



Budget Book 2018-2019



OHIO
UNIVERSITY

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1 Executive Summary

Introduction by Elizabeth Sayrs, Interim Executive Vice President and Provost; Deb Shaffer, Vice President Finance and Administration, CFO and Treasurer; and M. Duane Nellis, President.

At our June meeting, we will be presenting for Board approval the FY19 Ohio University Operating Budget. The resolution facilitating approval of the FY19 University budget will be presented at the June Resources Committee meeting.

Our FY19 Operating Budget includes:

- Operating Revenues of \$749.1M, and GAAP adjusted Revenues of \$811.0M (GAAP adjustments incorporate non-operating activity (Capital, Endowment, Internal Bank, Century Bond Bank), financial statement adjustments, and component unit activity)
- Operating Expenses of \$742.4M, and GAAP adjusted Expenses of \$770.0
- Transfers to Capital Projects of \$22.6M, and Overall Capital Budget of \$101.7M
- Planned Use of Reserves of \$17.0M (as represented as a transfer from the working capital of the Internal Bank), inclusive of:
 - \$4.8M from accumulated fund balances to support capital or strategic uses of reserves
 - \$7.1M from our Athens Colleges and Schools to bridge multi-year cost reduction plans
 - \$5.1M from our Strategic Opportunity Reserve to address our structural imbalance of revenues and expenses

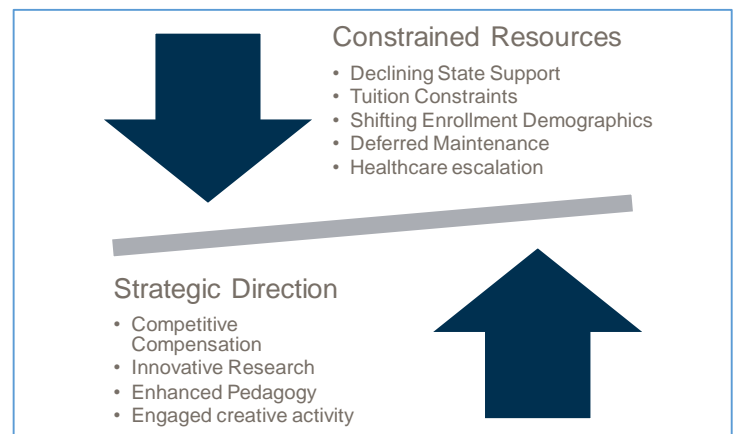
Investing in a period of constrained resources

In his October 2017 investiture address *Charting a New Direction in Redefining 21st Century Public Higher Education*, President Nellis laid-out a plan for advancing Ohio University and pursuing the vision of being the nation's best transformative learning community. "We will bolster our tremendous legacy of serving our region, our state, the nation, and the world in new and dynamic ways. Clearly, now more than ever, we must commit to articulating our value proposition as Ohio's first and finest university," said Dr. Nellis.

President Nellis shared the strategic pathways to redefine and advance Ohio University, including:

- Become a National Leader for Diversity and Inclusion
- Enhance the Overall Academic Quality of the University
- Build a University Engagement Ecosystem
- Become a Place where Dialogue and Rigorous, Civil Debate are Institutional Hallmarks

In addition to the strategic pathways and priorities, Ohio University has established long-term investment goals for employee compensation and addressing deferred maintenance on our campuses. As we make multi-year plans to invest in both compensation and our physical infrastructure, it is with the understanding that we must continue to grow our available resources to support our expense growth.



As Ohio University continues to move forward with its mission, our budget planning and actions taken must be understood in the financial context of constrained resources. FY19 will be the 4th year of a 0% tuition cap for state universities of Ohio, and the 2nd year of 0% state-wide appropriation growth to universities. As detailed later in the executive summary, our undergraduate enrollments are facing growing pressures from state of Ohio demographic changes, in-state competitions for students and the respective growth of student financial aid budgets to attract students. Our regional campuses have experienced their 8th straight year of declining enrollments and credit hour production. Each of these pressures on our resources forces difficult trade-offs in how we invest and how we reallocate funding.

Institutional approach to planning unit budgets

As we were developing and analyzing impacts associated with the above pressures and our initial FY19 budget planning assumptions in the fall of 2017, the imbalance between revenues and expenses in our operating budget became clearer. The following principals were established to govern our actions toward balancing:

- Every area of the University will focus on identifying ways in which they can contribute to being a part of the solution. Solutions will not be across the board, but tailored to the academic or support unit's ability to contribute to revenue generation, increased efficiency, and/or reduction of operating expenses;
- Administrative & Central Support Units will continue their goal of reducing funding 7% over the 3-year period FY18-FY20 (see Step 2 of Exhibit 1.1 below);
- Auxiliary operations will continue to increase their support for undergraduate financial aid to maximize the net tuition allocated to the Athens colleges; and
- Academic unit strategies will focus on: promoting and preserving student success; program and revenue preservation, innovation, and growth; expense management; and efficiency.

As academic units developed planning scenarios in the fall, Faculty Senate passed a resolution requesting University leadership to establish proportionality when establishing operating impact targets (revenue growth/ expense reduction) for academic units (as compared to administrative and support units). This recommendation became the basis for establishing the targeted reductions to be achieved by the Athens colleges.

Exhibit 1.1

Step 1: Proportionality in Establishing Savings Targets

Planning Units	FY17 Base	Savings Target (\$)	Savings Target (%)
Administrative & Central Support Units	\$ 162,805,723	\$ 8,483,387	5.2%
Academic Units - Athens Colleges	\$ 244,083,185	\$ 12,761,883	5.2%
Subtotal	\$ 406,888,908	\$ 21,245,270	5.2%

Step 2: Developing Multi-Year Approach, With Strategic Use of Reserves for Bridge Funding

Planning Unit - Operating Budget	Budget Category	FY18	FY19	FY20	FY21	FY22	Cumulative Savings
Administrative & Central Support Units	<i>Expense Reduction</i>	\$ 4.8	\$ 1.5	\$ 2.2	\$ -	\$ -	\$ 8.5
Academic Units - Athens Colleges	<i>Net Revenue</i>	\$ -	\$ 0.3	\$ 2.0	\$ 0.1	\$ -	\$ 2.5
Academic Units - Athens Colleges	<i>Expense Reduction</i>	\$ 1.5	\$ 3.3	\$ 2.0	\$ 1.6	\$ 1.3	\$ 9.7
Academic Units - Athens Colleges	<i>Other Funding Source</i>	\$ -	\$ 0.6	\$ -	\$ -	\$ -	\$ 0.6
							\$ 21.2

Reserves	Source	FY18	FY19	FY20	FY21	FY22	Cumulative Impact on Reserves (UNR Net Assets)
Academic Units - Athens Colleges	<i>College/Central Reserves</i>	\$ 1.5	\$ 7.1	\$ 3.0	\$ 1.3	\$ -	\$ 12.9
Institutional Reserves*	<i>SOR</i>	\$ 5.8	\$ 5.1	\$ 5.3	\$ 3.9	\$ 3.9	\$ 24.0

*Institutional Reserves allocations represent bridge funding for RHE through FY20, \$1.3M for the Athens enrollment volatility, and \$2.6M for the Athens structural deficit. This does not represent all projected reserve use

Role of Shared Governance

President Nellis established the Breakfast for Progress program in Fall 2017 to bring together over 100 leaders across the University to listen, discuss, and challenge one another on important topics facing the University. Two Breakfast for Progress programs, in November and January, were dedicated to educating and discussing with university leaders Ohio University's financial model, current industry and institutional challenges, and the important role of all university leaders in planning for a sustainable financial future. These discussions brought robust dialogue and provided a deeper understanding of our financial picture for leaders across campus, and the presentations from these programs were shared with the entire University community.

The discussion continued with the University community, the Student Senate, and Graduate Senate in a series of open budget forums in later February and early March. The presentations provided an overview of the sources of institutional revenues and expenses, the underlying factors that are creating flat or declining resources to support institutional activities, and the resulting pressure on institutional budgets.

Budget Planning Council (BPC) played a key role throughout the planning process in establishing our planning assumptions, evaluating our enrollment plan, providing feedback on campus-wide communications, and playing a leadership role in carrying the message back to their student, faculty and staff constituents. Key leaders on BPC and Senate leadership also dedicated additional time and meetings with University leadership to gather information and provide their input.

Enrollment

Population forecasts in the State of Ohio indicate that the number of high school graduates will continue a downward trend. In 2017, there were approximately 123,000 high school students graduating in Ohio, a 9.5% decline from 2012. Over this same period of time, the number of graduating Ohio high school students attending a university had declined from 37,688 to 34,583, an 8.2% decline. Population projections for the next 10 years indicate the number of graduating high school students will decline an additional 12%.

The demographic declines in the State of Ohio have created intense pressure amongst colleges and universities to compete for a shrinking pool of students. At Ohio University, record new freshmen enrollments were achieved for the fall classes of 2013-2016. However, in Fall 2017, our new freshmen class was 4,045, a decline of 264 students (6.1%) from the previous year.

To achieve a higher level of enrollment and support overall growth in institutional net revenue, an additional scholarship leveraging strategy was proposed in Fall of 2017. This plan would both increase and redirect scholarship funds for our Fall 2018 freshmen class to target specific populations of students. This plan was thoroughly vetted by the Deans and adopted into the BPC planning assumptions. These planning assumptions included:

- \$2M increase to financial aid (renewable commitment)
- Respective increase in yield of 99 new freshmen (from 4,045 to 4,144)

With the May 1 student deadline for confirming enrollment behind us, our enrollments indicate we will not achieve the planned 4,144 new freshmen. Preliminary analysis indicates that we will be down approximately 100 in-state students relative to Fall 2017 and up 30 out-of-state students, for a net result of 3,971 students. Accordingly, our FY19 Budget Book will include two enrollment figures for FY19: our FY19 Planning Assumption (4,144 headcount), and our FY19 Budget (3,971 headcount). The net tuition impact, after consideration for increased out-of-state tuitions and an estimated \$500K savings in our financial aid budget, is estimated as a \$1.3M decline from our FY19 Planning Assumption. We have budgeted to draw from the Strategic Opportunity Reserve to fund this FY19 net tuition loss.

Athens - Undergraduate Incoming Cohort (Fall)						
	FY15 Actual	FY16 Actual	FY17 Actual	FY18 Actual	FY19 Planning Assumption	FY19 Budget
Resident	3,788	3,756	3,774	3,530	3,629	3,425
Non-resident	589	667	535	515	515	546
Total New Freshmen	4,377	4,423	4,309	4,045	4,144	3,971
Resident	468	476	479	394	394	394
Non-resident	77	87	66	67	67	67
Total Transfers	545	563	545	461	461	461
Total Incoming Cohort	4,922	4,986	4,854	4,506	4,605	4,432

Managing expenses while investing in programs, faculty and staff, and facilities

We recognize that investments in our programs, faculty/staff, and facilities are important components of sustainable financial health. In an environment with flat, or declining, revenues from undergraduate enrollments and state support for instruction, this becomes particularly challenging but also underscores why investments in new programs are so critical. All of our academic units have strategies for investments in and growth of programs. Strategies are unique to each unit and are based upon the opportunities and programs of the specific disciplines. Colleges and departments have developed plans that are reviewed and approved by the Provost’s Office so that they can measure and track progress and outcomes. Additionally, there are centrally-driven investment strategies, like the online learning infrastructure investments (detailed in Section 4.4.2), that are funded with the Strategic Opportunity Reserve (detailed in Section 10) and intended to position the university to remain relevant and competitive.

The Ohio University BOT and Leadership have consistently identified competitive compensation as a priority. After three consecutive years of supplemental investment in our faculty (FY15-FY17) as part of a Board approved Faculty Compensation initiative, and additional investment in our staff following our Comp 2014 (FY15-FY17) initiative, our faculty/staff did not receive salary increases in the current fiscal year (FY18) as a cost containment measure. Although we still have not balanced our operating budget without the use of reserves, we believe we risk the ability to attract and retain talent and lose market position if we do not offer salary increases in FY19. Consequently, we have incorporated a modest salary pool increase of 1.5% (market moved 2.9%) into our FY19 operating budget and moved our staff pay structure respectively. The Faculty Compensation Committee, under the direction of the Provost, has been studying progress made from the past Faculty Compensation Initiative and will make recommendations regarding future goals in FY19. Human Resources will also be initiating Comp 2019, which is the five-year review of our staff compensation structure as approved by the Department of Education following Comp 2014.

Incremental debt service continues to put pressures on our operating budget as we execute against the BOT approved Capital Improvement Plan (CIP). With facility deferred maintenance and utility infrastructure in excess of \$495M and \$100M respectively at June 30, 2018, the university must continue to invest. The approximately \$26M of State Capital support per biennium helps but is not adequate to support the required investments to keep our facilities operational, safe, and compliant with accreditation standards. With growing pressures on use of reserves to support our operating budget, and emerging facility issues competing against prioritized investments, we continue to re-evaluate the timing and order of our investments and the respective impacts to our cashflows, debt capacity, and reserve balances.

The FY19 Budget summarized in this document includes the use of an estimated (\$17.0) million in reserves. A significant portion of these reserves were identified as Capital/OTO/Strategic Contributions to (Use of) Reserves, totaling a net use of (\$4.8M), inclusive of: \$2.5M contribution by Athens Colleges & Schools (including a \$4.6M contribution by the College of Medicine in preparation for its upcoming capital projects); \$0.1M of Regional contribution of restricted funds; (\$6.5M) use for Auxiliary capital projects; \$1.5M contribution by Central & Admin units, primarily resulting from the Foundation's goal for expendable gift revenue that has not been budgeted for use by the planning units; and (\$2.3M) use for Strategic Opportunity Reserve (SOR) Investments. A net (\$7.1M) use of reserves is providing a bridge to the Athens Colleges and Schools as they execute on strategies to increase revenues or reduce expenses. An additional (\$5.1M) is being funded from the SOR to address our structural imbalance, inclusive of: (\$1.2M) at our Regional Campuses and (\$3.9M) to absorb the projected reduction in Fall 2018 enrollments compared to planning assumptions used to build the budget, as well as the remaining structural imbalance on the Athens Campus after the Administrative, Auxiliary, and Academic reduction efforts.

The Administrative reduction strategies and the Academic multi-year revenue/expense targets were established with the goal of an approximate \$20M positive impact to our bottom line. Although these actions will make considerable progress toward moving us to a sustainable balanced budget, unless our revenues begin to grow faster than our expenses, we will have to take additional actions in future years.

During FY19, Enrollment Management, Instructional Innovation, and the Athens Colleges and Schools will analyze future enrollment plans and projections for future Athens freshman cohorts, transfers, e-learning, and new programs. Targets will also be updated and forecasted for the mix of in-state, out-of-state domestic, and international enrollments.

The Regional Study Committee created by President Nellis is expected to have a report and recommendations regarding a future strategy and business plan for our Regional Campuses in Fall 2018, which will also help inform our future multi-year forecasting.

With the data from these efforts, we will analyze the respective impacts on our future year budgets, have discussions with the leadership across the university, and establish targets or strategies for future years.

The Future Year Outlook section of this book summarizes our future position, prior to incorporating any of the targets or strategies discussed above. FY20 will also be the first year of the next State of Ohio Operating Budget biennial legislation. Our planning assumptions currently include a 2% increase for tuition caps and state appropriation growth. Legislative restrictions beyond these levels will further pressure our operating model and our use of reserves.

University Budget Model

Recognizing that the implementation of RCM at Ohio University has had a series of unintended consequences and has not generated the intended transparency across our community, President Nellis created the Budget Model Committee in Fall 2017 and charged its members with developing recommendations for a new University budget model. The recommendations from the Budget Model Committee have been submitted to President Nellis and will form the basis of the development and management of the institution's multi-year budget planning strategy. RCM did bring significantly more financial intelligence to our operating units, and the goal of the committee is to build on that foundation while creating a resource allocation model that is focused on each unit's unique disciplines, revenue and cost drivers, and structures; considers non-financial drivers of success and productivity metrics; and rewards and incentivizes activities that support our Strategic Pathways and Priorities.

The Committee will work over the next fiscal year to operationalize the recommendations into our Budgeting Process with the goal of utilizing a new model with our FY20 Budget Process.

2 FY19 Budget

2.1 Consolidated University Budget (All Funds)

(in millions)		FY15 Actuals	FY16 Actuals	FY17 Actuals	FY18 Budget	FY18 Forecast	FY19 Budget
REVENUES							
1	State Appropriations	\$ 161.1	\$ 163.6	\$ 165.1	\$ 166.8	\$ 168.0	\$ 167.7
2	State Appropriations - Capital	11.8	11.7	10.5	32.5	20.5	23.4
3	Gross Undergraduate Tuition & Fees	298.1	304.5	305.3	303.6	297.7	298.8
4	Undergraduate Financial Aid	(51.3)	(57.8)	(60.1)	(62.5)	(58.9)	(63.0)
5	Net Undergraduate Tuition & Fees	246.7	246.7	245.2	241.1	238.8	235.8
6	Gross Graduate Tuition & Fees	94.0	100.1	108.2	115.3	114.1	124.9
7	Graduate Financial Aid	(29.9)	(28.5)	(29.0)	(28.2)	(27.8)	(28.7)
8	Net Graduate Tuition & Fees	64.2	71.6	79.2	87.1	86.3	96.3
9	Room & Board	90.0	95.9	95.4	92.9	92.3	91.4
10	Grants & Contracts	47.8	47.4	43.3	49.6	39.6	42.6
11	Facilities & Admin Cost Recovery	6.7	6.8	7.1	6.0	6.0	6.1
12	Endowment Distributions	-	-	-	-	-	-
13	Gift Contributions	31.2	31.0	16.0	20.0	19.9	20.0
14	Investment Income	(3.4)	(18.8)	97.6	54.3	78.4	57.2
15	Internal & External Sales	89.7	106.9	116.0	67.5	80.7	70.5
16	Total Revenues	745.8	762.7	875.1	817.8	830.5	811.0
17	Administrative Cost Distribution	-	-	-	-	-	-
18	Subvention Distribution	-	-	-	-	-	-
19	Total Revenues & Revenue Allocations	\$ 745.8	\$ 762.7	\$ 875.1	\$ 817.8	\$ 830.5	\$ 811.0
20	Funding Transfers	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
EXPENSES							
21	Total Salaries, Wages, & Other Payroll	333.0	346.5	361.7	370.0	361.8	372.3
22	Total Benefits	99.1	117.4	154.0	122.7	116.2	121.9
23	Supplies & Services	91.5	81.9	79.6	75.2	96.3	94.4
24	Professional Services	52.5	54.1	48.9	39.6	38.0	41.7
25	Occupancy & Maintenance	39.3	44.5	44.3	44.2	28.6	33.5
26	Capital Costs	(14.1)	(3.1)	(1.9)	-	2.0	-
27	Cost Of Goods Sold	21.2	21.5	21.0	21.5	20.7	20.3
28	External Debt Service - Principal	-	0.1	0.1	-	-	-
29	External Debt Service - Interest	18.6	24.3	26.8	28.4	28.5	28.0
30	Internal Principal & Interest	-	0.4	2.5	-	-	-
31	Depreciation	37.9	44.8	50.1	50.1	51.3	52.1
32	Other Operating Expense	18.1	14.7	18.7	12.8	8.8	5.8
33	Total Direct Expenses	697.2	747.1	805.7	764.5	752.2	770.1
34	Administrative Cost Allocations	-	-	-	-	-	-
35	Capital Cost Allocation	-	-	-	-	-	-
36	Subvention Allocation	-	-	-	-	-	-
37	Total Expenses & Expense Allocations	\$ 697.2	\$ 747.1	\$ 805.7	\$ 764.5	\$ 752.2	\$ 770.1
38	Results of Operations	\$ 48.6	\$ 15.6	\$ 69.4	\$ 53.3	\$ 78.3	\$ 40.9
INVESTMENT TRANSFERS							
39	Transfer To (From) Operating Reserve	-	-	-	-	-	-
40	Transfer To (From) Plant Fund	-	-	-	-	-	-
41	Transfer To (From) Quasi Endowments	-	-	-	-	-	-
42	Repair & Replacement Transfers	-	-	-	-	-	-
43	Internal Bank Transfers	-	-	-	-	-	-
44	Other Transfers	-	-	-	-	-	-
45	Total Investment Transfers	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
46	Net Results	\$ 48.6	\$ 15.6	\$ 69.4	\$ 53.3	\$ 78.3	\$ 40.9
47	Transfer Net Results to Fund Balance	-	-	-	-	-	-
48	Adjusted Net Results	\$ 48.6	\$ 15.6	\$ 69.4	\$ 53.3	\$ 78.3	\$ 40.9
39 + 47	Total Transfer To (From) Reserve	-	-	-	-	-	-

2.2 Budget Columns (All Funds)

	Athens Colleges and Schools	Regional Campuses	Auxiliaries	Central & Admin Operations	Reserves & Subvention	Operating Activity Subtotal	Non- Operating Activity	Financial Statement Adj & Component Units	GAAP Adj Totals
(in millions)									
REVENUES									
1	State Appropriations	\$ 142.2	\$ 22.4	\$ -	\$ 0.2	\$ 2.9	\$ 167.7	\$ -	\$ 167.7
2	State Appropriations - Capital	-	-	-	-	-	23.4	-	23.4
3	Gross Undergraduate Tuition & Fees	255.4	35.2	-	5.4	2.8	298.8	-	298.8
4	Undergraduate Financial Aid	(48.6)	(5.2)	(13.9)	6.4	(1.7)	(63.0)	-	(63.0)
5	Net Undergraduate Tuition & Fees	206.8	30.0	(13.9)	11.8	1.1	235.8	-	235.8
6	Gross Graduate Tuition & Fees	124.1	0.1	-	0.6	-	124.9	-	124.9
7	Graduate Financial Aid	(28.1)	-	-	(0.5)	-	(28.7)	-	(28.7)
8	Net Graduate Tuition & Fees	96.0	0.1	-	0.1	-	96.3	-	96.3
9	Room & Board	-	-	91.4	-	-	91.4	-	91.4
10	Grants & Contracts	33.2	1.4	-	4.8	-	39.5	3.2	42.7
11	Facilities & Admin Cost Recovery	4.9	-	-	1.2	-	6.1	-	6.1
12	Endowment Distributions	14.4	0.5	0.2	14.7	-	29.8	(29.8)	-
13	Gift Contributions	3.7	0.2	2.8	3.3	-	10.0	10.0	20.0
14	Investment Income	-	-	-	1.6	7.5	9.1	47.8	0.3
15	Internal & External Sales	9.3	0.6	24.3	29.2	-	63.5	0.3	63.8
16	Total Revenues	510.6	55.4	104.8	66.8	11.5	749.1	54.8	811.0
17	Administrative Cost Distribution	-	-	23.8	(24.6)	0.8	-	-	-
18	Subvention Distribution	47.4	14.5	-	0.4	(62.3)	-	-	-
19	Total Revenues & Revenue Allocations	\$ 558.0	\$ 69.9	\$ 128.6	\$ 42.7	\$ (50.1)	\$ 749.1	\$ 54.8	\$ 811.0
20	Funding Transfers	\$ (6.4)	\$ (0.5)	\$ 3.3	\$ (14.8)	\$ 18.4	\$ -	\$ -	\$ -
EXPENSES									
21	Total Salaries, Wages, & Other Payroll	208.1	31.2	30.5	102.5	-	372.3	-	372.3
22	Total Benefits	61.1	10.4	10.9	39.6	-	121.9	-	121.9
23	Supplies & Services	32.1	3.1	9.7	41.5	-	86.3	2.5	88.8
24	Professional Services	29.4	0.8	0.8	10.8	-	41.7	-	41.7
25	Occupancy & Maintenance	4.7	2.1	8.1	17.8	-	32.6	0.9	33.5
26	Capital Costs	1.8	0.2	1.6	1.9	-	5.5	101.7	(107.2)
27	Cost Of Goods Sold	0.2	-	13.8	6.3	-	20.3	-	20.3
28	External Debt Service - Principal	-	-	-	-	-	-	16.1	(16.1)
29	External Debt Service - Interest	-	-	-	-	-	-	29.5	(1.5)
30	Internal Principal & Interest	6.2	0.3	14.0	33.6	-	54.1	(54.1)	-
31	Depreciation	-	-	-	-	-	-	-	52.1
32	Other Operating Expense	3.0	0.2	2.1	2.4	-	7.7	0.2	(2.1)
33	Total Direct Expenses	346.6	48.1	91.4	256.3	-	742.4	95.9	(68.3)
34	Administrative Cost Allocations	154.0	15.4	22.2	(191.7)	-	-	-	-
35	Capital Cost Allocation	12.2	-	1.4	(13.6)	-	-	-	-
36	Subvention Allocation	55.3	6.7	-	-	(62.0)	-	-	-
37	Total Expenses & Expense Allocations	\$ 568.1	\$ 70.3	\$ 115.0	\$ 51.0	\$ (62.0)	\$ 742.4	\$ 95.9	\$ (68.3)
38	Results of Operations	\$ (3.8)	\$ 0.1	\$ 10.2	\$ 6.5	\$ (6.4)	\$ 6.6	\$ (41.1)	\$ 75.4
INVESTMENT TRANSFERS									
39	Transfer To (From) Operating Reserve	(10.8)	-	(0.1)	5.7	(7.4)	(12.7)	12.7	-
40	Transfer To (From) Plant Fund	0.8	-	16.7	5.1	-	22.6	(22.6)	-
41	Transfer To (From) Quasi Endowments	-	-	-	-	1.0	1.0	(1.0)	-
42	Repair & Replacement Transfers	-	-	-	-	-	-	-	-
43	Internal Bank Transfers	-	-	-	-	-	-	-	-
44	Other Transfers	-	-	-	-	-	-	-	-
45	Total Investment Transfers	\$ (10.0)	\$ -	\$ 16.6	\$ 10.7	\$ (6.4)	\$ 10.9	\$ (10.9)	\$ -
46	Net Results	\$ 6.2	\$ 0.1	\$ (6.4)	\$ (4.2)	\$ -	\$ (4.3)	\$ (30.2)	\$ 75.4
47	Transfer Net Results to Fund Balance	6.2	0.1	(6.4)	(4.2)	-	(4.3)	4.3	-
48	Adjusted Net Results	\$ -	\$ -	\$ -	\$ -	\$ -	\$ (34.5)	\$ 75.4	\$ 40.9
39 + 47	Total Transfer To (From) Reserve	(4.6)	0.1	(6.5)	1.5	(7.4)	(17.0)	17.0	-

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

Explanation of Columns

The approved University Budget is 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.

Athens Colleges & Schools

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, Office of Global Affairs and International Studies, University College, Voinovich School, and Heritage College of Osteopathic Medicine.

Regional Campuses

Regional Higher Education includes the Executive Dean of Regional Higher Education and the following regional campuses: Chillicothe, Eastern, Lancaster (includes Pickerington Center), Southern (includes Proctorville Center), and Zanesville. Financial summaries are presented as part of the Academic Planning Unit summaries in Section 11.

Auxiliaries

Auxiliaries represent revenue-generating units that are assessed allocated costs utilizing RCM methodology. Auxiliary Planning Unit summaries are presented in Section 12. These include: Intercollegiate Athletics, Culinary Services, Housing and Residence Life, Transportation and Parking, and Printing Services.

Central & Administrative Operations

Central & Administrative Operations includes Academic Support and Administrative Planning Units. Planning Unit summaries are presented in Section 13. These include, but are not limited to: President, Provost, International Student & Faculty Services, Graduate College, Library, Instructional Innovation, Advancement, Student Affairs, Research, Information Technology, Finance and Administration, Central Operations, and Utilities.

Reserves & Subvention

Resources retained through Subvention assessment, Strategic Opportunity Reserve, Institutional Reserves, Provost Reserves, and corresponding planned investments. Subvention is assessed as a 12.5% fee on the operating revenue of Academic Units, and redistributed to provide support to other Academic Units that cannot be fully supported by their own revenues or as a funding source for strategic initiatives. Further information regarding Subvention can be found in Section 2.5.10. The Strategic Opportunity Reserve is detailed in Section 10. Financial summaries are presented in Section 14.5.

Operating Activity Subtotal

An all-funds presentation that represents the Operating Activity that comprises the traditional financial budget of the University. Operating activity is a subtotal of Athens Colleges and Schools, Regional Campuses, Auxiliaries, Central & Administrative Operations, and Reserves & Subvention.

Non-Operating Activity Subtotal

Non-Operating Activity includes Endowment (distributions; investment returns; corpus gifts); Capital; Century Bond; and Internal Bank. Non-Operating financial summaries are presented in Section 15.

- Endowment (distributions; investment returns, corpus gifts) – Additional detail in Section 6
- Century Bond – Additional detail in Section 7
- Internal Bank – Additional detail in Section 7
- Capital – Additional detail in Section 9

Financial Statement Adjustments & Component Units

For internal reporting purposes, certain items are included in the Operating Budget; however, when actual income statement results are reported, adjustments must be made to present the financial results in compliance with GAAP. Financial Statement Adjustments represent compensation liability adjustments; the elimination of capitalized costs and principal payments; the inclusion of depreciation expense; and the elimination of duplicated Component Unit revenues and expenses.

Component Units represent separate but affiliated entities and subsidiaries of Ohio University and the Ohio University Foundation that are consolidated within our external financial statements. Component Unit entities include: TechGrowth Ohio, the Ohio University Inn, Sugar Bush Foundation, and Russ LLCs. Further details on Component Units can be found in Section 15.2.

Financial details related to Financial Statement Adjustments and Component Units are presented in Section 15.

GAAP Adjusted Totals

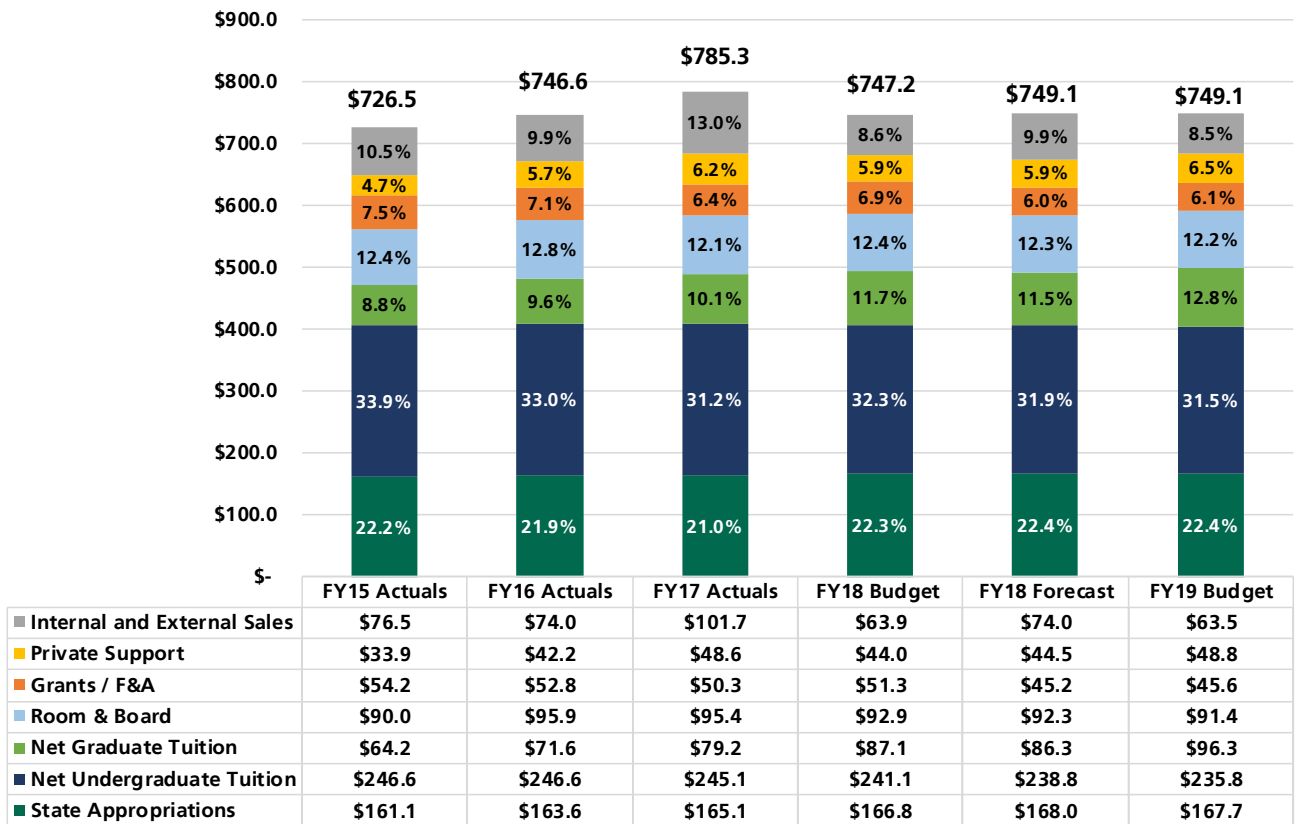
GAAP Adjusted Totals reflect Operating Totals, Non-Operating Totals, Financial Statement Adjustments, and Component Units.

The University underwent a Chart of Accounts (CoA) redesign and conversion in December of FY18. As such, all figures represented throughout the FY19 Budget Book are reflective of the redesigned CoA. Please note this restatement may result in comparability issues when comparing specific rows of the financials in the FY19 Budget Book with those from prior years, as the conversion resulted in realignment of certain revenues, expenses, and transfers.

Unless otherwise noted, the following summaries present the Revenues and Expenses of the Operating Activity Subtotal in Section 2.2

2.3 Summary of Revenue Sources

Summary of Revenue Sources (in millions)



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 recognizes state capital revenue once capital expenses are incurred. Our budget is a projection of fiscal year expenses to be funded by the approved State Capital Budget.

The table below represents operating and non-operating activity.

(in millions)	FY15 Actuals	FY16 Actuals	FY17 Actuals	FY18 Budget	FY18 Forecast	FY19 Budget
State Support for Instruction	\$ 154.1	\$ 155.8	\$ 157.4	\$ 159.6	\$ 160.9	\$ 162.6
Line Item Appropriations	7.1	7.8	7.7	7.2	7.1	5.1
Total State Appropriations	161.1	163.6	165.1	166.8	168.0	167.7
% of University Operating Revenues	22.2%	21.9%	21.0%	22.3%	22.4%	22.4%
State Appropriations - Capital*	11.8	11.7	10.5	32.5	20.5	23.4

*Reflects institutional spending against State Capital Appropriations

Section 3 provides additional detail about state appropriations.

2.3.2 Tuition (Net of Financial Aid)

Tuition and fees are inclusive of instructional, non-resident and general fees, technology, course, and program fees. Section 4 provides details about tuition.

<i>(in millions)</i>	FY15 Actuals	FY16 Actuals	FY17 Actuals	FY18 Budget	FY18 Forecast	FY19 Budget
Gross Undergraduate Tuition & Fees	\$ 297.9	\$ 304.3	\$ 305.2	\$ 303.6	\$ 297.7	\$ 298.8
Undergraduate Financial Aid	(51.3)	(57.8)	(60.1)	(62.5)	(58.9)	(63.0)
Net Undergraduate Tuition & Fees	\$ 246.6	\$ 246.6	\$ 245.1	\$ 241.1	\$ 238.8	\$ 235.8
% of University Revenues	33.9%	33.0%	31.2%	32.3%	31.9%	31.5%
Gross Graduate Tuition & Fees	94.0	100.1	108.2	115.3	114.1	124.9
Graduate Financial Aid	(29.9)	(28.5)	(29.0)	(28.2)	(27.8)	(28.7)
Net Graduate Tuition & Fees	\$ 64.2	\$ 71.6	\$ 79.2	\$ 87.1	\$ 86.3	\$ 96.3
% of University Revenues	8.8%	9.6%	10.1%	11.7%	11.5%	12.8%

<i>(in millions)</i>	FY15 Actuals	FY16 Actuals	FY17 Actuals	FY18 Budget	FY18 Forecast	FY19 Budget
Athens Campus	\$ 181.7	\$ 184.0	\$ 183.4	\$ 181.0	\$ 180.9	\$ 177.9
Regional Campuses	33.7	31.2	30.8	30.0	29.4	29.7
eCampus	27.6	28.1	27.9	27.2	25.6	25.0
Other Student Fees	3.6	3.3	3.0	2.9	3.0	3.2
Total - Net Undergraduate Tuition & Fees	\$ 246.6	\$ 246.6	\$ 245.1	\$ 241.1	\$ 238.8	\$ 235.8

2.3.3 Room & Board

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 residential requirement (which requires students to reside on campus for two full years and carry an associated meal plan).

<i>(in millions)</i>	FY15 Actuals	FY16 Actuals	FY17 Actuals	FY18 Budget	FY18 Forecast	FY19 Budget
Room & Board	\$ 90.0	\$ 95.9	\$ 95.4	\$ 92.9	\$ 92.3	\$ 91.4

2.3.4 Grants and Contracts

<i>(in millions)</i>	FY15 Actuals	FY16 Actuals	FY17 Actuals	FY18 Budget	FY18 Forecast	FY19 Budget
Grants & Contracts - Federal Gov't	\$ 20.3	\$ 17.2	\$ 21.2	\$ 21.8	\$ 19.3	\$ 18.4
Grants & Contracts - Local Gov't	0.9	0.8	0.8	0.5	0.9	0.2
Grants & Contracts - State Gov't	7.8	9.6	9.6	8.9	9.7	10.1
Total Government Grants	\$ 28.9	\$ 27.7	\$ 31.6	\$ 31.2	\$ 29.9	\$ 28.8
Grants & Contracts - Private/Foundation	18.6	18.4	11.7	14.2	9.3	10.7
Total Grants & Contracts	\$ 47.5	\$ 46.1	\$ 43.2	\$ 45.4	\$ 39.2	\$ 39.5

At the end of FY17, roughly \$5.0M of private grant revenues experienced an external reporting reclassification from restricted services and memberships to unrestricted. Due to the timing of the reclassification relative to FY18 Budget finalization, these reclassified revenues are still reflected in the FY18 Budget for private grants; however, they are excluded from FY17 Actuals, FY18 Forecast, and FY19 Budget. The FY18 impact to specific colleges are as follows:

- College of Health Sciences & Professions \$1.4M
- Russ College of Engineering & Technology \$1.0M
- Heritage College of Osteopathic Medicine \$1.8M
- College of Arts & Sciences \$0.7M

These revenues are now recorded in the “Internal & External Sales” section of our Income Statement, as opposed to Grants & Contracts.

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 2.3.2).
- State capital grants and state line item appropriations are included in state appropriations (Section 2.3.1).

2.3.5 Facilities & Administrative Cost Recovery

<i>(in millions)</i>	FY15 Actuals	FY16 Actuals	FY17 Actuals	FY18 Budget	FY18 Forecast	FY19 Budget
Facilities & Administrative Cost Recovery	\$ 6.7	\$ 6.8	\$ 7.1	\$ 6.0	\$ 6.0	\$ 6.1

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

2.3.6 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, 2017). 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 FY19 Budget for endowment distributions is \$29.8M. Section 6 provides additional detail about endowment distributions.

2.3.7 Gift Contributions

Gifts include all non-endowed (expendable) and endowed gifts to the University. Expendable gifts include both operating and capital gifts. Gifts are recorded as revenue by these operating units in the year that the cash is received.

The FY19 budget for expendable gifts is \$10.0M, 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 \$8.3M. The difference between The Ohio University Foundation (“Foundation”) goal and the Planning Unit projections, \$1.7M, is currently represented as a Gift revenue budget within Central & Administrative Operations (Central Accounting), 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. Section 5 provides additional detail about gifts.

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 FY19 Budget for investment income supporting the operating budget is \$9.1M. These funds support the operations of the Foundation and the Strategic Opportunity Reserve. The Non-Operating budget for Investment Income is \$47.8M, supporting the Endowment \$33.1M, the Century Bond \$11.3M, and the Internal Bank \$3.4M. Section 6 provides additional detail about investment income.

2.3.9 Internal and External Sales

Internal Sales represent sales between operating units of the University.

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

2.3.10 Revenue Allocations

Revenue allocations include both Administrative Cost Distribution and Subvention Distribution.

Administrative Cost Distribution represents the funding provided to Administrative Units to support their operating costs. This pool of funding is collected via the Administrative Cost Allocation charged to responsibility centers based on various allocation factors.

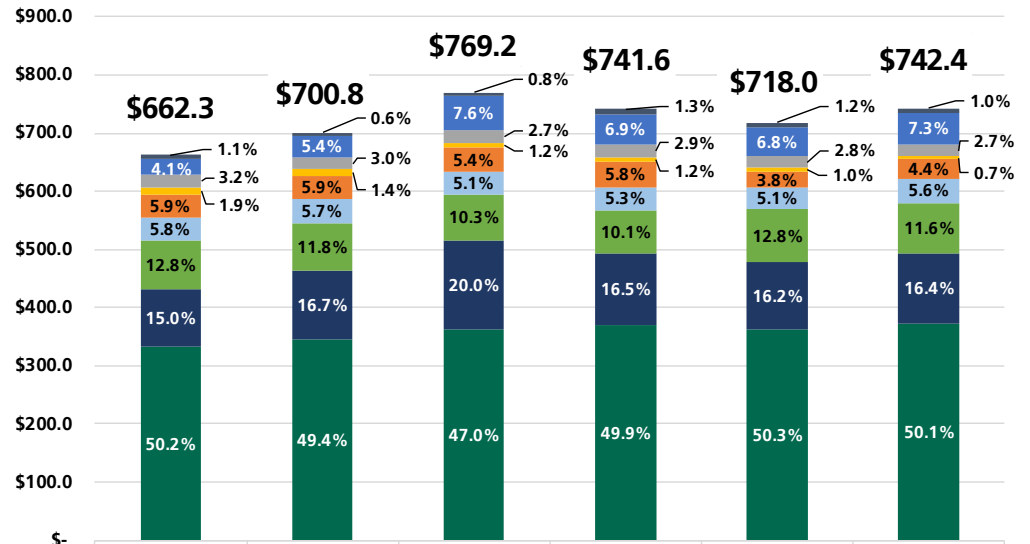
Subvention Distribution represents the reallocation of subvention funds to provide support to other academic units that cannot be fully supported by their own revenues. Subvention distribution also serves as a funding source for strategic initiatives.

2.4 Funding Transfers

Funding transfers include within unit and across unit funding transfers and represent funding exchanges among units.

2.5 Summary of Expenditures

Summary of Direct Expenses (in millions)



	FY15 Actuals	FY16 Actuals	FY17 Actuals	FY18 Budget	FY18 Forecast	FY19 Budget
Other Operating Expenses	\$7.3	\$4.5	\$6.1	\$9.8	\$8.4	\$7.7
Internal Principal & Interest	\$27.4	\$38.0	\$58.2	\$51.1	\$49.0	\$54.1
Cost of Goods Sold	\$21.2	\$20.9	\$21.0	\$21.5	\$19.8	\$20.3
Capital Costs	\$12.9	\$10.0	\$9.1	\$8.6	\$7.1	\$5.5
Occupancy & Maintenance	\$39.1	\$41.7	\$41.2	\$43.3	\$27.4	\$32.6
Professional Services	\$38.2	\$39.7	\$39.2	\$39.3	\$36.4	\$41.7
Supplies & Services	\$84.5	\$82.5	\$78.9	\$75.2	\$92.3	\$86.3
Benefits	\$99.0	\$117.3	\$154.0	\$122.7	\$116.1	\$121.9
Salaries, Wages, & Other Compensation	\$332.7	\$346.2	\$361.5	\$370.0	\$361.5	\$372.3

2.5.1 Salaries, Wages, and Benefits

<i>(in millions)</i>	FY15 Actuals	FY16 Actuals	FY17 Actuals	FY18 Budget	FY18 Forecast	FY19 Budget
Faculty Salaries	\$ 133.6	\$ 136.4	\$ 143.7	\$ 144.6	\$ 142.8	\$ 147.3
Administrative Salaries	107.7	111.8	117.5	128.5	120.5	129.7
Total Salaries	\$ 241.3	\$ 248.1	\$ 261.2	\$ 273.1	\$ 263.3	\$ 277.0
Classified NBU Wages	32.3	34.9	34.3	29.6	25.3	25.4
Union Wages	16.7	19.4	20.4	25.0	26.3	26.4
Student Wages	17.7	18.4	19.1	17.9	18.4	18.3
Graduate Student Wages	21.1	21.5	22.6	21.3	23.1	22.2
Total Wages	\$ 87.7	\$ 94.2	\$ 96.4	\$ 93.8	\$ 93.1	\$ 92.3
Other Compensation	3.6	3.8	3.9	3.1	5.2	2.9
Total Salaries, Wages, & Other Compensation	\$ 332.7	\$ 346.2	\$ 361.5	\$ 370.0	\$ 361.5	\$ 372.3
Total Benefits	\$ 99.0	\$ 117.3	\$ 154.0	\$ 122.7	\$ 116.1	\$ 121.9
Total Compensation	\$ 431.7	\$ 463.5	\$ 515.4	\$ 492.7	\$ 477.6	\$ 494.2

For FY19, compensation is budgeted at \$494.2M, which includes Salaries, Wages and Benefits. Salaries and Wages are budgeted at \$372.3M, which is approximately a 3% increase over the FY18 Budget. Due to limitations with the pre-2018 account structure, FY15 actuals through FY18 budget reflect Classified NBU and Union overtime and other compensation as part of the Classified NBU wages category. Other Compensation in FY18 includes the Early Retirement Incentive Program (ERIP) offered on Regional Campuses. Benefits are budgeted at \$121.9M which is a 5% increase from the FY18 forecast. University salaries, wages, and benefits are explained in more detail in Section 8.

2.5.2 Supplies and Services

For FY19, supplies and services are budgeted at \$86.3M.

Supplies and Services include office supplies, travel & entertainment, licensing, and general supplies & services.

2.5.3 Professional Services

Professional Services include consulting services, subcontracts, legal expenses, online learning service fees, and other professional service fees.

2.5.4 Occupancy and Maintenance

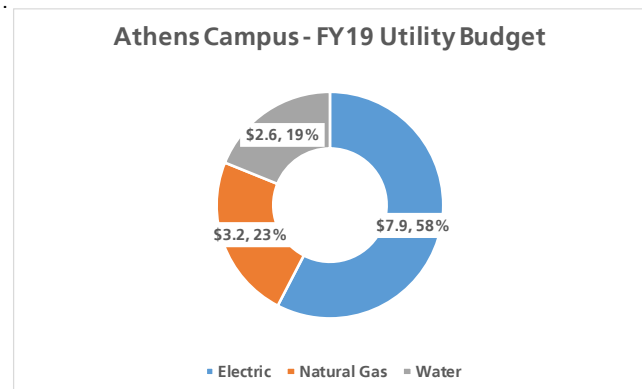
Occupancy and Maintenance includes equipment repairs, maintenance fees, and utilities.

Presentation of Utilities in the Budget Book:

Our Athens Campus utility costs are presented in the Budget Book in 3 units: Culinary Services, Housing & Residence Life, and Central Operations - Utilities. Utility costs are allocated to Culinary Services and Housing & Residence Life based on actual and estimated usage, while the Central Operations - Utilities costs are allocated to all other planning units using net assignable square feet as the allocation metric.

Athens Campus Utilities

<i>(in millions)</i>	FY17 Actual	FY18 Forecast	FY19 Budget
Electric	\$6.7	\$7.5	\$7.9
Natural Gas	3.7	2.9	3.2
Water	2.2	2.4	2.6
Total	\$12.6	\$12.7	\$13.7



Athens Utility Rate and Usage Assumptions for FY19 Budget

Commodity	Rate Assumptions	Usage Assumptions
Electric	Fixed, with Capacity Adj.; 0% increase	Flat usage assuming typical weather
Natural Gas	Mostly Fixed beginning Jan 2018	Flat usage assuming typical weather
Water	Fixed; 5.8% increase	Flat usage assuming historical usage pattern

2.5.5 Capital 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 FY19, capitalized costs are budgeted at \$5.5M.

Capital facilities costs (CIP) are included in the Capital Budget section (Section 9) and are represented in the Non-Operating section (Section 15) of the Budget.

2.5.6 Cost of Goods Sold

Cost of goods sold refers to the carrying value of goods sold during a particular period.

2.5.7 Internal Loans & Debt Service

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.

<i>(in millions)</i>	FY15 Actuals	FY16 Actuals	FY17 Actuals	FY18 Budget	FY18 Forecast	FY19 Budget
Operating Results						
Internal Loan - Principal & Interest	\$ 27.4	\$ 38.0	\$ 58.2	\$ 51.1	\$ 49.0	\$ 54.1
Consolidated Results						
External Debt Service - Interest	\$ 18.6	\$ 24.3	\$ 26.8	\$ 28.4	\$ 28.5	\$ 28.0

<i>(in millions)</i>	Operating Results	Century Bond	Internal Bank	Financial Statement Adjustments	Consolidated Results
Internal Loan - Principal & Interest	\$ 54.1	\$ (12.8)	\$ (41.3)	\$ -	\$ -
External Debt Service - Principal	-	-	16.1	(16.1)	-
External Debt Service - Interest	-	14.0	15.5	(1.5)	28.0

Section 7 provides additional detail about Internal Loans and Debt Service.

2.5.8 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. FY19 depreciation expenses are budgeted at \$52.1M, inclusive of Component Units.

2.5.9 Other Operating Expense

Other operating expense includes income tax, bad debt expense, and other miscellaneous expenses.

2.5.10 Expense Allocations

Expense allocations include administrative cost, capital cost, and subvention allocations.

Administrative cost allocation represents charges to responsibility centers that serves as the primary funding source to support administrative unit operating budgets. Allocations are made based on factors such as headcount and square footage.

Capital cost allocations are charges to colleges to recover the cost of central internal debt service.

Subvention allocation is a 12.5% fee charged to academic units on operating revenues, which is utilized to balance operating results across academic units and provide resources for strategic initiatives.

2.6 Transfers

2.6.1 Transfers to (from) Operating Reserve

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

2.6.2 Transfers to (from) Plant Fund

Transfers to (from) Plant Fund represent the transfer of funds from operations to be used for approved projects and renovations.

2.6.3 Transfer to (from) Quasi Endowments

Represents the transfer from operations for quasi endowments.

2.6.4 Repair & Replacement Transfers

Repair & replacement transfers are departments' designated funds from current year operations to be set aside to fund future replacements/deferred maintenance.

2.6.5 Internal Bank Transfers

Represents the transfer of funding from the Internal Bank for operating (non-capital) loans, or the receipt of bond proceeds to capitalize the Internal Bank.

2.6.6 Other Transfers

Other Transfers represent any other transfer of funding across funding sources.

2.6.7 Transfer Net Results to Fund Balance

Represents the transfer of our Operating Unit net results to fund balance/reserves.

2.6.8 Total Transfer To (From) Reserve

Represents the sum of the rows Transfer To (From) Operating Reserve and Transfer Net Results to Fund Balance, to present the total impact on our Operating Unit reserve balances.

3 State Appropriations

3.1 State Support of Instruction (SSI)

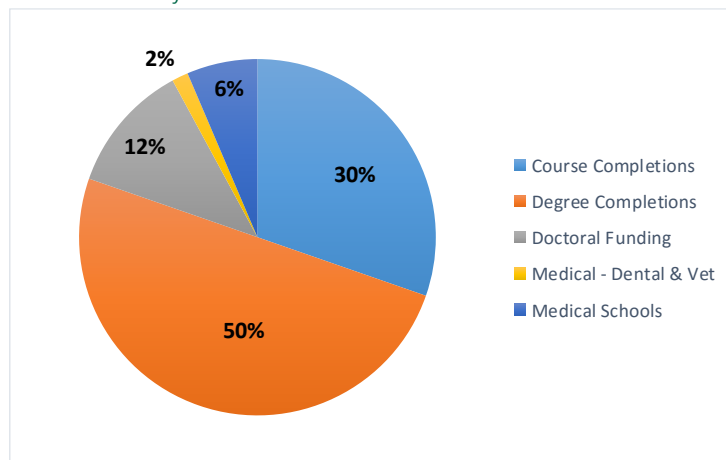
SSI is an annual, fixed-dollar appropriation from the State of Ohio that subsidizes the cost of education for Ohio residents.

Since FY15, the public university SSI funding formula has been comprised of five components (Ohio University does not receive funding for one of the five: Medical – Dental & Vet component). Ohio University’s FY19 SSI allocation, by funding component, is projected to be comprised of:

- 31.6% - Course Completions
- 50.2% - Degree Completions
- 11.7% - Medical School (HCOM)
- 6.5% - Doctoral Funding

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

FY19 University SSI Formula



Course and Degree Completion Components

SSI allocations are based on a formula calculation driven by course completions weighted by subject field costs and degrees earned with weighting factors based on the subject field of courses and degrees, and student demographics including academic performance (ACT), financial need, and various risk factors.

Since the SSI is a fixed dollar allocation, Ohio University’s shares of course and degree completion funding is directly tied to annual changes in its own enrollments and completions as well as how they compare within Ohio’s public university sector. Since the SSI formula for course and degree completion funding includes a factor for cost, the three principal drivers of state support include: (1) base enrollments; (2) completions; and (3) cost. The following analysis compares Ohio University’s shares of course and degree completion funding to these three factors.

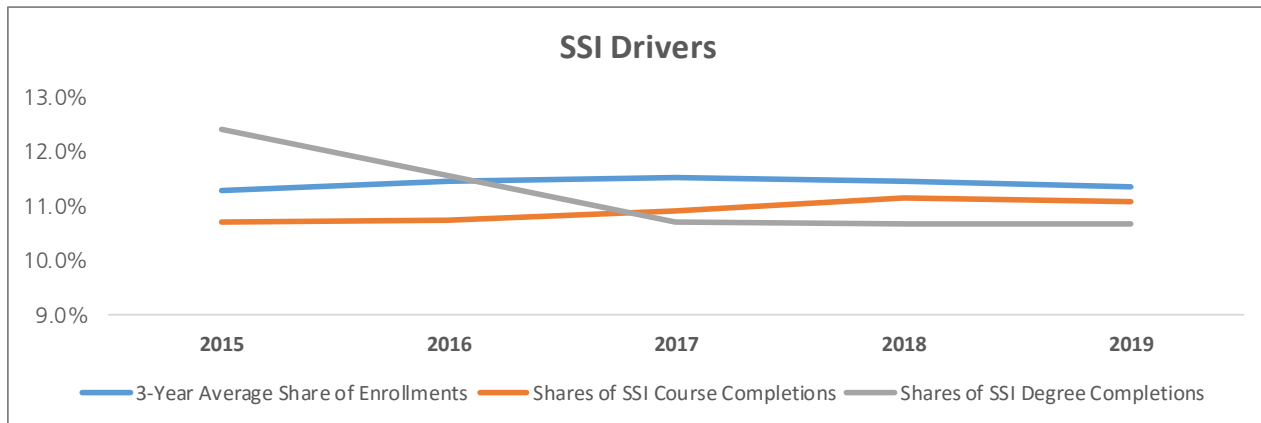
Course Completion Funding

Ohio University’s shares of SSI funding have been increasing, when compared to its enrollments, based on the institution’s increasing share of course completions across the sector. While OU’s average SSI earnings per completed FTE have seen a slight decline, the earnings per FTE are driven by subject model costs determined by OU’s programmatic offerings. Each institution’s program mix impacts cost.

Degree Completion Funding

Ohio University's shares of SSI degree funding have been increasing since FY17, when benchmarked to its share of student enrollments. The recent increase in OU's shares of degree completion funding are positively impacted by above average SSI earnings per degree and its increasing share of degree completions, when compared to the sector average.

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



While Ohio's funding formula is based on completions, each institution's student enrollments are a key driver in the allocation of state support. Specifically, OU's SSI funding is dependent on how student enrollments and completions change annually, as well as how those changes compare within the public university sector.

FY19 SSI Projections

As illustrated below, the SSI allocation for Ohio University has been increasing each year. The increase in our share of SSI in FY14 and FY15 was driven by the growth of the RN-to-BSN program in the College of Health Sciences and Professions. The SSI budget for FY17 was originally projected to increase substantially but changes to the at-risk formula implemented in FY17 resulted in that expected increase being reduced by \$5.2M. The FY19 Budget assumes a modest increase in our state share of SSI, with growth in Medical FTE as the primary driver.

(in millions)	FY15 Actuals	FY16 Actuals	FY17 Actuals	FY18 Budget	FY18 Forecast	FY19 Budget
SSI College Allocations	\$149.2	\$151.8	\$159.7	\$156.8	\$156.8	\$159.8
Strategic Opportunity Reserve						
2% Holdback	2.9	2.9	2.9	2.8	2.8	2.8
Additional Surplus/Deficit	2.0	1.1	(5.2)	0.0	1.3	0.0
Subtotal	4.9	4.0	(2.3)	2.8	4.1	2.8
Total State Share of Instruction	\$154.1	\$155.8	\$157.4	\$159.6	\$160.9	\$162.6
% of State Appropriations	11.0%	10.6%	10.3%	10.5%	10.6%	10.6%
SSI Drivers						
Enrollments	31,984	32,095	32,050	31,098	31,098	30,505
3-Year Average Share of Enrollments	11.3%	11.5%	11.5%	11.5%	11.5%	11.4%
Shares of SSI Course Completions	10.7%	10.7%	10.9%	11.1%	11.1%	11.1%
Shares of SSI Degree Completions	12.4%	11.6%	10.7%	10.7%	10.7%	10.7%

Annually, the University budget allocates only 98% of SSI and Tuition revenues. The 2% holdback is used as a buffer against in-year variability, and funds the Strategic Opportunity Reserve only when it is earned. Section 10 provides additional detail about the Strategic Opportunity Reserve.

Changes to SSI Funding Model for FY18-19

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

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

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

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 as budgeted by each planning unit's FY19 budget.

Planning Unit	Program	FY18 Projection	FY19 Projection	Variance
Voinovich	Appalachian New Economy Partnership	\$1.23	\$1.23	0%
	Co-ops & Internships	0.05	0.05	0%
College of Medicine	AHEC Program Support	0.12	0.12	0%
	Family Practice	0.50	0.50	0%
	Geriatric Medicine	0.07	0.07	0%
	Primary Care Residencies	0.21	0.21	0%
	OU Clinical Training	2.77	2.77	0%
Library	Library Depositories	0.16	0.16	0%
Internal Bank	Capital Component	2.00	0.00	-100%
Subtotal		\$7.10	\$5.10	-28%

Capital Component was a program offered by the State of Ohio in the late 1990's through early 2000's that offered Universities a state appropriation for a 15-year period in exchange for giving up capital appropriation funding. Ohio University took advantage of this program in the early 2000's, and has used the Capital Component appropriation to support capital investments funded directly by the University. FY18 was the last year Ohio University received the Capital Component subsidy, in alignment with the commitment of the State of Ohio program and the pay-back model established with our Internal Bank.

3.3 State Capital Appropriation

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

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

The FY19 Budget for projects to be funded, in whole or in part, by State Capital Appropriations is \$23.4M 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 Headcount and FTE

Athens Campus: Athens Undergraduate headcounts are projected to decline in FY19 by 2.3%, from 17,926 (Fall 2017) to 17,500 (Fall 2018). Students arriving in the Fall 2018 will be the 4th cohort of the OHIO Guarantee on the Athens Campus, and our mix of non-guarantee students will continue to drop as students graduate.

Athens - Cohort Duplicated Headcount (Fall; excluding eCampus)					
	FY16 Actual	FY17 Actual	FY18 Actual	FY19 Planning Assumption	FY19 Budget
Continuing Students	12,987	9,009	5,344	2,764	2,764
OHIO Guarantee 2015-16	4,978	4,304	3,986	3,195	3,195
OHIO Guarantee 2016-17	--	4,896	4,118	3,512	3,512
OHIO Guarantee 2017-18	--	--	4,478	3,597	3,597
OHIO Guarantee 2018-19	--	--	--	4,605	4,432
Total	17,965	18,209	17,926	17,673	17,500

The drop in our Athens Undergraduate headcounts is primarily attributed to smaller freshmen classes in FY18 and projected for FY19. Our total enrollments will continue to decline in future years as our record-high classes of FY15-FY17 graduate and are replaced by smaller classes.

In Section 4.4.2, we further describe the enrollment planning process for FY19 and the difference between our FY19 Planning Assumption and the FY19 Budget.

Athens - Undergraduate Incoming Cohort (Fall)						
	FY15 Actual	FY16 Actual	FY17 Actual	FY18 Actual	FY19 Planning Assumption	FY19 Budget
Resident	3,788	3,756	3,774	3,530	3,629	3,425
Non-resident	589	667	535	515	515	546
Total New Freshmen	4,377	4,423	4,309	4,045	4,144	3,971
Resident	468	476	479	394	394	394
Non-resident	77	87	66	67	67	67
Total Transfers	545	563	545	461	461	461
Total Incoming Cohort	4,922	4,986	4,854	4,506	4,605	4,432

While our total number of non-resident students is projected to decline in FY19 for the 3rd straight year, our % share of non-resident students is increasing from 13.3% to 13.6%. This increase in % share is driven by a projected increase in our New Freshmen non-resident enrollments, from 515 in FY18 to 546 in FY19.

Athens - Undergraduate Resident/Non-Resident Headcount (Fall; excluding eCampus)						
	FY15 Actual	FY16 Actual	FY17 Actual	FY18 Actual	FY19 Planning Assumption	FY19 Budget
Resident	14,921	15,157	15,627	15,527	15,329	15,125
Non-resident	2,739	2,808	2,582	2,398	2,344	2,375
Total	17,660	17,965	18,209	17,925	17,673	17,500
<i>% Non-resident</i>	<i>15.5%</i>	<i>15.6%</i>	<i>14.2%</i>	<i>13.4%</i>	<i>13.3%</i>	<i>13.6%</i>

On the Athens Campus, changes in FTE are highly correlated with changes in student headcount. Since the majority of Athens Campus student are full time, and thus pay the full tuition rate, changes in headcount (and not FTE) drive the tuition forecast.

Undergraduate FTE						
	FY15 Actual	FY16 Actual	FY17 Actual	FY18 Actual	FY19 Planning Assumption	FY19 Budget
<i>Athens</i>	17,552	18,007	18,188	17,885	17,641	17,469
<i>eCampus (Athens & Regional)</i>	2,895	2,941	3,060	2,926	2,954	2,954
<i>Regional Campuses</i>						
Chillicothe	1,476	1,392	1,369	1,281	1,243	1,243
Eastern	587	606	576	554	537	537
Lancaster	1,571	1,503	1,390	1,293	1,254	1,254
Southern	1,296	1,237	1,208	1,245	1,208	1,208
Zanesville	1,243	1,224	1,107	1,016	986	986
Total Regional Campuses	6,173	5,962	5,650	5,389	5,227	5,227
Total Undergraduate	26,620	26,910	26,898	26,200	25,823	25,650
<i>Post-Secondary/CC+</i>	302	439	441	409	409	409

Regional Campuses: From FY15 to FY18, Regional Campuses have experienced a 12.7% decrease in FTE, and are projected to decrease by an additional 3.0% from FY18 to FY19. Regionals campuses enrollments have been impacted by a strong economy (choosing to work instead of attend college/university, or attending part-time), growth in post-secondary enrollment resulting from the College Credit Plus program, and declining populations in the regions they serve.

Please see Section 4.4.1 for a summary of the RHE Study Committee, who will develop recommendations to address the declining enrollment and recommend a sustainable academic and resource model for the Regional Campuses.

eCampus: From FY15 to FY18, total eCampus FTE's have been relatively flat. For FY19, colleges are projecting an increase of 1.0%, as new programs are being launched to offset enrollment declines in our largest program, the RN-2-BSN. Our percentage of non-resident eCampus students has increased from 24.1% in FY15 to 32.1% projected in FY19, as we have focused our student recruitment efforts on growing our non-resident markets.

eCampus - Resident/Non-Resident Duplicated FTE (Fall; Athens and Regionals Undergraduate)					
	FY15 Actual	FY16 Actual	FY17 Actual	FY18 Actual	FY19 Budget
Resident	2,224	2,167	2,197	1,986	2,005
Non-resident	707	812	862	940	949
Total	2,931	2,979	3,060	2,926	2,954
<i>% Non-resident</i>	<i>24.1%</i>	<i>27.3%</i>	<i>28.2%</i>	<i>32.1%</i>	<i>32.1%</i>

4.1.2 Graduate Programs

Traditional Graduate Programs: From FY15 to FY18, the enrollments for the University’s traditional graduate programs have decreased by 5.6%. 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. The current forecast reflects those constraints by assuming flat enrollments for FY19.

Professional Masters: From FY15 to FY18, the University’s professional masters programs have experienced substantial growth from 2,298 students in FY15 to 2,719 students in FY18, an increase of 18.3%. The current forecast for FY19 plans an 8.5% growth over FY18 for enrollments in these programs.

For a listing of academic programs by college, reference the tables in Section 4.1.4.

Graduate Programs Duplicate Headcount					
	FY15 Actual	FY16 Actual	FY17 Actual	FY18 Actual	FY19 Budget
Traditional Graduate Programs	2,738	2,641	2,628	2,586	2,586
Professional Masters (Outreach)	2,298	2,383	2,558	2,719	2,950
Total	5,036	5,024	5,186	5,305	5,536

4.1.3 Doctor of Osteopathy (HCOM)

While FY18 was the 4th cohort of HCOM students attending the Dublin Campus, FY19 will be the 4th cohort of HCOM students attending the Cleveland Campus. As both campuses have come online and grown to their full class size, HCOM has grown from 539 students in FY14 to a projected 968 students in FY19.

HCOM Headcount					
	FY15 Actual	FY16 Actual	FY17 Actual	FY18 Actual	FY19 Budget
Athens Campus	560	561	553	556	560
Dublin Campus	50	100	152	198	208
Cleveland Campus	0	50	105	151	200
Total	610	711	810	905	968

4.1.4 Graduate Enrollments by College (Headcount by Term)

Arts & Sciences

Plan Description	Type	Actuals				Projections			
		Fall 2014	Fall 2015	Fall 2016	Fall 2017	Fall 2018	Fall 2019	Fall 2020	Fall 2021
Biological Sciences	Traditional	43	43	52	54	53	54	53	53
Chemistry	Traditional	59	60	59	61	60	61	60	60
Clinical Psychology	Traditional	52	47	46	44	45	45	45	45
Economics	Traditional	14	14	20	21	21	21	21	21
English	Traditional	58	58	62	61	62	61	61	61
Experimental Psychology	Traditional	34	31	27	28	28	28	28	28
Financial Economics	Traditional	92	85	83	68	60	60	60	60
French	Traditional	6	7	6	7	7	7	7	7
Geography	Traditional	21	23	18	16	17	17	17	17
Geological Sciences	Traditional	24	26	22	17	20	18	19	19
History	Traditional	38	37	43	35	39	37	38	38
Indust/Organiz Psychology	Traditional	8	9	7	6	7	6	6	6
Linguistics	Traditional	25	26	28	27	28	27	27	27
Mathematics	Traditional	57	58	56	54	55	55	55	55
Molecular/Cellular Biol	Traditional	26	27	26	27	27	27	27	27
Philosophy	Traditional	12	9	11	12	12	12	12	12
Physics	Traditional	86	75	70	75	73	74	73	73
Plant Biology	Traditional	19	15	20	17	19	18	18	18
Political Science	Traditional	24	17	17	17	17	17	17	17
Social Sciences	Traditional	1							
Sociology	Traditional	20	19	23	15	19	17	18	18
Spanish	Traditional	18	15	15	16	16	16	16	16
Financial Economics (online)	Traditional			1					
Linguistics - TEFL	Traditional				2	1	2	1	1
Biological Sciences	Professional/RDP				1				
Economics	Professional/RDP		1						
English	Professional/RDP		1	1					
Experimental Psychology	Professional/RDP			1					
Financial Economics	Professional/RDP	74	48	44	13				
Linguistics	Professional/RDP	5	10	8	3				
Philosophy	Professional/RDP	1							
Political Science	Professional/RDP	2			1				
Social Sciences	Professional/RDP	2		3					
Spanish	Professional/RDP	1		1					
English \ (online\)	Online		19	19	20	20	20	20	20
Political Science	Online		1	1					
Social Sciences	Online	26	36	52	43	50	50	50	50
Financial Economics (online)	Online			6	40	80	97	100	102
WGSS	Online					20	25	25	25
Geospatial Information Science	Online					8	10	15	20
Chemistry	Online					10	25	25	25
Law, Justice and Culture	Online					5	15	30	40
Law, Justice and Culture	Traditional					5	10	20	20
Linguistics - TEFL	Online					10	16	20	20
Total		848	817	848	801	888	944	983	999

Business

Plan Description	Type	Actuals				Projections			
		Fall 2014	Fall 2015	Fall 2016	Fall 2017	Fall 2018	Fall 2019	Fall 2020	Fall 2021
General Business Grad	Traditional	8	19	20	22	20	20	20	20
Global MBA	Traditional	7							
MBA/Sports Admin	Traditional	42	21	20	22	20	20	20	20
Sports Administration	Traditional	25	29	15	7	7	7	7	7
Sportsad/MBA	Traditional		19	21	18	20	20	20	20
General Business Grad	Professional/RDP		2						
MBA - Finance Concentration	Professional/RDP			1					
Professional MBA Program	Professional/RDP	99	105	93	70	100	100	100	100
Sports Administration	Professional/RDP	46	50	58	60	60	60	60	60
PMBA - Business Analytics Concentration	Professional/RDP				6				
PMBA - Executive Management Concentration	Professional/RDP				22				
PMBA - Finance Concentration	Professional/RDP				1				
PMBA - Health Care Concentration	Professional/RDP				2				
Athletic Administration	Online	154	182	216	217	212	203	200	200
MBA - Finance Concentration	Online	94	116	95	74				
MBA - General Concentration	Online	199	247	280	254				
MBA - Healthcare Concentration	Online	105	137	138	130				
MBA - Online All Concentrations	Online					536	562	550	550
PMBA - Business Analytics Concentration	Online				1				
Macc-Accountancy	Online					70	191	190	190
Total		779	927	957	906	1,045	1,183	1,167	1,167

Communication

Plan Description	Type	Actuals				Projections			
		Fall 2014	Fall 2015	Fall 2016	Fall 2017	Fall 2018	Fall 2019	Fall 2020	Fall 2021
Communication Tech & Policy	Traditional	1		1					
COMS-Health Communication	Traditional	11	12	10	11	12	13	14	14
COMS-Relating and Organizing	Traditional	17	17	14	17	17	16	15	15
COMS-Rhetoric/Public Culture	Traditional	15	15	17	10	13	13	13	14
Info and Telecom Systems	Traditional	34	27	19	21	20	20	20	20
Journalism	Traditional	29	19	25	32	33	33	34	34
Mass Comm-Media Arts & Studies	Traditional	32	32	30	30	30	30	30	30
Mass Communication-Journalism	Traditional	15	11	10	6	6	7	7	7
Media Arts & Studies	Traditional	13	7	9	7	7	9	9	10
Organizational Communication	Traditional	1	3	2	2				
Photography	Traditional	24	29	32	28	29	30	31	32
Communication Media Arts	Traditional				5	12	18	18	18
COMS-Health Communication	Professional/RDP		1						
COMS-Relating and Organizing	Professional/RDP		1		1				
COMS-Rhetoric/Public Culture	Professional/RDP				1				
Info and Telecom Systems	Professional/RDP			1					
Journalism	Professional/RDP			2					
Organizational Communication	Professional/RDP	45	49	41	41	41	37	32	31
Info and Telecom Systems	Online	9	4	4	8	10	12	14	16
Organizational Communication	Online			1	1	1	6	10	12
Total		246	227	218	221	231	244	247	253

Education

Plan Description	Type	Actuals			Projections				
		Fall 2014	Fall 2015	Fall 2016	Fall 2017	Fall 2018	Fall 2019	Fall 2020	Fall 2021
Acclaim Mathematics Education	Traditional		1						
Adolescent/Young Adult Educ	Traditional	2	2						
Apparel, Textiles & Merchandisi	Traditional	4	3	2	3	3	3	3	
AYA Earth/Space Science	Traditional		2						
AYA Integrated Language Arts	Traditional	4	2	1	4	4	4	4	
AYA Integrated Mathematics	Traditional	4	2		2	2	2	2	
AYA Integrated Science	Traditional	3	1	2	3	3	3	3	
AYA Integrated Social Studies	Traditional	5	4	3	6	6	6	6	
AYA Life Science	Traditional	3	1	1					
AYA Physical Science	Traditional	1							
Clin. Mental Health & Clin. Rehab Couns.	Traditional		8	20	14	14	14	14	
Clinical Mental Health Counsel	Traditional	27	37	19	37	37	37	37	
Clinical Rehabilitation Counseling	Traditional			1					
CMH/Rehab/School Counseling	Traditional	1							
CMH/Rehabilitation Counseling	Traditional	1	1						
Coaching Education	Traditional	37	32	40	34	34	34	34	
College Student Personnel	Traditional	53	52	51	52	52	52	52	
Computer Educ/Technology	Traditional	19	11	12	11	11	11	11	
Counselor Education	Traditional	24	24	26	22	22	22	22	
Critical Studies in Educ. Foundations	Traditional	7	12	12	13	10	10	10	
Cultural Studies	Traditional	4	1						
Cultural Studies	Traditional	7	3	2					
Curriculum & Instruction	Traditional	31	23	24	23	23	23	23	
Curriculum & Instruction (movg to e-Campus)	Traditional	19	20	43	45				
Early Child Intervent Special	Traditional	1	1	3	7	7	7	7	
Education Administration	Traditional	64	53	55	51	51	51	51	
Family & Consumer Sciences Education	Traditional			1					
Higher Education	Traditional	10	12	5	16	16	16	16	
Instructional Tech	Traditional	50	51	46	50	50	50	50	
Math Education	Traditional	8	8	5	7	7	7	7	
Mid Child Lic Lang Arts & Math	Traditional	1	1	1					
Mid Child Lic Lang Arts & Sci	Traditional		1	4					
Mid Child Lic Lang Arts & SS	Traditional	7	6	5	3	3	3	3	
Mid Child Lic Math & Science	Traditional	2	2		1	1	1	1	
Mid Child Lic Math & SS	Traditional	4							
Mid Child Lic Sci & SS	Traditional	2		2					
Middle Child Education	Traditional	1							
Mild-Moderate Education Needs	Traditional	8	18	15	5	5	5	5	
Moderate-Intensive Educ Needs	Traditional	3	1	2	3	3	3	3	
Prof Instructional Design Certi	Traditional	1	7	2	3	3	3	3	
Reading Education	Traditional	35	30	36	30	30	30	30	
Reading Endorsement (mv to e-campus)	Traditional	21	13	16					
Reading/Language Arts	Traditional	2							
Recreation Studies	Traditional	26	20	19	21	20	20	20	
Rehabilitation Counseling	Traditional	8	6						
Rehabilitation/CMH Counseling	Traditional	1			1	1	1	1	
Research/Evaluation	Traditional	9	12	13	12	12	12	12	
Research/Evaluation	Traditional	4	1	3	2	2	2	2	
School Counseling	Traditional	34	17	15	14	14	14	14	
School/CMH Counseling	Traditional		5	7	5	5	5	5	
Science Education	Traditional	2	1	1	3	3	3	3	
Social Studies Education	Traditional	2	1	2	3	3	3	3	
Superintendent Endorsement	Traditional	4							
Superintendent Licensure	Traditional			4					
Undecided Education	Traditional	4		1					
Counselor Education	Professional/RDP		1	1	4	4	4	4	
Early Child Generalist Endorse	Professional/RDP			1					
Education Administration	Professional/RDP	41	45	31	26	26	26	26	
Education Public Policy Leadership Certificate Prc	Professional/RDP					15	20	20	
Higher Education	Professional/RDP	50	66	56	51	51	51	51	
Instructional Tech	Professional/RDP	3		1	2	2	2	2	
Special Ed/Non Certification	Professional/RDP	1							
Teacher Leader Endorsement	Professional/RDP			1	3	3	3	3	
Coaching Education	Online	168	171	158	141	141	135	125	
Coaching Education - Soccer	Online	49	70	69	58	65	65	65	
Coaching Education - Tennis	Online						20	30	
Curriculum & Instruction (movg to e-Campus)	Online					75	75	75	
Education Administration	Online				1	1	1	1	
Pre-Kindergarten Special Needs	Online				15	20	20	20	
Reading Endorsement	Online				17	17	17	17	
Total		882	862	840	824	862	871	886	896

Engineering

Plan Description	Type	Actuals				Projections			
		Fall 2014	Fall 2015	Fall 2016	Fall 2017	Fall 2018	Fall 2019	Fall 2020	Fall 2021
Biomedical Engineering	Traditional	9	9	13	9	8	8	8	8
Chemical Engineering	Traditional	50	51	59	55	55	55	55	55
Civil Engineering	Traditional	53	53	48	44	44	44	44	44
Computer Science	Traditional	24	27	21	18	18	18	18	18
Electrical Engineering	Traditional	23	21	26	29	29	29	29	29
Electrical Engineering & CS	Traditional	42	40	38	39	39	39	39	39
Electrical Engineering (online)	Traditional	1							
Industrial & Systems Engineer	Traditional	35	33	40	28	28	28	28	28
Mechanical & Systems Engineer	Traditional	17	16	25	31	31	31	31	31
Mechanical Engineering	Traditional	37	33	34	26	26	26	26	26
Industrial & Systems Engineer	Professional/RDP	1							
Civil Engineering (online)	Online	41	60	86	77	75	75	75	75
Computer Science	Online				1				
Electrical Engineering (online)	Online	34	78	80	120	120	120	120	120
Engineering Management	Online	147	119	140	178	175	175	175	175
Total		514	540	610	655	648	648	648	648

Fine Arts

Plan Description	Type	Actuals				Projections			
		Fall 2014	Fall 2015	Fall 2016	Fall 2017	Fall 2018	Fall 2019	Fall 2020	Fall 2021
Acting	Traditional	10	10	10	10	10	10	10	10
Art History	Traditional	14	11	12	13	13	12	12	12
Ceramics	Traditional	9	9	9	9	9	9	9	9
Directing	Traditional	3	2	3	4	4	3	3	3
Film	Traditional	49	52	51	45	45	50	50	50
Graphic Design	Traditional	7	8	6	6	6	6	6	6
Interdisciplinary Arts	Traditional	32	26	25	29	29	23	23	23
Music Composition	Traditional	3	2	3	2	2	3	3	3
Music Education	Traditional	4	2	2	5	5	2	2	2
Music History & Literature	Traditional	1	1						
Music Performance	Traditional	19	14	17	24	24	17	17	17
Music Theory	Traditional	1			1	1			
Music Therapy	Traditional	21	21	19	14	14	19	19	19
Music: Performance/Conducting	Traditional	3	3	2	1	1	2	2	2
Music: Performance/Pedagogy	Traditional	11	12	6	3	3	6	6	6
Painting and Drawing	Traditional	11	11	11	9	9	11	11	11
Performance Certificate	Traditional		1	1			1	1	1
Photography	Traditional	6	4	4	5	5	4	4	4
Playwriting	Traditional	9	8	8	9	9	8	8	8
Printmaking	Traditional	9	8	7	8	8	7	7	7
Production Design	Traditional	13	15	16	17	17	16	16	16
Production Technology	Traditional	14	14	14	14	14	14	14	14
Sculpture	Traditional	7	8	7	7	7	7	7	7
Theater	Traditional	5	4	1			1	1	1
Performance: Emphasis in Performance/Ped	Traditional			4	10	10	4	4	4
Music: Performance/Conducting	Dublin			1	1	1			
Film	Professional/RDP		1	1					
Graphic Design	Professional/RDP			4					
Music Therapy	Professional/RDP		1	1	2	2	1	1	1
Music: Performance/Conducting	Professional/RDP		1						
Printmaking	Professional/RDP		1						
Arts Admin	Online/Hybrid					7	11	11	11
Dance/Movement Therapy	Traditional						8	16	16
Art Therapy	Traditional						8	16	16
Music Education	Online					10	13	17	20
Dance Studies	Traditional						5	6	6
Music Therapy	Online/Hybrid							6	13
Total		261	250	245	248	265	281	308	318

Health Sciences

Plan Description	Type	Actuals				Projections			
		Fall 2014	Fall 2015	Fall 2016	Fall 2017	Fall 2018	Fall 2019	Fall 2020	Fall 2021
Athletic Training	Traditional	36	38	47	39	29	29	27	27
Audiology	Traditional	34	35	35	37	38	38	38	38
Child and Family Studies	Traditional	12	12	11	8	8	8	8	8
Educr & Fam Nrse Prac Online	Traditional	1							
Exercise Physiology Clinical	Traditional	5	7	7	10	10	12	15	15
Family Nurse Practition Online	Traditional	15	3	9	5				
Family Nurse Practitioner	Traditional	32	24	10	6				
Family Studies	Traditional	1							
Food and Nutrition Sciences	Traditional	13	16	23	31	11	15	15	15
Health Administration	Traditional		1						
Hearing Science	Traditional	2		1	1	2	2	4	4
Nurse Administrator	Traditional		1	1					
Nurse Educator	Traditional	2	5	5	7	2	2	2	2
Nurse Educator Online	Traditional	1			1				
Physical Therapy	Traditional	124	126	133	121	126	126	130	130
Physiology of Exercise	Traditional	9	8	8	3	3	5	5	5
Public Health	Traditional	15	14	19	15	25	27	29	31
Social Work	Traditional	55	66	49	67	70	70	70	70
Speech Language Pathology	Traditional	45	43	45	52	48	48	48	48
Speech-Language Science	Traditional	12	12	13	10	12	12	12	12
Doctor of Nursing Practice (post baccala	Traditional				4	9	10	10	15
Doctor of Nursing Practice (post masters	Traditional				13	28	30	30	35
Athletic Training	Dublin			3	12	7	7	7	7
Food and Nutrition Sciences	Dublin			10	20	20	20	20	20
Physician Assistant Practice	Dublin		39	68	61	60	60	60	60
Athletic Training	Professional/RDP	6	6	10	14	15	40	50	50
Audiology	Professional/RDP			11		2	2	2	2
Child and Family Studies	Professional/RDP	5	3	5	1				
Educator & Family Nurse Prac	Professional/RDP	1							
Educr & Fam Nrse Prac Online	Professional/RDP	1		2					
Family Nurse Practition Online	Professional/RDP	10	1	3	6				
Family Nurse Practitioner	Professional/RDP	3	1	1					
Food and Nutrition Sciences	Professional/RDP	1	2	1	1				
Health Administration	Professional/RDP			1	1				
Nurse Educator Online	Professional/RDP	1	2	2	1				
Physiology of Exercise	Professional/RDP		2						
Public Health	Professional/RDP		1	6	8				
Social Work	Professional/RDP	34		1					
Speech Language Pathology	Professional/RDP				1	2	2	2	2
Speech-Language Science	Professional/RDP	1							
Admin & Fam Nurse Prac Online	Online	1	1						
Educr & Fam Nrse Prac Online	Online	1	5	2	3				
Family Nurse Practition Online	Online	363	262	226	212	215	215	215	215
Family Nurse Practitioner	Online	1	1		1				
Health Administration	Online	417	428	446	466	470	475	475	475
Nurse Administrator Online	Online	5				5	5	5	5
Nurse Educator & Admin Online	Online	5							
Nurse Educator Online	Online	10	12	7	14	10	20	20	20
Social Work (Online)	Online					14	172	312	328
Total		1,280	1,177	1,221	1,252	1,241	1,452	1,611	1,639

International Studies

Plan Description	Type	Actuals				Projections			
		Fall 2014	Fall 2015	Fall 2016	Fall 2017	Fall 2018	Fall 2019	Fall 2020	Fall 2021
African Studies	Traditional	22	21	20	15	15	15	15	15
Asian Studies	Traditional	17	14	9	10	10	10	10	10
Communication & Development	Traditional	38	29	27	31	31	31	31	31
Development Studies	Traditional	45	34	25	24	24	24	24	24
Latin American Studies	Traditional	14	7	8	9	9	9	9	9
Southeast Asia Studies	Traditional	2							
Global Exchange Partnership	Traditional			6	7	7	7	7	7
African Studies	Professional/RDP				2	2	2	2	2
Asian Studies	Professional/RDP	2		1					
Communication & Development	Professional/RDP		1	3	1	1	1	1	1
Development Studies	Professional/RDP	3		2	2	2	2	2	2
Latin American Studies	Professional/RDP	1		1	1	1	1	1	1
Global Exchange Partnership	Professional/RDP			3					
Development Studies	Online			1	1	1	1	1	1
Total		144	106	106	103	103	103	103	103

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Plan Description	Type	Actuals				Projections			
		Fall 2014	Fall 2015	Fall 2016	Fall 2017	Fall 2018	Fall 2019	Fall 2020	Fall 2021
Environmental Studies	Traditional	29	37	46	30	30	30	30	30
Executive MPA Program	Traditional	3	24	9	2				
Public Administration	Traditional	26	30	18	17	26	28	30	30
Environmental Studies	Dublin			1					
Executive MPA Program	Dublin			21	39	45	45	45	45
Public Administration	Dublin			1	1				
Executive MPA Program	Professional/RDP	29							
Public Administration	Professional/RDP	2	1		2				
Public Administration (online)	Online				82	150	245	250	250
Total		89	92	96	173	251	348	355	355

4.2 Tuition Rates

The FY19 column represents the tuition and fees, as approved by the Board of Trustees in January 2018. The tuition rate tables for FY19, by cohort, are included in Appendix 18.2.

Continuing Students (Non-Guarantee)								
	<u>FY13</u>	<u>FY14</u>	<u>FY15</u>	<u>FY16</u>	<u>FY17</u>	<u>FY18</u>	FY19*	<u>Per Semester</u>
Tuition	3.5%	1.6%	1.5%	0.0%	0.0%	0.0%	0.0%	\$5,268
Non-Resident Surcharge	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	\$4,482
Room	3.5%	3.5%	3.5%	3.5%	0.0%	0.0%	0.0%	
Board	1.5%	0.5%	1.0%	1.0%	0.0%	0.0%	0.0%	
OHIO Guarantee - Class of 2019								
	<u>FY13</u>	<u>FY14</u>	<u>FY15</u>	<u>FY16</u>	<u>FY17</u>	<u>FY18</u>	FY19*	<u>Per Semester</u>
Tuition				5.1%	0.0%	0.0%	0.0%	\$5,774
Non-Resident Surcharge				0.0%	0.0%	0.0%	0.0%	\$4,482
Room				5.3%	0.0%	0.0%	0.0%	\$3,185
Board				1.5%	0.0%	0.0%	0.0%	\$2,247
OHIO Guarantee - Class of 2020								
	<u>FY13</u>	<u>FY14</u>	<u>FY15</u>	<u>FY16</u>	<u>FY17</u>	<u>FY18</u>	FY19*	<u>Per Semester</u>
Tuition					1.7%	0.0%	0.0%	\$5,872
Non-Resident Surcharge					5.6%	0.0%	0.0%	\$4,732
Room					3.5%	0.0%	0.0%	\$3,296
Board					2.0%	0.0%	0.0%	\$2,292
OHIO Guarantee - Class of 2021								
	<u>FY13</u>	<u>FY14</u>	<u>FY15</u>	<u>FY16</u>	<u>FY17</u>	<u>FY18</u>	FY19*	<u>Per Semester</u>
Tuition						1.3%	0.0%	\$5,948
Non-Resident Surcharge						0.0%	0.0%	\$4,732
Room						3.5%	0.0%	\$3,411
Board						2.0%	0.0%	\$2,338
OHIO Guarantee - Class of 2022								
	<u>FY13</u>	<u>FY14</u>	<u>FY15</u>	<u>FY16</u>	<u>FY17</u>	<u>FY18</u>	FY19*	<u>Per Semester</u>
Tuition							1.3%	\$6,096
Non-Resident Surcharge							0.0%	\$4,732
Room							3.5%	\$3,530
Board							2.0%	\$2,385

Non-Guarantee Cap: Current Planning Assumption & Final State Fee Cap

4-year rate Guarantee: No fee increases in years 2-4

Guarantee Tuition Cap: Non-Guarantee Cap + 5-year average CPI

*Current Planning Assumptions

4.2.1 OHIO Guarantee

Starting in the Fall of 2015, the OHIO Guarantee set a new standard among Ohio's public institutions of higher education by taking the guesswork out of budgeting for college. The OHIO Guarantee is a precedent setting cohort-based, level-rate tuition, housing, dining, and fee model that assures students and their families a set of comprehensive rates for the pursuit of an undergraduate degree at Ohio University. Tuition, housing, dining, and fee rates established at enrollment remain unchanged for 12 consecutive semesters.



Benefits of the OHIO Guarantee:

- Transparency and predictability in expected costs, helping students and families with 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. 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.

Challenges of the OHIO Guarantee:

- Shifts fiscal risk to the University as all traditional undergraduate students over the past four years are now part of the Guarantee, making it more difficult for the institution to react to inflationary changes and pressures.
- Makes it difficult to address emerging course costs that may have unique expenses.
- "All in" tuition and fees may create optic problems for prospective student comparing tuition rates with competitive schools where additional and variable fee structures are not obvious.

RHE Guarantee:

At the March 2018 Board of Trustees meeting, Trustees approved a resolution to extend our OHIO Guarantee program to our Regional Campuses beginning with the cohort of new students entering Fall 2018. The RHE Guarantee will not only fix the tuition rate for 4-years, it will also eliminate the multiple fee structures that existed by campus and by student level. The RHE Guarantee will apply to students pursuing associates degrees and bachelor's degrees, with a handful of associate degree programs excluded from the RHE Guarantee per ODHE guidelines because the programs have not demonstrated bachelor completion success. The following program completion audit was provided to ODHE during the program approval process.

Program Name	Associate Program as a Primary or Secondary Major At Any Point					
	Graduated within 4 or more years					
	Entered 2011-12 thru 2013-14 and Earned Degree by Fall 2017					
Student Count	% Students Earning an Associates	% of Associate Degree Students Achieving a Bachelor's Degree	% of Students Earning a Bachelor's Degree, no Associate	Measure of Persistence - % Enrolled After Associate's Degree	% of Associate Degree Students who complete a Bachelors or Enrolled	
Child Development (AAS)	220	38.2%	34.5%	17.7%	8.3%	42.9%
Associate of Art	448	59.8%	66.0%	3.6%	4.1%	70.1%
Associate of Art	105	44.8%	66.0%	6.7%	4.3%	70.2%
Associate of Science	458	55.0%	61.1%	6.1%	4.0%	65.1%
Associate of Individualized Study	22	18.2%	50.0%	0.0%	0.0%	50.0%
Accounting Technology (AAB)	158	59.5%	40.4%	1.9%	10.6%	51.1%
Business Management Technology (AAB)	724	30.0%	45.2%	4.4%	11.5%	56.7%
Computer Science Technology (AAB)	347	35.7%	31.5%	4.3%	14.5%	46.0%
Electronic Media (AAS)	228	43.9%	43.0%	5.3%	10.0%	53.0%
Engineering Technology (AAS)	8	12.5%	0.0%	0.0%	0.0%	0.0%
Environmental Engineering Technology (AAS)	37	48.6%	27.8%	0.0%	16.7%	44.4%
Equine Studies (AAS)	62	46.8%	13.8%	1.6%	37.9%	51.7%
Health Technology (AAS)	55	29.1%	12.5%	5.5%	0.0%	12.5%
Human Services Technology (AAS)	573	45.5%	45.2%	2.1%	6.5%	51.7%
Law Enforcement Technology (AAS)	532	36.1%	42.2%	0.8%	7.3%	49.5%
Medical Assisting Technology	118	38.1%	22.2%	5.9%	6.7%	28.9%
Nursing (AAS)	1,643	82.5%	51.2%	3.4%	7.5%	58.7%
Office Administration Technology (AAB)	107	50.5%	24.1%	4.7%	0.0%	24.1%
Total	5,845	54.1%	56.2%	4.1%	7.7%	63.9%

4.3 Financial Aid

<i>(in millions)</i>	FY15 Actuals	FY16 Actuals	FY17 Actuals	FY18 Budget	FY18 Forecast	FY19 Budget
Athens Campus Undergraduates						
Gross Tuition Revenue	\$227.6	\$235.8	\$238.0	\$238.1	\$234.7	\$235.8
Financial Aid Sources						
Operating Funds - Scholarships	32.0	36.2	39.8	41.3	38.4	42.8
Operating Funds - Student Athletes	7.4	8.5	8.2	8.3	7.9	8.2
Grants Funds	2.1	2.0	1.1	1.4	1.4	0.6
Foundation Funds	4.5	5.0	5.5	6.2	6.1	6.3
Subtotal - Financial Aid	45.9	51.7	54.6	57.1	53.8	57.9
Net Tuition Revenue	181.7	184.0	183.4	181.0	180.9	177.9
Discount Rate	20.2%	21.9%	23.0%	24.0%	22.9%	24.6%
Grant and Foundation Revenues Supporting Financial Aid						
Grant Revenue	2.1	2.0	1.1	1.4	1.4	0.6
Foundation Revenue	4.5	5.0	5.5	6.2	6.1	6.3
Net Tuition Plus Grant / Foundation Revenues	\$188.2	\$191.1	\$190.0	\$188.6	\$188.4	\$184.8

Gross Tuition Includes: UG Instructional, Non-Resident, Program, Career, and Course/Class fees.

4.3.1 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 2018 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 2018 are eligible for consideration to become an OHIO Signature Scholar. The application for admission serves as the application for merit-based scholarships.

Fall 2018 first-year students who were admitted by June 1, 2018 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 January 15, 2018, 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 January 15, 2018.
- Contributions made to the academic, demographic, or geographic diversity of the University community.

In FY19, the OHIO Signature Awards and additional central scholarship awards will include more than \$40M in scholarships and grant aid for undergraduate students. See <http://www.ohio.edu/admissions/signature/index.cfm> for details about the Signature Awards program.

4.3.2 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 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.

During FY18, over 3,000 donors committed \$1.3M to OHIO Match endowed scholarships. Since the inception of the program, \$9.3M in outright gifts and pledges have been committed to the OHIO Match program, and 152 unique scholarships have been established. These gifts and pledges correspond to a University match commitment of \$4.7M. The University match commitment is funded by the Strategic Opportunity Reserve, described in detail in Section 10.

Through March 31, 2018, a total of \$8.0M has been collected against the \$9.3M gifts and pledges. The University has provided matching funds totaling \$4.0M, and the total market value for these endowments including the University match and accumulated investment income is \$13.9M.

4.4 University Initiatives

4.4.1 Regional Higher Education

In response to the declining enrollment trend for Regional Campuses and the shifting of enrollments to the College Credit Plus program, multiple strategies have been employed to adjust the budgets for regional campuses including the exploration of new revenue sources, implementation of cross campus scheduling and staffing efficiencies, and offering an Early Retirement Incentive Program.

While these strategies will help to address the current challenges within the Regional Higher Education budget, President Nellis has convened an RHE Study Committee to review and evaluate the regional campus higher education model by benchmarking peers and analyzing internal trend cycles, and to recommend a sustainable academic and resource model for the regional campuses in the context of the whole of Ohio University, and the OHIO for Ohio strategy.

This will include how to engage new markets for student recruitment pipelines; how to improve the interconnectedness and collaboration across the regional campuses and centers and between and among regional campuses, centers, and Athens; develop opportunities for faculty to work seamlessly across the regional campuses and centers and between and among regional campuses, centers, and Athens; and how to increase opportunities for students to complete coursework and engage in experiential learning opportunities.

This will also include a review of the current organization and administration of the regional campuses, their program delivery and expansion initiatives, their financial projections, and their student and community services in order to make recommendations for sustainable regional campus operations that will enhance their ability to deliver high quality academic programming in high demand areas while maintaining their exemplary student centered focus and community support.

The committee began its work in the spring semester to consider each of the areas mentioned above and will present its findings to the Executive Vice President and Provost and President by November 1, 2018.

4.4.2 Undergraduate Enrollments and Scholarship Leveraging

Population forecasts in the State of Ohio indicate that the # of high school graduates will continue a downward trend. In 2017, there were approximately 123,000 high school students graduating in Ohio, a 9.5% decline from 2012. Over this same period of time, the number of graduating Ohio high school students attending a university had declined from 37,688 to 34,583, an 8.2% decline. Population projections for the next 10 years indicate the number of graduating high school students will decline an additional 12%.

The demographic declines in the State of Ohio has created intense pressure amongst Colleges and Universities to fight for a shrinking pool of students. At Ohio University, record new freshmen were achieved for the fall classes of 2013-2016. However, in Fall 2017, our new freshmen class was 4,045, a decline of 264 students from the previous year.

To achieve a higher level of enrollment and support overall growth in institutional net revenue, the Scholarship Leveraging Strategy was proposed in Fall of 2017. This plan would both increase and redirect scholarship funds for our Fall 2018 freshmen class to target specific populations of students. This plan was thoroughly vetted by the Deans and adopted into the BPC planning assumptions. These planning assumptions included:

- \$2M increase to financial aid (renewable commitment)
- 99 headcount increase in new freshmen (from 4,045 in Fall 2017 to 4,144 in Fall 2018)

As the May 1 student deadline for confirming enrollment has now passed, our results indicate we will not achieve the planned 4,144 new freshmen. Our analysis shows that we will be down approximately 200 in-state students relative to Fall 2017 and up 30 out-of-state students, for a net result of 3,971 students. Accordingly, our FY19 Budget Book will include two enrollment figures for FY19: our FY19 Planning Assumption (4,144 headcount), and our FY19 Budget (3,971 headcount). Our budgeted net tuition will be down \$1.3M from the planning assumption, and we will draw from the Strategic Opportunity Reserve for FY19 to manage this drop in revenue.

4.4.3 Online Learning Investment

Ohio University remains at a critical point in the evolution of our online learning operations. The online learning initiative began with the establishment of the Online Learning Task force which includes University Leadership in the Provost's Office, Colleges, Budget Office, CIO and SVP for Strategic Enrollment Management. The goal of the task force is to help develop strategy and prioritize online learning initiatives across the University. Every dean and department head across the system is looking to generate more revenue through new or expanded online or blended programs at both the degree completion and graduate/professional level. We now have more than 20 new programs in the queue actively moving toward launch and another 20 program ideas in early stage conversations. The strategic investment to fill service gaps and expand critical central operations that was outlined last year is now in flight, and in order to remain competitive and meet the demand for growth carrying out this investment strategy remains essential.

Scope and Focus of Investment

The investment in online learning, as developed and recommended by the Online Learning Task Force, was initially \$3.6M over the next two fiscal years. However, restructuring and other cost saving measures in the Office of Instructional Innovation has enabled us to reduce the needed investment by nearly \$800,000. There is an additional strategic reserve of one time funds that is available to help academic units initiate new program development and launch in the absence of resources. Investments have been and are being made in the following areas:

- ***Infrastructure and expertise in Online Learning, faculty development and instructional design services***

The process for moving a program from idea to delivery is complex and involves engaging a variety of departments (e.g., alerting enrollment management, registrar, OIT, Instructional Innovation). Quality is increasingly critical to the viability of online programs in an increasingly competitive market: students expect personal interaction and proactive engagement is key to retention in online programs; amateur faculty production of learning environments in an outdated pedagogical model will not meet expectations; and an increasingly diverse and nontraditional student and environment require faculty to develop new skill and understanding to design effective courses and engage positively with students. A highly responsive and high quality student support operation and project management of the entire process, as well as instructional designers, faculty development specialists, and production service, will enable us to compete on these dimensions of quality.

- ***OIT to create new services and expand academic technology operations and support***

Just as we have facilities operations to build and maintain physical classrooms, we need experts to build and maintain virtual learning environments. Instructors are hard pressed to maintain the skills they need to engage with students in these environments, so a training and performance support service is also needed.

- **Expanded enrollment and marketing capacity and expertise**

Enrollment and marketing operations, as currently staffed, lack the capacity and some competencies to absorb the responsibility to recruit students to online programs. Under the online learning alignment proposal, this office will need to develop capacity and expertise to recruit students into online programs. This involves investment across the enrollment funnel, including partnership development, marketing and communication, recruitment and advising, articulation management, and attendant administrative support of the operations. Additional capacity has been created by securing four vendor partners through an RFP process who are assisting with various aspects of digital marketing and recruitment of online learners.

- **Student support services**

Few student support services on campus have been designed for online students. An effort is underway to initiate a “digital first” philosophy in the delivery of these services, and to better understand appropriate differentiation and sustainability of student access to services depending on whether the student is on campus or online.

Existing Online Degree Completion Programs

Program	Fall 2017 Enrollment	% Overall Enrollment
RN-2-BSN	5,217	95.6%
Customer Service	20	0.4%
Applied Management	92	1.6%
Integrated Healthcare Studies	16	0.3%
Technical and Applied Studies	45	2.1%
Technical Operations Management	27	0.8%
Criminal Justice	58	1.0%

New Online Programs Launching in FY19

College	Program	Launch Semester
College of Arts & Sciences	TESOL K - 12 Endorsement	Summer 2018
	Master in Chemistry	Fall 2018
	Master in Law, Justice, and Culture	Fall 2018
	Data Analysis Graduate Certificate	Fall 2018
	Gender, Sexualities, and Health Graduate Certificate	Fall 2018
	Geospatial Information Science: GIS and Cartography Graduate Certificate	Fall 2018
College of Business	Online Master of Accountancy	Summer 2018
	Professional Master of Accountancy	Summer 2018
	Master of Business Analytics	Spring 2019
College of Fine Arts	Master of Music Education	Summer 2018
College of Health Sciences & Professions	Master of Global Health	Fall 2018
	Healthcare Leadership Graduate Certificate	Fall 2018
	Master of Social Work (Advanced Standing)	Spring 2019
	Veteran's Health Graduate Certificate	Spring 2019
Patton College of Education	Blended Master in Early Childhood Education and Special Education	Summer II 2018
	Master of Education in Special Education (MM, MI, and ECIS)	Summer II 2018
	Bachelor's Completion in Human Services	Fall 2018
	Education Public Policy Leadership Graduate Certificate	Spring 2019
Regional Higher Education - Southern	Associate's in Equine Business Management	Fall 2018

5 Gifts

5.1 Gift Commitments

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

Gift Type	FY15	FY16	FY17	FY18*	FY19*
Expendable					
Unrestricted - current use	\$ 0.3	\$ 0.3	\$ 0.2	\$ 1.2	\$ 0.2
Restricted - current use	17.2	17.8	7.4	8.8	9.8
Subtotal - Expendable	17.5	18.1	7.6	10.0	10.0
Nonexpendable					
Restricted - endowed	13.7	12.7	8.4	10.0	10.0
Subtotal - Nonexpendable	13.7	12.7	8.4	10.0	10.0
Total	\$ 31.2	\$ 30.8	\$ 16.0	\$ 20.0	\$ 20.0

*projected

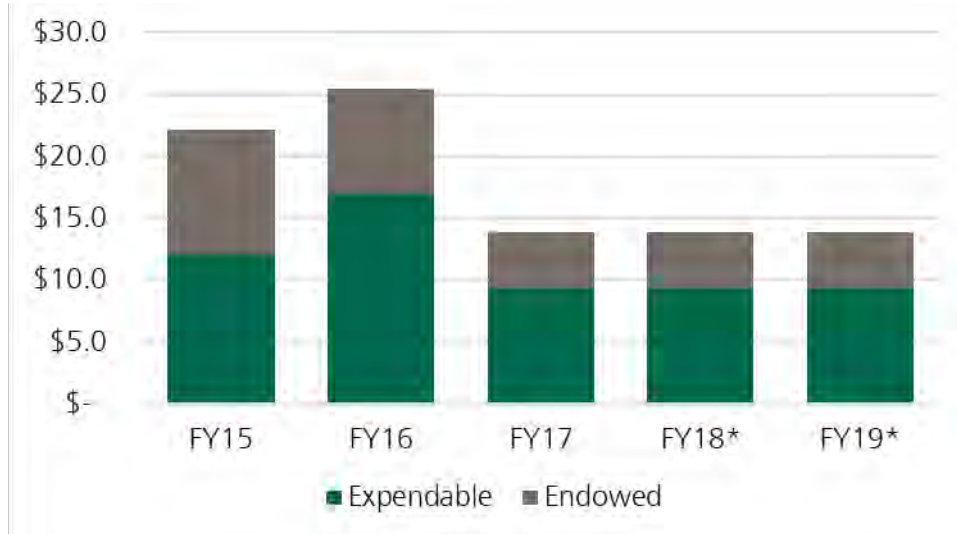
Based on an analysis of historic giving patterns, and considering current Advancement staffing levels, we are projecting to receive \$20.0M in total gifts during FY19 (inclusive of Expendable and Nonexpendable gifts).

Expendable gifts – Expendable gifts are contributions for which the University can spend the corpus, or gift amount, to fund operations in accordance with the donor designation. These include unrestricted contributions (\$0.2M), which may be used for any purpose that supports the University, as well as restricted contributions (\$9.8M), which have been designated by the donor to support a specific purpose. Restricted expendable gifts may be designated for scholarships, faculty support, the construction or renovation of a particular facility, or the support of a particular college or program.

Nonexpendable gifts – Non-Expendable gifts are contributions for which the University may *not* spend the corpus which must be endowed in perpetuity and invested in the long-term investment portfolio; but for which we may spend the distributions against the principal in accordance with the BOT approved spending policy (see Section 6). These contributions are included in the FY19 budget at \$10.0M and shown as growth in our Endowment column (part of non-operating budget). The associated annual endowment distribution will be spent in accordance with the donor specifications, which may include unrestricted purposes, or specific support for activities such as faculty chairs and professorships, scholarships and fellowships, or support of specific colleges or programs.

Pledges and Bequests Receivable

Unconditional promises to give are recorded as gift revenue and pledges receivable in the year that the commitment is made. Bequests are recorded as gift revenue and bequests receivable in the year that the Foundation learns that the donor has passed away and the gift is collectible. The following chart depicts the pledges and bequests receivable balance for FY15 to FY19. The decrease from FY16 to FY17 reflected an overall decline in new gift revenue and indicated that, following the end of the Promise Lives Campaign, the collection of existing pledge payments was significantly outpacing their replacement with new pledge commitments.



*unaudited forecast

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 Committee (IC) of the Foundation. The long-term investment portfolio is comprised of the University's and the Foundation's endowments and quasi-endowments, as well as a portion of the University's and the Foundation's working capital.

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

*Investment Pool Activity through March 31, 2018**

	FY15	FY16	FY17	FY18*
Beginning investment pool market value	\$ 632.5	\$ 625.5	\$ 596.3	\$ 667.3
Cash transferred to (from) investment pool	-	(9.7)	(4.1)	-
Interest and dividends net of management fee	10.2	10.9	11.1	9.7
Realized gains (losses)	58.4	10.2	(3.8)	12.1
Unrealized gains (losses)	(75.6)	(40.6)	67.8	22.5
Ending investment pool market value	<u>\$ 625.5</u>	<u>\$ 596.3</u>	<u>\$ 667.3</u>	<u>\$ 711.6</u>

* Unaudited

*Investment Pool Composition as of March 31, 2018**

	Foundation		University		Total	
Endowments	\$ 318.7	65.5%	\$ 35.2	15.7%	\$ 353.9	49.7%
Quasi-endowments	142.3	29.2%	69.4	30.9%	211.7	29.7%
Working capital	24.6	5.1%	121.0	53.8%	145.6	20.5%
Cash due (to) from pool	1.2	0.2%	(0.8)	-0.4%	0.4	0.1%
Total investment pool	<u>\$ 486.8</u>	<u>100.0%</u>	<u>\$ 224.8</u>	<u>100.0%</u>	<u>\$ 711.6</u>	<u>100.0%</u>

*Unaudited

6.1.1 Endowment Activity

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

Endowment Activity through June 30, 2018

	FY15	FY16	FY17	FY18*	FY19*
Beginning endowment market value	\$515.9	\$507.0	\$481.8	\$536.2	\$582.3
New gifts to endowments	13.1	14.7	12.3	10.0	10.0
Transfers to (from) quasi endowments	7.2	1.9	9.0	15.4	0.8
Investment income net of fees	(5.9)	(15.7)	59.8	48.7	33.1
Spending allocation	(15.3)	(17.6)	(18.1)	(18.8)	(19.5)
Administrative fee	(7.3)	(8.5)	(8.7)	(9.2)	(9.5)
Other additions (withdrawals)	(0.7)	-	0.1	-	-
Ending endowment market value	<u>\$507.0</u>	<u>\$481.8</u>	<u>\$536.2</u>	<u>\$582.3</u>	<u>\$597.2</u>

*Projected utilizing March 2018 year to date return

6.1.2 Endowment Investment Composition

Endowment Composition as of March 31, 2018*

	Foundation		University		Total	
Pooled endowments	\$ 318.7	69.1%	\$ 35.2	33.7%	\$ 353.9	62.5%
Pooled quasi-endowments	142.3	30.9%	69.4	66.3%	211.7	37.5%
Non-pooled endowments	0.1	0.0%	-	0.0%	0.1	0.0%
Non-pooled quasi-endowments	0.1	0.0%	-	0.0%	0.1	0.0%
Total endowments	<u>\$ 461.2</u>	<u>100.0%</u>	<u>\$ 104.6</u>	<u>100.0%</u>	<u>\$ 565.8</u>	<u>100.0%</u>

* Unaudited utilizing March 2018 year to date return

6.2 Endowment Distributions

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

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

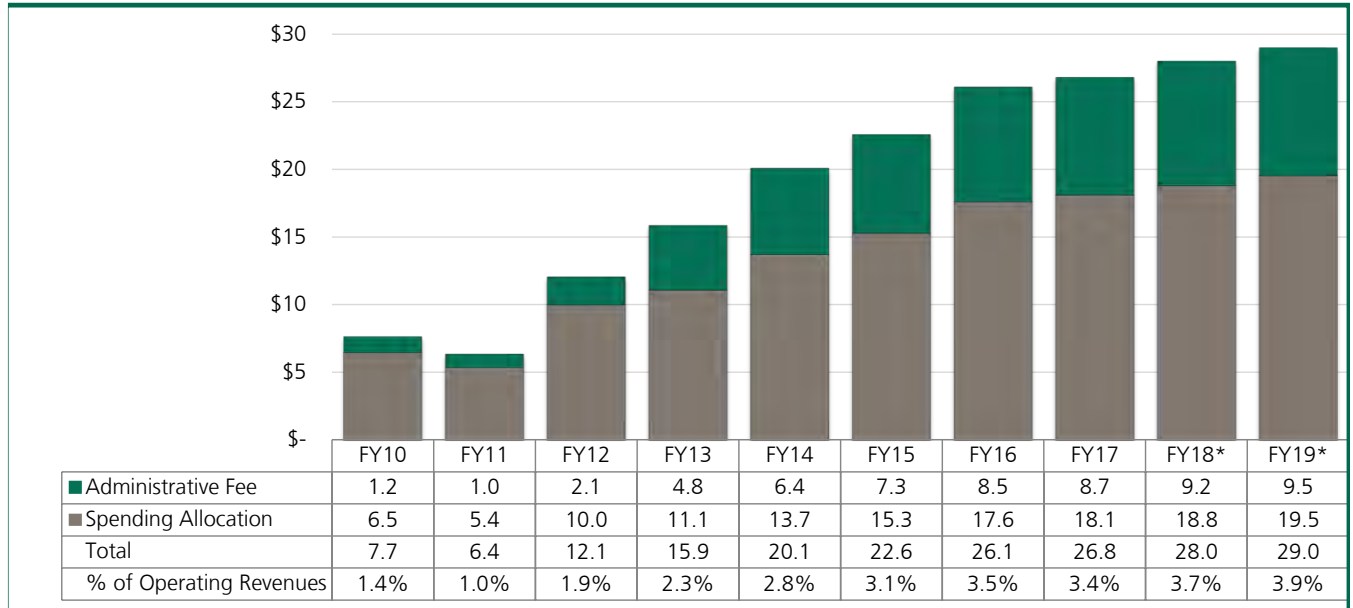
6.2.1 Endowment Spending Rates

	Spending Allocation	Administrative Fee	Policy Spending Rate
FY10 through FY12	4.0%	1.0%	5.0%
FY13 through FY19	4.0%	2.0%	6.0%

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

6.2.2 Endowment Distributions by Fiscal Year (in millions)

The following chart depicts endowment distributions over the past decade. Since FY09, the steady increase in endowment distributions has been driven by strong investment returns, the creation of new endowments, and the increase in the administrative fee from 1% to 2%.



*unaudited

Endowment Distribution by Planning Unit and Purpose

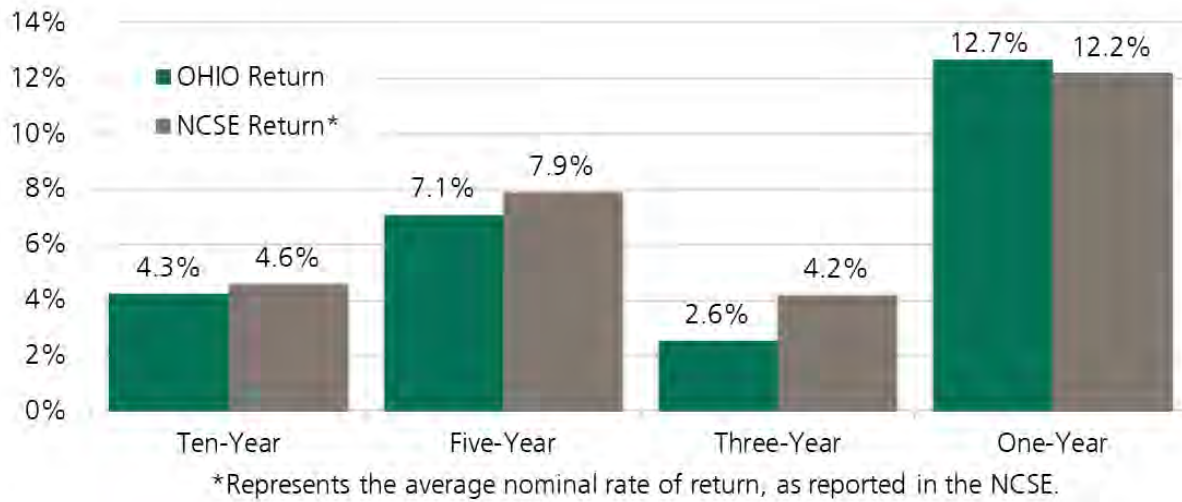
FY19 Endowment Spending Allocation by Purpose and Planning Unit					
Planning Unit	Academic/ Instruction	Research	Student Aid	General Institution	Total
Arts and Sciences	\$ 647,932	\$ 139,330	\$ 575,863	\$ 907	\$ 1,364,032
Athletics	-	-	102,818	81,325	184,143
Business	692,383	7,589	234,470	1,214	935,656
Campus Recreation	-	-	9,053	960	10,012
Central Accounting	385,230	10,445	26,853	21,546	444,074
Chillicothe	27,415	-	88,441	5,113	120,970
Communication	957,687	-	343,101	-	1,300,787
Diversity and Inclusion	1,980	-	230,826	-	232,806
Eastern	-	-	74,635	3,346	77,980
Education	134,227	-	246,292	3,984	384,503
Engineering	5,993,001	120,059	411,138	1,501	6,525,699
Enrollment Management	-	-	1,343,602	124,842	1,468,443
Exec Dean Regional Campuses	5,000	-	-	-	5,000
Fine Arts	37,033	77,480	222,434	1,073	338,021
Graduate College	-	-	1,715	-	1,715
Grounds	-	-	-	2,500	2,500
HCOM Athens	30,894	594,104	381,685	1,093	1,007,775
HCOM Dublin	-	-	3,558	-	3,558
Health Sciences	39,753	-	114,431	6,760	160,944
Honors	1,253	-	1,105,738	-	1,106,991
Human Resources	-	-	-	1,107	1,107
Information Technology	-	-	990	-	990
Instructional Innovation	-	-	1,746	-	1,746
ISFS	4,702	-	5,233	-	9,935
Kennedy Museum	8,962	-	-	57,018	65,980
Lancaster	-	-	194,675	7,028	201,703
Library	336,178	-	48,154	-	384,333
Marching 110	1,637	-	2,034	-	3,671
OGAIS	212,418	-	16,850	-	229,268
President	21,575	-	-	-	21,575
Provost	625,670	-	-	53,809	679,479
Southern	-	-	71,204	5,925	77,129
University College	2,348	-	18,630	4,027	25,006
Voinovich	61,023	-	3,902	-	64,925
VP of Advancement	746	-	52,200	72,481	125,428
VP of Research	-	1,588,807	57,230	3,301	1,649,338
VP of Student Affairs	14,678	-	24,688	68,064	107,430
WOUB	958	-	1,420	96,238	98,616
Zanesville	701	-	36,106	3,397	40,204
Total	\$ 10,245,384	\$ 2,537,815	\$ 6,051,715	\$ 628,560	\$ 19,463,474

6.2.3 NACUBO-Commonfund Study of Endowments

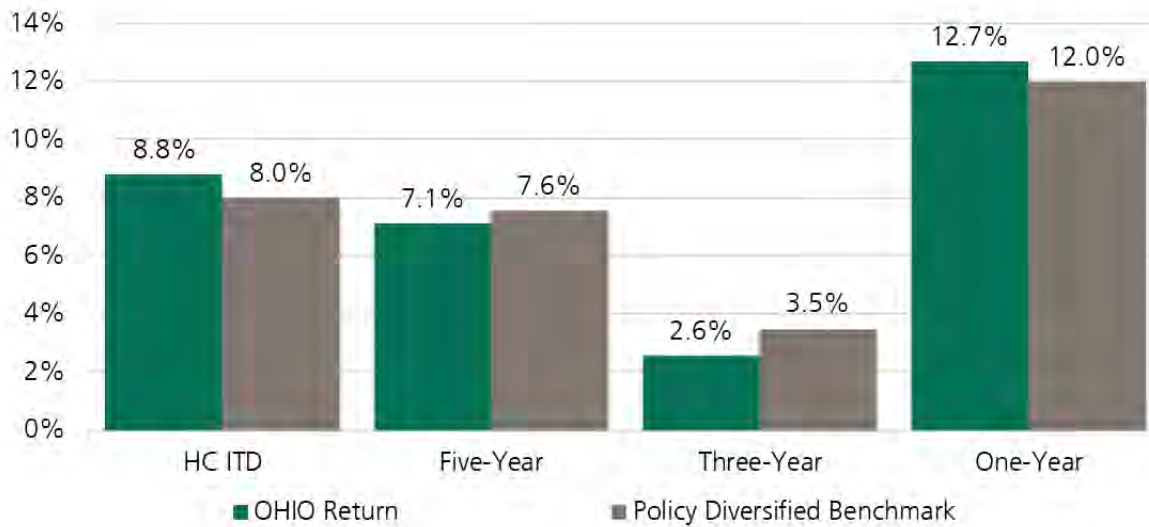
Annually, OHIO participates in the NACUBO-Commonfund Study of Endowments (NCSE), a survey that analyzes the endowment management practices and portfolio performance of more than eight hundred higher education institutions and their related foundations. The following charts provide information about the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

Final results for the year ending June 30, 2017 were made available in late January 2018. OHIO outperformed the NCSE average for the year ending June 30, 2017. For the three-, five-, and ten-year periods ending June 30, 2017, OHIO's portfolio lagged the NCSE average.

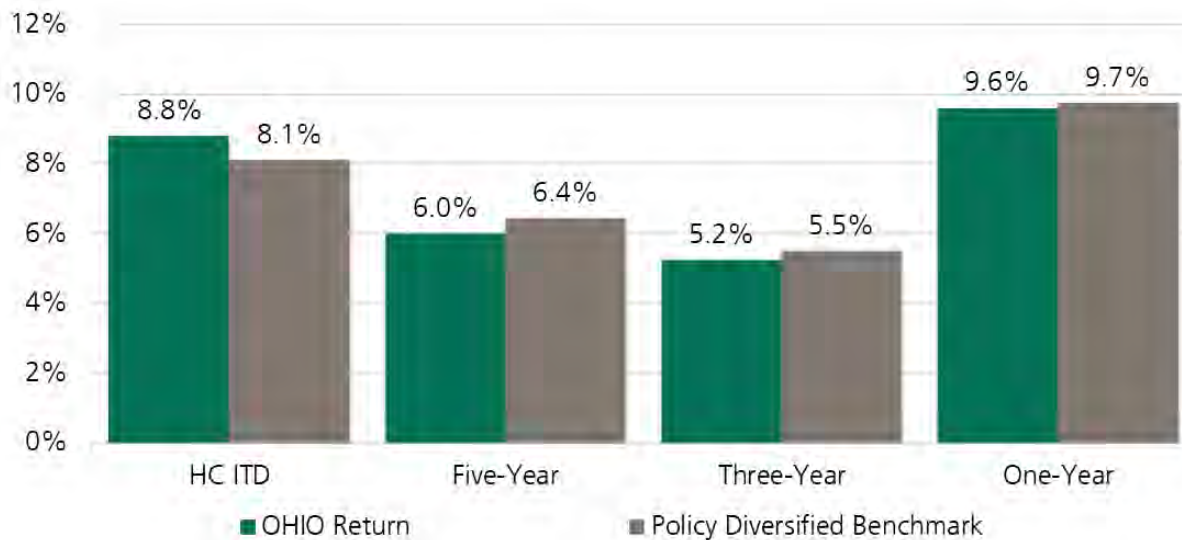
Performance vs. Peer Institutions for Period ended June 30, 2017



Performance vs. Policy Benchmark for Period ended June 30, 2017



Performance vs. Policy Benchmark for Period ended March 31, 2018



7 Treasury and Debt Management

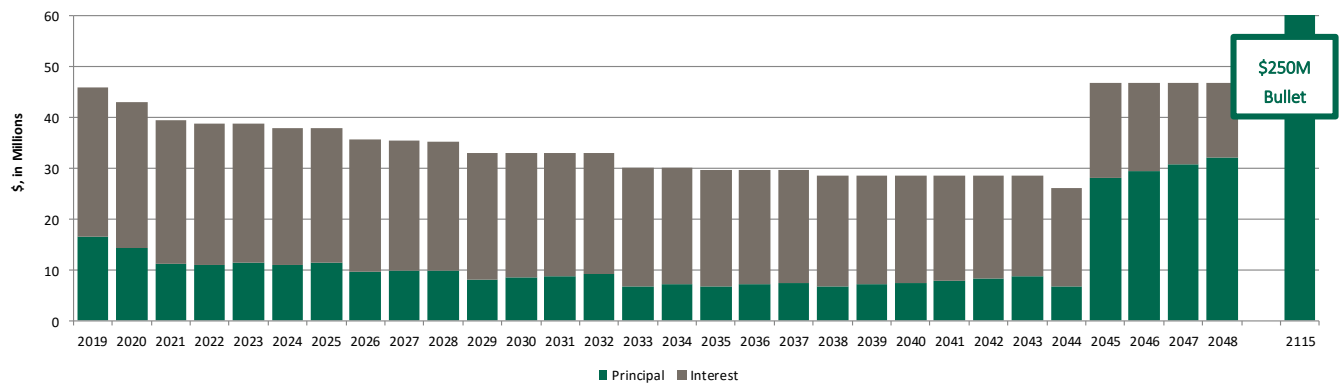
7.1 Current Debt and Pro-forma Debt & Debt Service

The University strategically issues debt to finance our facility and infrastructure investments. As of June 30, 2018 the University and Ohio University Foundation will have \$609.9M of outstanding debt. In April 2016, Housing for Ohio purchased the University's land beneath the Courtyard Apartments, which was financed with the Housing for Ohio Bonds. Housing for Ohio sold the Courtyard package on December 22, 2016, and the Housing for Ohio Bonds were defeased on February 1, 2017.

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

The following schedules detail our current outstanding debt and debt service as of June 30, 2018:

OHIO UNIVERSITY DEBT PORTFOLIO AS OF JUNE 30, 2018						
Series	Tax Status	Coupon Type	Outstanding Par	Next Call Date	Final Maturity	Use of Proceeds
OHIO UNIVERSITY - GENERAL RECEIPTS DEBT						
Series 2009	Tax-Exempt	Fixed Rate	6,280,000	Non-Callable	12/1/2019	Capital Projects
Series 2012	Tax-Exempt	Fixed Rate	52,785,000	6/1/2022	12/1/2042	Capital Projects; Refunding (2003/2004)
QAQDA - Series 2012A	Tax-Exempt	Fixed Rate	10,982,859	Non-Callable	12/1/2022	Capital Projects
QAQDA - Series 2012B	Taxable	Fixed Rate	8,500,000	Non-Callable	12/1/2027	Capital Projects
Series 2013	Tax-Exempt	Fixed Rate	126,255,000	12/1/2022	12/1/2043	Capital Projects; Refunding (2001/2004)
Series 2014	Taxable	Fixed Rate	250,000,000	Make Whole Call	12/1/2114	Capital Projects
Series 2017A	Tax-Exempt	Fixed Rate	153,665,000	6/1/2027	12/1/2047	Capital Projects; Refunding (2006AB/2008A)
OHIO UNIVERSITY NOTES						
Ohio University Inn (Term Loan)	Tax-Exempt	Fixed Rate	1,120,400	N/A	6/15/2021	Capital Projects
OHIO UNIVERSITY CAPITAL LEASE OBLIGATIONS						
Capital Leases	Tax-Exempt	Fixed Rate	322,924	N/A	FY 2021	Capital Projects
TOTAL			609,911,183			

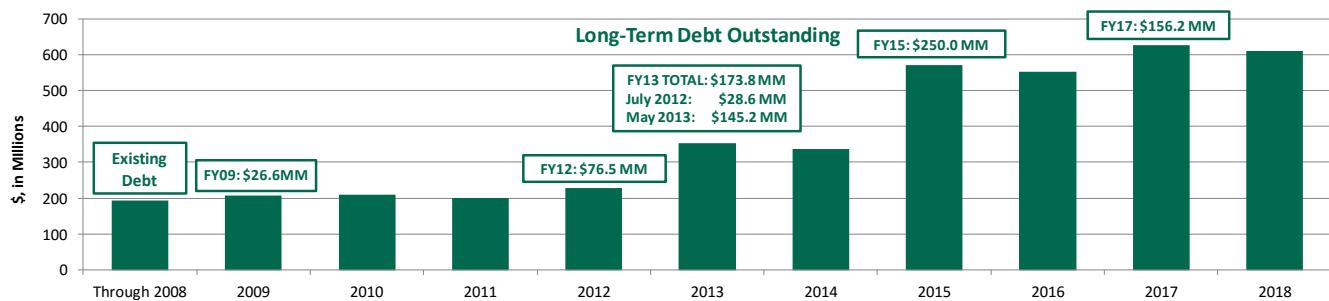


The University's debt portfolio is currently 100% fixed (interest rates are fixed at the point of issuance for defined periods versus variable which fluctuates against interest rate indices). The University's cost of borrowing is determined by both market factors and the University's bond rating. The University's ratings were affirmed in March 2018 by S&P (A+/stable) and in January 2017 by Moody's (Aa3/stable). These ratings are reassessed annually by S&P and at a minimum prior to each new issuance by Moody's.

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

The following table and graph provide a summary of fiscal year 2006 to 2018 debt issuances and uses:

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



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

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

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

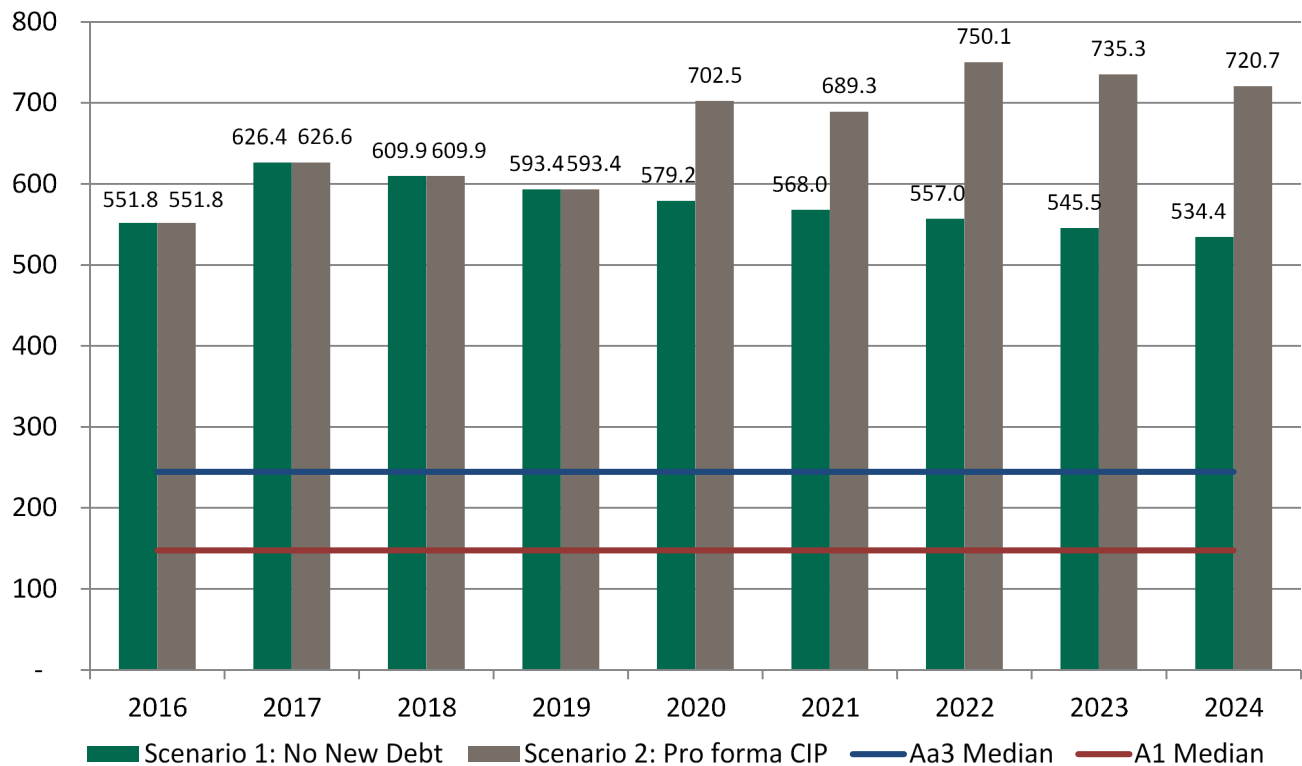
Utilizing the expected cash flows and debt needs identified in the FY19-FY24 Six Year CIP and FY19 CIP Update, the University would anticipate issuing additional debt of \$200.0M in FY20 through FY24 in the amounts below:

OHIO UNIVERSITY CAPITAL IMPROVEMENT PLAN: DEBT ISSUANCE FY 2015 - FY 2024 (\$, in millions)											
Fiscal Year	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	Total CIP
Debt Issuance	\$ 250	-	\$ 125	-	\$ -	\$ 125	\$ -	\$ 75	-	-	\$ 575

As we progress through FY19 and monitor liquidity and cash flow, we will determine when we will go to market but anticipate going to market in the spring of FY2020.

Assuming debt is issued per this schedule, the University's total debt outstanding would peak at \$750.1M in FY22. While the University's peak outstanding debt is higher than rating medians, it should be considered in the context of the size of its operations and financial reserves.

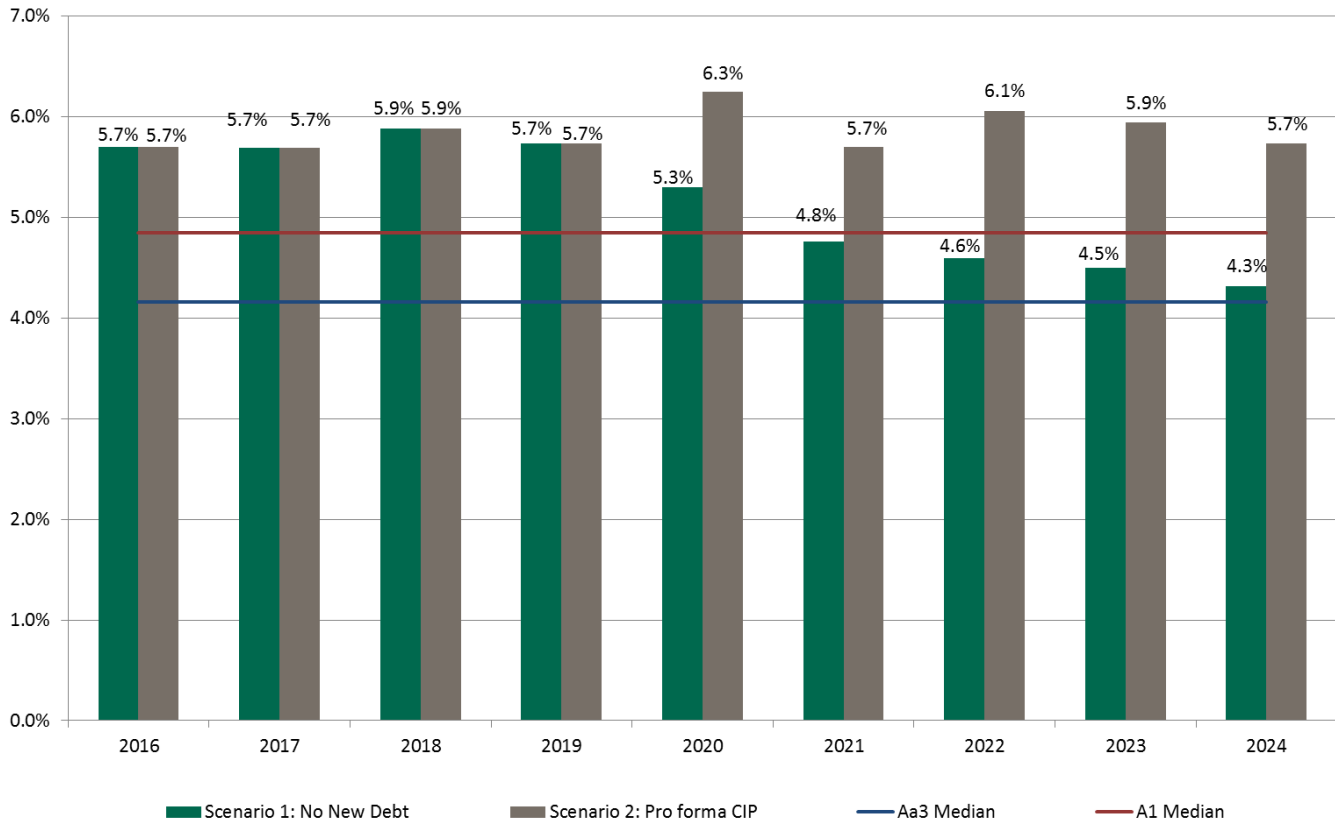
Annual Pro forma Debt (\$ in millions)



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

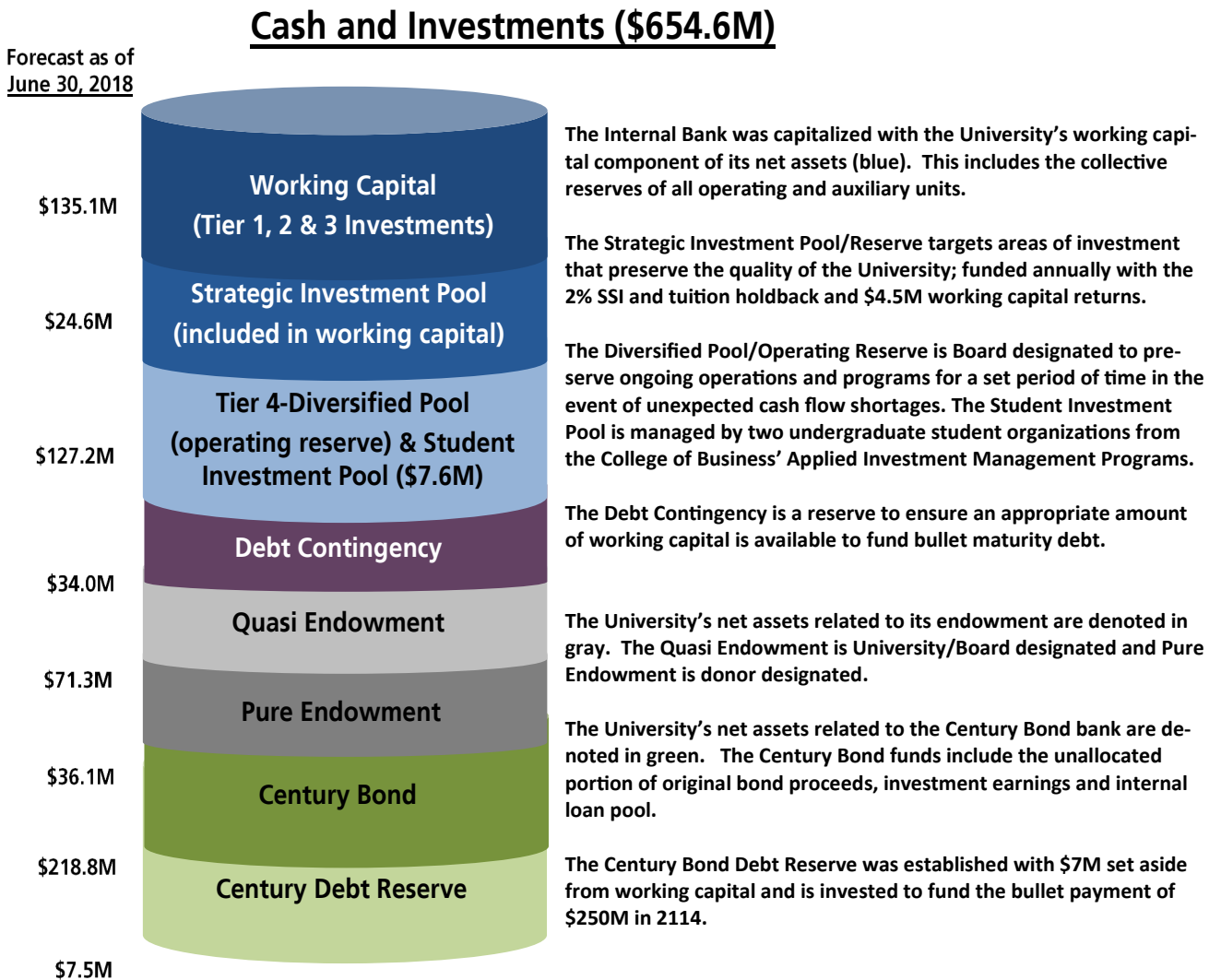
The following chart depicts the anticipated debt service to operations ratios with our current assumptions on additional borrowing through FY24. FY18 is calculated using projected actual results. Debt service to operations is projected to peak at 6.0% in FY20. This is above the Aa3 public-institution median of 4.2%, but well below the Aa3 max value of 12.6%.

Debt Service to Operations



7.2 Internal Bank

The Treasury Management Office began developing and implementing an Internal Bank structure in fiscal year 2015 utilizing the University's cash and investments per the graph below.



The 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.

7.2.1 Internal Bank Model

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

The University's working capital cash and investment balances approximated \$161.0M as of June 30, 2017 and are forecasted at a lower balance of \$135.1M at June 30, 2018 (see top blue cylinder above). The lower balance is primarily due to capital project expenditures during FY18.

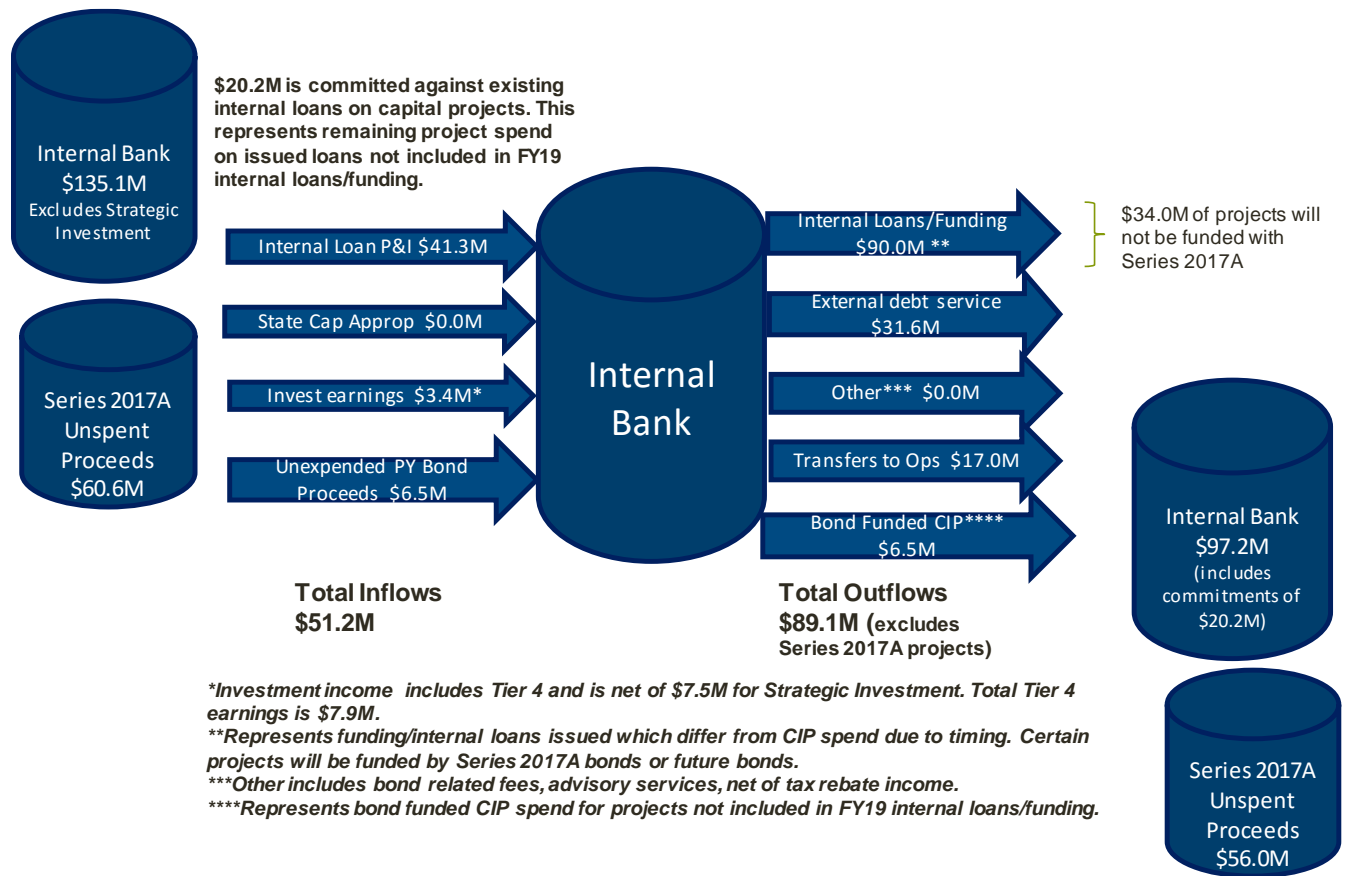
In December 2014, Capital Cities was engaged to provide short-term investment advisory services for the working capital investments of both the University and Foundation. At the October 2015 Board of Trustees meeting, the updated Cash and Pooled Investments (Non-Endowment Funds) Investment Policy Statement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

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

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

The Internal Bank utilizes the Tier 1, 2 & 3 assets that are not reserved for other purposes. Tier 4 includes the long-term working capital funds that are set aside as an operating reserve. The graph below includes investment income on Tier 4 investments in the amount of \$7.9M.

The Internal Bank FY19 inflows and outflows are budgeted as follows:



The Internal Bank funds capital projects in advance but will be reimbursed in part by future debt issuances. The graph above includes the June 30, 2018 forecasted unspent Series 2017A proceeds of \$60.6M since certain projects included in the FY19 internal loans/funding of \$90.0M will be reimbursed by the Series 2017A proceeds. The forecasted FY19 capital expenditures against the Series 2017A proceeds is \$6.5M. The remaining Series 2017A bond proceeds will be spent on or before March 1, 2020. Of the \$90.0M in FY19 internal loans/funding, only \$34.0M will be funded from Internal Bank working capital. The remaining expenditures will be funded from Series 2017A proceeds.

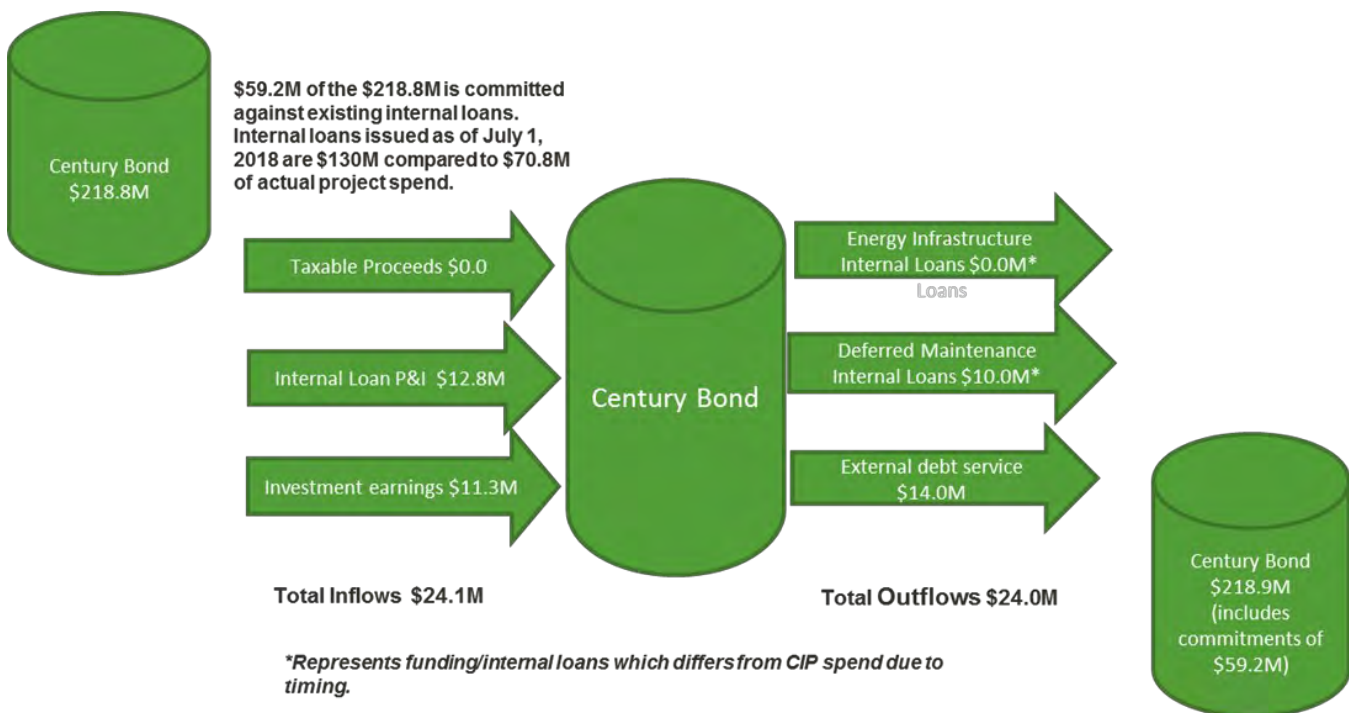
7.2.2 Century Bond Bank Model

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

The Century Bond bank inflows consist of Century Bond proceeds, investment earnings, and repayment of internal loan principal and interest. The outflows consist of external debt service and internal loans issued.

Of the \$247.3M net proceeds (net of \$2.2M discount and \$0.5M issuance costs), the University invested \$97.3M in highly liquid, safe investments. As of June 30, 2018 the remaining balance of this portion of the proceeds is projected at \$40.6M and is currently invested in short-term bond funds. \$150.0M of the proceeds is managed by the Foundation Investments Committee. Hirtle & Callaghan, the Foundation's Chief Investment Officer, has worked with the University to put together guidelines related to the long-term investment of the \$150.0M. The June 30, 2018 projected market value of the long-term investments is \$178.2M. In addition to the \$247.3M net proceeds, the University set aside \$7M from working capital to establish a debt reserve fund. The debt reserve fund is invested 50% in a conservative portfolio and 50% in the University's long-term portfolio so that it may be ultimately used to repay the total outstanding principal in one hundred years. Rebalancing between the portfolios will occur over time in order to protect the principal needed to repay the full principal amount and one year's interest at maturity. This was structured in conformance with the Guiding Principles approved by the BOT. The June 30, 2018 projected balance of the debt reserve fund is \$7.5M.

The Century Bond Bank FY19 inflows and outflows are budgeted as follows:



7.3 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.

7.3.1 Internal Bank Loans

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

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

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

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

Department Name	Name of Account/Project	Original Loan	Date of Loan	Ends	7/1/2018		FY19		6/30/2019		Department Totals
					Loan Balance	Principal	Interest	Loan Balance	Interest		
Central Pool	Clipping Phase I	18,000,000	FY20/FY21		-	-	-	-	-	-	
	Indoor Multi-Purpose Facility	5,480,000	7/1/2016	7/1/2020	-	-	156,180	-	-	-	
	Indoor Multi-Purpose Facility	2,500,000	6/5/2013	6/1/2044	2,298,658	46,053	108,374	2,252,606	108,374	2,252,606	
	Indoor Multi-Purpose Facility	NA			(120,000)	(11,626)	(108,374)	(120,000)	(108,374)	(120,000)	
	McCracken Hall Renovation	20,720,400	4/1/2015	1/1/2045	19,710,716	369,621	929,740	19,341,095	929,740	19,341,095	
	Admin Reloc-Alden	86,520	8/21/2017	9/1/2047	85,524	1,388	4,038	84,136	4,038	84,136	
	Admin Reloc-Ridges 13, 14, 18 Reno	13,125,072	7/1/2018	7/1/2048	13,125,072	151,502	465,796	12,973,570	465,796	12,973,570	
	Admin Reloc-Ridges 20 Demo & parking	2,764,330	7/1/2018	7/1/2038	2,764,330	63,422	97,732	2,700,908	97,732	2,700,908	
	Space Reloc-Lindley	300,000	10/1/2018	10/1/2038	300,000	4,561	7,098	295,439	7,098	295,439	
	Space Reloc-29 PP & Carriage	2,300,000	10/1/2018	10/1/2038	2,300,000	34,971	54,419	2,265,029	54,419	2,265,029	
	Small House Strategy	1,500,000	FY20		-	-	-	-	-	-	
	IT-HRMS	10,000,000	12/1/2018	12/1/2028	10,000,000	395,861	235,163	9,604,139	235,163	9,604,139	
	IT-Network Infrastructure Replace	10,000,000	3/1/2019	3/1/2029	10,000,000	196,762	118,750	9,803,238	118,750	9,803,238	
	IT-ComDoc	1,850,000	6/1/2018	6/1/2023	1,850,000	335,907	81,951	1,514,093	81,951	1,514,093	
	31 S. Court Street Purchase-Central	5,280,000	7/1/2017	7/1/2047	5,219,053	84,694	246,411	5,134,359	246,411	5,134,359	
Ellis Hall Renovations	2,037,050	9/30/2017	9/30/2047	2,013,536	32,675	95,067	1,980,861	95,067	1,980,861		
Central Classroom C-Suite Reno	519,540	5/1/2018	5/1/2048	519,540	8,044	24,536	511,496	24,536	511,496		
Facility Site Improvements - HCOM	2,200,000	10/1/2018	10/1/2048	2,200,000	16,830	52,151	2,183,171	52,151	2,183,171		
HCOM Utilities Phase I - ROC	900,000	9/1/2018	9/1/2048	900,000	10,389	31,940	889,611	31,940	889,611		
Russ Research Opport Ctr-design	2,400,000	7/1/2018	9/1/2048	2,400,000	27,703	85,174	2,372,297	85,174	2,372,297		
Alden Library Renovations	1,040,000	7/1/2017	7/1/2047	1,027,995	16,682	48,536	1,011,313	48,536	1,011,313		
Airport Support	1,295,000	1/1/2016	1/1/2028	1,104,583	91,345	50,857	1,013,238	50,857	1,013,238		
Athletics	5,480,000	7/1/2016	7/1/2020	3,288,000	1,096,000	-	2,192,000	-	2,192,000		
Indoor Multi-Purpose Facility	NA			120,000	11,626	108,374	120,000	108,374	120,000		
Peden Stadium Scoreboard	549,803	2/1/2017	2/1/2022	449,804	104,749	21,366	345,055	21,366	345,055		
Convocation Center Videoboard	1,250,195	5/1/2018	5/1/2023	1,250,195	227,000	55,381	1,023,196	55,381	1,023,196		
Sook Academic Center	3,492,253	7/1/2017	7/1/2022	3,019,501	656,952	131,839	2,362,549	131,839	2,362,549		
CSC Renovation	3,185,000	4/1/2015	1/1/2019	476,764	476,764	10,755	0	10,755	0		
College of Medicine	16,400,000	7/1/2017	7/1/2026	15,027,375	1,372,106	689,600	13,655,269	689,600	13,655,269		
OJHCOM - Cleveland	60,000,000	3/1/2019	3/1/2049	60,000,000	228,139	712,500	59,771,861	712,500	59,771,861		
OJHCOM - Athens	3,997,939	7/1/2017	construction phase	3,997,939	-	142,427	3,997,939	142,427	3,997,939		
OJHCOM - Athens	10,000,000	7/1/2016	6/1/2026	-	-	475,000	-	475,000	-		
Education	McCracken Hall Renovation	10,000,000	7/1/2016	6/1/2026	-	-	-	-	-		
Engineering	Multiphase Tech Corrosion Center	1,600,000	6/1/2015	4/1/2025	1,196,539	147,697	54,231	1,048,842	54,231	1,048,842	
	ARC FY15 Operating Deficit	2,200,000	7/1/2015	6/30/2025	1,967,000	133,000	-	1,834,000	-	1,834,000	
	ARC Integrated Learning Research	3,502,257	7/2/2015	6/30/2041	3,273,494	83,610	155,491	3,189,884	155,491	3,189,884	
OJ Foundation	Space Relocations-Kornheker	1,500,000	7/1/2018	7/1/2028	1,500,000	89,599	52,382	1,410,401	52,382	1,410,401	
Housing	Housing Development Phase I	100,000,000	4/1/2004	4/1/2044	94,543,307	1,894,150	4,457,707	92,649,157	4,457,707	92,649,157	
	Housing Development Phase II	60,000,000	FY20-FY22		-	-	-	-	-	-	
	31 S. Court Street Purchase	2,720,000	7/1/2017	7/1/2047	2,688,603	43,630	126,939	2,644,973	126,939	2,644,973	
	4 University Terrace Purchase	2,000,000	9/1/2017	9/1/2047	1,976,914	32,081	93,338	1,944,833	93,338	1,944,833	
	Jefferson Hall Renovation	25,800,000	4/1/2016	4/1/2046	24,981,999	439,006	1,178,893	24,542,793	1,178,893	24,542,793	
Real Estate Office	Dublin -IEC	900,000	9/1/2015	4/1/2030	307,969	19,533	14,284	288,435	14,284	288,435	
	Total	408,875,359			297,764,211	8,932,423	11,266,043	288,831,788	11,266,043	288,831,788	
	GRAND TOTAL	639,935,372			465,683,011	22,867,680	18,363,324	442,815,331	18,363,324	442,815,331	
								total P&I		41,231,004	

7.3.2 Century Bond Loans

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

Following is a roll forward of Century Bond loans from July 1, 2018 to June 30, 2019:

Ohio University
Century Bond Loans

Department Name	Name of Account/Project	Original Loan	Interest			7/1/2018		FY19	FY19	6/30/2019
			Rate	Date of Loan	Ends	Loan Balance	Additions	Principal	Interest	Loan Balance
Internal Loans:										
Central Finance	Deferred Maintenance-FY15	\$ 10,000,000	5.59%	12/01/14	6/1/24	\$ 6,645,551	\$ -	\$ 960,719	\$ 358,245	\$ 5,684,832
Central Finance	EIP-1st Installment	30,000,000	5.59%	12/01/14	6/1/44	28,249,162	-	501,443	1,572,217	27,747,719
Central Finance	Deferred Maintenance-FY16	10,000,000	5.59%	12/01/15	6/1/25	7,554,736	-	909,185	409,779	6,645,551
Central Finance	EIP-2nd Installment	30,000,000	5.59%	12/01/15	6/1/45	28,723,707	-	474,545	1,599,115	28,249,162
Central Finance	Deferred Maintenance-FY17	10,000,000	5.59%	12/01/16	6/1/26	8,415,152	-	860,416	458,548	7,554,736
Central Finance	EIP-3rd Installment	19,000,000	5.59%	12/01/16	6/1/46	18,476,104	-	284,423	1,028,894	18,191,681
Central Finance	EIP-Clippinger Phase I	11,000,000	5.59%	12/01/16	6/1/46	10,696,693	-	164,667	595,676	10,532,026
Central Finance	Deferred Maintenance-FY18	10,000,000	5.59%	12/01/17	6/1/27	9,229,415	-	814,263	504,702	8,415,152
Central Finance	Deferred Maintenance-FY19	10,000,000	5.59%	12/01/18	6/1/28	-	10,000,000	770,585	548,380	9,229,415
Total		\$ 140,000,000				117,990,520	10,000,000	5,740,246	7,075,556	122,250,274
								Total P&I	12,815,802	

8 Compensation

8.1 Salary and Wages

8.1.1 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.

FY 2019 Merit Pool Proposal

The FY19 salary raise pool for Ohio University is 1.5% for continuing benefits eligible positions. Control totals were established by taking a data snapshot February 15, 2018 which were provided to Planning Units. Compensation will monitor annual increases against the control total number provided to Planning Units.

Biennial Equity Review 2017

In accordance with the August 29, 2011, Resolution Agreement the University signed with the U.S. Department of Education, Office of Civil Rights (OCR), the University engaged Mercer to conduct a biennial equity review of our compensation practices. The OCR Resolution Agreement required a biennial review of administrative and non-bargaining unit classified employees' compensation to confirm that compensation had been determined on a non-discriminatory basis as defined by Title IX of the Education Amendments Act of 1972 and to promptly remedy any risks identified. The objective of the review was to enable Ohio University to manage pay differences of administrative and classified non-bargaining employees through a process that is accurate, proactive, and defensible and to build the foundation for a sustainable process for ongoing pay equity management. The project allows Ohio University to address compliance requirements, minimize potential exposure, efficiently identify and rectify potential pay equity situations, and to effectively respond to potential allegations of pay inequity.

Our compensation philosophy includes a due diligence process that includes a regular look at differences in pay across the University leveraging a rigorous statistical approach to ensure that compensation is determined on a non-discriminatory basis.

This past spring, Compensation concluded its biennial equity review in accordance with the Department of Education's resolution agreement. As part of our commitment to fair, competitive, and equitable pay, in June of 2017 the university invested \$443,715 across 62 administrative and classified non-bargaining unit employees. Pay equity will continue to be reviewed, and adjusted as warranted, on a biennial basis with the assistance of a third party expert.

Biennial Equity Review 2018

In the coming months, Compensation will issue an RFP for the next biennial review. The analysis is expected to be completed in early 2019 and utilize the same structure and philosophy as the initial biennial equity review.

Complete Market Study 2019

In the effort to maintain competitive compensation structure and levels based on comparisons to appropriate external labor markets and approved by the Board of Trustees in 2014, Compensation will issue an RFP within the coming months to engage a partner to conduct a complete market study by mid to late 2019. Our existing benchmarks will be reviewed, new benchmarks may be identified, and current market rates against our pay grades will be analyzed. Assigned pay grades for particular jobs on campus may be adjusted during this time, but it is not anticipated that pay increases will be warranted unless an individual is below the minimum of a new pay grade. We continue to be challenged by compression and inversion with our existing workforce as we adjust our pay structure to market, but it is critical to be able to recruit talented, qualified employees. We hope to be able to reintroduce a staff equity pool in the future to help address inversion and compression.

Faculty Compensation Task Force

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

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

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

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

For FY18, with the arrival of President Nellis, a new task force was created to assess the previous plan and develop a new plan to ensure that faculty compensation supports the university strategic goal of recruiting and retaining exceptional faculty including the following tasks:

- Review the results of the recently completed faculty compensation plan
- Create an updated plan that considers all aspects of the previous plan:
 - Review and potentially update the peer set approach used for establishing the goals of the plan
 - Review and potentially update the actual goal relative to the peer set
 - Review and potentially update the methodology used to project salary inflation and determine any investments needed
 - Review and potentially update the implementation of the plan including the timeframe and how the plan addresses not only Athens tenure-track faculty but also non-tenure-track faculty and regional campus tenure-track and non-tenure-track faculty

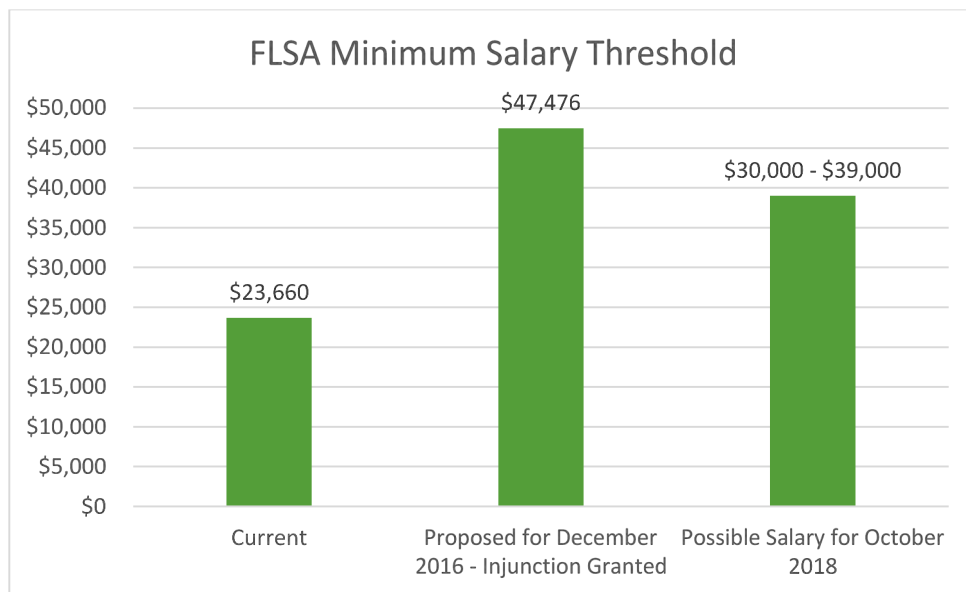
This committee will make recommendations at the beginning of the FY19 budget year for potential consideration when the FY20 budget is built.

Fair Labor Standards Act Regulatory Changes

On May 18th 2016, the Department of Labor (DOL) released its final regulations to increase the standard salary level to qualify for exemption from the FLSA overtime requirements from \$455 a week (\$23,660/year) to \$913 a week (\$47,476/year). The regulation also had an automatic threshold increase every three years to maintain the level at the 40th percentile of the lowest wage census region. The standard “duties test” remained unchanged. These regulations were to become effective on December 1, 2016.

On November 22, 2016, Judge Amos L. Mazzant II, of the United States District Court for the Eastern District of Texas, Sherman Division, in the matter titled State of Nevada, et al. v. United States Department of Labor, et al., Case No. 4:16-CV-00731, granted an injunction that blocked the implementation of the Department of Labor’s new FLSA rule amendments. Based on this judicial order, along with analyzing the financial impact of each implementation option, Ohio University joined many other public and private institutions and agencies in suspending implementation or taking any action based on the new FLSA amendments.

A new proposed rule is currently being considered, with reports of a suggested salary threshold between the low and upper \$30,000s. This new rule may also include some sort of automatic update and regional pay differentials. The anticipated implementation date is expected to be announced October 2018. If we were to assume the new threshold is increased to \$35,000, approximately 32 employees would no longer be exempt, unless we increase their salaries at a cost of \$95,900 total. In comparison, under the former proposal of an annual \$47,476 salary threshold, 407 employees would no longer be exempt, unless their salaries were increased by \$2,426,803.



Source: Department of Labor & SHRM

8.1.2 Personnel

Employee Headcount

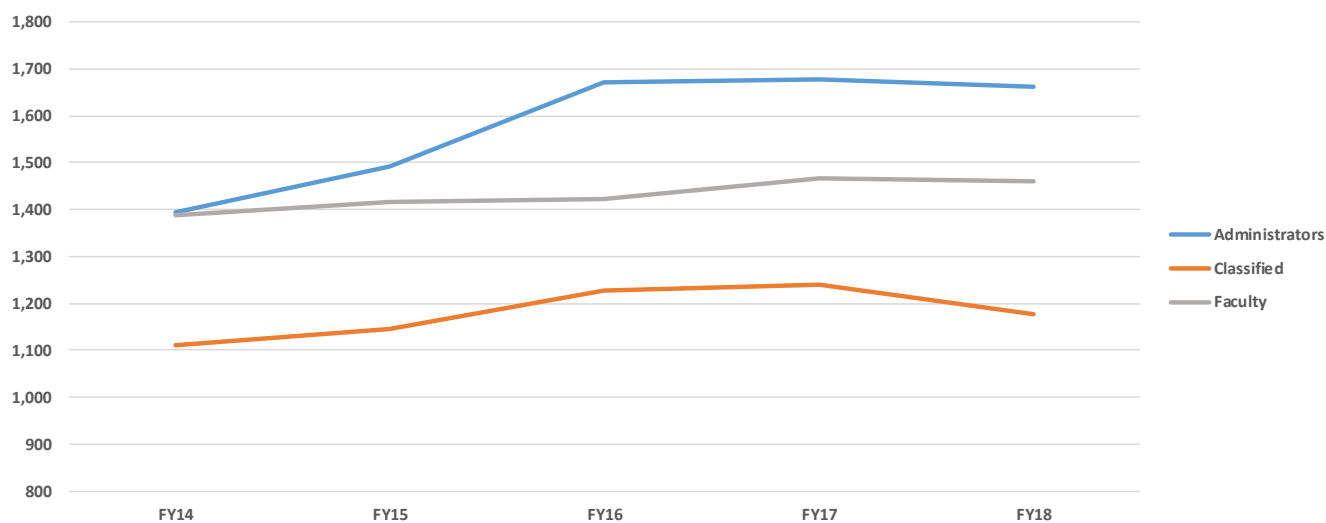
The following tables illustrate the University's employment trends by job category for FY14 through FY18. It is important to note that the headcounts represent a snapshot of filled positions as of Nov 1 of each year (census date used for IPEDS reporting), including both full-time and part-time employees, but excluding temporary and intermittent staff, as well as Group III faculty. The census is taken on November 1 each year to provide a consistent frame of reference. Consequently, the census does not exactly represent staffing level fluctuations throughout the year. The headcounts are inclusive of all funding sources, including operating funds, grant funds, and foundation funds. All employee headcount figures presented throughout the Budget Book reflect census headcounts.

The following provides definitions of job categories referenced within the Employee Headcount Section:

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

Employee Headcount by Job Category

	FY14	FY15	FY16	FY17	FY18
Administrators¹	1,393	1,493	1,672	1,679	1,663
Classified AFSCME	550	542	578	604	592
Classified FOP	18	18	21	24	23
Classified Non Bargaining	543	584	628	613	563
Subtotal: Classified	1,111	1,144	1,227	1,241	1,178
Early Retired Faculty	106	92	101	90	85
Group I Faculty	846	864	848	884	868
Group II Faculty	344	388	404	439	467
Group IV Faculty	93	72	70	54	40
Subtotal: Faculty	1,389	1,416	1,423	1,467	1,460
Total Job Category Headcount	3,893	4,053	4,322	4,387	4,301
% Increase		4.1%	6.6%	1.5%	-2.0%



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

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

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

Salary Summary

Total Salaries by Job Category

The following salary summary table provides comparative salary information by employee categories for FY11 - FY18, as well as the forecasted salaries for FY18 and budgeted salaries for FY19.

Represented in \$ Millions	2011 Actuals	2012 Actuals	2013 Actuals	2014 Actuals	2015 Actuals	2016 Actuals	2017 Actuals	2018 Budget	2018 Forecast	Raise Pool Impact	2019 Budget	% Change
Faculty Salaries	\$113.1	\$114.6	\$124.6	\$124.7	\$133.6	\$136.4	\$143.7	\$144.6	\$142.8	\$2.1	\$147.3	3.0%
Administrative Salaries	87.8	87.5	94	102.2	107.8	111.8	117.5	128.5	120.5	1.8	129.7	7.1%
Classified NBU Wages	27.8	28.4	27.7	29.4	32.5	35.1	34.5	29.6	25.3	0.4	25.4	0.5%
Union Wages	16.2	16.9	16.2	16.4	16.7	19.4	20.4	25.0	26.3	0.4	26.4	0.4%
Graduate Student Wages	19.4	19.1	21	20	21.1	21.5	22.6	21.3	23.1	0.0	22.2	-3.7%
Student Wages	14.6	15.3	16	16.1	17.7	18.4	19.1	17.9	18.4	0.0	18.3	-0.8%
Other Compensation*	2.6	3.2	5.3	3.3	3.6	3.8	3.9	3.1	5.4	0.0	2.9	-82.0%
Grand Total	\$281.5	\$285.1	\$304.7	\$311.9	\$333.0	\$346.5	\$361.7	\$370.0	\$361.8	\$4.7	\$372.3	2.8%

*Other Compensation includes: Employee cash awards, allowances, including auto, broadband, uniform, and housing; increase in FY18 forecast driven by Early Retirement Incentive Program (ERIP) offered on Regional Campuses.

Note: All prior years recasted under CoA mapping; variation from previous version due primarily to Other Compensation (Employer Provided Lodging and Relocation Expenses) that used to map to non-salaries rollups; based on limitations with the pre-2018 account structure, FY2011 Actuals through FY2018 Budget reflects Classified NBU and Union Overtime and Other Compensation as part of the Classified NBU Wages category.

The \$129.9M reported for 2018/2019 for Administrators includes part-time administrative staff positions converted from Group III in 2016. Salary for these positions were not included in previous years' data. Group III Faculty salaries are not included in Faculty salary data.

Total Salaries by Planning Unit

The following salary summary table provides comparative salary information by Planning Unit for FY11 through FY18, forecasted salaries for FY18 and budgeted salaries for FY19.

Salaries and Wages by Planning Unit <i>Represented in Millions</i>	2011 Actual	2012 Actual	2013 Actual	2014 Actual	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2018 Forecast	Raise Pool	2019 Budget
College of Arts and Sciences	\$48.8	\$49.1	\$52.1	\$50.7	\$52.7	\$52.3	\$54.8	\$55.4	\$54.4	\$0.7	\$54.7
College of Business	11.3	12.0	14.6	15.8	16.6	17.6	20.4	20.8	20.1	0.3	21.1
Scripps College of Communication	12.3	12.4	12.6	13.3	14.0	14.2	14.7	14.7	14.5	0.2	14.6
Patton College of Education	13.3	10.8	11.0	10.5	12.0	12.3	13.0	13.4	13.2	0.2	13.6
Russ College of Engineering	14.3	20.0	21.1	20.8	23.2	24.4	25.7	22.4	24.8	0.3	25.6
College of Fine Arts	15.3	10.9	11.5	11.4	11.8	12.1	12.8	13.2	12.6	0.2	12.8
College of Health Sciences and Professions	16.3	11.4	13.6	15.6	17.9	19.1	20.4	21.4	21.6	0.3	21.2
University College	17.3	2.6	2.8	3.5	3.9	4.1	4.3	4.0	4.0	0.0	4.0
International Studies	18.3	2.5	2.7	2.7	2.7	2.7	2.9	2.6	2.5	0.0	2.5
Honor's College	19.3	0.7	0.7	0.8	0.8	0.9	0.7	0.8	0.7	0.0	0.7
Voinovich School of Leadership and Public Affairs	20.3	4.7	5.1	5.1	5.2	5.9	6.8	7.4	7.3	0.1	7.2
Heritage College of Osteopathic Medicine	21.3	18.7	20.7	22.5	26.5	29.2	30.9	33.9	30.9	0.4	34.8
Regional Campuses	22.3	34.5	35.1	34.9	35.1	33.9	33.3	32.9	33.4	0.5	31.2
Intercollegiate Athletics	23.3	5.8	6.6	6.6	6.8	7.2	7.6	7.4	7.5	0.1	7.7
Vice President for University Advancement	24.3	4.3	4.3	4.6	5.0	5.3	5.1	5.8	5.1	0.1	5.9
Culinary Services	25.3	10.4	10.8	11.3	12.1	13.7	14.2	14.6	14.5	0.1	14.4
Housing & Residence Life	26.3	4.3	4.2	4.4	4.6	5.8	5.9	6.6	6.3	0.0	6.2
Library	27.3	4.2	4.2	4.3	4.4	4.7	4.6	5.0	4.7	0.1	4.9
Office of Information Technology	28.3	10.2	10.7	11.2	12.4	12.6	12.7	14.2	11.1	0.2	14.0
Office of the President	29.3	3.9	4.1	4.6	5.1	5.6	6.2	5.9	5.7	0.1	6.0
Provost - Institutional Services*	30.3	11.3	13.9	12.2	12.0	12.9	11.5	12.7	11.7	0.2	12.8
Vice President for Student Affairs	31.3	5.8	6.3	6.9	7.7	7.7	8.4	8.8	8.6	0.1	9.3
Vice President for Research	32.3	4.1	4.4	4.5	4.6	4.9	5.8	5.2	5.2	0.1	5.6
Vice President for Finance and Administration	33.3	28.3	30.8	33.4	35.7	37.3	38.6	40.7	38.7	0.6	39.6
Other	34.3	2.0	0.7	0.5	0.4	0.4	0.3	0.1	2.5	0.0	2.0
Grand Total	\$281.5	\$285.1	\$304.7	\$311.9	\$333.0	\$346.5	\$361.7	\$370.0	\$361.8	\$4.7	\$372.3

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

Note: All prior years recasted under CoA mapping; variation from previous version due primarily to Other Compensation (Employer Provided Lodging and Relocation Expenses) that used to map to non-salaries rollups.

8.2 Benefits Expense

8.2.1 FY17 Benefits Expenses

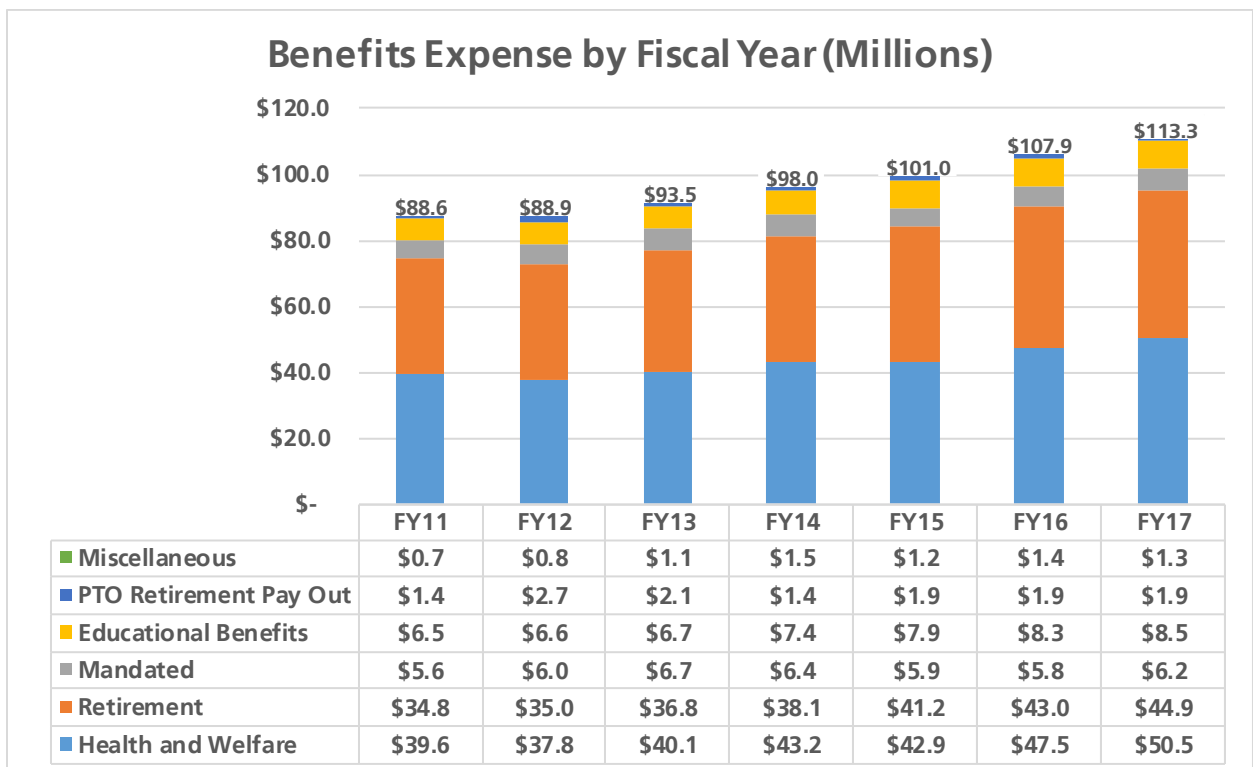
Figures presented in Section 8.2.1 represent actual benefits paid and may vary from the financial statement view based on accruals and financial statement adjustments.

The University provides a comprehensive benefits program to faculty and staff as part of their total compensation package. Benefits for 2017 were roughly \$113.2M 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, etc. for faculty and staff.
- Mandated: legally required benefits including workers compensation, Medicare, unemployment, and occupational health.
- Educational Benefits: For faculty, staff, retirees, and their dependents.
- PTO Retirement Pay Out: sick pay out (mandated by State law) and vacation pay out at retirement.
- Miscellaneous: Child care center support, parental leave, AFSCME contract related costs, and relocation expenses.

Major benefit categories as a percent of total costs for FY11–FY17:

Retirement contributions and health and welfare benefits consistently account for roughly 84% of overall benefits costs. Educational benefits and mandated benefits represent approximately 13% of costs with the remaining benefits all under 3%.



Health and Welfare Benefits Focus

Health and Welfare Benefits include health, vision, dental, life, and disability insurance and related expenses. Total health and welfare benefits costs increased by 7.6% in FY17. The main cost driver was an increase in prescription drug plan costs (13%) versus medical claims (4%).

The university is self-insured for medical and dental insurance and contracts with Anthem Blue Cross and Blue Shield and Express Scripts for Third Party Administration (TPA) services. The major factors that drive health care costs for the university are employee count and family size, increases in utilization (especially variation in claims in excess of \$50,000), and price for care (medical CPI).

<i>Represented in Millions</i>	FY12	FY13	FY14	FY15	FY16	FY17	FY18 Projection
Health/Dental Claims	41.1	43.4	45.8	46.4	51.8	56.5	61.6
Fees and Other Insurance	4.4	4.5	5.3	6.2	6.6	6.3	6.8
Employee Premiums	(7.8)	(7.8)	(7.9)	(9.7)	(10.9)	(11.7)	(13.0)
Total University Cost	37.7	40.1	43.2	42.9	47.5	51.1	55.4
% Growth	-4.5%	6.2%	7.7%	-0.7%	10.7%	7.6%	8.4%

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.

8.2.2 Benefits Advisory Council Update:

The Benefits Advisory Council continues work on its charge of analyzing and making recommendations related to University benefit plan designs in conformance with the guiding principles and strategies set by the Total Compensation Committee under the direction of the President. The table below represents FY18 membership in BAC:

Name	Representative Body	Term	Period of Appointment
Colleen Bendl	Co-Chair- Human Resources	Role Based	Ongoing
Susan Williams	Co-Chair – Faculty Senate Committee Chair - Finance and Facilities	Role Based	Ongoing
(Vacant)	Past Co-Chair of Faculty Senate (only filled during transition year)	Role Based	1 Year
Vickie McFadden	Administrative Senate	3 Years	Through FY2018
Jennifer Romero	Classified Senate	3 Years	Through FY2020
Joe McLaughlin	Faculty Senate (Chair)	Role Based	
(Vacant)	Past Co-Chair of Faculty Senate (only filled during transition year)	Role Based	1 Year
David Juedes	Chair/Director	3 Years	Through FY2020
Tia Barrett	CFAO	3 Years	Through FY2020
Bill Willan	VP Regional Higher Education	Role Based	Ongoing
Jason Pina	VP Student Affairs	Role Based	Ongoing
John Day	Associate Provost	Role Based	Ongoing
Chad Mitchell	Chief of Staff VPFA	Role Based	Ongoing
(Vacant)	Dean	Role Based	3 Years
Jennifer Kirksey	President’s Council	Role Based (non voting)	Ongoing
Greg Fialko	HR – Benefits	Role Based (non voting)	Ongoing
Jane Balbo	HCOM Clinical Faculty; Healthcare Benefits Advisor	Role Based (non voting)	Ongoing

Since 2015 the committee has recommended a series of plan design and premium changes that have resulted in cost avoidance as outlined in the next two charts.

Plan Design and Premium Changes Implemented (FY16-FY18) and Recommended (FY19-FY21)

Options	FY15	FY16	FY17	FY18	FY19	FY20	FY21
		Plan Change	Plan Change	Plan Change	Plan Change	Plan Change	Plan Change
Deductible	\$200/\$400	\$400/\$800	\$450/\$900				\$700/\$1400
Co-Insurance Maximum	\$1000/\$2000	\$1500/\$3000	\$1750/\$3500	\$2000/\$4000		\$3000/\$6000	\$3250/\$6500
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%		17%-19%-21%	
Other				-Rx Util. Mgmt	-Use of Reserves -Dependent Audit		

FY20 and FY21 recommendations are preliminary and subject to change.

Impact of Plan Design and Premium Changes Implemented (FY16-FY18) and Recommended (FY19-FY21)

<i>(represented in millions)</i>	FY16	FY17	FY18	FY19	FY20	FY21
\$ Impact of Changes	2.5	1.1	1.3	1.3	1.1	0.48
Prior		2.5	3.6	4.9	6.2	7.3
Cumulative Total	2.5	3.6	4.9	6.2	7.3	7.78

8.2.3 Affordable Care Act

The University continues to comply with Affordable Care Act regulations regarding minimum essential coverage, minimum value/cost, and employee eligibility.

ACA Measurement Periods Ending March 31, 2018

In FY18, the University tracked 9,444 variable hour employees with 6 qualifying for health care by averaging greater than 30 hours per week during the measurement period as detailed below.

Variable Hour Employee Tracking

Category	Employees Tracked
Administrator	297
Classified	35
Faculty	979
Student	8,114
Total	9,444

ACA Qualifiers and Dispensation

Employees Deemed Full Time*	6
# offered coverage and remained in a part-time status**	0
# Not re-employed	5

*Deemed full-time as defined by ACA

8.2.4 Educational Benefits

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

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

8.2.5 Mandated Benefits

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

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

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

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

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

8.2.6 Retirement Contributions

Retirement plan options and employee and employer contributions are mandated by State of Ohio Law. Prior to 1998 all Faculty and Staff were automatically enrolled in either the State Teachers Retirement System (STRS) or Ohio Public Employee Retirement System (OPERS). The Ohio General Assembly established the Alternative Retirement Plan (ARP) in 1998. The ARP allowed any new full-time faculty and staff member, as well as any existing full time faculty and staff member with less than 5 years' service in 1998, to opt out of the OPERS and STRS pension plans and participate in a defined contribution plan with third party vendors such as TIAA-CREF and Voya. The law creating the ARP also established a "mitigating rate" to recognize the impact of allowing a portion of eligible university employees required to participate in OPERS and STRS to voluntarily select an ARP. It is designed to offset the negative impact resulting from the exclusion of this population from OPERS and STRS membership.

The mitigating rate is funded from the employer contributions for each employee participating in an ARP. This rate is assessed from the employer contribution for each employee participating in an alternative retirement plan, with such funds being directed to OPERS and STRS instead of the employee's ARP account.

Retirement Contributions for the OPERS plan and Staff ARP Plan are as follows:

STRS and Faculty ARP Plans:

	Alternative Retirement Plan	STRS Defined Benefit Plan	STRS Defined Contribution Plan	STRS Combined Plan
Employee Contribution	14.00%	14.00%	14.00%	14.00%
University Contribution	9.53%	14.00%	9.53%	14.00%
Total Contribution to Employee Plan	23.53%	28.00%	23.53%	28.00%
University Mitigating Rate Contribution to STRS	4.47%	0.00%	4.47%	0.00%

OPERS and Staff ARP Plans:

	Alternative Retirement Plan	OPERS Defined Benefit Plan	OPERS Defined Contribution	OPERS Combined Plan
Employee Contribution	10.00%	10.00%	10.00%	10.00%
University Contribution	11.56%	14.00%	12.00%*	12.00%*
Total Contribution to Employee Plan	21.56%	24.00%	22.00%	22.00%
University Mitigating Rate Contribution to STRS	2.44%	0.00%	2.00%**	2.00%**

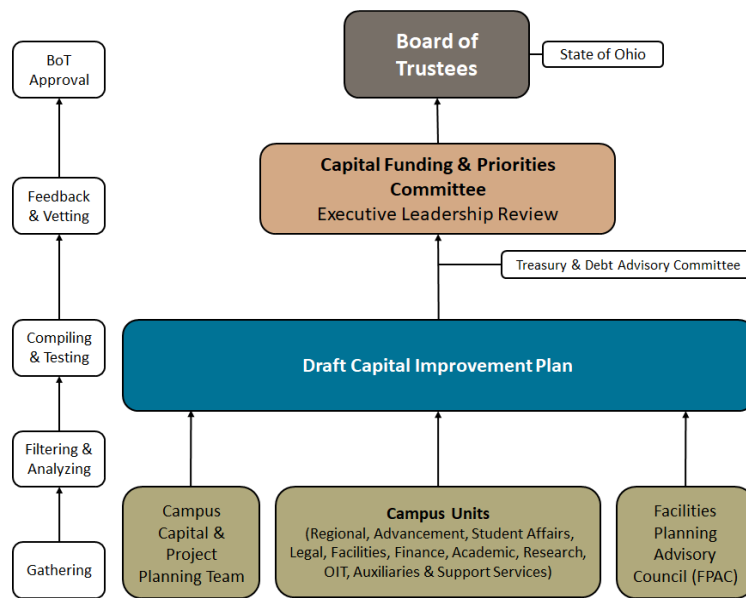
*For the OPERS Defined Contribution Plan, a portion of the university contribution is credited to a Retiree Medical Account as specified in the plan document and OPERS rules.

**The mitigating rate for the OPERS Defined Contribution Plan and OPERS Combined Plan is scheduled to increase to 2.44% in 2019

9.1 CIP Process Overview

The University’s Capital Improvement Plan is a multi-year planning tool used to illustrate the University’s project priorities. Each year Ohio University engages in a collaborative process to review and prioritize the capital needs across the institution. Every year the university updates the annual capital improvement plan. Every other year the university submits a six year capital improvement plan which includes a review of annual and biennium needs in preparation for priorities for State Capital Appropriation Submission. Every year, the plans review available fund sources collectively, reviewing capacity and affordability within the context of the entire University budget.

Updating the CIP is a collaborative process, which begins in the fall where meetings with leadership from every unit across the campus are held to review the past, current, and anticipated future capital needs. The feedback from these discussions includes the unit’s prioritization for future needs which are analyzed, filtered, and reviewed for capacity, affordability, and project timing by the Capital Planning Team. Upon a unit’s submission of their capital priorities, a number of steps are taken for a project to be included in the updated annual or six year CIP. These include deferred maintenance prioritization, programmatic impact, funding affordability, debt capacity, and swing space availability. A series of meetings throughout the year include vetting and feedback from each unit as well as with groups such as Facilities Planning and Advisory Council (FPAC) and Academic Leadership (Deans). The Capital Funding and Priorities Committee (CFPC) reviews the CIP throughout the process and approves prior to submission to the Board of Trustees for final approval.



9.2 Foundation of Planning

Ohio University utilizes comprehensive planning and analysis to provide data informed decision making to support capital project prioritization and validation. These efforts provide the foundation for project inclusion in our Capital Improvement Plans.

FY19-FY24 Six Year Capital Improvement Plan: Completed and approved June 2017

The Six Year Capital Improvement Plan is a multi-year planning tool used to illustrate the University's project priorities. The six year plan update process includes collaboration and analysis of funding affordability and project achievability.

Campus Comprehensive Master Plan 2016: Completed and approved March 2016

The Comprehensive Master Plan provides a long-term vision with a look at near term needs to provide guidance for the execution of OHIO's CIP and related capital investments. It ensures that the construction and placement of buildings, utilities, transportation, and other infrastructure components support the University's mission and academic plans. These projects often involve a multi-year implementation process that is reliant upon swing space, funding feasibility, relocations, and synergies with other capital projects.

Utility Master Plan and Investments: Completed and approved June 2017

While the Comprehensive Master Plan guides the visible environment, the Utility Master Plan provides the framework for the unseen systems that are key in making the system work. The Utility Master Plan effort provides the basis for the investment and prioritization of energy, and related building, system investments on the campus.

In June 2014, the BOT approved an Energy Infrastructure Project (EIP) initiative, which consisted of a series of projects with an estimated total cost of \$79.0M. This initiative includes the development of a utility master plan, intended to provide the Ohio University (OU) campus in Athens, Ohio with a long range vision for efficient and reliable utility generation and delivery, as well as effective energy conservation measures. The master plan outlines a strategy to provide the capacity to serve needs identified in the master plan as well as to provide service to buildings not currently on central plant.

Building Condition Assessments: Database completed December 2016, continuous updating

In December of 2015 Ohio University took a deeper dive into building condition understanding. OHIO contracted with a third party company to conduct facility condition assessment surveys for facilities on the Athens and Regional campuses to identify levels of deferred maintenance with intent of informing deferred maintenance priorities and tracking the impact of funding decisions on the deferred maintenance backlog.

Facility condition assessment surveys are periodic inspections of buildings (property, plant, and equipment) to determine condition and estimated cost to correct any deficiencies. The third party assessments were completed during the spring of 2016 and the results inform prioritization of the University's capital improvement plan; enable the University to track the overall deferred maintenance backlog; and analyze the impact funding decisions are having on the age profile and condition of campus buildings.

To keep the data current, Ohio University utilizes an in-house team, directed by the Chief Facility Officer involving the teams within Facilities Management and Architectural Design and Construction, to assess 20% of the facility inventory on an annual basis to ensure that deferred maintenance data is current.

Debt and Resource Planning

Debt is a limited resource available to the University to finance facility and infrastructure projects. The University has been leveraging external debt to fund capital improvements and currently has an estimated \$50.0-\$100.0M debt capacity at its current Aa3 rating level or \$150.0-\$200.0M at a lower A1 rating level. Affordability is evaluated annually to determine the amount of debt that can be used to fund capital projects. The University's Treasury Management office actively manages liquidity, the Internal Bank, Century Bond program, debt compliance and reporting, annual analysis and market timing. See Section 7 for details regarding Treasury and Debt Management.

Centralizing Project Information: Completed and in place (April 2018)

The University designed and built a Capital Improvement Plan Database to help manage our capital planning and decision making over time. This database allows for significantly improved reporting and analysis and links our planning processes to our capital project execution. The implementation of the database enabled our teams to spend far less time with manual creation of information and more time on analysis.

9.3 CIP Progress and Updates

The most recent University capital plans are the six-year (FY19-FY24) and annual plan (FY18) which were submitted and approved by the Board of Trustees in June of 2017. These included a comprehensive look at the projects the University would like to move forward with, should funding be affordable.

Additionally, the FY19-FY24 Six Year CIP included Ohio University's FY19-FY20 State Capital Appropriation priorities. Upon receipt of State Guidelines, the university refined priorities and submitted through the State process for allocations. Ohio University received \$26.7M. The Governor signed the bill in 2018 and we anticipate to begin drawing against these allocations this summer for the approved projects. The State of Ohio funds capital projects and renewals on a biennial basis (opposite year of state operating budget) and requests submissions from both Institutional and Non-Institutional agencies each Fall of odd years.

The University has made significant investment in projects to address deferred maintenance, both planned and unplanned. The Century Bond funding, now in its fifth year, as well as past State Appropriations have enabled reductions in the university's deferred maintenance backlog. Several investments were also made in major capital projects, providing programmatic impact, and in utility projects prioritized from the Comprehensive and Utility Master Plans.

This section provides an update on our progress against the FY19-24 CIP and the embedded FY19-20 State Capital Budget and Century Bond Program. This section details projects in-line to be executed in FY19 under that plan, and changes being considered as we evaluate new information and priorities. At this time we are not presenting a new FY19 Capital Plan; but rather, executing against the existing plan and presenting current dialogue about changes.

Development of the Annual CIP

The annual plan for the University provides a near term look at projects anticipated to move forward over the next year. Included within the approved FY19-FY24 CIP was a snapshot of proposed projects for FY19. Over the past year, Ohio University has been reviewing and adjusting priorities. This process includes

- Reviewing FY18 annual projects to determine which have already moved forward and which are scheduled to begin in FY19
- Reviewing the remaining FY19 projected projects to determine if these projects are still the highest priority for the university
- Reviewing newly identified project priorities
- Reviewing university financial projections and cashflows to determine affordability and capacity to execute against the CIP

Factors that Influence Priorities and Strategies

Ohio University annually updates the capital improvement plan to ensure various factors and changes are considered. Examples include:

- Operating budget forecasts: reviewing changes to unit budget projections that may affect affordability of capital projects
- Presidential Pathways and Priorities: Impact of prioritization of programs and investments that enable movement on key university strategies
- Cooperative opportunities with City/County: impact of opportunities to work with our community partners to leverage funding and advance project with mutual benefits or dependencies
- In depth studies: impacts of additional information from focused studies that provide a deeper understanding of project needs and strategies
- Deferred Maintenance/Failures and Facilities Assessments which may inform shifts in priorities
- Complex relationships and dependencies between projects that may impact project schedules and budgets
- Projects in Progress: newly identified information identified as projects are executed that impact schedules, budget, and scope
- Construction Climate: impacts of current economy on budget forecasts and access to work force
- Preventative Maintenance Strategy: shifting focus to begin focusing some investment on preventive maintenance to reduce acceleration of deferred maintenance and more effectively manage long-term costs

FY19 Annual Update

With consideration for the above factors, we have spent the past year analyzing and updating our FY19 capital plan. Many of the projects included as FY19 Projects in the FY19-FY24 Six Year CIP approved last June (2017) continue to be prioritized for execution.

Many of these projects were focused on:

- Key infrastructure investments: utility tunnel rehabilitation, campus steam repairs
- MEP (Mechanical, Electrical, & Plumbing)
- Building envelope such as roofs and window replacement

With additional more focused studies providing new or updated information, we are now in the process of analyzing new projects against those previously prioritized and considering these in the context of the resources and cashflows available to support both our operating and capital plans.

Examples of new studies or newly identified program needs that have emerged as additional priorities include:

- College of Fine Arts (COFA) Facility which studied the primary COFA facilities and identified key investments needed to support accreditation, modernization (upgrading of existing facilities with systems or requirements that were not necessarily failing but which are inadequate to service the functions within the space) and create implementable project scope strategies
- Weekly in-depth facility assessments of our individual buildings throughout campus that identify additional deferred maintenance priority needs such as masonry failure issues
- Academic and Student Support needs which continually evolve to meet changing pedagogy and university needs
- Changing Athens campus enrollment assumptions which impact analysis of number of beds needed to support residential students

With over \$497 million of facility deferred maintenance and \$101 million of utility system deferred maintenance (assessed in the Utility Master Plan), the needs of our physical plant significantly exceed our capacity to invest - from not only a financial perspective, but also the availability of swing space and impact to campus operations.

As we work with University Leadership and the campus community to prioritize and time our investments, collectively we are evaluating:

- Program Priorities: investments required to support department accreditations, development of new programs, and to the meet the pedagogical expectations of our students
- Deferred Maintenance Prioritization: what buildings and buildings systems deficiencies pose the greatest risk for failure (or are currently failing) or are identified as potential life, safety, or environmental risks
- Cash Flows: the universities capacity to support the cashflows associated with capital project expenditures as well as our operating budget needs while preserving prudent reserve levels as identified by the Board of Trustees
- Utility & Infrastructure: investments required in existing energy distribution systems for improved reliability and efficiency while complying with policies regarding sustainability and stewardship. Additionally, investments in campus hardscape such as pedestrian and vehicular pathways and other infrastructure elements need to be considered.

9.4 Draft FY19 Priorities

Because we are still involved in university discussions regarding elements discussed in section 1.3, we are not yet able to present a comprehensive final FY19 Capital Plan. Below we are summarizing a significant portion of the plan and where we currently have things reviewed and prioritized.

Projects that have been approved are currently in progress that will continue to be executed in FY19:

Academic/Programmatic	Auxiliaries
29 Park Place & Carriage House Renovation	Adams Hall Waterproofing
Academic Relocations - Konneker Alumni Center	Bob Wren Stadium Artificial Turf
Academic Relocations - Lindley	Bryan Hall Bathroom Upgrades
Administrative Relocations - Lasher	Convocation Center Scoreboard
Business Annex 2nd Floor Renovation	East Green Building Based Domestic Hot Water Systems
C-Suite Renovation	Gam Bathroom Upgrades
Chemistry Building (Clippinger Renovation Phase I)	James Hall Masonry Repairs
Ellis Hall Infrastructure Renewal	Jefferson Hall Dining & Residence Renovations
Facility Site Improvements - HCOM Phase I	Mill Street Round Park Reclaim
Grover Center E303 Conference Room Renovation	Obstruction Removal
Grover Center W115 Renovation	Parking Master Plan Improvements
Grover Center W313 Cabinet Update	Pickering Bathroom Upgrades
Grover Center W320 Faculty Office Conversion	RD Apartment Renovation - Crawford
HCOM Phase 1: Academic and Clinical Research	Rehabilitate Taxiway A
HCOM Phase I Utilities	Residence Hall Fire Panel Replacements
Innovation Center Rooms 211 & 215	South Pole Repurpose
Ridges Building 13/14/18 Renovation	Tiffin Hall Bathroom Upgrades
Ridges Parking Lot, Site Improvements & Building 20 Demo	Tiffin/Perkins Roof Rehabilitation
Russ Research Opportunity Center	Washington Water / Bathroom Upgrades
Stocker Room 264 Improvements	
The Perry and Sandy Sook Academic Center	
Walter Hall Classroom Improvements	
WOUB & WOUC Capital Projects	

Building Systems & Infrastructure	OIT
Aquatic Center Roof Repair	Fiber Cable Installation
Botanical Research Greenhouse Upgrades	
Campus Fire Alarm Reporting Upgrades	
Capital Project Studies	
Chubb Hall East Entry Stair Replacement	
Clippinger 301 Electric Outlet	
Computer Service Center Roof Repair	
Copeland Hall Roof Replacement	
Cutler Hall Electrical Systems Upgrade	
Exterior Masonry Repairs FY19-FY24	
Fire Panel Replacement Phase I	
Glidden Hall Compressor Replacement	
Glidden Hall Concrete Work	
Glidden Room 400Recital HVAC	
Innovation Center Roof	
Kantner Masonry Repairs	
Lausche Plant Compressed Air Replacement 2018	
Lot 20 Retaining Wall	
Old Heating Plant Parapet Wall Repairs	
Ping Center Settlement Remediation	
Porter Hall Masonry Stabilization and Repairs	
Richland Sidewalks	
Ridges Building 20 Storage Tank Removal	
Ridges Building 32 Roof Replacement	
Ridges Building 33 New Circuit	
Ridges Building 7 Exterior Wall Stabilization	
RTEC Roof Replacement	
RTV Drinking Fountain Replacements	
Southeastern Library Envelope Improvements	
Tree Trimming US33	
Walter Hall Air Handler Replace Heat Coils	
	Regional Higher Education
	Chillicothe Campus Academic Success Center Phase I
	Chillicothe Campus Bennett Hall Cooling Tower Structural Repair
	Chillicothe Campus Bennett Hall Electrical Upgrade - Phase I
	Eastern Campus Campus Site Improvements
	Eastern Campus Shannon Hall Electrical System Repairs
	Eastern Campus Shannon Hall Parking Lot Repairs
	Eastern Campus Shannon Hall Site Infrastructure Repairs
	Lancaster Campus Brasee Hall Carpet 2 & 4
	Lancaster Campus Brasee Hall Exterior Repairs
	Lancaster Campus Brasee Hall HVAC Improvements
	Lancaster Campus Brasee Hall Interior Renovations
	Lancaster Campus Brasee Hall Roof Replacement and Repairs
	Lancaster Campus Brasee Hall Structural Engineering Evaluation
	Lancaster Campus Herrold HVAC Improvements
	Southern Campus Energy Efficiency Improvements Phase II
	Southern Campus Hanging Rock CDC Sanitary Sewer
	Southern Campus Horse Park Outdoor Arena
	Southern Campus Ironton Memorial Walk
	Southern Campus Proctorville Center Flag Pole and Plaza
	Southern Campus Site Lighting Upgrades
	Southern Campus Walking Path / Hiking Trails
	Zanesville Campus Herrold Hall 2nd Floor Nursing Lab Renovation
	Zanesville Campus Littick Hall Gym Floor Repair 2018
	Zanesville Campus Roadway & Parking Improvements Phase II
	Zanesville Campus South Entrance Steps Replacements
	Student Affairs
	Shively Dining Hall Improvements
	University Initiatives
	ADA Prioritized Restroom Improvements
	ADA Transition Plan
	Treudley Secondary Egress
	Total Project Budgets: \$337.2M
Utility System Upgrades	
Chilled Water Plant #3	
Chilled Water Utility Distribution	
Campus Electric Load Balance	
Campus Steam System Repairs 2018	
Lausche Switchyard Storm Sewer	
Temporary Campus Boilers	
West Green Chiller 3 Conversion	
West Green Chilled Water Pump System Repairs	
Steam – Permanent Boiler Project	

Projects that were included and approved in the FY18 capital plan for which the start date was delayed and that are now on course to be executed in FY19:

Academic/Programmatic
Alden Library Future Phase Study Auxiliary Offices Relocation/Renovation Classroom Sandbox College of Business Programmatic Study
Auxiliaries
Maintenance Hangar Improvements South Green, Convocation Center and Baker Garages Lighting Updates Zero Hangar Improvements
Building Systems & Infrastructure
Stocker Building Envelope
Regional Higher Education
Lancaster Campus Fire Alarm Systems Replacement Southern Campus Accessibility Improvements Zanesville Campus Roadway & Parking Improvements Phase I
Utility System Upgrades
Electric - Fault Locators and Distribution Re-Fusing Steam - Balance of Plant and Controls - Lausche (Phase 1) Steam - Miscellaneous Energy Conservation Projects

Total Project Budgets: \$7.2M

Projects that were included and approved in the FY19 capital plan within our FY19-FY24 CIP that we still anticipate moving forward with in FY19 (projects in excess of \$500k will be brought forward for Board approvals):

Auxiliaries	University Initiatives
Athens Campus Parking Lot 127 and 128 Maintenance 2018 Bromley Infrastructure Improvements Parking Lot Maintenance - 2019	Athens Wayfinding Design & Program
Building Systems & Infrastructure	Utility System Upgrades
Morton Hall Chiller Ridges Building 33 Roof, Walls and Windows Stocker Hall HVAC Phase 1 Utility Tunnel Rehabilitation	Seigfred Chilled Water Connection Campus Steam System Repairs 2019
OIT	
Business Application Services Customer Services Information Infrastructure Information Security Instructional and Research Technologies	
Regional Higher Education	
Chillicothe Campus Bennett Hall Exterior Repairs / Improvements Eastern Campus Health Education Center Roof Replacement Lancaster Campus Energy Efficiency Improvements Phase I Southern Campus Energy Efficiency Improvements Phase III Southern Campus Security & Accessibility Improvements Zanesville Campus Herrold Hall Infrastructure and Interior Improvements	
Student Affairs	
Central Food Facilities Improvements Maintenance/Large Equipment Purchases 2019	

**Total Project Budgets:
\$72.9M**

Several FY19 projects in the FY19-FY24 Six Year CIP were assessed and either cancelled, postponed to a future fiscal year, or on hold until project strategy, funding, and scope are further refined:

Cancelled

Academic / Programmatic
Academic Relocations - Hudson
Auxiliaries
Cafe Bibliotech & Alden Cafe Improvements
Dining Hall Facility Maintenance
Enforcement Equipment Upgrades
Minor Renovation Projects
Parking Meter Upgrades
Residence Hall Carpet Replacement 2019
Sargent & James Roof Rehabilitation

Total Project Budgets: \$2.7M

Postponed

Auxiliaries
Rehabilitate Aprons A, B and F
Sargent Hall Renovations
Building Systems & Infrastructure
Glidden Hall HVAC

Total Project Budgets: \$7.6M

On Hold

Academic / Programmatic
College of Business Expansion
Regional Higher Education
Dublin Project Planning Study
Auxiliaries
Housing Development Phase II
Scott Quad Window Replacement

Total Project Budgets: \$137.7M

A few FY19 projects in the Six Year CIP were reviewed as needing additional scope, and subsequently additional funding. Funding was able to be set aside through project priority changes and executed project residuals.

Academic / Programmatic
Athena Theatre Backstage Renovation
Building Systems & Infrastructure
Chubb Hall and Sing Tao Roof Replacement
Lindley Hall Roof

Total Project Budgets: \$1.9M
(Included increase amounts that equate to \$1.1M)

A few FY19 projects in the Six Year CIP were reviewed as needing to be implemented sooner rather than later. To accomplish this, campus units re-prioritized these projects and pushed other projects into future years.

Auxiliaries
Convocation Center Restroom Renovations Perkins Hall Renovations
Building Systems & Infrastructure
Konneker Research Windows & HVAC Child Development Center HVAC Controls
Regional Higher Education
Chillicothe Campus Bennett Hall Elevator Replacement Eastern Campus Health Education Center Chiller Replacement Southern Campus Parking Lot and Site Improvements Southern Campus Student Resource Commons Phase I

Total Project Budgets: \$10.9M

Several emerging projects we anticipate moving forward with funding was able to be set aside through project priority changes and executed project residuals.

Academic / Programmatic
Seigfred Hall Renovations Phase II (Portion) Ridges Building 37 Improvements Jennings House Envelope Repair and Exterior Paint
Building Systems & Infrastructure
Alden Air Handler Athens Campus Street Repair 2018 Bicentennial Park Crosswalk Convocation Center Concrete Copeland Windows In House Masonry Richland Pull Off for Buses Ridges Priority Road Repair Scripps Window Painting Hudson Exterior Painting Campus Electronic Door Accesses Athens Campus Road Restoration - Mill & Overlay OHIO 2018 Paving Project
Regional Higher Education
Eastern Campus Shannon Hall Lab 20 and 30 HVAC Lancaster Campus Art Gallery Improvements Lancaster Campus Infrastructure Improvements - Site Paving/Sidewalks Lancaster Campus Pickerington Center Roof Replacement and Repairs Southern Campus Interior Lighting Zanesville Campus Littick Hall HVAC Improvements

Total Project Budgets: \$22.9M

University leadership will continue conversations around additional emerging priorities, evaluating needs within the context of the Six Year CIP and the update process for FY21-FY26.

Exhibit A: FY19 Century Bond Cashflows

Century Bond Allotment	Academic/Programmatic	Building Systems & Infrastructure	University Initiatives	Utility System Upgrades	Total
CB15	59,905	1,570,171			1,630,076
Capital Project Studies		24,928			24,928
Convocation Center Concrete		600,000			600,000
Lindley Hall Roof		635,000			635,000
Ridges Building 7 Exterior Wall Stabilization		150,000			150,000
The Perry and Sandy Sook Academic Center	59,905				59,905
Ridges District Cooling Tower Replacement		160,243			160,243
CB16		1,647,028			1,647,028
Capital Project Studies		56,872			56,872
Fire Panel Replacement Phase I		60,970			60,970
Glidden Room 400Recital HVAC		952			952
In House Masonry		250,000			250,000
Innovation Center Roof		731,234			731,234
Konneker Research Windows & HVAC		458,000			458,000
Scripps Window Painting		89,000			89,000
CB17	1,290,947	773,566	31,302		2,095,816
ADA Transition Plan			28,014		28,014
Alden Air Handler		89,000			89,000
Athens Campus Road Restoration - Mill & Overlay		21,991			21,991
Chubb Hall East Entry Stair Replacement		180,216			180,216
Computer Service Center Roof Repair		34,355			34,355
Copeland Hall Roof Replacement		22,791			22,791
Ellis Hall Infrastructure Renewal	330,947				330,947
Glidden Hall Concrete Work		105,000			105,000
Hudson Exterior Painting		60,000			60,000
Kantner Masonry Repairs		55,919			55,919
OHIO 2018 Paving Project		50,000			50,000
Porter Hall Masonry Stabilization and Repairs		11,684			11,684
RTEC Roof Replacement		6,635			6,635
RTV Drinking Fountain Replacements		97,438			97,438
Seigfred Hall Renovations Phase II	960,000				960,000
Tree Trimming US33		38,537			38,537
ADA Prioritized Restroom Improvements			3,288		3,288
CB18	4,291,442	2,588,997			6,880,439
Administrative Relocations - Lasher	50,000				50,000
Administrative Relocations - Ridges Building 37 Improvements	1,000,000				1,000,000
Annual Emergency Projects Fund - 2018		186,834			186,834
Chemistry Building (Clippinger Renovation Strategy Phase I)	191,442				191,442
Copeland Windows		100,000			100,000
Glidden Hall Compressor Replacement		155,468			155,468
Jennings House Envelope Repair and Exterior Paint	250,000				250,000
Lot 20 Retaining Wall		56,068			56,068
Old Heating Plant Parapet Wall Repairs		9,627			9,627
Ping Center Settlement Remediation		681,000			681,000
Ridges Building 33 Roof, Walls and Windows		500,000			500,000
Ridges Building 7 Exterior Wall Stabilization		130,000			130,000
Ridges Priority Road Repair		195,150			195,150
Seigfred Hall Renovations Phase II	2,800,000				2,800,000
Stocker Building Envelope		574,850			574,850
CB19	700,000	1,265,485	54,773		2,020,258
ADA - 2019			25,000		25,000
ADA Transition Plan			29,773		29,773
Annual Emergency Projects Fund - 2019		815,000			815,000
Chubb Hall and Sing Tao Roof Replacement		13,000			13,000
Morton Hall Chiller		150,000			150,000
Seigfred Hall Renovations Phase II	700,000				700,000
Utility Tunnel Rehabilitation		287,485			287,485
CBCL	5,548,151				5,548,151
Chemistry Building (Clippinger Renovation Strategy Phase I)	5,548,151				5,548,151
EIP1	1,495,316	13,235		934,217	2,442,768
EIP - Campus Electric Load Balance				289,052	289,052
EIP - Lausche Switchyard Storm Sewer				471,343	471,343
EIP - Temporary Campus Boilers				17,157	17,157
EIP - West Green Chilled Water Pump System Repairs				70,611	70,611
Electric - Fault Locators and Distribution Re-Fusing				86,054	86,054
HCOM Phase I Utilities	1,495,316				1,495,316
Lausche Plant Compressed Air Replacement 2018		13,235			13,235
EIP2				2,057,273	2,057,273
Chilled Water - Seigfred Chilled Water Connection				703,459	703,459
Chilled Water Plant #3				540,026	540,026
Chilled Water Utility Distribution				289,836	289,836
EIP - Campus Steam System Repairs 2018				137,255	137,255
EIP - West Green Chilled Water Plant Chiller 3 Conversion				386,697	386,697
EIP3				2,282,333	2,282,333
Chilled Water Plant #3				138,459	138,459
Chilled Water Utility Distribution				1,393,874	1,393,874
EIP - Campus Steam System Repairs 2019				750,000	750,000
Total	13,385,761	7,858,482	86,075	5,273,823	26,604,142

Exhibit B: Past & Planned Century Bond Expenditures

Century Bond Allotment	Expenditures by Fiscal Year					Total
	Actuals			Forecasted		
	2015	2016	2017	2018	2019	
CB15	2,832,126	2,453,005	2,146,304	938,451	1,630,076	9,999,962
Backflow Preventer Inspection & Repairs			148,955			148,955
Baker University Center Lighting Upgrades		238,253	-			238,253
Bird Arena Deferred Maintenance Repairs			81,967	20,864		102,831
Bird Arena Ice Rink Pumping			114,698			114,698
Capital Project Studies				58,390	24,928	83,318
College Green Window Replacement (Cutler/Wilson)		18,608	251,309	73,534		343,451
College of Communications Renovation Phase II		307,959	127,041			435,000
Computer Service Center AHU 1 & 2 Replacements		16,502	184,200	5,951		206,653
Convocation Center Concrete					600,000	600,000
Cutler Hall Exterior Improvements			3,259	560		3,819
East / South Green Infrastructure (Housing Ph 1)	437,934		-	-		437,934
Ellis Hall Water Remediation		81,673	161,903	-		243,576
Facility Assessments		756,259	202,023			958,282
Glidden Room 400Recital HVAC		28,745	3,958	17,298		50,001
Lasher Hall Roof Replacement		78,554	67,929	-		146,483
Lausche Chilled Water Pumping Diagnostics	40,006	73,494	36,980	24,520		175,000
Lindley Hall Final Billings / Additional Work	645,648	340,594	203,515	-		1,189,757
Lindley Hall Roof					635,000	635,000
North McKinley Drive Extension			177,261	572,739		750,000
Peden Chiller Replacement			10,029			10,029
Ping Center Drinking Fountain Replacement			81,627			81,627
Ridges Building 7 Exterior Wall Stabilization					150,000	150,000
Ridges District Cooling Tower Replacement				43,051	160,243	203,294
RIDGES KONNEKER WATERPROOFING				28,293		28,293
Scott Quad/Botanical Research Generator		261,166	105,040	33,794		400,000
Stocker Center Sprinkler Replacement	1,708,538	251,198	184,610	19,400		2,163,746
The Perry and Sandy Sook Academic Center				40,057	59,905	99,962
CB16		1,931,345	3,394,981	3,021,008	1,647,028	9,994,362
Alden Chilled Water Planning			9,000	7,000		16,000
Alden Library Roof Replacement		188,642	-			188,642
Aquatic Center Upgrades		12,951				12,951
Athena Theater Backstage Renovation				9,000		9,000
Baker University Center Lighting Upgrades		9,619	4,695	-		14,314
Bentley Hall Roof Replacement		57,822	8,035			65,857
BINGHAM HOUSE ROOF			655	24,345		25,000
Botanical Research Building Roof Replacement			29,062	13,576		42,638
Campus Fire Alarm Reporting Upgrades				35,000		35,000
Campus Fire Alarm Upgrades		215,461	2,142	9,570		227,173
Capital Project Studies					56,872	56,872
Clippinger Roof Replacement		118,100	1,167,466	25,538		1,311,104
College of Communications Renovation Phase II		910,019	154,981			1,065,000
Computer Service Center AHU 1 & 2 Replacements			76,492	7,239		83,731
Computer Service Center Roof / Gutter Repairs			38,155			38,155
Convo Center East Ramp Seal Coat		6,816	49,622			56,438
Cutler 008 Renovation			71,969			71,969
Cutler Hall Exterior Improvements		229	188,577	2,002		190,808
Fire Panel Replacement Phase I			104,009	235,021	60,970	400,000
Glidden Room 400Recital HVAC			71,667	112,381	952	185,000
In House Masonry					250,000	250,000
Innovation Center Roof				168,766	731,234	900,000
Konneker Research Windows & HVAC					458,000	458,000
Lausche Electric Yard Sinkhole		173,206	396,762	38,330		608,298
Life Sciences Lighting Control			4,050	6,050		10,100
Morton ADA Door/Frame Replacement			182,465	207,743		390,208
Morton Hall Classroom Improvements			8,344			8,344
Morton Hall Roof Replacement		48,396	333,852	63,792		446,040
Old Heating Plant Roof		1,916	118,772	29,312		150,000
Ping Center Settlement Remediation				409,000		409,000
Richland Avenue Safety Lighting		60,480	268,567			329,047
Ridges Building 30 Roof Repair				34,400		34,400
Ridges Building 32 Roof Replacement				100,000		100,000
Ridges Konneker Waterproofing				52,190		52,190
Ridges Storm Water				20,763		20,763
Scott Quad Window Replacement				25,000		25,000
Scripps Window Painting					89,000	89,000
Seigfred Hall Renovations Phase I		127,688	39,374	1,361,938		1,529,000
South Green Drive Culvert Repair			12,260	21,883		34,143
Southeastern Library Warehouse HVAC/Humidty Upgrades			54,008	1,169		55,177

Century Bond Allotment	Expenditures by Fiscal Year					Total
	Actuals			Forecasted		
	2015	2016	2017	2018	2019	
CB17			1,745,249	3,378,938	2,095,815	7,220,002
ADA Interior Signage Upgrades				2,473		2,473
ADA Prioritized Door Upgrades			-	100,000		100,000
ADA Prioritized Restroom Improvements			-	96,712	3,288	100,000
ADA Transition Plan					28,014	28,014
Alden Air Handler					89,000	89,000
Aquatic Center Sundeck Roof Replacement			14,788	135,212		150,000
Athens Campus Road Restoration - Mill & Overlay					21,991	21,991
Chilled Water Pump Maintenance			39,835	52,578		92,413
Chilled Water Refrigerant Monitoring System			9,671	1,072		10,743
Chubb Hall East Entry Stair Replacement				24,784	180,216	205,000
Computer Service Center Roof Repair				25,645	34,355	60,000
Copeland Hall Roof Replacement			52,430	315,779	22,791	391,000
Cutler Retaining Wall Repairs			23,518	210,546		234,064
Eco House Roof & Woodwork			1,486	28,177		29,663
Ellis Hall Infrastructure Renewal			682,564	296,489	330,947	1,310,000
Glidden Hall Concrete Work					105,000	105,000
Hudson Exterior Painting					60,000	60,000
Hudson Health Roof, Cupola and Dormers			4,314	158,088		162,402
Kantner Masonry Repairs					55,919	55,919
Life Sciences Temporary Steam			105,633	6,020		111,653
Lindley Hall Roof			12,515	37,485		50,000
OHIO 2018 Paving Project					50,000	50,000
Peden Chiller Replacement			14,618	141,072		155,690
Peden Stadium Masonry Stabilization and Repairs			181,322	408,268		589,590
Peden Stadium Seating			16,208	3,305		19,513
Ping Center Settlement Remediation			90,437	219,563		310,000
Porter Hall Masonry Stabilization and Repairs			112,278	11,038	11,684	135,000
RTEC Roof Replacement			-	43,365	6,635	50,000
RTV Drinking Fountain Replacements				2,462	97,438	99,900
Seigfred Hall Masonry Repairs			13,453	155,500		168,953
Seigfred Hall Renovations Phase II			231,532	828,468	960,000	2,020,000
Seigfred Transformer Repair			66,473	-		66,473
South Green Cooling Tower Repair			72,097	7,903		80,000
Tree Trimming US33				1,463	38,537	40,000
Wilson Hall Exterior Improvements			77	65,471		65,548
CB18				872,311	6,880,439	7,752,750
Administrative Relocations - Lasher					50,000	50,000
Administrative Relocations - Ridges Building 37 Improvements					1,000,000	1,000,000
Annual Emergency Projects Fund - 2018				-	186,834	186,834
Chemistry Building (Clippinger Renovation Strategy Phase I)				10,309	191,442	201,751
Copeland Windows					100,000	100,000
Glidden Hall Compressor Replacement				19,532	155,468	175,000
Jennings House Envelope Repair and Exterior Paint					250,000	250,000
Kantner Hall Structural Masonry				23,430		23,430
Lot 20 Retaining Wall				68,932	56,068	125,000
Old Heating Plant Parapet Wall Repairs				49,173	9,627	58,800
Ping Center Settlement Remediation				680,935	681,000	1,361,935
Ridges Building 33 Roof, Walls and Windows					500,000	500,000
Ridges Building 7 Exterior Wall Stabilization				20,000	130,000	150,000
Ridges Priority Road Repair					195,150	195,150
Seigfred Hall Renovations Phase II					2,800,000	2,800,000
Stocker Building Envelope					574,850	574,850
CB19					2,020,258	2,020,258
ADA - 2019					25,000	25,000
ADA Transition Plan					29,773	29,773
Annual Emergency Projects Fund - 2019					815,000	815,000
Chubb Hall and Sing Tao Roof Replacement					13,000	13,000
Morton Hall Chiller					150,000	150,000
Seigfred Hall Renovations Phase II					700,000	700,000
Utility Tunnel Rehabilitation					287,485	287,485
CBCL			128,189	261,904	5,548,151	5,938,244
Chemistry Building (Clippinger Renovation Strategy Phase I)			128,189	261,904	5,548,151	5,938,244

Century Bond Allotment	Expenditures by Fiscal Year					Total
	Actuals			Forecasted		
	2015	2016	2017	2018	2019	
EIP1	7,295,354	9,390,777	4,563,581	4,550,663	2,442,768	28,243,143
Boiler Permit Consultant	23,425	132,673	57,946	85,956		300,000
Campus Electric Load Balance			-	10,948	289,052	300,000
Campus Steam Repairs	288	1,060,260	379,195			1,439,743
Chiller 2 Replacement	2,169,937	168,111	30,082			2,368,130
Chiller Refurbishments	10,325		775			11,100
COE / COFA Heating District		1,450,909	63,630			1,514,539
Electric - Fault Locators and Distribution Re-Fusing				10,083	86,054	96,137
Fuel Farm Replacement		1,141,889	66,588	51,522		1,259,999
Gas Line Upgrades	3,072,198	75,615	7,317			3,155,130
HCOM Phase I Utilities				569,628	1,495,316	2,064,944
Heating Plant Replacement	417,231					417,231
Lausche Plant Compressed Air Replacement 2018				136,765	13,235	150,000
Lausche Switchyard Storm Sewer			-	128,657	471,343	600,000
OU Direct Costs	12,202	32,579	51	-		44,832
Ping Steam Replacement	295,010	903,129				1,198,139
Steam - Permanent Boiler Project		528,384	2,946,069	2,245,787		5,720,240
Steam - UMP/CIP/CMP Coordination				51,120		51,120
Steam Distribution System Repairs	547,366	650,498	350,846			1,548,710
Temporary Campus Boilers	91,914	2,899,603	553,681	337,644	17,157	3,899,999
Utility Master Plan	652,308	337,548	31,433	78,711		1,100,000
Walter Fieldhouse Solar Panel Study	3,150					3,150
West Green Chilled Water Pump System Repairs		9,579	75,968	843,842	70,611	1,000,000
EIP2		2,110,520	6,482,978	10,624,886	2,057,273	21,275,657
Athens Campus Utility Metering		125,658	117,359	156,984	-	400,001
Campus Steam System Repairs 2017			552,388	780,223		1,332,611
Campus Steam System Repairs 2018				1,362,745	137,255	1,500,000
Chilled Water - Seigfred Chilled Water Connection				59,095	703,459	762,554
Chilled Water Plant #3			39,960	271,757	540,026	851,743
Chilled Water Utility Distribution				436,156	289,836	725,992
Chubb Hall Chiller Replacement		692,132	37,413			729,545
College Green Upgrades (Campus Gate)			450,000			450,000
Copeland Hall Chiller Replacement		625,160	67,798			692,958
Ellis Hall Chiller Replacement		632,411	85,796	-		718,207
FY 2017 Technical Consultation			133,440	65,788		199,228
Lausche Center PL NRG Metering		16,429	7,191			23,620
Lausche Perimeter Fence				98,500		98,500
Lausche Security Cameras			12,241	51,723		63,964
Ping Center Chilled Water Connection		18,730	624,853	406,417		1,050,000
Steam - Permanent Boiler Project			4,354,539	6,925,221	-	11,279,760
West Green Chilled Water Plant Chiller 3 Conversion				10,277	386,697	396,974
EIP3				2,400	2,282,333	2,284,733
Campus Steam System Repairs 2019					750,000	750,000
Chilled Water Plant #3					138,459	138,459
Chilled Water Utility Distribution				2,400	1,393,874	1,396,274
Total	10,127,480	15,885,647	18,461,282	23,650,561	26,604,141	94,729,111

10 Strategic Opportunity Reserve

With an eye toward growth and sustainability for future goals, the University introduced the Strategic Opportunity Reserve in FY12. The Strategic Opportunity Reserve targets areas of investment that will help preserve the quality of the institution, while maintaining a strong financial position. This approach is achievable through the use of unallocated 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 Strategic Opportunity Reserve come largely from unallocated University resources. The University budgets to allocate only 98% of SSI and Tuition revenues. The 2% remaining is used as a buffer against in-year variability, and funds the Strategic Opportunity Reserve only when it is earned.

Investment Returns on working capital are not budgeted, but rather used to fund the Strategic Opportunity Reserve and capitalize the Internal Bank only after they are earned (both realized and unrealized gains). This reduces institutional sensitivity and risk associated in economic downturns or investment portfolio losses, similar to events in 2008. In FY19, University Leadership recommends using \$3.0M in one-time-only investment earnings to help support the Academic planning units as they incrementally realign their budgets consistent, an initiative that began in FY18.

The estimated balance in the Strategic Opportunity Reserve at June 30, 2018 is \$24.6M.

10.2 Areas of Investment

The funding reserved for the Strategic Opportunity Reserve has been targeted to fund initiatives focused in six areas:

Infrastructure

Capital investments will be made to support deferred maintenance, OIT 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.

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.

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.

The first Innovation Strategy awards were announced in January 2016, with five teams of Ohio University faculty and staff receiving planning grants up to \$20,000 each. The first major awards were then announced in February 2016 when the Innovation Strategy program awarded \$4M to four faculty and staff teams for new research and teaching initiatives focused on the shale industry, osteoporosis diagnosis, immersive media and instructional innovation.

Strategic Pathways & Presidential Priorities

During his first year as President of Ohio University, Dr. Nellis in collaboration with diverse voices of those who represent OHIO developed strategic pathways to enhance Ohio University’s standing as a leading-edge public research university. The strategic pathways, detailed below, will be supported initially with Strategic Opportunity Reserve established for Presidential Priorities:

- Become a National Leader for Diversity & Inclusion
- Enhance the Overall Academic Quality of the University
- Build a University Engagement Ecosystem
- Become a Place Where Dialogue and Rigorous, Civil Debate are Institutional Hallmarks

Noteworthy investments funded within the six primary areas of focus include:

Presidential Priorities & Strategic Pathways

Investment	Forecast FY18	Projection FY19	Projection FY20	Projection FY21
Diversity & Inclusion		\$0.6	\$0.6	\$0.6
Honors Program		0.5	0.5	0.5
University Engagement		0.3	0.3	0.3
Global Engagement Efforts				
Graduate Student Stipends		0.4	0.4	0.4
90 Minute Lecture Series	0.0			
Strategic Communications	0.1			
Upward Bound	0.1			
Title IX Investment		0.3	0.3	0.3
Unallocated		3.5	3.5	3.5
Presidential Priorities & Strategic Pathways	\$0.2	\$5.5	\$5.5	\$5.5

With the arrival of President Nellis, we set aside \$1.5M per year as “one time” annual support to insure we had budgeted for some level of financial support for his transition into Ohio University.

With the Investiture of President Nellis and announcement of the Presidential Pathways and Priorities, we added \$4M/ year “one time” support to provide initial investments and create a glide path to the Operating Budget being able to absorb/adjust to support these investments.

As specific investments have been identified, we have moved the funding from “unallocated” into lines for those priorities/pathways.

Since all of the investments to-date impact Base Budget increases with (with the exception of the Title IX office), in future years we will have to transition them into the base operating budget of the campus and out of SOR. For example, the total strategic pathway commitment for Diversity & Inclusion was \$750K. For FY19, we incorporated the maximum amount into our base budget by utilizing an unallocated \$200K of Allocated Cost base increases, with the remaining \$550K to be supported by SOR.

Endowed Scholarships

This area of investment will ensure the University can make substantive, long-term investments in student scholarships. The scholarships include both need-based and merit-based Student Financial Aid that will help address student affordability concerns and the University’s ability to recruit 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 support Student Financial Aid. Matching funding from the Strategic Opportunity Reserve 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. Section 4.3.2 provides additional detail about the OHIO Match endowed scholarship program.

Engineering Start-Up

Investments in the Russ College of Engineering will provide start-up costs for new research faculty who were recently recruited to Ohio University. Strategic Opportunity Reserve funding will provide the required one-time investments in the research equipment and start-up packages that resulted from the large number of retirements within the Engineering College in 2015-16.

RHE Business Model

Investments in the Regional Higher Education Budget Model will provide funding that allows Ohio University to reimagine the role of Regional Campuses given dynamic changes in student enrollments and the state's emphasis on increasing post-secondary enrollments, known as College Credit Plus.

Athens Campus Structural Imbalance

The \$2.6M represents that portion of the FY19 operating imbalance that has not yet been solved for.

Financial Systems Enhancements

System and process initiatives to enable new functionality and improve HR, payroll, accounting, and financial reporting across the university.

TechGrowth OHIO

Match commitment supporting Ohio Third Frontier program; building a regional platform for business generation and job creation; aligning resources to accelerate commercialization.

OHIO for Ohio

Envisioning our campuses as platforms that expedite finding solutions to real world problems and developing new approaches to delivery of education programs while providing outlets to OHIO's creativity in support of our public role and mission.

MRC Support

While the Muskingum Recreation Center ("MRC") is not currently a component unit consolidated within the Audited Financial Statements of Ohio University, the location of the MRC on the Ohio University-Zanesville campus and the financial structure between Ohio University and the MRC create an essential relationship between the two entities. As the University evaluates the opportunity to leverage the facility for strategic initiatives, we have included a placeholder within the SOR to fund potential investments.

Signature Program

Expansion of renewable financial aid program with the goals of maximizing net student revenue and achieving institutional enrollment objectives; total cost increase of \$12M after 4 cohorts of student in program; cost allocation to colleges being phased-in through use of institutional reserves

Innovation Strategy

Provides seed funding and incentives for multi-disciplinary projects with the goals of increasing external funding opportunities, attracting and retaining our faculty, and providing opportunities for the development of inter-disciplinary program development

eLearning Investment

Positioning OHIO to capitalize on programmatic and revenue growth opportunities, reduce vendor dependencies, and enhance the learning experience of students in existing programs; cost allocation to colleges being phased-in through use of institutional reserves

Tantrum Theatre

Multi-year commitment to grow theatre program and establish platform for a sustainable business model.

OU Press

Multi-year institutional support to subsidize operating costs

MAC Conference

Multi-year institutional commitment to support faculty involvement with MAC conference

Athens Campus Structural Imbalance

Funding source for structural imbalance after reduction efforts by Administrative, Academic & Auxiliary units; funding source will be identified in future planning efforts

International Student Recruitment

Incremental investment in the International student recruitment efforts to create and sustain a positive enrollment trend at Ohio University. Expected growth in international enrollments should fund this investment beyond FY20.

Advancement Strategy

Previous versions of the SOR included funding placeholders for investments to support a ramp-up in our fundraising efforts. We have removed the funding pending review of the Advancement strategy with new leadership and continued analysis of the timing and level of investment required.

10.3 Financial Projection

	Actual FY17	Forecast FY18	Projection FY19	Projection FY20	Projection FY21
Beginning Balance	\$36.2	\$32.3	\$24.6	\$17.5	\$9.5
Funding					
Investment Income	4.5	4.5	4.5	4.5	4.5
OTO Investment Income			3.0		
SSI	(2.3)	4.3	2.9	3.0	3.0
Tuition	4.3	2.7	4.6	4.6	4.7
FY19 Enrollment Adjustment			(1.3)	(1.3)	(1.3)
Fund Balance	0.3	0.8	0.3	0.3	0.3
Total - Funding	\$6.9	\$12.3	\$14.0	\$11.2	\$11.2
Investment Reserve Allocations	Actual FY17	Forecast FY18	Projection FY19	Projection FY20	Projection FY21
Infrastructure					
Financial Systems Enhancements	2.7	1.2	1.0	2.1	2.1
Parental Leave Replacement Funding	0.1	0.1			
IT Small Projects	0.5	0.3	0.3		
Bicentennial Park		0.1			
Bridge for Admin Reductions			0.5		
Infrastructure Subtotal	\$3.2	\$1.7	\$1.8	\$2.1	\$2.1
Community and Ec. Development					
TechGrowth Ohio - Approved	1.6	2.0	1.8	1.3	1.1
TechGrowth Ohio - Proposed				0.5	1.0
OHIO for Ohio	0.5	0.5	0.4	0.3	0.3
Foundation for Appalachia Ohio		0.1	0.1		
MRC Support			0.5	3.0	
Community & Ec. Develop Subtotal	\$2.1	\$2.5	\$2.7	\$5.1	\$2.4
Student Success Programs					
Endowed Scholarships	0.7	0.8	1.0	1.0	1.0
Signature Program Bridge	2.0	2.3	2.2		
Bobcat Student Orientation		0.2	0.2		
Unallocated		0.6	0.6		
Student Success Subtotal	\$2.7	\$3.9	\$4.0	\$1.0	\$1.0
Academic and Research Programs					
Innovation Strategy	1.5	2.2	0.9	0.1	
OBOR Research Portal	0.1				
eLearning Investment	0.4	1.6	0.6		
Tantrum Theater*	0.6	0.6	0.6	0.6	0.6
RHE Investment		0.6	1.2	1.4	
RHE Investment - ERIP		1.4			
Engineering Start-up		1.0	0.5		
OU Press		0.1	0.1	0.1	
MAC Faculty Conference		0.008	0.008	0.008	
Funding for Budget Volatility		3.8			
Athens Campus Structural Imbalance			2.6	2.6	2.6
International Student Recruitment		0.5	0.5	0.5	
Academic & Research Subtotal	\$2.7	\$11.8	\$7.0	\$5.4	\$3.2
Presidential Priorities & Strategic Pathways	\$0.0	\$0.2	\$5.5	\$5.5	\$5.5
Total - Reserve Allocations	\$10.7	\$20.1	\$21.1	\$19.1	\$14.2
Ending Balance	\$32.3	\$24.6	\$17.5	\$9.5	\$6.5

* An additional \$0.6M of institutional support is budgeted in College of Fine Arts as an additional use of reserves.

11 Academic Planning Units

11.1 Academic Budget Process

Each year, the budget process begins with an October submission of budget projections from all units based on preliminary central planning assumptions to obtain an estimate of the balance between projected revenues and expenses under that hypothetical scenario. With the typically conservative revenue estimates and inclusion of all potential expenses, this scenario produces a large gap that leads to refinement of assumptions and projections to close that gap through the rest of the budget process.

In order to ensure that academic strategy was driving financial decisions, an additional series of meetings were held with the Deans of each college in January to consider factors including but not limited to the academic strategy, mission, and priorities of the colleges and university, enrollment and staffing trends, and the potential for additional revenue, as well as gap-closing proposals and their potential impacts.

In parallel with this process across the Academic units, Administrative units continued with the second year of implementing cuts and reallocations to reduce actual spending by 7 percent over three years while striving to continue to provide academic support services for students, faculty, staff, information technology and compliance needs.

Central assumptions were refined in January and units updated their projections for a February financial review with each college. February submissions resulted in an overall gap of \$15.8M in the proposed FY19 budgets. Given that administrative units were already in the second year of a three-year reduction plan and colleges had made some reductions in FY18 as well, the concept of proportionality of reductions between academic and administrative units was proposed by faculty senate and adopted as part of the process to determine where contributions to closing the \$15.8M gap would occur.

In the 7% reduction plan for administrative units, some units (OIT and Diversity & Inclusion) were excluded. When those units are included, the planned reductions across all administrative units was equivalent to a 5.2% reduction. This 5.2% target was then used as a target for the contribution academic units would make towards the \$15.8M gap. Since academic units had already reduced FY18 budgets by \$3M in parallel with administrative units during the first year (FY18) of their reduction plan and had closed the revenue to expense gap by an additional \$1.3M from the fall to spring submissions, this \$4.3M contribution was counted towards the 5.2% target for academic units leaving an additional \$8.4M remaining to achieve the proportional 5.2% contribution target for academic units.

This \$8.4M target was distributed across the colleges based on the information obtained in the January meetings as well as trends in enrollments, staffing and budgets. Targets varied among colleges in recognition of growth in some areas and reduced enrollments in others. Colleges were allowed to achieve this target with a combination of projected revenue increases, reductions to planned spending and shifting expenses to other non-operating funding sources. Targets for colleges ranged from 0 to 5 percent, but within colleges will also be distributed in ways that are strategic in advancing the colleges and university's priorities.

The first table below summarizes the targeted changes to both administrative and academic operating budgets across all four years (FY18 to FY21). Changes to academic budgets are further broken down into the three types of changes described above. Note that the expense reduction line total includes the \$1.5M in FY18 and an additional \$1.5 that is funded by carry forward in FY19 but becomes a reduction in FY20 so this line includes an additional \$3M that is not part of the \$8.4M target discussed above.

In addition, colleges were allowed to use a bridging strategy to phase changes in across three years in order to minimize the impact on staff and faculty and program quality and are using attrition, reserves, and carry -forward in strategic ways to achieve their target. The goal of these budget planning efforts is to move the university in strategic directions while closing the University’s budget gap and providing the institution with a strong, stable, and sustainable financial future.

The second table below shows the planned use of carry forward used in colleges and centrally to phase these changes in over the three years. Note that colleges are projected to use \$10.6M beyond the \$1.5M use previously built into the FY18 budget. Also, if opportunities for new revenue or expense attrition occur faster than planned over the three years, the use of reserves will be lower.

Step 1: Proportionality in Establishing Savings Targets

Planning Units	FY17 Base	Savings Target (\$)	Savings Target (%)
Administrative & Central Support Units	\$ 162,805,723	\$ 8,483,387	5.2%
Academic Units - Athens Colleges	\$ 244,083,185	\$ 12,761,883	5.2%
Subtotal	\$ 406,888,908	\$ 21,245,270	5.2%

Step 2: Developing Multi-Year Approach, With Strategic Use of Reserves for Bridge Funding

Planning Unit - Operating Budget	Budget Category	FY18	FY19	FY20	FY21	FY22	Cumulative Savings
Administrative & Central Support Units	<i>Expense Reduction</i>	\$ 4.8	\$ 1.5	\$ 2.2	\$ -	\$ -	\$ 8.5
Academic Units - Athens Colleges	<i>Net Revenue</i>	\$ -	\$ 0.3	\$ 2.0	\$ 0.1	\$ -	\$ 2.5
Academic Units - Athens Colleges	<i>Expense Reduction</i>	\$ 1.5	\$ 3.3	\$ 2.0	\$ 1.6	\$ 1.3	\$ 9.7
Academic Units - Athens Colleges	<i>Other Funding Source</i>	\$ -	\$ 0.6	\$ -	\$ -	\$ -	\$ 0.6
							\$ 21.2

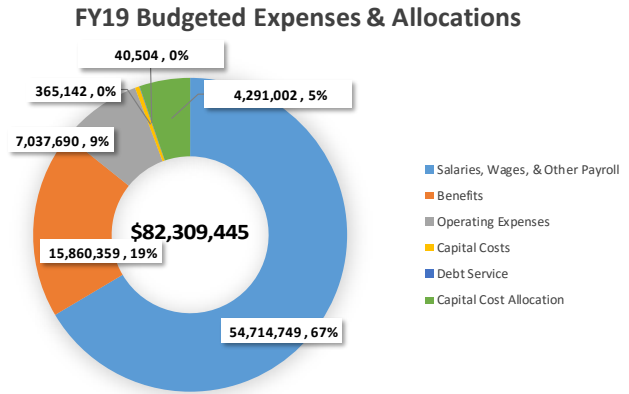
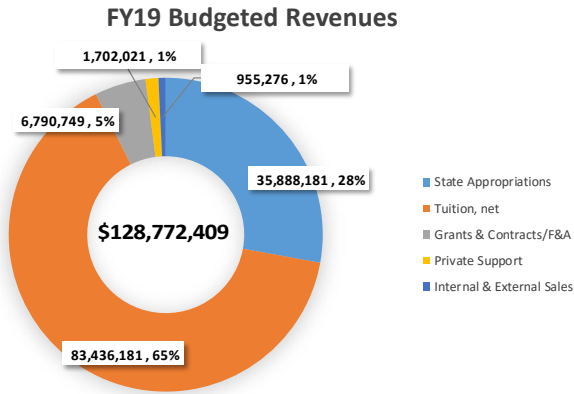
Reserves	Source	FY18	FY19	FY20	FY21	FY22	Cumulative Impact on Reserves (UNR Net Assets)
Academic Units - Athens Colleges	<i>College/Central Reserves</i>	\$ 1.5	\$ 7.1	\$ 3.0	\$ 1.3	\$ -	\$ 12.9
Institutional Reserves*	<i>SOR</i>	\$ 5.8	\$ 5.1	\$ 5.3	\$ 3.9	\$ 3.9	\$ 24.0
*Institutional Reserves allocations represent bridge funding for RHE through FY20, \$1.3M for the Athens enrollment volatility, and \$2.6M for the Athens structural deficit. This does not represent all projected reserve use							\$ 36.9

11.2 Academic Narratives

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.

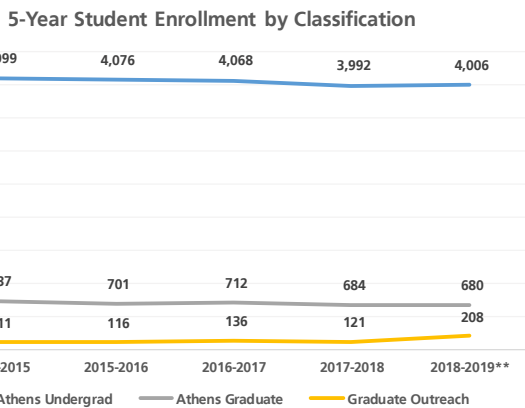
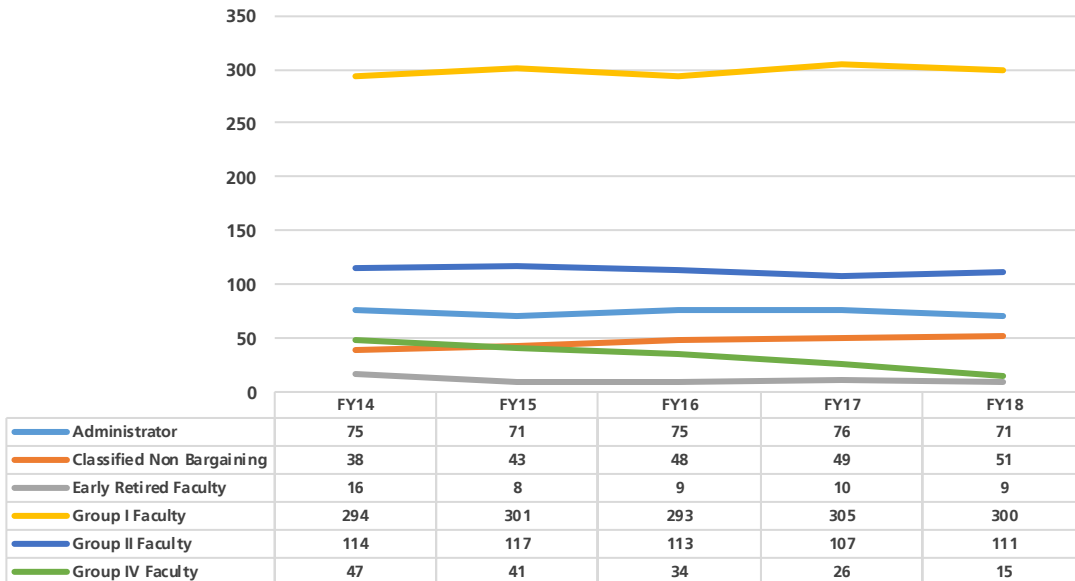
1. What strategic resource challenges and opportunities are the college facing in the next fiscal year?
2. What key program/activities/initiatives are you developing or investing in as part of your revenue strategy?
3. What are the key trends/drivers associated with changes in your direct expenditure budget?

11.2.1 College of Arts & Sciences

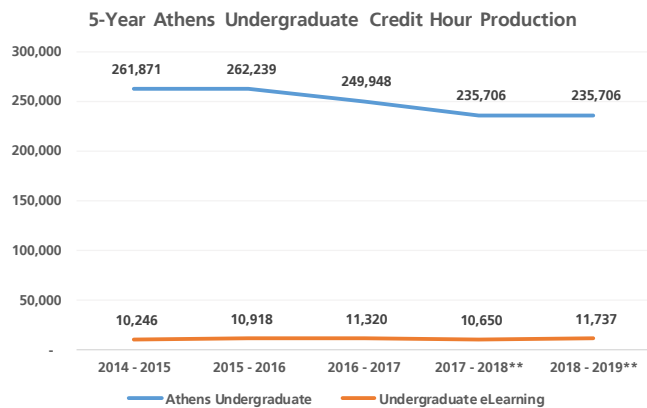


Excludes administrative cost and subvention allocations to align with anticipated budget model changes (see Section 18.1).

Five Year Faculty/Staff Headcount Trends



**Unit Projections



**Unit Projections

Arts & Sciences		FY15 Actuals	FY16 Actuals	FY17 Actuals	FY18 Budget	FY18 Forecast	FY19 Budget
REVENUES							
1	State Appropriations	\$ 26,266,569	\$ 29,037,684	\$ 36,578,682	\$ 36,007,913	\$ 36,007,913	\$ 35,888,181
2	State Appropriations - Capital	-	-	-	-	-	-
3	Gross Undergraduate Tuition & Fees	95,162,233	94,004,006	100,841,826	99,494,865	98,824,180	95,485,880
4	Undergraduate Financial Aid	(17,475,736)	(17,312,624)	(19,253,193)	(18,029,748)	(17,581,477)	(18,017,470)
5	Net Undergraduate Tuition & Fees	77,686,497	76,691,382	81,588,633	81,465,117	81,242,703	77,468,411
6	Gross Graduate Tuition & Fees	13,417,899	13,119,411	12,940,526	13,181,955	13,367,957	14,537,673
7	Graduate Financial Aid	(9,096,708)	(8,315,705)	(8,359,098)	(8,567,607)	(8,380,262)	(8,569,902)
8	Net Graduate Tuition & Fees	4,321,191	4,803,706	4,581,428	4,614,348	4,987,695	5,967,771
9	Room & Board	-	-	-	-	-	-
10	Grants & Contracts	7,115,799	5,348,160	4,940,953	5,924,752	5,321,464	5,249,770
11	Facilities & Admin Cost Recovery	1,632,196	1,325,104	1,637,729	1,556,236	1,556,236	1,540,979
12	Endowment Distributions	1,039,292	1,113,457	1,133,494	1,249,504	1,249,504	1,364,032
13	Gift Contributions	356,085	618,617	6,248,758	341,157	341,157	337,989
14	Investment Income	-	-	-	-	-	-
15	Internal & External Sales	585,902	235,749	1,177,159	85,273	900,400	955,276
16	Total Revenues	119,003,530	119,173,859	137,886,835	131,244,300	131,607,072	128,772,409
17	Administrative Cost Distribution	-	-	-	-	-	-
18	Subvention Distribution	13,545,024	13,466,932	(1,720,982)	(3,430,556)	(3,430,556)	(3,426,837)
19	Total Revenues & Revenue Allocations	\$ 132,548,554	\$ 132,640,791	\$ 136,165,853	\$ 127,813,744	\$ 128,176,516	\$ 125,345,572
20	Funding Transfers	\$ (1,122,247)	\$ (660,439)	\$ (1,049,662)	\$ (733,423)	\$ (805,467)	\$ (99,873)
EXPENSES							
21	Total Salaries, Wages, & Other Payroll	52,660,297	52,324,558	54,754,863	55,424,817	54,379,319	54,714,749
22	Total Benefits	14,980,729	15,076,021	15,346,681	15,985,144	15,568,756	15,860,359
23	Supplies & Services	5,293,089	4,837,095	5,710,953	4,858,432	5,727,156	5,006,937
24	Professional Services	1,395,056	1,303,601	1,642,840	901,198	1,671,098	1,834,756
25	Occupancy & Maintenance	381,517	374,090	467,453	456,747	91,905	95,214
26	Capital Costs	1,822,317	568,528	679,322	345,006	398,198	365,142
27	Cost Of Goods Sold	-	-	-	-	-	-
28	External Debt Service - Principal	-	-	-	-	-	-
29	External Debt Service - Interest	-	-	-	-	-	-
30	Internal Principal & Interest	40,597	40,551	40,625	40,522	40,522	40,504
31	Depreciation	-	-	-	-	-	-
32	Other Operating Expense	76,702	10,200	63,023	961,526	89,872	100,783
33	Total Direct Expenses	76,650,304	74,534,644	78,705,760	78,973,392	77,966,826	78,018,443
34	Administrative Cost Allocations	39,926,460	40,001,220	33,370,386	32,954,092	32,954,092	33,665,676
35	Capital Cost Allocation	-	2,943,817	3,583,224	3,864,212	3,864,212	4,291,002
36	Subvention Allocation	11,755,123	12,472,722	15,828,143	15,525,426	15,474,639	15,149,563
37	Total Expenses & Expense Allocations	\$ 128,331,887	\$ 129,952,403	\$ 131,487,513	\$ 131,317,122	\$ 130,259,769	\$ 131,124,684
38	Results of Operations	\$ 5,338,914	\$ 3,348,828	\$ 5,728,002	\$ (2,769,956)	\$ (1,277,786)	\$ (5,679,239)
INVESTMENT TRANSFERS							
39	Transfer To (From) Operating Reserve	-	-	-	(2,769,958)	(3,176,823)	(5,679,240)
40	Transfer To (From) Plant Fund	499,181	1,048,626	603,072	-	-	-
41	Transfer To (From) Quasi Endowments	675,000	25,000	6,050,000	-	-	-
42	Repair & Replacement Transfers	-	-	-	-	-	-
43	Internal Bank Transfers	-	-	-	-	-	-
44	Other Transfers	(46,506)	36,193	75,674	-	-	-
45	Total Investment Transfers	\$ 1,127,676	\$ 1,109,819	\$ 6,728,746	\$ (2,769,958)	\$ (3,176,823)	\$ (5,679,240)
46	Net Results	\$ 4,211,239	\$ 2,239,008	\$ (1,000,744)	\$ 2	\$ 1,899,037	\$ -
47	Transfer Net Results to Fund Balance	4,211,239	2,239,008	(1,000,744)	2	1,899,037	-
48	Adjusted Net Results	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
39 + 47	Total Transfer To (From) Reserve	4,211,239	2,239,008	(1,000,744)	(2,769,956)	(1,277,786)	(5,679,240)

COLLEGE OF ARTS & SCIENCES

STRATEGIC RESOURCE OPPORTUNITIES AND CHALLENGES

The College of Arts and Sciences is embarking on a multi-year reorganization of resources intended to support our core mission:

Advancing globally recognized research and exceptional education in baccalaureate, masters, and doctoral programs spanning the social sciences, natural sciences, and the humanities.

Currently, broad dynamics tied to the University's investments in buildings, employee compensation, and student affordability mean that the College's expenditures are outpacing increases in net revenue. In the face of these challenges, the College is continuing to enhance traditional undergraduate recruitment and retention while building a new generation of online graduate and undergraduate programming to enhance accessibility to a broader array of students. With these efforts, we both advance our educational access mission while developing new sources of enrollment to strengthen our revenues.

INVESTMENT IN PROGRAMS, ACTIVITIES AND FACILITIES

These examples from among more than a dozen innovative online educational program investments will be launching in the Summer and Fall of 2018:

- The **Genders, Sexualities and Health** certificate program educates medical practitioners on patient needs related to gender and sexual identity.
- The master's degree in **Law, Justice & Culture** provides advanced studies centering on law and the institutions of justice from an empirically oriented liberal arts perspective.
- The bachelor's degree completion program in **Psychology** creates an opportunity for online students with the associate's degree to complete all of the requirements of the BA.
- The TEFL/TESOL certificate program credentials students seeking careers in **English Language Instruction**.
- The **Master of Science in Chemistry** opens the opportunity for graduate study to those working in the educational or industrial setting.
- The **GIS & Cartography** certificate program trains students in the use of advanced mapping technologies.
- The **Data Analysis** certificate program brings non-specialists into proficiency with the logic and techniques of data science.

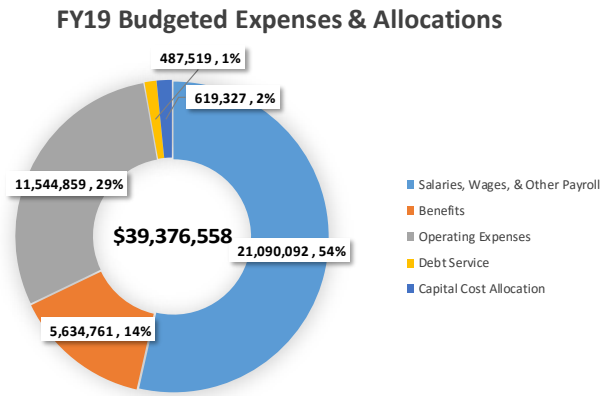
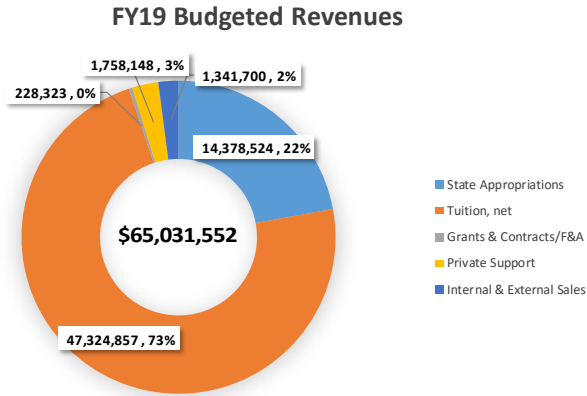
These programs join recently developed and currently expanding offerings such as the Master of Financial Economics, the Master of Arts in English, and the Master of Social Sciences to represent a college-wide investment involving dozens of faculty and staff working with the invaluable support of our partners in the Office of Instructional Innovation, the Graduate College, University Admissions, and Enrollment Management.

The nearly completed renovation of Ellis Hall and the soon-to-launch Chemistry Building and Clippinger laboratory projects are exciting, crucial, and costly undertakings for the college. They are joined by a series of smaller reserve-funded initiatives to shore up research facilities, improve teaching space, and enhance student lab safety.

KEY TRENDS & DRIVERS

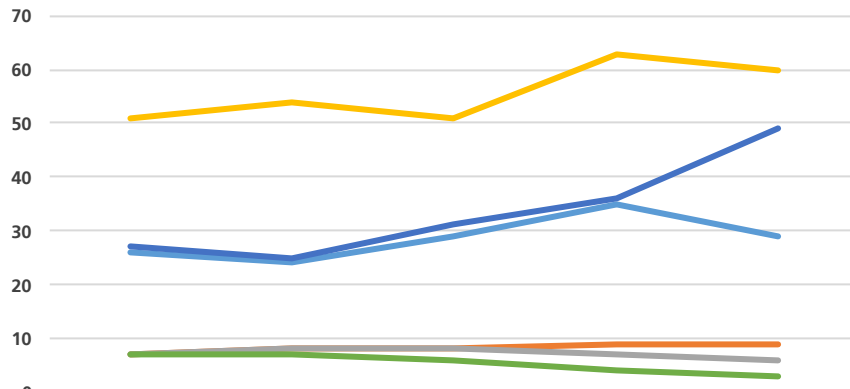
Along with the aforementioned efforts to enhance revenue, the College's financial management strategy involves using savings from a pending multi-year tranche of senior faculty retirements to achieve a limited and strategically sound reorganization and reduction of our workforce. With these changes, the research and educational missions of the college can be advanced while the overall budget is positioned to face the challenges of the coming years.

11.2.2 College of Business



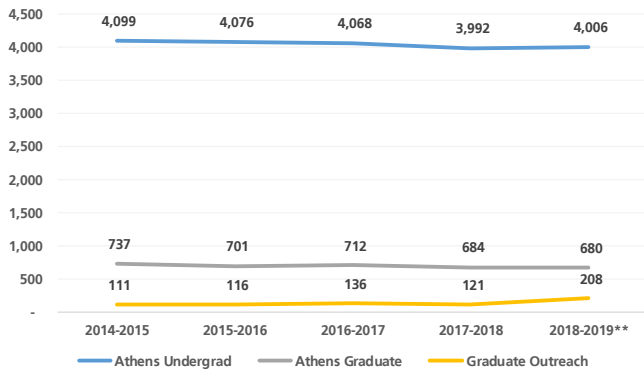
Excludes administrative cost and subvention allocations to align with anticipated budget model changes (see Section 18.1).

Five Year Faculty/Staff Headcount Trends



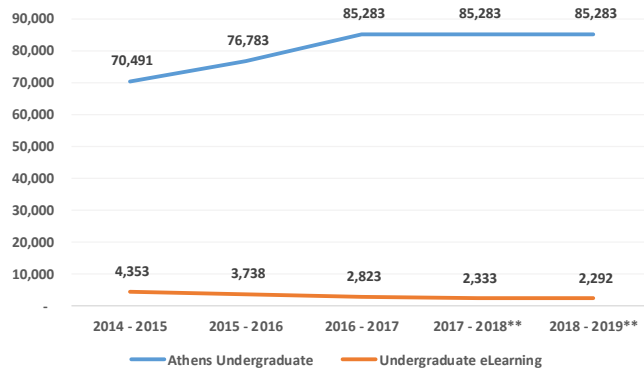
	FY14	FY15	FY16	FY17	FY18
Administrator	26	24	29	35	29
Classified Non Bargaining	7	8	8	9	9
Early Retired Faculty	7	8	8	7	6
Group I Faculty	51	54	51	63	60
Group II Faculty	27	25	31	36	49
Group IV Faculty	7	7	6	4	3

5-Year Student Enrollment by Classification



**Unit Projections

5-Year Athens Undergraduate Credit Hour Production



**Unit Projections

Business		FY15 Actuals	FY16 Actuals	FY17 Actuals	FY18 Budget	FY18 Forecast	FY19 Budget
REVENUES							
1	State Appropriations	\$ 8,549,232	\$ 10,137,696	\$ 11,333,757	\$ 12,744,848	\$ 12,744,848	\$ 14,378,524
2	State Appropriations - Capital	-	-	-	-	-	-
3	Gross Undergraduate Tuition & Fees	26,958,592	28,477,338	31,434,781	33,128,164	33,349,525	36,395,281
4	Undergraduate Financial Aid	(4,986,673)	(5,233,629)	(6,043,746)	(5,764,696)	(5,835,734)	(6,696,473)
5	Net Undergraduate Tuition & Fees	21,971,919	23,243,709	25,391,035	27,363,468	27,513,791	29,698,808
6	Gross Graduate Tuition & Fees	8,986,829	10,292,088	16,880,139	16,769,415	16,021,367	18,887,789
7	Graduate Financial Aid	(1,037,770)	(967,228)	(921,310)	(803,321)	(1,201,740)	(1,261,740)
8	Net Graduate Tuition & Fees	7,949,059	9,324,860	15,958,828	15,966,094	14,819,627	17,626,049
9	Room & Board	-	-	-	-	-	-
10	Grants & Contracts	55,563	9,001	32,354	73,125	228,323	228,323
11	Facilities & Admin Cost Recovery	3,230	699	-	-	-	-
12	Endowment Distributions	812,797	877,419	910,547	919,700	911,165	935,656
13	Gift Contributions	1,223,076	1,724,315	1,601,201	936,000	829,508	822,492
14	Investment Income	-	-	-	-	-	-
15	Internal & External Sales	1,412,734	1,002,247	1,749,478	1,511,700	1,315,625	1,341,700
16	Total Revenues	41,977,610	46,319,946	56,977,201	59,514,935	58,362,887	65,031,552
17	Administrative Cost Distribution	-	-	-	-	-	-
18	Subvention Distribution	1,864,902	1,150,173	1,679,294	1,777,912	1,777,912	(2,664,327)
19	Total Revenues & Revenue Allocations	\$ 43,842,512	\$ 47,470,119	\$ 58,656,495	\$ 61,292,847	\$ 60,140,799	\$ 62,367,225
20	Funding Transfers	\$ (109,688)	\$ (303,103)	\$ (208,233)	\$ (518,686)	\$ (266,180)	\$ (2,233,175)
EXPENSES							
21	Total Salaries, Wages, & Other Payroll	16,605,382	17,644,446	20,425,394	20,841,899	20,094,812	21,090,092
22	Total Benefits	4,197,855	4,493,631	5,177,079	5,536,772	5,468,616	5,634,761
23	Supplies & Services	3,327,178	3,235,338	4,041,943	3,934,770	3,675,057	4,153,203
24	Professional Services	483,825	519,067	6,220,606	5,857,717	5,909,300	7,003,041
25	Occupancy & Maintenance	173,410	97,511	196,460	434,035	95,805	96,205
26	Capital Costs	287,515	10,500	-	-	-	-
27	Cost Of Goods Sold	-	1,481	-	-	-	-
28	External Debt Service - Principal	-	-	-	-	-	-
29	External Debt Service - Interest	-	-	-	-	-	-
30	Internal Principal & Interest	-	719,392	2,374,102	719,392	715,393	487,519
31	Depreciation	-	-	-	-	-	-
32	Other Operating Expense	79,136	15,396	13,127	178,610	285,300	292,410
33	Total Direct Expenses	25,154,301	26,736,762	38,448,712	37,503,195	36,244,283	38,757,231
34	Administrative Cost Allocations	12,667,644	13,478,292	16,057,735	17,064,426	17,064,426	18,140,728
35	Capital Cost Allocation	-	368,712	422,918	584,891	422,918	619,327
36	Subvention Allocation	4,060,831	4,655,884	6,627,348	6,895,883	6,710,816	7,523,224
37	Total Expenses & Expense Allocations	\$ 41,882,776	\$ 45,239,650	\$ 61,556,713	\$ 62,048,395	\$ 60,442,443	\$ 65,040,510
38	Results of Operations	\$ 2,069,424	\$ 2,533,572	\$ (2,691,984)	\$ (236,862)	\$ (35,464)	\$ (440,110)
INVESTMENT TRANSFERS							
39	Transfer To (From) Operating Reserve	-	-	-	(1,129,664)	(1,380,722)	(827,848)
40	Transfer To (From) Plant Fund	79,345	2,180,227	(141,757)	-	500,000	-
41	Transfer To (From) Quasi Endowments	39,281	-	-	-	-	-
42	Repair & Replacement Transfers	-	-	-	-	-	-
43	Internal Bank Transfers	-	-	-	-	-	-
44	Other Transfers	-	-	-	-	-	-
45	Total Investment Transfers	\$ 118,626	\$ 2,180,227	\$ (141,757)	\$ (1,129,664)	\$ (880,722)	\$ (827,848)
46	Net Results	\$ 1,950,797	\$ 353,345	\$ (2,550,227)	\$ 892,802	\$ 845,258	\$ 387,738
47	Transfer Net Results to Fund Balance	1,950,797	353,345	(2,550,227)	892,802	845,258	387,738
48	Adjusted Net Results	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
39 + 47	Total Transfer To (From) Reserve	1,950,797	353,345	(2,550,227)	(236,862)	(535,464)	(440,110)

COLLEGE OF BUSINESS

STRATEGIC RESOURCE OPPORTUNITIES AND CHALLENGES

Strategic opportunities for the College of Business are being explored both on the Athens Campus and in Outreach programs and include the following:

- Previous growth in in the number of Athens Undergraduate students has fueled an increase in revenue and the need for more teaching capacity in the College. Maintaining this level of enrollment may become more challenging in the future and will potentially affect resources available to the College. Currently, undergraduate enrollment is anticipated to hold at approximately 2600 students.
- Anticipated growth in Graduate programs will produce a new increase in revenue but will also require more teaching capacity for the college.
- Growth in faculty and staff in response to graduate enrolment growth continues to put additional pressure on faculty resources and on space. Plans for additional office and student space on the second floor of the annex to partially address this issue are under way.

INVESTMENT IN PROGRAMS, ACTIVITIES AND FACILITIES

The College's strategy has been to expand its existing graduate programs as well as develop new offerings:

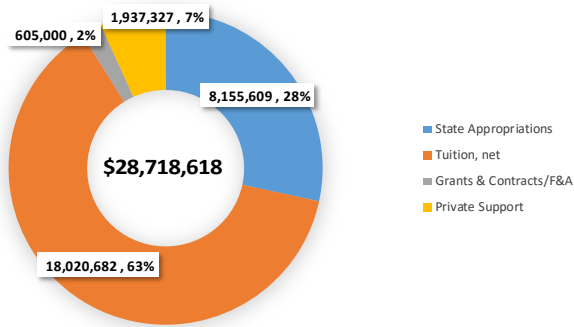
- A Masters of Accountancy degree has been approved and has begun enrolling students. The masters will be delivered in three formats, 4+1 for current residential undergraduate students, fully online and as a hybrid with monthly meetings on the Dublin campus. A bridge program for non-accountants to prepare to enroll in the Masters of Accountancy has also been developed.
- A Masters of Business Analytics has been approved and will be enrolling students in the 2018-19 academic year.
- A competency-based bachelor completion program, in collaboration with Columbus State in Dublin, has been developed in response to the needs of employers is being developed this summer with an anticipated start date after approvals in Fall '19.
- A Masters of Management that can be offered along with stackable certificates is being developed this summer with an anticipated start date after approvals in Fall '19.
- The Professional MBA program will be offering concentrations in response to market demands and is showing signs of moderate growth.

KEY TRENDS & DRIVERS

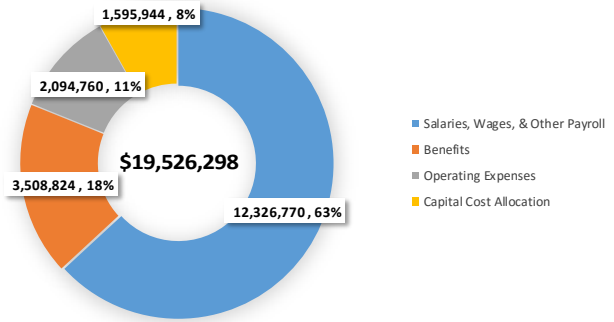
The primary driver in the budget is personnel, with investments related to increased faculty numbers to cover increases in enrollment and the staffing and space to support the new programs.

11.2.3 Scripps College of Communication

FY19 Budgeted Revenues

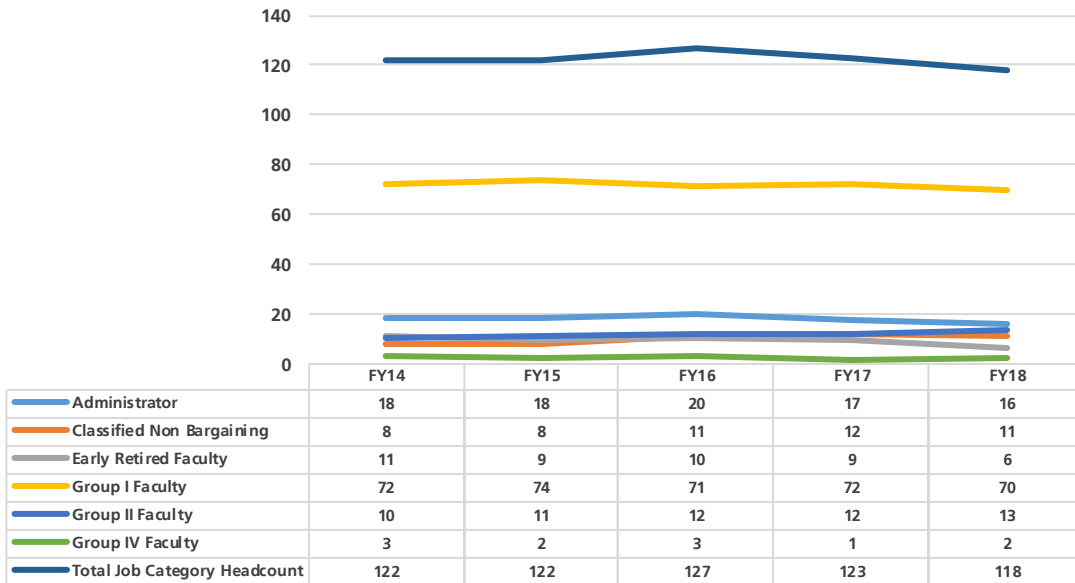


FY19 Budgeted Expenses & Allocations

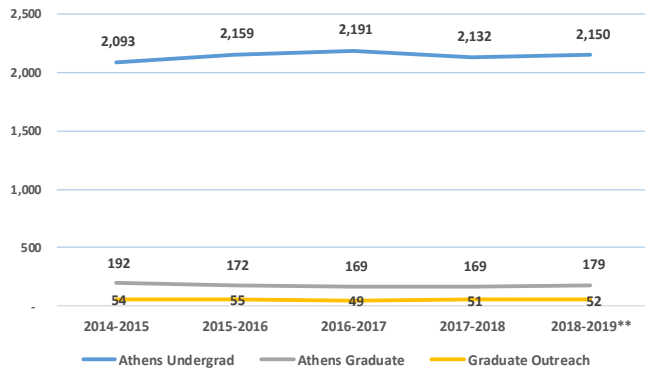


Excludes administrative cost and subvention allocations to align with anticipated budget model changes (see Section 18.1).

Five Year Faculty/Staff Headcount Trends

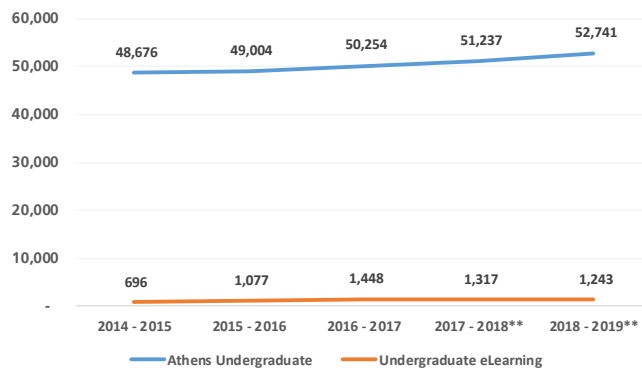


5-Year Student Enrollment by Classification



**Unit Projections

5-Year Athens Undergraduate Credit Hour Production



**Unit Projections

	Communication	FY15 Actuals	FY16 Actuals	FY17 Actuals	FY18 Budget	FY18 Forecast	FY19 Budget
REVENUES							
1	State Appropriations	\$ 10,300,056	\$ 10,062,288	\$ 8,096,419	\$ 7,945,475	\$ 7,945,475	\$ 8,155,609
2	State Appropriations - Capital	-	-	-	-	-	-
3	Gross Undergraduate Tuition & Fees	19,215,028	19,170,751	21,542,629	21,127,967	21,127,247	21,280,255
4	Undergraduate Financial Aid	(3,770,269)	(3,645,842)	(4,277,367)	(3,880,740)	(3,880,740)	(4,123,569)
5	Net Undergraduate Tuition & Fees	15,444,759	15,524,909	17,265,262	17,247,227	17,246,507	17,156,687
6	Gross Graduate Tuition & Fees	3,041,820	2,641,442	2,609,876	2,575,120	2,661,216	2,755,484
7	Graduate Financial Aid	(1,927,548)	(1,710,230)	(1,810,894)	(1,819,489)	(1,819,489)	(1,891,489)
8	Net Graduate Tuition & Fees	1,114,272	931,212	798,981	755,631	841,727	863,995
9	Room & Board	-	-	-	-	-	-
10	Grants & Contracts	738,974	495,051	690,205	550,000	550,000	550,000
11	Facilities & Admin Cost Recovery	120,579	57,100	53,835	55,000	55,000	55,000
12	Endowment Distributions	989,261	1,108,790	1,149,024	1,232,329	1,232,329	1,300,787
13	Gift Contributions	760,260	925,137	332,508	1,618,000	1,618,000	636,540
14	Investment Income	-	-	-	-	-	-
15	Internal & External Sales	116,970	162,753	131,090	-	-	-
16	Total Revenues	29,585,131	29,267,241	28,517,324	29,403,662	29,489,038	28,718,618
17	Administrative Cost Distribution	-	-	-	-	-	-
18	Subvention Distribution	4,291,257	4,635,103	6,594,989	6,756,328	6,756,328	6,969,507
19	Total Revenues & Revenue Allocations	\$ 33,876,388	\$ 33,902,344	\$ 35,112,313	\$ 36,159,990	\$ 36,245,366	\$ 35,688,125
20	Funding Transfers	\$ (463,738)	\$ (498,730)	\$ (485,238)	\$ (543,523)	\$ (589,145)	\$ (353,326)
EXPENSES							
21	Total Salaries, Wages, & Other Payroll	11,616,582	11,679,690	12,298,070	12,372,715	12,260,740	12,326,770
22	Total Benefits	3,238,194	3,317,170	3,370,914	3,484,069	3,446,379	3,508,824
23	Supplies & Services	1,841,331	1,977,269	2,053,249	1,702,183	1,545,533	1,407,151
24	Professional Services	308,442	123,839	130,449	61,300	229,300	230,800
25	Occupancy & Maintenance	48,028	56,345	578,045	65,750	59,650	58,150
26	Capital Costs	2,259,876	110,564	55,129	-	-	-
27	Cost Of Goods Sold	1,568	320	-	-	-	-
28	External Debt Service - Principal	-	-	-	-	-	-
29	External Debt Service - Interest	-	-	-	-	-	-
30	Internal Principal & Interest	1,487,236	-	-	-	-	-
31	Depreciation	-	-	-	-	-	-
32	Other Operating Expense	51,601	(6,404)	8,385	381,266	382,016	398,659
33	Total Direct Expenses	20,852,857	17,258,793	18,494,241	18,067,283	17,923,618	17,930,354
34	Administrative Cost Allocations	11,456,304	11,886,912	12,791,114	12,795,664	12,795,664	13,162,558
35	Capital Cost Allocation	-	1,274,290	1,168,568	1,578,248	1,578,248	1,595,944
36	Subvention Allocation	2,998,371	2,999,842	3,287,917	3,257,907	3,257,907	3,290,994
37	Total Expenses & Expense Allocations	\$ 35,307,532	\$ 33,419,837	\$ 35,741,840	\$ 35,699,102	\$ 35,555,437	\$ 35,979,850
38	Results of Operations	\$ (967,407)	\$ 981,237	\$ (144,289)	\$ 1,004,411	\$ 1,279,074	\$ 61,601
INVESTMENT TRANSFERS							
39	Transfer To (From) Operating Reserve	-	-	-	(348,449)	(149,579)	(357,003)
40	Transfer To (From) Plant Fund	2,905,259	(83,172)	(500,000)	1,000,000	1,000,000	-
41	Transfer To (From) Quasi Endowments	-	-	-	-	-	-
42	Repair & Replacement Transfers	-	-	-	-	-	-
43	Internal Bank Transfers	-	-	-	-	-	-
44	Other Transfers	(81)	7,671	3,258	-	-	-
45	Total Investment Transfers	\$ 2,905,178	\$ (75,501)	\$ (496,742)	\$ 651,551	\$ 850,421	\$ (357,003)
46	Net Results	\$ (3,872,584)	\$ 1,056,738	\$ 352,453	\$ 352,860	\$ 428,653	\$ 418,603
47	Transfer Net Results to Fund Balance	(3,872,584)	1,056,738	352,453	352,860	428,653	418,603
48	Adjusted Net Results	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
39 + 47	Total Transfer To (From) Reserve	(3,872,584)	1,056,738	352,453	4,411	279,074	61,601

SCRIPPS COLLEGE OF COMMUNICATION

STRATEGIC RESOURCE OPPORTUNITIES AND CHALLENGES

Our total college enrollment continues to stay fairly constant. Slight dips in freshman enrollments have been offset by slightly increased retention and transfer rates.

Our Online Bachelor's Degree was named first for the "2018 most Affordable Online Colleges for Public Relations Degrees". This is the third year in a row that we have received similar awards. There continues to be capacity in that program.

Budget reductions continue to challenge us to provide quality education with fewer resources.

INVESTMENT IN PROGRAMS, ACTIVITIES AND FACILITIES

Some investments in FY19 include:

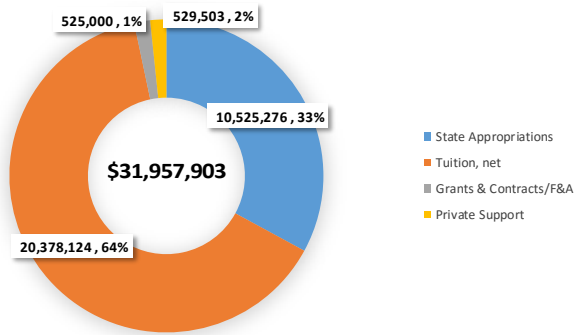
- Immersive media initiative – The immersive media initiative originally was funded by the Strategic Innovation Fund granted through the Office of Research. Since this initial investment, the faculty have developed new curriculum which has become very popular. The college is continuing to invest in this program through a three-year continuing commitment to fund student employees, lab manager, equipment and a Group II position. Future plans include expanding funding streams to grants and local industries. The IMI program has already received outside funding and we look for that to grow.
- Scripps has entered into a cooperative program with HCOM to provide support in faculty time, graduate assistants, and travel funding to the international program in Ecuador. Faculty will be working with Ecuador universities and communities to provide housing to reduce the spread of Chagas, a tropical parasite.
- Graduate certificates – Beginning Fall 2018, at least two graduate certificates will be submitted to the university for curricular review. We anticipate two more before the end of the academic year. These certificates will ultimately become "stackable" allowing for a full online master's degree.
- The college has created an Ohio Communication Fellow program where we are investing in PreK-12th grade educators focusing on communication and communication innovation. These fellows will spend time at OU, work with faculty mentors and receive a modest classroom stipend for materials and/or equipment. The goal of this program is three-fold: that OU will continue to have a presence in high schools throughout OHIO, that the field of communication in Ohio will be strengthened, and lastly, that students benefiting from these programs will think of Scripps College as they are making college decisions.

KEY TRENDS & DRIVERS

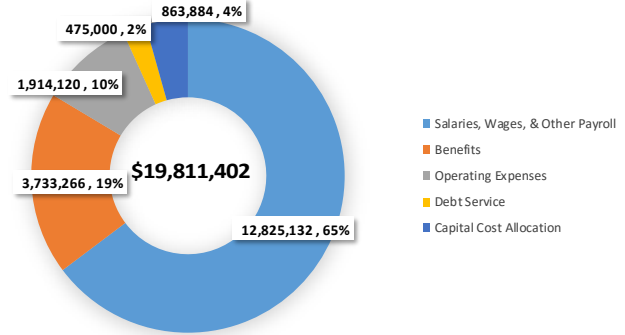
The college significantly reduced expenses through personnel and direct costs both in FY18 and again in FY19. This magnitude of cuts cannot be handled without affecting instruction. We are repurposing retirements for cuts when possible and using minimal bridge money to accomplish these cuts. This is due to multiple factors including leveraging our foundation dollars to the maximum, holding positions and/or delaying rehires where possible, making difficult decisions on areas not to rehire, etc. As high school demographics slide, the college is moving quickly to diversify into more online. In addition, in FY19 we will begin exploring if we can expand college scholarships to enhance on-campus enrollment.

11.2.4 Patton College of Education

FY19 Budgeted Revenues

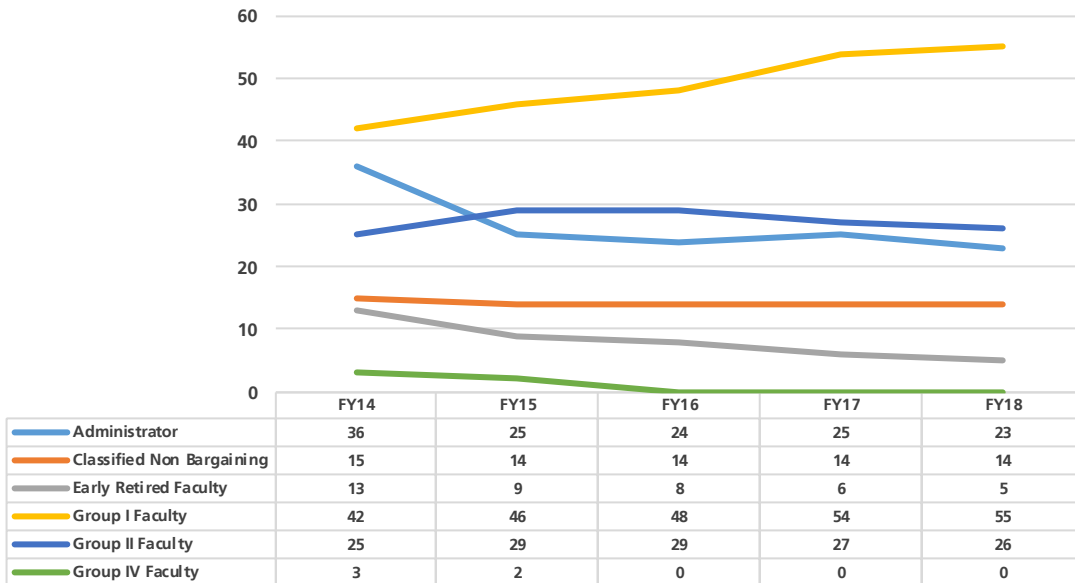


FY19 Budgeted Expenses & Allocations

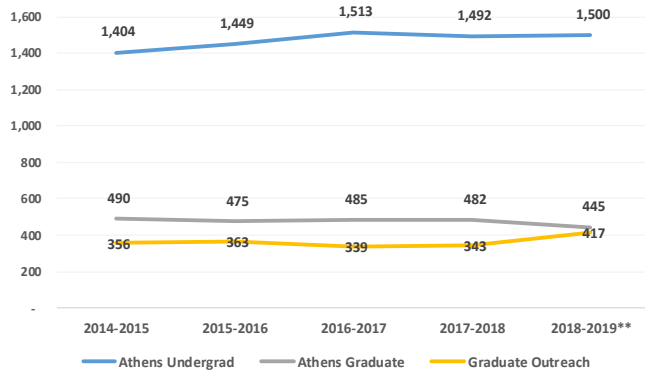


Excludes administrative cost and subvention allocations to align with anticipated budget model changes (see Section 18.1).

Five Year Faculty/Staff Headcount Trends

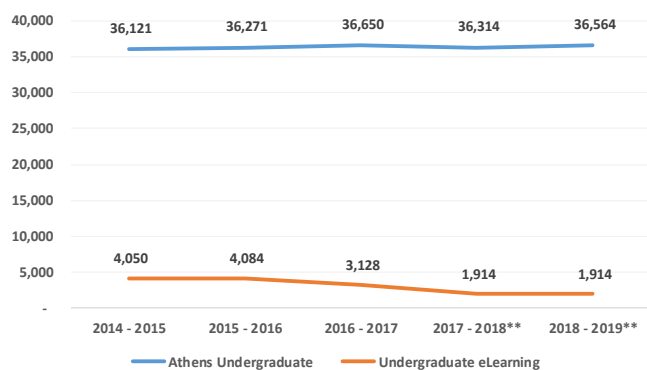


5-Year Student Enrollment by Classification



**Unit Projections

5-Year Athens Undergraduate Credit Hour Production



**Unit Projections

Education		FY15 Actuals	FY16 Actuals	FY17 Actuals	FY18 Budget	FY18 Forecast	FY19 Budget
REVENUES							
1	State Appropriations	\$ 11,743,574	\$ 12,990,684	\$ 10,722,454	\$ 10,527,432	\$ 10,527,432	\$ 10,525,276
2	State Appropriations - Capital	-	-	-	-	-	-
3	Gross Undergraduate Tuition & Fees	15,715,895	15,065,165	16,708,236	16,724,196	15,945,368	15,783,613
4	Undergraduate Financial Aid	(2,845,536)	(2,699,927)	(3,094,349)	(2,819,862)	(2,795,246)	(2,990,281)
5	Net Undergraduate Tuition & Fees	12,870,359	12,365,238	13,613,887	13,904,334	13,150,122	12,793,332
6	Gross Graduate Tuition & Fees	9,735,997	9,365,288	10,095,900	9,775,724	10,095,781	10,706,190
7	Graduate Financial Aid	(3,260,503)	(3,006,413)	(3,418,739)	(3,160,089)	(3,101,704)	(3,121,398)
8	Net Graduate Tuition & Fees	6,475,495	6,358,874	6,677,161	6,615,635	6,994,077	7,584,792
9	Room & Board	-	-	-	-	-	-
10	Grants & Contracts	1,221,057	1,180,492	983,980	1,120,000	525,000	525,000
11	Facilities & Admin Cost Recovery	119,598	76,372	51,986	70,000	23,142	-
12	Endowment Distributions	320,056	345,565	357,625	373,093	373,093	384,503
13	Gift Contributions	103,947	150,611	371,664	145,000	145,000	145,000
14	Investment Income	-	-	-	-	-	-
15	Internal & External Sales	26,038	50,184	402,642	-	-	-
16	Total Revenues	32,880,124	33,518,020	33,181,398	32,755,494	31,737,866	31,957,903
17	Administrative Cost Distribution	-	-	-	-	-	-
18	Subvention Distribution	(239,913)	(190,685)	(509,510)	407,117	490,490	2,289,660
19	Total Revenues & Revenue Allocations	\$ 32,640,211	\$ 33,327,335	\$ 32,671,888	\$ 33,162,611	\$ 32,228,356	\$ 34,247,563
20	Funding Transfers	\$ (88,710)	\$ (177,947)	\$ 73,378	\$ (121,202)	\$ (275,873)	\$ (414,490)
EXPENSES							
21	Total Salaries, Wages, & Other Payroll	11,212,785	11,445,924	12,266,779	12,677,023	12,422,629	12,825,132
22	Total Benefits	3,185,738	3,303,455	3,423,479	3,800,833	3,631,393	3,733,266
23	Supplies & Services	1,365,770	1,537,191	1,383,229	843,174	850,613	770,613
24	Professional Services	443,503	489,213	1,133,179	78,445	1,213,445	1,143,507
25	Occupancy & Maintenance	42,695	45,657	27,632	4,473	-	-
26	Capital Costs	-	19,900	-	-	-	-
27	Cost Of Goods Sold	-	-	-	-	-	-
28	External Debt Service - Principal	-	-	-	-	-	-
29	External Debt Service - Interest	-	-	-	-	-	-
30	Internal Principal & Interest	-	-	475,000	475,000	475,000	475,000
31	Depreciation	-	-	-	-	-	-
32	Other Operating Expense	55,542	11,552	11,734	100,450	-	-
33	Total Direct Expenses	16,306,034	16,852,891	18,721,031	17,979,398	18,593,080	18,947,518
34	Administrative Cost Allocations	11,030,004	11,300,304	10,420,854	10,788,286	10,788,286	11,451,162
35	Capital Cost Allocation	-	153,744	890,585	894,187	894,187	863,884
36	Subvention Allocation	3,334,876	3,461,235	3,928,472	3,855,227	3,683,706	3,869,901
37	Total Expenses & Expense Allocations	\$ 30,670,914	\$ 31,768,174	\$ 33,960,942	\$ 33,517,098	\$ 33,959,259	\$ 35,132,465
38	Results of Operations	\$ 2,058,007	\$ 1,737,108	\$ (1,362,432)	\$ (233,285)	\$ (1,455,030)	\$ (470,412)
INVESTMENT TRANSFERS							
39	Transfer To (From) Operating Reserve	-	-	-	-	(475,000)	(475,000)
40	Transfer To (From) Plant Fund	1,877,600	5,108	(291)	-	-	-
41	Transfer To (From) Quasi Endowments	-	-	-	-	-	-
42	Repair & Replacement Transfers	-	-	-	-	-	-
43	Internal Bank Transfers	-	-	-	-	-	-
44	Other Transfers	(88)	(1,333)	4	(673,247)	-	-
45	Total Investment Transfers	\$ 1,877,512	\$ 3,775	\$ (287)	\$ (673,247)	\$ (475,000)	\$ (475,000)
46	Net Results	\$ 180,495	\$ 1,733,334	\$ (1,362,145)	\$ 439,962	\$ (980,030)	\$ 4,588
47	Transfer Net Results to Fund Balance	180,495	1,733,334	(1,362,145)	439,962	(980,030)	4,588
48	Adjusted Net Results	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
39 + 47	Total Transfer To (From) Reserve	180,495	1,733,334	(1,362,145)	439,962	(1,455,030)	(470,412)

THE PATTON COLLEGE OF EDUCATION

STRATEGIC RESOURCE OPPORTUNITIES AND CHALLENGES

Opportunities

The Patton College of Education continues to look for ways to offer programs that will be beneficial through the PCOE nationally recognized Clinical Model of Educator Preparation. The College also offers new endorsement courses, bachelor completion opportunities and graduate programs in the human services and education professions to the surrounding region. The quality of our academic programs continues to be strong and a key priority. Undergraduate enrollment and retention has increased in FY17.

The following represents new program opportunities in The Patton College:

- In the Department of Teacher Education, a Dual Masters in Early Childhood and Special Education program combining aspects from Early Childhood and Special Education has been developed for approval through ODE. The mission of the program is to utilize the most current adult learning principles to increase the quantity and quality of ECE/ECIS teachers, and to improve services and outcomes for children ages birth to age 8 and their families. The program is projected to begin July 2018.
- The Department of Counseling and Higher Education is in the final stages of developing the Human Services Bachelor Completion Program. This proposed program is an online bachelor completion program with the degree to be conferred as the Bachelor of Applied Human and Consumer Sciences. This bachelor completion program is designed for students who have already completed an associate's degree or for students who have completed a minimum of 60 semester hours. The program is projected to begin fall, 2018.
- The Departments of Recreation and Sport Pedagogy, Human and Consumer Sciences, the College of Business's Sport Administration program, and the United States Tennis Association (USTA), collaborate to offer the Tennis Professional Management master's degree program as an interdisciplinary partnership. This 30 semester hour program is online with one campus based residency. Revenue is expected to be divided with a minimum of 80% for The Patton College and 20% to the College of Business. Based on necessary approvals, the earliest start date for this program is expected to be spring, 2019.
- The Education Public Policy and Leadership certificate is a 12-hour interdisciplinary certificate between The Patton College of Education and the Voinovich College's Public Policy program. The program is online with a one-credit residency component. This certificate is designed for in-service teachers, administrators, policy makers, legislative aids, school board members, education professional associations, etc. who want to expand their ability to both understand and inform policy as it relates to the field of education. This program is anticipated to take one year to complete and it is anticipated to run on a calendar year schedule (Jan-Dec). This certificate is anticipated to start January 2019.
- The Patton College of Education is seeking to increase graduate enrollments by moving our Curriculum and Instruction, Reading Education, and Special Education programs to E-campus. While Curriculum and Instruction and Reading Education were already offered online, they were listed as Athens-online programs rather than E-campus. By moving these two programs and adding Special Education to E-campus, prospective students searching for graduate education opportunities at Ohio University will see these programs listed as online options. Further, by having these programs online, practicing teachers from anywhere in the State can complete their graduate program without having to come to the Ohio University Athens campus thus increasing the reach we have in the State.

Challenges

Undergraduate retention has decreased slightly for FY18. The College continues to examine ways to increase retention while maintaining rigor. An ongoing challenge is a reduced number of high school graduates available to attend institutes of higher education based on data from the Western Interstate Commission for Higher Education (WICHE). Strategic investments in retention and recruitment will remain a strategic priority and is expected to yield positive results (PCOE Student Support Initiative).

Graduate enrollments remained stable for FY18. The Patton College is working to market new programs and offer graduate programs in areas that have the most potential for meeting community needs.

With that as a background, specific challenges are as follows:

- Expediting new program approvals via UCC, The Office of the Provost and ODHE
- Ensuring the right mix of faculty (Group I, II, III, and IV) to deliver revenue generating strategic academic program opportunities to external audiences.
- Contracts and grants awarded have declined over the last three years. Much of this is due to retiring of senior grant productive faculty and hiring of new tenure seeking faculty. Funding is expected to increase as newly tenured faculty begin to submit research proposals to secure grant funding.
- The competition for offering on-line programming has increased. To this end, there is greater need to build and maintain external networks of support to assist with cohort recruitment (community colleges, professional organizations, etc.).

INVESTMENT IN PROGRAMS, ACTIVITIES AND FACILITIES

In FY19, the college will invest \$60,000 in start-up funding for new programs for a desired start date of FY20 and FY21.

The Patton College supports faculty development to many professional conferences. In addition, the college is making investments to increase our rankings in US News and World Report (USNWR) by investing in faculty who publish in the top of the top tier journals in their respective fields.

Investments are also made for students (undergraduate and graduate) to travel to present research papers, individually or with faculty mentors. This assists with recruitment of graduate students and raises the academic profile of OHIO. There is also support for public school faculty working with the Center for Partnerships to attend conferences in Washington D.C. to meet with legislature making decisions regarding public education. Such work continues to ensure PCOE remains a leader in the field with our PCOE clinical preparation of education professionals.

The Patton College Clinical Model of Educator Preparation is nationally recognized and has received numerous awards. Most recently, the college received the National Association for Professional Development Schools (NAPDS) PDS Exemplary Achievement Award, for our joint work with Federal Hocking Local Schools through the -Ohio University CARE PDS Partnership. The Clinical Model provides more experiences for the students in their fieldwork. This gives our students more ‘hands on’ research and work at internship sites that will assist them in dealing with real issues that they will face after graduation. The goal is to assist The Patton college students to be confident researchers and practitioners as they approach the next phase of their lives and become ethical and reflective leader-educators and human service professionals, lifelong learners, serving society responsibly as change agents and meeting diverse human and social needs.

The Patton College opened its doors to the completely renovated McCracken Hall on January 2017. It is a beautiful facility, now up to the standards of learning in the 21st century. Faculty, staff and students are truly enjoying their new space, its beauty and collaborative learning opportunities. The classroom technology and many project rooms are producing a learning experience unequaled throughout the campus.

KEY TRENDS & DRIVERS

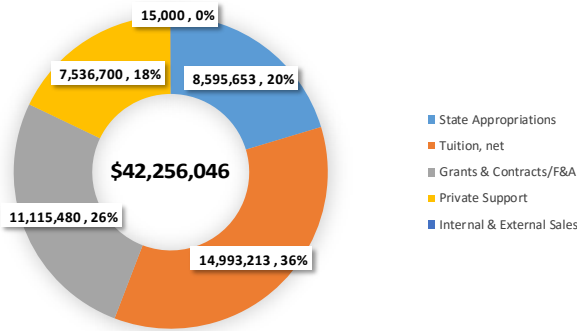
Several trends are converging to create unprecedented pressures on higher education.

- There has been a decrease in the birth rate between the years of 1993-1997. This will be reflected by a reduced number of high school graduates, reducing the pool of potential incoming freshmen
- More competition for on-line learning opportunities
- Continued challenge of messaging the return on investment for Higher Education
- Uncertainty in Federal Immigration Policies
- The importance of recognizing the need to be responsive to diverse voices on campus and retaining a commitment to multicultural diversity

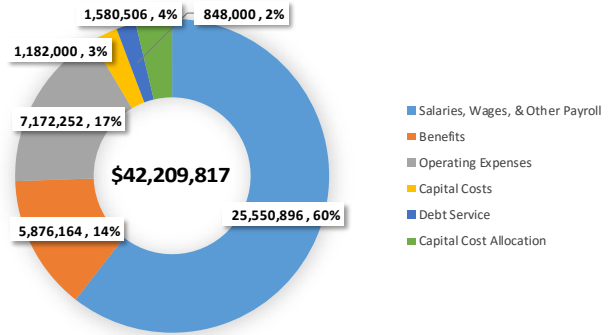
For The Patton College to remain a vital asset in the local, national, and global educational system, it must position itself to capitalize on media-rich learning environments capable of reaching traditional and non-traditional learners with a wide variety of learning styles and expectations.

11.2.5 Russ College of Engineering and Technology

FY19 Budgeted Revenues

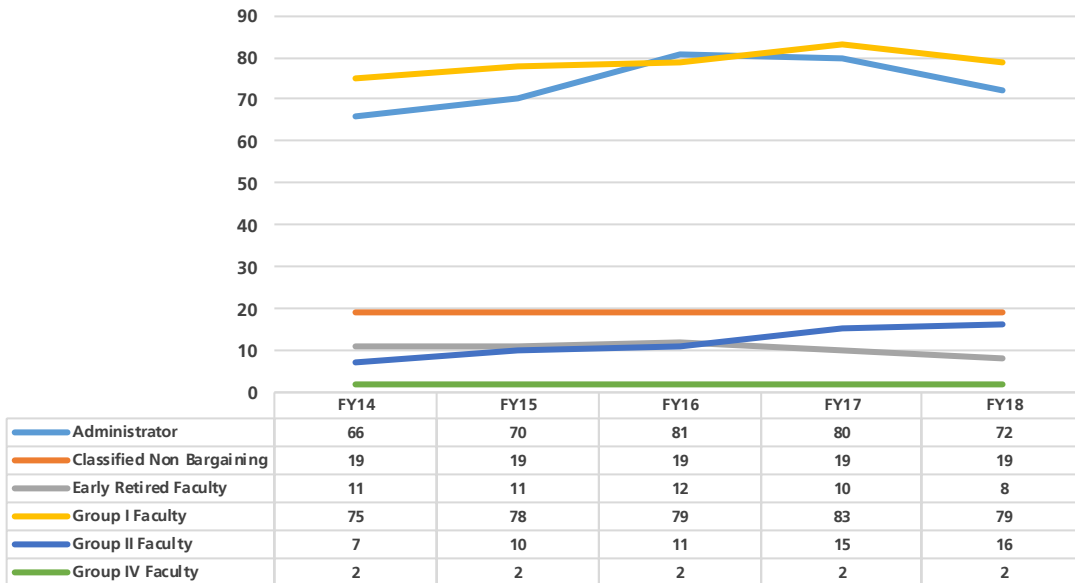


FY19 Budgeted Expenses & Allocations

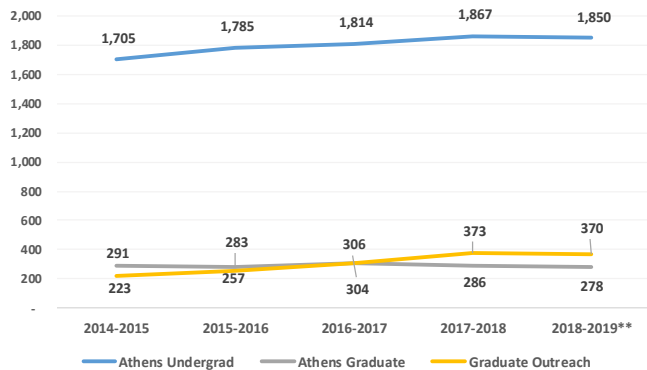


Excludes administrative cost and subvention allocations to align with anticipated budget model changes (see Section 18.1).

Five Year Faculty/Staff Headcount Trends

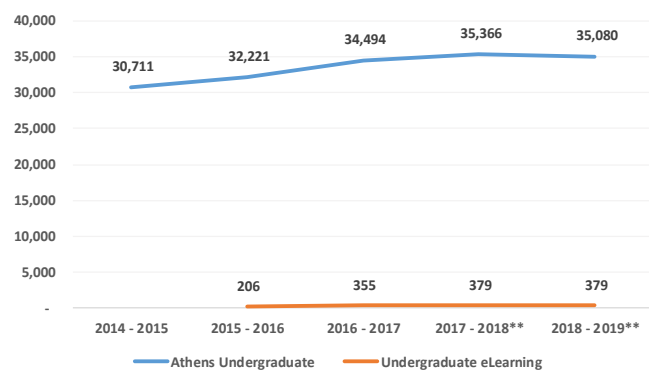


5-Year Student Enrollment by Classification



**Unit Projections

5-Year Athens Undergraduate Credit Hour Production



**Unit Projections

	Engineering	FY15 Actuals	FY16 Actuals	FY17 Actuals	FY18 Budget	FY18 Forecast	FY19 Budget
REVENUES							
1	State Appropriations	\$ 8,956,349	\$ 9,742,032	\$ 7,579,321	\$ 8,033,853	\$ 8,033,853	\$ 8,595,653
2	State Appropriations - Capital	-	-	-	-	-	-
3	Gross Undergraduate Tuition & Fees	20,283,997	22,855,665	15,698,332	15,528,796	15,682,678	16,511,347
4	Undergraduate Financial Aid	(4,883,801)	(5,456,387)	(4,120,237)	(4,210,498)	(4,220,395)	(4,528,134)
5	Net Undergraduate Tuition & Fees	15,400,195	17,399,279	11,578,095	11,318,298	11,462,283	11,983,213
6	Gross Graduate Tuition & Fees	5,192,325	5,676,738	7,511,445	7,150,000	6,800,000	6,800,000
7	Graduate Financial Aid	(3,611,911)	(3,975,390)	(3,908,128)	(3,805,000)	(3,814,000)	(3,790,000)
8	Net Graduate Tuition & Fees	1,580,414	1,701,348	3,603,317	3,345,000	2,986,000	3,010,000
9	Room & Board	-	-	-	-	-	-
10	Grants & Contracts	9,673,038	10,093,948	9,339,685	7,300,000	9,300,000	9,300,000
11	Facilities & Admin Cost Recovery	3,155,090	2,566,662	2,683,503	1,815,480	1,815,480	1,815,480
12	Endowment Distributions	5,904,822	6,576,088	6,714,373	6,746,171	6,623,410	7,386,700
13	Gift Contributions	1,404,198	281,323	521,491	150,000	150,000	150,000
14	Investment Income	47,314	37,662	47,662	-	-	-
15	Internal & External Sales	949,006	609,343	1,968,074	375,000	518,750	15,000
16	Total Revenues	47,070,425	49,007,684	44,035,520	39,083,802	40,889,776	42,256,046
17	Administrative Cost Distribution	-	-	-	-	-	-
18	Subvention Distribution	5,396,900	6,258,998	16,782,247	15,660,685	15,660,685	17,616,354
19	Total Revenues & Revenue Allocations	\$ 52,467,325	\$ 55,266,682	\$ 60,817,767	\$ 54,744,487	\$ 56,295,861	\$ 59,872,400
20	Funding Transfers	\$ (237,810)	\$ (815,227)	\$ (1,241,118)	\$ (993,709)	\$ (2,248,299)	\$ (900,000)
EXPENSES							
21	Total Salaries, Wages, & Other Payroll	23,163,444	24,373,425	25,686,378	22,389,287	24,788,481	25,550,896
22	Total Benefits	5,707,370	6,020,434	6,277,964	6,041,189	5,854,846	5,876,164
23	Supplies & Services	4,138,535	4,021,302	3,736,405	3,294,852	4,238,241	4,175,226
24	Professional Services	1,094,882	1,600,083	3,029,248	2,044,500	2,152,026	2,152,026
25	Occupancy & Maintenance	1,219,951	1,099,752	1,451,862	1,001,500	955,000	845,000
26	Capital Costs	1,546,337	1,097,035	1,257,272	650,000	825,000	1,182,000
27	Cost Of Goods Sold	-	-	230	-	-	-
28	External Debt Service - Principal	-	-	-	-	-	-
29	External Debt Service - Interest	-	-	-	-	-	-
30	Internal Principal & Interest	387,596	877,497	875,712	848,000	848,000	848,000
31	Depreciation	-	-	-	-	-	-
32	Other Operating Expense	996,392	203,959	766,315	770,900	-	-
33	Total Direct Expenses	38,254,506	39,293,486	43,081,386	37,040,228	39,661,594	40,629,311
34	Administrative Cost Allocations	13,494,132	13,605,360	14,557,146	14,739,047	14,739,047	15,489,251
35	Capital Cost Allocation	-	1,533,272	1,293,240	1,457,266	1,457,266	1,580,506
36	Subvention Allocation	3,160,884	3,814,430	3,143,767	3,143,404	3,120,577	3,260,236
37	Total Expenses & Expense Allocations	\$ 54,909,522	\$ 58,246,548	\$ 62,075,538	\$ 56,379,945	\$ 58,978,484	\$ 60,959,305
38	Results of Operations	\$ (2,204,388)	\$ (2,164,639)	\$ (16,653)	\$ (641,749)	\$ (434,324)	\$ (186,904)
INVESTMENT TRANSFERS							
39	Transfer To (From) Operating Reserve	-	-	-	-	-	-
40	Transfer To (From) Plant Fund	245,950	112,339	(42,725)	-	-	-
41	Transfer To (From) Quasi Endowments	349,287	(247,840)	(314,613)	-	-	-
42	Repair & Replacement Transfers	-	-	-	-	-	-
43	Internal Bank Transfers	-	(2,200,000)	-	-	-	-
44	Other Transfers	742	5,195	1,934	(1)	-	-
45	Total Investment Transfers	\$ 595,980	\$ (2,330,305)	\$ (355,404)	\$ (1)	\$ -	\$ -
46	Net Results	\$ (2,800,368)	\$ 165,666	\$ 338,751	\$ (641,748)	\$ (434,324)	\$ (186,904)
47	Transfer Net Results to Fund Balance	(2,800,368)	165,666	338,751	(641,748)	(434,324)	(186,904)
48	Adjusted Net Results	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
39 + 47	Total Transfer To (From) Reserve	(2,800,368)	165,666	338,751	(641,748)	(434,324)	(186,904)

RUSS COLLEGE OF ENGINEERING AND TECHNOLOGY

STRATEGIC RESOURCE OPPORTUNITIES AND CHALLENGES

The Russ College of Engineering and Technology has several opportunities to expand academic offerings for students and further refine its existing research:

- Research facility expansion
- Continued demand for engineering programs leading to enrollment growth, higher ACT scores, higher retention rates, and lower average time to graduate
- On-line programmatic opportunities for enrollment growth
- New stackable and stand-alone certificates
- Offerings at Beavercreek facility
- Maturation of faculty hired in 2015 – 2017 time frame potentially leading to increased research funding

While these opportunities offer promising growth for The College, it is also important to consider the challenges facing us as well:

- Time sensitivity of research building requirements due to already existing faculty dissatisfaction
- Significant funds allocated for new research faculty start-up packages
- Stocker Center (Facility)
 - Limited undergraduate teaching lab space for expanding programs that require significant space allocations (ETM undergraduate lab space growth)
 - 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 phased renovations in a continually occupied space
- Declining financial operating resources in a time of continued enrollment growth
- Management bandwidth due to Beavercreek transitions

INVESTMENT IN PROGRAMS, ACTIVITIES AND FACILITIES

Planning continues for a 120,000 sq. ft. research facility to address research space needs which will also help ease the undergraduate space needs in Stocker.

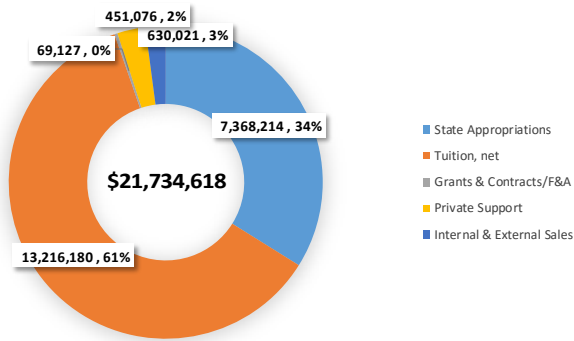
The College is also increasing course offerings at Beavercreek facility, as well as creating new stackable and stand-alone certificates for students.

KEY TRENDS & DRIVERS

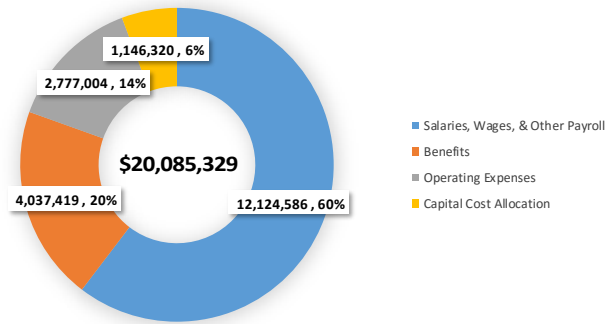
- Costs associated with proposed new research facility
- Although the University has shared in the cost of the funds allocated for new research faculty start-up packages, the amount remaining to be funded by the College remains challenging
- Two new faculty hires due to programmatic enrollment growth

11.2.6 College of Fine Arts

FY19 Budgeted Revenues

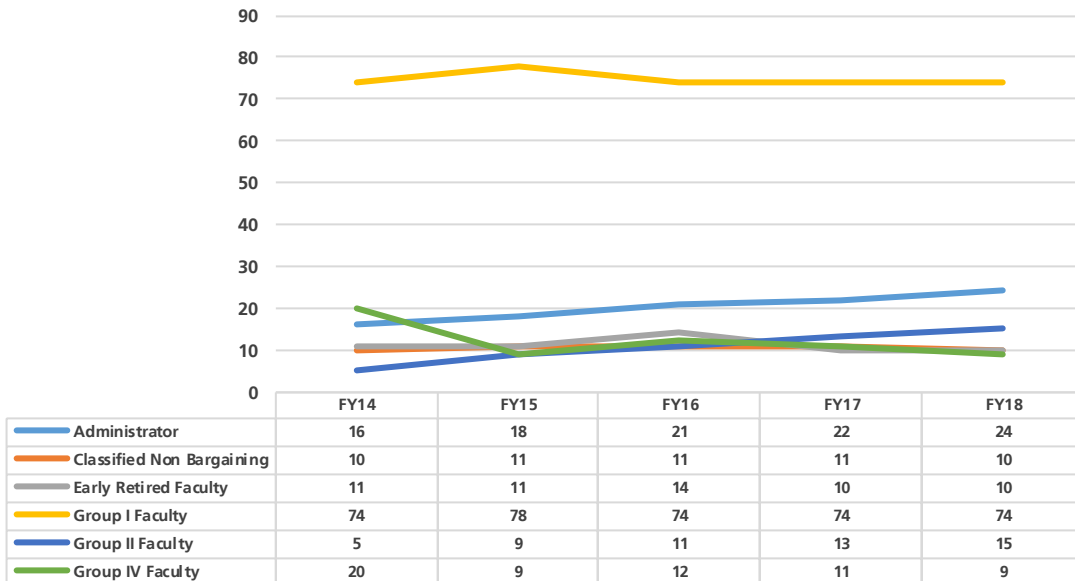


FY19 Budgeted Expenses & Allocations

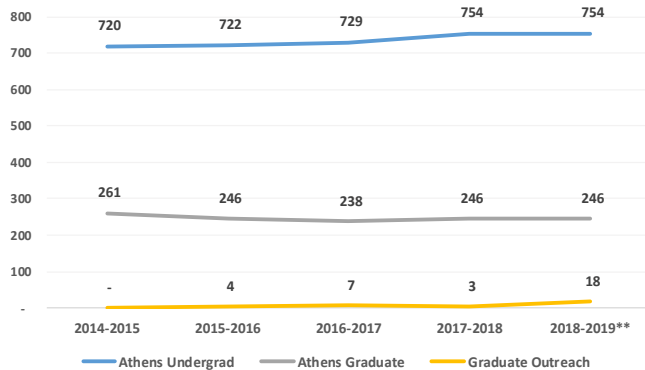


Excludes administrative cost and subvention allocations to align with anticipated budget model changes (see Section 18.1).

Five Year Faculty/Staff Headcount Trends

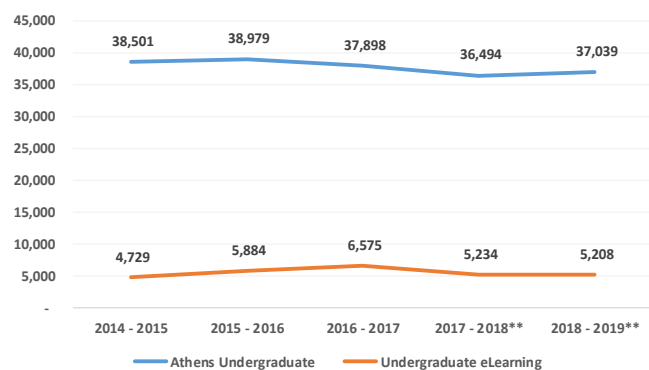


5-Year Student Enrollment by Classification



**Unit Projections

5-Year Athens Undergraduate Credit Hour Production



**Unit Projections

Fine Arts		FY15 Actuals	FY16 Actuals	FY17 Actuals	FY18 Budget	FY18 Forecast	FY19 Budget
REVENUES							
1	State Appropriations	\$ 5,640,144	\$ 6,277,776	\$ 7,251,954	\$ 7,101,575	\$ 7,101,575	\$ 7,368,214
2	State Appropriations - Capital	-	-	-	-	-	-
3	Gross Undergraduate Tuition & Fees	17,305,243	17,315,734	16,584,032	15,816,956	15,760,131	15,514,566
4	Undergraduate Financial Aid	(3,147,359)	(3,264,039)	(3,192,956)	(3,090,686)	(3,189,831)	(3,299,820)
5	Net Undergraduate Tuition & Fees	14,157,885	14,051,695	13,391,076	12,726,270	12,570,300	12,214,746
6	Gross Graduate Tuition & Fees	3,827,980	3,792,903	3,554,137	3,626,615	3,632,771	3,770,951
7	Graduate Financial Aid	(2,929,667)	(2,947,087)	(3,021,901)	(2,941,641)	(2,804,000)	(2,769,517)
8	Net Graduate Tuition & Fees	898,313	845,815	532,236	684,974	828,771	1,001,434
9	Room & Board	-	-	-	-	-	-
10	Grants & Contracts	5,654	5,887	64,204	85,025	67,887	69,127
11	Facilities & Admin Cost Recovery	-	-	-	-	-	-
12	Endowment Distributions	300,659	317,206	320,864	332,719	327,666	338,021
13	Gift Contributions	86,021	111,264	167,913	294,000	285,237	292,000
14	Investment Income	-	-	-	-	-	-
15	Internal & External Sales	659,131	379,150	433,885	482,084	434,119	451,076
16	Total Revenues	21,747,807	21,988,794	22,162,131	21,706,647	21,615,555	21,734,618
17	Administrative Cost Distribution	-	-	-	-	-	-
18	Subvention Distribution	6,178,151	6,867,049	8,170,047	7,836,374	7,836,374	8,469,769
19	Total Revenues & Revenue Allocations	\$ 27,925,958	\$ 28,855,844	\$ 30,332,178	\$ 29,543,021	\$ 29,451,929	\$ 30,204,387
20	Funding Transfers	\$ (489,064)	\$ (630,079)	\$ (1,211,896)	\$ (1,210,279)	\$ (1,197,279)	\$ (1,265,000)
EXPENSES							
21	Total Salaries, Wages, & Other Payroll	11,136,036	11,407,148	12,113,045	12,524,812	11,938,474	12,124,586
22	Total Benefits	3,251,021	3,365,910	3,462,576	3,841,627	4,011,981	4,037,419
23	Supplies & Services	1,408,527	1,561,490	1,749,701	1,739,108	1,731,874	1,813,049
24	Professional Services	349,838	478,369	746,130	589,520	832,574	815,630
25	Occupancy & Maintenance	202,022	177,958	320,297	147,594	135,368	126,779
26	Capital Costs	108,226	65,107	28,262	105,000	283,000	-
27	Cost Of Goods Sold	74	140	565	-	-	-
28	External Debt Service - Principal	-	-	-	-	-	-
29	External Debt Service - Interest	-	-	-	-	-	-
30	Internal Principal & Interest	-	-	-	-	-	-
31	Depreciation	-	-	-	-	-	-
32	Other Operating Expense	46,012	20,644	9,408	14,433	21,333	21,546
33	Total Direct Expenses	16,501,755	17,076,766	18,429,985	18,962,094	18,954,604	18,939,009
34	Administrative Cost Allocations	9,628,764	9,243,396	8,927,184	8,850,439	8,850,439	9,243,715
35	Capital Cost Allocation	-	783,894	1,243,585	1,027,973	1,027,973	1,146,320
36	Subvention Allocation	2,209,392	2,314,290	2,671,460	2,567,428	2,566,532	2,581,970
37	Total Expenses & Expense Allocations	\$ 28,339,911	\$ 29,418,346	\$ 31,272,213	\$ 31,407,934	\$ 31,399,548	\$ 31,911,014
38	Results of Operations	\$ 75,111	\$ 67,576	\$ 271,862	\$ (654,633)	\$ (750,340)	\$ (441,628)
INVESTMENT TRANSFERS							
39	Transfer To (From) Operating Reserve	-	-	-	(440,717)	(693,842)	(541,254)
40	Transfer To (From) Plant Fund	45,159	(11,988)	165,639	-	30,000	-
41	Transfer To (From) Quasi Endowments	-	-	-	-	-	-
42	Repair & Replacement Transfers	-	-	-	-	-	-
43	Internal Bank Transfers	538	-	-	-	-	-
44	Other Transfers	-	-	-	-	-	-
45	Total Investment Transfers	\$ 45,697	\$ (11,988)	\$ 165,639	\$ (440,717)	\$ (663,842)	\$ (541,254)
46	Net Results	\$ 29,413	\$ 79,565	\$ 106,223	\$ (213,916)	\$ (86,498)	\$ 99,626
47	Transfer Net Results to Fund Balance	29,413	79,565	106,223	(213,916)	(86,498)	99,626
48	Adjusted Net Results	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
39 + 47	Total Transfer To (From) Reserve	29,413	79,565	106,223	(654,633)	(780,340)	(441,628)

COLLEGE OF FINE ARTS

STRATEGIC RESOURCE OPPORTUNITIES AND CHALLENGES

The arts have transformative power on society and on individual lives. Ohio University offers the most transformative learning community in the nation, by making the arts accessible, diverse, and challenging. By involving students directly in positive community transformation through the power of the arts, they themselves become transformed.

In addition to presenting over 300 arts events that are free of charge each year, the College is offering an increased number of educational outreach programs to high school students and other community members in both Athens and Dublin. This represents an opportunity to engage a new population in high quality arts programming, as well as strengthen a pipeline for recruiting.

The College is challenged by deferred maintenance costs. The College is also experiencing a space shortage: the University Master Plan Space Study found an 89,000 ASF space deficit for Fine Arts, primarily in assembly and exhibit space. The first phase of the renovation of Seigfred Hall addressed some deferred maintenance in 2017/18, but significant need remains across the College of Fine Arts. The College undertook a facilities master-plan study in 2018, which will help lead the College forward in this critical area.

Although the College is seeing the results of purposeful and focused recruitment efforts and strategic scholarship funding, the College is continually challenged by the statewide trend in declining enrollment and increasing competition for arts majors.

INVESTMENT IN PROGRAMS, ACTIVITIES AND FACILITIES

1) Focus on Community Transformation and the Power of the Arts. We have many new initiatives for the arts at OHIO! Highlights include:

- Ohio Valley Center for the Arts
 - Brand new center with a focus on community transformation through the Arts in the Appalachian Region
 - Creating a coalition of community and university partnerships (including Medicine, Voinovich, Rural Action, ARTS/West, Honey for the Heart, Stuart's Opera House, etc...)
 - Enhanced summer programming (day camps for local community and residential camps for more intensive experiences).
 - Three arms:
 - Wellness/Health
 - Creative Arts Therapy outreach programs (Music, Dance/Movement, Art)
 - smART design for hospitals, successful longevity, and wellness facilities
 - Sustainable and healthy environment
 - Education
 - Education outreach programs (Theater, Music, Dance, Art)
 - Commitment to anti-addiction programming
 - Commitment to enhancing the existing arts programs in our region's schools
 - Arts Community Engagement
 - Building connections to our community and our community's needs through performances, productions, exhibits, and a focus on public art
 - Entrepreneurial and sustainable practice focus
- Three proposed undergrad degrees to engage our community; each with required service learning/community projects or Internships
 - BFA in Film; BFA in Musical Theater; Interdisciplinary BFA (COFA wide)

Eight proposed master's degrees/master's degree tracks/and certificates (including two with low residency requirements)

- Art/Theater Education, Museum Studies, Arts Administration, Dance/Movement Therapy, Art Therapy, Community Dance; and online/low residency Music Education and Music Therapy
- Each division of the College of Fine Arts is creating new certificates & minors that are meant to help attract prospective students by adding value to their degrees and increasing the chance of fulfilling post-graduation employment
- New undergrad core curriculum in Art + Design that includes service learning, community, and internships projects

2) Enhancement of our relationship with Tantrum Theater and Dublin

- The College launched the Tantrum Theater, a new professional theater that provides critical professional training for our students and alumni and donor engagement opportunities, in the summer of 2016 in Dublin, OH. Tantrum was developed in collaboration with Dublin Arts Council and the City of Dublin
- Enhanced connection with community and public schools
- Building on Tantrum to connect to health/wellness and the arts in the Dublin community

3) Enhancing COFA facilities so the quality of the facilities matches the quality of a CoFA education

- HGA Architectural Group to complete a comprehensive study and master plan by May 2018
- Have completed phase 1 project in Seigfred; also new rigging for Theater, and a renovation of a back room in the Athena Cinema for Theater needs

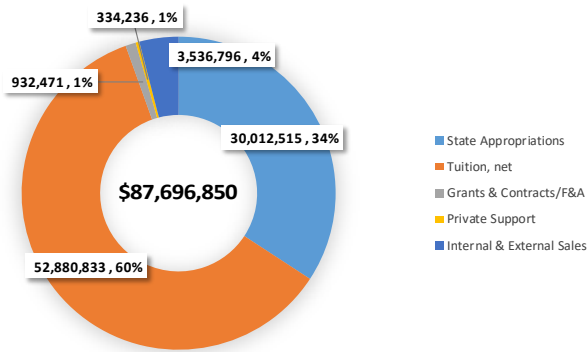
4) Enhancing COFA's brand and recruiting efforts through a significant overhaul of the College website.

KEY TRENDS & DRIVERS

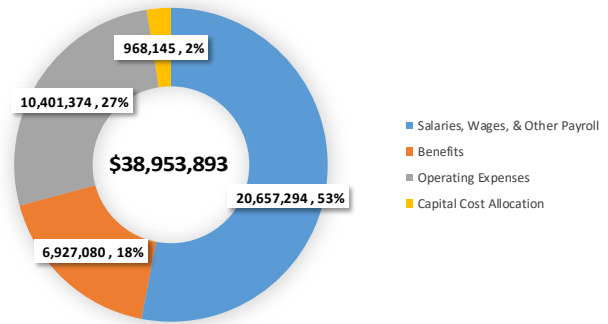
The primary driver of direct expenditures was the launching of the Tantrum Theater; otherwise direct expenditures for the College of Fine Arts remain stable.

11.2.7 College of Health Sciences & Professions

FY19 Budgeted Revenues

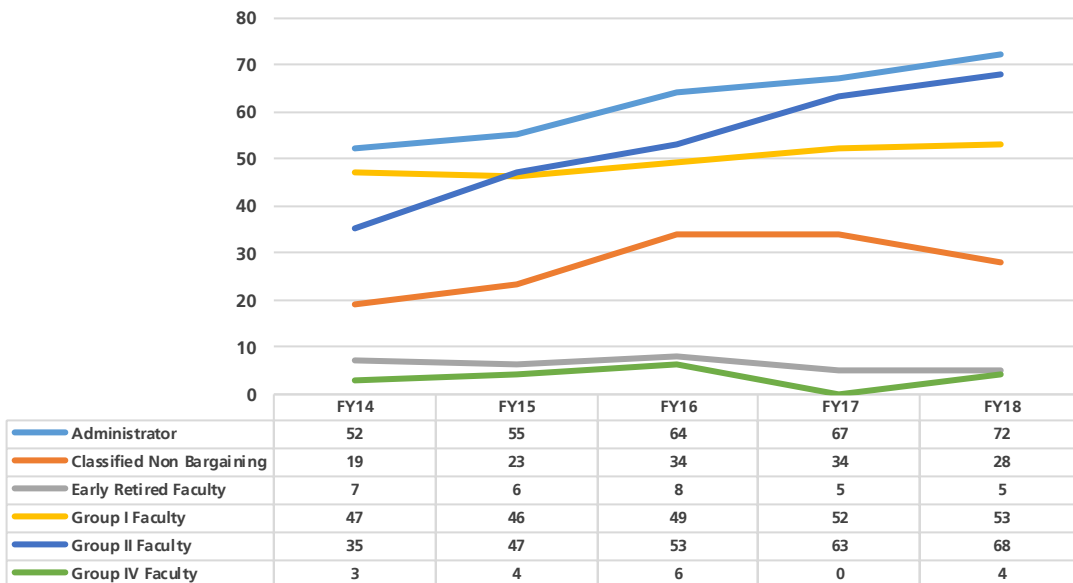


FY19 Budgeted Expenses & Allocations

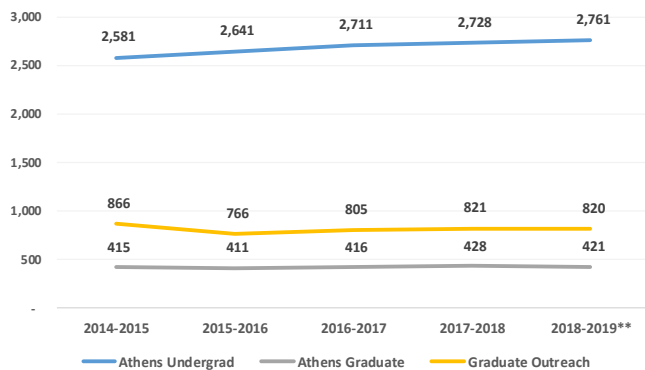


Excludes administrative cost and subvention allocations to align with anticipated budget model changes (see Section 18.1).

Five Year Faculty/Staff Headcount Trends

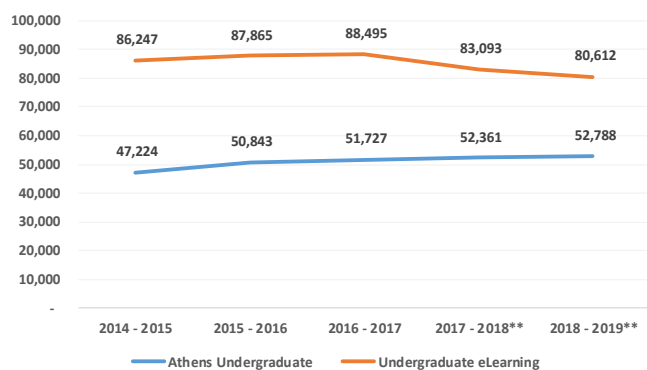


5-Year Student Enrollment by Classification



**Unit Projections

5-Year Athens Undergraduate Credit Hour Production



**Unit Projections

Health Sciences		FY15 Actuals	FY16 Actuals	FY17 Actuals	FY18 Budget	FY18 Forecast	FY19 Budget
REVENUES							
1	State Appropriations	\$ 43,200,014	\$ 38,923,176	\$ 31,692,889	\$ 29,409,978	\$ 29,409,978	\$ 30,012,515
2	State Appropriations - Capital	-	-	-	-	-	-
3	Gross Undergraduate Tuition & Fees	36,013,541	36,781,550	43,559,421	43,967,782	42,666,460	42,372,002
4	Undergraduate Financial Aid	(5,401,373)	(5,605,920)	(4,894,684)	(4,451,563)	(4,308,504)	(4,448,754)
5	Net Undergraduate Tuition & Fees	30,612,169	31,175,630	38,664,737	39,516,219	38,357,956	37,923,248
6	Gross Graduate Tuition & Fees	8,276,431	9,284,833	15,791,567	15,697,018	16,153,875	16,556,221
7	Graduate Financial Aid	(2,388,080)	(2,226,366)	(2,186,957)	(2,298,877)	(1,592,228)	(1,598,636)
8	Net Graduate Tuition & Fees	5,888,352	7,058,467	13,604,610	13,398,141	14,561,647	14,957,585
9	Room & Board	-	-	-	-	-	-
10	Grants & Contracts	6,055,619	5,951,025	3,651,946	4,703,445	2,029,298	870,066
11	Facilities & Admin Cost Recovery	215,423	138,966	193,913	32,443	141,874	62,406
12	Endowment Distributions	115,451	132,855	147,174	154,765	154,765	160,944
13	Gift Contributions	103,759	176,585	170,144	197,563	193,913	173,292
14	Investment Income	-	-	-	-	-	-
15	Internal & External Sales	2,435,416	2,566,874	4,781,327	2,751,870	3,028,387	3,536,796
16	Total Revenues	88,626,201	86,123,578	92,906,739	90,164,425	87,877,818	87,696,850
17	Administrative Cost Distribution	-	-	-	-	-	-
18	Subvention Distribution	(19,750,854)	(20,753,169)	(8,375,346)	(8,426,126)	(8,280,617)	(7,905,492)
19	Total Revenues & Revenue Allocations	\$ 68,875,347	\$ 65,370,409	\$ 84,531,393	\$ 81,738,299	\$ 79,597,201	\$ 79,791,358
20	Funding Transfers	\$ (493,315)	\$ (195,864)	\$ 13,455	\$ (189,238)	\$ 53,776	\$ 99,404
EXPENSES							
21	Total Salaries, Wages, & Other Payroll	17,260,165	18,366,516	19,743,247	20,670,058	21,117,617	20,657,294
22	Total Benefits	5,070,881	5,626,570	5,986,765	6,538,357	6,698,753	6,927,080
23	Supplies & Services	2,260,259	2,457,340	2,422,218	2,008,070	2,225,811	2,581,901
24	Professional Services	2,367,291	2,531,410	8,468,634	8,016,079	6,700,055	6,150,634
25	Occupancy & Maintenance	359,885	1,018,603	1,224,029	1,187,223	1,236,413	1,206,062
26	Capital Costs	194,883	119,748	425,924	-	-	-
27	Cost Of Goods Sold	313,445	278,250	259,276	274,312	152,853	194,906
28	External Debt Service - Principal	-	-	-	-	-	-
29	External Debt Service - Interest	-	-	-	-	-	-
30	Internal Principal & Interest	-	-	10,435,000	-	-	-
31	Depreciation	-	-	-	-	-	-
32	Other Operating Expense	249,815	233,232	154,727	188,652	219,133	267,872
33	Total Direct Expenses	28,076,622	30,631,669	49,119,820	38,882,751	38,350,634	37,985,748
34	Administrative Cost Allocations	23,729,268	25,044,984	30,879,099	30,775,337	30,775,337	31,642,042
35	Capital Cost Allocation	-	547,009	941,547	974,153	974,153	968,145
36	Subvention Allocation	7,963,067	7,808,948	10,255,180	10,354,582	10,319,824	10,359,587
37	Total Expenses & Expense Allocations	\$ 59,768,957	\$ 64,032,610	\$ 91,195,647	\$ 80,986,823	\$ 80,419,948	\$ 80,955,522
38	Results of Operations	\$ 9,599,705	\$ 1,533,663	\$ (6,677,709)	\$ 940,713	\$ (876,523)	\$ (1,263,568)
INVESTMENT TRANSFERS							
39	Transfer To (From) Operating Reserve	-	-	-	-	(1,525,591)	(1,400,954)
40	Transfer To (From) Plant Fund	3,327,885	12,132,737	(10,309,543)	-	403,988	-
41	Transfer To (From) Quasi Endowments	-	-	-	-	-	-
42	Repair & Replacement Transfers	-	-	-	-	-	-
43	Internal Bank Transfers	-	-	-	-	-	-
44	Other Transfers	(396)	15,579	47,338	-	-	-
45	Total Investment Transfers	\$ 3,327,489	\$ 12,148,317	\$ (10,262,205)	\$ -	\$ (1,121,603)	\$ (1,400,954)
46	Net Results	\$ 6,272,216	\$ (10,614,654)	\$ 3,584,496	\$ 940,713	\$ 245,080	\$ 137,386
47	Transfer Net Results to Fund Balance	6,272,216	(10,614,654)	3,584,496	940,713	245,080	137,386
48	Adjusted Net Results	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
39 + 47	Total Transfer To (From) Reserve	6,272,216	(10,614,654)	3,584,496	940,713	(1,280,511)	(1,263,568)

COLLEGE OF HEALTH SCIENCES AND PROFESSIONS

STRATEGIC RESOURCE OPPORTUNITIES AND CHALLENGES

One significant set of challenges relates to the need for the College of Health Sciences and Professions to continue to generate financial resources to support other units at the University. The College continues to stand as the largest at the University in terms of student headcount and the most efficiently operated in terms of the amount spent on operations for every dollar of revenue generated. A lean operational model makes it particularly challenging to dedicate resources to new initiatives and to identify strategies to reduce costs in response to increased financial pressures. When considering just on-campus students, the student to faculty ratio in CHSP is over 50:1, with some academic programs in the College maintaining ratios of over 100:1. Such large ratios make it difficult to dedicate resources to new opportunities.

A second set of challenges is associated with recent enrollment trends and pressures. Due to the dynamic nature of the health sector of the economy, demand has shifted for programs offered by the College. This is compounded by a rapidly evolving market in the online sector with many strong institutions entering the market. Despite success in attracting students to many programs, the College recognizes the current enrollment levels in a number of areas will eventually subside, which will require considerable planning and investment in new strategies to offset anticipated future enrollment declines. The College has begun planning to address the unique educational needs of professionals in the disciplines taught by the College. The College must invest in the following areas: education delivered in more distributed ways at new sites and through new pedagogies, educational activities that are not based on traditional academic-credited courses, and activities targeted to individuals across the entire course of their careers rather than just at the front-end.

Related to the above, there is vast, untapped enrollment potential in populations the College has not traditionally served. The College's previous investments in online education position it to move successfully into both international and new domestic markets—especially beyond the traditional boundaries of its programming. For example, delivery of curriculum in languages other than English, tying course content to noncredit CEU offerings, and building programs around competency-based models all stand as examples of ideas that might transform the enrollment footprint of the College.

The College has made great strides in developing focused attention on population health issues in the region and the State through the new Ohio Alliance for Innovation in Population Health. Driving this effort is a goal of positioning Ohio University as a primary resource in the eyes of State of Ohio leadership in addressing population health issues of critical importance. There is considerable potential to bring State investments to the University to support research and education on issues such as opiate abuse, chronic disease management, and maternal-infant health.

Finally, there is great opportunity in expanded community engagement—in terms of both research activities and new teaching opportunities. A community-engaged approach to research and teaching that addresses critical population health issues holds the potential to position the College as a key resource for government officials and local communities that wish to address those issues. Such an approach holds the potential to become a defining feature of the College's research footprint and its ability to generate grant and contract support for research activities.

INVESTMENT IN PROGRAMS, ACTIVITIES AND FACILITIES

The College has invested heavily in new program development, regularly submitting more new program and course proposals for curriculum review than any other unit at the University. Curriculum transformation remains one of the College's key investment strategies in order to keep curriculum current and develop new programs to replace those experiencing diminishing enrollment demand. A number of new programs are currently in some phase of exploration or development.

These include:

- New master's degree built on a stackable certificate model
- New master's degree in global health
- New master's degree and revised certificate in gerontology
- Revised certificate in clinical informatics
- New certificate in health policy
- New athletic training licensure program
- New Child Life Specialist licensure program
- New certificate in patient advocacy
- New certificate in veterans' health

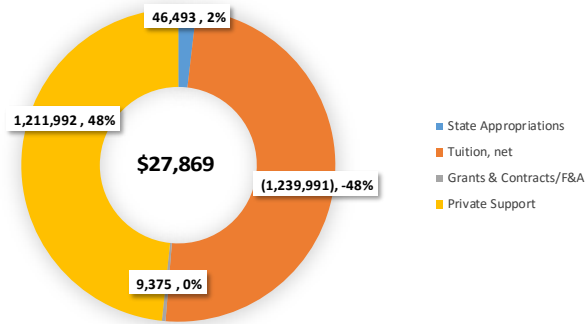
The College also continues to explore opportunities for aging and wellness programming in Dublin in collaboration with the City of Dublin and numerous other entities in the central Ohio region. The focus of this effort is on positioning the Dublin campus as a location defined by innovative teaching and research on aging and the City of Dublin as a community that is highly supportive of aging in place among its residents. This project is currently in the earliest phase of exploration.

KEY TRENDS & DRIVERS

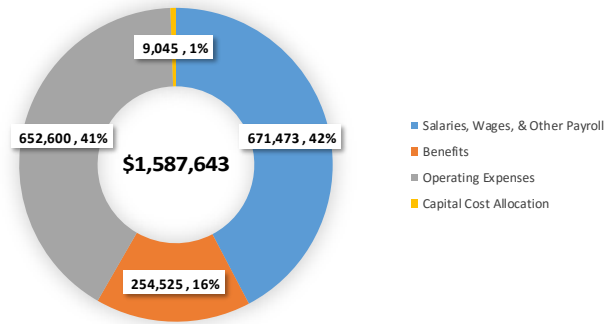
- Rapidly evolving models of healthcare delivery and requisite approach to training future healthcare professionals. The College is required to constantly update its curricula. Further, with 11 different accrediting organizations and numerous licensing boards associated with programs in the College, there is an ongoing need to remain responsive to evolving accrediting and licensure standards in its various disciplines.
- The introduction of more competitors and varying models of program delivery in the online and distributed education environment. This is further complicated by evolving requirements of state departments of accreditation and professional licensing boards regarding delivery of online instruction and on-site clinical experiences in other states.
- Pressures to find adequate clinical rotations and placements to support large enrollments in many programs. This is tied to increased pressure for clinical rotations from other institutions and other programs within the institution. As a result, the College has been forced to scale back admission into a number of clinical programs by as much as 40%. Increasing demands of partner healthcare systems for clinical placements also creates increased financial pressure on the College. With over 3,500 clinical placements a year, demand for payment for clinical placements represents a substantial financial issue.
- University budget pressures tied to variations in state funding and enrollment patterns. This environment creates financial issues in terms of retaining resources to invest in new strategic initiatives.
- Opportunities (not yet fully known) that exist for the College and its programs at Dublin and across the OU footprint. The College of Health Sciences and Professions can be a major part of the University's commitment to expand its engagement across its region.

11.2.8 Honors Tutorial College

FY19 Budgeted Revenues

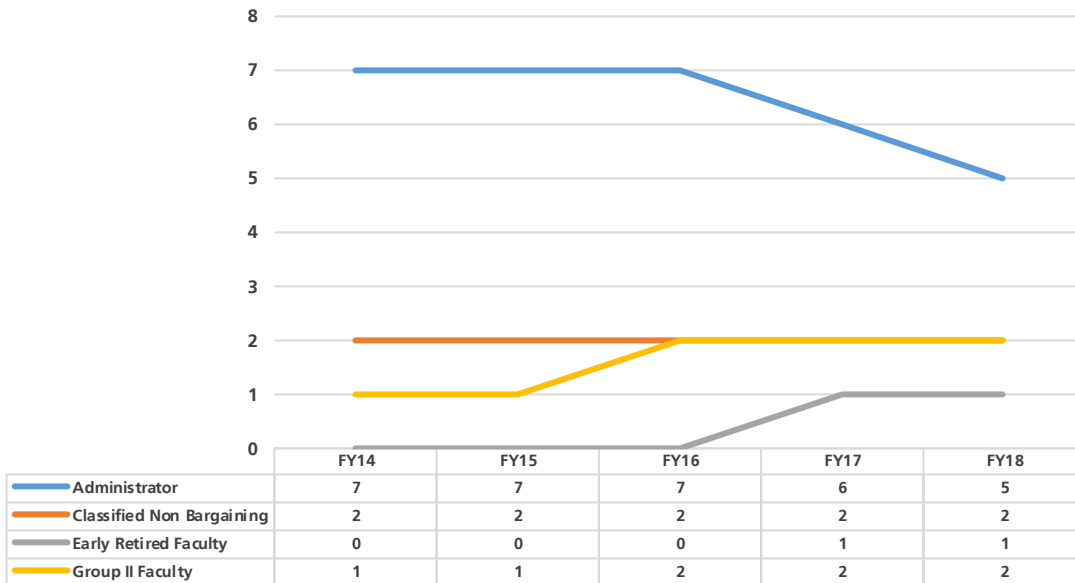


FY19 Budgeted Expenses & Allocations

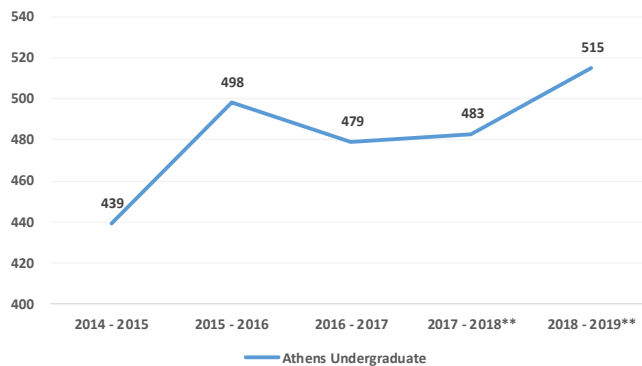


Excludes administrative cost and subvention allocations to align with anticipated budget model changes (see Section 18.1).

Five Year Faculty/Staff Headcount Trends



5-Year Athens Undergraduate Credit Hour Production



**Unit Projections

Honors		FY15 Actuals	FY16 Actuals	FY17 Actuals	FY18 Budget	FY18 Forecast	FY19 Budget
REVENUES							
1	State Appropriations	\$ 21,768	\$ 23,112	\$ 43,028	\$ 47,224	\$ 47,224	\$ 46,493
2	State Appropriations - Capital	-	-	-	-	-	-
3	Gross Undergraduate Tuition & Fees	43,514	214,473	155,273	172,475	172,475	164,656
4	Undergraduate Financial Aid	(617,951)	(728,202)	(1,019,127)	(1,210,581)	(1,213,551)	(1,404,647)
5	Net Undergraduate Tuition & Fees	(574,437)	(513,728)	(863,855)	(1,038,106)	(1,041,076)	(1,239,991)
6	Gross Graduate Tuition & Fees	-	-	-	-	-	-
7	Graduate Financial Aid	-	-	-	-	-	-
8	Net Graduate Tuition & Fees	-	-	-	-	-	-
9	Room & Board	-	-	-	-	-	-
10	Grants & Contracts	-	-	7,095	-	9,375	9,375
11	Facilities & Admin Cost Recovery	-	-	-	-	-	-
12	Endowment Distributions	876,886	1,029,744	1,077,878	1,194,153	977,548	1,186,992
13	Gift Contributions	29,687	59,752	81,144	30,000	25,000	25,000
14	Investment Income	-	-	-	-	-	-
15	Internal & External Sales	1,000	-	354	-	-	-
16	Total Revenues	354,905	598,880	345,645	233,271	18,071	27,869
17	Administrative Cost Distribution	-	-	-	-	-	-
18	Subvention Distribution	1,155,106	1,539,813	1,430,963	1,366,742	1,298,480	1,370,873
19	Total Revenues & Revenue Allocations	\$ 1,510,011	\$ 2,138,693	\$ 1,776,608	\$ 1,600,013	\$ 1,316,551	\$ 1,398,743
20	Funding Transfers	\$ (21,706)	\$ (44,494)	\$ (113,604)	\$ (60,670)	\$ (41,375)	\$ (486,375)
EXPENSES							
21	Total Salaries, Wages, & Other Payroll	778,520	870,774	734,938	757,377	687,723	671,473
22	Total Benefits	250,031	276,375	258,899	269,790	250,503	254,525
23	Supplies & Services	338,085	290,125	307,479	491,095	478,495	518,370
24	Professional Services	15,500	8,962	18,511	-	12,000	116,000
25	Occupancy & Maintenance	5,298	9,439	5,094	16,730	16,300	18,230
26	Capital Costs	360	-	-	-	-	-
27	Cost Of Goods Sold	-	566	-	-	-	-
28	External Debt Service - Principal	-	-	-	-	-	-
29	External Debt Service - Interest	-	-	-	-	-	-
30	Internal Principal & Interest	-	-	-	-	-	-
31	Depreciation	-	-	-	-	-	-
32	Other Operating Expense	3,568	2,853	20	-	-	-
33	Total Direct Expenses	1,391,362	1,459,095	1,324,940	1,534,992	1,445,021	1,578,598
34	Administrative Cost Allocations	106,608	108,528	204,226	183,182	183,182	182,016
35	Capital Cost Allocation	-	9,179	9,265	9,005	9,005	9,045
36	Subvention Allocation	5,306	22,488	16,198	23,706	23,706	22,605
37	Total Expenses & Expense Allocations	\$ 1,503,276	\$ 1,599,290	\$ 1,554,630	\$ 1,750,885	\$ 1,660,914	\$ 1,792,263
38	Results of Operations	\$ 28,440	\$ 583,897	\$ 335,583	\$ (90,202)	\$ (302,988)	\$ 92,854
INVESTMENT TRANSFERS							
39	Transfer To (From) Operating Reserve	-	-	-	(94,022)	(94,022)	-
40	Transfer To (From) Plant Fund	56,042	(15,091)	-	-	-	-
41	Transfer To (From) Quasi Endowments	-	-	-	-	-	-
42	Repair & Replacement Transfers	-	-	-	-	-	-
43	Internal Bank Transfers	-	-	-	-	-	-
44	Other Transfers	-	-	-	-	-	-
45	Total Investment Transfers	\$ 56,042	\$ (15,091)	\$ -	\$ (94,022)	\$ (94,022)	\$ -
46	Net Results	\$ (27,601)	\$ 598,988	\$ 335,583	\$ 3,820	\$ (208,966)	\$ 92,854
47	Transfer Net Results to Fund Balance	(27,601)	598,988	335,583	3,820	(208,966)	92,854
48	Adjusted Net Results	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
39 + 47	Total Transfer To (From) Reserve	(27,601)	598,988	335,583	(90,202)	(302,988)	92,854

HONORS TUTORIAL COLLEGE

STRATEGIC RESOURCE OPPORTUNITIES AND CHALLENGES

The college's financial goals are to deliver high-quality academic and enrichment programs as efficiently as possible and to steward endowments responsibly. The Manasseh Cutler Scholars Program (CSP) joined the Honors Tutorial College in FY16. The pilot of the OHIO Honors Program (OHP) will launch in FY19.

INVESTMENT IN PROGRAMS, ACTIVITIES AND FACILITIES

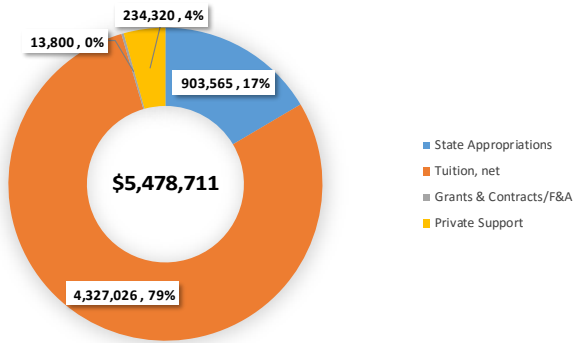
Trisolini House, home of the Manasseh Cutler Scholars Program (CSP), has significant deferred maintenance needs. University Planning has identified CSP as one of the programs that will be housed in the proposed Center for Academic Engagement in the renovated 29 Park Place complex. By FY20, the CSP will serve 65 scholars enrolled in degree programs across campus.

A steering committee of administrative leaders and faculty members from all colleges is working to enhance and refine the curricular components of the proposed OHIO Honors Program (OHP) that will serve 4 to 5% of Athens campus undergraduates in all majors and boost institutional recruitment and retention efforts. In fall 2018, OHP will welcome a pilot class of approximately 100 first-year students from select majors. An Associate Director for OHP will join the unit in May 2018.

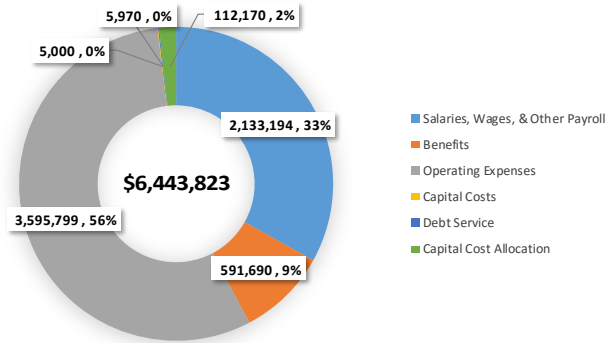
KEY TRENDS & DRIVERS

- HTC offers 38 programs of study in partnership with the College of Arts & Sciences, College of Fine Arts, College of Health Sciences & Professions, Scripps College of Communication, and the Russ College of Engineering.
- The College's share of tuition and state appropriations flows directly to the colleges that house the faculty who teach and advise our students, except for the credit hour revenue generated by HTC courses. It is anticipated that a similar model will be used for the expanded OHIO Honors Program.
- For the third year in a row, the yield rate for admitted HTC first-year students is above 70%. The FY19 incoming class is anticipated to include 75 high-achieving students from across the state and nation.
- HTC students receive Signature Premier Scholarships, which are valued at the cost of full in-state tuition.
- Cutler Scholars receive generous endowed scholarships of varying amounts and \$3,000 annually for enrichment activities.
- The Office of Nationally Competitive Awards (ONCA) helps graduate and undergraduate students apply for internationally competitive scholarships, fellowships, and summer enrichment activities.
- The planning unit will fill three existing positions—the dean of the college, the director of the Office of Nationally Competitive Awards, and the HTC group II faculty member in FY19.

FY19 Budgeted Revenues

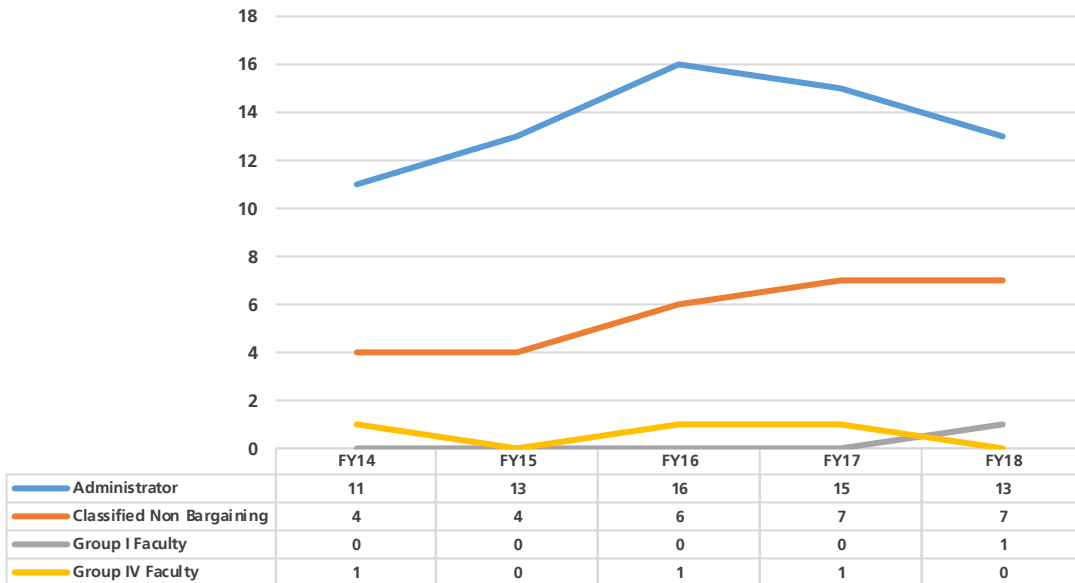


FY19 Budgeted Expenses & Allocations

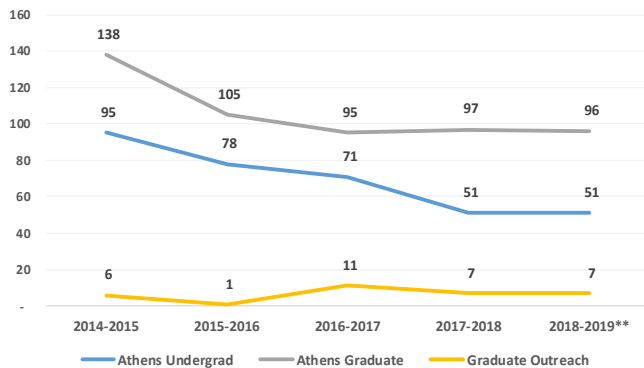


Excludes administrative cost and subvention allocations to align with anticipated budget model changes (see Section 18.1).

Five Year Faculty/Staff Headcount Trends

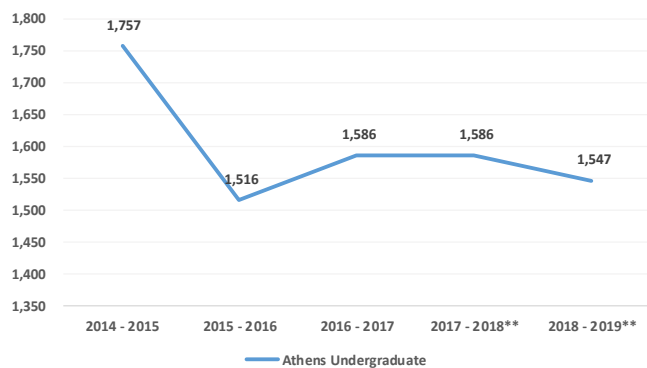


5-Year Student Enrollment by Classification



**Unit Projections

5-Year Athens Undergraduate Credit Hour Production



**Unit Projections

	OGAIS	FY15 Actuals	FY16 Actuals	FY17 Actuals	FY18 Budget	FY18 Forecast	FY19 Budget
REVENUES							
1	State Appropriations	\$ 671,172	\$ 685,440	\$ 783,331	\$ 874,668	\$ 874,668	\$ 903,565
2	State Appropriations - Capital	-	-	-	-	-	-
3	Gross Undergraduate Tuition & Fees	3,420,681	4,779,223	4,790,851	4,831,583	5,225,633	4,916,730
4	Undergraduate Financial Aid	(429,606)	(695,420)	(776,325)	(304,571)	(770,806)	(719,069)
5	Net Undergraduate Tuition & Fees	2,991,075	4,083,803	4,014,526	4,527,012	4,454,828	4,197,662
6	Gross Graduate Tuition & Fees	2,008,733	1,642,262	1,447,034	1,743,600	1,598,519	1,598,519
7	Graduate Financial Aid	(1,818,062)	(1,336,483)	(1,329,929)	(1,464,753)	(1,469,155)	(1,469,155)
8	Net Graduate Tuition & Fees	190,671	305,779	117,105	278,847	129,364	129,364
9	Room & Board	-	-	-	-	-	-
10	Grants & Contracts	582,477	559,872	375,866	-	125,325	13,800
11	Facilities & Admin Cost Recovery	11,925	2,133	17,297	-	-	-
12	Endowment Distributions	212,896	233,214	239,802	234,320	234,320	234,320
13	Gift Contributions	27,595	(2,323)	14	-	500	-
14	Investment Income	-	-	-	-	-	-
15	Internal & External Sales	156,098	141,214	673,221	497,026	1,086,307	-
16	Total Revenues	4,843,908	6,009,133	6,221,161	6,411,873	6,905,311	5,478,711
17	Administrative Cost Distribution	-	-	-	-	-	-
18	Subvention Distribution	2,589,472	2,769,565	2,360,455	2,211,460	2,211,460	2,706,708
19	Total Revenues & Revenue Allocations	\$ 7,433,380	\$ 8,778,699	\$ 8,581,616	\$ 8,623,333	\$ 9,116,771	\$ 8,185,419
20	Funding Transfers	\$ (188,396)	\$ 130,694	\$ 133,445	\$ 65,000	\$ 130,200	\$ 65,640
EXPENSES							
21	Total Salaries, Wages, & Other Payroll	2,386,244	2,378,122	2,582,917	2,257,641	2,174,603	2,133,194
22	Total Benefits	575,630	613,601	647,259	629,099	600,662	591,690
23	Supplies & Services	2,296,334	3,401,344	3,080,532	3,711,223	3,435,892	3,483,026
24	Professional Services	378,822	477,940	407,578	169,000	146,929	55,250
25	Occupancy & Maintenance	41,223	69,441	74,251	13,200	14,646	16,400
26	Capital Costs	-	3,000	-	10,000	-	5,000
27	Cost Of Goods Sold	-	-	-	-	-	-
28	External Debt Service - Principal	-	-	-	-	-	-
29	External Debt Service - Interest	-	-	-	-	-	-
30	Internal Principal & Interest	5,879	5,879	5,879	5,970	5,970	5,970
31	Depreciation	-	-	-	-	-	-
32	Other Operating Expense	7,268	12,725	13,571	48,063	33,123	41,123
33	Total Direct Expenses	5,691,400	6,962,052	6,811,987	6,844,196	6,411,825	6,331,653
34	Administrative Cost Allocations	1,250,460	1,226,532	1,156,858	1,051,418	1,051,418	1,044,864
35	Capital Cost Allocation	-	163,913	110,043	109,512	109,512	112,170
36	Subvention Allocation	471,826	512,061	512,061	465,513	431,887	396,146
37	Total Expenses & Expense Allocations	\$ 7,413,686	\$ 8,864,558	\$ 8,590,949	\$ 8,470,639	\$ 8,004,642	\$ 7,884,834
38	Results of Operations	\$ 208,089	\$ (216,553)	\$ (142,778)	\$ 87,694	\$ 981,929	\$ 234,945
INVESTMENT TRANSFERS							
39	Transfer To (From) Operating Reserve	-	-	-	-	-	-
40	Transfer To (From) Plant Fund	12,981	604	-	-	-	-
41	Transfer To (From) Quasi Endowments	-	-	-	-	-	-
42	Repair & Replacement Transfers	-	-	-	-	-	-
43	Internal Bank Transfers	-	-	-	-	-	-
44	Other Transfers	(1,160)	(7,671)	(3,258)	-	-	-
45	Total Investment Transfers	\$ 11,821	\$ (7,067)	\$ (3,258)	\$ -	\$ -	\$ -
46	Net Results	\$ 196,268	\$ (209,487)	\$ (139,520)	\$ 87,694	\$ 981,929	\$ 234,945
47	Transfer Net Results to Fund Balance	196,268	(209,487)	(139,520)	87,694	981,929	234,945
48	Adjusted Net Results	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
39 + 47	Total Transfer To (From) Reserve	196,268	(209,487)	(139,520)	87,694	981,929	234,945

OFFICE OF GLOBAL AFFAIRS AND INTERNATIONAL STUDIES

STRATEGIC RESOURCE OPPORTUNITIES AND CHALLENGES

The Office of Global Affairs and International Studies (OGAIS) overall is experiencing no major changes in resources

The Center for International Studies (CIS) student enrollments remain consistent and tuition revenues are expected to remain flat.

INVESTMENT IN PROGRAMS, ACTIVITIES AND FACILITIES

CIS is developing series of new educational offerings including but not limited to 4+1 degree programs, continuing education through GLC for high school students and/or lifelong learners, and online courses. CIS hired a world languages lecturer/coordinator with a goal to increase world languages (formerly less commonly taught languages) enrollment at the university. Investing more time and resources in enrollment and retention strategies is also a critical focus.

The Office of Global Opportunities (OGO) is exploring software/cloud solutions that could support travel tracking of students. This would help support risk mitigation and management efforts, provide better and quicker support for travelers and could seamlessly connect with OHIO's existing risk management tools (e.g. study abroad health insurance and International SOS membership).

The Office of Global Affairs (OGA) continues to implement the global communication and networking strategy to mainstream globalization across the university. OGA will also continue to develop performance metrics and a database to support measurement of outcomes and to strengthen relationship management across the university and increase strategic partnership activities.

International Student and Faculty Services (ISFS) is utilizing funds requested through FY17 carryforward process to upgrade Walter International Education Center's meeting room hardware. Replacement of aging projectors with television screens and updates to computer systems is required to support *Sunapsis* student immigration support system implementation.

KEY TRENDS & DRIVERS

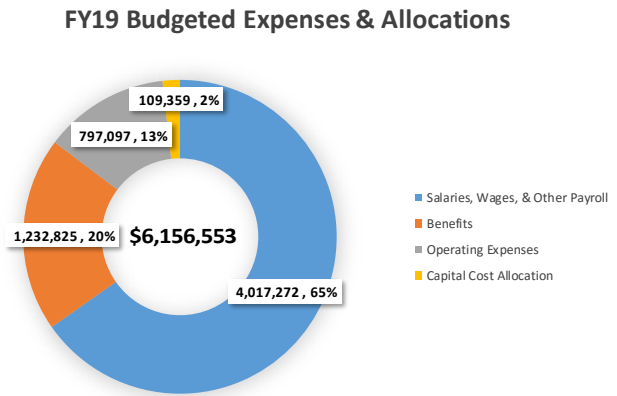
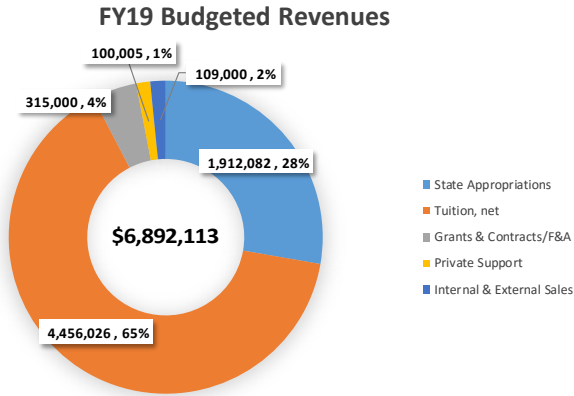
CIS aims to increase quality of programs and revenue streams through a reorganization of human resources and investment of modest resources to focus on student needs and faculty support.

OGO continues to strategize around new allocation model and how the funds will be used to best support mission activities. Deadlines for new proposal submissions have been modified to better align it to the budget timeline to facilitate accurate estimate of credit hours to be used in the coming fiscal year. Program coordinators are managing larger portfolios in addition to other responsibilities such as risk management and oversight of student advising.

ISFS has finalized a reorganization and firmed up the permanent positions. The Director of International Services and Operations is charged to forge a stronger relationship with internal and external constituents and support international student success through mainstreaming of programs and capacity building across the university. The Associate Director will lead the immigration support for international students and scholars.

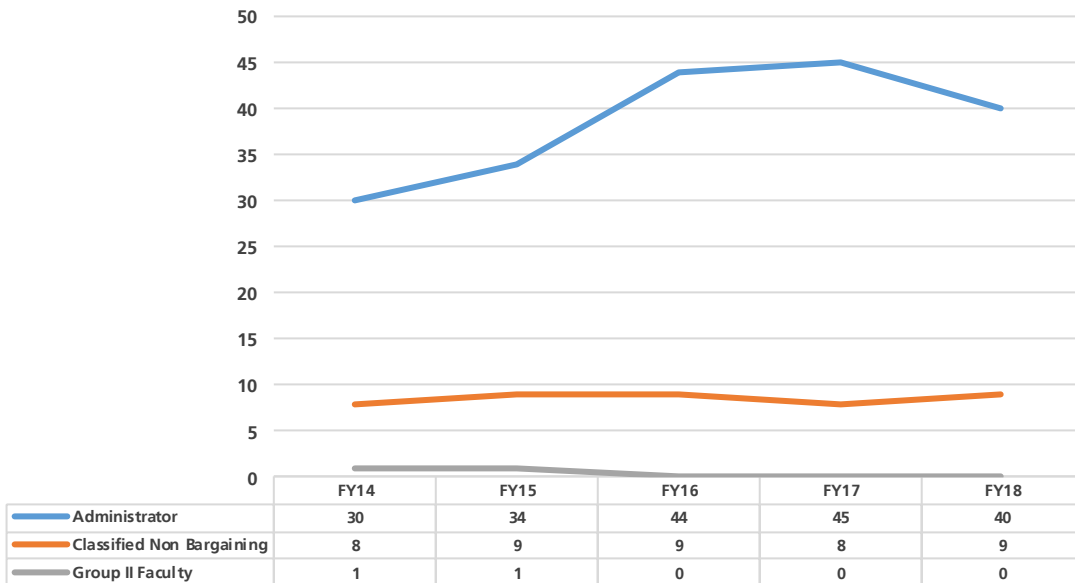
A final recommendation has been provided to the EVPP that OPIE report directly to the Dean of College of Arts and Sciences or relocate to OGAIIS in the interest of best supporting international recruitment and retention.

11.2.10 University College

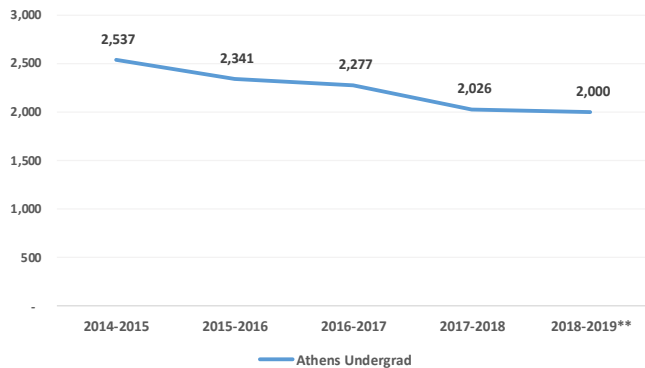


Excludes administrative cost and subvention allocations to align with anticipated budget model changes (see Section 18.1).

Five Year Faculty/Staff Headcount Trends

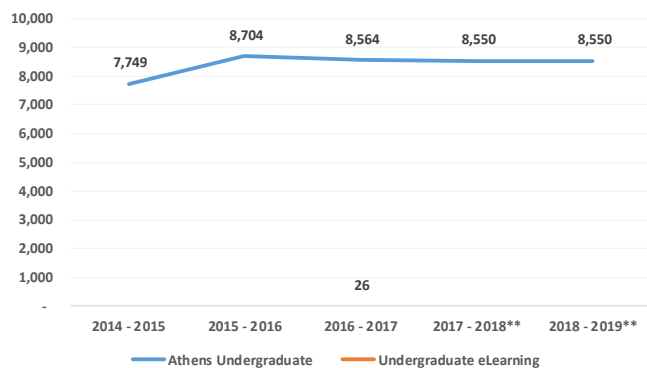


5-Year Student Enrollment by Classification



**Unit Projections

5-Year Athens Undergraduate Credit Hour Production



**Unit Projections

University College		FY15 Actuals	FY16 Actuals	FY17 Actuals	FY18 Budget	FY18 Forecast	FY19 Budget
REVENUES							
1	State Appropriations	\$ 3,666,444	\$ 2,989,140	\$ 1,956,593	\$ 1,989,706	\$ 1,989,706	\$ 1,912,082
2	State Appropriations - Capital	-	-	-	-	-	-
3	Gross Undergraduate Tuition & Fees	4,953,501	5,543,921	7,062,211	7,259,628	7,259,628	6,764,421
4	Undergraduate Financial Aid	(2,026,372)	(2,188,378)	(2,449,247)	(2,319,833)	(2,337,387)	(2,300,207)
5	Net Undergraduate Tuition & Fees	2,927,129	3,355,543	4,612,964	4,939,795	4,922,241	4,464,214
6	Gross Graduate Tuition & Fees	-	-	-	-	-	-
7	Graduate Financial Aid	-	(24,602)	(18,376)	-	(8,188)	(8,188)
8	Net Graduate Tuition & Fees	-	(24,602)	(18,376)	-	(8,188)	(8,188)
9	Room & Board	-	-	-	-	-	-
10	Grants & Contracts	294,687	275,970	302,346	315,000	315,000	315,000
11	Facilities & Admin Cost Recovery	21,273	16,135	16,401	-	-	-
12	Endowment Distributions	12,548	16,039	17,446	22,482	22,482	25,005
13	Gift Contributions	121,383	60,791	53,483	75,000	75,000	75,000
14	Investment Income	-	-	-	-	-	-
15	Internal & External Sales	129,057	105,868	128,600	109,000	109,000	109,000
16	Total Revenues	7,172,521	6,794,884	7,069,457	7,450,983	7,425,241	6,892,113
17	Administrative Cost Distribution	-	-	-	-	-	-
18	Subvention Distribution	5,457,556	7,292,886	11,045,942	10,568,487	10,568,487	9,763,797
19	Total Revenues & Revenue Allocations	\$ 12,630,077	\$ 14,087,771	\$ 18,115,399	\$ 18,019,470	\$ 17,993,728	\$ 16,655,911
20	Funding Transfers	\$ (1,530,939)	\$ (881,554)	\$ (352,325)	\$ (626,704)	\$ (215,811)	\$ (253,325)
EXPENSES							
21	Total Salaries, Wages, & Other Payroll	3,880,465	4,077,062	4,326,804	4,017,395	4,025,395	4,017,272
22	Total Benefits	1,163,260	1,265,819	1,303,224	1,431,417	1,431,418	1,232,825
23	Supplies & Services	645,845	769,363	701,106	982,547	803,845	572,577
24	Professional Services	157,116	606,569	479,612	424,562	191,500	191,500
25	Occupancy & Maintenance	54,712	49,094	47,827	48,536	68,668	33,020
26	Capital Costs	5,689	150	418	-	-	-
27	Cost Of Goods Sold	-	1,780	356	-	-	-
28	External Debt Service - Principal	-	-	-	-	-	-
29	External Debt Service - Interest	-	-	-	-	-	-
30	Internal Principal & Interest	-	-	-	-	-	-
31	Depreciation	-	-	-	-	-	-
32	Other Operating Expense	7,629	(529)	1,216	17,500	17,500	-
33	Total Direct Expenses	5,914,717	6,769,308	6,860,563	6,921,957	6,538,326	6,047,194
34	Administrative Cost Allocations	7,001,028	7,419,024	11,038,545	10,741,692	10,741,692	9,951,896
35	Capital Cost Allocation	-	65,819	79,637	112,586	112,586	109,359
36	Subvention Allocation	915,892	759,739	740,262	869,938	869,938	800,787
37	Total Expenses & Expense Allocations	\$ 13,831,637	\$ 15,013,890	\$ 18,719,007	\$ 18,646,173	\$ 18,262,542	\$ 16,909,236
38	Results of Operations	\$ 329,380	\$ (44,566)	\$ (251,283)	\$ 1	\$ (53,003)	\$ -
INVESTMENT TRANSFERS							
39	Transfer To (From) Operating Reserve	-	-	-	-	-	-
40	Transfer To (From) Plant Fund	3,521	241,000	(27,472)	-	-	-
41	Transfer To (From) Quasi Endowments	-	-	-	-	-	-
42	Repair & Replacement Transfers	-	-	-	-	-	-
43	Internal Bank Transfers	-	-	-	-	-	-
44	Other Transfers	-	-	-	-	-	-
45	Total Investment Transfers	\$ 3,521	\$ 241,000	\$ (27,472)	\$ -	\$ -	\$ -
46	Net Results	\$ 325,859	\$ (285,566)	\$ (223,811)	\$ 1	\$ (53,003)	\$ -
47	Transfer Net Results to Fund Balance	325,859	(285,566)	(223,811)	1	(53,003)	-
48	Adjusted Net Results	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
39 + 47	Total Transfer To (From) Reserve	325,859	(285,566)	(223,811)	1	(53,003)	-

UNIVERSITY COLLEGE

STRATEGIC RESOURCE OPPORTUNITIES AND CHALLENGES

University College serves to fulfill unique needs within the institution through degree programs, facilitating access, fostering student engagement and success, and improving student retention. The programs, services, and initiatives of the College support students and academic departments across all colleges and campuses. The collaborative nature of the College's work has allowed us to strategically impact student success as well as utilize resources efficiently.

INVESTMENT IN PROGRAMS, ACTIVITIES AND FACILITIES

Innovative programs, activities, and partnerships that strategically impact individual students as well as institutional measures continue to be the priority for investments from the College. In partnership with other units the College has continued to invest in the implementation and improved utilization of the My Ohio Success Network (MOSN) to identify at risk students and deliver appropriate intervention. The College has continued to support faculty and professional advisors in using the system and has continued to partner with academic departments across campus to strategically expand the use of MOSN to meet departmental and student needs.

The College continues to foster internal collaboration between units including cross-training graduate assistants to support multiple programs or services (such as academic skills coaching, tutoring, supplemental instruction), leveraging student contacts with Student Accessibility Services to fulfill College Achievement Program grant requirements, or combined training for student leaders in various programs (Learning Communities, tutoring, supplemental instruction).

Deliberate partnership with Institutional Research to understand the impacts of academic advising for undecided students will assist the college in refining our advising process for undeclared majors and allow for partnerships with other colleges which better assists students in transitioning from undeclared to declared.

KEY TRENDS & DRIVERS

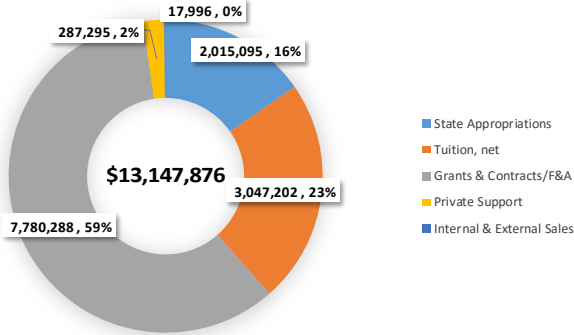
The College continues to be keenly focused on enrollment plans and goals to assure programs are "right sized" each year since many of the colleges services or programs are impacted by the overall numbers of students at the institution or entering the University each year.

The College also identifies and incorporates emerging literature and best practices about how to impact retention, success, and graduation of specific populations to strategically support the institutional outcomes as well as address unique needs of student populations.

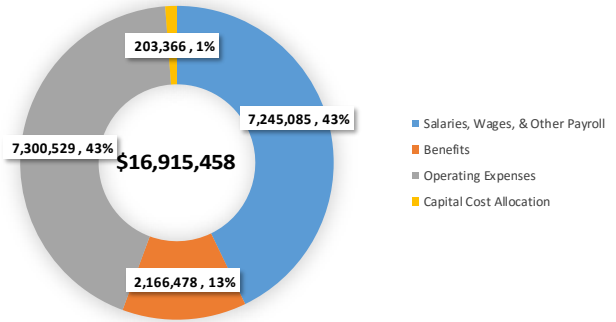
The leadership of the College continues to engage in conversations about organizational efficiency and effectiveness to identify areas for more intentional collaboration, sharing of resources, or resource reallocation to increase our ability to achieve effective outcomes.

11.2.11 Voinovich School of Leadership & Public Affairs

FY19 Budgeted Revenues

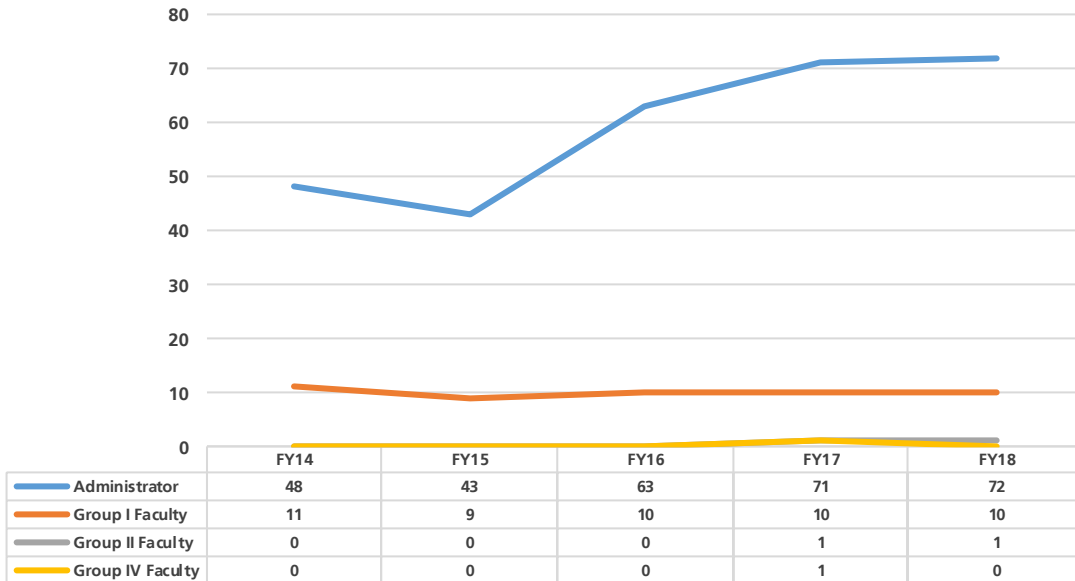


FY19 Budgeted Expenses & Allocations

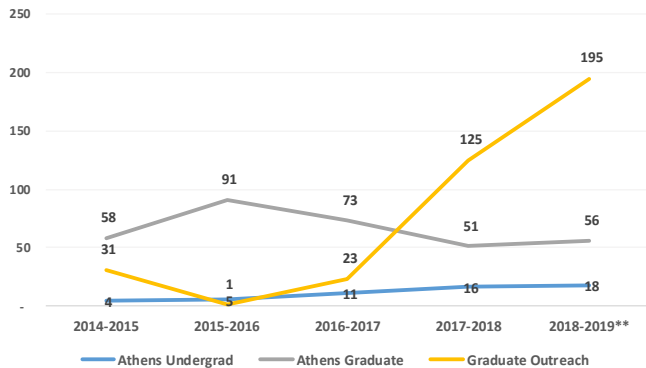


Excludes administrative cost and subvention allocations to align with anticipated budget model changes (see Section 18.1).

Five Year Faculty/Staff Headcount Trends

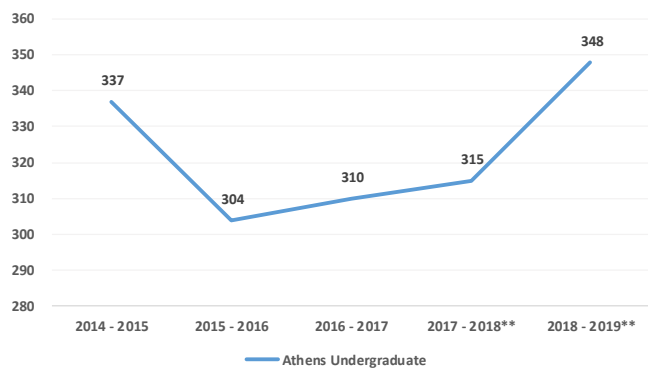


5-Year Student Enrollment by Classification



**Unit Projections

5-Year Athens Undergraduate Credit Hour Production



**Unit Projections

Voinovich		FY15 Actuals	FY16 Actuals	FY17 Actuals	FY18 Budget	FY18 Forecast	FY19 Budget
REVENUES							
1	State Appropriations	\$ 986,577	\$ 1,764,132	\$ 2,138,252	\$ 2,249,991	\$ 1,952,991	\$ 2,015,095
2	State Appropriations - Capital	-	-	-	-	-	-
3	Gross Undergraduate Tuition & Fees	82,602	133,288	108,600	113,361	113,361	117,135
4	Undergraduate Financial Aid	(17,372)	(52,136)	(20,096)	(19,752)	(19,752)	(21,564)
5	Net Undergraduate Tuition & Fees	65,230	81,152	88,504	93,609	93,609	95,571
6	Gross Graduate Tuition & Fees	849,944	974,842	1,317,168	2,275,896	2,106,787	3,357,019
7	Graduate Financial Aid	(391,562)	(435,521)	(480,308)	(391,875)	(384,244)	(405,388)
8	Net Graduate Tuition & Fees	458,383	539,321	836,860	1,884,021	1,722,543	2,951,631
9	Room & Board	-	-	-	-	-	-
10	Grants & Contracts	4,224,505	4,528,206	4,335,395	5,796,085	6,676,390	6,896,663
11	Facilities & Admin Cost Recovery	609,910	591,648	648,912	748,610	907,082	883,625
12	Endowment Distributions	16,385	17,065	17,560	19,432	19,432	64,925
13	Gift Contributions	123,422	109,453	65,782	41,864	221,791	222,370
14	Investment Income	-	-	-	-	-	-
15	Internal & External Sales	326,791	480,554	264,182	200,191	37,996	17,996
16	Total Revenues	6,811,203	8,111,531	8,395,447	11,033,803	11,631,833	13,147,876
17	Administrative Cost Distribution	-	-	-	-	-	-
18	Subvention Distribution	4,735,556	5,064,258	4,114,584	3,609,775	3,664,584	3,845,504
19	Total Revenues & Revenue Allocations	\$ 11,546,759	\$ 13,175,788	\$ 12,510,031	\$ 14,643,578	\$ 15,296,417	\$ 16,993,380
20	Funding Transfers	\$ (1,307,238)	\$ (2,300,087)	\$ (1,801,954)	\$ (2,129,258)	\$ (1,857,677)	\$ (892,828)
EXPENSES							
21	Total Salaries, Wages, & Other Payroll	5,150,612	5,895,155	6,823,935	7,373,571	7,291,168	7,245,085
22	Total Benefits	1,554,817	1,808,428	2,025,041	2,225,072	2,187,898	2,166,478
23	Supplies & Services	714,694	796,624	902,761	855,145	901,456	795,417
24	Professional Services	3,118,033	2,763,156	2,220,449	4,485,227	4,972,583	6,437,549
25	Occupancy & Maintenance	66,540	53,918	59,142	75,620	72,563	67,563
26	Capital Costs	14,945	-	16,250	-	-	-
27	Cost Of Goods Sold	-	-	-	-	-	-
28	External Debt Service - Principal	-	-	-	-	-	-
29	External Debt Service - Interest	-	-	-	-	-	-
30	Internal Principal & Interest	-	-	-	-	-	-
31	Depreciation	-	-	-	-	-	-
32	Other Operating Expense	4,078	36	125	2,500	-	-
33	Total Direct Expenses	10,623,719	11,317,318	12,047,703	15,017,135	15,425,668	16,712,092
34	Administrative Cost Allocations	1,909,668	1,621,140	1,328,441	1,304,529	1,304,529	1,536,113
35	Capital Cost Allocation	-	215,473	199,720	201,092	201,092	203,366
36	Subvention Allocation	134,810	166,973	280,626	423,799	423,580	582,193
37	Total Expenses & Expense Allocations	\$ 12,668,197	\$ 13,320,904	\$ 13,856,491	\$ 16,946,556	\$ 17,354,869	\$ 19,033,764
38	Results of Operations	\$ 185,800	\$ 2,154,971	\$ 455,495	\$ (173,719)	\$ (200,775)	\$ (1,147,556)
INVESTMENT TRANSFERS							
39	Transfer To (From) Operating Reserve	-	-	-	(181,528)	13,252	(1,187,028)
40	Transfer To (From) Plant Fund	(2,602)	6,130	83,573	-	-	-
41	Transfer To (From) Quasi Endowments	-	-	-	-	-	-
42	Repair & Replacement Transfers	-	-	-	-	-	-
43	Internal Bank Transfers	-	-	-	-	-	-
44	Other Transfers	-	7,499	(16,365)	-	-	-
45	Total Investment Transfers	\$ (2,602)	\$ 13,629	\$ 67,208	\$ (181,528)	\$ 13,252	\$ (1,187,028)
46	Net Results	\$ 188,401	\$ 2,141,342	\$ 388,287	\$ 7,809	\$ (214,027)	\$ 39,472
47	Transfer Net Results to Fund Balance	188,401	2,141,342	388,287	7,809	(214,027)	39,472
48	Adjusted Net Results	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
39 + 47	Total Transfer To (From) Reserve	188,401	2,141,342	388,287	(173,719)	(200,775)	(1,147,556)

VOINOVICH SCHOOL

The Voinovich School of Leadership and Public Affairs is a catalyst for regional, state and national collective impact in a broad range of public and social engagement policy areas such as health and wellness, education, the environment, entrepreneurship, and economic development. Senator George V. Voinovich encouraged us “to empower people and galvanize their energy and resources to help solve our problems, meet our challenges, and seize our opportunities.” Over the last 10 years, the Voinovich School’s efforts to achieve this vision have attracted national attention. The School has been ranked as the 39th most Innovative Public Service School in the nation and elevated to the top 100 U.S. News and World Report Best Public Affairs Grad Schools – climbing 20 places to 77th nationally in 2017 alone. These are all the more impressive given that the School is just ten years old. No other public affairs school in the United States combines an educational mission with business technology commercialization, public sector capacity building and environmental impact.. As a result of this and other exciting work, the Voinovich School is recognized as a leader in areas as diverse as rural economic development, watershed remediation, and community-based opiate addiction prevention.

As described by Michael Smith, Dean of the School of Government at UNC Chapel Hill:

“The Voinovich School is a best-in-class example of engaged scholarship – taking knowledge from research in multiple disciplines and applying it to address the most pressing challenges facing communities in Ohio. Better than any public affairs program in the country, the Voinovich School works across all sectors – government, corporate and nonprofit – and involves students with faculty and professionals in making a real, practical difference in the world. The School has become a model for its peers in other universities across the country.” June, 2017

Partnerships with nonprofit organizations, government and the private sector create public value by leveraging the expertise of 15 tenure-track faculty, 72 professional staff, 16 practitioners who serve as adjunct faculty, and more than a dozen Executives in Residence. Home to the Master of Public Administration and the Master of Science in Environmental Studies degree programs, the Voinovich School engages nearly 200 students in a combination of hands-on learning opportunities and networking to bring ideas to life. Students are integral partners with faculty and professional staff in conducting applied research and consulting. The School is ranked fourth in attracting external research and sponsored program dollars at Ohio University. These dollars, along with Ohio University’s investment, support the Voinovich School’s continued leadership in fulfilling President Nellis’ commitment to create an engagement ecosystem that serves as “a positive catalyst of economic and quality of life change in Appalachia.”

STRATEGIC RESOURCE OPPORTUNITIES AND CHALLENGES

The Voinovich School’s strategy focuses on (1) public-private partnerships that address critical issues facing communities here in Ohio, the nation, and abroad (2) platform networks for success across the private, social and public sectors; and (3) drawing multidisciplinary resources from across campuses to support these partnerships and networks. Following this approach, the School has been able to provide resources and expertise to some of the State’s most distressed communities, assisting them to build the local leadership and capacity necessary to identify and implement innovative solutions. Many of these innovations and partnership have been replicated at the State, regional, or national level.

INVESTMENT IN PROGRAMS, ACTIVITIES AND FACILITIES

The Voinovich School combines evidence-based intensive services, resource investment, innovation, and leadership development across the School’s core areas.

Professional and executive education: The School successfully launched and exceeded enrollment targets for a relocated Executive MPA program, now at the Dublin Integrated Extension Campus (DIEC), and a national online professional MPA in partnership with Pearson. We significantly increased Athens campus student research

engagement and mentoring in public service, environmental and entrepreneurial innovation. Additionally, we have started the Voinovich Academy for Excellence in Public Service in partnership with the City of Dublin, Ohio Department of Transportation, Ohio EPA, Ohio Conference of Community Development, and Franklin County Department of Job and Family Services. The Academy is currently providing state agencies with trainings ranging from strategic communications to performance measurement. In 2018, we will launch a new Smart Government leadership curriculum as well as leadership training with the Mayor's Partnership for Progress, a consortium of elected officials from 15 southern Ohio counties.

Entrepreneurship and economic development: The School broke the \$2 billion mark for economic and entrepreneurial impact as determined by aggregate state metrics for TechGROWTH Ohio (TGO), and the expansion of the School's award-winning 12 County Small Business Development Center and 58 County Procurement Technical Assistance Center. The School secured major new or renewed program awards with the U.S. Department of Energy (Piketon), U.S. Economic Development Administration, Jobs Ohio (Appalachian Partnership for Economic Growth), U.S. Small Business Administration (POWER) and U.S. Department of Labor. Global Cooling, a TGO client company based in The Plains, is the premier company in the Ohio Innovation Fund.

Public and social innovation: The School provides national leadership in the field of substance abuse prevention through work with the Ohio Department of Mental Health and Addiction Services and 142 community-based organizations in 57 Ohio counties. Other health-related projects focus on AIDS, smoking cessation, integrated behavioral health services, and, in partnership with OHIO's HCOM, improvement of diabetes care in Southeastern Ohio. In collaboration with Battelle for Kids, the School is also working on an Appalachian New Economy Partnership funded innovation/venture development framework related to educational outcomes. Related work includes the previously mentioned Academy and numerous evaluations of local and statewide K-12 initiatives. In 2017, the School established the Social Enterprise Ecosystem (SEE), an innovative repurposing of traditional venture development tools to support organizations that combine social or environmental impact with profit generation.

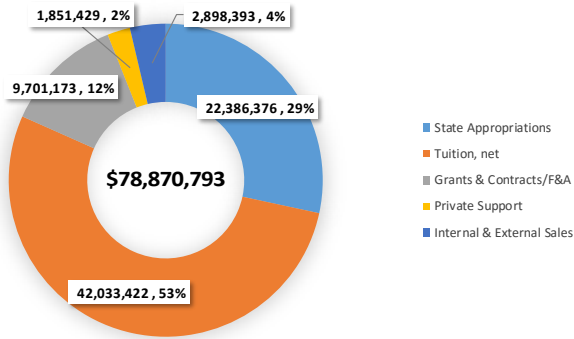
Environmental and energy: The School passed the 150-mile mark for restoring streams affected by acid mine drainage, and received major program awards from the U.S. Department of Energy, Ohio Environmental Protection Agency, Ohio Department of Natural Resources and the Sugar Bush Foundation. Project work in surface water, groundwater, wetlands, waste reduction, energy, sensor technology, wildlife habitat, and environmental mapping/analysis has expanded. In 2016, 20 projects were initiated totaling \$1.9 million across the energy and environment program group. In 2016, cumulative support from both the Sugar Bush and AEP Foundations each topped \$1 million.

KEY TRENDS & DRIVERS

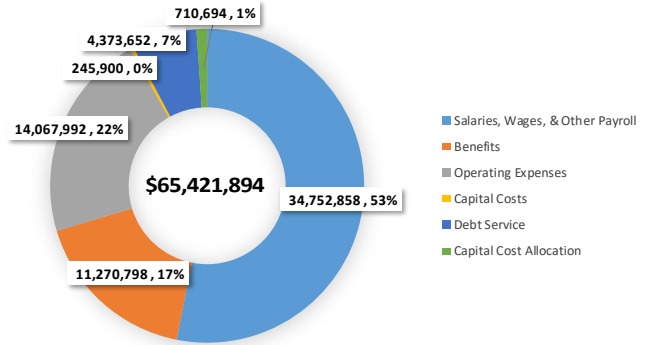
The Voinovich School has an integrated financial strategy that links all revenues into an investment model focused on maximizing innovation, impact, and engagement. This approach aligns resources to School priorities, addresses financial challenges, and ties investment to measurable outcomes. Investment sources include 1) Ohio University base investments; 2) multi-year investments such as the expansion of the Appalachian New Economy Partnership, a launch of a Rural Revitalization Partnership, and the OHIO investment request; and 3) one-time only investments such as the OHIO Innovation Strategy to leverage external funding. Three key areas of growth driving changes to the School's income and expenditure budgets are the expansion and diversification of grants and contracts, the shift of the Executive MPA program to the Dublin Campus, and the expansion of the Online MPA program. In conclusion, the Voinovich School has a strong record of leveraging limited dollars to generate an impressive return on investment for Ohio University and the State. The School and its impact model are succeeding in generating external funding as well as real-world student learning opportunities, economic growth and opportunity, social impact, leadership and engagement.

11.2.12 Heritage College of Osteopathic Medicine

FY19 Budgeted Revenues

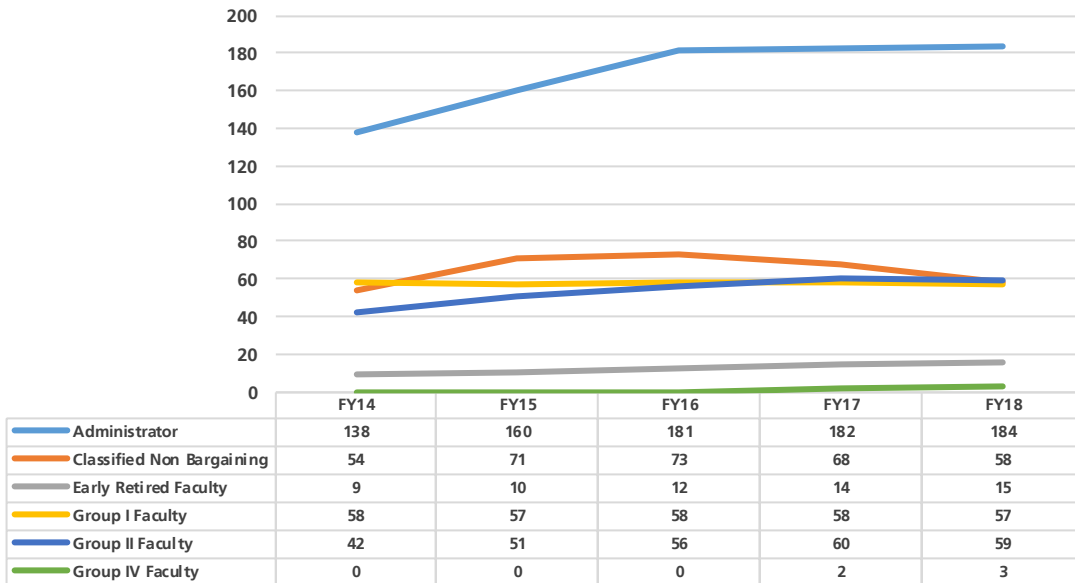


FY19 Budgeted Expenses & Allocations

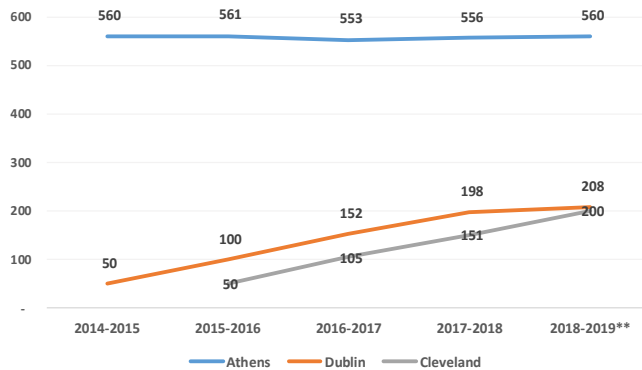


Excludes administrative cost and subvention allocations to align with anticipated budget model changes (see Section 18.1).

Five Year Faculty/Staff Headcount Trends



5-Year Student Enrollment by Campus



**Unit Projections

College of Medicine		FY15 Actuals	FY16 Actuals	FY17 Actuals	FY18 Budget	FY18 Forecast	FY19 Budget
REVENUES							
1	State Appropriations	\$ 16,012,460	\$ 17,596,563	\$ 19,318,846	\$ 20,515,447	\$ 20,740,867	\$ 22,386,376
2	State Appropriations - Capital	-	-	-	-	-	-
3	Gross Undergraduate Tuition & Fees	86,382	110,900	128,963	106,000	119,001	115,000
4	Undergraduate Financial Aid	(49,675)	(72,793)	(45,512)	(50,948)	(45,780)	(44,600)
5	Net Undergraduate Tuition & Fees	36,707	38,107	83,451	55,052	73,221	70,400
6	Gross Graduate Tuition & Fees	24,457,436	29,741,658	35,413,629	41,504,727	41,604,777	45,175,736
7	Graduate Financial Aid	(2,460,050)	(2,681,076)	(3,087,117)	(2,730,078)	(3,086,478)	(3,212,714)
8	Net Graduate Tuition & Fees	21,997,386	27,060,582	32,326,511	38,774,649	38,518,299	41,963,022
9	Room & Board	-	-	-	-	-	-
10	Grants & Contracts	11,974,435	11,013,305	9,305,110	10,579,360	7,310,504	9,155,873
11	Facilities & Admin Cost Recovery	673,870	697,328	627,985	662,822	545,300	545,300
12	Endowment Distributions	229,924	274,372	327,494	632,983	747,313	1,011,334
13	Gift Contributions	2,347,484	1,329,014	936,362	1,085,500	807,000	840,000
14	Investment Income	-	-	106	-	92	95
15	Internal & External Sales	2,093,942	1,605,445	3,621,427	1,187,274	3,272,082	2,898,393
16	Total Revenues	55,366,209	59,614,715	66,547,292	73,493,087	72,014,678	78,870,793
17	Administrative Cost Distribution	-	-	-	-	-	-
18	Subvention Distribution	6,325,667	6,581,283	5,799,988	8,020,216	8,020,216	8,356,502
19	Total Revenues & Revenue Allocations	\$ 61,691,876	\$ 66,195,998	\$ 72,347,280	\$ 81,513,303	\$ 80,034,894	\$ 87,227,295
20	Funding Transfers	\$ (409,322)	\$ (589,644)	\$ (1,298,693)	\$ (1,113,640)	\$ (1,486,054)	\$ 343,450
EXPENSES							
21	Total Salaries, Wages, & Other Payroll	26,506,227	29,231,675	30,934,366	33,931,393	30,940,634	34,752,858
22	Total Benefits	8,650,247	9,536,920	9,798,508	11,248,503	8,487,788	11,270,798
23	Supplies & Services	6,351,312	6,011,422	6,258,802	6,760,367	7,191,316	6,824,109
24	Professional Services	2,468,130	3,286,229	3,551,708	4,188,488	3,547,265	3,280,657
25	Occupancy & Maintenance	1,124,248	1,148,315	1,817,880	1,268,588	1,116,109	2,096,497
26	Capital Costs	1,229,518	1,032,361	855,655	1,177,854	828,226	245,900
27	Cost Of Goods Sold	285,638	-	-	-	-	-
28	External Debt Service - Principal	-	-	-	-	-	-
29	External Debt Service - Interest	-	-	-	-	-	-
30	Internal Principal & Interest	140,339	-	1,223,637	3,291,019	3,480,921	4,373,652
31	Depreciation	-	-	-	-	-	-
32	Other Operating Expense	1,646,042	899,970	1,098,850	2,183,983	3,958,253	1,866,729
33	Total Direct Expenses	48,401,701	51,146,892	55,539,406	64,050,195	59,550,512	64,711,200
34	Administrative Cost Allocations	7,451,202	7,267,392	8,182,181	8,001,646	8,001,646	8,524,142
35	Capital Cost Allocation	-	-	666,348	709,180	709,180	710,694
36	Subvention Allocation	3,987,069	4,905,322	6,143,489	7,000,137	7,004,452	7,475,603
37	Total Expenses & Expense Allocations	\$ 59,839,972	\$ 63,319,606	\$ 70,531,423	\$ 79,761,158	\$ 77,056,144	\$ 81,421,639
38	Results of Operations	\$ 2,261,225	\$ 3,466,036	\$ 3,114,550	\$ 2,865,785	\$ 4,464,804	\$ 5,462,206
INVESTMENT TRANSFERS							
39	Transfer To (From) Operating Reserve	-	-	-	(1,032,116)	(1,899,784)	(289,172)
40	Transfer To (From) Plant Fund	399,803	1,626,055	5,911,791	4,141,156	2,566,824	798,094
41	Transfer To (From) Quasi Endowments	5,000,000	125,000	2,500,000	-	-	-
42	Repair & Replacement Transfers	-	-	-	-	-	-
43	Internal Bank Transfers	-	-	-	-	-	-
44	Other Transfers	14,244	(29,369)	(68,290)	-	-	-
45	Total Investment Transfers	\$ 5,414,047	\$ 1,721,685	\$ 8,343,501	\$ 3,109,040	\$ 667,040	\$ 508,922
46	Net Results	\$ (3,152,822)	\$ 1,744,351	\$ (5,228,951)	\$ (243,255)	\$ 3,797,764	\$ 4,953,284
47	Transfer Net Results to Fund Balance	(3,152,822)	1,744,351	(5,228,951)	(243,255)	3,797,764	4,953,284
48	Adjusted Net Results	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
39 + 47	Total Transfer To (From) Reserve	(3,152,822)	1,744,351	(5,228,951)	(1,275,371)	1,897,980	4,664,112

HERITAGE COLLEGE OF OSTEOPATHIC MEDICINE (HCOM)

The Heritage College Budget Process

Since our beginning, more than 40 years ago, The Ohio University Heritage College of Osteopathic Medicine has been guided by its founding idea: To train excellent osteopathic physicians who serve Ohio's communities of greatest need, especially in primary care fields. With the 2011 transformational gift of \$105 million from the Osteopathic Heritage Foundation (OHF), we embarked on a period of growth and renewal. Our initiatives have been built upon our strengths and the beliefs we have championed since our founding. They deliver on our promise of advancing our mission to meet the challenges of successfully preparing the next generation of physician leaders.

Our multi-year strategic planning process brings the college community together, and focuses our growth and renewal efforts. The strategy plan that emerges from this process provides a road map as we develop and operationalize new academic and clinical campuses, advance our research and community care programs, and strengthen the curriculum and our undergraduate and graduate medical education programs. This process allows us to strategically allocate our time and talent and integrates our financial planning and investment decisions.

STRATEGIC RESOURCE OPPORTUNITIES AND CHALLENGES

The College's FY19 multi-year budget planning process aligns our funding priorities with the College strategic plan, and includes the following highlighted resource opportunities and challenges:

- Newly established Heritage College Budget Planning Subcommittee provides shared communication, collaboration, and recommendations toward accomplishing the student affordability goals
- Hiring decisions based upon the multi-year strategic staffing plan
- Strengthening academic departments, including the establishment of market-based salary structures
- Senior Leadership alignment and succession planning
- Executing funding strategies to ensure success of the Osteopathic Heritage Foundation Grant
- Finalized funding solution for Student Health, covering all University Athens-based students
- College operational sustainability with enrollment growth of 82% from FY14 to FY20
- Conservative assumptions regarding challenging State funding forecasts
 - Risk of reduced funding for State Subsidies, especially Clinical Teaching
- Competitive tuition pricing
 - Tuition modeling to predict future tuition prices and revenues
 - Minimize level of medical student debt

INVESTMENT IN PROGRAMS, ACTIVITIES AND FACILITIES

- New physician practice plan, Ohio Health Physician Group – Heritage College providing faculty benefits of stable practice, enhanced compensation, professional continuing medical education funding
- Sustaining college-wide capital planning for building depreciation, facility and equipment renewal and debt service
- Investing additional funds toward common research infrastructure to provide services and support for researchers
 - Research endowment growth from \$1.48 million to \$17 million by FY19
- Partnering with other colleges on integrating and expanding academic programming
- Progressing with the discovery phase for a regional-based Diabetes Collaborative
- Modernizing and right-sizing Heritage campus facilities
 - New Athens educational facilities, phase one budgeted at \$65M
 - Component of University Campus Master plan
 - Rebalancing of student enrollment across Athens, Dublin and Cleveland campuses

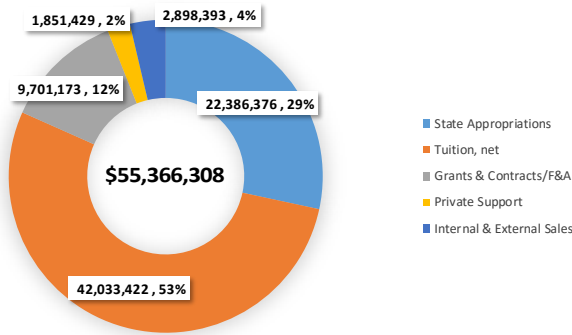
- Assisting University with funding of the University Utility Master plan
- Launching Philanthropic Campaigns
 - Cleveland Diversity Scholarship (shared with Cleveland Clinic)
 - Additional \$1.5 million to continue a second year of our successful \$1M Match Scholarship Campaign
 - Student scholarship endowment principal growth from \$4 million to \$18 million by FY20 provides for increased tuition discounting
- Evolution of Clinical Education Training system
 - Establishment of new relationships and enhanced current relationships leading to:
 - More than 75 new sites for clinical education
 - Development of new high-quality rotations in Central Ohio for 50 students (~1200 new third-and fourth-year rotations)
 - Creation of new Office of Clinical Education
- Transformation to the new medical education curriculum, Pathways to Health and Wellness Curriculum, anticipated launch in Fall 2018
- Investing in technological advancements in alignment with curriculum and multiple campuses

KEY TRENDS & DRIVERS

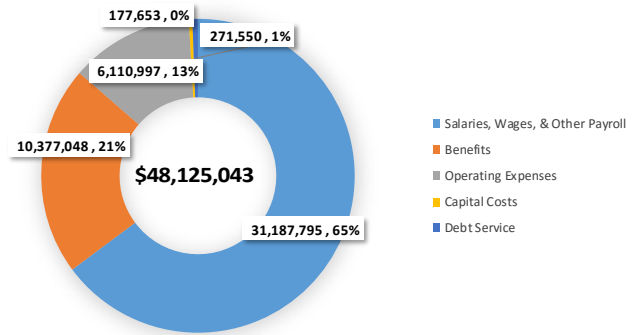
- Anticipating additional State Share of Instruction revenue due to increased medical student enrollments
- Conservative assumptions regarding challenging State funding forecasts
- Competitive tuition pricing to minimize medical student debt and ensure desired enrollment targets
- Growth in scholarship endowment principal to more than \$18 million by FY20 will increase student scholarship offerings
- Growth in research endowment principal to more than \$14M by FY19 will provide for additional research investments
- Dublin and Cleveland campuses revenues will level off as they fully load each campus enrollment to 200 students per campus
 - Dublin graduating their inaugural class in Spring 2018
 - Cleveland admitting their fourth class in Fall 2018
- Investments in personnel
 - Faculty teaching and research investments in Health Sciences, Primary Care, Diabetes Institute and Ohio Musculoskeletal and Neurological Institute
 - Enhancements of faculty compensation plan to ensure competitive recruitment and retention
- Investing in facility and equipment renewal, building depreciation and debt service
- Clinical education transformation and its use of reserve
- Debt service considerations for modernizing and right-sizing Heritage facilities
- Cleveland campus begins lease payments of South Pointe Hospital facility

11.2.13 Regional Higher Education

FY19 Budgeted Revenues

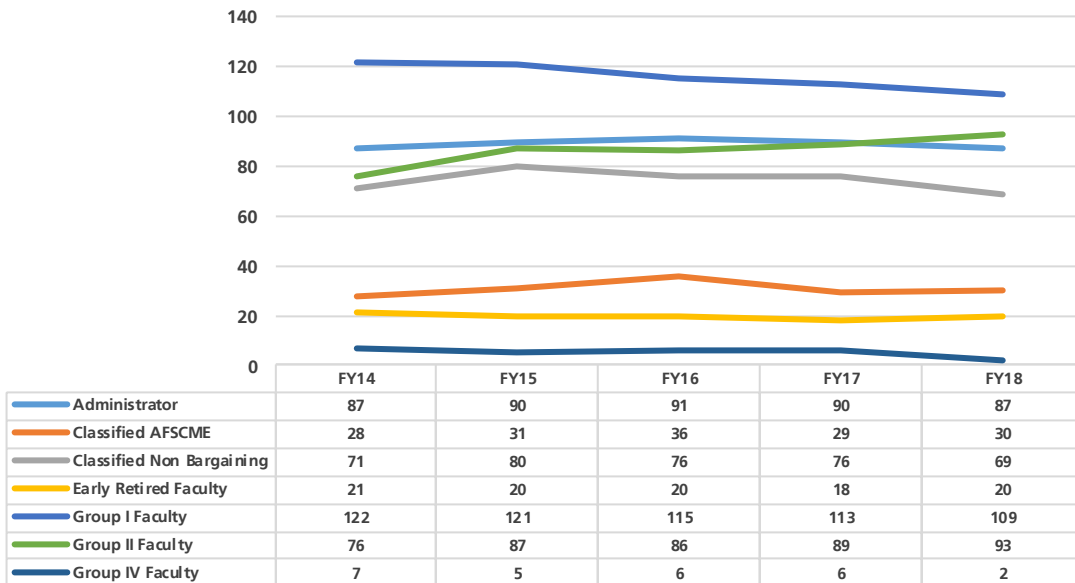


FY19 Budgeted Expenses & Allocations

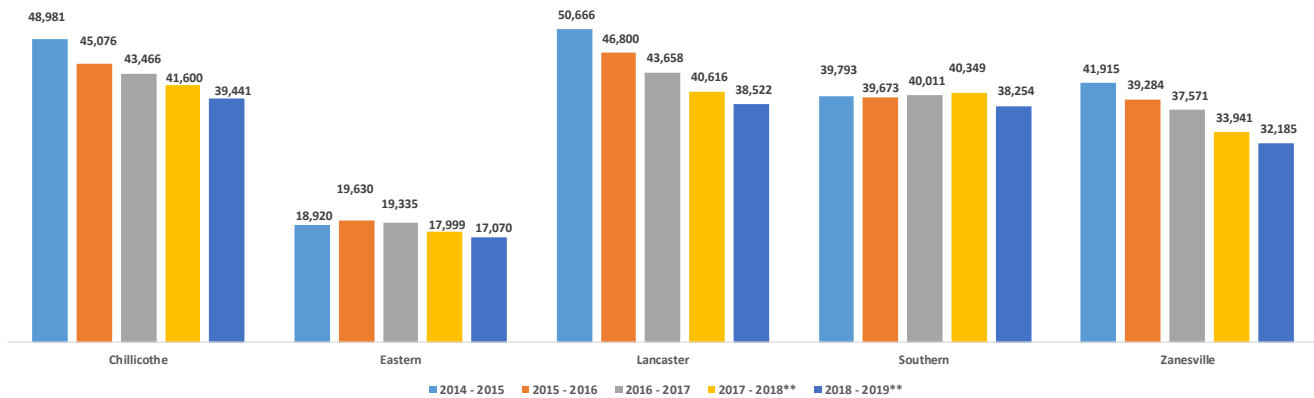


Excludes administrative cost and subvention allocations to align with anticipated budget model changes (see Section 18.1).

Five Year Faculty/Staff Headcount Trends



5-Year Credit Hour Production by Campus



**Unit Projections

Regional Campuses		FY15 Actuals	FY16 Actuals	FY17 Actuals	FY18 Budget	FY18 Forecast	FY19 Budget
REVENUES							
1	State Appropriations	\$ 17,941,203	\$ 18,208,020	\$ 27,668,083	\$ 24,329,278	\$ 24,329,278	\$ 22,432,188
2	State Appropriations - Capital	-	-	-	-	-	-
3	Gross Undergraduate Tuition & Fees	39,170,538	37,206,029	36,665,112	35,447,142	35,630,829	35,181,213
4	Undergraduate Financial Aid	(5,415,854)	(5,992,486)	(5,529,080)	(5,403,579)	(5,178,448)	(5,164,509)
5	Net Undergraduate Tuition & Fees	33,754,683	31,213,544	31,136,032	30,043,563	30,452,381	30,016,704
6	Gross Graduate Tuition & Fees	472,918	359,504	286,605	340,000	142,205	140,105
7	Graduate Financial Aid	(100,714)	(60,496)	(63,280)	(70,000)	(25,375)	(25,375)
8	Net Graduate Tuition & Fees	372,204	299,008	223,325	270,000	116,830	114,730
9	Room & Board	-	-	-	-	-	-
10	Grants & Contracts	1,090,487	1,720,088	1,961,217	2,077,859	1,428,700	1,428,700
11	Facilities & Admin Cost Recovery	1,326	1,134	15,417	-	-	-
12	Endowment Distributions	444,917	476,067	471,560	671,477	472,672	522,986
13	Gift Contributions	344,387	200,925	368,148	318,792	237,500	225,000
14	Investment Income	24	9	9	-	-	-
15	Internal & External Sales	1,115,673	792,133	1,223,785	795,000	627,800	626,000
16	Total Revenues	55,064,904	52,910,927	63,067,576	58,505,969	57,665,161	55,366,308
17	Administrative Cost Distribution	-	-	-	-	-	-
18	Subvention Distribution	17,567,171	19,853,589	14,986,931	14,511,835	14,511,835	14,511,835
19	Total Revenues & Revenue Allocations	\$ 72,632,075	\$ 72,764,516	\$ 78,054,507	\$ 73,017,804	\$ 72,176,996	\$ 69,878,143
20	Funding Transfers	\$ 676,191	\$ 677,696	\$ 494,937	\$ (682,076)	\$ (1,258,892)	\$ (485,057)
EXPENSES							
21	Total Salaries, Wages, & Other Payroll	35,137,597	33,900,245	33,290,820	32,917,786	33,368,227	31,187,795
22	Total Benefits	11,022,581	11,000,473	10,686,261	10,971,430	10,732,235	10,377,048
23	Supplies & Services	4,994,841	3,802,123	3,641,817	3,375,691	3,231,862	3,084,045
24	Professional Services	964,818	838,151	773,482	717,825	721,454	755,104
25	Occupancy & Maintenance	2,821,108	2,669,970	2,372,936	2,568,951	2,355,607	2,054,098
26	Capital Costs	759,959	348,319	730,368	42,500	145,734	177,653
27	Cost Of Goods Sold	8,287	3,916	2,746	2,000	6,236	5,400
28	External Debt Service - Principal	-	-	-	-	-	-
29	External Debt Service - Interest	-	-	-	-	-	-
30	Internal Principal & Interest	263,175	274,675	265,675	274,675	266,425	271,550
31	Depreciation	-	-	-	-	-	-
32	Other Operating Expense	340,683	291,041	1,027,723	124,165	284,350	212,350
33	Total Direct Expenses	56,313,049	53,128,913	52,791,827	50,995,023	51,112,130	48,125,043
34	Administrative Cost Allocations	13,407,924	14,821,392	16,497,347	15,400,222	15,400,222	15,435,552
35	Capital Cost Allocation	-	-	-	-	-	-
36	Subvention Allocation	6,414,261	6,527,064	7,324,942	6,789,625	6,999,104	6,697,836
37	Total Expenses & Expense Allocations	\$ 76,135,234	\$ 74,477,369	\$ 76,614,116	\$ 73,184,870	\$ 73,511,456	\$ 70,258,430
38	Results of Operations	\$ (4,179,350)	\$ (2,390,549)	\$ 945,454	\$ 515,010	\$ (75,568)	\$ 104,770
INVESTMENT TRANSFERS							
39	Transfer To (From) Operating Reserve	-	-	-	-	-	-
40	Transfer To (From) Plant Fund	(353,570)	(94,777)	(2,119,224)	-	-	-
41	Transfer To (From) Quasi Endowments	15,000	-	-	-	-	-
42	Repair & Replacement Transfers	-	-	-	-	-	-
43	Internal Bank Transfers	-	-	-	-	-	-
44	Other Transfers	-	946	5,092	-	-	-
45	Total Investment Transfers	\$ (338,570)	\$ (93,831)	\$ (2,114,132)	\$ -	\$ -	\$ -
46	Net Results	\$ (3,840,780)	\$ (2,296,718)	\$ 3,059,586	\$ 515,010	\$ (75,568)	\$ 104,770
47	Transfer Net Results to Fund Balance	(3,840,780)	(2,296,718)	3,059,586	515,010	(75,568)	104,770
48	Adjusted Net Results	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
39 + 47	Total Transfer To (From) Reserve	(3,840,780)	(2,296,718)	3,059,586	515,010	(75,568)	104,770

REGIONAL HIGHER EDUCATION

STRATEGIC RESOURCE OPPORTUNITIES AND CHALLENGES

Regional Higher Education provides access to quality OHIO education in the communities surrounding the five campuses and two centers.

Opportunities include expanding academic programs and providing enrichment for the communities through workforce development, continuing education units (CEU's) and certificate programs.

Partnerships with Athens colleges provide opportunities to expand programs.

Challenges continue with enrollment shifts as high school graduation rates decline and the economy improves as well as the future impact of College Credit Plus.

RHE Study Committee will provide an opportunity to recommend a sustainable academics and resource model for the regional campuses that aligns with the entire University and its OHIO for Ohio Strategy.

INVESTMENT IN PROGRAMS, ACTIVITIES AND FACILITIES

- Investing in baccalaureate programs such as Allied Health, Applied Management, Human Biology, Nursing, Sports and Lifestyle Studies, and Social Work.
- Investing in marketing of online programs such as Applied Management, Technical and Applied Studies, Real Estate and Equine Studies.
- Partnering with area businesses such as hospitals to expand cohorts for programs such as Applied Management and Technical and Applied Studies.
- Partnering with University College to expand the print based program.
- Creating partnerships with colleges to extend academic programs to the regional campuses.
- Focusing on advising and providing resources to increase retention and completion rates.
- Investing in software to develop, enhance and target communication for recruitment efforts.
- Examining the business model for the regional campuses.
- Examining the potential for energy savings performance contracts to leverage utilities
- Exploring potential monetization of regional campus assets.

KEY TRENDS & DRIVERS

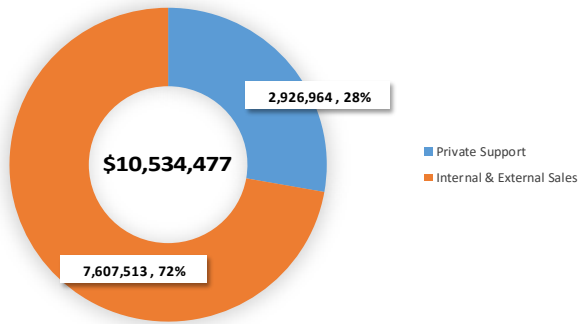
Regional Higher Education continues to focus its efforts to identify efficiencies in operations while examining its business model. These efforts include examining course scheduling practices including eliminating duplication and expanding the use of distance education.

12 Auxiliary Planning Units

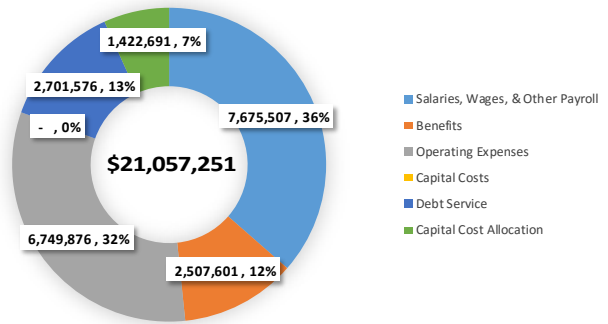
The following section contains dashboard metrics and income statements for Auxiliary Planning Units. Auxiliaries exist to support the academic mission and vision of OHIO by providing services to all campus customers and guests. Auxiliaries are revenue-generating units that are assessed allocated costs using the RCM methodology. Auxiliaries include: Intercollegiate Athletics, Culinary Services, Housing & Residence Life, Parking and Transportation, and Printing.

12.1 Intercollegiate Athletics

FY19 Budgeted Revenues



FY19 Budgeted Expenses & Allocations



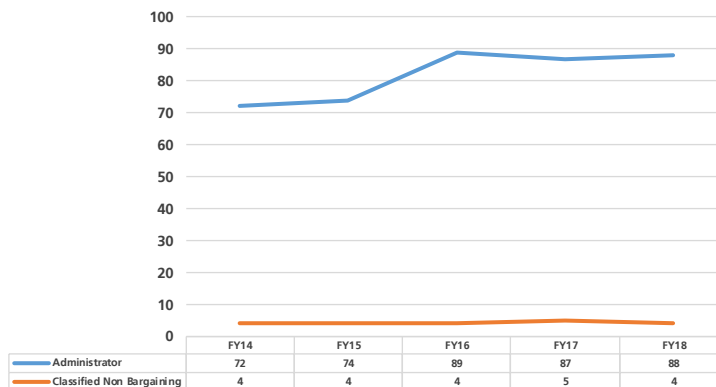
Excludes administrative cost allocation to align with anticipated budget model changes (see Section 18.1).

Summary of Athletics' Revenue

Private Support	FY18 Forecast	FY19 Budget
Endowment Distributions	133,428	169,078
Gifts	2,286,321	2,757,886
Subtotal: Private Support	2,419,749	2,926,964

Internal and External Sales	FY18 Forecast	FY19 Budget
Advertising	1,080,000	1,105,000
Concessions	205,000	205,000
Game Guarantees	690,000	675,000
Gate Receipts	1,008,957	1,211,803
Licensing/Royalties	375,000	385,000
MAC Distributions	1,755,550	1,667,550
NCAA Distributions	1,299,950	1,362,710
Pouring Rights	205,000	205,000
Sports Camp	405,000	405,000
Other	159,500	385,450
Subtotal: Internal & External Sales	7,183,957	7,607,513

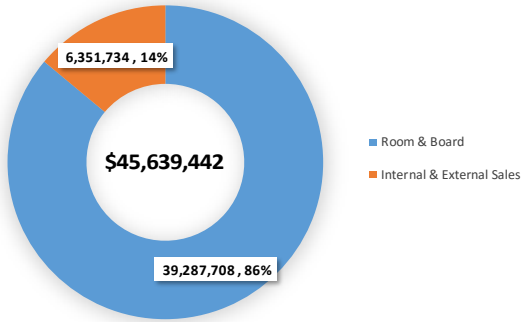
Five Year Faculty/Staff Headcount Trends



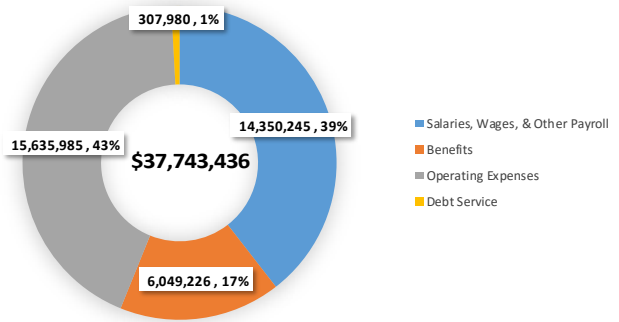
Athletics		FY15 Actuals	FY16 Actuals	FY17 Actuals	FY18 Budget	FY18 Forecast	FY19 Budget
REVENUES							
1	State Appropriations	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
2	State Appropriations - Capital	-	-	-	-	-	-
3	Gross Undergraduate Tuition & Fees	33,307	-	-	-	-	-
4	Undergraduate Financial Aid	(7,461,278)	(8,677,589)	(8,292,786)	(8,434,880)	(8,101,294)	(8,361,397)
5	Net Undergraduate Tuition & Fees	(7,427,971)	(8,677,589)	(8,292,786)	(8,434,880)	(8,101,294)	(8,361,397)
6	Gross Graduate Tuition & Fees	-	-	-	-	-	-
7	Graduate Financial Aid	(9,889)	(6,130)	(6,372)	-	-	-
8	Net Graduate Tuition & Fees	(9,889)	(6,130)	(6,372)	-	-	-
9	Room & Board	-	-	-	-	-	-
10	Grants & Contracts	55,182	60,196	12,648	58,000	-	-
11	Facilities & Admin Cost Recovery	-	-	-	-	-	-
12	Endowment Distributions	156,586	163,083	160,300	167,108	133,428	169,078
13	Gift Contributions	3,048,380	3,331,622	2,084,886	2,440,678	2,286,321	2,757,886
14	Investment Income	-	-	-	-	-	-
15	Internal & External Sales	6,604,908	8,058,471	9,764,123	6,827,000	7,308,957	7,607,513
16	Total Revenues	2,427,196	2,929,654	3,722,799	1,057,906	1,627,412	2,173,080
17	Administrative Cost Distribution	15,918,085	17,326,133	21,467,690	21,989,828	21,689,919	23,806,427
18	Subvention Distribution	-	-	-	-	-	-
19	Total Revenues & Revenue Allocations	\$ 18,345,281	\$ 20,255,786	\$ 25,190,488	\$ 23,047,734	\$ 23,317,331	\$ 25,979,507
20	Funding Transfers	\$ (406,904)	\$ (432,044)	\$ (107,781)	\$ (12,676)	\$ (12,676)	\$ (12,676)
EXPENSES							
21	Total Salaries, Wages, & Other Payroll	6,822,392	7,172,199	7,606,025	7,408,166	7,541,885	7,675,507
22	Total Benefits	2,027,030	2,084,767	2,181,628	2,440,409	2,432,396	2,507,601
23	Supplies & Services	4,610,013	5,399,818	5,856,330	3,983,568	4,000,026	4,273,181
24	Professional Services	420,363	522,533	614,310	605,459	644,666	634,247
25	Occupancy & Maintenance	1,046,725	1,001,023	1,802,421	1,114,233	519,511	700,745
26	Capital Costs	1,034,635	2,528,591	724,574	45,000	-	-
27	Cost Of Goods Sold	-	-	1,640	-	-	-
28	External Debt Service - Principal	-	-	-	-	-	-
29	External Debt Service - Interest	-	-	-	-	-	-
30	Internal Principal & Interest	227,910	347,652	1,424,462	2,671,733	2,625,351	2,701,576
31	Depreciation	-	-	-	-	-	-
32	Other Operating Expense	1,832,751	1,765,802	1,255,574	918,268	1,509,176	1,141,703
33	Total Direct Expenses	18,021,820	20,822,385	21,466,962	19,186,836	19,273,011	19,634,560
34	Administrative Cost Allocations	(889,204)	(885,192)	2,939,447	2,983,560	2,983,560	4,806,948
35	Capital Cost Allocation	-	-	836,834	1,578,228	1,578,228	1,422,691
36	Subvention Allocation	-	-	-	-	-	-
37	Total Expenses & Expense Allocations	\$ 17,132,616	\$ 19,937,193	\$ 25,243,243	\$ 23,748,624	\$ 23,834,799	\$ 25,864,199
38	Results of Operations	\$ 1,619,570	\$ 750,636	\$ 55,026	\$ (688,214)	\$ (504,792)	\$ 127,984
INVESTMENT TRANSFERS							
39	Transfer To (From) Operating Reserve	-	-	-	-	(528,077)	(129,119)
40	Transfer To (From) Plant Fund	104,303	36,775	(264,680)	2,632,447	675,000	250,000
41	Transfer To (From) Quasi Endowments	-	-	-	-	-	-
42	Repair & Replacement Transfers	-	-	-	-	-	-
43	Internal Bank Transfers	-	-	-	-	-	-
44	Other Transfers	-	-	-	-	-	-
45	Total Investment Transfers	\$ 104,303	\$ 36,775	\$ (264,680)	\$ 2,632,447	\$ 146,923	\$ 120,881
46	Net Results	\$ 1,515,267	\$ 713,861	\$ 319,706	\$ (3,320,661)	\$ (651,715)	\$ 7,103
47	Transfer Net Results to Fund Balance	1,515,267	713,861	319,706	(3,320,661)	(651,715)	7,103
48	Adjusted Net Results	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
39 + 47	Total Transfer To (From) Reserve	1,515,267	713,861	319,706	(3,320,661)	(1,179,792)	(122,016)

12.2 Culinary Services

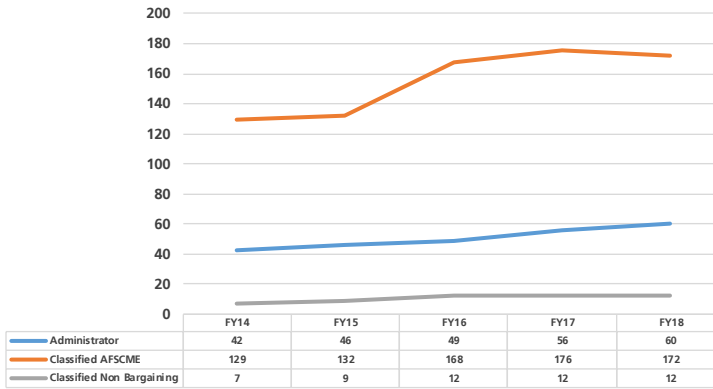
FY19 Budgeted Revenues



FY19 Budgeted Expenses

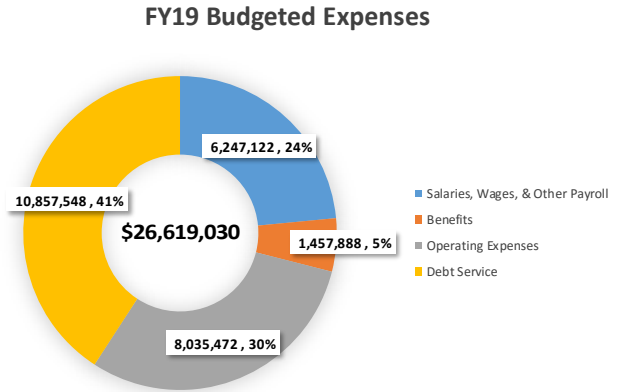
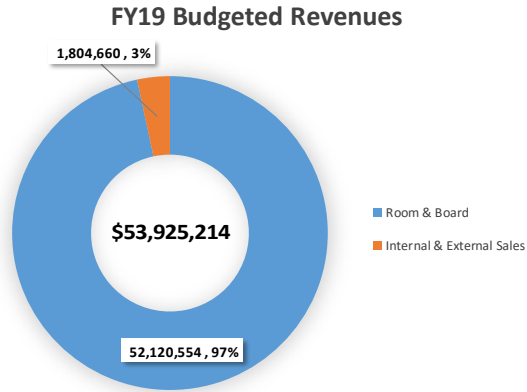


Five Year Faculty/Staff Headcount Trends

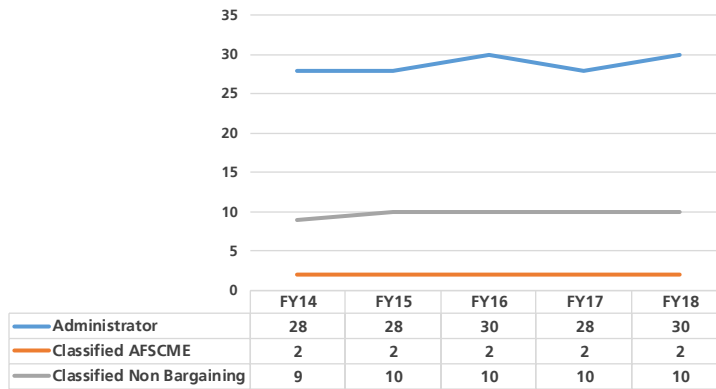


Culinary Services		FY15 Actuals	FY16 Actuals	FY17 Actuals	FY18 Budget	FY18 Forecast	FY19 Budget
REVENUES							
1	State Appropriations	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
2	State Appropriations - Capital	-	-	-	-	-	-
3	Gross Undergraduate Tuition & Fees	(452)	-	-	-	-	-
4	Undergraduate Financial Aid	(11,946)	(1,000,240)	(1,333,333)	(3,166,667)	(3,166,667)	(3,500,000)
5	Net Undergraduate Tuition & Fees	(12,398)	(1,000,240)	(1,333,333)	(3,166,667)	(3,166,667)	(3,500,000)
6	Gross Graduate Tuition & Fees	-	-	-	-	-	-
7	Graduate Financial Aid	-	-	-	-	-	-
8	Net Graduate Tuition & Fees	-	-	-	-	-	-
9	Room & Board	40,039,162	41,822,991	41,214,916	39,844,024	39,708,927	39,287,708
10	Grants & Contracts	83	-	-	-	-	-
11	Facilities & Admin Cost Recovery	-	-	-	-	-	-
12	Endowment Distributions	-	-	-	-	-	-
13	Gift Contributions	-	-	-	-	-	-
14	Investment Income	-	-	-	-	-	-
15	Internal & External Sales	7,233,993	7,462,733	7,233,245	7,628,663	6,627,482	6,351,734
16	Total Revenues	47,260,840	48,285,484	47,114,828	44,306,020	43,169,742	42,139,442
17	Administrative Cost Distribution	-	-	-	-	-	-
18	Subvention Distribution	-	-	-	-	-	-
19	Total Revenues & Revenue Allocations	\$ 47,260,840	\$ 48,285,484	\$ 47,114,828	\$ 44,306,020	\$ 43,169,742	\$ 42,139,442
20	Funding Transfers	\$ 142,278	\$ 223,097	\$ 101,631	\$ 251,564	\$ 251,564	\$ 345,775
EXPENSES							
21	Total Salaries, Wages, & Other Payroll	12,140,420	13,652,503	14,247,769	14,629,974	14,522,499	14,350,245
22	Total Benefits	3,983,874	4,734,240	4,821,143	6,034,269	5,083,395	6,049,226
23	Supplies & Services	2,258,362	2,911,194	2,506,351	2,868,299	2,194,724	2,249,474
24	Professional Services	413,149	485,556	158,033	102,710	96,210	72,300
25	Occupancy & Maintenance	1,041,937	1,009,280	1,161,348	1,147,545	1,300,782	1,115,948
26	Capital Costs	382,522	165,032	298,191	1,500,000	1,250,000	1,400,000
27	Cost Of Goods Sold	12,826,553	12,768,722	12,634,303	13,082,112	12,601,132	12,141,123
28	External Debt Service - Principal	-	-	-	-	-	-
29	External Debt Service - Interest	-	-	-	-	-	-
30	Internal Principal & Interest	-	103,684	205,320	307,980	307,980	307,980
31	Depreciation	-	-	-	-	-	-
32	Other Operating Expense	155,828	51,126	48,145	51,400	195,999	57,140
33	Total Direct Expenses	33,202,644	35,881,337	36,080,603	39,724,289	37,552,721	37,743,436
34	Administrative Cost Allocations	2,358,048	2,443,104	2,806,165	2,856,823	2,856,823	3,004,400
35	Capital Cost Allocation	-	-	-	-	-	-
36	Subvention Allocation	-	-	-	-	-	-
37	Total Expenses & Expense Allocations	\$ 35,560,692	\$ 38,324,441	\$ 38,886,768	\$ 42,581,112	\$ 40,409,544	\$ 40,747,836
38	Results of Operations	\$ 11,557,869	\$ 9,737,946	\$ 8,126,430	\$ 1,473,344	\$ 2,508,634	\$ 1,045,831
INVESTMENT TRANSFERS							
39	Transfer To (From) Operating Reserve	-	-	-	-	-	-
40	Transfer To (From) Plant Fund	11,776,793	11,600,476	756,032	2,698,712	760,850	4,045,148
41	Transfer To (From) Quasi Endowments	-	-	-	-	-	-
42	Repair & Replacement Transfers	-	-	-	-	-	-
43	Internal Bank Transfers	-	-	-	-	-	-
44	Other Transfers	-	-	-	-	-	-
45	Total Investment Transfers	\$ 11,776,793	\$ 11,600,476	\$ 756,032	\$ 2,698,712	\$ 760,850	\$ 4,045,148
46	Net Results	\$ (218,924)	\$ (1,862,530)	\$ 7,370,398	\$ (1,225,368)	\$ 1,747,784	\$ (2,999,317)
47	Transfer Net Results to Fund Balance	(218,924)	(1,862,530)	7,370,398	(1,225,368)	1,747,784	(2,999,317)
48	Adjusted Net Results	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
39 + 47	Total Transfer To (From) Reserve	(218,924)	(1,862,530)	7,370,398	(1,225,368)	1,747,784	(2,999,317)

12.3 Housing & Residence Life



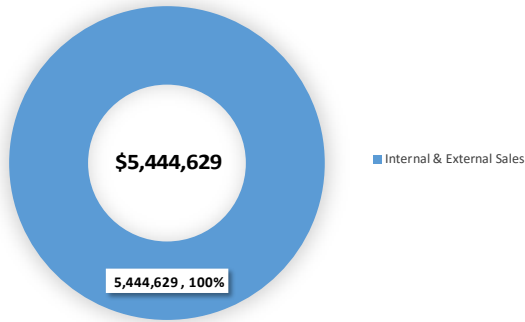
Five Year Faculty/Staff Headcount Trends



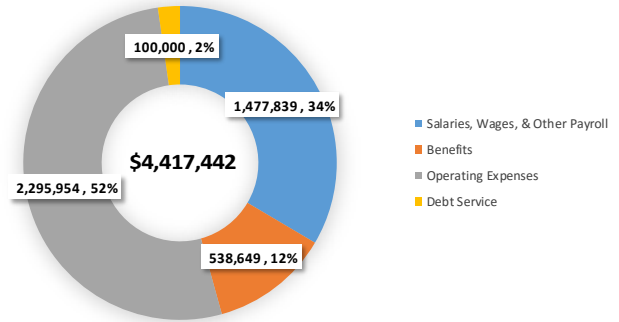
Housing & Residence Life		FY15 Actuals	FY16 Actuals	FY17 Actuals	FY18 Budget	FY18 Forecast	FY19 Budget
REVENUES							
1	State Appropriations	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
2	State Appropriations - Capital	-	-	-	-	-	-
3	Gross Undergraduate Tuition & Fees	1,068	-	-	-	-	-
4	Undergraduate Financial Aid	(22,067)	(508,034)	(689,619)	(862,333)	(885,965)	(2,030,000)
5	Net Undergraduate Tuition & Fees	(20,999)	(508,034)	(689,619)	(862,333)	(885,965)	(2,030,000)
6	Gross Graduate Tuition & Fees	-	-	-	-	-	-
7	Graduate Financial Aid	(21,058)	(14,122)	(3,130)	(29,564)	(1,929)	(24,564)
8	Net Graduate Tuition & Fees	(21,058)	(14,122)	(3,130)	(29,564)	(1,929)	(24,564)
9	Room & Board	49,939,404	54,034,180	54,178,013	53,041,463	52,580,760	52,120,554
10	Grants & Contracts	1,281	-	775	-	-	-
11	Facilities & Admin Cost Recovery	-	-	-	-	-	-
12	Endowment Distributions	-	-	-	-	-	-
13	Gift Contributions	4,175	6,725	3,225	-	-	-
14	Investment Income	-	-	-	-	-	-
15	Internal & External Sales	1,598,115	2,028,109	1,762,790	1,769,160	1,831,148	1,804,660
16	Total Revenues	51,500,918	55,546,858	55,252,055	53,918,726	53,524,014	51,870,650
17	Administrative Cost Distribution	150,000	150,000	150,000	-	-	-
18	Subvention Distribution	-	-	-	-	-	-
19	Total Revenues & Revenue Allocations	\$ 51,650,918	\$ 55,696,858	\$ 55,402,055	\$ 53,918,726	\$ 53,524,014	\$ 51,870,650
20	Funding Transfers	\$ 476,635	\$ 1,336,408	\$ 959,251	\$ 2,050,823	\$ 2,293,120	\$ 2,699,594
EXPENSES							
21	Total Salaries, Wages, & Other Payroll	4,560,802	5,753,051	5,919,910	6,580,920	6,300,565	6,247,122
22	Total Benefits	1,088,123	1,185,209	1,184,277	1,494,006	1,447,149	1,457,888
23	Supplies & Services	1,415,398	2,666,256	993,520	1,373,175	1,567,946	1,792,925
24	Professional Services	1,286,201	1,336,309	32,730	35,000	50,000	39,000
25	Occupancy & Maintenance	4,403,906	4,022,241	4,107,576	5,946,167	4,052,725	5,325,797
26	Capital Costs	33,990	(1,531,789)	-	21,000	223,717	21,000
27	Cost Of Goods Sold	480	756	18	-	6,229	-
28	External Debt Service - Principal	-	-	-	-	-	-
29	External Debt Service - Interest	-	-	-	-	-	-
30	Internal Principal & Interest	3,888,894	8,317,813	10,828,331	10,736,001	10,736,001	10,857,548
31	Depreciation	-	-	-	-	-	-
32	Other Operating Expense	4,015,342	3,984,159	106,603	885,750	229,210	877,750
33	Total Direct Expenses	20,693,135	25,734,003	23,172,965	27,072,019	24,613,542	26,619,030
34	Administrative Cost Allocations	7,058,064	7,753,080	13,748,206	13,631,619	13,331,619	13,948,173
35	Capital Cost Allocation	-	-	-	-	-	-
36	Subvention Allocation	-	-	-	-	-	-
37	Total Expenses & Expense Allocations	\$ 27,751,199	\$ 33,487,083	\$ 36,921,170	\$ 40,703,638	\$ 37,945,161	\$ 40,567,203
38	Results of Operations	\$ 23,423,084	\$ 20,873,366	\$ 17,521,634	\$ 11,164,265	\$ 13,285,733	\$ 8,603,853
INVESTMENT TRANSFERS							
39	Transfer To (From) Operating Reserve	-	-	-	-	-	-
40	Transfer To (From) Plant Fund	(443,263)	112,637	(94,590)	-	14,418,152	12,273,566
41	Transfer To (From) Quasi Endowments	-	-	-	-	-	-
42	Repair & Replacement Transfers	-	-	-	-	-	-
43	Internal Bank Transfers	-	-	-	-	-	-
44	Other Transfers	-	-	-	-	-	-
45	Total Investment Transfers	\$ (443,263)	\$ 112,637	\$ (94,590)	\$ -	\$ 14,418,152	\$ 12,273,566
46	Net Results	\$ 23,866,347	\$ 20,760,729	\$ 17,616,224	\$ 11,164,265	\$ (1,132,419)	\$ (3,669,713)
47	Transfer Net Results to Fund Balance	23,866,347	20,760,729	17,616,224	11,164,265	(1,132,419)	(3,669,713)
48	Adjusted Net Results	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
39 + 47	Total Transfer To (From) Reserve	23,866,347	20,760,729	17,616,224	11,164,265	(1,132,419)	(3,669,713)

12.4 Parking & Transportation

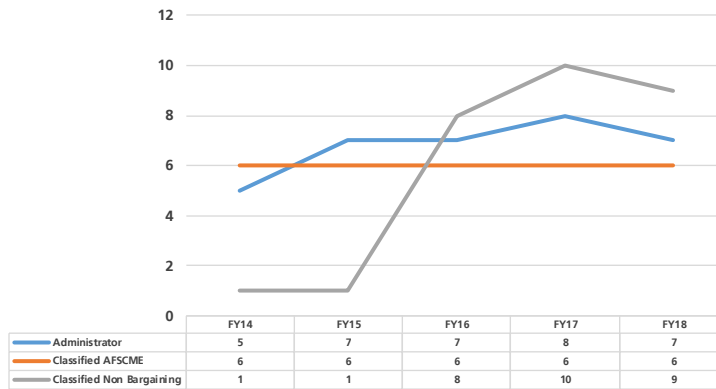
FY19 Budgeted Revenues



FY19 Budgeted Expenses



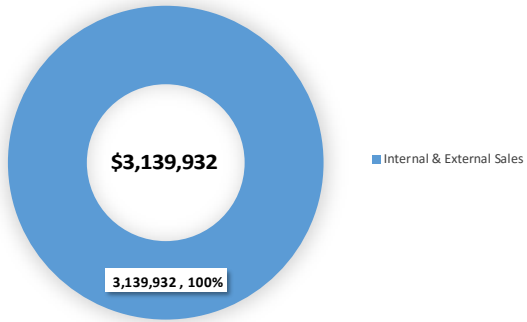
Five Year Faculty/Staff Headcount Trends



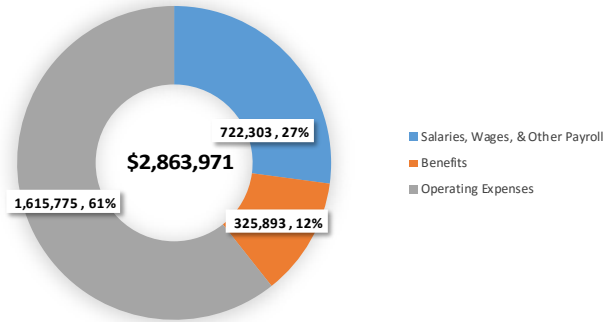
Parking & Transportation		FY15 Actuals	FY16 Actuals	FY17 Actuals	FY18 Budget	FY18 Forecast	FY19 Budget
REVENUES							
1	State Appropriations	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
2	State Appropriations - Capital	-	-	-	-	-	-
3	Gross Undergraduate Tuition & Fees	-	-	(288)	-	-	-
4	Undergraduate Financial Aid	-	(74)	-	-	-	-
5	Net Undergraduate Tuition & Fees	-	(74)	(288)	-	-	-
6	Gross Graduate Tuition & Fees	-	-	-	-	-	-
7	Graduate Financial Aid	-	-	-	-	-	-
8	Net Graduate Tuition & Fees	-	-	-	-	-	-
9	Room & Board	-	-	-	-	-	-
10	Grants & Contracts	-	-	-	-	-	-
11	Facilities & Admin Cost Recovery	-	-	-	-	-	-
12	Endowment Distributions	-	-	-	-	-	-
13	Gift Contributions	-	-	-	-	-	-
14	Investment Income	-	-	-	-	-	-
15	Internal & External Sales	5,275,692	5,140,843	5,710,457	4,898,364	5,244,168	5,444,629
16	Total Revenues	5,275,692	5,140,769	5,710,170	4,898,364	5,244,168	5,444,629
17	Administrative Cost Distribution	-	-	-	-	-	-
18	Subvention Distribution	-	-	-	-	-	-
19	Total Revenues & Revenue Allocations	\$ 5,275,692	\$ 5,140,769	\$ 5,710,170	\$ 4,898,364	\$ 5,244,168	\$ 5,444,629
20	Funding Transfers	\$ (6,571)	\$ 20,937	\$ 30,288	\$ 122,000	\$ 117,795	\$ 299,381
EXPENSES							
21	Total Salaries, Wages, & Other Payroll	1,302,643	1,441,168	1,550,952	1,500,504	1,461,240	1,477,839
22	Total Benefits	396,632	506,485	553,335	604,647	585,372	538,649
23	Supplies & Services	659,143	983,231	667,016	723,071	2,021,951	1,289,284
24	Professional Services	91,416	204,393	546,532	1,030	401,030	8,300
25	Occupancy & Maintenance	905,974	858,258	589,277	678,848	60,938	498,370
26	Capital Costs	290,217	45,562	252,214	-	10,000	5,000
27	Cost Of Goods Sold	624,907	191,880	463,934	465,800	465,800	500,000
28	External Debt Service - Principal	-	-	-	-	-	-
29	External Debt Service - Interest	-	-	-	-	-	-
30	Internal Principal & Interest	598,500	100,000	100,000	100,000	100,000	100,000
31	Depreciation	-	-	-	-	-	-
32	Other Operating Expense	30,296	38,975	72,978	9,796	9,796	-
33	Total Direct Expenses	4,899,728	4,369,954	4,796,238	4,083,696	5,116,127	4,417,442
34	Administrative Cost Allocations	271,548	248,808	210,628	219,340	219,340	229,099
35	Capital Cost Allocation	-	-	-	-	-	-
36	Subvention Allocation	-	-	-	-	-	-
37	Total Expenses & Expense Allocations	\$ 5,171,276	\$ 4,618,762	\$ 5,006,866	\$ 4,303,036	\$ 5,335,467	\$ 4,646,541
38	Results of Operations	\$ 110,987	\$ 501,070	\$ 673,016	\$ 473,328	\$ (209,094)	\$ 498,707
INVESTMENT TRANSFERS							
39	Transfer To (From) Operating Reserve	-	-	-	-	-	-
40	Transfer To (From) Plant Fund	174,860	528,921	(1,157,229)	150,000	150,000	150,000
41	Transfer To (From) Quasi Endowments	-	-	-	-	-	-
42	Repair & Replacement Transfers	-	-	-	225,000	-	-
43	Internal Bank Transfers	21,456	77,549	102,756	-	104,000	104,000
44	Other Transfers	-	-	-	(225,000)	-	-
45	Total Investment Transfers	\$ 196,316	\$ 606,470	\$ (1,054,473)	\$ 150,000	\$ 254,000	\$ 254,000
46	Net Results	\$ (85,329)	\$ (105,400)	\$ 1,727,489	\$ 323,328	\$ (463,094)	\$ 244,707
47	Transfer Net Results to Fund Balance	(85,329)	(105,400)	1,727,489	323,328	(463,094)	244,707
48	Adjusted Net Results	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
39 + 47	Total Transfer To (From) Reserve	(85,329)	(105,400)	1,727,489	323,328	(463,094)	244,707

12.5 Printing

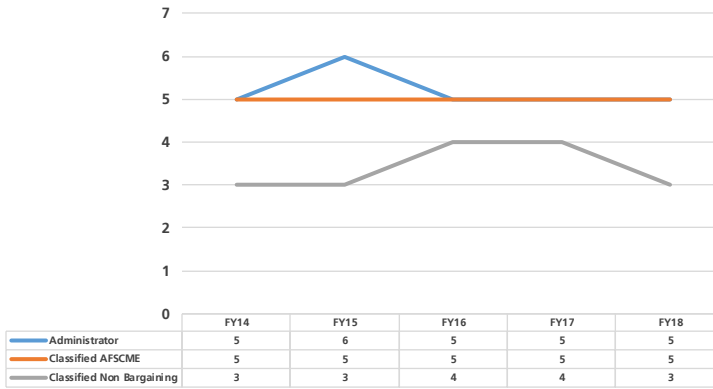
FY19 Budgeted Revenues



FY19 Budgeted Expenses



Five Year Faculty/Staff Headcount Trends



Printing		FY15 Actuals	FY16 Actuals	FY17 Actuals	FY18 Budget	FY18 Forecast	FY19 Budget
REVENUES							
1	State Appropriations	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
2	State Appropriations - Capital	-	-	-	-	-	-
3	Gross Undergraduate Tuition & Fees	-	-	-	-	-	-
4	Undergraduate Financial Aid	-	-	-	-	-	-
5	Net Undergraduate Tuition & Fees	-	-	-	-	-	-
6	Gross Graduate Tuition & Fees	-	-	-	-	-	-
7	Graduate Financial Aid	-	-	-	-	-	-
8	Net Graduate Tuition & Fees	-	-	-	-	-	-
9	Room & Board	-	-	-	-	-	-
10	Grants & Contracts	-	-	8,441	-	-	-
11	Facilities & Admin Cost Recovery	-	-	-	-	-	-
12	Endowment Distributions	-	-	-	-	-	-
13	Gift Contributions	-	-	-	-	-	-
14	Investment Income	-	-	-	-	-	-
15	Internal & External Sales	3,336,685	3,084,042	3,146,027	2,987,118	2,987,118	3,139,932
16	Total Revenues	3,336,685	3,084,042	3,154,468	2,987,118	2,987,118	3,139,932
17	Administrative Cost Distribution	-	-	-	-	-	-
18	Subvention Distribution	-	-	-	-	-	-
19	Total Revenues & Revenue Allocations	\$ 3,336,685	\$ 3,084,042	\$ 3,154,468	\$ 2,987,118	\$ 2,987,118	\$ 3,139,932
20	Funding Transfers	\$ (31,122)	\$ (22,680)	\$ (8,601)	\$ (2,608)	\$ (2,608)	\$ -
EXPENSES							
21	Total Salaries, Wages, & Other Payroll	686,928	724,499	739,274	722,747	718,101	722,303
22	Total Benefits	293,220	317,641	315,410	321,371	321,371	325,893
23	Supplies & Services	1,519,003	173,320	107,693	97,630	94,530	88,275
24	Professional Services	193	-	4,590	500	700	-
25	Occupancy & Maintenance	373,537	263,153	304,265	331,300	332,800	327,500
26	Capital Costs	49,744	70,675	28,575	-	-	200,000
27	Cost Of Goods Sold	190,687	1,344,693	1,220,049	1,200,000	1,200,000	1,200,000
28	External Debt Service - Principal	-	-	-	-	-	-
29	External Debt Service - Interest	-	-	-	-	-	-
30	Internal Principal & Interest	-	-	-	-	-	-
31	Depreciation	-	-	-	-	-	-
32	Other Operating Expense	(9)	282	-	-	1,400	-
33	Total Direct Expenses	3,113,303	2,894,263	2,719,856	2,673,548	2,668,902	2,863,971
34	Administrative Cost Allocations	213,984	201,120	229,506	240,434	240,434	247,735
35	Capital Cost Allocation	-	-	-	-	-	-
36	Subvention Allocation	-	-	-	-	-	-
37	Total Expenses & Expense Allocations	\$ 3,327,287	\$ 3,095,383	\$ 2,949,362	\$ 2,913,982	\$ 2,909,336	\$ 3,111,706
38	Results of Operations	\$ 40,520	\$ 11,340	\$ 213,707	\$ 75,744	\$ 80,390	\$ 28,226
INVESTMENT TRANSFERS							
39	Transfer To (From) Operating Reserve	-	-	-	-	-	-
40	Transfer To (From) Plant Fund	-	-	-	-	-	-
41	Transfer To (From) Quasi Endowments	-	-	-	-	-	-
42	Repair & Replacement Transfers	-	-	-	-	-	-
43	Internal Bank Transfers	-	-	-	-	-	-
44	Other Transfers	-	-	-	-	-	-
45	Total Investment Transfers	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
46	Net Results	\$ 40,520	\$ 11,340	\$ 213,707	\$ 75,744	\$ 80,390	\$ 28,226
47	Transfer Net Results to Fund Balance	40,520	11,340	213,707	75,744	80,390	28,226
48	Adjusted Net Results	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
39 + 47	Total Transfer To (From) Reserve	40,520	11,340	213,707	75,744	80,390	28,226

13 Central & Administrative Operations

13.1 Administrative Targets

As the Administrative Planning Units continue to work towards achieving their targeted 7% budget reductions established last year, planning units identified an additional \$1.6M in budget savings effective in FY19. This budget reduction is being undertaken in conjunction with Academic Unit's identification of future year budget savings to address the gap in revenues and expenses.

The following table provides an overview of Administrative Units' 7% base target reductions as established last year, expense reductions made in FY18 and FY19, and anticipated FY20 reductions. In addition to the base targets noted below, VP of Advancement absorbed a one-time-only reduction of \$1.2M in FY18.

Planning Unit	7% Target Base Budget Reductions:	FY18 Reductions:	FY19 Reductions:	FY20 Reductions (Balance of target less FY18 & FY19 reductions):
Graduate College	\$ 108,325	\$ 77,543	\$ -	\$ 30,782
VP of Research	\$ 234,442	\$ 167,458	\$ 66,984	\$ -
Provost	\$ 310,887	\$ 264,306	\$ 46,581	\$ -
Enrollment Management	\$ 725,060	\$ 260,122	\$ 141,000	\$ 323,938
Subtotal - Provost Academic Support	\$ 1,378,714	\$ 769,429	\$ 254,565	\$ 354,720
ISFS	\$ 35,203	\$ 25,145	\$ 10,058	\$ -
Library	\$ 806,224	\$ 391,354	\$ 83,870	\$ 331,000
Instructional Innovation	\$ 180,000	\$ 180,000	\$ -	\$ -
Subtotal - Provost Academic	\$ 1,021,427	\$ 596,499	\$ 93,928	\$ 331,000
OIT	\$ -	\$ -	\$ -	\$ -
Airport	\$ 40,057	\$ -	\$ -	\$ 40,057
VP Finance & Administration	\$ 3,739,802	\$ 2,000,000	\$ 911,163	\$ 828,639
Subtotal - VPFA	\$ 3,779,859	\$ 2,000,000	\$ 911,163	\$ 868,696
Diversity & Inclusion*	Exempt	Exempt	Exempt	Exempt
President	\$ 445,821	\$ 220,207	\$ 70,312	\$ 155,302
Campus Recreation	\$ 224,913	\$ 160,652	\$ 29,534	\$ 34,727
VP of Student Affairs	\$ 575,270	\$ 410,931	\$ 82,143	\$ 82,196
Subtotal - VPSA	\$ 800,183	\$ 571,583	\$ 111,677	\$ 116,923
VP of Advancement	\$ 183,221	\$ -	\$ 183,221	\$ -
WOUB	\$ 159,771	\$ 114,122	\$ 22,824	\$ 22,825
Athletics	\$ 677,249	\$ 483,750	\$ -	\$ 193,499
Child Development Center	\$ 18,000	\$ 18,000	\$ -	\$ -
Kennedy Museum	\$ 19,142	\$ 19,142	\$ -	\$ -
Total Admin Units	\$ 8,483,387	\$ 4,792,732	\$ 1,647,690	\$ 2,042,965

* An additional \$0.55M of investment in Diversity & Inclusion is being funded by the Strategic Opportunity Reserve as a Presidential Priority until it can be absorbed in the Operating budget. Please see Section 10.2 for additional details.

13.2 Administrative Investments

In recognition that investments are still required in times of budget reductions, University Leadership reserved \$0.5M in FY19 investment funding earmarked for mandatory compliance requests from Administrative Units.

A summary of the committed Administrative investment requests is provided below.

Base/OTO	Budget Unit	Investment Requests	FY 2019
Base	Diversity & Inclusion	Diversity & Inclusion	\$206,100
Base	OUPD	Equipment Costs	43,900
Base	President	Initiative Staff Support	100,000
Base	TBD	HIPAA Compliance Officer	150,000
Base Total			500,000
OTO	Child Development Center	72 preschool Wooden Chairs	5,759
OTO	Child Development Center	Add electrical outlet to building	400
OTO	Child Development Center	Playground Shed repairs	18,620
OTO Total			24,779
Total Committed			\$524,779

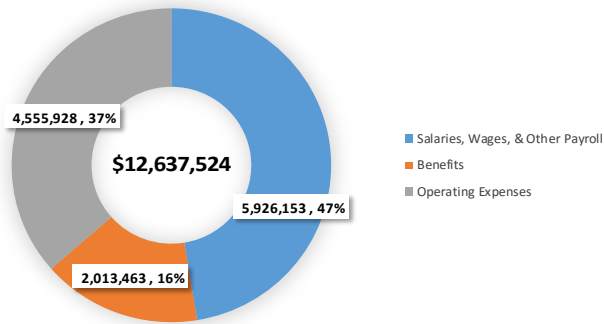
13.3 Administrative Unit Summaries

The following section contains dashboard metrics and income statements for Central & Administrative planning units. As most administrative and academic support units are not revenue-generating, only their expenses and headcounts are presented in this section.

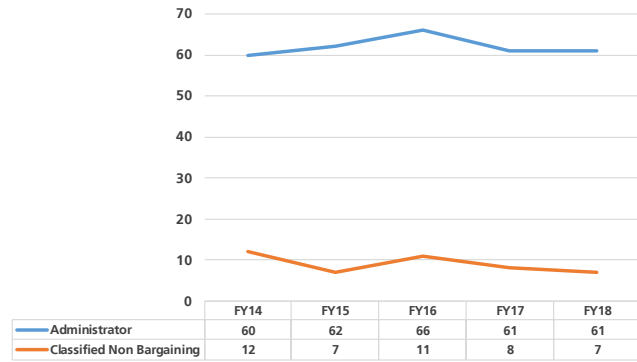
For a complete list of Central & Administrative Operations planning units, please refer to Section 14.

13.3.1 Advancement

FY19 Budgeted Expenses



Five Year Faculty/Staff Headcount Trends



Summary of Advancement's Revenue

Revenue Description	FY18 Forecast	FY19 Budget
2% Endowment Administrative Fee	7,658,561	7,849,841
Endowment Distributions	171,594	175,427
Unrestricted Private Gifts*	1,330,000	333,300
Returns from Foundation Working Capital	2,367,744	1,438,000
Bobcat Store Sales, Alumni Event Registrations, Other	940,549	456,377
Control Total Support Provided From University**	1,522,382	2,577,358
Total Revenues	13,990,830	12,830,303

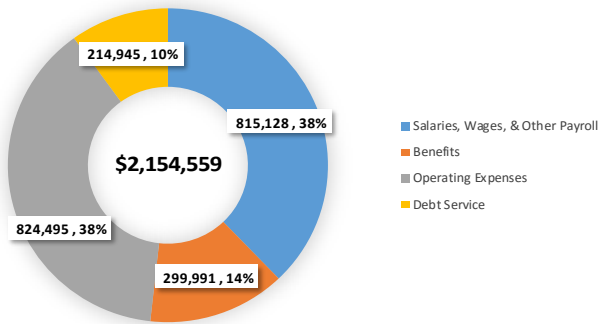
*Received unexpected, one-time receipt of a \$1.1M cash gift in FY18

**In FY18 Advancement took a one-time-only reduction of \$1.2M control total funding

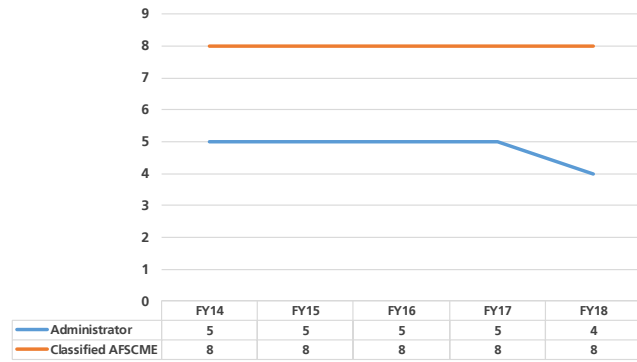
	Advancement	FY15 Actuals	FY16 Actuals	FY17 Actuals	FY18 Budget	FY18 Forecast	FY19 Budget
REVENUES							
1	State Appropriations	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
2	State Appropriations - Capital	-	-	-	-	-	-
3	Gross Undergraduate Tuition & Fees	-	-	-	-	-	-
4	Undergraduate Financial Aid	(43,982)	(39,559)	(100,225)	-	(35,000)	(35,000)
5	Net Undergraduate Tuition & Fees	(43,982)	(39,559)	(100,225)	-	(35,000)	(35,000)
6	Gross Graduate Tuition & Fees	-	-	-	-	-	-
7	Graduate Financial Aid	-	-	-	-	-	-
8	Net Graduate Tuition & Fees	-	-	-	-	-	-
9	Room & Board	-	-	-	-	-	-
10	Grants & Contracts	-	-	841	-	1,500	1,500
11	Facilities & Admin Cost Recovery	-	-	-	-	-	-
12	Endowment Distributions	6,570,906	7,310,325	7,422,532	7,660,145	7,830,155	8,025,268
13	Gift Contributions	309,926	608,451	170,611	344,250	1,330,000	333,300
14	Investment Income	(229,485)	(752,109)	2,528,358	1,580,587	2,367,744	1,438,000
15	Internal & External Sales	1,332,346	2,364,767	3,208,532	324,429	940,549	456,377
16	Total Revenues	7,939,711	9,491,876	13,230,649	9,909,411	12,434,948	10,219,445
17	Administrative Cost Distribution	2,437,403	2,498,678	2,617,443	1,522,382	1,522,382	2,577,358
18	Subvention Distribution	-	-	-	-	-	-
19	Total Revenues & Revenue Allocations	\$ 10,377,114	\$ 11,990,553	\$ 15,848,093	\$ 11,431,793	\$ 13,957,330	\$ 12,796,803
20	Funding Transfers	\$ (86,913)	\$ 296,070	\$ 352,524	\$ (2,318,711)	\$ 372,500	\$ 282,000
EXPENSES							
21	Total Salaries, Wages, & Other Payroll	4,956,909	5,298,633	5,148,106	5,845,396	5,145,498	5,926,153
22	Total Benefits	1,595,559	1,772,995	1,681,805	2,125,162	1,783,999	2,013,463
23	Supplies & Services	2,997,955	3,588,141	3,333,616	3,720,211	3,768,113	3,231,443
24	Professional Services	1,068,260	1,309,824	1,180,893	859,970	990,498	870,974
25	Occupancy & Maintenance	276,994	1,220,371	240,557	573,869	224,288	230,299
26	Capital Costs	6,253	349,153	(122,555)	-	-	-
27	Cost Of Goods Sold	139,570	203,643	242,375	145,410	206,014	211,535
28	External Debt Service - Principal	-	-	-	-	-	-
29	External Debt Service - Interest	-	-	-	-	-	-
30	Internal Principal & Interest	-	-	-	-	-	141,980
31	Depreciation	-	609	7,308	-	-	-
32	Other Operating Expense	23,919	25,018	10,123	477,502	11,372	11,676
33	Total Direct Expenses	11,065,418	13,768,386	11,722,229	13,747,520	12,129,782	12,637,524
34	Administrative Cost Allocations	-	-	-	-	-	-
35	Capital Cost Allocation	-	-	-	-	-	-
36	Subvention Allocation	-	-	-	-	-	-
37	Total Expenses & Expense Allocations	\$ 11,065,418	\$ 13,768,386	\$ 11,722,229	\$ 13,747,520	\$ 12,129,782	\$ 12,637,524
38	Results of Operations	\$ (601,392)	\$ (2,073,903)	\$ 3,773,340	\$ 2,984	\$ 1,455,048	\$ (122,721)
INVESTMENT TRANSFERS							
39	Transfer To (From) Operating Reserve	-	-	-	-	-	(141,980)
40	Transfer To (From) Plant Fund	-	-	-	-	62,000	-
41	Transfer To (From) Quasi Endowments	-	-	-	-	-	-
42	Repair & Replacement Transfers	-	-	-	-	-	-
43	Internal Bank Transfers	-	-	-	-	-	-
44	Other Transfers	-	-	-	-	-	-
45	Total Investment Transfers	\$ -	\$ -	\$ -	\$ -	\$ 62,000	\$ (141,980)
46	Net Results	\$ (601,392)	\$ (2,073,903)	\$ 3,773,340	\$ 2,984	\$ 1,393,048	\$ 19,259
47	Transfer Net Results to Fund Balance	(601,392)	(2,073,903)	3,773,340	2,984	1,393,048	19,259
48	Adjusted Net Results	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
39 + 47	Total Transfer To (From) Reserve	(601,392)	(2,073,903)	3,773,340	2,984	1,393,048	(122,721)
Ratio: Row 33	Total Direct Expenses - Share of University Total	1.6%	1.8%	1.5%	1.8%	1.6%	1.6%

13.3.2 Airport

FY19 Budgeted Expenses



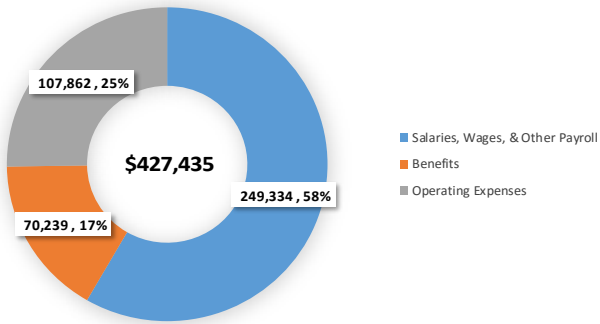
Five Year Faculty/Staff Headcount Trends



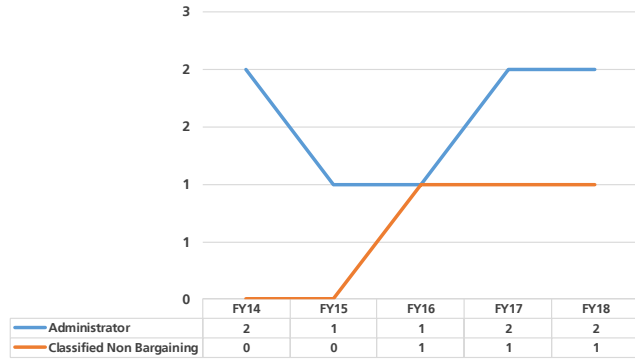
Airport		FY15 Actuals	FY16 Actuals	FY17 Actuals	FY18 Budget	FY18 Forecast	FY19 Budget
REVENUES							
1	State Appropriations	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
2	State Appropriations - Capital	-	-	-	-	-	-
3	Gross Undergraduate Tuition & Fees	-	-	-	-	-	-
4	Undergraduate Financial Aid	-	-	-	-	-	-
5	Net Undergraduate Tuition & Fees	-	-	-	-	-	-
6	Gross Graduate Tuition & Fees	-	-	-	-	-	-
7	Graduate Financial Aid	-	-	-	-	-	-
8	Net Graduate Tuition & Fees	-	-	-	-	-	-
9	Room & Board	-	-	-	-	-	-
10	Grants & Contracts	1,829	2,867	2,012,299	2,697,100	-	-
11	Facilities & Admin Cost Recovery	-	-	-	-	-	-
12	Endowment Distributions	-	-	-	-	-	-
13	Gift Contributions	-	-	50	-	-	-
14	Investment Income	-	-	-	-	-	-
15	Internal & External Sales	1,564,870	1,294,190	1,294,441	1,420,895	1,420,895	1,423,720
16	Total Revenues	1,566,699	1,297,057	3,306,790	4,117,995	1,420,895	1,423,720
17	Administrative Cost Distribution	757,366	794,613	815,634	823,653	823,653	841,303
18	Subvention Distribution	-	-	-	-	-	-
19	Total Revenues & Revenue Allocations	\$ 2,324,065	\$ 2,091,670	\$ 4,122,424	\$ 4,941,648	\$ 2,244,548	\$ 2,265,023
20	Funding Transfers	\$ (80,795)	\$ (126,577)	\$ 18,913	\$ (240,402)	\$ 21,498	\$ 21,498
EXPENSES							
21	Total Salaries, Wages, & Other Payroll	760,484	772,529	805,114	791,803	706,636	815,128
22	Total Benefits	277,888	281,917	282,635	290,566	263,337	299,991
23	Supplies & Services	292,225	245,540	188,642	216,050	214,000	135,510
24	Professional Services	69,711	65,242	12,704	16,050	16,050	16,050
25	Occupancy & Maintenance	322,130	198,035	186,703	243,369	217,003	183,815
26	Capital Costs	93,710	1,393,600	43,801	2,959,000	-	-
27	Cost Of Goods Sold	519,638	441,568	375,108	388,470	386,970	388,470
28	External Debt Service - Principal	-	-	-	-	-	-
29	External Debt Service - Interest	-	-	-	-	-	-
30	Internal Principal & Interest	103,974	137,971	243,394	236,559	236,559	214,945
31	Depreciation	-	-	-	-	-	-
32	Other Operating Expense	20,259	19,125	18,390	17,000	46,916	100,650
33	Total Direct Expenses	2,460,020	3,555,527	2,156,488	5,158,867	2,087,471	2,154,559
34	Administrative Cost Allocations	-	-	-	-	-	-
35	Capital Cost Allocation	-	-	-	-	-	-
36	Subvention Allocation	-	-	-	-	-	-
37	Total Expenses & Expense Allocations	\$ 2,460,020	\$ 3,555,527	\$ 2,156,488	\$ 5,158,867	\$ 2,087,471	\$ 2,154,559
38	Results of Operations	\$ (55,160)	\$ (1,337,280)	\$ 1,947,023	\$ 23,183	\$ 135,579	\$ 88,966
INVESTMENT TRANSFERS							
39	Transfer To (From) Operating Reserve	-	-	-	-	-	-
40	Transfer To (From) Plant Fund	6,264	43	1,999,858	-	-	-
41	Transfer To (From) Quasi Endowments	-	-	-	-	-	-
42	Repair & Replacement Transfers	-	-	-	-	-	-
43	Internal Bank Transfers	-	(1,295,000)	-	-	-	-
44	Other Transfers	-	-	-	-	-	-
45	Total Investment Transfers	\$ 6,264	\$ (1,294,957)	\$ 1,999,858	\$ -	\$ -	\$ -
46	Net Results	\$ (61,424)	\$ (42,323)	\$ (52,836)	\$ 23,183	\$ 135,579	\$ 88,966
47	Transfer Net Results to Fund Balance	(61,424)	(42,323)	(52,836)	23,183	135,579	88,966
48	Adjusted Net Results	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
39 + 47	Total Transfer To (From) Reserve	(61,424)	(42,323)	(52,836)	23,183	135,579	88,966
Ratio: Row 33	Total Direct Expenses - Share of University Total	0.4%	0.5%	0.3%	0.7%	0.3%	0.3%

13.3.3 Athena

FY19 Budgeted Expenses



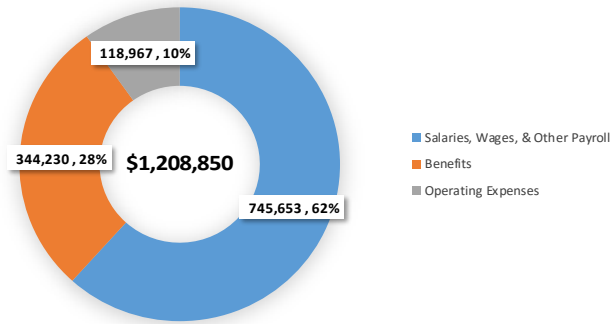
Five Year Faculty/Staff Headcount Trends



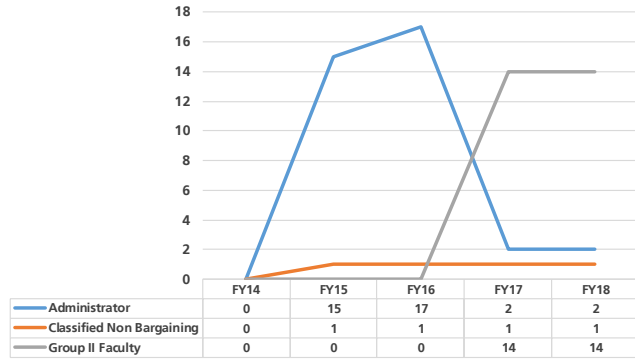
Athena		FY15 Actuals	FY16 Actuals	FY17 Actuals	FY18 Budget	FY18 Forecast	FY19 Budget
REVENUES							
1	State Appropriations	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
2	State Appropriations - Capital	-	-	-	-	-	-
3	Gross Undergraduate Tuition & Fees	-	-	-	-	-	-
4	Undergraduate Financial Aid	-	-	-	-	-	-
5	Net Undergraduate Tuition & Fees	-	-	-	-	-	-
6	Gross Graduate Tuition & Fees	-	-	-	-	-	-
7	Graduate Financial Aid	-	-	-	-	-	-
8	Net Graduate Tuition & Fees	-	-	-	-	-	-
9	Room & Board	-	-	-	-	-	-
10	Grants & Contracts	3,899	12,101	71,922	71,000	71,000	72,420
11	Facilities & Admin Cost Recovery	-	-	-	-	-	-
12	Endowment Distributions	-	-	-	-	-	-
13	Gift Contributions	5,975	5,000	5,000	5,000	5,000	5,000
14	Investment Income	-	-	-	-	-	-
15	Internal & External Sales	189,340	190,349	177,931	199,886	185,000	195,683
16	Total Revenues	199,214	207,450	254,853	275,886	261,000	273,103
17	Administrative Cost Distribution	170,896	86,981	89,625	91,490	91,490	94,813
18	Subvention Distribution	-	-	-	-	-	-
19	Total Revenues & Revenue Allocations	\$ 370,110	\$ 294,431	\$ 344,478	\$ 367,376	\$ 352,490	\$ 367,916
20	Funding Transfers	\$ (26,888)	\$ (54,660)	\$ (50,057)	\$ (53,347)	\$ (55,347)	\$ (59,962)
EXPENSES							
21	Total Salaries, Wages, & Other Payroll	181,985	237,244	243,186	255,047	247,405	249,334
22	Total Benefits	35,682	52,727	60,214	68,526	68,526	70,239
23	Supplies & Services	52,950	52,021	43,921	34,550	31,000	38,862
24	Professional Services	6,720	8,360	10,190	8,600	9,000	10,000
25	Occupancy & Maintenance	57,851	70,479	59,293	40,000	49,000	46,000
26	Capital Costs	-	-	-	-	-	-
27	Cost Of Goods Sold	8,039	7,040	8,160	9,000	8,000	10,000
28	External Debt Service - Principal	-	-	-	-	-	-
29	External Debt Service - Interest	-	-	-	-	-	-
30	Internal Principal & Interest	-	-	-	-	-	-
31	Depreciation	-	-	-	-	-	-
32	Other Operating Expense	379	2	232	-	3,000	3,000
33	Total Direct Expenses	343,605	427,873	425,197	415,723	415,931	427,435
34	Administrative Cost Allocations	-	-	-	-	-	-
35	Capital Cost Allocation	-	-	-	-	-	-
36	Subvention Allocation	-	-	-	-	-	-
37	Total Expenses & Expense Allocations	\$ 343,605	\$ 427,873	\$ 425,197	\$ 415,723	\$ 415,931	\$ 427,435
38	Results of Operations	\$ 53,393	\$ (78,782)	\$ (30,662)	\$ 5,000	\$ (8,094)	\$ 443
INVESTMENT TRANSFERS							
39	Transfer To (From) Operating Reserve	-	-	-	-	-	-
40	Transfer To (From) Plant Fund	-	-	-	-	-	-
41	Transfer To (From) Quasi Endowments	-	-	-	-	-	-
42	Repair & Replacement Transfers	-	-	-	-	-	-
43	Internal Bank Transfers	-	-	-	-	-	-
44	Other Transfers	-	-	-	-	-	-
45	Total Investment Transfers	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
46	Net Results	\$ 53,393	\$ (78,782)	\$ (30,662)	\$ 5,000	\$ (8,094)	\$ 443
47	Transfer Net Results to Fund Balance	53,393	(78,782)	(30,662)	5,000	(8,094)	443
48	Adjusted Net Results	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
39 + 47	Total Transfer To (From) Reserve	53,393	(78,782)	(30,662)	5,000	(8,094)	443
Ratio: Row 33	Total Direct Expenses - Share of University Total	0.0%	0.1%	0.1%	0.1%	0.1%	0.1%

13.3.4 Child Development Center (CDC)

FY19 Budgeted Expenses



Five Year Faculty/Staff Headcount Trends

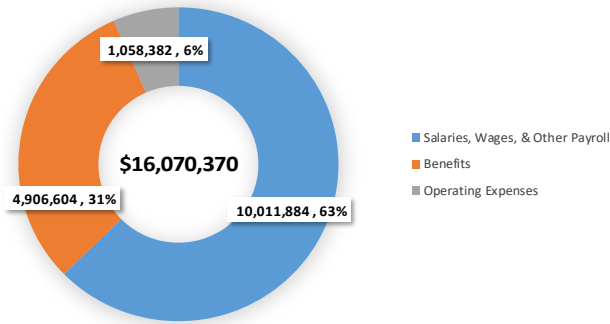


Child Development Center		FY15 Actuals	FY16 Actuals	FY17 Actuals	FY18 Budget	FY18 Forecast	FY19 Budget
REVENUES							
1	State Appropriations	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
2	State Appropriations - Capital	-	-	-	-	-	-
3	Gross Undergraduate Tuition & Fees	-	-	-	-	-	-
4	Undergraduate Financial Aid	-	-	-	-	-	-
5	Net Undergraduate Tuition & Fees	-	-	-	-	-	-
6	Gross Graduate Tuition & Fees	-	-	-	-	-	-
7	Graduate Financial Aid	-	(16,376)	(48,638)	(16,376)	-	-
8	Net Graduate Tuition & Fees	-	(16,376)	(48,638)	(16,376)	-	-
9	Room & Board	-	-	-	-	-	-
10	Grants & Contracts	-	-	3,571	-	-	-
11	Facilities & Admin Cost Recovery	-	-	-	-	-	-
12	Endowment Distributions	-	-	-	-	-	-
13	Gift Contributions	-	2,282	1,881	3,000	-	-
14	Investment Income	-	-	-	-	-	-
15	Internal & External Sales	732,038	759,937	765,480	789,500	789,500	797,395
16	Total Revenues	732,038	745,843	722,294	776,124	789,500	797,395
17	Administrative Cost Distribution	291,939	321,689	341,212	333,779	339,192	381,623
18	Subvention Distribution	66,508	-	-	-	-	-
19	Total Revenues & Revenue Allocations	\$ 1,090,485	\$ 1,067,532	\$ 1,063,506	\$ 1,109,903	\$ 1,128,692	\$ 1,179,018
20	Funding Transfers	\$ (28,154)	\$ (27,054)	\$ (225,447)	\$ (31,229)	\$ (29,832)	\$ (29,832)
EXPENSES							
21	Total Salaries, Wages, & Other Payroll	743,706	832,977	756,698	745,490	740,491	745,653
22	Total Benefits	296,432	350,212	327,546	334,726	334,604	344,230
23	Supplies & Services	112,017	95,060	37,657	66,492	83,430	111,421
24	Professional Services	4,661	464	145	-	-	7,546
25	Occupancy & Maintenance	4,287	7,369	20,521	6,000	-	-
26	Capital Costs	-	-	-	-	-	-
27	Cost Of Goods Sold	2,943	3,485	2,502	-	-	-
28	External Debt Service - Principal	-	-	-	-	-	-
29	External Debt Service - Interest	-	-	-	-	-	-
30	Internal Principal & Interest	-	-	-	-	-	-
31	Depreciation	-	-	-	-	-	-
32	Other Operating Expense	278	85	-	1,800	-	-
33	Total Direct Expenses	1,164,323	1,289,653	1,145,069	1,154,508	1,158,525	1,208,850
34	Administrative Cost Allocations	-	-	-	-	-	-
35	Capital Cost Allocation	-	-	-	-	-	-
36	Subvention Allocation	-	-	-	-	-	-
37	Total Expenses & Expense Allocations	\$ 1,164,323	\$ 1,289,653	\$ 1,145,069	\$ 1,154,508	\$ 1,158,525	\$ 1,208,850
38	Results of Operations	\$ (45,684)	\$ (195,067)	\$ 143,884	\$ (13,376)	\$ (1)	\$ -
INVESTMENT TRANSFERS							
39	Transfer To (From) Operating Reserve	-	-	-	-	-	-
40	Transfer To (From) Plant Fund	-	11,340	-	-	-	-
41	Transfer To (From) Quasi Endowments	-	-	-	-	-	-
42	Repair & Replacement Transfers	-	-	-	-	-	-
43	Internal Bank Transfers	-	-	-	-	-	-
44	Other Transfers	-	-	-	-	-	-
45	Total Investment Transfers	\$ -	\$ 11,340	\$ -	\$ -	\$ -	\$ -
46	Net Results	\$ (45,684)	\$ (206,407)	\$ 143,884	\$ (13,376)	\$ (1)	\$ -
47	Transfer Net Results to Fund Balance	(45,684)	(206,407)	143,884	(13,376)	(1)	-
48	Adjusted Net Results	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
39 + 47	Total Transfer To (From) Reserve	(45,684)	(206,407)	143,884	(13,376)	(1)	-
Ratio: Row 33	Total Direct Expenses - Share of University Total	0.2%	0.2%	0.1%	0.2%	0.2%	0.2%

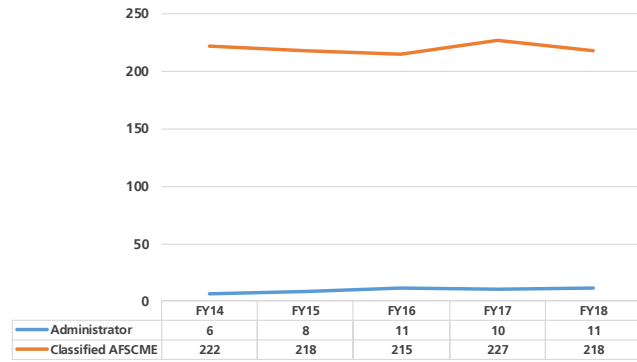
13.3.5 Finance & Administration

Custodial

FY19 Budgeted Expenses

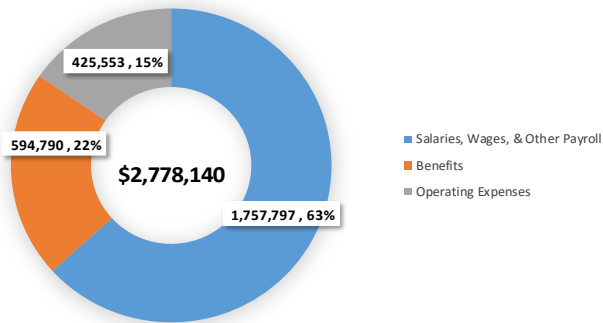


Five Year Faculty/Staff Headcount Trends

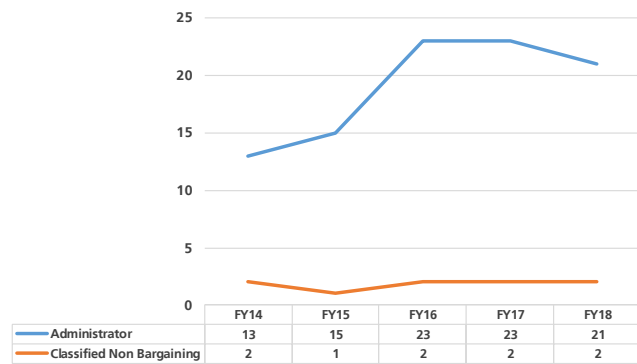


Design & Construction

FY19 Budgeted Expenses

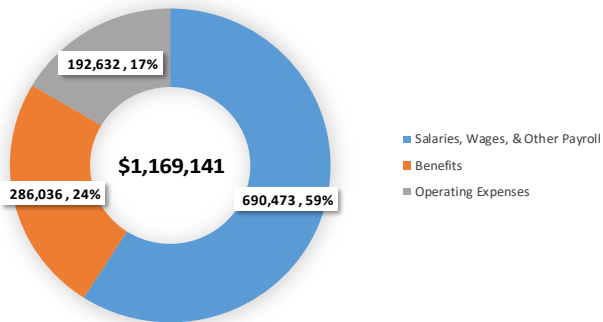


Five Year Faculty/Staff Headcount Trends

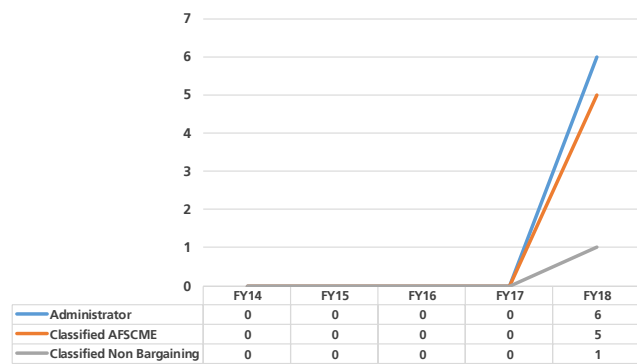


Environmental Health & Safety

FY19 Budgeted Expenses



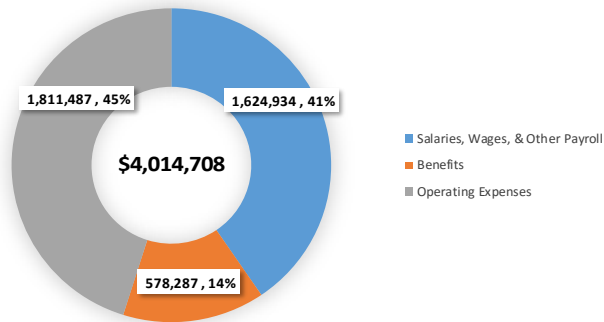
Five Year Faculty/Staff Headcount Trends



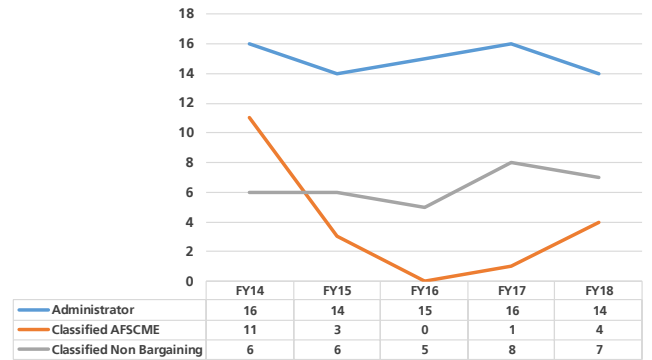
Included in Facilities Management & Safety prior to FY18.

Facilities Management & Safety

FY19 Budgeted Expenses



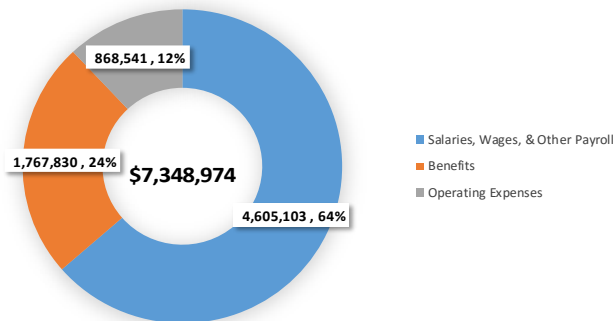
Five Year Faculty/Staff Headcount Trends



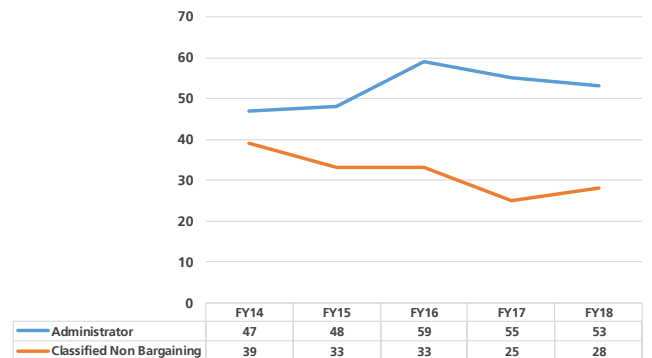
Environmental Health & Safety included in FY14-FY17; reclassified in FY18.

Finance & Budget

FY19 Budgeted Expenses



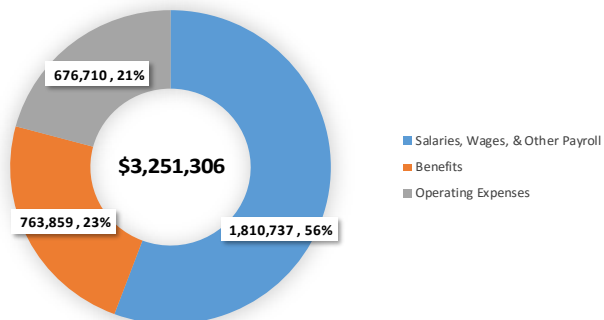
Five Year Faculty/Staff Headcount Trends



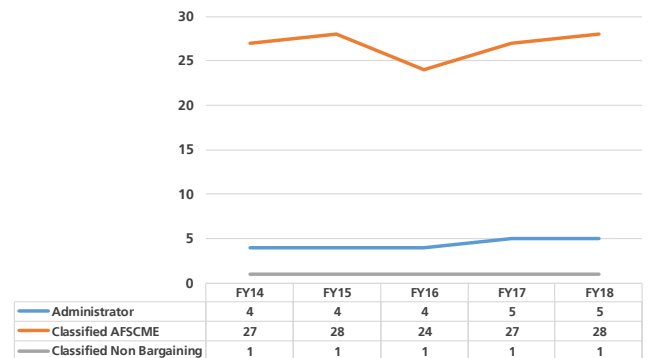
Payroll reorganized from Finance to Human Resources in FY15.

Grounds

FY19 Budgeted Expenses

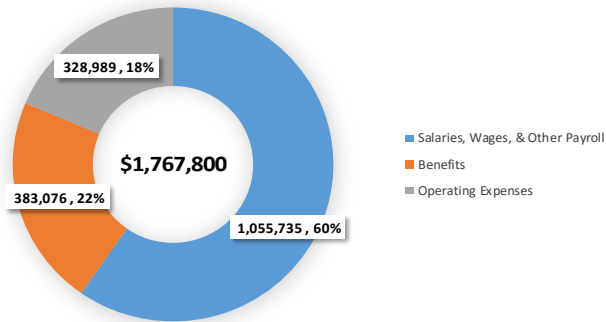


Five Year Faculty/Staff Headcount Trends



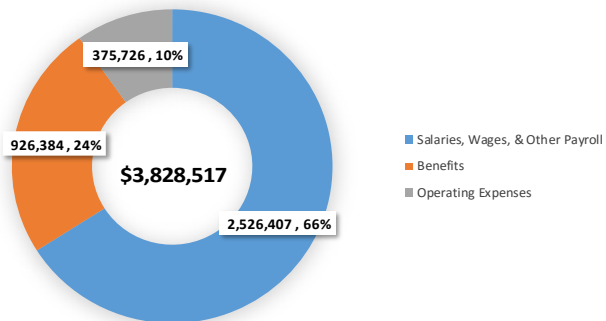
Heating Plant

FY19 Budgeted Expenses

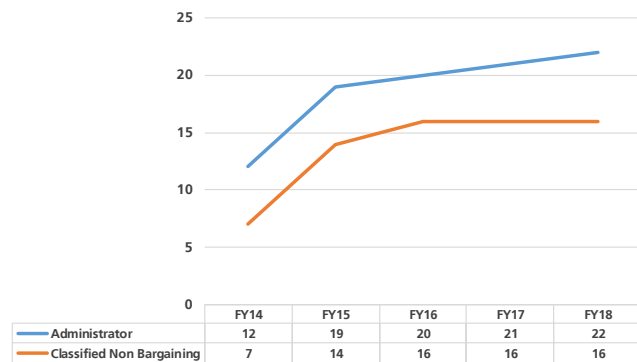


Human Resources

FY19 Budgeted Expenses



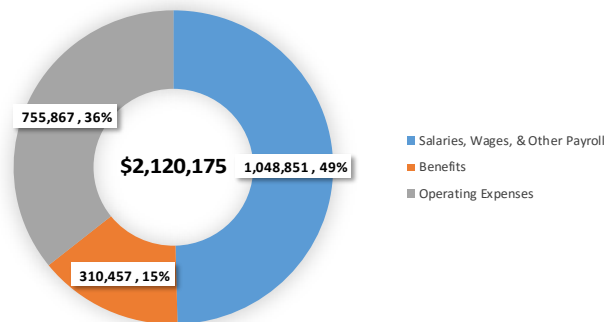
Five Year Faculty/Staff Headcount Trends



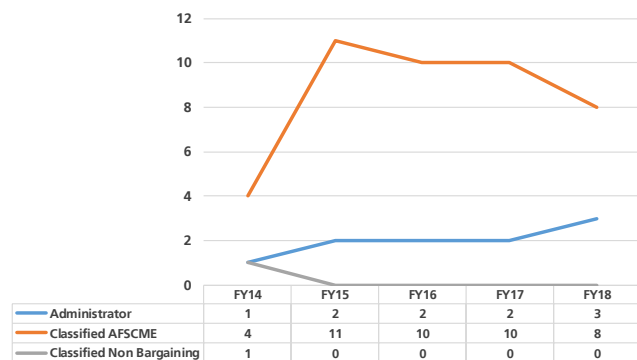
Includes the reorganization of Payroll into HR from Finance, and the creation of the HR Liaison and Leadership/Professional Development departments.

Logistics

FY19 Budgeted Expenses

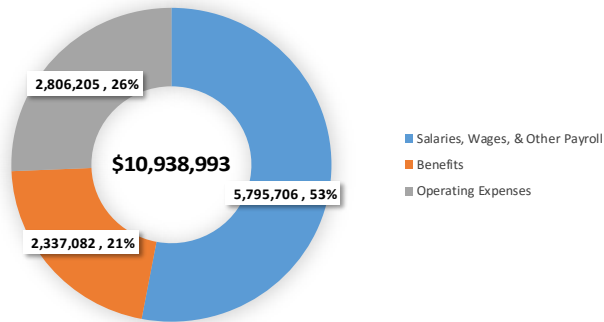


Five Year Faculty/Staff Headcount Trends

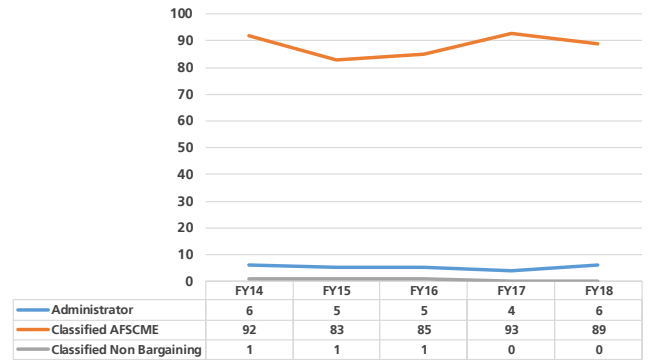


Maintenance

FY19 Budgeted Expenses

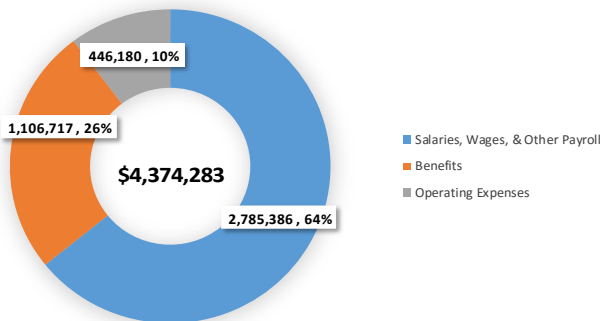


Five Year Faculty/Staff Headcount Trends

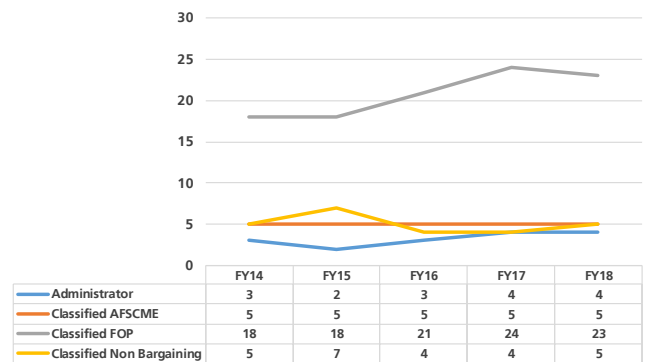


OUPD

FY19 Budgeted Expenses

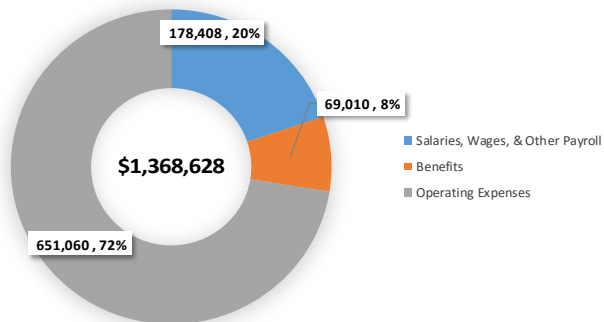


Five Year Faculty/Staff Headcount Trends

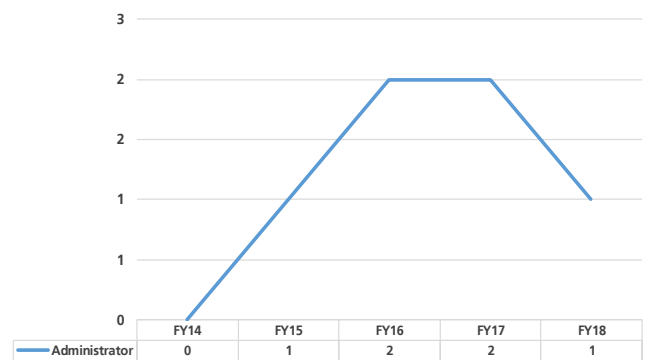


Real Estate

FY19 Budgeted Expenses

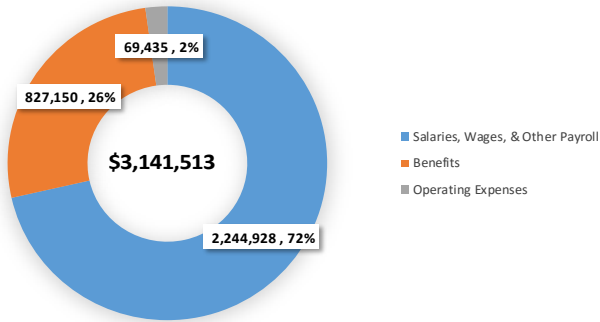


Five Year Faculty/Staff Headcount Trends

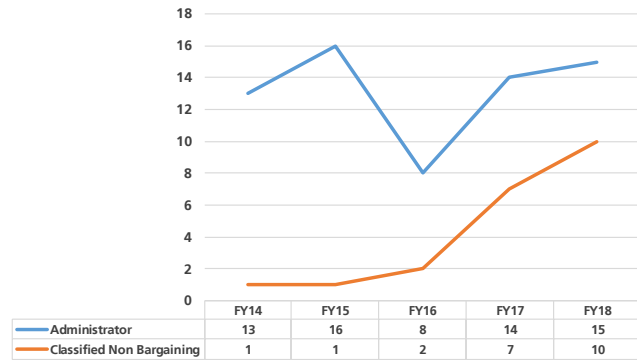


VPFA Office

FY19 Budgeted Expenses



Five Year Faculty/Staff Headcount Trends



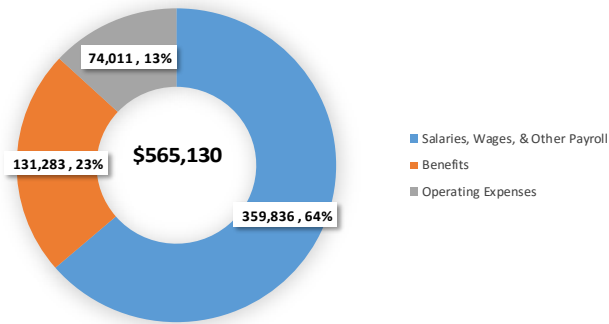
Includes the reorganization of the Training and Communication department, and the creation of the Business Service Center and the OHIO Ready Staff (5 people).

Departments included within VPFA Office: The Office of the CFO; Training and Communication; VPFA Business Service Center (from FTEs in other units); OHIO Ready Staff; University Planning & Space Management.

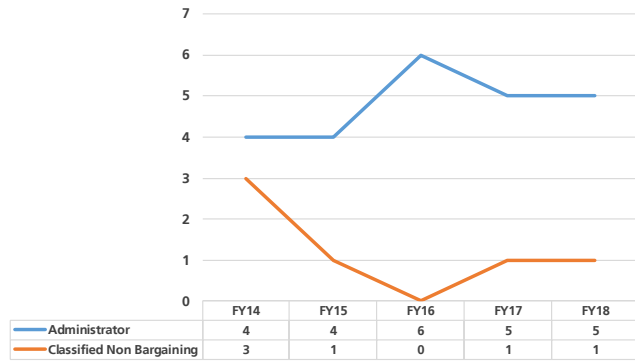
Finance & Administration		FY15 Actuals	FY16 Actuals	FY17 Actuals	FY18 Budget	FY18 Forecast	FY19 Budget
REVENUES							
1	State Appropriations	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
2	State Appropriations - Capital	-	-	-	-	-	-
3	Gross Undergraduate Tuition & Fees	54,780	68,434	112,411	116,000	116,000	109,212
4	Undergraduate Financial Aid	(11,244)	(4,330)	(2,521)	-	-	-
5	Net Undergraduate Tuition & Fees	43,535	64,104	109,890	116,000	116,000	109,212
6	Gross Graduate Tuition & Fees	-	-	-	-	-	-
7	Graduate Financial Aid	-	-	(18)	-	-	-
8	Net Graduate Tuition & Fees	-	-	(18)	-	-	-
9	Room & Board	-	-	-	-	-	-
10	Grants & Contracts	141,333	63,852	73,071	-	-	-
11	Facilities & Admin Cost Recovery	17,910	1,424	214	-	-	-
12	Endowment Distributions	4,135	4,537	4,721	-	-	-
13	Gift Contributions	24,274	8,991	5,228	-	-	-
14	Investment Income	-	(13,590)	-	-	-	-
15	Internal & External Sales	9,402,456	8,721,407	9,680,320	9,659,707	9,103,769	9,206,159
16	Total Revenues	9,633,643	8,850,726	9,873,427	9,775,707	9,219,769	9,315,370
17	Administrative Cost Distribution	70,029,372	72,308,502	77,389,971	78,205,934	78,601,032	79,358,999
18	Subvention Distribution	-	-	-	-	-	-
19	Total Revenues & Revenue Allocations	\$ 79,663,015	\$ 81,159,227	\$ 87,263,398	\$ 87,981,641	\$ 87,820,801	\$ 88,674,369
20	Funding Transfers	\$ (2,163,593)	\$ (3,066,669)	\$ (2,563,066)	\$ (1,211,077)	\$ (2,168,453)	\$ (1,772,046)
EXPENSES							
21	Total Salaries, Wages, & Other Payroll	44,736,827	46,406,206	47,551,742	49,624,001	46,480,187	50,149,822
22	Total Benefits	16,392,003	17,400,061	17,605,569	19,217,796	18,271,316	19,869,742
23	Supplies & Services	8,185,363	8,635,703	8,472,156	10,958,896	14,975,357	12,438,411
24	Professional Services	2,616,098	2,125,811	1,640,662	1,523,288	1,617,259	891,588
25	Occupancy & Maintenance	6,616,268	7,834,593	6,864,707	7,212,602	2,098,375	4,320,423
26	Capital Costs	978,695	940,073	414,115	351,888	404,836	712,150
27	Cost Of Goods Sold	693,792	506,390	511,414	778,200	762,246	915,000
28	External Debt Service - Principal	-	-	-	-	-	-
29	External Debt Service - Interest	-	-	-	-	-	-
30	Internal Principal & Interest	-	-	-	-	-	-
31	Depreciation	-	-	-	-	-	-
32	Other Operating Expense	478,696	335,705	(180,597)	50,986	63,586	60,215
33	Total Direct Expenses	80,697,742	84,184,543	82,879,768	89,717,657	84,673,163	89,357,351
34	Administrative Cost Allocations	-	-	-	-	-	-
35	Capital Cost Allocation	-	-	-	-	-	-
36	Subvention Allocation	-	-	-	-	-	-
37	Total Expenses & Expense Allocations	\$ 80,697,742	\$ 84,184,543	\$ 82,879,768	\$ 89,717,657	\$ 84,673,163	\$ 89,357,351
38	Results of Operations	\$ 1,128,867	\$ 41,353	\$ 6,946,696	\$ (524,939)	\$ 5,316,091	\$ 1,089,064
INVESTMENT TRANSFERS							
39	Transfer To (From) Operating Reserve	-	-	-	43,375	-	-
40	Transfer To (From) Plant Fund	(293,522)	291,553	(4,028,284)	-	5,273,388	5,500,000
41	Transfer To (From) Quasi Endowments	-	-	-	-	-	-
42	Repair & Replacement Transfers	-	-	-	3,495	3,495	3,500
43	Internal Bank Transfers	-	-	-	-	-	-
44	Other Transfers	30,000	(255)	(804)	-	(2,000)	(2,000)
45	Total Investment Transfers	\$ (263,522)	\$ 291,298	\$ (4,029,089)	\$ 46,870	\$ 5,274,883	\$ 5,501,500
46	Net Results	\$ 1,392,389	\$ (249,944)	\$ 10,975,785	\$ (571,808)	\$ 41,208	\$ (4,412,436)
47	Transfer Net Results to Fund Balance	1,392,389	(249,944)	10,975,785	(571,808)	41,208	(4,412,436)
48	Adjusted Net Results	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
39 + 47	Total Transfer To (From) Reserve	1,392,389	(249,944)	10,975,785	(528,433)	41,208	(4,412,436)
Ratio: Row 33	Total Direct Expenses - Share of University Total	11.6%	11.3%	10.3%	11.7%	11.3%	11.6%

13.3.6 International Student & Faculty Services (ISFS)

FY19 Budgeted Expenses



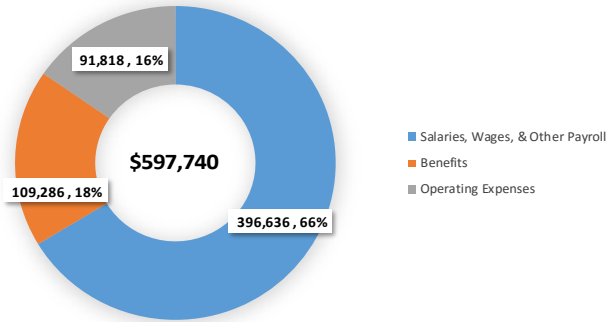
Five Year Faculty/Staff Headcount Trends



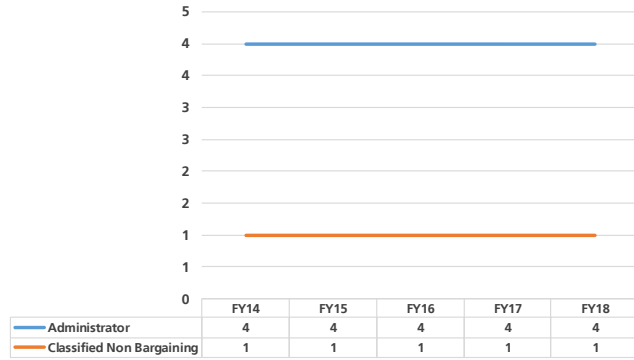
ISFS	FY15 Actuals	FY16 Actuals	FY17 Actuals	FY18 Budget	FY18 Forecast	FY19 Budget
REVENUES						
1	State Appropriations	\$ -	\$ -	\$ -	\$ -	\$ -
2	State Appropriations - Capital	-	-	-	-	-
3	Gross Undergraduate Tuition & Fees	50,365	40,390	30,905	52,500	45,290
4	Undergraduate Financial Aid	-	-	-	-	-
5	Net Undergraduate Tuition & Fees	50,365	40,390	30,905	52,500	45,290
6	Gross Graduate Tuition & Fees	-	-	-	-	-
7	Graduate Financial Aid	(1,960)	-	(550)	-	-
8	Net Graduate Tuition & Fees	(1,960)	-	(550)	-	-
9	Room & Board	-	-	-	-	-
10	Grants & Contracts	-	-	2,621	-	2,500
11	Facilities & Admin Cost Recovery	-	-	-	-	-
12	Endowment Distributions	4,704	4,901	10,514	10,196	-
13	Gift Contributions	-	-	-	-	-
14	Investment Income	-	-	-	-	-
15	Internal & External Sales	-	270	-	-	-
16	Total Revenues	53,109	45,561	43,490	62,696	47,790
17	Administrative Cost Distribution	499,512	496,335	503,631	491,801	516,515
18	Subvention Distribution	-	-	-	-	-
19	Total Revenues & Revenue Allocations	\$ 552,621	\$ 541,896	\$ 547,121	\$ 554,497	\$ 564,305
20	Funding Transfers	\$ (6,360)	\$ (5,739)	\$ (56,634)	\$ -	\$ (4,500)
EXPENSES						
21	Total Salaries, Wages, & Other Payroll	297,101	319,367	341,533	335,116	302,594
22	Total Benefits	108,794	124,312	129,874	137,185	124,187
23	Supplies & Services	56,314	44,470	39,534	65,500	71,150
24	Professional Services	15,227	19,241	47,583	-	47,000
25	Occupancy & Maintenance	9,757	4,771	2,048	3,500	3,016
26	Capital Costs	-	-	-	-	-
27	Cost Of Goods Sold	-	-	-	-	-
28	External Debt Service - Principal	-	-	-	-	-
29	External Debt Service - Interest	-	-	-	-	-
30	Internal Principal & Interest	-	-	-	-	-
31	Depreciation	-	-	-	-	-
32	Other Operating Expense	-	762	1,010	3,000	2,000
33	Total Direct Expenses	487,194	512,923	561,582	544,301	549,947
34	Administrative Cost Allocations	-	-	-	-	-
35	Capital Cost Allocation	-	-	-	-	-
36	Subvention Allocation	-	-	-	-	-
37	Total Expenses & Expense Allocations	\$ 487,194	\$ 512,923	\$ 561,582	\$ 544,301	\$ 549,947
38	Results of Operations	\$ 71,787	\$ 34,711	\$ 42,173	\$ 10,196	\$ 18,858
INVESTMENT TRANSFERS						
39	Transfer To (From) Operating Reserve	-	-	-	-	-
40	Transfer To (From) Plant Fund	700	(127)	-	-	-
41	Transfer To (From) Quasi Endowments	-	-	-	-	-
42	Repair & Replacement Transfers	-	-	-	-	-
43	Internal Bank Transfers	-	-	-	-	-
44	Other Transfers	-	-	-	-	-
45	Total Investment Transfers	\$ 700	\$ (127)	\$ -	\$ -	\$ -
46	Net Results	\$ 71,087	\$ 34,838	\$ 42,173	\$ 10,196	\$ 18,858
47	Transfer Net Results to Fund Balance	71,087	34,838	42,173	10,196	18,858
48	Adjusted Net Results	\$ -	\$ -	\$ -	\$ -	\$ -
39 + 47	Total Transfer To (From) Reserve	71,087	34,838	42,173	10,196	18,858
Ratio: Row 33	Total Direct Expenses - Share of University Total	0.1%	0.1%	0.1%	0.1%	0.1%

13.3.7 Kennedy Museum

FY19 Budgeted Expenses



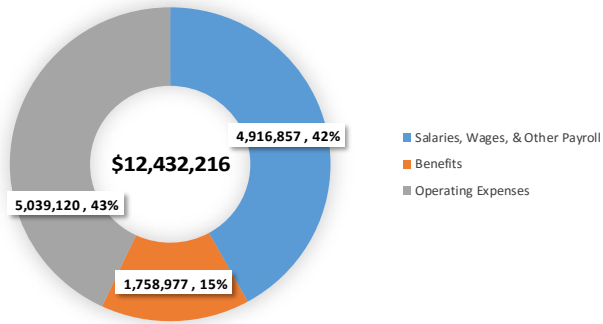
Five Year Faculty/Staff Headcount Trends



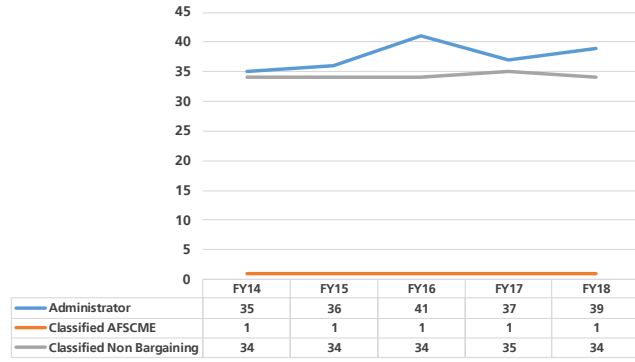
Kennedy Museum		FY15 Actuals	FY16 Actuals	FY17 Actuals	FY18 Budget	FY18 Forecast	FY19 Budget
REVENUES							
1	State Appropriations	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
2	State Appropriations - Capital	-	-	-	-	-	-
3	Gross Undergraduate Tuition & Fees	-	-	-	-	-	-
4	Undergraduate Financial Aid	-	-	-	-	-	-
5	Net Undergraduate Tuition & Fees	-	-	-	-	-	-
6	Gross Graduate Tuition & Fees	-	-	-	-	-	-
7	Graduate Financial Aid	-	-	-	-	-	-
8	Net Graduate Tuition & Fees	-	-	-	-	-	-
9	Room & Board	-	-	-	-	-	-
10	Grants & Contracts	18,417	19,389	54,809	78,961	55,250	55,250
11	Facilities & Admin Cost Recovery	-	-	-	-	-	-
12	Endowment Distributions	63,758	65,702	66,710	64,562	64,562	63,755
13	Gift Contributions	41,732	472,807	37,589	20,000	40,000	40,000
14	Investment Income	-	-	-	-	-	-
15	Internal & External Sales	26,219	7,317	348	-	350	350
16	Total Revenues	150,127	565,214	159,456	163,523	160,162	159,355
17	Administrative Cost Distribution	351,747	366,163	382,848	366,192	366,192	372,380
18	Subvention Distribution	-	-	-	-	-	-
19	Total Revenues & Revenue Allocations	\$ 501,874	\$ 931,377	\$ 542,305	\$ 529,715	\$ 526,354	\$ 531,735
20	Funding Transfers	\$ (35,855)	\$ (38,361)	\$ (29,137)	\$ (26,010)	\$ (29,396)	\$ (29,396)
EXPENSES							
21	Total Salaries, Wages, & Other Payroll	408,415	393,083	392,065	393,968	392,064	396,636
22	Total Benefits	113,084	103,946	104,135	84,821	106,620	109,286
23	Supplies & Services	62,219	99,833	89,827	73,672	265,700	57,968
24	Professional Services	1,500	100	5,960	-	13,558	11,850
25	Occupancy & Maintenance	16,597	9,647	39,933	15,000	17,000	12,000
26	Capital Costs	-	-	5,522	-	-	-
27	Cost Of Goods Sold	16,121	3,973	-	-	-	-
28	External Debt Service - Principal	-	-	-	-	-	-
29	External Debt Service - Interest	-	-	-	-	-	-
30	Internal Principal & Interest	-	-	-	-	-	-
31	Depreciation	-	-	-	-	-	-
32	Other Operating Expense	521	120	85	14,010	10,000	10,000
33	Total Direct Expenses	618,458	610,703	637,526	581,471	804,942	597,740
34	Administrative Cost Allocations	-	-	-	-	-	-
35	Capital Cost Allocation	-	-	-	-	-	-
36	Subvention Allocation	-	-	-	-	-	-
37	Total Expenses & Expense Allocations	\$ 618,458	\$ 610,703	\$ 637,526	\$ 581,471	\$ 804,942	\$ 597,740
38	Results of Operations	\$ (80,728)	\$ 359,036	\$ (66,085)	\$ (25,746)	\$ (249,192)	\$ (36,609)
INVESTMENT TRANSFERS							
39	Transfer To (From) Operating Reserve	-	-	-	-	(215,000)	-
40	Transfer To (From) Plant Fund	-	-	-	-	-	-
41	Transfer To (From) Quasi Endowments	-	-	-	-	-	-
42	Repair & Replacement Transfers	-	-	-	-	-	-
43	Internal Bank Transfers	-	-	-	-	-	-
44	Other Transfers	-	-	-	-	-	-
45	Total Investment Transfers	\$ -	\$ -	\$ -	\$ -	\$ (215,000)	\$ -
46	Net Results	\$ (80,728)	\$ 359,036	\$ (66,085)	\$ (25,746)	\$ (34,192)	\$ (36,609)
47	Transfer Net Results to Fund Balance	(80,728)	359,036	(66,085)	(25,746)	(34,192)	(36,609)
48	Adjusted Net Results	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
39 + 47	Total Transfer To (From) Reserve	(80,728)	359,036	(66,085)	(25,746)	(249,192)	(36,609)
Ratio: Row 33	Total Direct Expenses - Share of University Total	0.1%	0.1%	0.1%	0.1%	0.1%	0.1%

13.3.8 Library

FY19 Budgeted Expenses



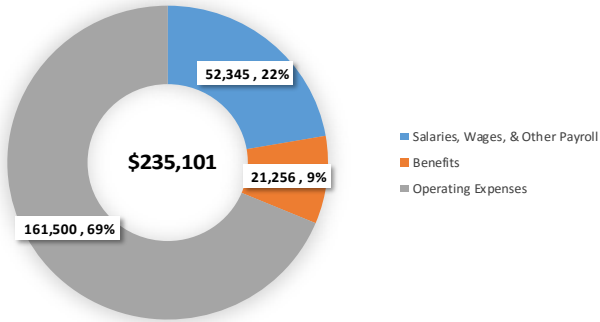
Five Year Faculty/Staff Headcount Trends



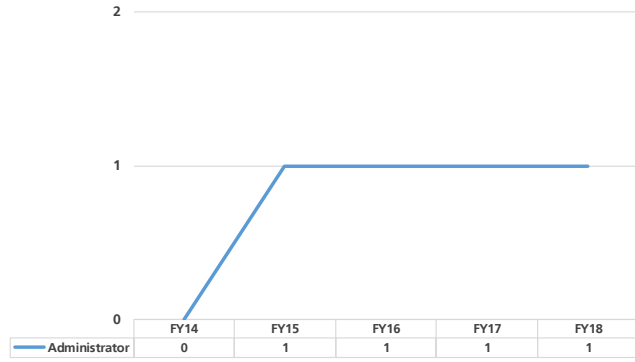
Library		FY15 Actuals	FY16 Actuals	FY17 Actuals	FY18 Budget	FY18 Forecast	FY19 Budget
REVENUES							
1	State Appropriations	\$ 169,861	\$ 169,861	\$ 169,861	\$ 152,875	\$ 164,765	\$ 164,765
2	State Appropriations - Capital	-	-	-	-	-	-
3	Gross Undergraduate Tuition & Fees	-	-	-	-	-	-
4	Undergraduate Financial Aid	(2,300)	(3,500)	(3,800)	-	-	-
5	Net Undergraduate Tuition & Fees	(2,300)	(3,500)	(3,800)	-	-	-
6	Gross Graduate Tuition & Fees	-	-	-	-	-	-
7	Graduate Financial Aid	(27,310)	(9,672)	(800)	-	-	-
8	Net Graduate Tuition & Fees	(27,310)	(9,672)	(800)	-	-	-
9	Room & Board	-	-	-	-	-	-
10	Grants & Contracts	7,597	(8,288)	139,084	173,581	210,306	164,581
11	Facilities & Admin Cost Recovery	501	-	-	-	-	-
12	Endowment Distributions	359,799	380,753	380,994	392,283	392,283	397,285
13	Gift Contributions	101,320	107,897	70,174	78,000	71,000	87,000
14	Investment Income	-	-	-	-	-	-
15	Internal & External Sales	257,909	128,385	121,347	123,500	137,245	127,101
16	Total Revenues	867,377	765,437	876,859	920,239	975,599	940,732
17	Administrative Cost Distribution	11,020,361	11,400,639	11,517,479	11,176,102	11,176,102	11,195,254
18	Subvention Distribution	384,000	384,000	384,000	384,000	384,000	384,000
19	Total Revenues & Revenue Allocations	\$ 12,271,738	\$ 12,550,076	\$ 12,778,338	\$ 12,480,341	\$ 12,535,701	\$ 12,519,986
20	Funding Transfers	\$ (72,606)	\$ (105,969)	\$ (73,747)	\$ (85,000)	\$ (122,055)	\$ (83,086)
EXPENSES							
21	Total Salaries, Wages, & Other Payroll	4,386,038	4,654,950	4,598,262	4,962,626	4,737,004	4,916,857
22	Total Benefits	1,493,341	1,607,731	1,585,772	1,766,611	1,654,501	1,758,977
23	Supplies & Services	5,036,884	5,333,300	5,468,666	4,716,452	4,936,010	4,819,553
24	Professional Services	84,964	155,602	51,616	28,709	85,083	72,669
25	Occupancy & Maintenance	105,648	99,735	257,825	114,767	129,615	146,898
26	Capital Costs	1,238,223	848,658	817,123	918,429	754,866	717,262
27	Cost Of Goods Sold	-	-	-	-	-	-
28	External Debt Service - Principal	-	-	-	-	-	-
29	External Debt Service - Interest	-	-	-	-	-	-
30	Internal Principal & Interest	-	-	-	-	-	-
31	Depreciation	-	-	-	-	-	-
32	Other Operating Expense	13,686	(1,821)	20,392	7,500	50	-
33	Total Direct Expenses	12,358,784	12,698,155	12,799,654	12,515,094	12,297,129	12,432,216
34	Administrative Cost Allocations	-	-	-	-	-	-
35	Capital Cost Allocation	-	-	-	-	-	-
36	Subvention Allocation	-	-	-	-	-	-
37	Total Expenses & Expense Allocations	\$ 12,358,784	\$ 12,698,155	\$ 12,799,654	\$ 12,515,094	\$ 12,297,129	\$ 12,432,216
38	Results of Operations	\$ (14,440)	\$ (42,110)	\$ 52,431	\$ 50,247	\$ 360,627	\$ 170,856
INVESTMENT TRANSFERS							
39	Transfer To (From) Operating Reserve	-	-	-	-	-	-
40	Transfer To (From) Plant Fund	493,773	230,331	242,250	175,000	150,000	50,000
41	Transfer To (From) Quasi Endowments	-	-	-	-	-	-
42	Repair & Replacement Transfers	-	-	-	-	-	-
43	Internal Bank Transfers	-	-	-	-	-	-
44	Other Transfers	-	-	-	-	-	-
45	Total Investment Transfers	\$ 493,773	\$ 230,331	\$ 242,250	\$ 175,000	\$ 150,000	\$ 50,000
46	Net Results	\$ (508,213)	\$ (272,441)	\$ (189,819)	\$ (124,753)	\$ 210,627	\$ 120,856
47	Transfer Net Results to Fund Balance	(508,213)	(272,441)	(189,819)	(124,753)	210,627	120,856
48	Adjusted Net Results	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
39 + 47	Total Transfer To (From) Reserve	(508,213)	(272,441)	(189,819)	(124,753)	210,627	120,856
Ratio: Row 33	Total Direct Expenses - Share of University Total	1.8%	1.7%	1.6%	1.6%	1.6%	1.6%

13.3.9 Marching 110

FY19 Budgeted Expenses



Five Year Faculty/Staff Headcount Trends

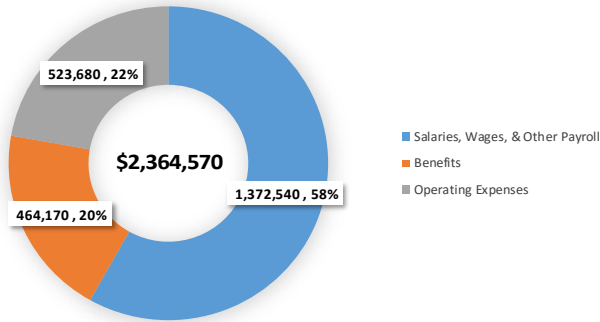


Marching 110		FY15 Actuals	FY16 Actuals	FY17 Actuals	FY18 Budget	FY18 Forecast	FY19 Budget
REVENUES							
1	State Appropriations	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
2	State Appropriations - Capital	-	-	-	-	-	-
3	Gross Undergraduate Tuition & Fees	591	4,082	3,870	3,500	6,500	4,500
4	Undergraduate Financial Aid	(1,911)	(5,250)	(3,750)	-	(5,000)	(5,000)
5	Net Undergraduate Tuition & Fees	(1,320)	(1,168)	120	3,500	1,500	(500)
6	Gross Graduate Tuition & Fees	-	-	-	-	-	-
7	Graduate Financial Aid	-	-	-	-	-	-
8	Net Graduate Tuition & Fees	-	-	-	-	-	-
9	Room & Board	-	-	-	-	-	-
10	Grants & Contracts	-	-	-	-	-	-
11	Facilities & Admin Cost Recovery	-	-	-	-	-	-
12	Endowment Distributions	3,585	3,777	3,861	-	3,758	3,711
13	Gift Contributions	11,187	9,584	11,909	10,000	12,000	10,000
14	Investment Income	-	-	-	-	-	-
15	Internal & External Sales	70,103	25,679	19,348	23,000	58,000	23,000
16	Total Revenues	83,556	37,871	35,238	36,500	75,258	36,211
17	Administrative Cost Distribution	187,765	189,412	190,280	190,902	190,902	192,044
18	Subvention Distribution	-	-	-	-	-	-
19	Total Revenues & Revenue Allocations	\$ 271,321	\$ 227,283	\$ 225,517	\$ 227,402	\$ 266,160	\$ 228,255
20	Funding Transfers	\$ (19,981)	\$ (120,006)	\$ (179,384)	\$ (5,500)	\$ (116,000)	\$ -
EXPENSES							
21	Total Salaries, Wages, & Other Payroll	48,275	52,700	56,568	46,818	56,568	52,345
22	Total Benefits	19,449	20,620	20,589	21,845	21,565	21,256
23	Supplies & Services	179,545	217,145	346,919	179,809	285,000	147,000
24	Professional Services	5,613	560	7,150	6,000	5,000	4,500
25	Occupancy & Maintenance	23,890	25,600	15,663	15,000	14,000	10,000
26	Capital Costs	-	-	-	-	-	-
27	Cost Of Goods Sold	-	-	165	-	132	-
28	External Debt Service - Principal	-	-	-	-	-	-
29	External Debt Service - Interest	-	-	-	-	-	-
30	Internal Principal & Interest	-	-	-	-	-	-
31	Depreciation	-	-	-	-	-	-
32	Other Operating Expense	1,104	739	772	700	749	-
33	Total Direct Expenses	277,877	317,366	447,826	270,172	383,014	235,101
34	Administrative Cost Allocations	-	-	-	-	-	-
35	Capital Cost Allocation	-	-	-	-	-	-
36	Subvention Allocation	-	-	-	-	-	-
37	Total Expenses & Expense Allocations	\$ 277,877	\$ 317,366	\$ 447,826	\$ 270,172	\$ 383,014	\$ 235,101
38	Results of Operations	\$ 13,425	\$ 29,924	\$ (42,925)	\$ (37,270)	\$ (854)	\$ (6,846)
INVESTMENT TRANSFERS							
39	Transfer To (From) Operating Reserve	-	-	-	-	-	-
40	Transfer To (From) Plant Fund	-	-	-	-	-	-
41	Transfer To (From) Quasi Endowments	-	-	-	-	-	-
42	Repair & Replacement Transfers	-	-	-	-	-	-
43	Internal Bank Transfers	-	-	-	-	-	-
44	Other Transfers	-	-	-	-	-	-
45	Total Investment Transfers	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
46	Net Results	\$ 13,425	\$ 29,924	\$ (42,925)	\$ (37,270)	\$ (854)	\$ (6,846)
47	Transfer Net Results to Fund Balance	13,425	29,924	(42,925)	(37,270)	(854)	(6,846)
48	Adjusted Net Results	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
39 + 47	Total Transfer To (From) Reserve	13,425	29,924	(42,925)	(37,270)	(854)	(6,846)
Ratio: Row 33	Total Direct Expenses - Share of University Total	0.0%	0.0%	0.1%	0.0%	0.1%	0.0%

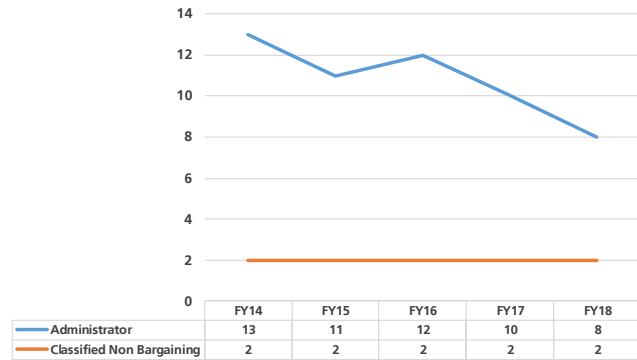
13.3.10 President's Office

Diversity & Inclusion

FY19 Budgeted Expenses

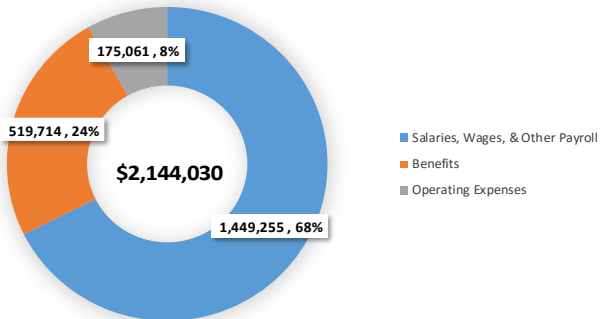


Five Year Faculty/Staff Headcount Trends

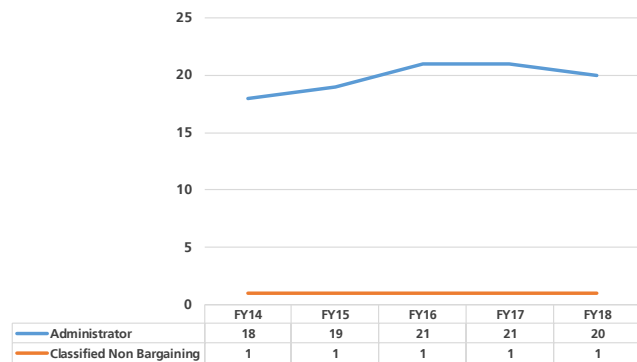


Marketing & Communication

FY19 Budgeted Expenses

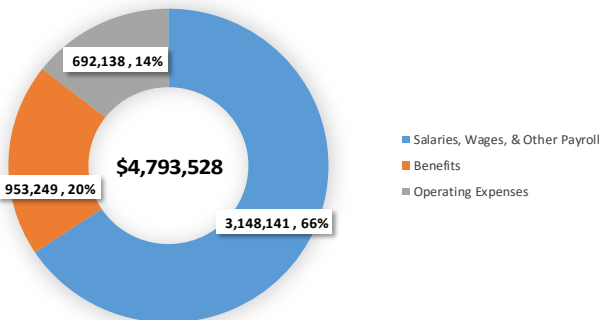


Five Year Faculty/Staff Headcount Trends

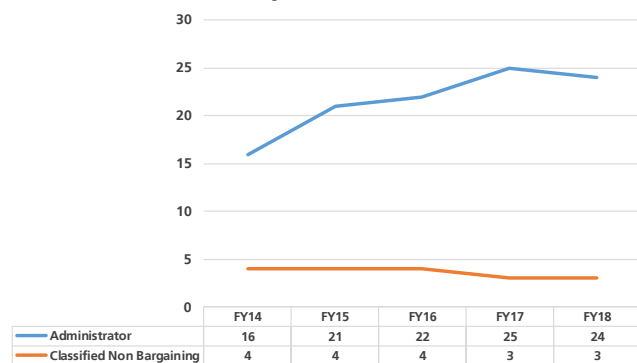


President

FY19 Budgeted Expenses



Five Year Faculty/Staff Headcount Trends



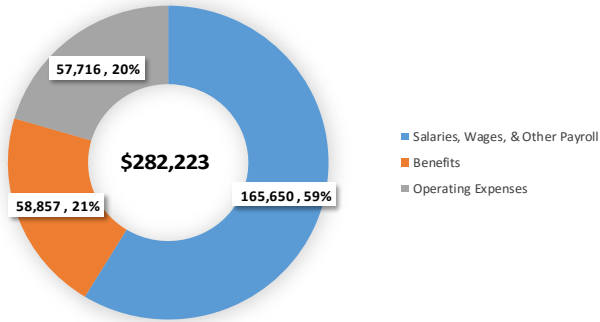
Departments included within President: The Office of the President; Board of Trustees; Legal Affairs; Legislative Liaison; Internal Audit

President		FY15 Actuals	FY16 Actuals	FY17 Actuals	FY18 Budget	FY18 Forecast	FY19 Budget
REVENUES							
1	State Appropriations	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
2	State Appropriations - Capital	-	-	-	-	-	-
3	Gross Undergraduate Tuition & Fees	-	-	-	-	-	-
4	Undergraduate Financial Aid	(114,620)	(134,342)	(182,577)	(7,178)	(140,787)	(140,787)
5	Net Undergraduate Tuition & Fees	(114,620)	(134,342)	(182,577)	(7,178)	(140,787)	(140,787)
6	Gross Graduate Tuition & Fees	-	-	-	-	-	28,506
7	Graduate Financial Aid	(77,198)	(28,408)	(4,116)	-	-	-
8	Net Graduate Tuition & Fees	(77,198)	(28,408)	(4,116)	-	-	28,506
9	Room & Board	-	-	-	-	-	-
10	Grants & Contracts	202,598	140,550	130,957	9,435	39,993	11,487
11	Facilities & Admin Cost Recovery	-	5,614	3,762	-	-	-
12	Endowment Distributions	188,762	209,376	215,284	79,042	299,344	251,838
13	Gift Contributions	48,092	81,970	24,450	3,000	13,782	13,782
14	Investment Income	-	-	-	-	-	-
15	Internal & External Sales	94,601	110,831	107,227	75,000	83,000	83,000
16	Total Revenues	342,235	385,592	294,988	159,299	295,332	247,826
17	Administrative Cost Distribution	7,373,067	7,400,594	8,285,418	8,031,257	8,126,566	8,696,557
18	Subvention Distribution	-	-	-	-	-	-
19	Total Revenues & Revenue Allocations	\$ 7,715,302	\$ 7,786,186	\$ 8,580,406	\$ 8,190,556	\$ 8,421,898	\$ 8,944,383
20	Funding Transfers	\$ (707,999)	\$ (1,146,457)	\$ (792,124)	\$ (608,123)	\$ (451,907)	\$ (357,745)
EXPENSES							
21	Total Salaries, Wages, & Other Payroll	5,136,696	5,593,650	6,209,094	5,927,787	5,735,383	5,969,936
22	Total Benefits	1,597,596	1,730,385	1,804,489	1,874,997	1,737,285	1,937,133
23	Supplies & Services	772,014	707,280	666,815	581,128	991,078	1,068,798
24	Professional Services	526,924	577,401	478,179	264,571	356,495	272,697
25	Occupancy & Maintenance	85,149	149,254	191,687	77,559	49,384	49,384
26	Capital Costs	-	25,751	250	-	4,180	4,180
27	Cost Of Goods Sold	-	-	243	-	-	-
28	External Debt Service - Principal	-	-	-	-	-	-
29	External Debt Service - Interest	-	-	-	-	-	-
30	Internal Principal & Interest	-	-	-	-	-	-
31	Depreciation	-	-	-	-	-	-
32	Other Operating Expense	11,919	7,763	8,573	72,637	-	-
33	Total Direct Expenses	8,130,298	8,791,483	9,359,330	8,798,679	8,873,805	9,302,128
34	Administrative Cost Allocations	-	-	-	-	-	-
35	Capital Cost Allocation	-	-	-	-	-	-
36	Subvention Allocation	-	-	-	-	-	-
37	Total Expenses & Expense Allocations	\$ 8,130,298	\$ 8,791,483	\$ 9,359,330	\$ 8,798,679	\$ 8,873,805	\$ 9,302,128
38	Results of Operations	\$ 293,003	\$ 141,159	\$ 13,200	\$ -	\$ -	\$ -
INVESTMENT TRANSFERS							
39	Transfer To (From) Operating Reserve	-	-	-	-	-	-
40	Transfer To (From) Plant Fund	30,776	51,266	(5,728)	-	-	-
41	Transfer To (From) Quasi Endowments	-	-	-	-	-	-
42	Repair & Replacement Transfers	-	-	-	-	-	-
43	Internal Bank Transfers	-	-	-	-	-	-
44	Other Transfers	-	-	-	-	-	-
45	Total Investment Transfers	\$ 30,776	\$ 51,266	\$ (5,728)	\$ -	\$ -	\$ -
46	Net Results	\$ 262,227	\$ 89,893	\$ 18,927	\$ -	\$ -	\$ -
47	Transfer Net Results to Fund Balance	262,227	89,893	18,927	-	-	-
48	Adjusted Net Results	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
39 + 47	Total Transfer To (From) Reserve	262,227	89,893	18,927	-	-	-
Ratio: Row 33	Total Direct Expenses - Share of University Total	1.2%	1.2%	1.2%	1.2%	1.2%	1.2%

13.3.11 Provost's Office

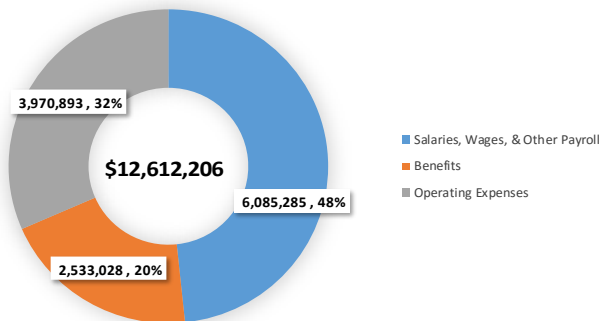
Center for Campus and Community Engagement (CCCE)

FY19 Budgeted Expenses

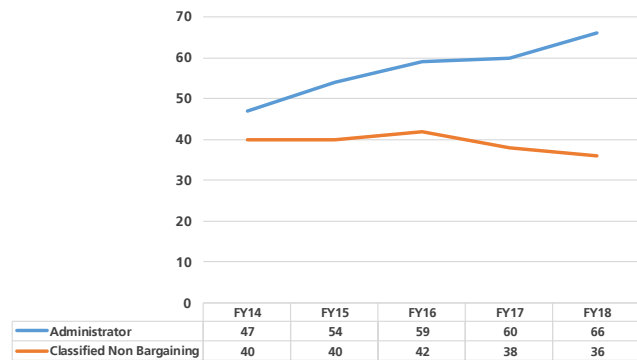


Enrollment Management

FY19 Budgeted Expenses

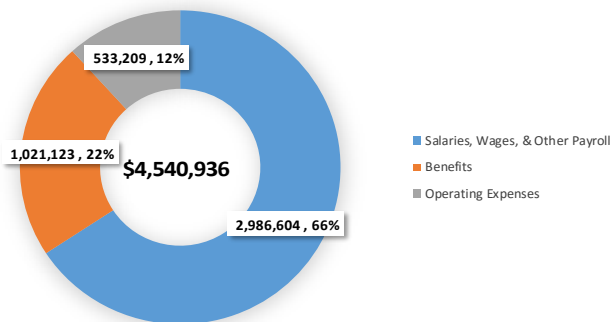


Five Year Faculty/Staff Headcount Trends

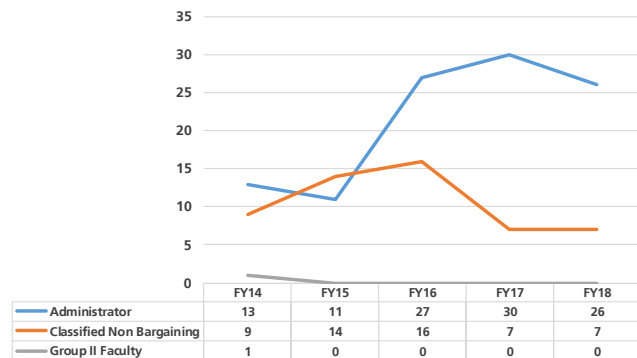


Instructional Innovation

FY19 Budgeted Expenses

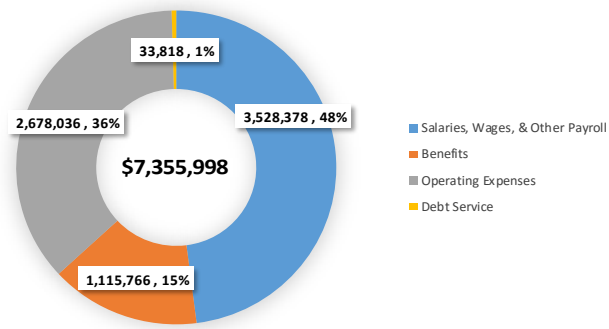


Five Year Faculty/Staff Headcount Trends

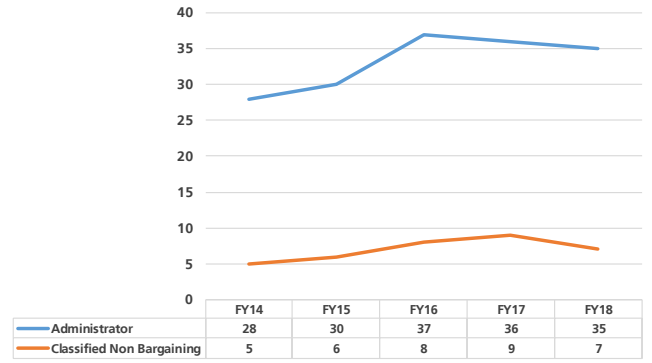


Provost

FY19 Budgeted Expenses



Five Year Faculty/Staff Headcount Trends



Departments included within Provost: The Office of the Provost; Faculty Senate; Office of Equity and Civil Rights Compliance; Institutional Research; OU Press; Ombudsperson; Cutler Business Services

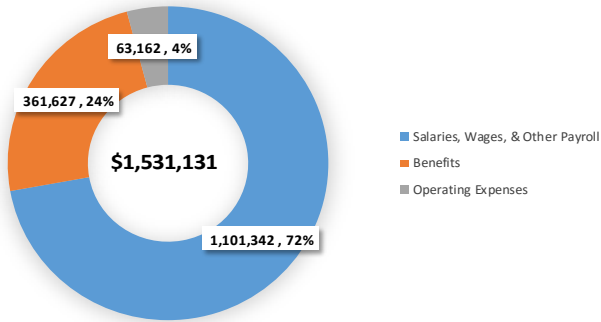
Provost		FY15 Actuals	FY16 Actuals	FY17 Actuals	FY18 Budget	FY18 Forecast	FY19 Budget
REVENUES							
1	State Appropriations	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
2	State Appropriations - Capital	-	-	-	-	-	-
3	Gross Undergraduate Tuition & Fees	12,634,413	13,127,850	476,885	556,528	519,331	519,331
4	Undergraduate Financial Aid	(1,190,552)	(1,224,735)	(1,215,009)	(1,792,997)	(1,640,081)	(1,721,292)
5	Net Undergraduate Tuition & Fees	11,443,861	11,903,115	(738,124)	(1,236,469)	(1,120,750)	(1,201,961)
6	Gross Graduate Tuition & Fees	12,486,984	13,137,605	2,084	-	-	-
7	Graduate Financial Aid	(2,000)	(12,440)	(20,120)	-	-	-
8	Net Graduate Tuition & Fees	12,484,984	13,125,166	(18,036)	-	-	-
9	Room & Board	-	-	-	-	-	-
10	Grants & Contracts	318,630	92,461	65,828	120,420	100,794	100,794
11	Facilities & Admin Cost Recovery	61,554	246	4,280	-	-	-
12	Endowment Distributions	1,889,618	1,972,000	2,107,243	2,594,690	2,374,387	2,397,517
13	Gift Contributions	99,770	1,207,255	976,957	213,168	213,168	213,168
14	Investment Income	48	48	75	40	40	40
15	Internal & External Sales	903,872	3,942,711	2,610,958	2,580,245	2,716,704	2,723,174
16	Total Revenues	27,202,337	32,243,002	5,009,181	4,272,094	4,284,343	4,232,732
17	Administrative Cost Distribution	12,956,560	14,199,471	19,107,275	19,566,418	19,566,418	19,673,870
18	Subvention Distribution	-	(137,156)	-	-	-	-
19	Total Revenues & Revenue Allocations	\$ 40,158,897	\$ 46,305,317	\$ 24,116,456	\$ 23,838,512	\$ 23,850,761	\$ 23,906,602
20	Funding Transfers	\$ 962,581	\$ (231,467)	\$ (1,090,151)	\$ (973,055)	\$ (731,425)	\$ (884,761)
EXPENSES							
21	Total Salaries, Wages, & Other Payroll	11,969,041	12,858,750	11,476,751	12,660,722	11,676,784	12,765,917
22	Total Benefits	3,802,751	4,382,758	3,976,333	4,654,949	4,241,754	4,728,774
23	Supplies & Services	4,405,218	4,870,229	4,736,215	3,731,991	6,739,213	5,453,905
24	Professional Services	13,167,246	13,980,054	659,149	1,164,418	1,517,437	1,435,769
25	Occupancy & Maintenance	490,320	1,682,035	1,601,011	1,477,836	85,680	85,680
26	Capital Costs	10	-	139	-	23,000	23,000
27	Cost Of Goods Sold	188,807	212,961	240,568	240,939	264,500	264,500
28	External Debt Service - Principal	-	-	-	-	-	-
29	External Debt Service - Interest	-	-	-	-	-	-
30	Internal Principal & Interest	-	1,084,193	171,754	33,818	33,818	33,818
31	Depreciation	-	-	-	-	-	-
32	Other Operating Expense	8,177	4,520	4,426	849,580	-	-
33	Total Direct Expenses	34,031,570	39,075,500	22,866,345	24,814,253	24,582,186	24,791,363
34	Administrative Cost Allocations	1,140,897	1,008,108	-	-	-	-
35	Capital Cost Allocation	-	77,448	-	-	-	-
36	Subvention Allocation	3,501,577	3,460,725	-	(2,686)	-	-
37	Total Expenses & Expense Allocations	\$ 38,674,044	\$ 43,621,782	\$ 22,866,345	\$ 24,811,567	\$ 24,582,186	\$ 24,791,363
38	Results of Operations	\$ 522,272	\$ 2,915,003	\$ 2,340,262	\$ -	\$ -	\$ -
INVESTMENT TRANSFERS							
39	Transfer To (From) Operating Reserve	-	-	-	-	-	-
40	Transfer To (From) Plant Fund	39,105	213,450	118,748	-	-	-
41	Transfer To (From) Quasi Endowments	-	1,036,276	1,968	-	-	-
42	Repair & Replacement Transfers	-	-	-	-	-	-
43	Internal Bank Transfers	-	-	-	-	-	-
44	Other Transfers	1,241	-	-	-	-	-
45	Total Investment Transfers	\$ 40,346	\$ 1,249,726	\$ 120,716	\$ -	\$ -	\$ -
46	Net Results	\$ 481,926	\$ 1,665,277	\$ 2,219,546	\$ -	\$ -	\$ -
47	Transfer Net Results to Fund Balance	481,926	1,665,277	2,219,546	-	-	-
48	Adjusted Net Results	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
39 + 47	Total Transfer To (From) Reserve	481,926	1,665,277	2,219,546	-	-	-
Ratio: Row 33	Total Direct Expenses - Share of University Total	4.9%	5.2%	2.8%	3.2%	3.3%	3.2%
	<i>Adjust for Faculty Salaries; Vendor Fees*</i>	(14,370,761)	(14,927,731)				
	<i>Adjusted Direct Expenses</i>	19,660,809	24,147,769	22,866,345	24,814,253	24,582,186	24,791,363
Ratio: Row 33	Adjusted Direct Expenses - Share of University Total	2.8%	3.2%	2.8%	3.2%	3.3%	3.2%

*As part of a change in how Online Learning revenues and expenses flowed throughout the University beginning in FY17, \$1.7M of salaries and \$13.2M of vendor fees expenses were moved from Instructional Innovation out to academic units. Please see the re-casted adjusted direct expenses above for trends that neutralize the impact of the transition.

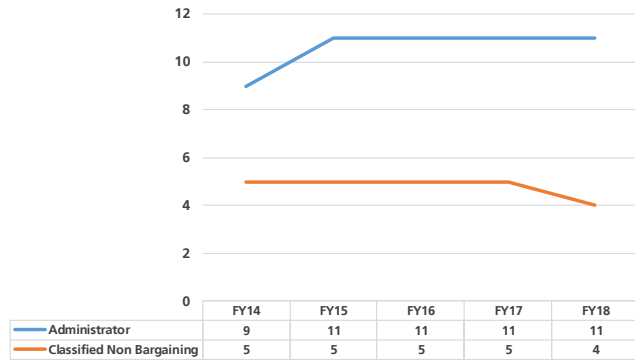
13.3.12 Research

Graduate College

FY19 Budgeted Expenses



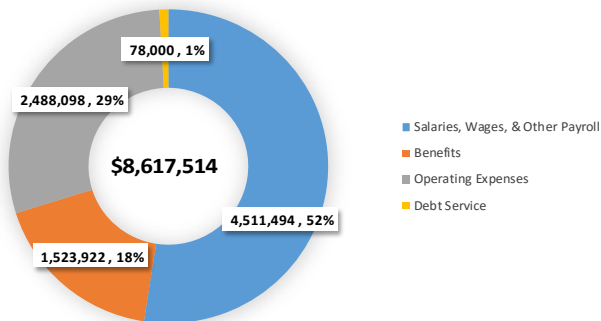
Five Year Faculty/Staff Headcount Trends



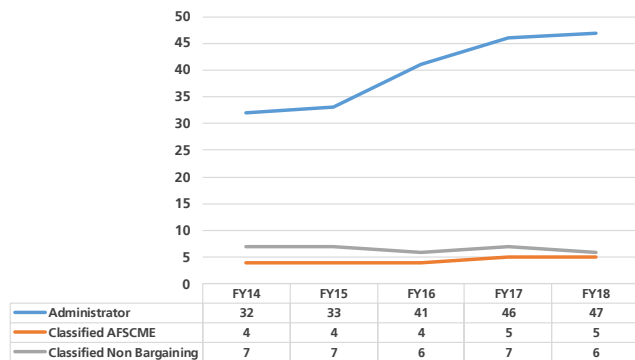
Increase in Administrators due to conversion of Group III Administrators (excluded from above) to benefits-eligible administrators as a result of the Affordable Care Act.

VP of Research

FY19 Budgeted Expenses



Five Year Faculty/Staff Headcount Trends



Increase in Administrator headcount driven largely by increased personnel paid from restricted funding sources.

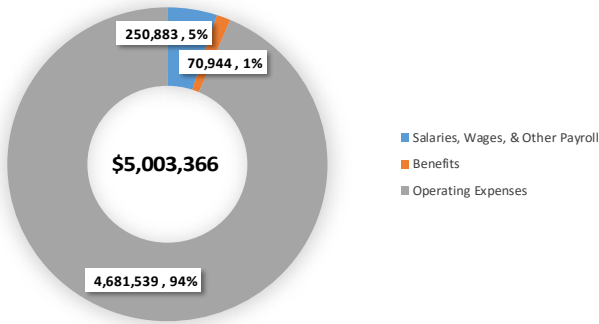
	Research	FY15 Actuals	FY16 Actuals	FY17 Actuals	FY18 Budget	FY18 Forecast	FY19 Budget
REVENUES							
1	State Appropriations	\$ 27,107	\$ -	\$ -	\$ -	\$ -	\$ -
2	State Appropriations - Capital	-	-	-	-	-	-
3	Gross Undergraduate Tuition & Fees	240,270	240,722	256,148	215,879	248,407	248,407
4	Undergraduate Financial Aid	(12,623)	(14,532)	(18,190)	-	-	(10,000)
5	Net Undergraduate Tuition & Fees	227,647	226,190	237,958	215,879	248,407	238,407
6	Gross Graduate Tuition & Fees	77,508	227,148	252,200	227,100	227,100	230,727
7	Graduate Financial Aid	(690,576)	(755,396)	(281,856)	(127,165)	(127,165)	(524,883)
8	Net Graduate Tuition & Fees	(613,068)	(528,248)	(29,656)	99,935	99,935	(294,156)
9	Room & Board	-	-	-	-	-	-
10	Grants & Contracts	773,191	1,164,709	2,151,109	966,388	967,138	1,971,750
11	Facilities & Admin Cost Recovery	83,288	1,277,317	1,345,305	1,050,000	1,050,000	1,050,000
12	Endowment Distributions	1,147,792	1,636,410	1,707,617	1,678,864	1,678,864	1,657,878
13	Gift Contributions	41,109	33,846	82,438	-	-	-
14	Investment Income	-	-	-	-	-	-
15	Internal & External Sales	11,091,424	7,304,464	5,751,251	657,382	657,382	839,054
16	Total Revenues	12,778,490	11,114,687	11,246,023	4,668,448	4,701,726	5,462,933
17	Administrative Cost Distribution	6,340,277	5,491,655	5,132,344	5,160,761	5,182,678	5,665,739
18	Subvention Distribution	58,000	59,872	61,450	61,518	61,518	61,518
19	Total Revenues & Revenue Allocations	\$ 19,176,767	\$ 16,666,214	\$ 16,439,817	\$ 9,890,727	\$ 9,945,922	\$ 11,190,190
20	Funding Transfers	\$ 718,103	\$ 1,196,222	\$ 1,195,039	\$ 1,468,506	\$ 1,468,094	\$ 1,223,206
EXPENSES							
21	Total Salaries, Wages, & Other Payroll	4,557,289	4,938,975	5,769,542	5,199,921	5,242,146	5,612,836
22	Total Benefits	1,447,604	1,588,270	1,804,415	1,771,373	1,771,373	1,885,549
23	Supplies & Services	11,150,709	5,447,275	3,039,678	1,157,389	1,302,290	1,380,869
24	Professional Services	1,647,571	1,561,030	2,146,602	833,548	833,778	740,434
25	Occupancy & Maintenance	141,086	184,120	199,816	145,227	3,450	13,575
26	Capital Costs	5,520	363,285	80,625	11,000	11,000	21,000
27	Cost Of Goods Sold	-	-	-	-	-	-
28	External Debt Service - Principal	-	-	-	-	-	-
29	External Debt Service - Interest	-	-	-	-	-	-
30	Internal Principal & Interest	77,065	77,594	78,397	78,000	78,000	78,000
31	Depreciation	-	-	-	-	-	-
32	Other Operating Expense	647,454	(143,909)	6,061	315,350	315,000	416,382
33	Total Direct Expenses	19,674,299	14,016,641	13,125,136	9,511,808	9,557,037	10,148,645
34	Administrative Cost Allocations	-	-	-	-	-	-
35	Capital Cost Allocation	-	-	-	-	-	-
36	Subvention Allocation	-	-	-	-	-	-
37	Total Expenses & Expense Allocations	\$ 19,674,299	\$ 14,016,641	\$ 13,125,136	\$ 9,511,808	\$ 9,557,037	\$ 10,148,645
38	Results of Operations	\$ (1,215,635)	\$ 1,453,351	\$ 2,119,642	\$ (1,089,587)	\$ (1,079,209)	\$ (181,661)
INVESTMENT TRANSFERS							
39	Transfer To (From) Operating Reserve	-	-	-	(108,407)	(108,407)	-
40	Transfer To (From) Plant Fund	(2,980)	266,336	108,745	-	-	-
41	Transfer To (From) Quasi Endowments	-	-	-	-	-	-
42	Repair & Replacement Transfers	-	-	-	-	-	-
43	Internal Bank Transfers	-	-	-	-	-	-
44	Other Transfers	32,004	(34,455)	(44,583)	(1,042,000)	(1,042,000)	(180,000)
45	Total Investment Transfers	\$ 29,023	\$ 231,882	\$ 64,162	\$ (1,150,407)	\$ (1,150,407)	\$ (180,000)
46	Net Results	\$ (1,244,658)	\$ 1,221,469	\$ 2,055,480	\$ 60,820	\$ 71,198	\$ (1,661)
47	Transfer Net Results to Fund Balance	(1,244,658)	1,221,469	2,055,480	60,820	71,198	(1,661)
48	Adjusted Net Results	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
39 + 47	Total Transfer To (From) Reserve	(1,244,658)	1,221,469	2,055,480	(47,587)	(37,209)	(1,661)
Ratio: Row 33	Total Direct Expenses - Share of University Total	2.8%	1.9%	1.6%	1.2%	1.3%	1.3%
	Adjust for Royalty Payment*	(10,095,264)	(4,277,697)	(1,585,668)	(52,500)	(52,500)	(52,500)
	Adjusted Direct Expenses	9,579,035	9,738,944	11,539,468	9,459,308	9,504,537	10,096,145
Ratio: Row 33	Adjusted Direct Expenses - Share of University Total	1.4%	1.3%	1.4%	1.2%	1.3%	1.3%

*Large shifts in historical Internal & External Sales (row 15) and Supplies & Services (row 23) driven by royalty income and associated royalty payments; please see adjustments above for re-casted values to normalize impact of royalty payments.

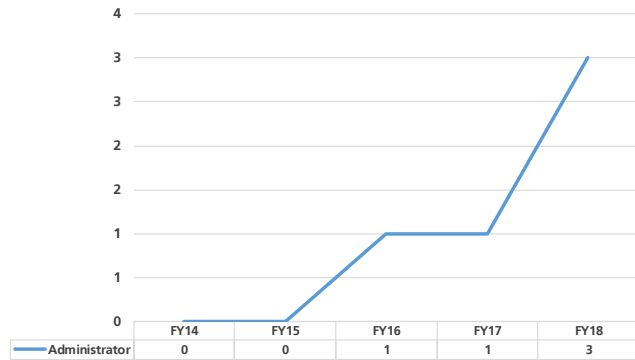
13.3.13 Student Affairs

Bobcat Depot

FY19 Budgeted Expenses

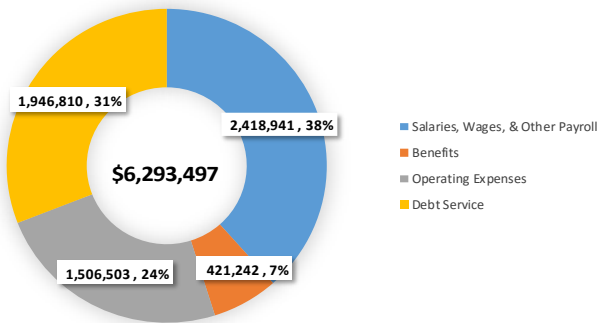


Five Year Faculty/Staff Headcount Trends

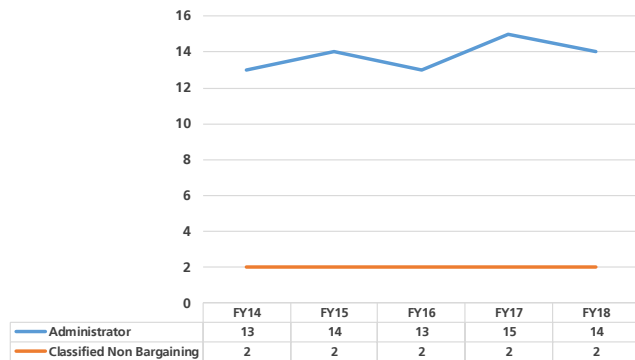


Campus Recreation

FY19 Budgeted Expenses

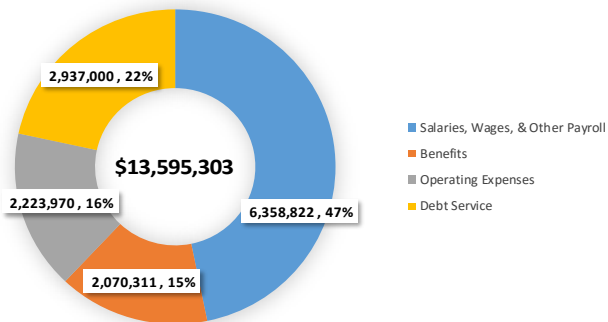


Five Year Faculty/Staff Headcount Trends

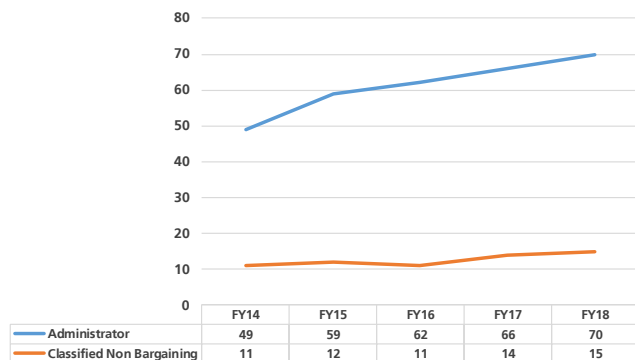


VP of Student Affairs

FY19 Budgeted Expenses



Five Year Faculty/Staff Headcount Trends

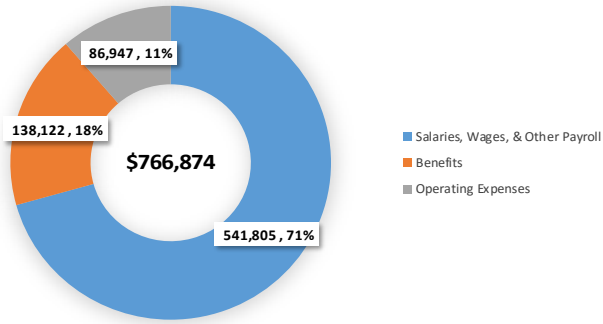


Departments included within VP Student Affairs: The Office of the VP for Student Affairs; Campus Involvement Center; Student Health Services; Event Services; Dean of Students; Community Standards and Student Responsibility; Career and Leadership Development Center; Counseling and Psychological Services; The Post

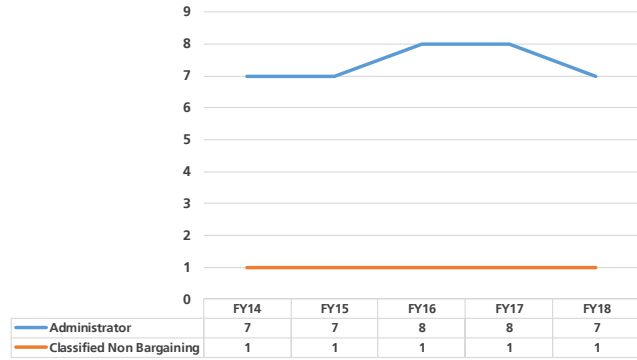
Student Affairs		FY15 Actuals	FY16 Actuals	FY17 Actuals	FY18 Budget	FY18 Forecast	FY19 Budget
REVENUES							
1	State Appropriations	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
2	State Appropriations - Capital	-	-	-	-	-	-
3	Gross Undergraduate Tuition & Fees	1,107,937	861,902	675,083	199,712	199,712	830,926
4	Undergraduate Financial Aid	(71,873)	(63,802)	(100,317)	(30,000)	(30,000)	(30,000)
5	Net Undergraduate Tuition & Fees	1,036,064	798,099	574,766	169,712	169,712	800,926
6	Gross Graduate Tuition & Fees	192	110	90	88	88	88
7	Graduate Financial Aid	-	-	(9,440)	-	-	-
8	Net Graduate Tuition & Fees	192	110	(9,350)	88	88	88
9	Room & Board	-	-	-	-	-	-
10	Grants & Contracts	8,441	14,591	131,942	-	-	-
11	Facilities & Admin Cost Recovery	-	20	993	-	-	-
12	Endowment Distributions	57,907	71,066	166,724	-	-	-
13	Gift Contributions	108,276	111,401	77,488	95,200	95,200	-
14	Investment Income	-	-	-	-	-	-
15	Internal & External Sales	9,004,638	8,817,783	8,827,222	8,224,054	8,234,054	7,819,693
16	Total Revenues	10,215,517	9,813,070	9,769,785	8,489,054	8,499,054	8,620,707
17	Administrative Cost Distribution	14,592,716	15,198,274	15,798,280	15,807,393	15,807,393	15,840,254
18	Subvention Distribution	-	-	-	-	-	-
19	Total Revenues & Revenue Allocations	\$ 24,808,233	\$ 25,011,344	\$ 25,568,065	\$ 24,296,447	\$ 24,306,447	\$ 24,460,961
20	Funding Transfers	\$ (9,803)	\$ (124,592)	\$ 76,139	\$ (880,890)	\$ (668,996)	\$ (778,549)
EXPENSES							
21	Total Salaries, Wages, & Other Payroll	7,680,541	7,700,868	8,364,607	8,805,818	8,566,756	9,304,116
22	Total Benefits	2,038,522	2,091,607	2,250,159	2,658,098	2,563,193	2,612,553
23	Supplies & Services	2,041,033	2,049,593	2,434,067	1,600,136	1,741,582	1,689,587
24	Professional Services	1,982,109	1,992,567	1,878,027	1,694,186	1,754,779	1,724,393
25	Occupancy & Maintenance	689,206	835,247	985,846	588,810	314,998	448,901
26	Capital Costs	170,345	23,497	291,812	-	124,202	5,200
27	Cost Of Goods Sold	5,373,513	4,924,086	5,053,500	4,771,810	4,771,810	4,504,815
28	External Debt Service - Principal	-	-	-	-	-	-
29	External Debt Service - Interest	-	-	-	-	-	-
30	Internal Principal & Interest	4,885,322	4,890,256	4,888,440	4,887,510	4,887,510	4,883,810
31	Depreciation	-	-	-	-	-	-
32	Other Operating Expense	94,174	38,305	60,863	92,570	137,570	44,316
33	Total Direct Expenses	24,954,766	24,546,025	26,207,321	25,098,937	24,862,399	25,217,692
34	Administrative Cost Allocations	-	-	-	-	62,000	-
35	Capital Cost Allocation	-	-	-	-	-	-
36	Subvention Allocation	-	-	(3,813)	-	-	-
37	Total Expenses & Expense Allocations	\$ 24,954,766	\$ 24,546,025	\$ 26,203,508	\$ 25,098,937	\$ 24,924,399	\$ 25,217,692
38	Results of Operations	\$ (136,729)	\$ 589,911	\$ (711,582)	\$ 78,400	\$ 51,044	\$ 21,818
INVESTMENT TRANSFERS							
39	Transfer To (From) Operating Reserve	-	-	-	-	-	(10,000)
40	Transfer To (From) Plant Fund	(54,962)	17,689	23,047	-	41,044	-
41	Transfer To (From) Quasi Endowments	-	-	-	-	-	-
42	Repair & Replacement Transfers	-	-	-	-	10,000	-
43	Internal Bank Transfers	-	-	-	-	-	-
44	Other Transfers	-	-	-	-	-	-
45	Total Investment Transfers	\$ (54,962)	\$ 17,689	\$ 23,047	\$ -	\$ 51,044	\$ (10,000)
46	Net Results	\$ (81,767)	\$ 572,222	\$ (734,629)	\$ 78,400	\$ -	\$ 31,818
47	Transfer Net Results to Fund Balance	(81,767)	572,222	(734,629)	78,400	-	31,818
48	Adjusted Net Results	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
39 + 47	Total Transfer To (From) Reserve	(81,767)	572,222	(734,629)	78,400	-	21,818
Ratio: Row 33	Total Direct Expenses - Share of University Total	3.6%	3.3%	3.3%	3.3%	3.3%	3.3%

13.3.14 Wellworks

FY19 Budgeted Expenses



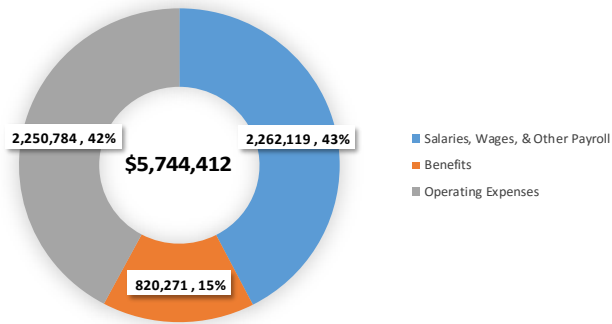
Five Year Faculty/Staff Headcount Trends



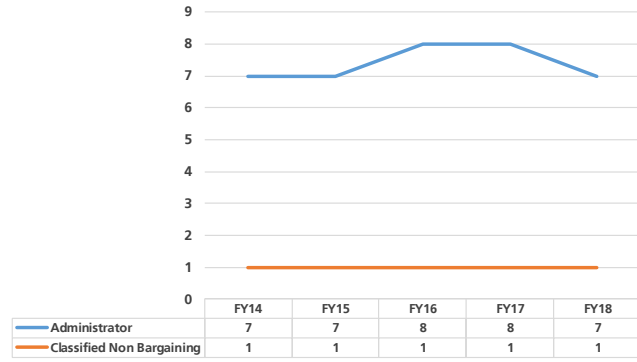
	Wellworks	FY15 Actuals	FY16 Actuals	FY17 Actuals	FY18 Budget	FY18 Forecast	FY19 Budget
REVENUES							
1	State Appropriations	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
2	State Appropriations - Capital	-	-	-	-	-	-
3	Gross Undergraduate Tuition & Fees	-	-	-	-	-	-
4	Undergraduate Financial Aid	-	-	-	-	-	-
5	Net Undergraduate Tuition & Fees	-	-	-	-	-	-
6	Gross Graduate Tuition & Fees	-	-	-	-	-	-
7	Graduate Financial Aid	-	-	-	-	-	-
8	Net Graduate Tuition & Fees	-	-	-	-	-	-
9	Room & Board	-	-	-	-	-	-
10	Grants & Contracts	186,252	266,823	4,203	242,284	2,603	2,655
11	Facilities & Admin Cost Recovery	-	-	-	-	-	-
12	Endowment Distributions	-	-	-	-	-	-
13	Gift Contributions	-	1,000	-	-	-	-
14	Investment Income	-	-	-	-	-	-
15	Internal & External Sales	409,178	820,322	668,621	326,500	276,454	290,920
16	Total Revenues	595,430	1,088,145	672,825	568,784	279,057	293,575
17	Administrative Cost Distribution	241,976	261,412	282,511	287,497	287,497	299,084
18	Subvention Distribution	-	-	-	-	-	-
19	Total Revenues & Revenue Allocations	\$ 837,406	\$ 1,349,557	\$ 955,336	\$ 856,281	\$ 566,554	\$ 592,659
20	Funding Transfers	\$ (14,559)	\$ (8,999)	\$ (7,857)	\$ (186,305)	\$ (174,024)	\$ (174,215)
EXPENSES							
21	Total Salaries, Wages, & Other Payroll	655,488	687,969	662,414	748,986	507,328	541,805
22	Total Benefits	176,518	184,614	186,281	195,840	124,597	138,122
23	Supplies & Services	60,986	60,974	53,871	49,548	62,066	56,740
24	Professional Services	66,131	284,126	(215)	-	509	-
25	Occupancy & Maintenance	5,460	7,180	5,739	9,150	8,274	16,857
26	Capital Costs	-	-	17,920	-	27,554	-
27	Cost Of Goods Sold	-	-	-	-	-	-
28	External Debt Service - Principal	-	-	-	-	-	-
29	External Debt Service - Interest	-	-	-	-	-	-
30	Internal Principal & Interest	-	-	-	-	-	-
31	Depreciation	-	-	-	-	-	-
32	Other Operating Expense	898	750	779	26,022	10,250	13,350
33	Total Direct Expenses	965,480	1,225,614	926,788	1,029,546	740,578	766,874
34	Administrative Cost Allocations	-	-	-	-	-	-
35	Capital Cost Allocation	-	-	-	-	-	-
36	Subvention Allocation	-	-	-	-	-	-
37	Total Expenses & Expense Allocations	\$ 965,480	\$ 1,225,614	\$ 926,788	\$ 1,029,546	\$ 740,578	\$ 766,874
38	Results of Operations	\$ (113,515)	\$ 132,942	\$ 36,404	\$ 13,040	\$ -	\$ -
INVESTMENT TRANSFERS							
39	Transfer To (From) Operating Reserve	-	-	-	-	-	-
40	Transfer To (From) Plant Fund	-	-	-	-	-	-
41	Transfer To (From) Quasi Endowments	-	-	-	-	-	-
42	Repair & Replacement Transfers	-	-	-	13,059	-	-
43	Internal Bank Transfers	-	-	-	-	-	-
44	Other Transfers	-	-	-	-	-	-
45	Total Investment Transfers	\$ -	\$ -	\$ -	\$ 13,059	\$ -	\$ -
46	Net Results	\$ (113,515)	\$ 132,942	\$ 36,404	\$ (19)	\$ -	\$ -
47	Transfer Net Results to Fund Balance	(113,515)	132,942	36,404	(19)	-	-
48	Adjusted Net Results	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
39 + 47	Total Transfer To (From) Reserve	(113,515)	132,942	36,404	(19)	-	-
Ratio: Row 33	Total Direct Expenses - Share of University Total	0.1%	0.2%	0.1%	0.1%	0.1%	0.1%

13.3.15 WOUB

FY19 Budgeted Expenses



Five Year Faculty/Staff Headcount Trends



WOUB		FY15 Actuals	FY16 Actuals	FY17 Actuals	FY18 Budget	FY18 Forecast	FY19 Budget
REVENUES							
1	State Appropriations	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
2	State Appropriations - Capital	-	-	-	-	-	-
3	Gross Undergraduate Tuition & Fees	-	-	-	-	-	-
4	Undergraduate Financial Aid	(5,000)	(3,375)	(1,750)	(1,176)	(1,075)	(1,075)
5	Net Undergraduate Tuition & Fees	(5,000)	(3,375)	(1,750)	(1,176)	(1,075)	(1,075)
6	Gross Graduate Tuition & Fees	-	-	-	-	-	-
7	Graduate Financial Aid	-	-	-	-	-	-
8	Net Graduate Tuition & Fees	-	-	-	-	-	-
9	Room & Board	-	-	-	-	-	-
10	Grants & Contracts	1,856,429	1,926,358	2,059,538	2,116,175	2,155,582	2,133,842
11	Facilities & Admin Cost Recovery	-	-	-	-	-	-
12	Endowment Distributions	1,907	1,964	2,094	2,159	2,085	98,323
13	Gift Contributions	586,717	645,486	644,144	626,000	648,000	650,000
14	Investment Income	-	-	-	-	-	-
15	Internal & External Sales	373,775	383,628	18,773,662	325,078	302,930	271,676
16	Total Revenues	2,813,828	2,954,062	21,477,688	3,068,236	3,107,522	3,152,766
17	Administrative Cost Distribution	2,119,872	2,250,689	2,331,579	2,240,141	2,240,141	2,267,646
18	Subvention Distribution	46,000	-	-	-	-	-
19	Total Revenues & Revenue Allocations	\$ 4,979,700	\$ 5,204,750	\$ 23,809,266	\$ 5,308,377	\$ 5,347,663	\$ 5,420,412
20	Funding Transfers	\$ (419,355)	\$ (409,272)	\$ (84,527)	\$ (31,000)	\$ (19,000)	\$ (19,000)
EXPENSES							
21	Total Salaries, Wages, & Other Payroll	2,358,843	2,482,993	2,382,421	2,291,094	2,280,387	2,262,119
22	Total Benefits	804,999	847,490	799,889	837,595	823,940	820,271
23	Supplies & Services	1,693,896	1,786,788	1,796,568	1,802,928	2,016,475	2,027,124
24	Professional Services	255,873	157,627	163,023	111,921	112,307	116,548
25	Occupancy & Maintenance	204,131	220,885	205,353	194,079	109,569	80,030
26	Capital Costs	123,897	28,567	23,155	490,485	263,773	411,238
27	Cost Of Goods Sold	-	-	-	-	-	-
28	External Debt Service - Principal	-	-	-	-	-	-
29	External Debt Service - Interest	-	-	-	-	-	-
30	Internal Principal & Interest	49,132	49,132	49,132	353,463	345,657	-
31	Depreciation	-	-	-	-	-	-
32	Other Operating Expense	13,509	12,737	366	34,803	19,145	27,082
33	Total Direct Expenses	5,504,280	5,586,218	5,419,906	6,116,368	5,971,253	5,744,412
34	Administrative Cost Allocations	-	-	-	-	-	-
35	Capital Cost Allocation	-	-	-	-	-	-
36	Subvention Allocation	-	-	-	-	-	-
37	Total Expenses & Expense Allocations	\$ 5,504,280	\$ 5,586,218	\$ 5,419,906	\$ 6,116,368	\$ 5,971,253	\$ 5,744,412
38	Results of Operations	\$ (105,225)	\$ 27,804	\$ 18,473,886	\$ (776,991)	\$ (604,590)	\$ (305,000)
INVESTMENT TRANSFERS							
39	Transfer To (From) Operating Reserve	-	-	-	(18,412,349)	(18,412,349)	(305,000)
40	Transfer To (From) Plant Fund	4,780	-	-	3,500,000	2,959,400	-
41	Transfer To (From) Quasi Endowments	-	-	-	14,135,358	14,100,000	-
42	Repair & Replacement Transfers	-	-	-	-	-	-
43	Internal Bank Transfers	-	-	-	-	-	-
44	Other Transfers	-	-	-	-	-	-
45	Total Investment Transfers	\$ 4,780	\$ -	\$ -	\$ (776,991)	\$ (1,352,949)	\$ (305,000)
46	Net Results	\$ (110,005)	\$ 27,804	\$ 18,473,886	\$ -	\$ 748,359	\$ -
47	Transfer Net Results to Fund Balance	(110,005)	27,804	18,473,886	-	748,359	-
48	Adjusted Net Results	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
39 + 47	Total Transfer To (From) Reserve	(110,005)	27,804	18,473,886	(18,412,349)	(17,663,990)	(305,000)
Ratio: Row 33	Total Direct Expenses - Share of University Total	0.8%	0.7%	0.7%	0.8%	0.8%	0.7%

14 Budget Unit Summaries – Operating Activity

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

Athens Colleges & Schools

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

Regional Campuses

Chillicothe Campus
 Eastern Campus
 Executive Dean
 Lancaster Campus
 Southern Campus
 Zanesville Campus

Auxiliaries

Athletics
 Culinary Services
 Housing & Residence Life
 Parking & Transportation
 Printing

Central & Admin Operations

Advancement
 Athena¹
 Benefits
 Employee Fee Waivers
 Healthcare Expense
 Workers Compensation Expense
 Central Operations
 Campus Care
 Central Accounting
 Central Financial Aid
 Debt Service
 Healthcare Collection
 Indirect Cost Collection
 Institutional Projects & Initiatives
 Program Support
 Staff Governance
 Utilities
 Workers Compensation Collection

Child Development Center²
 Information Technology
 International Student & Faculty Services (ISFS)³
 Kennedy Museum¹
 Library
 Marching 110¹
 President
 Diversity & Inclusion
 Marketing
 President
 Provost
 Center for Campus and Community Engagement
 (CCCCE)
 Instructional Innovation
 Enrollment Management
 Provost
 Research
 Graduate College
 VP of Research
 Student Affairs
 Bobcat Depot
 Campus Recreation
 Career Fee
 VP of Student Affairs
 Finance and Administration
 Airport
 Custodial
 Design & Construction
 Environmental Health & Safety
 Facilities Management & Safety
 Finance
 Grounds
 Heating Plant
 Human Resources
 Logistics
 Maintenance
 Ohio University Police Department (OUPD)
 Real Estate
 VPFA Office
 WellWorks⁴
 WOUB⁵
 Capital Improvement
 Transfer Adjustments

Reserves & Subvention

Strategic Opportunity Reserve
 Institutional Reserve & Subvention
 Provost Reserve

Academic Support Units Affiliated with Colleges

1. Fine Arts
2. Education
3. OG AIS
4. Health Sciences
5. Communication

14.1 Athens Colleges and Schools

	Athens Colleges and Schools	Regional Campuses	Auxiliaries	Central & Admin Operations	Reserves & Subvention	Operating Activity Subtotal	Non-Operating Activity	Financial Statement Adj & Component Units	GAAP Adj Totals
REVENUES									
1	State Appropriations	\$ 142.2	\$ 22.4	\$ -	\$ 0.2	\$ 2.9	\$ 167.7	\$ -	\$ 167.7
2	State Appropriations - Capital	-	-	-	-	-	23.4	-	23.4
3	Gross Undergraduate Tuition & Fees	255.4	35.2	-	5.4	2.8	298.8	-	298.8
4	Undergraduate Financial Aid	(48.6)	(5.2)	(13.9)	6.4	(1.7)	(63.0)	-	(63.0)
5	Net Undergraduate Tuition & Fees	206.8	30.0	(13.9)	11.8	1.1	235.8	-	235.8
6	Gross Graduate Tuition & Fees	124.1	0.1	-	0.6	-	124.9	-	124.9
7	Graduate Financial Aid	(28.1)	-	-	(0.5)	-	(28.7)	-	(28.7)
8	Net Graduate Tuition & Fees	96.0	0.1	-	0.1	-	96.3	-	96.3
9	Room & Board	-	-	91.4	-	-	91.4	-	91.4
10	Grants & Contracts	33.2	1.4	-	4.8	-	39.5	3.2	42.7
11	Facilities & Admin Cost Recovery	4.9	-	-	1.2	-	6.1	-	6.1
12	Endowment Distributions	14.4	0.5	0.2	14.7	-	29.8	(29.8)	-
13	Gift Contributions	3.7	0.2	2.8	3.3	-	10.0	10.0	20.0
14	Investment Income	-	-	-	1.6	7.5	9.1	47.8	0.3
15	Internal & External Sales	9.3	0.6	24.3	29.2	-	63.5	0.3	63.8
16	Total Revenues	510.6	55.4	104.8	66.8	11.5	749.1	54.8	811.0
17	Administrative Cost Distribution	-	-	23.8	(24.6)	0.8	-	-	-
18	Subvention Distribution	47.4	14.5	-	0.4	(62.3)	-	-	-
19	Total Revenues & Revenue Allocations	558.0	69.9	128.6	42.7	(50.1)	749.1	54.8	811.0
20	Funding Transfers	(6.4)	(0.5)	3.3	(14.8)	18.4	-	-	-
EXPENSES									
21	Total Salaries, Wages, & Other Payroll	208.1	31.2	30.5	102.5	-	372.3	-	372.3
22	Total Benefits	61.1	10.4	10.9	39.6	-	121.9	-	121.9
23	Supplies & Services	32.1	3.1	9.7	41.5	-	86.3	2.5	88.8
24	Professional Services	29.4	0.8	0.8	10.8	-	41.7	-	41.7
25	Occupancy & Maintenance	4.7	2.1	8.1	17.8	-	32.6	-	32.6
26	Capital Costs	1.8	0.2	1.6	1.9	-	5.5	101.7	(107.2)
27	Cost Of Goods Sold	0.2	-	13.8	6.3	-	20.3	-	20.3
28	External Debt Service - Principal	-	-	-	-	-	-	16.1	(16.1)
29	External Debt Service - Interest	-	-	-	-	-	-	29.5	(29.5)
30	Internal Principal & Interest	6.2	0.3	14.0	33.6	-	54.1	(54.1)	-
31	Depreciation	-	-	-	-	-	-	-	52.1
32	Other Operating Expense	3.0	0.2	2.1	2.4	-	7.7	0.2	(2.1)
33	Total Direct Expenses	346.6	48.1	91.4	256.3	-	742.4	95.9	(68.3)
34	Administrative Cost Allocations	154.0	15.4	22.2	(191.7)	-	-	-	-
35	Capital Cost Allocation	12.2	-	1.4	(13.6)	-	-	-	-
36	Subvention Allocation	55.3	6.7	-	-	(62.0)	-	-	-
37	Total Expenses & Expense Allocations	568.1	70.3	115.0	51.0	(62.0)	742.4	95.9	(68.3)
38	Results of Operations	(3.8)	0.1	10.2	6.5	(6.4)	6.6	(41.1)	75.4
INVESTMENT TRANSFERS									
39	Transfer To (From) Operating Reserve	(10.8)	-	(0.1)	5.7	(7.4)	(12.7)	12.7	-
40	Transfer To (From) Plant Fund	0.8	-	16.7	5.1	-	22.6	(22.6)	-
41	Transfer To (From) Quasi Endowments	-	-	-	-	1.0	1.0	(1.0)	-
42	Repair & Replacement Transfers	-	-	-	-	-	-	-	-
43	Internal Bank Transfers	-	-	-	-	-	-	-	-
44	Other Transfers	-	-	-	-	-	-	-	-
45	Total Investment Transfers	(10.0)	-	16.6	10.7	(6.4)	10.9	(10.9)	-
46	Net Results	6.2	0.1	(6.4)	(4.2)	-	(4.3)	(30.2)	75.4
47	Transfer Net Results to Fund Balance	6.2	0.1	(6.4)	(4.2)	-	(4.3)	4.3	-
48	Adjusted Net Results	-	-	-	-	-	(34.5)	75.4	40.9
39 + 47	Total Transfer To (From) Reserve	(4.6)	0.1	(6.5)	1.5	(7.4)	(17.0)	17.0	-

	Arts & Sciences	Business	Communication	Education	Engineering	Fine Arts
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REVENUES							
1	State Appropriations	\$ 35,888,181	\$ 14,378,524	\$ 8,155,609	\$ 10,525,276	\$ 8,595,653	\$ 7,368,214
2	State Appropriations - Capital	-	-	-	-	-	-
3	Gross Undergraduate Tuition & Fees	95,485,880	36,395,281	21,280,255	15,783,613	16,511,347	15,514,566
4	Undergraduate Financial Aid	(18,017,470)	(6,696,473)	(4,123,569)	(2,990,281)	(4,528,134)	(3,299,820)
5	Net Undergraduate Tuition & Fees	77,468,411	29,698,808	17,156,687	12,793,332	11,983,213	12,214,746
6	Gross Graduate Tuition & Fees	14,537,673	18,887,789	2,755,484	10,706,190	6,800,000	3,770,951
7	Graduate Financial Aid	(8,569,902)	(1,261,740)	(1,891,489)	(3,121,398)	(3,790,000)	(2,769,517)
8	Net Graduate Tuition & Fees	5,967,771	17,626,049	863,995	7,584,792	3,010,000	1,001,434
9	Room & Board	-	-	-	-	-	-
10	Grants & Contracts	5,249,770	228,323	550,000	525,000	9,300,000	69,127
11	Facilities & Admin Cost Recovery	1,540,979	-	55,000	-	1,815,480	-
12	Endowment Distributions	1,364,032	935,656	1,300,787	384,503	7,386,700	338,021
13	Gift Contributions	337,989	822,492	636,540	145,000	150,000	292,000
14	Investment Income	-	-	-	-	-	-
15	Internal & External Sales	955,276	1,341,700	-	-	15,000	451,076
16	Total Revenues	128,772,409	65,031,552	28,718,618	31,957,903	42,256,046	21,734,618
17	Administrative Cost Distribution	-	-	-	-	-	-
18	Subvention Distribution	(3,426,837)	(2,664,327)	6,969,507	2,289,660	17,616,354	8,469,769
19	Total Revenues & Revenue Allocations	\$ 125,345,572	\$ 62,367,225	\$ 35,688,125	\$ 34,247,563	\$ 59,872,400	\$ 30,204,387

20	Funding Transfers	\$ (99,873)	\$ (2,233,175)	\$ (353,326)	\$ (414,490)	\$ (900,000)	\$ (1,265,000)
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EXPENSES							
21	Total Salaries, Wages, & Other Payroll	54,714,749	21,090,092	12,326,770	12,825,132	25,550,896	12,124,586
22	Total Benefits	15,860,359	5,634,761	3,508,824	3,733,266	5,876,164	4,037,419
23	Supplies & Services	5,006,937	4,153,203	1,407,151	770,613	4,175,226	1,813,049
24	Professional Services	1,834,756	7,003,041	230,800	1,143,507	2,152,026	815,630
25	Occupancy & Maintenance	95,214	96,205	58,150	-	845,000	126,779
26	Capital Costs	365,142	-	-	-	1,182,000	-
27	Cost Of Goods Sold	-	-	-	-	-	-
28	External Debt Service - Principal	-	-	-	-	-	-
29	External Debt Service - Interest	-	-	-	-	-	-
30	Internal Principal & Interest	40,504	487,519	-	475,000	848,000	-
31	Depreciation	-	-	-	-	-	-
32	Other Operating Expense	100,783	292,410	398,659	-	-	21,546
33	Total Direct Expenses	78,018,443	38,757,231	17,930,354	18,947,518	40,629,311	18,939,009
34	Administrative Cost Allocations	33,665,676	18,140,728	13,162,558	11,451,162	15,489,251	9,243,715
35	Capital Cost Allocation	4,291,002	619,327	1,595,944	863,884	1,580,506	1,146,320
36	Subvention Allocation	15,149,563	7,523,224	3,290,994	3,869,901	3,260,236	2,581,970
37	Total Expenses & Expense Allocations	\$ 131,124,684	\$ 65,040,510	\$ 35,979,850	\$ 35,132,465	\$ 60,959,305	\$ 31,911,014

38	Results of Operations	\$ (5,679,239)	\$ (440,110)	\$ 61,601	\$ (470,412)	\$ (186,904)	\$ (441,628)
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INVESTMENT TRANSFERS							
39	Transfer To (From) Operating Reserve	(5,679,240)	(827,848)	(357,003)	(475,000)	-	(541,254)
40	Transfer To (From) Plant Fund	-	-	-	-	-	-
41	Transfer To (From) Quasi Endowments	-	-	-	-	-	-
42	Repair & Replacement Transfers	-	-	-	-	-	-
43	Internal Bank Transfers	-	-	-	-	-	-
44	Other Transfers	-	-	-	-	-	-
45	Total Investment Transfers	\$ (5,679,240)	\$ (827,848)	\$ (357,003)	\$ (475,000)	\$ -	\$ (541,254)

46	Net Results	\$ -	\$ 387,738	\$ 418,603	\$ 4,588	\$ (186,904)	\$ 99,626
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47	Transfer Net Results to Fund Balance	-	387,738	418,603	4,588	(186,904)	99,626
48	Adjusted Net Results	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

39 + 47	Total Transfer To (From) Reserve	(5,679,240)	(440,110)	61,601	(470,412)	(186,904)	(441,628)
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	Health Sciences	Honors	OGAIS	University College	Voinovich	Subtotal: Athens Colleges	
REVENUES							
1	State Appropriations	\$ 30,012,515	\$ 46,493	\$ 903,565	\$ 1,912,082	\$ 2,015,095	\$ 119,801,206
2	State Appropriations - Capital	-	-	-	-	-	-
3	Gross Undergraduate Tuition & Fees	42,372,002	164,656	4,916,730	6,764,421	117,135	255,305,887
4	Undergraduate Financial Aid	(4,448,754)	(1,404,647)	(719,069)	(2,300,207)	(21,564)	(48,549,986)
5	Net Undergraduate Tuition & Fees	37,923,248	(1,239,991)	4,197,662	4,464,214	95,571	206,755,901
6	Gross Graduate Tuition & Fees	16,556,221	-	1,598,519	-	3,357,019	78,969,846
7	Graduate Financial Aid	(1,598,636)	-	(1,469,155)	(8,188)	(405,388)	(24,885,413)
8	Net Graduate Tuition & Fees	14,957,585	-	129,364	(8,188)	2,951,631	54,084,433
9	Room & Board	-	-	-	-	-	-
10	Grants & Contracts	870,066	9,375	13,800	315,000	6,896,663	24,027,124
11	Facilities & Admin Cost Recovery	62,406	-	-	-	883,625	4,357,489
12	Endowment Distributions	160,944	1,186,992	234,320	25,005	64,925	13,381,885
13	Gift Contributions	173,292	25,000	-	75,000	222,370	2,879,683
14	Investment Income	-	-	-	-	-	-
15	Internal & External Sales	3,536,796	-	-	109,000	17,996	6,426,844
16	Total Revenues	87,696,850	27,869	5,478,711	6,892,113	13,147,876	431,714,565
17	Administrative Cost Distribution	-	-	-	-	-	-
18	Subvention Distribution	(7,905,492)	1,370,873	2,706,708	9,763,797	3,845,504	39,035,517
19	Total Revenues & Revenue Allocations	\$ 79,791,358	\$ 1,398,743	\$ 8,185,419	\$ 16,655,911	\$ 16,993,380	\$ 470,750,082
20	Funding Transfers	\$ 99,404	\$ (486,375)	\$ 65,640	\$ (253,325)	\$ (892,828)	\$ (6,733,348)
EXPENSES							
21	Total Salaries, Wages, & Other Payroll	20,657,294	671,473	2,133,194	4,017,272	7,245,085	173,356,543
22	Total Benefits	6,927,080	254,525	591,690	1,232,825	2,166,478	49,823,389
23	Supplies & Services	2,581,901	518,370	3,483,026	572,577	795,417	25,277,470
24	Professional Services	6,150,634	116,000	55,250	191,500	6,437,549	26,130,693
25	Occupancy & Maintenance	1,206,062	18,230	16,400	33,020	67,563	2,562,623
26	Capital Costs	-	-	5,000	-	-	1,552,142
27	Cost Of Goods Sold	194,906	-	-	-	-	194,906
28	External Debt Service - Principal	-	-	-	-	-	-
29	External Debt Service - Interest	-	-	-	-	-	-
30	Internal Principal & Interest	-	-	5,970	-	-	1,856,993
31	Depreciation	-	-	-	-	-	-
32	Other Operating Expense	267,872	-	41,123	-	-	1,122,393
33	Total Direct Expenses	37,985,748	1,578,598	6,331,653	6,047,194	16,712,092	281,877,151
34	Administrative Cost Allocations	31,642,042	182,016	1,044,864	9,951,896	1,536,113	145,510,021
35	Capital Cost Allocation	968,145	9,045	112,170	109,359	203,366	11,499,069
36	Subvention Allocation	10,359,587	22,605	396,146	800,787	582,193	47,837,208
37	Total Expenses & Expense Allocations	\$ 80,955,522	\$ 1,792,263	\$ 7,884,834	\$ 16,909,236	\$ 19,033,764	\$ 486,723,448
38	Results of Operations	\$ (1,263,568)	\$ 92,854	\$ 234,945	\$ -	\$ (1,147,556)	\$ (9,240,018)
INVESTMENT TRANSFERS							
39	Transfer To (From) Operating Reserve	(1,400,954)	-	-	-	(1,187,028)	(10,468,327)
40	Transfer To (From) Plant Fund	-	-	-	-	-	-
41	Transfer To (From) Quasi Endowments	-	-	-	-	-	-
42	Repair & Replacement Transfers	-	-	-	-	-	-
43	Internal Bank Transfers	-	-	-	-	-	-
44	Other Transfers	-	-	-	-	-	-
45	Total Investment Transfers	\$ (1,400,954)	\$ -	\$ -	\$ -	\$ (1,187,028)	\$ (10,468,327)
46	Net Results	\$ 137,386	\$ 92,854	\$ 234,945	\$ -	\$ 39,472	\$ 1,228,308
47	Transfer Net Results to Fund Balance	137,386	92,854	234,945	-	39,472	1,228,308
48	Adjusted Net Results	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
39 + 47	Total Transfer To (From) Reserve	(1,263,568)	92,854	234,945	-	(1,147,556)	(9,240,019)

	HCOM Athens	HCOM Cleveland	HCOM Dublin	Subtotal: College of Medicine	Total: Athens Colleges & Schools	
REVENUES						
1	State Appropriations	\$ 22,386,376	\$ -	\$ -	\$ 22,386,376	\$ 142,187,582
2	State Appropriations - Capital	-	-	-	-	-
3	Gross Undergraduate Tuition & Fees	64,186	24,070	26,744	115,000	255,420,887
4	Undergraduate Financial Aid	(44,600)	-	-	(44,600)	(48,594,586)
5	Net Undergraduate Tuition & Fees	19,586	24,070	26,744	70,400	206,826,301
6	Gross Graduate Tuition & Fees	25,996,198	9,508,144	9,671,394	45,175,736	124,145,582
7	Graduate Financial Aid	(2,302,194)	(381,438)	(529,082)	(3,212,714)	(28,098,127)
8	Net Graduate Tuition & Fees	23,694,004	9,126,706	9,142,312	41,963,022	96,047,455
9	Room & Board	-	-	-	-	-
10	Grants & Contracts	7,774,594	30,000	1,351,279	9,155,873	33,182,997
11	Facilities & Admin Cost Recovery	545,300	-	-	545,300	4,902,789
12	Endowment Distributions	1,007,776	-	3,558	1,011,334	14,393,219
13	Gift Contributions	300,000	530,000	10,000	840,000	3,719,683
14	Investment Income	95	-	-	95	95
15	Internal & External Sales	2,038,259	11,400	848,734	2,898,393	9,325,237
16	Total Revenues	57,765,990	9,722,176	11,382,627	78,870,793	510,585,358
17	Administrative Cost Distribution	-	-	-	-	-
18	Subvention Distribution	6,141,871	1,121,358	1,093,273	8,356,502	47,392,019
19	Total Revenues & Revenue Allocations	\$ 63,907,861	\$ 10,843,534	\$ 12,475,900	\$ 87,227,295	\$ 557,977,377
20	Funding Transfers	\$ (4,653,183)	\$ 2,214,170	\$ 2,782,463	\$ 343,450	\$ (6,389,898)
EXPENSES						
21	Total Salaries, Wages, & Other Payroll	29,798,632	2,410,392	2,543,834	34,752,858	208,109,401
22	Total Benefits	9,639,582	784,149	847,067	11,270,798	61,094,187
23	Supplies & Services	5,664,305	493,142	666,662	6,824,109	32,101,579
24	Professional Services	2,416,160	483,480	381,017	3,280,657	29,411,350
25	Occupancy & Maintenance	339,060	1,005,117	752,320	2,096,497	4,659,120
26	Capital Costs	220,900	20,000	5,000	245,900	1,798,042
27	Cost Of Goods Sold	-	-	-	-	194,906
28	External Debt Service - Principal	-	-	-	-	-
29	External Debt Service - Interest	-	-	-	-	-
30	Internal Principal & Interest	1,083,066	2,061,707	1,228,879	4,373,652	6,230,645
31	Depreciation	-	-	-	-	-
32	Other Operating Expense	1,819,228	37,890	9,611	1,866,729	2,989,122
33	Total Direct Expenses	50,980,933	7,295,877	6,434,390	64,711,200	346,588,351
34	Administrative Cost Allocations	7,417,583	485,897	620,662	8,524,142	154,034,163
35	Capital Cost Allocation	710,694	-	-	710,694	12,209,763
36	Subvention Allocation	5,260,973	1,121,358	1,093,273	7,475,603	55,312,811
37	Total Expenses & Expense Allocations	\$ 64,370,183	\$ 8,903,132	\$ 8,148,325	\$ 81,421,639	\$ 568,145,087
38	Results of Operations	\$ 4,190,862	\$ (273,768)	\$ 1,545,112	\$ 5,462,206	\$ (3,777,812)
INVESTMENT TRANSFERS						
39	Transfer To (From) Operating Reserve	(243,621)	(335,366)	289,815	(289,172)	(10,757,499)
40	Transfer To (From) Plant Fund	-	-	798,094	798,094	798,094
41	Transfer To (From) Quasi Endowments	-	-	-	-	-
42	Repair & Replacement Transfers	-	-	-	-	-
43	Internal Bank Transfers	-	-	-	-	-
44	Other Transfers	-	-	-	-	-
45	Total Investment Transfers	\$ (243,621)	\$ (335,366)	\$ 1,087,909	\$ 508,922	\$ (9,959,405)
46	Net Results	\$ 4,434,483	\$ 61,598	\$ 457,203	\$ 4,953,284	\$ 6,181,592
47	Transfer Net Results to Fund Balance	4,434,483	61,598	457,203	4,953,284	6,181,592
48	Adjusted Net Results	\$ -	\$ -	\$ -	\$ -	\$ -
39 + 47	Total Transfer To (From) Reserve	4,190,862	(273,768)	747,018	4,664,112	(4,575,907)

14.2 Regional Campuses

	Athens Colleges and Schools	Regional Campuses	Auxiliaries	Central & Admin Operations	Reserves & Subvention	Operating Activity Subtotal	Non- Operating Activity	Financial Statement Adj & Component Units	GAAP Adj Totals
REVENUES									
1	State Appropriations	\$ 142.2	\$ 22.4	\$ -	\$ 0.2	\$ 2.9	\$ 167.7	\$ -	\$ 167.7
2	State Appropriations - Capital	-	-	-	-	-	23.4	-	23.4
3	Gross Undergraduate Tuition & Fees	255.4	35.2	-	5.4	2.8	298.8	-	298.8
4	Undergraduate Financial Aid	(48.6)	(5.2)	(13.9)	6.4	(1.7)	(63.0)	-	(63.0)
5	Net Undergraduate Tuition & Fees	206.8	30.0	(13.9)	11.8	1.1	235.8	-	235.8
6	Gross Graduate Tuition & Fees	124.1	0.1	-	0.6	-	124.9	-	124.9
7	Graduate Financial Aid	(28.1)	-	-	(0.5)	-	(28.7)	-	(28.7)
8	Net Graduate Tuition & Fees	96.0	0.1	-	0.1	-	96.3	-	96.3
9	Room & Board	-	-	91.4	-	-	91.4	-	91.4
10	Grants & Contracts	33.2	1.4	-	4.8	-	39.5	3.2	42.7
11	Facilities & Admin Cost Recovery	4.9	-	-	1.2	-	6.1	-	6.1
12	Endowment Distributions	14.4	0.5	0.2	14.7	-	29.8	(29.8)	-
13	Gift Contributions	3.7	0.2	2.8	3.3	-	10.0	10.0	20.0
14	Investment Income	-	-	-	1.6	7.5	9.1	47.8	0.3
15	Internal & External Sales	9.3	0.6	24.3	29.2	-	63.5	0.3	6.8
16	Total Revenues	510.6	55.4	104.8	66.8	11.5	749.1	54.8	7.1
17	Administrative Cost Distribution	-	-	23.8	(24.6)	0.8	-	-	-
18	Subvention Distribution	47.4	14.5	-	0.4	(62.3)	-	-	-
19	Total Revenues & Revenue Allocations	\$ 558.0	\$ 69.9	\$ 128.6	\$ 42.7	\$ (50.1)	\$ 749.1	\$ 54.8	\$ 7.1
20	Funding Transfers	\$ (6.4)	\$ (0.5)	\$ 3.3	\$ (14.8)	\$ 18.4	\$ -	\$ -	\$ -
EXPENSES									
21	Total Salaries, Wages, & Other Payroll	208.1	31.2	30.5	102.5	-	372.3	-	372.3
22	Total Benefits	61.1	10.4	10.9	39.6	-	121.9	-	121.9
23	Supplies & Services	32.1	3.1	9.7	41.5	-	86.3	2.5	5.6
24	Professional Services	29.4	0.8	0.8	10.8	-	41.7	-	41.7
25	Occupancy & Maintenance	4.7	2.1	8.1	17.8	-	32.6	-	0.9
26	Capital Costs	1.8	0.2	1.6	1.9	-	5.5	101.7	(107.2)
27	Cost Of Goods Sold	0.2	-	13.8	6.3	-	20.3	-	20.3
28	External Debt Service - Principal	-	-	-	-	-	-	16.1	(16.1)
29	External Debt Service - Interest	-	-	-	-	-	-	29.5	(1.5)
30	Internal Principal & Interest	6.2	0.3	14.0	33.6	-	54.1	(54.1)	-
31	Depreciation	-	-	-	-	-	-	-	52.1
32	Other Operating Expense	3.0	0.2	2.1	2.4	-	7.7	0.2	(2.1)
33	Total Direct Expenses	346.6	48.1	91.4	256.3	-	742.4	95.9	(68.3)
34	Administrative Cost Allocations	154.0	15.4	22.2	(191.7)	-	-	-	-
35	Capital Cost Allocation	12.2	-	1.4	(13.6)	-	-	-	-
36	Subvention Allocation	55.3	6.7	-	-	(62.0)	-	-	-
37	Total Expenses & Expense Allocations	\$ 568.1	\$ 70.3	\$ 115.0	\$ 51.0	\$ (62.0)	\$ 742.4	\$ 95.9	\$ (68.3)
38	Results of Operations	\$ (3.8)	\$ 0.1	\$ 10.2	\$ 6.5	\$ (6.4)	\$ 6.6	\$ (41.1)	\$ 75.4
INVESTMENT TRANSFERS									
39	Transfer To (From) Operating Reserve	(10.8)	-	(0.1)	5.7	(7.4)	(12.7)	12.7	-
40	Transfer To (From) Plant Fund	0.8	-	16.7	5.1	-	22.6	(22.6)	-
41	Transfer To (From) Quasi Endowments	-	-	-	-	1.0	1.0	(1.0)	-
42	Repair & Replacement Transfers	-	-	-	-	-	-	-	-
43	Internal Bank Transfers	-	-	-	-	-	-	-	-
44	Other Transfers	-	-	-	-	-	-	-	-
45	Total Investment Transfers	\$ (10.0)	\$ -	\$ 16.6	\$ 10.7	\$ (6.4)	\$ 10.9	\$ (10.9)	\$ -
46	Net Results	\$ 6.2	\$ 0.1	\$ (6.4)	\$ (4.2)	\$ -	\$ (4.3)	\$ (30.2)	\$ 75.4
47	Transfer Net Results to Fund Balance	6.2	0.1	(6.4)	(4.2)	-	(4.3)	4.3	-
48	Adjusted Net Results	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ (34.5)	\$ 75.4
39 + 47	Total Transfer To (From) Reserve	(4.6)	0.1	(6.5)	1.5	(7.4)	(17.0)	17.0	-

	Chillicothe	Eastern	Executive Dean	Lancaster	Southern	Zanesville	Total: Regional Campuses	
REVENUES								
1	State Appropriations	\$ 5,399,838	\$ 2,086,164	\$ -	\$ 5,071,046	\$ 4,261,934	\$ 5,613,206	\$ 22,432,188
2	State Appropriations - Capital	-	-	-	-	-	-	-
3	Gross Undergraduate Tuition & Fees	7,957,489	3,368,813	1,107,852	8,389,962	7,757,790	6,599,307	35,181,213
4	Undergraduate Financial Aid	(771,500)	(612,000)	(875,000)	(1,214,163)	(1,021,846)	(670,000)	(5,164,509)
5	Net Undergraduate Tuition & Fees	7,185,989	2,756,813	232,852	7,175,799	6,735,944	5,929,307	30,016,704
6	Gross Graduate Tuition & Fees	50,300	-	-	65,700	20,125	3,980	140,105
7	Graduate Financial Aid	(25,000)	-	-	(500)	125	-	(25,375)
8	Net Graduate Tuition & Fees	25,300	-	-	65,200	20,250	3,980	114,730
9	Room & Board	-	-	-	-	-	-	-
10	Grants & Contracts	234,000	277,000	-	415,000	252,700	250,000	1,428,700
11	Facilities & Admin Cost Recovery	-	-	-	-	-	-	-
12	Endowment Distributions	120,970	77,980	5,000	201,703	77,129	40,204	522,986
13	Gift Contributions	20,000	35,000	-	20,000	120,000	30,000	225,000
14	Investment Income	-	-	-	-	-	-	-
15	Internal & External Sales	106,000	60,000	25,000	122,000	267,000	46,000	626,000
16	Total Revenues	13,092,098	5,292,958	262,852	13,070,747	11,734,957	11,912,697	55,366,308
17	Administrative Cost Distribution	-	-	-	-	-	-	-
18	Subvention Distribution	3,044,933	1,251,088	1,758,625	3,277,318	2,699,501	2,480,370	14,511,835
19	Total Revenues & Revenue Allocations	\$ 16,137,031	\$ 6,544,046	\$ 2,021,477	\$ 16,348,065	\$ 14,434,458	\$ 14,393,067	\$ 69,878,143
20	Funding Transfers	\$ -	\$ -	\$ (485,057)	\$ -	\$ -	\$ -	\$ (485,057)
EXPENSES								
21	Total Salaries, Wages, & Other Payroll	7,722,389	3,238,917	890,202	6,551,599	6,326,949	6,457,739	31,187,795
22	Total Benefits	2,516,617	1,021,316	214,499	2,273,895	2,142,600	2,208,121	10,377,048
23	Supplies & Services	712,928	273,500	254,887	584,517	686,000	572,213	3,084,045
24	Professional Services	153,954	52,750	8,000	140,000	330,400	70,000	755,104
25	Occupancy & Maintenance	464,010	272,866	1,000	346,597	704,625	265,000	2,054,098
26	Capital Costs	30,000	7,000	1,000	27,153	100,000	12,500	177,653
27	Cost Of Goods Sold	250	5,000	-	-	150	-	5,400
28	External Debt Service - Principal	-	-	-	-	-	-	-
29	External Debt Service - Interest	-	-	-	-	-	-	-
30	Internal Principal & Interest	-	-	-	271,550	-	-	271,550
31	Depreciation	-	-	-	-	-	-	-
32	Other Operating Expense	1,250	7,000	800	71,000	52,300	80,000	212,350
33	Total Direct Expenses	11,601,398	4,878,349	1,370,388	10,266,311	10,343,024	9,665,573	48,125,043
34	Administrative Cost Allocations	3,667,642	1,616,328	32,259	3,631,305	3,492,979	2,995,039	15,435,552
35	Capital Cost Allocation	-	-	-	-	-	-	-
36	Subvention Allocation	1,610,802	634,603	(1,247)	1,590,471	1,409,759	1,453,447	6,697,836
37	Total Expenses & Expense Allocations	\$ 16,879,841	\$ 7,129,280	\$ 1,401,401	\$ 15,488,087	\$ 15,245,762	\$ 14,114,059	\$ 70,258,430
38	Results of Operations	\$ (742,811)	\$ (585,234)	\$ 1,105,134	\$ 859,978	\$ (811,304)	\$ 279,007	\$ 104,770
INVESTMENT TRANSFERS								
39	Transfer To (From) Operating Reserve	-	-	-	-	-	-	-
40	Transfer To (From) Plant Fund	-	-	-	-	-	-	-
41	Transfer To (From) Quasi Endowments	-	-	-	-	-	-	-
42	Repair & Replacement Transfers	-	-	-	-	-	-	-
43	Internal Bank Transfers	-	-	-	-	-	-	-
44	Other Transfers	-	-	-	-	-	-	-
45	Total Investment Transfers	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
46	Net Results	\$ (742,811)	\$ (585,234)	\$ 1,105,134	\$ 859,978	\$ (811,304)	\$ 279,007	\$ 104,770
47	Transfer Net Results to Fund Balance	(742,811)	(585,234)	1,105,134	859,978	(811,304)	279,007	104,770
48	Adjusted Net Results	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
39 + 47	Total Transfer To (From) Reserve	(742,811)	(585,234)	1,105,134	859,978	(811,304)	279,007	104,770

14.3 Auxiliaries

	Athens Colleges and Schools	Regional Campuses	Auxiliaries	Central & Admin Operations	Reserves & Subvention	Operating Activity Subtotal	Non-Operating Activity	Financial Statement Adj & Component Units	GAAP Adj Totals
REVENUES									
1	State Appropriations	\$ 142.2	\$ 22.4	\$ -	\$ 0.2	\$ 2.9	\$ 167.7	\$ -	\$ 167.7
2	State Appropriations - Capital	-	-	-	-	-	-	23.4	23.4
3	Gross Undergraduate Tuition & Fees	255.4	35.2	-	5.4	2.8	298.8	-	298.8
4	Undergraduate Financial Aid	(48.6)	(5.2)	(13.9)	6.4	(1.7)	(63.0)	-	(63.0)
5	Net Undergraduate Tuition & Fees	206.8	30.0	(13.9)	11.8	1.1	235.8	-	235.8
6	Gross Graduate Tuition & Fees	124.1	0.1	-	0.6	-	124.9	-	124.9
7	Graduate Financial Aid	(28.1)	-	-	(0.5)	-	(28.7)	-	(28.7)
8	Net Graduate Tuition & Fees	96.0	0.1	-	0.1	-	96.3	-	96.3
9	Room & Board	-	-	91.4	-	-	91.4	-	91.4
10	Grants & Contracts	33.2	1.4	-	4.8	-	39.5	3.2	42.7
11	Facilities & Admin Cost Recovery	4.9	-	-	1.2	-	6.1	-	6.1
12	Endowment Distributions	14.4	0.5	0.2	14.7	-	29.8	(29.8)	-
13	Gift Contributions	3.7	0.2	2.8	3.3	-	10.0	10.0	20.0
14	Investment Income	-	-	-	1.6	7.5	9.1	47.8	0.3
15	Internal & External Sales	9.3	0.6	24.3	29.2	-	63.5	0.3	6.8
16	Total Revenues	510.6	55.4	104.8	66.8	11.5	749.1	54.8	7.1
17	Administrative Cost Distribution	-	-	23.8	(24.6)	0.8	-	-	-
18	Subvention Distribution	47.4	14.5	-	0.4	(62.3)	-	-	-
19	Total Revenues & Revenue Allocations	\$ 558.0	\$ 69.9	\$ 128.6	\$ 42.7	\$ (50.1)	\$ 749.1	\$ 54.8	\$ 7.1
20	Funding Transfers	\$ (6.4)	\$ (0.5)	\$ 3.3	\$ (14.8)	\$ 18.4	\$ -	\$ -	\$ -
EXPENSES									
21	Total Salaries, Wages, & Other Payroll	208.1	31.2	30.5	102.5	-	372.3	-	372.3
22	Total Benefits	61.1	10.4	10.9	39.6	-	121.9	-	121.9
23	Supplies & Services	32.1	3.1	9.7	41.5	-	86.3	2.5	5.6
24	Professional Services	29.4	0.8	0.8	10.8	-	41.7	-	41.7
25	Occupancy & Maintenance	4.7	2.1	8.1	17.8	-	32.6	-	0.9
26	Capital Costs	1.8	0.2	1.6	1.9	-	5.5	101.7	(107.2)
27	Cost Of Goods Sold	0.2	-	13.8	6.3	-	20.3	-	20.3
28	External Debt Service - Principal	-	-	-	-	-	-	16.1	(16.1)
29	External Debt Service - Interest	-	-	-	-	-	-	29.5	(1.5)
30	Internal Principal & Interest	6.2	0.3	14.0	33.6	-	54.1	(54.1)	-
31	Depreciation	-	-	-	-	-	-	-	52.1
32	Other Operating Expense	3.0	0.2	2.1	2.4	-	7.7	0.2	(2.1)
33	Total Direct Expenses	346.6	48.1	91.4	256.3	-	742.4	95.9	(68.3)
34	Administrative Cost Allocations	154.0	15.4	22.2	(191.7)	-	-	-	-
35	Capital Cost Allocation	12.2	-	1.4	(13.6)	-	-	-	-
36	Subvention Allocation	55.3	6.7	-	-	(62.0)	-	-	-
37	Total Expenses & Expense Allocations	\$ 568.1	\$ 70.3	\$ 115.0	\$ 51.0	\$ (62.0)	\$ 742.4	\$ 95.9	\$ (68.3)
38	Results of Operations	\$ (3.8)	\$ 0.1	\$ 10.2	\$ 6.5	\$ (6.4)	\$ 6.6	\$ (41.1)	\$ 75.4
INVESTMENT TRANSFERS									
39	Transfer To (From) Operating Reserve	(10.8)	-	(0.1)	5.7	(7.4)	(12.7)	12.7	-
40	Transfer To (From) Plant Fund	0.8	-	16.7	5.1	-	22.6	(22.6)	-
41	Transfer To (From) Quasi Endowments	-	-	-	-	1.0	1.0	(1.0)	-
42	Repair & Replacement Transfers	-	-	-	-	-	-	-	-
43	Internal Bank Transfers	-	-	-	-	-	-	-	-
44	Other Transfers	-	-	-	-	-	-	-	-
45	Total Investment Transfers	\$ (10.0)	\$ -	\$ 16.6	\$ 10.7	\$ (6.4)	\$ 10.9	\$ (10.9)	\$ -
46	Net Results	\$ 6.2	\$ 0.1	\$ (6.4)	\$ (4.2)	\$ -	\$ (4.3)	\$ (30.2)	\$ 75.4
47	Transfer Net Results to Fund Balance	6.2	0.1	(6.4)	(4.2)	-	(4.3)	4.3	-
48	Adjusted Net Results	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ (34.5)	\$ 75.4
39 + 47	Total Transfer To (From) Reserve	(4.6)	0.1	(6.5)	1.5	(7.4)	(17.0)	17.0	-

	Athletics	Culinary Services	Housing & Residence Life	Parking & Transportation	Printing	Total: Auxiliaries
REVENUES						
1	State Appropriations	\$ -	\$ -	\$ -	\$ -	\$ -
2	State Appropriations - Capital	-	-	-	-	-
3	Gross Undergraduate Tuition & Fees	-	-	-	-	-
4	Undergraduate Financial Aid	(8,361,397)	(3,500,000)	(2,030,000)	-	(13,891,397)
5	Net Undergraduate Tuition & Fees	(8,361,397)	(3,500,000)	(2,030,000)	-	(13,891,397)
6	Gross Graduate Tuition & Fees	-	-	-	-	-
7	Graduate Financial Aid	-	-	(24,564)	-	(24,564)
8	Net Graduate Tuition & Fees	-	-	(24,564)	-	(24,564)
9	Room & Board	-	39,287,708	52,120,554	-	91,408,262
10	Grants & Contracts	-	-	-	-	-
11	Facilities & Admin Cost Recovery	-	-	-	-	-
12	Endowment Distributions	169,078	-	-	-	169,078
13	Gift Contributions	2,757,886	-	-	-	2,757,886
14	Investment Income	-	-	-	-	-
15	Internal & External Sales	7,607,513	6,351,734	1,804,660	5,444,629	3,139,932
16	Total Revenues	2,173,080	42,139,442	51,870,650	5,444,629	3,139,932
17	Administrative Cost Distribution	23,806,427	-	-	-	23,806,427
18	Subvention Distribution	-	-	-	-	-
19	Total Revenues & Revenue Allocations	\$ 25,979,507	\$ 42,139,442	\$ 51,870,650	\$ 5,444,629	\$ 3,139,932
20	Funding Transfers	\$ (12,676)	\$ 345,775	\$ 2,699,594	\$ 299,381	\$ -
EXPENSES						
21	Total Salaries, Wages, & Other Payroll	7,675,507	14,350,245	6,247,122	1,477,839	722,303
22	Total Benefits	2,507,601	6,049,226	1,457,888	538,649	325,893
23	Supplies & Services	4,273,181	2,249,474	1,792,925	1,289,284	88,275
24	Professional Services	634,247	72,300	39,000	8,300	-
25	Occupancy & Maintenance	700,745	1,115,948	5,325,797	602,370	327,500
26	Capital Costs	-	1,400,000	21,000	5,000	200,000
27	Cost Of Goods Sold	-	12,141,123	-	500,000	1,200,000
28	External Debt Service - Principal	-	-	-	-	-
29	External Debt Service - Interest	-	-	-	-	-
30	Internal Principal & Interest	2,701,576	307,980	10,857,548	100,000	-
31	Depreciation	-	-	-	-	-
32	Other Operating Expense	1,141,703	57,140	877,750	-	-
33	Total Direct Expenses	19,634,560	37,743,436	26,619,030	4,521,442	2,863,971
34	Administrative Cost Allocations	4,806,948	3,004,400	13,948,173	229,099	247,735
35	Capital Cost Allocation	1,422,691	-	-	-	-
36	Subvention Allocation	-	-	-	-	-
37	Total Expenses & Expense Allocations	\$ 25,864,199	\$ 40,747,836	\$ 40,567,203	\$ 4,750,541	\$ 3,111,706
38	Results of Operations	\$ 127,984	\$ 1,045,831	\$ 8,603,853	\$ 394,707	\$ 28,226
INVESTMENT TRANSFERS						
39	Transfer To (From) Operating Reserve	(129,119)	-	-	-	-
40	Transfer To (From) Plant Fund	250,000	4,045,148	12,273,566	150,000	-
41	Transfer To (From) Quasi Endowments	-	-	-	-	-
42	Repair & Replacement Transfers	-	-	-	-	-
43	Internal Bank Transfers	-	-	-	-	-
44	Other Transfers	-	-	-	-	-
45	Total Investment Transfers	\$ 120,881	\$ 4,045,148	\$ 12,273,566	\$ 150,000	\$ -
46	Net Results	\$ 7,103	\$ (2,999,317)	\$ (3,669,713)	\$ 244,707	\$ 28,226
47	Transfer Net Results to Fund Balance	7,103	(2,999,317)	(3,669,713)	244,707	28,226
48	Adjusted Net Results	\$ -	\$ -	\$ -	\$ -	\$ -
39 + 47	Total Transfer To (From) Reserve	(122,016)	(2,999,317)	(3,669,713)	244,707	28,226

14.4 Central & Administrative Operations

	Athens Colleges and Schools	Regional Campuses	Auxiliaries	Central & Admin Operations	Reserves & Subvention	Operating Activity Subtotal	Non- Operating Activity	Financial Statement Adj & Component Units	GAAP Adj Totals
REVENUES									
1	State Appropriations	\$ 142.2	\$ 22.4	\$ -	\$ 0.2	\$ 2.9	\$ 167.7	\$ -	\$ 167.7
2	State Appropriations - Capital	-	-	-	-	-	23.4	-	23.4
3	Gross Undergraduate Tuition & Fees	255.4	35.2	-	5.4	2.8	298.8	-	298.8
4	Undergraduate Financial Aid	(48.6)	(5.2)	(13.9)	6.4	(1.7)	(63.0)	-	(63.0)
5	Net Undergraduate Tuition & Fees	206.8	30.0	(13.9)	11.8	1.1	235.8	-	235.8
6	Gross Graduate Tuition & Fees	124.1	0.1	-	0.6	-	124.9	-	124.9
7	Graduate Financial Aid	(28.1)	-	-	(0.5)	-	(28.7)	-	(28.7)
8	Net Graduate Tuition & Fees	96.0	0.1	-	0.1	-	96.3	-	96.3
9	Room & Board	-	-	91.4	-	-	91.4	-	91.4
10	Grants & Contracts	33.2	1.4	-	4.8	-	39.5	3.2	42.7
11	Facilities & Admin Cost Recovery	4.9	-	-	1.2	-	6.1	-	6.1
12	Endowment Distributions	14.4	0.5	0.2	14.7	-	29.8	(29.8)	-
13	Gift Contributions	3.7	0.2	2.8	3.3	-	10.0	10.0	20.0
14	Investment Income	-	-	-	1.6	7.5	9.1	47.8	0.3
15	Internal & External Sales	9.3	0.6	24.3	29.2	-	63.5	0.3	6.8
16	Total Revenues	510.6	55.4	104.8	66.8	11.5	749.1	54.8	7.1
17	Administrative Cost Distribution	-	-	23.8	(24.6)	0.8	-	-	-
18	Subvention Distribution	47.4	14.5	-	0.4	(62.3)	-	-	-
19	Total Revenues & Revenue Allocations	\$ 558.0	\$ 69.9	\$ 128.6	\$ 42.7	\$ (50.1)	\$ 749.1	\$ 54.8	\$ 7.1
20	Funding Transfers	\$ (6.4)	\$ (0.5)	\$ 3.3	\$ (14.8)	\$ 18.4	\$ -	\$ -	\$ -
EXPENSES									
21	Total Salaries, Wages, & Other Payroll	208.1	31.2	30.5	102.5	-	372.3	-	372.3
22	Total Benefits	61.1	10.4	10.9	39.6	-	121.9	-	121.9
23	Supplies & Services	32.1	3.1	9.7	41.5	-	86.3	2.5	5.6
24	Professional Services	29.4	0.8	0.8	10.8	-	41.7	-	41.7
25	Occupancy & Maintenance	4.7	2.1	8.1	17.8	-	32.6	-	0.9
26	Capital Costs	1.8	0.2	1.6	1.9	-	5.5	101.7	(107.2)
27	Cost Of Goods Sold	0.2	-	13.8	6.3	-	20.3	-	20.3
28	External Debt Service - Principal	-	-	-	-	-	-	16.1	(16.1)
29	External Debt Service - Interest	-	-	-	-	-	-	29.5	(1.5)
30	Internal Principal & Interest	6.2	0.3	14.0	33.6	-	54.1	(54.1)	-
31	Depreciation	-	-	-	-	-	-	-	52.1
32	Other Operating Expense	3.0	0.2	2.1	2.4	-	7.7	0.2	(2.1)
33	Total Direct Expenses	346.6	48.1	91.4	256.3	-	742.4	95.9	(68.3)
34	Administrative Cost Allocations	154.0	15.4	22.2	(191.7)	-	-	-	-
35	Capital Cost Allocation	12.2	-	1.4	(13.6)	-	-	-	-
36	Subvention Allocation	55.3	6.7	-	-	(62.0)	-	-	-
37	Total Expenses & Expense Allocations	\$ 568.1	\$ 70.3	\$ 115.0	\$ 51.0	\$ (62.0)	\$ 742.4	\$ 95.9	\$ (68.3)
38	Results of Operations	\$ (3.8)	\$ 0.1	\$ 10.2	\$ 6.5	\$ (6.4)	\$ 6.6	\$ (41.1)	\$ 75.4
INVESTMENT TRANSFERS									
39	Transfer To (From) Operating Reserve	(10.8)	-	(0.1)	5.7	(7.4)	(12.7)	12.7	-
40	Transfer To (From) Plant Fund	0.8	-	16.7	5.1	-	22.6	(22.6)	-
41	Transfer To (From) Quasi Endowments	-	-	-	-	1.0	1.0	(1.0)	-
42	Repair & Replacement Transfers	-	-	-	-	-	-	-	-
43	Internal Bank Transfers	-	-	-	-	-	-	-	-
44	Other Transfers	-	-	-	-	-	-	-	-
45	Total Investment Transfers	\$ (10.0)	\$ -	\$ 16.6	\$ 10.7	\$ (6.4)	\$ 10.9	\$ (10.9)	\$ -
46	Net Results	\$ 6.2	\$ 0.1	\$ (6.4)	\$ (4.2)	\$ -	\$ (4.3)	\$ (30.2)	\$ 75.4
47	Transfer Net Results to Fund Balance	6.2	0.1	(6.4)	(4.2)	-	(4.3)	4.3	-
48	Adjusted Net Results	\$ -	\$ -	\$ -	\$ -	\$ -	\$ (34.5)	\$ 75.4	\$ 40.9
39 + 47	Total Transfer To (From) Reserve	(4.6)	0.1	(6.5)	1.5	(7.4)	(17.0)	17.0	-

	Advancement	Athena	Employee Fee Waivers	Healthcare Expense	Workers Compensation Expense	Subtotal: Benefits
REVENUES						
1	State Appropriations	\$ -	\$ -	\$ -	\$ -	\$ -
2	State Appropriations - Capital	-	-	-	-	-
3	Gross Undergraduate Tuition & Fees	-	-	-	-	-
4	Undergraduate Financial Aid	(35,000)	-	-	-	-
5	Net Undergraduate Tuition & Fees	(35,000)	-	-	-	-
6	Gross Graduate Tuition & Fees	-	-	-	-	-
7	Graduate Financial Aid	-	-	-	-	-
8	Net Graduate Tuition & Fees	-	-	-	-	-
9	Room & Board	-	-	-	-	-
10	Grants & Contracts	1,500	72,420	-	-	-
11	Facilities & Admin Cost Recovery	-	-	-	-	-
12	Endowment Distributions	8,025,268	-	-	-	-
13	Gift Contributions	333,300	5,000	-	-	-
14	Investment Income	1,438,000	-	-	-	-
15	Internal & External Sales	456,377	195,683	-	2,800,000	2,800,000
16	Total Revenues	10,219,445	273,103	-	2,800,000	2,800,000
17	Administrative Cost Distribution	2,577,358	94,813	8,657,495	-	8,657,495
18	Subvention Distribution	-	-	-	-	-
19	Total Revenues & Revenue Allocations	\$ 12,796,803	\$ 367,916	\$ 8,657,495	\$ 2,800,000	\$ -
20	Funding Transfers	\$ 282,000	\$ (59,962)	\$ -	\$ -	\$ -
EXPENSES						
21	Total Salaries, Wages, & Other Payroll	5,926,153	249,334	-	150,000	113,318
22	Total Benefits	2,013,463	70,239	8,657,495	56,411,400	1,532,484
23	Supplies & Services	3,231,443	38,862	-	430,000	5,000
24	Professional Services	870,974	10,000	-	138,000	104,216
25	Occupancy & Maintenance	230,299	46,000	-	-	-
26	Capital Costs	-	-	-	-	-
27	Cost Of Goods Sold	211,535	10,000	-	-	-
28	External Debt Service - Principal	-	-	-	-	-
29	External Debt Service - Interest	-	-	-	-	-
30	Internal Principal & Interest	141,980	-	-	-	-
31	Depreciation	-	-	-	-	-
32	Other Operating Expense	11,676	3,000	-	-	-
33	Total Direct Expenses	12,637,524	427,435	8,657,495	57,129,400	1,755,018
34	Administrative Cost Allocations	-	-	-	-	-
35	Capital Cost Allocation	-	-	-	-	-
36	Subvention Allocation	-	-	-	-	-
37	Total Expenses & Expense Allocations	\$ 12,637,524	\$ 427,435	\$ 8,657,495	\$ 57,129,400	\$ 1,755,018
38	Results of Operations	\$ (122,721)	\$ 443	\$ -	\$ (54,329,400)	\$ (1,755,018)
INVESTMENT TRANSFERS						
39	Transfer To (From) Operating Reserve	(141,980)	-	-	-	-
40	Transfer To (From) Plant Fund	-	-	-	-	-
41	Transfer To (From) Quasi Endowments	-	-	-	-	-
42	Repair & Replacement Transfers	-	-	-	-	-
43	Internal Bank Transfers	-	-	-	-	-
44	Other Transfers	-	-	-	-	-
45	Total Investment Transfers	\$ (141,980)	\$ -	\$ -	\$ -	\$ -
46	Net Results	\$ 19,259	\$ 443	\$ -	\$ (54,329,400)	\$ (1,755,018)
47	Transfer Net Results to Fund Balance	19,259	443	-	-	-
48	Adjusted Net Results	\$ -	\$ -	\$ -	\$ (54,329,400)	\$ (1,755,018)
39 + 47	Total Transfer To (From) Reserve	(122,721)	443	-	-	-

	Campus Care	Central Accounting	Central Financial Aid	Debt Service	Healthcare Collection	Indirect Cost Collection
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REVENUES

1	State Appropriations	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
2	State Appropriations - Capital	-	-	-	-	-	-
3	Gross Undergraduate Tuition & Fees	-	-	-	-	-	3,596,253
4	Undergraduate Financial Aid	-	-	(39,790,609)	-	-	48,134,167
5	Net Undergraduate Tuition & Fees	-	-	(39,790,609)	-	-	51,730,420
6	Gross Graduate Tuition & Fees	-	-	-	-	-	381,843
7	Graduate Financial Aid	-	-	-	-	-	-
8	Net Graduate Tuition & Fees	-	-	-	-	-	381,843
9	Room & Board	-	-	-	-	-	-
10	Grants & Contracts	-	-	325,369	-	-	-
11	Facilities & Admin Cost Recovery	-	-	-	-	-	-
12	Endowment Distributions	-	-	-	-	-	1,800,391
13	Gift Contributions	-	1,744,701	200,000	-	-	-
14	Investment Income	-	-	-	-	-	125,000
15	Internal & External Sales	-	1,517,794	128,159	-	-	385,500
16	Total Revenues	-	3,262,495	(39,137,080)	-	-	54,423,154
17	Administrative Cost Distribution	460,000	4,876,869	40,132,323	31,371,371	-	(269,443,050)
18	Subvention Distribution	-	-	-	-	-	-
19	Total Revenues & Revenue Allocations	\$ 460,000	\$ 8,139,364	\$ 995,243	\$ 31,371,371	\$ -	\$ (215,019,896)

20	Funding Transfers	\$ -	\$ 65,000	\$ 995,243	\$ -	\$ -	\$ (1,341,298)
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EXPENSES

21	Total Salaries, Wages, & Other Payroll	-	-	-	-	-	-
22	Total Benefits	-	1,614,500	-	-	(57,356,074)	(5,751,525)
23	Supplies & Services	-	1,508,794	-	-	-	-
24	Professional Services	-	729,008	-	-	-	(1,427,229)
25	Occupancy & Maintenance	-	1,192,361	-	-	-	-
26	Capital Costs	-	-	-	-	-	-
27	Cost Of Goods Sold	-	-	-	-	-	-
28	External Debt Service - Principal	-	-	-	-	-	-
29	External Debt Service - Interest	-	-	-	-	-	-
30	Internal Principal & Interest	-	-	-	28,278,148	-	-
31	Depreciation	-	-	-	-	-	-
32	Other Operating Expense	460,000	1,285,000	-	-	-	-
33	Total Direct Expenses	460,000	6,329,663	-	28,278,148	(57,356,074)	(7,178,754)
34	Administrative Cost Allocations	-	-	-	-	-	(191,706,070)
35	Capital Cost Allocation	-	-	-	-	-	(13,632,453)
36	Subvention Allocation	-	-	-	-	-	-
37	Total Expenses & Expense Allocations	\$ 460,000	\$ 6,329,663	\$ -	\$ 28,278,148	\$ (57,356,074)	\$ (212,517,277)

38	Results of Operations	\$ -	\$ 1,744,701	\$ -	\$ 3,093,223	\$ 57,356,074	\$ (1,161,321)
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INVESTMENT TRANSFERS

39	Transfer To (From) Operating Reserve	-	1,744,701	-	1,243,223	3,026,674	(1,161,321)
40	Transfer To (From) Plant Fund	-	-	-	1,850,000	-	-
41	Transfer To (From) Quasi Endowments	-	-	-	-	-	-
42	Repair & Replacement Transfers	-	-	-	-	-	-
43	Internal Bank Transfers	-	-	-	-	-	-
44	Other Transfers	-	-	-	-	-	-
45	Total Investment Transfers	\$ -	\$ 1,744,701	\$ -	\$ 3,093,223	\$ 3,026,674	\$ (1,161,321)

46	Net Results	\$ -	\$ -	\$ -	\$ -	\$ 54,329,400	\$ -
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47	Transfer Net Results to Fund Balance	-	-	-	-	-	-
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48	Adjusted Net Results	\$ -	\$ -	\$ -	\$ -	\$ 54,329,400	\$ -
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39 + 47	Total Transfer To (From) Reserve	-	1,744,701	-	1,243,223	3,026,674	(1,161,321)
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	Institutional Projects & Initiatives	Program Support	Staff Governance	Utilities	Workers Compensation Collection	Subtotal: Central Operations
REVENUES						
1	State Appropriations	\$ -	\$ -	\$ -	\$ -	\$ -
2	State Appropriations - Capital	-	-	-	-	-
3	Gross Undergraduate Tuition & Fees	-	-	-	-	3,596,253
4	Undergraduate Financial Aid	-	-	-	-	8,343,558
5	Net Undergraduate Tuition & Fees	-	-	-	-	11,939,811
6	Gross Graduate Tuition & Fees	-	-	-	-	381,843
7	Graduate Financial Aid	-	-	-	-	-
8	Net Graduate Tuition & Fees	-	-	-	-	381,843
9	Room & Board	-	-	-	-	-
10	Grants & Contracts	-	-	-	-	325,369
11	Facilities & Admin Cost Recovery	-	-	-	-	-
12	Endowment Distributions	-	-	-	-	1,800,391
13	Gift Contributions	-	-	-	-	1,944,701
14	Investment Income	-	-	-	-	125,000
15	Internal & External Sales	-	-	-	90,000	2,121,453
16	Total Revenues	-	-	-	90,000	18,638,569
17	Administrative Cost Distribution	-	319,726	142,552	10,946,000	(181,194,209)
18	Subvention Distribution	-	-	-	-	-
19	Total Revenues & Revenue Allocations	\$ -	\$ 319,726	\$ 142,552	\$ 11,036,000	\$ -
20	Funding Transfers	\$ (1,125,000)	\$ (114,000)	\$ -	\$ 81,000	\$ -
EXPENSES						
21	Total Salaries, Wages, & Other Payroll	43,464	32,825	89,105	-	165,394
22	Total Benefits	20,413	15,114	27,753	(3,022,456)	(64,452,275)
23	Supplies & Services	80,000	330,286	21,694	-	1,940,774
24	Professional Services	981,123	35,000	-	-	317,902
25	Occupancy & Maintenance	-	20,000	-	10,955,000	12,167,361
26	Capital Costs	-	-	-	-	-
27	Cost Of Goods Sold	-	-	-	-	-
28	External Debt Service - Principal	-	-	-	-	-
29	External Debt Service - Interest	-	-	-	-	-
30	Internal Principal & Interest	-	-	-	-	28,278,148
31	Depreciation	-	-	-	-	-
32	Other Operating Expense	-	500	4,000	-	1,749,500
33	Total Direct Expenses	1,125,000	433,726	142,552	10,955,000	(3,022,456)
34	Administrative Cost Allocations	-	-	-	-	(191,706,070)
35	Capital Cost Allocation	-	-	-	-	(13,632,453)
36	Subvention Allocation	-	-	-	-	-
37	Total Expenses & Expense Allocations	\$ 1,125,000	\$ 433,726	\$ 142,552	\$ 10,955,000	\$ (3,022,456)
38	Results of Operations	\$ -	\$ -	\$ -	\$ -	\$ 3,022,456
INVESTMENT TRANSFERS						
39	Transfer To (From) Operating Reserve	-	-	-	1,267,430	6,120,707
40	Transfer To (From) Plant Fund	-	-	-	-	1,850,000
41	Transfer To (From) Quasi Endowments	-	-	-	-	-
42	Repair & Replacement Transfers	-	-	-	-	-
43	Internal Bank Transfers	-	-	-	-	-
44	Other Transfers	-	-	-	-	-
45	Total Investment Transfers	\$ -	\$ -	\$ -	\$ 1,267,430	\$ 7,970,707
46	Net Results	\$ -	\$ -	\$ -	\$ -	\$ 1,755,018
47	Transfer Net Results to Fund Balance	-	-	-	-	-
48	Adjusted Net Results	\$ -	\$ -	\$ -	\$ -	\$ 1,755,018
39 + 47	Total Transfer To (From) Reserve	-	-	-	1,267,430	6,120,707

	Child Development Center	Information Technology	ISFS	Kennedy Museum	Library
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REVENUES

1	State Appropriations	\$ -	\$ -	\$ -	\$ -	\$ 164,765
2	State Appropriations - Capital	-	-	-	-	-
3	Gross Undergraduate Tuition & Fees	-	109,212	45,000	-	-
4	Undergraduate Financial Aid	-	-	-	-	-
5	Net Undergraduate Tuition & Fees	-	109,212	45,000	-	-
6	Gross Graduate Tuition & Fees	-	-	-	-	-
7	Graduate Financial Aid	-	-	-	-	-
8	Net Graduate Tuition & Fees	-	-	-	-	-
9	Room & Board	-	-	-	-	-
10	Grants & Contracts	-	-	2,500	55,250	164,581
11	Facilities & Admin Cost Recovery	-	-	-	-	-
12	Endowment Distributions	-	-	-	63,755	397,285
13	Gift Contributions	-	-	-	40,000	87,000
14	Investment Income	-	-	-	-	-
15	Internal & External Sales	797,395	775,485	-	350	127,101
16	Total Revenues	797,395	884,696	47,500	159,355	940,732
17	Administrative Cost Distribution	381,623	26,748,842	513,130	372,380	11,195,254
18	Subvention Distribution	-	-	-	-	384,000
19	Total Revenues & Revenue Allocations	\$ 1,179,018	\$ 27,633,538	\$ 560,630	\$ 531,735	\$ 12,519,986

20	Funding Transfers	\$ (29,832)	\$ (636,829)	\$ (4,500)	\$ (29,396)	\$ (83,086)
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EXPENSES

21	Total Salaries, Wages, & Other Payroll	745,653	14,013,473	359,836	396,636	4,916,857
22	Total Benefits	344,230	5,012,460	131,283	109,286	1,758,977
23	Supplies & Services	111,421	5,079,275	71,521	57,968	4,819,553
24	Professional Services	7,546	43,167	-	11,850	72,669
25	Occupancy & Maintenance	-	2,886,428	490	12,000	146,898
26	Capital Costs	-	-	-	-	717,262
27	Cost Of Goods Sold	-	150,000	-	-	-
28	External Debt Service - Principal	-	-	-	-	-
29	External Debt Service - Interest	-	-	-	-	-
30	Internal Principal & Interest	-	-	-	-	-
31	Depreciation	-	-	-	-	-
32	Other Operating Expense	-	-	2,000	10,000	-
33	Total Direct Expenses	1,208,850	27,184,803	565,130	597,740	12,432,216
34	Administrative Cost Allocations	-	-	-	-	-
35	Capital Cost Allocation	-	-	-	-	-
36	Subvention Allocation	-	-	-	-	-
37	Total Expenses & Expense Allocations	\$ 1,208,850	\$ 27,184,803	\$ 565,130	\$ 597,740	\$ 12,432,216

38	Results of Operations	\$ -	\$ 1,085,565	\$ -	\$ (36,609)	\$ 170,856
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INVESTMENT TRANSFERS

39	Transfer To (From) Operating Reserve	-	-	-	-	-
40	Transfer To (From) Plant Fund	-	5,500,000	-	-	50,000
41	Transfer To (From) Quasi Endowments	-	-	-	-	-
42	Repair & Replacement Transfers	-	-	-	-	-
43	Internal Bank Transfers	-	-	-	-	-
44	Other Transfers	-	(2,000)	-	-	-
45	Total Investment Transfers	\$ -	\$ 5,498,000	\$ -	\$ -	\$ 50,000

46	Net Results	\$ -	\$ (4,412,435)	\$ -	\$ (36,609)	\$ 120,856
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47	Transfer Net Results to Fund Balance	-	(4,412,435)	-	(36,609)	120,856
48	Adjusted Net Results	\$ -	\$ -	\$ -	\$ -	\$ -

39 + 47	Total Transfer To (From) Reserve	-	(4,412,435)	-	(36,609)	120,856
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		Marching 110	Diversity & Inclusion	Marketing	President	Subtotal: President
REVENUES						
1	State Appropriations	\$ -	\$ -	\$ -	\$ -	\$ -
2	State Appropriations - Capital	-	-	-	-	-
3	Gross Undergraduate Tuition & Fees	4,500	-	-	-	-
4	Undergraduate Financial Aid	(5,000)	(135,787)	-	(5,000)	(140,787)
5	Net Undergraduate Tuition & Fees	(500)	(135,787)	-	(5,000)	(140,787)
6	Gross Graduate Tuition & Fees	-	28,506	-	-	28,506
7	Graduate Financial Aid	-	-	-	-	-
8	Net Graduate Tuition & Fees	-	28,506	-	-	28,506
9	Room & Board	-	-	-	-	-
10	Grants & Contracts	-	-	10,552	935	11,487
11	Facilities & Admin Cost Recovery	-	-	-	-	-
12	Endowment Distributions	3,711	230,263	-	21,575	251,838
13	Gift Contributions	10,000	10,782	3,000	-	13,782
14	Investment Income	-	-	-	-	-
15	Internal & External Sales	23,000	-	83,000	-	83,000
16	Total Revenues	36,211	133,764	96,552	17,510	247,826
17	Administrative Cost Distribution	192,044	2,203,628	2,014,182	4,478,747	8,696,557
18	Subvention Distribution	-	-	-	-	-
19	Total Revenues & Revenue Allocations	\$ 228,255	\$ 2,337,392	\$ 2,110,734	\$ 4,496,257	\$ 8,944,383
20	Funding Transfers	\$ -	\$ (27,178)	\$ (33,296)	\$ (297,271)	\$ (357,745)
EXPENSES						
21	Total Salaries, Wages, & Other Payroll	52,345	1,372,540	1,449,255	3,148,141	5,969,936
22	Total Benefits	21,256	464,170	519,714	953,249	1,937,133
23	Supplies & Services	147,000	507,048	99,702	462,048	1,068,798
24	Professional Services	4,500	8,111	72,809	191,777	272,697
25	Occupancy & Maintenance	10,000	8,521	2,550	38,313	49,384
26	Capital Costs	-	4,180	-	-	4,180
27	Cost Of Goods Sold	-	-	-	-	-
28	External Debt Service - Principal	-	-	-	-	-
29	External Debt Service - Interest	-	-	-	-	-
30	Internal Principal & Interest	-	-	-	-	-
31	Depreciation	-	-	-	-	-
32	Other Operating Expense	-	-	-	-	-
33	Total Direct Expenses	235,101	2,364,570	2,144,030	4,793,528	9,302,128
34	Administrative Cost Allocations	-	-	-	-	-
35	Capital Cost Allocation	-	-	-	-	-
36	Subvention Allocation	-	-	-	-	-
37	Total Expenses & Expense Allocations	\$ 235,101	\$ 2,364,570	\$ 2,144,030	\$ 4,793,528	\$ 9,302,128
38	Results of Operations	\$ (6,846)	\$ -	\$ -	\$ -	\$ -
INVESTMENT TRANSFERS						
39	Transfer To (From) Operating Reserve	-	-	-	-	-
40	Transfer To (From) Plant Fund	-	-	-	-	-
41	Transfer To (From) Quasi Endowments	-	-	-	-	-
42	Repair & Replacement Transfers	-	-	-	-	-
43	Internal Bank Transfers	-	-	-	-	-
44	Other Transfers	-	-	-	-	-
45	Total Investment Transfers	\$ -	\$ -	\$ -	\$ -	\$ -
46	Net Results	\$ (6,846)	\$ -	\$ -	\$ -	\$ -
47	Transfer Net Results to Fund Balance	(6,846)	-	-	-	-
48	Adjusted Net Results	\$ -	\$ -	\$ -	\$ -	\$ -
39 + 47	Total Transfer To (From) Reserve	(6,846)	-	-	-	-

CCCE	Instructional Innovation	Enrollment Management	Provost	Subtotal: Provost
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REVENUES

1	State Appropriations	\$ -	\$ -	\$ -	\$ -	\$ -
2	State Appropriations - Capital	-	-	-	-	-
3	Gross Undergraduate Tuition & Fees	-	-	519,331	-	519,331
4	Undergraduate Financial Aid	-	-	(1,721,292)	-	(1,721,292)
5	Net Undergraduate Tuition & Fees	-	-	(1,201,961)	-	(1,201,961)
6	Gross Graduate Tuition & Fees	-	-	-	-	-
7	Graduate Financial Aid	-	-	-	-	-
8	Net Graduate Tuition & Fees	-	-	-	-	-
9	Room & Board	-	-	-	-	-
10	Grants & Contracts	-	-	85,241	15,553	100,794
11	Facilities & Admin Cost Recovery	-	-	-	-	-
12	Endowment Distributions	-	1,746	1,716,292	679,479	2,397,517
13	Gift Contributions	-	-	153,168	60,000	213,168
14	Investment Income	-	-	40	-	40
15	Internal & External Sales	-	-	(75,208)	2,798,382	2,723,174
16	Total Revenues	-	1,746	677,572	3,553,414	4,232,732
17	Administrative Cost Distribution	-	4,304,707	11,191,265	4,177,898	19,673,870
18	Subvention Distribution	-	-	-	-	-
19	Total Revenues & Revenue Allocations	\$ -	\$ 4,306,453	\$ 11,868,837	\$ 7,731,312	\$ 23,906,602

20	Funding Transfers	\$ (282,223)	\$ (234,483)	\$ (743,369)	\$ 375,314	\$ (884,761)
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EXPENSES

21	Total Salaries, Wages, & Other Payroll	165,650	2,986,604	6,085,285	3,528,378	12,765,917
22	Total Benefits	58,857	1,021,123	2,533,028	1,115,766	4,728,774
23	Supplies & Services	57,716	457,113	3,084,946	1,854,130	5,453,905
24	Professional Services	-	76,096	817,817	541,856	1,435,769
25	Occupancy & Maintenance	-	-	68,130	17,550	85,680
26	Capital Costs	-	-	23,000	-	23,000
27	Cost Of Goods Sold	-	-	-	264,500	264,500
28	External Debt Service - Principal	-	-	-	-	-
29	External Debt Service - Interest	-	-	-	-	-
30	Internal Principal & Interest	-	-	-	33,818	33,818
31	Depreciation	-	-	-	-	-
32	Other Operating Expense	-	-	-	-	-
33	Total Direct Expenses	282,223	4,540,936	12,612,206	7,355,998	24,791,363
34	Administrative Cost Allocations	-	-	-	-	-
35	Capital Cost Allocation	-	-	-	-	-
36	Subvention Allocation	-	-	-	-	-
37	Total Expenses & Expense Allocations	\$ 282,223	\$ 4,540,936	\$ 12,612,206	\$ 7,355,998	\$ 24,791,363

38	Results of Operations	\$ -	\$ -	\$ -	\$ -	\$ -
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INVESTMENT TRANSFERS

39	Transfer To (From) Operating Reserve	-	-	-	-	-
40	Transfer To (From) Plant Fund	-	-	-	-	-
41	Transfer To (From) Quasi Endowments	-	-	-	-	-
42	Repair & Replacement Transfers	-	-	-	-	-
43	Internal Bank Transfers	-	-	-	-	-
44	Other Transfers	-	-	-	-	-
45	Total Investment Transfers	\$ -	\$ -	\$ -	\$ -	\$ -

46	Net Results	\$ -	\$ -	\$ -	\$ -	\$ -
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47	Transfer Net Results to Fund Balance	-	-	-	-	-
48	Adjusted Net Results	\$ -	\$ -	\$ -	\$ -	\$ -

39 + 47	Total Transfer To (From) Reserve	-	-	-	-	-
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		Graduate College	VP Of Research	Subtotal: Research
REVENUES				
1	State Appropriations	\$ -	\$ -	\$ -
2	State Appropriations - Capital	-	-	-
3	Gross Undergraduate Tuition & Fees	248,407	-	248,407
4	Undergraduate Financial Aid	-	(10,000)	(10,000)
5	Net Undergraduate Tuition & Fees	248,407	(10,000)	238,407
6	Gross Graduate Tuition & Fees	230,727	-	230,727
7	Graduate Financial Aid	(514,883)	(10,000)	(524,883)
8	Net Graduate Tuition & Fees	(284,156)	(10,000)	(294,156)
9	Room & Board	-	-	-
10	Grants & Contracts	750	1,971,000	1,971,750
11	Facilities & Admin Cost Recovery	-	1,050,000	1,050,000
12	Endowment Distributions	-	1,657,878	1,657,878
13	Gift Contributions	-	-	-
14	Investment Income	-	-	-
15	Internal & External Sales	-	839,054	839,054
16	Total Revenues	(34,999)	5,497,932	5,462,933
17	Administrative Cost Distribution	1,641,585	4,024,154	5,665,739
18	Subvention Distribution	61,518	-	61,518
19	Total Revenues & Revenue Allocations	\$ 1,668,104	\$ 9,522,086	\$ 11,190,190
20	Funding Transfers	\$ 136,973	\$ 1,086,233	\$ 1,223,206
EXPENSES				
21	Total Salaries, Wages, & Other Payroll	1,101,342	4,511,494	5,612,836
22	Total Benefits	361,627	1,523,922	1,885,549
23	Supplies & Services	62,282	1,318,587	1,380,869
24	Professional Services	230	740,204	740,434
25	Occupancy & Maintenance	650	12,925	13,575
26	Capital Costs	5,000	16,000	21,000
27	Cost Of Goods Sold	-	-	-
28	External Debt Service - Principal	-	-	-
29	External Debt Service - Interest	-	-	-
30	Internal Principal & Interest	-	78,000	78,000
31	Depreciation	-	-	-
32	Other Operating Expense	-	416,382	416,382
33	Total Direct Expenses	1,531,131	8,617,514	10,148,645
34	Administrative Cost Allocations	-	-	-
35	Capital Cost Allocation	-	-	-
36	Subvention Allocation	-	-	-
37	Total Expenses & Expense Allocations	\$ 1,531,131	\$ 8,617,514	\$ 10,148,645
38	Results of Operations	\$ -	\$ (181,661)	\$ (181,661)
INVESTMENT TRANSFERS				
39	Transfer To (From) Operating Reserve	-	-	-
40	Transfer To (From) Plant Fund	-	-	-
41	Transfer To (From) Quasi Endowments	-	-	-
42	Repair & Replacement Transfers	-	-	-
43	Internal Bank Transfers	-	-	-
44	Other Transfers	-	(180,000)	(180,000)
45	Total Investment Transfers	\$ -	\$ (180,000)	\$ (180,000)
46	Net Results	\$ -	\$ (1,661)	\$ (1,661)
47	Transfer Net Results to Fund Balance	-	(1,661)	(1,661)
48	Adjusted Net Results	\$ -	\$ -	\$ -
39 + 47	Total Transfer To (From) Reserve	-	(1,661)	(1,661)

	Bobcat Depot	Campus Recreation	Career Fee	VP Of Student Affairs	Subtotal: Student Affairs
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REVENUES

1	State Appropriations	\$ -	\$ -	\$ -	\$ -	\$ -
2	State Appropriations - Capital	-	-	-	-	-
3	Gross Undergraduate Tuition & Fees	-	6,400	644,526	180,000	830,926
4	Undergraduate Financial Aid	-	-	-	(30,000)	(30,000)
5	Net Undergraduate Tuition & Fees	-	6,400	644,526	150,000	800,926
6	Gross Graduate Tuition & Fees	-	88	-	-	88
7	Graduate Financial Aid	-	-	-	-	-
8	Net Graduate Tuition & Fees	-	88	-	-	88
9	Room & Board	-	-	-	-	-
10	Grants & Contracts	-	-	-	-	-
11	Facilities & Admin Cost Recovery	-	-	-	-	-
12	Endowment Distributions	-	-	-	-	-
13	Gift Contributions	-	-	-	-	-
14	Investment Income	-	-	-	-	-
15	Internal & External Sales	5,083,525	1,280,118	-	1,456,050	7,819,693
16	Total Revenues	5,083,525	1,286,606	644,526	1,606,050	8,620,707
17	Administrative Cost Distribution	-	5,004,595	-	10,835,659	15,840,254
18	Subvention Distribution	-	-	-	-	-
19	Total Revenues & Revenue Allocations	\$ 5,083,525	\$ 6,291,201	\$ 644,526	\$ 12,441,709	\$ 24,460,961

20	Funding Transfers	\$ 48,341	\$ 7,704	\$ 319,000	\$ (1,153,594)	\$ (778,549)
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EXPENSES

21	Total Salaries, Wages, & Other Payroll	250,883	2,418,941	275,470	6,358,822	9,304,116
22	Total Benefits	70,944	421,242	50,056	2,070,311	2,612,553
23	Supplies & Services	119,100	424,697	-	1,145,790	1,689,587
24	Professional Services	126,960	957,989	-	639,444	1,724,393
25	Occupancy & Maintenance	1,500	37,681	-	409,720	448,901
26	Capital Costs	-	-	-	5,200	5,200
27	Cost Of Goods Sold	4,433,979	66,336	-	4,500	4,504,815
28	External Debt Service - Principal	-	-	-	-	-
29	External Debt Service - Interest	-	-	-	-	-
30	Internal Principal & Interest	-	1,946,810	-	2,937,000	4,883,810
31	Depreciation	-	-	-	-	-
32	Other Operating Expense	-	19,800	-	24,516	44,316
33	Total Direct Expenses	5,003,366	6,293,497	325,526	13,595,303	25,217,692
34	Administrative Cost Allocations	-	-	-	-	-
35	Capital Cost Allocation	-	-	-	-	-
36	Subvention Allocation	-	-	-	-	-
37	Total Expenses & Expense Allocations	\$ 5,003,366	\$ 6,293,497	\$ 325,526	\$ 13,595,303	\$ 25,217,692

38	Results of Operations	\$ 31,818	\$ (10,000)	\$ -	\$ -	\$ 21,818
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INVESTMENT TRANSFERS

39	Transfer To (From) Operating Reserve	-	(10,000)	-	-	(10,000)
40	Transfer To (From) Plant Fund	-	-	-	-	-
41	Transfer To (From) Quasi Endowments	-	-	-	-	-
42	Repair & Replacement Transfers	-	-	-	-	-
43	Internal Bank Transfers	-	-	-	-	-
44	Other Transfers	-	-	-	-	-
45	Total Investment Transfers	\$ -	\$ (10,000)	\$ -	\$ -	\$ (10,000)

46	Net Results	\$ 31,818	\$ -	\$ -	\$ -	\$ 31,818
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47	Transfer Net Results to Fund Balance	31,818	-	-	-	31,818
48	Adjusted Net Results	\$ -	\$ -	\$ -	\$ -	\$ -

39 + 47	Total Transfer To (From) Reserve	31,818	(10,000)	-	-	21,818
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Airport	Custodial	Design & Construction	Environmental Health & Safety	Facilities Management & Safety
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REVENUES

1	State Appropriations	\$ -	\$ -	\$ -	\$ -	\$ -
2	State Appropriations - Capital	-	-	-	-	-
3	Gross Undergraduate Tuition & Fees	-	-	-	-	-
4	Undergraduate Financial Aid	-	-	-	-	-
5	Net Undergraduate Tuition & Fees	-	-	-	-	-
6	Gross Graduate Tuition & Fees	-	-	-	-	-
7	Graduate Financial Aid	-	-	-	-	-
8	Net Graduate Tuition & Fees	-	-	-	-	-
9	Room & Board	-	-	-	-	-
10	Grants & Contracts	-	-	-	-	-
11	Facilities & Admin Cost Recovery	-	-	-	-	-
12	Endowment Distributions	-	-	-	-	-
13	Gift Contributions	-	-	-	-	-
14	Investment Income	-	-	-	-	-
15	Internal & External Sales	1,423,720	523,448	3,700,000	-	190,974
16	Total Revenues	1,423,720	523,448	3,700,000	-	190,974
17	Administrative Cost Distribution	841,303	15,546,922	-	1,139,534	3,823,734
18	Subvention Distribution	-	-	-	-	-
19	Total Revenues & Revenue Allocations	\$ 2,265,023	\$ 16,070,370	\$ 3,700,000	\$ 1,139,534	\$ 4,014,708

20	Funding Transfers	\$ 21,498	\$ -	\$ 921,860	\$ (29,607)	\$ -
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EXPENSES

21	Total Salaries, Wages, & Other Payroll	815,128	10,011,884	1,757,797	690,473	1,624,934
22	Total Benefits	299,991	4,906,604	594,790	286,036	578,287
23	Supplies & Services	135,510	1,053,036	300,069	174,332	997,522
24	Professional Services	16,050	-	70,000	15,000	77,565
25	Occupancy & Maintenance	183,815	5,346	22,000	3,300	730,700
26	Capital Costs	-	93,500	-	-	-
27	Cost Of Goods Sold	388,470	-	-	-	-
28	External Debt Service - Principal	-	-	-	-	-
29	External Debt Service - Interest	-	-	-	-	-
30	Internal Principal & Interest	214,945	-	-	-	-
31	Depreciation	-	-	-	-	-
32	Other Operating Expense	100,650	-	33,484	-	5,700
33	Total Direct Expenses	2,154,559	16,070,370	2,778,140	1,169,141	4,014,708
34	Administrative Cost Allocations	-	-	-	-	-
35	Capital Cost Allocation	-	-	-	-	-
36	Subvention Allocation	-	-	-	-	-
37	Total Expenses & Expense Allocations	\$ 2,154,559	\$ 16,070,370	\$ 2,778,140	\$ 1,169,141	\$ 4,014,708

38	Results of Operations	\$ 88,966	\$ -	\$ -	\$ -	\$ -
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INVESTMENT TRANSFERS

39	Transfer To (From) Operating Reserve	-	-	-	-	-
40	Transfer To (From) Plant Fund	-	-	-	-	-
41	Transfer To (From) Quasi Endowments	-	-	-	-	-
42	Repair & Replacement Transfers	-	-	-	-	-
43	Internal Bank Transfers	-	-	-	-	-
44	Other Transfers	-	-	-	-	-
45	Total Investment Transfers	\$ -	\$ -	\$ -	\$ -	\$ -

46	Net Results	\$ 88,966	\$ -	\$ -	\$ -	\$ -
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47	Transfer Net Results to Fund Balance	88,966	-	-	-	-
48	Adjusted Net Results	\$ -	\$ -	\$ -	\$ -	\$ -

39 + 47	Total Transfer To (From) Reserve	88,966	-	-	-	-
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Finance	Grounds	Heating Plant	Human Resources	Logistics
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REVENUES

1	State Appropriations	\$ -	\$ -	\$ -	\$ -	\$ -
2	State Appropriations - Capital	-	-	-	-	-
3	Gross Undergraduate Tuition & Fees	-	-	-	-	-
4	Undergraduate Financial Aid	-	-	-	-	-
5	Net Undergraduate Tuition & Fees	-	-	-	-	-
6	Gross Graduate Tuition & Fees	-	-	-	-	-
7	Graduate Financial Aid	-	-	-	-	-
8	Net Graduate Tuition & Fees	-	-	-	-	-
9	Room & Board	-	-	-	-	-
10	Grants & Contracts	-	-	-	-	-
11	Facilities & Admin Cost Recovery	-	-	-	-	-
12	Endowment Distributions	-	-	-	-	-
13	Gift Contributions	-	-	-	-	-
14	Investment Income	-	-	-	-	-
15	Internal & External Sales	(5,000)	54,500	-	25,000	1,099,593
16	Total Revenues	(5,000)	54,500	-	25,000	1,099,593
17	Administrative Cost Distribution	6,290,044	3,096,806	1,887,800	3,803,517	700,957
18	Subvention Distribution	-	-	-	-	-
19	Total Revenues & Revenue Allocations	\$ 6,285,044	\$ 3,151,306	\$ 1,887,800	\$ 3,828,517	\$ 1,800,550

20	Funding Transfers	\$ (1,063,930)	\$ (100,000)	\$ 120,000	\$ -	\$ (319,625)
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EXPENSES

21	Total Salaries, Wages, & Other Payroll	4,605,103	1,810,737	1,055,735	2,526,407	1,048,851
22	Total Benefits	1,767,830	763,859	383,076	926,384	310,457
23	Supplies & Services	551,324	513,782	312,989	191,585	128,367
24	Professional Services	304,837	400	14,000	164,290	-
25	Occupancy & Maintenance	9,800	162,528	2,000	3,000	27,500
26	Capital Costs	107,500	-	-	-	5,000
27	Cost Of Goods Sold	-	-	-	-	600,000
28	External Debt Service - Principal	-	-	-	-	-
29	External Debt Service - Interest	-	-	-	-	-
30	Internal Principal & Interest	-	-	-	-	-
31	Depreciation	-	-	-	-	-
32	Other Operating Expense	2,580	-	-	16,851	-
33	Total Direct Expenses	7,348,974	3,251,306	1,767,800	3,828,517	2,120,175
34	Administrative Cost Allocations	-	-	-	-	-
35	Capital Cost Allocation	-	-	-	-	-
36	Subvention Allocation	-	-	-	-	-
37	Total Expenses & Expense Allocations	\$ 7,348,974	\$ 3,251,306	\$ 1,767,800	\$ 3,828,517	\$ 2,120,175

38	Results of Operations	\$ -	\$ -	\$ -	\$ -	\$ -
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INVESTMENT TRANSFERS

39	Transfer To (From) Operating Reserve	-	-	-	-	-
40	Transfer To (From) Plant Fund	-	-	-	-	-
41	Transfer To (From) Quasi Endowments	-	-	-	-	-
42	Repair & Replacement Transfers	-	-	-	-	-
43	Internal Bank Transfers	-	-	-	-	-
44	Other Transfers	-	-	-	-	-
45	Total Investment Transfers	\$ -	\$ -	\$ -	\$ -	\$ -

46	Net Results	\$ -	\$ -	\$ -	\$ -	\$ -
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47	Transfer Net Results to Fund Balance	-	-	-	-	-
48	Adjusted Net Results	\$ -	\$ -	\$ -	\$ -	\$ -

39 + 47	Total Transfer To (From) Reserve	-	-	-	-	-
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Maintenance	OUPD	Real Estate	VPFA Office	Subtotal: Finance & Administration
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REVENUES

1	State Appropriations	\$ -	\$ -	\$ -	\$ -	\$ -
2	State Appropriations - Capital	-	-	-	-	-
3	Gross Undergraduate Tuition & Fees	-	-	-	-	-
4	Undergraduate Financial Aid	-	-	-	-	-
5	Net Undergraduate Tuition & Fees	-	-	-	-	-
6	Gross Graduate Tuition & Fees	-	-	-	-	-
7	Graduate Financial Aid	-	-	-	-	-
8	Net Graduate Tuition & Fees	-	-	-	-	-
9	Room & Board	-	-	-	-	-
10	Grants & Contracts	-	-	-	-	-
11	Facilities & Admin Cost Recovery	-	-	-	-	-
12	Endowment Distributions	-	-	-	-	-
13	Gift Contributions	-	-	-	-	-
14	Investment Income	-	-	-	-	-
15	Internal & External Sales	1,460,686	-	1,224,500	156,973	8,430,674
16	Total Revenues	1,460,686	-	1,224,500	156,973	8,430,674
17	Administrative Cost Distribution	9,291,634	4,374,283	83,628	2,571,298	52,610,157
18	Subvention Distribution	-	-	-	-	-
19	Total Revenues & Revenue Allocations	\$ 10,752,320	\$ 4,374,283	\$ 1,308,128	\$ 2,728,271	\$ 61,040,831

20	Funding Transfers	\$ (186,673)	\$ -	\$ (64,000)	\$ (413,242)	\$ (1,135,217)
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EXPENSES

21	Total Salaries, Wages, & Other Payroll	5,795,706	2,785,386	178,408	2,244,928	36,136,349
22	Total Benefits	2,337,082	1,106,717	69,010	827,150	14,857,282
23	Supplies & Services	2,604,924	236,679	227,192	67,335	7,359,136
24	Professional Services	1,000	146,911	54,418	-	848,421
25	Occupancy & Maintenance	33,681	62,590	369,450	2,100	1,433,995
26	Capital Costs	-	36,000	470,150	-	712,150
27	Cost Of Goods Sold	165,000	-	-	-	765,000
28	External Debt Service - Principal	-	-	-	-	-
29	External Debt Service - Interest	-	-	-	-	-
30	Internal Principal & Interest	-	-	-	-	-
31	Depreciation	-	-	-	-	-
32	Other Operating Expense	1,600	-	-	-	60,215
33	Total Direct Expenses	10,938,993	4,374,283	1,368,628	3,141,513	62,172,548
34	Administrative Cost Allocations	-	-	-	-	-
35	Capital Cost Allocation	-	-	-	-	-
36	Subvention Allocation	-	-	-	-	-
37	Total Expenses & Expense Allocations	\$ 10,938,993	\$ 4,374,283	\$ 1,368,628	\$ 3,141,513	\$ 62,172,548

38	Results of Operations	\$ -	\$ -	\$ 3,500	\$ -	\$ 3,500
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INVESTMENT TRANSFERS

39	Transfer To (From) Operating Reserve	-	-	-	-	-
40	Transfer To (From) Plant Fund	-	-	-	-	-
41	Transfer To (From) Quasi Endowments	-	-	-	-	-
42	Repair & Replacement Transfers	-	-	-	-	-
43	Internal Bank Transfers	-	-	-	-	-
44	Other Transfers	-	-	-	-	-
45	Total Investment Transfers	\$ -	\$ -	\$ -	\$ -	\$ -

46	Net Results	\$ -	\$ -	\$ 3,500	\$ -	\$ 3,500
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47	Transfer Net Results to Fund Balance	-	-	3,500	-	3,500
48	Adjusted Net Results	\$ -	\$ -	\$ -	\$ -	\$ -

39 + 47	Total Transfer To (From) Reserve	-	-	3,500	-	3,500
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		Wellworks	WOUB	Capital Improvement	Transfer Adjustments	Total: Central & Admin Operations
REVENUES						
1	State Appropriations	\$ -	\$ -	\$ -	\$ -	\$ 164,765
2	State Appropriations - Capital	-	-	-	-	-
3	Gross Undergraduate Tuition & Fees	-	-	-	-	5,353,629
4	Undergraduate Financial Aid	-	(1,075)	-	-	6,400,404
5	Net Undergraduate Tuition & Fees	-	(1,075)	-	-	11,754,033
6	Gross Graduate Tuition & Fees	-	-	-	-	641,164
7	Graduate Financial Aid	-	-	-	-	(524,883)
8	Net Graduate Tuition & Fees	-	-	-	-	116,281
9	Room & Board	-	-	-	-	-
10	Grants & Contracts	2,655	2,133,842	-	-	4,842,148
11	Facilities & Admin Cost Recovery	-	-	-	182,000	1,232,000
12	Endowment Distributions	-	98,323	-	-	14,695,966
13	Gift Contributions	-	650,000	-	-	3,296,951
14	Investment Income	-	-	-	-	1,563,040
15	Internal & External Sales	290,920	271,676	-	-	29,178,755
16	Total Revenues	293,575	3,152,766	-	182,000	66,843,938
17	Administrative Cost Distribution	299,084	2,267,646	-	-	(24,566,660)
18	Subvention Distribution	-	-	-	-	445,518
19	Total Revenues & Revenue Allocations	\$ 592,659	\$ 5,420,412	\$ -	\$ 182,000	\$ 42,722,796
20	Funding Transfers	\$ (174,215)	\$ (19,000)	\$ -	\$ (10,718,856)	\$ (14,824,299)
EXPENSES						
21	Total Salaries, Wages, & Other Payroll	541,805	2,262,119	-	2,009,786	102,506,991
22	Total Benefits	138,122	820,271	-	669,929	39,559,901
23	Supplies & Services	56,740	2,027,124	2,327,809	4,019,571	41,451,867
24	Professional Services	-	116,548	-	4,019,571	10,754,707
25	Occupancy & Maintenance	16,857	80,030	-	-	17,811,713
26	Capital Costs	-	411,238	-	-	1,894,030
27	Cost Of Goods Sold	-	-	-	-	6,294,320
28	External Debt Service - Principal	-	-	-	-	-
29	External Debt Service - Interest	-	-	-	-	-
30	Internal Principal & Interest	-	-	-	-	33,630,701
31	Depreciation	-	-	-	-	-
32	Other Operating Expense	13,350	27,082	-	-	2,438,171
33	Total Direct Expenses	766,874	5,744,412	2,327,809	10,718,856	256,342,402
34	Administrative Cost Allocations	-	-	-	-	(191,706,070)
35	Capital Cost Allocation	-	-	-	-	(13,632,453)
36	Subvention Allocation	-	-	-	-	-
37	Total Expenses & Expense Allocations	\$ 766,874	\$ 5,744,412	\$ 2,327,809	\$ 10,718,856	\$ 51,003,879
38	Results of Operations	\$ -	\$ (305,000)	\$ (2,327,809)	\$ 182,000	\$ 6,543,216
INVESTMENT TRANSFERS						
39	Transfer To (From) Operating Reserve	-	(305,000)	-	-	5,663,726
40	Transfer To (From) Plant Fund	-	-	(2,327,809)	-	5,072,191
41	Transfer To (From) Quasi Endowments	-	-	-	-	-
42	Repair & Replacement Transfers	-	-	-	-	-
43	Internal Bank Transfers	-	-	-	-	-
44	Other Transfers	-	-	-	182,000	-
45	Total Investment Transfers	\$ -	\$ (305,000)	\$ (2,327,809)	\$ 182,000	\$ 10,735,917
46	Net Results	\$ -	\$ -	\$ -	\$ -	\$ (4,192,709)
47	Transfer Net Results to Fund Balance	-	-	-	-	(4,192,709)
48	Adjusted Net Results	\$ -	\$ -	\$ -	\$ -	\$ -
39 + 47	Total Transfer To (From) Reserve	-	(305,000)	-	-	1,471,017

14.5 Reserves & Subvention

	Athens Colleges and Schools	Regional Campuses	Auxiliaries	Central & Admin Operations	Reserves & Subvention	Operating Activity Subtotal	Non-Operating Activity	Financial Statement Adj & Component Units	GAAP Adj Totals
REVENUES									
1	State Appropriations	\$ 142.2	\$ 22.4	\$ -	\$ 0.2	\$ 2.9	\$ 167.7	\$ -	\$ 167.7
2	State Appropriations - Capital	-	-	-	-	-	-	23.4	23.4
3	Gross Undergraduate Tuition & Fees	255.4	35.2	-	5.4	2.8	298.8	-	298.8
4	Undergraduate Financial Aid	(48.6)	(5.2)	(13.9)	6.4	(1.7)	(63.0)	-	(63.0)
5	Net Undergraduate Tuition & Fees	206.8	30.0	(13.9)	11.8	1.1	235.8	-	235.8
6	Gross Graduate Tuition & Fees	124.1	0.1	-	0.6	-	124.9	-	124.9
7	Graduate Financial Aid	(28.1)	-	-	(0.5)	-	(28.7)	-	(28.7)
8	Net Graduate Tuition & Fees	96.0	0.1	-	0.1	-	96.3	-	96.3
9	Room & Board	-	-	91.4	-	-	91.4	-	91.4
10	Grants & Contracts	33.2	1.4	-	4.8	-	39.5	3.2	42.7
11	Facilities & Admin Cost Recovery	4.9	-	-	1.2	-	6.1	-	6.1
12	Endowment Distributions	14.4	0.5	0.2	14.7	-	29.8	(29.8)	-
13	Gift Contributions	3.7	0.2	2.8	3.3	-	10.0	10.0	20.0
14	Investment Income	-	-	-	1.6	7.5	9.1	47.8	0.3
15	Internal & External Sales	9.3	0.6	24.3	29.2	-	63.5	0.3	6.8
16	Total Revenues	510.6	55.4	104.8	66.8	11.5	749.1	54.8	7.1
17	Administrative Cost Distribution	-	-	23.8	(24.6)	0.8	-	-	-
18	Subvention Distribution	47.4	14.5	-	0.4	(62.3)	-	-	-
19	Total Revenues & Revenue Allocations	\$ 558.0	\$ 69.9	\$ 128.6	\$ 42.7	\$ (50.1)	\$ 749.1	\$ 54.8	\$ 7.1
20	Funding Transfers	\$ (6.4)	\$ (0.5)	\$ 3.3	\$ (14.8)	\$ 18.4	\$ -	\$ -	\$ -
EXPENSES									
21	Total Salaries, Wages, & Other Payroll	208.1	31.2	30.5	102.5	-	372.3	-	372.3
22	Total Benefits	61.1	10.4	10.9	39.6	-	121.9	-	121.9
23	Supplies & Services	32.1	3.1	9.7	41.5	-	86.3	2.5	5.6
24	Professional Services	29.4	0.8	0.8	10.8	-	41.7	-	41.7
25	Occupancy & Maintenance	4.7	2.1	8.1	17.8	-	32.6	-	0.9
26	Capital Costs	1.8	0.2	1.6	1.9	-	5.5	101.7	(107.2)
27	Cost Of Goods Sold	0.2	-	13.8	6.3	-	20.3	-	20.3
28	External Debt Service - Principal	-	-	-	-	-	-	16.1	(16.1)
29	External Debt Service - Interest	-	-	-	-	-	-	29.5	(1.5)
30	Internal Principal & Interest	6.2	0.3	14.0	33.6	-	54.1	(54.1)	-
31	Depreciation	-	-	-	-	-	-	-	52.1
32	Other Operating Expense	3.0	0.2	2.1	2.4	-	7.7	0.2	(2.1)
33	Total Direct Expenses	346.6	48.1	91.4	256.3	-	742.4	95.9	(68.3)
34	Administrative Cost Allocations	154.0	15.4	22.2	(191.7)	-	-	-	-
35	Capital Cost Allocation	12.2	-	1.4	(13.6)	-	-	-	-
36	Subvention Allocation	55.3	6.7	-	-	(62.0)	-	-	-
37	Total Expenses & Expense Allocations	\$ 568.1	\$ 70.3	\$ 115.0	\$ 51.0	\$ (62.0)	\$ 742.4	\$ 95.9	\$ (68.3)
38	Results of Operations	\$ (3.8)	\$ 0.1	\$ 10.2	\$ 6.5	\$ (6.4)	\$ 6.6	\$ (41.1)	\$ 75.4
INVESTMENT TRANSFERS									
39	Transfer To (From) Operating Reserve	(10.8)	-	(0.1)	5.7	(7.4)	(12.7)	12.7	-
40	Transfer To (From) Plant Fund	0.8	-	16.7	5.1	-	22.6	(22.6)	-
41	Transfer To (From) Quasi Endowments	-	-	-	-	1.0	1.0	(1.0)	-
42	Repair & Replacement Transfers	-	-	-	-	-	-	-	-
43	Internal Bank Transfers	-	-	-	-	-	-	-	-
44	Other Transfers	-	-	-	-	-	-	-	-
45	Total Investment Transfers	\$ (10.0)	\$ -	\$ 16.6	\$ 10.7	\$ (6.4)	\$ 10.9	\$ (10.9)	\$ -
46	Net Results	\$ 6.2	\$ 0.1	\$ (6.4)	\$ (4.2)	\$ -	\$ (4.3)	\$ (30.2)	\$ 75.4
47	Transfer Net Results to Fund Balance	6.2	0.1	(6.4)	(4.2)	-	(4.3)	4.3	-
48	Adjusted Net Results	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ (34.5)	\$ 75.4
39 + 47	Total Transfer To (From) Reserve	(4.6)	0.1	(6.5)	1.5	(7.4)	(17.0)	17.0	-

		Strategic Opportunity Reserve	Institutional Reserve & Subvention	Provost Reserve	Total: Reserves & Subvention
REVENUES					
1	State Appropriations	\$ 2,876,641	\$ -	\$ -	\$ 2,876,641
2	State Appropriations - Capital	-	-	-	-
3	Gross Undergraduate Tuition & Fees	2,846,464	-	-	2,846,464
4	Undergraduate Financial Aid	(1,726,677)	-	-	(1,726,677)
5	Net Undergraduate Tuition & Fees	1,119,787	-	-	1,119,787
6	Gross Graduate Tuition & Fees	-	-	-	-
7	Graduate Financial Aid	-	-	-	-
8	Net Graduate Tuition & Fees	-	-	-	-
9	Room & Board	-	-	-	-
10	Grants & Contracts	-	-	-	-
11	Facilities & Admin Cost Recovery	-	-	-	-
12	Endowment Distributions	-	-	-	-
13	Gift Contributions	-	-	-	-
14	Investment Income	7,500,000	-	-	7,500,000
15	Internal & External Sales	-	-	-	-
16	Total Revenues	11,496,428	-	-	11,496,428
17	Administrative Cost Distribution	-	760,233	-	760,233
18	Subvention Distribution	-	(64,628,071)	2,278,699	(62,349,372)
19	Total Revenues & Revenue Allocations	\$ 11,496,428	\$ (63,867,838)	\$ 2,278,699	\$ (50,092,711)
20	Funding Transfers	\$ 17,945,673	\$ (1,857,191)	\$ 2,278,699	\$ 18,367,181
EXPENSES					
21	Total Salaries, Wages, & Other Payroll	-	-	-	-
22	Total Benefits	-	-	-	-
23	Supplies & Services	-	-	-	-
24	Professional Services	-	-	-	-
25	Occupancy & Maintenance	-	-	-	-
26	Capital Costs	-	-	-	-
27	Cost Of Goods Sold	-	-	-	-
28	External Debt Service - Principal	-	-	-	-
29	External Debt Service - Interest	-	-	-	-
30	Internal Principal & Interest	-	-	-	-
31	Depreciation	-	-	-	-
32	Other Operating Expense	-	-	-	-
33	Total Direct Expenses	-	-	-	-
34	Administrative Cost Allocations	-	-	-	-
35	Capital Cost Allocation	-	-	-	-
36	Subvention Allocation	-	(62,010,647)	-	(62,010,647)
37	Total Expenses & Expense Allocations	\$ -	\$ (62,010,647)	\$ -	\$ (62,010,647)
38	Results of Operations	\$ (6,449,245)	\$ -	\$ -	\$ (6,449,245)
INVESTMENT TRANSFERS					
39	Transfer To (From) Operating Reserve	(7,449,245)	-	-	(7,449,245)
40	Transfer To (From) Plant Fund	-	-	-	-
41	Transfer To (From) Quasi Endowments	1,000,000	-	-	1,000,000
42	Repair & Replacement Transfers	-	-	-	-
43	Internal Bank Transfers	-	-	-	-
44	Other Transfers	-	-	-	-
45	Total Investment Transfers	\$ (6,449,245)	\$ -	\$ -	\$ (6,449,245)
46	Net Results	\$ -	\$ -	\$ -	\$ -
47	Transfer Net Results to Fund Balance	-	-	-	-
48	Adjusted Net Results	\$ -	\$ -	\$ -	\$ -
39 + 47	Total Transfer To (From) Reserve	(7,449,245)	-	-	(7,449,245)

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

15.1 Non-Operating Activity

	Athens Colleges and Schools	Regional Campuses	Auxiliaries	Central & Admin Operations	Reserves & Subvention	Operating Activity Subtotal	Non-Operating Activity	Financial Statement Adj & Component Units	GAAP Adj Totals
REVENUES									
1	State Appropriations	\$ 142.2	\$ 22.4	\$ -	\$ 0.2	\$ 2.9	\$ 167.7	\$ -	\$ 167.7
2	State Appropriations - Capital	-	-	-	-	-	23.4	-	23.4
3	Gross Undergraduate Tuition & Fees	255.4	35.2	-	5.4	2.8	298.8	-	298.8
4	Undergraduate Financial Aid	(48.6)	(5.2)	(13.9)	6.4	(1.7)	(63.0)	-	(63.0)
5	Net Undergraduate Tuition & Fees	206.8	30.0	(13.9)	11.8	1.1	235.8	-	235.8
6	Gross Graduate Tuition & Fees	124.1	0.1	-	0.6	-	124.9	-	124.9
7	Graduate Financial Aid	(28.1)	-	-	(0.5)	-	(28.7)	-	(28.7)
8	Net Graduate Tuition & Fees	96.0	0.1	-	0.1	-	96.3	-	96.3
9	Room & Board	-	-	91.4	-	-	91.4	-	91.4
10	Grants & Contracts	33.2	1.4	-	4.8	-	39.5	3.2	42.7
11	Facilities & Admin Cost Recovery	4.9	-	-	1.2	-	6.1	-	6.1
12	Endowment Distributions	14.4	0.5	0.2	14.7	-	29.8	(29.8)	-
13	Gift Contributions	3.7	0.2	2.8	3.3	-	10.0	10.0	20.0
14	Investment Income	-	-	-	1.6	7.5	9.1	47.8	0.3
15	Internal & External Sales	9.3	0.6	24.3	29.2	-	63.5	0.3	6.8
16	Total Revenues	510.6	55.4	104.8	66.8	11.5	749.1	54.8	7.1
17	Administrative Cost Distribution	-	-	23.8	(24.6)	0.8	-	-	-
18	Subvention Distribution	47.4	14.5	-	0.4	(62.3)	-	-	-
19	Total Revenues & Revenue Allocations	\$ 558.0	\$ 69.9	\$ 128.6	\$ 42.7	\$ (50.1)	\$ 749.1	\$ 54.8	\$ 7.1
20	Funding Transfers	\$ (6.4)	\$ (0.5)	\$ 3.3	\$ (14.8)	\$ 18.4	\$ -	\$ -	\$ -
EXPENSES									
21	Total Salaries, Wages, & Other Payroll	208.1	31.2	30.5	102.5	-	372.3	-	372.3
22	Total Benefits	61.1	10.4	10.9	39.6	-	121.9	-	121.9
23	Supplies & Services	32.1	3.1	9.7	41.5	-	86.3	2.5	94.4
24	Professional Services	29.4	0.8	0.8	10.8	-	41.7	-	41.7
25	Occupancy & Maintenance	4.7	2.1	8.1	17.8	-	32.6	-	33.5
26	Capital Costs	1.8	0.2	1.6	1.9	-	5.5	101.7	(107.2)
27	Cost Of Goods Sold	0.2	-	13.8	6.3	-	20.3	-	20.3
28	External Debt Service - Principal	-	-	-	-	-	-	16.1	(16.1)
29	External Debt Service - Interest	-	-	-	-	-	-	29.5	(1.5)
30	Internal Principal & Interest	6.2	0.3	14.0	33.6	-	54.1	(54.1)	-
31	Depreciation	-	-	-	-	-	-	-	52.1
32	Other Operating Expense	3.0	0.2	2.1	2.4	-	7.7	0.2	(2.1)
33	Total Direct Expenses	346.6	48.1	91.4	256.3	-	742.4	95.9	(68.3)
34	Administrative Cost Allocations	154.0	15.4	22.2	(191.7)	-	-	-	-
35	Capital Cost Allocation	12.2	-	1.4	(13.6)	-	-	-	-
36	Subvention Allocation	55.3	6.7	-	-	(62.0)	-	-	-
37	Total Expenses & Expense Allocations	\$ 568.1	\$ 70.3	\$ 115.0	\$ 51.0	\$ (62.0)	\$ 742.4	\$ 95.9	\$ (68.3)
38	Results of Operations	\$ (3.8)	\$ 0.1	\$ 10.2	\$ 6.5	\$ (6.4)	\$ 6.6	\$ (41.1)	\$ 75.4
INVESTMENT TRANSFERS									
39	Transfer To (From) Operating Reserve	(10.8)	-	(0.1)	5.7	(7.4)	(12.7)	12.7	-
40	Transfer To (From) Plant Fund	0.8	-	16.7	5.1	-	22.6	(22.6)	-
41	Transfer To (From) Quasi Endowments	-	-	-	-	1.0	1.0	(1.0)	-
42	Repair & Replacement Transfers	-	-	-	-	-	-	-	-
43	Internal Bank Transfers	-	-	-	-	-	-	-	-
44	Other Transfers	-	-	-	-	-	-	-	-
45	Total Investment Transfers	\$ (10.0)	\$ -	\$ 16.6	\$ 10.7	\$ (6.4)	\$ 10.9	\$ (10.9)	\$ -
46	Net Results	\$ 6.2	\$ 0.1	\$ (6.4)	\$ (4.2)	\$ -	\$ (4.3)	\$ (30.2)	\$ 75.4
47	Transfer Net Results to Fund Balance	6.2	0.1	(6.4)	(4.2)	-	(4.3)	4.3	-
48	Adjusted Net Results	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ (34.5)	\$ 75.4
39 + 47	Total Transfer To (From) Reserve	(4.6)	0.1	(6.5)	1.5	(7.4)	(17.0)	17.0	-

		Endowment	Century Bond	Internal Bank	Capital	Total: Non-Operating Activity
REVENUES						
1	State Appropriations	\$ -	\$ -	\$ -	\$ -	\$ -
2	State Appropriations - Capital	-	-	-	23,390,092	23,390,092
3	Gross Undergraduate Tuition & Fees	-	-	-	-	-
4	Undergraduate Financial Aid	-	-	-	-	-
5	Net Undergraduate Tuition & Fees	-	-	-	-	-
6	Gross Graduate Tuition & Fees	-	-	-	-	-
7	Graduate Financial Aid	-	-	-	-	-
8	Net Graduate Tuition & Fees	-	-	-	-	-
9	Room & Board	-	-	-	-	-
10	Grants & Contracts	-	-	-	3,159,731	3,159,731
11	Facilities & Admin Cost Recovery	-	-	-	-	-
12	Endowment Distributions	(29,781,249)	-	-	-	(29,781,249)
13	Gift Contributions	10,000,480	-	-	-	10,000,480
14	Investment Income	33,111,955	11,300,000	3,400,000	-	47,811,955
15	Internal & External Sales	-	-	250,000	-	250,000
16	Total Revenues	13,331,186	11,300,000	3,650,000	26,549,823	54,831,009
17	Administrative Cost Distribution	-	-	-	-	-
18	Subvention Distribution	-	-	-	-	-
19	Total Revenues & Revenue Allocations	\$ 13,331,186	\$ 11,300,000	\$ 3,650,000	\$ 26,549,823	\$ 54,831,009
20	Funding Transfers	\$ -	\$ -	\$ -	\$ -	\$ -
EXPENSES						
21	Total Salaries, Wages, & Other Payroll	-	-	-	-	-
22	Total Benefits	-	-	-	-	-
23	Supplies & Services	-	-	-	2,500,000	2,500,000
24	Professional Services	-	-	-	-	-
25	Occupancy & Maintenance	-	-	-	-	-
26	Capital Costs	-	-	-	101,716,894	101,716,894
27	Cost Of Goods Sold	-	-	-	-	-
28	External Debt Service - Principal	-	-	16,100,000	-	16,100,000
29	External Debt Service - Interest	-	14,000,000	15,500,000	-	29,500,000
30	Internal Principal & Interest	-	(12,800,000)	(41,300,000)	-	(54,100,000)
31	Depreciation	-	-	-	-	-
32	Other Operating Expense	-	-	225,000	-	225,000
33	Total Direct Expenses	-	1,200,000	(9,475,000)	104,216,894	95,941,894
34	Administrative Cost Allocations	-	-	-	-	-
35	Capital Cost Allocation	-	-	-	-	-
36	Subvention Allocation	-	-	-	-	-
37	Total Expenses & Expense Allocations	\$ -	\$ 1,200,000	\$ (9,475,000)	\$ 104,216,894	\$ 95,941,894
38	Results of Operations	\$ 13,331,186	\$ 10,100,000	\$ 13,125,000	\$ (77,667,071)	\$ (41,110,885)
INVESTMENT TRANSFERS						
39	Transfer To (From) Operating Reserve	-	-	12,672,132	-	12,672,132
40	Transfer To (From) Plant Fund	-	10,000,000	90,000,000	(122,588,999)	(22,588,999)
41	Transfer To (From) Quasi Endowments	(1,000,000)	-	-	-	(1,000,000)
42	Repair & Replacement Transfers	-	-	-	-	-
43	Internal Bank Transfers	-	-	-	-	-
44	Other Transfers	-	-	-	-	-
45	Total Investment Transfers	\$ (1,000,000)	\$ 10,000,000	\$ 102,672,132	\$ (122,588,999)	\$ (10,916,867)
46	Net Results	\$ 14,331,186	\$ 100,000	\$ (89,547,132)	\$ 44,921,928	\$ (30,194,018)
47	Transfer Net Results to Fund Balance	-	-	4,295,341	-	4,295,341
48	Adjusted Net Results	\$ 14,331,186	\$ 100,000	\$ (93,842,473)	\$ 44,921,928	\$ (34,489,359)
39 + 47	Total Transfer To (From) Reserve	-	-	16,967,477	-	16,967,477

15.2 Financial Statement Adjustments & Component Units

	Athens Colleges and Schools	Regional Campuses	Auxiliaries	Central & Admin Operations	Reserves & Subvention	Operating Activity Subtotal	Non-Operating Activity	Financial Statement Adj & Component Units	GAAP Adj Totals
REVENUES									
1	State Appropriations	\$ 142.2	\$ 22.4	\$ -	\$ 0.2	\$ 2.9	\$ 167.7	\$ -	\$ 167.7
2	State Appropriations - Capital	-	-	-	-	-	-	23.4	23.4
3	Gross Undergraduate Tuition & Fees	255.4	35.2	-	5.4	2.8	298.8	-	298.8
4	Undergraduate Financial Aid	(48.6)	(5.2)	(13.9)	6.4	(1.7)	(63.0)	-	(63.0)
5	Net Undergraduate Tuition & Fees	206.8	30.0	(13.9)	11.8	1.1	235.8	-	235.8
6	Gross Graduate Tuition & Fees	124.1	0.1	-	0.6	-	124.9	-	124.9
7	Graduate Financial Aid	(28.1)	-	-	(0.5)	-	(28.7)	-	(28.7)
8	Net Graduate Tuition & Fees	96.0	0.1	-	0.1	-	96.3	-	96.3
9	Room & Board	-	-	91.4	-	-	91.4	-	91.4
10	Grants & Contracts	33.2	1.4	-	4.8	-	39.5	3.2	42.7
11	Facilities & Admin Cost Recovery	4.9	-	-	1.2	-	6.1	-	6.1
12	Endowment Distributions	14.4	0.5	0.2	14.7	-	29.8	(29.8)	-
13	Gift Contributions	3.7	0.2	2.8	3.3	-	10.0	10.0	20.0
14	Investment Income	-	-	-	1.6	7.5	9.1	47.8	0.3
15	Internal & External Sales	9.3	0.6	24.3	29.2	-	63.5	0.3	6.8
16	Total Revenues	510.6	55.4	104.8	66.8	11.5	749.1	54.8	7.1
17	Administrative Cost Distribution	-	-	23.8	(24.6)	0.8	-	-	-
18	Subvention Distribution	47.4	14.5	-	0.4	(62.3)	-	-	-
19	Total Revenues & Revenue Allocations	\$ 558.0	\$ 69.9	\$ 128.6	\$ 42.7	\$ (50.1)	\$ 749.1	\$ 54.8	\$ 7.1
20	Funding Transfers	\$ (6.4)	\$ (0.5)	\$ 3.3	\$ (14.8)	\$ 18.4	\$ -	\$ -	\$ -
EXPENSES									
21	Total Salaries, Wages, & Other Payroll	208.1	31.2	30.5	102.5	-	372.3	-	372.3
22	Total Benefits	61.1	10.4	10.9	39.6	-	121.9	-	121.9
23	Supplies & Services	32.1	3.1	9.7	41.5	-	86.3	2.5	5.6
24	Professional Services	29.4	0.8	0.8	10.8	-	41.7	-	41.7
25	Occupancy & Maintenance	4.7	2.1	8.1	17.8	-	32.6	-	0.9
26	Capital Costs	1.8	0.2	1.6	1.9	-	5.5	101.7	(107.2)
27	Cost Of Goods Sold	0.2	-	13.8	6.3	-	20.3	-	20.3
28	External Debt Service - Principal	-	-	-	-	-	-	16.1	(16.1)
29	External Debt Service - Interest	-	-	-	-	-	-	29.5	(1.5)
30	Internal Principal & Interest	6.2	0.3	14.0	33.6	-	54.1	(54.1)	-
31	Depreciation	-	-	-	-	-	-	-	52.1
32	Other Operating Expense	3.0	0.2	2.1	2.4	-	7.7	0.2	(2.1)
33	Total Direct Expenses	346.6	48.1	91.4	256.3	-	742.4	95.9	(68.3)
34	Administrative Cost Allocations	154.0	15.4	22.2	(191.7)	-	-	-	-
35	Capital Cost Allocation	12.2	-	1.4	(13.6)	-	-	-	-
36	Subvention Allocation	55.3	6.7	-	-	(62.0)	-	-	-
37	Total Expenses & Expense Allocations	\$ 568.1	\$ 70.3	\$ 115.0	\$ 51.0	\$ (62.0)	\$ 742.4	\$ 95.9	\$ (68.3)
38	Results of Operations	\$ (3.8)	\$ 0.1	\$ 10.2	\$ 6.5	\$ (6.4)	\$ 6.6	\$ (41.1)	\$ 75.4
INVESTMENT TRANSFERS									
39	Transfer To (From) Operating Reserve	(10.8)	-	(0.1)	5.7	(7.4)	(12.7)	12.7	-
40	Transfer To (From) Plant Fund	0.8	-	16.7	5.1	-	22.6	(22.6)	-
41	Transfer To (From) Quasi Endowments	-	-	-	-	1.0	1.0	(1.0)	-
42	Repair & Replacement Transfers	-	-	-	-	-	-	-	-
43	Internal Bank Transfers	-	-	-	-	-	-	-	-
44	Other Transfers	-	-	-	-	-	-	-	-
45	Total Investment Transfers	\$ (10.0)	\$ -	\$ 16.6	\$ 10.7	\$ (6.4)	\$ 10.9	\$ (10.9)	\$ -
46	Net Results	\$ 6.2	\$ 0.1	\$ (6.4)	\$ (4.2)	\$ -	\$ (4.3)	\$ (30.2)	\$ 75.4
47	Transfer Net Results to Fund Balance	6.2	0.1	(6.4)	(4.2)	-	(4.3)	4.3	-
48	Adjusted Net Results	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ (34.5)	\$ 75.4
39 + 47	Total Transfer To (From) Reserve	(4.6)	0.1	(6.5)	1.5	(7.4)	(17.0)	17.0	-

Component Units, also known as affiliated entities, are one or more corporations or other appropriate business entities that are operated as entities separate from Ohio University or the Ohio University Foundation, to pursue purposes consistent with the overall mission of the University and the Foundation. These organizations are incorporated into the “All Funds” presentation of the University budget in Section 2 and presented in Section 18.

Ohio University components include:

Tech GROWTH Ohio Fund

Tech GROWTH Ohio Fund was established in August of 2008, is a not-for-profit organization incorporated in the state of Ohio for the exclusive purpose of charitable, educational, and scientific endeavors in areas involving the advancement of technology, increasing technology-based and/or other entrepreneurial commercialization ventures throughout Southeast Ohio that offer economic development prospects for the region.

Muskingum Recreation Center (MRC)

While the MRC is not currently a component unit consolidated within the Audited Financial Statements of Ohio University (“AFS”), the location of the MRC on the Ohio University-Zanesville campus and the financial structure between Ohio University and the MRC create an essential relationship between the two entities. The financial structure between Ohio University and the MRC includes a \$750K non-recourse loan, a \$1.5M loan guarantee, and a guarantee of new market tax credits (“NMTC”) up to \$5.29M. The loan and NMTC guarantees are listed in the Notes to Financial Statement section of our AFS. As the University evaluates the opportunity to leverage the facility for strategic initiatives, we have included a placeholder within the SOR to fund potential investments.

Ohio University Foundation components include:

Inn-Ohio of Athens Inc.

Inn-Ohio of Athens, Inc. owns and operates a 139-room hotel and restaurant facility in Athens, Ohio known as the Ohio University Inn.

Sugar Bush Foundation

The Sugar Bush Foundation was formed in August 2005, as an Ohio not-for-profit corporation and is a supporting organization as defined in Code Section 509(a)(3). The sole purpose of the organization is to commit all charitable contributions to the Ohio University Foundation.

Russ LLCs

Russ LLCs consist of three limited liability companies that were created in 2009 to receive property distributions from the Dolores H. Russ Trust for the benefit of the Russ College of Engineering. Collectively referred to as the Russ LLCs, the three limited liability companies are Fritz J. and Dolores H. Russ Holdings LLC, Russ North Valley Road LLC, and the Russ Research Center LLC. A fourth LLC, known as Russ Center North, LLC, was created during FY16 for the purpose of purchasing and holding property adjacent to the Russ Research Center.

		Component Units	Financial Statement Adjustments	Total: Financial Statement Adj & Component Units
REVENUES				
1	State Appropriations	\$ -	\$ -	\$ -
2	State Appropriations - Capital	-	-	-
3	Gross Undergraduate Tuition & Fees	-	-	-
4	Undergraduate Financial Aid	-	-	-
5	Net Undergraduate Tuition & Fees	-	-	-
6	Gross Graduate Tuition & Fees	-	-	-
7	Graduate Financial Aid	-	-	-
8	Net Graduate Tuition & Fees	-	-	-
9	Room & Board	-	-	-
10	Grants & Contracts	-	-	-
11	Facilities & Admin Cost Recovery	-	-	-
12	Endowment Distributions	-	-	-
13	Gift Contributions	-	-	-
14	Investment Income	340,370	-	340,370
15	Internal & External Sales	9,517,640	(2,728,070)	6,789,570
16	Total Revenues	9,858,010	(2,728,070)	7,129,940
17	Administrative Cost Distribution	-	-	-
18	Subvention Distribution	-	-	-
19	Total Revenues & Revenue Allocations	\$ 9,858,010	\$ (2,728,070)	\$ 7,129,940
20	Funding Transfers	\$ -	\$ -	\$ -
EXPENSES				
21	Total Salaries, Wages, & Other Payroll	-	-	-
22	Total Benefits	-	-	-
23	Supplies & Services	6,192,970	(591,570)	5,601,400
24	Professional Services	38,800	-	38,800
25	Occupancy & Maintenance	890,659	-	890,659
26	Capital Costs	-	(107,212,619)	(107,212,619)
27	Cost Of Goods Sold	-	-	-
28	External Debt Service - Principal	-	(16,100,000)	(16,100,000)
29	External Debt Service - Interest	-	(1,500,000)	(1,500,000)
30	Internal Principal & Interest	-	-	-
31	Depreciation	-	52,126,935	52,126,935
32	Other Operating Expense	-	(2,136,500)	(2,136,500)
33	Total Direct Expenses	7,122,429	(75,413,754)	(68,291,325)
34	Administrative Cost Allocations	-	-	-
35	Capital Cost Allocation	-	-	-
36	Subvention Allocation	-	-	-
37	Total Expenses & Expense Allocations	\$ 7,122,429	\$ (75,413,754)	\$ (68,291,325)
38	Results of Operations	\$ 2,735,581	\$ 72,685,684	\$ 75,421,265
INVESTMENT TRANSFERS				
39	Transfer To (From) Operating Reserve	-	-	-
40	Transfer To (From) Plant Fund	-	-	-
41	Transfer To (From) Quasi Endowments	-	-	-
42	Repair & Replacement Transfers	-	-	-
43	Internal Bank Transfers	-	-	-
44	Other Transfers	-	-	-
45	Total Investment Transfers	\$ -	\$ -	\$ -
46	Net Results	\$ 2,735,581	\$ 72,685,684	\$ 75,421,265
47	Transfer Net Results to Fund Balance	-	-	-
48	Adjusted Net Results	\$ 2,735,581	\$ 72,685,684	\$ 75,421,265
39 + 47	Total Transfer To (From) Reserve	-	-	-

16 Future Year Planning Assumptions

The summaries presented in the Financial Outlook section consolidate existing sections of the Budget Book and future year financial projections to present a multi-year outlook.

Multi-year estimates for the following are presented:

- Strategic Opportunity Reserve – includes commitments that have tentatively been made to fund initiatives through future years
- Administrative and Academic Targets – summarizing the current multi-year targets for revenue growth and expense reductions included in our planning assumptions
- RHE Financial Outlook – “as is” projections for our Regional campus system (our RHE system does not include the extension campuses in Dublin and Cleveland whose activities are embedded in the respective programs/colleges). These estimates do not yet include any projections regarding future goals of the Regional taskforce President Nellis has charged with developing recommendations
- Impact of current Planning Assumptions for FY19 and future periods which includes: FY19-FY22 Athens Tuition Forecast; State Appropriations; Compensation; Benefits; and Internal Debt Service
- FY19-FY22 Use of Reserves – projected use of reserves with the assumptions and strategies implemented to-date
- Incremental impacts of FY19 Athens enrollments into future years if planning assumptions for Athens freshman are reduced for future years
- Summary projections of State Appropriations, Compensation, Benefits, and Internal Debt Service

16.1 Strategic Opportunity Reserve

	Actual FY17	Forecast FY18	Projection FY19	Projection FY20	Projection FY21
Beginning Balance	\$36.2	\$32.3	\$24.6	\$17.5	\$9.5
Funding					
Investment Income	4.5	4.5	4.5	4.5	4.5
OTO Investment Income			3.0		
SSI	(2.3)	4.3	2.9	3.0	3.0
Tuition	4.3	2.7	4.6	4.6	4.7
FY19 Enrollment Adjustment			(1.3)	(1.3)	(1.3)
Fund Balance	0.3	0.8	0.3	0.3	0.3
Total - Funding	\$6.9	\$12.3	\$14.0	\$11.2	\$11.2
Investment Reserve Allocations					
Infrastructure					
Financial Systems Enhancements	2.7	1.2	1.0	2.1	2.1
Parental Leave Replacement Funding	0.1	0.1			
IT Small Projects	0.5	0.3	0.3		
Bicentennial Park		0.1			
Bridge for Admin Reductions			0.5		
Infrastructure Subtotal	\$3.2	\$1.7	\$1.8	\$2.1	\$2.1
Community and Ec. Development					
TechGrowth Ohio - Approved	1.6	2.0	1.8	1.3	1.1
TechGrowth Ohio - Proposed				0.5	1.0
OHIO for Ohio	0.5	0.5	0.4	0.3	0.3
Foundation for Appalachia Ohio		0.1	0.1		
MRC Support			0.5	3.0	
Community & Ec. Develop Subtotal	\$2.1	\$2.5	\$2.7	\$5.1	\$2.4
Student Success Programs					
Endowed Scholarships	0.7	0.8	1.0	1.0	1.0
Signature Program Bridge	2.0	2.3	2.2		
Bobcat Student Orientation		0.2	0.2		
Unallocated		0.6	0.6		
Student Success Subtotal	\$2.7	\$3.9	\$4.0	\$1.0	\$1.0
Academic and Research Programs					
Innovation Strategy	1.5	2.2	0.9	0.1	
OBOR Research Portal	0.1				
eLearning Investment	0.4	1.6	0.6		
Tantrum Theater*	0.6	0.6	0.6	0.6	0.6
RHE Investment		0.6	1.2	1.4	
RHE Investment - ERIP		1.4			
Engineering Start-up		1.0	0.5		
OU Press		0.1	0.1	0.1	
MAC Faculty Conference		0.008	0.008	0.008	
Funding for Budget Volatility		3.8			
Athens Campus Structural Imbalance			2.6	2.6	2.6
International Student Recruitment		0.5	0.5	0.5	
Academic & Research Subtotal	\$2.7	\$11.8	\$7.0	\$5.4	\$3.2
Presidential Priorities & Strategic Pathways	\$0.0	\$0.2	\$5.5	\$5.5	\$5.5
Total - Reserve Allocations	\$10.7	\$20.1	\$21.1	\$19.1	\$14.2
Ending Balance	\$32.3	\$24.6	\$17.5	\$9.5	\$6.5

* An additional \$0.6M of institutional support is budgeted in College of Fine Arts as an additional use of reserves.

16.2 Administrative & Academic Targets

Step 1: Proportionality in Establishing Savings Targets

Planning Units	FY17 Base	Savings Target (\$)	Savings Target (%)
Administrative & Central Support Units	\$ 162,805,723	\$ 8,483,387	5.2%
Academic Units - Athens Colleges	\$ 244,083,185	\$ 12,761,883	5.2%
Subtotal	\$ 406,888,908	\$ 21,245,270	5.2%

Step 2: Developing Multi-Year Approach, With Strategic Use of Reserves for Bridge Funding

Planning Unit - Operating Budget	Budget Category	FY18	FY19	FY20	FY21	FY22	Cumulative Savings
Administrative & Central Support Units	<i>Expense Reduction</i>	\$ 4.8	\$ 1.5	\$ 2.2	\$ -	\$ -	\$ 8.5
Academic Units - Athens Colleges	<i>Net Revenue</i>	\$ -	\$ 0.3	\$ 2.0	\$ 0.1	\$ -	\$ 2.5
Academic Units - Athens Colleges	<i>Expense Reduction</i>	\$ 1.5	\$ 3.3	\$ 2.0	\$ 1.6	\$ 1.3	\$ 9.7
Academic Units - Athens Colleges	<i>Other Funding Source</i>	\$ -	\$ 0.6	\$ -	\$ -	\$ -	\$ 0.6
							\$ 21.2

Reserves	Source	FY18	FY19	FY20	FY21	FY22	Cumulative Impact on Reserves (UNR Net Assets)
Academic Units - Athens Colleges	<i>College/Central Reserves</i>	\$ 1.5	\$ 7.1	\$ 3.0	\$ 1.3	\$ -	\$ 12.9
Institutional Reserves*	<i>SOR</i>	\$ 5.8	\$ 5.1	\$ 5.3	\$ 3.9	\$ 3.9	\$ 24.0
							\$ 36.9

*Institutional Reserves allocations represent bridge funding for RHE through FY20, \$1.3M for the Athens enrollment volatility, and \$2.6M for the Athens structural deficit. This does not represent all projected reserve use

16.3 RHE Financial Outlook

	FY18	FY19	FY20	FY21	FY22
Revenues	57.7	55.4	55.5	54.9	55.1
Expenses, Allocations & Transfers	59.7	57.4	58.8	60.2	60.7
Excess Revenues and Expenses	-2.0	-2.0	-3.3	-5.3	-5.6
Plus:					
Transfers from Reserves	2.0	2.0	3.3	5.3	5.6
Less:					
Transfers to Capital Projects	-				
Net Results	0.0	0.0	0.0	0.0	0.0
RHE Reserve Balance	7.8	7.8	7.8	2.5	-3.1

¹ Subvention Distribution presented in Expenses, Allocations, & Transfers section

² SOR funding committed through FY21 to support ERIP costs and projected deficits

16.4 Impact of FY19 Planning Assumptions

Topic	Item	FY18 - Planning Assumption	FY19 - Planning Assumption	FY20-FY22 Planning Assumption	FY20-22 - Annual Change
Guarantee Student Rates	1	Cap Calculation: (Budget Bill (0%) + 5-year CPI (1.3%))	Cap Calculation: (Budget Bill (0%) + 5-year CPI (1.3%))	Cap Calculation: (Budget Bill (2%) + 5-year CPI (1.3%))	
	2	Tuition Increase: 1.3%	Tuition Increase: 1.3%	Tuition Increase: 3.3%	\$2.2M
	3	Room Increase: 3.5%	Room Increase: 3.5%	Room Increase: 3.5%	\$1.6M
	4	Board Increase: 2.0%	Board Increase: 2.0%	Board Increase: 2.0%	\$.6M
UG Enrollment	9	Freshman Enrollment Total : 4,109	Freshman Enrollment Total : 3,971	Freshman Enrollment Total : FY20-22 = 4,144;	
	10	Transfers Enrollment Total: 545	Transfers Enrollment Total: 461	Transfers Enrollment Total: 461	
	11	Retention Rate: 3-year avg.	Retention Rate: 3-year avg.	Retention Rate: 3-year avg.	
	12	Graduation Rate: 3-year avg.	Graduation Rate: 3-year avg.	Graduation Rate: 3-year avg.	
	13	SOR Funding for Enrollment Volatility: \$3.8M	SOR Funding for Enrollment Volatility: \$1.3M	SOR Funding for Enrollment Volatility: \$1.3M	
Central Student Financial Aid	14	Student Financial Aid: \$0.8M	Student Financial Aid: \$0.9 M + \$1.6 M for Strategic Leveraging Model	Student Financial Aid: FY20 = \$0.8M FY21-22 correlates to Tuition, Room & Board	-\$1.0M
	15	ICA: Correlates to Tuition, Room & Board	ICA: Correlates to Tuition, Room & Board	ICA: Correlates to Tuition, Room & Board	
	17	Auxiliary Support: \$2M (\$4M total)	Auxiliary Support: \$5M (\$4.5M total)	Auxiliary Support: FY20 = \$5M FY21-22 correlates to Tuition, Room & Board	
Endowment Distributions	19	Projection based on 36 months avg as of 12/31/16 per FY2018 Endowment Distributions Report distributed by Candice Casto Feb 2017	Market value growth per Foundation investment return forecast	Market value growth per Foundation investment return forecast	\$1.5M
SSI	20	State Appropriation Growth: 0%	State Appropriation Growth: 0%	State Appropriation Growth: 2%	\$2.9M
	21	OHIO Share: 10.3% (constant to FY17)	OHIO Share: 10.6%	OHIO Share: 10.6%	
Healthcare	24	Cost Growth: 6%	Cost Growth: 7%	Cost Growth: 7%	
	25	University Contribution Growth: 5%	University Contribution Growth: 2.5% (\$1.25M)	University Contribution Growth: 5%	-\$2.8M
Raise Pool	26	Raise Pool: 0%	Raise Pool: 1.5%	Raise Pool: 2%	W/Benefits -\$7.5M
	27	Faculty Compensation Plan (FCI): 0%	Faculty Compensation Plan (FCI): 0%	Faculty Compensation Plan (FCI): 1%	-\$1.7M
	28	Staff Compensation Initiative (SCI): 0% Biennial Equity Review Completed May 2017	Staff Compensation Initiative (SCI): 0%	Staff Compensation Initiative (SCI): 1% (Even Years); 0% (Odd Years)	-\$1.4M
Allocated Costs	29	Compliance: \$0M	Compliance: \$500K	Compliance: \$2M	-\$2.0M
	31	Capital Model: \$0.5M	Capital Model: \$63K	Capital Model: \$63K	\$.1M
	32	Utilities: \$0.3M	Utilities: \$0.6M	Utilities: \$0.6M	-\$0.6M
	33	Plant Operation & Maintenance: \$2M	Plant Operation & Maintenance: \$0.2M	Plant Operation & Maintenance: \$0.2M	-\$0.2M
Capital Cost Model	36	Deferred Maintenance: \$1.3M	Deferred Maintenance: \$1.3M	Deferred Maintenance: \$1.3M	
	37	Capital Plan Debt: \$0.9M	Capital Plan Debt: -\$0.8M	Capital Plan Debt: \$0.15M	
	38	Net Change in Central Debt Service: \$2.2M	Net Change in Central Debt Service: \$0.5M	Net Change in Central Debt Service: \$1.45M	-\$1.45M

16.5 FY19-FY22 Projected Use of Reserves

The FY20-FY22 projected use of reserves below were developed using the Athens UG enrollments forecasted during our planning period (4,144). The table following details the net tuition impact of the reduction of 170 FTE's for FY19, and illustrates the potential compounding if we reduce our enrollment budget targets for future years. These impacts are also discussed in Section 16.6. The potential compounded net tuition reductions are **not** included in the reserve forecasts below:

Net Transfer/(Draw) on Reserves	FY19	FY20	FY21	FY22	Total
Athens Colleges & Schools	(4.6)	(15.3)	(18.7)	(21.8)	
RHE	0.1	0.2	(4.0)	(5.2)	
Aux	(6.5)	(8.0)	(43.7)	2.0	
Central & Admin	1.5	-	-	-	
SOR	(7.4)	(8.3)	(3.3)	(3.1)	
Total	(17.0)	(31.4)	(69.7)	(28.1)	(146.2)

Breakout:

Capital/One-time/Strategic Contributions to (Use of) Reserves

Athens Colleges & Schools	2.5	(3.2)	(2.4)	(2.7)	
RHE	0.1	0.2	-	-	
Aux	(6.5)	(8.0)	(43.7)	2.0	
Central & Admin	1.5	-	-	-	
SOR	(2.3)	(3.0)	0.6	0.8	
Subtotal	(4.8)	(14.0)	(45.5)	0.1	(64.2)

Bridge Funding Use of Reserves

Athens Colleges & Schools	(7.1)	(3.0)	(1.3)		
Subtotal	(7.1)	(3.0)	(1.3)	-	(11.4)

Structural Challenge

Athens Colleges & Schools	0.0	(9.1)	(15.0)	(19.1)	
RHE	(1.2)	(1.4)	(4.0)	(5.2)	
SOR	(3.9)	(3.9)	(3.9)	(3.9)	
Subtotal	(5.1)	(14.4)	(22.9)	(28.2)	(70.6)
Total	(17.0)	(31.4)	(69.7)	(28.1)	(146.2)

Funded by committed/identified reserves

Funding may not be identified

Represents impact on reserves with no additional action; represents growing structural imbalance between revenue and expense assumptions

Commitment from SOR supporting RHE glide-path to balanced budget

Remaining FY19 funding imbalance - to be solved in future years

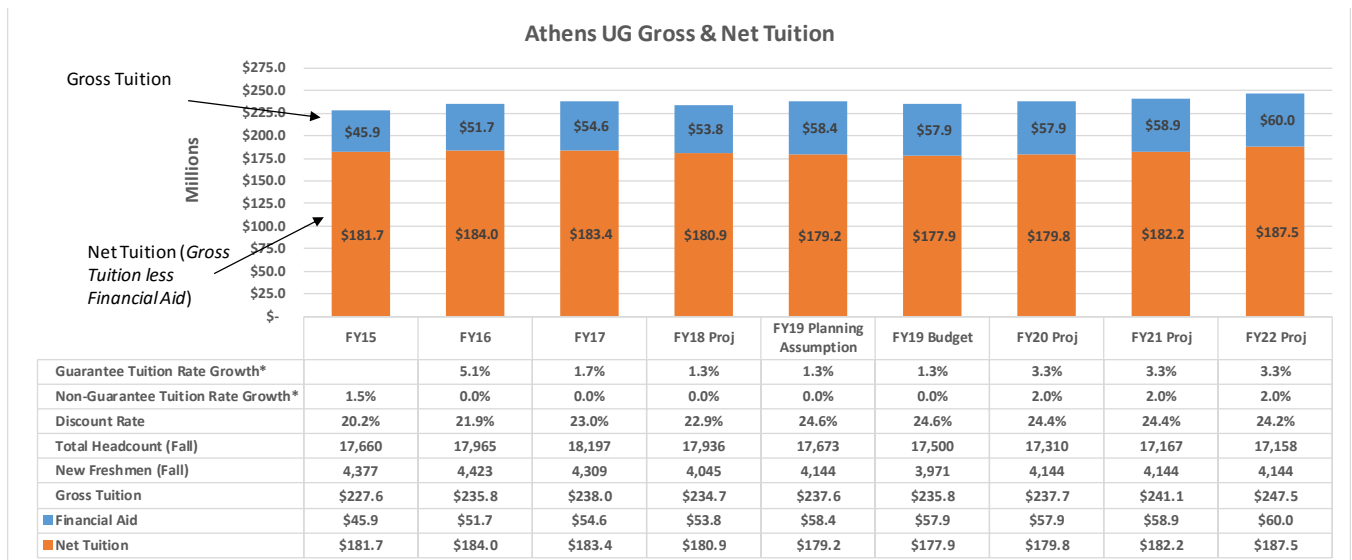
16.6 FY19-FY22 Athens Tuition Forecast

This following summarizes the financial impact of potential enrollment reductions in FY19-FY22 that were not included in the FY19-FY22 Outlook presented in Section 18.5. The FY19 Planning Assumption and FY19 Budget for our Athens UG enrollments are explained in further detail in Section 4.

Previous versions of this chart presented the subset of our Student Financial Aid (SFA) controlled by our central financial office; this version presents all UG Financial Aid (e.g. Student-athletes, foundation awards by colleges) and mirrors the Discount Rate calculation in Section 4.3.

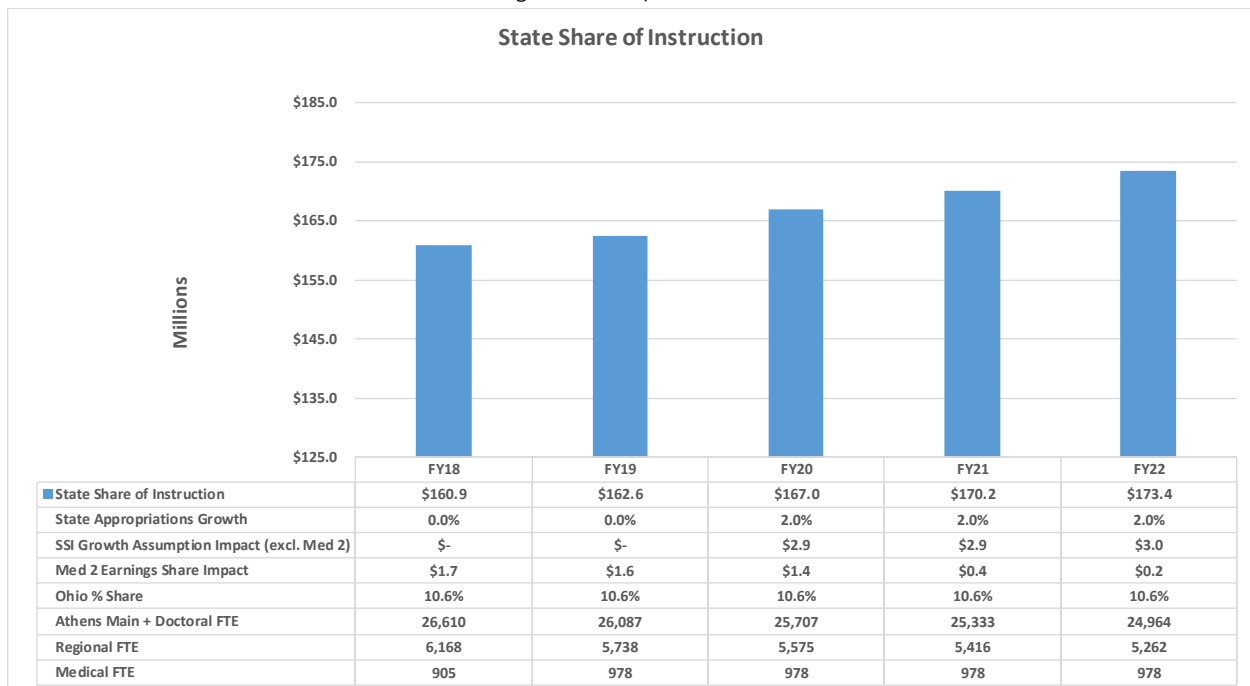
	FY19	FY20	FY21	FY22
New Freshmen & Transfers - FY19 Planning Assumption				
New Freshmen Resident	3,629	3,629	3,629	3,629
New Freshmen Non-Resident	515	515	515	515
Subtotal - New Freshmen	4,144	4,144	4,144	4,144
Transfers	461	461	461	461
Grand Total - New Freshmen & Transfers	4,605	4,605	4,605	4,605
New Freshmen & Transfers - FY19 Budget				
New Freshmen Resident	3,425	3,425	3,425	3,425
New Freshmen Non-Resident	546	546	546	546
Subtotal - New Freshmen	3,971	3,971	3,971	3,971
Transfers	461	461	461	461
Grand Total - New Freshmen & Transfers	4,432	4,432	4,432	4,432
Variance - Resident Students	-204	-204	-204	-204
Variance - Non-Resident Students	31	31	31	31
Variance - New Freshmen & Transfers	-173	-173	-173	-173
Total Students - FY19 Planning Assumption				
Total Students Resident	15,329	15,199	15,092	15,083
Total Students Non-Resident	2,344	2,245	2,196	2,187
Subtotal - Total Students	17,673	17,444	17,288	17,270
Total Students - FY19 Budget				
Total Students Resident	15,125	14,831	14,573	14,425
Total Students Non-Resident	2,375	2,301	2,276	2,287
Subtotal - Total Students	17,500	17,132	16,849	16,712
Variance - Resident Students	-204	-368	-519	-658
Variance - Non-Resident Students	31	56	80	100
Variance - Total Students	-173	-312	-439	-558
Tuition Caps - FY19 Planning Assumption				
Tuition Caps - FY19 Planning Assumption	0%	2.0%	2.0%	2.0%
Growth from Tuition Caps	\$ -	\$ 8.3	\$ 11.2	\$ 15.2
Gross Tuition - FY19 Planning Assumption	\$ 237.6	\$ 239.3	\$ 242.5	\$ 248.9
Gross Tuition - FY19 Budget	\$ 235.8	\$ 236.0	\$ 237.8	\$ 242.7
Variance - Gross Tuition	\$ (1.8)	\$ (3.3)	\$ (4.8)	\$ (6.2)
SFA - FY19 Planning Assumption				
SFA - FY19 Planning Assumption	\$ (58.4)	\$ (60.9)	\$ (61.6)	\$ (63.0)
SFA - FY19 Budget	\$ (57.9)	\$ (60.4)	\$ (61.1)	\$ (62.5)
Variance - SFA	\$ 0.5	\$ 0.5	\$ 0.5	\$ 0.5
Net Tuition - FY19 Planning Assumption				
Net Tuition - FY19 Planning Assumption	\$ 179.2	\$ 178.4	\$ 180.9	\$ 185.9
Net Tuition - FY19 Budget	\$ 177.9	\$ 175.6	\$ 176.7	\$ 180.2
Variance - Net Tuition	\$ (1.3)	\$ (2.8)	\$ (4.3)	\$ (5.7)
Discount Rate - FY19 Planning Assumption				
Discount Rate - FY19 Planning Assumption	24.6%	25.5%	25.4%	25.3%
Discount Rate - FY19 Budget	24.6%	25.6%	25.7%	25.7%

This following chart provides trended information for Athens Undergraduate Tuition, Financial Aid, and Enrollments. This graph expands upon the information in Section 4.3 to provide future-year impacts. FY20-22 assumes an incoming freshman class of 4,144, consistent with enrollment figures used in Colleges' future year financial forecasts.



16.7 State Appropriations

For planning purposes we have assumed that SSI will grow at 2%, that Ohio University will maintain its share of the state allocation (dependent primarily upon degree and course completions as compared to same at other Ohio Publics), and that there are no formula changes that impact our share.

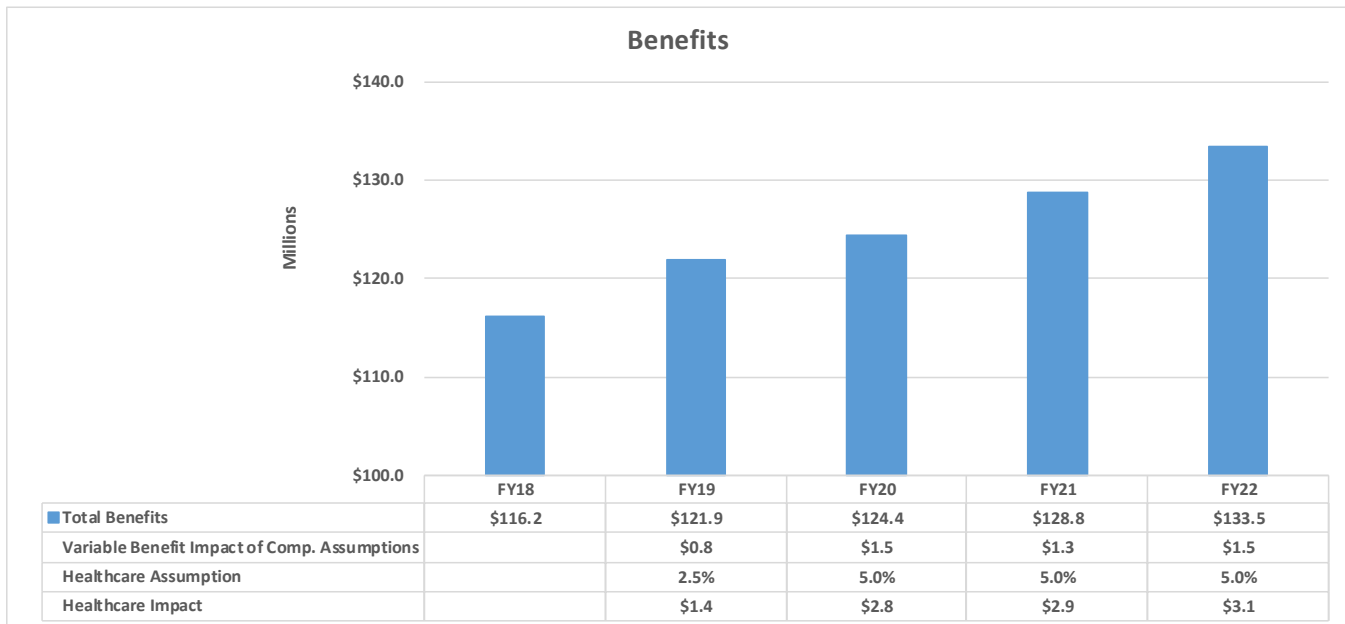


16.8 Compensation

Projections detailed below incorporate our planning assumptions for raises, Faculty Comp Initiative, and Staff Comp Initiative. Additionally the total projected salaries include any projected staffing reductions and all other staffing changes.

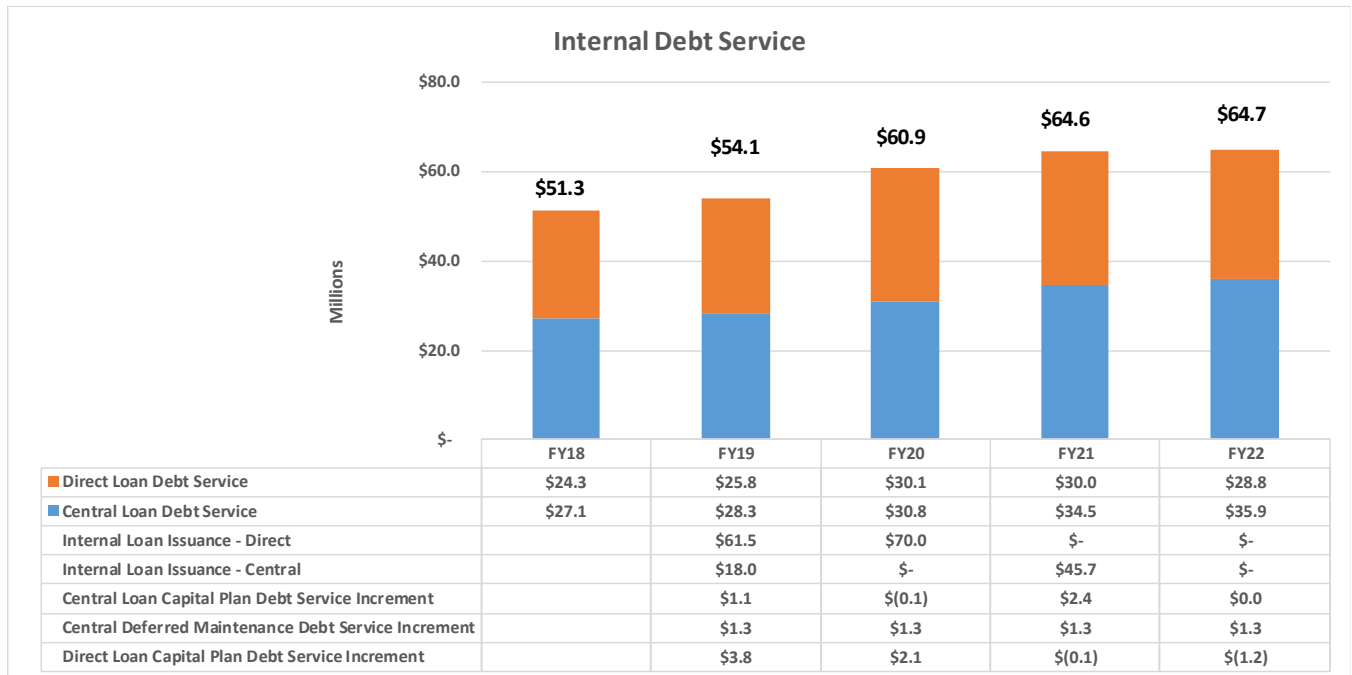


16.9 Benefits



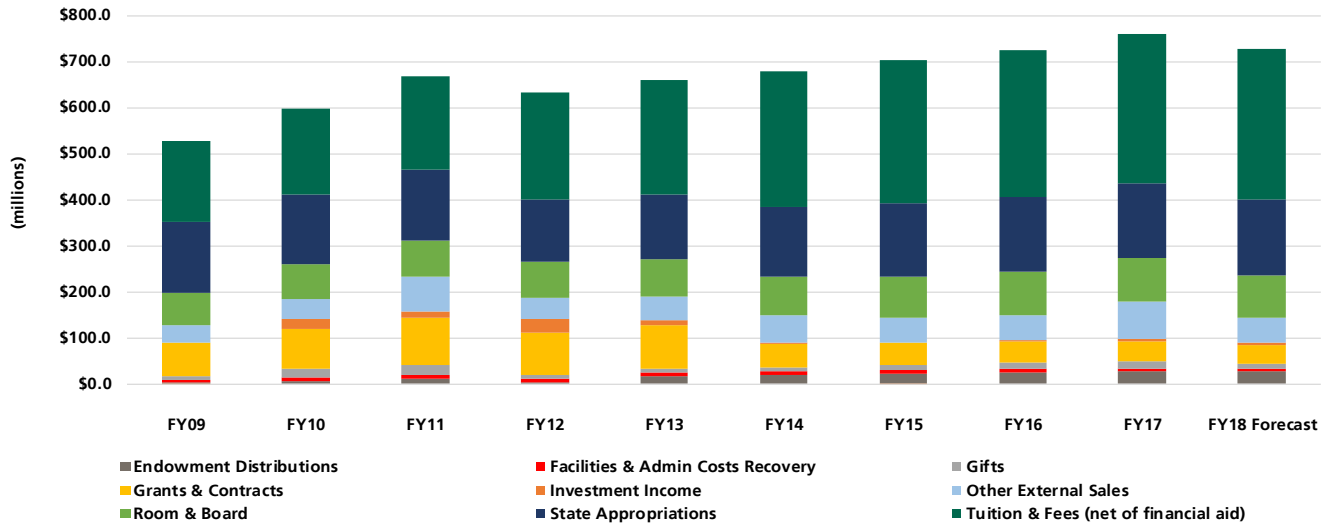
16.10 Internal Debt Service

The Internal Debt Service projections below are aligned with our FY19-FY24 CIP and the associated planned debt issuances of \$125M in FY19 and \$75M in FY21.

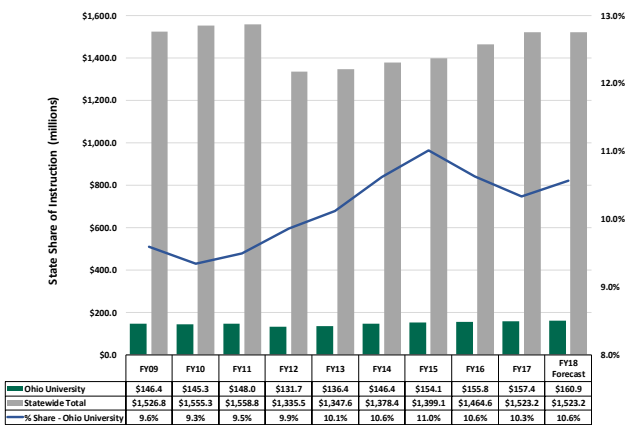



OHIO UNIVERSITY
 Ohio University Financial Fact Sheet

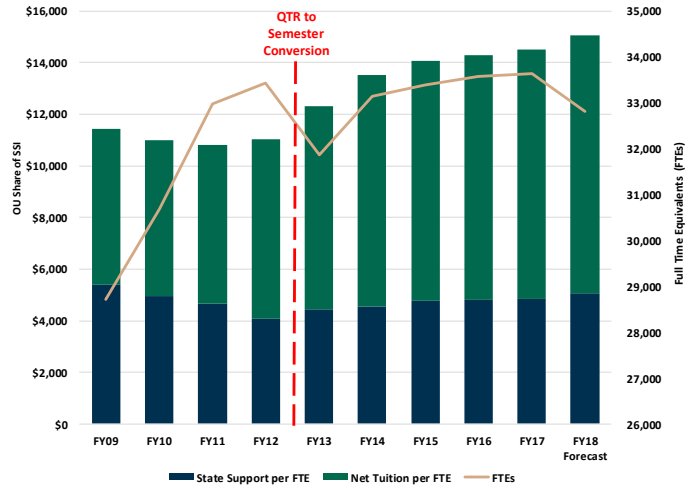
Operating Revenue



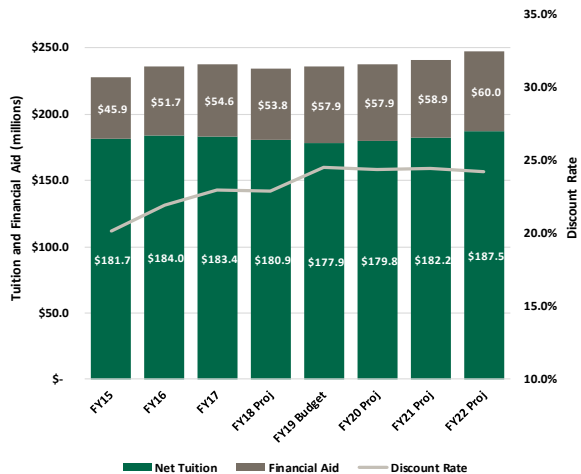
SSI Funding



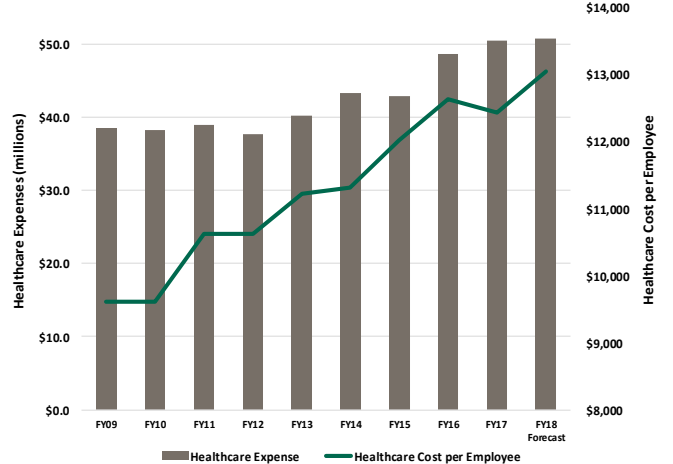
Tuition & SSI Trends per Student FTE



Athens UG Tuition Revenue & Discount Rate

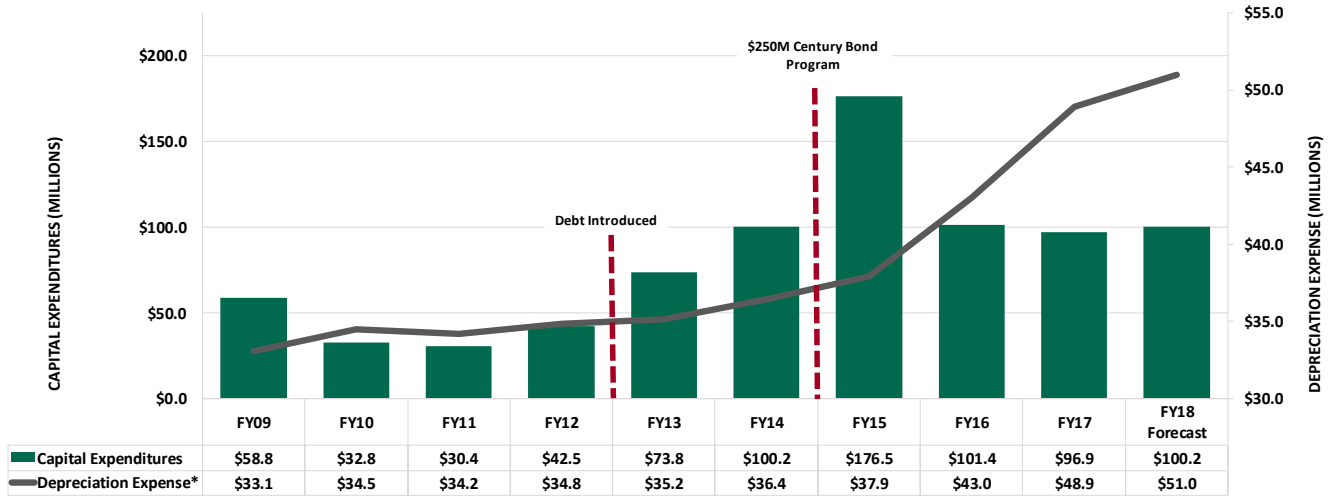


OU Contribution to Employee Healthcare



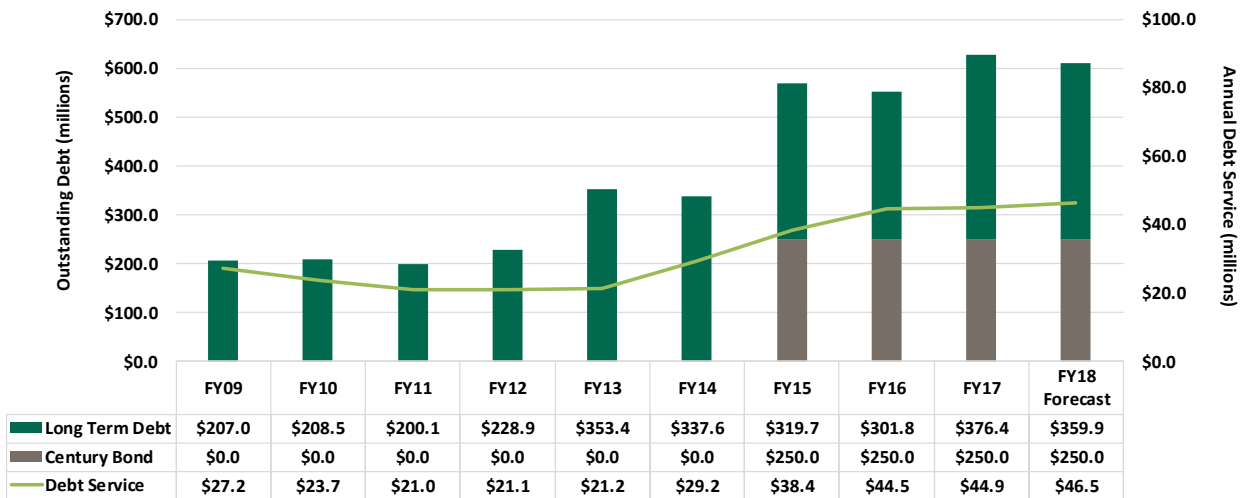


Capital Expenditures & Depreciation Expense

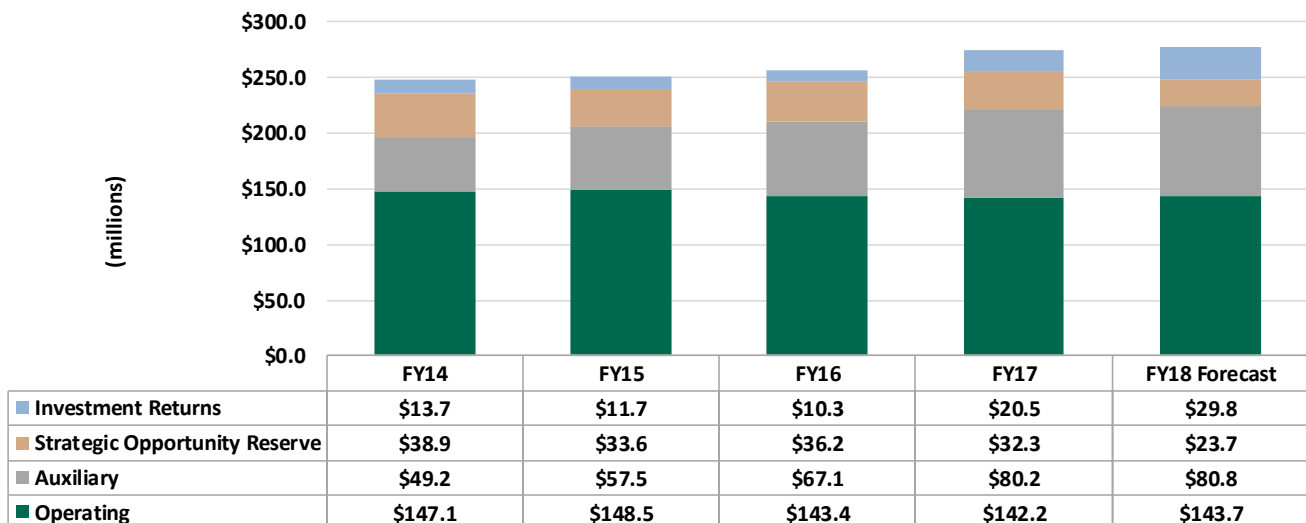


* Excludes Component Units (TechGROWTH OHIO: UMA (FY17); and OUF Subsidiaries)

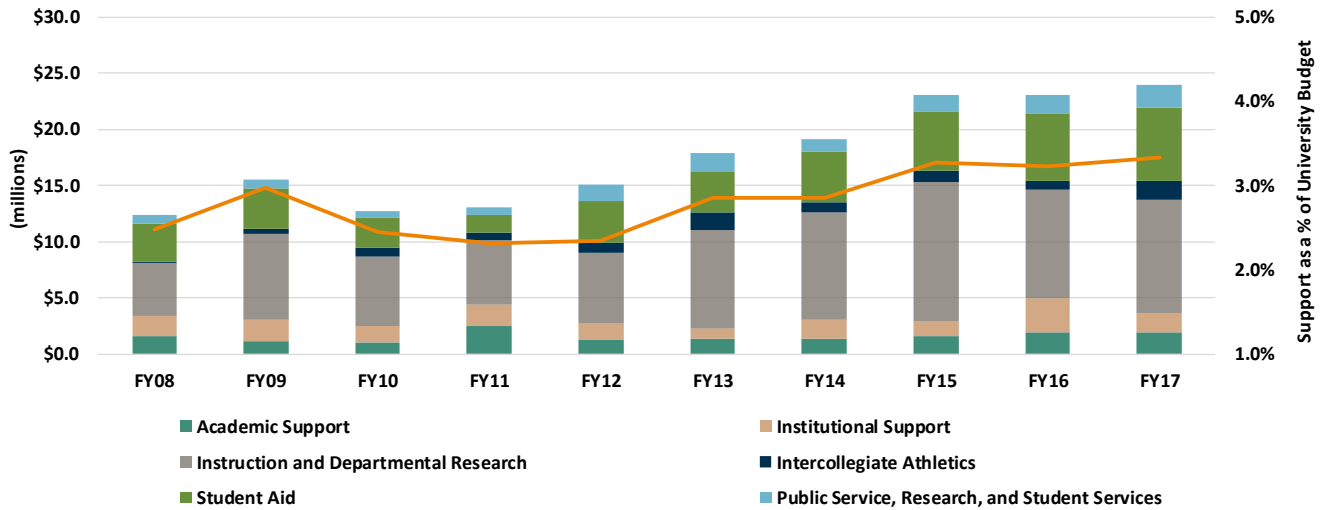
Outstanding Debt and Debt Service



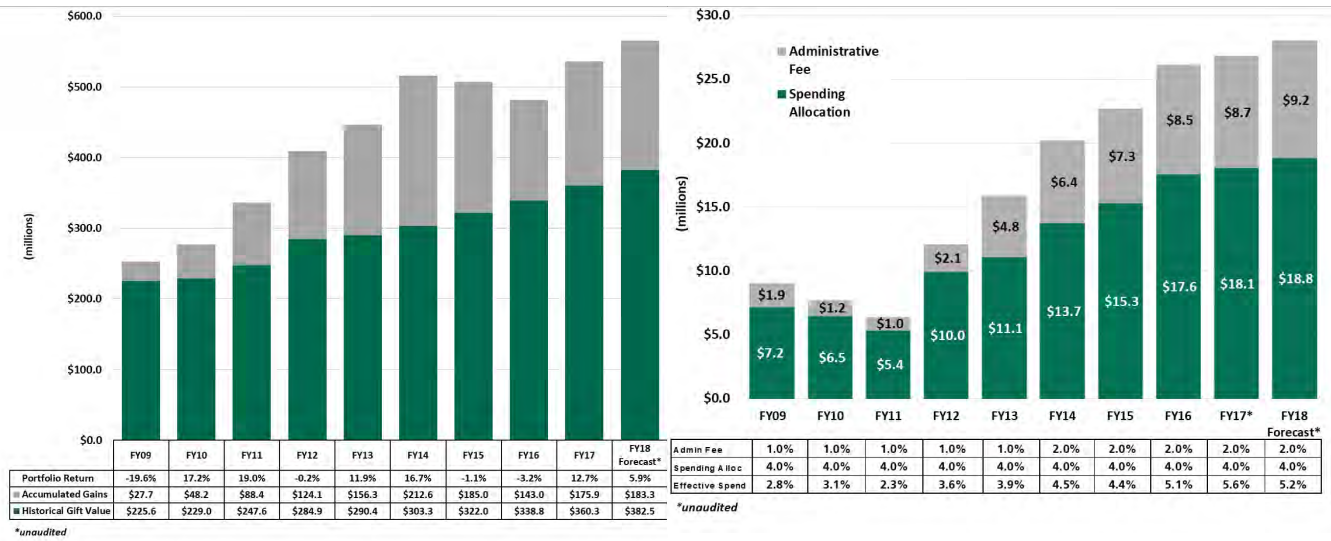
Operating (Working Capital) - Net Assets



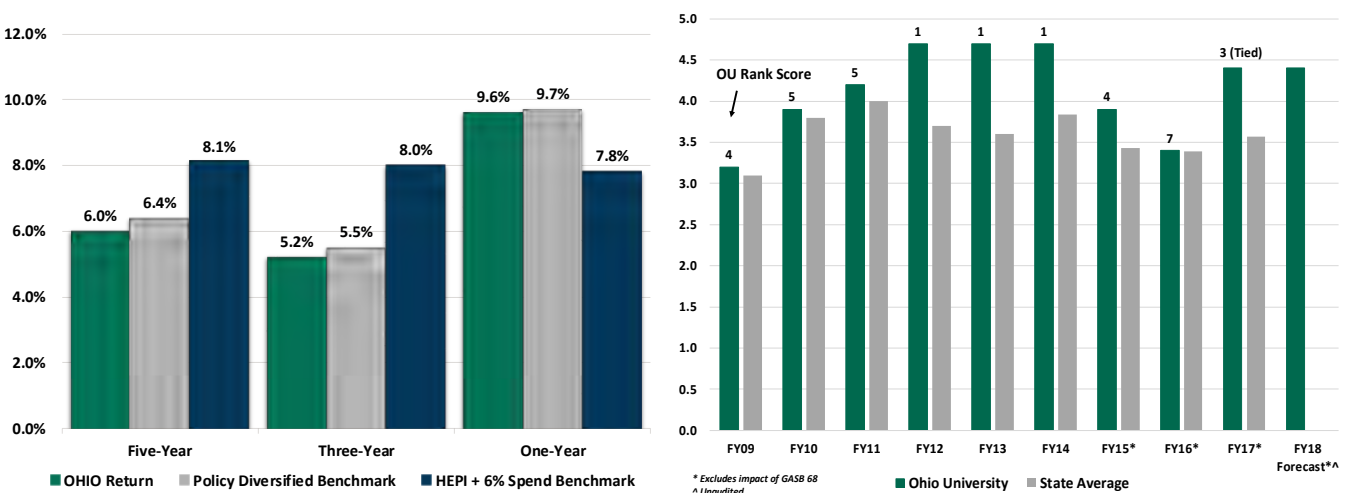
Foundation Support of University Funding



Endowment Market Value and Endowment Distributions

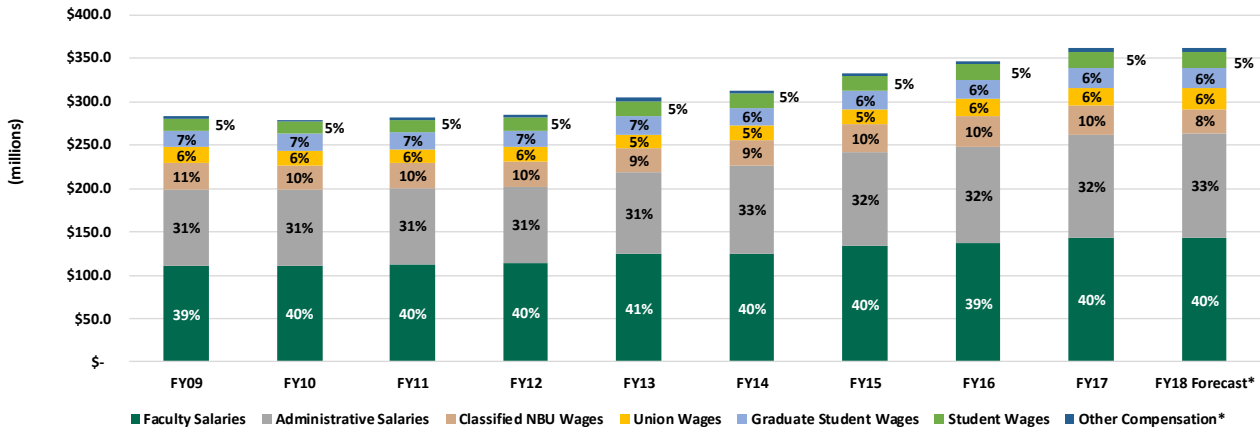


Investment Performance and Senate Bill 6 Composite Score



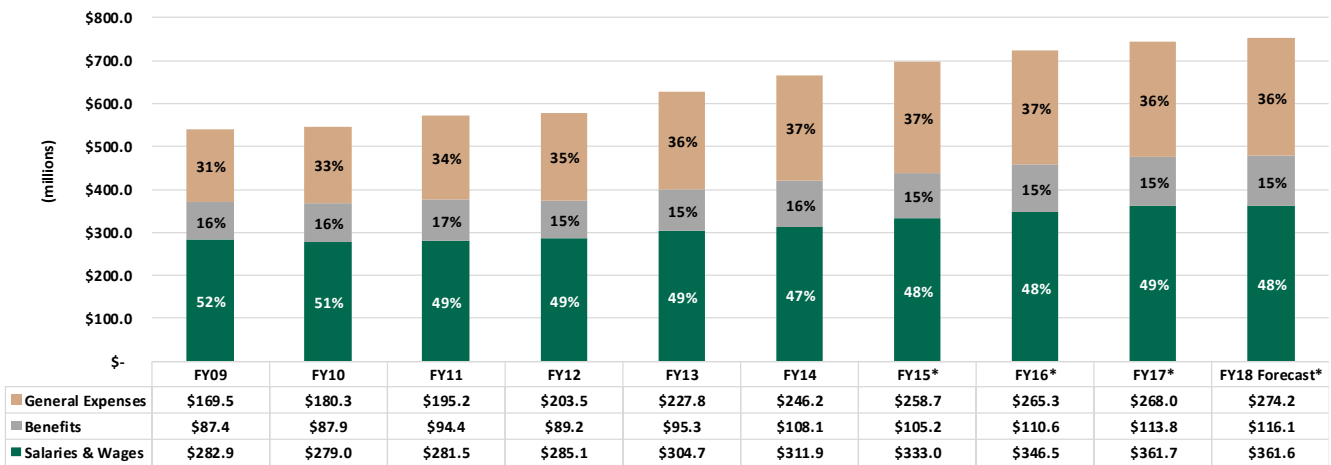
Ohio University Compensation & Workforce Fact Sheet

Compensation Expense — Salaries & Wages



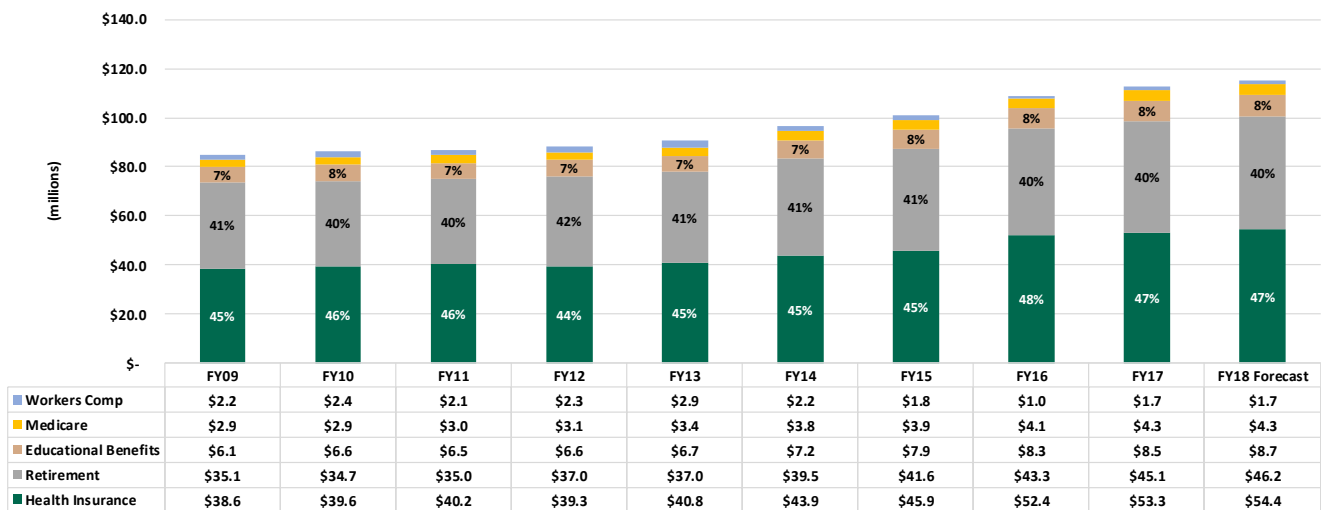
* Mix-shift of \$5.8M, or 2%, between Administrative Salaries and Classified NBU Wages between FY17 and FY18 Forecast. Shift is due to a portion of hourly administrative employees whose actual wages were historically paid out of an account that is a subset of Classified NBU Wages; the forecast for these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

Personnel Share of Expense



*Excludes GASB 68

Benefits Expense



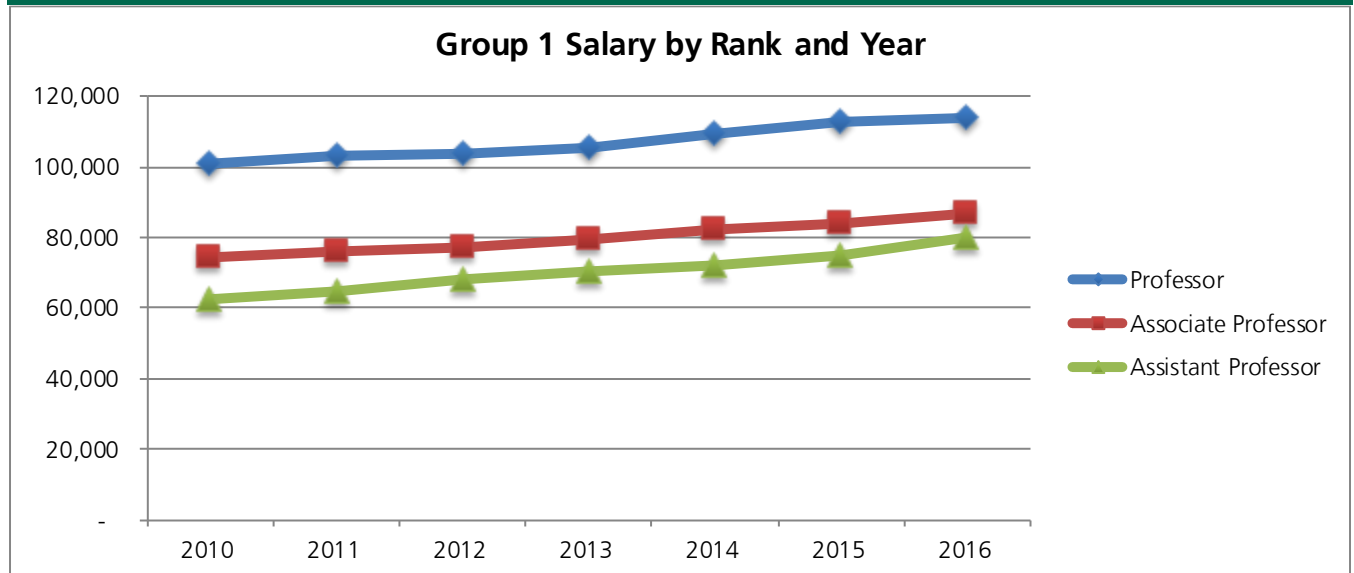
*Represents actual benefits paid and may vary from the financial statement view based on accruals and financial statement adjustments.

Ohio University Compensation & Workforce Fact Sheet

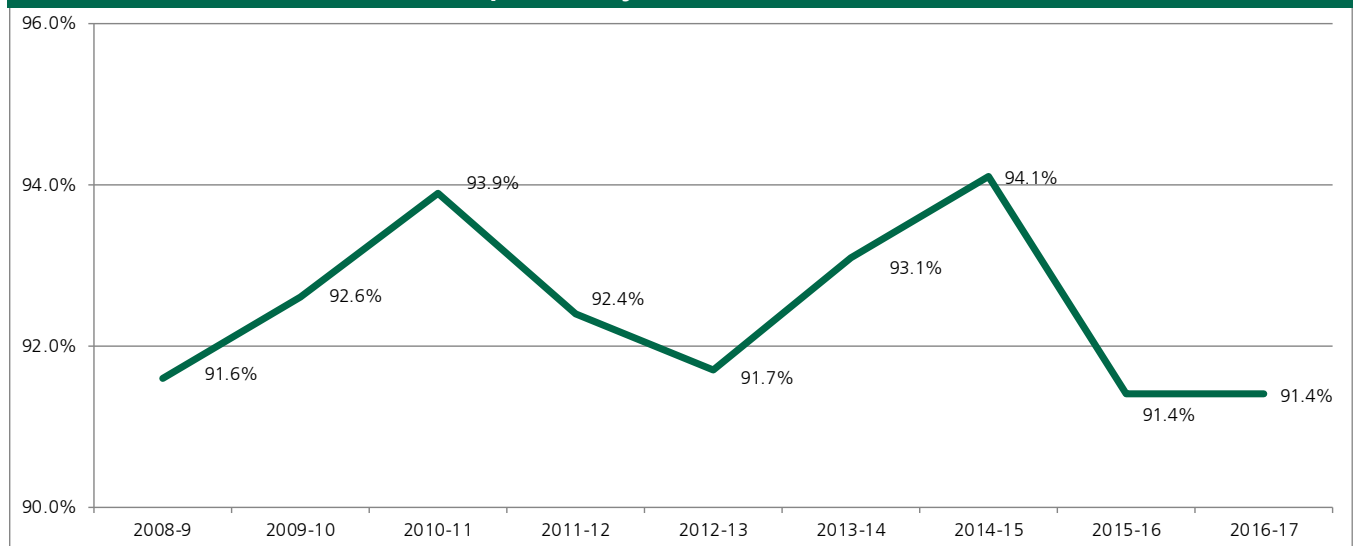
Compensation Expense — Salaries & Wages

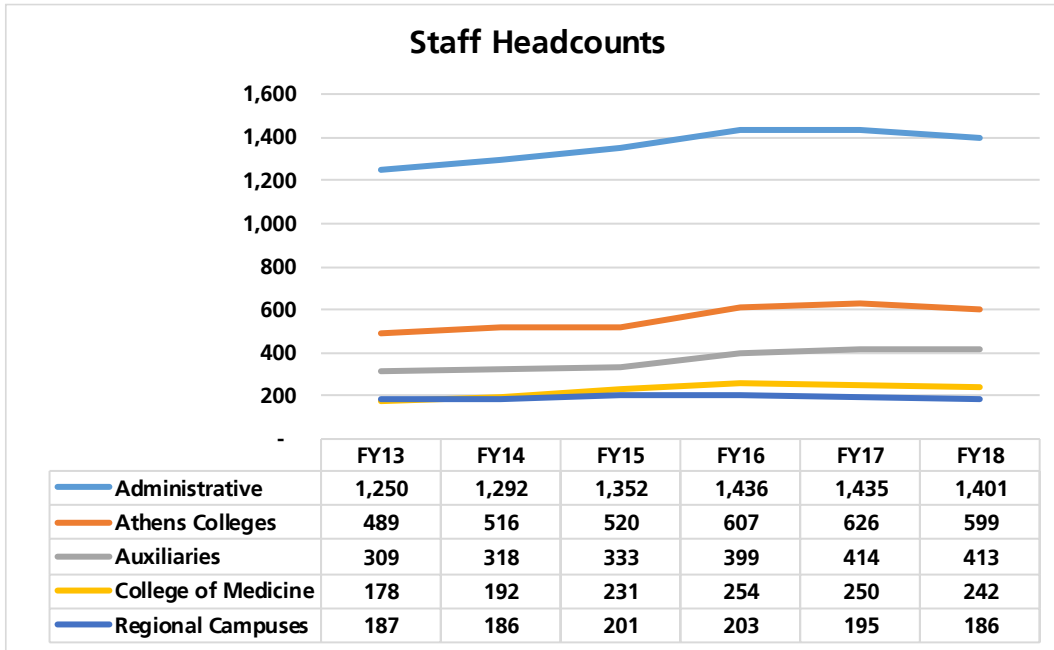
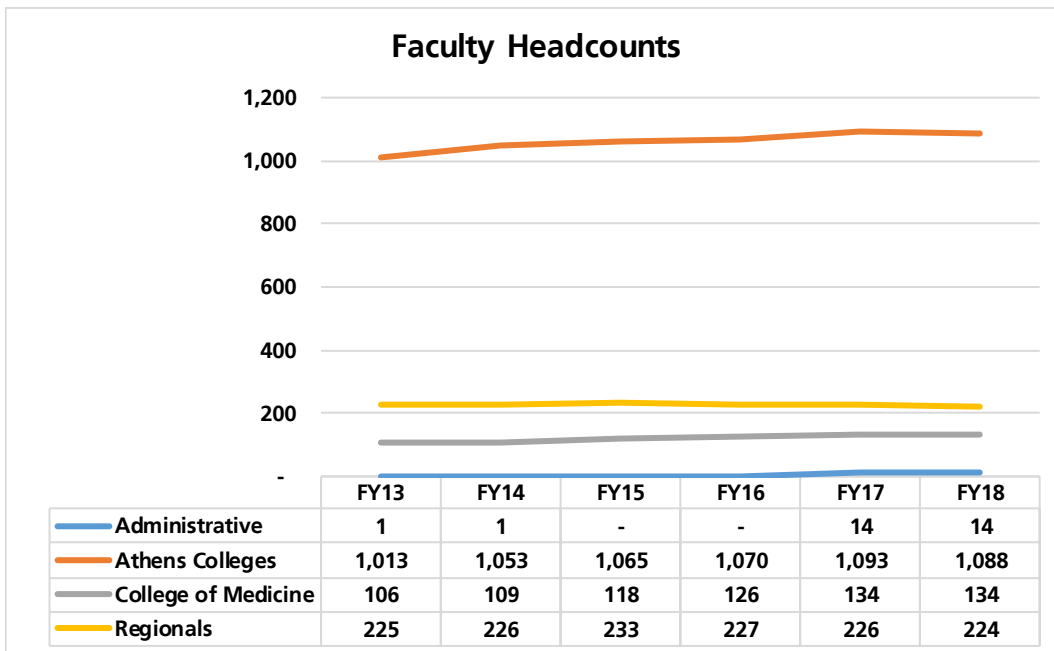
	OHIO FY18	IUC 2017	Mercer College and Universities (2016)	Mercer National All Industry (2016)	OU AFSCME Union
Office Visit Copay	\$25	\$20	\$25	\$25	\$25
Deductible (Single/Family)	\$500 / \$1,000	\$340 / \$700	\$500 / \$1,000	\$1,500 / \$3,000	\$500 / \$1,000
Out of Pocket Max (Single/Family)	\$2,500 / \$5,000	\$3,304 / \$6,607	\$2,750 / \$6,000	\$4,000 / \$7,500	\$2,250 / \$4,500
Co-Insurance % (Plan/Employee)	80% / 20%	85% / 15%	80% / 20%	80% / 20%	87% / 13%
Rx Retail Copay					
Generic	\$20	\$10	\$11	\$11	\$20
Brand Formulary	\$30	\$29	\$33	\$36	\$30
Rx Mail Copay					
Generic	\$25	\$22	\$22	\$25	\$25
Brand Formulary	\$40	\$58	\$69	\$79	\$40

Group 1 Faculty Salary Trend



Group 1 Faculty Retention Rate Trend



Staff Headcount Trends FY13 - FY18

Faculty Headcount Trends FY13 - FY18


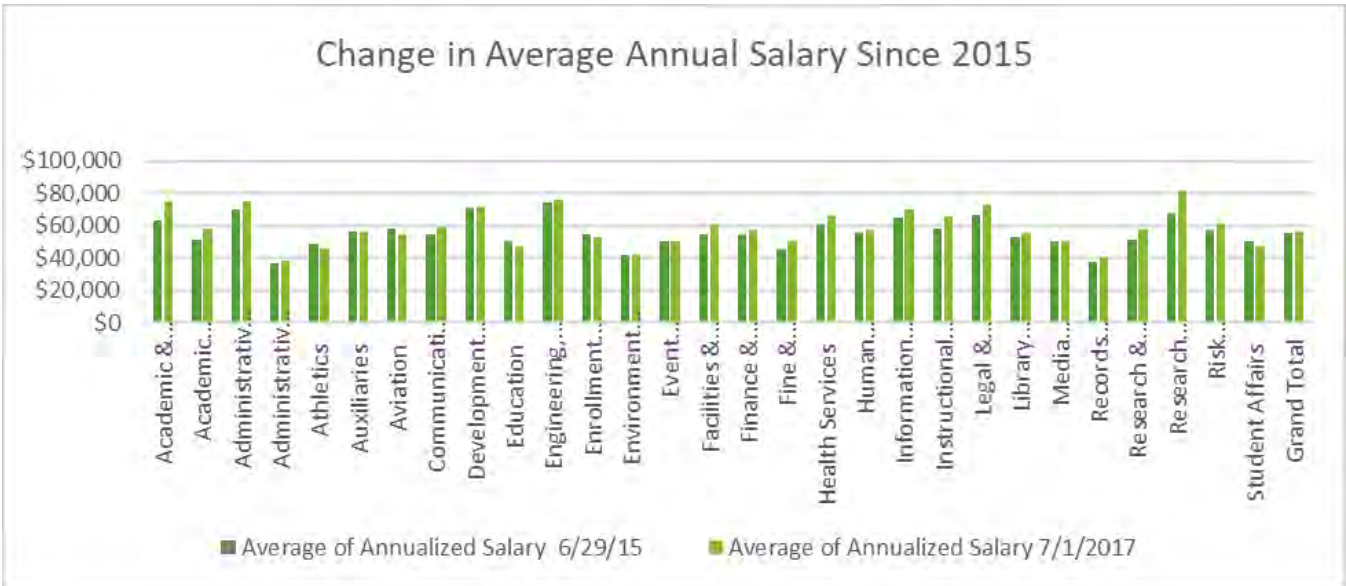
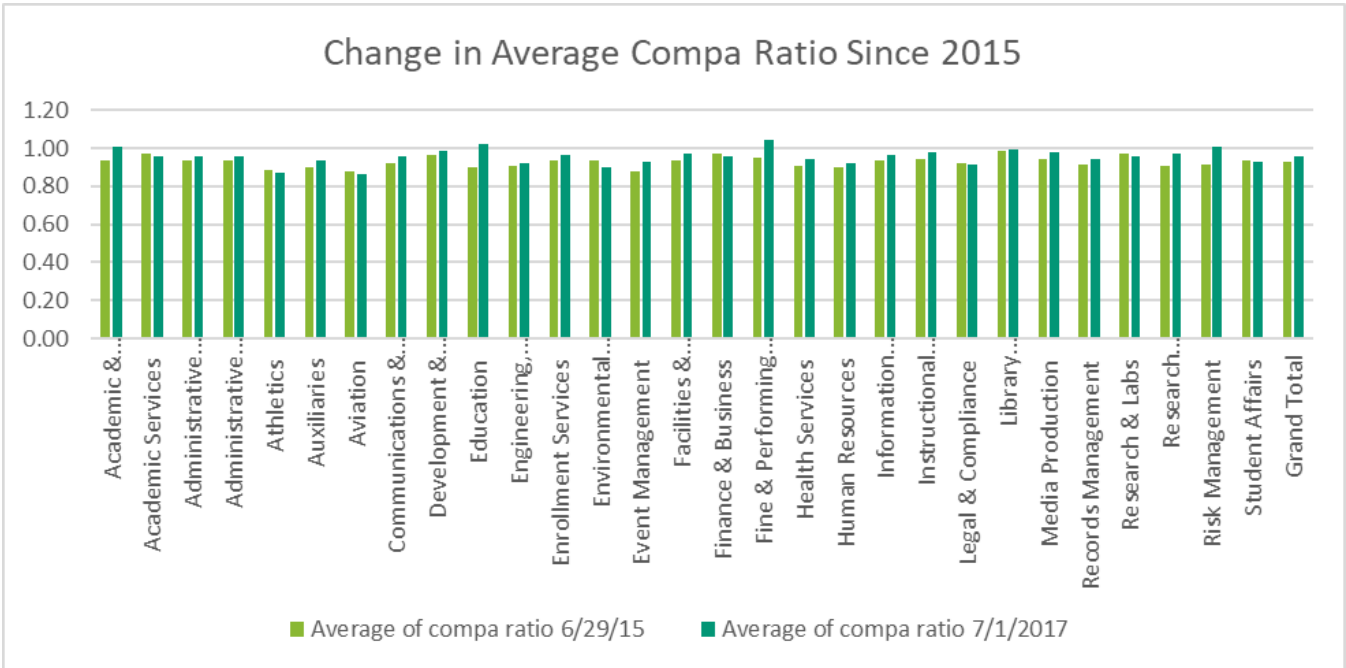
Ohio University Compensation & Workforce Fact Sheet

Compa Ratio and Average Annualized Salary Progression 2015 - 2017

After three rounds of equity increases across the University, the average compa ratio among employees has increased from 0.93 to 0.96. Average salaries increased in 22 out of the 29 job families, for an average increase of 2.28%.

**Compa ratio is the formula commonly used by compensation professionals to assess the competitiveness of an employee's pay level i.e., placement in a pay range. Midpoint of a pay grade is considered market rate and an employee's compa ratio is their current salary divided by the midpoint.*

Compa Ratio	Relation to Industry Average	Relation to Mid Point of Pay Grade
1.00	Pay is comparable to the industry average	Pay is at the pay grade mid point
0.75	Pay is 25% below the industry average	Pay is below the pay grade mid point
1.15	Pay is 15% above the industry average	Pay is above the pay grade mid point



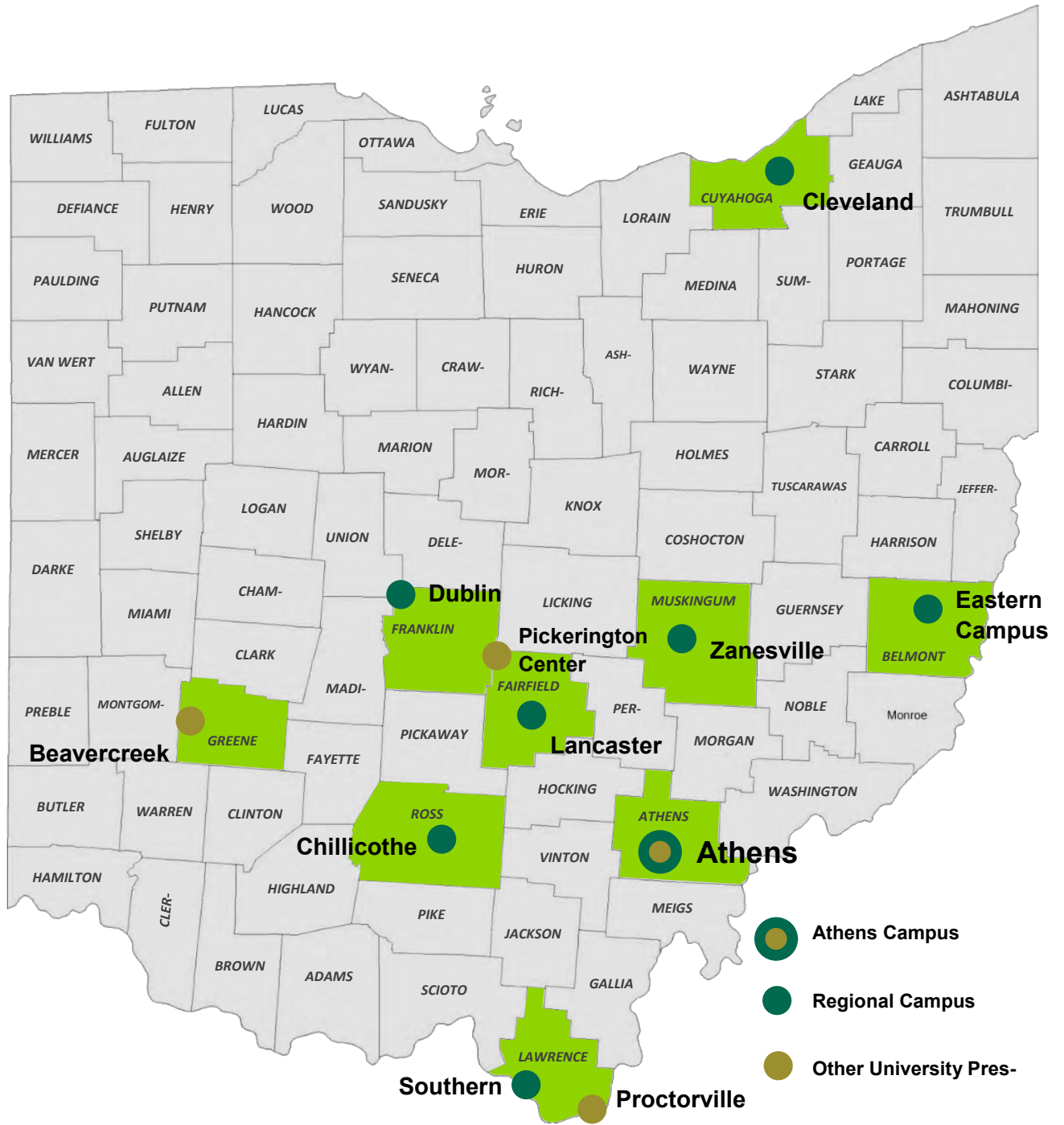
Ohio University Compensation & Workforce Fact Sheet

Average Compa Ratio/Average Salary Progression 2015-2017

Job Family	Before any equity adjustments		After third round of equity adjustments		Difference since 2015		
	Average of compa ratio 6/29/15	Average of Annualized Salary 6/29/15	Average of compa ratio 7/1/2017	Average of Annualized Salary 7/1/2017	+/- average compa ratio	+/- average annualized salary	+/- percentage change
Academic & Program Management	0.93	\$63,522	1.01	\$75,522	0.07	\$12,001	18.89%
Academic Services	0.98	\$51,012	0.95	\$57,723	-0.02	\$6,711	13.16%
Administrative Management	0.93	\$69,904	0.96	\$74,772	0.02	\$4,867	6.96%
Administrative Services	0.93	\$37,033	0.96	\$38,381	0.02	\$1,348	3.64%
Athletics	0.88	\$48,904	0.87	\$46,146	-0.01	-\$2,758	-5.64%
Auxiliaries	0.90	\$56,381	0.93	\$56,142	0.03	-\$239	-0.42%
Aviation	*0.88	*\$58,359	0.87	\$54,349	-0.01	-\$4,011	-6.87%
Communications & Marketing	0.92	\$54,903	0.95	\$59,078	0.03	\$4,175	7.60%
Development & Inst. Advancement	0.97	\$70,744	0.99	\$72,056	0.02	\$1,312	1.85%
Education	0.90	\$50,724	1.02	\$47,009	0.13	-\$3,714	-7.32%
Engineering, Architecture &	0.91	\$74,703	0.92	\$76,205	0.01	\$1,502	2.01%
Enrollment Services	0.94	\$54,603	0.96	\$53,444	0.03	-\$1,159	-2.12%
Environmental Safety & Police Services	0.93	\$41,924	0.90	\$41,924	-0.03	\$0	0.00%
Event Management	0.88	\$50,300	0.93	\$50,407	0.05	\$107	0.21%
Facilities & Operations	0.93	\$54,853	0.97	\$60,640	0.04	\$5,787	10.55%
Finance & Business	0.97	\$54,792	0.96	\$57,010	-0.01	\$2,218	4.05%
Fine & Performing Arts	0.95	\$45,362	1.05	\$50,768	0.10	\$5,406	11.92%
Health Services	0.91	\$60,817	0.95	\$67,051	0.04	\$6,234	10.25%
Human Resources	0.90	\$55,517	0.92	\$57,166	0.02	\$1,649	2.97%
Information Technology	0.93	\$65,257	0.97	\$70,050	0.03	\$4,792	7.34%
Instructional Technology	0.94	\$58,312	0.98	\$65,743	0.04	\$7,431	12.74%
Legal & Compliance	0.92	\$66,832	0.92	\$73,783	0.00	\$6,952	10.40%
Library Services/Museum	0.98	\$52,771	1.00	\$55,183	0.01	\$2,412	4.57%
Media Production	0.95	\$50,057	0.98	\$50,715	0.03	\$658	1.31%
Records Management	0.92	\$38,071	0.94	\$40,053	0.03	\$1,982	5.21%
Research & Labs	0.97	\$51,126	0.96	\$57,882	-0.01	\$6,755	13.21%
Research Administration	0.91	\$67,790	0.97	\$81,872	0.06	\$14,083	20.77%
Risk Management	0.91	\$57,107	1.01	\$61,722	0.10	\$4,615	8.08%
Student Affairs	0.94	\$50,877	0.93	\$47,447	-0.01	-\$3,429	-6.74%
Grand Total	0.93	\$55,507	0.96	\$56,772	0.03	\$1,265	2.28%

Source: Oracle Business Intelligence on the above noted dates

Ohio University Statewide Locations

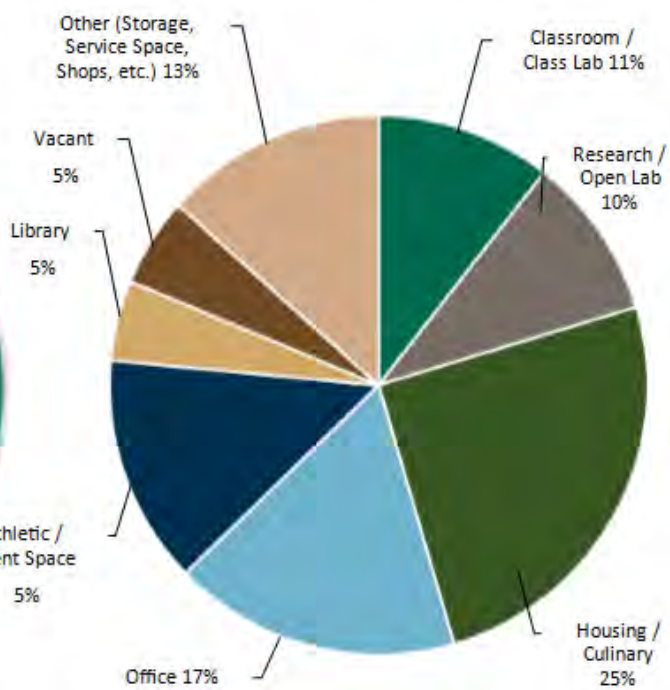
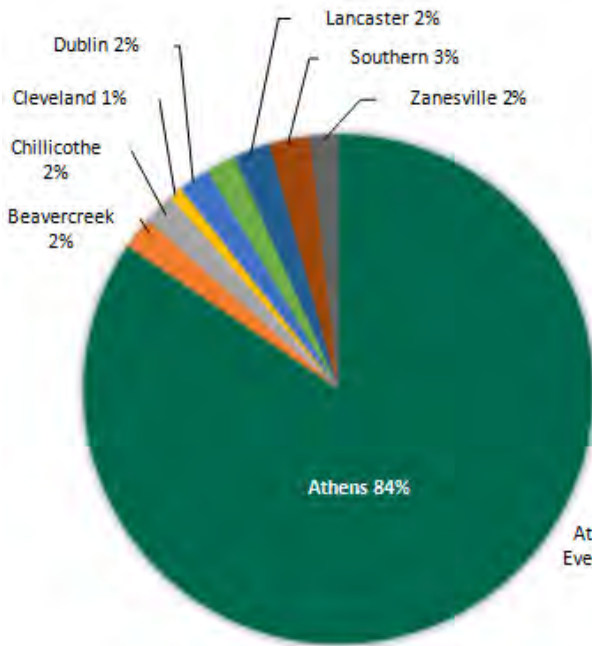


Ohio University Campus Data

Location	Acreage	Buildings	GSF	NASF
Athens Campus	2093	214	8.2M	5.2M
Beavercreek Campus	58	12	200K	120K
Chillicothe Campus	340	12	197K	111K
Cleveland Campus	n/a	1	79K	41K
Dublin Campus	60	4	197K	113K
Eastern Campus	753	11	180K	105K
Lancaster Campus	118	9	227K	137K
Southern Campus	283	22	250K	145K
Zanesville Campus	156	4	175K	137K
Totals	3,861	282	9.6M	6.0M

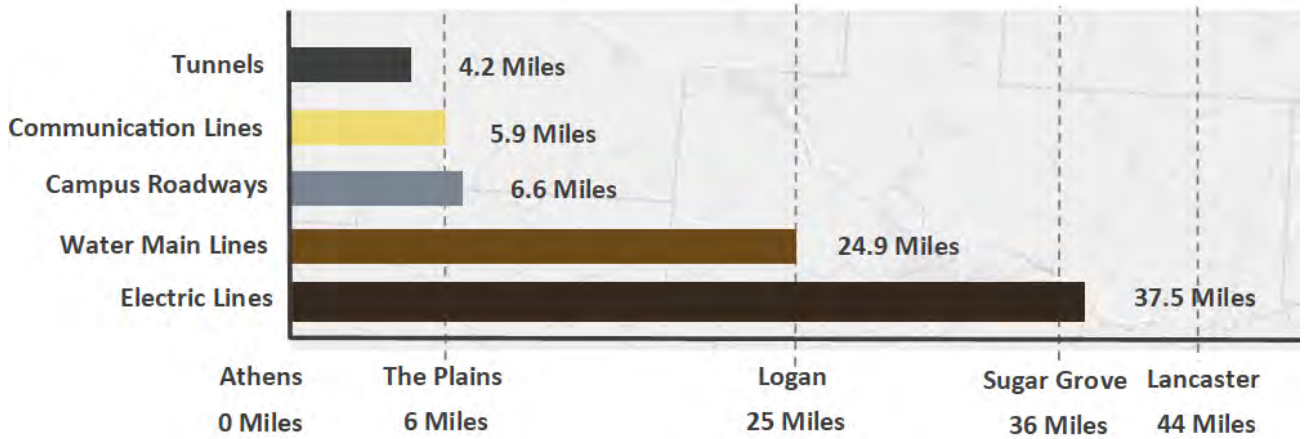
**Ohio University
Gross Square Footage (GSF)**

**Athens Campus
Net Assignable Square Footage (NASF)**



Note: Gross square feet includes all space within the footprint of each building's floor. Net assignable square feet excludes non-assignable areas such as corridors, mechanical rooms, restrooms, and the thickness of interior and exterior walls.

Ohio University Campus Data



Ohio University FY19—FY24 Six Year Capital Improvement Summary

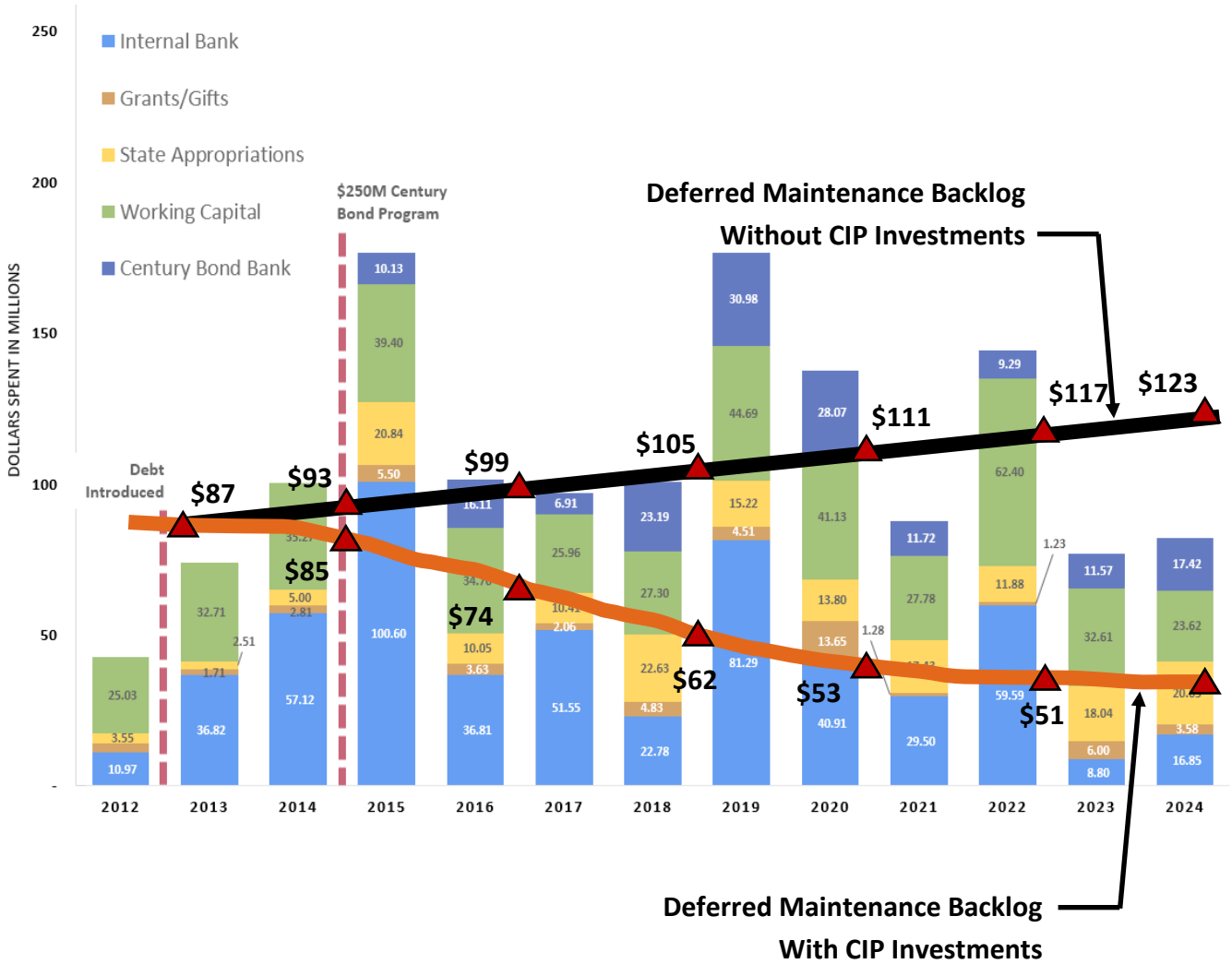
The Six Year Capital Plan is a reflection of University priorities in supporting our academic and research mission. Investments are prioritized to dedicate as many resources as affordable toward functional facilities to provide a transformative learning experience for our students and support world-class research, creative activity, and teaching by our faculty.

FY19 - FY24 6 Year Capital Improvement Plan	Project Totals		Funding Sources					Capital Expenditure Forecast						
	Projects Beginning in FY18	Projects Beginning in FY19-FY24	Internal Bank	Century Bond Bank	Grants/Gifts	State Appropriations	Working Capital	FY18	FY19	FY20	FY21	FY22	FY23	FY24
Academic/Programmatic Renewal	126.08	120.93	272.85	35.53	42.84	59.55	54.73	60.68	112.14	67.42	28.05	14.85	23.17	21.01
Building Systems & Infrastructure	6.68	89.07	28.32	77.09	0.58	54.75	8.86	17.89	5.84	13.70	11.77	13.50	14.28	31.84
University Initiatives	22.54	13.43	7.16	2.04		0.37	28.50	13.34	5.58	6.00	3.10	2.90	3.45	1.75
Utility System Upgrades	5.45	25.58	2.25	80.33		18.92	8.34	29.81	12.16	14.23	6.00	2.69	3.90	4.78
Regional Campuses	7.01	15.18			1.70	28.50	33.93	12.38	3.99	1.39	3.00	1.93	3.97	1.20
Auxiliaries	21.55	212.90	199.26		10.96		225.12	32.74	31.70	26.89	25.62	99.79	20.45	16.27
Office of Information Technology		45.16					49.30	0.43	5.29	7.94	10.17	8.72	7.79	5.26
Student Affairs							0.11							
Project Total:	\$189.31	\$522.24	\$509.84	\$195.00	\$56.07	\$162.10	\$408.90	\$167.27	\$176.70	\$137.56	\$87.71	\$144.38	\$77.02	\$82.11

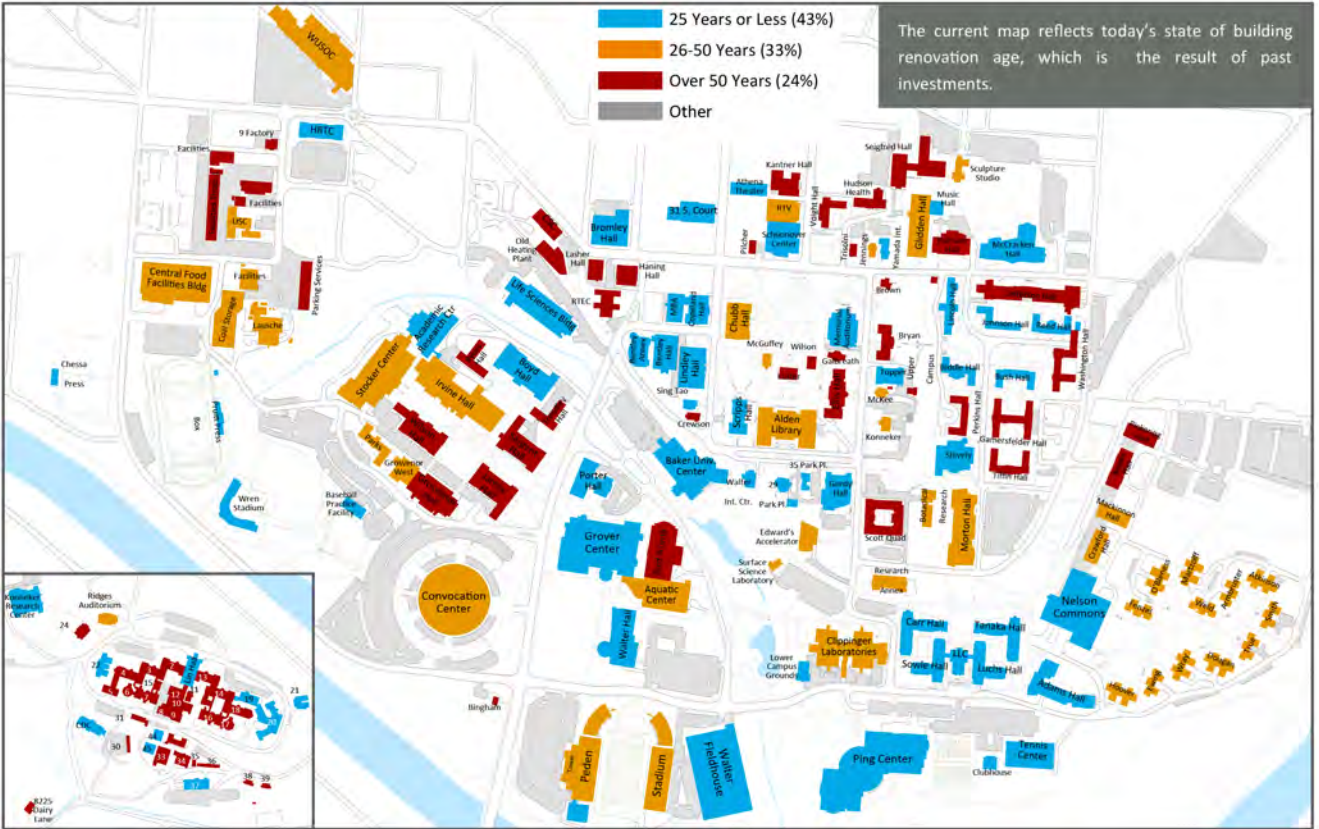


Ohio University Campus Data

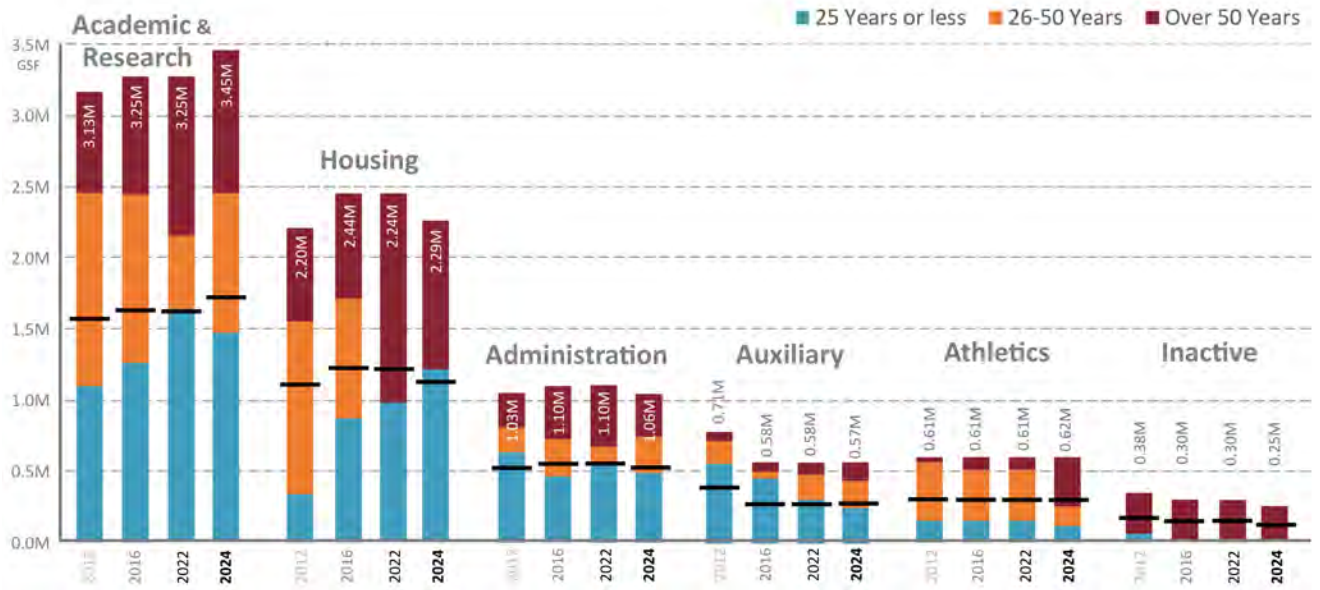
This chart below illustrates the funding resources the University has had since FY2012 as well as future projections as they correlate with the embedded FY2019-FY2024 Six Year Capital Plan. The impact of having more resources for capital investments, such as the Century Bond & access to debt issuances beginning in FY2015, has enabled the institution to reduce the deferred maintenance backlog and reach the target range of \$50/GSF in the FY19-FY24 time period.



Ohio University Athens Campus 2017 Renovation Age

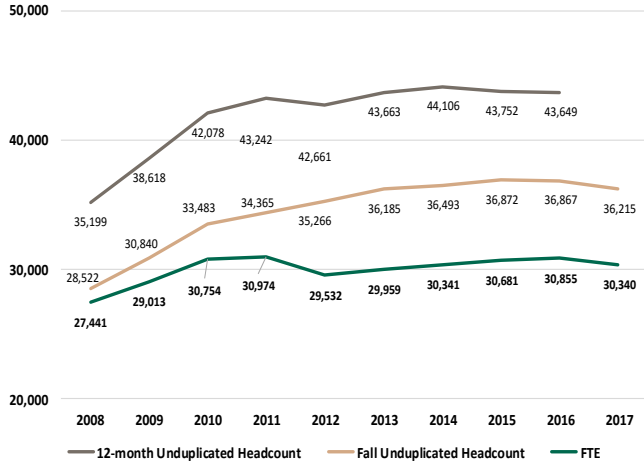


Building Age Balance
 A 50% balance between buildings that are 25 years and younger and buildings 26 years and older, including investment to maintain this average, assists with managing the balance between life cycle needs and annual investment in newer facilities.

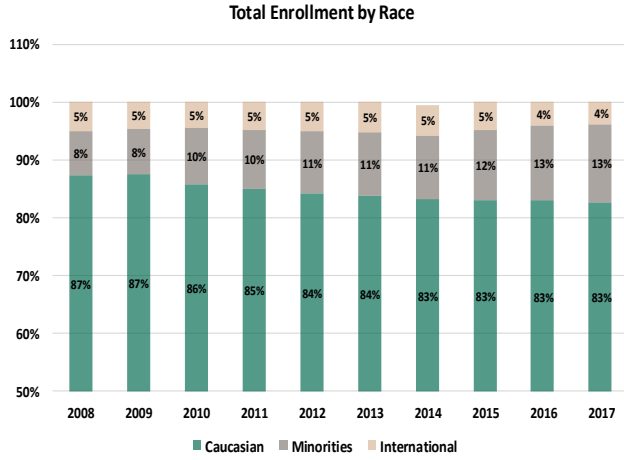




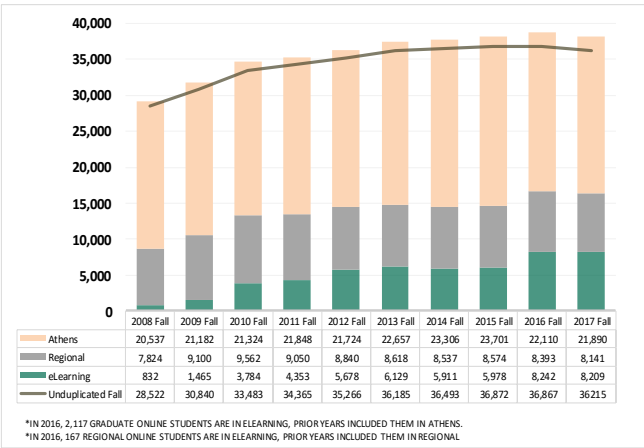
Total Enrollment



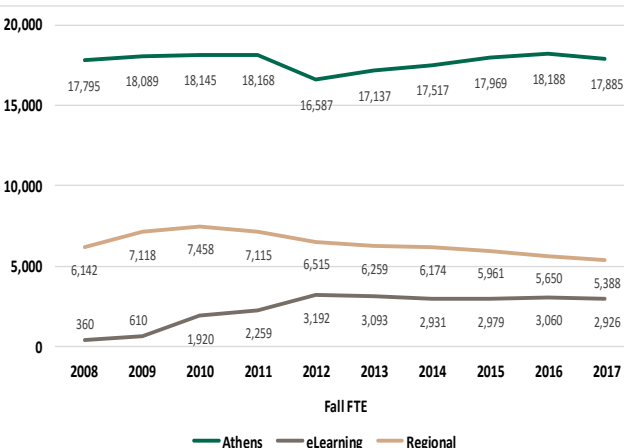
Total Enrollment by Race



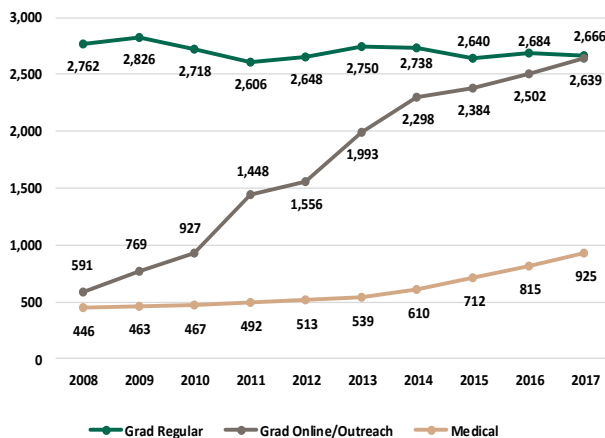
Total Headcount by Campus



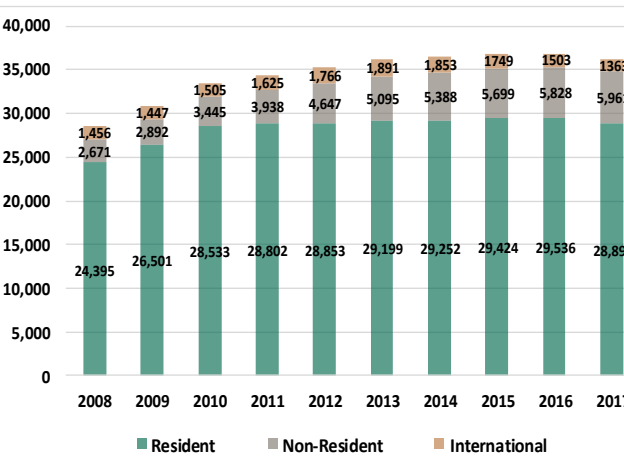
Undergraduate FTE



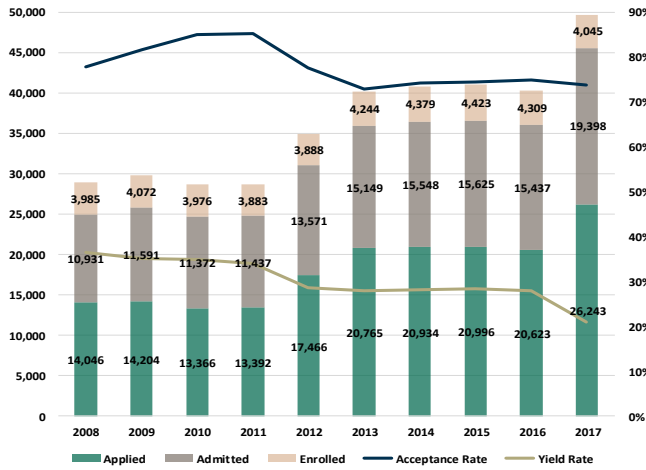
Graduate and Professional Headcount



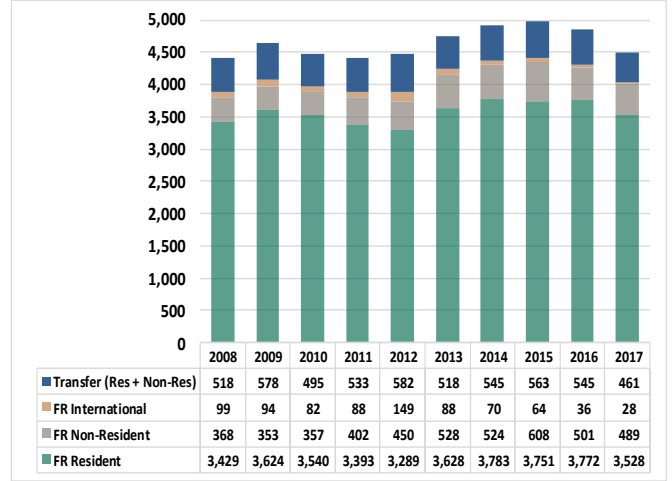
Total Enrollment by Residency



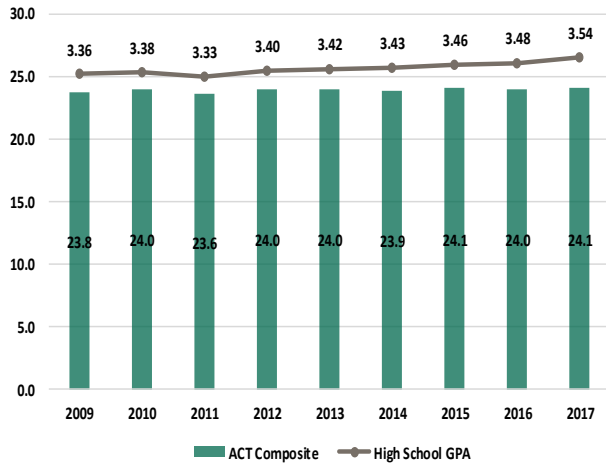
Athens First-Year Freshmen Admission Statistics



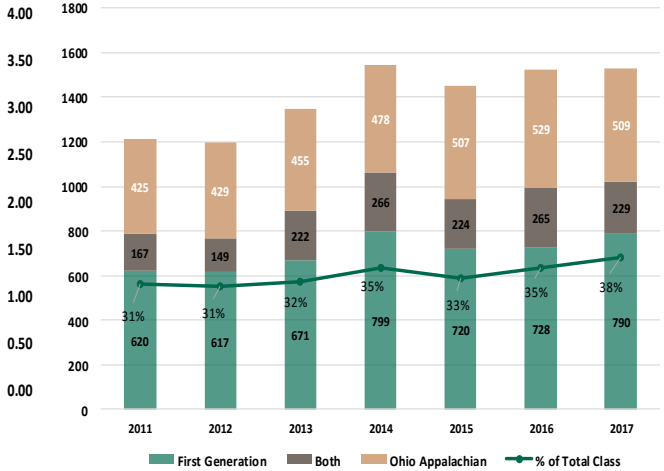
First Year Enrollments— Freshmen, Transfers & Residency



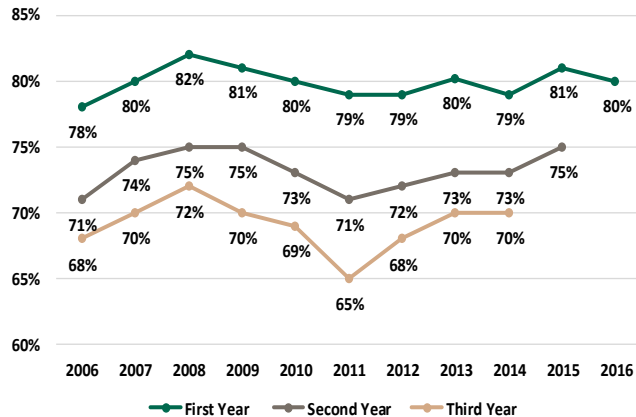
Freshman Class Quality—Athens



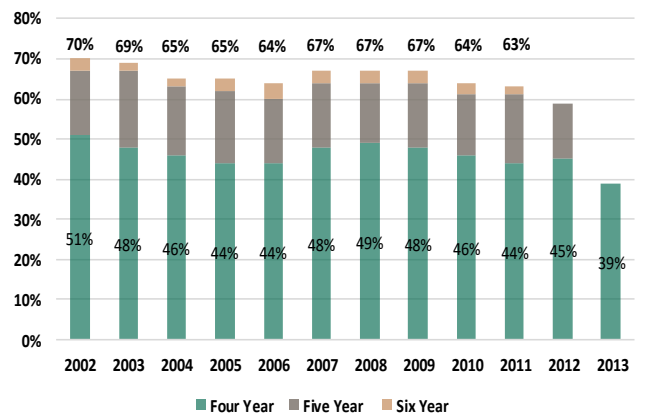
First Generation & Ohio Appalachian—Athens Undergraduate



Retention Rates—Athens



Graduation Rates—Athens



Ohio University Top 50 Ranked Programs Fact Sheet

College of Arts and Sciences	Undergraduate Forensic Chemistry program # 1 in Toxicology (# 3 overall) On Forensic Science Assessment Test	Philosophy graduate program in top 16	PhD Program in Creative Writing # 3 in nation <small>(Poets & Writers Magazine)</small>
	Clinical Psychology PhD program One of the top 4.3% of all clinical doctoral programs with 100% match of students to APA-accredited internships over past 5 years		Industrial/Organizational Program # 1 in research productivity <i>per faculty member</i> (# 24 if unadjusted)

Global Affairs and Int'l Studies	African Studies Program in top 20 <small>(U.S. Dept. of Education)</small>	Voinovich School	# 39 <small>(Best Value School's Top 50 Most Innovative Public Service Schools)</small>
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Voinovich School and College of Business	Center for Entrepreneurship # 1 Emerging Entrepreneurship Program
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College of Business	Undergraduate Public Business School # 15	Master's of Athletic Administration # 8 ranked Most Affordable Online Master's in Athletic Administration	Online MBA Program # 15 best in the Nation <small>(Poets & Quants - poetsandquants.com)</small>
	Undergraduate Sports Business program # 2 (worldwide) <small>(SportsBusiness International)</small>		Sport Business Graduate Programs (MBA/MSA dual degree, PMSA online) # 1 (worldwide)

College of Fine Arts	Ceramics graduate program # 3 <small>(U.S. News and World Report)</small>	Printmaking graduate program # 10 <small>(U.S. News and World Report)</small>	Master's in Music Therapy # 15 <small>(Top 25 Master's Degrees in Music Therapy 2016)</small>
	College of Fine Arts # 33 ranked School of Art + Design <small>(U.S. News and World Report)</small>		# 1 ranked Marching Band in the Country Marching 110 <small>(collegesports-fans.com)</small>
	School of Theater # 32 Overall # 13 for Directing # 14 for Playwriting # 22 for Acting & Performing # 33 for Design & Production		

College of Health Sciences and Professions	Communication Sciences and Disorders undergraduate Program in top 24	Doctor of Clinical Audiology (AUD) # 37 out of 74 programs <small>(2016 U.S. News and World Report)</small>
	Speech Language Pathology Master's Program # 46 out of 249 <small>(2016 U.S. News and World Report)</small>	Doctor of Physical Therapy (CPT) # 46 of 233 programs <small>(2016 U.S. News and World Report)</small>

Ohio University Top 50 Ranked Programs Fact Sheet

Heritage College of Osteopathic Medicine	<p>in top 20 for the percentage of graduates in both Primary Care and Family Medicine <small>(Med School Mapper)</small></p>	Honors Tutorial College	<p>in top 20 Public University Honors Programs <small>(a Review of Fifty Public Honors Programs)</small></p>	
Patton College of Education	<p>Master's in Curriculum and Instruction (online) # 9 out of 25 <small>(The Best Schools - www.thebestschools.org)</small></p>	<p>Online Master's in Soccer Coaching (online) # 18 <small>(2018 Best Online Programs - U.S. News and World Reports)</small></p>		
	<p>Online Master's in Coaching # 3 in the 15 Best Online Master's in Coaching Education <small>(Sports Management Degree Hub)</small></p>	<p>Online Master's in Reading # 7 in the 25 Best Online Master's in Reading Education</p>		
Russ College of Engineering	<p>#36 in U.S. News & World Report Best online Graduate Engineering Programs</p>	<p>#25 on National Science Foundation Research and Development spending in Chemical Engineering</p>		
Scripps College of Communication	<p>Organizational Communication doctoral program # 9 <small>(National Communication Association)</small></p>	<p>Health Communication doctoral program # 10 <small>(National Communication Association)</small></p>		
	<p>E.W. Scripps School of Journalism in top 8 <small>Internationally (only one in North America)</small></p>	<p>Intercultural-International Communication # 12 <small>(National Communication Association)</small></p>		
	<p>Rhetorical Communication doctoral program # 18 <small>(National Communication Association)</small></p>	<p>Critical-Cultural Communication doctoral program # 20 <small>(National Communication Association)</small></p>		
	<p>Interpersonal/Small-Group Communication doctoral program # 20 <small>(National Communication Association)</small></p>	<p>School of Communication Studies in top 20 for research <small>(Communication Institute for Online Scholarship)</small></p>		
	<p>School of Visual Communication in top 5 <small>(Magazine for Emerging Photographers and Photo Educators)</small></p>	<p>Critical-Cultural Communication # 23 <small>(National Communication Association)</small></p>		
	<p>Communication and Technology # 26 <small>(National Communication Association)</small></p>	<p>Games and Animation major # 32 <small>(2017 Animation Career Review)</small></p>	<p>Mass Communication # 28 <small>(National Communication Association)</small></p>	
	<p>Online Applied Communication Bachelor's Degree # 1 Most Affordable Online Colleges for Public Relations Degrees <small>(OnlineU)</small></p>			

18.1 Transition from Responsibility Center Management (RCM) Methodology

FY19 represents the last year Ohio University plans to utilize the Responsibility Center Management methodology initially adopted in FY14. When implemented, RCM budgeting 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

Recognizing that Ohio University's RCM model was neither simple nor transparent, President Nellis created the Budget Model Committee in Fall 2017 and charged its members with developing recommendations for a new University budget model. The recommendations from the Budget Model Committee have been submitted to President Nellis and will form the basis of the development and management of the institution's multi-year budget planning strategy. The Committee's budget model recommendations are currently being finalized for implementation in the FY20 budget process. Under the current proposal, the following elements of the RCM budget model will be eliminated:

- Subvention – Academic College pool of resources that was utilized by the Provost to support strategic investments and balance colleges' financial needs.
- Indirect Cost Methodology – The basis by which administrative support unit costs are allocated to Responsibility Centers designed for RCM.

While the current FY19 Ohio University budget utilizes these RCM allocations, the future year budgets will eliminate the need for Subvention and the use of the Indirect Cost Methodology. This will result in a lack of comparability between future year budgets and the FY14-FY19 budgets that utilized the RCM methodology.

18.2 Tuition Rates

FY 2019 Tuition Schedule - OHIO Guarantee Students Athens Campus Undergraduate Tuition (Per Semester)

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

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

FY 2018 Tuition Schedule - OHIO Guarantee Students Athens Campus Undergraduate Tuition (Per Semester)

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

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

FY 2017 Tuition Schedule - OHIO Guarantee Students

Athens Campus Undergraduate Tuition (Per Semester)

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

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

FY 2016 Tuition Schedule - OHIO Guarantee Students

Athens Campus Undergraduate Tuition (Per Semester)

Credit Hours	Instructional Fee	General Fee	Ohio Resident Total	Non-Resident Fee	Out-of-State Resident Total
1	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

FY 2019 Tuition Schedule - Non-Guarantee Students

Athens Campus Undergraduate Tuition (Per Semester)

Credit Hours	Instructional Fee	General Fee	Ohio Resident Total	Non-Resident Fee	Out-of-State Resident Total
1	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

FY 2019 Tuition Schedule - Regional Guarantee Students

Regional Campus Undergraduate Tuition (Per Semester)

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

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

FY 2019 Tuition Schedules - Regional Non-Guarantee Students

Regional Campus Undergraduate Tuition (Per Semester)

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

Credit Hours	Instructional Fee	General Fee	Ohio Resident Total	Non-Resident Fee	Out-of-State Resident Total
1	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

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

Credit Hours	Instructional Fee	General Fee	Ohio Resident Total	Non-Resident Fee	Out-of-State Resident Total
1	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 \$122/hr and Non-Resident Fee is \$181/hr

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

Credit Hours	Instructional Fee	General Fee	Ohio Resident Total	Non-Resident Fee	Out-of-State Resident Total
1	223	3	226	189	415
2	446	6	452	378	830
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
**Zanesville Campus students are charged an \$8 Security Fee

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

Credit Hours	Instructional Fee	General Fee	Ohio Resident Total	Non-Resident Fee	Out-of-State Resident Total
1	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

Regional Campus Graduate Tuition**
All Regional Campuses
Per Semester

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

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

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

Athens Campus Graduate Tuition Per Semester

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

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

Medical Student Tuition Per Semester

Credit Hours	Instructional Fee	General Fee	Ohio Resident Total	Non-Resident Fee	Out-of-State Resident Total
1	655	24	679	279	958
2	1,310	48	1,358	558	1,916
3	1,965	72	2,037	837	2,874
4	2,620	96	2,716	1,116	3,832
5	3,275	120	3,395	1,395	4,790
6	3,930	144	4,074	1,674	5,748
7	4,585	168	4,753	1,953	6,706
8	5,240	192	5,432	2,232	7,664
9 and above	17,728	639	18,367	7,554	25,921

eLearning Per Credit Hour

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

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

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

Academic Program	Instructional Fee	General Fee	Program Fee	Special Svcs/ Materials Fee	Ohio Resident Total	Non-Resident Fee	Out-of-State Resident Total
Off-Campus Graduate Programs - Standard Rate****	505	3	0	0	508	19	527
College of Arts and Sciences							
Masters of Financial Economics - Athens*	505	78	100	0	683	496	1,179
Masters of Financial Economics - Online	505	3	287	0	795	19	814
Masters of Financial Economics - Pickerington	505	3	116	128	752	19	771
Master of Social Science	505	3	63	0	571	19	590
Master of Arts in English	505	3	0	0	508	19	527
College of Business							
Professional MBA*	505	3	437	0	945	19	964
MBA Online	505	3	410	110	1,028	19	1,047
Full-time MBA*	505	78	173	0	756	496	1,252
Professional Masters of Sport Administration	505	3	233	83	824	19	843
Master of Sports Administration*	505	78	100	0	683	496	1,179
Dual MBA/Master of Sports Administration*	505	78	100	0	683	496	1,179
Masters in Athletic Administration	505	3	66	0	574	19	593
Professional Masters of Accountancy	505	3	569	0	1,077	19	1,096
Online Masters of Accountancy	505	3	552	115	1,175	19	1,194
Full-time Masters of Accountancy	505	78	100	0	683	496	1,179
Online Masters of Analytics	505	3	552	115	1,175	19	1,194
Professional Masters of Management	505	3	442	0	950	19	969
Online Masters of Management	505	3	400	115	1,023	19	1,042
College of Business Graduate Certificates	505	3	392	0	900	19	919
College of Health Science & Professions							
Masters of Science in Nursing Online (ED/Admin Track)	505	3	89	0	597	19	616
Masters of Science in Nursing Online (FNP Track)	505	3	156	0	664	19	683
Masters of Science in Nursing Hybrid (ED/Admin Track)*	505	78	14	0	597	496	1,093
Masters of Science in Nursing Hybrid (FNP Track)*	505	78	67	0	650	496	1,146
Masters in Health Administration	505	3	146	0	654	19	673
Masters of Physician Assistant Practice	505	3	60	0	568	19	587
Doctor of Physical Therapy*	505	78	52	0	635	496	1,131
Dietetics Internship Masters Program*	505	78	15	0	598	496	1,094
Masters of Arts Speech-Language Pathology	505	78	37	0	620	496	1,116
Doctor of Clinical Audiology	505	78	37	0	620	496	1,116
Doctor of Nursing Practice BSN to DNP	505	78	0	90	673	496	1,169
Doctor of Nursing Practice MSN to DNP	505	78	0	130	713	496	1,209
Masters of Global Health (MGH) Blended	505	78	100	0	683	496	1,179
Online Masters of Global Health (OMGH)	505	3	100	0	608	19	627
Patton College of Education							
Early Child Generalist Endorsement Certificate (4th/5th)	229	3	117	0	349	3	352
Masters in Coaching Education	505	3	63	0	571	19	590
Masters in Coaching Education - Soccer	505	3	63	0	571	19	590
Reading Endorsement	505	3	15	0	523	19	542
Master of Counselor Education	505	3	15	0	523	19	542
Masters in Special Education	505	3	15	0	523	19	542
Higher Education PhD	505	3	15	0	523	19	542
Masters in Higher Education	505	3	15	0	523	19	542
Instructional Design Certificate	505	3	15	0	523	19	542
Masters in Educational Administration	505	3	15	0	523	19	542
Teacher Leadership Endorsement	505	3	15	0	523	19	542
Graduate Workshop	130	3	0	0	133	19	152
Online Education Public Policy Leadership Certificate	505	3	50	0	558	19	577
Russ College of Engineering							
Masters in Engineering Management	505	3	98	8	614	19	633
Masters in Electrical Engineering	505	3	192	8	708	19	727
Masters in Civil Engineering	505	3	192	8	708	19	727
Scripps College of Communications							
Masters of Information and Telecommunication Systems	505	3	117	0	625	19	644
Master of Communication Studies	505	3	17	0	525	19	544
Voinovich School of Leadership and Public Affairs							
Master of Public Administration	505	3	69	0	577	19	596
Master of Public Administration - Online	505	3	292	0	800	19	819
*Athens Graduate comprehensive rate applies for 9-18 credit hours.							
Master of Financial Economics - Athens reflects reduced Program Fee of \$100, as proposed to the Board of Trustees in June 2018.							

2018-19 Technology Fee Schedule (Per Semester)

UNDERGRADUATE STUDENTS

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

GRADUATE STUDENTS

Credit Hours	Student Info System/Network Fee*	College of Arts & Sciences	College of Business	Scripps College of Communication	Patton College of Education	Russ College of Engineering and Technology	College of Fine Arts	College of Health Sciences & Professions	Voinovich School	Heritage College of Osteopathic Medicine
1	4	10	16	16	9	16	13	6	7	21
2	8	20	32	32	18	32	26	12	14	42
3	12	30	48	48	27	48	39	18	21	63
4	16	40	64	64	36	64	52	24	28	84
5	20	50	80	80	45	80	65	30	35	105
6	24	60	96	96	54	96	78	36	42	126
7	28	70	112	112	63	112	91	42	49	147
8	32	80	128	128	72	128	104	48	56	168
9-18	33	97	150	139	80	150	112	52	60	568

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

Athens Campus

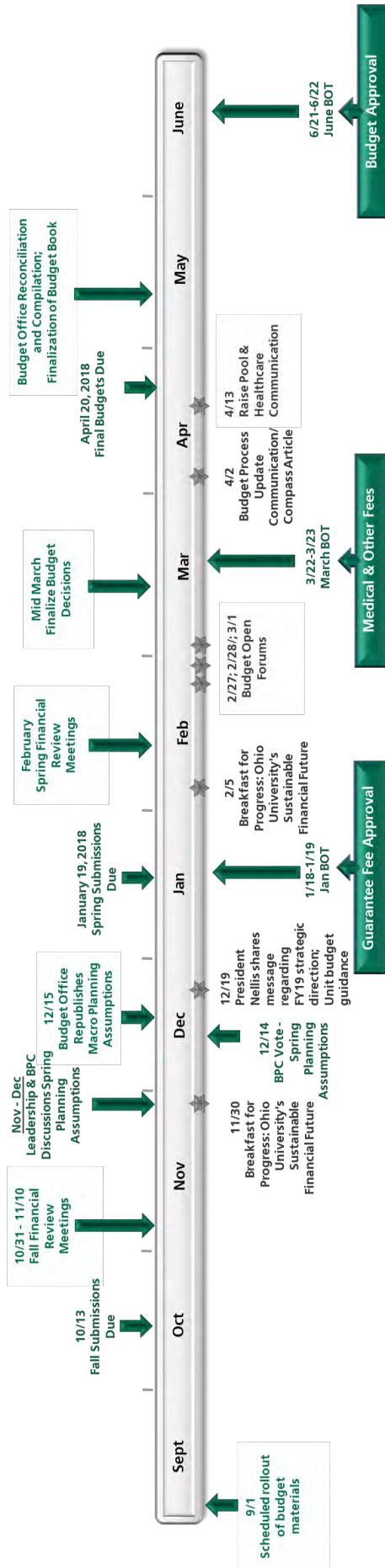
2018-19 Residence & Dining Hall Rate Schedule

Room Rates (Per Semester)	Non-Guarantee Students	OHIO Guarantee Cohort 2015-16	OHIO Guarantee Cohort 2016-17	OHIO Guarantee Cohort 2017-18	OHIO Guarantee Cohort 2018-19
Single	3,844	3,911	4,048	4,190	4,337
Renovated Single & Suite Single	4,095	4,167	4,313	4,464	4,620
Standard Double	3,131	3,185	3,296	3,411	3,530
Renovated Double	3,336	3,394	3,513	3,636	3,763
Multi-Occupancy	2,921	2,972	3,076	3,184	3,295
Renovated Multi-Occupancy	3,112	3,166	3,277	3,392	3,511
Suite Double & Triples	3,550	3,612	3,738	3,869	4,004

Residential Meal Plans (Per Semester)	Non-Guarantee Students	OHIO Guarantee Cohort 2015-16	OHIO Guarantee Cohort 2016-17	OHIO Guarantee Cohort 2017-18	OHIO Guarantee Cohort 2018-19
10 Meal Plan*	1,809	1,818	1,854	1,891	1,929
14 Meal Plan	2,094	2,104	2,146	2,189	2,233
20 Meal Plan	2,236	2,247	2,292	2,338	2,385
14 Meal Plan - Flex	2,768	2,782	2,838	2,895	2,953
20 Meal Plan - Flex	3,088	3,103	3,165	3,228	3,293

Off-Campus Meal Plans (Per Semester)	Non-Guarantee Students	OHIO Guarantee Cohort 2015-16	OHIO Guarantee Cohort 2016-17	OHIO Guarantee Cohort 2017-18	OHIO Guarantee Cohort 2018-19
Block 15+	301	301	307	300	315
Block 30	240	240	245	276	289
Block 44	387	387	395	396	
Block 45 Plus	545	545	556	559	570
Destination Dining	427	427	427	427	427

18.3 Budget Process Timeline



18.4 Acronyms

- ACA** – Affordable Care Act
- ADA** – Americans with Disabilities Act
- AFSCME** – American Federation of State, County and municipal Employees
- ARP** – Alternative Retirement Plan
- BOT** – Board of Trustees
- BSN** – Bachelor of Science in Nursing
- CC+** - College Credit Plus
- CDC** – Child Development Center
- CEU** – Continuing Education Unit
- CHSP** – College and Health and Science Professionals
- CIP** – Capital Improvement Plan
- CIS** – Center for International Studies
- CMP** – Comprehensive Master Plan
- DC Plan** – Defined Contribution Plan
- ECRC** – University Equity and Civil Rights Compliance
- EIP** – Energy Infrastructure Project
- ETM** – Engineering Technology and Management
- F&A** – Facilities & Administrative (Cost Recovery on Grants)
- FAFSA** – Free Application for Federal Student Aid
- FLSA** – Fair Labor Standards Act
- FOP** – Fraternal Order of Police
- FTE** – Full Time Equivalent
- FY** – Fiscal Year
- HCOM** – Heritage College of Osteopathic Medicine
- HPEC** – Health and Physical Education Center
- HTC** – Honors Tutorial College
- ICA** – Intercollegiate Athletics
- IR** – Institutional Research
- ISFS** – International Student & Faculty Services
- IPS** – Investment Policy Statement
- ISC** – Investment Sub-Committee
- IUC** – Inter-University Council
- MPA** – Masters of Public Administration
- NACUBO** – National Association of College and University Budget Officers
- NASF** – Net Assignable Square Footage

NBU – Non-Bargaining Unit
NCSE – NACUBO Commonfund Study of Endowments
ODHE – Ohio Department of Higher Education
OGA – Office of Global Affairs
OGAIS – Office of Global Affairs and International Studies
OGO – Office of Global Opportunities
OIT - Office of Information Technology
OPERS – Ohio Public Employee Retirement System
OSAI – OHIO Service Alignment Initiative
OTO – One Time Only
OUF – Ohio University Foundation
OUPD – Ohio University Police Department
PPO – Preferred Provider Organization
PTO – Paid Time Off
RCM – Responsibility Center Management
RHE – Regional Higher Education
RN – Registered Nurse
S&P – Standard & Poor’s
SSI – State Share of Instruction
SOR – Strategic Opportunity Reserve
STRS – State Teachers Retirement System
UHR – University Human Resources
UMP – Utility Master Plan
VPFA – Vice President Finance & Administration
VPSA – Vice President Student Affairs

18.5 Glossary of Terms

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.

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.

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

Capital Budget - Budget/plan for capital assets and infrastructure such as facilities, renovation, information technology, and certain equipment.

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

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

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

Fund Balance - Funds that are not expended during the course of a fiscal year and become net assets of the institution.

General Fee: A component of tuition (along with instructional fee) designated to support non-instructional student services. The associated student services and activities exist to promote the student's emotional and physical well-being, as well as their cultural and social development outside of formal instructional programs.

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

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

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.

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.

Planning Units - Represents University organization structure that defines financial accountability.

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.

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

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

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.

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