



Date: August 3, 2009

To: The President and Board of Trustees

From: William R. Decatur, Senior Vice President for Finance and Administration and Treasurer

Re: Preliminary Multi-year Budget Planning Scenarios for Athens Campus

Please find attached four budget planning scenarios for FY 2010-FY 2012 for discussion at the upcoming Board Retreat in August. These scenarios present the impact of optimistic-case and worst-case revenue combined with near-flat and desirable expenditure assumptions for the three-year period. The four scenarios are presented to facilitate planning for a range of potential budget outcomes and focus on the primary key revenue and expense drivers. These preliminary scenarios do not include estimates for all variables that will need to be fully considered throughout the budget and multi-year planning processes.

The spreadsheet presents a summary of assumptions for FY 2010-FY 2012 (see Columns A-E) as well as the estimated impact on revenue and expenditures (see Columns AF-AH). These results are compared to the original FY 2010 budget as approved by the Board of Trustees and the FY 2010 revised budget which considers the \$2.2 million loss in state support as reflected in House Bill 1 passed by the legislature. These scenarios present a range of potential shortfalls: \$2.1-\$4 million in FY 2010; \$8-\$25.2 million in FY 2011; and \$17.4-\$49.4 million in FY 2012.

Below is a brief summary of each scenario with reference to the relevant line number(s) on which the assumptions are presented on the attached spreadsheets.

Revenue Scenarios

Two revenue scenarios are presented which reflect more optimistic- and worst-case assumptions.

Optimistic-case Revenue Assumptions (Scenarios 1 and 2)

- **Undergraduate Tuition Increase (lines 9-10):** Reflects a mid-year tuition increase of 3.5% for Winter 2010 and Spring 2011 quarters or approximately 2.2% for FY 2010 when annualized. Additional increases of 3.5% are assumed for FY 2011 and FY 2012. No change in non-resident surcharge.
- **State Share of Instruction or SSI (lines 18-21):** This revenue item includes two components, state general revenue and federal stimulus support. The optimistic case scenario assumes no mid-year reductions for FY 2010 in either source. Consistent with the state budget for FY 2011, federal stimulus support is reduced by 45.4% or \$9.5 million, while state general revenue is reduced by 1% to reflect Athens Campus' potential relative share of the SSI. In FY 2012, all federal stimulus funding is removed (further loss of \$11.4 million) and state general revenue remains at the FY 2011 level.

Worst-case Revenue Assumptions (Scenarios 3 and 4)

- **Undergraduate Tuition Increase (lines 9-10):** Same as optimistic case.
- **State Share of Instruction or SSI (lines 18-21):** Assumes a 5% reduction in the state general revenue component or an overall 4% reduction in SSI in FY 2010. The FY 2011 assumption is the same as the optimistic case, however, its impact is compounded by potential FY 2010 reductions. In FY 2012, federal stimulus funding is completely removed and state general revenue is reduced by an additional 10% to reflect a continued economic downturn.
- **Indirect Cost Recovery/Restricted Activity Growth (line 24):** Assumes 5% reductions in each year to reflect a potential reduction in grant award activity.

Expenditure Scenarios

Desirable-case Expenditure Assumptions (Scenarios 1 and 3)

- **Salaries (lines 33-40):** No changes in salaries are assumed in FY 2010. In FY 2011 and FY 2012, salaries are increased by 3% for employee group and an additional \$1.2 million investment is made to strengthen faculty salaries.

- **Undergraduate Financial Aid – Full Tuition Awards (line 42):** This scenario presumes an offsetting increase to any adjustment in undergraduate tuition for students with full-tuition awards.
- **Health Insurance (line 44):** This scenario assumes a 9% increase in FY 2011 and FY 2012.
- **Utilities (line 45):** The scenario reflects current knowledge regarding inflationary increases for each utility expense (coal, gas, electric and water) of 11% in FY 2011 and 5% in FY 2012.
- **Strategic Investments (line 48):** This scenario includes an investment of \$5 million in FY 2011 and an additional \$5 million in FY 2012 to support the strategic priorities of the University.
- **Other 3-9s (line 51):** In this scenario, a minimal increase of 2% is provided to support increases in non-personnel related expenditure categories.

Nearly-Flat Expenditure Assumptions (Scenarios 2 and 4)

- **Salaries (lines 33-40):** No changes in salaries are assumed for FY 2010-FY 2012.
- **Undergraduate Financial Aid – Full Tuition Awards (line 42):** As with the desired scenario, an increase to undergraduate tuition for students with full-tuition awards is included to offset an increased tuition rate.
- **Health Insurance (line 44):** Same as the desirable case.
- **Utilities (line 45):** Same as desirable case.
- **Strategic Investments (line 48):** No funding is included in FY 2010-FY 2012 to support the strategic priorities of the University.
- **Other 3-9s (line 51):** No funding is included to support increases in non-personnel related expenditure categories.

Refinement of Assumptions

Over the course of the next months, the administration will continue to refine its planning assumptions and develop tools to support decision-making. These preliminary estimates provide an initial framework for such efforts and revised versions will be shared with the Board of Trustees at each of our upcoming meetings.

I look forward to review and discussion of these and other potential planning scenarios with you at the upcoming retreat.

Scenario 1: Optimistic Revenue and Desirable Expenditure Assumptions

	A	B	C	D	E	U	V	W	X	Y	Z	AA	AB	AC	AD	AE	AF	AG	AH
1	FY 2010 - 2012 Budget Planning Scenarios - DRAFT For Discussion Purposes Only										FY 2010		Optimistic Rev/Desirable Exp						
2	Athens Campus General Fee and General Fund										Original	Revised	Total Unrestricted						
3											Budget*	Budget	FY 2010 New	FY 2011	FY 2012				
4	Optimistic Rev/Desirable Exp					REVENUE													
5						Student Tuition and Fees													
6	% Change (unless otherwise indicated)																		
7	REVENUE																		
8						(\$ in Dollars)													
9	Undergraduate Tuition - Resident	2.2%	3.5%	3.5%	\$ 1,200,000	Undergraduate Tuition					120.0	120.0	122.6	126.9	131.3				
10	Undergraduate General Fee	2.2%	3.5%	3.5%	\$ 260,000	Undergraduate Out-of-State Surcharge					13.1	13.1	13.1	13.1	13.1				
11	Non-resident Surcharge (Undergrad & Grad)	0.0%	0.0%	0.0%	\$ 242,000	Undergraduate General Fees					26.0	26.0	26.6	27.5	28.4				
12	Graduate Tuition	0.0%	0.0%	0.0%	\$ 198,000	Total Undergraduate Tuition & Fees					159.0	159.0	162.2	167.4	172.8				
13	Graduate/COM General Fee	0.0%	0.0%	0.0%	\$ 50,000	Graduate Tuition					19.8	19.8	19.8	19.8	19.8				
14	COM - Tuition	5.0%	5.0%	5.0%		Graduate Out-of-State Surcharge					11.1	11.1	11.1	11.1	11.1				
15	Designated	0.0%	0.0%	0.0%		Graduate & COM General Fee					5.0	5.0	5.0	5.0	5.0				
16	Other Student Fees (Excludes SIS)	0.0%	0.0%	0.0%	\$ 20,000	Total Graduate Tuition & Fees					35.9	35.9	35.9	35.9	35.9				
17						Other Fees (Includes SIS Student Technology Fee)					3.8	3.8	3.8	3.8	3.8				
18						Subtotal Student Tuition & Fees					198.7	198.7	201.9	207.1	212.5				
19	State Support					State Support													
20	State Share of Instruction - State General Revenue	0.0%	-1.0%	0.0%	\$ 883,000	State Share of Instruction - State GRF					96.4	88.3	88.3	87.4	87.4				
21	State Share of Instruction - Federal Stimulus	0.0%	-45.4%	-100.0%	\$ 209,000	State Share of Instruction - Federal Stimulus					15.0	20.9	20.9	11.4	-				
22	TOTAL SSI - Change	0.0%	-9.5%	-11.6%	\$ 1,092,000	Other State Appropriations					-	-	-	-	-				
23	Other					Subtotal State Support					111.4	109.2	109.2	98.8	87.4				
24	IDC / Restricted Activity Growth	0.0%	0.0%	0.0%	\$ 65,000	Other Fees & Revenue					0.4	0.4	0.4	0.4	0.4				
25	Other Fees & Revenue	0.0%	0.0%	0.0%	\$ 20,000	Lease Income					1.3	1.3	1.3	1.3	1.3				
26	Investment Income	\$ -	\$ -	\$ -	\$ -	Indirect Cost Recovery					6.5	6.5	6.5	6.5	6.5				
27						Investment Income					0.0	-	-	-	-				
28						Other Income					-	-	-	-	-				
29						Total Revenues					318.3	316.1	319.2	314.1	308.0				
30																			
31																			
32	EXPENDITURES					EXPENDITURES													
33	Salaries					Salaries & Wages					163.7	163.7	163.7	169.9	176.1				
34	Faculty	0.0%	3.0%	3.0%	\$ 731,000	Benefits					53.9	53.9	53.9	56.0	58.3				
35	Add'l Investment in Faculty Compensation	\$ -	\$ 1.2	\$ 1.2		Undergraduate Scholarships					22.8	22.8	23.0	23.2	23.4				
36	Administrative	0.0%	3.0%	3.0%	\$ 434,000	Graduate Fee Waivers					26.7	26.7	26.7	26.7	26.7				
37	Classified Non-Bargaining	0.0%	3.0%	3.0%	\$ 170,000	Supplies					5.0	5.0	5.0	5.1	5.1				
38	AFSCME & FOP	0.00%	3.0%	3.0%	\$ 120,000	Travel & Other Related					3.0	3.0	3.0	3.0	3.0				
39	Student, RA-TA-GA	0.0%	3.0%	3.0%	\$ 118,000	Information & Communication					6.3	6.3	6.3	6.4	6.4				
40			3.00%	3.00%	\$ 1,573,000	Capitalized Costs					1.8	1.8	1.8	1.8	1.8				
41						Maintenance Operations (exc. Utilities)					9.0	9.0	9.0	9.0	9.0				
42	Undergraduate Financial Aid (Full Tuition Grants)	2.2%	3.5%	3.5%	\$ 204,000	Utilities					11.2	11.2	11.2	12.4	13.1				
43	Graduate Fee Waivers	0.0%	0.0%	0.0%	\$ 247,000	Cost of Goods Sold					0.0	0.0	0.0	0.0	0.0				
44	Health Insurance	0.0%	9.0%	9.0%	\$ 219,000	Principal & Interest Bonds					5.8	5.8	5.8	5.8	5.8				
45	Utilities	0.0%	11.0%	5.0%	\$ 101,000	Miscellaneous					16.0	16.0	16.0	16.4	16.4				
46	Maintenance Operations	0.00%	0.00%	0.00%	\$ 41,000	Reserves					2.0	2.0	2.0	2.0	2.0				
47						Vision Ohio Base Funding Investments					-	-	-	5.0	5.0				
48	Strategic Investments	\$ -	\$ 5.0	\$ 5.0		Total Expenditures					327.3	327.2	327.4	342.7	352.1				
49	Reserves (Enrollment & Financial Strength)	0.0%	0.0%	0.0%	\$ 20,000														
50						Internal Transfers					-	-	-	-	-				
51	Other 3-9s	0.0%	2.0%	2.0%	\$ 372,200														
52						OPERATING INCOME OVER TRANSFERS					(9.0)	(11.2)	(8.2)	(28.6)	(44.0)				
53																			
54						TRANSFERS IN													
55						Overhead & Transfers In					33.7	33.7	33.7	33.7	33.7				
56																			
57						TRANSFERS OUT													
58						General Fee Transfer					0	-	-	-	-				
59						Support to Auxiliary Operations					(10.3)	(10.3)	(10.3)	(10.5)	(10.5)				
60	*This spreadsheet is for planning purposes only and does not reflect actual decisions by the university/																		
61	The FY10 Original Budget as presented to the Board of Trustees is used as the base from which future																		
62	projections are made. The Revised FY10 Budget includes the loss of state funding as reflected in HB 1.																		
63	Actual budget impacts will differ depending on numerous variables, including salary raise adjustments and																		
64	the further development of revenue and expenditure estimates.																		
65	NET INC/(DEC) TO FUND BALANCE										0	(2.1)	0.7	(20.2)	(35.8)				

Scenario Two: Optimistic Revenue and Near Flat Expenditure Assumptions

	A	B	C	D	E	U	V	W	X	Y	Z	AA	AB	AC	AD	AE	AF	AG	AH	
1	FY 2010 - 2012 Budget Planning Scenarios - DRAFT For Discussion Purposes Only										FY 2010		Optimistic Rev/Near Flat Exp							
2	Athens Campus General Fee and General Fund										Original	Revised	Total Unrestricted							
3											Budget*	Budget	FY 2010 New	FY 2011	FY 2012					
4		Optimistic Rev/Near Flat Exp					REVENUE													
5		FY 2010 - New	FY 2011	FY 2012	Value of 1%		Student Tuition and Fees													
6		% Change (unless otherwise indicated)					Undergraduate Tuition				120.0	120.0	122.6	126.9	131.3					
7		REVENUE					Undergraduate Out-of-State Surcharge				13.1	13.1	13.1	13.1	13.1					
8					(\$ in Dollars)		Undergraduate General Fees				26.0	26.0	26.6	27.5	28.4					
9		2.2%	3.5%	3.5%	\$ 1,200,000		Total Undergraduate Tuition & Fees				159.0	159.0	162.2	167.4	172.8					
10		2.2%	3.5%	3.5%	\$ 260,000		Graduate Tuition				19.8	19.8	19.8	19.8	19.8					
11		0.0%	0.0%	0.0%	\$ 242,000		Graduate Out-of-State Surcharge				11.1	11.1	11.1	11.1	11.1					
12		0.0%	0.0%	0.0%	\$ 198,000		Graduate & COM General Fee				5.0	5.0	5.0	5.0	5.0					
13		0.0%	0.0%	0.0%	\$ 50,000		Total Graduate Tuition & Fees				35.9	35.9	35.9	35.9	35.9					
14		5.0%	5.0%	5.0%			Other Fees (Includes SIS Student Technology Fee)				3.8	3.8	3.8	3.8	3.8					
15		0.0%	0.0%	0.0%			Subtotal Student Tuition & Fees				198.7	198.7	201.9	207.1	212.5					
16		0.0%	0.0%	0.0%	\$ 20,000		State Support													
17							State Share of Instruction - State GRF				96.4	88.3	88.3	87.4	87.4					
18		0.0%	-1.0%	0.0%	\$ 883,000		State Share of Instruction - Federal Stimulus				15.0	20.9	20.9	11.4	-					
19		0.0%	-45.4%	-100.0%	\$ 209,000		Other State Appropriations				-	-	-	-	-					
20		0.0%	-9.5%	-11.6%	\$ 1,092,000		Subtotal State Support				111.4	109.2	109.2	98.8	87.4					
21							Other Fees & Revenue				0.4	0.4	0.4	0.4	0.4					
22		0.0%	0.0%	0.0%	\$ 65,000		Lease Income				1.3	1.3	1.3	1.3	1.3					
23		0.0%	0.0%	0.0%	\$ 20,000		Indirect Cost Recovery				6.5	6.5	6.5	6.5	6.5					
24		\$ -	\$ -	\$ -	\$ -		Investment Income				0.0	-	-	-	-					
25							Other Income				-	-	-	-	-					
26							Total Revenues				318.3	316.1	319.2	314.1	308.0					
27							EXPENDITURES													
28							Salaries & Wages				163.7	163.7	163.7	163.7	163.7					
29							Benefits				53.9	53.9	53.9	56.0	58.3					
30							Undergraduate Scholarships				22.8	22.8	23.0	23.2	23.4					
31							Graduate Fee Waivers				26.7	26.7	26.7	26.7	26.7					
32							Supplies				5.0	5.0	5.0	5.0	5.0					
33							Travel & Other Related				3.0	3.0	3.0	3.0	3.0					
34		0.0%	0.0%	0.0%	\$ 731,000		Information & Communication				6.3	6.3	6.3	6.3	6.3					
35							Capitalized Costs				1.8	1.8	1.8	1.8	1.8					
36							Maintenance Operations (exc. Utilities)				9.0	9.0	9.0	9.0	9.0					
37		2.2%	3.5%	3.5%	\$ 204,000		Utilities				11.2	11.2	11.2	12.4	13.1					
38		0.0%	0.0%	0.0%	\$ 247,000		Cost of Goods Sold				0.0	0.0	0.0	0.0	0.0					
39		0.0%	9.0%	9.0%	\$ 170,000		Principal & Interest Bonds				5.8	5.8	5.8	5.8	5.8					
40		0.0%	11.0%	5.0%	\$ 101,000		Miscellaneous				16.0	16.0	16.0	16.0	16.0					
41		0.0%	0.0%	0.0%	\$ 41,000		Reserves				2.0	2.0	2.0	2.0	2.0					
42							Vision Ohio Base Funding Investments				-	-	-	-	-					
43							Total Expenditures				327.3	327.2	327.4	330.9	334.0					
44							Internal Transfers				-	-	-	-	-					
45		0.0%	0.0%	0.0%	\$ 372,200		OPERATING INCOME OVER TRANSFERS				(9.0)	(11.2)	(8.2)	(16.9)	(26.0)					
46							TRANSFERS IN													
47							Overhead & Transfers In				33.7	33.7	33.7	33.7	33.7					
48							TRANSFERS OUT													
49							General Fee Transfer				0	-	-	-	-					
50							Support to Auxiliary Operations				(10.3)	(10.3)	(10.3)	(10.3)	(10.3)					
51							Support to ICA Operation				(8.0)	(8.0)	(8.0)	(8.0)	(8.0)					
52							Support to ICA Scholarships				(6.4)	(6.4)	(6.5)	(6.6)	(6.8)					
53							Other Transfers				(0.0)	(0.0)	(0.0)	(0.0)	(0.0)					
54							Total Transfers Out				(24.7)	(24.7)	(24.8)	(24.9)	(25.1)					
55							NET INC/(DEC) TO FUND BALANCE				0	(2.1)	0.7	(8.1)	(17.4)					
56																				
57																				
58																				
59																				
60																				
61																				
62																				
63																				
64																				
65																				

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 The FY10 Original Budget as presented to the Board of Trustees is used as the base from which future
 projections are made. The Revised FY10 Budget includes the loss of state funding as reflected in HB 1.
 Actual budget impacts will differ depending on numerous variables, including salary raise adjustments and
 the further development of revenue and expenditure estimates.

Scenario Four: Worst Revenue and Desirable Expenditure Assumptions

	A	B	C	D	E	U	V	W	X	Y	Z	AA	AB	AC	AD	AE	AF	AG	AH
1	FY 2010 - 2012 Budget Planning Scenarios - DRAFT For Discussion Purposes Only										FY 2010		Worst Rev/Desirable Exp						
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4	Worst Rev/Desirable Exp					REVENUE													
5						Student Tuition and Fees													
6	% Change (unless otherwise indicated)																		
7	REVENUE																		
8						(\$ in Dollars)													
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10	Undergraduate General Fee	2.2%	3.5%	3.5%	\$ 260,000	Undergraduate Out-of-State Surcharge					13.1	13.1	13.1	13.1	13.1				
11	Non-resident Surcharge (Undergrad & Grad)	0.0%	0.0%	0.0%	\$ 242,000	Undergraduate General Fees					26.0	26.0	26.6	27.5	28.4				
12	Graduate Tuition	0.0%	0.0%	0.0%	\$ 198,000	Total Undergraduate Tuition & Fees					159.0	159.0	162.2	167.4	172.8				
13	Graduate/COM General Fee	0.0%	0.0%	0.0%	\$ 50,000	Graduate Tuition					19.8	19.8	19.8	19.8	19.8				
14	COM - Tuition	5.0%	5.0%	5.0%		Graduate Out-of-State Surcharge					11.1	11.1	11.1	11.1	11.1				
15	Designated	0.0%	0.0%	0.0%		Graduate & COM General Fee					5.0	5.0	5.0	5.0	5.0				
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21	State Share of Instruction - Federal Stimulus	0.0%	-45.4%	-100.0%	\$ 209,000	State Share of Instruction - Federal Stimulus					15.0	20.9	20.9	11.4	-				
22	TOTAL SSI - Change	-4.0%	-9.9%	-20.9%	\$ 1,092,000	Other State Appropriations					-	-	-	-	-				
23						Subtotal State Support					111.4	109.2	104.8	94.5	74.7				
24	Other					Other Fees & Revenue													
25	IDC / Restricted Activity Growth	-5.0%	-5.0%	-5.0%	\$ 65,000	Lease Income					0.4	0.4	0.4	0.4	0.4				
26	Other Fees & Revenue	0.0%	0.0%	0.0%	\$ 20,000	Indirect Cost Recovery					1.3	1.3	1.3	1.3	1.3				
27	Investment Income	\$ -	\$ -	\$ -	\$ -	Investment Income					6.5	6.5	6.2	5.9	5.6				
28						Other Income					0.0	-	-	-	-				
29						Total Revenues					318.3	316.1	314.5	309.1	294.4				
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39	Student, RA-TA-GA	0.0%	3.0%	3.0%	\$ 118,000	Information & Communication					6.3	6.3	6.3	6.4	6.4				
40			3.00%	3.00%	\$ 1,573,000	Capitalized Costs					1.8	1.8	1.8	1.8	1.8				
41						Maintenance Operations (exc Utilities)					9.0	9.0	9.0	9.0	9.0				
42	Undergraduate Financial Aid (Full Tuition Grants)	2.2%	3.5%	3.5%	\$ 204,000	Utilities					11.2	11.2	11.2	12.4	13.1				
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44	Health Insurance	0.0%	9.0%	9.0%	\$ 219,000	Principal & Interest Bonds					5.8	5.8	5.8	5.8	5.8				
45	Utilities	0.0%	11.0%	5.0%	\$ 101,000	Miscellaneous					16.0	16.0	16.0	16.4	16.4				
46	Maintenance Operations	0.00%	0.00%	0.00%	\$ 41,000	Reserves					2.0	2.0	2.0	2.0	2.0				
47						Vision Ohio Base Funding Investments					-	-	-	5.0	5.0				
48	Strategic Investments	\$ -	\$ 5.0	\$ 5.0		Total Expenditures					327.3	327.2	327.4	342.7	352.1				
49	Reserves (Enrollment & Financial Strength)	0.0%	0.0%	0.0%	\$ 20,000														
50						Internal Transfers					-	-	-	-	-				
51	Other 3-9s	0.0%	2.0%	2.0%	\$ 372,200	OPERATING INCOME OVER TRANSFERS					(9.0)	(11.2)	(12.9)	(33.6)	(57.6)				
52						TRANSFERS IN													
53						Overhead & Transfers In					33.7	33.7	33.7	33.7	33.7				
54						TRANSFERS OUT													
55						General Fee Transfer					0	-	-	-	-				
56						Support to Auxiliary Operations					(10.3)	(10.3)	(10.3)	(10.5)	(10.5)				
57						Support to ICA Operation					(8.0)	(8.0)	(8.0)	(8.1)	(8.1)				
58						Support to ICA Scholarships					(6.4)	(6.4)	(6.5)	(6.6)	(6.8)				
59						Other Transfers					(0.0)	(0.0)	(0.0)	(0.0)	(0.0)				
60						Total Transfers Out					(24.7)	(24.7)	(24.8)	(25.3)	(25.5)				
61						NET INC/(DEC) TO FUND BALANCE													
62											0	(2.1)	(4.0)	(25.2)	(49.4)				

*This spreadsheet is for planning purposes only and does not reflect actual decisions by the university/
 The FY10 Original Budget as presented to the Board of Trustees is used as the base from which future projections are made. The Revised FY10 Budget includes the loss of state funding as reflected in HB 1.
 Actual budget impacts will differ depending on numerous variables, including salary raise adjustments and the further development of revenue and expenditure estimates.