terms	103
16.2	Acronyms	105
16.3	Tuition Rates.....	107
16.4	Responsibility Center Management (RCM) Model.....	115



1 Executive Summary

Introduction by Pam Benoit, Executive Vice President and Provost, and Stephen T. Golding, Vice President Finance and Administration, CFO and Treasurer

We are presenting for Board approval the FY16 Ohio University (“University”) Budget. This budget originates from a period in which the University has experienced significant financial and programmatic success, while at the same time managed a number of challenges that have put considerable pressure on our colleges and academic support units. Despite these challenges, we believe this budget demonstrates management’s commitment to address the overarching programmatic and financial goals the Board of Trustees have established for the university in the last several years.

The resolution facilitating approval of the FY16 University Budget will be presented at the June Resources Committee meeting and is also included with these Joint Committee materials.

STATE OF OHIO BUDGET DELIBERATIONS

The proposed FY16 University Budget was developed concurrently with ongoing discussions occurring in Columbus regarding the FY2016-2017 State of Ohio biennial budget. As of this memo, it is still unclear what the State’s final Higher Education budget will provide for its state higher education institutions so we have had to make a set of assumptions that may or may not turn out to be accurate. Depending on what the final FY2016-2017 State of Ohio Biennial Budget provides for Higher Education we may need to amend the University’s budget in order to comply and we have developed contingencies to address this uncertainty. With this understanding, the FY16 University Budget was developed with assumptions for moderate growth in tuition rates and State Support of Instruction (“SSI”), in accordance with the Governor’s budget recommendations.

JULY UPDATE: The Final FY2016-2017 State of Ohio Biennial Budget included provisions that varied from our planning assumptions used to build the FY16 Budget passed in June. The impacted assumptions included Undergraduate Tuition, State Appropriations - SSI, and State Appropriations – Line Items. The table below highlights our original Planning Assumption, the Final State Budget Assumption, and the Financial Impact of the final Biennial Budget relative to our planning assumption. All sections of this document have been updated to reflect these changes.

<u>Item</u>	<u>Planning Assumption</u>	<u>Final State Budget</u>	<u>Financial Impact vs. Planning Assumption</u>
State Appropriations - SSI	2% Appropriation Growth	4.7% Appropriation Growth	+ 3.7M
		Adjustment for Guarantee	- \$0.7M
		Subtotal	+ \$3.0M
UG Tuition - Regionals	2% Tuition Increase	Tuition Freeze	- \$0.4M
UG Tuition - Athens Continuing	2% Tuition Increase	Tuition Freeze	- \$2.6M
UG Tuition - Athens Guarantee	5.1% Tuition Increase	6% Tuition Cap	NA
UG Tuition		Subtotal	- \$3.0M
		Grand Total	+ \$0.0M
State Appropriations - Line-items	Flat Appropriation Growth - 9 programs	Flat Appropriation Growth - 8 programs; Appalachian New Economy Partnership program growth	+ \$0.8M

ACCOMPLISHMENTS & INITIATIVES

Our presentation will highlight our FY15 accomplishments and the context for our FY16 initiatives.

THE OHIO GUARANTEE: The fee structure for the first cohort of students under the OHIO Guarantee was adopted by the Board of Trustees in January 2015. The OHIO Guarantee represents a unique and innovative approach to providing transparency and predictability to students and families who are evaluating the cost of educational options. The budget includes a 5.1% tuition increase, fixed for four years, for the incoming cohort.

SIGNATURE SCHOLARSHIP PROGRAM & ENROLLMENT PLAN: The Signature Scholarship Program represents a data-driven approach to providing financial aid to students. This approach has augmented the Strategic Enrollment Management Plan and vaulted the University into a projected record enrollment for a third straight year. FY16 includes \$3.1M investment associated with this program.

PROGRAM EXPANSION: The Ohio University Physician Assistant Program in the College of Health Sciences and Professions, located on the new Ohio University Dublin Integrated Education Center in Dublin, Ohio, plans to matriculate its first class in May 2015. The first cohort of 50 Medical students at the new Dublin campus began July 9. Another new Heritage College of Osteopathic Medicine campus is scheduled to open in Fall 2015 in northeast Ohio in affiliation with Cleveland Clinic.

CENTURY BOND & DEFERRED MAINTENANCE PLAN: The University issued a \$250M taxable bond November 14, 2014, with a final maturity in 100 years. Proceeds from the Century Bond will be used to establish a sustainable approach to investing in the University's buildings and infrastructure. Proceeds from the Century Bond will be used for the Energy Infrastructure Program (\$70M) and towards \$10M annual allocations to Deferred Maintenance.

HOUSING DEVELOPMENT PLAN: Phase I of the Housing Development Plan will be complete in Fall 2015, with the opening of a new 912-bed housing community. The \$110M project, led by the Division of Student Affairs is part of a multi-phase housing master plan for the University's residential buildings. It follows the construction of Adams Hall, a suite-style residence hall that opened in the fall of 2007, as well as renovations to several residence halls on East Green, most recently Bush Hall.

UNDERGRADUATE ADVISING: In support of student success goals, 7 new full-time advisors were hired in FY15. The advisors report to the Advising Center within University College, but each advisor is embedded in an academic college. The advisors support advising, early intervention, retention, and student success initiatives, especially for first- and second-year students.

INNOVATION STRATEGY: The Innovation Strategy Interim Report was published in Fall 2014, identifying four broad portfolios of major challenges, each encompassing a suite of interdisciplinary niches for possible investment. The niches represent significant social problems, linked to areas in which OHIO has existing assets or expertise, and offering the potential for investment with high-level impact. In Spring 2015, the University launched the next phase of the Innovation Strategy, a program of proposal-driven investments and received 60 letters of intent in May for consideration. The program offers the potential for large (up to \$1M) one-time awards as well as smaller developmental grants. The Innovation Strategy encompasses the full spectrum of the University's activities – including teaching and learning, research and scholarship, creative activity, and the operational functions of the University. It also aims to incentivize and leverage interdisciplinary and multi-college collaboration.

INVESTING IN LONG-TERM GROWTH

The proposed FY16 University Budget assumes a \$7.3 million Operating Budget deficit, which will be covered from existing University reserves. This operating deficit represents both a deliberate investment in support of long-term growth within the University and our need to work through the uncertainty we are facing in Columbus to insure we do not do irreparable damage to our academic units and programs. We will work throughout FY16 to bring operations into balance and minimize draws on reserves and will report our progress to the Board at future board meetings. Examples of investments included in our deficit include:

- A projected use of fund balance of \$.8M in the Heritage College of Osteopathic Medicine (HCOM) as the college utilizes existing reserves to ramp-up new academic and research programs across its 3 campuses. This is part of a multi-year financial strategy being executed by the HCOM, and is actually more favorable than the initial approved plan.
- A projected deficit of \$1.2M in Advancement, as we invest in staffing and infrastructure to support ongoing fundraising goals and opportunities.
- A projected \$3.3M deficit from spending within the \$100M Strategic Investment Strategy Pool, with a projected total FY16 spend of \$12.8M, as we execute planned initiatives including the Innovation Fund, the Scholarship Match, and TechGROWTH Ohio. The resources accumulated in the \$100 million investment strategy will be utilized for these initiatives in FY16.
- A projected deficit of \$1.8M in Regional Higher Education (RHE). As RHE has experienced enrollment declines consistent with other 2-year institutions, it has balanced personnel reductions with investments to support market-driven program demand.

INTEGRATING BUDGET AND FINANCIAL FORECASTING

The FY16 Budget represents the next step in presenting an “all-funds” picture of the University’s finances, aligns with the Financial Forecasts which have been developed and presented to the Board through-out the year, and provides transparency and a crosswalk to the external statements presented in the annual audited financial statements.

This includes Operating expenses and activity not previously presented in the Operating Budget associated with:

- Projected use of the \$100M Investment Strategy Funds
- Gift revenue (endowed and non-endowed) budgeted in alignment with the goals established by the Foundation Board
- Endowment Fund activity (e.g.: gifts, investment returns, distributions)
- Plant Fund activity (e.g.: Capital Expenditures, transfers to Plant Funds)
- Internal Bank activity (e.g.: External Debt payments; internal debt payments; internal loan transfers; investment returns)
- Central Bank activity (e.g.: External Debt payments; internal debt payments; internal loan transfers; investment returns)
- Financial Statement Adjustments (e.g.: compensation liability adjustments; elimination of capitalized costs, principal payments; application of depreciation expense)
- GASB 68 adjustment: recognizing the University’s share of the OPERS and PERS unfunded liability

University Financial Assumptions

The following planning assumptions were applied when developing the budget presented. Depending on the FY2016-2017 State of Ohio biennial budget deliberations, these assumptions may have to be modified.

JULY UPDATE: The Financial Assumptions below have been updated to reflect modifications following the passage of the biennial budget. Please see Page 5 for a summary of these changes.

Revenue:

- State Share of Instruction (SSI)
 - Utilized July SSI allocation model provided by the Ohio Board of Regents which included an appropriation growth of 4.7% at the statewide level.
 - The FY16 Budget is a \$2.1M increase above the FY15 Forecast
- Tuition
 - Athens Undergraduate Tuition
 - OHIO Guarantee Student rate growth: 5.1% (2% compounded over 4 years)
 - Continuing Student rate growth: 0%
 - Enrollment growth (headcount):
 - New Freshman: 66 students
 - Overall: 172 students
 - Regional Campus Undergraduate Tuition
 - Rate growth: 0%
 - Enrollment growth: Flat enrollment
 - eCampus Undergraduate Tuition: Flat enrollment
 - Medical Student rate growth: 5%
 - Professional Graduate Programs: Rate increases supporting new programs and new cohorts
- Grants & Contracts: College projections of flat or declining awards
- Endowment Distributions: FY16 spending allocations 15% higher than prior year due to 36 month average in spending policy

Expenses:

- Compensation
 - 2% Salary and Wage pool for Faculty and Staff
 - 1.3% additional pool for Faculty – Year 2 of Faculty Compensation Initiative
 - 1% additional Comp Equity pool for Staff (non-bargaining unit) compression/inversion
 - 5% increase in University funded healthcare (University per employee cost)
- Capital Improvement funding
 - Additional \$1.3M Year 2 of 10-Year Deferred Maintenance Plan (total \$2.6M funded depreciation into this model)
 - Additional \$1.8M in debt service funding to support Athens Campus capital projects
 - Additional \$0.9M in debt service funding to support Energy Infrastructure Plan
- Other Commitments
 - \$2.0M to support investments in academic support units

2 FY16 Budget

2.1 Consolidated University Budget (All Funds)

<i>(in millions)</i>	Consolidated Results					
	FY12 Actuals	FY13 Actuals	FY14 Actuals	FY15 Budget	FY15 Forecast	FY16 Budget
REVENUES						
State Appropriations	\$ 142.8	\$ 146.3	\$ 158.6	\$ 176.9	\$ 173.1	\$ 187.4
Net Undergraduate Tuition & Fees	\$ 234.7	\$ 247.7	\$ 245.0	\$ 251.8	\$ 246.7	\$ 248.1
Net Graduate Tuition & Fees	\$ 43.7	\$ 50.9	\$ 55.7	\$ 58.9	\$ 64.1	\$ 69.2
Room & Board	\$ 77.0	\$ 79.1	\$ 83.7	\$ 86.8	\$ 90.0	\$ 93.8
Grants and Contracts	\$ 57.1	\$ 52.1	\$ 45.9	\$ 48.6	\$ 47.9	\$ 44.6
Facilities & Admin Costs Recovery	\$ 8.3	\$ 8.0	\$ 6.8	\$ 6.1	\$ 6.7	\$ 7.2
Gifts	\$ 20.5	\$ 13.4	\$ 26.9	\$ 9.4	\$ 29.5	\$ 27.0
Endowment Distributions	\$ -	\$ -	\$ -	\$ 22.7	\$ -	\$ -
Investment Income	\$ 33.2	\$ 56.8	\$ 93.7	\$ 4.6	\$ (3.0)	\$ 68.4
Other External Sales	\$ 47.2	\$ 53.7	\$ 60.6	\$ 43.4	\$ 56.7	\$ 38.0
Total Revenues	\$ 664.6	\$ 708.1	\$ 776.8	\$ 709.2	\$ 711.7	\$ 783.7
EXPENSES						
Total Salaries, Wages, & Other Payroll	\$ 283.1	\$ 302.5	\$ 309.7	\$ 342.5	\$ 330.7	\$ 352.1
Total Benefits	\$ 90.6	\$ 96.8	\$ 109.6	\$ 113.2	\$ 107.5	\$ 119.3
Supplies & Services	\$ 177.0	\$ 195.5	\$ 204.7	\$ 173.3	\$ 198.3	\$ 183.7
Capitalized Costs	\$ 1.3	\$ 7.3	\$ 2.8	\$ 6.4	\$ (2.2)	\$ -
Depreciation	\$ 34.8	\$ 35.2	\$ 36.4	\$ -	\$ 39.3	\$ 43.6
Internal Loan - Principal & Interest	\$ -	\$ -	\$ -	\$ 37.0	\$ -	\$ -
Debt Service - Principal						\$ -
Debt Service - Interest	\$ 6.1	\$ 6.1	\$ 10.0	\$ -	\$ 22.8	\$ 26.2
Internal Sales	\$ (19.5)	\$ (22.2)	\$ (22.5)	\$ (18.8)	\$ (22.2)	\$ (22.3)
Total Direct Expenses	\$ 573.5	\$ 621.2	\$ 650.7	\$ 653.6	\$ 674.2	\$ 702.6
ALLOCATIONS & TRANSFERS						
Total Internal Allocations & Sales				\$ 3.4		\$ 6.0
Total Indirect Costs Allocations	\$ -	\$ -	\$ -		\$ -	\$ -
Depreciation Allocation	\$ -	\$ -	\$ -		\$ -	\$ -
Subvention/Strategic Pool Allocation	\$ -	\$ -	\$ -	\$ 0.3	\$ -	\$ -
Transfers to (from) Strategic Investment Pool	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total Allocations & Transfers	\$ -	\$ -	\$ -	\$ 3.7	\$ -	\$ 6.0
Total Expenses & Transfers	\$ 573.5	\$ 621.2	\$ 650.7	\$ 657.3	\$ 674.2	\$ 708.6
Subtotal Results	\$ 91.2	\$ 86.9	\$ 126.2	\$ 51.9	\$ 37.5	\$ 75.1
Transfers to (from) Operations				\$ (15.1)		\$ 1.9
Transfers to (from) Quasi Endowments	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Transfer to (from) Capital Projects				\$ 55.7		\$ -
Net Results	\$ 91.2	\$ 86.9	\$ 126.2	\$ 11.3	\$ 37.5	\$ 73.1

2.2 Budget Columns (All Funds)

<i>(in millions)</i>	Athens Colleges & Schools	Regional Campuses	Auxiliaries	Academic Support	Subvention Investment Pool	Total Operating	Non- Operating Activity	Grand Total
REVENUES								
State Appropriations	\$ 139.5	\$ 18.2	\$ -	\$ 0.3	\$ 4.0	\$ 162.0	\$ 25.4	\$ 187.4
Net Undergraduate Tuition & Fees	\$ 209.4	\$ 33.8	\$ (9.4)	\$ 12.3	\$ 2.0	\$ 248.1	\$ -	\$ 248.1
Net Graduate Tuition & Fees	\$ 69.3	\$ 0.3	\$ -	\$ (0.4)	\$ -	\$ 69.2	\$ -	\$ 69.2
Room & Board	\$ -	\$ -	\$ 93.8	\$ -	\$ -	\$ 93.8	\$ -	\$ 93.8
Grants and Contracts	\$ 40.6	\$ 1.0	\$ 0.1	\$ 2.9	\$ -	\$ 44.6	\$ -	\$ 44.6
Facilities & Admin Costs Recovery	\$ 6.1	\$ -	\$ -	\$ 1.1	\$ -	\$ 7.2	\$ -	\$ 7.2
Gifts	\$ 4.5	\$ 0.2	\$ 1.7	\$ 7.1	\$ -	\$ 13.5	\$ 13.5	\$ 27.0
Endowment Distributions	\$ 12.6	\$ 0.5	\$ 0.1	\$ 13.5	\$ -	\$ 26.7	\$ (26.7)	\$ -
Investment Income	\$ 0.3	\$ -	\$ -	\$ 1.6	\$ 4.5	\$ 6.4	\$ 62.0	\$ 68.4
Other External Sales	\$ 4.2	\$ 1.1	\$ 15.2	\$ 17.3	\$ -	\$ 37.8	\$ 0.2	\$ 38.0
Total Revenues	\$ 486.5	\$ 55.1	\$ 101.5	\$ 55.7	\$ 10.5	\$ 709.3	\$ 74.4	\$ 783.7
EXPENSES								
Total Salaries, Wages, & Other Payroll	\$ 200.1	\$ 35.2	\$ 25.1	\$ 91.7	\$ -	\$ 352.1	\$ -	\$ 352.1
Total Benefits	\$ 59.4	\$ 11.4	\$ 11.6	\$ 36.9	\$ -	\$ 119.3	\$ -	\$ 119.3
Supplies & Services	\$ 66.2	\$ 7.9	\$ 34.6	\$ 70.0	\$ -	\$ 178.7	\$ 5.0	\$ 183.7
Capitalized Costs	\$ 4.6	\$ 0.2	\$ 0.8	\$ 1.7	\$ -	\$ 7.3	\$ (7.3)	\$ -
Depreciation	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 43.6	\$ 43.6
Internal Loan - Principal & Interest	\$ 1.9	\$ 0.3	\$ 8.7	\$ 27.9	\$ -	\$ 38.8	\$ (38.8)	\$ -
Debt Service - Principal	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Debt Service - Interest	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 26.2	\$ 26.2
Internal Sales	\$ (2.0)	\$ (0.1)	\$ (6.5)	\$ (13.7)	\$ -	\$ (22.3)	\$ -	\$ (22.3)
Total Direct Expenses	\$ 330.2	\$ 54.9	\$ 74.3	\$ 214.5	\$ -	\$ 673.9	\$ 28.7	\$ 702.6
ALLOCATIONS & TRANSFERS								
Total Internal Allocations & Sales	\$ (3.7)	\$ 0.6	\$ 6.9	\$ (12.4)	\$ 14.7	\$ 6.0	\$ -	\$ 6.0
Total Indirect Costs Allocations	\$ 143.2	\$ 14.8	\$ (7.6)	\$ (150.4)	\$ -	\$ -	\$ -	\$ -
Depreciation Allocation	\$ 8.1	\$ -	\$ -	\$ (8.1)	\$ -	\$ -	\$ -	\$ -
Subvention/Strategic Pool Allocation	\$ 47.4	\$ 6.5	\$ -	\$ -	\$ (53.9)	\$ -	\$ -	\$ -
Transfers to (from) Strategic Investment Pool	\$ (34.5)	\$ (19.8)	\$ -	\$ 0.7	\$ 53.7	\$ -	\$ -	\$ -
Total Allocations & Transfers	\$ 160.5	\$ 2.1	\$ (0.7)	\$ (170.2)	\$ 14.5	\$ 6.0	\$ -	\$ 6.0
Total Expenses & Transfers	\$ 490.7	\$ 57.0	\$ 73.6	\$ 44.3	\$ 14.5	\$ 679.9	\$ 28.7	\$ 708.6
Subtotal Results	\$ (4.2)	\$ (1.9)	\$ 27.9	\$ 11.4	\$ (4.0)	\$ 29.4	\$ 45.7	\$ 75.1
Transfers to (from) Operations	\$ (5.3)	\$ -	\$ -	\$ 7.2	\$ -	\$ 1.9	\$ -	\$ 1.9
Transfers to (from) Quasi Endowments	\$ -	\$ -	\$ -	\$ -	\$ 1.2	\$ 1.2	\$ (1.2)	\$ -
Transfer to (from) Capital Projects	\$ 1.1	\$ -	\$ 26.6	\$ 5.6	\$ -	\$ 33.3	\$ (33.3)	\$ -
Net Results	\$ 0.0	\$ (1.9)	\$ 1.3	\$ (1.4)	\$ (5.2)	\$ (7.1)	\$ 80.2	\$ 73.1

Explanation of Columns

Athens Colleges & Schools; Regional Campuses

Academic colleges. Academic Planning Unit details are presented in Section 11.

These include: College of Arts and 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 and Professions, Honors Tutorial College, Center for International Studies, University College, Voinovich School, Heritage College of Osteopathic Medicine, and Regional Campuses

Auxiliaries

Revenue-generating units who are assessed allocated costs utilizing RCM methodology. Planning Unit summaries are presented in Section 14.

These include: Athletics, Culinary Services, Residential Housing, Parking and Transportation, and Printing

Academic Support

Administrative and Institutional Planning Units. Planning Unit summaries are presented in Section 14.

These include: President, Marketing, Provost, International Student & Faculty Services, Enrollment Management, Graduate College, VP of Advancement, VP of Research, Information Technology, VP Finance and Administration, Central Pool, and Utilities

Subvention Investment Pool

Resources retained through Subvention assessment and \$100M Investment Strategy and corresponding planned investments. \$100M Investment Strategy is described in additional detail in Section 10, and financial summaries are presented in Section 14.

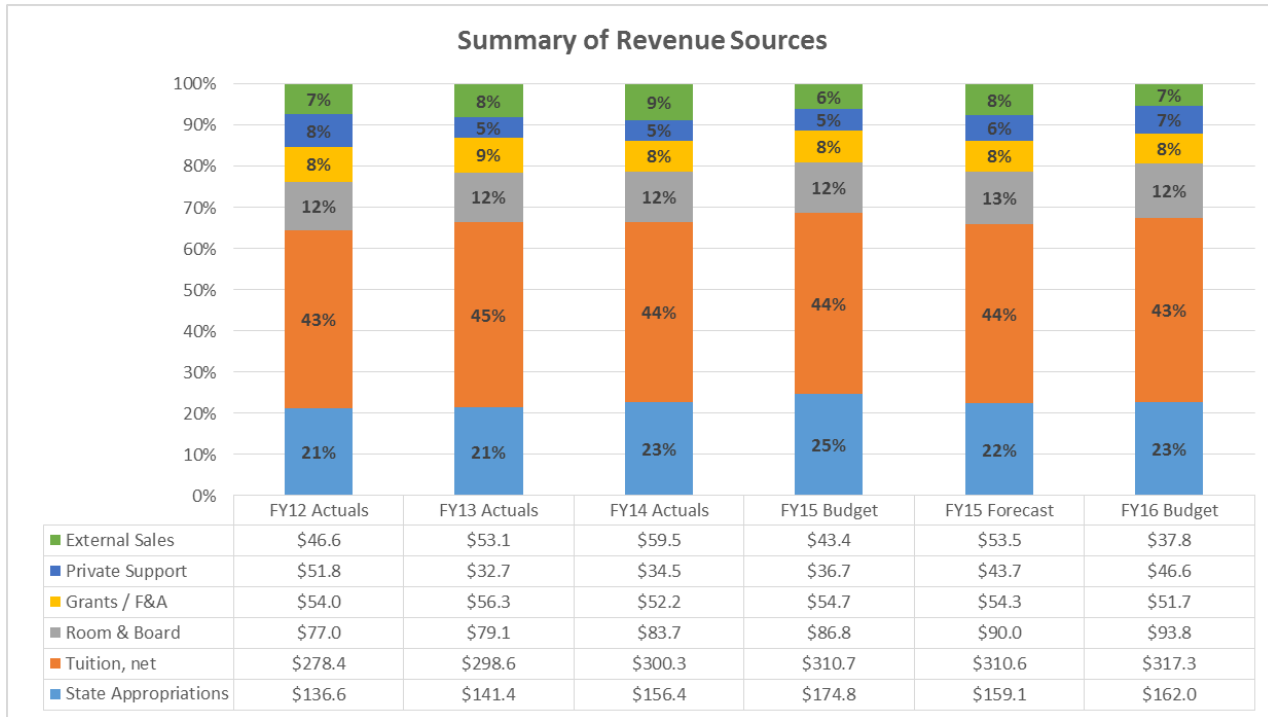
All-Funds Budget – Operating & Non-Operating

Beginning in FY16, the approved University Budget will be an all-funds presentation that presents both the Operating Activities that comprise the traditional financial budget, but also the Non-Operating Activities that reflect the consolidated financial results of the institution.

- Operating
 - General Program & Auxiliary
 - Grants and Contracts
 - Expendable Foundation
- Non-Operating – Financial Summaries presented in Section 15
 - Endowment (distributions; investment returns, corpus gifts) – Additional detail in Section 6
 - Capital – Additional detail in Section 9
 - Century Bond – Additional detail in Section 8
 - Internal Bank – Additional detail in Section 8
 - Financial Statement Adjustments – Additional detail in Sections 2.4.3 – 2.4.5

Unless otherwise noted, the following summaries present the Operating Revenues and Expenses of the budget.

2.3 Summary of Revenue Sources



2.3.1 State Appropriations

State appropriations represent funding provided by the Legislature in the biennial Budget and Capital Bills. The Budget Bill incorporates State Support of Instruction (SSI) as well as line item appropriations. The Capital Bill includes approved capital projects, as represented in the biennial capital budget submitted to the state and reflected in the State Capital section of our Capital Improvement Plan (Section 9).

The University does not recognize state capital revenue until capital expenses are incurred. Our budget is a projection of fiscal year expenses to be funded by the approved State Capital Budget.

Section 3 provides additional detail about state appropriations.

2.3.2 Tuition (net Financial Aid)

<i>(in millions)</i>	FY16 Budget
Undergraduate Tuition & Fees	\$ 302.8
Less: UG Financial Aid	\$ (54.7)
UG Tuition, net	\$ 248.1
Graduate Tuition & Fees	\$ 99.1
Less: Graduate Financial Aid	\$ (29.7)
Graduate Tuition, net	\$ 69.4

Tuition

Section 4 provides details about tuition.

Fees

Fees included with the tuition lines are instructional and non-resident fees. General Fees are a component of tuition supporting student services and activities.

Student Educational Fees include the technology, course, and program fees.

2.3.3 Room & Board

(in millions)	FY12 Actuals	FY13 Actuals	FY14 Actuals	FY15 Budget	FY15 Forecast	FY16 Budget
REVENUES						
Room & Board	\$ 77.0	\$ 79.1	\$ 83.7	\$ 86.8	\$ 90.0	\$ 93.8

Residential Housing and Culinary Services project room and board revenues based on the

number of students living in the dormitories and participating in meal plans. These enrollments are a function of the freshman class size and the number of returning sophomores that are subject to the two year Housing Residency Requirement. The residency requirement requires students to reside on campus for two full years and carry an associated meal plan.

2.3.4 Grants and Contracts

(in millions)	FY12 Actuals	FY13 Actuals	FY14 Actuals	FY15 Budget	FY15 Forecast	FY16 Budget
Grants & Contracts						
Federal Government	\$ 23.3	\$ 25.3	\$ 20.2	\$ 23.1	\$ 20.7	\$ 17.1
State Government	\$ 8.7	\$ 9.0	\$ 6.8	\$ 6.4	\$ 7.8	\$ 7.0
Local Government	\$ 0.8	\$ 0.6	\$ 0.6	\$ 0.6	\$ 0.9	\$ 0.6
Total Government Grants	\$ 32.8	\$ 34.9	\$ 27.5	\$ 30.1	\$ 29.4	\$ 24.7
Private/Foundation	\$ 12.9	\$ 13.4	\$ 17.9	\$ 18.5	\$ 18.5	\$ 19.9
Total Grants & Contracts	\$ 45.7	\$ 48.3	\$ 45.4	\$ 48.6	\$ 47.9	\$ 44.6

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

- Grants for financial aid which are netted against tuition revenues (Section **Error!**

reference source not found.).

- State capital grants and state line item appropriations are included in state appropriations (Section 2.3.1).

2.3.5 Facilities & Administrative Cost Recovery

(in millions)	FY12 Actuals	FY13 Actuals	FY14 Actuals	FY15 Budget	FY15 Forecast	FY16 Budget
F&A Cost Recovery	\$ 8.3	\$ 8.0	\$ 6.8	\$ 6.1	\$ 6.7	\$ 7.2

Facilities & Administrative (F&A)

Cost Recovery represents the dollars recovered from sponsored projects for F&A (indirect) costs associated with the grants and contracts.

2.3.6 Gifts

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 these operating units in the year that the cash is received.

The FY16 Budget for expendable gifts is \$13.5 million, as established by the goal-setting of The Ohio University Foundation Board ("Foundation Board"). Expendable Gift budgets submitted by the planning units, which represent known or expected giving, total \$7.8M. The difference between The Ohio University Foundation ("Foundation") goal and the Planning Unit projections, \$5.7M, is currently represented as a Gift revenue budget within Academic Support (Central Pool), with a corresponding offset in the Transfers to (from) Operations row. Actual attainment of Gift revenues will flow to the College or Planning Unit based on the designation of the gift.

The Endowed Gift budget is \$13.5M, which represents the Foundation Board's expectation of endowment corpus gifts. Section 5 provides additional detail about gifts.

2.3.7 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, 2014). Both true and quasi-endowments are subject to this spending policy. The 6% spending rate is comprised of a 4% spending allocation to the designated fund purpose and a 2% administrative fee. The spending allocation supports various initiatives, as specified in the gift agreement. This includes, but is not limited to, scholarships and fellowships, chairs and professorships, research activities, and general support of academic units. The administrative fee provides general support for the operations of the Foundation.

The FY16 Budget for endowment distributions is \$26.7 million.

Section 6 provides additional detail about the endowment distribution.

2.3.8 Investment Income

Investment Income represents the interest, dividends, and investment returns earned on the working capital and investment pools of the University. The FY16 Budget for investment income supporting the Operating Budget is \$6.4M. These funds support the operations of the Foundation and the \$100M Investment Pool.

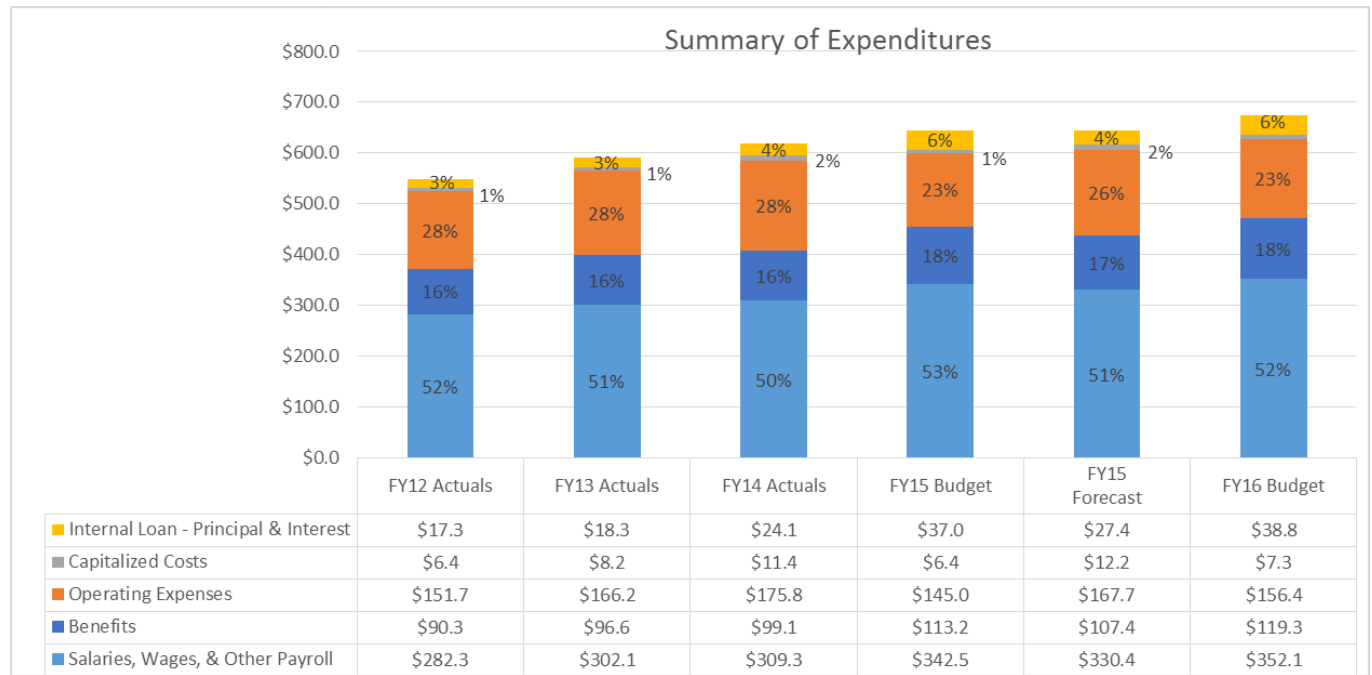
The Non-Operating budget for Investment Income is \$62M, supporting the Endowment (\$38.6M), the Century Bond (\$11.7M), and the Internal Bank (\$11.7M).

Section 6 provides additional detail about investment income.

2.3.9 Other External Sales

Other external sales includes royalties, sales and services, and other sales. This includes non-student revenue generated from academic activities, clinical revenues, retail sales from auxiliary operations (e.g. parking, transportation, athletic ticket sales, and sponsorship agreements). The FY16 Budget for other external sales is budgeted at \$37.8 million.

2.4 Summary of Expenditures



2.4.1 Salaries, Wages, and Benefits

<i>(in millions)</i>	FY12 Actual	FY13 Actual	FY14 Actual	FY15 Budget	FY15 Forecast	FY16 Budget
Faculty salaries	\$ 114.6	\$ 124.6	\$ 124.7	\$ 144.2	\$ 133.7	\$ 144.2
Administrative salaries	\$ 89.1	\$ 94.1	\$ 101.3	\$ 112.1	\$ 108.3	\$ 118.5
Total Salaries	\$ 203.7	\$ 218.7	\$ 226.0	\$ 256.3	\$ 242.0	\$ 262.7
Classified wages	\$ 43.5	\$ 43.7	\$ 46.2	\$ 47.9	\$ 48.9	\$ 51.1
Graduate Asst wages	\$ 19.1	\$ 21.0	\$ 20.0	\$ 21.1	\$ 21.1	\$ 21.6
Student wages	\$ 15.3	\$ 16.0	\$ 16.1	\$ 16.6	\$ 17.7	\$ 16.1
Total Wages	\$ 77.9	\$ 80.7	\$ 82.3	\$ 85.6	\$ 87.7	\$ 88.8
Other Payroll	\$ 1.6	\$ 3.3	\$ 1.0	\$ 0.5	\$ 1.1	\$ 0.4
TOTAL Salary/Wages	\$ 283.2	\$ 302.7	\$ 309.3	\$ 342.5	\$ 330.8	\$ 351.9
Total Benefits	\$ 90.3	\$ 96.6	\$ 99.1	\$ 113.2	\$ 107.4	\$ 119.3
Total Compensation	\$ 373.5	\$ 399.3	\$ 408.4	\$ 455.7	\$ 438.2	\$ 471.2

FY16, compensation is budgeted at \$471M, which includes Salaries, Wages and Benefits.

Salaries and Wages are budgeted at \$352M, which is approximately a 3% increase over FY15 and includes the following increments:

- 2% general salary increase pool for faculty, staff, and bargaining units
- \$2.2 million faculty compensation increase associated with the second year of 3 year Faculty

Compensation Initiative

- 1% Equity increase to address COMP 2014 compression/inversion

Benefits are budgeted at \$119M which is a 5% increase over the FY15 Budget. This is primarily reflective of the continued escalation of our health benefit costs rising from the actual health experience of our members, the associated costs of healthcare, and the increasing number of covered lives (driven by growth in faculty/staff). University benefits are explained in more detail in Section 7.

2.4.2 Operating Expenses

Operating Expenses include: professional services (\$38.1M); supplies (\$19.5M); travel (\$18.9M); utilities, maintenance & communication (\$62.2M); cost of goods sold (\$21.8M) and other miscellaneous expenses (\$18.2M).

A different view of operating costs pertaining to specific activities include: grant and contract funds (\$13.1M); residential housing & culinary services auxiliaries (\$24.8M); liability for royalty monetization (net against royalty revenue; \$4.8M); professional services supporting eLearning instruction (\$12.2M) and utilities: (\$10.7M).

For FY16, operating expenses are budgeted at \$178.7 million.

2.4.3 Capitalized Costs

Capitalized costs are included in the Operating Budget for internal reporting purposes. When actual income statement results are reported, capitalized costs are eliminated via accounting adjustments and depreciation expenses are included. For budgeting purposes, capitalized costs represent the purchases of equipment for research or operations. For FY16, capitalized costs are budgeted at \$7.3 million.

Capital facilities costs (CIP) are included in the Capital Budget section (Section 10), and are represented in the Non-Operating section of the Budget.

2.4.4 Depreciation

Depreciation expense is not included in the Operating Budget, but is shown in the Non-Operating Activity. When capitalized costs are eliminated via financial statement adjustments, depreciation expenses are then included. FY16 depreciation expenses are budgeted at \$43.6 million.

2.4.5 Internal Loans & Debt Service

<i>(in millions)</i>	Operating Results	Century Bond	Internal Bank	Financial Statement Adjustments	Consolidated Results
Internal Loan - Principal & Interest	\$ 38.8	\$ (6.8)	\$ (32.0)	\$ -	\$ -
Debt Service - Principal	\$ -	\$ -	\$ 17.1	\$ (17.1)	\$ -
Debt Service - Interest	\$ -	\$ 14.0	\$ 12.2	\$ -	\$ 26.2

Internal loans are charged to departments to reserve funds to pay for external debt service. The Century Bond and the

Internal Bank receive the Internal Loan payments, and then pay the external debt service principal and interest obligations. For Financial Statement purposes, principal payments are eliminated.

	FY12 Actuals	FY13 Actuals	FY14 Actuals	FY15 Budget	FY15 Forecast	FY16 Budget
Operating Results						
Internal Loan - Principal & Interest	\$ 17.3	\$ 18.3	\$ 24.1	\$ 37.0	\$ 27.4	\$ 38.8
Consolidated Results						
Debt Service - Interest	\$ 6.1	\$ 6.1	\$ 10.0	NA	\$ 22.8	\$ 26.2

The FY15 Budget does not include a Debt Service – Interest figure because Non-Operating Activity was not

included.

Section 8 provides additional detail about Internal Loans and Debt Service.

2.4.6 Internal Sales

Internal Sales represent sales between operating units of the University. Because the originating unit (seller) incurs the expense and then the buyer also reports the expense, these expenses are offset or eliminated in the expense section.

2.5 Allocations and Transfers

2.5.1 Internal Allocations

Internal allocations represent funding exchanges among units.

2.5.2 Indirect Cost Allocations

A series of indirect cost allocations to recover infrastructure and administrative costs associated with non-college expenditures (e.g., Facilities, Finance, IT). Allocations are made through the RCM model using various allocators (e.g., headcount, square footage, etc.) which are included in Appendix 16.4.

2.5.3 Subvention Fund

Subvention Allocation: Academic units are assessed a 12.5% fee on operating revenues, which is utilized to balance operating results across academic units and provide resources for strategic initiatives. Section 12 includes detail about the Academic Program Initiatives.

Transfers to (from) Subvention Fund: This represents the distribution of the subvention funds to provide funding to the academic initiatives.

For FY16, allocations are budgeted at \$53.7 million. The detail about the RCM allocation model is included in Appendix 16.4.

2.6 Transfers

2.6.1 Transfers to (from) Operations

Transfers represent the planned utilization of fund balance to support one-time only investments.

2.6.2 Transfer to (from) Quasi Endowments

Represents the transfer from operations for quasi endowments.

2.6.3 Transfers to (from) Capital Projects

(in millions)	FY16 Budget
Provisions for Facility and Equipment Renewal	10.6
Transfers to (from) Plant Fund -- Project Related	22.7
Transfer to (from) Capital Projects	33.3

replacements/renovations (typically through plant funds).

Transfers to (from) Capital Projects includes two types of activities: departments designated funds from current year operations to be set aside to fund future replacements/deferred maintenance; and the transfers of prior year cumulated reserves to fund current year

3 State Appropriations

3.1 State Support of Instruction (SSI)

SSI is an annual, fixed-dollar appropriation from the State of Ohio that subsidizes the cost of education for Ohio residents. Allocations are calculated using a funding formula primarily driven by course completions, degrees earned, types of courses and degrees, and student demographics (including age, expected family contribution, and various risk factors).

Changes to SSI Funding Model

Consultations with the Board of Regents through Fall 2014 considered three proposed changes to the formula to address perceived inequities in the allocations. Two of these have been agreed to and are incorporated into the FY16 projection:

- Previously, universities granting bachelor degrees received 100% of the degree subsidy even if part of that degree was completed at an institution that was not a four-year, Ohio public university. This basically created a “bonus” since the University did not have to teach the entire degree to collect all the degree subsidy. This bonus is now capped at 12.5% (essentially one semester). This change is estimated to reduce our projected earnings by 1.5% (\$2.2M).
- The second change limits the awarding of full degree subsidy for students that earn two degrees. With the FY15 change to start allocating degree subsidy for associate degrees, potential double counting was introduced when students earn an associate degree and then a bachelor’s degree. This change reduces the subsidy for a bachelor’s degree that follows an associate degree to the difference in cost between the bachelor and associate. This change is estimated to reduce our projected subsidy by another 1.1% (\$1.6M).

The final proposed change to the formula involved removing age as a risk factor in the degree subsidy calculation. The change was specifically targeted towards bachelor completion programs where students have already completed an associate degree before starting the completion program. The argument was that while these students were older when they started their bachelor’s degree, they were not at the same risk of not completing compared to someone starting a bachelor’s degree with no prior college experience. This change was not implemented but represents a potential future risk to our subsidy projection.

All of these changes primarily affected degree subsidy for bachelor completion programs and primarily affected the projected subsidy for the RN to BSN program. Since we were aware of these concerns with the formula, particularly the potential change in the risk calculation, we purposefully did not fully budget our subsidy based on the projection. The implemented changes basically brought the projection down to the level we were budgeting and therefore did not create a major decline in the budget for this revenue source.

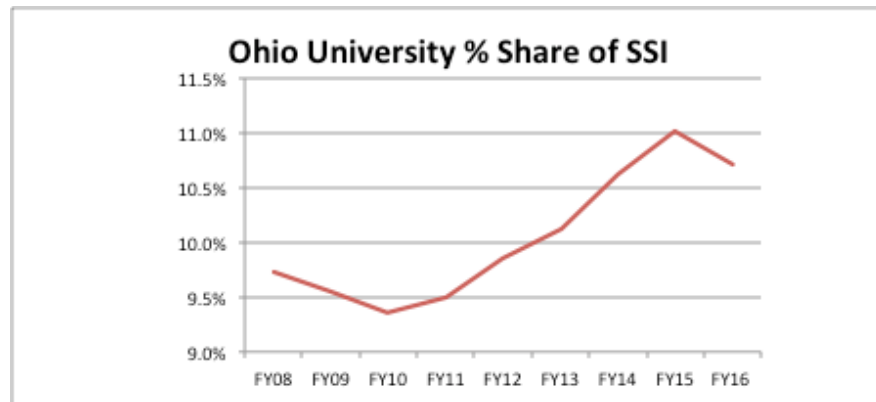
FY16 SSI Projections

As illustrated below, the SSI Statewide Total is increasing by 4.7% in FY16, the first year of the FY16-17 biennial budget. In FY17, the Statewide SSI appropriation will increase by 4.0%.

The FY16-17 State of Ohio biennial budget included a provision to adjust the Board of Regents SSI allocation formula for those universities with a tuition guarantee program. The University worked with the Board of Regents to develop a methodology to incorporate into the SSI formula. This adjustment is projected to reduce our SSI allocation by \$.7M (adjustment is incorporated into FY16 Budget and all FY16 projections).

(in millions)	FY08	FY09	FY10	FY11	FY12	FY13	FY14	FY15	FY16
Ohio University	\$127.1	\$139.5	\$124.7	\$126.7	\$ 131.7	\$ 136.4	\$ 146.4	\$ 154.0	\$ 156.1
<i>Growth</i>		9.7%	-10.6%	1.6%	3.9%	3.6%	7.3%	5.2%	1.4%
Statewide Total	\$1,305.9	\$1,460.5	\$1,332.9	\$1,334.1	\$ 1,335.3	\$ 1,346.6	\$ 1,378.3	\$ 1,399.1	\$ 1,464.5
<i>Growth</i>		11.8%	-8.7%	0.1%	0.1%	0.9%	2.4%	1.5%	4.7%
% Share - Ohio University	9.7%	9.5%	9.4%	9.5%	9.9%	10.1%	10.6%	11.0%	10.7%

For the University, projections from the Board of Regents formula allocation have indicated growth in the share of the statewide total from FY11-FY15. These projections are indicative of the University’s significant growth in enrollment, which has translated into a larger proportion of course completions and degrees granted relative to other institutions. The slight decline in FY16 is a result of the formula changes discussed above.



FY16 SSI Budget

The FY16 Budget for SSI was developed using the July allocation model from the Ohio Board of Regents with a continued adjustment for the 2% conservatism used to fund \$100M investment strategy.

3.2 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.

<i>(in millions)</i>				
Planning Units	Program	FY15 Projections	FY16 Projections	Variance
Voinovich	Co-ops & Internships	\$ 0.1	\$ 0.1	0.0%
	Appalachian New Economy Partnership	\$ 0.7	\$ 1.5	102.7%
HCOM	Family Practice	\$ 0.6	\$ 0.6	0.0%
	Geriatric Medicine	\$ 0.1	\$ 0.1	0.0%
	Primary Care Residencies	\$ 0.3	\$ 0.3	0.0%
	OU Clinical Teaching	\$ 2.9	\$ 2.9	0.0%
	AHEC Program Support	\$ 0.1	\$ 0.1	0.0%
Library	Library Depositories	\$ 0.2	\$ 0.2	0.0%
Debt Service	Capital Component	\$ 2.1	\$ 2.1	0.0%
Subtotal		\$ 7.1	\$ 7.9	10.7%

3.3 State Capital Appropriation

The University submitted a biennial capital request in the fall of 2013. OHIO submitted its FY15-FY16 request which was approved in House Bill 482. This was submitted with our 6-year Capital Improvement Plan presented at the November 2013 Board of Trustees meeting and is incorporated within our FY15 Capital Improvement Plan (CIP) being presented at the June 2014 Board of Trustees meeting.

The State Capital Budget identifies capital improvement projects which have been approved for funding at the University. Within the University financial structure, however, revenue is not recognized until expenditures have been made and funding has been received from the State. As a result, funds may be received within any given fiscal year for both prior year projects, as well as current year projects.

The budget for capital improvement projects represents a projection of expenditures anticipated to be made within FY16. As such, even though some projects have been approved for full funding by the State, only a portion of that funding may be represented in the FY16 Budget. The FY16 Budget for State Capital Appropriations is \$23.5M, and can be found in the Capital column of our Non-Operating results (Section 15).

4 Tuition & Educational Fees

University tuition revenues include all revenues from academic degree programs, exclusive of SSI, associated with traditional programs, eCampus programs, and graduate and medical programs.

4.1 Enrollment Trends

4.1.1 Undergraduate FTE enrollments*

* All FTE Enrollments in the Budget Book are calculated and presented in the manner described below. We are presenting a calculation that differs from the standard Board of Regents FTE calculation (Credit Hours Taken/15 Credit Hours) because this FTE calculation is more closely aligned to the plateau tuition structure in which Full-time students pay the same dollar amount between 12 and 20 credit hours.

- Undergraduate Students
 - Full-time Student (≥ 12 Credit Hours): 1 FTE
 - Part-time Student (<12 Credit Hours): Credit Hours Taken/12 Credit Hours
- Graduate Students
 - Full-time Student (≥ 9 Credit Hours): 1 FTE
 - Part-time Student (<9 Credit Hours): Credit Hours Taken/9 Credit Hours

	Fall 2011	Fall 2012	Fall 2013	Fall 2014	Fall 2015
Athens Campus	16,854	16,440	16,759	17,064	17,298
Regional Campuses:					
Chillicothe	1,962	1,793	1,675	1,636	1,604
Eastern	723	685	674	647	634
Lancaster	2,003	1,863	1,840	1,760	1,724
Southern	1,628	1,580	1,450	1,419	1,390
Zanesville	1,563	1,468	1,346	1,377	1,350
Total Regional Campuses	7,878	7,390	6,985	6,839	6,702
eCampus	2,751	3,812	3,703	3,510	3,510
Total Undergraduate	27,483	27,642	27,447	27,412	27,510

Athens Campus: Based on fall FTE, undergraduate enrollment on the Athens Campus has grown from 16,854 student FTE in Fall 2011 (FY12) to 17,064 student FTE in Fall 2014 (FY15). This is an increase of 1.2% over the four year period.

For FY16, FTE enrollment is estimated to hit 17,298; this increase results from both growth in projected fall freshman

class size as well as growth in our continuing population of students attributed to larger freshman cohorts over the last two years.

Regional Campuses: Based on fall FTE, undergraduate enrollment on the Regional Campuses has decreased from 7,878 student FTE in Fall 2011 (FY12) to 6,839 student FTE in Fall 2014 (FY15). This is a decrease of 13.19% over the four year period.

For FY15, FTE enrollment is estimated to come in at 6,271; this decrease is attributable to the counter-cyclical nature of enrollments within 2-year institutions.

eCampus:

The University's online degree-completion programs have experienced growth from 2,751 student FTE in Fall 2011 (FY12) to 3,510 students in Fall 2014 (FY15), an increase of 27.6%. The RN to BSN program is the program with the largest number of students. For FY16, it is assumed that the enrollments will remain stable.

4.1.2 Graduate Programs

Athens Campus	Fall 2011	Fall 2012	Fall 2013	Fall 2014	Fall 2015
Graduate Programs:					
Graduate	2,310	2,280	2,337	2,371	2,371
Professional Masters Programs	1,107	1,002	1,228	1,424	1,424
Total Graduate Programs	3,418	3,282	3,565	3,795	3,795

Graduate Programs: The enrollments for the University's traditional graduate programs have remained relatively consistent over the four year period with overall FTE growth of 2.6%. These programs typically use a model where students receive stipends to assist with teaching and research and receive a waiver of their tuition. These programs are resource intensive which creates some inherent constraints on growth.

Professional Masters: The University's professional masters programs have experienced substantial growth from 1,107 student FTE in Fall 2011 (FY12) to 1,424 student FTE in Fall 2014 (FY15), an increase of 27.6%. Professional masters programs are offered in the following colleges/departments: Business, Economics, Engineering, Health Sciences, Social Sciences, English and Education.

4.1.3 Doctor of Osteopathy (HCOM)

Heritage College of Medicine Enrollment	Fall 2011	Fall 2012	Fall 2013	Fall 2014	Fall 2015
Athens Campus	492	513	540	561	560
Dublin Campus	-	-	-	50	98
Cleveland Campus					50
Total HCOM	492	513	540	611	708

HCOM has grown consistently over the four year period from 492 student FTE in Fall 2011 (FY12) to 611 Student FTE in Fall 2014 (FY15). This growth was driven by a 14% increase on the Athens Campus, as well as the inaugural cohort on the Dublin Campus. For FY16, enrollment will be stable on the Athens Campus, the Dublin Campus will have cohorts of 1st and 2nd year students, and the Cleveland Campus will have their inaugural cohort.

4.2 Tuition Rates

The tuition rate tables for FY16 are included in Appendix 16.3.

4.2.1 OHIO Guarantee

The following editorial by Ohio University President Roderick J. McDavis was published May 6, 2014 in The Toledo Blade.

It is no secret that with ever-fluctuating tuition rates and other college-related costs, many prospective college students and families across the nation struggle with issues surrounding the affordability of higher education. As a result, senior administrators at Ohio University have aggressively pursued the development of a unique initiative to help address these concerns while also supporting timely degree completion.

This initiative, called The OHIO Guarantee, was adopted by the Ohio University Board of Trustees in January 2014 and received approval from Ohio Board of Regents Chancellor John Carey in early April 2014, paving the way for program implementation starting with the OHIO freshman class of 2015-16.

The OHIO Guarantee was developed as a way to provide better financial predictability to students and parents, maintain the value of financial aid and provide an incentive for students to earn a degree within four years.

While a guaranteed tuition model is not a new concept in higher education, OHIO's innovative plan is truly unique. This is because our plan includes flat rates for housing, dining and most academic course and technology fees – in addition to tuition – which helps families budget for college costs in their entirety.

Under The OHIO Guarantee, Ohio University will set tuition and fee costs for each entering cohort of degree-seeking undergraduate students at the Athens campus, and the total costs will remain the same throughout those students' four years (or 12 consecutive semesters) of enrollment.

Scholarships and financial aid packages hold their value through The OHIO Guarantee. Because the cost of attending OHIO will remain flat, the same percentage of those costs will be met by any renewable scholarship, assuming that renewable scholarship criteria are maintained.

While students who enrolled prior to the 2015-16 academic year will not be directly affected by The OHIO Guarantee, students and families can rest assured that Ohio University's commitment to college affordability is unwavering. We will continue to do all that we can to protect the costs and value of an Ohio University education for all students, including those who do not fall under The OHIO Guarantee.

The OHIO Guarantee will not affect tuition at Ohio University's regional campuses; however, each student, regardless of location of initial enrollment, will be placed in a cohort as determined by year of enrollment. Then, if a student relocates to the Athens campus, he or she will fall under the fee structure aligned with that student's year of initial enrollment.

We believe in The OHIO Guarantee because it is predictable and transparent. We believe in The OHIO Guarantee because it secures the value of student financial aid and supports degree completion. Above all, we believe in The OHIO Guarantee because it ensures that families can budget for the true cost of a college education. In doing so, the plan supports the opportunity for every student to afford a top-quality, transformative education at Ohio University.

For more information about The OHIO Guarantee, please visit The OHIO Guarantee website at www.ohio.edu/guarantee.

Who is eligible for the OHIO Guarantee?

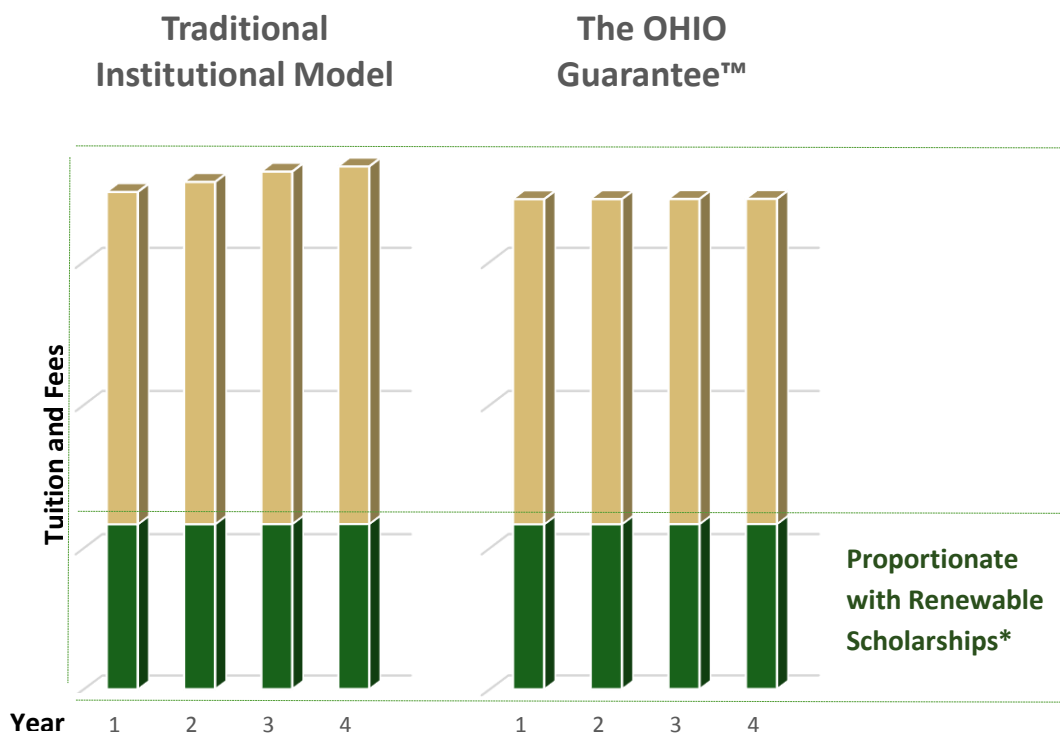
The OHIO Guarantee is for new, degree-seeking undergraduate students admitted and enrolled beginning with the fall semester of 2015 or any semester thereafter.

What are the benefits?

- Transparency and predictability in expected costs, helping students and families in budget planning.
- The OHIO Guarantee provides an incentive for students to remain enrolled and graduate within four years.
- Renewable merit scholarships better hold their value. Under the OHIO Guarantee, the cost of attending will remain steady for a student's four years at the University, so the same percentage of those costs will be met by any renewable scholarship, assuming the student meets the criteria for scholarship renewal. By contrast, under a traditional tuition model of increasing annual costs, a smaller percentage of a student's educational costs would be met each year.
- The University can plan more effectively, allowing for better allocation of resources to serve students.

How the OHIO Guarantee Impacts Scholarships

Should a student be awarded a four-year renewable scholarship and maintain eligibility, the renewable scholarship would better hold its value under the OHIO Guarantee than under a traditional tuition model.



*For more information about renewable scholarships, visit: www.ohio.edu/newstudent_scholarships

4.3 Financial Aid

<i>(in millions)</i>	FY13	FY14	FY15	FY16
Athens Campus Undergraduates	Actuals	Actuals	Budget	Budget
Gross Tuition Revenue	\$ 212.6	\$ 220.7	\$ 228.6	\$ 235.6
Financial Aid Sources				
Operating Funds - Scholarships	\$ 27.1	\$ 30.5	\$ 32.7	\$ 34.4
Operating Funds - Student Athlete	\$ 7.0	\$ 7.2	\$ 6.7	\$ 8.0
Grant Funds	\$ 1.5	\$ 2.1	\$ 1.8	\$ 2.1
Foundation Funds	\$ 3.0	\$ 3.7	\$ 3.3	\$ 4.9
Subtotal - Financial Aid	\$ 38.7	\$ 43.4	\$ 44.4	\$ 49.3
Net Tuition Revenue	\$ 173.9	\$ 177.3	\$ 184.2	\$ 186.3
Discount Rate	18.2%	19.7%	19.4%	20.9%

The Gateway Assist and Signature Assist programs are designed, by covering the tuition increase and to aid in college affordability for the neediest OHIO students on the Athens campus.

4.3.1 Gateway Assist Program

The University has established a commitment to students of the highest need. The Gateway Assist program has awarded financial aid equal to tuition increases.

4.3.2 Signature Awards Program

The University has established the OHIO Signature Award Program, a set of scholarships and grants designed to optimally balance both support for financial need and recognition of the achievements and contributions of the Fall 2015 freshman class. Built to honor and assist our students in accordance with the University's twin missions of excellence and access, the new and expanded program includes generous merit-based scholarships, supportive need-based grants, and a set of awards unique to the University that blend both merit- and need-based criteria. The program is modified annually to meet the enrollment goals of the institution.

All first-year students who are new to the Athens campus of the University in Fall 2015 are eligible for consideration to become an OHIO Signature Scholar. The application for admission serves as the application for merit-based scholarships.

Fall 2015 first-year students who were admitted by May 1, 2015 will be considered automatically for all available OHIO Signature Awards. Eligibility is based on the following:

- Academic merit as demonstrated by strength of curriculum and cumulative high school grade point average, in addition to either the ACT composite or SAT math and critical reading scores from any test date (writing sub score not included for ACT or SAT). Credentials on file as of May 1, 2015 (deadline extended), will be used for final award determinations.
- Financial need, as determined by the Free Application for Federal Student Aid (FAFSA) results received in the Office of Student Financial Aid and Scholarships by the first priority date of March 15, 2015
- Contributions made to the academic, demographic, or geographic diversity of the University community

The OHIO Signature Awards include more than \$3.1 million in new scholarships and grant aid for first-year students, which is funded through estimated increases in enrollments driven by participation and interest in the program. This new and expanded financial aid program includes generous merit-based scholarships, supportive need-based grants, and a set of awards unique to OHIO that blends both merit- and need-based criteria. (See <http://www.ohio.edu/admissions/signature/index.cfm> for details about the awards.)

4.3.3 The OHIO Match: Ohio University's Undergraduate Scholarship Matching Program

The University is committed to making a significant investment to support the University's core mission of providing access and opportunity for students seeking a college education. To this end, \$25M is being dedicated to strengthening the University's endowed scholarship program through The OHIO Match – including the Undergraduate Scholarship Matching Program and the Targeted Scholarship Matching Program. In order to maximize the impact of this opportunity, the University will provide \$.50 for every dollar committed to eligible scholarship endowments starting July 1, 2013.

To be eligible for the OHIO Match, scholarship gifts must meet the following criteria:

- Designated for domestic, undergraduate students on the Athens Campus
- Based on merit, need or talent, as defined by the University
- Endowed, renewable scholarships
- Designated for University-wide or college-wide use, or designated for one of the existing targeted – high-merit and/or special population – scholarship programs

Scholarship Matching Program details were determined by the University and are administered by the Foundation. The program is subject to termination at any time, and funds are available for matching gifts on a first-come/first-served basis.

Since inception of the program, \$4.3M in outright gifts and pledges have been committed to the OHIO Match program, and 77 new named scholarships have been established. These commitments are from 6,230 donors, including 1,947 new donors. These gifts and pledges correspond to a University match commitment of \$2.5M. The University match commitment is funded by the \$100M Investment Strategy, described in detail in Section 10.

Through April 30, 2015, a total of \$3.2M has been collected against the \$4.3M gifts and pledges. The University has provided matching funds totaling \$1.6M, and the total market value for these endowments including the University match and accumulated investment income, is \$4.9M.

5 Gifts

5.1 Gift Commitments

Each year, the 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, others are available for immediate use.

Gift Type	<i>(in millions)</i>				
	FY12	FY13	FY14	FY15*	FY16*
Expendable					
Unrestricted - current use	\$ 0.5	\$ 0.2	\$ 0.2	\$ 0.3	\$ 0.3
Restricted - current use	15.4	8.8	17.1	16.8	13.2
Subtotal - Expendable	15.9	9.0	17.3	17.1	13.5
Nonexpendable					
Restricted - endowed	9.4	5.0	9.7	12.4	13.5
Subtotal - Nonexpendable	9.4	5.0	9.7	12.4	13.5
Total	\$ 25.3	\$ 14.0	\$ 27.0	\$ 29.5	\$ 27.0

**projected*

Based on an analysis of historic giving patterns, the Foundation expects to receive approximately \$27M in total gifts during FY16 Budgeted as:

Expendable gifts – Expendable gifts are contributions for which the University can spend the corpus, or gift amount, to fund operations in accordance with the donor designation. These include unrestricted contributions (\$0.3M), which may be used for any purpose that supports the University, as well as restricted contributions (\$13.2M), 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 corpus in accordance with the BOT approved spending policy (see Section 6). These contributions are included in the FY16 at \$13.5M and shown as growth in our Endowment column. 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.

5.2 Capital Campaign

Thanks to the generosity of nearly 75,000 alumni and friends, the University's The Promise Lives Campaign surpassed its \$450M goal ahead of schedule and raised more than \$500M for the benefit of the University as of June 30, 2015. These fundraising efforts have focused on securing support for various academic programs, university facilities, and student financial aid, including support for scholarships that are eligible for the Undergraduate Scholarship Matching Program.

6 Foundation, Endowment & Investment Returns

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 Sub-Committee (ISC) 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.

The Foundation has engaged Hirtle, Callaghan & Co. (HC) to manage the long-term investment portfolio. HC reports to the ISC.

Investment Pool Activity through March 31, 2015

	FY 2012	FY 2013	FY 2014	FY 2015*
Beginning investment pool market value	\$ 396.483	\$ 467.208	\$ 522.556	\$ 632.542
Cash transferred to (from) investment pool	68.743	-	22.000	-
Interest and dividends net of management fees	8.020	10.105	10.761	5.618
Realized gains (losses)	16.439	23.324	30.549	57.059
Unrealized gains (losses)	(22.477)	21.919	46.675	(70.648)
Ending investment pool market value	\$ 467.208	\$ 522.556	\$ 632.542	\$ 624.573

* Unaudited

*Investment Pool Composition as of March 31, 2015**

	Foundation		University		Total	
Endowments	\$ 282.179	63.4%	\$ 35.547	19.8%	\$ 317.726	50.9%
Quasi-endowments	138.293	31.1%	48.615	27.1%	186.908	29.9%
Working capital	21.102	4.7%	103.741	57.7%	124.843	20.0%
Cash due (to) from pool	3.321	0.7%	(8.225)	-4.6%	(4.904)	-0.8%
Total investment pool	\$ 444.895	99.9%	\$ 179.678	100.0%	\$ 624.573	100.0%

*unaudited

6.1.1 Endowment Summary

Endowment includes those contributions which were endowed in perpetuity by the donor and which the University may spend only through annual distributions.

Endowment Activity through June 30, 2016

	FY 2012	FY 2013	FY 2014	FY 2015*	FY 2016*
Beginning endowment market value	\$ 336.000	\$ 408.987	\$ 446.748	\$ 515.913	\$ 525.155
New gifts to endowments	10.097	5.346	11.419	13.777	13.584
Transfers to (from) quasi endowments	20.003	(0.017)	3.368	6.617	1.687
Investment income net of fees	29.637	48.344	74.312	11.493	38.624
Spending allocation	(0.142)	(11.078)	(13.748)	(15.247)	(17.536)
Administrative fee	(2.129)	(4.830)	(6.437)	(7.430)	(8.562)
Other additions (withdrawals)	15.521	(0.004)	0.251	0.032	-
Ending endowment market value	\$ 408.987	\$ 446.748	\$ 515.913	\$ 525.155	\$ 552.952

* projected

6.1.2 Quasi-Endowment Summary

Quasi-endowments are funds that the Foundation or the University have set aside to function like endowed funds.

*Endowment Composition as of March 31, 2015**

	Foundation		University		Total	
Pooled endowments	\$ 282.179	67.1%	\$ 35.547	42.2%	\$ 317.726	63.0%
Pooled quasi-endowments	138.293	32.9%	48.615	57.8%	186.908	37.0%
Non-pooled endowments	0.053	0.0%	-	0.0%	0.053	0.0%
Non-pooled quasi-endowments	0.084	0.0%	-	0.0%	0.084	0.0%
Total investment pool	\$ 420.609	100.0%	\$ 84.162	100.0%	\$ 504.771	100.0%

* Unaudited

6.2 Endowment Distributions

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

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

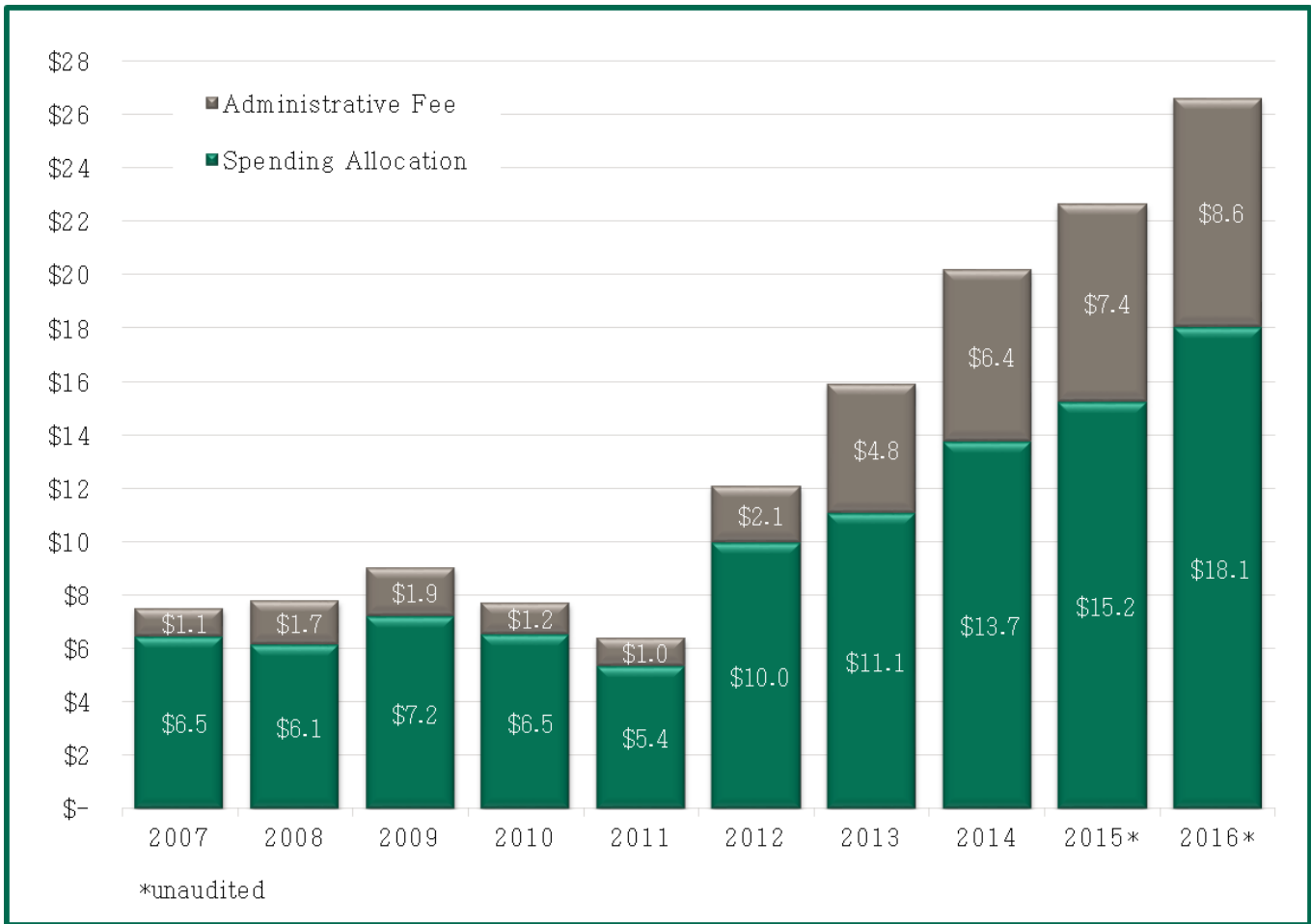
6.2.1 Endowment Spending Rates

	Spending Allocation	Administrative Fee	Policy Spending Rate
Fiscal Years 2007	5.00%	1.00%	6.00%
Fiscal Years 2008, 2009, 2010, 2011 and 2012	4.00%	1.00%	5.00%
Fiscal Years 2013, 2014, 2015 and 2016	4.00%	2.00%	6.00%

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.

6.2.3 Endowment Distributions by Fiscal Year (in millions)

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



Endowment Distribution by Planning Unit and Purpose

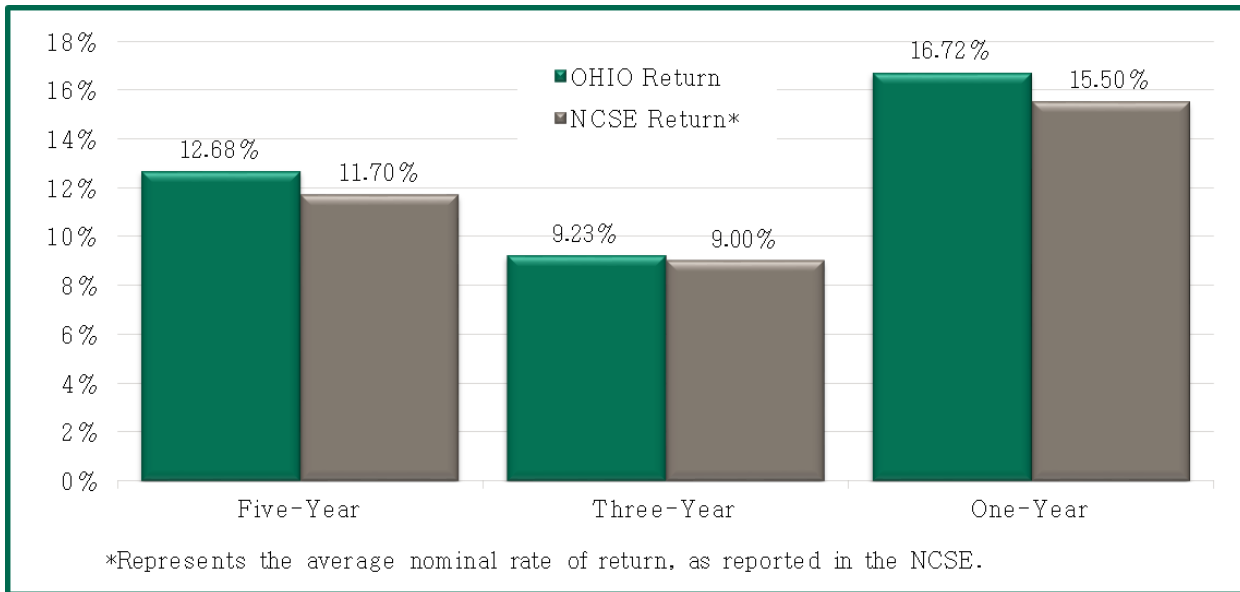
FY2016 Endowment Spending Allocation by Purpose and Planning Unit					
Planning Unit	Academic/ Instruction	Research	Student Aid	General Institution	Total
Campus Recreation Auxiliary	\$ -	\$ -	\$ 8,311	\$ 680	\$ 8,991
Central Pool	365,071	-	-	-	365,071
Chillicothe Regional Campus	\$ 25,914	\$ -	\$ 81,466	\$ 5,324	\$ 112,704
College of Arts and Sciences	547,570	136,391	444,183	946	1,129,089
College of Business	\$ 699,297	\$ 7,184	\$ 169,687	\$ 1,252	\$ 877,419
College of Education	135,339	-	206,175	4,051	345,565
College of Fine Arts	\$ 31,313	\$ 79,733	\$ 213,969	\$ 61,670	\$ 386,685
College of Health and Human Services	29,600	-	95,181	6,984	131,765
College of Osteopathic Medicine	\$ 135,098	\$ -	\$ 138,245	\$ 1,029	\$ 274,372
Eastern Regional Campus	376	-	43,664	3,475	47,515
E-Learning	\$ -	\$ -	\$ 597	\$ -	\$ 597
Enrollment Management	-	-	1,088,049	130,183	1,218,232
General Operating	\$ -	\$ -	\$ -	\$ 15,492	\$ 15,492
George V Voinovich School of Leadership and Public Affairs	17,065	-	-	-	17,065
Honors Tutorial College	\$ 1,216	\$ -	\$ 48,799	\$ -	\$ 50,015
Information Technology	-	-	996	-	996
Intercollegiate Athletics Auxiliary	\$ -	\$ -	\$ 91,461	\$ 71,485	\$ 162,947
Lancaster Regional Campus	-	-	191,697	7,329	199,026
Loan Funds	\$ -	\$ 7,510	\$ 19,308	\$ -	\$ 26,818
Office of Global Affairs and International Studies	217,075	-	16,139	-	233,214
Office of the President	\$ 24,639	\$ -	\$ 979,729	\$ 3,397	\$ 1,007,765
Office of the Provost	696,168	-	179,277	39,904	915,348
Russ College of Engineering and Technology	\$ 6,693,883	\$ 122,801	\$ 276,653	\$ 1,565	\$ 7,094,901
Scripps College of Communications	784,649	-	304,641	-	1,089,290
Southern Regional Campus	\$ -	\$ -	\$ 69,993	\$ 6,091	\$ 76,085
University College	1,904	-	11,023	3,053	15,980
University Libraries	\$ 330,929	\$ -	\$ 49,824	\$ -	\$ 380,753
Vice President for Finance and Administration	-	-	-	3,541	3,541
Vice President for Research	\$ -	\$ 1,575,673	\$ 60,737	\$ -	\$ 1,636,410
Vice President for Student Affairs	13,111	-	25,555	19,463	58,129
Vice President for University Advancement	\$ 771	\$ -	\$ 48,733	\$ 80,611	\$ 130,115
Vice President for University Outreach and Regional Campuses	5,000	-	-	-	5,000
WOUB Center for Public Media	\$ 999	\$ -	\$ 966	\$ -	\$ 1,964
Zanesville Regional Campus	731	-	33,913	2,184	36,828
Total	\$ 10,757,719	\$ 1,929,291	\$ 4,898,970	\$ 469,707	\$ 18,055,687

6.2.4 NACUBO-Commonfund Study of Endowments

Annually, OHIO participates in the NACUBO-Commonfund Study of Endowments (NCSE), 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, 2014 were made available in early February 2015. For the one- and five-year periods ending June 30, 2014, OHIO's portfolio outperformed the NCSE average.

Performance vs. Peer Institutions for Period ended June 30, 2014



7 Compensation

7.1 Salary and Wages

7.1.1 Total Compensation Initiatives

Creating effective total compensation plans has been identified as a strategic priority essential to retaining the University's extraordinary faculty and staff. There are two major initiatives that have been underway at the University which address this priority:

1) *Compensation 2014 (COMP 2014) Project:*

FY15 Implementation

There was approximately a \$920K expense for salary increases, transition pay, and vacation payouts to employees as a result of the COMP 2014 project. The details are provided below:

- **Salary Increases:** 288 employees received salary increases in November 2014 as a result of the COMP 2014 project, which totaled \$1.01M in additional annual salaries. The COMP 2014 budget covered the salary increases from November 2014 to the end of the FY15, in the amount of \$670K.
- **Benefit Rate Increases:** As a result of the above mentioned salary increases, benefit expenses also increased. The COMP 2014 budget covered these benefit rate increases from November 2014 to the end of FY15, in the amount of \$108K.
- **Transition Pay:** 61 employees transitioned from a semi-monthly to a bi-weekly pay schedule due to their changes from exempt to nonexempt status. The University provided these employees with a one-time transition pay to eliminate a gap in their pay schedules. This totaled \$110K and was paid to the 61 impacted employees in January 2015.
- **Vacation Payouts:** Employees who changed employment categories due to the COMP 2014 project had the option to transfer their vacation time to their new assignment or elect for a lump sum payout, or a combination of both (in accordance with policy 41.001). 15 employees elected for vacation payouts, which totaled \$33K.

FY16 Equity Pool Proposal

As anticipated with the completion of the COMP 2014 project, the salary increases to the new pay grade minimum with implementation of a new pay structure, and the associated pay administration guidelines have resulted in unintentional pay compression* and pay inversion** issues for existing employees. Therefore, UHR Compensation has requested, in conjunction with the annual increase process for the FY16, an additional 1% pool of funding to be utilized to begin to address these pay inversion and compression issues. If approval is obtained to proceed with an equity pool, the compensation team will identify candidates for consideration of this equity funding based on expected compa ratios***, time in job, performance data, and available funds. Candidates for this equity increase funding will be Administrative and Classified Non-Bargaining Unit employees who have salaries below the market reference point (pay grade mid-point), but their time in their job and other qualitative data appear to suggest higher placement within the pay grade range.

We will determine a targeted salary/compa ratio for each employee based upon time in job. It is not practical for employees to reach their targeted salaries in just one year, so we anticipate that employees will receive approximately 1/3 of the increase towards their targeted salary in FY16. We anticipate approximately 500 administrative and classified employees to be eligible for this additional increase. The

average salary increase amongst the candidates is expected to be 3.8% or \$2,155. Our anticipated cost for this additional raise pool is \$1.09M.

***Pay Compression** is a situation that occurs when there is little to no difference in pay between employees regardless of their skills or experience.

****Pay Inversion** exists when starting salaries for new employees are higher than salaries for existing employees.

*****Compa-ratio** is the percentage obtained by dividing the actual salary paid to an employee by the midpoint of the salary range for that position

2) *Faculty Compensation Task Force:*

This task force was established by Executive Vice President and Provost Benoit in Spring 2013 and was charged with developing recommendations to address faculty compensation. The charge to the committee was to develop a multi-year plan to maximize our investment in faculty compensation to attract and retain talented faculty. The committee recommendations include the following:

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

In FY15, the first year of these investments has been included in the Operating Budget. This was a total investment of

- \$1.3 million for tenure-track faculty on the Athens campus
- 2.19% raise pool for regional tenure-track faculty, which was an estimated investment of \$540,000
- 2.19% raise pool for non-tenure-track (Group II) faculty, which was an estimated investment of \$740,000 on the Athens campus and \$940,000 on the regional campuses.

In FY16, the analysis of the investment needed to reach the goals of the plan was updated to take into account the effect of the investments in the first year in comparison with the results of the other state universities. This analysis showed decent progress towards achieving the goal and as a result the investments needed in year 2 are reduced as follows:

- \$850,000 for tenure-track faculty on the Athens campus
- 1.36% raise pool for regional tenure-track faculty, which is roughly \$325,000
- 1.36% raise pool for non-tenure-track (Group II) faculty on both the Athens (approximately \$450,000) and Regional campuses (approximately \$575,000)

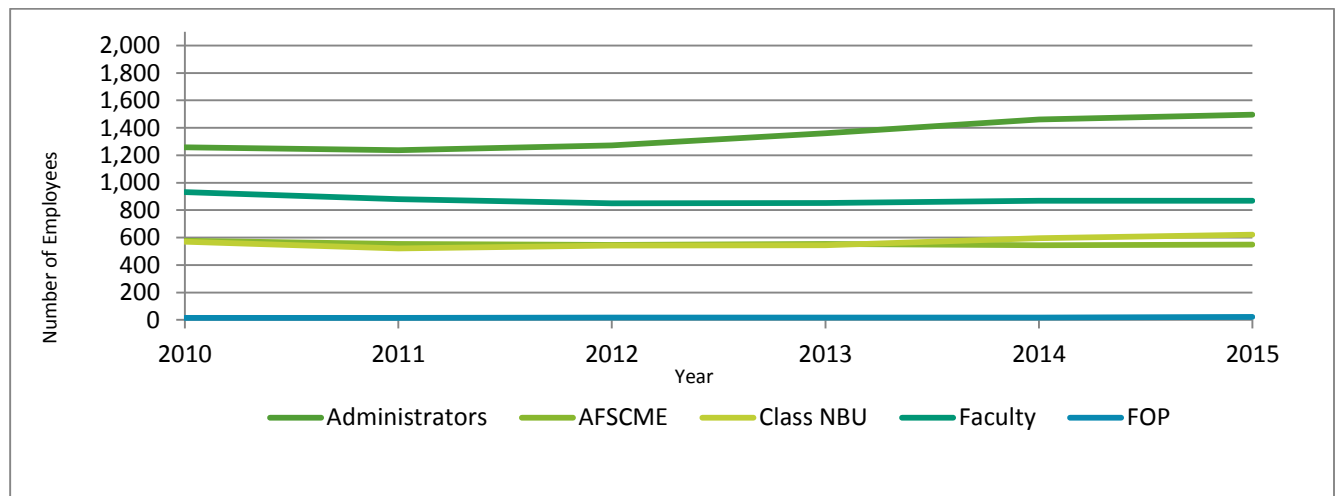
7.1.2 Personnel

Employee Headcount

The following tables illustrate the University's employment trends by job category for FY11 through FY15 and the projected headcounts for FY16. In FY16 employee headcount is projected to increase by 69 people, a 2.0% increase over the FY15 headcount. It is important to note that the headcounts represent a snapshot of filled positions only, including both full-time and part-time employees, but excluding temporary and term employees. The census is taken the same time each year (on November 1st) to provide a consistent frame of reference. Consequently, the census does not exactly represent staffing level fluctuations throughout the year. *The 2016 projected headcount represents preliminary census data as of May 1st, 2015.

Employee Headcount by Job Category

	2011	2012	2013	2014	2015	2016 Projection
Administrators	1,257	1,237	1,273	1,361	1,460	1,495
AFSCME	578	554	547	553	545	548
Classified Non-Bargaining Unit (Class NBU)	569	521	541	545	595	622
Faculty	931	880	850	852	868	869
Fraternal Order of Police (FOP)	15	15	16	18	18	21
Total Job Category Headcount	3,350	3,207	3,227	3,329	3,486	3,555
% Increase		-4.3%	0.6%	3.2%	4.7%	2.0%



Headcount by Planning Unit

Planning Unit	2011	2012	2013	2014	2015	2016 Projection
College of Arts and Sciences	408	395	397	396	407	402
College of Business	78	72	81	85	87	87
Scripps College of Communication	155	138	130	136	138	141
Patton College of Education	113 ^A	102	98	93	101	98
Russ College of Engineering	165	161	148	158	162	163
College of Fine Arts	131	115	111	107	114	113
College of Health Sciences and Professions	109	110	110	128	132	138
University College	33	34	32	37	41	48 ^F
International Studies	18	17	24	22	22	23
Honor's College	7	6	6	6	6	6
Voinovich School of Leadership and Public Affairs	50	52	55	56	50	59
Heritage College of Osteopathic Medicine	224	227	232	248	283 ^B	298
Regional Campuses	367	345	314 ^D	311	321	319
Intercollegiate Athletics	75	76	74	76	78	78
Vice President for University Advancement	54	67	71	72	69	76
Library	79	73	71	70	71	72
Office of the President	44	43	38	42	48 ^E	50
Provost - Institutional Services	124	109	141 ^D	149	167	177
Vice President for Student Affairs	100	90 ^C	104 ^C	114	123 ^G	120
Vice President for Research	52	48	52	55	59	62
Vice President for Finance and Administration	964	927	938	968	1007	1025 ^H
Total Employees	3,350	3,207	3,227	3,329	3,486	3,555
% Increase		-4.3%	0.6%	3.2%	4.7%	2.0%

- A. Patton College of Education assumed employees who were previously part of the College of Health Sciences and Professions.
- B. Heritage College of Osteopathic Medicine expanded to Dublin campus.
- C. Student Affairs outsourced Student Health Services in 2011; Campus Recreation and Psychology/Counseling Services were added in 2012.
- D. eLearning was transitioned from Regional Campuses to Provost Office. 60% of the growth between 2014 and 2016 is accounted for in eLearning.
- E. President's office expanded legal team, some FTEs were split into part time FTEs, and temporary employees were added to the communications team.
- F. University College added student advisors to their unit.
- G. 25% of the growth is accounted for in South Campus Living.
- H. The majority of the growth in the Vice President for Finance and Administration unit is due to OSAI initiative and investment in facilities.

7.1.3 Salary Summary

Total Salaries by Job Category

The following salary summary table provides comparative salary information by employee categories for FY10 through FY14, as well as the forecasted salaries for FY15 and budgeted salaries for FY16.

Represented in \$ Millions

	2010 Actual	2011 Actual	2012 Actual	2013 Actual	2014 Actual	2015 Forecast	2016 Budget
Faculty	111.5	113.1	114.6	124.6	124.7	133.7	144.2
Administrative	86.0	87.6	89.1	94.1	101.8	108.3	118.5
Classified	45.4	44.1	43.5	43.7	46.2	48.9	51.1
Graduate Assistant	19.2	19.4	19.1	21.0	20.0	21.1	21.6
Student	14.3	14.6	15.3	16.0	16.1	17.7	16.1
Other Payroll*	0.7	1.0	1.6	3.3	1.0	1.1	0.4
Grand Total	277.1	279.8	283.2	302.7	309.8	342.5	351.9

*Other Payroll includes: Employee cash awards, allowances, including auto, broadband, cell phone, uniform, and housing.

Total Salaries by Planning Unit

The following salary summary table provides comparative salary information by planning unit for FY10 through FY14, as well as budgeted salaries for FY15 and FY16.

Planning Unit <i>Represented in \$ Millions</i>	2010 Actual	2011 Actual	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Budget
College of Arts and Sciences	48.2	48.8	49.1	52.1	50.7	53.8	55.8
College of Business	10.7	11.3	12	14.5	15.6	16.5	18.2
Scripps College of Communication	13.7	13	12.4	12.6	13.2	11.6	12.2
Patton College of Education	8.9	10.9	10.8	11	10.5	11.7	12.6
Russ College of Engineering	19.2	19.9	20	21	20.8	22.1	23.2
College of Fine Arts	11.1	11.1	10.9	11.5	11.4	11.0	11.4
College of Health Sciences and Professions	12.1	9.9	11.3	13.1	15	16.7	18.7
University College	2.2	2.3	2.6	2.8	3.4	3.3	3.8
International Studies	2.4	2.6	2.5	2.7	2.7	2.4	2.2
Honor's College	0.4	0.4	0.4	0.5	0.5	0.5	0.8
Voinovich School of Leadership and Public Affairs	4.1	4.6	4.7	5.1	5.1	5.5	6.1
Heritage College of Osteopathic Medicine	17.6	17.8	18.7	20.6	22.4	30.4	31.0
Regional Campuses	33.5	35.1	34.5	35.2	34.9	36.8	35.1
Intercollegiate Athletics	5.3	5.2	5.7	6.4	6.6	6.1	6.8
Vice President for University Advancement	3.6	3.6	4.2	4.3	4.6	5.3	6.0
Library	4.9	4.4	4.2	4.2	4.3	4.8	4.9
Office of the President	3.6	3.8	3.4	3.6	3.8	4.2	4.1
Provost - Institutional Services	11.5	11.5	12.2	14.8	13.2	9.6	10.1
Vice President for Student Affairs	9.7	8.9	8.8	9	9.6	7.2	7.7
Vice President for Research	4.1	4.2	4.2	4.8	5.1	3.4	3.4
Vice President for Finance and Administration	50.3	50.6	50.6	52.8	56.6	32.8	34.5
Other	0	0.1	0.1	0.1	0	0.0	0.0
Grand Total	277.1	279.8	283.2	302.6	309.7	295.7	308.6

7.2 Benefits Expense

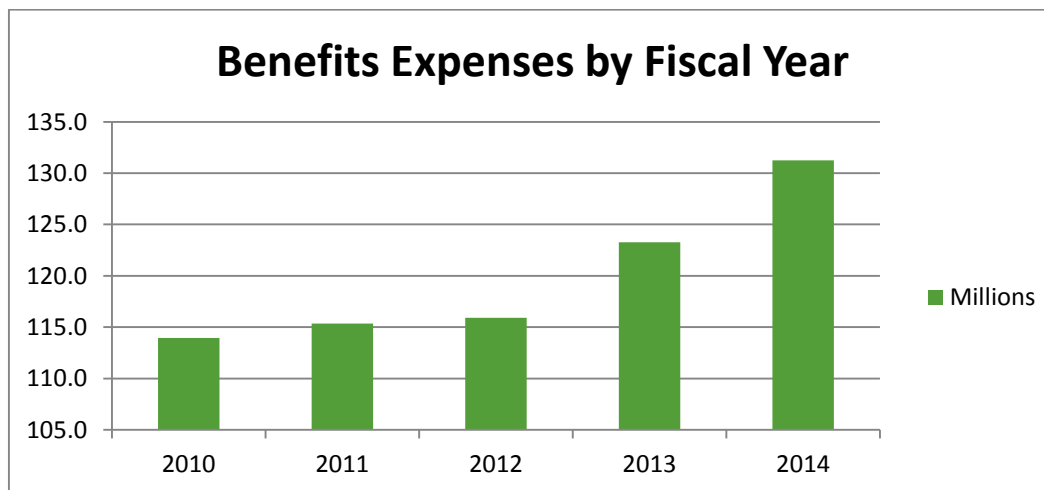
FY2014 Benefits Expenses

The University provides a comprehensive benefits program to faculty and staff as part of their total compensation package. Benefits for 2014 were roughly \$131 million and are grouped in the following categories:

- Retirement: the 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, and etc. for faculty and staff.
- Mandated: legally required benefits including workers compensation, Medicare, unemployment, and occupational health.
- Educational Benefits
- 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.

Major benefit categories as a percent of total costs for FYs 2010–2014:

Retirement contributions and health and welfare benefits consistently account for roughly 87% of overall benefits costs. Educational benefits and mandated benefits represent approximately 10.5% of costs with the remaining benefits all under 1% each.



Benefits Expenses Growth by Fiscal Year

	2010	2011	2012	2013	2014
Health and Welfare	38.3	39.6	37.8	40.1	43.2
Retirement	61.5	62.0	62.7	66.4	71.6
Mandated	5.8	5.6	6.0	6.7	6.4
Educational Benefit	6.6	6.5	6.6	6.7	7.2
PTO Retirement Pay Out	1.2	0.9	2.0	2.1	1.4
Miscellaneous	0.6	0.7	0.8	1.1	1.5
Total	113.9	115.4	115.9	123.3	131.2
% Growth		1.3%	0.5%	6.4%	6.5%

Health and Welfare Benefits Focus

Health and Welfare Benefits include health, vision, dental, life, and disability insurance and related expenses. Total university costs increased by 7.7% in FY2014. FY2015 are expected to increase by 7.7% as well. FY2016 projected costs are 5.4%, in large part due to plan design and premiums changes recommended by the Benefits Advisory council.

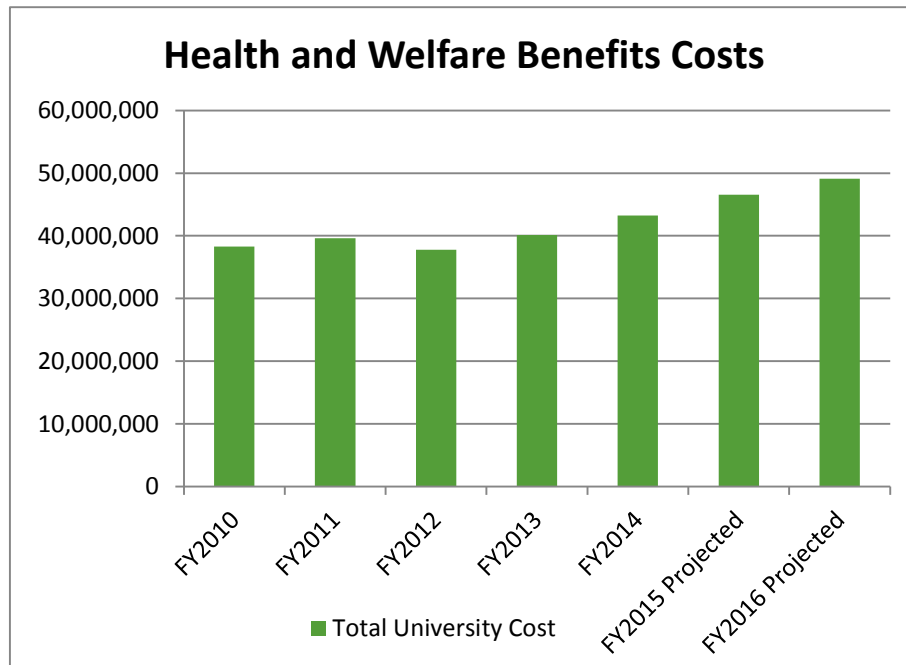
	FY2010	FY2011	FY2012	FY2013	FY2014	FY2015 Projected	FY2016 Projected
Health/Dental Claims	38.0	39.8	41.1	43.4	45.8	50.1	53.1
Fees and Other Insurance	5.0	4.8	4.4	4.5	5.3	5.9	6.2
Employee Contributions	(4.8)	(5.1)	(7.8)	7.8	(7.9)	(9.5)	(10.3)
Total University Cost	38.2	39.5	37.7	40.1	43.2	46.5	49.0
% Growth		3.5%	-4.5%	6.2%	7.7%	7.7%	5.4%

Legend:

Health/Dental Claims: Claims reported for health and dental plans

Fees and Other Insurance: Insurance company administrative fees, life insurance, disability insurance, employee assistance program, HMO (Eastern Campus), wellness programs.

Employee Contributions: Employee premiums for medical plans, dental plans, COBRA, and life insurance plans.



Benefits Advisory Council Update:

In Spring 2014 the University re-established the Benefits Advisory Council (BAC) with membership from Faculty Senate, Administrative Senate, Classified Senate, AFSCME, Deans, Student Affairs, Regional Higher Education, Financial Officers, Finance, and Human Resources. The team met bi-weekly for six months to develop plan design recommendations for FY16. The complete change to the BAC included recommending solutions to eliminate and replenish structural deficits within the benefits budget, to avoid the Affordable Care Act Cadillac Plan Excise Tax, to establish a consistent benefits reserve level, and to establish a long term strategy regarding the University subsidy of benefits.

After considering feedback from a campus-wide survey of faculty and staff, and analyzing benchmark, peer, and industry data provided by external consulting partners, the Council recommended health plan premium and plan design changes phased in over three years designed to eliminate structural deficits and avoid the Affordable Care Act Excise Tax in 2018 and for two additional years. The premium and plan changes are projected to avoid additional University costs by \$2 million for FY16.

Additionally, the Council reviewed current benefits eligibility policies and rules and requirements of the Affordable Care Act and recommended changes to the treatment of part-time employees including those currently considered “Group III” faculty and staff. The Council recommended elimination of the term “Group III” for staff and use of the more standard “part-time” nomenclature, and that the University provide benefits such as health care and educational benefits only to staff with appointments greater than 120 days and FTE of at least 0.75. Faculty benefits eligibility will remain unchanged.

The BAC’s recommendations were reviewed and received tentative approval by the Total Compensation Committee and subsequent final approval by the President. The changes have been implemented for the benefit plan year beginning July 1, 2015 (see below for summary).

The Council continues to meet to execute the remainder of the Council charter. This will include additional plan design changes in FY17 and FY18 as well as considering revamping current dental and vision plans, establishing a short term disability plan to complement current paid time off and long term disability plans, and adding a high deductible health plan with a health savings account. The Council will also continue to monitor the impact of its health plan premium and cost sharing recommendations and update and revise recommendations as necessary.

Mercer Benchmark Data – 2012

In FY14, the University commissioned Mercer Consulting to provide PPO plan benchmark data. At that time, the most current data available was 2012 survey data. The following benchmarks were provided by Mercer:

Plan Cost and Premium Benchmarks

	Ohio University	National Employers	Higher Education	IUC Peers
PPO Cost / Employee	\$12,487	\$10,346	\$10,962	N/A
Employee Premiums				
Single	15%	22%	20%	14%
Family	15%	30%	29%	16%

PPO Plan Design Benchmarks

2012 Data	Ohio Univ.	Ohio IUC	National Higher Ed	National All Industry	OU AFSCME Union**
Deductible	\$200/\$400	\$350/\$750	\$300/\$600	\$500/\$1,200	\$500/\$1,000
Out of Pocket Max	\$1,200/\$2,400	\$1,500/\$3,000	\$2,100/\$3,750	\$2,600/\$5,000	\$2,000/\$4,000
Co-Insurance	90%	85%	82%	80%	90%
Office Visit Copay	\$20	\$20	\$20	\$20	\$20
Rx Retail					
Generic	\$10	\$8	\$10	\$10	\$15
Brand Formulary	\$20	\$25	\$25	\$30	\$30
Non Formulary	\$30	\$40	\$45	\$50	\$45
Rx Mail Order					
Generic	\$15	\$23	\$20	\$20	\$20
Brand Formulary	\$30	\$55	\$55	\$60	\$40
Non Formulary	\$45	\$90	\$90	\$100	\$60

Benefits Advisory Council Health Plan Recommendations

The Benefits Advisory Council recommended the following changes to the University's PPO plan. Changes are to be phased in over three years.

Options	Current	FY16	FY17*	FY18*
		Plan Change	Plan Change	Plan Change
Deductible	200/400	400/800	450/900	500/1000
Co-Insurance Maximum	1000/2000	1500/3000	1750/3500	2000/4000
Co-Insurance %	90%	85%	80%	
Office Visit Copays	\$20	\$25		
Rx Retail Copays	\$10/\$20/\$30	\$20/\$30/\$40		
Rx Mail Copays	\$15/\$30/\$45	\$25/\$35/\$55		
Employee Premium % Single – Single+1 - Family	15%-15%-15%	15%-16%-17%	15%-17%-19%	15%-17.5%-20%

*Changes for FY17 and FY18 are considered preliminary and will be considered in committee discussions to meet the remainder of the committee charge.

Additional Information:

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 fees if applicable.
- Part Time Classified and AFSCME Staff: 50% of the instructional fee and 50% of the non-residency fee if applicable.
- Part Time Faculty and Administrative Staff:
 - Employees with FTE of 0.67 or greater: 100% of the instructional fee and 100% of non-residency fees if applicable.
 - Employees with FTE less than 0.67: Instructional fee and non-residency (if applicable) fee will be waived based on FTE level.

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.

Retirement Contributions:

Both STRS and OPERS recently announced changes to retirement contributions, including increases to the “mitigating rate”. The mitigating rate reflects university contributions that are directed to STRS and OPERS to offset the negative impact of the ARP, Member Directed Plan, and Combined Plan.

However, at their June 2015 Board meeting STRS rescinded upcoming changes to the mitigating rate. Planned changes to STRS employee contributions will remain in place. OPERS has not announced any changes to the proposed mitigating rate increases to date.

Additionally, the Ohio Senate added language to House Bill 64 (the Biennial Budget bill) that impacts the mitigating rates of STRS and OPERS. The current budget bill language addresses STRS’ ability to increase the mitigating rate for its participants by establishing a moratorium on increases that will remain in effect for two years or until a long-term solution to the issue is enacted. This bill would also set the mitigating rate for each of the state retirement systems in permanent law.

OPERS: If left in place, OPERS announced changes to the mitigating rate would result in reduced contributions to the Alternative Retirement Plan and OPERS Defined Contribution plans. Traditional pension plan members (Defined Benefit Plan) are not impacted. However, these changes may be blocked by language in House Bill 64. OPERS related retirement plan contributions:

	OPERS Member Directed Plan and Combined Plan; Alternative Retirement Plan (ARP)				OPERS Defined Benefit Plan			
	Current	Jan-16	Jan-17	Jan-18	Current	Jan-16	Jan-17	Jan-18
Employee Contribution	10%	10%	10%	10%	10%	10%	10%	10%
University Contribution	13.23%	13%	12.5%	12%	14%	14%	14%	14%
Total Contribution to Your Retirement Plan	23.23%	23%	22.5%	22%	24%	24%	24%	24%
University Contribution to Mitigating Rate	0.77%	1%	1.5%	2%	not applicable			

STRS: Employee contributions for STRS and STRS-ARP plans are scheduled for July, 2015 and July, 2016. Due to the recent STRS decision to rescind planned changes to the mitigating rate, contributions will remain as follows until further action is taken by the STRS Board or Ohio legislature:

	ARP and STRS DC Plan				STRS Defined Benefit & Combined Plans		
	Current	Jul-15	Jul-16		Current	Jul-15	Jul-16
Employee Contribution	12.0%	13.0%	14.0%		12.0%	13.0%	14.0%
Ohio University Contribution	9.5%	9.5%	9.5%		14.0%	14.0%	14.0%
Total Contribution to Your Retirement Plan	21.5%	22.5%	23.5%		26.0%	27.0%	28.0%
Ohio University Contribution to Mitigating Rate	4.5%	4.5%	4.5%		not applicable		

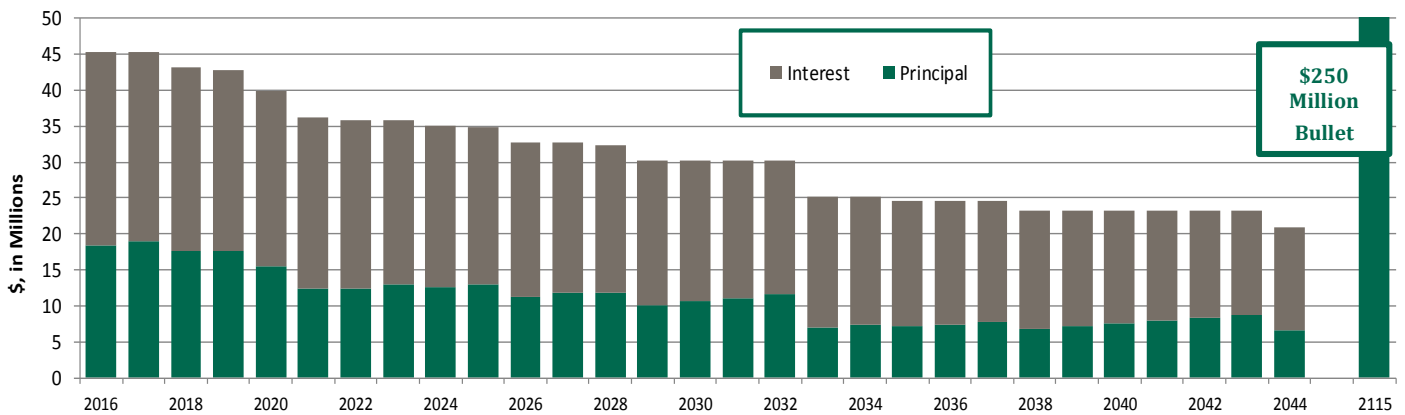
8 Treasury and Debt Management

8.1 Current Debt, Debt Structure and Interest Expense

The University strategically issues debt to finance our facility and infrastructure investments. As of June 30, 2015 the University will have \$570M of outstanding debt. The majority of our long term debt is issued in the form of tax-exempt bonds which are repayable over the term with annual principal and interest payments. On November 14, 2014, the University issued \$250M taxable Century Bonds with annual interest payments and principal bullet maturity in 2114.

The following schedules detail our current outstanding debt and debt service:

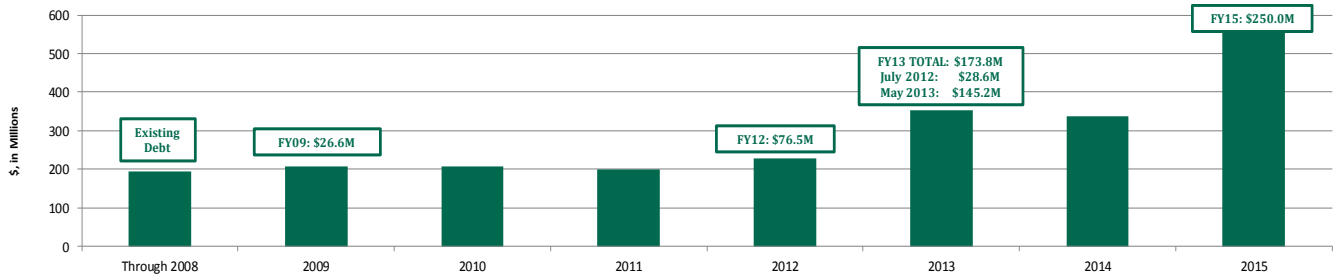
OHIO UNIVERSITY DEBT PORTFOLIO AS OF JUNE 30, 2015					
Series	Coupon Type	Outstanding Par	Tax Status	Next Call Date	Final Maturity
OHIO UNIVERSITY - GENERAL RECEIPTS DEBT					
Series 2006A	Fixed Rate	17,915,000	Tax-Exempt	12/1/2016 @ 100%	12/1/2024
Series 2006B	Fixed Rate	19,765,000	Tax-Exempt	12/1/2016 @ 100%	12/1/2036
Series 2008A	Fixed Rate	7,825,000	Tax-Exempt	6/1/2018 @ 100%	12/1/2033
Series 2008B	Fixed Rate	295,000	Taxable	Not Callable	12/1/2015
Series 2009	Fixed Rate	14,615,000	Tax-Exempt	Not Callable	12/1/2019
Series 2012	Fixed Rate	70,850,000	Tax-Exempt	6/1/2022 @ 100%	12/1/2042
QAQDA - Series 2012A	Fixed Rate	16,225,448	Tax-Exempt	Non-Callable	12/1/2022
QAQDA - Series 2012B	Fixed Rate	8,500,000	Taxable	Non-Callable	12/1/2027
Series 2013	Fixed Rate	137,335,000	Tax-Exempt	12/1/2022 @ 100%	12/1/2043
Series 2014	Fixed Rate	250,000,000	Taxable	Anytime @ Make Whole Call	12/1/2114
OHIO UNIVERSITY FOUNDATION					
Housing for Ohio Bonds	Variable Rate	24,285,000	Tax-Exempt	Currently Callable	6/1/2032
OHIO UNIVERSITY NOTES					
Ohio University Inn (Term Loan)	Fixed Rate	2,051,200	Tax-Exempt	N/A	6/15/2021
TOTAL		569,661,648			



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, which is set by Moody's (Aa3) and Standard and Poor's (A+). These ratings were last affirmed by the respective agencies in November 2014, each with a stable outlook, and are reassessed at a minimum prior to each new issuance. 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).

The following table and graph provide a summary of FY06 to 2015 debt issuances and uses:

Series	Original Par (\$, in Millions)	Fiscal Year Issued	New Money	Use of Proceeds
2006A	28.1	2006	0%	Refunding (\$29.0 million of Proceeds): Proceeds 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.
2006B	29.2	2006	100%	New Money (\$29.6 million of Proceeds): 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.
2008 A/B	15.4	2009	64%	New Money (\$9.9 million of Proceeds): To acquire, renovate and furnish the HDL Center. Refunding (\$5.6 million of Proceeds): Proceeds were used to refund Series 2008 Bond Anticipation Notes.
2009	26.6	2009	100%	New Money (\$27.9 million of Proceeds): To purchase and implement a new student information system and to upgrade existing information technology network infrastructure.
2012	76.5	2012	61%	New Money (\$50.6 million of Proceeds): To develop an extension campus in Columbus, OH, including the expansion of the Heritage College of Osetopathic Medicine, for renovations to multiple academic facilities, for infrastructure improvements including chilled water expansion, and for additional upgrades to existing information technology 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 a human resources 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.



In 2014, the Board of Trustees (BOT) authorized the University to proceed with a Six Year Capital Improvement Plan (CIP) that included \$575M of additional long-term debt to be issued over the six-year horizon (2015 to 2020). In November 2014, the University issued \$250M of taxable Century Bonds.

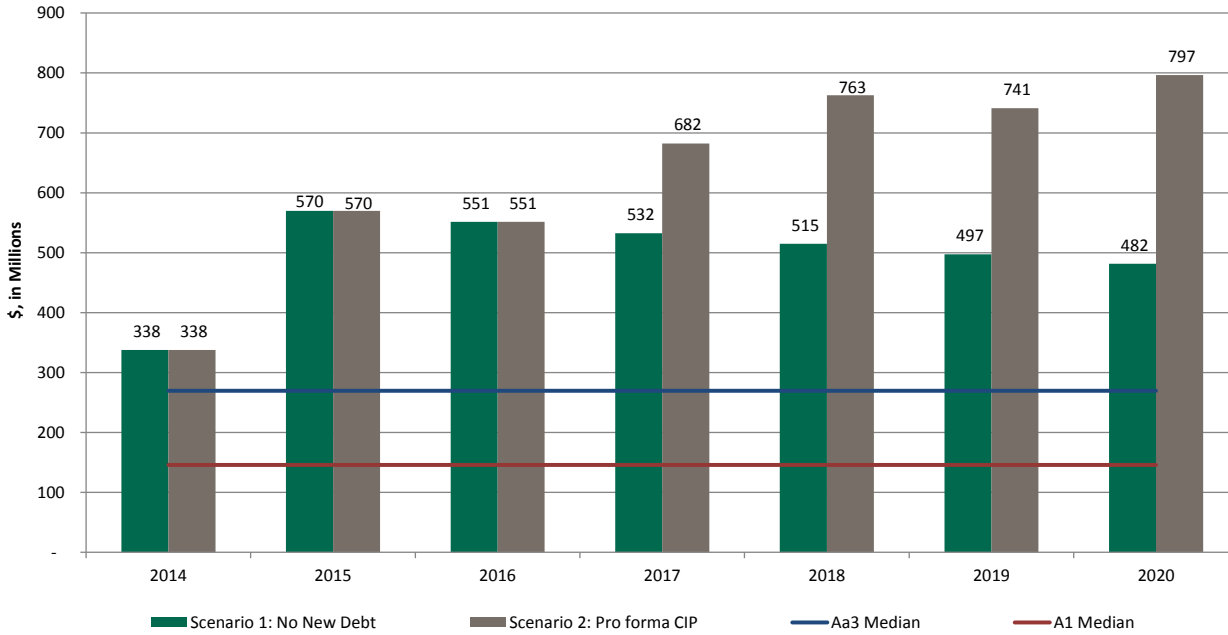
The University is currently in the midst of updating its Comprehensive Master Plan, integrating current Academic Unit strategic and financial planning, as well as cash forecasting and liquidity analyses. In conjunction with the Deferred Maintenance/Century Bond Strategy approved by the BOT, this will inform revisions and refinement to our 6-year CIP which will be recommended to the BOT this fall. The revised timing and structure of future debt issuances will be determined by anticipated cash flows of the projects, internal bank (working capital) balances, and market conditions.

Under the existing CIP, the University's total debt outstanding would peak at \$797M in FY20. Again, these estimates will be updated and presented in the fall to the Board of Trustees. While the University's debt outstanding is higher than rating medians, it should be considered in the context of the size of its operations and financial reserves.

Utilizing the expected cash flows and debt needs identified in the prior Six Year CIP, the University would anticipate issuing the following debt over the next five years:

OHIO UNIVERSITY CAPITAL IMPROVEMENT PLAN FY 2015 - FY 2020							
Fiscal Year	2015	2016	2017	2018	2019	2020	Total CIP
Debt Issuance	\$ 250,000,000	-	\$ 150,000,000	\$ 100,000,000	-	\$ 75,000,000	\$ 575,000,000

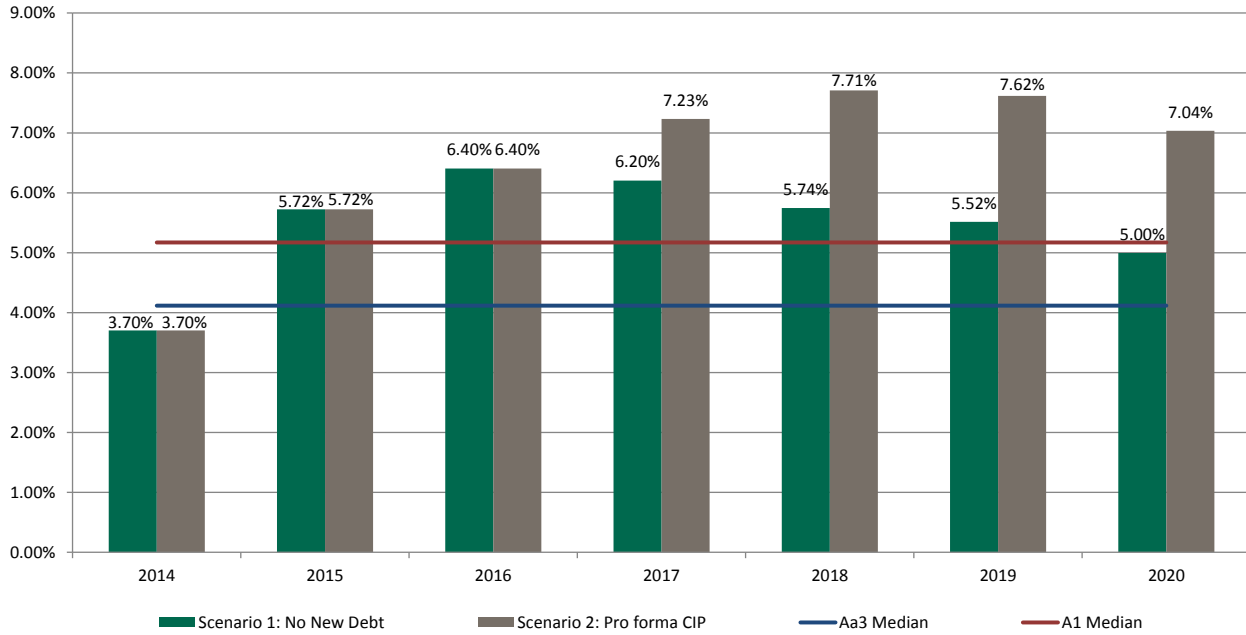
Annual Pro forma Debt



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.

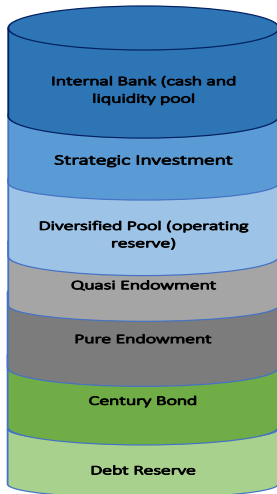
The following chart depicts the anticipated debt service to operations ratios with our current assumptions on additional borrowing over the next five years. Debt service to operations is projected to peak at 7.71% in FY18. This is above the Aa3 public-institution median of 4.12%, but well below the Aa3 maximum value of 13.72%.

Debt Service to Operations



8.2 Internal Bank

Over the course of FY15, The Treasury Management Office has been developing and implementing an Internal Bank model.



The Internal Bank was capitalized with the University’s working capital component of its net assets (blue).

The University’s net assets related to its endowment are denoted in gray.

The University’s net assets related to the Century Bond bank are denoted in green.

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

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

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

Below are the forecasted June 30, 2015 working capital (green), and Century Bond pool (all other) balances which will be discussed further in the Internal Bank and Century Bond Bank model sections:

University Working Capital, and Century Bond Pools with Forecasted Market Values as of June 30, 2015		
Short-Term Working Capital \$216M Cash Pool and Intermediate-Term WC Pool	Century Bond Short-Term \$97M Century Bond Short-Term Pool	Century Bond Long-Term \$152M Century Bond Long-Term Pool
Long-Term Working Capital \$104M Long-Term Endowment Pool	Debt Service Reserve \$7.1M \$3.6M CB Reserve Conservative Pool; \$3.5M LT Endowment Pool	Century Bond Internal Loan Pool \$0 Century Bond Long-Term Pool

Reflects June 1 interest payment

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, state capital appropriations, and investment earnings. The outflows consist of external debt service payments, internal loans issued, use of reserves, and the University’s \$100M investment strategy.

The University’s working capital cash and investment balances approximated \$350M as of June 30, 2014 and are forecasted at a slightly higher balance of \$320M at June 30, 2015. In December 2014, Capital Cities was engaged to provide short-term investment advisory services for the working capital investments of both the University and the Foundation. Currently, the working capital investments include the University’s cash pool, liquidity pool, and diversified pool which are governed by the University’s Non-Endowment Investment Funds policy. The diversified pool is invested with the long-term endowment pool and is managed by Hirtle Callaghan & Co. Capital Cities is working with University management on the working capital investment strategy and will revise the Non-Endowment Investment Funds policy accordingly.

The Internal Bank FY16 inflows and outflows are budgeted as follows:

<u>Inflows:</u>		
Investment income	\$	16.2
State appropriations-capital		2.1
Internal loan P&I		31.4
Total inflows	\$	<u>49.7</u>
<u>Outflows:</u>		
Debt service		(29.1)
\$100M investment strategy		(4.5)
Transfers to plant		(50.0)
Total outflows		<u>(83.6)</u>
Budgeted Net	\$	<u>(33.9)</u>

The Internal Bank funds capital projects in advance but will be reimbursed by future debt issuances.

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 its 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. \$90M) and deferred maintenance projects (approx. \$160M in \$10M annual tranches).

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 \$247M net proceeds (net of \$2.2M discount and \$.5M issuance costs), the University invested \$97M in highly liquid, safe investments that comply with its Non-Endowment Investment Funds Policy. The remaining \$150M will be managed by the Foundation Investments Committee. Hirtle Callaghan, the Foundation's Chief Investment Officer, has worked with the University to put together guidelines related to the investment of the \$150M. In addition to the \$247M 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 Board of Trustees.

The Century Bond Bank FY16 inflows and outflows are budgeted as follows:

<u>Inflows:</u>		
Investment income	\$	12.0
Internal loan P&I		6.8
Total inflows	\$	18.8
<u>Outflows:</u>		
Debt service		(14.0)
Internal loans issued		(40.0)
Total outflows		(54.0)
Budgeted Net	\$	(35.2)

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 of each calendar year (January) for the following fiscal year (July 1 to June 30).

All issued and outstanding internal loans are being re-amortized for the remainder of their useful life to create the internal bank and depreciation model framework. Internal loans related to the 2013 Bonds have been restructured during FY15. The remaining loans will be restructured during FY16. The impact on principal and interest repayments in their aggregate is expected to be minimal.

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 (e.g., 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, 2015 to June 30, 2016:

8.3.2 Century Bond Loans

Century Bond loans will be issued to Central Budget and 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 5.59% 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, 2015 to June 30, 2016:

Ohio University Century Bond Loans											
Department Name	Name of Account/Project	Original Loan	Interest Rate	Date of Loan	Ends	7/1/2015 Loan Balance	Additions	FY16 Principal	FY16 Interest	6/30/2016 Loan Balance	
Internal Loans:											
Central Finance	Deferred Maintenance-FY15	\$ 10,000,000	5.59%	12/01/14	6/1/24	\$ 9,229,415	\$ -	\$ 814,263	\$ 504,702	\$ 8,415,152	
Central Finance	EIP-1st Installment	30,000,000	5.59%	12/01/14	6/1/44	29,597,797	-	425,000	1,648,659	29,172,797	
Central Finance	Deferred Maintenance-FY16	10,000,000	5.59%	12/01/15	6/1/25	-	10,000,000	770,585	548,380	9,229,415	
Central Finance	EIP-2nd Installment	30,000,000	5.59%	12/01/15	6/1/45	-	30,000,000	402,203	1,671,457	29,597,797	
Total		\$ 80,000,000				38,827,212	40,000,000	2,412,051	4,373,198	76,415,161	

9 Capital Improvement Plan & Deferred Maintenance

9.1 Comprehensive Master Plan Update

In November of 2013, the Board of Trustees approved the FY2015 – FY2020 Six Year Capital Improvement Plan. This was a refresh of the 2011 CIP and included a six year capital improvement plan in a 20 year context. The plan provided a comprehensive view of the anticipated capital spending activity and fund sources over the next six years and provided a base for our FY15/16 state capital submission for biennial state appropriations.

During FY15 the Board approved, and the University began, the Comprehensive Master Plan Update (CMP) project. This is a fifteen month endeavor designed to provide a long-term vision and help guide the execution of OHIO's CIP and related capital investments and ensure that the construction and placement of buildings, utilities, transportation, and other infrastructure components support the University's mission and academic plans. OHIO partnered with Ayers-Saint Gross, an architectural and planning firm based in Baltimore, MD, to help the University develop the plan which is scheduled to be presented to the Board in January 2015. The process includes significant campus and community engagement, with a series of open forums, focus groups, and campus precinct sessions, as well as development of programmatic objectives, project dependencies, and financial and funding analyses. As part of the Energy Infrastructure Projects initiative, the University selected RMF Engineering, also of Baltimore, MD, to assist in the development of a Utility Master Plan. This work is closely coordinated with the CMP.

As we continue with these comprehensive planning processes to inform and update our capital plan, the attached FY16 Capital Improvement Plan was prepared with a view to the immediate one-year requirements/capital needs reflecting our planned projects over the next year. While we utilize the CMP to guide our strategy for execution against our CIP, we are making progress against our strategic priorities to invest in OHIO's facility and infrastructure and decrease our deferred maintenance backlog, refresh our student housing and dining facilities, and upgrade and enhance our learning and research environment. As we move through our planning process this summer, we will continue to refine and develop our CIP and deferred maintenance strategy in preparation for our FY17/18 state capital submission due in October, and to update our FY2015-2020 Six Year CIP.

The FY16 Capital Plan presented here does not include specific investments associated with our development of the Dublin campus although significant planning and analysis work continues to be one of our priorities. The Dublin campus is included in our CMP activities and programming and financial analysis continue to identify how this property will be developed and financed. The Integrated Education Center that is in the final stages of completion in Dublin will be placed in service for FY15. Programming and planning is currently underway for the second phase of this developer owned Center and will be presented once it is more fully developed. OHIO is also engaging SMART/OLYMPIA of Shaker Heights, OH to partner with the University and the City of Dublin to perform a feasibility study for a Hotel Conference Center on the OHIO Dublin campus to satisfy a condition of the Economic Development Agreement executed with the City in 2012.

In FY15, University President Roderick McDavis charged the Ridges Master Plan Committee to build on the work of prior planning efforts; to propose new ideas and strategies by which the University can utilize the asset of The Ridges associated lands and buildings. Identifying uses of The Ridges that optimally support the University's mission requires knowledge of the larger campus context as well as creative funding plans given that the University does not have resources to dedicate. As a result, the University transitioned the Ridges plan to take the form of a Framework Plan that provides Principles and guidelines to guide the continued planning during the

University's Comprehensive Master Plan project and future implementation strategies. The current CIP does not include any funding for this initiative until the CMP is completed and approved by the Board.

Our goal, once we move through the respective planning projects throughout the next year, is to fully integrate these processes into an annual CIP planning cycle that provides a rolling multi-year plan, reports on progress against plan goals and objectives, provides metrics (e.g. deferred maintenance backlog/sq. ft.) against benchmarks and goals, and identifies changes required by programmatic or deferred maintenance needs.

9.2 Development of the FY16 Capital Plan:

The FY16 Capital Plan was developed using four primary data sets and processes:

- Active and In-Progress Projects
- Deferred Maintenance Priorities
- Recurring, Renewal, and Residual Projects
- Major Building Renovation and Programmatic Rehabilitation

Active and In-Progress Projects reported in the plan include major capital projects that have gone through the approval process and are expected to have material work done in FY16. This does not include spend out on projects that are expected to be materially complete in FY15, and does not represent actual cash flows to be incurred during the fiscal year

Deferred Maintenance Priorities for FY16 were developed after completing the first phase of facility condition assessments commissioned by the Facilities Design and Construction units. The University engaged two external consultants, Limbaugh Construction Company of Columbus, OH and VFA Inc. of Boston, MA, to perform physical walkthroughs of eight buildings to develop facility assessments of the respective buildings systems, infrastructure, and building envelopes. The OHIO facility team supplemented this work by conducting internal assessments of an additional seven buildings. A ranking system was developed that assigned a priority score to each component based on the age of the component as compared with useful life, efficiency/utilization condition, compliance status and considerations (e.g. life safety, fire, ADA, etc.) and programmatic impacts. This was a significant effort and will be the basis for a detailed database that will be supplemented, updated and utilized in the future to prioritize our deferred maintenance and capital investments. The top 10% of the items on the list are included for funding in the FY16 Capital Improvement Plan, based on both the ranking priority of the facility conditions, and the respective scheduling (business interruptions, academic calendar, space dependencies) and staffing resource capacity. These projects are funded predominantly through utilization of the state biennial funding, and the FY15 and FY16 tranches of the Century Bond program (\$10M/year). The dollars included in this section of the plan include the estimated total projects costs for the prioritized projects, without consideration for the anticipated cash flow/expenditures and whether they cross FYs (into FY17). Consequently, these projects are presented from a funding perspective. As we continue to develop our execution strategy to complete these projects, we will update the expenditure schedules and cash flows and integrate these with our Central Bank and liquidity modeling. We expect to present these analyses with our 6-Year CIP update this fall.

Recurring, Renewal, and Residual Funding includes recurring budget lines for renewal of Auxiliary Facilities and Capital Equipment (e.g. Housing, Dining, etc.) in addition to the major planned renovations in these areas that are

separately budgeted. Most auxiliaries budget to fund their deferred maintenance and renewal. Also included in this section is the uncommitted State funding from the current biennium for investment in Regional campuses. The Annual Capitalized IT expenditures and Projects for system applications and IT Infrastructure are included to capture the capital projects and spending associated with respective projects such as the Service Alignment Initiative, VOIP, and small IT projects. Annual budget lines for ADA priorities, safety, and classroom upgrades are also included. Utilization of these lines is determined based on need throughout the fiscal year.

Major Building Renovations and Programmatic Rehabilitation includes projects, both major renovations and small projects, that have been part of our past capital plan considerations as well as projects that have been brought forth since. These projects often involve a multi-year implementation process that is reliant upon swing space, funding feasibility, relocations, or expanding a unit's current footprint. The University chose to move forward with a CMP process so that the impact of these projects were not considered in isolation, but rather in a comprehensive view with intentionality for consideration of placement of buildings and programs that maximize the University's physical footprint and encourages and supports our innovation and interdisciplinary priorities, while addressing the academic and research needs of our colleges. This process also allows for additional discussion and analyses about college priorities and direction coupled with financial analyses on the ability to fund the investments. This is a significant effort that all colleges and planning units are, or will be, involved in and will culminate in an updated Comprehensive Master Plan, as well as a revised 6-Yr CIP. We have included \$5M in our plan as a placeholder for planning, programming, and design budget to be utilized as we continue with feasibility and design analysis for these projects.

9.3 FY15 Annual Plan Progress and Work Completed:

The FY15 annual plan, approved by the Board in June 2014, provided the guiding plan for the work that has taken place over the past fiscal year. It has been a busy year, filled with major and minor renovation and construction as well as some unplanned activity.

FY15 Major Projects:

- The Lindley and Tupper Hall projects provide swing space for construction throughout the six year capital plan. Both projects will be materially complete in FY15. The College of Education will be the first college to utilize the swing space with the planned renovation and addition to McCracken Hall in FY16
- The College of Communication having completed phase 1 renovations to Schoonover Center (Former Baker) in FY14, has moved forward with Phase 2 design and construction which will provide space to consolidate the college and subsequently open up space on campus for other units. A significant portion of this work was accomplished in FY15 and the remainder will be finalized during the first quarter of FY16

Campus Expansion Projects:

The Dublin Renovations completed this June will provide approximately 86,000 gross square feet of clinical, academic, and research space in the developer built and owned building which will be occupied by the College of Health Sciences and Professions as well as the Columbus State Community College through a sublease agreement. The first class of physician assistant students will be arriving in July. Continued expansion through public private partnership is planned for phase II of this facility.

Renovations to the South Pointe Hospital property in Cleveland that was retrofitted for the Heritage College of Osteopathic Medicine will be materially complete in FY15 so that the college can matriculate its first cohort of students for the Fall 2015 semester.

Deferred Maintenance:

In FY15 there was significant investment in projects to address deferred and facility maintenance, both planned and unplanned, utilizing the State Appropriations designated for this purpose, the first tranche of Century Bond funding, and institutional facility reserves. Progress and metrics associated with these activities will be included in the more comprehensive report which will accompany the 6-yr CIP update this fall. Highlights of the work occurring in FY15 include:

- Aquatic Center ADA path of travel improvements
- Convocation Center concrete restoration work
- Ellis Hall cooling, flat roof , and drain repairs
- Glidden Hall HVAC distribution system
- Hwa Wei Lee Library Annex building envelope and HVAC
- Lin Hall Roof, HVAC, and Fire Systems
- Lindley Hall deferred maintenance component
- Tupper Hall deferred maintenance component
- McKinley Ave roadway design
- Putnam Hall roofing
- West Green roofing

9.4 Energy Infrastructure Projects Initiative (EIP):

In June 2014 the BOT approved this initiative which consists of a series of projects with an estimated total cost of \$79M that includes development of a utility master plan, addresses a backlog of critical utility deferred maintenance, capital expenditures for replacement and additions to production and distribution capacity and capability while meeting climate and regulatory requirements in lieu of constructing a combined heating and power plant at this time.

The EIP spans a number of FYs and is to be funded with the Century Bonds issued in November, 2014. In FY15, the following projects were executed against the EIP:

- reconstruction of the utility tunnels tops beneath Mulberry Street and Park Place and repair of steam system lines and equipment within the tunnels
- commissioning of a new 2,500 Ton Chiller at the West Green plant
- a fourteen day shutdown of the low pressure steam system to inspect and perform critical system repairs to valves and traps, and to fix leaks
- upgrade of chilled water lines from Baker University Center to Porter Hall to improve system performance
- an extended shutdown of the high pressure system to repair equipment and fix leaks
- an agreement with Columbia Gas for construction of a new medium pressure gas line to serve the Athens area that will save the University \$2 million in capital costs

The FY16 Capital Plan includes the continued execution against this plan in the following projects:

- commissioning of temporary boilers to permit the University to meet institutional and regulatory goals for sustainability and The Climate Action Plan
- obtaining required Ohio EPA air permits
- undertake design for permanent boilers
- completion of the Utility Master Plan
- electric distribution upgrades

The following plan is the product of this planning process and represents the University's Annual CIP for FY16. The CIP chart details projects projected to begin in FY16 or are currently in-progress with material FY16 impact:

- **FY15-20 CIP** – represents whether project was presented in 6-year CIP
- **Functional Category** – categorization of building/capital type, including Academic/Research, Auxiliaries, Dublin, Infrastructure, Regionals, & University Support
- **Building**
- **Total Est Project Budget** – total expected project costs
- **Cum Spending through FY15** – projected cumulative project expenditures through FY15
- **Century Bond Funding** - represent the amount of project to be funded with Century Bond debt proceeds
- **State Capital** – represents the amount of project funding requested/appropriated in the biennial State Capital submission
- **Institutional / Gifts** – represents the amount of project to be funded with University reserves, departmental reserves, capital gifts, grants, or internal loans from the Central Bank
- **Total** – projected project expenditures for FY16

FY16 Capital Improvement Plan

FY15-20			Total Est Project Budget	Cum Spending through FY15	FY 2016			
					Century Bond Funding	STATE	Institutional / Gifts	TOTAL
CIP	Functional Category	BUILDING						
Approved / In Progress Projects								
X	ACADEMIC/RESEARCH	CSC	\$3,460,000	\$985,800	\$0	\$0	\$2,460,000	\$2,460,000
X	ACADEMIC/RESEARCH	CORROSION CTR	\$1,600,000	\$0	\$0	\$0	\$1,600,000	\$1,600,000
X	ACADEMIC/RESEARCH	GROVER	\$11,000,000	\$550,000	\$0	\$0	\$5,550,000	\$5,550,000
X	ACADEMIC/RESEARCH	MCCRACKEN	\$32,798,000	\$10,898,000	\$0	\$0	\$21,900,000 *	\$21,900,000
X	ACADEMIC/RESEARCH	MORTON	\$1,500,000	\$0	\$0	\$1,500,000	\$0	\$1,500,000
X	ACADEMIC/RESEARCH	PSAC	\$1,000,000	\$0	\$0	\$0	\$1,000,000	\$1,000,000
X	ACADEMIC/RESEARCH	SCHOONOVER	\$17,800,000	\$12,786,000	\$0	\$0	\$5,014,000 *	\$5,014,000
X	DUBLIN	DUBLIN	\$780,000	\$0	\$0	\$0	\$780,000	\$780,000
X	DUBLIN	HSP DUBLIN	\$8,600,000	\$7,000,000	\$0	\$0	\$1,600,000	\$1,600,000
X	AUXILIARIES	AIRPORT	\$250,055	\$136,905	\$0	\$0	\$113,150	\$113,150
X	AUXILIARIES	AUX/STORAGE	\$1,550,000	\$0	\$0	\$0	\$1,550,000	\$1,550,000
X	AUXILIARIES	JEFFERSON	\$44,000,000	\$1,000,000	\$0	\$0	\$2,260,000	\$2,260,000
X	AUXILIARIES	CRAWFORD	\$960,000	\$360,000	\$0	\$0	\$600,000	\$600,000
X	AUXILIARIES	HOUSING PHASE I	\$110,000,000	\$106,500,000	\$0	\$0	\$3,500,000 *	\$3,500,000
X	AUXILIARIES	ACCESS CONTROL - PHASE II AND III	\$2,000,000	\$500,000	\$0	\$0	\$1,500,000	\$1,500,000
X	INFRASTRUCTURE	Energy Infrastructure Project	\$79,000,000	\$7,440,000	\$40,285,000	\$0	\$0	\$40,285,000
X	INFRASTRUCTURE	BOBCAT LANE\OXBOW TRAIL	\$1,890,000	\$425,000	\$0	\$1,465,000	\$0	\$1,465,000
Subtotals			\$318,188,055	\$148,581,705	\$40,285,000	\$2,965,000	\$49,427,150	\$92,677,150
					<i>*To be reimbursed from future planned bond issuance</i>			
Deferred Maintenance								
	ACADEMIC/RESEARCH	ALDEN LIBRARY			\$2,009,631	\$3,800,000	\$0	\$5,809,631
	ACADEMIC/RESEARCH	BAKER UNIVERSITY CENTER			\$250,000	\$0	\$0	\$250,000
	ACADEMIC/RESEARCH	BENTLEY HALL			\$150,000	\$425,000	\$0	\$575,000
	ACADEMIC/RESEARCH	CSC			\$200,000	\$0	\$0	\$200,000
	ACADEMIC/RESEARCH	CLIPPINGER LABORATORIES			\$2,000,000	\$0	\$0	\$2,000,000
	ACADEMIC/RESEARCH	ELLIS			\$1,617,797	\$0	\$0	\$1,617,797
	ACADEMIC/RESEARCH	GLIDDEN HALL				\$165,000	\$0	\$165,000
	ACADEMIC/RESEARCH	LASHER HALL			\$180,000	\$200,000	\$0	\$380,000
	ACADEMIC/RESEARCH	LIN HALL			\$0	\$2,700,000	\$0	\$2,700,000
	ACADEMIC/RESEARCH	MEMORIAL AUDITORIUM			\$0	\$1,366,700	\$0	\$1,366,700
	ACADEMIC/RESEARCH	MORTON			\$671,616	\$800,000	\$0	\$1,471,616
	ACADEMIC/RESEARCH	PUTNAM HALL			\$40,000	\$360,000	\$0	\$400,000
	ACADEMIC/RESEARCH	SEIGFRED HALL			\$1,376,229	\$1,902,635	\$0	\$3,278,864
	ACADEMIC/RESEARCH	SING TAO			\$0	\$82,000	\$0	\$82,000
	ACADEMIC/RESEARCH	STOCKER			\$250,000	\$0	\$0	\$250,000
	INFRASTRUCTURE	College Green			\$110,000	\$750,000	\$0	\$860,000
	INFRASTRUCTURE	Deferred Maintenance Inventory			\$0	\$0	\$1,000,000	\$1,000,000
	INFRASTRUCTURE	Richland Avenue Sidewalk/Lighting			\$200,000	\$0	\$0	\$200,000
	INFRASTRUCTURE	Rufus Street Realignment			\$50,000	\$505,650	\$0	\$555,650
	INFRASTRUCTURE	Utility Metering			\$800,000	\$1,000,000	\$0	\$1,800,000
	INFRASTRUCTURE	OLD HEATING PLANT			\$250,000	\$0	\$0	\$250,000
	INFRASTRUCTURE	Vanvorhees			\$80,000	\$634,000	\$0	\$714,000
	INFRASTRUCTURE	Emergency Undesignated fund			\$1,500,000	\$0	\$0	\$1,500,000
	UNIVERSITY SUPPORT	CHUBB			\$823,653	\$450,000	\$0	\$1,273,653
	UNIVERSITY SUPPORT	BIRD ARENA			\$0	\$0	\$450,000	\$450,000
Subtotals					\$12,558,926	\$15,140,985	\$1,450,000	\$29,149,911
Recurring Capital Lines, General Renewals, and planned Biennial Spending								
	ACADEMIC/RESEARCH	PLANNING, PROGRAMMING & DESIGN			\$0	\$0	\$5,000,000	\$5,000,000
X	AUXILIARIES	DINING MINOR RENOVATIONS			\$0	\$0	\$600,000	\$600,000
X	AUXILIARIES	HOUSING MINOR RENOVATIONS			\$0	\$0	\$3,100,000	\$3,100,000
X	AUXILIARIES	HOUSING ROOF REPLACEMENTS			\$0	\$0	\$1,500,000	\$1,500,000
X	AUXILIARIES	PRINTING SERVICES RENEWALS			\$0	\$0	\$0	\$0
X	INFRASTRUCTURE	ADA Priorities			\$500,000	\$0	\$0	\$500,000
X	INFRASTRUCTURE	SAFETY			\$1,000,000	\$0	\$0	\$1,000,000
X	REGIONALS	CHILLICOTHE			\$0	\$1,100,000	\$0	\$1,100,000
X	REGIONALS	EASTERN			\$0	\$800,000	\$0	\$800,000
X	REGIONALS	LANCASTER			\$0	\$1,200,000	\$0	\$1,200,000
X	REGIONALS	SOUTHERN			\$0	\$1,000,000	\$0	\$1,000,000
X	REGIONALS	ZANESVILLE			\$0	\$1,100,000	\$0	\$1,100,000
X	UNIVERSITY SUPPORT	CLASSROOM UPGRADES			\$0	\$0	\$1,000,000	\$1,000,000
X	UNIVERSITY SUPPORT	OIT APPLICATIONS			\$0	\$0	\$8,150,000	\$8,150,000
X	UNIVERSITY SUPPORT	OIT INFRASTRUCTURE			\$0	\$0	\$4,000,000	\$4,000,000
Subtotals			\$0	\$0	\$1,500,000	\$5,200,000	\$23,350,000	\$30,050,000
TOTALS			\$318,188,055	\$148,581,705	\$54,343,926	\$23,305,985	\$74,227,150	\$151,877,061

10 \$100 Million Investment Strategy

With an eye toward growth and sustainability for future goals, the University introduced the \$100M Investment Strategy in FY12. The \$100M Investment Strategy targets areas of investment that will help preserve the quality of the institution, while maintaining a strong financial position. This approach is achievable through the use of unbudgeted resources and focuses on positioning the University for future success during a period in which the sustainability of the Higher Education Business Model is being questioned.

10.1 Funding Sources

Resources to support this \$100M Investment Strategy come largely from unallocated University resources. The University budgets to allocate only 98% of SSI and Tuition revenues. The 2% conservatism is used as a buffer against in-year variability, and funds the \$100M Investment Strategy only when it is earned. The estimated balance in the \$100M Investment Pool at June 30, 2015 is \$29M.

Investment Returns on working capital are not budgeted, but rather used to fund the \$100M Investment Strategy and capitalize the Internal Bank only after they are earned (both realized and unrealized gains). This reduces institutional sensitivity and risk associated in economic downturns or investment portfolio losses, similar to the events in 2008.

10.2 Areas of Investment

The funding reserved for the \$100M Investment Strategy has been targeted to fund initiatives focused in five areas:

Endowed Scholarships & Professorships

This area of investment will insure the University can make substantive, long-term investments in Faculty and Students. For Faculty, the endowed professorships will be targeted in critical areas that will enhance the University's competitive advantage in scholarship and research. For Scholarships, need-based and merit-based Student Financial Aid will help address student affordability concerns and the University's ability to recruitment top quality students. The goal is to increase the endowment by \$125M through incentivizing fundraising with a University match. If the \$125M goal is met, the annual distribution will provide \$5M to support Faculty and Student Financial Aid. Matching funding from the \$100M Investment Pool will occur concurrent with receipt of respective donor raised funds.

In the financial projection below (Section 10.3), Endowed Scholarships are grouped with Student Success and Programs, whereas Endowed Professorships are grouped with Academic and Research Programs.

Academic and Research Programs

Investments are targeted towards the initiation of new academic programs within colleges that are economically viable and can create net resources to support college priorities. This represents investment capital for colleges to pursue new opportunities, and is an important incentive for colleges within RCM. The Innovation Strategy will provide proposal-driven investments for the full spectrum of the University's activities – including teaching and learning, research and scholarship, creative activity, and the operational functions of the University. It also aims to incentivize and leverage interdisciplinary and multi-college collaboration.

Student Success and Programs

Investments will focus on the following areas: implementing a plan of residential programs and services committed to helping student fulfill their academic promise; fostering academic success and degree completion; and developing an outstanding student community experience.

Infrastructure

Capital investments will be made to support deferred maintenance, IT systems, and to facilitate transformational projects within our Capital plan.

Community and Economic Development

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

10.3 Financial Projection

INFLOWS:	FY11	FY12	FY13	FY14	FY15	FY16	FY17	FY18	FY19	Total
Gen Fund Carryforward	13.1	3.0	2.0							18.1
Gen Fee Carryforward	1.1	0.2	0.3	0.3	0.3	0.3	0.3	0.3	0.3	3.4
Investment Income		4.0	6.4	4.5	4.5	4.5	4.5	4.5	4.5	37.4
Revenue Overattainment		4.0	14.9	4.0	6.6	5.4	5.5	5.6	5.7	51.7
Annual Inflow	\$ 14.2	\$ 11.2	\$ 23.6	\$ 8.8	\$ 11.4	\$ 10.2	\$ 10.3	\$ 10.4	\$ 10.5	\$ 110.6
Cumulative Inflow - 1st \$100M	\$ 14.2	\$ 25.4	\$ 49.0	\$ 57.8	\$ 69.2	\$ 79.4	\$ 89.7	\$ 100.0	\$ 100.0	
Cumulative Inflow - Next \$100M								\$ 0.1	\$ 10.6	
OUTFLOWS:		FY12	FY13	FY14	FY15	FY16	FY17	FY18	FY19	Total
One-Time Funds										
Academic and Research Programs		0.0	2.0	1.2	1.9	3.0	5.0	5.5	6.0	24.5
Student Success and Programs		0.0	0.0	1.4	1.6	1.8	1.9	2.8	2.8	12.3
Infrastructure		2.3	3.2	5.9	16.0	5.0	0.5	0.5	0.5	33.8
Community and Econ. Development		0.3	1.3	1.3	2.1	3.1	1.7	0.8	0.8	11.4
Subtotal	0.0	\$ 2.6	\$ 6.5	\$ 9.8	\$ 21.6	\$ 12.9	\$ 9.1	\$ 9.6	\$ 10.1	\$ 82.1
Annual Outflow		\$ 2.6	\$ 6.5	\$ 9.8	\$ 21.6	\$ 12.9	\$ 9.1	\$ 9.6	\$ 10.1	\$ 82.1
Cumulative Outflow - 1st \$100M		\$ 2.6	\$ 9.0	\$ 18.9	\$ 40.4	\$ 53.3	\$ 62.4	\$ 72.0	\$ 82.1	
Cumulative Outflow - Next \$100M									0	
Cumulative Net	\$ 14.2	\$ 22.8	\$ 40.0	\$ 38.9	\$ 28.8	\$ 26.1	\$ 27.3	\$ 28.1	\$ 28.5	

11 Academic Planning Units

As a means of presenting consistent information about the academic planning units, the unit heads were asked to respond to some questions as they relate to strategic resource allocation within the colleges and schools. The planning units prepared information that highlights things that the colleges do to maximize their resources in addition to simply investing in new things.

1. What strategic resource challenges and opportunities is the college facing in the next fiscal year?
2. What programs/activities/facilities are you developing or investing in as part of your strategy?
3. What actions are you taking towards alignment or reallocation of resources to support your strategy?

11.1 College of Arts and Sciences

STRATEGIC RESOURCE OPPORTUNITIES AND CHALLENGES

Opportunities:

- The ongoing core opportunities for the College of Arts and Sciences are to provide an outstanding liberal arts education to the students of the University; to offer exceptional undergraduate majors and graduate degree programs; and to support a faculty that is fully engaged in the research and teaching missions of the University.
- Near-term opportunities for revenue enhancement are in selective program growth and realignment of summer offerings and online graduate programs.
- Long term investments intended to develop new sources of revenue are being identified by “A&S 2025,” the Dean’s committee on planning for the future.

Challenges:

- Increasing costs tied to inflation in compensation and benefits, rising indirect expenses in support units, and the deferred maintenance backlog.
- Limits on near-term meaningful revenue growth due to space limits on the Athens campus and a cautionary forecast on future tuition increases;
- Obligation to provide General Education for changing student populations in other colleges;
- Managing shifting patterns of growth and decline in a liberal arts curriculum.

INVESTMENT IN PROGRAMS, ACTIVITIES AND FACILITIES

- Strategic Enrollment Management. College resources have been dedicated to website rebuilds; enhanced recruitment literature; reformatted showcase events; and assuring 100% departmental participation in recruitment and yield activities.
- The Summer Strategy. College resources have been invested in an original advertising campaign intended to increase enrollment and we hope to dedicate financial aid resources to ease the cost of summer attendance. We are also developing special programs and packaged magnet courses while working to eliminate undersubscribed courses and increase popular online offerings.
- Core Mission Investments. Continuing progress on improving student success through initiatives targeting advising, Themes, retention, and the reduction of barriers to graduation.
- New Teaching Lab. The College collaborated with University leaders to design and fund the new Central Classroom Anatomy Teaching Lab to replace the obsolete Ryor’s Annex facility.
- Expanding Access. Resources have been shifted to offer new sections to meet increasing demand for online General Education courses in English, Math, Biology and other core disciplines; we continue to invest in

expanding Graduate Outreach Programming through the MFE, MSS, MAELA and are exploring opportunities to co-locate programs on the Dublin campus.

- The College Administrative Services Initiative. A staff-led initiative is strengthening our administrative team, improving communication, and reducing the use of temporary personnel to deal with absences and transitions in departmental offices.

STRATEGIC REALIGNMENT / REALLOCATION OF RESOURCES

- The College has modified or eliminated past revenue sharing practices in order to channel more summer and online teaching revenue to our central strategic investment pool.
- Our enhanced budgeting and projection capacities enable us to more accurately plan for ongoing revenues and expenses and to engage in a more carefully targeted use of resources.

	Arts & Sciences
Athens Colleges & Schools	
REVENUES	
State Appropriations	29,037,688
Net Undergraduate Tuition & Fees	78,027,117
Net Graduate Tuition & Fees	5,222,240
Room & Board	-
Grants and Contracts	5,648,564
Facilities & Admin Costs Recovery	1,107,000
Gifts	335,000
Endowment Distributions	1,129,089
Investment Income	-
Other External Sales	42,173
Total Revenues	\$ 120,548,870
EXPENSES	
EXPENSES & INDIRECT COST ALLOCATIONS	
Total Salaries, Wages, & Other Payroll	55,799,340
Total Benefits	15,842,107
Supplies & Services	7,491,089
Capitalized Costs	650,936
Depreciation	-
Internal Loan - Principal & Interest	-
Debt Service - Principal	-
Debt Service - Interest	-
Internal Sales	-
Total Direct Expenses	\$ 79,783,472
Total Internal Allocations & Sales	187,954
Total Indirect Costs Allocations	40,001,223
Depreciation Allocation	2,943,818
Subvention/Strategic Pool Allocation	12,472,722
Transfers to (from) Strategic Investment Pool	(13,466,932)
Total Allocations & Transfers	\$ 42,138,785
Total Expenses & Transfers	\$ 121,922,257
Results of Operations	\$ (1,373,387)
Transfers to (from) Operations	(1,373,387)
Transfers to (from) Quasi Endowments	-
Transfer to (from) Capital Projects	-
Net Results	\$ 0

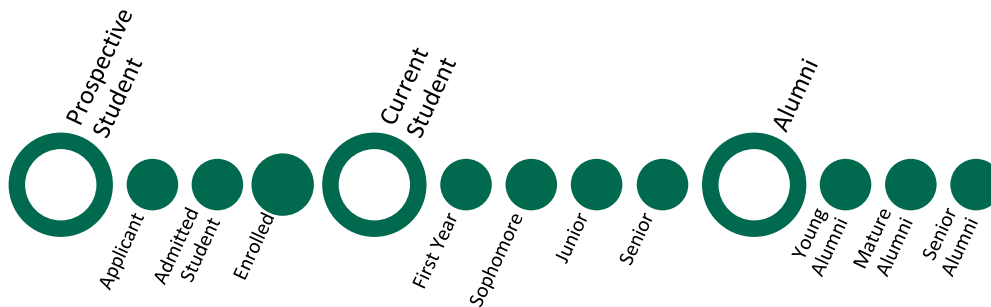
11.2 College of Business

STRATEGIC RESOURCE OPPORTUNITIES AND CHALLENGES

Strategic opportunities for the College of Business lie in our four main functional areas: undergraduate, graduate, external executive education, and within our administrative RCM initiatives. We are developing new programs in undergraduate, graduate and executive education and continue to adopt elements of the RCM model.

Residential Undergraduate

The market for residential undergraduate programs is highly competitive. Success is defined by positive outcomes for graduates (e.g. placement in top firms, graduate school admission, achievement of lifelong career success, etc). We differentiate ourselves by providing a high-touch, customized experience for each student where they develop a portfolio of knowledge, application experiences, and competencies. We are partnering with University admissions for a shared position and have begun to look at the ‘life cycle’ of a College of Business Bobcat in a more holistic way.



INVESTMENT IN PROGRAMS, ACTIVITIES AND FACILITIES

Graduate Programs

We continue to invest in our graduate education programs and have more than 700 students currently enrolled. This fall we will invest in developing a master’s in accounting degree as a 4+1 model for students on the Athens Campus and as a hybrid model to be delivered out of the Dublin campus. Our professional MBA program is also moving to the Dublin campus. The full-time residential MBA in Athens is set to double and the College is reorganizing the administrative functions to deliver the best experience. Development of a partner program in graduate sports education with a German University is also a focus.

External and Executive Education

Executive education continues to be an area of growth. Curricula have been developed and continue to be created in response to client needs. A full time executive education director is being hired as well as a part-time corporate partnership facilitator. The College’s centers continue to thrive and are beginning, in most cases, to generate revenue through certificates, minors, and classes open to all the University students.

STRATEGIC REALIGNMENT / REALLOCATION OF RESOURCES

Administrative RCM initiatives

The College of Business has committed to a full RCM model and reorganized its business service operations to centralize all transactional functions. Associates have been cross trained and the model has saved the College of Business two full-time positions. One has been reinvested in our marketing and communications function and the other is a net savings. Student and career services is also a key area of investment for the College where a new director has been hired and industry best practices are being implemented.

Facility Growth and Utilization

The College's renovation of the former Computer Services Center is underway with a phase one demolition project beginning this spring. Full demolition and construction begin at the end of May. The projected costs have risen to \$3.4 million and the College continues to raise funds to realize the opportunity. The College is also dedicating \$100,000 annually to cover the costs of Copeland Hall deferred maintenance.

Faculty and Personnel

Human resources continue to be an area of investment for the College of Business. This year we brought in several new faculty, a career services director, and a chief operating officer. Faculty continue to support undergraduate and graduate education and have been instrumental in providing high quality experiences for our students. We launched a new emerging leaders program to the expand leadership development experiences we offer, particularly to high-potential transfer students. Our honors program has reached its goal of 100 students. A new data and analytics co-major has been approved as well as an analytics concentration in our online MBA program.

	Business
Athens Colleges & Schools	
REVENUES	
State Appropriations	10,137,694
Net Undergraduate Tuition & Fees	23,305,451
Net Graduate Tuition & Fees	8,664,711
Room & Board	-
Grants and Contracts	71,625
Facilities & Admin Costs Recovery	-
Gifts	412,000
Endowment Distributions	877,419
Investment Income	-
Other External Sales	1,205,249
Total Revenues	\$ 44,674,149
EXPENSES	
EXPENSES & INDIRECT COST ALLOCATIONS	
Total Salaries, Wages, & Other Payroll	18,219,543
Total Benefits	4,684,665
Supplies & Services	4,523,654
Capitalized Costs	-
Depreciation	-
Internal Loan - Principal & Interest	-
Debt Service - Principal	-
Debt Service - Interest	-
Internal Sales	-
Total Direct Expenses	\$ 27,427,862
Total Internal Allocations & Sales	25,600
Total Indirect Costs Allocations	13,478,292
Depreciation Allocation	368,712
Subvention/Strategic Pool Allocation	4,655,884
Transfers to (from) Strategic Investment Pool	(1,150,173)
Total Allocations & Transfers	\$ 17,378,314
Total Expenses & Transfers	\$ 44,806,176
Results of Operations	\$ (132,027)
Transfers to (from) Operations	(90,701)
Transfers to (from) Quasi Endowments	-
Transfer to (from) Capital Projects	-
Net Results	\$ (41,326)

11.3 Scripps College of Communication

STRATEGIC RESOURCE OPPORTUNITIES AND CHALLENGES

Opportunities:

- Creation of a social media analytics research team (SMART Lab)
 - Expand curricular offerings
 - Increase ability to partner across campus
 - Anticipated revenue source
- Film collaboration and creation of MFA
 - MFA will allow for additional teaching capacity for undergraduate courses
- Online Learning
 - Creation of online degree completion program will increase revenue over time
- Other opportunities not yet fully realized
 - Creation of a certificate in Social Media
 - Creation of a Journalism minor
 - CIP codes evaluated to maximize subsidy
 - Online Screenwriting program
 - Expand Off-Campus Programs

Challenges:

- Indirect expenses growing at a faster rate than our revenues
- Continued shifts in state subsidy formula are causing shifts in revenues
- Enrollments in e-learning and on-site are not growing at the forecasted rate
- Additional central debt service built into the RCM model increased cost to college by an additional \$400K

INVESTMENT IN PROGRAMS, ACTIVITIES AND FACILITIES

- Discretionary dollars will be used to support the setup of the new SMART Lab
- Additional marketing dollars have been invested to increase enrollments in online and face-to-face enrollments
- Schoonover Center and Scripps Hall will be completed in 2015
- Summer 2015, we will begin actively pursuing a 3+1 program and post graduate certificate

STRATEGIC REALIGNMENT / REALLOCATION OF RESOURCES

- Increased Group II faculty in the college focusing on advising and “hands on” teaching strategies and realigned personnel costs
- Created revenue incentive program within the college to allocate the non-personnel related budget.
- Aggressively pursuing revenue enhancement opportunities

	Communication
Athens Colleges & Schools	
<u>REVENUES</u>	
State Appropriations	10,062,289
Net Undergraduate Tuition & Fees	15,577,119
Net Graduate Tuition & Fees	932,781
Room & Board	-
Grants and Contracts	405,000
Facilities & Admin Costs Recovery	60,000
Gifts	1,600,000
Endowment Distributions	1,089,290
Investment Income	-
Other External Sales	70,000
Total Revenues	\$ 29,796,479
<u>EXPENSES</u>	
EXPENSES & INDIRECT COST ALLOCATIONS	-
Total Salaries, Wages, & Other Payroll	12,178,106
Total Benefits	3,417,536
Supplies & Services	2,096,352
Capitalized Costs	-
Depreciation	-
Internal Loan - Principal & Interest	-
Debt Service - Principal	-
Debt Service - Interest	-
Internal Sales	-
Total Direct Expenses	\$ 17,691,994
Total Internal Allocations & Sales	(185,113)
Total Indirect Costs Allocations	11,886,913
Depreciation Allocation	1,274,290
Subvention/Strategic Pool Allocation	2,999,842
Transfers to (from) Strategic Investment Pool	(4,635,103)
Total Allocations & Transfers	\$ 11,340,829
Total Expenses & Transfers	\$ 29,032,823
Results of Operations	\$ 763,656
Transfers to (from) Operations	(133,281)
Transfers to (from) Quasi Endowments	-
Transfer to (from) Capital Projects	1,000,000
Net Results	\$ (103,063)

11.4 Patton College of Education

STRATEGIC RESOURCE OPPORTUNITIES AND CHALLENGES

Ensuring necessary resources to be proactive in addressing “Attrition Indicators” (Retention, Recruitment, and Completion). Between 2010 – 2014 PCOE had fewer faculty and higher proportions of untenured faculty (due to faculty retirements and University faculty-buyout program). We are challenged with tenure-seeking faculty need to balance workloads of the tripod mission (teaching research, outreach/service) while also being mindful of their role in being responsive to “attrition indicators” (e.g. dissertation completions, recruitment of students, retention of students and graduation rates).

Rationale:

1. Fewer faculty reduces the opportunities to engage students who may be having difficulty on a personal, one-on-one level inside and outside the classroom and formal office hours.
2. Fewer faculty reduces the opportunities to engage high achieving students who seek one-on-one relationships with faculty (e.g. mentoring, research, career counseling, etc.)
3. Student performance in difficult courses. Are there some courses in which students perform poorly that causes them to leave, change their major, or substantially delay time to completion?

INVESTMENT IN PROGRAMS, ACTIVITIES AND FACILITIES

Need resources to invest in Structured PCOE Student Retention Initiatives as follows:

1. 3-day Workshop for PCOE Academic Advisors to provide services such as career planning to all PCOE students (\$9,000)
2. Investment in PCOE Supplemental Instruction Program (\$19,260)
3. Increase doctoral student stipends to be competitive with PCOE benchmark institutions (\$122,780).

STRATEGIC REALIGNMENT / REALLOCATION OF RESOURCES

- Reallocating resources to invest in full-time recruiter
- Reallocating resources to invest in start-up research for new tenure-track faculty
- Reallocating resources to increase stipend support for doctoral graduate students

	Education
Athens Colleges & Schools	
REVENUES	
State Appropriations	12,915,678
Net Undergraduate Tuition & Fees	12,015,759
Net Graduate Tuition & Fees	5,777,350
Room & Board	-
Grants and Contracts	1,335,000
Facilities & Admin Costs Recovery	94,000
Gifts	75,000
Endowment Distributions	345,565
Investment Income	-
Other External Sales	-
Total Revenues	\$ 32,558,352
EXPENSES	
EXPENSES & INDIRECT COST ALLOCATIONS	
Total Salaries, Wages, & Other Payroll	12,583,783
Total Benefits	3,749,257
Supplies & Services	1,069,752
Capitalized Costs	-
Depreciation	-
Internal Loan - Principal & Interest	-
Debt Service - Principal	-
Debt Service - Interest	-
Internal Sales	-
Total Direct Expenses	\$ 17,402,792
Total Internal Allocations & Sales	48,714
Total Indirect Costs Allocations	11,300,296
Depreciation Allocation	153,744
Subvention/Strategic Pool Allocation	3,461,235
Transfers to (from) Strategic Investment Pool	190,685
Total Allocations & Transfers	\$ 15,154,674
Total Expenses & Transfers	\$ 32,557,466
Results of Operations	\$ 886
Transfers to (from) Operations	-
Transfers to (from) Quasi Endowments	-
Transfer to (from) Capital Projects	-
Net Results	\$ 886

11.5 Russ College of Engineering and Technology

STRATEGIC RESOURCE OPPORTUNITIES AND CHALLENGES

Opportunities:

- Research facility expansion
- Significant University Scholarship Match Program which allows us further our recruitment efforts in strategic areas and stabilize enrollment at financially sustainable levels
- Continued enrollment growth, higher ACT scores, higher retention rates, and lower average time to graduate
- Hire Group 1 faculty to replace retirements with high quality recruits thus increasing research funding opportunities in the long-term

Challenges:

- Increased number of faculty retirements leading to a disproportionate number of early career faculty
- Accreditation visit in 2016 for reaffirmation in 2017
- New faculty career progression may cause a temporary downturn in funded research grants
- Stocker Center (Facility)
 - Limited undergraduate teaching lab space for expanding programs that require significant space allocations
 - Space for research is both limited and constrained for safety
 - Office and general space shortfalls related to continued enrollment growth
 - Stocker Center is in need of major renovations in a continually occupied space
- Time sensitivity of research building requirements due to already existing faculty dissatisfaction
- Continued operational delays in central research administration

INVESTMENT IN PROGRAMS, ACTIVITIES AND FACILITIES

- Hire Group II faculty to teach engineering fundamentals thus freeing up tenure-track faculty to teach upper division courses and conduct research
- Planning continues for a 100,000 sq. ft. research facility to address research space needs which will also help ease the undergraduate space needs in Stocker
- Continually refining the methodology used to award scholarships to further our recruitment efforts in strategic areas especially in response to unintended consequences of the Signature Scholarship Program.

STRATEGIC REALIGNMENT / REALLOCATION OF RESOURCES

- Utilizing our resources to leverage and maximize the University Scholarship Match Program thus resulting in increasing the number of available scholarships and possible relief of Russ Vision funds
- Significant funds are being allocated for new research faculty start-up packages

	Engineering
Athens Colleges & Schools	
<u>REVENUES</u>	
State Appropriations	9,801,028
Net Undergraduate Tuition & Fees	17,148,123
Net Graduate Tuition & Fees	1,447,873
Room & Board	-
Grants and Contracts	11,857,500
Facilities & Admin Costs Recovery	3,642,500
Gifts	500,000
Endowment Distributions	7,097,636
Investment Income	250,000
Other External Sales	125,000
Total Revenues	\$ 51,869,659
<u>EXPENSES</u>	
EXPENSES & INDIRECT COST ALLOCATIONS	-
Total Salaries, Wages, & Other Payroll	23,206,979
Total Benefits	5,858,446
Supplies & Services	7,060,000
Capitalized Costs	2,630,000
Depreciation	-
Internal Loan - Principal & Interest	386,305
Debt Service - Principal	-
Debt Service - Interest	-
Internal Sales	(250,000)
Total Direct Expenses	\$ 38,891,730
Total Internal Allocations & Sales	(50,000)
Total Indirect Costs Allocations	13,605,367
Depreciation Allocation	1,533,272
Subvention/Strategic Pool Allocation	3,814,430
Transfers to (from) Strategic Investment Pool	(6,258,998)
Total Allocations & Transfers	\$ 12,644,071
Total Expenses & Transfers	\$ 51,535,800
Results of Operations	\$ 333,859
Transfers to (from) Operations	333,860
Transfers to (from) Quasi Endowments	-
Transfer to (from) Capital Projects	-
Net Results	\$ (1)

11.6 College of Fine Arts

STRATEGIC RESOURCE OPPORTUNITIES AND CHALLENGES

- A major challenge for the College of Fine Arts is the very poor condition of large portions of our facilities. We still hope to initiate preliminary planning for the renovation of Seigfred Hall as soon as possible. During Summer 2015 we are working with Facilities to identify improvements to Seigfred that can be accomplished in the next 6-9 months to improve the building's function and aesthetic appeal.
- The College is forging exciting new partnerships that will expand our ability to reach more students and the larger community. We have initiated significant collaborations in digital media with programs in the Scripps College of Communication, and we are building a partnership with the City of Dublin in professional theater.
- The College has set an ambitious goal to increase undergraduate majors. In January 2015 we requested and received a significant new pool of funds to support Fine Arts Talent Enhancement Awards for incoming freshman majoring in the arts. This pool is a significant increase in the central pool of funds allocated for talent based scholarships, which had not been adjusted in over ten years, and we expect it to increase our annual yield.

INVESTMENT IN PROGRAMS, ACTIVITIES AND FACILITIES

- The College of Fine Arts is investing in growth areas such as Music Therapy – where we enroll more than 15 full-fee paying graduate students – Digital Media programs, and online instruction.
- As we did in FY15, the College will again expand support for faculty development particularly in areas of creative research, innovation, and teaching with technology.
- We are examining our square footage usage in light of newly available space in Seigfred Hall as the School of Visual Communication moves into its new home in the Schoonover Center. Our goal is to analyze the opportunity for consolidating program locations in the College while keeping our expenses fairly level.
- Under the direction of our new Director of External Relations, we are reshaping the staffing and function of our Communications and Marketing operations. Our goal is continual improvement in this vital area.
- We have enlarged our partnership with Advancement by discontinuing our Director of Development position. Instead, in the past months we have experienced much more activity with major donors by using our Director of External Relations as a liaison with Advancement, and relying on a team of Development officers to work on our behalf. We believe that this change in orientation will result in much more success with annual giving and major gifts in the arts in the next few years.

STRATEGIC REALIGNMENT / REALLOCATION OF RESOURCES

- The College of Fine Arts is experiencing a significant number of retirements and other staffing changes. For all new position requests, the following priorities are used to analyze the importance of each request:
 - Supporting programs that are growing, meeting the demand of undergraduates and fee-paying graduate students, where the hire will result in an immediate obvious impact in 2015-16.
 - Professional accreditation requirements.
 - In support of solid, well-articulated and documented turn-around plans.
 - To support programs as is fiscally possible.

- The College is partnering with the Project Management Office to conduct a business analysis of our workflow. We believe that the administrative work of the College can be handled more efficiently and with less stress for classified and professional staff members with some thoughtful reorganization. We hope to see positive results during the next academic year.

	Fine Arts
Athens Colleges & Schools	
REVENUES	
State Appropriations	6,277,770
Net Undergraduate Tuition & Fees	13,920,305
Net Graduate Tuition & Fees	933,602
Room & Board	-
Grants and Contracts	71,086
Facilities & Admin Costs Recovery	-
Gifts	182,376
Endowment Distributions	386,685
Investment Income	-
Other External Sales	603,100
Total Revenues	\$ 22,374,925
EXPENSES	
EXPENSES & INDIRECT COST ALLOCATIONS	
Total Salaries, Wages, & Other Payroll	11,443,287
Total Benefits	3,759,302
Supplies & Services	2,072,802
Capitalized Costs	-
Depreciation	-
Internal Loan - Principal & Interest	-
Debt Service - Principal	-
Debt Service - Interest	-
Internal Sales	-
Total Direct Expenses	\$ 17,275,391
Total Internal Allocations & Sales	(375,000)
Total Indirect Costs Allocations	9,243,398
Depreciation Allocation	783,894
Subvention/Strategic Pool Allocation	2,314,291
Transfers to (from) Strategic Investment Pool	(6,867,049)
Total Allocations & Transfers	\$ 5,099,534
Total Expenses & Transfers	\$ 22,374,925
Results of Operations	\$ (0)
Transfers to (from) Operations	-
Transfers to (from) Quasi Endowments	-
Transfer to (from) Capital Projects	-
Net Results	\$ (0)

11.7 College of Health Sciences and Professions

STRATEGIC RESOURCE OPPORTUNITIES AND CHALLENGES

The greatest challenge in the coming year is absorbing all the costs of the new Dublin facility without a broad range of programs in place there. The lease arrangement, all the various ancillary costs, and the decision to redirect a substantial portion of the \$4 million that was to be contributed by the University to reduce our tenant improvement costs to other elements of the project are all placing great financial pressure on the college. Unfortunately, because of the increasingly more cumbersome curriculum approval process, programs we had planned to have in place by this fall are largely delayed a year; meaning there will be relatively little revenue associated with the Dublin space until next fiscal year. Reserves are strained to both offset costs in Dublin while also supporting the Grover Center renovation project that has been in a planning phase for more than a year.

A second challenge is presented by the growing indication that we are at the crest of the present enrollment wave in the RN-to-BSN program. While the wave will not fully disappear, there are indications that we have started to see a progressive slide in enrollments that we draw from our present market. As there is no single program that will replace all the present enrollments in the RN-to-BSN, the college will need to undertake a set of initiatives to offset anticipated lost enrollments and revenues. Most of these will require additional personnel resources that are presently built into our budget but that would be dropped if we are forced to reduce budgeted expenses.

A final resource challenge is associated with our attempt to provide quality academic programs in light of continuing resource deficits in some areas. The college as a whole and a number of programs in particular maintain student: faculty ratios that are unacceptably high. We also struggle to provide important retention services and other supports to over 9,400 students who are enrolled in our programs. This is impacted by the direction of approximately \$28 million of revenues generated by CHSP programs to subvention for other areas of the University. While we've built new initiatives into our budget, the redirection of all of our "profit" to other areas leaves us with no resources to catch up in areas of deficit or to nimbly respond to new opportunities that may present themselves during the course of the year.

Significant Revenue Opportunities:

1. Expansion of RN-to-BSN to new states
2. Development of credit and noncredit health leadership and clinical informatics programming
3. New baccalaureate completion degree in integrated health studies
4. "Niche" programs based in Dublin

INVESTMENT IN PROGRAMS, ACTIVITIES AND FACILITIES

- Staff to support RN-to-BSN expansion to California, Florida, and Indiana
- Staff to support health leadership programming
- Faculty to support development of Doctor of Nursing Practice program
- Dublin building
- Grover renovation to bring programs in compliance with accreditation standards
- Expanded attention to alumni to promote greater giving

- Enhanced communication efforts to promote all of our programs

STRATEGIC REALIGNMENT / REALLOCATION OF RESOURCES

We will undertake a more extensive review of our entire class schedule to identify efficiencies we might achieve in assigning our faculty resources.

We will also explore opportunities to re-position selected courses for online delivery to expand enrollments.

	Health Sciences
Athens Colleges & Schools	
REVENUES	
State Appropriations	38,923,170
Net Undergraduate Tuition & Fees	30,938,321
Net Graduate Tuition & Fees	7,087,433
Room & Board	-
Grants and Contracts	4,537,176
Facilities & Admin Costs Recovery	44,137
Gifts	82,709
Endowment Distributions	131,765
Investment Income	-
Other External Sales	811,782
Total Revenues	\$ 82,556,493
EXPENSES	
EXPENSES & INDIRECT COST ALLOCATIONS	
Total Salaries, Wages, & Other Payroll	18,741,008
Total Benefits	5,934,308
Supplies & Services	5,317,493
Capitalized Costs	-
Depreciation	-
Internal Loan - Principal & Interest	-
Debt Service - Principal	-
Debt Service - Interest	-
Internal Sales	(1,653,387)
Total Direct Expenses	\$ 28,339,422
Total Internal Allocations & Sales	(37,928)
Total Indirect Costs Allocations	25,045,032
Depreciation Allocation	547,009
Subvention/Strategic Pool Allocation	7,808,948
Transfers to (from) Strategic Investment Pool	20,753,169
Total Allocations & Transfers	\$ 54,116,230
Total Expenses & Transfers	\$ 82,455,652
Results of Operations	\$ 100,841
Transfers to (from) Operations	-
Transfers to (from) Quasi Endowments	-
Transfer to (from) Capital Projects	300,000
Net Results	\$ (199,159)

11.8 Honors Tutorial College

STRATEGIC RESOURCE OPPORTUNITIES AND CHALLENGES

The Honors Tutorial College continues to provide one-on-one enrichment opportunities for undergraduates so high-achieving students can customize their educational experiences, explore their scholarly and creative interests at their own pace, and create professional relationships with accomplished scholars and artists in their fields.

By design, the college works collaboratively with faculty in the other colleges by maintaining a small administrative budget to support central coordination of this activity and to provide modest financial support to the faculty providing tutorials.

INVESTMENT IN PROGRAMS, ACTIVITIES AND FACILITIES

We are focusing almost entirely on the Cutler Scholars Program transition this year. Other priorities from last year will be on hold until we can complete the Cutler transition.

The one exception to the above is the Summer Research Apprenticeship Program, which we piloted this year. Pending support from the deans, we will move from the pilot phase to a permanent phase this fiscal year.

STRATEGIC REALIGNMENT / REALLOCATION OF RESOURCES

We are restructuring our college's administration in order to better incorporate the Cutler Scholars Program, create efficiencies, and maximize our staff's productivity

Athens Colleges & Schools	Honors College
REVENUES	
State Appropriations	23,116
Net Undergraduate Tuition & Fees	(592,638)
Net Graduate Tuition & Fees	-
Room & Board	-
Grants and Contracts	5,839
Facilities & Admin Costs Recovery	-
Gifts	42,000
Endowment Distributions	1,029,729
Investment Income	-
Other External Sales	-
Total Revenues	\$ 508,046
EXPENSES	
EXPENSES & INDIRECT COST ALLOCATIONS	
Total Salaries, Wages, & Other Payroll	846,309
Total Benefits	288,772
Supplies & Services	480,267
Capitalized Costs	135
Depreciation	-
Internal Loan - Principal & Interest	-
Debt Service - Principal	-
Debt Service - Interest	-
Internal Sales	-
Total Direct Expenses	\$ 1,615,483
Total Internal Allocations & Sales	18,200
Total Indirect Costs Allocations	108,534
Depreciation Allocation	9,179
Subvention/Strategic Pool Allocation	22,488
Transfers to (from) Strategic Investment Pool	(1,539,813)
Total Allocations & Transfers	\$ (1,381,412)
Total Expenses & Transfers	\$ 234,071
Results of Operations	\$ 273,975
Transfers to (from) Operations	-
Transfers to (from) Quasi Endowments	-
Transfer to (from) Capital Projects	(18,358)
Net Results	\$ 292,333

11.9 Center for International Studies

STRATEGIC RESOURCE OPPORTUNITIES AND CHALLENGES

In the next FY, the revenues and direct expenses are expected to be stable for the Office of Global Affairs & International Studies (OGAIS). The tuition revenues of the Center for International Studies (CIS) are projected to be steady as the largest graduate programs (e.g. Communication & Development Studies, International Development Studies, and African Studies) are at capacity. Overall, there will be no increase in spending although some funds might be moved as necessary between units throughout the academic year.

The name and the new mandate of the Office of Global Opportunities (OGO) have been positively recognized among stakeholders. An increasing number of faculty and senior administrators are interested in supporting the new domestic programs and summer institutes as a way to enhance access to academic experiential learning. To meet increased demand, OGO has hired a new staff member to coordinate the domestic off-campus experiences. The Senior International Management Team (SIMT) will support 50% of the salary over a two year period.

The Global Services Program (GSP) is in the process of transitioning to The OHIO Group, a training-based consulting program designed to create jobs for recent graduates and revenues for student mobility. GSP/The OHIO Group is projected to increase revenues through its multiple Middle East Programs and enhanced opportunities in Asia. There is a high level of support from OHIO senior leadership as well as international and domestic alumni. This is demonstrated partly with the support of \$120,000 from the Stocker Fund to engage a third-party consulting group to facilitate entrance into overseas markets and a loan of up to \$600,000 to support annual expenses for start-up if required.

OGAIS has consolidated its team and services to support increasing demand for managing high-level delegations, developing strategic and other partnerships, facilitating public policy discourse, and mainstreaming internationalization across the campuses, to name a few. The demand for services and expectations will continue to grow in the next fiscal year and therefore requires an efficient use of existing resources.

INVESTMENT IN PROGRAMS, ACTIVITIES AND FACILITIES

After a year-long progressive public engagement effort, OGAIS has cultivated a wide range of supporting stakeholders who not only understand the global strategic framework but also are willing to actively participate in further dialogues and integration into their portfolio and initiatives. In the next FY, OGAIS will facilitate final discussions to determine the strategic priorities and initiatives leading to a draft strategy document for review by upper administration and a presentation to the Board of Trustees for approval. OGAIS will then move forward to identify resource allocations and develop performance metrics that will guide the implementation process and assessment of impact.

Among many competing areas, it has been deemed most essential to equip the University faculty, staff, and students to manage increasing diversity of the academic community to achieve excellence. OGAIS will work collaboratively across the campuses and colleges to further globalization of the classroom environment and increase opportunities for international experiences.

With the leadership of the interim director, CIS aims to stabilize its operations (e.g., staffing, budget model, grant activities, etc.), increase its academic performance, and define a strategy to regain national leadership. In the year ahead it will initiate the recruitment of a permanent director and strengthen and diversify programs and linkages with the affiliated faculty, other colleges, and campuses at OHIO. CIS will also improve its recruitment strategy to create more effective recruitment models.

The Global Leadership Center (GLC) will consolidate its certificate program, including clearly articulating its academic credentials with a syllabus and a complete profile of the program and beginning to focus on other potential leadership

offerings. OGO will collaborate with faculty and colleges to increase the number of summer institutes and domestic programs in concert with other global opportunities and the needs and interests of faculty and students. The OHIO Group will continue to invest in the Middle East and the business opportunity in Indonesia. It will also explore the potential health and wellness programs for the aging population in China as well as other opportunities that will emerge.

OGAIS will improve partnership management and the relationship building process as well as identify interests and niche programs with strategic partners. In particular, OGAIS and all of its units will work effectively to build closer relationships with the alumni and those interested in supporting future projects. It will also develop revenue generation and cost sharing programs through The OHIO Group, sponsored students, grants and contracts, and gifts. Finally, OGAIS will complete and roll out the University-wide global website in the fall that serves as a central location for global information and resources. International Student and Faculty Services (ISFS) are not included in this budget section. We would, however, be remiss not to note their key roles, similar to that of OGAIS to provide critical immigration and counseling services and other support to international students, faculty and staff and the diversification of the campus. Going forward, their resources must align with the further diversification of the global classroom and experience across all campuses.

STRATEGIC REALIGNMENT / REALLOCATION OF RESOURCES

All OGAIS programs and their resources are aligned to the outcomes articulated in the global strategic framework. No further changes to the allocation of resources across the programs are envisaged in the next academic year. The priority at this time is hiring, capacity building and consolidation of the team and programs to advance the global strategy in their areas of responsibility and accountability.

Athens Colleges & Schools	International Studies
REVENUES	
State Appropriations	685,442
Net Undergraduate Tuition & Fees	3,049,940
Net Graduate Tuition & Fees	455,238
Room & Board	-
Grants and Contracts	-
Facilities & Admin Costs Recovery	-
Gifts	-
Endowment Distributions	215,000
Investment Income	-
Other External Sales	-
Total Revenues	\$ 4,405,620
EXPENSES	
EXPENSES & INDIRECT COST ALLOCATIONS	
Total Salaries, Wages, & Other Payroll	2,229,231
Total Benefits	658,310
Supplies & Services	2,328,735
Capitalized Costs	10,000
Depreciation	-
Internal Loan - Principal & Interest	3,831
Debt Service - Principal	-
Debt Service - Interest	-
Internal Sales	-
Total Direct Expenses	\$ 5,230,107
Total Internal Allocations & Sales	41,000
Total Indirect Costs Allocations	1,226,533
Depreciation Allocation	163,913
Subvention/Strategic Pool Allocation	512,061
Transfers to (from) Strategic Investment Pool	(2,769,565)
Total Allocations & Transfers	\$ (826,058)
Total Expenses & Transfers	\$ 4,404,049
Results of Operations	\$ 1,570
Transfers to (from) Operations	-
Transfers to (from) Quasi Endowments	-
Transfer to (from) Capital Projects	(163,913)
Net Results	\$ 165,483

11.10 University College

STRATEGIC RESOURCE OPPORTUNITIES AND CHALLENGES

University College facilitates student success across the University, including improving rates of course completions, retention rates, and graduation rates. All of our programs and initiatives are available to every student at OHIO. New research and technology provides significant opportunities for data-driven approaches to student success, but as OHIO's student population grows across multiple locations and modalities, the demand for resources that support student success also grows.

INVESTMENT IN PROGRAMS, ACTIVITIES AND FACILITIES

Our initiatives include supporting high quality advising, both within University College and in partnership with the other academic colleges through the new Student Success Advisor initiative. The emphasis on advising as well as a partnership with Residential Housing has helped facilitate the expansion of Mapworks (retention software) to all first-year students on the Athens campus. We are expanding tutoring support, accessibility services, and academic skills development to meet rising demand; and continuing to support the growth of Learning Communities, which had record enrollments in Fall 2014. We continue to develop the Center for Campus and Community Engagement, which has trained over 130 faculty to develop service-learning courses, as well as expand programs aimed at supporting specific populations, such as the successful First Generation Student Success and Persistence Initiative.

STRATEGIC REALIGNMENT / REALLOCATION OF RESOURCES

We are developing advising teams focused on specific populations to increase efficiency, promote cross-training, and to focus attention on helping undecided students move to a major as soon as they are ready. We are also partnering with Institutional Research to continue to build a strong data-analytical approach to student success across the University. A partnership between University College, eLearning, and Regional Higher Education aims to expand the use of retention software with all students at OHIO in 2016-2017.

	University College
Athens Colleges & Schools	
<u>REVENUES</u>	
State Appropriations	2,989,137
Net Undergraduate Tuition & Fees	3,373,561
Net Graduate Tuition & Fees	(16,376)
Room & Board	-
Grants and Contracts	315,000
Facilities & Admin Costs Recovery	-
Gifts	70,000
Endowment Distributions	-
Investment Income	13,608
Other External Sales	82,000
Total Revenues	\$ 6,826,930
<u>EXPENSES</u>	
EXPENSES & INDIRECT COST ALLOCATIONS	-
Total Salaries, Wages, & Other Payroll	3,775,630
Total Benefits	1,299,703
Supplies & Services	1,016,197
Capitalized Costs	-
Depreciation	-
Internal Loan - Principal & Interest	-
Debt Service - Principal	-
Debt Service - Interest	-
Internal Sales	-
Total Direct Expenses	\$ 6,091,530
Total Internal Allocations & Sales	(164,382)
Total Indirect Costs Allocations	7,419,030
Depreciation Allocation	65,819
Subvention/Strategic Pool Allocation	759,739
Transfers to (from) Strategic Investment Pool	(7,292,886)
Total Allocations & Transfers	\$ 787,319
Total Expenses & Transfers	\$ 6,878,849
Results of Operations	\$ (51,919)
Transfers to (from) Operations	-
Transfers to (from) Quasi Endowments	-
Transfer to (from) Capital Projects	-
Net Results	\$ (51,919)

11.11 Voinovich School

STRATEGIC RESOURCE OPPORTUNITIES AND CHALLENGES

The Voinovich School's purpose, vision and strategy model were refined in FY2015, which has led to the creation of a series of five strategic goals, along with a measurement dashboard in order to determine the success of our strategy and plan. These goals were essential in order to focus on strategic execution and fully realize the School's potential for the University and the State. In FY16, we are focusing on executing the strategy that includes major awards and accomplishments outlined by goals, building program innovation partnerships and aligning our budget investment model to our strategy. Our strategic requests for base funding are tied directly to our strategy and budget investment model, which looks at multiple revenue sources.

INVESTMENT IN PROGRAMS, ACTIVITIES AND FACILITIES

Voinovich School of Leadership and Public Affairs was named one of the 50 Most Innovative Public Service Schools in the U.S. for 2015 and the Center for Entrepreneurship, a partnership of the College of Business and Voinovich School, was selected in January as the 2015 recipient for Outstanding Emerging Entrepreneurship Program in the United States.

Strategic Goal 1: Develop Strategic Leadership for the School: The School plans to continue making several key hires in order to expand the profile, reputation and capacity for the Voinovich School.

Strategic Goal 2: Further develop the Center for Public and Social Innovation (CPSI): Add social, corporate and philanthropic partners and other relationships to grow the CPSI and its programming, such as OHIO's expanding relationship with the Foundation for Appalachian Ohio and integration of OU4C strategy; Launch a social investment fund in areas such as education, mental health and water quality; Create a cross-campus social innovation education network through new engagement activities, certificates, executive education and professional hybrid programs with partners in health leadership, mental health and education on a multistate basis; and, expand analytical, visualization and innovation research with Scripps College and external partners.

Strategic Goal 3: Expand the University's entrepreneurial ecosystem: Expand TechGROWTH Ohio / Center for Entrepreneurship through Ohio Innovation Fund and technology validation funds; Serve as a lead institution for the Ohio Board of Regents I-Core program on the use of Lean Start and expand this curriculum throughout the School and the University; and, continue partnership with College of Business on Center for Entrepreneurship cross-campus entrepreneurial education and engagement network.

Strategic Goal 4: Contribute to the University's multidisciplinary energy and environmental sustainability programs: Expand research and consulting partnership opportunities with the Wilson Center in Washington D.C. on climate change, policy and technology portfolios with the Russ College of Engineering and partnership with Wright Patterson Air Force Base; Build on Department of Energy PORTSfuture project, shale energy impact and Watershed Program partnerships to include corporate partnerships; Collaborate on cross-campus educational curriculum with Arts and Sciences and University sustainability initiatives through expansion of Environmental Studies Certificates; and, use technology applications to improve water and environmental remediation efforts.

Strategic Goal 5: Expand the School's Ohio University and external partnerships in professional education and strategic leadership development: Partner with Pearson to build an Online Master of Public Administration program; Review the possibility of moving the Executive MPA to the University's Dublin Campus; Work with the

Ohio Department of Mental Health and Addiction Services (OhioMHAS) to develop a certificate program in Substance Abuse Prevention to be earned in conjunction with the MPA degree; Expand and develop collaborative and non-competitive certificate, degree, engagement and executive education programs with research and consulting partners such as OhioMHAS, Battelle for Kids, Educational Services Centers and TechGROWTH Ohio companies; and, develop an energy and environmental leaders program with corporate and governmental partners.

STRATEGIC REALIGNMENT / REALLOCATION OF RESOURCES

The Voinovich School has developed an integrated financial strategy, which is an Investment Model for Innovation Impact and has started the process of linking all revenues and investments into the model. Our three sets of investment sources include the University base investments and income; multi-year investments and return, such as the Appalachian New Economy Partnership expansion request and the OHIO investment request; and, one-time only investments such as the OHIO Innovation Strategy to leverage external funding. This approach begins to align investment to our strategic model, addresses our financial challenges, and ties investment to measurable outcomes across the School, and not in just our entrepreneurship and commercialization activities.

	Voinovich
Athens Colleges & Schools	
REVENUES	
State Appropriations	1,764,131
Net Undergraduate Tuition & Fees	108,732
Net Graduate Tuition & Fees	431,005
Room & Board	-
Grants and Contracts	4,801,458
Facilities & Admin Costs Recovery	662,597
Gifts	332,400
Endowment Distributions	17,065
Investment Income	-
Other External Sales	7,000
Total Revenues	\$ 8,124,388
EXPENSES	
EXPENSES & INDIRECT COST ALLOCATIONS	
Total Salaries, Wages, & Other Payroll	6,174,252
Total Benefits	1,867,217
Supplies & Services	4,739,439
Capitalized Costs	10,000
Depreciation	-
Internal Loan - Principal & Interest	-
Debt Service - Principal	-
Debt Service - Interest	-
Internal Sales	-
Total Direct Expenses	\$ 12,790,908
Total Internal Allocations & Sales	(2,146,217)
Total Indirect Costs Allocations	1,621,142
Depreciation Allocation	215,473
Subvention/Strategic Pool Allocation	164,177
Transfers to (from) Strategic Investment Pool	(5,061,462)
Total Allocations & Transfers	\$ (5,206,887)
Total Expenses & Transfers	\$ 7,584,021
Results of Operations	\$ 540,367
Transfers to (from) Operations	-
Transfers to (from) Quasi Endowments	-
Transfer to (from) Capital Projects	-
Net Results	\$ 540,367

11.12 Heritage College of Osteopathic Medicine

STRATEGIC RESOURCE OPPORTUNITIES AND CHALLENGES

When deriving the Heritage College five-year budget model, we focused on the following current strategic initiatives:

- Evolution of CORE Training System
 - Accreditation changes to ACGME
 - Volunteer faculty compensation
 - ****NEW**** Health Professions Education and Research Network (HPERN)
- Finalize UMA/AMA Merger
 - Ohio Health Integration and HCOM Physician Practice Plan
 - Level of HCOM subsidy
- Enhance Faculty and Employee Compensation Plans
 - Launched HCOM Faculty Compensation Committee
- Enrollment growth
 - 17% by July 2015; projected to nearly double enrollment by July 2019
 - Continuation of very high student retention rates (>95%)
- Multi-year tuition increases of 5% proposed for FY16; decreases by .25% biennially in future financial projections
- Multi-year, multi-campus development campaign
- Expansion of grant and research programs
- Partnering with other colleges on integrating and expanding academic programming
 - Global Health, Health Leadership, Heritage Health Professions Education Network
- Limited and inefficient space on Athens campus
 - New space considerations for research, medical education, clinical
- Budget Forecasting
 - Cost allocations and impact of depreciation model
 - Long-term planning limitations are causing instability in forecasting

INVESTMENT IN PROGRAMS, ACTIVITIES AND FACILITIES

When deriving the Heritage college five-year budget model, we are focused on the following current and multi-year programs, activities, and facilities:

- Advance Heritage College Strategic Plan
- Ensure success of Osteopathic Heritage Foundation Grant
- Modernize Medical Multi-Purpose Building(s) – Athens Campus
 - Modern medical Athens campus facilities are needed to recruit and retain medical students, faculty, and staff
 - Existing space is limited and inefficient
 - New space considerations are needed for research, medical education and clinical services

- Launch Cleveland Campus
 - Operational by July 2015; inaugural class of 50 begins
- Operationalize Dublin Campus
 - Campus launched July 2014; retained initial class of 50 students
- Evolution of CORE Training System
 - Accreditation changes to ACGME
 - Volunteer faculty compensation
 - ****NEW**** Health Professions Education and Research Network (HPERN)

STRATEGIC REALIGNMENT / REALLOCATION OF RESOURCES

- Seeking approval to move forward on Athens Campus Medical Multi-Purpose facilities
 - Improves Athens Campus Space Utilization
 - Existing space is limited and inefficient; additional space would provide opportunities for program growth
- Strategically Managing Personnel
 - Faculty workload planning (Professional Responsibility Agreements)
 - Multi-year staffing plans are updated regularly and guide our hiring decisions
 - Enhancing faculty and employee compensation plans increase retention and reduce personnel related costs
- Finalizing UMA/AMA Integration
 - Campus Care Operational Strategies
 - Pharmacy outsourced March 1, 2015
 - Reduction of clinical subsidy expense
 - Increased competition to Athens-based health care services, thereby increasing quality of care
- Evolving CORE training system (single accreditation of Graduate Medical Education)
- Increasing Operational Efficiencies via Business Process Reviews
 - Initial BPR project is underway with Academic Affairs and is focused on operational efficiencies of curriculum processes
 - Identifying additional areas for review

Athens Colleges & Schools	HCOM Athens	HCOM Cleveland	HCOM Dublin	HCOM Total
REVENUES				
State Appropriations	16,857,168	-	-	16,857,168
Net Undergraduate Tuition & Fees	4,999	16,000	20,725	41,724
Net Graduate Tuition & Fees	21,084,123	1,600,301	3,559,740	26,244,164
Room & Board	-	-	-	-
Grants and Contracts	10,599,157	-	945,030	11,544,187
Facilities & Admin Costs Recovery	474,826	-	-	474,826
Gifts	300,000	500,000	75,000	875,000
Endowment Distributions	274,372	-	-	274,372
Investment Income	-	-	-	-
Other External Sales	471,538	-	777,719	1,249,257
Total Revenues	\$ 50,066,183	\$ 2,116,301	\$ 5,378,214	\$ 57,560,698
EXPENSES				
EXPENSES & INDIRECT COST ALLOCATIONS				
Total Salaries, Wages, & Other Payroll	26,489,168	2,130,480	2,396,585	31,016,233
Total Benefits	9,423,375	721,104	733,782	10,878,261
Supplies & Services	9,939,569	1,953,025	2,309,241	14,201,835
Capitalized Costs	919,180	100,000	243,000	1,262,180
Depreciation	-	-	-	-
Internal Loan - Principal & Interest	184,768	-	1,334,296	1,519,064
Debt Service - Principal	-	-	-	-
Debt Service - Interest	-	-	-	-
Internal Sales	(108,000)	-	-	(108,000)
Total Direct Expenses	\$ 46,848,060	\$ 4,904,609	\$ 7,016,904	\$ 58,769,573
Total Internal Allocations & Sales	1,071,816	(2,354,975)	(621,980)	(1,905,139)
Total Indirect Costs Allocations	7,208,349	3,226	55,812	7,267,388
Depreciation Allocation	0	-	-	0
Subvention/Strategic Pool Allocation	4,305,336	186,066	413,920	4,905,322
Transfers to (from) Strategic Investment Pool	(5,981,297)	(186,066)	(413,920)	(6,581,283)
Total Allocations & Transfers	\$ 6,604,204	\$ (2,351,748)	\$ (566,168)	\$ 3,686,288
Total Expenses & Transfers	\$ 53,452,264	\$ 2,552,861	\$ 6,450,737	\$ 62,455,861
Results of Operations	\$ (3,386,081)	\$ (436,560)	\$ (1,072,523)	\$ (4,895,163)
Transfers to (from) Operations	(2,408,364)	(521,697)	(1,118,149)	(4,048,210)
Transfers to (from) Quasi Endowments	-	-	-	-
Transfer to (from) Capital Projects	-	-	-	-
Net Results	\$ (977,717)	\$ 85,137	\$ 45,626	\$ (846,953)

11.13 Regional Campuses

STRATEGIC RESOURCE OPPORTUNITIES AND CHALLENGES

Through open admissions and affordable tuition, Regional Higher Education strives to provide access to a quality OHIO education in the communities surrounding the five campuses and three centers.

Opportunities exist such as expanding new academic programs, workforce development, CEU's and certificate programs. Partnerships with colleges will make additional degree opportunities available at the regional campuses. Increased support of students will lead to higher retention and completion rates. Successful efforts in the Promise Lives campaign will provide financial support to students, academic programs, and campus initiatives.

Challenges for the coming year include an enrollment decline occasioned by an improving economy, increased competition for a shrinking traditional student population, the rising costs of personnel investments, and changes to the state support and internal distribution funding models.

INVESTMENT IN PROGRAMS, ACTIVITIES AND FACILITIES

We are investing in baccalaureate programs such as Bachelors of Science in Nursing (BSN), Sports and Lifestyle Studies, Human Biology, and Social Work.

We are increasing collaboration with Colleges to extend additional program opportunities, such as the Adolescent and Young Adult education major and the Psychology major, to the regional campuses.

We are focusing on advising undecided students, increasing supplemental instruction and tutoring resources, and investing in software and personnel to increase retention and completion rates.

We are investing in College Credit Plus initiatives to increase dual enrollment opportunities.

STRATEGIC REALIGNMENT / REALLOCATION OF RESOURCES

We are identifying efficiencies in operations and course scheduling, such as combining low enrolled course sections and eliminating unnecessary sections.

We will continue to combine positions and share personnel resources across campuses and centers.

We will continue to expand utilization of distance learning course delivery.

We will continue to reduce expenditures in non-personnel categories.

	Executive Dean	Eastern	Chillicothe	Southern	Lancaster	Zanesville	Regionals Total
REVENUES							
State Appropriations	1,810,510	927,254	4,710,521	3,808,369	2,988,486	3,962,897	18,208,037
Net Undergraduate Tuition & Fees	(1,105,000)	2,768,029	8,963,804	7,364,733	9,033,770	6,877,002	33,902,338
Net Graduate Tuition & Fees	-	2,549	100,000	30,200	181,700	19,580	334,029
Room & Board	-	-	-	-	-	-	-
Grants and Contracts	500	150,000	130,000	200,000	400,000	150,320	1,030,820
Facilities & Admin Costs Recovery	1,400	-	-	-	-	-	1,400
Gifts	-	3,000	13,650	75,000	81,500	20,000	193,150
Endowment Distributions	5,000	47,515	112,704	76,085	199,026	36,828	477,157
Investment Income	-	-	-	10	-	20	30
Other External Sales	34,000	135,000	280,000	244,500	276,200	95,000	1,064,700
Total Revenues	\$ 746,410	\$ 4,033,346	\$ 14,310,679	\$ 11,798,897	\$ 13,160,683	\$ 11,161,647	\$ 55,211,661
EXPENSES							
EXPENSES & INDIRECT COST ALLOCATIONS							
Total Salaries, Wages, & Other Payroll	553,612	3,360,668	8,133,371	7,307,393	8,246,413	7,579,419	35,180,876
Total Benefits	171,299	1,147,021	2,621,821	2,307,058	2,767,551	2,424,850	11,439,600
Supplies & Services	112,000	696,000	1,968,000	2,040,355	1,494,452	1,593,650	7,904,457
Capitalized Costs	-	11,000	50,000	15,000	97,161	21,000	194,161
Depreciation	-	-	-	-	-	-	-
Internal Loan - Principal & Interest	-	-	-	-	274,675	-	274,675
Debt Service - Principal	-	-	-	-	-	-	-
Debt Service - Interest	-	-	-	-	-	-	-
Internal Sales	-	-	(700)	-	(52,094)	-	(52,794)
Total Direct Expenses	\$ 836,911	\$ 5,214,689	\$ 12,772,492	\$ 11,669,806	\$ 12,828,158	\$ 11,618,919	\$ 54,940,975
Total Internal Allocations & Sales	(236,616)	84,582	194,539	177,622	219,913	169,164	609,205
Total Indirect Costs Allocations	27,347	1,483,027	3,487,509	3,124,046	3,735,614	2,963,863	14,821,407
Depreciation Allocation	-	-	-	-	-	-	-
Subvention/Strategic Pool Allocation	88,364	474,046	1,710,863	1,387,921	1,537,960	1,327,910	6,527,063
Transfers to (from) Strategic Investment Pool	(2,972,943)	(1,654,114)	(4,025,829)	(3,569,120)	(4,333,075)	(3,279,398)	(19,834,479)
Total Allocations & Transfers	\$ (3,093,848)	\$ 387,541	\$ 1,367,082	\$ 1,120,470	\$ 1,160,413	\$ 1,181,539	\$ 2,123,197
Total Expenses & Transfers	\$ (2,256,937)	\$ 5,602,230	\$ 14,139,574	\$ 12,790,276	\$ 13,988,571	\$ 12,800,458	\$ 57,064,171
Results of Operations	\$ 3,003,347	\$ (1,568,884)	\$ 171,105	\$ (991,379)	\$ (827,889)	\$ (1,638,811)	\$ (1,852,510)
Transfers to (from) Operations	-	-	-	-	-	-	-
Provisions for Facility and Equipment Renewal	-	-	-	-	-	-	-
Transfers to (from) Quasi Endowments	-	-	-	-	-	-	-
Transfers to (from) Plant Fund -- Project Related	-	-	-	-	-	-	-
Transfer to (from) Capital Projects	-	-	-	-	-	-	-
Net Results	\$ 3,003,347	\$ (1,568,884)	\$ 171,105	\$ (991,379)	\$ (827,889)	\$ (1,638,811)	\$ (1,852,510)

12 Academic Program Investments

For FY16, academic units brought forward investment requests of \$4.8 million. Given constrained resources within the Subvention Pool, approved funding incorporated into the FY16 Budget was limited to the programs as outlined below.

Planning Unit	Description	Investment
Arts and Sciences	Geology Instructional Support	\$ (22,000)
Arts and Sciences	Themes Initiative	\$ (800,000)
Arts and Sciences Total		\$ (822,000)
Communication	International Studies	\$ (75,000)
Communication Total		\$ (75,000)
University College	Advisors	\$ (351,000)
University College Total		\$ (58,000)
Graduate College	Graduate Writing Center	\$ (58,000)
Graduate College Total		\$ (58,000)
eLearning	Instructional Technologists	\$ (472,000)
eLearning Total		\$ (472,000)
Honors	Instructional Support	\$ (70,636)
Honors Total		\$ (70,636)
Library	ISI Web of Science	\$ (125,000)
Library	Serial Inflation	\$ (259,000)
Library	Shao Curator	\$ (23,000)
Library Total		\$ (407,000)
Other	Classrooms	\$ (1,000,000)
Other Total		\$ (1,000,000)
Grand Total		\$ (2,904,636)

13 Administrative Investments

Administrative units brought forward requests for programmatic investments that totaled \$8.4 million versus a planning assumption of \$2M. Final investment decisions were made in consideration of the types of investments as categorized below: Health & Life Safety, Regulatory Compliance, Expanded Offerings, Inflation, Revenue Opportunity, Size/Enrollment Pressures, and Funding True-ups.

Below is a summary of funded investments:

Category	Planning Unit	Description	Allocated Costs
Expanded Offering	President	Centralized Online Calendar of University Events	\$ (20,100)
Expanded Offering	Provost	Academic Excellence - Faculty Fellow for Program Reviews (0.5 FTE)	\$ (88,006)
Expanded Offering	Provost	Provost - Disability Fund - request only single individual	\$ (50,000)
Expanded Offering	Provost	Provost VP'S Administrative Services Support (1.0 FTE)	\$ (50,000)
Expanded Offering	Provost	Provost VP'S Administrative Services Support (1.0 FTE) - Benefits	\$ (20,845)
Expanded Offering	VP Finance & Administration	Finance - BPA Budget Analyst	\$ (73,048)
Expanded Offering	VP Finance & Administration	Finance - Financial Systems Director	\$ (101,636)
Expanded Offering	VP Finance & Administration	OUPD - Bike Officers- uniforms,safety accessories,training	\$ (8,000)
Expanded Offering	VP Finance & Administration	OUPD - Community Relations Event (BBQ for both Spring and Fall)	\$ (6,000)
Expanded Offering	VP Finance & Administration	OUPD - K-9 Officer Alex- Care (vet,food,meds,etc.)	\$ (4,000)
Expanded Offering	VP Finance & Administration	UHR - Funding for Employee Appreciation Day	\$ (20,000)
Expanded Offering	VP Finance & Administration	UHR - New position to develop/manage Apprentice Program for Facilities	\$ (42,452)
Expanded Offering	VP Finance & Administration	FacMgt - Plumbers (2 FTE)	\$ (140,000)
Expanded Offering Total			\$ (624,087)
Health & Life Safety	Provost	D&I - OU Survivor Advocacy Program Coordinator	\$ (90,000)
Health & Life Safety	Provost	D&I - WC Not Anymore Prevention Education	\$ (19,800)
Health & Life Safety	VP Finance & Administration	OUPD - Additional Outside Security (fests, special events, athletics, etc..)	\$ (100,000)
Health & Life Safety	VP of Student Affairs	Asst. Dir for Sexual Assault and Risk Reduction	\$ (65,000)
Health & Life Safety Total			\$ (274,800)
Inflation	Library	6% Serials Inflation	\$ (210,000)
Inflation	Provost	Registrar - Ongoing maintenance of College Scheduler	\$ (20,000)
Inflation	VP Finance & Administration	Finance - Controller	\$ (76,685)
Inflation	VP Finance & Administration	Finance - Incremental Concur licensing fees for new contract	\$ (32,000)
Inflation	VP Finance & Administration	OIT - 2% Inflation for License fees	\$ (75,914)
Inflation	VP Finance & Administration	OIT - Increased maintenance fees for Juniper data center routers and firewall	\$ (88,500)
Inflation	VP Finance & Administration	OUPD - Additional Overtime	\$ (48,000)
Inflation	VP Finance & Administration	OUPD - Printing-ComDoc usage	\$ (2,500)
Inflation Total			\$ (553,599)
Funding True-up	Athletics	True-up of FY15 Funding	\$ (2,986)
Funding True-up	President	True-up of FY15 Funding	\$ (48,823)
Funding True-up	Provost	True-up of FY15 Funding	\$ (4,841)
Funding True-up	VP Finance & Administration	True-up of FY15 Funding	\$ (5,783)
Funding True-up	VP of Student Affairs	True-up of FY15 Funding	\$ (2,406)
Funding True-up Total			\$ (64,839)
Regulatory Compliance	President	Annual Funding for InsZoom Immigration Software	\$ (3,900)
Regulatory Compliance	Provost	Office of Institutional Equity - Coordinator Title IX Investigator/Affirmative Action	\$ (148,000)
Regulatory Compliance	Provost	Office of Institutional Equity - Training Funds	\$ (41,000)
Regulatory Compliance	VP Finance & Administration	OUPD - MARCS system maintenance	\$ (9,000)
Regulatory Compliance Total			\$ (201,900)
Revenue Opportunity	Provost	SVP Instructional Innovation New Hire Shore Up	\$ (87,000)
Revenue Opportunity	Provost	SVP Instructional Innovation New Hire Shore Up - Benefits	\$ (14,084)
Revenue Opportunity Total			\$ (101,084)
Size/Enrollment Pressures	Provost	Director for Dual Enrollment Programs	\$ (128,731)
Size/Enrollment Pressures	Provost	Registrar - Academic Advisor for Veterans Center \$62,000	\$ (64,915)
Size/Enrollment Pressures Total			\$ (193,646)
Grand Total			\$ (2,013,955)

14 Planning Unit Summaries

Across the following pages, each of these summary columns are presented with planning unit detail.

<p><i>Athens Colleges & Schools;</i></p> <ul style="list-style-type: none"> Arts & Sciences Business Communication Education Engineering Fine Arts Health Sciences University College International Studies Honors Tutorial College Voinovich eLearning HCOM 	<p><i>Academic Support</i></p> <ul style="list-style-type: none"> Advancement Airport Athena CDC Central Pool Debt Service Employee Fee Waivers General Fee Central Graduate College Graduate College General Fee Indirect Cost Collection ISFS Kennedy Museum Library Marching 110 OIT (Information Technology) President Provost Student Affairs Student Financial Aid Utilities VP Research VPFA (VP for Finance and Administration) WellWorks WOUB
<p><i>Regional Campuses</i></p> <ul style="list-style-type: none"> Chillicothe Campus Eastern Campus Executive Dean – Regional Lancaster Campus Southern Campus Zanesville Campus 	
<p><i>Auxiliaries</i></p> <ul style="list-style-type: none"> Athletics Culinary Services Housing Parking & Transportation Printing 	
<p><i>Subvention Investment Pool</i></p> <ul style="list-style-type: none"> Institutional Reserves Provost Reserves Subvention 	

14.1 Athens Colleges and Schools

	Arts & Sciences	Business	Communication	Education	Engineering	Fine Arts
REVENUES						
State Appropriations	29,037,688	10,137,694	10,062,289	12,915,678	9,801,028	6,277,770
Net Undergraduate Tuition & Fees	78,027,117	23,305,451	15,577,119	12,015,759	17,148,123	13,920,305
Net Graduate Tuition & Fees	5,222,240	8,664,711	932,781	5,777,350	1,447,873	933,602
Room & Board	-	-	-	-	-	-
Grants and Contracts	5,648,564	71,625	405,000	1,335,000	11,857,500	71,086
Facilities & Admin Costs Recovery	1,107,000	-	60,000	94,000	3,642,500	-
Gifts	335,000	412,000	1,600,000	75,000	500,000	182,376
Endowment Distributions	1,129,089	877,419	1,089,290	345,565	7,097,636	386,685
Investment Income	-	-	-	-	250,000	-
Other External Sales	42,173	1,205,249	70,000	-	125,000	603,100
Total Revenues	\$ 120,548,870	\$ 44,674,149	\$ 29,796,479	\$ 32,558,352	\$ 51,869,659	\$ 22,374,925
EXPENSES						
EXPENSES & INDIRECT COST ALLOCATIONS						
Total Salaries, Wages, & Other Payroll	55,799,340	18,219,543	12,178,106	12,583,783	23,206,979	11,443,287
Total Benefits	15,842,107	4,684,665	3,417,536	3,749,257	5,858,446	3,759,302
Supplies & Services	7,491,089	4,523,654	2,096,352	1,069,752	7,060,000	2,072,802
Capitalized Costs	650,936	-	-	-	2,630,000	-
Depreciation	-	-	-	-	-	-
Internal Loan - Principal & Interest	-	-	-	-	386,305	-
Debt Service - Principal	-	-	-	-	-	-
Debt Service - Interest	-	-	-	-	-	-
Internal Sales	-	-	-	-	(250,000)	-
Total Direct Expenses	\$ 79,783,472	\$ 27,427,862	\$ 17,691,994	\$ 17,402,792	\$ 38,891,730	\$ 17,275,391
Total Internal Allocations & Sales	187,954	25,600	(185,113)	48,714	(50,000)	(375,000)
Total Indirect Costs Allocations	40,001,223	13,478,292	11,886,913	11,300,296	13,605,367	9,243,398
Depreciation Allocation	2,943,818	368,712	1,274,290	153,744	1,533,272	783,894
Subvention/Strategic Pool Allocation	12,472,722	4,655,884	2,999,842	3,461,235	3,814,430	2,314,291
Transfers to (from) Strategic Investment Pool	(13,466,932)	(1,150,173)	(4,635,103)	190,685	(6,258,998)	(6,867,049)
Total Allocations & Transfers	\$ 42,138,785	\$ 17,378,315	\$ 11,340,829	\$ 15,154,674	\$ 12,644,070	\$ 5,099,534
Total Expenses & Transfers	\$ 121,922,257	\$ 44,806,176	\$ 29,032,823	\$ 32,557,466	\$ 51,535,800	\$ 22,374,925
Results of Operations	\$ (1,373,387)	\$ (132,028)	\$ 763,656	\$ 886	\$ 333,859	\$ (0)
Transfers to (from) Operations	(1,373,387)	(90,701)	(133,281)	-	333,860	-
Transfers to (from) Quasi Endowments	-	-	-	-	-	-
Transfer to (from) Capital Projects	-	-	1,000,000	-	-	-
Net Results	\$ 0	\$ (41,327)	\$ (103,063)	\$ 886	\$ (1)	\$ (0)



	Health Sciences	Honors College	International Studies	University College	e-Learning	Voinovich	Athens Colleges
REVENUES							
State Appropriations	38,923,170	23,116	685,442	2,989,137	-	1,764,131	122,617,143
Net Undergraduate Tuition & Fees	30,938,321	(592,638)	3,049,940	3,373,561	12,584,227	108,732	209,456,016
Net Graduate Tuition & Fees	7,087,433	-	455,238	(16,376)	12,088,345	431,005	43,024,202
Room & Board	-	-	-	-	-	-	-
Grants and Contracts	4,537,176	5,839	-	315,000	-	4,801,458	29,048,248
Facilities & Admin Costs Recovery	44,137	-	-	-	-	662,597	5,610,235
Gifts	82,709	42,000	-	70,000	8,031	332,400	3,639,516
Endowment Distributions	131,765	1,029,729	215,000	-	361	17,065	12,319,604
Investment Income	-	-	-	13,608	-	-	263,608
Other External Sales	811,782	-	-	82,000	-	7,000	2,946,304
Total Revenues	\$ 82,556,493	\$ 508,046	\$ 4,405,620	\$ 6,826,930	\$ 24,680,964	\$ 8,124,388	\$ 428,924,875
EXPENSES							
EXPENSES & INDIRECT COST ALLOCATIONS							
Total Salaries, Wages, & Other Payroll	18,741,008	846,309	2,229,231	3,775,630	3,899,547	6,174,252	169,097,015
Total Benefits	5,934,308	288,772	658,310	1,299,703	1,196,717	1,867,217	48,556,339
Supplies & Services	5,317,493	480,267	2,328,735	1,016,197	13,755,016	4,739,439	51,950,796
Capitalized Costs	-	135	10,000	-	-	10,000	3,301,071
Depreciation	-	-	-	-	-	-	-
Internal Loan - Principal & Interest	-	-	3,831	-	-	-	390,136
Debt Service - Principal	-	-	-	-	-	-	-
Debt Service - Interest	-	-	-	-	-	-	-
Internal Sales	(1,653,387)	-	-	-	-	-	(1,903,387)
Total Direct Expenses	\$ 28,339,422	\$ 1,615,483	\$ 5,230,107	\$ 6,091,530	\$ 18,851,280	\$ 12,790,908	\$ 271,391,970
Total Internal Allocations & Sales	(37,928)	18,200	41,000	(164,382)	826,616	(2,146,217)	(1,810,556)
Total Indirect Costs Allocations	25,045,032	108,534	1,226,533	7,419,030	1,008,121	1,621,142	135,943,881
Depreciation Allocation	547,009	9,179	163,913	65,819	77,448	215,473	8,136,570
Subvention/Strategic Pool Allocation	7,808,948	22,488	512,061	759,739	3,460,725	164,177	42,446,541
Transfers to (from) Strategic Investment Pool	20,753,169	(1,539,813)	(2,769,565)	(7,292,886)	137,156	(5,061,462)	(27,960,971)
Total Allocations & Transfers	\$ 54,116,230	\$ (1,381,412)	\$ (826,058)	\$ 787,319	\$ 5,510,066	\$ (5,206,887)	\$ 156,755,465
Total Expenses & Transfers	\$ 82,455,652	\$ 234,071	\$ 4,404,049	\$ 6,878,850	\$ 24,361,346	\$ 7,584,021	\$ 428,147,436
Results of Operations	\$ 100,841	\$ 273,975	\$ 1,570	\$ (51,920)	\$ 319,618	\$ 540,367	\$ 777,439
Transfers to (from) Operations	-	-	-	-	-	-	(1,263,509)
Transfers to (from) Quasi Endowments	-	-	-	-	-	-	-
Transfer to (from) Capital Projects	300,000	(18,358)	(163,913)	-	-	-	1,117,729
Net Results	\$ (199,159)	\$ 292,333	\$ 165,483	\$ (51,920)	\$ 319,618	\$ 540,367	\$ 923,219

	HCOM Athens	HCOM Cleveland	HCOM Dublin	College of Medicine	Athens Colleges and Schools
REVENUES					
State Appropriations	16,857,168	-	-	16,857,168	139,474,311
Net Undergraduate Tuition & Fees	4,999	16,000	20,725	41,724	209,497,740
Net Graduate Tuition & Fees	21,084,123	1,600,301	3,559,740	26,244,164	69,268,366
Room & Board	-	-	-	-	-
Grants and Contracts	10,599,157	-	945,030	11,544,187	40,592,435
Facilities & Admin Costs Recovery	474,826	-	-	474,826	6,085,061
Gifts	300,000	500,000	75,000	875,000	4,514,516
Endowment Distributions	274,372	-	-	274,372	12,593,976
Investment Income	-	-	-	-	263,608
Other External Sales	471,538	-	777,719	1,249,257	4,195,561
Total Revenues	\$ 50,066,183	\$ 2,116,301	\$ 5,378,214	\$ 57,560,698	\$ 486,485,572
EXPENSES					
EXPENSES & INDIRECT COST ALLOCATIONS					
Total Salaries, Wages, & Other Payroll	26,489,168	2,130,480	2,396,585	31,016,233	200,113,248
Total Benefits	9,423,375	721,104	733,782	10,878,261	59,434,600
Supplies & Services	9,939,569	1,953,025	2,309,241	14,201,835	66,152,631
Capitalized Costs	919,180	100,000	243,000	1,262,180	4,563,251
Depreciation	-	-	-	-	-
Internal Loan - Principal & Interest	184,768	-	1,334,296	1,519,064	1,909,200
Debt Service - Principal	-	-	-	-	-
Debt Service - Interest	-	-	-	-	-
Internal Sales	(108,000)	-	-	(108,000)	(2,011,387)
Total Direct Expenses	\$ 46,848,060	\$ 4,904,609	\$ 7,016,904	\$ 58,769,573	\$ 330,161,543
Total Internal Allocations & Sales	1,071,816	(2,354,975)	(621,980)	(1,905,139)	(3,715,695)
Total Indirect Costs Allocations	7,208,349	3,226	55,812	7,267,388	143,211,269
Depreciation Allocation	0	-	-	0	8,136,571
Subvention/Strategic Pool Allocation	4,305,336	186,066	413,920	4,905,322	47,351,863
Transfers to (from) Strategic Investment Pool	(5,981,297)	(186,066)	(413,920)	(6,581,283)	(34,542,254)
Total Allocations & Transfers	\$ 6,604,204	\$ (2,351,748)	\$ (566,168)	\$ 3,686,288	\$ 160,441,753
Total Expenses & Transfers	\$ 53,452,263	\$ 2,552,861	\$ 6,450,737	\$ 62,455,861	\$ 490,603,297
Results of Operations	\$ (3,386,081)	\$ (436,560)	\$ (1,072,523)	\$ (4,895,163)	\$ (4,117,724)
Transfers to (from) Operations	(2,408,364)	(521,697)	(1,118,149)	(4,048,210)	(5,311,719)
Transfers to (from) Quasi Endowments	-	-	-	-	-
Transfer to (from) Capital Projects	-	-	-	-	1,117,729
Net Results	\$ (977,717)	\$ 85,137	\$ 45,626	\$ (846,953)	\$ 76,266

14.2 Regional Campuses

	Executive Dean	Eastern	Chillicothe	Southern	Lancaster	Zanesville	Regionals Total
REVENUES							
State Appropriations	1,810,510	927,254	4,710,521	3,808,369	2,988,486	3,962,897	18,208,037
Net Undergraduate Tuition & Fees	(1,105,000)	2,768,029	8,963,804	7,364,733	9,033,770	6,877,002	33,902,338
Net Graduate Tuition & Fees	-	2,549	100,000	30,200	181,700	19,580	334,029
Room & Board	-	-	-	-	-	-	-
Grants and Contracts	500	150,000	130,000	200,000	400,000	150,320	1,030,820
Facilities & Admin Costs Recovery	1,400	-	-	-	-	-	1,400
Gifts	-	3,000	13,650	75,000	81,500	20,000	193,150
Endowment Distributions	5,000	47,515	112,704	76,085	199,026	36,828	477,157
Investment Income	-	-	-	10	-	20	30
Other External Sales	34,000	135,000	280,000	244,500	276,200	95,000	1,064,700
Total Revenues	\$ 746,410	\$ 4,033,346	\$ 14,310,679	\$ 11,798,897	\$ 13,160,683	\$ 11,161,647	\$ 55,211,661
EXPENSES							
EXPENSES & INDIRECT COST ALLOCATIONS							
Total Salaries, Wages, & Other Payroll	553,612	3,360,668	8,133,371	7,307,393	8,246,413	7,579,419	35,180,876
Total Benefits	171,299	1,147,021	2,621,821	2,307,058	2,767,551	2,424,850	11,439,600
Supplies & Services	112,000	696,000	1,968,000	2,040,355	1,494,452	1,593,650	7,904,457
Capitalized Costs	-	11,000	50,000	15,000	97,161	21,000	194,161
Depreciation	-	-	-	-	-	-	-
Internal Loan - Principal & Interest	-	-	-	-	274,675	-	274,675
Debt Service - Principal	-	-	-	-	-	-	-
Debt Service - Interest	-	-	-	-	-	-	-
Internal Sales	-	-	(700)	-	(52,094)	-	(52,794)
Total Direct Expenses	\$ 836,911	\$ 5,214,689	\$ 12,772,492	\$ 11,669,806	\$ 12,828,158	\$ 11,618,919	\$ 54,940,975
Total Internal Allocations & Sales	(236,616)	84,582	194,539	177,622	219,913	169,164	609,205
Total Indirect Costs Allocations	27,347	1,483,027	3,487,509	3,124,046	3,735,614	2,963,863	14,821,407
Depreciation Allocation	-	-	-	-	-	-	-
Subvention/Strategic Pool Allocation	88,364	474,046	1,710,863	1,387,921	1,537,960	1,327,910	6,527,063
Transfers to (from) Strategic Investment Pool	(2,972,943)	(1,654,114)	(4,025,829)	(3,569,120)	(4,333,075)	(3,279,398)	(19,834,479)
Total Allocations & Transfers	\$ (3,093,848)	\$ 387,541	\$ 1,367,082	\$ 1,120,470	\$ 1,160,413	\$ 1,181,539	\$ 2,123,197
Total Expenses & Transfers	\$ (2,256,937)	\$ 5,602,230	\$ 14,139,574	\$ 12,790,276	\$ 13,988,571	\$ 12,800,458	\$ 57,064,171
Results of Operations	\$ 3,003,347	\$ (1,568,884)	\$ 171,105	\$ (991,379)	\$ (827,889)	\$ (1,638,811)	\$ (1,852,510)
Transfers to (from) Operations	-	-	-	-	-	-	-
Transfers to (from) Quasi Endowments	-	-	-	-	-	-	-
Transfer to (from) Capital Projects	-	-	-	-	-	-	-
Net Results	\$ 3,003,347	\$ (1,568,884)	\$ 171,105	\$ (991,379)	\$ (827,889)	\$ (1,638,811)	\$ (1,852,510)

14.3 Auxiliaries

	Housing	Dining	Transportation	Printing	Athletics	Auxiliaries
REVENUES						
State Appropriations	-	-	-	-	-	-
Net Undergraduate Tuition & Fees	(525,000)	(1,002,000)	-	-	(7,843,386)	(9,370,386)
Net Graduate Tuition & Fees	(24,564)	-	-	-	-	(24,564)
Room & Board	53,585,188	40,220,051	-	-	-	93,805,239
Grants and Contracts	-	-	-	-	67,000	67,000
Facilities & Admin Costs Recovery	-	-	-	-	-	-
Gifts	1,000	-	-	-	1,700,000	1,701,000
Endowment Distributions	-	-	-	-	139,450	139,450
Investment Income	-	-	-	-	-	-
Other External Sales	746,250	5,696,844	2,754,000	659,000	5,320,500	15,176,594
Total Revenues	\$ 53,782,874	\$ 44,914,895	\$ 2,754,000	\$ 659,000	\$ (616,436)	\$ 101,494,333
EXPENSES						
EXPENSES & INDIRECT COST ALLOCATIONS						
Total Salaries, Wages, & Other Payroll	3,540,612	12,778,496	1,292,098	715,759	6,782,859	25,109,824
Total Benefits	3,385,821	5,167,649	486,531	315,065	2,269,307	11,624,373
Supplies & Services	7,860,368	16,964,055	1,585,160	1,801,989	6,418,766	34,630,338
Capitalized Costs	21,000	501,250	102,680	-	216,200	841,130
Depreciation	-	-	-	-	-	-
Internal Loan - Principal & Interest	8,313,717	102,660	100,000	-	227,653	8,744,030
Debt Service - Principal	-	-	-	-	-	-
Debt Service - Interest	-	-	-	-	-	-
Internal Sales	(293,160)	(1,503,008)	(2,028,412)	(2,649,200)	-	(6,473,780)
Total Direct Expenses	\$ 22,828,358	\$ 34,011,102	\$ 1,538,057	\$ 183,613	\$ 15,914,785	\$ 74,475,915
Total Internal Allocations & Sales	5,655,664	481,744	36,000	(2,608)	730,276	6,901,076
Total Indirect Costs Allocations	7,753,076	2,443,105	248,781	201,118	(18,261,497)	(7,615,418)
Depreciation Allocation	-	-	-	-	-	-
Subvention/Strategic Pool Allocation	-	-	-	-	-	-
Transfers to (from) Strategic Investment Pool	-	-	-	-	-	-
Total Allocations & Transfers	\$ 13,408,740	\$ 2,924,850	\$ 284,781	\$ 198,510	\$ (17,531,221)	\$ (714,341)
Total Expenses & Transfers	\$ 36,237,098	\$ 36,935,952	\$ 1,822,838	\$ 382,123	\$ (1,616,436)	\$ 73,761,574
Results of Operations	\$ 17,545,776	\$ 7,978,943	\$ 931,162	\$ 276,877	\$ 1,000,000	\$ 27,732,759
Transfers to (from) Operations	-	-	-	-	-	-
Transfers to (from) Quasi Endowments	-	-	-	-	-	-
Transfer to (from) Capital Projects	17,544,777	7,871,576	150,000	-	1,000,000	26,566,353
Net Results	\$ 999	\$ 107,367	\$ 781,162	\$ 276,877	\$ 0	\$ 1,166,406

14.4 Academic Support

	Athena	CDC	Advancement	Airport	Central Pool	Debt Service
REVENUES						
State Appropriations	-	-	-	-	-	-
Net Undergraduate Tuition & Fees	-	-	-	-	(693,600)	-
Net Graduate Tuition & Fees	-	-	-	-	-	-
Room & Board	-	-	-	-	-	-
Grants and Contracts	2,000	-	-	-	200,000	-
Facilities & Admin Costs Recovery	-	-	-	-	22,370	-
Gifts	-	3,000	200,000	-	5,700,000	-
Endowment Distributions	-	-	7,346,723	-	480,841	-
Investment Income	-	-	1,633,359	-	-	-
Other External Sales	90,500	751,500	399,965	905,095	(130,183)	-
Total Revenues	\$ 92,500	\$ 754,500	\$ 9,580,047	\$ 905,095	\$ 5,579,428	\$ -
EXPENSES						
EXPENSES & INDIRECT COST ALLOCATIONS						
Total Salaries, Wages, & Other Payroll	107,054	725,490	6,032,547	756,200	375,930	-
Total Benefits	40,619	325,842	2,049,559	285,972	1,595,984	-
Supplies & Services	62,360	58,435	5,229,962	1,040,955	7,818,886	727,000
Capitalized Costs	-	-	-	-	-	-
Depreciation	-	-	-	-	-	-
Internal Loan - Principal & Interest	-	-	-	256,120	-	22,036,190
Debt Service - Principal	-	-	-	-	-	-
Debt Service - Interest	-	-	-	-	-	-
Internal Sales	(30,000)	-	-	(698,296)	(4,000)	-
Total Direct Expenses	\$ 180,033	\$ 1,109,767	\$ 13,312,068	\$ 1,640,951	\$ 9,786,800	\$ 22,763,190
Total Internal Allocations & Sales	-	(31,229)	135,155	-	(5,528,925)	-
Total Indirect Costs Allocations	(87,447)	(324,038)	(2,491,406)	(1,571,146)	(4,907,658)	(9,205,836)
Depreciation Allocation	-	-	-	-	-	(17,128,475)
Subvention/Strategic Pool Allocation	-	-	-	-	5,916	-
Transfers to (from) Strategic Investment Pool	-	-	-	-	1,100,091	-
Total Allocations & Transfers	\$ (87,447)	\$ (355,267)	\$ (2,356,251)	\$ (1,571,146)	\$ (9,330,576)	\$ (26,334,311)
Total Expenses & Transfers	\$ 92,586	\$ 754,500	\$ 10,955,817	\$ 69,805	\$ 456,224	\$ (3,571,121)
Results of Operations	\$ (86)	\$ (0)	\$ (1,375,770)	\$ 835,290	\$ 5,123,204	\$ 3,571,121
Transfers to (from) Operations	-	-	-	-	5,716,884	-
Transfers to (from) Quasi Endowments	-	-	-	-	-	-
Transfer to (from) Capital Projects	-	-	-	-	163,913	3,571,121
Net Results	\$ (86)	\$ (0)	\$ (1,375,770)	\$ 835,290	\$ (757,593)	\$ -

	Kennedy Museum	ISFS	Gradute College	Indirect Cost Coll	Employee Fee Waivers	Graduate College General Fee	General Fee Cent
REVENUES							
State Appropriations	-	-	-	-	-	-	-
Net Undergraduate Tuition & Fees	-	54,750	219,000	43,177,998	-	-	-
Net Graduate Tuition & Fees	-	-	356,178	-	-	(522,951)	-
Room & Board	-	-	-	-	-	-	-
Grants and Contracts	40,000	-	-	-	-	-	-
Facilities & Admin Costs Recovery	-	-	-	-	-	-	-
Gifts	50,000	-	-	-	-	-	-
Endowment Distributions	50,764	-	-	1,345,770	-	-	-
Investment Income	-	-	-	-	-	-	-
Other External Sales	26,270	-	-	335,000	-	-	-
Total Revenues	\$ 167,034	\$ 54,750	\$ 575,178	\$ 44,858,768	\$ -	\$ (522,951)	\$ -
EXPENSES							
EXPENSES & INDIRECT COST ALLOCATIONS							
Total Salaries, Wages, & Other Payroll	363,979	349,642	1,017,013	-	-	1,500	31,148
Total Benefits	102,757	142,384	404,687	(4,902,453)	7,548,841	-	-
Supplies & Services	67,674	62,236	307,778	(1,158,023)	-	1,854	407,060
Capitalized Costs	-	-	5,000	-	-	-	-
Depreciation	-	-	-	-	-	-	-
Internal Loan - Principal & Interest	-	-	-	-	-	-	597,675
Debt Service - Principal	-	-	-	-	-	-	-
Debt Service - Interest	-	-	-	-	-	-	-
Internal Sales	-	-	-	-	-	-	-
Total Direct Expenses	\$ 534,410	\$ 554,262	\$ 1,734,478	\$ (6,060,476)	\$ 7,548,841	\$ 3,354	\$ 1,035,883
Total Internal Allocations & Sales	-	-	74,172	(7,628,774)	-	-	1,685,193
Total Indirect Costs Allocations	(363,352)	(498,405)	(1,173,600)	49,816,252	(7,548,841)	(526,305)	(2,721,076)
Depreciation Allocation	-	-	-	8,991,905	-	-	-
Subvention/Strategic Pool Allocation	-	-	-	-	-	-	-
Transfers to (from) Strategic Investment Pool	-	-	(59,872)	-	-	-	-
Total Allocations & Transfers	\$ (363,352)	\$ (498,405)	\$ (1,159,300)	\$ 51,179,383	\$ (7,548,841)	\$ (526,305)	\$ (1,035,883)
Total Expenses & Transfers	\$ 171,058	\$ 55,857	\$ 575,178	\$ 45,118,907	\$ -	\$ (522,951)	\$ -
Results of Operations	\$ (4,024)	\$ (1,107)	\$ (0)	\$ (260,139)	\$ -	\$ -	\$ -
Transfers to (from) Operations	-	-	-	(257,968)	-	-	-
Transfers to (from) Quasi Endowments	-	-	-	-	-	-	-
Transfer to (from) Capital Projects	-	-	-	-	-	-	-
Net Results	\$ (4,024)	\$ (1,107)	\$ (0)	\$ (2,171)	\$ -	\$ -	\$ -

	Library	Provost	President	OIT	Student Fin Aid	Marching 110
REVENUES						
State Appropriations	169,861	-	-	-	-	-
Net Undergraduate Tuition & Fees	-	(852,253)	(5,000)	-	(30,603,462)	(3,143)
Net Graduate Tuition & Fees	-	(182,000)	-	-	-	-
Room & Board	-	-	-	-	-	-
Grants and Contracts	170,581	455,000	8,470	-	-	-
Facilities & Admin Costs Recovery	-	-	-	-	-	-
Gifts	150,000	213,168	3,000	-	-	33,000
Endowment Distributions	380,753	2,128,678	28,036	-	-	4,565
Investment Income	-	40	-	-	-	-
Other External Sales	210,000	1,000,462	10,000	3,147,750	130,183	-
Total Revenues	\$ 1,081,195	\$ 2,763,095	\$ 44,506	\$ 3,147,750	\$ (30,473,279)	\$ 34,422
EXPENSES						
EXPENSES & INDIRECT COST ALLOCATIONS						
Total Salaries, Wages, & Other Payroll	4,909,851	10,525,520	4,130,593	13,182,335	-	46,350
Total Benefits	1,723,878	3,661,814	1,296,127	4,329,976	-	20,134
Supplies & Services	4,940,531	4,452,868	900,759	11,332,000	-	188,761
Capitalized Costs	1,196,106	-	-	-	-	-
Depreciation	-	-	-	-	-	-
Internal Loan - Principal & Interest	-	-	-	-	-	-
Debt Service - Principal	-	-	-	-	-	-
Debt Service - Interest	-	-	-	-	-	-
Internal Sales	-	-	(65,000)	(3,712,649)	-	-
Total Direct Expenses	\$ 12,770,366	\$ 18,640,202	\$ 6,262,479	\$ 25,131,662	\$ -	\$ 255,245
Total Internal Allocations & Sales	(120,300)	(177,115)	(132,414)	(620,995)	1,023,285	(30,888)
Total Indirect Costs Allocations	(11,434,871)	(15,623,975)	(6,085,559)	(23,199,085)	(31,496,564)	(189,935)
Depreciation Allocation	-	-	-	-	-	-
Subvention/Strategic Pool Allocation	-	-	-	-	-	-
Transfers to (from) Strategic Investment Pool	(384,000)	-	-	-	-	-
Total Allocations & Transfers	\$ (11,939,171)	\$ (15,801,090)	\$ (6,217,973)	\$ (23,820,080)	\$ (30,473,279)	\$ (220,823)
Total Expenses & Transfers	\$ 831,195	\$ 2,839,112	\$ 44,506	\$ 1,311,582	\$ (30,473,279)	\$ 34,422
Results of Operations	\$ 250,000	\$ (76,017)	\$ (0)	\$ 1,836,168	\$ -	\$ 0
Transfers to (from) Operations	-	(76,017)	-	250,000	-	-
Transfers to (from) Quasi Endowments	-	-	-	-	-	-
Transfer to (from) Capital Projects	250,000	-	-	1,586,168	-	-
Net Results	\$ 0	\$ 0	\$ (0)	\$ -	\$ -	\$ 0

	WOUB	Wellworks	VP Research	VPFA	Utilities	Academic Support
REVENUES						
State Appropriations	-	-	130,000	-	-	299,861
Net Undergraduate Tuition & Fees	(4,222)	-	(10,000)	54,000	-	12,199,086
Net Graduate Tuition & Fees	-	-	(10,000)	-	-	(358,773)
Room & Board	-	-	-	-	-	-
Grants and Contracts	1,849,471	209,758	-	2,925	-	2,938,205
Facilities & Admin Costs Recovery	-	-	1,049,943	-	-	1,072,313
Gifts	688,000	-	-	-	-	7,110,168
Endowment Distributions	-	-	1,636,410	1,000	-	13,463,351
Investment Income	1,951	-	-	-	-	1,635,350
Other External Sales	237,475	281,500	4,927,000	2,539,108	92,627	17,313,207
Total Revenues	\$ 2,772,675	\$ 491,258	\$ 7,723,353	\$ 2,597,033	\$ 92,627	\$ 55,672,768
EXPENSES						
EXPENSES & INDIRECT COST ALLOCATIONS						
Total Salaries, Wages, & Other Payroll	2,462,393	625,082	3,488,239	34,762,947	-	91,682,426
Total Benefits	867,450	185,640	1,191,076	13,941,115	-	36,917,481
Supplies & Services	2,156,686	121,406	5,650,493	11,463,079	10,736,094	69,976,093
Capitalized Costs	-	-	-	472,944	-	1,674,050
Depreciation	-	-	-	-	-	-
Internal Loan - Principal & Interest	49,131	-	77,500	-	-	27,906,873
Debt Service - Principal	-	-	-	-	-	-
Debt Service - Interest	-	-	-	-	-	-
Internal Sales	-	-	(225,000)	(7,763,492)	(697,467)	(13,724,454)
Total Direct Expenses	\$ 5,535,660	\$ 932,128	\$ 10,182,308	\$ 52,876,593	\$ 10,038,627	\$ 214,432,469
Total Internal Allocations & Sales	(510,058)	(180,073)	986,923	(2,353,306)	-	(12,421,688)
Total Indirect Costs Allocations	(2,252,927)	(260,797)	(3,354,132)	(49,226,946)	(10,446,000)	(150,417,258)
Depreciation Allocation	-	-	-	-	-	(8,136,570)
Subvention/Strategic Pool Allocation	-	-	-	-	-	5,916
Transfers to (from) Strategic Investment Pool	-	-	-	-	-	656,219
Total Allocations & Transfers	\$ (2,762,985)	\$ (440,870)	\$ (2,367,209)	\$ (51,580,252)	\$ (10,446,000)	\$ (170,313,382)
Total Expenses & Transfers	\$ 2,772,675	\$ 491,258	\$ 7,815,099	\$ 1,296,341	\$ (407,373)	\$ 44,119,087
Results of Operations	\$ (0)	\$ (0)	\$ (91,746)	\$ 1,300,692	\$ 500,000	\$ 11,553,681
Transfers to (from) Operations	-	-	-	1,300,692	500,000	7,249,874
Transfers to (from) Quasi Endowments	-	-	-	-	-	-
Transfer to (from) Capital Projects	-	-	-	-	-	5,571,202
Net Results	\$ (0)	\$ (0)	\$ (91,746)	\$ (0)	\$ 0	\$ (1,267,395)

14.5 Subvention Investment Fund

	Instit. Reserve	Provost Reserve	Subvention	Total
REVENUES				
State Appropriations	-	-	3,962,342	3,962,342
Net Undergraduate Tuition & Fees	-	-	2,000,000	2,000,000
Net Graduate Tuition & Fees	-	-	-	-
Room & Board	-	-	-	-
Grants and Contracts	-	-	-	-
Facilities & Admin Costs Recovery	-	-	-	-
Gifts	-	-	-	-
Endowment Distributions	-	20,722	-	20,722
Investment Income	-	-	4,500,000	4,500,000
Other External Sales	-	-	-	-
Total Revenues	\$ -	\$ 20,722	\$ 10,462,342	\$ 10,483,064
			\$ -	
EXPENSES				
EXPENSES & INDIRECT COST ALLOCATIONS				
Total Salaries, Wages, & Other Payroll	-	-	-	-
Total Benefits	-	-	-	-
Supplies & Services	-	20,722	-	20,722
Capitalized Costs	-	-	-	-
Depreciation	-	-	-	-
Internal Loan - Principal & Interest	-	-	-	-
Debt Service - Principal	-	-	-	-
Debt Service - Interest	-	-	-	-
Internal Sales	-	-	-	-
Total Direct Expenses	\$ -	\$ 20,722	\$ -	\$ 20,722
Total Internal Allocations & Sales	700,000	2,278,699	11,697,340	14,676,039
Total Indirect Costs Allocations	-	-	-	-
Depreciation Allocation	-	-	-	-
Subvention/Strategic Pool Allocation	-	-	(53,884,842)	(53,884,842)
Transfers to (from) Strategic Investment Pool	(700,000)	(2,278,699)	56,699,213	53,720,514
Total Allocations & Transfers	\$ -	\$ -	\$ 14,511,711	\$ 14,511,711
			\$ -	
Total Expenses & Transfers	\$ -	\$ 20,722	\$ 14,511,711	\$ 14,532,433
			\$ -	
Results of Operations	\$ -	\$ -	\$ (4,049,369)	\$ (4,049,369)
Transfers to (from) Operations	-	-	-	-
Transfers to (from) Quasi Endowments	-	-	1,200,000	1,200,000
Transfer to (from) Capital Projects	-	-	-	-
			-	
Net Results	\$ -	\$ -	\$ (5,249,369)	\$ (5,249,369)

15 Non-Operating Summaries

	Endowment	Capital	Century Bond	Internal Bank	Financial Statement Adjustments	GASB68	Non-Operating
REVENUES							
State Appropriations	-	23,305,985	-	2,100,000	-	-	25,405,985
Net Undergraduate Tuition & Fees	-	-	-	-	-	-	-
Net Graduate Tuition & Fees	-	-	-	-	-	-	-
Room & Board	-	-	-	-	-	-	-
Grants and Contracts	-	-	-	-	-	-	-
Facilities & Admin Costs Recovery	-	-	-	-	-	-	-
Gifts	13,500,000	-	-	-	-	-	13,500,000
Endowment Distributions	(26,694,657)	-	-	-	-	-	(26,694,657)
Investment Income	38,600,000	-	12,000,000	11,400,000	-	-	62,000,000
Other External Sales	-	-	-	200,000	-	-	200,000
Total Revenues	\$ 25,405,343	\$ 23,305,985	\$ 12,000,000	\$ 13,700,000	\$ -	\$ -	\$ 74,411,328
EXPENSES							
EXPENSES & INDIRECT COST ALLOCATIONS							
Total Salaries, Wages, & Other Payroll	-	-	-	-	-	-	-
Total Benefits	-	-	-	-	-	-	-
Supplies & Services	-	5,000,000	-	-	-	-	5,000,000
Capitalized Costs	-	146,877,061	-	-	(154,149,653)	-	(7,272,592)
Depreciation	-	-	-	-	43,600,000	-	43,600,000
Internal Loan - Principal & Interest	-	-	(6,785,000)	(32,049,778)	-	-	(38,834,778)
Debt Service - Principal	-	-	-	17,100,000	(17,100,000)	-	-
Debt Service - Interest	-	-	13,975,000	12,200,000	-	-	26,175,000
Internal Sales	-	-	-	-	-	-	-
Total Direct Expenses	\$ -	\$ 151,877,061	\$ 7,190,000	\$ (2,749,778)	\$ (127,649,653)	\$ -	\$ 28,667,630
Total Internal Allocations & Sales	-	-	-	-	-	-	-
Total Indirect Costs Allocations	-	-	-	-	-	-	-
Depreciation Allocation	-	-	-	-	-	-	-
Subvention/Strategic Pool Allocation	-	-	-	-	-	-	-
Transfers to (from) Strategic Investment Pool	-	-	-	-	-	-	-
Total Allocations & Transfers	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total Expenses & Transfers	\$ -	\$ 151,877,061	\$ 7,190,000	\$ (2,749,778)	\$ (127,649,653)	\$ -	\$ 28,667,630
Results of Operations	\$ 25,405,343	\$ (128,571,076)	\$ 4,810,000	\$ 16,449,778	\$ 127,649,653	\$ -	\$ 45,743,698
Transfers to (from) Operations	-	-	-	-	-	-	-
Transfers to (from) Quasi Endowments	(1,200,000)	-	-	-	-	-	(1,200,000)
Transfer to (from) Capital Projects	-	(137,599,210)	54,343,926	50,000,000	-	-	(33,255,284)
Net Results	\$ 26,605,343	\$ 9,028,134	\$ (49,533,926)	\$ (33,550,222)	\$ 127,649,653	\$ -	\$ 80,198,982

16 Appendix

16.1 Glossary of Terms

FY - The University's fiscal year begins on July 1 and ends on June 30 of the following calendar year.

Planning Units - Represents University organization structure that defines financial accountability

Capital Budget - Budget/plan for capital assets and infrastructure such as facilities, renovation, information technology, and certain equipment. Appropriations from the state of Ohio are the primary source.

Revenue - Inflow of funds from sales, services, fees, gifts, or other external sources, including the state of Ohio and tuition.

Expenditure – The use of funds to pay for activities related to the operation of the University

Base Budget – Represents resources that are consistent and reasonably anticipated to continue from year to year. For example, salaries for permanent positions are expected to be base funded.

One-time Funds - Resources that cannot be anticipated on a long-term or consistent basis and therefore should not be allocated to support ongoing expenses.

Carry-forward - Funds that are not expended during the course of a fiscal year are “carried forward” typically in the form of segregated accounts within each unit’s budget.

Internal Transfers - Represents financial activity between units within the University for services rendered.

Tuition Caps - The Ohio General Assembly has authority to establish limits on increases to the combination of instructional and general fees. Typically applied to the tuitions assessed to undergraduate residents.

State Share of Instruction Subsidy (SSI) - Unrestricted funding that supports a portion of instructional and administrative costs incurred by campuses. Uses an outcome-based funding model based the following outcomes: course and degree completion; retention of financially disadvantaged students; promotion of instruction in science, technology, engineering, mathematics, and medicine (STEM²).

Transfers In - Resources transferred INTO one fund or unit FROM another fund or unit within the University. For example, the Housing transfers funds INTO the facilities budget to support maintenance of dorms. The facilities budget would show this as a Transfer In

Transfers Out – Resources transferred FROM one fund or unit to another fund or unit within the University. For example, the same transfer described above would show up in the Housing budget as a Transfer Out

Fund - An income source established for the purpose of carrying on specific activities or objectives, in accordance with special regulations, restrictions or limitations.

Current Funds - Those funds that are earned and expended in the current fiscal year. There are also “non-current” funds such as carry-forward, internal loans, and plant funds. Plant funds support capital projects.

Restricted Funds - Funds whose use has been restricted by an external agency or individual. These funds are limited to support specific purposes and/or units. Examples include certain research awards and gifts.

Unrestricted Funds - Refers to funds that have no external limitations on their use. Examples of unrestricted funds include *auxiliary funds* and *general funds*.

Auxiliary Funds - Funds that exist to furnish goods or services to members of the campus community – examples include residence halls, food services, airport, parking, Intercollegiate Athletics.

General Funds - Unrestricted funds that support instruction, administrative, and physical plant expenditures. This includes General Program, General Fee, and Designated Funds.

General Program: Often referred to as the “General Fund,” are funds collected centrally, pooled, and allocated by the budget process. The primary revenue sources are instructional fees and unrestricted State support – the State Share of Instruction (SSI).

General Fee: The General Fee is restricted funding for non-instructional student services. The fee is charged to every student who is enrolled in at least one class, and is used to promote the student’s emotional and physical well-being, as well as their cultural and social development outside of formal instructional programs, most specifically through student services and student activities. .

Budget - The annual plan for the expenditure of estimated resources to support the University’s priorities and operations.

Operating Budget - Detailed projection of all estimated income and expenses based on forecasted revenue during a given period (usually one year) to support the operations of the University, including instruction, scholarships and financial aid, and administrative activities.

16.2 Acronyms

ADA – Americans with Disabilities Act

AHEC Program Support- American Health Education Center

BAM - Business Activity Model

BOT – Board of Trustees

BSN - Bachelor Science in Nursing

CFPC – Capital Funding & Priorities Committee

CHSP – College and Health and Science Professionals

CIP - Capital Improvement Plan

CLJC – Center for Law Justice and Culture

CRM – Customer Relationship Management

DOE – Department of Education

ERP – Enterprise Resource Planning

F&A – Facilities & Administrative (Cost Recovery on Grants)

FAFSA – Free Application for Federal Student Aid

FERPA – Family Educational Right and Privacy

FMLA – Family and Medical Leave

FPAC – Facilities Planning Advisory Committee

FTE – Full Time Equivalence

FY – Fiscal Year

GVS - George Voinovich School of Leadership & Public Affairs

HCOM – Heritage College of Osteopathic Medicine

HTC – Honors Tutorial College

ICA - Inter-Collegiate Athletics

ISC – Investment Sub-Committee

IUC - Inter-University Council

NACUBO – National Association of College and University Budget Officers

NCSE – NACUBO Commonfund Study of Endowments

OBOR - Ohio Board of Regents

OIT - Office of Information Technology

OPERS – Ohio Public Employee Retirement System

OSAI – OHIO Service Alignment Initiative

OTO – One time Only

POM – Plant, Operations and Maintenance

PPO – Preferred Provider Organization

RCM – Responsibility Center Management

RN – Registered Nurse

SAS – Student Accessibility Services

SSI – State Share of Instruction

STRS – State Teacher’s Retirement System

UCM – University Communications and Marketing

UHR – University Human Resources

VOIP Services – Voice Over Internet Provider

VPFA – Vice President Finance & Administration

16.3 Tuition Rates

FY 2016 Tuition Schedule - OHIO Guarantee Students

Athens Campus Undergraduate Tuition

(PER SEMESTER)

UNDERGRADUATE STUDENTS

Credit Hours	Instructional Fees	General Fees	Resident Total	Non-Resident Surcharge	Non-Resident Total
1	486	61	547	442	989
2	972	122	1,094	884	1,978
3	1,458	183	1,641	1,326	2,967
4	1,944	244	2,188	1,768	3,956
5	2,430	305	2,735	2,210	4,945
6	2,916	366	3,282	2,652	5,934
7	3,402	427	3,829	3,094	6,923
8	3,888	488	4,376	3,536	7,912
9	4,374	549	4,923	3,978	8,901
10	4,860	610	5,470	4,420	9,890
11	4,860	610	5,470	4,420	9,890
12-20*	5,114	660	5,774	4,482	10,256

*Beyond 20 Hours: Resident Fee is \$271/hr. and Non-Resident Fee is \$502/hr.

OHIO UNIVERSITY

FY 2016 Tuition Schedule - Non-Guarantee Students

Athens Campus Undergraduate Tuition

(PER SEMESTER)

UNDERGRADUATE STUDENTS

Credit Hours	Instructional Fees	General Fees	Resident Total	Non-Resident Surcharge	Non-Resident Total
1	441	58	499	442	941
2	882	116	998	884	1,882
3	1,323	174	1,497	1,326	2,823
4	1,764	232	1,996	1,768	3,764
5	2,205	290	2,495	2,210	4,705
6	2,646	348	2,994	2,652	5,646
7	3,087	406	3,493	3,094	6,587
8	3,528	464	3,992	3,536	7,528
9	3,969	522	4,491	3,978	8,469
10	4,410	580	4,990	4,420	9,410
11	4,410	580	4,990	4,420	9,410
12-20*	4,640	628	5,268	4,482	9,750

*Beyond 20 Hours: Resident Fee is \$247/hr. and Non-Resident Fee is \$478/hr.

ATHENS CAMPUS

FY 2016 GRADUATE STUDENT TUITION & FEE SCHEDULE

(PER SEMESTER)

GRADUATE STUDENTS

Credit Hours	Instructional Fees	General Fees	Resident Total	Non-Resident Surcharge	Non-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.

OFF CAMPUS GRADUATE PROGRAMS

FY 2016 STUDENT TUITION & FEE SCHEDULE

(PER CREDIT HOUR)

Existing	Instructional Fee	General Fee	Program Fee	Special Srvs/Materials Fee	Ohio Resident Total	Non-Resident Fee	Out-of-State Resident Total
Professional MBA	505	3	407	0	915	19	934
Masters in Engineering Management	505	3	98	0	606	19	625
Masters in Civil Engineering	505	3	192	0	700	19	719
Masters of Science in Nursing Online	505	3	89	0	597	19	616

Change Type	Proposed	Instructional Fee	General Fee	Program Fee	Special Srvs/Materials Fee	Ohio Resident Total	Non-Resident Fee	Out-of-State Resident Total
Revised	Professional MBA	505	3	413	0	921	19	940
Revised	Masters in Engineering Management	505	3	98	8	614	19	633
Revised	Masters in Civil Engineering	505	3	192	8	708	19	727
Renamed	Masters of Science in Nursing Online (ED/Admin track)	505	3	89	0	597	19	616
New	Masters of Science in Nursing Online (FNP track)	505	3	156	0	664	19	683
New	Masters of Science in Nursing Hybrid (FNP track)	505	78	67	0	650	496	1146
New	Masters of Science in Nursing Hybrid (ED/Admin track)	505	78	14	0	597	496	1093
New	Physician's Assistant Masters	505	3	34	0	542	19	561
New	Master of Financial Economics	505	78	149	0	732	496	1228
New	Masters of Sports Administration	505	78	43	0	626	496	1122
New	Dual MBA/Masters of Sports Administration	505	78	43	0	626	496	1122
New	Graduate Workshops	130	3	0	0	133	19	152

ATHENS CAMPUS
COLLEGE OF OSTEOPATHIC MEDICINE
FY 2016 GRADUATE STUDENT TUITION & FEE SCHEDULE
(PER SEMESTER)

MEDICAL STUDENTS

Credit Hours	Instructional Fees	General Fees	Resident Total	Non-Resident Surcharge	Non-Resident Total	Technology Fee
1	592	23	615	252	867	18
2	1,184	46	1,230	504	1,734	36
3	1,776	69	1,845	756	2,601	54
4	2,368	92	2,460	1,008	3,468	72
5	2,960	115	3,075	1,260	4,335	90
6	3,552	138	3,690	1,512	5,202	108
7	4,144	161	4,305	1,764	6,069	126
8	4,736	184	4,920	2,016	6,936	144
9 and above	16,028	616	16,644	6,830	23,474	513

ELEARNING PROGRAMS
FY 2016 STUDENT TUITION & FEE SCHEDULE
(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	-	-	240	3	243
Correctional Education	237	3	-	100	340	3	343

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

OHIO UNIVERSITY

REGIONAL CAMPUSES - LOWER DIVISION (≤ 60 HOURS)
FY 2016 UNDERGRADUATE STUDENT TUITION & FEE SCHEDULE
 (PER SEMESTER)

CHILLICOTHE, LANCASTER, ZANESVILLE CAMPUSES & CAMBRIDGE AND PICKERINGTON CENTERS

Credit Hours	Instructional Fees	General Fees	Resident Total	Non-Resident Surcharge	Non-Resident Total
1	224	3	227	189	416
2	448	6	454	378	832
3	672	9	681	567	1,248
4	896	12	908	756	1,664
5	1,120	15	1,135	945	2,080
6	1,344	18	1,362	1,134	2,496
7	1,568	21	1,589	1,323	2,912
8	1,792	24	1,816	1,512	3,328
9	2,016	27	2,043	1,701	3,744
10	2,240	30	2,270	1,890	4,160
11	2,240	30	2,270	2,079	4,349
12-20*	2,464	33	2,497	2,268	4,765

*Beyond 20 Hours: Resident Fee is \$122/hr. and Non-Resident Fee is \$181/hr.

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

EASTERN CAMPUS, SOUTHERN CAMPUS AND PROCTORVILLE CENTER

Credit Hours	Instructional Fees	General Fees	Resident Total	Non-Resident Surcharge	Non-Resident Total
1	216	3	219	86	305
2	432	6	438	172	610
3	648	9	657	258	915
4	864	12	876	344	1,220
5	1,080	15	1,095	430	1,525
6	1,296	18	1,314	516	1,830
7	1,512	21	1,533	602	2,135
8	1,728	24	1,752	688	2,440
9	1,944	27	1,971	774	2,745
10	2,160	30	2,190	860	3,050
11	2,160	30	2,190	860	3,050
12-20*	2,370	33	2,403	923	3,326

*Beyond 20 Hours: Resident Fee is \$124/hr. and Non-Resident Fee is \$181/hr.

OHIO UNIVERSITY

REGIONAL CAMPUSES - UPPER DIVISION (> 60 HOURS)
FY 2016 UNDERGRADUATE STUDENT TUITION & FEE SCHEDULE
 (PER SEMESTER)

CHILlicothe, LANCASTER, ZANESVILLE CAMPUSES & CAMBRIDGE AND PICKERINGTON CENTERS

Credit Hours	Instructional Fees	General Fees	Resident Total	Non-Resident Surcharge	Non-Resident Total
1	223	3	226	189	415
2	446	6	452	415	867
3	669	9	678	567	1,245
4	892	12	904	756	1,660
5	1,115	15	1,130	945	2,075
6	1,338	18	1,356	1,134	2,490
7	1,561	21	1,582	1,323	2,905
8	1,784	24	1,808	1,512	3,320
9	2,007	27	2,034	1,701	3,735
10	2,230	30	2,260	1,890	4,150
11	2,453	30	2,483	2,079	4,562
12-20*	2,485	33	2,518	2,268	4,786

*Beyond 20 Hours: Resident Fee is \$122/hr. and Non-Resident Fee is \$181/hr.

EASTERN CAMPUS, SOUTHERN CAMPUS AND PROCTORVILLE CENTER

Credit Hours	Instructional Fees	General Fees	Resident Total	Non-Resident Surcharge	Non-Resident Total
1	223	3	226	86	312
2	446	6	452	172	624
3	669	9	678	258	936
4	892	12	904	344	1,248
5	1,115	15	1,130	430	1,560
6	1,338	18	1,356	516	1,872
7	1,561	21	1,582	602	2,184
8	1,784	24	1,808	688	2,496
9	2,007	27	2,034	774	2,808
10	2,230	30	2,260	860	3,120
11	2,453	30	2,483	860	3,343
12-20*	2,485	33	2,518	923	3,441

*Beyond 20 Hours: Resident Fee is \$122/hr. and Non-Resident Fee is \$181/hr.

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

FY 2016 RESIDENCE & DINING HALL RATE SCHEDULE

OHIO GUARANTEE

FY 2015	FY 2016	Dollar Change	Percent Change
3,714	3,911	197	5.3%
3,957	4,167	210	5.3%
3,025	3,185	160	5.3%
3,223	3,394	171	5.3%
2,822	2,972	150	5.3%
3,007	3,166	159	5.3%
3,430	3,612	3,430	100.0%

FY 2015	FY 2016	Dollar Change	Percent Change
1,791	1,818	27	1.5%
2,073	2,104	31	1.5%
2,214	2,247	33	1.5%
2,741	2,782	41	1.5%
3,057	3,103	46	1.5%



**FY 2016 RESIDENCE & DINING HALL RATE SCHEDULE
NON-OHIO GUARANTEE**

FY 2015	FY 2016	Dollar Change	Percent Change
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ROOM RATES (SEMESTER)

	FY 2015	FY 2016	Dollar Change	Percent Change
Single	3,714	3,844	130	3.5%
Renovated Single	3,957	4,095	138	3.5%
Standard Double	3,025	3,131	106	3.5%
Renovated Double	3,223	3,336	113	3.5%
Multi-Occupancy	2,822	2,921	99	3.5%
Renovated Multi-Occupancy	3,007	3,112	105	3.5%
Bromley & Adams Suites	3,430	3,550	116	3.4%

FY 2015	FY 2016	Dollar Change	Percent Change
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BOARD RATES (SEMESTER)

	FY 2015	FY 2016	Dollar Change	Percent Change
10 Meal Plan	1,791	1,809	18	1.0%
14 Meal Plan	2,073	2,094	21	1.0%
20 Meal Plan	2,214	2,236	22	1.0%
14 Meal Plan - Flex	2,741	2,768	27	1.0%
20 Meal Plan - Flex	3,057	3,088	31	1.0%

16.4 Responsibility Center Management (RCM) Model

16.4.1 RCM Methodology

RCM was established at the University under the following principles:

- Ensure the sustained strength of the University by aligning resources with University priorities to support academic excellence
- Support strong academic governance that promotes collaboration across units and builds on the strengths of the University
- Present a holistic view of the University Budget that provides a clear connection between performance and incentives
- Empower unit-level decision making authority to promote academic excellence and institutional efficiency that is balanced by responsibility and accountability
- Create a simple and transparent budget process driven by the goals of financial predictability, and stability

Under RCM, revenues are earned by Responsibility Centers as a result of their actions and the success of the programs. Tuition and State Subsidy – the Universities core revenue sources – are allocated directly to colleges for their specific programs (e.g. Professional Masters programs; Doctor of Osteopathic Medicine) or through an algorithm that accounts for their share of enrolled students, credits hours taught, degrees granted, and course/degree cost weighting. Colleges also manage other revenue sources that support their operations, including: Endowment distribution and gifts; Grants; F&A recovery; clinical revenues.

Subvention is a key tenant of RCM to support two primary objectives: balancing other colleges who cannot be fully supported by their own revenues; and to create a pool of resources to be utilized by the Provost to support strategic investments to our academic mission. At the University, a 12.5% assessment is made against college operating revenues to fund the Subvention Pool.

16.4.2 Allocation Pools and Factors

All administrative support unit costs are allocated to Responsibility Centers through an indirect cost methodology designed for RCM. The allocation methodology assigns an allocation factor to support unit entities (e.g. Faculty and Staff FTE is the allocator for University Human Resources), and costs are assigned to each Responsibility Center according to their share of the allocators (e.g. if College X has 10% of Faculty Staff FTE, they are allocated 10% of the University Human Resources cost)

Allocation Factors:

- FTE - Faculty & Staff
- FTE - Faculty & Staff (Benefits Eligible)
- FTE - Faculty, Staff & Students
- FTE - Graduate Students
- FTE - Undergraduate Students
- Headcount - Degrees Granted
- Net Assignable Square Feet
- Revenue - General Fee
- Revenue - SSI & Tuition
- Revenue - Undergraduate Tuition
- Expenditures - Restricted Grants & Contracts



Code	Allocation Metrics
FTE-E	FTE - Faculty & Staff
FTE-E-B	FTE - Faculty & Staff (Benefits Eligible)
FTE-T	FTE - Faculty, Staff & Students
FTE-G	FTE - Grad. Students
FTE-U	FTE - Undergraduate Students
HC-ALUM	Headcount - Degrees Granted
NASF	Net Assignable Square Feet
GF-R	Revenue - General Fee
SSI-TUI	Revenue - SSI & Tuition
UG-R	Revenue - Undergraduate Tuition
EXP-G	Expenditures - Restricted Grants & Contracts

Code	Specific Cost Allocation Drivers
FTE-T	Library
FTE-T	Kennedy Museum
FTE-T	WOUB
FTE-T	Athena
FTE-E	Child Development Center
FTE-E	Wellworks
FTE-T	President
FTE-T	Marketing
FTE-T	Provost
FTE-T	ISFS
FTE-U	Enrollment Management
UG-R	Scholarships
FTE-G	Graduate College
HC-ALUM	VP of Advancement
EXP-G	VP of Research
FTE-T	Information Technology - Athens
FTE-T	Information Technology - All
FTE-E	Information Technology - VOIP
FTE-T	VP Finance & Administration
FTE-E	Human Resources
FTE-E	Airport Support
NASF	Utilities
NASF	Facilities Management
NASF	Maintenance
NASF	Custodial
FTE-T	Grounds
NASF	Capital Improvement
UG-R	Athletic Scholarships
FTE-E	Central Pool
FTE-E-B	Employee Fee Waivers
FTE-T	Academic Debt
FTE-T	Reserves
GF-R	VP of Student Affairs
GF-R	Campus Recreation
GF-R	Athletics Transfer GF
GF-R	Marching 110
GF-R	General Fee Buydown
GF-R	Reserves - General Fee
GF-R	Central Allocations
SSI-TUI	Athletics Indirect Costs
SSI-TUI	Student Affairs Indirect
SSI-TUI	Campus Recreation Indirect

Code	Specific Cost Allocation Drivers
EXP-G	VP of Research
FTE-E	Child Development Center
FTE-E	Wellworks
FTE-E	Information Technology - VOIP
FTE-E	Human Resources
FTE-E	Airport Support
FTE-E	Central Pool
FTE-E-B	Employee Fee Waivers
FTE-G	Graduate College
FTE-T	Library
FTE-T	Kennedy Museum
FTE-T	WOUB
FTE-T	Athena
FTE-T	President
FTE-T	Marketing
FTE-T	Provost
FTE-T	ISFS
FTE-T	Information Technology - Athens
FTE-T	Information Technology - All
FTE-T	VP Finance & Administration
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FTE-T	Academic Debt
FTE-T	Reserves
FTE-U	Enrollment Management
GF-R	VP of Student Affairs
GF-R	Campus Recreation
GF-R	Athletics Transfer GF
GF-R	Marching 110
GF-R	General Fee Buydown
GF-R	Reserves - General Fee
GF-R	Central Allocations
HC-ALUM	VP of Advancement
NASF	Utilities
NASF	Facilities Management
NASF	Maintenance
NASF	Custodial
NASF	Capital Improvement
SSI-TUI	Athletics Indirect Costs
SSI-TUI	Student Affairs Indirect
SSI-TUI	Campus Recreation Indirect
UG-R	Scholarships
UG-R	Athletic Scholarships

Planning Unit Factor Values

Responsibility Center	FTE - Faculty & Staff	FTE - Faculty & Staff (Benefits Eligible)	FTE -			Headcount - Degrees Granted	Net Assignable			Revenue -		Expenditures - Restricted Grants & Contracts
			Faculty, Staff, & Students	Grad Students	Undergrad Students		Square Footage	Revenue - General Fee	Revenue - SSI & Tuition	Undergrad Tuition		
Arts and Sciences	582	534	5,050	619	3,849	30,045	484,856	12,384,276	103,153,613	76,885,160	7,040,781	
Business	126	113	2,746	279	2,341	25,334	38,931	3,304,382	31,933,448	23,384,222	151,829	
Communication	122	107	2,419	164	2,133	21,165	79,615	2,259,244	27,025,864	16,725,812	423,036	
Education	131	116	2,163	493	1,539	23,735	65,941	2,401,112	24,080,927	12,337,130	1,394,753	
Engineering	182	161	2,070	278	1,609	9,810	211,821	1,629,936	29,279,968	20,378,674	9,147,153	
Fine Arts	136	121	1,173	261	776	6,810	194,949	2,028,148	20,445,174	14,805,035	78,530	
Health Sciences	163	155	6,176	608	5,404	22,113	85,339	2,886,003	64,858,945	21,642,087	3,791,118	
University College	39	39	2,130		2,091	14,527	21,121	328,710	8,946,895	5,280,456	261,496	
International Studies	19	19	220	114	87	2,648	13,827	94,130	1,275,272	604,099	907,618	
Honors	6	6	6				3,222	18,387	220,450	198,679		
Voinovich	56	54	117	58	2	87	26,627	68,050	299,013	124,143	3,716,190	
e-Learning	22	22	120		98	2,945	17,154	337,693			16,957	
College of Medicine Athens	309	289	846	537	537		161,924	823,525			3,973,041	
College of Medicine Dublin	6	4	23	17	17			135,520				
College of Medicine Cleveland	1	1	1					50,787				
Eastern	48	41	665		617	1,382			860,023		7,128	
Chillicothe	93	82	1,609		1,516	1,382			4,451,301		32,160	
Lancaster	98	85	1,730		1,632	1,382			2,789,550		8,299	
Southern	85	77	1,429		1,344	1,382			3,599,880		140,434	
Zanesville	101	92	1,336		1,235	1,382			3,722,571		2,979	
Exec Dean Regional Campuses	7	7	7						2,501,424		29,596	
Athletics	75	77	75				150,196				10,670	
Housing	40	40	40				985,574					
Dining	171	160	171				182,662					
Transportation	13	13	13				12,260					
Printing	14	14	14				8,496					