



# DRAFT - Budget Book

2017-2018



OHIO  
UNIVERSITY



# Table of Contents

1	Executive Summary .....	5
2	FY18 Budget.....	15
2.1	Consolidated University Budget (All Funds) .....	15
2.2	Budget Columns (All Funds) .....	16
2.3	Summary of Revenue Sources .....	19
2.3.1	State Appropriations .....	19
2.3.2	Tuition (Net of Financial Aid) .....	20
2.3.3	Room & Board .....	20
2.3.4	Grants and Contracts .....	21
2.3.5	Facilities & Administrative Cost Recovery .....	21
2.3.6	Gifts.....	21
2.3.7	Endowment Distributions.....	21
2.3.8	Investment Income .....	22
2.3.9	Other External Sales .....	22
2.4	Summary of Expenditures .....	23
2.4.1	Salaries, Wages, and Benefits.....	24
2.4.2	Supplies and Services.....	24
2.4.3	Capitalized Costs.....	24
2.4.4	Depreciation .....	24
2.4.5	Internal Loans & Debt Service .....	25
2.4.6	Internal Sales .....	25
2.5	Allocations and Transfers .....	25
2.5.1	Internal Allocations & Transfers .....	25
2.5.2	Indirect Cost Allocations.....	25
2.5.3	Subvention Fund.....	25
2.6	Transfers.....	26
2.6.1	Transfers to (from) Operations.....	26
2.6.2	Transfer to (from) Quasi Endowments.....	26
2.6.3	Transfers to (from) Capital Projects .....	26
3	State Appropriations .....	27
3.1	State Support of Instruction (SSI) .....	27
3.2	State Funded Line Item Appropriations .....	30
3.3	State Capital Appropriation .....	30
4	Tuition & Educational Fees.....	31
4.1	Enrollment Trends .....	31
4.1.1	Undergraduate Headcount and FTE .....	31
4.1.2	Graduate Programs .....	33
4.1.3	Doctor of Osteopathy (HCOM) .....	34
4.2	Tuition Rates.....	34
4.2.1	OHIO Guarantee .....	35
4.3	Financial Aid.....	36
4.3.1	Signature Awards Program .....	36
4.3.2	The OHIO Match: Ohio University's Undergraduate Scholarship Matching Program .....	37
4.4	University Initiatives .....	38
4.4.1	OHIO for Ohio .....	38

4.4.2	Online Learning Investment.....	39
5	Gifts.....	41
5.1	Gift Commitments.....	41
6	Foundation, Endowment & Investment Returns.....	43
6.1	Long-Term Investment Pool.....	43
6.1.1	Endowment Activity.....	43
6.1.2	Endowment Investment Composition.....	44
6.2	Endowment Distributions.....	44
6.2.1	Endowment Spending Rates.....	45
6.2.2	Endowment Distributions by Fiscal Year (in millions).....	45
6.2.3	NACUBO-Commonfund Study of Endowments.....	46
7	Treasury and Debt Management.....	49
7.1	Current Debt, Debt Structure and Interest Expense.....	49
7.2	Internal Bank.....	54
7.2.1	Internal Bank Model.....	55
7.2.2	Century Bond Bank Model.....	56
7.3	Internal Loans.....	58
7.3.1	Internal Bank Loans.....	58
7.3.2	Century Bond Loans.....	61
8	Compensation.....	63
8.1	Salary and Wages.....	63
8.1.1	Total Compensation Initiatives.....	63
8.1.2	Personnel.....	68
	Salary Summary.....	70
8.2	Benefits Expense.....	71
8.2.1	FY16 Benefits Expenses.....	71
8.2.2	Benefits Advisory Council Update:.....	72
	Affordable Care Act.....	74
8.2.3	Educational Benefits.....	75
8.2.4	Mandated Benefits.....	75
8.2.5	Retirement Contributions.....	75
9	Capital Improvement Plan & Deferred Maintenance.....	77
9.1	Comprehensive Master Plan Update.....	77
9.2	The Process for Updating the Annual Plan & Six-Year CIP.....	78
9.3	Annual and Six Year Capital Improvement Plan Spreadsheet.....	83
10	Strategic Opportunity Reserve.....	87
10.1	Funding Sources.....	87
10.2	FY18 Areas of Investment.....	87
10.2.1	Endowed Scholarships.....	87
10.2.2	Engineering Start-Up.....	87
10.2.3	Funding for Budget Volatility.....	88
10.2.4	RHE Business Model.....	88
10.2.5	Academic and Research Programs.....	88
10.2.6	Student Success and Programs.....	88
10.2.7	Infrastructure.....	88
10.2.8	Community and Economic Development.....	88
10.3	Financial Projection.....	89
11	Academic Planning Units.....	91
11.1	College of Arts and Sciences.....	92
11.2	College of Business.....	96



11.3	Scripps College of Communication .....	100
11.4	Patton College of Education (PCOE) .....	104
11.5	Russ College of Engineering and Technology .....	110
11.6	College of Fine Arts.....	114
11.7	College of Health Sciences and Professions (CHSP) .....	118
11.8	Honors Tutorial College (HTC) .....	122
11.9	Office of Global Affairs and International Studies (OGAIS) .....	126
11.10	University College .....	130
11.11	Voinovich School of Leadership and Public Affairs.....	134
11.12	Heritage College of Osteopathic Medicine (HCOM).....	138
11.13	Regional Campuses.....	142
12	Auxiliary Planning Units.....	145
12.1	Intercollegiate Athletics (ICA).....	146
12.2	Culinary Services.....	148
12.3	Housing & Residence Life .....	150
12.4	Printing .....	152
12.5	Parking & Transportation .....	154
	154	
13	Administrative & Academic Support Planning Units .....	157
13.1	Advancement.....	158
13.2	Airport.....	158
13.3	Athena Cinema .....	158
13.4	Bobcat Depot.....	159
13.5	Campus Recreation.....	159
13.6	Child Development Center (CDC) .....	159
13.7	Enrollment Management .....	160
13.8	Graduate College .....	160
13.9	Instructional Innovation .....	160
13.10	International Student & Faculty Services (ISFS) .....	161
13.11	Kennedy Museum.....	161
13.12	Library.....	162
13.13	Marching 110.....	162
13.14	Marketing .....	163
13.15	Office of Information Technology (OIT).....	163
13.16	One Card Office .....	163
13.17	President.....	164
13.18	Provost.....	164
13.19	Research .....	165
13.20	Student Affairs .....	165
13.21	Finance & Administration (VPFA) .....	165
13.22	WellWorks .....	166
13.23	WOUB Center for Public Media .....	166
14	Component Units.....	167
15	Academic Investments .....	169
16	Administrative Investments .....	171
17	Planning Unit Summaries .....	173
17.1	Athens Colleges and Schools .....	174
17.2	Regional Campuses.....	178
17.3	Auxiliaries .....	180
17.4	Administrative & Academic Support .....	182
17.5	Strategic Opportunity Reserve & Subvention .....	196



18	Non-Operating, Financial Statement Adjustments & Component Unit Summaries .....	199
18.1	Non-Operating Activity .....	199
18.2	Financial Statement Adjustments & Component Units .....	201
19	Future Year Planning Assumptions .....	203
20	Appendix .....	207
20.1	Glossary of Terms.....	207
20.2	Acronyms .....	209
20.3	Tuition Rates .....	211
20.4	Responsibility Center Management (RCM) Methodology .....	219
20.4.1	Allocation Pools and Factors .....	219
20.4.2	Planning Unit Factor Values .....	221



# 1 Executive Summary

*Introduction by Pam Benoit, Executive Vice President and Provost; Deb Shaffer, Vice President Finance and Administration, CFO and Treasurer; and David Descutner, Interim President*

We are presenting for Board approval the FY18 Ohio University Operating Budget. This budget includes an all-funds fiscal year budget (versus a general funds only view), multi-year planning, and sensitivity analyses, specifically as it relates to our strategic priorities.

The resolution facilitating approval of the FY18 University budget will be presented at the June Resources Committee meeting and is also included with these Joint Committee materials.

The proposed FY18 University Budget was developed concurrently with ongoing deliberations on the FY2018-2019 State of Ohio biennial budget. As of this memo, it is still unclear what the State's final Higher Education budget will provide for its state higher education institutions so we have had to make a set of assumptions based on the information available to-date. Depending on the outcome of the State of Ohio Budget process, we may need to amend the University's budget in order to comply and we have developed contingencies to address this uncertainty. With this understanding, the FY18 University Budget was developed with assumptions for moderate growth in tuition rates and flat State Support of Instruction ("SSI"), in accordance with the Governor's budget recommendations.

Our FY18 Operating Budget includes:

- Operating Revenues of \$720.2M, and GAAP adjusted Revenues of \$795.7M (GAAP adjustments incorporate non-operating activity (Capital, Endowment, Internal Bank, Century Bond Bank), financial statement adjustments, and component unit activity)
- Operating Expenses of \$719.6M, and GAAP adjusted Expenses of \$742.5M
- Transfers to Capital Projects of \$27.8M, and Overall Capital Budget of \$162.5M
- Planned Use of Reserves of \$23.7M (as represented as a transfer from the working capital of the Internal Bank), inclusive of:
  - \$15.9M from the Strategic Opportunity Reserve, in accordance with its intended use to seed institutional investments and address financial planning volatility.
  - \$7.4M from Auxiliary fund balances to support planned facility projects (including \$3.0M of earned ICA gifts supporting the Sook Center).
  - \$6.7M from our Athens Colleges and Schools to support one time investments and to bridge multi-year cost reduction plans.
  - Contributions from various planning units.

## *Institutional Priorities and Investments*

While the University is committed to operating as efficiently as possible and we continue a collective focus on reducing expenses, we are also committed to maintaining investment in our mission and strategic priorities. The level of investment we support must be balanced with the financial resources available and our ability to sustain our financial health both in FY18 and future years. Consequently, we have made decisions to delay or lower the level of investment in some of the initiatives while remaining committed to the priorities established by the

Board of Trustees: Student Affordability & Success, Employee Compensation, Facility Investment and Deferred Maintenance, and Program Quality & Revenue Growth.

Throughout the Budget Book, you will find additional details on these strategic initiatives, which are highlighted in the table below and defined in Exhibit A.

<b>Student Affordability &amp; Success</b>	<b>Employee Compensation</b>	<b>Facility Investment and Deferred Maintenance</b>	<b>Program Quality &amp; Revenue Growth</b>
Signature Financial Aid	Faculty Comp Plan	Deferred Maintenance Plan	Innovation Strategy
Endowed Scholarships	Staff Equity Plan	Utility Master Plan	OHIO for Ohio
Counseling & Psych Services	2% Raise Pool	Classroom Improvements	Online Learning
		IT Strategy & Investment	Intl. Student Recruitment
		Capital Plan	Global Strategy
			TechGrowth OHIO
			Advancement Strategy

### *University Budget Model*

The FY18 Budget planning process kicked off in September 2016 when updated multi-year assumptions were provided to our planning units. Each planning unit was responsible for developing projections to provide a basis for our first financial review meetings in the fall. Throughout the year, financial planning meetings were held with Deans and College Financial Officers individually and as a group to review projections, refine assumptions, prioritize initiatives and investments, and rebalance subvention among the colleges. During this process the Budget Planning Council met at least monthly to discuss assumptions, review projections, and draft communications to the campus community. A timeline depicting our budget process can be found in Exhibit B.

While our FY18 Budget utilized revenue and expense allocation methodologies that were consistent with FY17, it was broadly recognized by our Academic Leadership that our University budget model requires additional refinement. With leadership transitions in FY18, we will undertake collaborative analyses of our budget model to first develop guiding principles for budgetary decisions and resource allocations, and then structure a supportive budget model.

A foundation for that model should include:

- Promotion of academic and research excellence
- Performance, financial incentives, and accountability
- Financial transparency, predictability, and stability
- Shared governance and decision making

The budget model at Ohio University has been evolving and changing since the implementation of RCM in 2014. Some of these changes were implemented to address unintended consequences of the complexity of the model formulas (i.e. administrative cost allocators), while others focused on more effective financial planning and implementation of best practices (multi-year and all funds budgeting). The table below illustrates how our process has changed from “Pre-RCM” (prior to 2014) to Current (FY18 planning).



	Pre-RCM	Current (≈ RCM)
Budget Development	1 x per year	Continuous
Period	1 year	Multi-year (4 years)
Analysis	Next Year	Past; Current; Future Years
Base	Incremental	Variable; targets have not been defined*
Decision Making	Central	Planning Units
Model	Top-down	Bottom-up
Funds	Unrestricted	All Funds
* hold-harmless		

### *Historical Perspective*

In FY14, Ohio University transitioned to utilizing Responsibility Centered Management (RCM) as part of its annual budgeting process. This model was intended to support our academic priorities while creating a clear connection between performance and financial incentives. Academic units became more involved in resource allocation discussions enabled by the additional transparency. Efforts related to student success, recruitment and retention as well as the development of new programs have all emerged through this budgeting process, supported by the ability to understand the financial impacts. There are many examples of important, productive conversations taking place now that would not have occurred in the past under our previous financial model.

RCM has been used to model the budget for five years (FY14 – FY18), and each year the Leadership Team (Provost, Deans, College Financial Officers, VPFA and Budget Office) has been refining the model to improve its value as a budgeting resource. As we have gained experience with how best to use the information produced in the RCM model, we understand that the OHIO RCM model is just one piece of our planning and decision-making process, which must be placed within the context of the academic mission and strategic priorities.

Over the past five years, feedback from academic units and Budget Planning Council highlighted several challenges related to the use of the RCM Model in the budgeting process:

- Despite relatively stable academic activity across colleges, changes in the State allocation of SSI have created large swings in the amount allocated to each college and the Regional Campuses within the model, particularly at the undergraduate level.
- The model allocation method for undergraduate tuition has been extremely complex, making it difficult for colleges to make revenue projections directly from data pulled from Institutional Research sources.
- The allocation of administrative and central costs has been complex, with the intention of maximizing the fairness in the amounts allocated. The added complexity to projections were particularly challenging for planning units who had operated within a simple overhead contribution % pre-RCM.

In response to these difficulties, a working group consisting of Deans and College Financial Officers made a series of recommendations, which were implemented in the FY17 model:

- Athens Undergraduate tuition and SSI revenue would be allocated with a simpler methodology (still split 85.0% on credit hours and 15.0% on majors) based on academic activity from the prior year (versus using a 3-year average). Allocations for graduate, HCOM, regional and eCampus activity would not be changed.
- The allocation of administrative and central costs would be simplified by using only FTE-based and square footage expense allocators.
- Administrative and Central costs attributed to Auxiliaries would be simplified to an overhead contribution %.

As with previous adjustments to the model implemented over the past few years, these transitions were to be budget neutral in the year implemented (although they have consequences to future years that differed by planning unit) and not precipitate cuts in college budgets. However, as a result of the aforementioned refinements, comparability between FY16 and FY17 budgets within each planning unit was reduced. This lack of comparability should be considered when reviewing Planning Unit budgets in Sections 11 between FY16 and FY17.

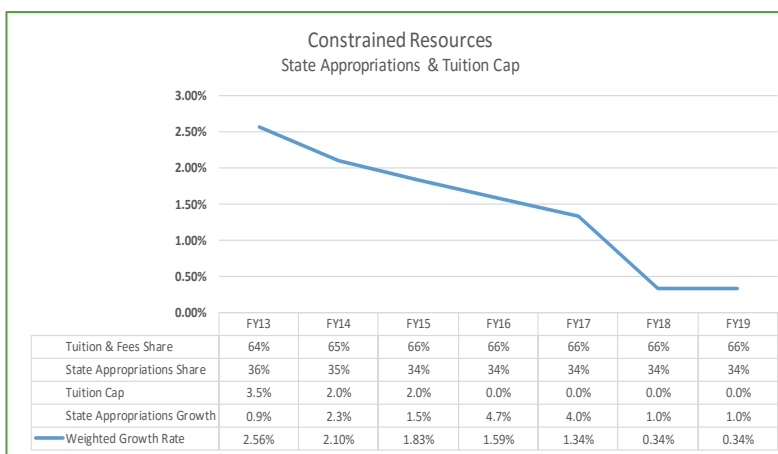
As mentioned above, we are still struggling to create a budget model that serves Ohio University well. University Leadership (President, Provost, VPFA, and Deans) have collectively agreed that we will work together over the next year to define a resource allocation/budget model that will more effectively serve the university, leveraging the tools and business intelligence we have gained with the implementation of RCM.

### *Iterative Budget Process & Meeting Financial Challenges*

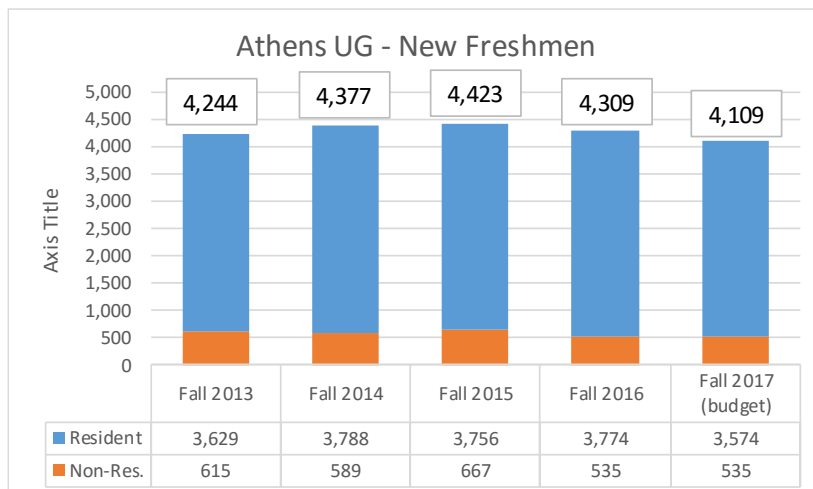
Our FY18 Budget planning process is running simultaneously with the State of Ohio biennial budget process, which will be effective July 1 for FY18 & FY19. The uncertainty resulting from the State of Ohio process requires the University to stay abreast of the budget proposals and to adjust our budget planning accordingly. As detailed in Exhibit B, we modified our budgeting planning assumptions in January and April to align with Governor Kasich's budget proposal and the House Budget Bill.

As discussed at our March BOT meeting, Governor Kasich's budget proposal continues to prioritize student affordability, with a proposed extension of an undergraduate tuition freeze for a second biennium. In contrast to the FY16-17 biennium, when the tuition freeze was partially offset with a 4.7% and 4.0% increase in SSI for the years FY16 & FY17, a proposed tuition freeze for FY18 & FY19 is unlikely to be offset by SSI increases because of revenue shortfalls requiring

the State of Ohio to significantly reduce agency appropriations. In fact, it is possible that SSI will decline. As detailed in the graph, the two major policy decisions by the State of Ohio impacting University funding – Tuition Caps and the growth of State Appropriations – have created an environment in which tuition and SSI revenues have been further constrained each year.



Our enrollment planning assumptions have also evolved significantly throughout the year, requiring University and Academic leadership to develop contingency plans to adjust to a decrease in students. While our initial planning assumptions in the fall projected a new freshmen class equivalent to last year's class, record applications resulting from our transition to the Common App led to a recommendation to increase our assumed class by 152 students. As housing deposits



began arriving in January and we began developing a trend line leading to the May 1 deposit deadline, it became apparent that we were actually trending *below* our past year enrollments. Accordingly, in April we revised our planning assumptions from +152 (relative to last year's class) to -130, and in May further reduced our assumption to -200. In response to this decline in enrollment and net tuition revenue, we have incorporated \$3.8M of revenues held back in the Strategic Opportunity Reserve to bridge the revenue decline to our colleges.

As our financial position began coming into focus following our fall financial projections and financial review meetings, the University undertook a series of steps to reduce the burden on our colleges and minimize the impact to their operations, including:

- Increasing Auxiliary contributions to Financial Aid (from \$2.5M to \$4.0M)
- Increasing Foundation support (fundraising to support scholarships) to Financial Aid by \$0.5M
- Requiring administrative units to meet unfunded state/federal mandates and compliance obligations without any supplemental budget support
- Leveraging our Strategic Opportunity Reserve to provide a budget relief for university initiatives (e.g. Online Learning investment) and allow these expenditures to have a phased impact on the academic units
- Evaluating all central forecasts, including utilities, employee fee waivers, and central revenues
- Reduction of Allocated Costs (Administrative or central costs allocated to the planning units)

In the Spring we began a planning exercise with our administrative units in which each planning unit was asked to develop scenarios to achieve a 5.0% cost savings. The outcome of this planning exercise resulted in cost

## Administrative Cost Reductions

	FY18	FY19	FY20
Base	\$4.9M	\$2.0M	\$2.0M
Base %	3.8%	1.6%	1.6%
OTO	\$1.1M		

reductions of \$4.9M (3.8%), with a prioritization on minimizing the impact to core services provided to campus. Our future planning will include a 7.0% reduction over FY18-FY20, requiring \$2.0M (1.6%) reductions in each of FY19 and FY20.

As our planning assumptions evolved, our colleges began developing plans to close our gap between revenues and expenses by reducing revenue conservatism, reducing discretionary expenditures, and reducing costs. The reduction plans were categorized into three tiers so as to delineate the impact to each college's academic operations. Examples of these reductions are presented in the adjacent table.

## College Tiered Reductions\*

	Reduction to Supplies & Services	Faculty Early Retirees	Summer Instruction	Faculty Vacancies	Distributed IT Support	Delayed Equipment Replacement	Alternative Fund Source (e.g. OUF)
Tier 1: Minimal Disruption	X	X	X	X			X
Tier 2: Material Disruption to Support Service	X				X	X	X
Tier 3: Reduction to delivery of academic activity	X	X	X	X			

\* As defined by college submissions

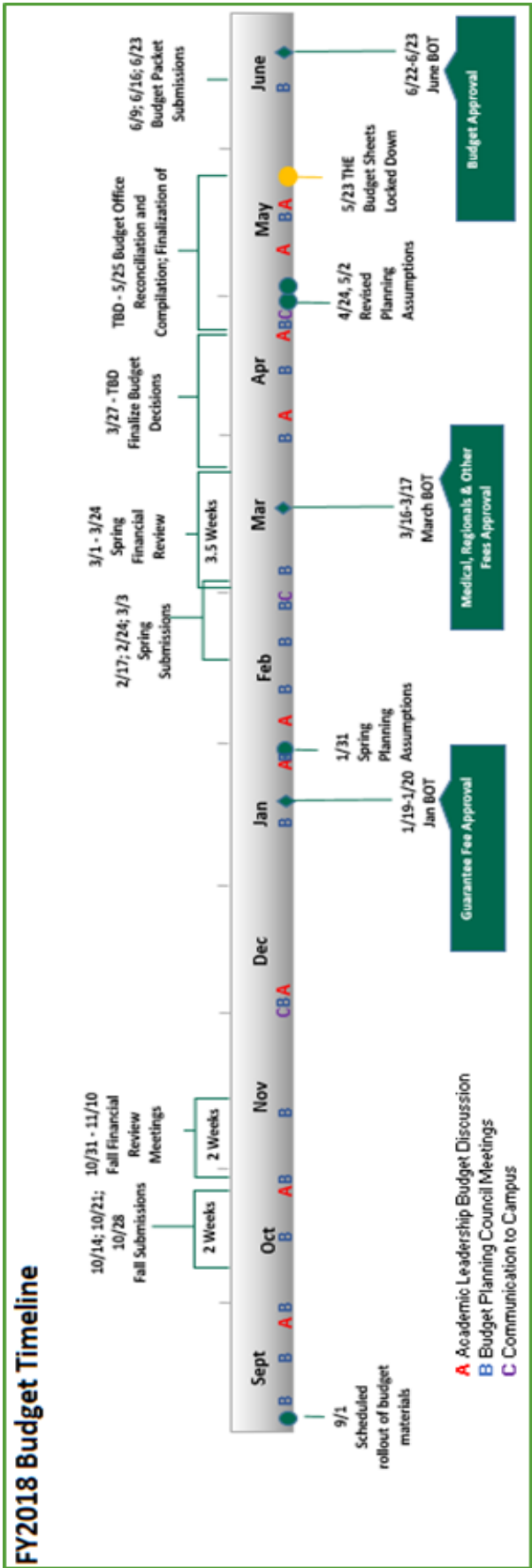
### Summary

The FY18 Budget Book – which will be available on the BOT website and to Trustees as a draft paper document pending final decisions in the State budget process – provides extensive detail and explanation of our FY18 Budget. We look forward to the presentation and discussion at our meeting.

## Exhibit A – Description of University Initiatives

1	<b>Innovation Strategy:</b> 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
2	<b>Signature Program:</b> 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
3	<b>OHIO for Ohio:</b> 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
4	<b>Online Learning:</b> 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
5	<b>TechGrowth OHIO:</b> Match commitment supporting Ohio Third Frontier program; building a regional platform for business generation and job creation; aligning resources to accelerate commercialization
6	<b>Endowed Scholarships:</b> \$25M match commitment on funds raised supporting the University's endowed scholarship program; the University will provide \$.50 for every dollar committed to eligible scholarship endowments starting July 1, 2013
7	<b>Endowed Professorships:</b> Use of matching funds to support fundraising in critical areas enhancing the University's competitive advantage in scholarship and research
8	<b>2% Raise Pool:</b> Merit-based pool
9	<b>Faculty Compensation Plan:</b> Multi-year plan to maximize our investment in faculty compensation to attract and retain talented faculty; goal to move the average salary for tenure-track faculty to the rank of third among the four-year public universities in Ohio; investment of a proportional percentage in Group II faculty (non-tenure track) and regional tenure-track faculty
10	<b>Staff Equity Plan:</b> additional 1% pool to address pay compression and inversion issues identified during COMP 2014 project
11	<b>Deferred Maintenance Plan/Utility Master Plan:</b> Century Bond issuance included \$160M to be spent over 16 years (\$10M per year); each \$10M distribution from Century Bond Bank creates a \$1.3M internal loan payable over 10 years; Utility Master Plan (UMP) includes Century Bond debt service
12	<b>CIP Debt Service:</b> Average growth in internal debt service to support future planned debt issuances per Six Year CIP (does not include direct loans to HCOM and Housing)
13	<b>Global Strategy:</b> Investments supporting mission of creating nation's best transformative learning community, creating and supporting global leaders
14	<b>Advancement Strategy:</b> Multi-phase plan to grow fundraising capacity and revenue goals
15	<b>Campus Care - Base Subsidy:</b> University decision to base fund student health services through allocated cost model, as paid by all units (currently supported by HCOM)
16	<b>International Student Recruitment:</b> Investment in the International student recruitment efforts to create and sustain a positive enrollment trend at Ohio University
17	<b>IT Strategy &amp; Investment:</b> Development of multi-year plan to invest in IT infrastructure and support evolving IT needs of students, faculty and staff
18	<b>RHE Business Model:</b> Reimagining the role of Regional Campuses given student enrollment and College Credit Plus pressures
19	<b>Counseling &amp; Psych Services:</b> Expanding Counseling and Psych services capacity to meet evolving student needs
20	<b>Classroom Improvement Initiative:</b> Ohio University's multi-year strategy to renovate classrooms and classroom technology







# Exhibit C – Iterative Planning Assumptions

Informed by Gov. Kasich  
Budget Proposal

Rollover from prior  
years and known  
changes

Informed by House  
Budget Bill; Enrollment  
tracking

Financial Impact of Assumption Changes



Models	Description	Fall Planning Assumption	Spring Planning Assumption	Updated Planning Assumption	Revised Planning Assumption	Revised Planning Assumption	Iterative Change December to Fall	Iterative Change January to December	Iterative Change April to January	Iterative Change May to April	Combined Change
Tuition/SSI	New Cohort: % (CPI)	0%	1.3%	1.3%	1.3%	1.3%	\$ 743,425	\$ -	\$ -	\$ -	\$ 743,425
Tuition/SSI	New Cohort: % (Cap)	0%	2.0%	0.0%	0.0%	0.0%	\$ 1,143,731	\$ (1,143,731)	\$ -	\$ -	\$ -
Tuition/SSI	Continuing Students: % (Cap)	0%	2.0%	0.0%	0.0%	0.0%	\$ 1,266,958	\$ (1,266,958)	\$ -	\$ -	\$ -
Tuition/SSI	Alumni US New Freshmen	4,309	4,461	4,461	4,179	4,109	\$ 2,200,000	\$ -	\$ (4,016,700)	\$ (843,000)	\$ (2,659,700)
Tuition/SSI	SSI FY17 Forecast Revision	\$0	\$400,000	\$400,000	\$400,000	\$400,000	\$ 400,000	\$ -	\$ -	\$ -	\$ 400,000
Tuition/SSI	SSI FY18 Appropriation Growth	0%	0%	3%	0% - New Proj	0%	\$ -	\$ 1,573,965	\$ (1,035,000)	\$ -	\$ 538,965
RC Revenue	UG Learning	\$14,700,000	\$27,143,549	\$27,143,549	\$27,143,549	\$27,143,549	\$ 2,443,549	\$ -	\$ -	\$ -	\$ 2,443,549
Tuition/SSI	Auxiliary Contribution to SFA	\$2,500,000	\$4,000,000	\$4,000,000	\$4,000,000	\$4,000,000	\$ 1,500,000	\$ -	\$ -	\$ -	\$ 1,500,000
Tuition/SSI	Foundation Support for SFA	\$0	\$500,000	\$500,000	\$500,000	\$500,000	\$ 500,000	\$ -	\$ -	\$ -	\$ 500,000
ACM	General Revenues (offset to Allocated Costs)	\$6,987,840	\$6,987,840	\$7,141,325	\$7,697,063	\$7,697,063	\$ -	\$ 153,485	\$ 555,228	\$ -	\$ 709,213
ACM	Auxiliary Contribution to Allocated Costs	\$4,397,502	\$4,397,502	\$4,419,003	\$4,499,003	\$4,499,003	\$ -	\$ 21,501	\$ 80,000	\$ -	\$ 101,501
Tuition/SSI	Financial Aid Forecast	\$42,485,425	\$42,485,425	\$42,349,991	\$40,137,904	\$39,950,157	\$ -	\$ 135,434	\$ 2,212,087	\$ 187,747	\$ 2,535,268
Tuition/SSI	ICA Scholarship	\$8,200,000	\$8,553,867	\$8,553,867	\$8,014,633	\$8,014,633	\$ (353,867)	\$ -	\$ -	\$ -	\$ (353,867)
Capital Costs	Capital Cost Allocation Model	\$22,428,475	\$22,078,475	\$22,278,475	\$22,078,475	\$22,078,475	\$ 350,000	\$ (200,000)	\$ 200,000	\$ -	\$ 350,000
ACM	Online Learning Investment - base ramp-up	\$1,000,000	\$700,000	\$0	\$700,000	\$700,000	\$ 300,000	\$ -	\$ -	\$ -	\$ 300,000
ACM	Allocated Costs (Compliance Investments)	\$1,000,000	\$0	\$0	\$0	\$0	\$ 1,000,000	\$ -	\$ -	\$ -	\$ 1,000,000
ACM	Utilities	\$600,000	\$600,000	\$600,000	\$300,000	\$300,000	\$ -	\$ -	\$ -	\$ -	\$ -
ACM	POM	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$ -	\$ -	\$ -	\$ -	\$ -
ACM	Employee Fee Waivers	\$8,792,257	\$8,792,257	\$8,792,257	\$8,574,834	\$8,574,834	\$ -	\$ -	\$ -	\$ -	\$ -
ACM	Unallocated Staff Comp Plan - Allocated Cost Impact	\$500,000	\$500,000	\$500,000	\$500,000	\$500,000	\$ -	\$ -	\$ 217,423	\$ -	\$ 217,423
ACM	Healthcare Benefit Cost	\$55,000,000	\$55,000,000	\$55,000,000	\$55,000,000	\$55,000,000	\$ -	\$ -	\$ -	\$ -	\$ -
Direct Expenses											
ACM	Base Reductions to Administrative Planning Units	\$0	\$0	\$0	\$4,700,000	\$4,700,000	\$ -	\$ -	\$ 4,700,000	\$ -	\$ 4,700,000
ACM	OTO Reductions to Administrative Planning Units	\$0	\$0	\$0	\$1,150,000	\$1,150,000	\$ -	\$ -	\$ 1,150,000	\$ -	\$ 1,150,000
Initial Fall Gap \$ (30,136,781)							\$ 11,493,796	\$ (795,304)	\$ 4,902,722	\$ (655,253)	\$ 15,014,961

College Financial Revisions	Financial Reviews conducted in Oct/Nov; Colleges began development of reductions/revenue growth with prioritized assessment of disruption/impact	Financial Reviews in March; Colleges refined projections and revised reduction plans with categorization of Tiers 1-3: Tier 1: Minimal Disruption Tier 2: Material Disruption to support services Tier 3: Reduction to delivery of academic activity	Colleges developed Tier 4 plans to close remaining gap
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## 2 FY18 Budget

### 2.1 Consolidated University Budget (All Funds)

(in millions)		FY14 Actuals	FY15 Actuals	FY16 Actuals	FY17 Budget	FY17 Forecast	FY18 Budget
<b>REVENUES</b>							
1	State Appropriations	\$ 153.4	\$ 161.1	\$ 163.6	\$ 164.9	\$ 165.1	\$ 166.8
2	State Appropriations - Capital	5.2	11.8	11.7	29.0	14.0	32.5
3	Gross Undergraduate Tuition & Fees	294.8	298.1	304.5	302.5	303.7	303.6
4	Undergraduate Financial Aid	(49.9)	(51.3)	(57.8)	(62.6)	(60.1)	(62.5)
5	Net Undergraduate Tuition & Fees	245.0	246.7	246.7	239.9	243.6	241.1
6	Gross Graduate Tuition & Fees	85.4	94.0	100.1	112.8	107.4	115.3
7	Graduate Financial Aid	(29.7)	(29.9)	(28.5)	(28.4)	(28.7)	(28.2)
8	Net Graduate Tuition & Fees	55.7	64.2	71.6	84.4	78.7	87.1
9	Room & Board	83.7	90.0	95.9	97.2	95.7	92.9
10	Grants and Contracts	45.9	47.8	47.4	46.6	51.2	49.6
11	Facilities & Admin Costs Recovery	6.8	6.7	6.8	6.6	7.0	6.0
12	Gifts	26.9	31.2	28.0	27.1	14.3	20.0
13	Endowment Distributions	-	-	-	-	-	-
14	Investment Income	93.7	(2.9)	(18.6)	58.3	88.0	54.3
15	Other External Sales	60.4	73.4	50.3	60.0	79.2	45.4
16	<b>Total Revenues</b>	<b>\$ 776.7</b>	<b>\$ 730.1</b>	<b>\$ 703.3</b>	<b>\$ 814.1</b>	<b>\$ 836.8</b>	<b>\$ 795.7</b>
<b>EXPENSES &amp; INDIRECT COST ALLOCATIONS</b>							
17	Total Salaries, Wages, & Other Payroll	309.7	330.8	343.7	363.8	358.1	367.6
18	Total Benefits	109.6	100.7	119.6	119.1	120.5	125.1
19	Supplies & Services	205.8	215.5	193.6	198.0	200.9	193.3
20	Capitalized Costs	3.9	3.8	6.5	-	4.1	-
21	Depreciation	36.4	39.7	43.0	45.2	49.9	50.1
22	Internal Loan - Principal & Interest	-	-	-	-	-	-
23	Debt Service - Principal	-	-	-	-	-	-
24	Debt Service - Interest	10.0	18.7	24.2	26.2	25.9	28.4
25	Internal Sales	(22.4)	(22.2)	(22.3)	(22.4)	(23.6)	(22.1)
26	<b>Total Direct Expenses</b>	<b>\$ 653.0</b>	<b>\$ 687.0</b>	<b>\$ 708.2</b>	<b>\$ 729.9</b>	<b>\$ 735.8</b>	<b>\$ 742.5</b>
<b>ALLOCATIONS &amp; TRANSFERS</b>							
27	Internal Allocations & Transfers	(0.1)	-	-	7.6	-	-
28	Administrative Cost Allocations	-	-	-	-	-	-
29	Capital Cost Allocation	-	-	-	-	-	-
30	Subvention Allocation	-	-	-	-	-	-
31	Subvention Distribution	-	-	-	-	-	-
32	<b>Total Allocations and Transfers</b>	<b>\$ (0.1)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 7.6</b>	<b>\$ -</b>	<b>\$ -</b>
33	<b>Total Expenses &amp; Cost Allocations</b>	<b>\$ 652.9</b>	<b>\$ 687.0</b>	<b>\$ 708.2</b>	<b>\$ 737.6</b>	<b>\$ 735.8</b>	<b>\$ 742.5</b>
34	<b>Results of Operations</b>	<b>\$ 123.7</b>	<b>\$ 43.1</b>	<b>\$ (4.9)</b>	<b>\$ 76.5</b>	<b>\$ 101.0</b>	<b>\$ 53.2</b>
35	Transfers (from) Operating Reserve	-	-	-	(12.0)	-	-
36	Transfers to (from) Quasi Endowments	-	-	-	-	-	-
37	Provisions for Facility and Equipment Renewal	-	-	-	6.2	-	-
38	Transfers to (from) Plant Fund - Project Related	(2.4)	(4.5)	(3.2)	(6.2)	-	-
39	<b>Net Results</b>	<b>\$ 126.2</b>	<b>\$ 47.7</b>	<b>\$ (1.8)</b>	<b>\$ 88.5</b>	<b>\$ 101.0</b>	<b>\$ 53.2</b>
40	Transfer Net Results to Fund Balance	-	-	-	-	-	-
41	<b>Adjusted Net Results</b>	<b>\$ 126.2</b>	<b>\$ 47.7</b>	<b>\$ (1.8)</b>	<b>\$ 88.5</b>	<b>\$ 101.0</b>	<b>\$ 53.2</b>

\* FY14 actuals do not include Component Units



## 2.2 Budget Columns (All Funds)

		Athens Colleges and Schools	Regional Campuses and Centers	Auxiliaries	Administrative & Academic Support	Strategic Opportunity Reserve & Subvention	Operating Activity Subtotal	Non Operating Activity	Financial Statement Adj & Component Units	GAAP Adj Totals
	(in millions)									
<b>REVENUES</b>										
1	State Appropriations	\$ 137.4	\$ 24.3	\$ -	\$ 0.2	\$ 2.9	\$ 164.8	\$ 2.0	\$ -	\$ 166.8
2	State Appropriations - Capital	-	-	-	-	-	-	32.5	-	32.5
3	Gross Undergraduate Tuition & Fees	258.3	35.4	-	5.3	4.6	303.6	-	-	303.6
4	Undergraduate Financial Aid	(46.2)	(5.4)	(12.5)	6.3	(4.8)	(62.5)	-	-	(62.5)
5	Net Undergraduate Tuition & Fees	212.1	30.0	(12.5)	11.6	(0.2)	241.1	-	-	241.1
6	Gross Graduate Tuition & Fees	114.3	0.3	-	0.7	-	115.3	-	-	115.3
7	Graduate Financial Aid	(28.0)	(0.1)	-	(0.1)	-	(28.2)	-	-	(28.2)
8	Net Graduate Tuition & Fees	86.3	0.3	-	0.6	-	87.1	-	-	87.1
9	Room & Board	-	-	92.9	-	-	92.9	-	-	92.9
10	Grants and Contracts	36.4	2.1	0.1	6.8	-	45.4	4.2	-	49.6
11	Facilities & Admin Costs Recovery	4.9	-	-	1.1	-	6.0	-	-	6.0
12	Gifts	4.9	0.3	2.4	2.3	-	10.0	10.0	-	20.0
13	Endowment Distributions	13.1	0.7	0.2	14.0	-	28.0	(28.0)	-	-
14	Investment Income	-	-	-	1.6	4.5	6.1	47.9	0.3	54.3
15	Other External Sales	5.2	0.8	17.1	15.8	-	38.9	-	6.5	45.4
16	<b>Total Revenues</b>	<b>\$ 500.5</b>	<b>\$ 58.5</b>	<b>\$ 100.2</b>	<b>\$ 53.8</b>	<b>\$ 7.2</b>	<b>\$ 720.2</b>	<b>\$ 68.6</b>	<b>\$ 6.8</b>	<b>\$ 795.7</b>
<b>EXPENSES &amp; INDIRECT COST ALLOCATIONS</b>										
17	Total Salaries, Wages, & Other Payroll	205.0	32.9	28.6	101.0	-	367.6	-	-	367.6
18	Total Benefits	61.2	11.0	13.1	39.8	-	125.1	-	-	125.1
19	Supplies & Services	67.4	6.8	35.6	79.5	-	189.2	0.2	3.9	193.3
20	Capitalized Costs	2.3	-	1.6	4.7	-	8.6	162.5	(171.1)	-
21	Depreciation	-	-	-	-	-	-	-	50.1	50.1
22	Internal Loan - Principal & Interest	5.4	0.3	13.8	31.7	-	51.1	(51.1)	-	-
23	Debt Service - Principal	-	-	-	-	-	-	16.1	(16.1)	-
24	Debt Service - Interest	-	-	-	-	-	-	30.0	(1.5)	28.4
25	Internal Sales	(2.0)	-	(7.0)	(13.1)	-	(22.1)	-	-	(22.1)
26	<b>Total Direct Expenses</b>	<b>\$ 339.3</b>	<b>\$ 51.0</b>	<b>\$ 85.7</b>	<b>\$ 243.5</b>	<b>\$ -</b>	<b>\$ 719.6</b>	<b>\$ 157.6</b>	<b>\$ (134.7)</b>	<b>\$ 742.5</b>
<b>ALLOCATIONS &amp; TRANSFERS</b>										
27	Internal Allocations & Transfers	(7.7)	(0.7)	2.4	(14.6)	20.5	-	-	-	-
28	Administrative Cost Allocations	149.2	15.4	(2.1)	(164.3)	1.7	-	-	-	-
29	Capital Cost Allocation	11.5	-	1.6	(13.1)	-	-	-	-	-
30	Subvention Allocation	54.4	6.8	-	-	(61.2)	-	-	-	-
31	Subvention Distribution	(46.4)	(14.5)	-	(0.4)	61.3	-	-	-	-
32	<b>Total Allocations and Transfers</b>	<b>\$ 161.1</b>	<b>\$ 7.0</b>	<b>\$ 1.9</b>	<b>\$ (192.4)</b>	<b>\$ 22.4</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
33	<b>Total Expenses &amp; Cost Allocations</b>	<b>\$ 500.4</b>	<b>\$ 58.0</b>	<b>\$ 87.7</b>	<b>\$ 51.1</b>	<b>\$ 22.4</b>	<b>\$ 719.6</b>	<b>\$ 157.6</b>	<b>\$ (134.7)</b>	<b>\$ 742.5</b>
34	<b>Results of Operations</b>	<b>\$ 0.1</b>	<b>\$ 0.5</b>	<b>\$ 12.5</b>	<b>\$ 2.7</b>	<b>\$ (15.2)</b>	<b>\$ 0.6</b>	<b>\$ (88.9)</b>	<b>\$ 141.5</b>	<b>\$ 53.2</b>
35	Transfers (from) Operating Reserve	(6.7)	-	(0.2)	(13.5)	(15.9)	(36.3)	17.9	18.4	-
36	Transfers to (from) Quasi Endowments	-	-	-	14.1	0.8	14.9	(14.9)	-	-
37	Provisions for Facility and Equipment Renewal	-	-	0.2	-	-	0.2	(0.2)	-	-
38	Transfers to (from) Plant Fund - Project Related	5.1	-	19.9	2.6	-	27.6	(27.6)	-	-
39	<b>Net Results</b>	<b>\$ 1.6</b>	<b>\$ 0.5</b>	<b>\$ (7.4)</b>	<b>\$ (0.6)</b>	<b>\$ -</b>	<b>\$ (5.8)</b>	<b>\$ (64.1)</b>	<b>\$ 123.1</b>	<b>\$ 53.2</b>
40	Transfer Net Results to Fund Balance	1.6	0.5	(7.4)	(0.6)	-	(5.8)	5.8	-	-
41	<b>Adjusted Net Results</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ (69.9)</b>	<b>\$ 123.1</b>	<b>\$ 53.2</b>

*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.

#### **Administrative and Academic Support**

Academic 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 Pool, and Utilities.

#### **Strategic Opportunity Reserve & Subvention**

Resources retained through Subvention assessment, Strategic Opportunity Reserve 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 2.6. The Strategic Opportunity Reserve is detailed in Section 10. Financial summaries are presented in Section 17.

### 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, Administrative and Academic Support, and Strategic Opportunity Reserve & 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 18.

- 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 14.

Financial details related to Financial Statement Adjustments and Component Units are presented in Section 18.

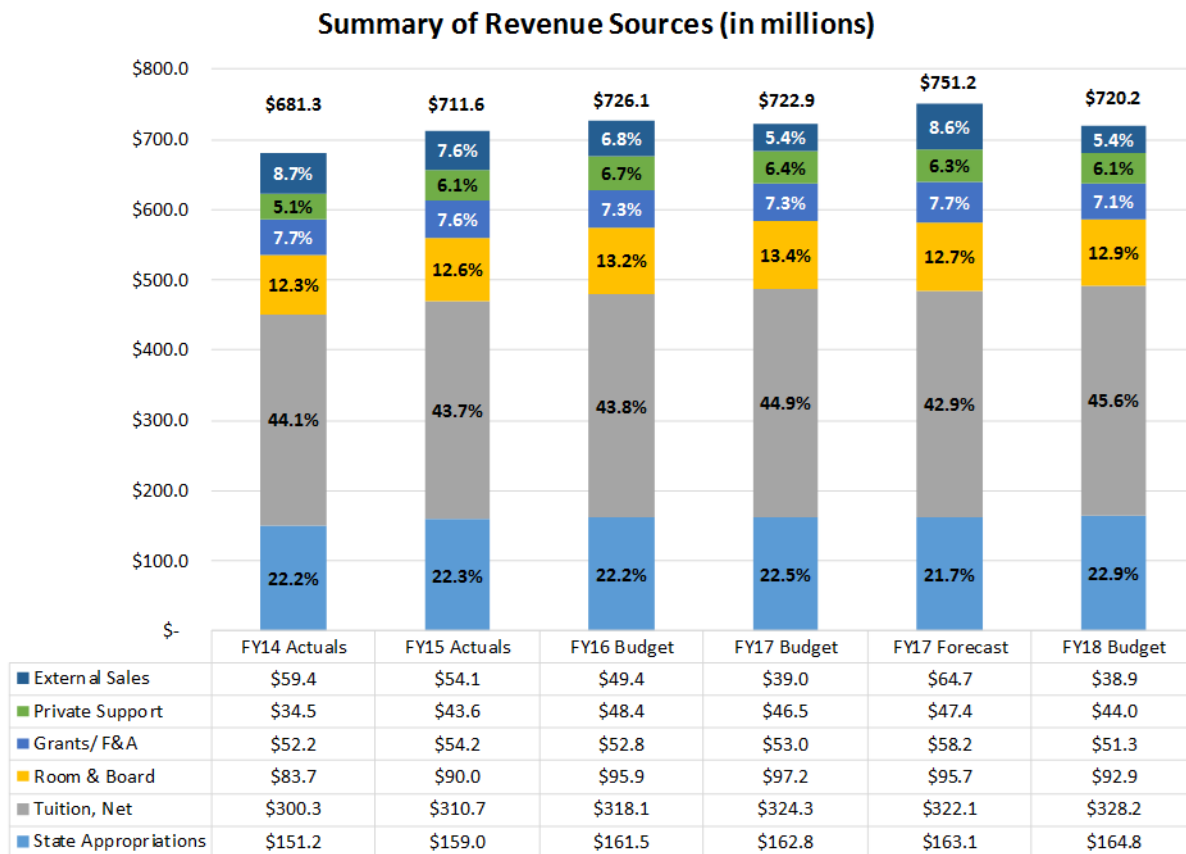
### GAAP Adjusted Totals

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

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



## 2.3 Summary of Revenue Sources



### 2.3.1 State Appropriations

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

<i>(in millions)</i>	FY14 Actuals	FY15 Actuals	FY16 Actuals	FY17 Budget	FY17 Forecast	FY18 Budget
State Support for Instruction	\$ 146.4	\$ 154.1	\$ 155.8	\$ 157.1	\$ 157.4	\$ 159.5
Line Item Appropriations	7.0	7.0	7.8	7.8	7.7	7.3
<b>Total State Appropriations</b>	<b>\$ 153.4</b>	<b>\$ 161.1</b>	<b>\$ 163.6</b>	<b>\$ 164.9</b>	<b>\$ 165.1</b>	<b>\$ 166.8</b>
% of University Revenues	22.5%	22.6%	22.5%	22.8%	22.0%	23.2%
State Appropriations - Capital*	\$ 5.2	\$ 11.8	\$ 11.7	\$ 29.0	\$ 14.0	\$ 32.5
<i>*Reflects institutional spending against State Capital Appropriations</i>						

The table above represents operating and non-operating activity.

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>	FY14	FY15	FY16	FY17	FY17	FY18
	Actuals	Actuals	Actuals	Budget	Forecast	Budget
Gross Undergraduate Tuition & Fees	\$ 294.5	\$ 297.9	\$ 304.3	\$ 302.5	\$ 303.5	\$ 303.6
Undergraduate Financial Aid	(49.9)	(51.3)	(57.8)	(62.6)	(60.1)	(62.5)
<b>Net Undergraduate Tuition &amp; Fees</b>	<b>\$ 244.6</b>	<b>\$ 246.6</b>	<b>\$ 246.6</b>	<b>\$ 239.9</b>	<b>\$ 243.4</b>	<b>\$ 241.1</b>
% of Revenues	35.9%	34.6%	34.0%	33.2%	32.4%	33.5%
Gross Graduate Tuition & Fees	85.4	94.0	100.1	112.8	107.4	115.3
Graduate Financial Aid	(29.7)	(29.9)	(28.5)	(28.4)	(28.7)	(28.2)
<b>Net Graduate Tuition &amp; Fees</b>	<b>\$ 55.7</b>	<b>\$ 64.2</b>	<b>\$ 71.6</b>	<b>\$ 84.4</b>	<b>\$ 78.7</b>	<b>\$ 87.1</b>
% of Revenues	8.2%	9.0%	9.9%	11.7%	10.5%	12.1%

<i>(in millions)</i>	FY14	FY15	FY16	FY17	FY17	FY18
<u>Net Undergraduate Tuition &amp; Fees</u>	Actuals	Actuals	Actuals	Budget	Forecast	Budget
Athens Campus	\$ 182.0	\$ 184.8	\$ 183.0	\$ 180.3	\$ 180.7	\$ 179.1
Regionals Campuses	34.6	34.0	31.2	30.7	30.6	30.4
eCampus	28.0	27.8	27.4	24.3	27.6	27.2
Other Student Fees	-	-	5.0	4.6	4.5	4.4
<b>Total - Net Undergraduate Tuition &amp; Fees</b>	<b>\$ 244.6</b>	<b>\$ 246.6</b>	<b>\$ 246.6</b>	<b>\$ 239.9</b>	<b>\$ 243.4</b>	<b>\$ 241.1</b>

### 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>	FY14	FY15	FY16	FY17	FY17	FY18
<u>REVENUES</u>	Actuals	Actuals	Actuals	Budget	Forecast	Budget
Room & Board	\$ 83.7	\$ 90.0	\$ 95.9	\$ 97.2	\$ 95.7	\$ 92.9

### 2.3.4 Grants and Contracts

<i>(in millions)</i>	FY14 Actuals	FY15 Actuals	FY16 Actuals	FY17 Budget	FY17 Forecast	FY18 Budget
<b>Grants &amp; Contracts</b>						
Grants & Contracts - Local Gov't	\$ 0.6	\$ 0.9	\$ 0.8	\$ 0.9	\$ 1.2	\$ 0.5
Grants & Contracts - State Gov't	9.1	7.8	9.6	9.1	9.4	8.9
Grants & Contracts - Federal Gov't	17.8	20.3	17.2	19.6	23.4	21.8
<b>Total Government Grants</b>	<b>\$ 27.5</b>	<b>\$ 28.9</b>	<b>\$ 27.7</b>	<b>\$ 29.5</b>	<b>\$ 33.9</b>	<b>\$ 31.2</b>
Grants & Contracts - Private/Foundation	17.9	18.6	18.4	16.9	17.3	14.2
<b>Total Grants &amp; Contracts</b>	<b>\$ 45.4</b>	<b>\$ 47.5</b>	<b>\$ 46.1</b>	<b>\$ 46.4</b>	<b>\$ 51.2</b>	<b>\$ 45.4</b>

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>	FY14 Actuals	FY15 Actuals	FY16 Actuals	FY17 Budget	FY17 Forecast	FY18 Budget
F&A Cost Recovery	\$ 6.8	\$ 6.7	\$ 6.8	\$ 6.6	\$ 7.0	\$ 6.0

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 Gifts

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

The FY18 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 \$9.3M. The difference between The Ohio University Foundation ("Foundation") goal and the Planning Unit projections, \$0.7M, is currently represented as a Gift revenue budget within Academic Support (Central Revenue), 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.

### 2.3.7 Endowment Distributions

The endowment distribution represents the internal distribution of endowment income based upon shares held in the endowment portfolio. The annual endowment distribution is equal to the product of a 6% spending rate and the endowment's average market value for the trailing 36 months (ending December 31, 2016). 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 FY18 Budget for endowment distributions is \$28.0M. Section 6 provides additional detail about endowment distributions.

### 2.3.8 Investment Income

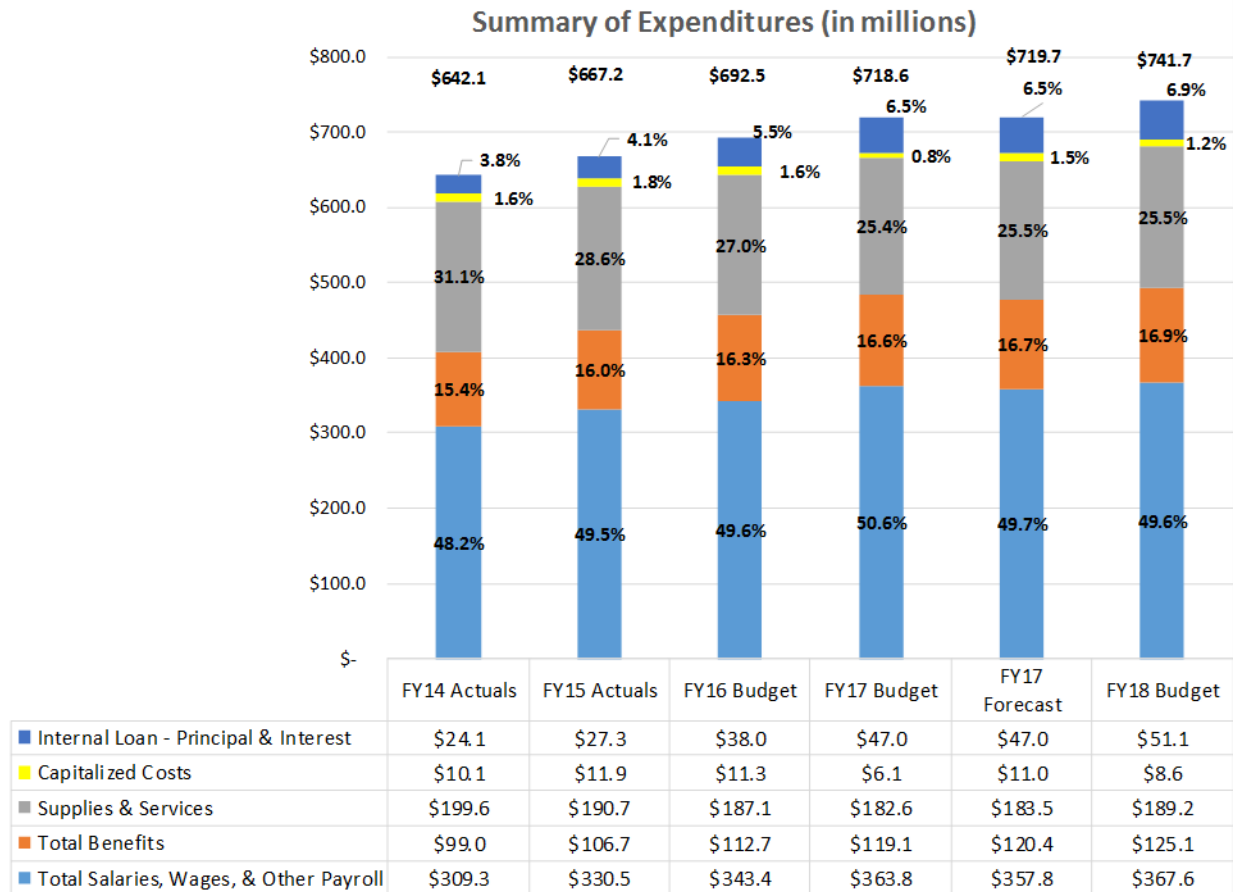
Investment Income represents the interest, dividends, and investment returns earned on the working capital and investment pools of the University. The FY18 Budget for investment income supporting the operating budget is \$6.1M. These funds support the operations of the Foundation and the Strategic Opportunity Reserve.

The Non-Operating budget for Investment Income is \$47.9M, supporting the Endowment (\$31.6M), the Century Bond (\$10.8M), and the Internal Bank (\$5.5M). Section 6 provides additional detail about investment income.

### 2.3.9 Other External Sales

Other external sales includes royalties, sales and services, and other sales. This includes non-student revenue generated from academic activities, clinical revenues, retail sales from auxiliary operations (e.g. parking, transportation, athletic ticket sales, and sponsorship agreements). The FY18 Budget for other external sales is \$38.9M.

## 2.4 Summary of Expenditures



## 2.4.1 Salaries, Wages, and Benefits

For FY18, compensation is budgeted at \$492.7M, which includes Salaries, Wages and Benefits.

<i>(in millions)</i>	<b>FY14</b>	<b>FY15</b>	<b>FY16</b>	<b>FY17</b>	<b>FY17</b>	<b>FY18</b>
	<b>Actuals</b>	<b>Actuals</b>	<b>Actuals</b>	<b>Budget</b>	<b>Forecast</b>	<b>Budget</b>
Faculty Salaries	\$ 124.7	\$ 133.7	\$ 136.4	\$ 144.0	\$ 144.4	\$ 146.6
Administrative Salaries	101.7	108.2	111.1	125.4	118.9	126.7
<b>Total Salaries</b>	<b>\$ 226.4</b>	<b>\$ 241.9</b>	<b>\$ 247.5</b>	<b>\$ 269.4</b>	<b>\$ 263.3</b>	<b>\$ 273.2</b>
Classified Wages	45.8	48.7	54.9	54.7	54.4	54.3
Graduate Assistant Wages	20.0	21.1	21.5	21.9	21.8	21.3
Student Wages	16.1	17.7	18.4	17.0	17.6	18.0
<b>Total Wages</b>	<b>\$ 81.8</b>	<b>\$ 87.4</b>	<b>\$ 94.8</b>	<b>\$ 93.6</b>	<b>\$ 93.8</b>	<b>\$ 93.6</b>
Other Payroll	1.0	1.1	1.1	0.8	0.7	0.7
<b>Total Salaries/Wages</b>	<b>\$ 309.3</b>	<b>\$ 330.5</b>	<b>\$ 343.4</b>	<b>\$ 363.8</b>	<b>\$ 357.8</b>	<b>\$ 367.6</b>
<b>Total Benefits</b>	<b>\$ 99.0</b>	<b>\$ 106.7</b>	<b>\$ 112.7</b>	<b>\$ 119.1</b>	<b>\$ 120.4</b>	<b>\$ 125.1</b>
<b>Total Compensation</b>	<b>\$ 408.3</b>	<b>\$ 437.2</b>	<b>\$ 456.1</b>	<b>\$ 482.9</b>	<b>\$ 478.2</b>	<b>\$ 492.7</b>

Salaries and Wages are budgeted at \$367.6M, which is approximately a 1.0% increase over the FY17 Budget. Benefits are budgeted at \$125.1M which is a 3.9% increase from the FY17 forecast. University salaries, wages, and benefits are explained in more detail in Section 8.

## 2.4.2 Supplies and Services

For FY18, supplies and services are budgeted at \$189.2M.

Supplies and Services include: professional services (\$38.2M); supplies (\$22.8M); travel (\$21.2M); utilities, maintenance & communication (\$69.2M); cost of goods sold (\$21.5M) and other miscellaneous expenses (\$16.4M).

## 2.4.3 Capitalized Costs

Capitalized costs are included in the operating budget for internal reporting purposes. When actual income statement results are reported, capitalized costs are eliminated via accounting adjustments and depreciation expenses are included. For budgeting purposes, capitalized costs represent the purchases of equipment for research or operations. For FY18, capitalized costs are budgeted at \$8.6M.

Capital facilities costs (CIP) are included in the Capital Budget section (Section 9) and are represented in the Non-Operating section (Section 18) of the Budget.

## 2.4.4 Depreciation

Depreciation expense is not included in the operating budget, but is shown in the Non-Operating Activity. When capitalized costs are eliminated via financial statement adjustments, depreciation expenses are then included. FY18 depreciation expenses are budgeted at \$50.1M, inclusive of Component Units.



### 2.4.5 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>	FY14	FY15	FY16	FY17	FY17	FY18
<u>Operating Results</u>	Actuals	Actuals	Actuals	Budget	Forecast	Budget
Internal Loan - Principal & Interest	\$ 24.1	\$ 27.3	\$ 38.0	\$ 47.0	\$ 47.0	\$ 51.1
<u>Consolidated Results</u>						
Debt Service - Interest	\$ 10.0	\$ 18.7	\$ 24.2	\$ 26.2	\$ 25.9	\$ 28.4

<i>(in millions)</i>	Operating Results	Century Bond	Internal Bank	Financial Statement Adjustments	Consolidated Results
Internal Loan - Principal & Interest	\$ 51.1	\$ (11.5)	\$ (39.6)	\$ -	\$ -
Debt Service - Principal	\$ -	\$ -	\$ 16.1	\$ (16.1)	\$ -
Debt Service - Interest	\$ -	\$ 14.0	\$ 16.0	\$ (1.5)	\$ 28.4

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

### 2.4.6 Internal Sales

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

## 2.5 Allocations and Transfers

### 2.5.1 Internal Allocations & Transfers

Internal allocations represent funding exchanges among units.

### 2.5.2 Indirect Cost Allocations

A series of indirect cost allocations to recover infrastructure and administrative costs associated with non-college expenditures (e.g., Facilities, Finance, OIT). Allocations are made through the RCM model using various allocators (e.g., headcount, square footage, etc.) which are included in Section 20.4.

### 2.5.3 Subvention Fund

**Subvention Allocation:** Academic units are assessed a 12.5% fee on operating revenues, which is utilized to balance operating results across academic units and provide resources for strategic initiatives.

Section 15 includes detail about the Academic Investment Program Incentives.

**Subvention Distribution:** This represents the distribution of the subvention funds to provide funding to the academic initiatives.

For FY18, allocations are budgeted at \$61.2M. The detail about the RCM allocation model is included in Section 20.4.

## 2.6 Transfers

### 2.6.1 Transfers to (from) Operations

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

### 2.6.2 Transfer to (from) Quasi Endowments

Represents the transfer from operations for quasi endowments.

### 2.6.3 Transfers to (from) Capital Projects

Transfers to (from) Capital Projects includes two types of activities: departments' designated funds from current year operations to be set aside to fund future replacements/ deferred maintenance and the transfer of prior year accumulated reserves to fund current year replacements/renovations (typically through plant funds).

<i>(in millions)</i>	FY14	FY15	FY16	FY17	FY17	FY18
	Actuals	Actuals	Actuals	Budget	Forecast	Budget
Provisions for Facility and Equipment Renewal	\$ -	\$ -	\$ -	\$ 6.2	\$ -	\$ 0.2
Transfers to (from) Plant Fund - Project Related	29.5	59.0	(37.8)	17.9	28.7	27.6
<b>Transfers to (from) Capital Projects</b>	<b>\$ 29.5</b>	<b>\$ 59.0</b>	<b>\$ (37.8)</b>	<b>\$ 24.1</b>	<b>\$ 28.7</b>	<b>\$ 27.8</b>

## 3 State Appropriations

### 3.1 State Support of Instruction (SSI)

SSI is an annual, fixed-dollar appropriation from the State of Ohio that subsidizes the cost of education for Ohio residents. Allocations are calculated using a funding formula primarily driven by course completions, degrees earned 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.

#### *FY18 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 FY 15 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 fairly substantially but changes to the at-risk formula implemented in FY17 resulted in that expected increase being reduced by \$5.2M. The FY17 forecast has been adjusted for this change. Our FY18 Budget assumes a modest increase in our state share of SSI, with our growth in Medical FTE as the primary driver.

<i>(in millions)</i>	<b>FY14</b>	<b>FY15</b>	<b>FY16</b>	<b>FY17</b>	<b>FY17</b>	<b>FY18</b>
	<b>Actuals</b>	<b>Actuals</b>	<b>Actuals</b>	<b>Budget</b>	<b>Forecast</b>	<b>Budget</b>
<b>SSI College Allocations</b>	\$ 137.8	\$ 149.2	\$ 151.7	\$ 159.7	\$ 159.7	\$ 156.7
<b>Strategic Opportunity Reserve</b>						
2% Holdback	2.8	2.9	2.9	2.9	2.9	2.8
Additional Surplus/Deficit	5.8	2.0	1.1	(5.6)	(5.2)	
Subtotal	8.6	4.9	4.0	(2.7)	(2.3)	2.8
<b>Total State Share of Instruction</b>	<b>\$ 146.4</b>	<b>\$ 154.1</b>	<b>\$ 155.8</b>	<b>\$ 157.1</b>	<b>\$ 157.4</b>	<b>\$ 159.5</b>
% of State Appropriations	10.6%	11.0%	10.6%	10.3%	10.3%	10.5%

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

Consultations with the Ohio Department of Higher Education (former Board of Regents) 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 is now added to the existing factors of academic risk, financial risk, age and race as defined in the table below.

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

The five at-risk categories combine to 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 list of cases, state-wide graduation rates and resulting weights are shown below:

Case	Graduation %	Weight*	
case 00	73.6%		No Risk Factors
case 01	71.0%	3.6%	Financial, only
case 02	50.8%	44.7%	Academic, only
case 03	43.3%	70.1%	Age, only
case 04	53.4%	37.8%	Race, only
case 05	67.6%	8.8%	First Generation, only
case 06	44.5%	65.2%	Financial & Academic
case 07	48.3%	52.4%	Financial & Age
case 08	52.7%	39.5%	Financial & Race
case 09	63.5%	15.9%	Financial & First Generation
case 10	43.2%	70.3%	Academic & Age
case 11	36.6%	101.1%	Academic & Race
case 12	48.9%	50.4%	Academic & First Generation
case 13	37.2%	97.7%	Age & Race
case 14	57.2%	28.6%	Age & First Generation
case 15	57.9%	27.0%	Race & First Generation
case 16	39.0%	88.9%	Financial, Academic & Age
case 17	30.0%	145.2%	Financial, Academic & Race
case 18	42.0%	75.1%	Financial, Academic & First Generation
case 19	28.3%	160.1%	Academic, Age & Race
case 20	49.9%	47.4%	Academic, Age & First Generation
case 21	55.4%	32.9%	Age, Race & First Generation
case 22	36.4%	102.1%	Academic, Race & First Generation
case 23	48.9%	50.4%	Financial, Race & First Generation
case 24	35.5%	107.1%	Financial, Age & Race
case 25	51.2%	43.8%	Financial, Age & First Generation
case 26	25.9%	184.0%	Financial, Academic, Age & Race
case 27	40.3%	82.6%	Financial, Age, Race & First Generation
case 28	28.9%	154.5%	Financial, Academic, Race & First Generation
case 29	42.0%	75.1%	Financial, Academic, Age & First Generation
case 30	42.4%	73.6%	Academic, Age, Race & First Generation
case 31	27.3%	169.8%	All Risk Factors

\* Weight calculated as the difference between each Case and Case 00 (students with no risk factors)

The projected net impact of this change to the SSI for Ohio University is 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.

#### Changes related to Guarantee Tuition programs:

The FY16-17 State of Ohio biennial budget included a provision that adjusted the Ohio Department of Higher Education's SSI allocation formula for those universities with a tuition guarantee program. The proposed FY18-

19 State Operating Budget eliminates the SSI adjustments for tuition guarantee programs, which historically reduced Ohio University's state appropriation by approximately \$1.0M in FY16 and FY17.

### 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 FY18 budget.

*(in millions)*

Planning Unit	Program	FY17 Projection	FY18 Projection	Variance
<b>Voinovich</b>	Appalachian New Economy Partnership	\$ 1.50	\$ 1.50	0%
	Co-ops & Internships	\$ 0.08	\$ 0.08	0%
<b>College of Medicine</b>	AHEC Program Support	\$ 0.13	\$ 0.11	-10%
	Family Practice	\$ 0.50	\$ 0.45	-10%
	Geriatric Medicine	\$ 0.07	\$ 0.07	-10%
	Primary Care Residencies	\$ 0.23	\$ 0.20	-10%
	OU Clinical Teaching	\$ 2.91	\$ 2.62	-10%
<b>Education</b>	Higher Education Program Support	\$ 0.08	\$ 0.08	0%
<b>Library</b>	Library Depositories	\$ 0.17	\$ 0.15	-10%
<b>Internal Bank</b>	Capital Component	\$ 2.00	\$ 2.00	0%
<b>Subtotal</b>		<b>\$ 7.66</b>	<b>\$ 7.26</b>	<b>-5%</b>

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 will be the last year Ohio University receives 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 2017-2018 biennial capital request in the fall of 2015. The 2017-2018 capital bill was passed in Senate Bill 310 by the Ohio legislature in early May, 2016, and included \$27.5M of capital appropriations to Ohio University (inclusive of \$750,000 of pass-through allocations for local partners and \$26.8M 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 FY18 Budget for projects to be funded, in whole or in part, by State Capital Appropriations is \$32.5M and can be found in the Capital column of our Non-Operating results (Section 18).



## 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:** Based on Fall 2016 (FY17) data, enrollment on the Athens Campus has grown 2.8% compared to Fall 2013 (FY14). These numbers include traditional, post-secondary, and eCampus students.

The forecast for Fall 2017 (FY18) indicates that the overall headcount will decrease slightly (0.6%). It is assumed that on the Athens Campus, the post-secondary headcount will remain flat, traditional headcount will decrease 1.1%, and eCampus headcount will grow 1.0%.

The projected Fall 2017 UG Athens traditional student headcount assumes a new freshman class that will be 200 fewer students as compared to the Fall 2016 class, while assuming equivalent retention rates as the previous three years.

Undergraduate Duplicated Headcount					
	Fall 2013	Fall 2014	Fall 2015	Fall 2016	Fall 2017
	Actual	Actual	Actual	Actual	Forecast
<i>Athens</i>					
Post-Secondary/CC+	66	68	85	139	139
Traditional	17,309	17,592	17,880	18,070	17,863
eCampus	6,129	5,911	5,978	5,958	6,018
Subtotal	23,504	23,571	23,943	24,167	24,020
<i>Regionals</i>					
Post-Secondary/CC+	501	540	815	803	800
Traditional	8,117	7,997	7,759	7,590	7,450
eCampus	0	0	0	87	100
Subtotal	8,618	8,537	8,574	8,480	8,350

Athens - Undergraduate New Freshmen					
	Fall 2013	Fall 2014	Fall 2015	Fall 2016	Fall 2017
	Actual	Actual	Actual	Actual	Forecast
<i>Resident</i>	3,629	3,788	3,756	3,774	3,574
<i>Non-resident</i>	615	589	667	535	535
<b>Total</b>	<b>4,244</b>	<b>4,377</b>	<b>4,423</b>	<b>4,309</b>	<b>4,109</b>

**Regional Campuses:** From Fall 2013 (FY14) through Fall 2016 (FY17), Regional Campuses have experienced a 6.5% decrease in traditional student headcount. For that same period, Regional Campuses have experienced a 60.3% growth in post-secondary student headcount. This growth in post-secondary enrollment is a result of the expansion of the College Credit Plus program across the State of Ohio, now in its second year.

The Fall 2017 (FY18) projection indicates that there will be a decrease in headcount of 1.8% for traditional students on the Regional Campuses when compared to the headcount in Fall 2016 (FY17). The Post-secondary student headcount is expected to remain flat for the Regional Campus when comparing Fall 2017 to Fall 2016.

**OHIO Guarantee Headcounts:** FY16 saw the first cohort of OHIO Guarantee students on the Athens campus. These students accounted for 27.7% of the total undergraduates on the Athens Campus in Fall 2015. The projection for headcounts in Fall 2017 (FY18) shows that 67.2% of Athens Campus undergraduates will be part of an OHIO Guarantee cohort.

Athens - Cohort Duplicated Headcount (excluding eCampus)			
	<u>Fall 2015</u>	<u>Fall 2016</u>	<u>Fall 2017</u>
	<u>Actual</u>	<u>Actual</u>	<u>Forecast</u>
Continuing Students	12,987	9,009	5,909
OHIO Guarantee 2015-16	4,978	4,304	3,562
OHIO Guarantee 2016-17	--	4,896	3,877
OHIO Guarantee 2017-18	--	--	4,654
<b>Total</b>	<b>17,965</b>	<b>18,209</b>	<b>18,002</b>

**FTE:** 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. eCampus students pay tuition on a per credit

Undergraduate FTE					
	<u>Fall 2013</u>	<u>Fall 2014</u>	<u>Fall 2015</u>	<u>Fall 2016</u>	<u>Fall 2017</u>
	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Forecast</u>
Athens	17,169	17,552	18,007	18,188	18,017
eCampus (Athens & Regional)	3,062	2,895	2,941	3,060	3,040
<i>Regional Campuses</i>					
Chillicothe	1,491	1,476	1,392	1,369	1,304
Eastern	617	587	606	576	570
Lancaster	1,633	1,571	1,503	1,390	1,311
Southern	1,314	1,296	1,237	1,208	1,196
Zanesville	1,205	1,243	1,224	1,107	1,096
<b>Total Regional Campuses</b>	<b>6,260</b>	<b>6,173</b>	<b>5,962</b>	<b>5,650</b>	<b>5,478</b>
<b>Total Undergraduate</b>	<b>26,491</b>	<b>26,620</b>	<b>26,910</b>	<b>26,898</b>	<b>26,534</b>
<i>Post-Secondary/CC+</i>	306	302	439	441	455

hour basis, thus FTE's (instead of headcounts) drive our Tuition forecast. eCampus FTE's have been growing over the last 3 years, but are projected to remain flat for FY18. For Regional Campuses, FTE's have declined at a faster rate than headcounts, driven by decreases in full-time student enrollments.

**Residency:** The percentage of non-resident students on the Athens campus has declined over the last two years, from 15.6% to 13.6%.

Athens - Resident/Non-Resident Duplicated Headcount (excluding eCampus)					
	<u>Fall 2013</u>	<u>Fall 2014</u>	<u>Fall 2015</u>	<u>Fall 2016</u>	<u>Fall 2017</u>
	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Forecast</u>
Resident	14,649	14,921	15,157	15,627	15,561
Non-resident	2,726	2,739	2,808	2,582	2,442
<b>Total</b>	<b>17,375</b>	<b>17,660</b>	<b>17,965</b>	<b>18,209</b>	<b>18,002</b>
<b>% Non-resident</b>	<b>15.7%</b>	<b>15.5%</b>	<b>15.6%</b>	<b>14.2%</b>	<b>13.6%</b>

*eCampus:* The percentage of non-resident students attending our eCampus increased from 24.9% to 29.7% in the four year period between Fall 2013 and Fall 2016. It is projected that the Fall 2017 eCampus enrollments will remain flat with 29.7% of non-resident students.

<b>eCampus - Resident/Non-Resident Duplicated Headcount (Athens and Regional Undergraduate)</b>					
	<u>Fall 2013</u>	<u>Fall 2014</u>	<u>Fall 2015</u>	<u>Fall 2016</u>	<u>Fall 2017</u>
	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Forecast</u>
<i>Resident</i>	4,603	4,459	4,487	4,250	4,301
<i>Non-resident</i>	1,526	1,452	1,491	1,795	1,816
<b>Total</b>	<b>6,129</b>	<b>5,911</b>	<b>5,978</b>	<b>6,045</b>	<b>6,118</b>
<i>% Non-resident</i>	24.9%	24.6%	24.9%	29.7%	29.7%

#### 4.1.2 Graduate Programs

<b>Graduate Programs Duplicate Headcount</b>					
	<u>Fall 2013</u>	<u>Fall 2014</u>	<u>Fall 2015</u>	<u>Fall 2016</u>	<u>Fall 2017</u>
	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Forecast</u>
<i>Traditional Graduate Programs</i>	2,750	2,738	2,641	2,628	2,628
<i>Professional Masters (Outreach)</i>	1,993	2,298	2,383	2,558	2,741
<b>Total</b>	<b>4,743</b>	<b>5,036</b>	<b>5,024</b>	<b>5,186</b>	<b>5,369</b>

*Traditional Graduate Programs:* The enrollments for the University's traditional graduate programs have decreased over the four year (Fall 2013-Fall 2016) period with overall headcount decline of 4.4%. 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 Fall 2017 (FY18).

*Professional Masters:* The University's professional masters programs have experienced substantial growth from 1,993 students in Fall 2013 (FY14) to 2,558 students in Fall 2016 (FY17), an increase of 28.3%. The current forecast for FY18 plans a 7.2% growth in students for these programs overall. For a listing of academic programs by college, reference the Tuition tables in Section 20.3.

### 4.1.3 Doctor of Osteopathy (HCOM)

HCOM Headcount					
	<u>Fall 2013</u>	<u>Fall 2014</u>	<u>Fall 2015</u>	<u>Fall 2016</u>	<u>Fall 2017</u>
	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Forecast</u>
Athens Campus	539	560	561	553	564
Dublin Campus	0	50	100	152	201
Cleveland Campus	0	0	50	105	156
<b>Total</b>	<b>539</b>	<b>610</b>	<b>711</b>	<b>810</b>	<b>921</b>

HCOM has grown consistently over the four year (Fall 2013-Fall 2016) period from 539 students in Fall 2013 (FY14) to 810 students in Fall 2016 (FY17). This 50.3% growth was driven by a 14 student increase on the Athens Campus, three cohorts (152 students) on the Dublin Campus, and two cohorts (105 students) on the Cleveland Campus. For FY18, it is forecasted that total HCOM enrollment will grow by 111 students (13.7% from Fall 2016-Fall 2017).

## 4.2 Tuition Rates

The FY18 column represents the tuition and fees, as approved by the Board of Trustees in January 2017. The FY18\* column represents the tuition and fees assumed in the FY18 Budget. The tuition rate tables for FY18 are included in Appendix 20.3.

#### Continuing Students (Non-Guarantee)

	<u>FY13</u>	<u>FY14</u>	<u>FY15</u>	<u>FY16</u>	<u>FY17</u>	<u>FY18</u>	<u>FY18*</u>	<u>FY19*</u>
Tuition	3.5%	1.6%	1.5%	0.0%	0.0%	2.0%	0.0%	0.0%
Non-Resident Surcharge	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Room	3.5%	3.5%	3.5%	3.5%	0.0%	0.0%	0.0%	0.0%
Board	1.5%	0.5%	1.0%	1.0%	0.0%	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>	<u>FY18*</u>	<u>FY19*</u>
Tuition				5.1%	0.0%	0.0%	0.0%	0.0%
Non-Resident Surcharge				0.0%	0.0%	0.0%	0.0%	0.0%
Room				5.3%	0.0%	0.0%	0.0%	0.0%
Board				1.5%	0.0%	0.0%	0.0%	0.0%

#### OHIO Guarantee - Class of 2020

	<u>FY13</u>	<u>FY14</u>	<u>FY15</u>	<u>FY16</u>	<u>FY17</u>	<u>FY18*</u>	<u>FY18*</u>	<u>FY19*</u>	<u>FY20*</u>
Tuition					1.7%	0.0%	0.0%	0.0%	0.0%
Non-Resident Surcharge					5.6%	0.0%	0.0%	0.0%	0.0%
Room					3.5%	0.0%	0.0%	0.0%	0.0%
Board					2.0%	0.0%	0.0%	0.0%	0.0%

#### OHIO Guarantee - Class of 2021

	<u>FY13</u>	<u>FY14</u>	<u>FY15</u>	<u>FY16</u>	<u>FY17</u>	<u>FY18*</u>	<u>FY18*</u>	<u>FY19*</u>	<u>FY20*</u>	<u>FY21*</u>
Tuition						3.3%	1.3%	0.0%	0.0%	0.0%
Non-Resident Surcharge						0.0%	0.0%	0.0%	0.0%	0.0%
Room						3.5%	3.5%	0.0%	0.0%	0.0%
Board						2.0%	2.0%	0.0%	0.0%	0.0%

Board Approved Tuition Rates: Prior to release of Operating Budget

Non-Guarantee Cap: Current Planning Assumption

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

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

\*Current Planning Assumptions

Planning Assumption for Future Guarantee Cohorts: Legislative Cap

### 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 more than 75% of traditional students are locked in, 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.

## 4.3 Financial Aid

<i>(in millions)</i>	FY14	FY15	FY16	FY17	FY17	FY18
Athens Campus Undergraduates	Actuals	Actuals	Actuals	Budget	Forecast	Budget
Gross Tuition Revenue	\$ 225.5	\$ 230.7	\$ 234.7	\$ 236.7	\$ 235.8	\$ 236.4
<b>Financial Aid Sources</b>						
Operating Funds - Scholarships	30.5	32.0	36.2	41.1	39.8	41.8
Operating Funds - Student Athletes	7.2	7.4	8.5	8.1	8.0	8.3
Grant Funds	2.1	2.3	2.3	1.8	2.0	1.4
Foundation Funds	3.7	4.2	4.8	5.4	5.2	5.8
Subtotal - Financial Aid	\$ 43.4	\$ 45.9	\$ 51.8	\$ 56.4	\$ 55.1	\$ 57.3
<b>Net Tuition Revenue</b>	<b>\$ 182.0</b>	<b>\$ 184.8</b>	<b>\$ 183.0</b>	<b>\$ 180.3</b>	<b>\$ 180.7</b>	<b>\$ 179.1</b>
<b>Discount Rate</b>	<b>19.3%</b>	<b>19.9%</b>	<b>22.1%</b>	<b>23.8%</b>	<b>23.4%</b>	<b>24.2%</b>

*Gross Tuition Includes: UG Instructional, Non-Resident and Program 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 2017 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 2017 are eligible for consideration to become an OHIO Signature Scholar. The application for admission serves as the application for merit-based scholarships.

Fall 2017 first-year students who were admitted by June 1, 2017 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, 2017, 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, 2017.
- Contributions made to the academic, demographic, or geographic diversity of the University community.

In FY18, the OHIO Signature Awards will include more than \$39M in scholarships and grant aid for undergraduate students. This will be accomplished through an incremental increase of \$3.2M in FY18. See <http://www.ohio.edu/admissions/signature/index.cfm> for details about the awards.

#### 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 FY17, over 3,500 donors committed nearly \$1.5M to OHIO Match endowed scholarships. Since the inception of the program, \$8.1M in outright gifts and pledges have been committed to the OHIO Match program, and 138 unique scholarships have been established. These gifts and pledges correspond to a University match commitment of \$4.0M. The University match commitment is funded by the Strategic Opportunity Reserve, described in detail in Section 10.

Through March 31, 2017, a total of \$6.7M has been collected against the \$8.1M gifts and pledges. The University has provided matching funds totaling \$3.3M, and the total market value for these endowments including the University match and accumulated investment income is \$11.1M.

## 4.4 University Initiatives

### 4.4.1 OHIO for Ohio

Over the course of the past several years the University, its Colleges and Academic Units have actively worked to link its eight campuses with the recently adopted Innovation Strategy in support of the institutional commitment to Smart Growth. This approach has helped define OHIO for Ohio:

- OHIO for Ohio envisions a system of physical locations that build bridges between industry, government and the University in support of strategic partnerships.
- OHIO for Ohio envisions our campuses as portals for governmental agencies and industry to access OHIO's wealth of subject matter expertise and research capabilities across ALL disciplines.
- OHIO for Ohio envisions these campuses as platforms that expedite finding solutions to real world problems and developing new approaches to deliver education programs while providing outlets for OHIO's creativity in support of our public role and mission.
- OHIO for Ohio envisions a nationally recognized model of mixed use campuses that integrates laboratory and commercial spaces with college classrooms and clinical facilities, residential living and retail amenities with community-based recreational and cultural amenities.



#### The vision for OHIO for Ohio assumes that:

- OHIO University will be viewed more as a system rather than as individual campuses.
- The Athens campus will be the cornerstone of the system, but closely aligned with its regional campus partners.
- OHIO's future enrollment growth will come from the extension campuses in urban areas and through distance learning programs and not the Athens campus.
- The Athens campus future will be directly linked to our ability to leverage OHIO for Ohio to expand the educational experiences offered to students with an updated business and educational delivery model.

#### There are a number of advantages to OHIO for Ohio:

- Promotes new resources to protect and expand the OHIO University brand.
- Provides new alternative pathways for Ohio University students.
- Permits colleges and departments the ability to become more efficient in program delivery.
- Provides colleges and faculty with new avenues to access new partnerships and enhance our tripartite mission of teaching, research and service.
- Permits statewide access or educational opportunities for both our existing and new students.



#### 4.4.2 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. Perhaps most crucially, we are underfunded in developing and supporting the technical environment that is essential to shape the technology rich learning environment, and in capitalizing on the data and analytics that are made available in this environment to guide student learning and support decisions.



***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.

## 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	(in millions)					
	FY14	FY15	FY16	FY17*	FY18*	
Expendable						
Unrestricted - current use	\$ 0.2	\$ 0.3	\$ 0.3	\$ 0.2	\$ 0.2	
Restricted - current use	17.1	17.2	17.8	6.2	9.8	
Subtotal - Expendable	17.3	17.5	18.1	6.4	10.0	
Nonexpendable						
Restricted - endowed	9.7	13.7	12.7	7.9	10.0	
Subtotal - Nonexpendable	9.7	13.7	12.7	7.9	10.0	
Total	\$ 27.0	\$ 31.2	\$ 30.8	\$ 14.3	\$ 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 FY18 (inclusive of Expendable and Nonexpendable gifts).

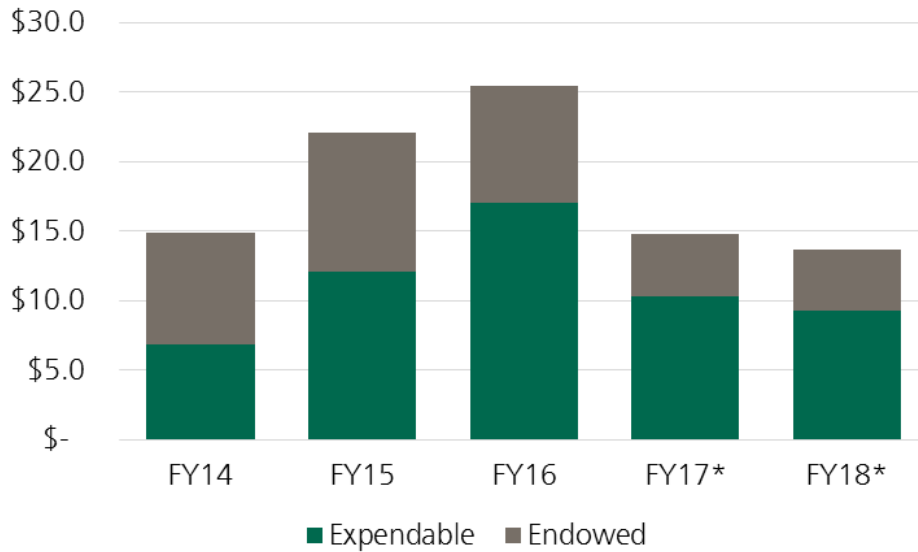
**Expendable gifts** – Expendable gifts are contributions for which the University can spend the corpus, or gift amount, to fund operations in accordance with the donor designation. These include unrestricted contributions (\$0.2M), which may be used for any purpose that supports the University, as well 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 corpus in accordance with the BOT approved spending policy (see Section 6). These contributions are included in the FY18 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 FY14 to FY18. The forecasted decrease reflects an overall decline in new gift revenue and indicates that the collection of existing pledge payments is 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 Sub-Committee (ISC) of the Foundation. The long-term investment portfolio is comprised of the University's and the Foundation's endowments and quasi-endowments, as well as a portion of the University's and the Foundation's working capital.

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

#### *Investment Pool Activity through March 31, 2017*

	FY14	FY15	FY16	FY17*
Beginning investment pool market value	\$ 522.6	\$ 632.5	\$ 625.5	\$ 596.3
Cash transferred to (from) investment pool	22.0	-	(9.7)	(4.1)
Interest and dividends net of management fee	10.8	10.2	10.9	6.2
Realized gains (losses)	30.5	58.4	10.2	(4.0)
Unrealized gains (losses)	46.6	(75.6)	(40.6)	54.9
Ending investment pool market value	<u>\$ 632.5</u>	<u>\$ 625.5</u>	<u>\$ 596.3</u>	<u>\$ 649.3</u>

\* Unaudited

#### *Investment Pool Composition as of March 31, 2017\**

	Foundation		University		Total	
Endowments	\$ 298.0	65.3%	\$ 33.9	17.6%	\$ 331.9	51.1%
Quasi-endowments	136.4	29.9%	51.5	26.7%	187.9	28.9%
Working capital	22.4	4.9%	110.6	57.3%	133.0	20.5%
Cash due (to) from pool	(0.4)	-0.1%	(3.1)	-1.6%	(3.5)	-0.5%
Total investment pool	<u>\$ 456.4</u>	<u>100.0%</u>	<u>\$ 192.9</u>	<u>100.0%</u>	<u>\$ 649.3</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

	FY14	FY15	FY16	FY17*	FY18*
Beginning endowment market value	\$446.7	\$515.9	\$507.0	\$481.8	\$530.0
New gifts to endowments	11.4	13.1	14.7	12.3	10.0
Transfers to (from) quasi endowments	3.4	7.2	1.9	8.3	14.9
Investment income net of fees	74.3	(5.9)	(15.7)	54.3	31.6
Spending allocation	(13.7)	(15.3)	(17.6)	(18.1)	(18.8)
Administrative fee	(6.4)	(7.3)	(8.5)	(8.7)	(9.2)
Other additions (withdrawals)	0.2	(0.7)	-	0.1	-
Ending endowment market value	<u>\$515.9</u>	<u>\$507.0</u>	<u>\$481.8</u>	<u>\$530.0</u>	<u>\$558.5</u>

\*Projected utilizing March 2017 year to date return

### 6.1.2 Endowment Investment Composition

#### Endowment Composition as of March 31, 2017\*

	Foundation		University		Total	
Pooled endowments	\$	298.0 68.6%	\$	33.9 39.7%	\$	331.9 63.9%
Pooled quasi-endowments		136.4 31.4%		51.5 60.3%		187.9 36.1%
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>434.6 100.0%</u>	\$	<u>85.4 100.0%</u>	\$	<u>520.0 100.0%</u>

\* Unaudited utilizing March 2017 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.

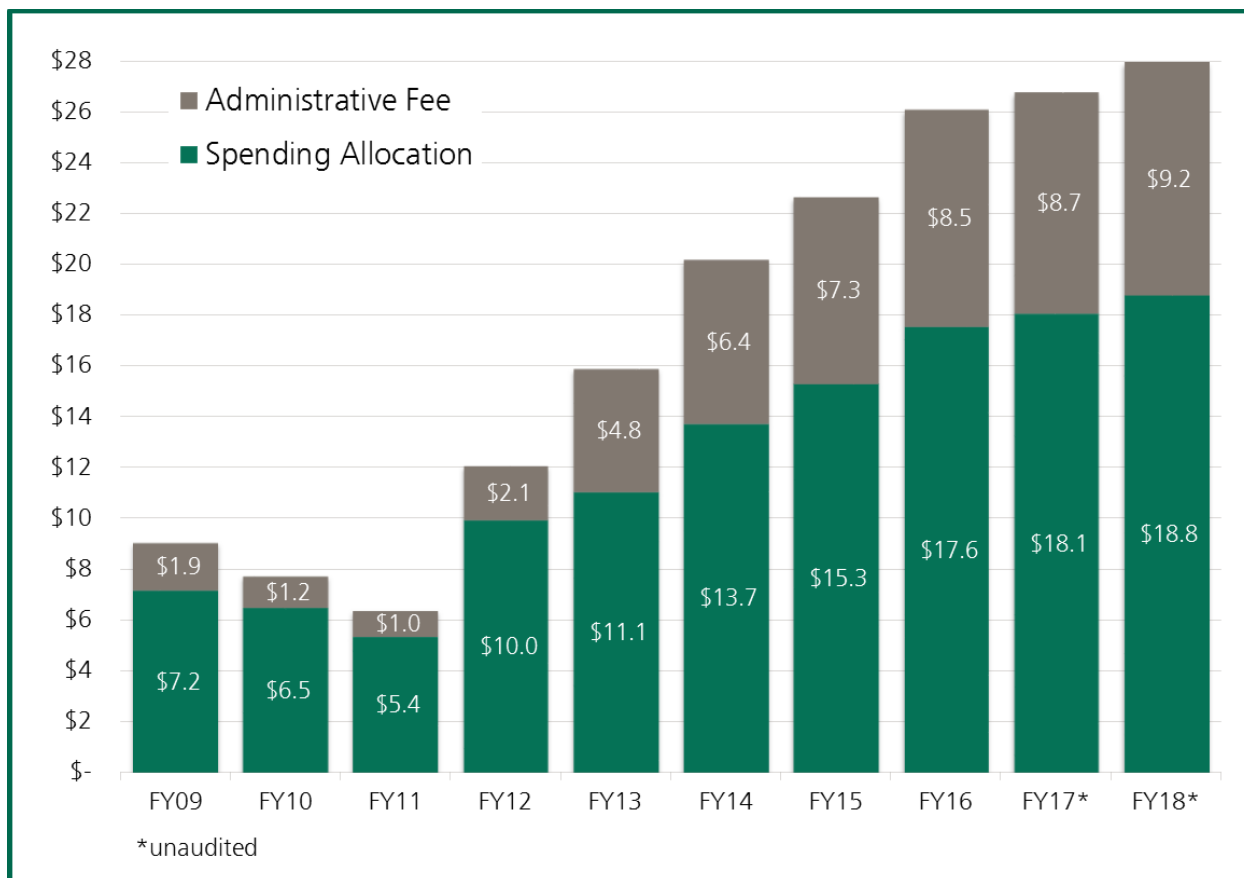
### 6.2.1 Endowment Spending Rates

	Spending Allocation	Administrative Fee	Policy Spending Rate
Fiscal Years 2009, 2010, 2011 and 2012	4.0%	1.0%	5.0%
Fiscal Years 2013, 2014, 2015, 2016, 2017 and 2018	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%.



### Endowment Distribution by Planning Unit and Purpose

FY18 Endowment Spending Allocation by Purpose and Planning Unit					
Planning Unit	Academic/ Instruction	Research	Student Aid	General Institution	Total
Arts and Sciences	\$ 227,905	\$ 2,718	\$ 540,023	\$ 478,858	\$ 1,249,504
Athletics	3,309	690	156,608	6,501	167,108
Business	32,990	-	627,564	259,146	919,700
Central Pool	-	-	-	430,315	430,315
College of Medicine	91,597	-	383,033	275,850	750,480
Communication	192,660	2,414	764,915	272,340	1,232,329
Education	121,177	1,098	146,855	103,964	373,093
E-Learning	-	-	-	-	-
Engineering	587,678	4,832,111	468,685	734,937	6,623,410
Fine Arts	7,053	4,176	192,067	193,984	397,280
Health Sciences	11,026	-	102,002	41,736	154,765
Honors Tutorial College	1,342	-	1,035,156	59,977	1,096,475
Information Technology	-	-	-	-	-
Library	224,531	-	107,474	60,278	392,283
Office of Global Affairs and International Studies	196,848	-	35,403	12,266	244,516
President	-	-	-	26,854	26,854
Provost	117,402	2,003	1,483,085	712,758	2,315,248
Regional Campuses	22,589	-	334,755	129,431	486,775
University College	-	-	12,918	9,564	22,482
Voinovich	5,369	-	12,080	1,982	19,432
VP Finance & Administration	1,837	-	1,806	-	3,644
VP of Advancement	10,970	2,297	97,238	9,795	120,300
VP of Research	40,138	-	60,243	1,578,483	1,678,864
VP of Student Affairs	5,395	-	81,749	15,537	102,681
Total	\$ 1,901,817	\$ 4,847,506	\$ 6,643,659	\$ 5,414,556	\$ 18,807,537

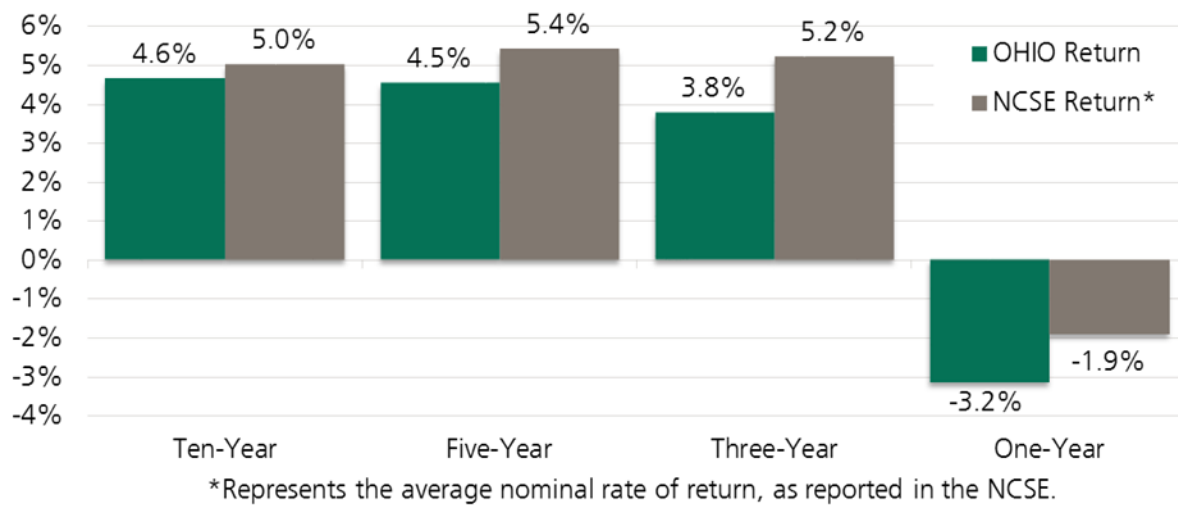
### 6.2.3 NACUBO-Commonfund Study of Endowments

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.

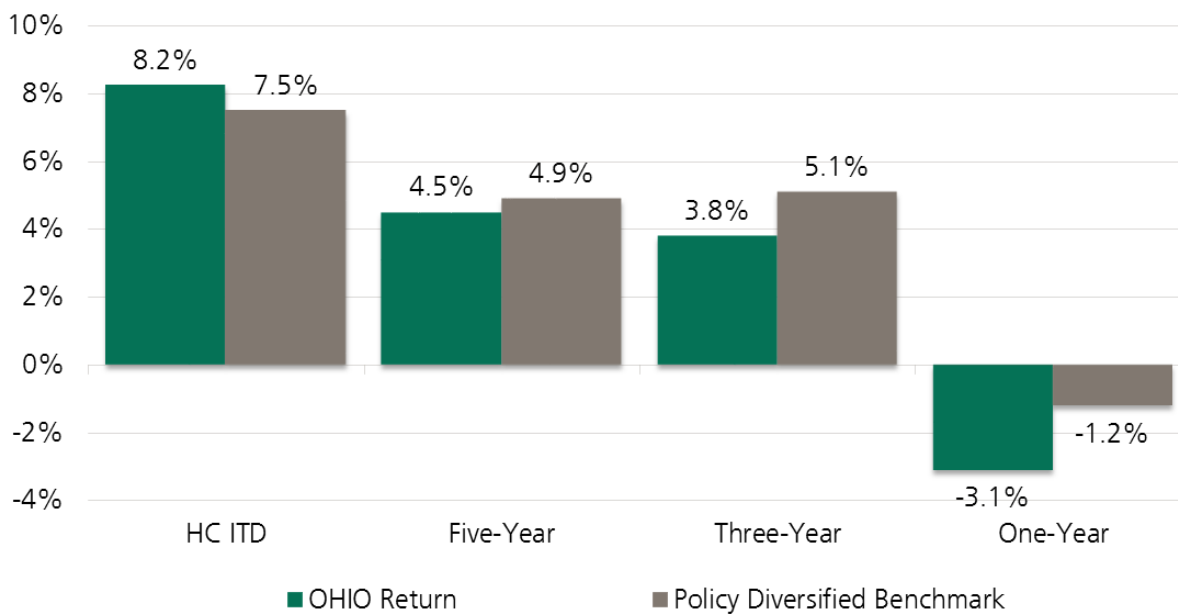
Final results for the year ending June 30, 2016 were made available in late January 2017. For the one-, three-, five-, and ten-year periods ending June 30, 2016, OHIO's portfolio lagged the NCSE average.



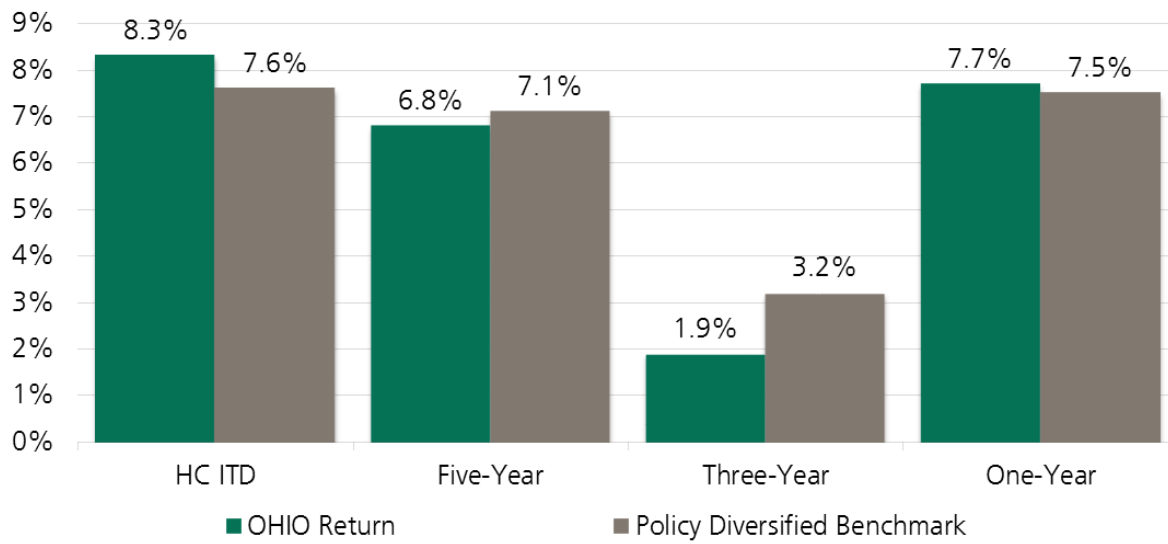
*Performance vs. Peer Institutions for Period ended June 30, 2016*



*Performance vs. Policy Benchmark for Period ended June 30, 2016*



*Performance vs. Policy Benchmark for Period ended December 31, 2016*



## 7 Treasury and Debt Management

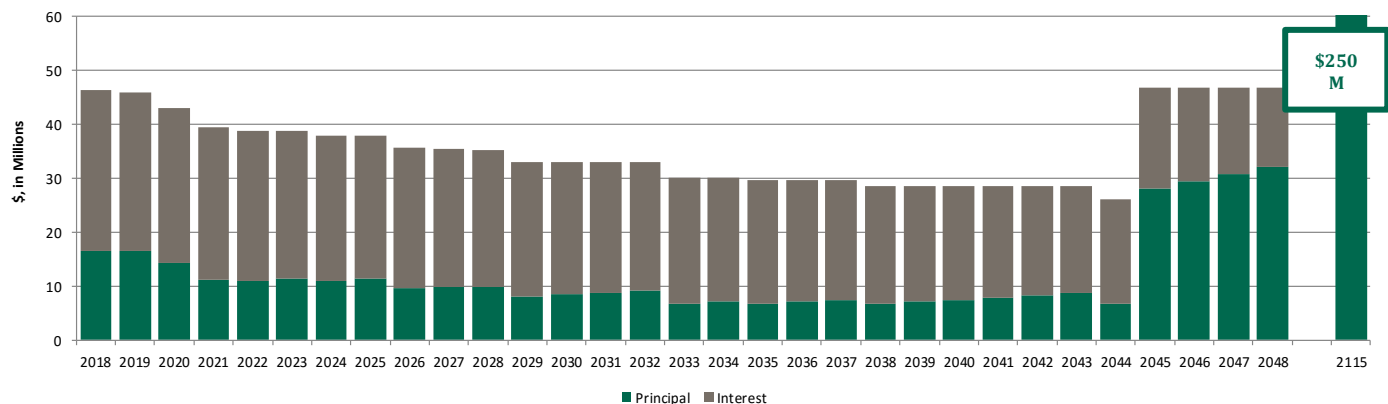
### 7.1 Current Debt, Debt Structure and Interest Expense

The University strategically issues debt to finance our facility and infrastructure investments. As of June 30, 2017 the University and Ohio University Foundation will have \$626.4M 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, 2017:

OHIO UNIVERSITY DEBT PORTFOLIO AS OF JUNE 30, 2017						
Series	Tax Status	Coupon Type	Outstanding Par	Next Call Date	Final Maturity	Use of Proceeds
<b>OHIO UNIVERSITY - GENERAL RECEIPTS DEBT</b>						
Series 2008A	Tax-Exempt	Fixed Rate	300,000	Non-Callable	12/1/2017	Capital Projects
Series 2009	Tax-Exempt	Fixed Rate	9,190,000	Non-Callable	12/1/2019	Capital Projects
Series 2012	Tax-Exempt	Fixed Rate	59,025,000	6/1/2022	12/1/2042	Capital Projects; Refunding (2003/2004)
QAQDA - Series 2012A	Tax-Exempt	Fixed Rate	12,761,483	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	128,650,000	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	156,150,000	6/1/2027	12/1/2047	Capital Projects; Refunding (2006AB/2008A)
<b>OHIO UNIVERSITY NOTES</b>						
Ohio University Inn (Term Loan)	Tax-Exempt	Fixed Rate	1,450,000	N/A	6/15/2021	Capital Projects
<b>OHIO UNIVERSITY CAPITAL LEASE OBLIGATIONS</b>						
Capital Leases	Tax-Exempt	Fixed Rate	392,530	N/A	FY 2021	Capital Projects
TOTAL			626,419,013			

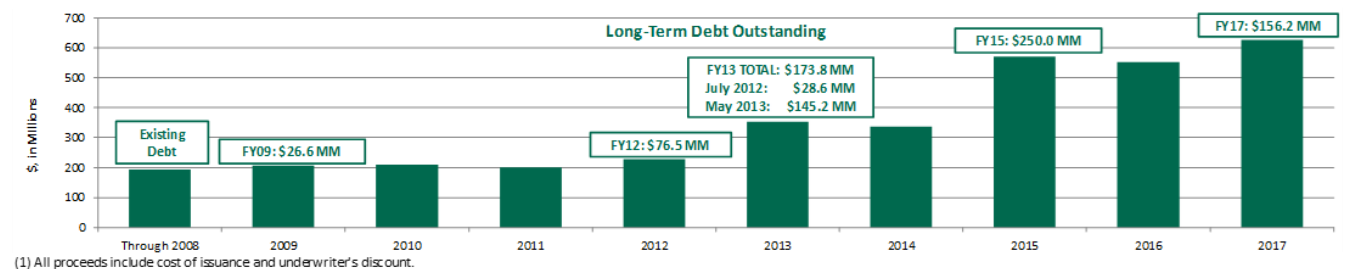


The University's debt portfolio is currently 100% fixed (interest rates are fixed at the point of issuance for defined periods versus variable which fluctuates against interest rate indices). The University's cost of borrowing is determined by both market factors and the University's bond rating. The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

The following table and graph provide a summary of fiscal year 2006 to 2017 debt issuances and uses:

Series	Original Par (\$, in Millions)	FY Issued	New Money	Use of Proceeds
2008 A/B	15.4	2009	64%	<b>New Money (\$9.9 million of Proceeds):</b> To acquire, renovate and furnish the HDL Center. <b>Refunding (\$5.6 million of Proceeds):</b> Proceeds were used to refund Series 2008 Bond Anticipation Notes.
2009	26.6	2009	100%	<b>New Money (\$27.9 million of Proceeds):</b> To purchase and implement a new SIS and to upgrade existing information technology network infrastructure.
2012	76.5	2012	61%	<b>New Money (\$50.6 million of Proceeds):</b> 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. <b>Refunding (\$32.3 million of Proceeds):</b> Proceeds were used to refund portions of the 2003 and 2004 Bonds. The 2003 Bonds were originally issued to refund 2008 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%	<b>New Money (\$28.6 million of Proceeds):</b> To finance the costs of air quality facilities in order to promote purposes of ORC, Chapter 3706.
2013	145.2	2013	76%	<b>New Money (\$123.3 million of Proceeds):</b> 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. <b>Refunding (\$37.9 million of Proceeds):</b> 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%	<b>New Money (\$250 million of Proceeds):</b> 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%	<b>New Money (\$125.8 million of Proceeds):</b> 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. <b>Refunding (\$41.2 million of Proceeds):</b> Proceeds were used to current refund remaining 2006A and 2006B Bonds and advance refund a portion of 2008A Bonds. The 2006A Bonds were used to advance refund Series 1999 Bonds. The 1999 Bonds were used to modernize the air conditioning system on the Athens Campus, make improvements to recreational facilities, expand a child care center, renovate and expand the Grover Center, support construction on regional campuses, construct the West State Street Laboratory Facility and renovate The Ridges Conference Center. The 2006B Bonds were used to construct a new residence hall, develop a Student Information System (SIS), provide audio visual equipment for the University Center, update energy control systems and finance the design costs for a new College of Communications Building and Integrated Learning and Research Center. The 2008A Bonds were used to acquire, renovate and furnish the HDL Center and refund Series 2008 Bond Anticipation Notes.



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.

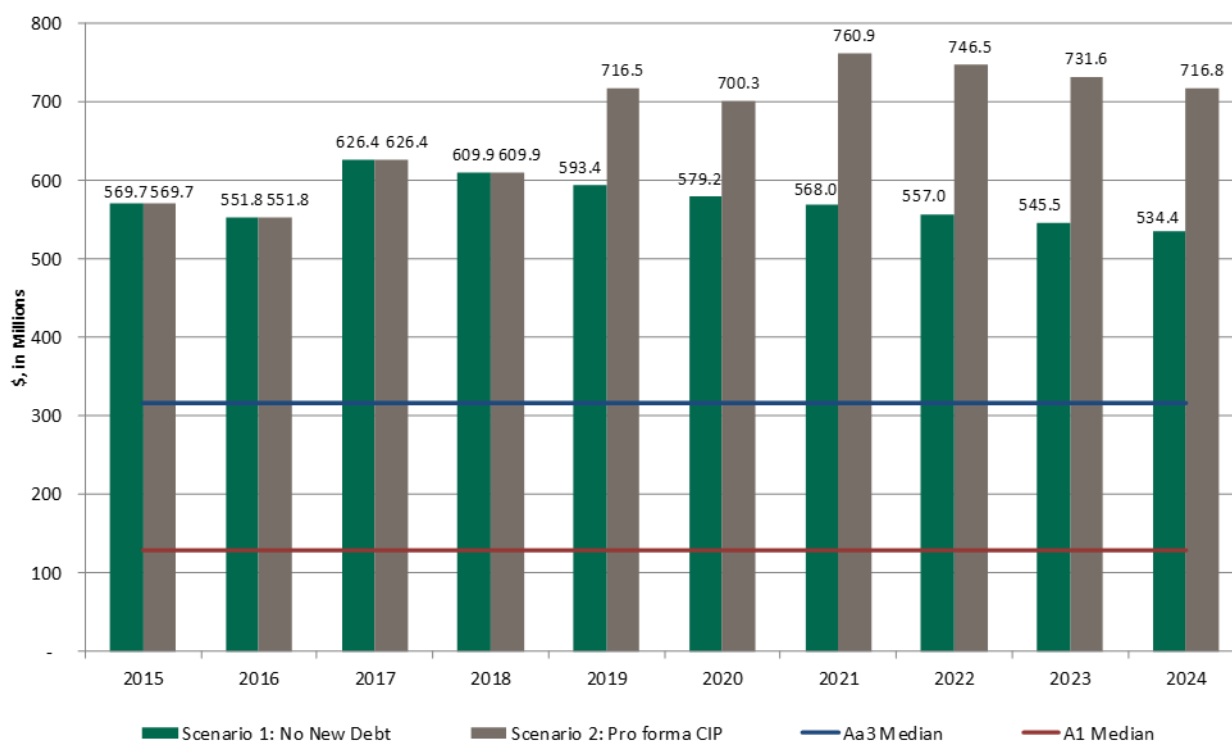
In August 2016, the Board of Trustees (BOT) authorized the University to proceed with its FY17-FY22 Six Year Capital Improvement Plan (CIP) which included \$325.0M of additional long-term debt to be issued over the six-year horizon (2017 to 2022). On March 1, 2017, the University issued \$156.2M of tax-exempt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

Utilizing the expected cash flows and debt needs identified in the FY17-FY22 Six Year CIP, the University would anticipate issuing additional debt of \$200.0M in FY19 and FY21 in the amounts below:

OHIO UNIVERSITY CAPITAL IMPROVEMENT PLAN FY 2015 - FY 2021								
Fiscal Year	2015	2016	2017	2018	2019	2020	2021	Total CIP
Debt Issuance	\$ 250,000,000	-	\$ 125,000,000	-	\$ 125,000,000	-	\$ 75,000,000	\$ 575,000,000

Assuming debt is issued per this schedule, the University's total debt outstanding would peak at \$760.9M in FY21. 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.

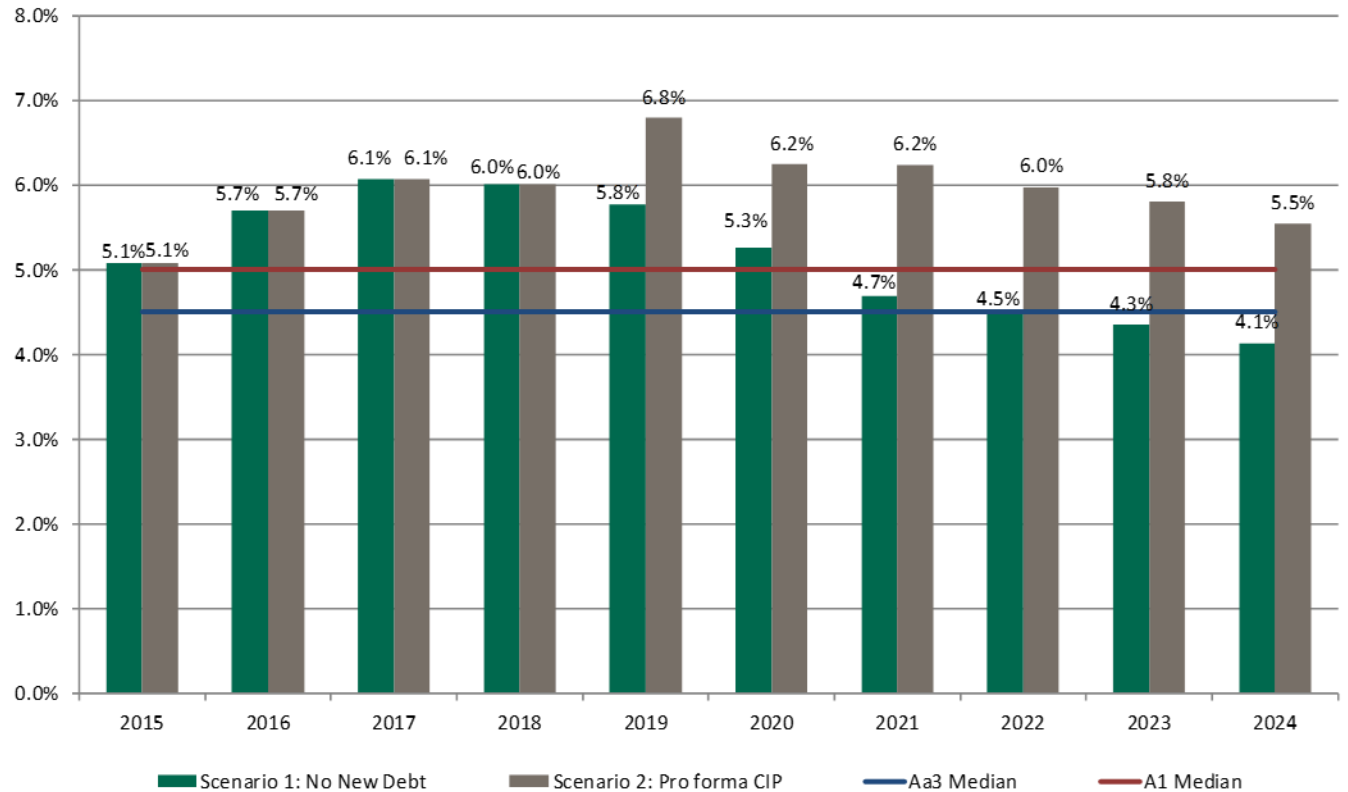
### Annual Pro forma Debt



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.

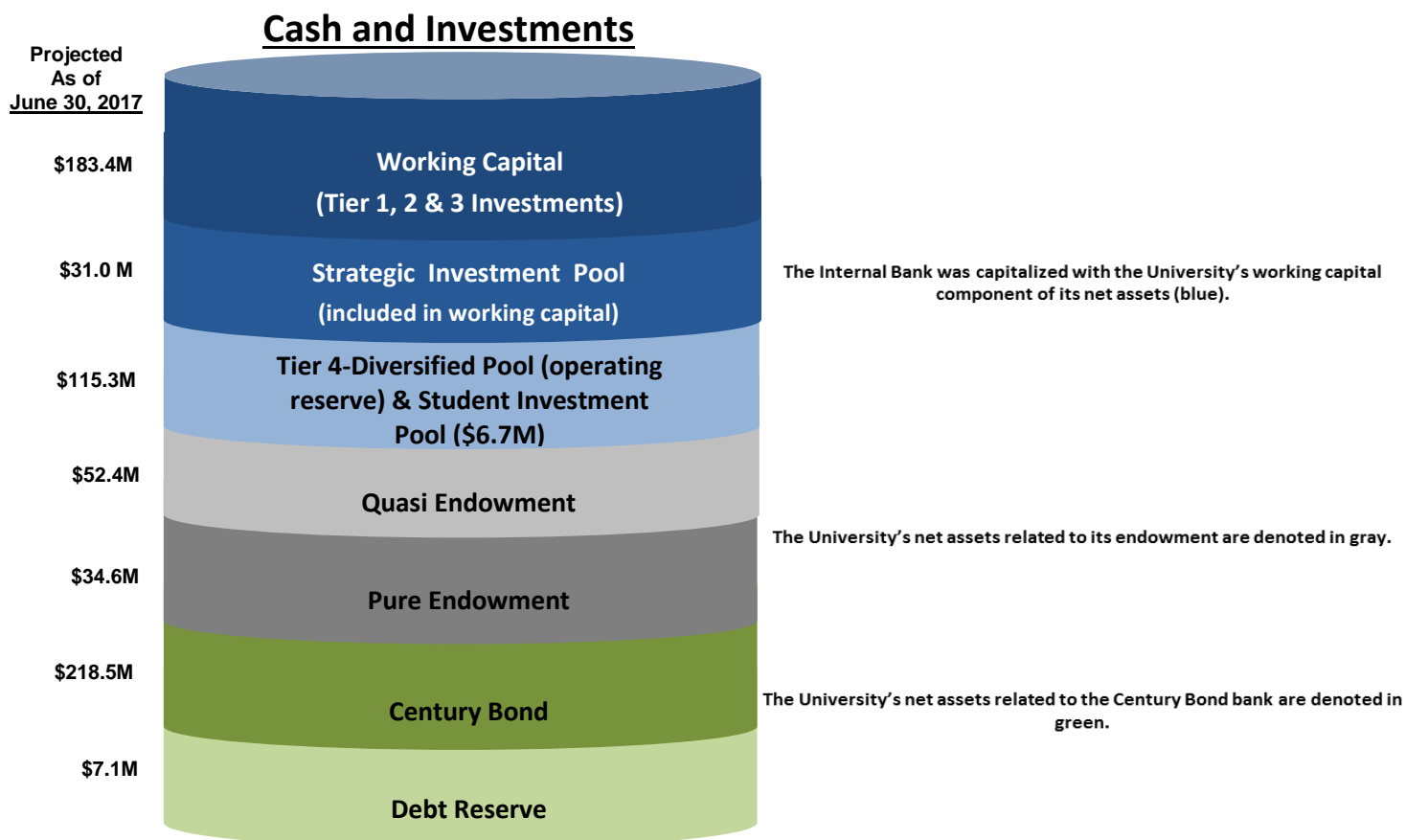
The following chart depicts the anticipated debt service to operations ratios with our current assumptions on additional borrowing through FY24. FY17 is calculated using projected actual results. Debt service to operations is projected to peak at 6.8% in FY19. This is above the Aa3 public-institution median of 4.5%, but well below the Aa3 max value of 12.1%.

### *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.



Below are the forecasted June 30, 2017 working capital (blue), and Century Bond pool (green) balances which will be discussed further in the Internal Bank and Century Bond Bank model sections:

University Working Capital, and Century Bond Pools with Forecasted Market Values as of June 30, 2017		
<b>Short-Term Working Capital</b> <b>\$214.4M</b>  <b>Tiers 1, 2 &amp; 3</b>	<b>Century Bond Short-Term</b> <b>\$56.4M</b>  <b>Century Bond Short-Term Pool</b>	<b>Century Bond Long-Term</b> <b>\$162.1M</b>  <b>Century Bond Long-Term Pool</b>
<b>Long-Term Working Capital</b> <b>\$108.6M</b> <b>Student Investment Program</b> <b>\$6.7M</b>  <b>LT Endowment Pool (Tier4)</b>	<b>Debt Service Reserve</b> <b>\$7.1M</b>  <b>\$3.3M CB Reserve Conservative Pool;</b> <b>\$3.8M LT Endowment Pool</b>	<b>Century Bond Internal Loan Pool</b> <b>\$0</b>  <b>Century Bond Long-Term Pool</b>

### 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.

The University's working capital cash and investment balances approximated \$281.2M as of June 30, 2016 and are forecasted at a higher balance of \$329.7M at June 30, 2017 (see blue above). The higher balance is primarily due to the Series 2017A issuance which allowed for refunding of prior capital expenditures in the amount of \$49.5M.

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.

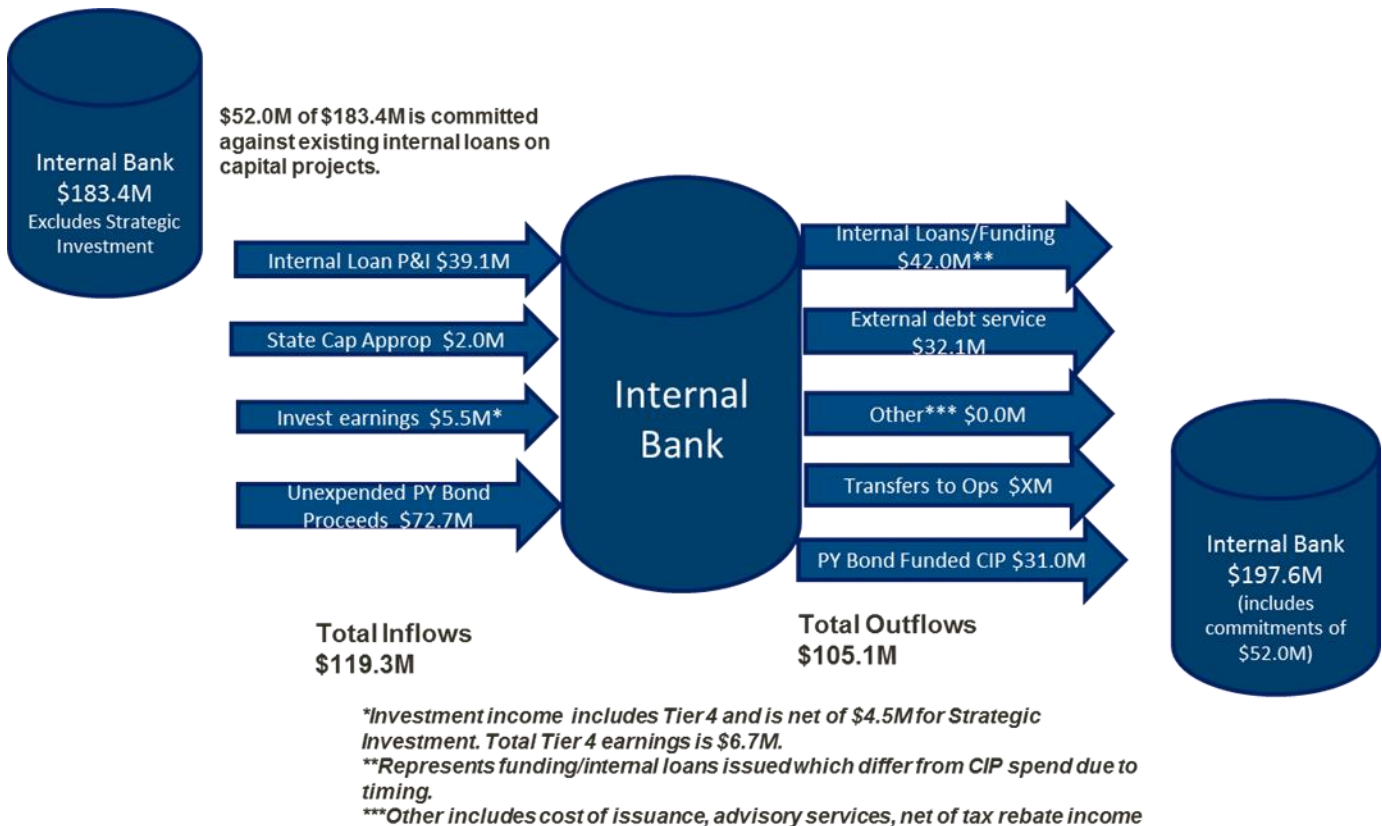
Pursuant to a detailed review of the University's cash flow needs, risk tolerance, return objectives, and investment environment among other considerations, the new investment structure was developed and includes four liquidity tiers as follows:

- **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)

- **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. 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 \$6.7M.

The Internal Bank FY18 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 inflows above include \$72.7M of unspent Series 2017 capital project funds and the outflows include \$44.0M of projected spend against the Series 2017 project funds.

### 7.2.2 Century Bond Bank Model

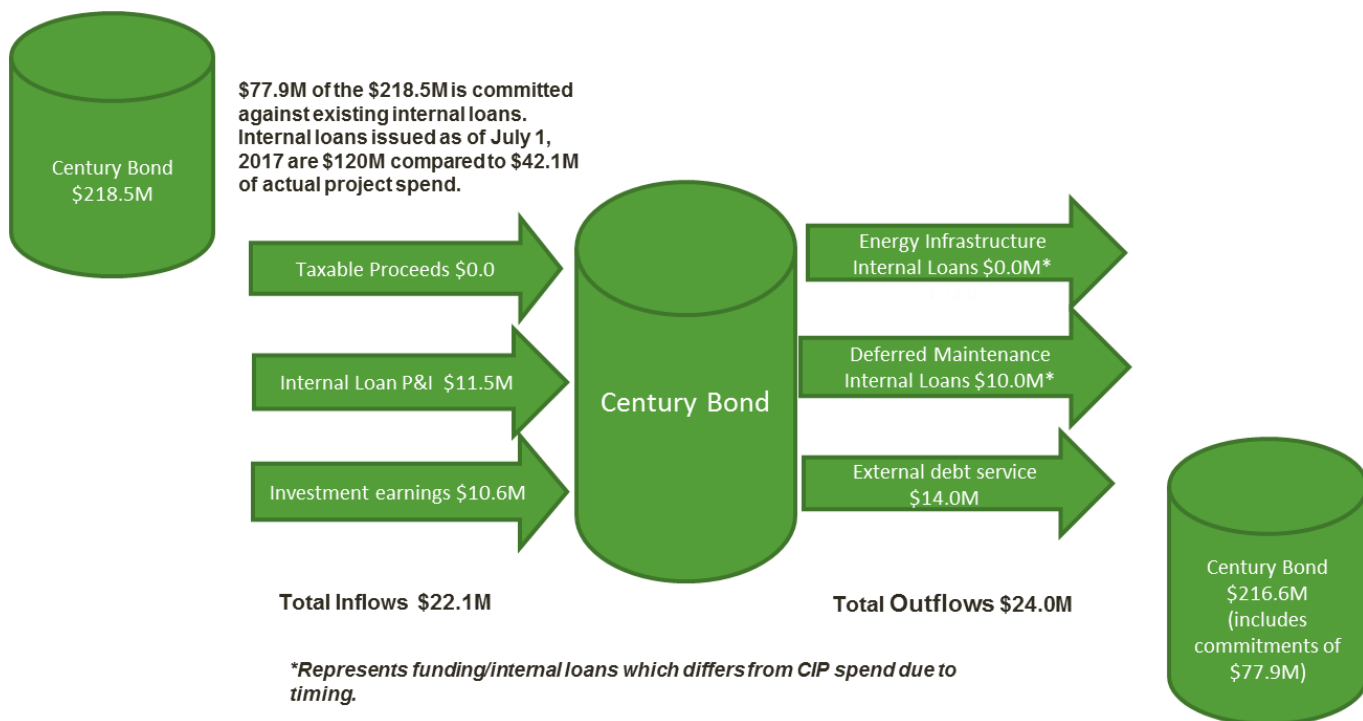
The Century Bond Bank was created to fund energy infrastructure projects and deferred maintenance projects in order to reduce the deferred maintenance backlog and establish a framework to move to a funded depreciation

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, 2017 the balance is projected at \$56.4M and is invested in short-term bond funds. The remaining \$150.0M 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 investment of the \$150.0M. 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 Century Bond Bank FY18 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 was based on the blended cost of capital, including administrative and operating fees. The rate is variable over the life of the loan but will be predetermined and fixed on the first day of each calendar year (January) for the following fiscal year (July 1 to June 30).

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

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

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

Following is a roll forward of existing, restructured, and new (based on active projects) loans from July 1, 2017 to June 30, 2018:

Ohio University  
Internal Loans

Working Capital Loans									
Department Name	Name of Account/Project	Original Loan	Interest Rate	Date of Loan	Ends	7/1/2017 Loan Balance	FY18 Principal	FY18 Interest	6/30/2018 Loan Balance
<b>Internal Loans:</b>									
Airport	Airport T Hangars	300,000	5.50	11/19/01	2018	19,212	19,212	387	-
WOUB	Broadband Tower - Cambridge	595,200	5.50	05/31/03	2026	348,155	348,155	18,381	-
Engineering	Student Training 7 Piper Warriors	1,134,000	5.50	01/12/05	2020	296,576	96,397	13,908	200,179
Central Pool	WOUB Tower Lease Revenue	572,984	5.50	06/30/10	2020	205,088	64,737	11,280	140,351
International Studies	Tun Abdul Razak Maplewood Res	44,317	5.50	03/01/11	2021	20,609	4,746	1,133	15,863
<b>Total</b>		<b>2,646,501</b>				<b>889,639</b>	<b>533,247</b>	<b>45,090</b>	<b>356,392</b>

Bond Proceeds Loans											
Department Name	Name of Account/Project	Original Loan	Bond Series	Interest Rate	Date of Loan	Ends	7/1/2017 Loan Balance	FY18 Principal	FY18 Interest	6/30/2018 Loan Balance	Department Totals
Airport	Airport Terminal	\$ 740,000	Series 2001	Variable		2027	\$ 565,000	\$ 50,000	\$ 24,758	\$ 515,000	\$ 515,000
Arts and Sciences	W State St Lab - A & S	372,123	Series 2006A	3.5% to 5%		2025	269,341	28,465	12,056	240,876	240,876
Athletics	Track & Turf Fields	2,089,099	Series 2006A	3.5% to 5%		2025	1,512,081	159,805	67,683	1,352,276	1,352,276
Campus Recreation	Ping Rec Ctr	9,220,000	Series 2003	5% to 5.25%		2019	3,385,000	1,650,000	128,000	1,735,000	
	Recreation Facility	1,547,481	Series 2006A	3.5% to 5%		2025	1,120,060	118,374	50,135	1,001,686	2,736,686
Central Pool	Athena Theatre	1,645,000	Series 2001	Variable		2027	1,250,000	105,000	54,915	1,145,000	
	Child Care Center - LL Inc.	1,740,916	Series 2006A	3.5% to 5%		2025	1,260,067	133,171	56,402	1,126,896	
	Child Care Center - VPFA	154,748	Series 2006A	3.5% to 5%		2025	112,006	11,837	5,014	100,169	
	King Air 350	1,880,000	Series 2004	2% to 5%		2020	885,000	280,000	37,250	605,000	
	Network Infrastructure-Phase II	6,860,000	Series 2012	2% to 5%		2023	4,390,000	665,000	152,106	3,725,000	
	Network Upgrade	6,185,000	Series 2009	2% to 5%		2020	2,895,000	915,000	121,875	1,980,000	
	Student Info Sys (SIS)	15,465,000	Series 2006A	3.5% to 5%		2020	6,735,000	2,435,000	274,225	4,300,000	
	College of Communication Phase 2	10,830,000	Series 2013	2% to 5%		2044	10,270,000	205,000	477,125	10,065,000	
	Schoonover Project	16,486,131	Series 2012	2% to 5%		2043	15,256,861	338,629	661,637	14,918,232	
	Lindley Hall Upfit	2,255,000	Series 2013	2% to 5%		2044	2,140,000	45,000	99,375	2,095,000	
	Safety Projects	935,000	Series 2012	2% to 5%		2043	865,000	20,000	37,321	845,000	
	Six-Year CIP Planning Fund	24,115	Series 2012	2% to 5%		2043	22,062	513	945	21,549	
	Tupper Hall Upfit	6,320,000	Series 2013	2% to 5%		2044	5,990,000	120,000	278,200	5,870,000	
	WUSOC Legal Services Relocation	200,390	Series 2012	2% to 5%		2043	185,388	4,286	7,979	181,101	
	31 South Court Street Relocations	3,586,404	Series 2012	2% to 5%		2043	3,317,903	76,715	142,809	3,241,188	
	Bromley Academic Relocations	1,715,351	Series 2012	2% to 5%		2043	1,586,929	36,692	68,304	1,550,237	
	Chilled Water Loop	8,665,893	Series 2006A	3.5% to 5%		2025	6,272,336	662,896	280,758	5,609,440	
	Chilled Water Project	5,605,000	Series 2012	2% to 5%		2043	5,190,000	115,000	226,506	5,075,000	
	Confr Ctr the Ridges	2,644,069	Series 2006A	3.5% to 5%		2025	1,913,766	202,258	85,663	1,711,508	
	Ohio Air Quality Develop Auth(2012A)	19,568,654	Series 2012A	2% to 5%		2024	12,761,483	1,778,624	212,512	10,982,859	
	Ohio Air Quality Develop Auth(2012B)	8,500,000	Series 2012B	2% to 5%		2028	8,500,000	-	314,500	8,500,000	
	Stores/Receiving Demo	255,334	Series 2006A	3.5% to 5%		2025	184,810	19,532	8,272	165,278	
	Track & Turf Fields - VPFA	96,718	Series 2006A	3.5% to 5%		2025	70,004	7,398	3,133	62,605	
	HDL Ctr Purchase Non-Tax (2008A)	7,825,000	Series 2008A	4.17% to 5%		2034	7,540,000	300,000	352,510	7,240,000	
	Innov Ctr 1 (Finance)	1,179,049	Series 2001	Variable		2027	900,462	77,056	37,024	823,407	
	Motor Pool Facility	330,240	Series 2001	Variable		2027	250,240	20,000	11,008	230,240	
	W State St Lab - Jepson	521,181	Series 2006A	3.5% to 5%		2025	377,229	39,868	16,885	337,361	
	W State St Lab - LL Income	2,418,381	Series 2006A	3.5% to 5%		2025	1,750,414	184,994	78,351	1,565,420	
	WUSOC Southeast Wing Demolition	42,482	Series 2012	2% to 5%		2043	39,301	909	1,692	38,393	94,110,884
College of Medicine	Columbus Campus Project	11,149,843	Series 2012	2% to 5%		2043	10,323,101	227,168	447,469	10,095,933	
	OUHCOM - Dublin (Columbus)	8,845,000	Series 2013	2% to 5%		2044	8,385,000	165,000	389,675	8,220,000	18,315,933
Engineering	Avionics Ctr	641,661	Series 2001	Variable		2019	234,120	112,724	8,888	121,395	
	Engineering	98,339	Series 2003	5% to 5.25%		2019	35,880	17,276	1,362	18,605	140,000
Housing	S. Grn Resl Hall (new)	19,460,000	Series 2006B	3.75% to 5%		2037	17,480,000	550,000	803,294	16,930,000	16,930,000
Lancaster	Pickerington Center	2,240,000	Series 2003	5% to 5.25%		2024	1,565,000	190,000	76,425	1,375,000	1,375,000
Transportation & Parking	Baker Univ Center-Parking Garage	1,255,772	Series 2004	2% to 5%		2032	1,079,270	49,885	50,115	1,029,385	1,029,385
VP of Research	Innov Ctr 1 (Research)	810,111	Series 2001	Variable		2027	618,698	52,944	25,438	565,753	565,753
VP of Student Affairs	Baker University Center	36,904,228	Series 2004	2% to 5%		2032	31,715,730	1,465,115	1,471,885	30,250,615	30,250,615
Total		229,308,711					181,199,541	13,637,133	7,661,392	167,562,408	167,562,408

Restructured & New Internal Loans											
Department Name	Name of Account/Project	Original Loan	Loan Type/Source	Interest Rate	Date of Loan	Ends	7/1/2017 Loan Balance	FY18 Principal	FY18 Interest	6/30/2018 Loan Balance	Department Totals
Central Pool	Clippinger Phase I	18,000,000	Construction loan	4.75%	9/1/2017	9/1/2047	18,000,000	207,773	638,802	17,792,227	
	paid by Athletics	Indoor Multi-Purpose Facility	5,480,000	Gift advance-interest	4.75%	7/1/2016	7/1/2020	-	-	318,738	-
		Indoor Multi-Purpose Facility	2,500,000	Balance after gifts	4.75%	6/5/2013	6/1/2044	2,342,587	43,929	-	2,298,658
		Indoor Multi-Purpose Facility	NA	Pepsi Pouring Rights	NA			(120,000)	(9,502)	(110,498)	(120,000)
		McCracken Hall Renovation	20,720,400	Series 2013, \$4.2M	4.75%	4/1/2015	1/1/2045	20,063,289	352,573	946,788	19,710,716
	Academic & Student Support Relocations	5,058,427	Construction loan	4.75%	7/1/2017	7/1/2047	5,058,427	58,389	179,519	5,000,038	
	Administrative Relocations	14,859,544	Construction loan	4.75%	7/1/2017	7/1/2047	14,859,544	171,523	527,350	14,688,021	
	Small House Strategy	5,000,000	Working Capital	4.75%	7/1/2017	7/1/2047	5,000,000	77,412	236,135	4,922,588	
	Ellis Hall Renovations	5,040,000	Construction loan	4.75%	7/1/2017	7/1/2047	5,040,000	58,176	178,865	4,981,824	
	Alden Library Renovations	1,340,000	Construction loan	4.75%	7/1/2017	7/1/2047	1,340,000	15,468	47,555	1,324,532	
										70,598,604	
Airport Support	King Air 350	1,295,000	Working Capital	4.75%	1/1/2016	1/1/2028	1,191,715	87,132	55,070	1,104,583	1,104,583
Athletics	Indoor Multi-Purpose Facility	5,480,000	Gift Advance-principal	NA	7/1/2016	7/1/2020	4,384,000	1,096,000	-	3,288,000	
	Indoor Multi-Purpose Facility	NA	Pepsi Pouring Rights	NA			120,000	9,502	110,498	120,000	
	Peden Stadium Scoreboard	549,803	Gift bridge	4.75%	2/1/2017	2/1/2022	549,803	99,999	26,116	449,804	
	Sook Academic Center	3,575,000	Gift bridge	4.75%	7/1/2017	7/1/2022	3,575,000	483,953	121,658	3,091,047	6,948,851
Business	CSC Renovation	3,185,000	Gift bridge	4.75%	4/1/2015	1/1/2020	1,153,307	676,543	42,850	476,764	476,764
College of Medicine	OUHCOM - Cleveland	5,000,000	Operating loan	4.75%	7/1/2018	7/1/2027	-	-	-	-	
	OUHCOM - Cleveland	16,400,000	Construction loan	4.75%	7/1/2017	7/1/2026	16,400,000	1,372,625	689,082	15,027,375	
	OUHCOM - Athens	3,997,939	Design-interest only	4.75%	7/1/2017	construction phase	3,997,939	-	189,902	3,997,939	19,025,314
Education	McCracken Hall Renovation	10,000,000	Gift advance-interest	4.75%	7/1/2016	6/1/2026	-	-	475,000	-	
Engineering	Multiphase Tech Corrosion Center	1,600,000	Construction loan	4.75%	6/1/2015	4/1/2025	1,337,424	140,885	61,043	1,196,539	
	ARC FY15 Operating Deficit	2,200,000	FY15 Operating Deficit	4.75%	7/1/2015	6/30/2025	2,100,000	133,000	-	1,967,000	
	ARC Integrated Learning Research	3,502,257	Construction loan	4.75%	7/2/2015	6/30/2041	3,353,313	79,819	159,282	3,273,494	
	Engineering Expansion	29,000,000	Construction loan	4.75%	FY19		-	-	-	-	6,437,034
Housing	Housing Development Phase I	100,000,000	Series 2013, \$85.5M	4.75%	4/1/2004	4/1/2044	96,350,094	1,806,787	4,545,070	94,543,307	
	Housing Development Phase II	60,000,000	Construction loan	4.75%	FY21/FY22		-	-	-	-	
	Jefferson Hall Renovation	25,800,000	Construction loan	4.75%	4/1/2016	4/1/2046	25,400,556	418,758	1,199,141	24,981,799	119,525,106
Real Estate Office	Dublin -IEC	900,000	Working Capital	4.75%	9/1/2015	4/1/2030	326,601	18,633	15,185	307,969	307,969
	Total	350,483,370					231,823,600	7,399,375	10,653,150	224,424,225	224,424,225

<b>GRAND TOTAL</b>	<b>582,438,583</b>	<b>413,912,780</b>	<b>21,569,755</b>	<b>18,359,631</b>	<b>392,343,025</b>
				<b>39,929,387</b>	<b>total P&amp;I</b>



### 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, 2017 to June 30, 2018:

#### Ohio University Century Bond Loans

Department Name	Name of Account/Project	Original Loan	Interest Rate	Date of Loan	Ends	7/1/2017 Loan Balance	Additions	FY18 Principal	FY18 Interest	6/30/2018 Loan Balance
<b>Internal Loans:</b>										
Central Finance	Deferred Maintenance-FY15	\$ 10,000,000	5.59%	12/01/14	6/1/24	\$ 7,554,736	\$ -	\$ 909,185	\$ 409,779	\$ 6,645,551
Central Finance	EIP-1st Installment	30,000,000	5.59%	12/01/14	6/1/44	28,723,707	-	474,545	1,599,115	28,249,162
Central Finance	Deferred Maintenance-FY16	10,000,000	5.59%	12/01/15	6/1/25	8,415,152	-	860,416	458,548	7,554,736
Central Finance	EIP-2nd Installment	30,000,000	5.59%	12/01/15	6/1/45	29,172,797	-	449,090	1,624,570	28,723,707
Central Finance	Deferred Maintenance-FY17	10,000,000	5.59%	12/01/16	6/1/26	9,229,415	-	814,263	504,702	8,415,152
Central Finance	EIP-3rd Installment	19,000,000	5.59%	12/01/16	6/1/46	18,745,271	-	269,167	1,044,151	18,476,104
Central Finance	EIP-Clipping Phase I	11,000,000	5.59%	12/01/16	6/1/46	10,852,526	-	155,833	604,508	10,696,693
Central Finance	Deferred Maintenance-FY18	10,000,000	5.59%	12/01/17	6/1/27	-	10,000,000	770,585	548,380	9,229,415
<b>Total</b>		<b>\$ 130,000,000</b>				<b>112,693,604</b>	<b>10,000,000</b>	<b>4,703,084</b>	<b>6,793,753</b>	<b>117,990,520</b>
									<b>Total P&amp;I</b>	<b>11,496,837</b>





## 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. Post implementation of the Compensation 2014 Project, a model to review pay compression\* and pay inversion\*\* has been implemented.

As anticipated with the completion of the COMP 2014 project, the salary increases to the new pay grade minimum and the implementation of a new pay structure and the associated pay administration guidelines resulted in unintentional pay compression\* and pay inversion\*\* issues for existing employees. Beginning in FY16, in conjunction with annual increases, a 1% funding pool equivalent to \$1.1M was utilized to address these pay compression and inversion issues for Administrative and Classified Non-Bargaining Unit employees.

#### FY 2017 Equity Pool Distribution

The University provided an additional 1% funding pool for FY17, equivalent to \$1.2M to further address pay compression and inversion issues. In July 2016, Planning Units received 0.5% of the equity pool for distribution to employees identified within the equity model. Units received a proportionate dollar amount of the 0.5%, based on the employees eligible for an equity increase within their unit. Planning Units had the discretion to allocate those funds to employees identified as eligible, not to exceed what the model identifies as expected compa ratio\*\*\*. Employees were eligible for an equity increase if their expected compa ratio is identified as less than their current compa ratio based on length of time in job.

The remaining 0.5% of the equity pool has been held for distribution before the end of FY 2017. These funds will likely target employees identified within the biennial equity review. This is described in further detail later in this section.

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

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

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

#### 1) FY 2018 Merit Pool Proposal

Given our current budget environment, we are continuing with our planning assumption of no raise pools for FY18. The exception is the second year of the compensation plan for Medical faculty, which lagged the faculty compensation plan by two years. After multiple years of supplemental salary increases to support our compensation investments (3 years of Faculty Comp Plan; 2 years of Staff Comp Plan), we are not in a position to award salary increases this year. Additional analysis will be completed to measure progress towards our compensation goals and determine a course forward for future years.

## 2) Biennial Equity Review

In accordance with the August 29, 2011 Resolution Agreement with the U.S. Department of Education, Office of Civil Rights (OCR), the University engaged Mercer to conduct a biennial equity review of our compensation practices. The OCR Resolution Agreement 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. Thus, 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. University Human Resources involved Legal Affairs and the Office of Equity and Civil Rights Compliance as a part of the review process. 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. It also demonstrates our commitment to support diverse employment groups and our philosophy to ensure nondiscriminatory pay practices.

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

As a result of the external review conducted for FY17, four priority areas were identified for potential adjustments as noted below:

Priority	Priority Description	Number of Employees
1	Employee is a significant negative outlier AND also part of a identified risk group	12
2	Employee is a significant negative outlier but NOT part of a identified risk group	33
3	Employee is NOT a significant negative outlier but IS part of a identified risk group and gap between predicted pay and actual pay is >\$5,000	25
4	Employee is NOT a significant negative outlier or part of a identified risk group, but gap between predicted pay and actual pay is >\$5,000	51
<b>Total:</b>		<b>121</b>

*The term “identified risk group” refers to segments of employees with similar characteristics (Job Family, Planning Unit, Pay Grade, etc.) that have been identified as having a higher level of pay disparity when comparing gender and ethnicity.*

After a thorough review of the above priorities, pay adjustments for FY 17 will be provided to employees identified in priorities 1 and 3, those in equity risk categories as defined by Title IX, to bring them up to their predicted pay level. Employees in priority 2, non-Title IX risks, will be provided an adjustment of 50% of the difference between the employee’s current salary and their predicted pay which will address a component of our inversion compression. Adjustments will not be provided to employees in priority 4.

### 3) Faculty Compensation Task Force:

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

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

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

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

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

For FY17, the faculty investments were identical to those listed above for FY16 and represented the third year of the compensation increases. The next step will be to convene a follow-up task force to analyze the results of the compensation plan. The goal will be to develop recommendations for future plans to maximize our investment in faculty compensation to attract and retain talented faculty.

#### 4) Fair Labor Standards Act Regulatory Changes

On May 18<sup>th</sup> 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.

Immediately upon learning of the rule changes, Ohio University moved ahead and expended significant effort to ensure compliance with and implementation of the FLSA amendment. In preparation for the December 1 implementation date, Ohio University analyzed salaried exempt employees below the proposed threshold to determine which employees and job families or sub-families should be converted to non-exempt status or have their salary increased to above the new minimum in order to retain their exempt status. We also reviewed the potential impacts on telecommuting, flexible workplace schedule policies, salary compression and converting the newly non-exempt employees to hourly employees paid on a biweekly frequency.

The tables below summarize the estimated cost of increasing base salaries of any current exempt employee below the new threshold to \$47,476 in order to maintain exempt status.

## Estimated Impact if New Salary Threshold moves ahead

Number of exempt employees with salaries under \$47,476:	Employees that will be over new minimum salary after an assumed 2% annual increase:	Number of exempt employees under new minimum less than 1.0 FTE:
407	20	44

Cost and number of employees to bring to new minimum if \$3000 or under:	
Annual Cost	Number of Employees
\$158,692	93

Cost and number of employees to bring to new minimum if \$5000 or under:	
Annual Cost	Number of Employees
\$455,254	169

## Salary Increase vs Overtime Cost Estimates

Overtime Cost based on Planning Unit Estimated Hours of Overtime Worked		
Number of Employees:	Estimated Hours of OT:	Estimated Annualized OT Cost:
294	0	\$0
76	40-45	\$578,504
25	46-50	\$404,193
8	51-55	\$172,870
4	56-60	\$119,201
Actual Cost based on Estimated OT:		\$1,274,768
Cost to Increase Salaries to Maintain Exempt Status:		\$2,426,803

In October 2016, University Human Resources sent communications to all impacted employees notifying them of any potential changes to their FLSA exemption status and pay rate if applicable, barring any other legislative changes that may happen prior to December 1, 2016. University Human Resources also provided two open forums for employees, their supervisors, and anyone wanting additional information on the pending FLSA changes.

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. Within 24 hours of the injunction announcement, UHR promptly notified impacted employees, their supervisors, and leadership of the intent to delay any changes until a final determination was made.



## 8.1.2 Personnel

### *Employee Headcount*

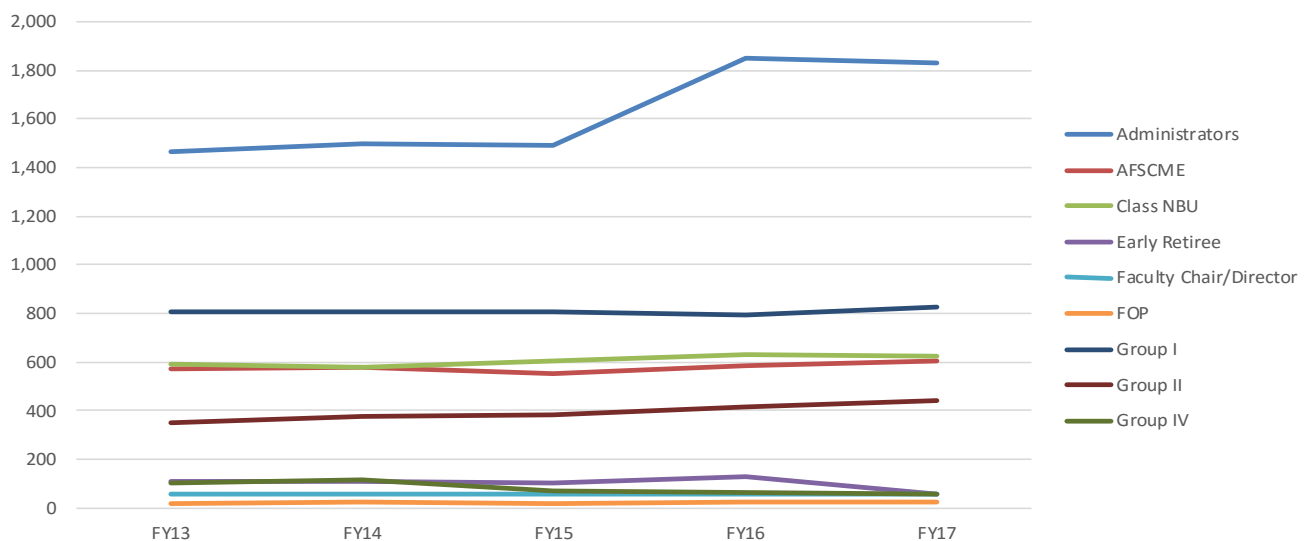
The following tables illustrate the University's employment trends by job category for FY13 through FY17. It is important to note that the headcounts represent a snapshot of filled positions only, including both full-time and part-time employees, but excluding temporary staff and group III faculty. The census is taken the same time each year (on November 1) to provide a consistent frame of reference. Consequently, the census does not exactly represent staffing level fluctuations throughout the year. All employee headcount figures presented throughout the Budget Book reflect the census.

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

- Group I Faculty: Tenured or tenure track faculty. Eligible for the university's full health and welfare benefits package.
- Group II Faculty: Non-tenure track adjunct faculty with annual appointments. Eligible for the university's full health and welfare benefits package.
- Group III Faculty: Non-tenure track adjunct faculty with semester by semester appointments (temporary assignments). Eligible for only legally required benefits.
- Group IV Faculty: Non-tenure track faculty adjunct or specialty faculty. Eligible for the university's full health and welfare benefits package.

### Employee Headcount by Job Category

	FY13	FY14	FY15	FY16	FY17
<b>Administrators<sup>1</sup></b>	1,469	1,499	1,489	1,850	1,830
<b>AFSCME</b>	573	581	553	584	604
<b>Class NBU</b>	589	581	602	632	625
<b>Early Retiree</b>	111	110	104	126	58
<b>Faculty Chair/Director</b>	56	58	53	54	56
<b>FOP</b>	19	21	18	21	24
<b>Group I</b>	808	809	807	794	828
<b>Group II</b>	350	375	384	413	439
<b>Group IV</b>	99	113	66	64	54
<b>Total Job Category Headcount</b>	<b>4,074</b>	<b>4,147</b>	<b>4,076</b>	<b>4,538</b>	<b>4,518</b>
<b>% Increase</b>		<b>1.80%</b>	<b>-1.70%</b>	<b>11.30%</b>	<b>-0.40%</b>



<sup>1</sup>In FY16 over 300 administrative staff positions were converted from Group III positions to administrative positions and were moved into our administrative job structure. 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 head count, salary, and workload levels. They are now considered part-time administrators and continue to receive only legally required benefits. Group III Faculty are not included in the headcount and salary summary data. Group III Faculty are semester adjunct faculty appointments who receive only legally required benefits.

## Salary Summary

### Total Salaries by Job Category

The following salary summary table provides comparative salary information by employee categories for FY10 - FY17, as well as the forecasted salaries for FY17 and budgeted salaries for FY18.

<i>Represented in \$ Millions</i>	2010 Actual	2011 Actual	2012 Actual	2013 Actual	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2017 Forecast	2018 Budget	% Change
Faculty	\$111.5	\$113.1	\$114.6	\$124.6	\$124.7	\$133.7	\$136.4	\$145.0	\$144.4	\$146.6	1.52%
Administrative	86.0	87.6	89.1	94.1	101.7	108.2	111.1	124.6	119.2	126.7	6.29%
Classified	45.4	44.1	43.5	43.7	45.8	48.7	54.9	54.5	54.4	54.3	-0.18%
Graduate Assistant	19.2	19.4	19.1	21.0	20.0	21.1	21.5	21.9	21.8	21.3	-2.29%
Student	14.3	14.6	15.3	16.0	16.1	17.7	18.4	16.9	17.6	18.0	2.27%
Other Payroll*	0.7	1.0	1.6	3.3	1.0	1.1	1.1	0.9	0.7	0.7	0.00%
<b>Grand Total</b>	<b>\$277.1</b>	<b>\$279.8</b>	<b>\$283.2</b>	<b>\$302.7</b>	<b>\$309.3</b>	<b>\$330.5</b>	<b>\$343.4</b>	<b>\$363.8</b>	<b>\$358.1</b>	<b>\$367.6</b>	<b>2.65%</b>

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

The \$126.7M reported for 2018 for Administrators now 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 FY10 through FY17, forecasted salaries for FY17 and budgeted salaries for FY18.

<i>Planning Unit Represented in Millions</i>	2010 Actual	2011 Actual	2012 Actual	2013 Actual	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2017 Forecast	2018 Budget
College of Arts and Sciences	\$48.2	\$48.8	\$49.1	\$52.1	\$50.7	\$52.6	\$52.3	\$55.5	\$55.1	\$55.4
College of Business	10.7	11.3	12.0	14.5	15.6	16.5	17.6	19.8	20.2	20.8
Scripps College of Communication	13.7	13.0	12.4	12.6	13.2	14.0	14.2	15.3	14.9	14.7
Patton College of Education	8.9	10.9	10.8	11.0	10.5	11.9	12.3	13.4	13.0	13.4
Russ College of Engineering	19.2	19.9	20.0	21.0	20.8	23.1	24.3	23.9	23.3	22.4
College of Fine Arts	11.1	11.1	10.9	11.5	11.4	11.8	12.0	12.6	12.8	13.1
College of Health Sciences & Professions	12.1	9.9	11.3	13.6	15.6	17.9	19.1	21.2	20.6	21.4
University College	2.2	2.3	2.6	2.8	3.4	3.9	4.1	4.2	4.2	4.0
Global Affairs & International Studies	2.4	2.6	2.5	2.7	2.7	2.7	2.7	2.7	3.1	2.6
Honors Tutorial College	0.4	0.4	0.4	0.7	0.8	0.8	0.9	0.7	0.8	0.8
Voinovich School	4.1	4.6	4.7	5.1	5.1	5.1	5.9	6.8	6.8	7.4
Heritage College of Osteopathic Medicine	17.6	17.8	18.7	20.6	22.4	26.4	29.1	32.6	30.8	33.9
Regional Campuses	33.5	35.1	34.5	35.2	34.9	35.2	33.9	34.0	33.5	32.9
Intercollegiate Athletics	5.3	5.2	5.7	6.4	6.6	6.8	7.1	7.5	7.4	7.4
Advancement	3.6	3.6	4.2	4.3	4.6	4.9	5.3	6.0	5.4	6.3
Culinary Services	10.3	10.6	10.4	10.8	11.3	12.1	13.6	14.1	14.2	14.6
Housing & Residence Life	2.7	2.9	3.0	3.0	2.7	2.9	3.7	4.2	3.9	4.4
Library	4.9	4.4	4.2	4.2	4.3	4.4	4.6	5.0	4.6	5.0
Office of Information Technology	8.8	8.9	10.2	10.7	11.3	12.6	12.8	14.0	13.4	14.2
President	3.6	3.8	3.4	3.2	3.5	4.0	4.4	5.2	5.0	5.1
Provost	11.5	11.5	12.2	14.8	13.2	13.0	13.9	12.2	12.8	13.6
Student Affairs	7.3	6.1	6.1	6.4	7.2	7.9	7.8	8.1	8.3	8.8
Research	4.1	4.2	4.2	4.3	4.4	4.5	4.9	5.0	4.6	5.2
Finance and Administration	30.7	30.7	29.6	30.8	33.2	35.2	36.8	39.2	38.4	38.5
Other	0.2	0.2	0.1	0.4	-0.1	0.3	0.1	0.9	1.0	1.7
<b>Grand Total</b>	<b>\$277.1</b>	<b>\$279.8</b>	<b>\$283.2</b>	<b>\$302.7</b>	<b>\$309.3</b>	<b>\$330.5</b>	<b>\$343.4</b>	<b>\$363.8</b>	<b>\$358.1</b>	<b>\$367.6</b>



## 8.2 Benefits Expense

### 8.2.1 FY16 Benefits Expenses

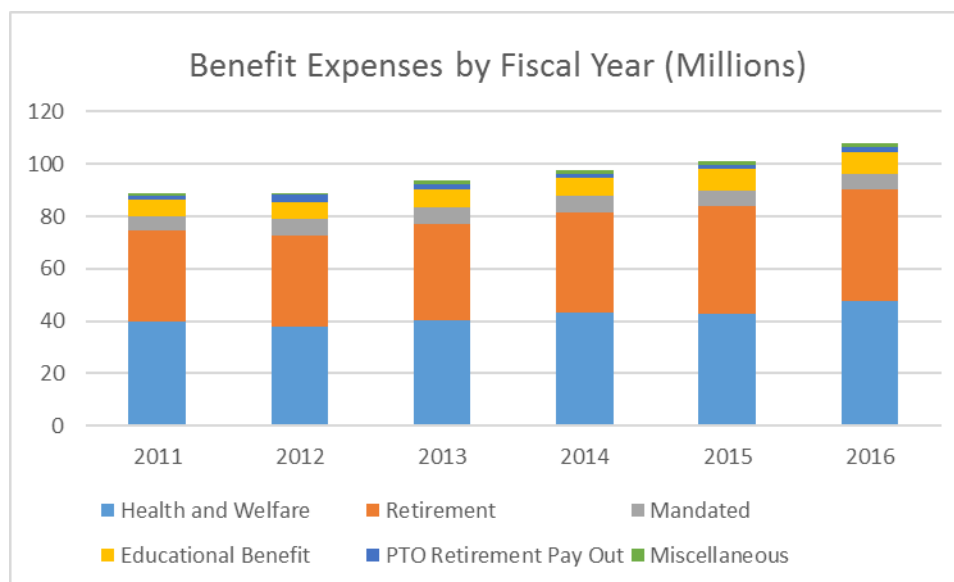
The University provides a comprehensive benefits program to faculty and staff as part of their total compensation package. Benefits for 2016 were roughly \$107.9M and are grouped in the following categories:

- 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.

*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.*

#### *Major benefit categories as a percent of total costs for FY11–FY16:*

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%.



## Benefits Expenses Growth by Fiscal Year

Represented in millions	FY11	FY12	FY13	FY14	FY15	FY16
Health and Welfare	\$ 39.6	\$ 37.8	\$ 40.1	\$ 43.2	\$ 42.9	\$ 47.5
Retirement	34.8	35	36.8	38.1	41.2	43
Mandated	5.6	6	6.7	6.4	5.9	5.8
Educational Benefit	6.5	6.6	6.7	7.2	7.9	8.3
PTO Retirement Pay Out	1.4	2.7	2.1	1.4	1.9	1.9
Miscellaneous	0.7	0.8	1.1	1.5	1.2	1.4
Total	\$ 88.6	\$ 88.9	\$ 93.5	\$ 97.8	\$ 101.0	\$ 107.9
% Growth	1.4%	0.3%	5.2%	4.6%	3.3%	6.8%

Health and Welfare Benefits include health, vision, dental, life, and disability insurance and related expenses. After remaining flat for FY15, total health and welfare benefits costs increased by 10.7% in FY16. The main drivers were a significant increase in high cost claimants (claims over \$50,000) and a 3.8% growth in covered lives.

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).

## Health and Welfare Benefits Focus

Represented in Millions	FY12	FY13	FY14	FY15	FY16	FY17 Projection	FY18 Projection
Health/Dental Claims	\$41.10	\$43.40	\$45.80	\$46.40	\$51.80	\$56.50	\$61.60
Fees and Other Insurance	4.4	4.5	5.3	6.2	6.6	6.3	6.8
Employee Contributions	-7.8	-7.8	-7.9	-9.7	-10.9	-11.7	-13
<b>Total University Cost</b>	<b>\$37.70</b>	<b>\$40.10</b>	<b>\$43.20</b>	<b>\$42.90</b>	<b>\$47.50</b>	<b>\$51.10</b>	<b>\$55.40</b>
% Growth	-4.50%	6.20%	7.70%	-0.70%	10.70%	7.60%	8.40%

### 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 committee recently recommended the following:

**1. Implement the BAC's original PPO premium and cost sharing changes scheduled for Fiscal Year 2018. (See chart below):**

Changes to the Anthem PPO plan's premiums, deductible, and co-insurance maximum are scheduled for July 1, 2017.

The changes were first recommended in winter 2015 as part of a three year plan to reduce university benefit costs. The BAC recommended the changes to the deductible, co-insurance maximum, and employee premiums scheduled for FY18 be implemented as originally planned. As noted in the chart, the co-insurance percent, office visit copays, and prescriptions drug copays will not change.

Regarding employee premiums, the percent of the overall premium paid by employees for single plans remains unchanged at 15%. The percent paid by employees for single+1 dependent plans increased by 0.5% and by 1% for family plans. The change in the percent paid by employees results in monthly premium increases of \$2-\$4 per month for single plans and \$20-\$40 per month for family plans, depending on an employee's salary level.

**2. Implement the Express Script Advanced Utilization Management Program.**

The Advanced Utilization Management Program includes Drug Quantity Management, Step Therapy, and Prior Authorization. These programs require additional information from a prescribing physician in order for certain prescriptions to be covered and paid for by the university's health plan.

These programs are being implemented to help control rising health care costs while allowing employees and family members access to effective medications.

**3. Discontinue the HMO medical plan option at the Eastern Campus**

Faculty and staff at the Ohio University Eastern Campus have historically had the ability to choose between an HMO medical plan and the Anthem PPO option available to all other campuses. The Anthem PPO plan's ability to provide adequate access to health care providers in the Eastern Campus region, a desire to streamline benefits offering across all campuses and create operational efficiencies, and projected plan savings were the major factors influencing this recommendation.

**4. Increase the maximum benefit of the university's Long Term Disability Plan**

The maximum monthly benefit of the university Long Term Disability (LTD) plan will increase from 60% of earnings to a maximum of \$6,000 per month to 60% of earnings to a maximum of \$20,000 per month. The LTD maximum of \$6,000 per month had not been changed in several decades, resulting in over 200 faculty and staff not being able to receive the intended benefit of 60% of earnings.

**5. Conduct Dependent Eligibility Verification**

Conduct a dependent eligibility verification to ensure all employees and dependents covered by the university's benefit plans meet eligibility rules. A dependent eligibility confirmation will require all faculty and staff to provide documentation that a dependent meets eligibility rules. Documentation typically includes items such as

birth certificates, marriage license, domestic partnership affidavits, adoption agreements, and etc. Individuals who do not meet eligibility guidelines or for whom proof of dependent status is not provided may be dropped from coverage under the university's health plans. The dependent eligibility verification is tentatively scheduled to be conducted in the Fall of 2017.

### *Three Year PPO Plan Premium and Plan Design Strategy*

Options	FY15	FY16	FY17	FY18
	Plan Change		Plan Change	Plan Change
Deductible	\$200/400	\$400/800	\$450/900	\$500/1000
Co-Insurance Maximum	\$1000/2000	\$1500/3000	\$1750/3500	\$2000/4000
Co-Insurance %	90.00%	85.00%	80.00%	
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%

### *Cost Avoidance Impact of Healthcare Changes*

	FY16	FY17	FY18
Annual Plan Changes	\$ 2.5	\$ 1.1	\$ 0.6
Rx Management			\$ 0.7
Prior	\$	2.5	\$ 3.6
<b>Cumulative Total</b>	<b>\$ 2.5</b>	<b>\$ 3.6</b>	<b>\$ 4.9</b>

### *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 Period Ending March 31, 2017**

In FY17, the University tracked 12,648 variable hour employees with 14 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	417
Classified	51
Faculty	1,363
Student	10,817
<b>Total</b>	<b>12,648</b>

### *ACA Qualifiers and Dispensation<sup>1</sup>*

Employees Deemed Full Time*	14
# offered coverage and remained in a part-time status**	3
# Not re-employed	87

*\*Deemed full-time as defined by ACA*

<sup>1</sup> In addition to the ACA qualifiers listed above, there were 2 employees whose qualifying hours had not yet been determined and 1 employee who was offered but waived coverage.

### 8.2.3 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.

### 8.2.4 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.

### 8.2.5 Retirement Contributions

In March 2017 both OPERS and STRS announced changes to the mitigating rate for the Alternative Retirement Plan (ARP) and defined contribution plans.

Recently, House Bill 520 established in Ohio law a formula for calculating the percentage of an ARP participant's compensation, funded by the employer contributions, which must be paid to OPERS and STRS by a college or university. It requires an OPERS and STRS independent actuary, not the Ohio Retirement Study Council, to perform the calculation every five years after an experience study. H.B. 520 caps the ARP mitigating rate at 4.5% for all Ohio retirement systems.

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.

OPERS announced the mitigating rate for Alternative Retirement Plan (ARP) participants will increase from 0.77% to 2.44% effective July 1, 2017.

As a result of this increase, contributions to the ARP plan for Administrators, Classified Staff, and AFSCME members will decrease by 1.67%.

OPERS has also announced changes to the mitigating rate for the OPERS Defined Contribution and Combined Plans will be made in 2018 and 2019. See the below chart for details.

	Alternative Retirement Plan		OPERS Plans					
	Current	July 1, 2017	Defined Benefit		Defined Contribution		Combined	
			Current	July 1, 2017	Current	July 1, 2017	Current	July 1, 2017
<b>Employee Contribution</b>	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%
<b>University Contribution</b>	13.23%	11.56%	14.00%	14.00%	12.50%*	12.50%*	12.50%*	12.50%*
<b>Total Contribution to Employee Plan</b>	23.23%	21.56%	24.00%	24.00%	22.50%	22.50%	22.50%	22.50%
<b>University Mitigating Rate Contribution to STRS</b>	0.77%	2.44%	0.00%	0.00%	1.50%**	1.50%**	1.50%**	1.50%**
*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 2.00% in 2018 and 2.44% in 2019.								

STRS announced the mitigating rate for Alternative Retirement Plan (ARP) and STRS Defined Contribution Plan (STRS-DC) will decrease from 4.5% to 4.47% effective July 1, 2017.

The mitigating rate reflects university contributions that are directed to STRS instead of the ARP or STRS-DC in order to offset the negative impact to STRS funding liabilities created by the existence of the ARP and STRS-DC.

As a result of this decrease, contributions to the ARP and STRS-DC for Faculty members will increase by 0.03%. See chart below.

Contributions	Alternative Retirement Plan		STRS Plans					
	Current	July 1, 2017	Defined Benefit		Defined Contribution		Combined	
			Current	July 1, 2017	Current	July 1, 2017	Current	July 1, 2017
<b>Employee Contribution</b>	14.00%	14.00%	14.00%	14.00%	14.00%	14.00%	14.00%	14.00%
<b>University Contribution</b>	9.50%	9.53%	14.00%	14.00%	9.50%	9.53%	14.00%	14.00%
<b>Total Contribution to Employee Plan</b>	23.50%	23.53%	28.00%		23.50%	23.53%	28.00%	28.00%
<b>University Mitigating Rate Contribution to STRS</b>	4.50%	4.47%	0.00%	0.00%	4.50%	4.47%	0.00%	0.00%

## 9 Capital Improvement Plan & Deferred Maintenance

### 9.1 Comprehensive Master Plan Update

Each year Ohio University engages upon a collaborative process to review and prioritize the capital needs across the institution. This includes a review of annual and biennium needs within a six-year context and looks at all available fund sources collectively. In odd years, we are also preparing priorities for the State Capital Appropriation Submission.

The plan is developed with an eye towards projects that balance investments in deferred maintenance with strategic and programmatic capital investment including:

- A focus on addressing basic functional issues such as roofs, water, HVAC, etc.;
- Creating environments that fulfill the promises we make to students about being a transformative learning environment.

The following describes the process that has been undertaken to finalize the FY18 annual and FY19-FY24 Six Year Capital Improvement Plan (CIP) Update for approval in June, 2017.

#### *WHERE WE HAVE BEEN*

The last six-year CIP update (FY17-FY22) and annual plan (FY17) were submitted in August 2016. These included a comprehensive look at the projects the University would like to move forward with, should funding be affordable.

The University has made significant investment in projects to address deferred and facility maintenance, both planned and unplanned. The Century Bond funding, now in its fourth year, as well as FY17-FY18 State Appropriations have enabled reductions in the university's deferred maintenance backlog. Several investments were also made in major capital, providing programmatic impact, and in utility projects prioritized from the Utility Master Plan.

*FY17-FY18 Major Projects:* The FY17 annual plan, approved by the board in August 2016, provided the guiding plan for the work that has taken place over the past year. In FY17, there were 253 total projects, 82 of which were over \$0.5M, and 171 under \$0.5M. These includes projects that are currently in design or under construction.

The University completed 82 large projects ( $\geq \$0.5M$ ) between June 2016 and June 2017 totaling over \$321.0M on the Athens, regional and satellite campuses. The University also completed 171 small projects ( $< \$0.5M$ ) totaling about \$23.9M during the same time period for a total of 253 projects. Examples:

- The College of Education completed the renovation and addition to McCracken Hall
- Jefferson Market
- Seigfred Hall Phase 1: Roof and Windows
- Campus Roof Repairs: Alden and Clippinger
- Utility Projects such as annual campus steam repair
- Programming and design of several major facilities: Clippinger, Ellis, Seigfred, Alden Library, Lin Hall HVAC



## 9.2 The Process for Updating the Annual Plan & Six-Year CIP

### FOUNDATION OF PLANNING

Over the past biennium, the University has integrated several planning processes to provide visioning, data driven decision making, and resource planning to support capital project prioritization and validation. These efforts provide the foundation for project inclusion in the updated Six Year CIP.

#### *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, or expanding a unit's current footprint.

#### *Utility Master Plan and Investments: Completed and request for approval June 2017*

While the Comprehensive Master Plan guides the visible environment, the Utility Master Plan provides the framework for the unseen infrastructure that is key in making the system work. The Utility Master Plan effort provides the basis for the investment and prioritization of infrastructure 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 AVP of Facilities Management and the AVP of 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:*

The University built a Capital Improvement Plan Database which provides a central resource to review all attributes of the capital projects from past inclusion in capital plans to future requests to be in the capital plan. This database will support ability to create reports enabling a comprehensive view. With several academic and administrative units across the campus each with different capital needs, the database provides the University with a tool to understand the collective University capital program.

### ***CAPITAL PLAN PRIORITIZATION PRINCIPLES:***

The University utilizes the following principles to guide prioritization efforts.

#### *Mission Impact of the Project*

- Projects that impact greater numbers of students and faculty as well as their ability to conduct core academic functions should have higher priority.
- Projects that address situations where the core academic functions are diminished or interrupted by the condition or configuration of space should be prioritized based on the level of disruption.
- Projects enabling new academic activities of strategic University importance should have higher priority.

#### *Facility Characteristics*

- Projects that are needed to prevent the loss of a facility should have priority depending on the strategic importance of that facility in supporting the core operations of the University.
- Facilities with greater age and poorer condition should be given priority depending on the strategic importance of that facility in supporting the core operations of the University.

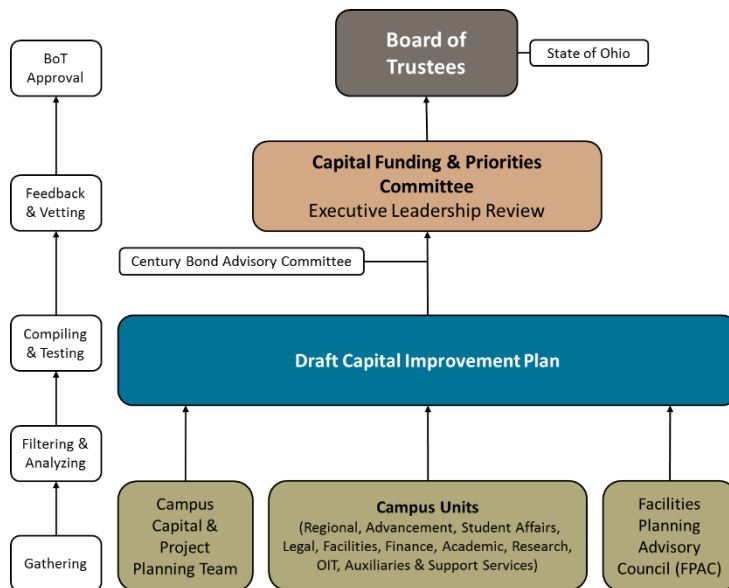
#### *Project Funding Plan*

- Projects fully funded by Planning Unit resources or gifts are included so long as other critical operations are not negatively impacted.
- Projects requiring access to bridge funding are further constrained by the ability of the planning unit to repay funding with interest.
- Projects requiring debt are even further constrained by the debt capacity of the University and the ability of the budget to hand the debt service payments.

## CIP Process Overview

With the results of the planning efforts described above coming in at different intervals and with specific timing requirements from the State to submit biennium capital plan projects, the effort to update the Six Year CIP has been a multi-step process with each step building on the previous.

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 and is 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 six year CIP including 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.





Deadline for Major Submission

2016												2017			
	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN			
	Gathering Information				Filtering, Analyzing, & Prioritizing				Vetting & Finalization				Board of Trustees Approval (FY19-FY24 Six Year, FY19-FY20 Biennium, & FY18 Capital Budget)		
Deferred Maintenance	Project Development (Current CIP)			Assessments		Analysis		Align all Components to Prioritize for Draft CIP	Vet Draft CIP with Various Groups Across Campus	Finalize Board Materials: Booklet, Presentation, and Spreadsheet					
Programmatic Priorities	Clean-Up Break	Process Review & Strategy	Unit/Department Interviews & Assessments		Capital Planning Reviews	Project & Metric Analysis				Internal Bank Model/Cash Flow Updates	Internal Bank & Century Bond Bank Model/Budget & Forecast Development			Annual Debt Capacity & Affordability Analysis	
Budget Development			Budget Planning Assumptions	Budget Forecast Development	Financial Review Meetings	Planning Assumptions Revisions	Forecast Development								
Cash Flows & Internal Bank				Internal Bank & Century Bond Bank/Cash Flow Updates											
2017												2018			
	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN			
					Gathering Information				Vetting & Finalization				Board of Trustees Approval (FY19 Capital Budget Within Six Year Context)		
State Submission				A BoT update on the State Submission may be required	Submission of FY19/FY20 to State of Ohio			Align all Components for Draft Annual CIP	Vet Draft Annual CIP with Various Groups Across Campus	Finalize Board Materials: Booklet, Presentation, and Spreadsheet					
Deferred Maintenance	Building Assessment Updates						Annual Plan Priorities Update			Finalize Board Materials: Booklet, Presentation, and Spreadsheet					
Programmatic Priorities															
Budget Development			Budget Planning Assumptions	Budget Forecast Development	Financial Review Meetings	Planning Assumptions Revisions	Forecast Development								
Cash Flows & Internal Bank				Internal Bank & Century Bond Bank/Cash Flow Updates				Internal Bank Model/Cash Flow Updates		Internal Bank & Century Bond Bank Model/Budget & Forecast Development		Annual Debt Capacity & Affordability Analysis			

## The FY18 Annual Capital Plan

The annual plan for the University provides a near term look at projects anticipated to move forward over the next year. The total amount requesting to be approved for the FY18 Annual Plan is \$189M from all funding sources and includes projects such as:

- Academic and Programmatic upgrades such as Clippinger, HCOM Ph 1, Administrative Relocations, and Russ Research Opportunity Center
- Building Systems & Infrastructure projects primarily investing in building envelope and small deferred maintenance improvements
- University Initiatives: Small House, Park Place, Classroom, & Safety Projects
- Transportation and Parking capital investments
- Utility System Upgrades: Steam, Chilled Water, & Electric
- Regional campus small and large facilities and infrastructure improvements
- Airport Infrastructure Improvements
- Housing small and large facilities and infrastructure improvements
- Dining Facility refreshes and equipment

## THE FY19-FY20 STATE CAPITAL SUBMISSION (\$28.1M)

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 State will request the University's FY19-FY24 Six year State Capital Project plan for the FY19-FY20 biennium in the Fall of 2017. Utilizing data from the deferred maintenance assessment effort and strategies from the Comprehensive Master Plan, priorities for the State Capital Appropriation and Century Bond Funding were made. In October 2015, the University provided an overview to the Board of Trustees of the anticipated



submission to the State. With the Board's approval of the request intention, the University fine-tuned and submitted the request.

Ohio University's submission continued with the strategy to utilize anticipated state appropriations to keep up our newer general fund buildings and tackle deferred maintenance projects associated with our older general fund buildings. With the implementation of the Century Bond Deferred Maintenance Program, we were able to leverage both fund sources to provide maximum impact on our facilities and reduce potential delays to start projects by utilizing the Century Bond funding for the first phase of the projects while waiting on State approval for the residual.

### **Highlights of the Proposed FY19-FY20 State Capital Submission (\$28.1M) and Century Bond Funding (\$20M; \$10M per year)**

The biennial allocation from the State of Ohio (FY19/FY20) is anticipated to be \$23.4M for projects on the Athens campus and \$4.7M for the Regional Campuses. The following includes a summary of projects within the allocations.

- **HVAC Upgrades (\$5.3M):** HVAC upgrades to Glidden, Morton & Stocker.
- **Exterior Masonry Repairs (\$1.4M):** Masonry Repairs to various building across Athens Campus.
- **Clippinger Renovation Strategy Phase II (\$26.7M):** 189,000 GSF facility constructed in 1967 is home to Chemistry & Biochemistry, Geography, Geological Sciences, and Physics & Astronomy. These programs not only serve Arts and Sciences students, but support programs with several other colleges. To address significant issues with the Clippinger Facility, a multi-phase strategy that will provide modern flexible teaching spaces, swing space, and building renovation has been proposed and approved through the Comprehensive Master Plan process. Funds identified in the FY17-FY18 state appropriation provides an addition to Clippinger. The FY19-FY20 phase 2 project begins renovating Clippinger Hall.
- **College of Fine Arts Space Renewal (\$7.0M):** Several facilities within the CoFA profile are in need of upgrades. The college is currently reviewing priorities within several facilities and will align the dollars to resolve deferred maintenance and accreditation issues.
- **HCOM Phase I Utilities (\$4.4M):** The Heritage College of Medicine is proceeding with a phase 1 new construction to upgrade academic space and creating a new green on Union Street. Utilities investment will enable the college to provide central plant capacity to the area as well as to the Engineering research facility.
- **Emergency Fund (\$1.5M):** This fund provides a mechanism to respond to and correct emergency maintenance items in excess of \$500K that are urgent in nature for which a delay in project approval poses an immediate threat to life, property or research. The Capital Funding and Priorities Committee's approval is required for use of these funds and the fund source is Century Bond Allocation.
- **ADA Fund (\$0.5M):** In addition to project by project improvements on accessibility across the campus, the University sets aside \$500K each biennium to address specific accessibility projects. An accessibility committee reviews campus accessibility needs and prioritizes on an annual basis.

- **Regionals:** Anticipated amount of appropriations for FY19-FY20 to be received for Regional Campuses is \$4.7M for the biennium to address deferred maintenance and facility renewal as follows:
  - **Chillicothe:** \$1.0M for updates to Bennet Hall, repairs of building envelop for other campus facilities and elevator upgrades;
  - **Eastern:** \$0.8M for renewals for HPEC, Shannon Hall, parking lots and signage;
  - **Lancaster:** \$0.9M for renewals to Brasee Hall, Herold Hall and roads and sidewalks;
  - **Southern:** \$0.9M for energy efficiency improvements, ADA remediation, Life Safety and Security improvements and parking lot upgrades;
  - **Zanesville:** \$1.1M for Herrold Hall renovations.

**Status:** Ohio University is fully prepared to submit our capital plan when the State sends guidelines.

**Next Steps:** Refine plan per state guidelines and work through the State process for allocations.

## CIP ORGANIZATION AND FRAMEWORK

The CIP is organized in the following categories:

- Academic/Programmatic Renewal
- Building Systems & Infrastructure
- University Initiatives
- Utility System Upgrades
- Regional Campus Projects
- Auxiliaries
- OIT Projects

### 9.3 Annual and Six Year Capital Improvement Plan Spreadsheet

The following spreadsheet is the product of the above planning processes and reflects the current status of the Annual and Six Year CIP where decisions have been made and includes references for projects that have not yet been prioritized and are undergoing financial affordability and capacity analysis.

#### *Spreadsheet definitions and orientation:*

##### **Organization:**

- **Classification & Project:** Groups projects in specific classifications such as project type or initiating group.
- **Project Totals:** Total expected project costs organized to provide collective totals for 3 periods: Projects in Progress, FY18 Annual, FY19-FY24 Six Year CIP
- **Deferred Maintenance:** Identifies the dollar impact of deferred maintenance backlog the project is anticipated to address or has addressed

##### **Fund Sources:**

- **Internal Bank:** University's primary source of funding for the CIP is based on leveraging working capital; Internal Bank is capitalized from working capital resources, non-endowed investment returns, debt proceeds, reimbursement, and internal debt service.

- **Century Bond Funding:** 100 year taxable bond funding; use governed by bond regulations and BOT Guiding Principles; rate of spend and investment focused exclusively on deferred maintenance impact.
- **Grants/Gifts:** External resources committed towards supporting capital projects. Bridge funding may be necessary to support the timing of gift receipts
- **State Appropriation:** Funding received or expected to be received by the State of Ohio for capital construction projects, including re-appropriations
- **Working Capital:** Departmental or Central reserves generated from unrestricted resources

#### Capital Expenditures Forecast:

Every project presented in the six year FY19-FY24 CIP includes a capital expenditure forecast which presents the estimated fiscal year expenses will be incurred.

- **Past Expenditures:** Any expenditure for a capital project that was incurred prior to FY18
- **FY18:** Expenditures forecasted to be incurred during FY18
- **FY19-FY24:** Expenditures forecasted to be incurred during the FY19-FY24 timeframe

## Annual and Six Year Capital Improvement Plan

FY19 - FY24 6 Year Capital Improvement Plan	Budgets			Deferred Maintenance	Funding Sources							Capital Expenditure Forecast							
	Projects Beginning In a Prior FY	Projects Beginning In FY18	Projects Beginning In FY19-FY24		Internal Bank	Century Bond Bank	Grants/ Gifts	State Appropriations	Working Capital	Past Expenditures	FY18	FY19	FY20	FY21	FY22	FY23	FY24		
Classification & Project	Shown In Millions	Shown In Millions	Shown In Millions																
Academic/Programmatic Renewal	218.49	126.08	120.93	170.60	272.85	35.53	42.84	59.55	54.73	138.18	60.68	112.14	67.42	28.05	14.85	23.17	21.01		
Building Systems & Infrastructure	73.86	6.68	89.07	113.50	28.32	77.09	0.58	54.75	8.86	60.78	17.89	5.84	13.70	11.77	13.50	14.28	31.84		
University Initiatives	2.10	22.54	13.43	11.98	7.16	2.04		0.37	28.50	1.95	13.34	5.58	6.00	3.10	2.90	3.45	1.75		
Utility System Upgrades	78.82	5.45	25.58	14.59	2.25	80.33		18.92	8.34	36.28	29.81	12.16	14.23	6.00	2.69	3.90	4.78		
Regional Campuses	41.94	7.01	15.18	16.34			1.70	28.50	33.93	36.27	12.38	3.99	1.39	3.00	1.93	3.97	1.20		
Auxiliaries	200.89	21.55	212.90	157.48	199.26		10.96		225.12	181.87	32.74	31.70	26.89	25.62	99.79	20.45	16.27		
Office of Information Technology	4.14		45.16						49.30	3.71	0.43	5.29	7.94	10.17	8.72	7.79	5.26		
Student Affairs	0.11								0.11	0.11									
Project Total:	\$620.35	\$189.31	\$522.24	\$484.49	\$509.84	\$195.00	\$56.07	\$162.10	\$408.90	\$459.16	\$167.27	\$176.70	\$37.56	\$87.71	\$144.38	\$77.02	\$82.11		





## 10 Strategic Opportunity Reserve

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

### 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 Athens UG tuition revenues. The 2% conservatism is used as a buffer against in-year variability, and funds the Strategic Opportunity Reserve only when it is earned.

Investment returns on working capital of \$4.5M are not budgeted in the operating budget but used to fund the Strategic Opportunity Reserve. Investments returns are not budgeted as an operating revenue, but rather used to capitalize the Internal Bank. This reduces institutional sensitivity and risk associated with economic downturns or investment portfolio losses, similar to the events in 2008.

The balance of the Strategic Opportunity Reserve is estimated to be \$31.0M at June 30, 2017.

### 10.2 FY18 Areas of Investment

#### 10.2.1 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 \$75.0M through incentivizing a \$50.0M fundraising goal with \$25.0M match commitment on funds raised (the University will provide \$0.50 for every dollar committed to eligible scholarship endowments). If the \$75.0M goal is met, the annual endowment distribution will support Student Financial Aid. Matching funding from the Strategic Opportunity Reserve is made as cash is received on respective donor-funded commitments.

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.

#### 10.2.2 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 will provide partial funding for the Engineering budgets annually for this expense; so this is one-time supplemental funding to assist with the extraordinary number of new hires following early retirements in the college.

### 10.2.3 Funding for Budget Volatility

In FY18, University Leadership proposes the use of \$3.8 M in Strategic Opportunity Reserve funding to alleviate the declining enrollments and tuition constraints that were realized after the Spring FY18 budget submissions. The goal of this investment will be to provide Academic Units funding to strategically realign their expenses as they plan for the future.

### 10.2.4 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.

### 10.2.5 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.

### 10.2.6 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.

### 10.2.7 Infrastructure

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

### 10.2.8 Community and Economic Development

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

## 10.3 Financial Projection

### Strategic Opportunity Reserve

	<u>FY16</u>	<u>FY17</u>	<u>FY18</u>	<u>FY19</u>	<u>FY20</u>
<b>Beginning Balance</b>	\$33.5	\$36.2	\$31.0	\$15.4	\$6.9
<b>Funding</b>					
Investment Income	4.5	4.5	4.5	4.5	4.5
SSI	2.9	(2.2)	2.9	2.9	3.0
Tuition	2.0	4.6	4.6	4.7	4.9
Fund Balance	1.7	0.3	0.3	0.3	0.3
<b>Total - Funding</b>	<b>\$11.1</b>	<b>\$7.2</b>	<b>\$12.3</b>	<b>\$12.4</b>	<b>\$12.7</b>
<b>Investment Reserve Allocations</b>	<u>FY16</u>	<u>FY17</u>	<u>FY18</u>	<u>FY19</u>	<u>FY20</u>
<b>Infrastructure</b>	<b>3.2</b>	<b>4.0</b>	<b>4.7</b>	<b>4.7</b>	<b>4.9</b>
<b>Community and Economic Development</b>	<b>2.3</b>	<b>2.8</b>	<b>2.6</b>	<b>2.5</b>	<b>2.4</b>
<b>Student Success and Programs</b>	<b>1.8</b>	<b>3.1</b>	<b>6.4</b>	<b>5.8</b>	<b>1.0</b>
<b>Academic and Research Programs</b>	<b>1.1</b>	<b>2.5</b>	<b>12.8</b>	<b>6.4</b>	<b>3.9</b>
<b>Presidential Priorities</b>			1.5	1.5	1.5
<b>Total - Reserve Allocations</b>	<b>\$8.4</b>	<b>\$12.3</b>	<b>\$27.9</b>	<b>\$20.9</b>	<b>\$13.7</b>
<b>Ending Balance</b>	<b>\$36.2</b>	<b>\$31.0</b>	<b>\$15.4</b>	<b>\$6.9</b>	<b>\$5.9</b>



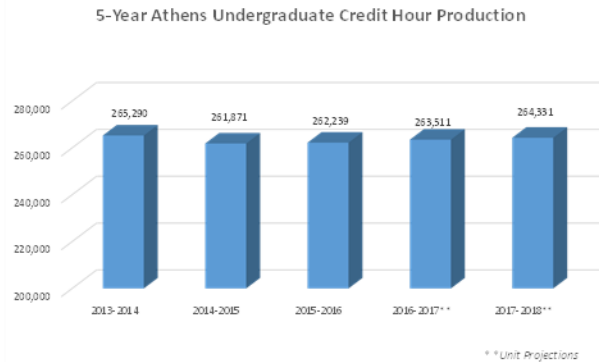
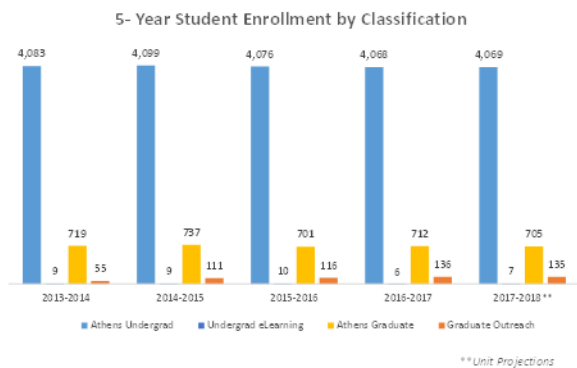
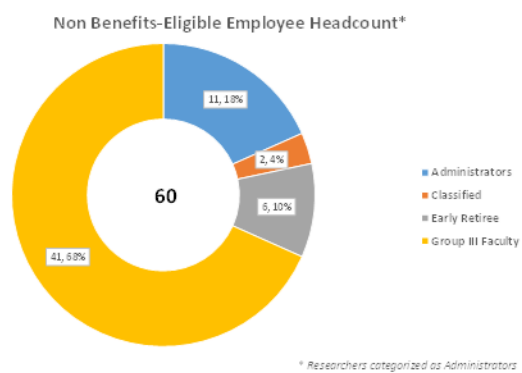
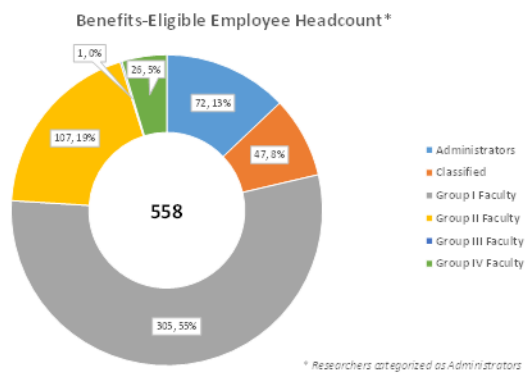
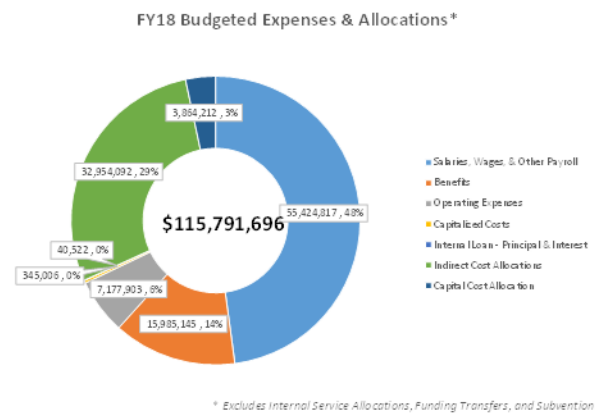
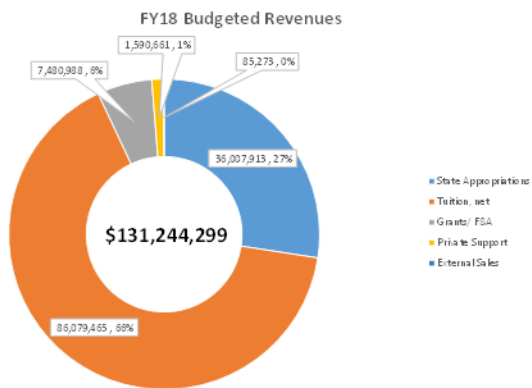
<b>Investment Reserve Allocations</b>	<b>FY16</b>	<b>FY17</b>	<b>FY18</b>	<b>FY19</b>	<b>FY20</b>
<b>Infrastructure</b>					
Financial Systems Enhancements	2.6	4.0	2.3	2.1	2.1
Campus Grounds Initiative	0.3				
Deferred Maintenance	0.1				
Parental Leave	0.2				
Advancement Strategy			2.4	2.6	2.8
<b>Subtotal</b>	<b>\$3.2</b>	<b>\$4.0</b>	<b>\$4.7</b>	<b>\$4.7</b>	<b>\$4.9</b>
<b>Community and Economic Development</b>					
TechGrowth Ohio	2.1	2.2	2.0	2.0	2.3
OHIO for Ohio	0.1	0.5	0.5	0.4	
Foundation for Appalachia Ohio	0.1	0.1	0.1	0.1	
Unallocated				0.1	0.1
<b>Subtotal</b>	<b>\$2.3</b>	<b>\$2.8</b>	<b>\$2.6</b>	<b>\$2.5</b>	<b>\$2.4</b>
<b>Student Success and Programs</b>					
Endowed Scholarships	0.9	1.0	0.8	1.0	1.0
Allen Student Help Center					
Signature Program	0.9	2.1	4.8	4.0	
Unallocated			0.8	0.8	
<b>Subtotal</b>	<b>\$1.8</b>	<b>\$3.1</b>	<b>\$6.4</b>	<b>\$5.8</b>	<b>\$1.0</b>
<b>Academic and Research Programs</b>					
Endowed Professorships					
Innovation System Strategy	0.5				
Innovation Strategy	0.3	1.4	3.7	2.1	1.3
OBR Research Portal	0.1				
OHF Match Commitment	0.0				
Dublin Campus Development	0.1				
eLearning Investment		0.4	1.6	0.6	
Education Advisory Board	0.1	0.1			
Tantrum		0.6	0.6	0.6	
RHE Investment			1.5	2.0	2.0
Engineering Start-up			1.0	0.5	
OU Press			0.1	0.1	0.1
MAC Conference			0.0	0.0	0.0
Funding for Budget Volatility			3.8		
International Student Recruitment			0.5	0.5	0.5
<b>Subtotal</b>	<b>\$1.1</b>	<b>\$2.5</b>	<b>\$12.8</b>	<b>\$6.4</b>	<b>\$3.9</b>
Presidential Priorities			\$1.5	\$1.5	\$1.5
<b>Total - Reserve Allocations</b>	<b>\$8.4</b>	<b>\$12.3</b>	<b>\$27.9</b>	<b>\$20.9</b>	<b>\$13.7</b>
<b>Ending Balance</b>	<b>\$36.2</b>	<b>\$31.0</b>	<b>\$15.4</b>	<b>\$6.9</b>	<b>\$5.9</b>

## 11 Academic Planning Units

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

1. What strategic resource challenges and opportunities 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?

## 11.1 College of Arts and Sciences



<b>Arts &amp; Sciences</b>		<b>FY14 Actuals</b>	<b>FY15 Actuals</b>	<b>FY16 Actuals</b>	<b>FY17 Budget</b>	<b>FY17 Forecast</b>	<b>FY18 Budget</b>
<b>REVENUES</b>							
1	State Appropriations	\$ 27,622,460	\$ 26,266,569	\$ 29,037,684	\$ 36,578,682	\$ 36,578,682	\$ 36,007,913
2	State Appropriations - Capital	-	-	-	-	-	-
3	Gross Undergraduate Tuition & Fees	92,512,142	95,162,233	94,004,006	102,793,816	100,809,321	99,494,864
4	Undergraduate Financial Aid	(17,939,663)	(17,475,736)	(17,312,624)	(19,742,810)	(19,301,568)	(18,029,748)
5	Net Undergraduate Tuition & Fees	74,572,478	77,686,497	76,691,382	83,051,006	81,507,753	81,465,116
6	Gross Graduate Tuition & Fees	13,644,328	13,417,899	13,119,411	14,155,727	12,781,067	13,181,955
7	Graduate Financial Aid	(9,012,505)	(9,096,708)	(8,315,705)	(8,660,917)	(8,185,153)	(8,567,607)
8	Net Graduate Tuition & Fees	4,631,823	4,321,191	4,803,706	5,494,810	4,595,914	4,614,348
9	Room & Board	-	-	-	-	-	-
10	Grants and Contracts	5,362,363	7,115,799	5,348,160	5,648,061	5,675,804	5,924,752
11	Facilities & Admin Costs Recovery	1,798,820	1,632,196	1,325,104	1,485,225	1,526,188	1,556,236
12	Gifts	308,611	364,199	620,604	353,427	5,150,661	341,157
13	Endowment Distributions	842,022	1,039,292	1,113,457	1,126,722	1,130,094	1,249,504
14	Investment Income	-	-	-	-	-	-
15	Other External Sales	119,193	528,337	206,249	47,139	85,273	85,273
16	<b>Total Revenues</b>	<b>\$ 115,257,768</b>	<b>\$ 118,954,079</b>	<b>\$ 119,146,345</b>	<b>\$ 133,785,072</b>	<b>\$ 136,250,369</b>	<b>\$ 131,244,299</b>
<b>EXPENSES &amp; INDIRECT COST ALLOCATIONS</b>							
17	Total Salaries, Wages, & Other Payroll	50,663,466	52,589,113	52,250,109	56,071,390	55,117,001	55,424,817
18	Total Benefits	13,178,352	14,980,930	15,076,021	15,712,554	15,671,448	15,985,145
19	Supplies & Services	6,790,624	6,792,614	6,250,000	8,259,922	7,784,002	7,177,903
20	Capitalized Costs	265,239	1,814,062	465,456	772,714	428,113	345,006
21	Depreciation	-	-	-	-	-	-
22	Internal Loan - Principal & Interest	40,683	40,597	40,551	-	40,625	40,522
23	Debt Service - Principal	-	-	-	-	-	-
24	Debt Service - Interest	-	-	-	-	-	-
25	Internal Sales	(50,155)	(57,565)	(29,501)	(82,500)	(75,000)	-
26	<b>Total Direct Expenses</b>	<b>\$ 70,888,210</b>	<b>\$ 76,159,751</b>	<b>\$ 74,052,636</b>	<b>\$ 80,734,080</b>	<b>\$ 78,966,189</b>	<b>\$ 78,973,392</b>
<b>ALLOCATIONS &amp; TRANSFERS</b>							
27	Internal Allocations & Transfers	(9,384)	(473,386)	(164,126)	109,341	165,490	(733,424)
28	Administrative Cost Allocations	37,827,506	39,926,460	40,001,220	33,370,386	33,370,386	32,954,092
29	Capital Cost Allocation	-	-	2,943,817	3,583,224	3,583,224	3,864,212
30	Subvention Allocation	11,601,134	11,755,123	12,472,722	15,828,143	15,828,143	15,525,426
31	Subvention Distribution	(5,869,764)	(13,545,024)	(13,466,932)	1,720,982	1,720,982	3,430,556
32	<b>Total Allocations and Transfers</b>	<b>\$ 43,549,492</b>	<b>\$ 37,663,173</b>	<b>\$ 41,786,701</b>	<b>\$ 54,612,076</b>	<b>\$ 54,668,226</b>	<b>\$ 55,040,863</b>
33	<b>Total Expenses &amp; Cost Allocations</b>	<b>\$ 114,437,701</b>	<b>\$ 113,822,925</b>	<b>\$ 115,839,337</b>	<b>\$ 135,346,156</b>	<b>\$ 133,634,415</b>	<b>\$ 134,014,255</b>
34	<b>Results of Operations</b>	<b>\$ 820,067</b>	<b>\$ 5,131,155</b>	<b>\$ 3,307,008</b>	<b>\$ (1,561,084)</b>	<b>\$ 2,615,954</b>	<b>\$ (2,769,956)</b>
35	Transfers (from) Operating Reserve	-	-	-	(1,514,238)	(1,782,770)	(2,769,956)
36	Transfers to (from) Quasi Endowments	-	675,000	25,000	-	4,800,000	-
37	Provisions for Facility and Equipment Renewal	-	-	-	-	-	-
38	Transfers to (from) Plant Fund - Project Related	23,040	245,096	1,043,000	-	-	-
39	<b>Net Results</b>	<b>\$ 797,027</b>	<b>\$ 4,211,059</b>	<b>\$ 2,239,008</b>	<b>\$ (46,846)</b>	<b>\$ (401,276)</b>	<b>\$ -</b>
40	Transfer Net Results to Fund Balance	797,027	4,211,059	2,239,008	(46,846)	(401,276)	-
41	<b>Adjusted Net Results</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>



## COLLEGE OF ARTS AND SCIENCES

### STRATEGIC RESOURCE OPPORTUNITIES AND CHALLENGES

The College of Arts and Sciences is expanding and diversifying revenue sources with the launch of new online programs such as the Masters in Chemistry, the Bachelors completion degree in Psychology, and certificates in Geographic Information Systems and Teaching English as a Foreign Language. These programs join other online graduate programs in expanding the College's reach to a growing population of dispersed learners.

The new efforts are intended to offset revenue setbacks tied to the status of tuition and state subsidy, declines in international enrollments, and the weakening demand for General Education courses tied to factors such as College Credit Plus and curricular changes in other colleges. As in past years, the College projects continuing challenges due to these factors as well as the increasing costs tied to capital debt.

At the same time, the College is undergoing reductions in academic and support personnel while cutting direct expenditures on supplies, equipment, and professional development activities. As a result, the College will implement a substantial decrease in the direct expenditure budget for FY2018 and plan continuing reductions in personnel and activity for subsequent years.

### INVESTMENT IN PROGRAMS, ACTIVITIES, AND FACILITIES

The Clipping Laboratory and Ellis Hall projects are underway with work scheduled to begin in the coming year. Smaller projects funded with College resources include a new Anthropological Sciences Research and Teaching Laboratory and an intervention to address system failures in the University Greenhouse.

The cost of launching the new online programs has been dramatically reduced by the University's investment in the instructional design and project management capacities of the Office of Instructional Innovation.

The investment in a faculty and staff culture of professional development and increasing national visibility for our research will be curtailed as the College seeks reductions in all forms of spending. Additionally, efforts to systematize reinvestments in equipment such as computers and lab furnishings will revert to the more ad hoc approach that defined previous eras.

### KEY TRENDS & DRIVERS

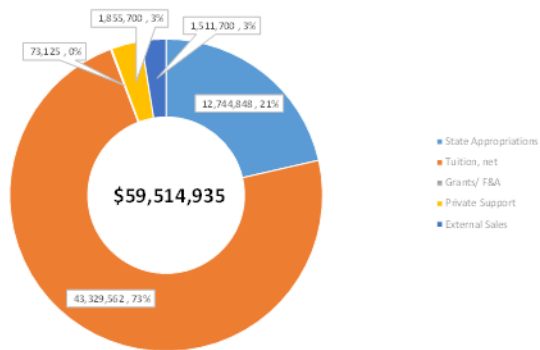
Between layoffs, strategic absorption of natural attrition, reductions in spending, and the university decision to freeze compensation, the College expects to see a marked reduction in direct expenses.



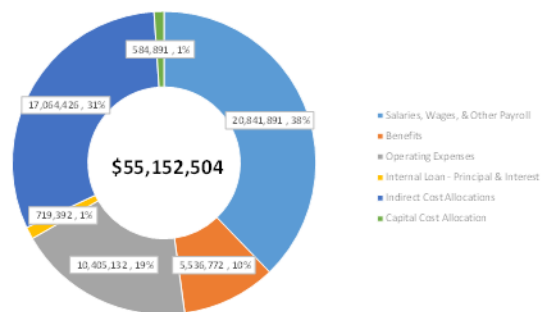


## 11.2 College of Business

FY18 Budgeted Revenues

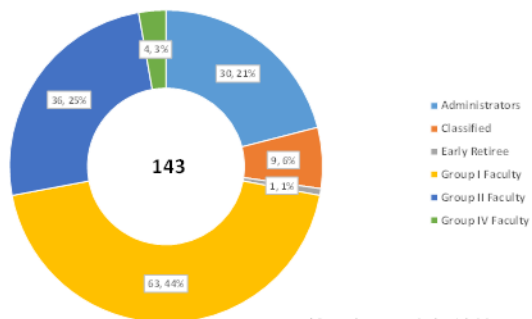


FY18 Budgeted Expenses & Allocations\*



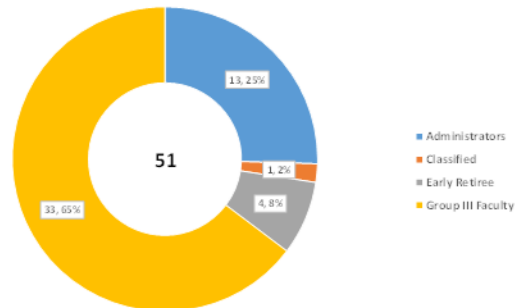
\* Excludes Internal Service Allocations, Funding Transfers, and Subvention

Benefits-Eligible Employee Headcount\*



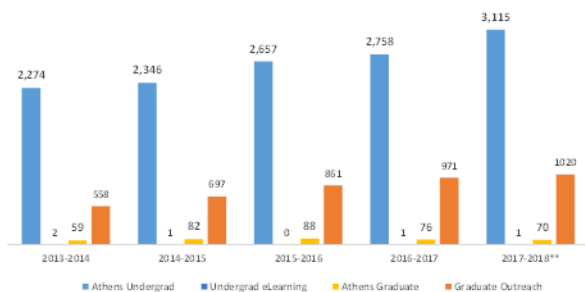
\* Researchers categorized as Administrators

Non Benefits-Eligible Employee Headcount\*



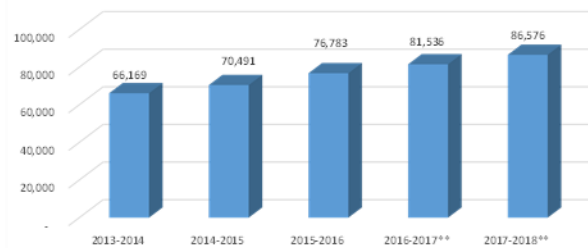
\* Researchers categorized as Administrators

5- Year Student Enrollment by Classification



\*\* Unit Projections

5-Year Athens Undergraduate Credit Hour Production



\*\* Unit Projections



<b>Business</b>		<b>FY14 Actuals</b>	<b>FY15 Actuals</b>	<b>FY16 Actuals</b>	<b>FY17 Budget</b>	<b>FY17 Forecast</b>	<b>FY18 Budget</b>
<b>REVENUES</b>							
1	State Appropriations	\$ 8,998,140	\$ 8,549,232	\$ 10,137,696	\$ 11,333,757	\$ 11,333,757	\$ 12,744,848
2	State Appropriations - Capital	-	-	-	-	-	-
3	Gross Undergraduate Tuition & Fees	24,656,921	26,958,592	28,477,338	31,495,237	31,317,514	33,128,164
4	Undergraduate Financial Aid	(4,608,725)	(4,986,673)	(5,233,629)	(5,767,304)	(5,789,754)	(5,764,696)
5	Net Undergraduate Tuition & Fees	20,048,196	21,971,919	23,243,709	25,727,933	25,527,760	27,363,468
6	Gross Graduate Tuition & Fees	7,318,876	8,986,829	10,292,088	17,705,236	16,089,415	16,769,415
7	Graduate Financial Aid	(757,688)	(1,037,770)	(967,228)	(747,923)	(803,321)	(803,321)
8	Net Graduate Tuition & Fees	6,561,188	7,949,059	9,324,860	16,957,313	15,286,094	15,966,094
9	Room & Board	-	-	-	-	-	-
10	Grants and Contracts	31,892	55,563	9,001	71,625	73,125	73,125
11	Facilities & Admin Costs Recovery	-	3,230	699	-	-	-
12	Gifts	1,033,842	1,229,363	1,724,315	412,000	1,536,000	936,000
13	Endowment Distributions	720,682	812,797	877,419	911,165	911,165	919,700
14	Investment Income	-	-	-	-	-	-
15	Other External Sales	1,379,446	1,412,734	1,001,786	1,257,326	1,338,125	1,511,700
16	<b>Total Revenues</b>	<b>\$ 38,773,385</b>	<b>\$ 41,983,896</b>	<b>\$ 46,319,485</b>	<b>\$ 56,671,119</b>	<b>\$ 56,006,026</b>	<b>\$ 59,514,935</b>
<b>EXPENSES &amp; INDIRECT COST ALLOCATIONS</b>							
17	Total Salaries, Wages, & Other Payroll	15,643,905	16,518,126	17,562,726	19,766,048	20,165,023	20,841,891
18	Total Benefits	3,784,682	4,198,587	4,493,796	5,047,831	5,065,586	5,536,772
19	Supplies & Services	3,954,985	4,150,073	3,950,348	10,752,201	9,914,738	10,405,132
20	Capitalized Costs	5,700	287,515	10,500	-	-	-
21	Depreciation	-	-	-	-	-	-
22	Internal Loan - Principal & Interest	-	-	719,392	832,517	1,546,747	719,392
23	Debt Service - Principal	-	-	-	-	-	-
24	Debt Service - Interest	-	-	-	-	-	-
25	Internal Sales	(65)	-	(461)	-	-	-
26	<b>Total Direct Expenses</b>	<b>\$ 23,389,208</b>	<b>\$ 25,154,301</b>	<b>\$ 26,736,301</b>	<b>\$ 36,398,597</b>	<b>\$ 36,692,094</b>	<b>\$ 37,503,187</b>
<b>ALLOCATIONS &amp; TRANSFERS</b>							
27	Internal Allocations & Transfers	121,528	(24,056)	(7,876)	(269,036)	(268,316)	(518,686)
28	Administrative Cost Allocations	11,347,694	12,667,644	13,478,292	16,057,735	16,057,735	17,064,426
29	Capital Cost Allocation	-	-	368,712	422,918	422,918	584,891
30	Subvention Allocation	3,822,931	4,060,831	4,655,884	6,627,348	6,627,348	6,895,881
31	Subvention Distribution	(457,864)	(1,864,902)	(1,150,173)	(1,679,294)	(1,679,294)	(1,777,912)
32	<b>Total Allocations and Transfers</b>	<b>\$ 14,834,289</b>	<b>\$ 14,839,517</b>	<b>\$ 17,344,839</b>	<b>\$ 21,159,671</b>	<b>\$ 21,160,391</b>	<b>\$ 22,248,600</b>
33	<b>Total Expenses &amp; Cost Allocations</b>	<b>\$ 38,223,497</b>	<b>\$ 39,993,818</b>	<b>\$ 44,081,139</b>	<b>\$ 57,558,268</b>	<b>\$ 57,852,485</b>	<b>\$ 59,751,787</b>
34	<b>Results of Operations</b>	<b>\$ 549,888</b>	<b>\$ 1,990,078</b>	<b>\$ 2,238,345</b>	<b>\$ (887,149)</b>	<b>\$ (1,846,459)</b>	<b>\$ (236,852)</b>
35	Transfers (from) Operating Reserve	-	-	-	(1,132,517)	(1,025,923)	(1,129,664)
36	Transfers to (from) Quasi Endowments	-	39,281	-	-	-	-
37	Provisions for Facility and Equipment Renewal	-	-	-	-	-	-
38	Transfers to (from) Plant Fund - Project Related	-	-	1,885,000	-	(449,996)	-
39	<b>Net Results</b>	<b>\$ 549,888</b>	<b>\$ 1,950,797</b>	<b>\$ 353,345</b>	<b>\$ 245,368</b>	<b>\$ (370,540)</b>	<b>\$ 892,812</b>
40	Transfer Net Results to Fund Balance	549,888	1,950,797	353,345	245,368	(370,540)	892,812
41	<b>Adjusted Net Results</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>



## 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:

- Growth in 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.
- As smaller senior classes are replaced with larger freshmen classes, the number of business students will increase by 500 students to over 3,000 over the next three years if freshman enrollment is maintained. Smaller classes, as predicted in the current cycle, would lead to a population of 2,800 undergraduate students.
- Growth in faculty and staff in response to enrolment growth has put additional pressure on space.
  - Freeing up the second floor of the College of Business Annex for offices will alleviate this problem temporarily.
  - The acquisition of the third building site will provide a future solution but funding still needs to be raised.
- The college is continually developing additional outreach programs at the undergraduate and graduate level to diversify revenues. These are outlined in the next section.

### 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 Master's in Accounting degree is in the last stage of the state approval process. Design has begun for a 4+1 model for students on the Athens Campus and as a hybrid model to be delivered out of the Dublin campus and online. Enrollments are expected to start in the 2017-18 academic year.
  - A bridge program for students with degrees outside Accounting is in development and is predicted to contribute significantly to the enrollment in the Online degree.
- A competency based bachelor completion program, in collaboration with Columbus State, offered in Dublin in response to the needs of employers is in the exploration stage.
- A Master's of Management that can be offered along with stackable certificates is being explored.
- A new Masters of Business Analytics is starting through the approval process and will use content developed for the analytics concentration in the Online MBA program.
- The Professional MBA program will offer concentrations in response to market demands, which are anticipated to enhance enrollment.
- Executive education offerings in Dublin and Athens in response to business needs.

### KEY TRENDS & DRIVERS

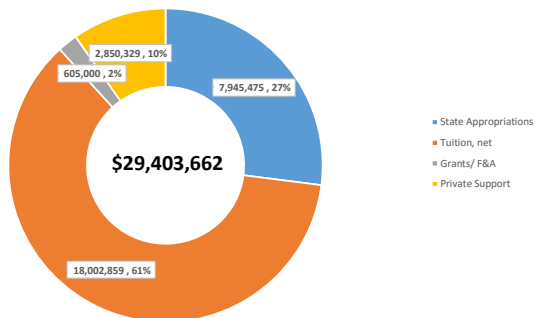
The primary driver in the budget is personnel, with investments related to the following needs:

- Increase in faculty to respond to increases in undergraduate enrollment and off-campus graduate programs.
- Staffing to support undergraduate career management and marketing/recruitment operations.
- Marketing and student services staffing to support expansion of off-campus graduate programs.

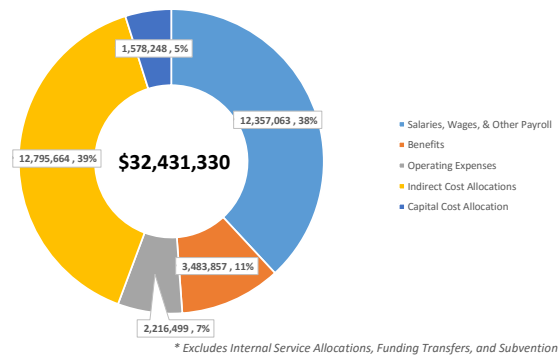


## 11.3 Scripps College of Communication

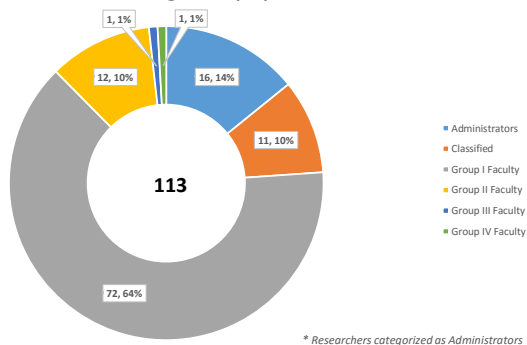
FY18 Budgeted Revenues



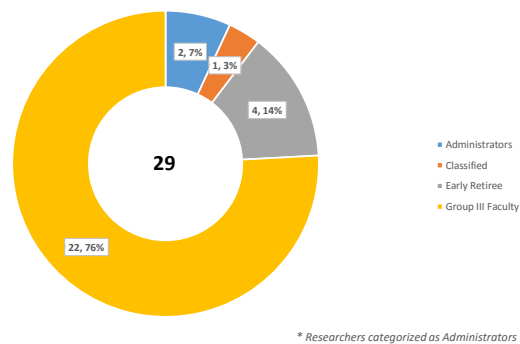
FY18 Budgeted Expenses & Allocations\*



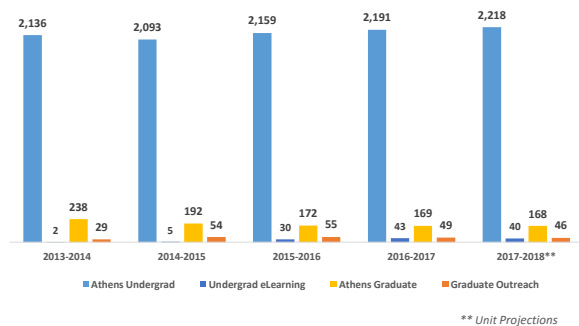
Benefits-Eligible Employee Headcount\*



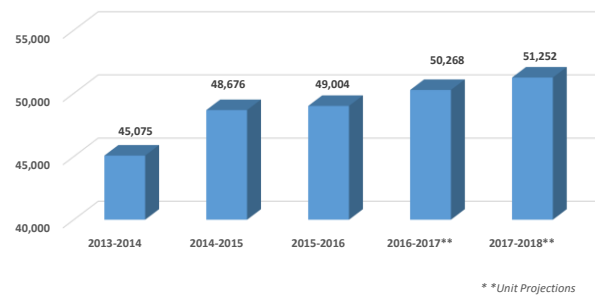
Non Benefits-Eligible Employee Headcount\*



5- Year Student Enrollment by Classification



5-Year Athens Undergraduate Credit Hour Production



Communication		FY14 Actuals	FY15 Actuals	FY16 Actuals	FY17 Budget	FY17 Forecast	FY18 Budget
<b>REVENUES</b>							
1	State Appropriations	\$ 9,297,612	\$ 10,300,056	\$ 10,062,288	\$ 8,096,419	\$ 8,096,419	\$ 7,945,475
2	State Appropriations - Capital	-	-	-	-	-	-
3	Gross Undergraduate Tuition & Fees	17,500,437	19,215,028	19,170,751	21,482,790	21,524,050	21,127,967
4	Undergraduate Financial Aid	(3,385,330)	(3,770,269)	(3,645,842)	(4,130,120)	(4,135,120)	(3,880,740)
5	Net Undergraduate Tuition & Fees	14,115,107	15,444,759	15,524,909	17,352,670	17,388,930	17,247,227
6	Gross Graduate Tuition & Fees	3,368,406	3,041,820	2,641,442	2,704,664	2,575,107	2,575,120
7	Graduate Financial Aid	(2,242,501)	(1,927,548)	(1,710,230)	(1,756,586)	(1,819,489)	(1,819,489)
8	Net Graduate Tuition & Fees	1,125,905	1,114,272	931,212	948,078	755,618	755,631
9	Room & Board	-	-	-	-	-	-
10	Grants and Contracts	408,441	738,974	495,051	550,000	550,000	550,000
11	Facilities & Admin Costs Recovery	87,283	120,579	57,100	75,000	55,000	55,000
12	Gifts	1,604,983	760,260	919,964	1,600,000	1,600,000	1,618,000
13	Endowment Distributions	910,094	989,261	1,108,790	1,128,890	1,130,984	1,232,329
14	Investment Income	-	-	-	-	-	-
15	Other External Sales	196,252	104,695	157,381	-	-	-
16	<b>Total Revenues</b>	<b>\$ 27,745,677</b>	<b>\$ 29,572,856</b>	<b>\$ 29,256,695</b>	<b>\$ 29,751,057</b>	<b>\$ 29,576,951</b>	<b>\$ 29,403,662</b>
<b>EXPENSES &amp; INDIRECT COST ALLOCATIONS</b>							
17	Total Salaries, Wages, & Other Payroll	10,942,155	11,614,088	11,669,035	12,668,753	12,510,301	12,357,063
18	Total Benefits	2,807,848	3,238,194	3,317,170	3,472,380	3,425,359	3,483,857
19	Supplies & Services	2,094,372	2,253,464	2,162,023	2,485,747	2,511,547	2,216,499
20	Capitalized Costs	494,557	2,259,876	110,564	-	-	-
21	Depreciation	-	-	-	-	-	-
22	Internal Loan - Principal & Interest	1,077,825	1,487,236	-	-	-	-
23	Debt Service - Principal	-	-	-	-	-	-
24	Debt Service - Interest	-	-	-	-	-	-
25	Internal Sales	(9,107)	(12,275)	(5,372)	-	-	-
26	<b>Total Direct Expenses</b>	<b>\$ 17,407,650</b>	<b>\$ 20,840,582</b>	<b>\$ 17,253,421</b>	<b>\$ 18,626,880</b>	<b>\$ 18,447,207</b>	<b>\$ 18,057,418</b>
<b>ALLOCATIONS &amp; TRANSFERS</b>							
27	Internal Allocations & Transfers	(481,887)	(454,731)	(494,405)	(500,774)	(645,774)	(543,523)
28	Administrative Cost Allocations	10,915,970	11,456,304	11,886,912	12,791,114	12,791,114	12,795,664
29	Capital Cost Allocation	-	-	1,274,290	1,168,568	1,168,568	1,578,248
30	Subvention Allocation	2,717,536	2,998,371	2,999,842	3,287,917	3,270,341	3,257,907
31	Subvention Distribution	(4,995,626)	(4,291,257)	(4,635,103)	(6,594,989)	(6,577,413)	(6,756,328)
32	<b>Total Allocations and Transfers</b>	<b>\$ 8,155,993</b>	<b>\$ 9,708,687</b>	<b>\$ 11,031,536</b>	<b>\$ 10,151,836</b>	<b>\$ 10,006,836</b>	<b>\$ 10,331,967</b>
33	<b>Total Expenses &amp; Cost Allocations</b>	<b>\$ 25,563,643</b>	<b>\$ 30,549,269</b>	<b>\$ 28,284,957</b>	<b>\$ 28,778,716</b>	<b>\$ 28,454,043</b>	<b>\$ 28,389,386</b>
34	<b>Results of Operations</b>	<b>\$ 2,182,034</b>	<b>\$ (976,413)</b>	<b>\$ 971,738</b>	<b>\$ 972,341</b>	<b>\$ 1,122,909</b>	<b>\$ 1,014,276</b>
35	Transfers (from) Operating Reserve	-	-	-	(27,557)	(53,128)	(338,585)
36	Transfers to (from) Quasi Endowments	-	-	-	-	-	-
37	Provisions for Facility and Equipment Renewal	-	-	-	-	-	-
38	Transfers to (from) Plant Fund - Project Related	-	2,896,171	(85,000)	1,000,000	1,000,000	1,000,000
39	<b>Net Results</b>	<b>\$ 2,182,034</b>	<b>\$ (3,872,584)</b>	<b>\$ 1,056,738</b>	<b>\$ (102)</b>	<b>\$ 176,037</b>	<b>\$ 352,862</b>
40	Transfer Net Results to Fund Balance	2,182,034	(3,872,584)	1,056,738	(102)	176,037	352,862
41	<b>Adjusted Net Results</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>



# SCRIPPS COLLEGE OF COMMUNICATION

## STRATEGIC RESOURCE OPPORTUNITIES AND CHALLENGES

- Enrollments have stayed relatively flat moving into FY18 while preliminary university-wide enrollment seems to have decreased. The College continues to analyze performance and has grown credit hour production by almost 6,000 credit hours since 2013. This is by offering more non-major sections, realigning curriculum and offering more courses in general. The College increased the minimum enrollment needed per course and has plans to adjust that again in FY18. The College added minors and certificates to make programs more attractive to both potential students and existing non-majors. Fiscal Year 2018 will mark the beginning of the new MFA program. Additional graduate student SSI revenue should result, as well as additional teaching capacity at our undergraduate level shifting some of the pressure away from group III part-time instructors.
- The Applied Communication Online Baccalaureate Degree Program was named 8<sup>th</sup> in OnlineU's ranking of "2017 Most Affordable Online Colleges for Communications Degree". The degree was also ranked #1 by Nonprofit Colleges Online for "Best Online Bachelor's in Communication and Public Relations: Students Before Profits Award 2015-2016". The enrollment for this program remains steady, but there is potential to increase. The College intends to begin an intensive marketing campaign along with the Office of Admissions to highlight the program this summer.
- Opportunities exist for additional course work associated with our Immersive Media Initiative, one of the awardees of the Innovation Strategy Fund. Faculty are working on course curricula and paths for completion.
- Last year the College increased its summer enrollment dramatically by better advertising and the offer of a small summer scholarship. The College intends to pursue the same tactics this upcoming summer.
- Potential exists for the creation and execution of stackable graduate certificates. The College plans to have faculty begin working on this during the summer break.
- New Data Analytics for non-majors course will begin fall 2017 with anticipated large enrollment.
- Full foundation analysis was conducted in 2016 to better align college expenses with foundation accounts, thus using the principles of RCM budgeting to better align resources and expenses.

## INVESTMENT IN PROGRAMS, ACTIVITIES AND FACILITIES

- The Social Media Analytics Research Team (SMART) Lab began functions under the direction of Dr. Laeeq Khan in 2017.
- Investing in Masters in Information and Telecommunication Systems online program through year-long digital marketing campaign.
- Performed student survey on potential barriers to recruitment in 2017. Survey was sponsored 100% through alumni giving.
- Exploring avenues to create coding programming
  - Summer coding academy for middle school students
  - Coding undergraduate certificate being explored
- Enrollment growth task force was created to identify additional yield opportunities above and beyond what was already being done.
  - Increased visitation to high schools and taught editing course while there
  - Hosted first Scripps Experience Day for Junior high school students



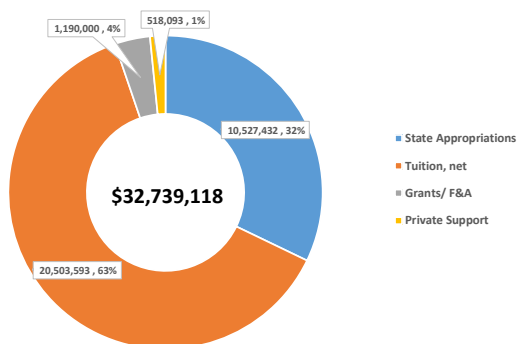
- Created 4 videos to be used in email and social media messaging
- Created additional recruitment materials in conjunction with the Office of Admissions

### KEY TRENDS & DRIVERS

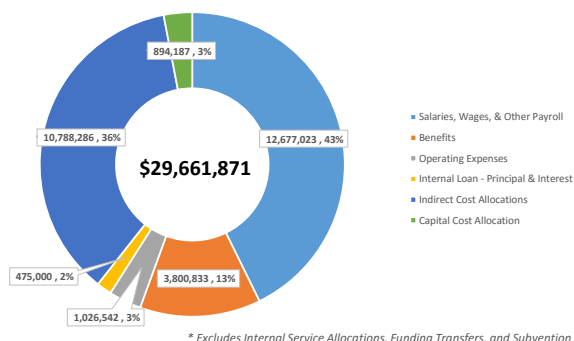
Direct expenses stayed relatively flat in operating accounts due to the lack of raise pool and use of foundation funds. Necessary cuts pushed the College to move rapidly to change some direct expenses onto alternative funding sources (i.e. foundation accounts) but this can be done with relatively low impact. Cuts beyond shifting to alternative funds have been (and will continue to be) painful due the resulting loss in personnel, both instructional and non-instructional. Academic infrastructure is already low, so losses in non-instructional personnel forces more work to faculty and losses of instructional personnel directly impact credit hour production. The College is mitigating this as much as possible with the use of group III part-time instructors, but it is still possible that instruction may decrease. The College plans to monitor this situation throughout the year.

## 11.4 Patton College of Education (PCOE)

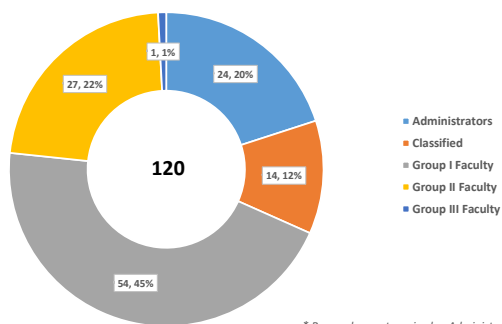
FY18 Budgeted Revenues



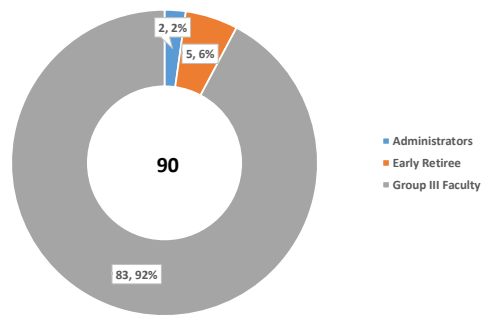
FY18 Budgeted Expenses & Allocations\*



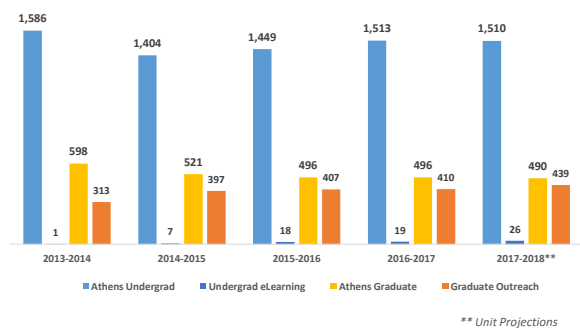
Benefits-Eligible Employee Headcount\*



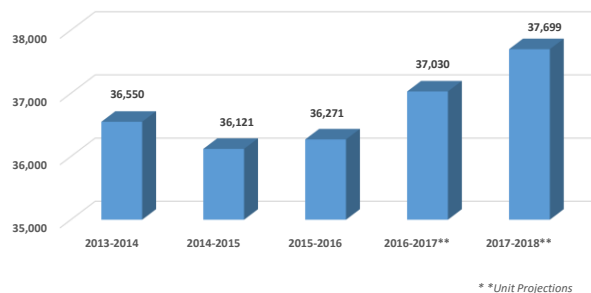
Non Benefits-Eligible Employee Headcount\*



5- Year Student Enrollment by Classification



5-Year Athens Undergraduate Credit Hour Production



<b>Education</b>		<b>FY14 Actuals</b>	<b>FY15 Actuals</b>	<b>FY16 Actuals</b>	<b>FY17 Budget</b>	<b>FY17 Forecast</b>	<b>FY18 Budget</b>
<b>REVENUES</b>							
1	State Appropriations	\$ 11,172,402	\$ 11,743,574	\$ 12,990,684	\$ 10,647,454	\$ 10,722,454	\$ 10,527,432
2	State Appropriations - Capital	-	-	-	-	-	-
3	Gross Undergraduate Tuition & Fees	15,028,880	15,715,895	15,065,165	16,854,087	16,828,473	16,724,196
4	Undergraduate Financial Aid	(2,859,752)	(2,845,536)	(2,699,927)	(2,998,114)	(2,998,114)	(2,819,862)
5	Net Undergraduate Tuition & Fees	12,169,128	12,870,359	12,365,238	13,855,973	13,830,359	13,904,334
6	Gross Graduate Tuition & Fees	9,103,127	9,735,997	9,365,288	10,469,514	10,148,080	9,775,724
7	Graduate Financial Aid	(3,187,043)	(3,260,503)	(3,006,413)	(3,151,856)	(3,189,856)	(3,176,465)
8	Net Graduate Tuition & Fees	5,916,084	6,475,495	6,358,874	7,317,658	6,958,224	6,599,259
9	Room & Board	-	-	-	-	-	-
10	Grants and Contracts	1,337,327	1,221,057	1,180,492	1,120,000	1,120,000	1,120,000
11	Facilities & Admin Costs Recovery	119,788	119,598	76,372	95,000	70,000	70,000
12	Gifts	198,329	104,819	152,102	75,000	95,000	145,000
13	Endowment Distributions	293,532	320,056	345,565	357,625	357,625	373,093
14	Investment Income	-	-	-	-	-	-
15	Other External Sales	16,235	16,061	40,920	-	-	-
16	<b>Total Revenues</b>	<b>\$ 31,222,826</b>	<b>\$ 32,871,018</b>	<b>\$ 33,510,248</b>	<b>\$ 33,468,710</b>	<b>\$ 33,153,662</b>	<b>\$ 32,739,118</b>
<b>EXPENSES &amp; INDIRECT COST ALLOCATIONS</b>							
17	Total Salaries, Wages, & Other Payroll	9,824,320	11,193,248	11,440,608	12,651,516	12,335,857	12,677,023
18	Total Benefits	2,625,308	3,189,505	3,303,455	3,690,573	3,532,242	3,800,833
19	Supplies & Services	1,899,681	1,929,368	2,088,929	1,054,203	1,313,144	1,026,542
20	Capitalized Costs	-	-	19,900	-	-	-
21	Depreciation	-	-	-	-	-	-
22	Internal Loan - Principal & Interest	-	-	-	475,000	475,000	475,000
23	Debt Service - Principal	-	-	-	-	-	-
24	Debt Service - Interest	-	-	-	-	-	-
25	Internal Sales	(23,839)	(9,978)	(9,264)	-	-	-
26	<b>Total Direct Expenses</b>	<b>\$ 14,325,470</b>	<b>\$ 16,302,143</b>	<b>\$ 16,843,628</b>	<b>\$ 17,871,292</b>	<b>\$ 17,656,243</b>	<b>\$ 17,979,398</b>
<b>ALLOCATIONS &amp; TRANSFERS</b>							
27	Internal Allocations & Transfers	(234,587)	(94,013)	(172,681)	48,714	183,320	(121,202)
28	Administrative Cost Allocations	10,778,439	11,030,004	11,300,304	10,420,854	10,420,854	10,788,286
29	Capital Cost Allocation	-	-	153,744	890,585	890,585	894,187
30	Subvention Allocation	3,170,865	3,334,876	3,461,235	3,928,472	3,928,472	3,855,227
31	Subvention Distribution	1,909,125	239,913	190,685	509,510	509,510	(407,117)
32	<b>Total Allocations and Transfers</b>	<b>\$ 15,623,842</b>	<b>\$ 14,510,780</b>	<b>\$ 14,933,286</b>	<b>\$ 15,798,135</b>	<b>\$ 15,932,741</b>	<b>\$ 15,009,381</b>
33	<b>Total Expenses &amp; Cost Allocations</b>	<b>\$ 29,949,312</b>	<b>\$ 30,812,922</b>	<b>\$ 31,776,914</b>	<b>\$ 33,669,427</b>	<b>\$ 33,588,984</b>	<b>\$ 32,988,779</b>
34	<b>Results of Operations</b>	<b>\$ 1,273,514</b>	<b>\$ 2,058,095</b>	<b>\$ 1,733,334</b>	<b>\$ (200,717)</b>	<b>\$ (435,322)</b>	<b>\$ (249,660)</b>
35	Transfers (from) Operating Reserve	-	-	-	(475,000)	(1,249,521)	(673,247)
36	Transfers to (from) Quasi Endowments	-	-	-	-	-	-
37	Provisions for Facility and Equipment Renewal	-	-	-	-	-	-
38	Transfers to (from) Plant Fund - Project Related	-	1,877,600	-	-	-	-
39	<b>Net Results</b>	<b>\$ 1,273,514</b>	<b>\$ 180,495</b>	<b>\$ 1,733,334</b>	<b>\$ 274,283</b>	<b>\$ 814,199</b>	<b>\$ 423,586</b>
40	Transfer Net Results to Fund Balance	1,273,514	180,495	1,733,334	274,283	814,199	423,586
41	<b>Adjusted Net Results</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>



# THE PATTON COLLEGE OF EDUCATION

## STRATEGIC RESOURCE OPPORTUNITIES AND CHALLENGES

The Patton College of Education continues to look for ways to offer programs that will be beneficial to the surrounding region by offering new endorsement courses, bachelor completion opportunities and graduate programs.

- In the Department of Teacher Education, a Dual Masters in Early Childhood and Special Education program combining aspects from Early Childhood and Special Education is being 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 8 and their families. The program is projected to begin January 2018.
- The Teaching English to Speakers of Other Languages (TESOL) endorsement is a partnership between The Patton College of Education and the College of Arts and Sciences Department of Linguistics. While Linguistics offers the curriculum, The Patton College plans to invest in a Group III faculty member who will oversee the state licensure and accreditation requirements program as well as incur the costs for marketing to the in-service teacher market. In exchange, The Patton College is negotiating a 50/50 revenue sharing for all in-service teachers enrolled in the endorsement program. Anticipated start date for this agreement is Summer 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 degree or for students who have completed a minimum of 60 semester hours. The program is projected to begin Fall 2018-2019.
- The Tennis Professional Management master's degree program is an interdisciplinary partnership between The Patton College of Education's department of Recreation and Sport Pedagogy, the department of Human and Consumer Sciences, the College of Business's sport Administration program and the United States Tennis Association (USTA). 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 Fall, 2018.
- 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. 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 certificate is anticipated to start January 2019.

The quality of the College's academic programs continues to be a key priority. Undergraduate enrollment and retention has increased in FY17, even though there are a reduced number of high school graduates. Continued investment in retention and recruitment is expected to yield positive results.

Graduate enrollments decreased in FY2017. The Patton College is working to market new programs and continuing graduate programs in areas that have the most potential for meeting student needs. Some of the

continuing graduate programs such as the Masters in Counseling and the Masters in Special Education will be offered on the regional campuses on a rotating basis.

The implementation and delivery of new revenue generating programs are challenged to keep pace with the diminishing lifecycle of older or existing revenue generating programs.

Contracts and grants awarded have declined over the last three years. Much of this is due to retiring faculty and hiring of new tenure seeking faculty. Funding is expected to increase over the next couple of years as faculty submit research proposals to secure grant funding. Additionally, the Patton College has filled the position of Director of the Stevens Literacy Center, which has always submitted and received grant awards for research in areas of adult literacy, reading and outreach to local schools and the community.

### INVESTMENT IN PROGRAMS, ACTIVITIES AND FACILITIES

Some of the targeted revenue generating proposals will receive \$20,000 in startup funding to assist in the cost of course development and marketing strategies. This fund is returned for future investments once the program yields net revenue above \$20,000, usually within the first two academic years of its start date.

The Patton College supports faculty development to many professional conferences. Investments are also made for students (undergraduate and graduate) to travel to present research papers, individually or with faculty mentors. This provides an additional educational opportunity for students, as well as networking opportunities and recruitment of future students. 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.

The Clinical Model of teacher preparation and human services provides for more experiences for the students in their field work. This gives 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 renovated McCracken Hall this January, 2017. Faculty, staff and students are enjoying their new space, its beauty, and collaborative learning opportunities. The classroom technology and many project rooms are producing a learning experience unequalled throughout the campus.

### KEY TRENDS & DRIVERS

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

- Changing student demographics and policies implemented to serve students’ unique needs
- Workforce and job composition
- The need to build faculty capacity
- An affordability crisis that affects students, parents, state legislatures, institutions, the U.S. economy and society as a whole

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.

It will be important for future planning that The Patton College is able to meet the ever changing demands placed upon higher education to adequately prepare its candidates. With the expansion of online programming, The Patton College will be able to expand their student population and have a more global presence. Infusing more technology into pedagogy will also better prepare the students for the ever-changing demands of the workforce.

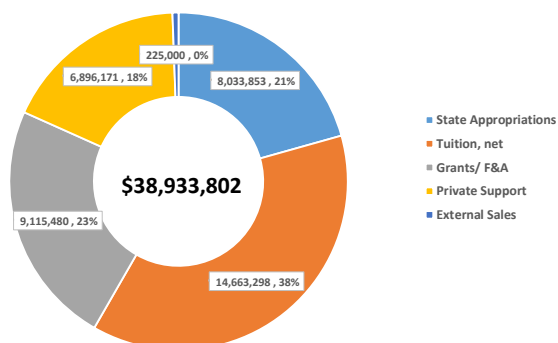
Since faculty members tend to remain in university positions for a relatively long period of time, their knowledge of the organizational responsibilities for which they prepare candidates diminishes with the passing years. The Patton College has created a number of summer workshops for faculty in order to address faculty development needs and provide educational forums which focus on training in these areas.

Affordability is a key issue in the Ohio Legislature as well as at the Federal level. Distance education offers a significant source for revenue generation and the advancement of college programs. For the 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 students with a wide variety of learning styles and expectations. K-12 teachers and students are an ever increasing market for the delivery of online education programs. Because online coursework requires only limited use of physical facilities, the College may be able to lower the cost of tuition to online students, thus making its programs more competitive at the state, national and international levels.

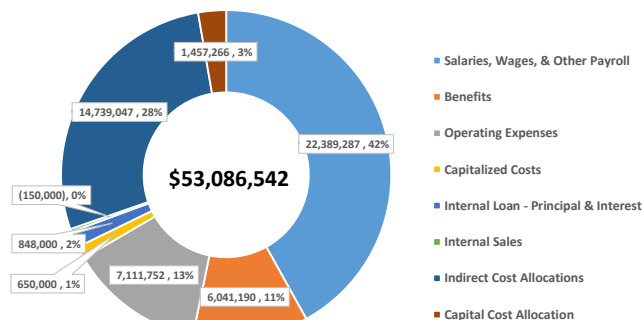


## 11.5 Russ College of Engineering and Technology

FY18 Budgeted Revenues

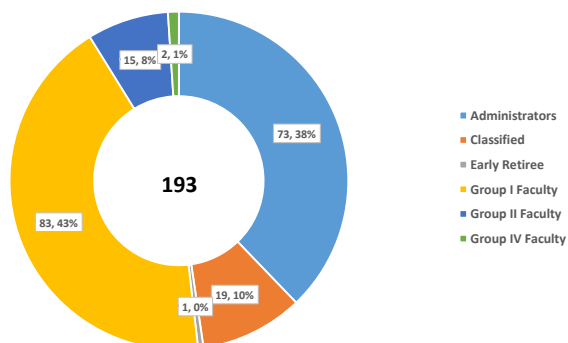


FY18 Budgeted Expenses & Allocations\*



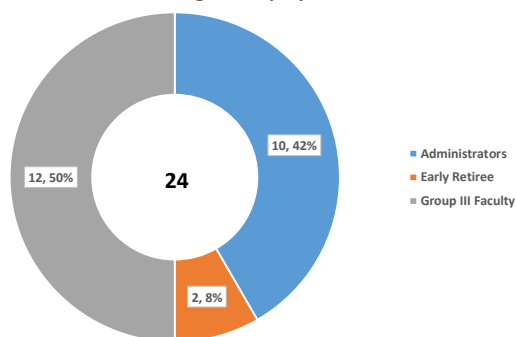
\* Excludes Internal Service Allocations, Funding Transfers, and Subvention

Benefits-Eligible Employee Headcount\*



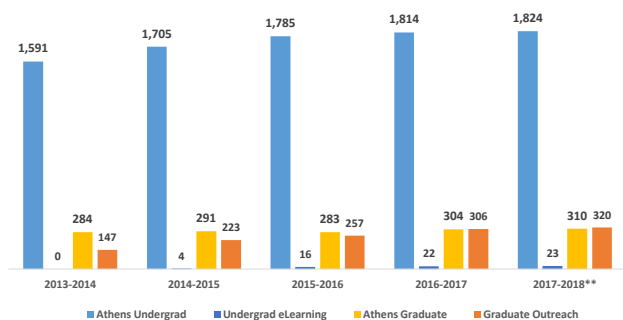
\* Researchers categorized as Administrators

Non Benefits-Eligible Employee Headcount\*



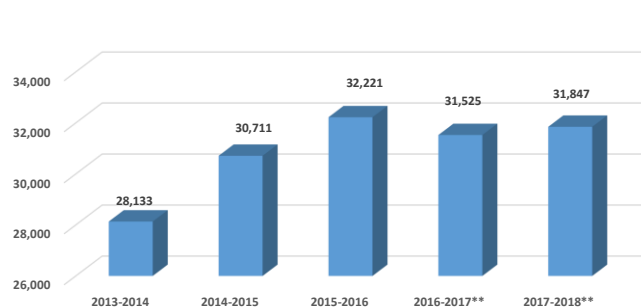
\* Researchers categorized as Administrators

5- Year Student Enrollment by Classification



\*\* Unit Projections

5-Year Athens Undergraduate Credit Hour Production



\*\* Unit Projections





<b>Engineering</b>		<b>FY14 Actuals</b>	<b>FY15 Actuals</b>	<b>FY16 Actuals</b>	<b>FY17 Budget</b>	<b>FY17 Forecast</b>	<b>FY18 Budget</b>
<b>REVENUES</b>							
1	State Appropriations	\$ 8,497,527	\$ 8,956,349	\$ 9,742,032	\$ 7,579,321	\$ 7,579,321	\$ 8,033,853
2	State Appropriations - Capital	-	-	-	-	-	-
3	Gross Undergraduate Tuition & Fees	16,563,993	20,283,997	22,855,665	15,456,793	15,408,012	15,528,796
4	Undergraduate Financial Aid	(4,156,443)	(4,883,801)	(5,456,387)	(4,141,987)	(4,295,487)	(4,210,498)
5	Net Undergraduate Tuition & Fees	12,407,550	15,400,195	17,399,279	11,314,806	11,112,525	11,318,298
6	Gross Graduate Tuition & Fees	4,533,294	5,192,325	5,676,738	7,693,769	7,771,103	7,150,000
7	Graduate Financial Aid	(3,290,262)	(3,611,911)	(3,975,390)	(3,905,000)	(4,154,423)	(3,805,000)
8	Net Graduate Tuition & Fees	1,243,032	1,580,414	1,701,348	3,788,769	3,616,680	3,345,000
9	Room & Board	-	-	-	-	-	-
10	Grants and Contracts	11,804,582	9,673,038	10,093,948	9,168,000	8,158,985	7,300,000
11	Facilities & Admin Costs Recovery	3,340,467	3,155,090	2,566,662	2,322,240	2,206,632	1,815,480
12	Gifts	250,980	706,670	229,509	250,000	250,000	150,000
13	Endowment Distributions	5,536,079	5,904,822	6,576,088	6,859,277	6,856,589	6,746,171
14	Investment Income	285,306	50,195	47,427	30,000	30,000	-
15	Other External Sales	420,445	660,730	391,614	400,000	360,040	225,000
16	<b>Total Revenues</b>	<b>\$ 43,785,968</b>	<b>\$ 46,087,502</b>	<b>\$ 48,747,906</b>	<b>\$ 41,712,413</b>	<b>\$ 40,170,772</b>	<b>\$ 38,933,802</b>
<b>EXPENSES &amp; INDIRECT COST ALLOCATIONS</b>							
17	Total Salaries, Wages, & Other Payroll	20,779,213	23,116,640	24,336,917	23,871,205	23,283,135	22,389,287
18	Total Benefits	4,809,923	5,707,424	6,020,434	6,097,409	6,071,783	6,041,190
19	Supplies & Services	7,684,504	7,845,490	7,438,487	9,089,282	7,859,387	7,111,752
20	Capitalized Costs	2,277,471	1,197,355	1,060,699	1,030,000	780,000	650,000
21	Depreciation	-	-	-	-	-	-
22	Internal Loan - Principal & Interest	388,230	387,596	436,949	682,366	895,175	848,000
23	Debt Service - Principal	-	-	-	-	-	-
24	Debt Service - Interest	-	-	-	-	-	-
25	Internal Sales	(254,644)	(288,275)	(217,729)	(200,000)	(150,000)	(150,000)
26	<b>Total Direct Expenses</b>	<b>\$ 35,684,698</b>	<b>\$ 37,966,231</b>	<b>\$ 39,075,757</b>	<b>\$ 40,570,262</b>	<b>\$ 38,739,480</b>	<b>\$ 36,890,229</b>
<b>ALLOCATIONS &amp; TRANSFERS</b>							
27	Internal Allocations & Transfers	(84,353)	(841,170)	(3,022,306)	(650,000)	(429,734)	(993,709)
28	Administrative Cost Allocations	12,003,736	13,494,132	13,605,360	14,557,146	14,557,146	14,739,047
29	Capital Cost Allocation	-	-	1,533,272	1,293,240	1,293,240	1,457,266
30	Subvention Allocation	2,925,770	3,160,884	3,814,430	3,143,767	3,112,733	3,143,404
31	Subvention Distribution	(6,631,535)	(5,396,900)	(6,258,998)	(16,782,247)	(16,782,247)	(15,660,685)
32	<b>Total Allocations and Transfers</b>	<b>\$ 8,213,618</b>	<b>\$ 10,416,946</b>	<b>\$ 9,671,758</b>	<b>\$ 1,561,906</b>	<b>\$ 1,751,138</b>	<b>\$ 2,685,323</b>
33	<b>Total Expenses &amp; Cost Allocations</b>	<b>\$ 43,898,315</b>	<b>\$ 48,383,177</b>	<b>\$ 48,747,515</b>	<b>\$ 42,132,168</b>	<b>\$ 40,490,618</b>	<b>\$ 39,575,552</b>
34	<b>Results of Operations</b>	<b>\$ (112,347)</b>	<b>\$ (2,295,675)</b>	<b>\$ 391</b>	<b>\$ (419,755)</b>	<b>\$ (319,846)</b>	<b>\$ (641,750)</b>
35	Transfers (from) Operating Reserve	-	-	-	(745,410)	(465,000)	-
36	Transfers to (from) Quasi Endowments	388,000	349,287	(247,840)	50,000	-	-
37	Provisions for Facility and Equipment Renewal	-	-	-	-	348,924	-
38	Transfers to (from) Plant Fund - Project Related	30,000	152,525	72,800	250,000	-	-
39	<b>Net Results</b>	<b>\$ (530,347)</b>	<b>\$ (2,797,487)</b>	<b>\$ 175,431</b>	<b>\$ 25,655</b>	<b>\$ (203,770)</b>	<b>\$ (641,750)</b>
40	Transfer Net Results to Fund Balance	(530,347)	(2,797,487)	175,431	25,655	(203,770)	(641,750)
41	<b>Adjusted Net Results</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>



# RUSS COLLEGE OF ENGINEERING AND TECHNOLOGY

## STRATEGIC RESOURCE OPPORTUNITIES AND CHALLENGES

### Opportunities:

- Research facility expansion, leading to enhanced research funding
- The University Scholarship Match Program allows the College to further its recruitment efforts in strategic areas and stabilize enrollment
- Continued enrollment growth, higher ACT scores, higher retention rates, and lowered average time to graduate
- Engineering Technology and Management (ETM) enrollment has significantly increased over the last several years and is projected to continue
- Online programmatic opportunities for enrollment growth assuming centralized budgeting efforts to better match sources of revenue to appropriate costs are successful
- The RCM model could be further refined to better match revenues with costs incurred to create an operational base that incentivizes growth
- Continue to refine the all funds budgeting process to ensure that university and foundation policies and the principal of restricting student fees for student uses are recognized

### Challenges:

- Mentoring the College's large number of junior faculty to achieve instructional and research productivity to the levels of which they are capable
- Significant funds allocated for new research faculty start-up packages
- Integrating research faculty salary buyout policy into the departmental budget planning process
- Stocker Center (Facility)
  - Limited undergraduate teaching lab space for expanding programs that require significant space allocations (ETM undergraduate lab space growth, mechanical engineering lab normalization to the standards of other departments in the college)
  - Space for research is both limited and has challenges for meeting safety standards
  - Office and general space shortfalls related to continued enrollment growth
  - Stocker Center is in need of phased renovations in a continually occupied space
- Possible time delay of research building due to already existing faculty needs and expectations
- The treatment of indirect cost recovery within the RCM model needs to be aligned better with the limitations for use and distribution of those funds
- Financial reporting tools (OBIE) are not sufficiently granular to appropriately separate and reflect sources and uses
- Due to the magnitude of the Russ College endowment, the College's share of administrative overhead for advancement is large compared to other units.

### INVESTMENT IN PROGRAMS, ACTIVITIES AND FACILITIES

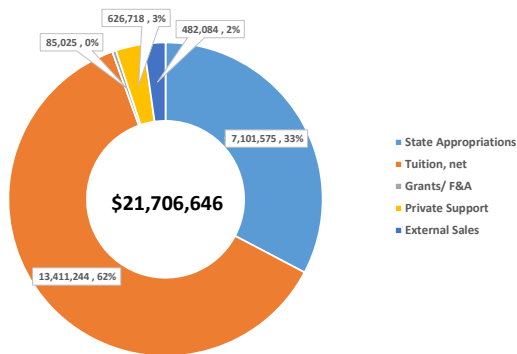
- Visioning, planning, and programming continues for a 120,000 sq. ft. research facility to address research space needs which will also help ease the undergraduate space needs in Stocker; however funding mechanisms to achieve this remain to be determined
- Plan to begin a new strategic trust in Trustworthy Engineering (cyber security of complex interconnected systems)

### KEY TRENDS & DRIVERS

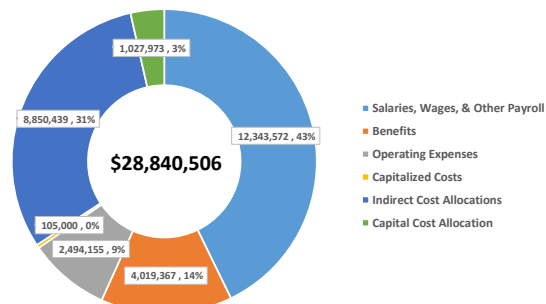
- Funding of costs associated with proposed new research facility
- Utilizing the College's resources to leverage and maximize the University Scholarship Match Program thus resulting in increasing the number of available scholarships and possible relief of Russ Vision funds
- Significant funds allocated for new research faculty start-up packages

## 11.6 College of Fine Arts

FY18 Budgeted Revenues

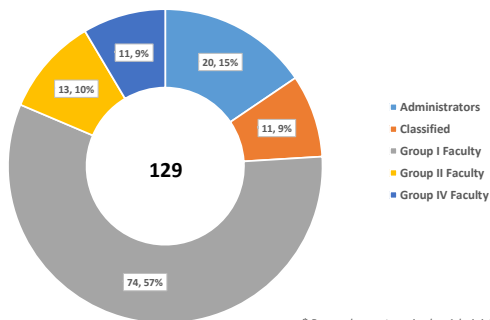


FY18 Budgeted Expenses & Allocations\*



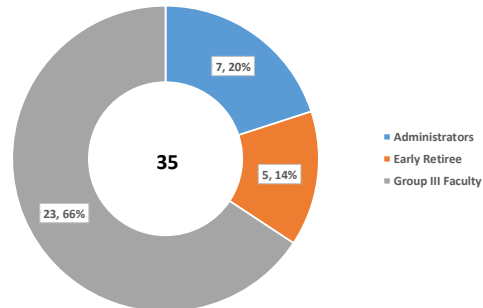
\* Excludes Internal Service Allocations, Funding Transfers, and Subvention

Benefits-Eligible Employee Headcount\*



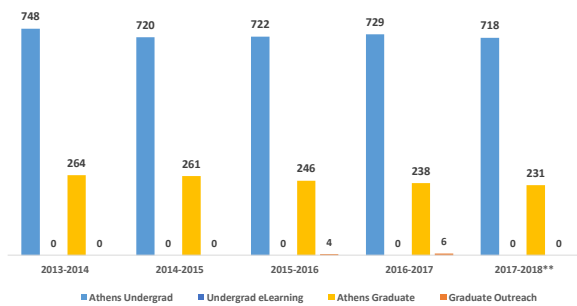
\* Researchers categorized as Administrators

Non Benefits-Eligible Employee Headcount\*



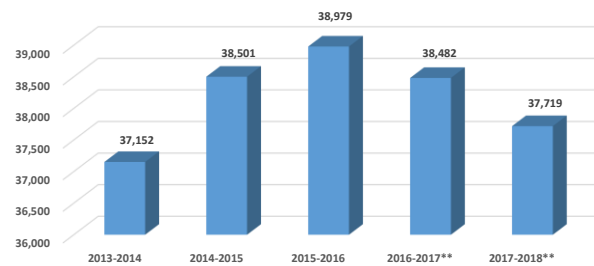
\* Researchers categorized as Administrators

5- Year Student Enrollment by Classification



\*\* Unit Projections

5-Year Athens Undergraduate Credit Hour Production



\* Unit Projections

<b>Fine Arts</b>		<b>FY14 Actuals</b>	<b>FY15 Actuals</b>	<b>FY16 Actuals</b>	<b>FY17 Budget</b>	<b>FY17 Forecast</b>	<b>FY18 Budget</b>
<b>REVENUES</b>							
1	State Appropriations	\$ 5,718,672	\$ 5,640,144	\$ 6,277,776	\$ 7,251,954	\$ 7,251,954	\$ 7,101,575
2	State Appropriations - Capital	-	-	-	-	-	-
3	Gross Undergraduate Tuition & Fees	17,048,056	17,305,243	17,315,734	16,328,560	16,369,138	15,816,956
4	Undergraduate Financial Aid	(3,275,094)	(3,147,609)	(3,269,289)	(3,027,673)	(3,276,941)	(3,090,686)
5	Net Undergraduate Tuition & Fees	13,772,962	14,157,635	14,046,445	13,300,887	13,092,197	12,726,270
6	Gross Graduate Tuition & Fees	4,109,082	3,827,980	3,792,903	3,837,842	3,632,408	3,626,615
7	Graduate Financial Aid	(3,083,184)	(2,929,667)	(2,947,087)	(3,089,358)	(2,942,350)	(2,941,641)
8	Net Graduate Tuition & Fees	1,025,898	898,313	845,815	748,484	690,059	684,974
9	Room & Board	-	-	-	-	-	-
10	Grants and Contracts	13,908	9,553	17,988	71,086	67,887	85,025
11	Facilities & Admin Costs Recovery	-	-	-	-	-	-
12	Gifts	107,696	98,011	121,819	182,376	224,517	294,000
13	Endowment Distributions	285,534	304,244	320,983	324,145	324,725	332,718
14	Investment Income	-	-	-	-	-	-
15	Other External Sales	714,573	647,281	378,538	601,600	432,995	482,084
16	<b>Total Revenues</b>	<b>\$ 21,639,244</b>	<b>\$ 21,755,181</b>	<b>\$ 22,009,365</b>	<b>\$ 22,480,532</b>	<b>\$ 22,084,334</b>	<b>\$ 21,706,646</b>
<b>EXPENSES &amp; INDIRECT COST ALLOCATIONS</b>							
17	Total Salaries, Wages, & Other Payroll	10,851,408	11,125,656	11,290,300	12,140,327	12,140,238	12,343,572
18	Total Benefits	2,873,632	3,251,021	3,477,201	3,900,970	3,812,174	4,019,367
19	Supplies & Services	1,975,386	2,038,703	2,270,404	2,671,302	2,697,280	2,494,155
20	Capitalized Costs	127,327	108,226	65,107	-	-	105,000
21	Depreciation	-	-	-	-	-	-
22	Internal Loan - Principal & Interest	-	-	-	-	-	-
23	Debt Service - Principal	-	-	-	-	-	-
24	Debt Service - Interest	-	-	-	-	-	-
25	Internal Sales	(2,620)	(12,715)	(832)	-	-	-
26	<b>Total Direct Expenses</b>	<b>\$ 15,825,133</b>	<b>\$ 16,510,891</b>	<b>\$ 17,102,180</b>	<b>\$ 18,712,599</b>	<b>\$ 18,649,692</b>	<b>\$ 18,962,094</b>
<b>ALLOCATIONS &amp; TRANSFERS</b>							
27	Internal Allocations & Transfers	(531,941)	(457,660)	(641,097)	(900,000)	(1,166,564)	(1,210,279)
28	Administrative Cost Allocations	8,961,003	9,628,764	9,243,396	8,927,184	8,927,184	8,850,439
29	Capital Cost Allocation	-	-	783,894	1,243,585	1,243,585	1,027,973
30	Subvention Allocation	2,205,041	2,209,392	2,314,290	2,671,460	2,619,891	2,567,428
31	Subvention Distribution	(5,533,714)	(6,178,151)	(6,867,049)	(8,170,047)	(8,170,047)	(7,836,374)
32	<b>Total Allocations and Transfers</b>	<b>\$ 5,100,389</b>	<b>\$ 5,202,345</b>	<b>\$ 4,833,434</b>	<b>\$ 3,772,182</b>	<b>\$ 3,454,049</b>	<b>\$ 3,399,187</b>
33	<b>Total Expenses &amp; Cost Allocations</b>	<b>\$ 20,925,522</b>	<b>\$ 21,713,236</b>	<b>\$ 21,935,614</b>	<b>\$ 22,484,781</b>	<b>\$ 22,103,741</b>	<b>\$ 22,361,281</b>
34	<b>Results of Operations</b>	<b>\$ 713,722</b>	<b>\$ 41,945</b>	<b>\$ 73,751</b>	<b>\$ (4,249)</b>	<b>\$ (19,406)</b>	<b>\$ (654,635)</b>
35	Transfers (from) Operating Reserve	-	-	-	-	(151,838)	(440,717)
36	Transfers to (from) Quasi Endowments	-	-	-	-	-	-
37	Provisions for Facility and Equipment Renewal	-	-	-	-	151,838	-
38	Transfers to (from) Plant Fund - Project Related	(434)	-	-	-	-	-
39	<b>Net Results</b>	<b>\$ 714,157</b>	<b>\$ 41,945</b>	<b>\$ 73,751</b>	<b>\$ (4,249)</b>	<b>\$ (19,406)</b>	<b>\$ (213,918)</b>
40	Transfer Net Results to Fund Balance	714,157	41,945	73,751	(4,249)	(19,406)	(213,918)
41	<b>Adjusted Net Results</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>



## COLLEGE OF FINE ARTS

### STRATEGIC RESOURCE OPPORTUNITIES AND CHALLENGES

The College of Fine Arts continues to increase its capacity to offer additional fine arts general education courses to eLearning students. In addition to serving the needs of eLearning students, this provides online training as well as teaching and facilitating opportunities for graduate students. This effort continues to increase eLearning credit hour production and revenue. A collaboration with the Patton College of Education has created a new 4+1 degree option that lets undergraduate BFA students in art earn their teaching credential as well as a Master of Education degree. Additional new programs under development include an online master's degree in Music Education, a hybrid master's degree in Music Therapy, and expanded offerings in Graphic Design. A new art-focused maker space will be available to the whole campus as part of the Seigfred renovation, and will support the development of new interdisciplinary curricula.

The College is challenged by deferred maintenance costs. The first phase of the renovation of Seigfred Hall has begun to address deferred maintenance, and the second and third phases are in the design stage. The HVAC systems for Glidden Hall are also scheduled for replacement.

The College is also experiencing a space shortage: the Master Plan Space Study found an 89,000 ASF space deficit for Fine Arts, primarily in assembly and exhibit space.

Although the College is beginning to see the results of purposeful and focused recruitment efforts and 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

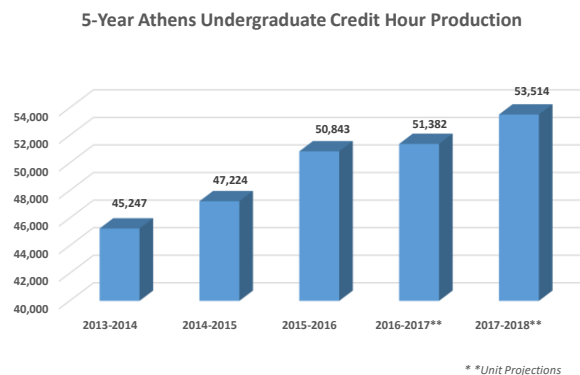
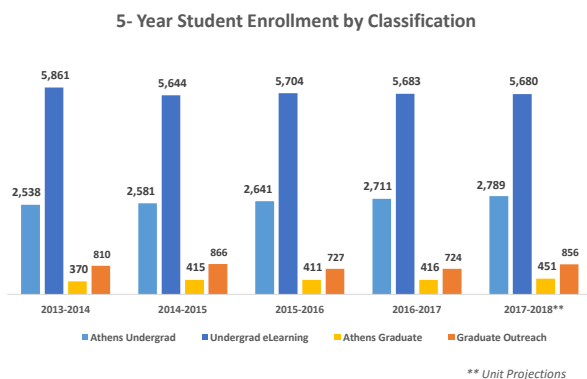
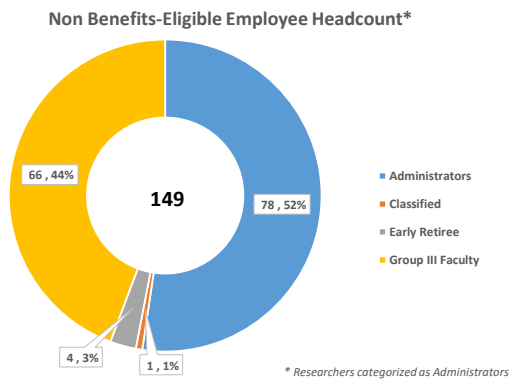
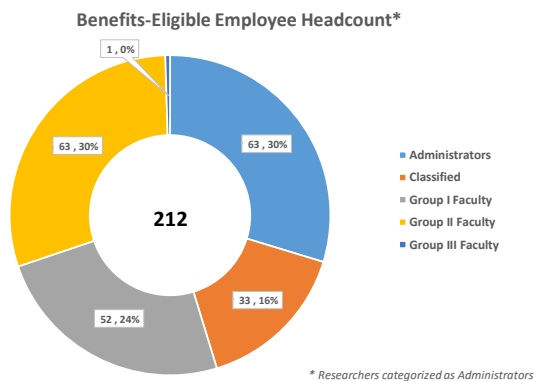
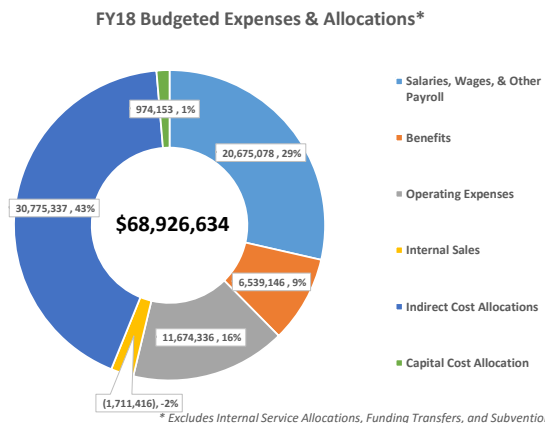
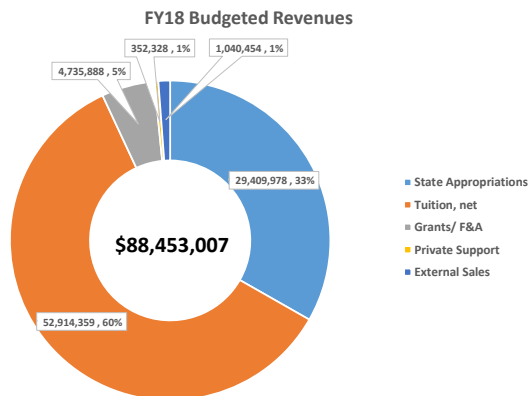
The College launched the Tantrum Theater, a new professional theater that provides critical professional training opportunities for our students, in the summer of 2016 in Dublin, OH. Tantrum was developed in collaboration with the Dublin Arts Council and the city of Dublin. Heading into its second season, in addition to presenting three productions, Tantrum has again increased the number of students who will gain professional theater experience through summer internships. In addition, 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 currently exploring the development of a professional theater building with its partners and a developer in Dublin in order to create a permanent home for Tantrum.

In the past year, the College has invested in a new part-time recruiting officer and a streamlined online scholarship application process in the School of Art + Design as well as new digital tools for curricula in Graphic Design and Painting & Drawing. In the Dance Division, a pilot summer Dance Institute is launching in the summer 2017, featuring David Dorfman Dance from New York. The College has also invested in new safety equipment and are developing additional workshop space for Theater.

### 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.

## 11.7 College of Health Sciences and Professions (CHSP)





Health Sciences		FY14 Actuals	FY15 Actuals	FY16 Actuals	FY17 Budget	FY17 Forecast	FY18 Budget
<b>REVENUES</b>							
1	State Appropriations	\$ 26,186,505	\$ 43,200,014	\$ 38,923,176	\$ 31,692,889	\$ 31,692,889	\$ 29,409,978
2	State Appropriations - Capital	-	-	-	-	-	-
3	Gross Undergraduate Tuition & Fees	27,273,409	36,013,541	36,781,550	40,983,054	43,215,782	43,967,781
4	Undergraduate Financial Aid	(5,082,802)	(5,401,373)	(5,605,920)	(5,227,389)	(5,125,544)	(4,451,563)
5	Net Undergraduate Tuition & Fees	22,190,608	30,612,169	31,175,630	35,755,665	38,090,238	39,516,218
6	Gross Graduate Tuition & Fees	7,855,872	8,276,431	9,284,833	15,515,730	15,262,703	15,697,018
7	Graduate Financial Aid	(3,091,466)	(2,598,080)	(2,436,366)	(2,316,322)	(2,051,254)	(2,298,877)
8	Net Graduate Tuition & Fees	4,764,406	5,678,352	6,848,467	13,199,408	13,211,449	13,398,141
9	Room & Board	-	-	-	-	-	-
10	Grants and Contracts	5,982,443	6,283,897	6,190,087	5,961,395	5,920,404	4,703,445
11	Facilities & Admin Costs Recovery	240,276	215,423	138,966	85,957	169,843	32,443
12	Gifts	182,710	113,722	176,585	234,378	194,451	197,563
13	Endowment Distributions	183,527	115,451	132,855	143,874	147,126	154,765
14	Investment Income	-	-	-	-	-	-
15	Other External Sales	733,393	722,860	774,858	683,264	877,986	1,040,454
16	<b>Total Revenues</b>	<b>\$ 60,463,867</b>	<b>\$ 86,941,887</b>	<b>\$ 84,360,625</b>	<b>\$ 87,756,830</b>	<b>\$ 90,304,386</b>	<b>\$ 88,453,007</b>
<b>EXPENSES &amp; INDIRECT COST ALLOCATIONS</b>							
17	Total Salaries, Wages, & Other Payroll	14,969,652	17,247,554	18,440,003	20,405,324	19,839,120	20,675,078
18	Total Benefits	3,951,112	5,069,811	5,651,767	6,208,394	6,198,350	6,539,146
19	Supplies & Services	5,678,615	5,578,740	6,649,104	11,693,854	11,753,653	11,674,336
20	Capitalized Costs	44,205	194,883	119,748	-	-	-
21	Depreciation	-	-	-	-	-	-
22	Internal Loan - Principal & Interest	-	-	-	-	-	-
23	Debt Service - Principal	-	-	-	-	-	-
24	Debt Service - Interest	-	-	-	-	-	-
25	Internal Sales	(1,481,019)	(1,712,556)	(1,792,016)	(1,783,686)	(1,780,453)	(1,711,416)
26	<b>Total Direct Expenses</b>	<b>\$ 23,162,566</b>	<b>\$ 26,378,431</b>	<b>\$ 29,068,606</b>	<b>\$ 36,523,886</b>	<b>\$ 36,010,670</b>	<b>\$ 37,177,144</b>
<b>ALLOCATIONS &amp; TRANSFERS</b>							
27	Internal Allocations & Transfers	583,972	(228,157)	(148,584)	(40,596)	(97,382)	(189,239)
28	Administrative Cost Allocations	20,654,869	23,729,268	25,044,984	30,879,099	30,879,099	30,775,337
29	Capital Cost Allocation	-	-	547,009	941,548	924,562	974,153
30	Subvention Allocation	5,443,286	7,963,067	7,808,948	10,255,180	10,550,331	10,354,582
31	Subvention Distribution	7,894,682	19,750,854	20,753,169	8,375,346	8,375,346	8,426,126
32	<b>Total Allocations and Transfers</b>	<b>\$ 34,576,809</b>	<b>\$ 51,215,032</b>	<b>\$ 54,005,526</b>	<b>\$ 50,410,577</b>	<b>\$ 50,631,956</b>	<b>\$ 50,340,959</b>
33	<b>Total Expenses &amp; Cost Allocations</b>	<b>\$ 57,739,375</b>	<b>\$ 77,593,463</b>	<b>\$ 83,074,132</b>	<b>\$ 86,934,463</b>	<b>\$ 86,642,626</b>	<b>\$ 87,518,103</b>
34	<b>Results of Operations</b>	<b>\$ 2,724,492</b>	<b>\$ 9,348,424</b>	<b>\$ 1,286,493</b>	<b>\$ 822,367</b>	<b>\$ 3,661,760</b>	<b>\$ 934,903</b>
35	Transfers (from) Operating Reserve	-	-	-	-	-	-
36	Transfers to (from) Quasi Endowments	-	-	-	-	-	-
37	Provisions for Facility and Equipment Renewal	-	-	-	97,947	-	-
38	Transfers to (from) Plant Fund - Project Related	466,277	3,072,295	12,100,000	-	-	-
39	<b>Net Results</b>	<b>\$ 2,258,215</b>	<b>\$ 6,276,130</b>	<b>\$ (10,813,507)</b>	<b>\$ 724,420</b>	<b>\$ 3,661,760</b>	<b>\$ 934,904</b>
40	Transfer Net Results to Fund Balance	2,258,215	6,276,130	(10,813,507)	724,420	3,661,760	934,904
41	<b>Adjusted Net Results</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>



## HEALTH SCIENCES AND PROFESSIONS

### STRATEGIC RESOURCE OPPORTUNITIES AND CHALLENGES

One significant set of challenges relates to the College's operational budget and contributions of support to other elements of the institution. The College continues to operate in a lean way both in terms of the operating budget in relation to revenues generated and the population of faculty in relation to its over 9,000 students. 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. The College continues to work to identify resources to invest in strategic initiatives while meeting obligations to contribute our revenues to the support of other units at the University.

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. Despite success in attracting students to many programs, the College recognizes the current enrollment levels in a number of areas will eventually subside. This requires 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. It will continue to be important for the College to invest in education delivered in more distributed ways at new sites and through new pedagogies as well as educational activities that are not based on traditional academic-credited courses. The College become more diverse in its approach to education of individuals across their professional careers.

Investment in strategies that would allow the College to expand its reach to individuals across their professional lifespan instead of focusing almost exclusively on degrees to prepare individuals to enter professional life would allow the College to substantially expand the scope of its programming and the resources it could develop through that programming.

There is also vast, untapped enrollment potential in populations we have not traditionally served. The College's previous investments in online education position it well to move 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.

Finally, there is great opportunity in expanded community engagement—both in terms of 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 Masters degree in community and corporate wellness
- New Masters degree in global health
- New Masters degree and revised certificate in gerontology
- Revised certificate in clinical informatics
- New certificate in health policy
- New athletic training licensure program
- New certificate in patient navigation

The College is moving forward with plans to invest in a new alliance for innovation in population health in collaboration with the College of Health and Human Services at the University of Toledo and multiple local and state partners. The College is also partnering with the Voinovich School and the College of Business for the Rural Redevelopment Partnership fund concept. Both of these hold great potential to stimulate numerous research and community engagement streams.

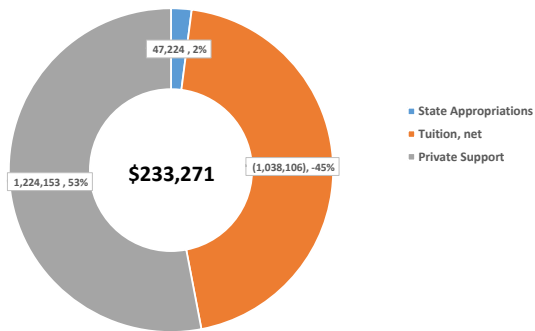
The college also continues to explore opportunities for a wellness center and wellness programming in Dublin. While the College of Health Sciences and Professions would be a lead entity in such a facility, it would be developed to serve as a resource to programs across the University. This project is currently in the earliest phase of exploration.

### KEY TRENDS & DRIVERS

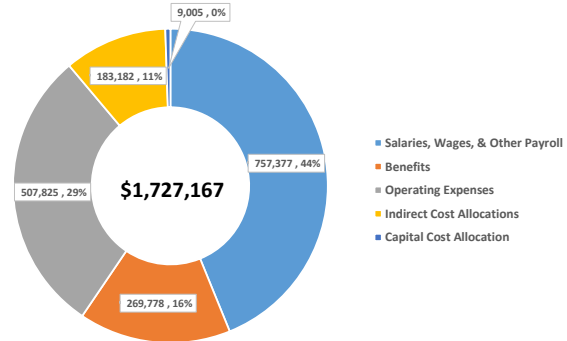
- Rapidly evolving models of healthcare delivery and requisite approach to training future healthcare professionals require the College to consistently update its curricula. Further, with 10 different accrediting organizations associated with programs in the College, there is an ongoing need to remain responsive to evolving accrediting 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 healthcare systems partnered with for clinical placements also creates increased financial pressure on the College. With over 3,500 clinical placements a year, this demand for payment represents a substantial financial issue.
- University budget pressures tied to variations in state funding and enrollment patterns also create 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.

## 11.8 Honors Tutorial College (HTC)

FY18 Budgeted Revenues

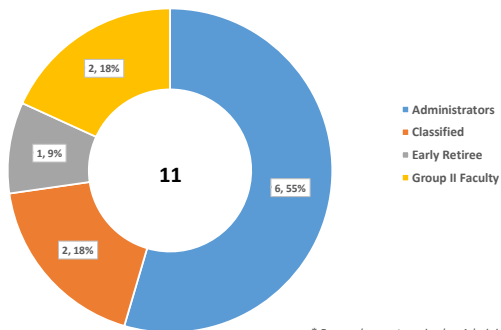


FY18 Budgeted Expenses & Allocations\*



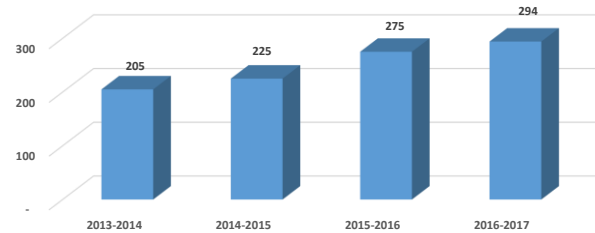
\* Excludes Internal Service Allocations, Funding Transfers, and Subvention

Employee Headcount\*



\* Researchers categorized as Administrators

Honors Tutorial Student Enrollment



<b>Honors</b>		<b>FY14 Actuals</b>	<b>FY15 Actuals</b>	<b>FY16 Actuals</b>	<b>FY17 Budget</b>	<b>FY17 Forecast</b>	<b>FY18 Budget</b>
<b>REVENUES</b>							
1	State Appropriations	\$ 11,604	\$ 21,768	\$ 23,112	\$ 43,028	\$ 43,028	\$ 47,224
2	State Appropriations - Capital	-	-	-	-	-	-
3	Gross Undergraduate Tuition & Fees	119,191	43,514	214,473	155,272	155,272	172,475
4	Undergraduate Financial Aid	(623,753)	(617,951)	(728,202)	(1,057,299)	(991,070)	(1,210,581)
5	Net Undergraduate Tuition & Fees	(504,562)	(574,437)	(513,728)	(902,027)	(835,798)	(1,038,106)
6	Gross Graduate Tuition & Fees	1,465	-	-	-	-	-
7	Graduate Financial Aid	-	-	-	-	-	-
8	Net Graduate Tuition & Fees	1,465	-	-	-	-	-
9	Room & Board	-	-	-	-	-	-
10	Grants and Contracts	-	-	-	5,468	5,468	-
11	Facilities & Admin Costs Recovery	-	-	-	-	-	-
12	Gifts	103,069	51,890	59,752	42,000	42,000	30,000
13	Endowment Distributions	841,011	876,886	1,029,744	1,077,878	1,077,877	1,194,153
14	Investment Income	-	-	-	-	-	-
15	Other External Sales	401	1,000	-	-	-	-
16	<b>Total Revenues</b>	<b>\$ 452,987</b>	<b>\$ 377,107</b>	<b>\$ 598,880</b>	<b>\$ 266,347</b>	<b>\$ 332,575</b>	<b>\$ 233,271</b>
<b>EXPENSES &amp; INDIRECT COST ALLOCATIONS</b>							
17	Total Salaries, Wages, & Other Payroll	758,606	777,000	870,259	732,051	760,548	757,377
18	Total Benefits	230,060	250,031	276,375	273,984	267,296	269,778
19	Supplies & Services	247,213	363,971	312,461	475,942	470,704	507,825
20	Capitalized Costs	101	360	-	-	-	-
21	Depreciation	-	-	-	-	-	-
22	Internal Loan - Principal & Interest	-	-	-	-	-	-
23	Debt Service - Principal	-	-	-	-	-	-
24	Debt Service - Interest	-	-	-	-	-	-
25	Internal Sales	-	-	-	-	-	-
26	<b>Total Direct Expenses</b>	<b>\$ 1,235,979</b>	<b>\$ 1,391,362</b>	<b>\$ 1,459,095</b>	<b>\$ 1,481,977</b>	<b>\$ 1,498,548</b>	<b>\$ 1,534,980</b>
<b>ALLOCATIONS &amp; TRANSFERS</b>							
27	Internal Allocations & Transfers	(23,573)	56,538	(59,585)	(22,878)	(45,000)	(60,670)
28	Administrative Cost Allocations	98,318	106,608	108,528	204,226	204,226	183,182
29	Capital Cost Allocation	-	-	9,179	9,265	9,265	9,005
30	Subvention Allocation	11,039	5,306	22,488	16,198	11,198	23,706
31	Subvention Distribution	(1,215,971)	(1,155,106)	(1,539,813)	(1,430,963)	(1,430,963)	(1,366,742)
32	<b>Total Allocations and Transfers</b>	<b>\$ (1,130,187)</b>	<b>\$ (986,654)</b>	<b>\$ (1,459,203)</b>	<b>\$ (1,224,152)</b>	<b>\$ (1,251,274)</b>	<b>\$ (1,211,519)</b>
33	<b>Total Expenses &amp; Cost Allocations</b>	<b>\$ 105,792</b>	<b>\$ 404,709</b>	<b>\$ (108)</b>	<b>\$ 257,825</b>	<b>\$ 247,274</b>	<b>\$ 323,461</b>
34	<b>Results of Operations</b>	<b>\$ 347,195</b>	<b>\$ (27,601)</b>	<b>\$ 598,988</b>	<b>\$ 8,522</b>	<b>\$ 85,301</b>	<b>\$ (90,189)</b>
35	Transfers (from) Operating Reserve	-	-	-	-	-	(94,022)
36	Transfers to (from) Quasi Endowments	-	-	-	-	-	-
37	Provisions for Facility and Equipment Renewal	-	-	-	-	-	-
38	Transfers to (from) Plant Fund - Project Related	-	-	-	-	-	-
39	<b>Net Results</b>	<b>\$ 347,195</b>	<b>\$ (27,601)</b>	<b>\$ 598,988</b>	<b>\$ 8,522</b>	<b>\$ 85,301</b>	<b>\$ 3,832</b>
40	Transfer Net Results to Fund Balance	347,195	(27,601)	598,988	8,522	85,301	3,832
41	<b>Adjusted Net Results</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>



## HONORS TUTORIAL COLLEGE (HTC)

### 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 joined the Honors Tutorial College in FY16.

### INVESTMENT IN PROGRAMS, ACTIVITIES AND FACILITIES

Trisolini House, home of the Manasseh Cutler Scholars Program (CSP), has significant deferred maintenance needs. The College is working with University Planning & Space Management to identify cost-effective strategies to address them. By FY20, the CSP will serve almost 70 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 up to 7% of Athens campus undergraduates in all majors and boost institutional recruitment and retention efforts.

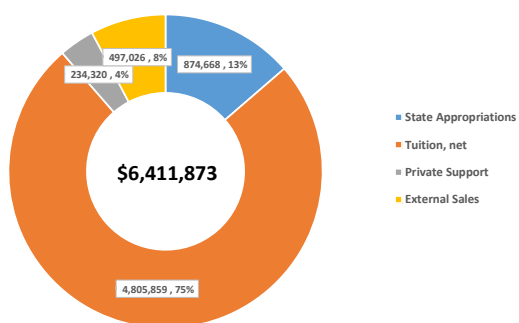
### KEY TRENDS & DRIVERS

- HTC offers 36 programs of study in partnership with the College of Arts & Sciences, College of Fine Arts, Scripps College of Communication, Russ College of Engineering, and Scripps College of Communication.
- 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.
- For the third year in a row, the yield rate for admitted HTC first-year students is above 70%. The FY18 incoming class is anticipated to include just under 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.
- In FY18, Dean Jeremy Webster will move to the Ohio University-Zanesville campus. A new HTC dean should be in place by FY19.

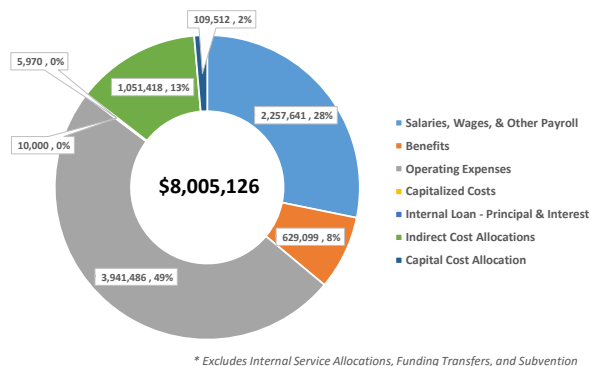


## 11.9 Office of Global Affairs and International Studies (OGAIS)

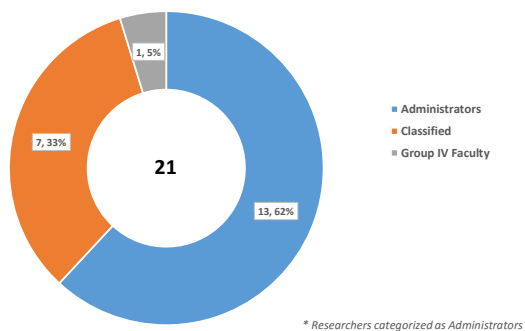
FY18 Budgeted Revenues



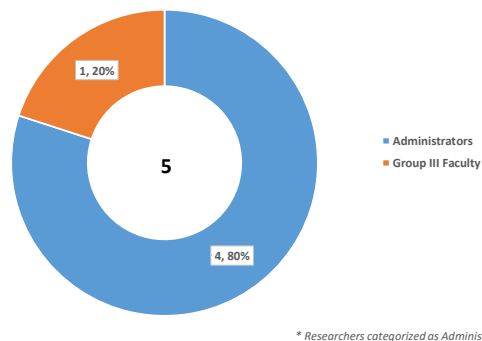
FY18 Budgeted Expenses & Allocations\*



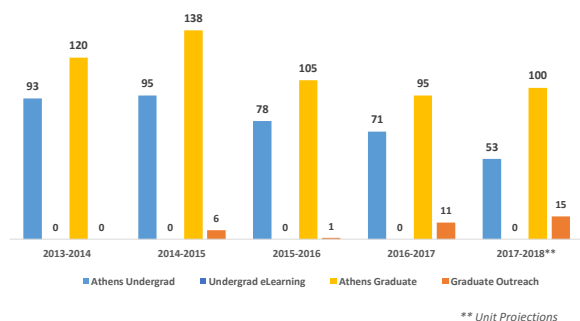
Benefits-Eligible Employee Headcount\*



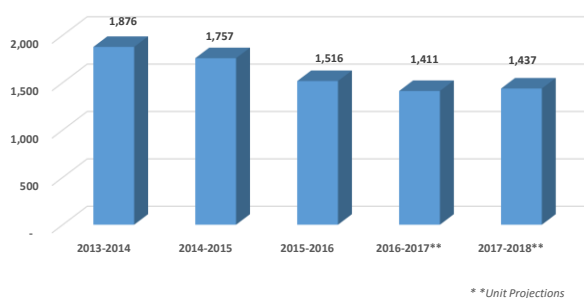
Non Benefits-Eligible Employee Headcount\*



5- Year Student Enrollment by Classification



5-Year Athens Undergraduate Credit Hour Production





OGAIS		FY14 Actuals	FY15 Actuals	FY16 Actuals	FY17 Budget	FY17 Forecast	FY18 Budget
<b>REVENUES</b>							
1	State Appropriations	\$ 733,212	\$ 671,172	\$ 685,440	\$ 783,331	\$ 783,331	\$ 874,668
2	State Appropriations - Capital	-	-	-	-	-	-
3	Gross Undergraduate Tuition & Fees	2,537,881	3,420,681	4,779,223	3,225,887	4,975,887	4,831,583
4	Undergraduate Financial Aid	(348,013)	(429,606)	(695,420)	(134,253)	(634,253)	(304,571)
5	Net Undergraduate Tuition & Fees	2,189,868	2,991,075	4,083,803	3,091,634	4,341,634	4,527,012
6	Gross Graduate Tuition & Fees	2,187,958	2,008,733	1,642,262	2,083,116	1,424,910	1,743,600
7	Graduate Financial Aid	(1,569,364)	(1,818,062)	(1,336,483)	(1,425,000)	(1,127,118)	(1,464,753)
8	Net Graduate Tuition & Fees	618,594	190,671	305,779	658,116	297,792	278,847
9	Room & Board	-	-	-	-	-	-
10	Grants and Contracts	893,022	582,477	559,872	369,582	369,582	-
11	Facilities & Admin Costs Recovery	28,638	11,925	2,133	-	-	-
12	Gifts	15,835	27,595	2,635	-	-	-
13	Endowment Distributions	182,424	212,896	233,214	239,802	239,802	234,320
14	Investment Income	-	-	-	-	-	-
15	Other External Sales	587,339	154,265	132,819	-	1,152,967	497,026
16	<b>Total Revenues</b>	<b>\$ 5,248,932</b>	<b>\$ 4,842,075</b>	<b>\$ 6,005,696</b>	<b>\$ 5,142,465</b>	<b>\$ 7,185,108</b>	<b>\$ 6,411,873</b>
<b>EXPENSES &amp; INDIRECT COST ALLOCATIONS</b>							
17	Total Salaries, Wages, & Other Payroll	2,337,360	2,384,894	2,376,482	2,336,581	2,759,474	2,257,641
18	Total Benefits	488,396	575,630	613,601	668,987	666,379	629,099
19	Supplies & Services	2,951,449	2,724,997	3,963,089	2,641,943	4,405,501	3,941,486
20	Capitalized Costs	4,176	-	3,000	10,000	10,000	10,000
21	Depreciation	-	-	-	-	-	-
22	Internal Loan - Principal & Interest	5,879	5,879	5,879	8,301	5,970	5,970
23	Debt Service - Principal	-	-	-	-	-	-
24	Debt Service - Interest	-	-	-	-	-	-
25	Internal Sales	(54,565)	(1,833)	(8,395)	-	-	-
26	<b>Total Direct Expenses</b>	<b>\$ 5,732,696</b>	<b>\$ 5,689,568</b>	<b>\$ 6,953,657</b>	<b>\$ 5,665,812</b>	<b>\$ 7,847,324</b>	<b>\$ 6,844,196</b>
<b>ALLOCATIONS &amp; TRANSFERS</b>							
27	Internal Allocations & Transfers	114,696	(176,574)	128,585	41,000	55,000	65,000
28	Administrative Cost Allocations	1,045,238	1,250,460	1,226,532	1,156,858	1,156,858	1,051,418
29	Capital Cost Allocation	-	-	163,913	110,042	110,042	109,512
30	Subvention Allocation	477,789	471,826	512,061	512,061	512,061	465,513
31	Subvention Distribution	(1,694,626)	(2,589,472)	(2,769,565)	(2,360,455)	(2,360,455)	(2,211,460)
32	<b>Total Allocations and Transfers</b>	<b>\$ (56,903)</b>	<b>\$ (1,043,760)</b>	<b>\$ (738,474)</b>	<b>\$ (540,494)</b>	<b>\$ (526,494)</b>	<b>\$ (520,017)</b>
33	<b>Total Expenses &amp; Cost Allocations</b>	<b>\$ 5,675,793</b>	<b>\$ 4,645,807</b>	<b>\$ 6,215,183</b>	<b>\$ 5,125,318</b>	<b>\$ 7,320,830</b>	<b>\$ 6,324,179</b>
34	<b>Results of Operations</b>	<b>\$ (426,861)</b>	<b>\$ 196,268</b>	<b>\$ (209,487)</b>	<b>\$ 17,147</b>	<b>\$ (135,722)</b>	<b>\$ 87,694</b>
35	Transfers (from) Operating Reserve	-	-	-	-	-	-
36	Transfers to (from) Quasi Endowments	-	-	-	-	-	-
37	Provisions for Facility and Equipment Renewal	-	-	-	-	-	-
38	Transfers to (from) Plant Fund - Project Related	-	-	-	-	-	-
39	<b>Net Results</b>	<b>\$ (426,861)</b>	<b>\$ 196,268</b>	<b>\$ (209,487)</b>	<b>\$ 17,147</b>	<b>\$ (135,722)</b>	<b>\$ 87,694</b>
40	Transfer Net Results to Fund Balance	(426,861)	196,268	(209,487)	17,147	(135,722)	87,694
41	<b>Adjusted Net Results</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>



# OFFICE OF GLOBAL AFFAIRS AND INTERNATIONAL STUDIES (OGAIS)

## STRATEGIC RESOURCE OPPORTUNITIES AND CHALLENGES

- OGAIS: There will be a significant one-time increase in revenue for FY18 due to a large project underway for The OHIO Group. Tuition revenues are expected to remain flat. There will be a decrease in salary spending by holding vacant positions open to address needed budget modifications.
- Office of Global Opportunities (OGO): Study away programming has moved to an allocation model to support instructional fees, scholarships and non-resident fees associated with their programs. This model allows more flexibility and certainty with planning for new programming.
- International Student and Faculty Services (ISFS): International student success through mainstreaming of programs and capacity building across the university is a high priority at a time when resource reductions are required.

## INVESTMENT IN PROGRAMS, ACTIVITIES AND FACILITIES

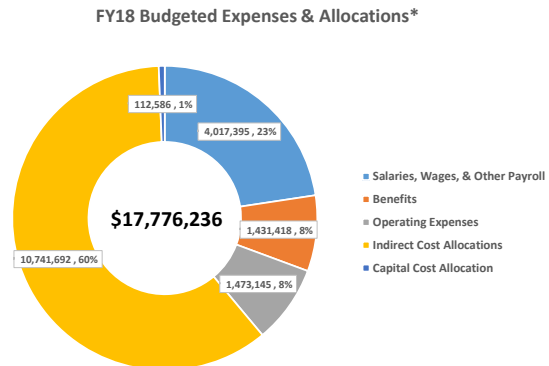
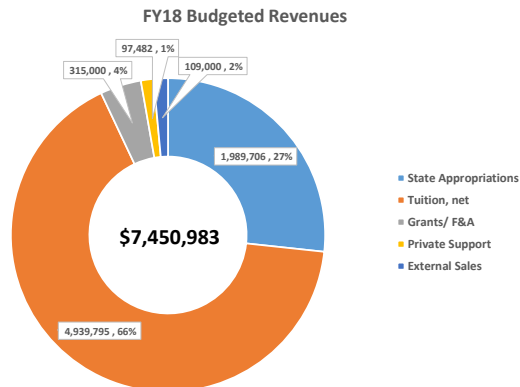
- The international enrollment strategy has been accepted by the Deans and is moving forward with a key strategic partner in China and additional staff at OHIO to support expected increased enrollments.
- A survey of international students will be conducted in the fall to help guide strategic investment related to the international enrollment and student success.
- Faculty development in the areas of managing diversity and globalizing curriculum will continue to be supported.
- Strategic communication and performance metrics will be implemented for strengthened relationship management (internal and external to the university).
- The Center for International Studies (CIS) is investing in quality assurance of its academic programs through streamlined advising, promotion of career development, review of learning outcomes and creation of an assessment plan.

## KEY TRENDS & DRIVERS

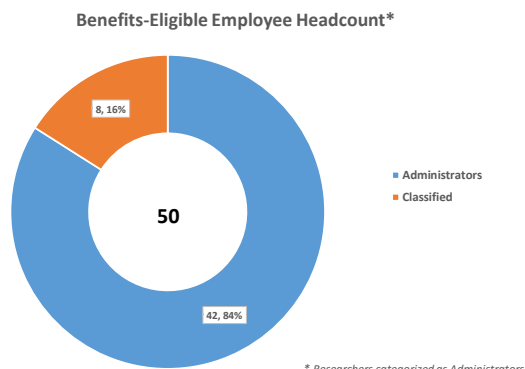
- OGO is moving toward a more academically integrated model in support of student learning outcomes and career connections.
- ISFS will move forward with an interim re-organization, leaving a vacant position open, to determine the best strategy to support and facilitate the campus diversity.
- CIS has realigned resources and will be supported by the Vice Provost instead of a Director as it defines its strategy and completes a seven-year review.
- OGA is reducing its support to ensure resource priorities are directed to maintain services in program areas (ISFS, OGO, and CIS).
- OGA is working with the Department of Linguistics and OPIE to determine where OPIE is best situated for supporting international recruitment and retention.



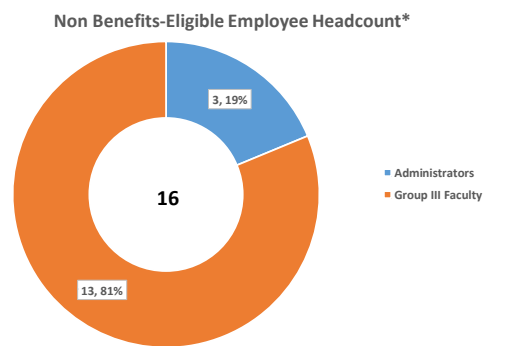
## 11.10 University College



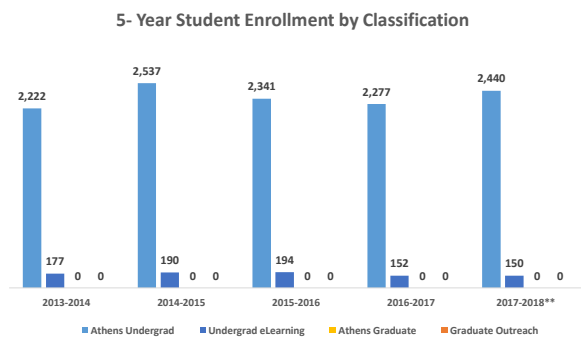
\* Excludes Internal Service Allocations, Funding Transfers, and Subvention



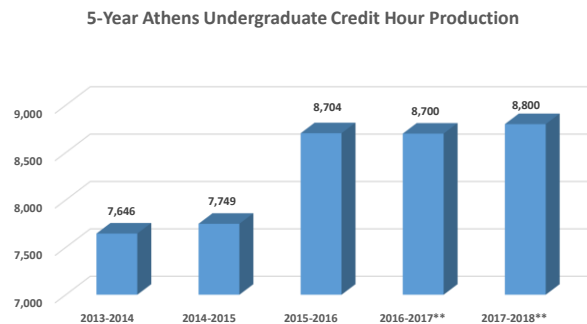
\* Researchers categorized as Administrators



\* Researchers categorized as Administrators



\*\* Unit Projections



\*\* Unit Projections



University College		FY14 Actuals	FY15 Actuals	FY16 Actuals	FY17 Budget	FY17 Forecast	FY18 Budget
<b>REVENUES</b>							
1	State Appropriations	\$ 3,018,696	\$ 3,666,444	\$ 2,989,140	\$ 1,956,593	\$ 1,956,593	\$ 1,989,706
2	State Appropriations - Capital	-	-	-	-	-	-
3	Gross Undergraduate Tuition & Fees	4,139,311	4,953,501	5,543,921	7,053,527	7,053,527	7,259,628
4	Undergraduate Financial Aid	(1,841,074)	(2,026,372)	(2,188,378)	(2,377,035)	(2,377,035)	(2,319,833)
5	Net Undergraduate Tuition & Fees	2,298,237	2,927,129	3,355,543	4,676,492	4,676,492	4,939,795
6	Gross Graduate Tuition & Fees	36,556	-	-	-	-	-
7	Graduate Financial Aid	(16,939)	-	(24,602)	-	-	-
8	Net Graduate Tuition & Fees	19,617	-	(24,602)	-	-	-
9	Room & Board	-	-	-	-	-	-
10	Grants and Contracts	302,378	294,687	275,970	315,000	315,000	315,000
11	Facilities & Admin Costs Recovery	21,978	21,273	16,135	-	-	-
12	Gifts	21,680	121,656	61,498	70,000	75,000	75,000
13	Endowment Distributions	10,289	12,548	16,039	17,446	17,446	22,482
14	Investment Income	-	-	-	-	-	-
15	Other External Sales	946,705	129,057	105,883	82,000	82,000	109,000
16	<b>Total Revenues</b>	<b>\$ 6,639,581</b>	<b>\$ 7,172,795</b>	<b>\$ 6,795,606</b>	<b>\$ 7,117,531</b>	<b>\$ 7,122,531</b>	<b>\$ 7,450,983</b>
<b>EXPENSES &amp; INDIRECT COST ALLOCATIONS</b>							
17	Total Salaries, Wages, & Other Payroll	3,443,019	3,870,237	4,070,407	4,199,226	4,221,778	4,017,395
18	Total Benefits	907,321	1,163,260	1,265,819	1,416,509	1,411,160	1,431,418
19	Supplies & Services	805,232	872,796	1,432,933	1,290,442	1,505,504	1,473,145
20	Capitalized Costs	-	5,689	150	-	-	-
21	Depreciation	-	-	-	-	-	-
22	Internal Loan - Principal & Interest	-	-	-	-	-	-
23	Debt Service - Principal	-	-	-	-	-	-
24	Debt Service - Interest	-	-	-	-	-	-
25	Internal Sales	-	-	15	-	-	-
26	<b>Total Direct Expenses</b>	<b>\$ 5,155,573</b>	<b>\$ 5,911,982</b>	<b>\$ 6,769,323</b>	<b>\$ 6,906,177</b>	<b>\$ 7,138,442</b>	<b>\$ 6,921,958</b>
<b>ALLOCATIONS &amp; TRANSFERS</b>							
27	Internal Allocations & Transfers	(315,631)	(1,524,410)	(880,847)	(595,819)	(673,963)	(626,704)
28	Administrative Cost Allocations	5,736,926	7,001,028	7,419,024	11,038,545	11,038,545	10,741,692
29	Capital Cost Allocation	-	-	65,819	79,637	79,637	112,586
30	Subvention Allocation	898,869	915,892	759,739	740,262	742,286	869,938
31	Subvention Distribution	(4,803,272)	(5,457,556)	(7,292,886)	(11,045,942)	(11,045,942)	(10,568,487)
32	<b>Total Allocations and Transfers</b>	<b>\$ 1,516,892</b>	<b>\$ 934,954</b>	<b>\$ 70,848</b>	<b>\$ 216,683</b>	<b>\$ 140,563</b>	<b>\$ 529,025</b>
33	<b>Total Expenses &amp; Cost Allocations</b>	<b>\$ 6,672,465</b>	<b>\$ 6,846,936</b>	<b>\$ 6,840,171</b>	<b>\$ 7,122,860</b>	<b>\$ 7,279,005</b>	<b>\$ 7,450,983</b>
34	<b>Results of Operations</b>	<b>\$ (32,884)</b>	<b>\$ 325,859</b>	<b>\$ (44,566)</b>	<b>\$ (5,329)</b>	<b>\$ (156,474)</b>	<b>\$ -</b>
35	Transfers (from) Operating Reserve	-	-	-	-	(182,651)	-
36	Transfers to (from) Quasi Endowments	-	-	-	-	-	-
37	Provisions for Facility and Equipment Renewal	-	-	-	-	-	-
38	Transfers to (from) Plant Fund - Project Related	-	-	241,000	-	-	-
39	<b>Net Results</b>	<b>\$ (32,884)</b>	<b>\$ 325,859</b>	<b>\$ (285,566)</b>	<b>\$ (5,329)</b>	<b>\$ 26,177</b>	<b>\$ -</b>
40	Transfer Net Results to Fund Balance	(32,884)	325,859	(285,566)	(5,329)	26,177	-
41	<b>Adjusted Net Results</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>



## UNIVERSITY COLLEGE

### STRATEGIC RESOURCE OPPORTUNITIES AND CHALLENGES

University College facilitates student success across the University, including improving rates of course completions, retention rates, and graduation rates. All of the College's programs and initiatives are available to every student at OHIO. In the context of resource challenges, improving student success and retention is increasingly important to the institution.

### INVESTMENT IN PROGRAMS, ACTIVITIES AND FACILITIES

The College's initiatives include supporting high quality advising, both within University College and in partnership with the other academic colleges through the Student Success Advisor initiative. The Student Success Advisor program is entering its third year, with potential for building on the foundation from the first two years.

The emphasis on advising as well as a partnership with other university units, including the Division of Student Affairs, Institutional Research, and partner colleges has helped facilitate the initiation of a new retention software, My Ohio Success Network (MOSN), for all first-year students. At the onset of the 2017 – 2018 academic year, MOSN will enter full implementation, including all regional campuses and eLearning students.

The College is shifting resources from academic skills instruction to academic coaching in order to provide more targeted support to students. Building on previous success in Chemistry Learning Communities, we are introducing transition seminars to Biology.

Finally, The College is working on a new program, My OHIO ADVICE, to support belonging and self-efficacy among first generation students through strategic and timely messaging.

### KEY TRENDS & DRIVERS

The College is developing advising teams focused on specific populations to increase efficiency, promote cross-training, and to focus attention on helping undecided students move to a major as soon as they are ready.

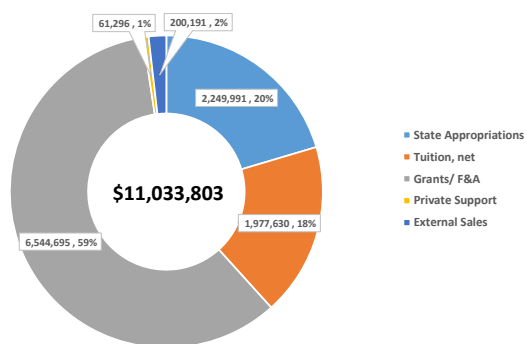
The College is also partnering with Institutional Research to continue to build a strong data-analytical approach to student success across the university.

The College is continuing our Appreciative Inquiry college-level process of discovering and leveraging our strengths, across units, to enhance student success initiatives.

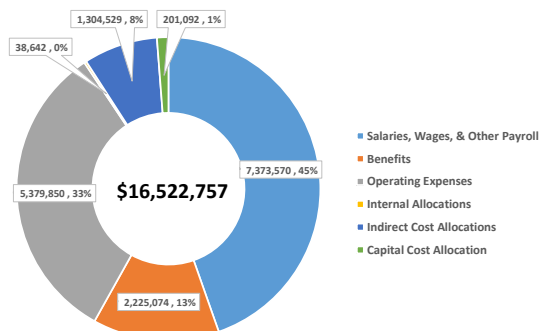


## 11.11 Voinovich School of Leadership and Public Affairs

FY18 Budgeted Revenues

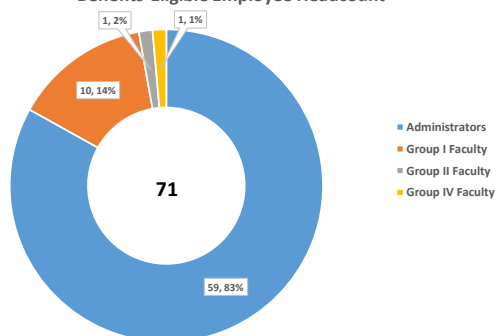


FY18 Budgeted Expenses & Allocations\*



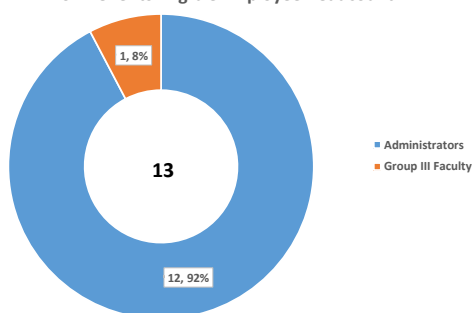
\* Excludes Internal Service Allocations, Funding Transfers, and Subvention

Benefits-Eligible Employee Headcount\*



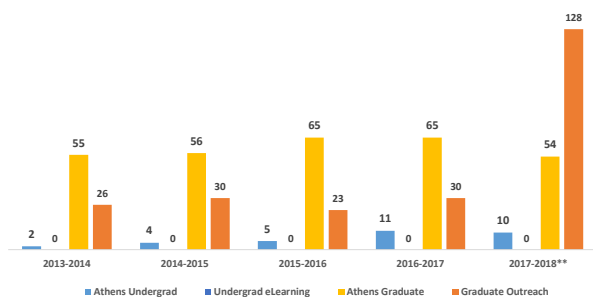
\* Researchers categorized as Administrators

Non Benefits-Eligible Employee Headcount\*



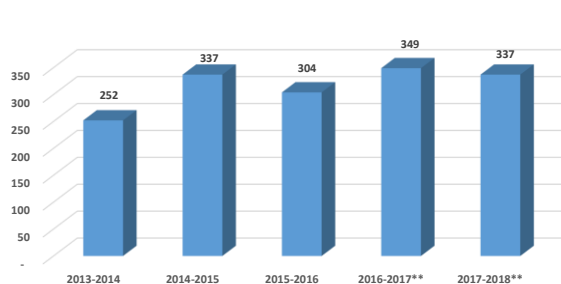
\* Researchers categorized as Administrators

5- Year Student Enrollment by Classification



\*\* Unit Projections

5-Year Athens Undergraduate Credit Hour Production



\* Unit Projections





<b>Voinovich</b>		<b>FY14 Actuals</b>	<b>FY15 Actuals</b>	<b>FY16 Actuals</b>	<b>FY17 Budget</b>	<b>FY17 Forecast</b>	<b>FY18 Budget</b>
<b>REVENUES</b>							
1	State Appropriations	\$ 1,062,326	\$ 986,577	\$ 1,764,132	\$ 2,138,252	\$ 2,138,252	\$ 2,249,991
2	State Appropriations - Capital	-	-	-	-	-	-
3	Gross Undergraduate Tuition & Fees	117,576	82,602	133,288	108,600	108,600	113,361
4	Undergraduate Financial Aid	(130,999)	(17,372)	(52,136)	(20,086)	(20,172)	(19,752)
5	Net Undergraduate Tuition & Fees	(13,423)	65,230	81,152	88,514	88,428	93,609
6	Gross Graduate Tuition & Fees	901,986	849,944	974,842	1,302,785	1,123,316	2,275,896
7	Graduate Financial Aid	(503,858)	(391,562)	(435,521)	(412,464)	(457,190)	(391,875)
8	Net Graduate Tuition & Fees	398,128	458,383	539,321	890,321	666,126	1,884,021
9	Room & Board	-	-	-	-	-	-
10	Grants and Contracts	3,221,888	4,224,505	4,528,206	5,539,498	5,515,213	5,796,085
11	Facilities & Admin Costs Recovery	611,239	609,910	591,648	715,396	694,088	748,610
12	Gifts	19,100	123,422	109,453	41,300	41,300	41,864
13	Endowment Distributions	35,454	16,385	17,065	17,561	17,560	19,432
14	Investment Income	-	-	-	-	-	-
15	Other External Sales	273,516	324,530	477,513	257,500	292,617	200,191
16	<b>Total Revenues</b>	<b>\$ 5,608,229</b>	<b>\$ 6,808,942</b>	<b>\$ 8,108,490</b>	<b>\$ 9,688,342</b>	<b>\$ 9,453,584</b>	<b>\$ 11,033,803</b>
<b>EXPENSES &amp; INDIRECT COST ALLOCATIONS</b>							
17	Total Salaries, Wages, & Other Payroll	5,098,097	5,135,109	5,903,190	6,757,061	6,828,218	7,373,570
18	Total Benefits	1,413,821	1,555,886	1,811,322	2,005,360	2,018,182	2,225,074
19	Supplies & Services	2,451,298	3,847,759	3,576,545	5,761,752	4,632,948	5,379,850
20	Capitalized Costs	42,030	16,070	-	-	-	-
21	Depreciation	-	-	-	-	-	-
22	Internal Loan - Principal & Interest	-	-	-	-	-	-
23	Debt Service - Principal	-	-	-	-	-	-
24	Debt Service - Interest	-	-	-	-	-	-
25	Internal Sales	(4,716)	(2,261)	(3,041)	-	-	-
26	<b>Total Direct Expenses</b>	<b>\$ 9,000,529</b>	<b>\$ 10,552,563</b>	<b>\$ 11,288,016</b>	<b>\$ 14,524,173</b>	<b>\$ 13,479,347</b>	<b>\$ 14,978,494</b>
<b>ALLOCATIONS &amp; TRANSFERS</b>							
27	Internal Allocations & Transfers	(1,460,220)	(1,237,210)	(2,249,050)	(2,856,181)	(2,061,815)	(2,090,616)
28	Administrative Cost Allocations	1,954,513	1,909,668	1,621,140	1,328,441	1,328,440	1,304,529
29	Capital Cost Allocation	-	-	215,473	199,720	199,720	201,092
30	Subvention Allocation	140,704	134,810	166,973	280,626	280,626	423,799
31	Subvention Distribution	(4,263,044)	(4,735,556)	(5,064,258)	(4,114,584)	(4,114,584)	(3,609,775)
32	<b>Total Allocations and Transfers</b>	<b>\$ (3,628,047)</b>	<b>\$ (3,928,288)</b>	<b>\$ (5,309,722)</b>	<b>\$ (5,161,978)</b>	<b>\$ (4,367,613)</b>	<b>\$ (3,770,970)</b>
33	<b>Total Expenses &amp; Cost Allocations</b>	<b>\$ 5,372,483</b>	<b>\$ 6,624,275</b>	<b>\$ 5,978,294</b>	<b>\$ 9,362,195</b>	<b>\$ 9,111,734</b>	<b>\$ 11,207,523</b>
34	<b>Results of Operations</b>	<b>\$ 235,746</b>	<b>\$ 184,667</b>	<b>\$ 2,130,196</b>	<b>\$ 326,147</b>	<b>\$ 341,849</b>	<b>\$ (173,720)</b>
35	Transfers (from) Operating Reserve	-	-	-	(20,000)	(193,464)	(181,528)
36	Transfers to (from) Quasi Endowments	-	-	-	-	-	-
37	Provisions for Facility and Equipment Renewal	-	-	-	-	-	-
38	Transfers to (from) Plant Fund - Project Related	-	-	-	-	-	-
39	<b>Net Results</b>	<b>\$ 235,746</b>	<b>\$ 184,667</b>	<b>\$ 2,130,196</b>	<b>\$ 346,147</b>	<b>\$ 535,313</b>	<b>\$ 7,807</b>
40	Transfer Net Results to Fund Balance	235,746	184,667	2,130,196	346,147	535,313	7,807
41	<b>Adjusted Net Results</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>



## 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, entrepreneurship and economic development, and energy and the environment. The Voinovich School has been ranked as the 39<sup>th</sup> 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. The School is a leader in generating practical solutions to rural, regional and state challenges of national importance. No other public affairs school in the United States combines business technology commercialization, through its partnership with the College of Business, with public service, environmental programs and education. Partnerships with government, nonprofit organizations, and the private sector create public value by leveraging the expertise of 14 faculty members and 72 professional staff. Home to the Master of Public Administration (MPA), the Master of Science in Environmental Studies (MSES) degree programs and the Voinovich Undergraduate Honors Scholars program, the Voinovich School utilizes a hands-on, applied learning approach to prepare nearly 200 students for success in diverse public and private sectors settings.

### STRATEGIC RESOURCE OPPORTUNITIES AND CHALLENGES

The Voinovich School builds public private partnerships with statewide networks to deliver resources, expertise, and an innovative approach to addressing critical aspects of public policy across key focus areas. The Voinovich School's distinction among public affairs schools is its ability to address problems in the State's most distressed regions and to scale solutions across the whole of Appalachia and beyond. Solutions are leveraged for the region, the State and the nation. Its platform approach, residing at the intersection of thought leadership and practical outcomes, attracts support from external partners, generates opportunities for engaged faculty, provides experiential learning for students, and delivers innovations addressing Ohio's priorities into the next decades.

### INVESTMENT IN PROGRAMS, ACTIVITIES AND FACILITIES

To achieve the Voinovich School's strategic vision, the School utilizes a platform of innovation by combining knowledge application through intensive services, capital formation and investment, and talent 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. Athens campus student research engagement and mentoring in public service, environmental, and entrepreneurial innovation was significantly increased. Additionally, the School started a professional and executive education program and a leadership consortium as a critical element of the School's public innovation programs. Partners include the units such as the City of Dublin, the Ohio Department of Transportation, the Ohio Conference of Community Development and the Franklin County Department of Job and Family Services.

Entrepreneurship and economic development: Over the past five years, the School approached the one-and-a-half-billion-dollar mark for economic and entrepreneurial impact as demonstrated by aggregate state metrics for TechGROWTH Ohio, and the expansion of the School's award winning Small Business Development Center (SBDC) and Procurement Technical Assistance Center (PTAC) programs. TechGROWTH Ohio has grown to a \$50 million dollar venture development organization and, in doing so, played a critical founding role in the formation of both the University's Center for Entrepreneurship and the Ohio Innovation Fund. 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.

Public service innovation: The School is helping key partners apply public service innovations to improve outcomes. The School is enhancing educational research through the Ohio Educational Research Center and is working with Battelle for Kids on an Appalachian New Economy Partnership funded innovation/venture development framework to improve educational outcomes in their Rural Collaborative. In health and wellness, the School expanded its research and consulting partnership with the Ohio Department of Mental Health and Addiction Services by developing a platform for system innovation in addiction services and expanding rural counties' ability to deliver drug prevention care. In partnership with OUHCOM, the School is working to improve outcomes in the delivery of diabetes care in Southeastern Ohio. The School is also launching a Rural Revitalization Partnership with the Colleges of Health Sciences and Professions and Business and other colleges and external partners.

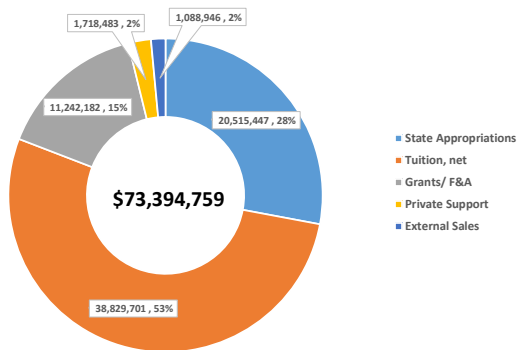
Environmental and energy: The School passed the 150-mile mark for stream restoration, and received major program renewals and new program awards from the U.S. Department of Energy, Ohio Environmental Protection Agency, Ohio Department of Natural Resources and the Sugar Bush Foundation. Project work in 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

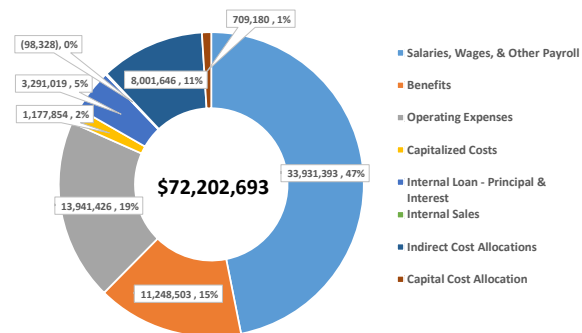
The Voinovich School has an integrated financial strategy, which links internal and external funding sources to prioritized activities in the School's signature areas: entrepreneurship, education, environment and health and wellness. Funding sources include external grants and contracts, targeted State appropriation funds, such as the Appalachian New Economy Partnership, and Ohio University funds. This approach aligns the School's investments with its strategic model and ties the allocation of resources to measurable outcomes across the School. Three key areas of growth driving changes to the School's income and expenditure budgets include the following: 1) expansion and diversification of grants and contracts, 2) the shift of the Executive MPA program to the Dublin Center, and 3) the expansion of the Online MPA program. The Voinovich School is capital efficient and strategic in managing its sources and uses of funds.

## 11.12 Heritage College of Osteopathic Medicine (HCOM)

FY18 Budgeted Revenues

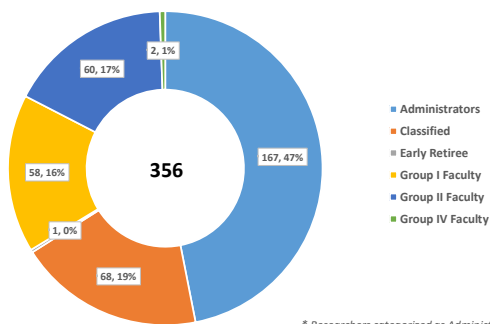


FY18 Budgeted Expenses & Allocations\*



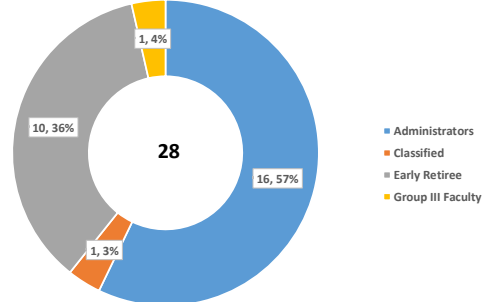
\* Excludes Internal Service Allocations, Funding Transfers, and Subvention

Benefits-Eligible Employee Headcount\*



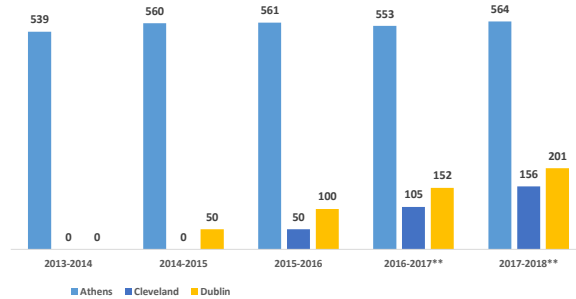
\* Researchers categorized as Administrators

Non Benefits-Eligible Employee Headcount\*



\* Researchers categorized as Administrators

5- Year Student Enrollment by Campus



\*\* Unit Projections

College of Medicine		FY14 Actuals	FY15 Actuals	FY16 Actuals	FY17 Budget	FY17 Forecast	FY18 Budget
<b>REVENUES</b>							
1	State Appropriations	\$ 15,458,928	\$ 16,012,460	\$ 17,596,563	\$ 19,373,445	\$ 19,285,422	\$ 20,515,447
2	State Appropriations - Capital	-	-	-	-	-	-
3	Gross Undergraduate Tuition & Fees	96,644	86,382	110,900	114,479	117,796	106,000
4	Undergraduate Financial Aid	(604,249)	(49,675)	(72,793)	(54,037)	(49,033)	(50,948)
5	Net Undergraduate Tuition & Fees	(507,605)	36,707	38,107	60,442	68,763	55,052
6	Gross Graduate Tuition & Fees	21,086,253	24,457,436	29,741,658	35,687,570	35,541,909	41,504,727
7	Graduate Financial Aid	(1,540,041)	(2,250,050)	(2,471,076)	(2,675,259)	(2,381,831)	(2,730,078)
8	Net Graduate Tuition & Fees	19,546,212	22,207,386	27,270,582	33,012,311	33,160,078	38,774,649
9	Room & Board	-	-	-	-	-	-
10	Grants and Contracts	9,890,303	11,746,157	10,774,243	11,906,915	10,526,891	10,579,360
11	Facilities & Admin Costs Recovery	463,093	673,870	697,328	820,410	649,825	662,822
12	Gifts	2,143,394	2,388,434	1,351,236	944,000	1,069,089	1,085,500
13	Endowment Distributions	202,616	229,924	274,372	324,016	327,494	632,983
14	Investment Income	-	-	-	-	-	-
15	Other External Sales	2,579,064	1,943,520	1,338,946	1,174,477	1,053,035	1,088,946
16	<b>Total Revenues</b>	<b>\$ 49,776,006</b>	<b>\$ 55,238,458</b>	<b>\$ 59,341,376</b>	<b>\$ 67,616,016</b>	<b>\$ 66,140,597</b>	<b>\$ 73,394,759</b>
<b>EXPENSES &amp; INDIRECT COST ALLOCATIONS</b>							
17	Total Salaries, Wages, & Other Payroll	22,409,192	26,426,519	29,061,441	32,643,646	30,805,921	33,931,393
18	Total Benefits	6,740,825	8,650,247	9,509,088	10,610,663	10,025,276	11,248,503
19	Supplies & Services	12,407,527	11,807,950	11,303,904	14,001,246	14,008,189	13,941,426
20	Capitalized Costs	1,884,977	1,358,368	1,032,361	754,800	1,091,315	1,177,854
21	Depreciation	-	-	-	-	-	-
22	Internal Loan - Principal & Interest	16,296	140,339	-	1,223,637	1,223,637	3,291,019
23	Debt Service - Principal	-	-	-	-	-	-
24	Debt Service - Interest	-	-	-	-	-	-
25	Internal Sales	(106,397)	(150,422)	(266,499)	(211,500)	(250,441)	(98,328)
26	<b>Total Direct Expenses</b>	<b>\$ 43,352,421</b>	<b>\$ 48,233,001</b>	<b>\$ 50,640,295</b>	<b>\$ 59,022,492</b>	<b>\$ 56,903,897</b>	<b>\$ 63,491,867</b>
<b>ALLOCATIONS &amp; TRANSFERS</b>							
27	Internal Allocations & Transfers	(1,058,805)	65,166	(509,819)	(407,769)	(1,227,387)	(653,640)
28	Administrative Cost Allocations	6,987,329	7,451,202	7,267,392	8,182,181	8,182,181	8,001,646
29	Capital Cost Allocation	-	-	-	666,348	666,348	709,180
30	Subvention Allocation	3,747,484	3,987,069	4,905,322	6,143,489	6,143,489	7,000,137
31	Subvention Distribution	(5,923,668)	(6,325,667)	(6,581,283)	(4,031,598)	(5,799,988)	(8,020,216)
32	<b>Total Allocations and Transfers</b>	<b>\$ 3,752,340</b>	<b>\$ 5,177,770</b>	<b>\$ 5,081,613</b>	<b>\$ 10,552,651</b>	<b>\$ 7,964,643</b>	<b>\$ 7,037,107</b>
33	<b>Total Expenses &amp; Cost Allocations</b>	<b>\$ 47,104,761</b>	<b>\$ 53,410,771</b>	<b>\$ 55,721,907</b>	<b>\$ 69,575,143</b>	<b>\$ 64,868,540</b>	<b>\$ 70,528,974</b>
34	<b>Results of Operations</b>	<b>\$ 2,671,244</b>	<b>\$ 1,827,687</b>	<b>\$ 3,619,469</b>	<b>\$ (1,959,127)</b>	<b>\$ 1,272,057</b>	<b>\$ 2,865,785</b>
35	Transfers (from) Operating Reserve	-	-	-	(3,702,381)	(7,304,232)	(1,032,116)
36	Transfers to (from) Quasi Endowments	2,000,000	5,000,000	125,000	-	2,500,000	-
37	Provisions for Facility and Equipment Renewal	-	-	-	300,000	-	-
38	Transfers to (from) Plant Fund - Project Related	(368,701)	(19,491)	1,540,118	1,391,517	5,287,634	4,141,156
39	<b>Net Results</b>	<b>\$ 1,039,945</b>	<b>\$ (3,152,822)</b>	<b>\$ 1,954,351</b>	<b>\$ 51,737</b>	<b>\$ 788,655</b>	<b>\$ (243,255)</b>
40	Transfer Net Results to Fund Balance	1,039,945	(3,152,822)	1,954,351	51,737	788,655	(243,255)
41	<b>Adjusted Net Results</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>



# HERITAGE COLLEGE OF OSTEOPATHIC MEDICINE

Since its 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), the College embarked on a period of growth and renewal. Initiatives have been built upon the College's strengths and the beliefs championed since its founding. They deliver on the promise of advancing the College's 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 the College's growth and renewal efforts. The strategy plan that emerges from this process provides a strategic road map as the College develops and operationalizes new academic and clinical campuses, advances research and community care programs, and strengthens the curriculum and the College's undergraduate and graduate medical education programs. This process allows the College to strategically allocate time and talent and integrates financial planning and investment decisions.

## STRATEGIC RESOURCE OPPORTUNITIES AND CHALLENGES

The Heritage College FY'18 multi-year budget planning process focused on the following resource opportunities and challenges:

- Advance the Heritage College Strategic Plan
  - Creating formal project management structure and processes
  - Alignment of funding priorities with the college strategic plan
    - Establishment of new Heritage College Budget Planning Subcommittee
  - Execution of a multi-year staffing plan
  - Departmental strengthening
    - Professional development, leadership and team building
- Established new salary structures for faculty recruitment and retention
- Ensure success of the Osteopathic Heritage Foundation Grant
  - Alignment of OHF objectives to college strategic plan
  - Repurposing portions of grant toward the priorities of scholarships and capital
  - Executing funding strategies for match and sustainability grant requirements
- Finalizing integration of Ohio Health and University Medical Associates
- Finalized funding solution for Campus Care
- Stabilization of the RCM budget model
- College enrollment growth of 82% from FY'14 to FY'20
- Challenging State Share of Instruction 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

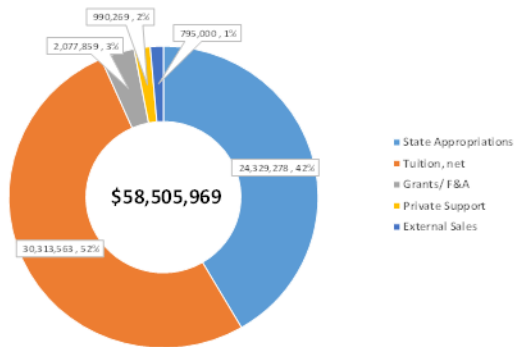
- Established new physician practice plan, Ohio Health Physician Group – Heritage College
- Began college-wide capital planning for building depreciation, facility and equipment renewal and debt service
- Investment in grant and research programs
- Partnerships with other colleges on integrating and expanding academic programming
- Progressing with the discovery phase for a regional-based Diabetes Collaborative
- Modernize and right-size Heritage campus facilities
  - New Athens educational facilities, phase one budgeted at \$65M
  - Component of University Campus Master plan
- Provided funding to assist with University Utility Master plan
- Launch Philanthropic Campaigns
  - Multi-campus, multi-year campaign
  - Secure support to enhance programs, scholarships and capital
  - Cleveland Diversity Scholarship (shared with Cleveland Clinic)
  - \$1M Match Scholarship Campaign
- Evolution of Clinical Education Training system
- Transformation of the Curriculum, anticipated launch in Fall 2018

## KEY TRENDS & DRIVERS

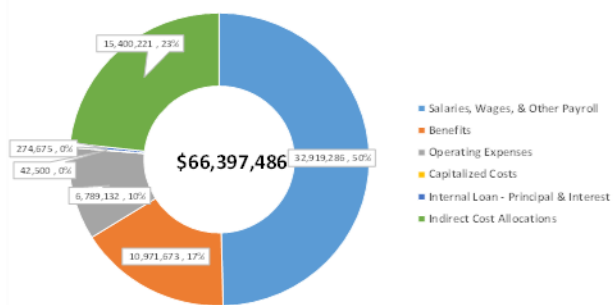
- Anticipating additional State Share of Instruction revenue due to increased medical student enrollments
- Dublin and Cleveland campuses revenues rise as they grow to their 200 students per campus
  - Dublin graduating their first inaugural class
  - Cleveland admitting their third class
- Investment growth in scholarship endowment principal, from \$4.9M in FY14 to more than \$18M and in research endowment principal, from \$3.4M in FY14 to more than \$14M by FY18
- Investments in personnel
  - New leadership in Biomedical Sciences, Community Health Programs, Office of Diversity and Inclusion
  - Faculty teaching and research investments in Primary Care and OMNI
  - Enhancements in faculty compensation plan
- Identifying and implementing operational efficiencies to automate labor intensive processes, including investments in new technologies
- 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
- OHF grant sustainability commitments begin in FY'18
- Dublin and Cleveland campuses are funding RCM allocated costs four years ahead of plan
- Cleveland begins repayment of \$16.4M internal renovation loan

## 11.13 Regional Campuses

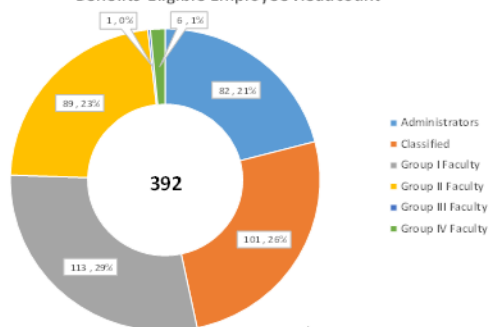
FY18 Budgeted Revenues



FY18 Budgeted Expenses & Allocations

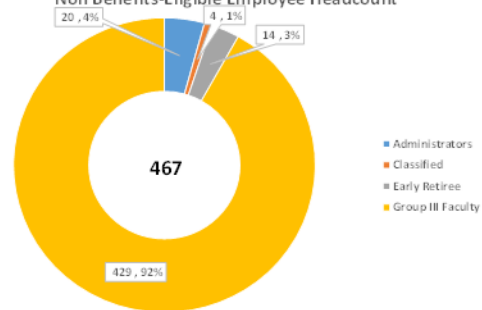


Benefits-Eligible Employee Headcount\*



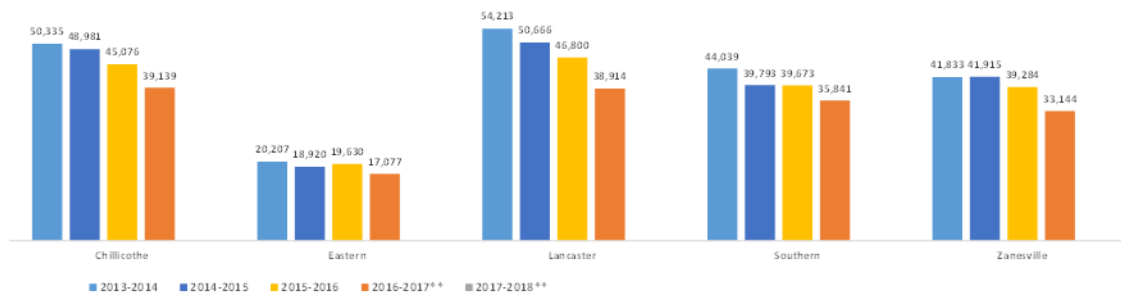
\* Researchers categorized as Administrators

Non Benefits-Eligible Employee Headcount\*



\* Researchers categorized as Administrators

5- Year Credit Hour Production by Campus



\*\* Unit Projections



Regional Campuses		FY14 Actuals	FY15 Actuals	FY16 Actuals	FY17 Budget	FY17 Forecast	FY18 Budget
<b>REVENUES</b>							
1	State Appropriations	\$ 24,186,358	\$ 17,941,203	\$ 18,208,020	\$ 27,668,083	\$ 27,668,083	\$ 24,329,278
2	State Appropriations - Capital	-	-	-	-	-	-
3	Gross Undergraduate Tuition & Fees	40,189,325	39,074,126	37,147,653	36,880,486	35,589,498	35,447,142
4	Undergraduate Financial Aid	(6,286,634)	(5,415,854)	(5,992,761)	(6,191,392)	(5,341,374)	(5,403,579)
5	Net Undergraduate Tuition & Fees	33,902,691	33,658,272	31,154,892	30,689,094	30,248,124	30,043,563
6	Gross Graduate Tuition & Fees	439,056	472,918	359,504	295,360	402,655	340,000
7	Graduate Financial Aid	(176,128)	(100,714)	(60,496)	(44,215)	(70,000)	(70,000)
8	Net Graduate Tuition & Fees	262,928	372,204	299,008	251,145	332,655	270,000
9	Room & Board	-	-	-	-	-	-
10	Grants and Contracts	1,096,394	1,090,487	1,720,088	2,546,163	2,472,080	2,077,859
11	Facilities & Admin Costs Recovery	7,353	1,326	1,134	-	200	-
12	Gifts	310,369	392,127	227,669	204,824	360,000	318,792
13	Endowment Distributions	392,955	444,917	476,067	485,277	773,748	671,477
14	Investment Income	95	24	9	-	-	-
15	Other External Sales	1,375,481	1,090,862	763,494	661,275	776,000	795,000
16	<b>Total Revenues</b>	<b>\$ 61,534,624</b>	<b>\$ 54,991,420</b>	<b>\$ 52,850,381</b>	<b>\$ 62,505,861</b>	<b>\$ 62,630,890</b>	<b>\$ 58,505,969</b>
<b>EXPENSES &amp; INDIRECT COST ALLOCATIONS</b>							
17	Total Salaries, Wages, & Other Payroll	34,790,616	35,012,040	33,802,529	33,968,082	33,514,052	32,919,286
18	Total Benefits	9,843,820	10,994,172	10,976,669	10,791,544	10,814,421	10,971,673
19	Supplies & Services	9,582,589	9,048,441	7,501,737	7,871,679	6,791,635	6,789,132
20	Capitalized Costs	272,671	759,959	389,087	155,600	627,700	42,500
21	Depreciation	-	-	-	-	-	-
22	Internal Loan - Principal & Interest	264,800	263,175	274,675	274,675	274,675	274,675
23	Debt Service - Principal	-	-	-	-	-	-
24	Debt Service - Interest	-	-	-	-	-	-
25	Internal Sales	(63,810)	(24,931)	(28,730)	(33,554)	5,919	-
26	<b>Total Direct Expenses</b>	<b>\$ 54,690,686</b>	<b>\$ 56,052,856</b>	<b>\$ 52,915,967</b>	<b>\$ 53,028,026</b>	<b>\$ 52,028,402</b>	<b>\$ 50,997,266</b>
<b>ALLOCATIONS &amp; TRANSFERS</b>							
27	Internal Allocations & Transfers	1,345,160	943,145	711,041	544,524	724,391	(682,076)
28	Administrative Cost Allocations	12,688,653	13,407,924	14,821,392	16,497,348	16,497,347	15,400,221
29	Capital Cost Allocation	-	-	-	-	-	-
30	Subvention Allocation	7,398,099	6,402,886	6,527,064	7,324,942	7,315,508	6,789,624
31	Subvention Distribution	(14,102,388)	(17,567,171)	(19,853,589)	(14,986,931)	(14,986,931)	(14,511,835)
32	<b>Total Allocations and Transfers</b>	<b>\$ 7,329,524</b>	<b>\$ 3,186,784</b>	<b>\$ 2,205,908</b>	<b>\$ 9,379,883</b>	<b>\$ 9,550,315</b>	<b>\$ 6,995,934</b>
33	<b>Total Expenses &amp; Cost Allocations</b>	<b>\$ 62,020,210</b>	<b>\$ 59,239,640</b>	<b>\$ 55,121,875</b>	<b>\$ 62,407,909</b>	<b>\$ 61,578,717</b>	<b>\$ 57,993,200</b>
34	<b>Results of Operations</b>	<b>\$ (485,586)</b>	<b>\$ (4,248,219)</b>	<b>\$ (2,271,494)</b>	<b>\$ 97,952</b>	<b>\$ 1,052,173</b>	<b>\$ 512,769</b>
35	Transfers (from) Operating Reserve	-	-	-	-	-	-
36	Transfers to (from) Quasi Endowments	-	15,000	-	-	-	-
37	Provisions for Facility and Equipment Renewal	-	-	-	-	-	-
38	Transfers to (from) Plant Fund - Project Related	584,053	(575,684)	(100,430)	-	(110,000)	-
39	<b>Net Results</b>	<b>\$ (1,069,639)</b>	<b>\$ (3,687,535)</b>	<b>\$ (2,171,064)</b>	<b>\$ 97,952</b>	<b>\$ 1,162,173</b>	<b>\$ 512,769</b>
40	Transfer Net Results to Fund Balance	(1,069,639)	(3,687,535)	(2,171,064)	97,952	1,162,173	512,769
41	<b>Adjusted Net Results</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>



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

### INVESTMENT IN PROGRAMS, ACTIVITIES AND FACILITIES

- Investing in baccalaureate programs such as Applied Management, Human Biology, Nursing, Sports and Lifestyle Studies, and Social Work.
- Investing in marketing of online programs such as Applied Management and Technical and Applied Studies.
- Partnering with area businesses such as hospitals to expand cohorts for programs such as applied management.
- 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.
- 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.

The Colleges conduct continual review of personnel investments for possible combination and sharing where the opportunity and need exist.

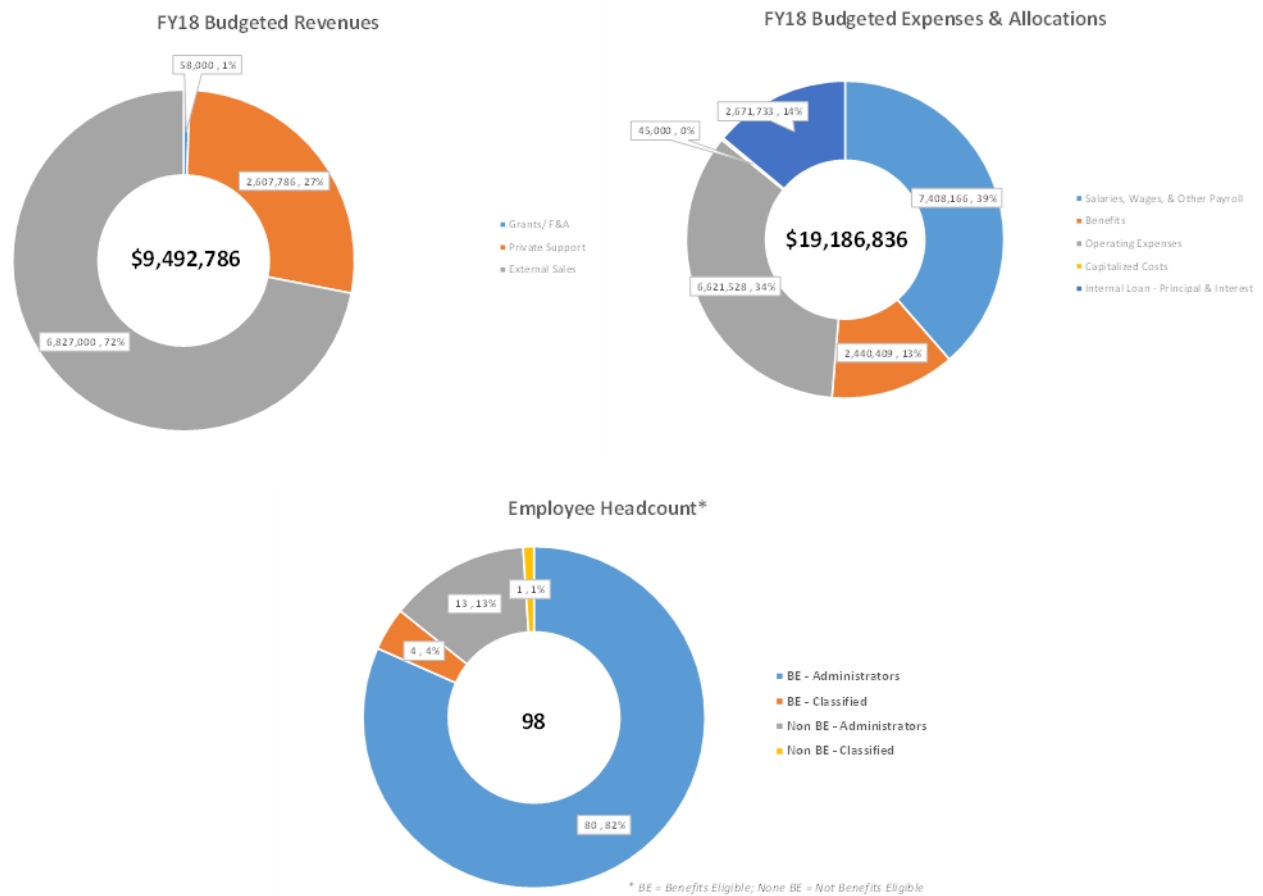
## 12 Auxiliary Planning Units

The following section contains dashboard metrics and multi-year 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, Printing, and Parking and Transportation.



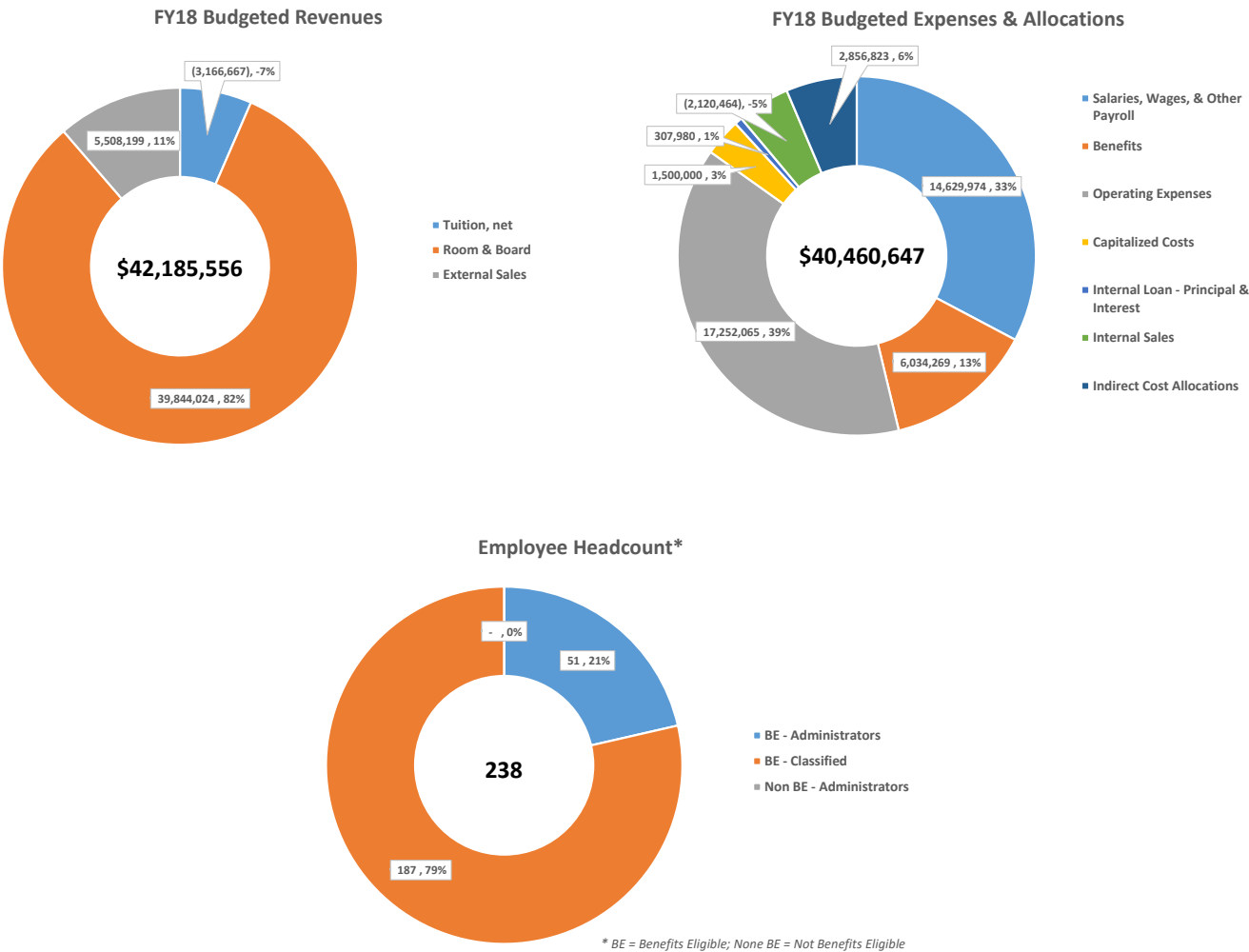
12.1 Intercollegiate Athletics (ICA)



<b>Athletics</b>		<b>FY14 Actuals</b>	<b>FY15 Actuals</b>	<b>FY16 Actuals</b>	<b>FY17 Budget</b>	<b>FY17 Forecast</b>	<b>FY18 Budget</b>
<b>REVENUES</b>							
1	State Appropriations	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
2	State Appropriations - Capital	-	-	-	-	-	-
3	Gross Undergraduate Tuition & Fees	47,140	33,307	-	40,000	-	-
4	Undergraduate Financial Aid	(688,934)	(7,461,278)	(8,677,589)	(8,152,695)	(8,018,446)	(8,434,880)
5	Net Undergraduate Tuition & Fees	(641,794)	(7,427,971)	(8,677,589)	(8,112,695)	(8,018,446)	(8,434,880)
6	Gross Graduate Tuition & Fees	-	-	-	-	-	-
7	Graduate Financial Aid	(13,678)	(9,889)	(6,130)	-	-	-
8	Net Graduate Tuition & Fees	(13,678)	(9,889)	(6,130)	-	-	-
9	Room & Board	-	-	-	-	-	-
10	Grants and Contracts	56,866	55,182	60,196	67,000	748,450	58,000
11	Facilities & Admin Costs Recovery	-	-	-	-	-	-
12	Gifts	2,337,758	3,048,380	3,331,622	1,710,685	2,384,046	2,440,678
13	Endowment Distributions	146,531	156,586	163,083	167,264	147,000	167,108
14	Investment Income	-	-	-	-	-	-
15	Other External Sales	6,683,198	6,561,017	7,991,993	6,242,972	7,776,653	6,827,000
16	<b>Total Revenues</b>	<b>\$ 8,568,881</b>	<b>\$ 2,383,305</b>	<b>\$ 2,863,176</b>	<b>\$ 75,226</b>	<b>\$ 3,037,703</b>	<b>\$ 1,057,906</b>
<b>EXPENSES &amp; INDIRECT COST ALLOCATIONS</b>							
17	Total Salaries, Wages, & Other Payroll	6,522,193	6,790,141	7,146,199	7,472,037	7,420,309	7,408,166
18	Total Benefits	1,751,372	2,027,030	2,084,767	2,360,860	2,386,463	2,440,409
19	Supplies & Services	7,896,815	7,183,854	7,981,684	7,039,349	8,219,875	6,621,528
20	Capitalized Costs	1,231,259	1,035,135	2,523,106	100,000	216,435	45,000
21	Depreciation	-	-	-	-	-	-
22	Internal Loan - Principal & Interest	228,396	227,910	347,652	1,444,068	1,148,068	2,671,733
23	Debt Service - Principal	-	-	-	-	-	-
24	Debt Service - Interest	-	-	-	-	-	-
25	Internal Sales	(28,677)	(43,891)	(59,478)	-	-	-
26	<b>Total Direct Expenses</b>	<b>\$ 17,601,358</b>	<b>\$ 17,220,179</b>	<b>\$ 20,023,931</b>	<b>\$ 18,416,314</b>	<b>\$ 19,391,150</b>	<b>\$ 19,186,836</b>
<b>ALLOCATIONS &amp; TRANSFERS</b>							
27	Internal Allocations & Transfers	(9,497,033)	438,658	319,007	2,324	2,323	(12,676)
28	Administrative Cost Allocations	-	(16,807,289)	(18,211,325)	(18,753,971)	(18,669,229)	(19,006,267)
29	Capital Cost Allocation	-	-	-	836,834	836,834	1,578,228
30	Subvention Allocation	-	-	-	-	-	-
31	Subvention Distribution	(58,774)	-	-	-	-	-
32	<b>Total Allocations and Transfers</b>	<b>\$ (9,555,807)</b>	<b>\$ (16,368,631)</b>	<b>\$ (17,892,317)</b>	<b>\$ (17,914,813)</b>	<b>\$ (17,830,072)</b>	<b>\$ (17,440,715)</b>
33	<b>Total Expenses &amp; Cost Allocations</b>	<b>\$ 8,045,551</b>	<b>\$ 851,548</b>	<b>\$ 2,131,614</b>	<b>\$ 501,501</b>	<b>\$ 1,561,078</b>	<b>\$ 1,746,121</b>
34	<b>Results of Operations</b>	<b>\$ 523,329</b>	<b>\$ 1,531,757</b>	<b>\$ 731,562</b>	<b>\$ (426,275)</b>	<b>\$ 1,476,625</b>	<b>\$ (688,214)</b>
35	Transfers (from) Operating Reserve	-	-	-	(426,000)	-	-
36	Transfers to (from) Quasi Endowments	-	-	-	-	-	-
37	Provisions for Facility and Equipment Renewal	-	-	-	-	-	-
38	Transfers to (from) Plant Fund - Project Related	(6,109)	155,664	568,176	-	332,932	2,632,447
39	<b>Net Results</b>	<b>\$ 529,438</b>	<b>\$ 1,376,093</b>	<b>\$ 163,386</b>	<b>\$ (275)</b>	<b>\$ 1,143,693</b>	<b>\$ (3,320,662)</b>
40	Transfer Net Results to Fund Balance	529,438	1,376,093	163,386	(275)	1,143,693	(3,320,662)
41	<b>Adjusted Net Results</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>



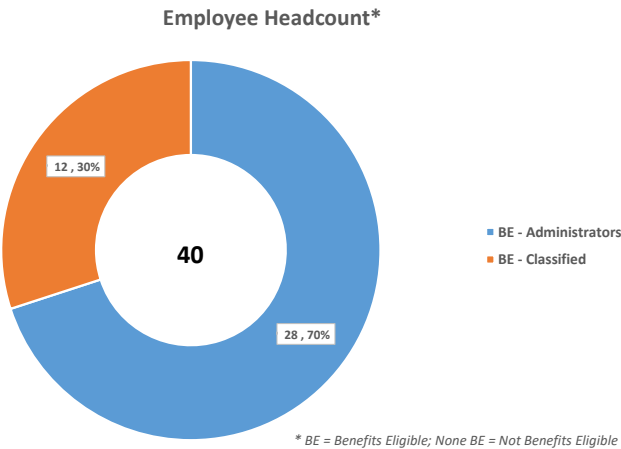
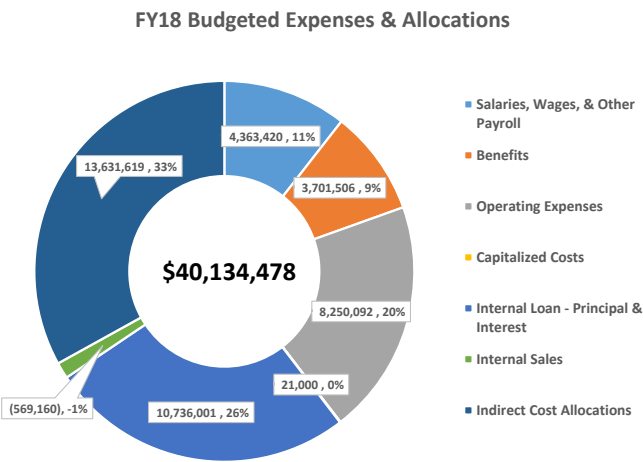
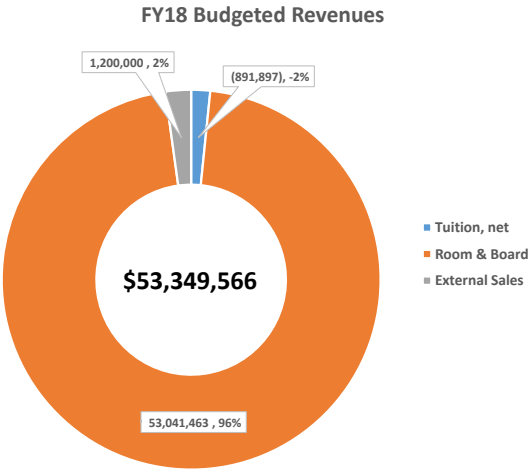
# 12.2 Culinary Services



<b>Culinary Services</b>		<b>FY17 Budget</b>	<b>FY17 Forecast</b>	<b>FY18 Budget</b>	<b>FY2019 Forecast</b>	<b>FY2020 Forecast</b>	<b>FY2021 Forecast</b>
<b>REVENUES</b>							
1	State Appropriations	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
2	State Appropriations - Capital	-	-	-	-	-	-
3	Gross Undergraduate Tuition & Fees	-	-	-	-	-	-
4	Undergraduate Financial Aid	(1,299,580)	(1,333,334)	(3,166,667)	(3,500,000)	(3,833,333)	(3,833,333)
5	Net Undergraduate Tuition & Fees	(1,299,580)	(1,333,334)	(3,166,667)	(3,500,000)	(3,833,333)	(3,833,333)
6	Gross Graduate Tuition & Fees	-	-	-	-	-	-
7	Graduate Financial Aid	-	-	-	-	-	-
8	Net Graduate Tuition & Fees	-	-	-	-	-	-
9	Room & Board	41,768,099	41,528,520	39,844,024	40,630,455	41,432,605	42,250,817
10	Grants and Contracts	-	-	-	-	-	-
11	Facilities & Admin Costs Recovery	-	-	-	-	-	-
12	Gifts	-	-	-	-	-	-
13	Endowment Distributions	-	-	-	-	-	-
14	Investment Income	-	-	-	-	-	-
15	Other External Sales	5,723,178	5,427,740	5,508,199	5,552,729	5,597,704	5,643,129
16	<b>Total Revenues</b>	<b>\$ 46,191,697</b>	<b>\$ 45,622,926</b>	<b>\$ 42,185,556</b>	<b>\$ 42,683,184</b>	<b>\$ 43,196,976</b>	<b>\$ 44,060,613</b>
<b>EXPENSES &amp; INDIRECT COST ALLOCATIONS</b>							
17	Total Salaries, Wages, & Other Payroll	14,126,889	14,191,959	14,629,974	14,685,044	14,974,891	15,271,101
18	Total Benefits	5,991,948	5,070,342	6,034,269	6,225,518	6,687,484	6,948,495
19	Supplies & Services	18,893,769	18,313,745	17,252,065	17,427,149	17,916,470	18,420,477
20	Capitalized Costs	1,501,000	1,501,000	1,500,000	1,400,000	1,200,000	1,500,000
21	Depreciation	-	-	-	-	-	-
22	Internal Loan - Principal & Interest	205,320	205,320	307,980	307,980	307,980	307,980
23	Debt Service - Principal	-	-	-	-	-	-
24	Debt Service - Interest	-	-	-	-	-	-
25	Internal Sales	(1,854,556)	(2,072,452)	(2,120,464)	(2,141,664)	(2,163,075)	(2,184,701)
26	<b>Total Direct Expenses</b>	<b>\$ 38,864,370</b>	<b>\$ 37,209,914</b>	<b>\$ 37,603,824</b>	<b>\$ 37,904,028</b>	<b>\$ 38,923,750</b>	<b>\$ 40,263,353</b>
<b>ALLOCATIONS &amp; TRANSFERS</b>							
27	Internal Allocations & Transfers	105,000	241,714	251,564	251,564	251,564	251,564
28	Administrative Cost Allocations	2,806,165	2,806,165	2,856,823	2,925,483	3,060,942	3,207,761
29	Capital Cost Allocation	-	-	-	-	-	-
30	Subvention Allocation	-	-	-	-	-	-
31	Subvention Distribution	-	-	-	-	-	-
32	<b>Total Allocations and Transfers</b>	<b>\$ 2,911,165</b>	<b>\$ 3,047,879</b>	<b>\$ 3,108,387</b>	<b>\$ 3,177,047</b>	<b>\$ 3,312,506</b>	<b>\$ 3,459,325</b>
33	<b>Total Expenses &amp; Cost Allocations</b>	<b>\$ 41,775,535</b>	<b>\$ 40,257,793</b>	<b>\$ 40,712,211</b>	<b>\$ 41,081,075</b>	<b>\$ 42,236,256</b>	<b>\$ 43,722,678</b>
34	<b>Results of Operations</b>	<b>\$ 4,416,162</b>	<b>\$ 5,365,133</b>	<b>\$ 1,473,344</b>	<b>\$ 1,602,109</b>	<b>\$ 960,720</b>	<b>\$ 337,935</b>
35	Transfers (from) Operating Reserve	-	-	-	-	-	-
36	Transfers to (from) Quasi Endowments	-	-	-	-	-	-
37	Provisions for Facility and Equipment Renewal	-	-	-	-	-	-
38	Transfers to (from) Plant Fund - Project Related	2,100,000	1,600,000	2,698,712	2,986,398	2,411,331	405,807
39	<b>Net Results</b>	<b>\$ 2,316,162</b>	<b>\$ 3,765,133</b>	<b>\$ (1,225,367)</b>	<b>\$ (1,384,289)</b>	<b>\$ (1,450,611)</b>	<b>\$ (67,872)</b>
40	Transfer Net Results to Fund Balance	2,316,162	3,765,133	(1,225,367)	(1,384,289)	(1,450,611)	(67,872)
41	<b>Adjusted Net Results</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>



# 12.3 Housing & Residence Life



\* BE = Benefits Eligible; None BE = Not Benefits Eligible



Housing and Residence Life		FY17 Budget	FY17 Forecast	FY18 Budget	FY2019 Forecast	FY2020 Forecast	FY2021 Forecast
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**REVENUES**

1	State Appropriations	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
2	State Appropriations - Capital	-	-	-	-	-	-
3	Gross Undergraduate Tuition & Fees	-	-	-	-	-	-
4	Undergraduate Financial Aid	(695,667)	(679,773)	(862,333)	(1,029,000)	(1,195,667)	(1,370,667)
5	Net Undergraduate Tuition & Fees	(695,667)	(679,773)	(862,333)	(1,029,000)	(1,195,667)	(1,370,667)
6	Gross Graduate Tuition & Fees	-	-	-	-	-	-
7	Graduate Financial Aid	(24,564)	(1,764)	(29,564)	(24,564)	(24,564)	(24,564)
8	Net Graduate Tuition & Fees	(24,564)	(1,764)	(29,564)	(24,564)	(24,564)	(24,564)
9	Room & Board	55,465,122	54,129,958	53,041,463	54,725,413	57,296,695	59,288,958
10	Grants and Contracts	-	-	-	-	-	-
11	Facilities & Admin Costs Recovery	-	-	-	-	-	-
12	Gifts	-	-	-	-	-	-
13	Endowment Distributions	-	-	-	-	-	-
14	Investment Income	-	-	-	-	-	-
15	Other External Sales	780,250	1,021,175	1,200,000	1,230,000	1,230,000	1,230,000
16	<b>Total Revenues</b>	<b>\$ 55,525,141</b>	<b>\$ 54,469,596</b>	<b>\$ 53,349,566</b>	<b>\$ 54,901,849</b>	<b>\$ 57,306,464</b>	<b>\$ 59,123,727</b>

**EXPENSES & INDIRECT COST ALLOCATIONS**

17	Total Salaries, Wages, & Other Payroll	4,157,172	3,947,706	4,363,420	4,403,714	4,504,135	4,605,666
18	Total Benefits	3,689,716	3,340,927	3,701,506	3,721,590	3,818,978	3,919,281
19	Supplies & Services	8,443,564	6,185,795	8,250,092	8,522,443	8,798,173	9,086,457
20	Capitalized Costs	21,000	363,298	21,000	21,000	21,000	21,000
21	Depreciation	-	-	-	-	-	-
22	Internal Loan - Principal & Interest	10,828,331	10,828,331	10,736,001	10,732,557	10,733,529	13,008,388
23	Debt Service - Principal	-	-	-	-	-	-
24	Debt Service - Interest	-	-	-	-	-	-
25	Internal Sales	(432,160)	(610,545)	(569,160)	(569,160)	(569,160)	(569,160)
26	<b>Total Direct Expenses</b>	<b>\$ 26,707,623</b>	<b>\$ 24,055,512</b>	<b>\$ 26,502,859</b>	<b>\$ 26,832,144</b>	<b>\$ 27,306,655</b>	<b>\$ 30,071,632</b>

**ALLOCATIONS & TRANSFERS**

27	Internal Allocations & Transfers	483,990	1,131,645	2,050,824	2,070,610	2,088,914	2,114,287
28	Administrative Cost Allocations	13,748,206	13,748,206	13,631,619	13,959,237	14,605,590	15,306,152
29	Capital Cost Allocation	-	-	-	-	-	-
30	Subvention Allocation	-	-	-	-	-	-
31	Subvention Distribution	-	-	-	-	-	-
32	<b>Total Allocations and Transfers</b>	<b>\$ 14,232,196</b>	<b>\$ 14,879,851</b>	<b>\$ 15,682,443</b>	<b>\$ 16,029,847</b>	<b>\$ 16,694,504</b>	<b>\$ 17,420,439</b>

33	<b>Total Expenses &amp; Cost Allocations</b>	<b>\$ 40,939,819</b>	<b>\$ 38,935,363</b>	<b>\$ 42,185,302</b>	<b>\$ 42,861,991</b>	<b>\$ 44,001,159</b>	<b>\$ 47,492,071</b>
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34	<b>Results of Operations</b>	<b>\$ 14,585,322</b>	<b>\$ 15,534,233</b>	<b>\$ 11,164,264</b>	<b>\$ 12,039,858</b>	<b>\$ 13,305,305</b>	<b>\$ 11,631,656</b>
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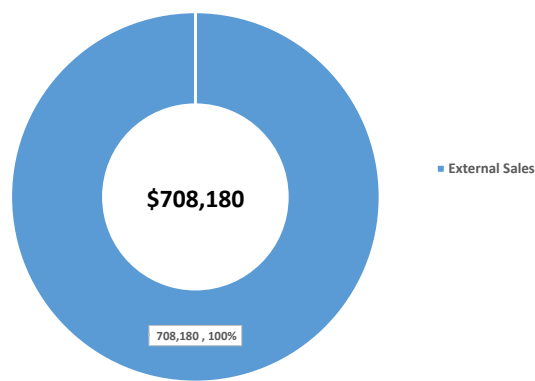
35	Transfers (from) Operating Reserve	-	-	-	-	-	-
36	Transfers to (from) Quasi Endowments	-	-	-	-	-	-
37	Provisions for Facility and Equipment Renewal	4,585,322	-	-	-	-	-
38	Transfers to (from) Plant Fund - Project Related	10,000,000	12,988,458	14,390,000	27,020,000	9,250,000	47,900,000
39	<b>Net Results</b>	<b>\$ -</b>	<b>\$ 2,545,775</b>	<b>\$ (3,225,736)</b>	<b>\$ (14,980,142)</b>	<b>\$ 4,055,305</b>	<b>\$ (36,268,344)</b>

40	Transfer Net Results to Fund Balance	-	2,545,775	(3,225,736)	(14,980,142)	4,055,305	(36,268,344)
41	<b>Adjusted Net Results</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

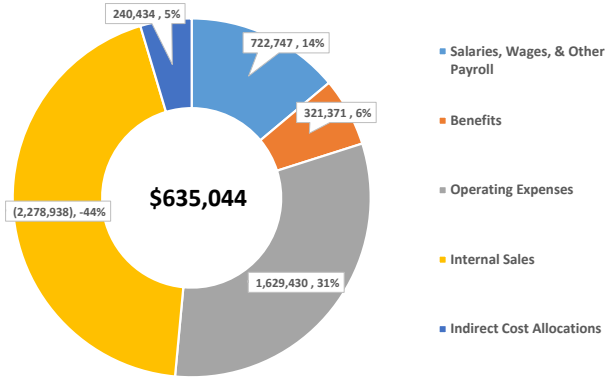


12.4 Printing

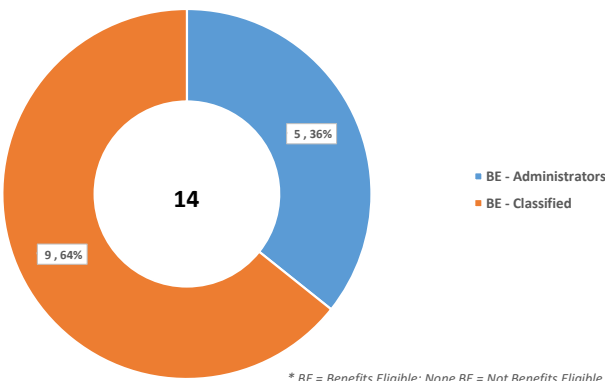
FY18 Budgeted Revenues



FY18 Budgeted Expenses & Allocations



Employee Headcount\*



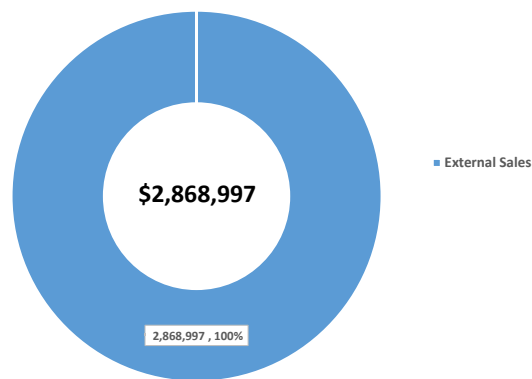
\* BE = Benefits Eligible; None BE = Not Benefits Eligible

<b>Printing</b>		<b>FY17 Budget</b>	<b>FY17 Forecast</b>	<b>FY18 Budget</b>	<b>FY2019 Forecast</b>	<b>FY2020 Forecast</b>	<b>FY2021 Forecast</b>
<b>REVENUES</b>							
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 and Contracts	-	-	-	-	-	-
11	Facilities & Admin Costs Recovery	-	-	-	-	-	-
12	Gifts	-	-	-	-	-	-
13	Endowment Distributions	-	-	-	-	-	-
14	Investment Income	-	-	-	-	-	-
15	Other External Sales	672,180	672,180	708,180	722,344	736,790	751,526
16	<b>Total Revenues</b>	<b>\$ 672,180</b>	<b>\$ 672,180</b>	<b>\$ 708,180</b>	<b>\$ 722,344</b>	<b>\$ 736,790</b>	<b>\$ 751,526</b>
<b>EXPENSES &amp; INDIRECT COST ALLOCATIONS</b>							
17	Total Salaries, Wages, & Other Payroll	732,074	710,449	722,747	722,747	731,146	746,762
18	Total Benefits	311,526	309,037	321,371	331,061	347,426	361,346
19	Supplies & Services	1,801,989	1,499,926	1,629,430	1,662,019	1,695,259	1,729,164
20	Capitalized Costs	-	23,000	-	-	-	-
21	Depreciation	-	-	-	-	-	-
22	Internal Loan - Principal & Interest	-	-	-	-	-	-
23	Debt Service - Principal	-	-	-	-	-	-
24	Debt Service - Interest	-	-	-	-	-	-
25	Internal Sales	(2,702,184)	(2,100,000)	(2,278,938)	(2,324,517)	(2,382,630)	(2,442,195)
26	<b>Total Direct Expenses</b>	<b>\$ 143,405</b>	<b>\$ 442,412</b>	<b>\$ 394,610</b>	<b>\$ 391,310</b>	<b>\$ 391,201</b>	<b>\$ 395,076</b>
<b>ALLOCATIONS &amp; TRANSFERS</b>							
27	Internal Allocations & Transfers	(2,608)	(2,608)	(2,608)	(2,608)	(2,608)	(2,608)
28	Administrative Cost Allocations	229,506	229,506	240,434	246,213	257,613	269,970
29	Capital Cost Allocation	-	-	-	-	-	-
30	Subvention Allocation	-	-	-	-	-	-
31	Subvention Distribution	-	-	-	-	-	-
32	<b>Total Allocations and Transfers</b>	<b>\$ 226,898</b>	<b>\$ 226,898</b>	<b>\$ 237,826</b>	<b>\$ 243,605</b>	<b>\$ 255,005</b>	<b>\$ 267,362</b>
33	<b>Total Expenses &amp; Cost Allocations</b>	<b>\$ 370,303</b>	<b>\$ 669,310</b>	<b>\$ 632,436</b>	<b>\$ 634,915</b>	<b>\$ 646,206</b>	<b>\$ 662,438</b>
34	<b>Results of Operations</b>	<b>\$ 301,877</b>	<b>\$ 2,870</b>	<b>\$ 75,744</b>	<b>\$ 87,429</b>	<b>\$ 90,584</b>	<b>\$ 89,088</b>
35	Transfers (from) Operating Reserve	-	-	-	-	-	-
36	Transfers to (from) Quasi Endowments	-	-	-	-	-	-
37	Provisions for Facility and Equipment Renewal	-	-	-	-	-	-
38	Transfers to (from) Plant Fund - Project Related	-	-	-	-	-	-
39	<b>Net Results</b>	<b>\$ 301,877</b>	<b>\$ 2,870</b>	<b>\$ 75,744</b>	<b>\$ 87,429</b>	<b>\$ 90,584</b>	<b>\$ 89,088</b>
40	Transfer Net Results to Fund Balance	301,877	2,870	75,744	87,429	90,584	89,088
41	<b>Adjusted Net Results</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

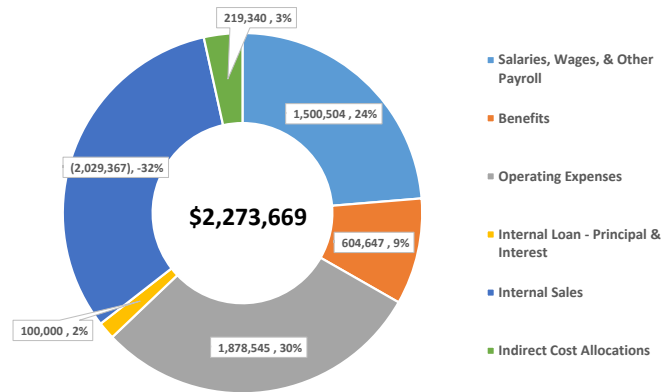


12.5    Parking & Transportation

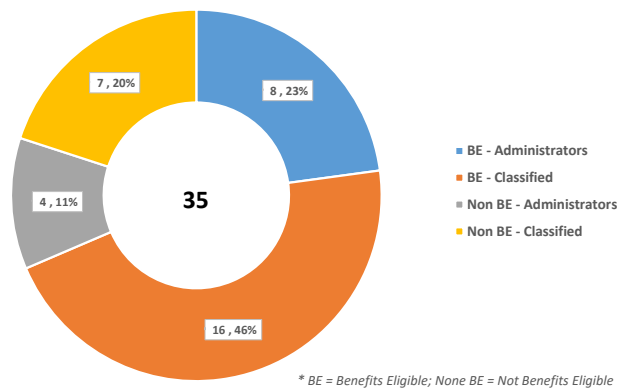
FY18 Budgeted Revenues



FY18 Budgeted Expenses & Allocations



Employee Headcount\*



<b>Parking &amp; Transportation</b>		<b>FY17 Budget</b>	<b>FY17 Forecast</b>	<b>FY18 Budget</b>	<b>FY2019 Forecast</b>	<b>FY2020 Forecast</b>	<b>FY2021 Forecast</b>
<b>REVENUES</b>							
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 and Contracts	-	-	-	-	-	-
11	Facilities & Admin Costs Recovery	-	-	-	-	-	-
12	Gifts	-	-	-	-	-	-
13	Endowment Distributions	-	-	-	-	-	-
14	Investment Income	-	-	-	-	-	-
15	Other External Sales	2,801,000	3,071,216	2,868,997	3,071,216	3,071,216	3,071,216
16	<b>Total Revenues</b>	<b>\$ 2,801,000</b>	<b>\$ 3,071,216</b>	<b>\$ 2,868,997</b>	<b>\$ 3,071,216</b>	<b>\$ 3,071,216</b>	<b>\$ 3,071,216</b>
<b>EXPENSES &amp; INDIRECT COST ALLOCATIONS</b>							
17	Total Salaries, Wages, & Other Payroll	1,540,739	1,620,597	1,500,504	1,500,504	1,524,398	1,548,770
18	Total Benefits	581,958	581,377	604,647	621,489	645,092	669,825
19	Supplies & Services	1,866,023	2,286,820	1,878,545	2,426,085	2,498,870	2,573,836
20	Capitalized Costs	4,200	-	-	-	-	-
21	Depreciation	-	-	-	-	-	-
22	Internal Loan - Principal & Interest	100,000	100,000	100,000	100,000	100,000	100,000
23	Debt Service - Principal	-	-	-	-	-	-
24	Debt Service - Interest	-	-	-	-	-	-
25	Internal Sales	(2,159,850)	(2,325,053)	(2,029,367)	(2,325,053)	(2,325,053)	(2,325,053)
26	<b>Total Direct Expenses</b>	<b>\$ 1,933,070</b>	<b>\$ 2,263,741</b>	<b>\$ 2,054,329</b>	<b>\$ 2,323,025</b>	<b>\$ 2,443,307</b>	<b>\$ 2,567,378</b>
<b>ALLOCATIONS &amp; TRANSFERS</b>							
27	Internal Allocations & Transfers	80,500	62,000	122,000	122,000	122,000	122,000
28	Administrative Cost Allocations	210,628	212,523	219,340	224,612	235,012	246,284
29	Capital Cost Allocation	-	-	-	-	-	-
30	Subvention Allocation	-	-	-	-	-	-
31	Subvention Distribution	-	-	-	-	-	-
32	<b>Total Allocations and Transfers</b>	<b>\$ 291,128</b>	<b>\$ 274,523</b>	<b>\$ 341,340</b>	<b>\$ 346,612</b>	<b>\$ 357,012</b>	<b>\$ 368,284</b>
33	<b>Total Expenses &amp; Cost Allocations</b>	<b>\$ 2,224,198</b>	<b>\$ 2,538,264</b>	<b>\$ 2,395,669</b>	<b>\$ 2,669,637</b>	<b>\$ 2,800,319</b>	<b>\$ 2,935,662</b>
34	<b>Results of Operations</b>	<b>\$ 576,802</b>	<b>\$ 532,952</b>	<b>\$ 473,328</b>	<b>\$ 401,579</b>	<b>\$ 270,897</b>	<b>\$ 135,554</b>
35	Transfers (from) Operating Reserve	-	(550,000)	(225,000)	(105,000)	(275,000)	(500,000)
36	Transfers to (from) Quasi Endowments	-	-	-	-	-	-
37	Provisions for Facility and Equipment Renewal	-	550,000	225,000	105,000	275,000	500,000
38	Transfers to (from) Plant Fund - Project Related	150,000	150,000	150,000	150,000	150,000	150,000
39	<b>Net Results</b>	<b>\$ 426,802</b>	<b>\$ 382,952</b>	<b>\$ 323,328</b>	<b>\$ 251,579</b>	<b>\$ 120,897</b>	<b>\$ (14,446)</b>
40	Transfer Net Results to Fund Balance	426,802	382,952	323,328	251,579	120,897	(14,446)
41	<b>Adjusted Net Results</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>



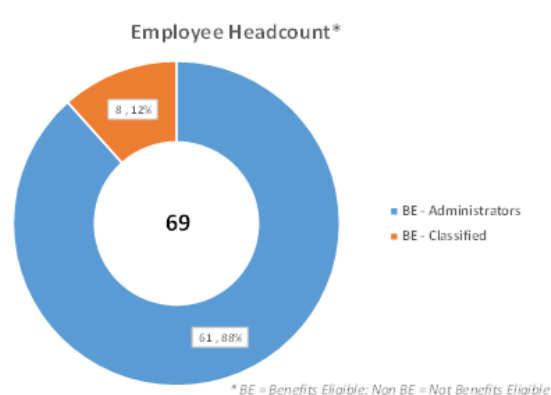
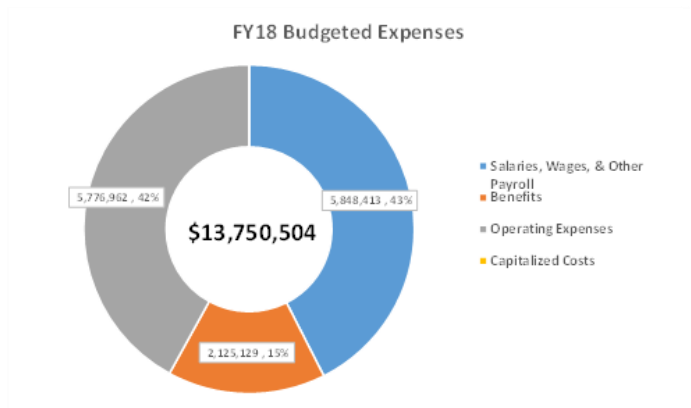


## 13 Administrative & Academic Support Planning Units

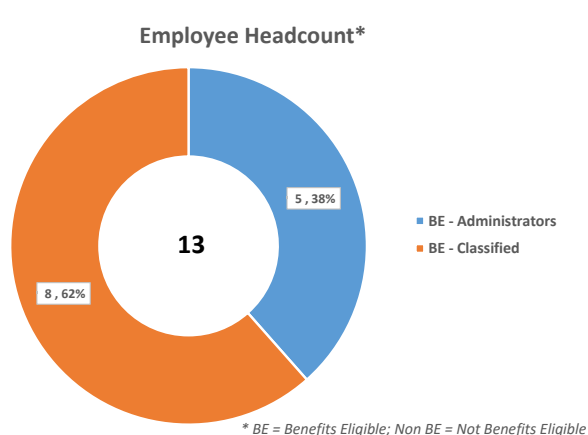
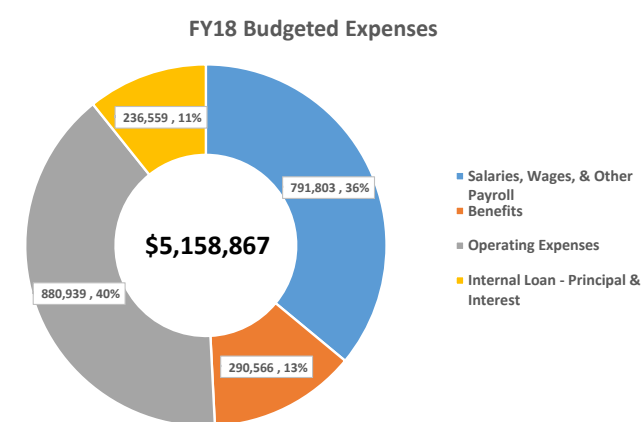
The following section contains dashboard metrics for administrative and academic support planning units. As most administrative and academic support planning units are not revenue-generating, only their expenses and headcounts are presented in this section.

Administrative and academic support units include Advancement, Airport, Athena, Bobcat Depot, Campus Recreation, Child Development Center, Graduate College, Instructional Innovation, International Student & Faculty Services, Kennedy Museum, Library, Marching 101, Office of Information Technology, President, Provost, Finance & Administration, Research, Student Affairs, Wellworks, and WOUB Center for Public Media.

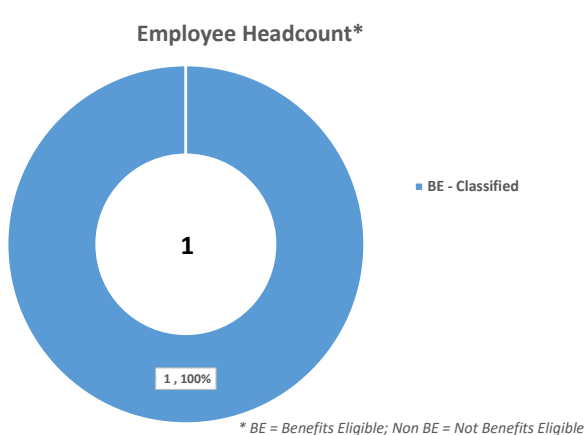
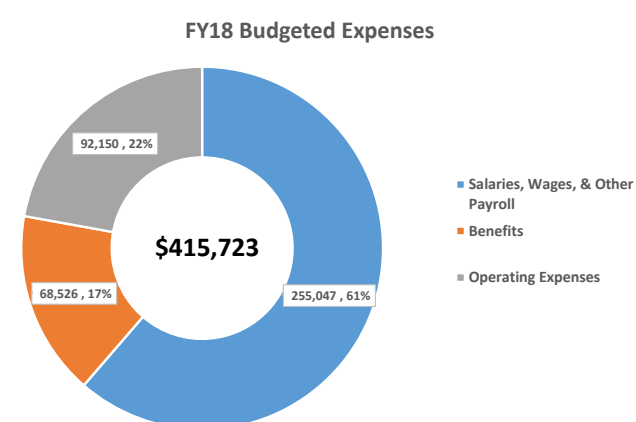
## 13.1 Advancement



## 13.2 Airport

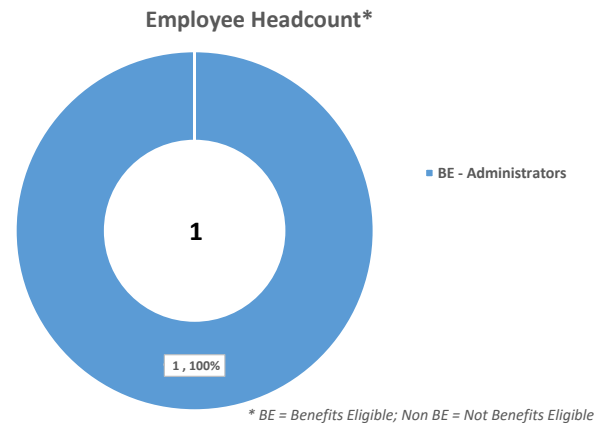
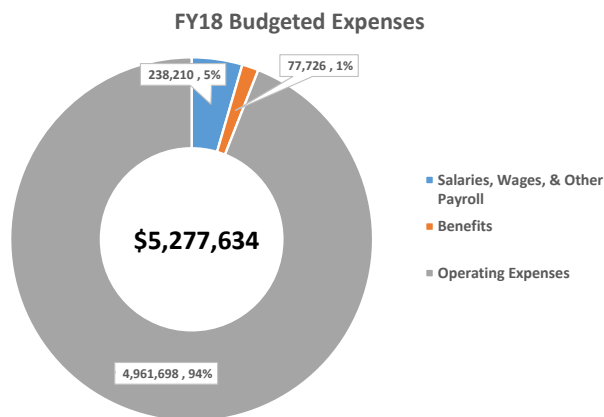


## 13.3 Athena Cinema

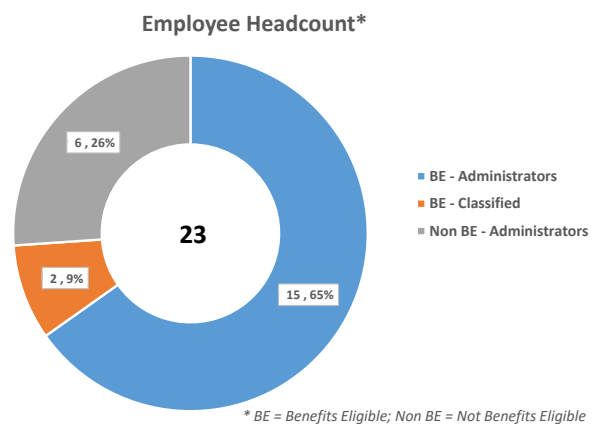
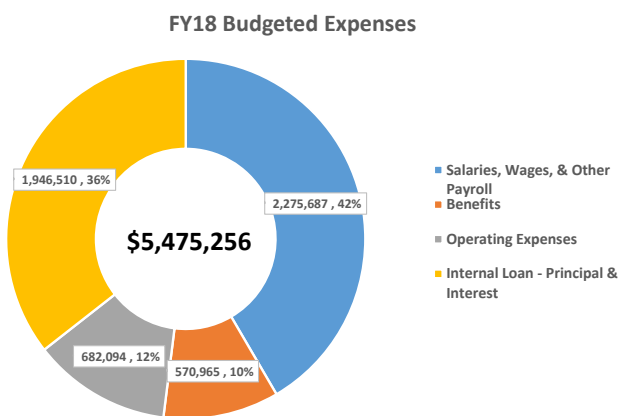




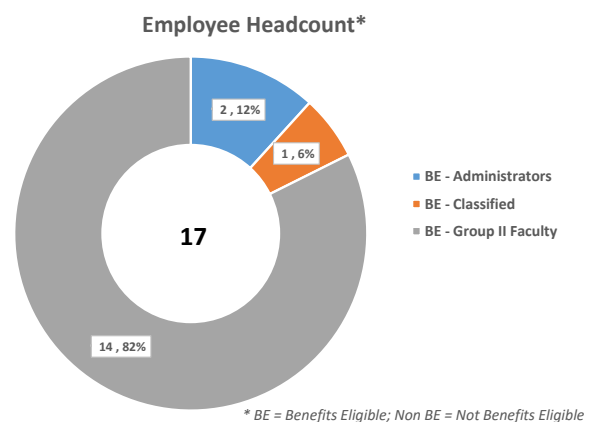
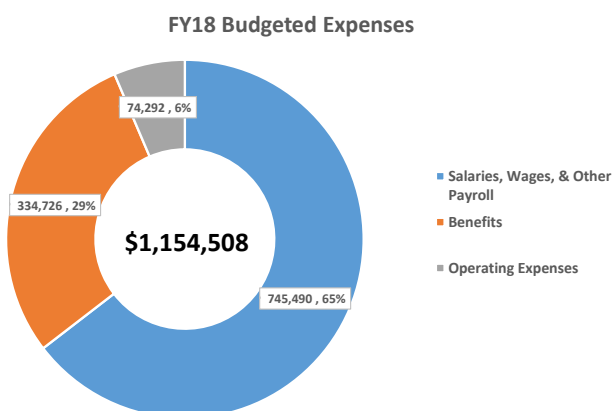
## 13.4 Bobcat Depot



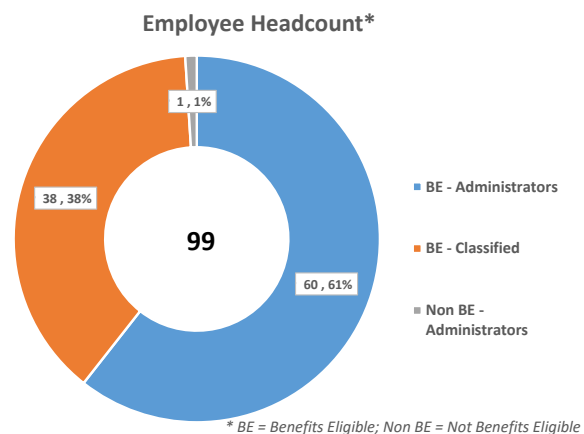
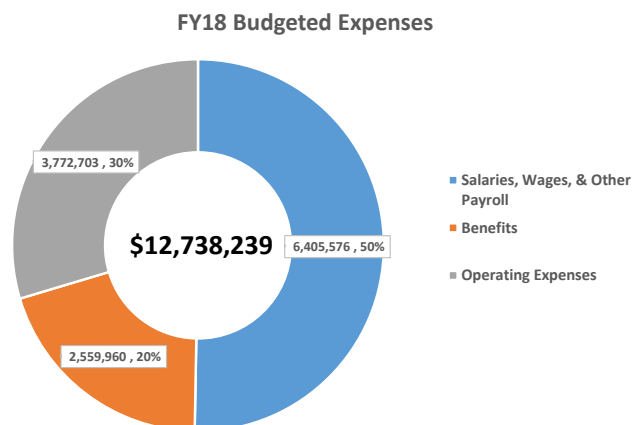
## 13.5 Campus Recreation



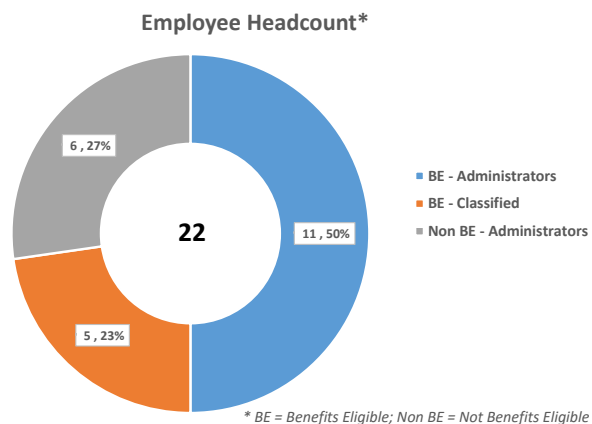
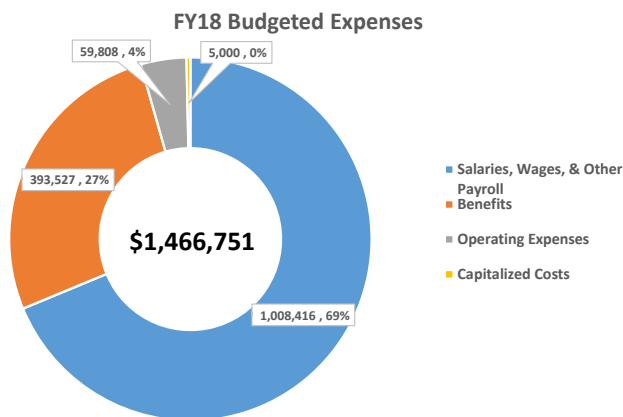
## 13.6 Child Development Center (CDC)



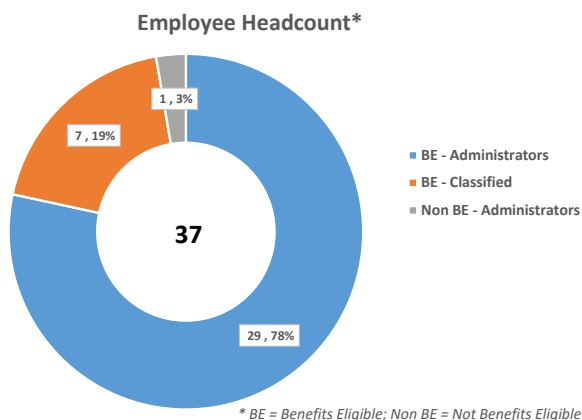
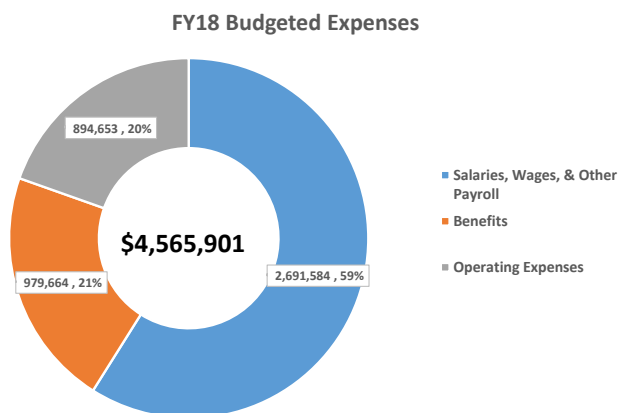
## 13.7 Enrollment Management



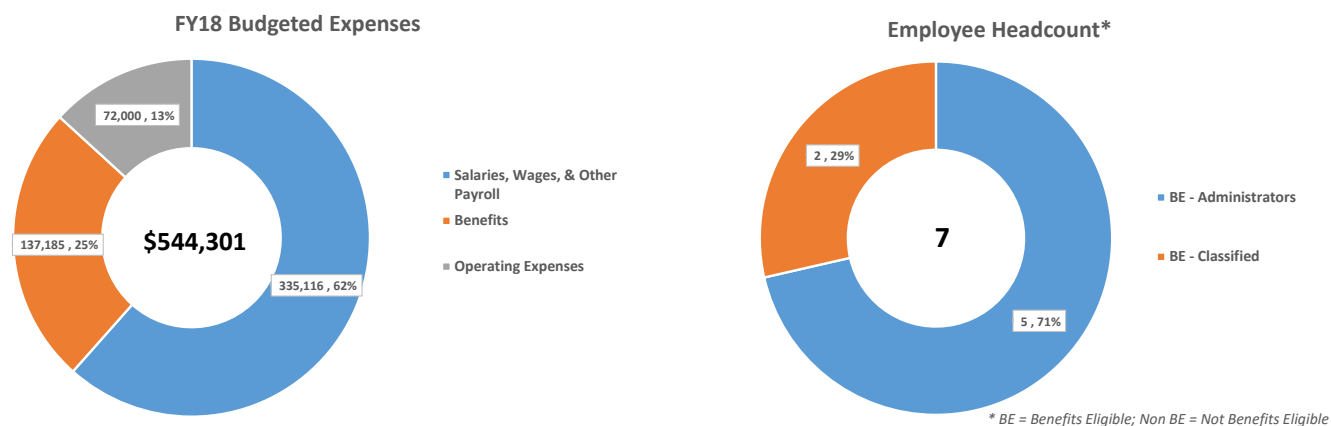
## 13.8 Graduate College



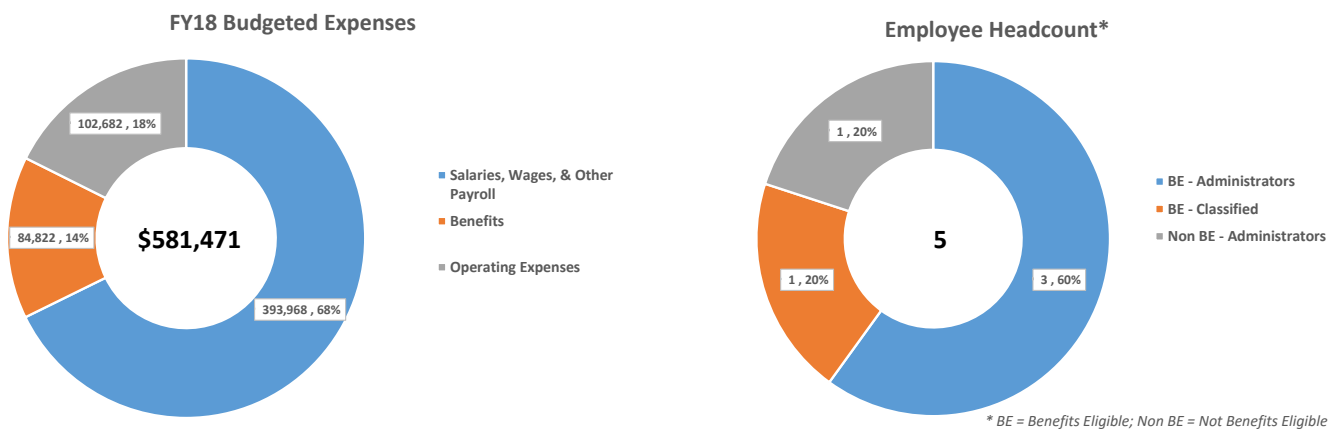
## 13.9 Instructional Innovation



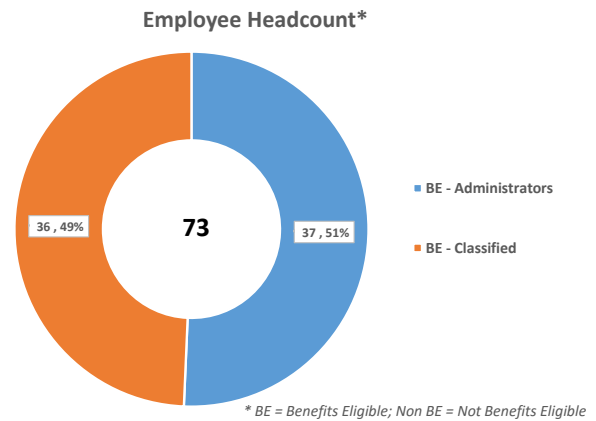
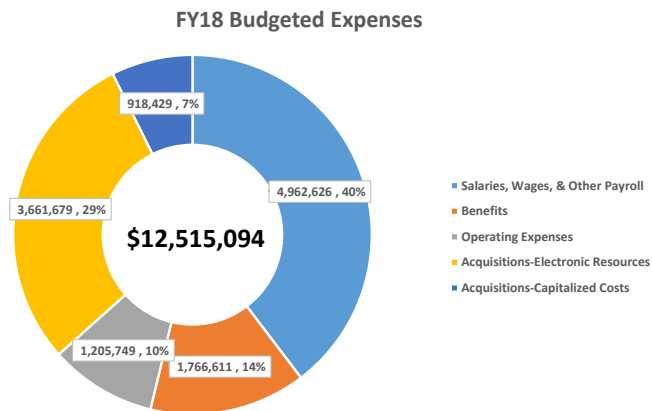
## 13.10 International Student & Faculty Services (ISFS)



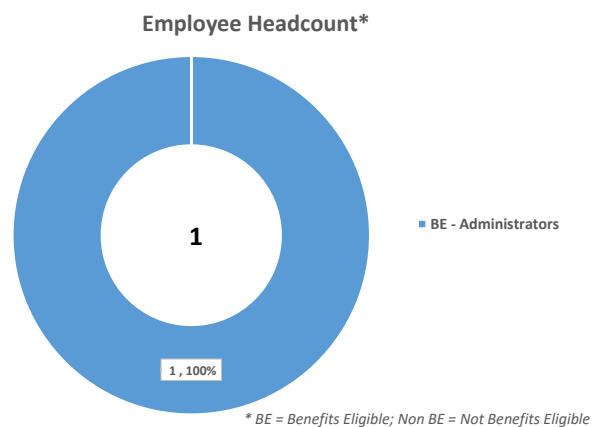
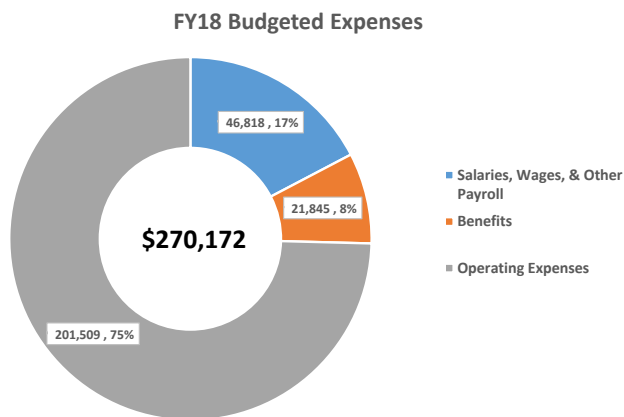
## 13.11 Kennedy Museum



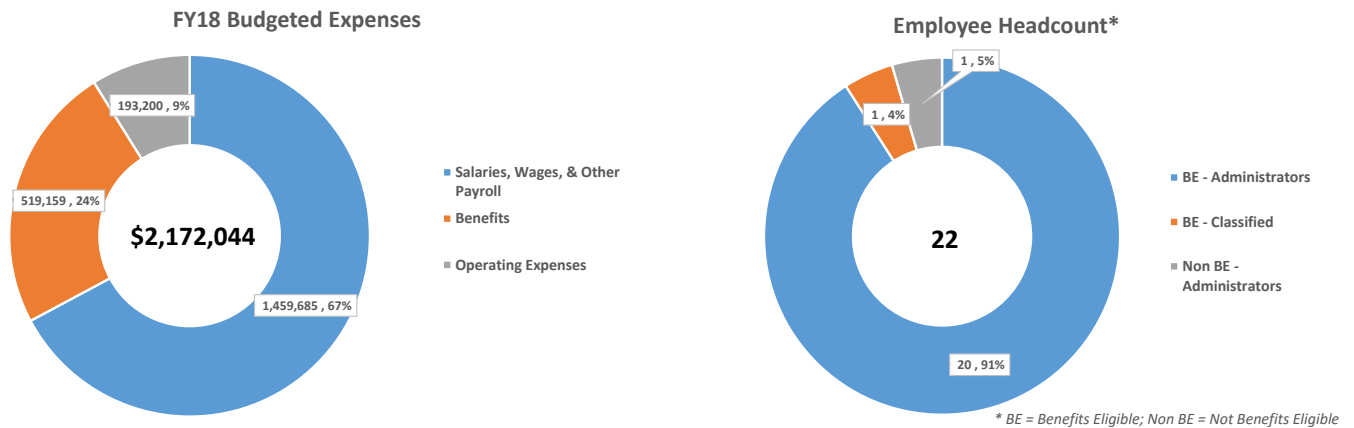
## 13.12 Library



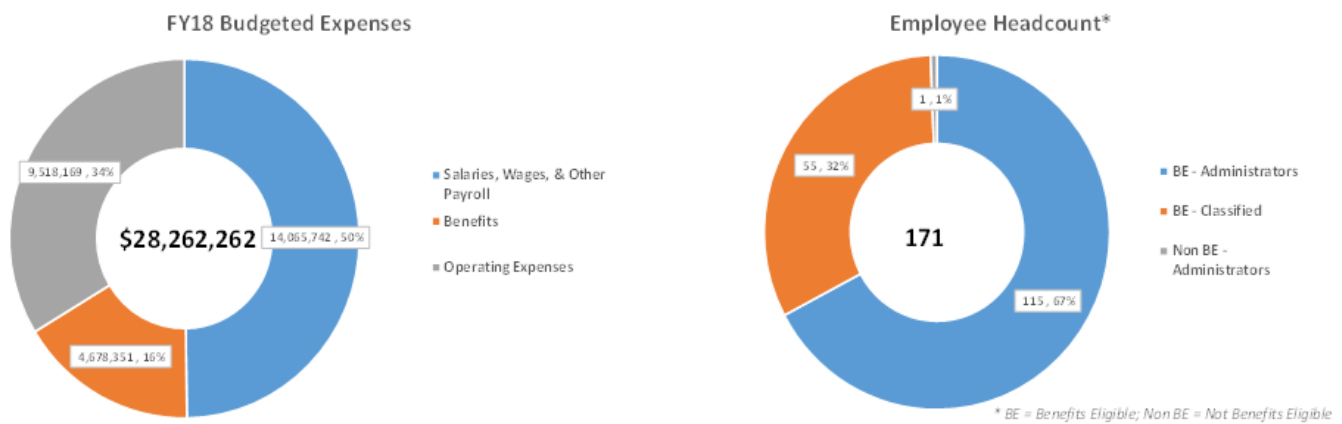
## 13.13 Marching 110



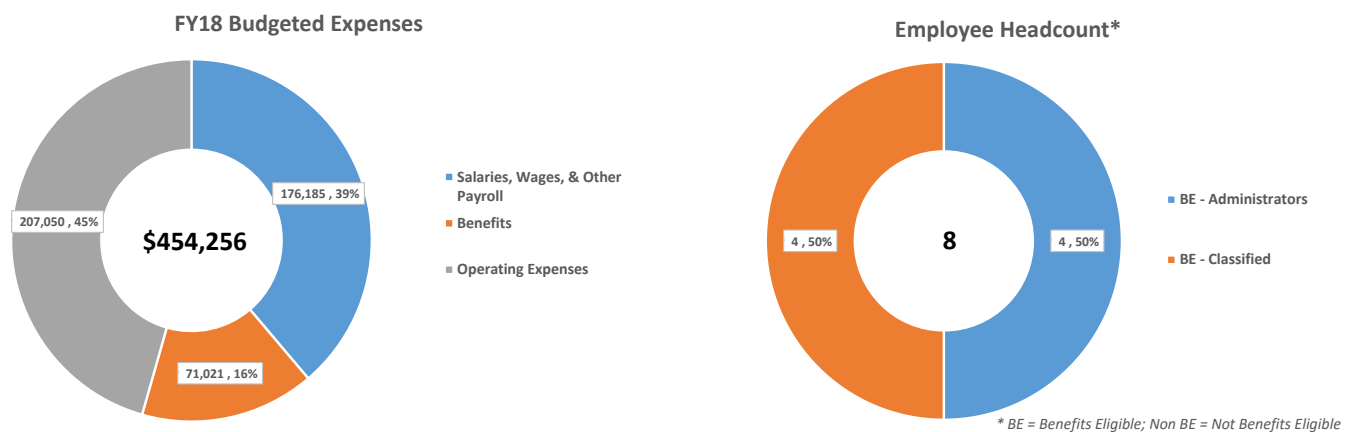
## 13.14 Marketing



## 13.15 Office of Information Technology (OIT)

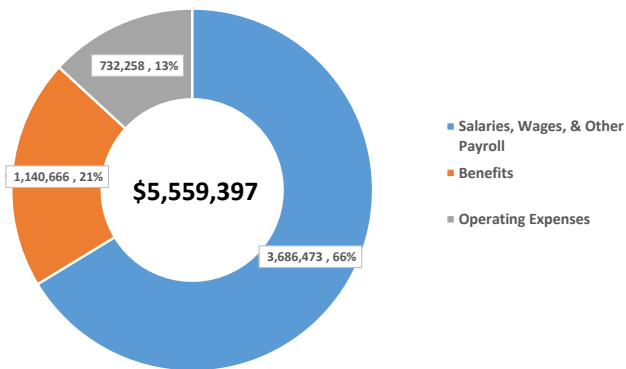


## 13.16 One Card Office

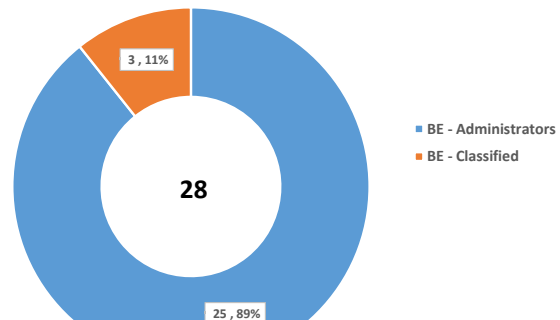


## 13.17 President

FY18 Budgeted Expenses



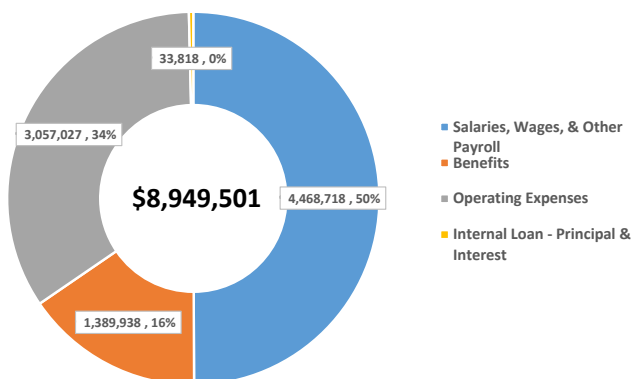
Employee Headcount\*



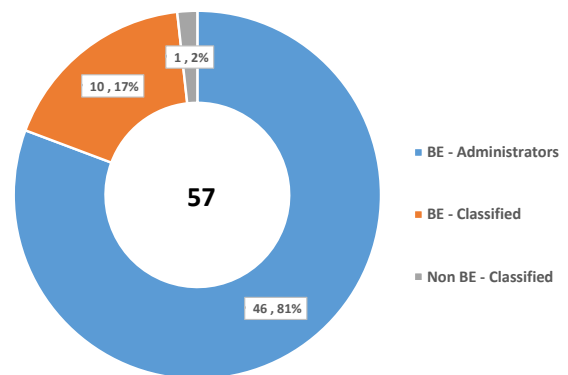
\* BE = Benefits Eligible; Non BE = Not Benefits Eligible

## 13.18 Provost

FY18 Budgeted Expenses

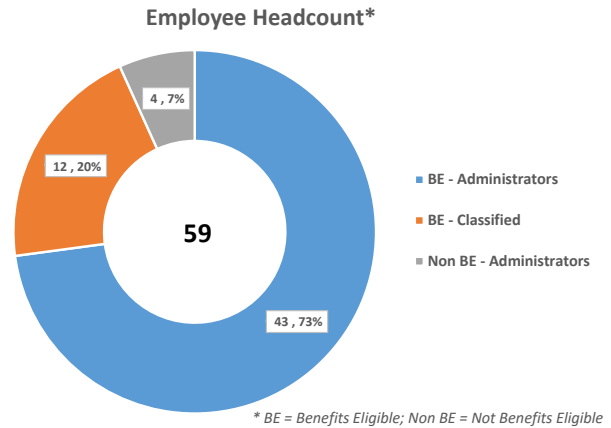
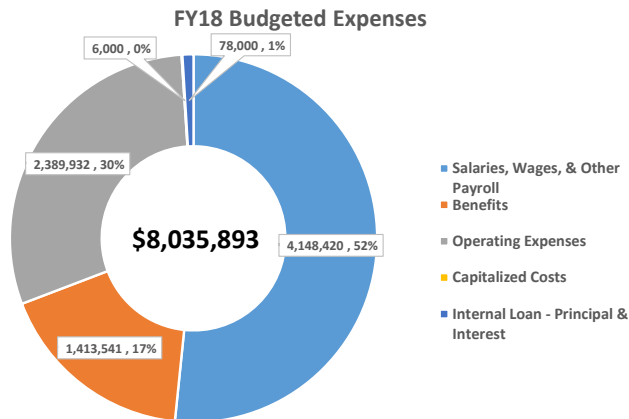


Employee Headcount\*

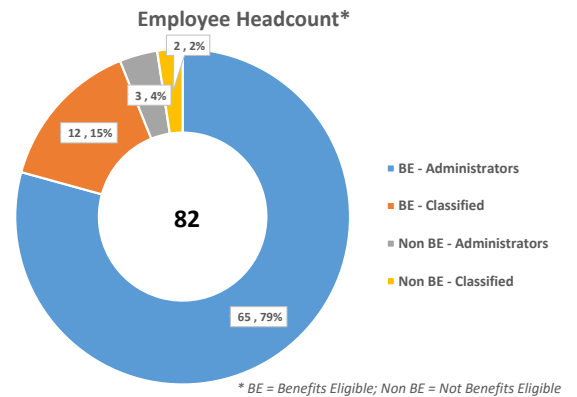
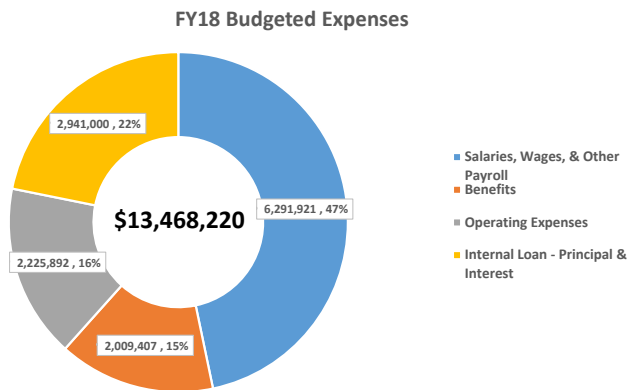


\* BE = Benefits Eligible; Non BE = Not Benefits Eligible

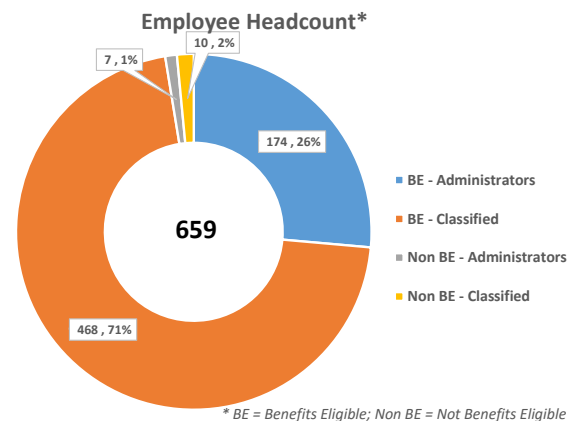
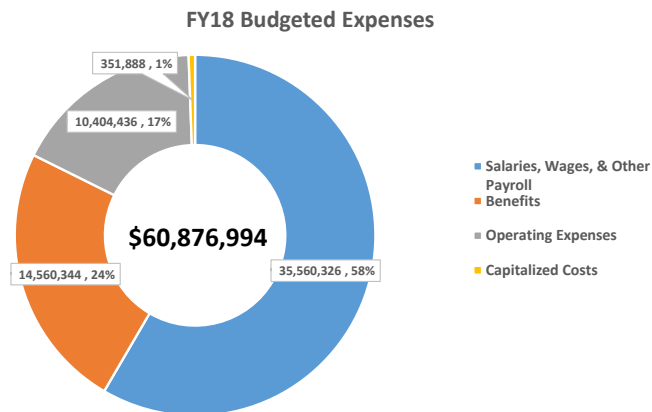
## 13.19 Research



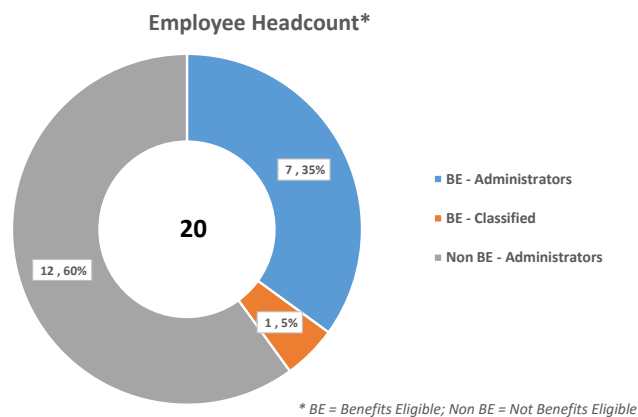
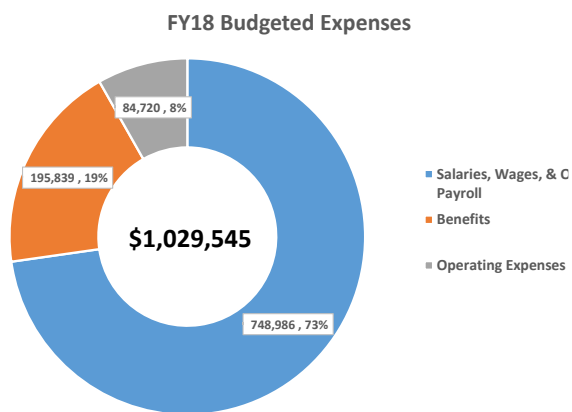
## 13.20 Student Affairs



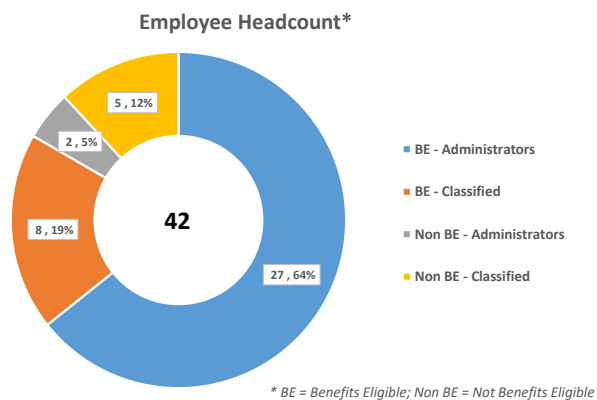
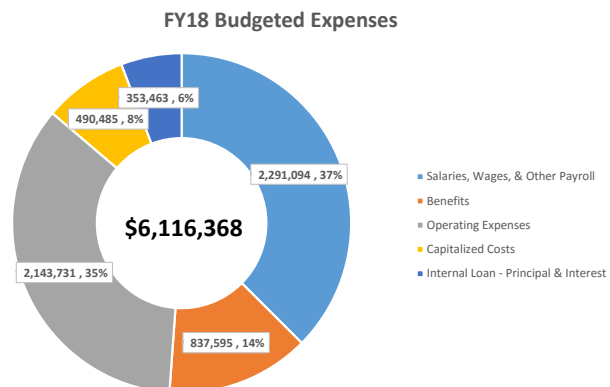
## 13.21 Finance & Administration (VPFA)



## 13.22 WellWorks



## 13.23 WOUB Center for Public Media





## 14 Component Units

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.

### **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.



## 15 Academic Investments

As part of the University's Spring Financial Review Meetings, each college was tasked with preparing a ranked list of budget savings to help reduce the FY 2018 gap between revenues and expenditures. A summary of the tiered budget reductions by category of expense and priority ranking, appears below:

Priority Ranking	Reduction to Supplies & Services	Faculty Early Retirees	Summer Instruction	Faculty Vacancies	Distributed IT Support	Delayed Equipment Replacement	Alternative Fund Source (e.g. OUF)
Tier 1: Minimal Disruption	X	X	X	X			X
Tier 2: Material Disruption to Support Service	X				X	X	X
Tier 3: Reduction to delivery of academic activity	X	X	X	X			

In consultation with University Leadership, the colleges collectively adopted approximately \$10.0M in reductions in their respective FY18 budgets. Alternative funding sources were utilized to reduce unrestricted budget expenses, including the use of one-time College and University reserve funding to allow Academic Units to strategically realign their expenses.

For FY18, Academic Units brought forward \$0.84M of base and OTO investment requests. Due to constrained resources, no decisions have been made regarding the status of these requests at this time. A summary of these requests by Base/OTO and use can be found below.

### Academic Investment Requests

Decision Status	Planning Unit	Base/OTO	Use Category	2018
Request	Health Sciences	Base	Expanded Offering	\$ (101,067)
Request	Health Sciences	Base	Revenue Opportunity	\$ (101,067)
Request	Honors	Base	Expanded Offering	\$ (96,338)
Request	Regional Campuses	OTO	Expanded Offering	\$ (82,767)
Request	Voinovich	Base	Expanded Offering	\$ (454,991)
<b>Request Total</b>				<b>\$ (836,230)</b>
<b>Grand Total</b>				<b>\$ (836,230)</b>



## 16 Administrative Investments

As part of the University's spring budget review process, Administrative Planning Units were tasked with preparing a ranked list of budget savings in order to achieve a collective 5% expense reduction in FY18. This budget reduction exercise was completed in tandem with the Academic Unit's request to identify annual savings to address the anticipated gap in revenues and expenses for the upcoming year.

In consultation with University Leadership, the Administrative Planning Units adopted approximately \$6.0M in expense reductions in their respective FY18 budgets; including both base and one-time-only savings. In addition to requesting that Administrative Units reduce FY18 expenditures, they have been tasked with achieving 7.0% in base savings by FY20.

The following provides a summary of the FY18 savings achieved by each, applicable planning unit:

Planning Unit	Expense Reductions <i>(\$ in millions)</i>	
Grad College	\$	(0.08)
VP Research	\$	(0.17)
Provost	\$	(0.36)
Enrollment Mgmt	\$	(0.26)
ISFS	\$	(0.03)
Library	\$	(0.39)
Instructional Innovation	\$	(0.18)
Finance & Administration	\$	(2.00)
President	\$	(0.22)
Campus Rec	\$	(0.16)
Student Affairs	\$	(0.41)
WOUB	\$	(0.11)
CDC	\$	(0.02)
ICA	\$	(0.48)
Kennedy	\$	(0.02)
<b>Subtotal - Base</b>	<b>\$</b>	<b>(4.89)</b>
Advancement	\$	(1.15)
<b>Subtotal - OTO</b>	<b>\$</b>	<b>(1.15)</b>
<b>Total FY18 Reductions</b>	<b>\$</b>	<b>(6.04)</b>



Administrative Units brought forward over \$3.5M of investment requests for FY18 versus a planning assumption of \$1M. At this time, funding decisions have only been made regarding \$0.4M of those requests. The majority of these committed requests are carried over from FY17. A summary of these requests by decision status, Base/OTO, and use can be found below.

Decision Status	Planning Unit	Base/OTO	Use Category	2018
Committed	Enrollment Management	Base	Size/Enrollment Pressures	\$ (64,281)
Committed	Information Technology	Base	Expanded Offering	\$ (166,150)
Committed	Information Technology	Base	Inflation	\$ (38,567)
Committed	Information Technology	Base	Regulatory Compliance	\$ (160,000)
<b>Committed Total</b>				<b>\$ (428,998)</b>
Request	Child Development Center	OTO	Infrastructure	\$ (145,000)
Request	Enrollment Management	Base	Expanded Offering	\$ (55,000)
Request	Enrollment Management	Base	Expansion	\$ (70,527)
Request	Enrollment Management	Base	Inflation	\$ (75,000)
Request	Enrollment Management	Base	Infrastructure	\$ (63,058)
Request	Enrollment Management	Base	Regulatory Compliance	\$ (226,500)
Request	Enrollment Management	Base	Revenue Opportunity	\$ (194,887)
Request	Enrollment Management	OTO	Expanded Offering	\$ (175,000)
Request	Facilities Management	Base	Expansion	\$ (232,117)
Request	Facilities Management	Base	Other	\$ (257,972)
Request	Information Technology	Base	Inflation	\$ (81,683)
Request	Information Technology	Base	Infrastructure	\$ (250,000)
Request	Information Technology	Base	Size/Enrollment Pressures	\$ (25,000)
Request	Information Technology	Base	Size/Enrollment	\$ (45,965)
Request	Library	Base	Health & Life Safety	\$ (93,825)
Request	Marketing	Base	Revenue Opportunity	\$ (30,722)
Request	Marketing	Base	Size/Enrollment Pressures	\$ (45,000)
Request	Marketing	OTO	Infrastructure	\$ (75,000)
Request	Provost	Base	Regulatory Compliance	\$ (129,265)
Request	Provost	OTO	Expanded Offering	\$ (8,000)
Request	Provost	OTO	Regulatory Compliance	\$ (5,000)
Request	VP Advancement	Base	Revenue Opportunity	\$ (600,000)
Request	WOUB	OTO	Regulatory Compliance	\$ (373,030)
<b>Request Total</b>				<b>\$ (3,257,552)</b>
<b>Grand Total</b>				<b>\$ (3,686,549)</b>

## 17 Planning Unit Summaries

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 (HTC)
- Office of 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 (ICA)
- Culinary Services
- Housing
- Parking & Transportation
- Printing

### *Administrative & Academic Support*

- Advancement
- Athena<sup>1</sup>
- Benefits
  - Employee Fee Waivers
  - Healthcare Expense
  - Workers Compensation Expense
- Central Pool
  - Central Pool
  - Central Revenue
  - Central Financial Aid
  - Debt Service
  - General Fee Central
  - Healthcare Collection
  - Indirect Cost Collection
  - Utilities
  - Workers Compensation Collection
- Child Development Center (CDC)<sup>2</sup>
- International Student & Faculty Services (ISFS)<sup>3</sup>
- Kennedy Museum<sup>1</sup>

- Library
- Marching 110<sup>1</sup>
- President
  - Marketing
  - President
- Office of Information Technology (OIT)
  - OIT
  - One Card
- Provost
  - Provost
  - Enrollment Management
  - Instructional Innovation
- Student Affairs
  - Bobcat Depot
  - Campus Recreation
  - Student Affairs
- Research
  - Research
  - Graduate College
  - Graduate College General Fee
- Finance and Administration
  - Airport
  - Custodial
  - Design and Constructions
  - Facilities
  - Finance
  - Grounds
  - Human Resources (HR)
  - Logistics
  - Maintenance
  - Ohio University Police Department (OUPD)
  - Real Estate
  - Risk Management
- WellWorks<sup>4</sup>
- WOUB<sup>5</sup>
- Capital Improvement
- Transfer Adjustments

### *Subvention Investment Pool*

- Strategic Opportunity Reserve
- Institutional Reserves
- Provost Reserves
- Subvention

### *Academic Support Units Affiliated with Colleges*

- <sup>1</sup> Fine Arts
- <sup>2</sup> Education
- <sup>3</sup> OGAI
- <sup>4</sup> Health Sciences
- <sup>5</sup> Communication



## 17.1 Athens Colleges and Schools

	Athens Colleges and Schools	Regional Campuses and Centers	Auxiliaries	Administrative & Academic Support	Strategic Opportunity Reserve & Subvention	Operating Activity Subtotal	Non Operating Activity	Financial Statement Adj & Component Units	GAAP Adj Totals	
(in millions)										
REVENUES										
1	State Appropriations	\$ 137.4	\$ 24.3	\$ -	\$ 0.2	\$ 2.9	\$ 164.8	\$ 2.0	\$ -	\$ 166.8
2	State Appropriations - Capital	-	-	-	-	-	-	32.5	-	32.5
3	Gross Undergraduate Tuition & Fees	258.3	35.4	-	5.3	4.6	303.6	-	-	303.6
4	Undergraduate Financial Aid	(46.2)	(5.4)	(12.5)	6.3	(4.8)	(62.5)	-	-	(62.5)
5	Net Undergraduate Tuition & Fees	212.1	30.0	(12.5)	11.6	(0.2)	241.1	-	-	241.1
6	Gross Graduate Tuition & Fees	114.3	0.3	-	0.7	-	115.3	-	-	115.3
7	Graduate Financial Aid	(28.0)	(0.1)	-	(0.1)	-	(28.2)	-	-	(28.2)
8	Net Graduate Tuition & Fees	86.3	0.3	-	0.6	-	87.1	-	-	87.1
9	Room & Board	-	-	92.9	-	-	92.9	-	-	92.9
10	Grants and Contracts	36.4	2.1	0.1	6.8	-	45.4	4.2	-	49.6
11	Facilities & Admin Costs Recovery	4.9	-	-	1.1	-	6.0	-	-	6.0
12	Gifts	4.9	0.3	2.4	2.3	-	10.0	10.0	-	20.0
13	Endowment Distributions	13.1	0.7	0.2	14.0	-	28.0	(28.0)	-	-
14	Investment Income	-	-	-	1.6	4.5	6.1	47.9	0.3	54.3
15	Other External Sales	5.2	0.8	17.1	15.8	-	38.9	-	6.5	45.4
16	Total Revenues	\$ 500.5	\$ 58.5	\$ 100.2	\$ 53.8	\$ 7.2	\$ 720.2	\$ 68.6	\$ 6.8	\$ 795.7
EXPENSES & INDIRECT COST ALLOCATIONS										
17	Total Salaries, Wages, & Other Payroll	205.0	32.9	28.6	101.0	-	367.6	-	-	367.6
18	Total Benefits	61.2	11.0	13.1	39.8	-	125.1	-	-	125.1
19	Supplies & Services	67.4	6.8	35.6	79.5	-	189.2	0.2	3.9	193.3
20	Capitalized Costs	2.3	-	1.6	4.7	-	8.6	162.5	(171.1)	-
21	Depreciation	-	-	-	-	-	-	-	50.1	50.1
22	Internal Loan - Principal & Interest	5.4	0.3	13.8	31.7	-	51.1	(51.1)	-	-
23	Debt Service - Principal	-	-	-	-	-	-	16.1	(16.1)	-
24	Debt Service - Interest	-	-	-	-	-	-	30.0	(1.5)	28.4
25	Internal Sales	(2.0)	-	(7.0)	(13.1)	-	(22.1)	-	-	(22.1)
26	Total Direct Expenses	\$ 339.3	\$ 51.0	\$ 85.7	\$ 243.5	\$ -	\$ 719.6	\$ 157.6	\$ (134.7)	\$ 742.5
ALLOCATIONS & TRANSFERS										
27	Internal Allocations & Transfers	(7.7)	(0.7)	2.4	(14.6)	20.5	-	-	-	-
28	Administrative Cost Allocations	149.2	15.4	(2.1)	(164.3)	1.7	-	-	-	-
29	Capital Cost Allocation	11.5	-	1.6	(13.1)	-	-	-	-	-
30	Subvention Allocation	54.4	6.8	-	-	(61.2)	-	-	-	-
31	Subvention Distribution	(46.4)	(14.5)	-	(0.4)	61.3	-	-	-	-
32	Total Allocations and Transfers	\$ 161.1	\$ 7.0	\$ 1.9	\$ (192.4)	\$ 22.4	\$ -	\$ -	\$ -	\$ -
33	Total Expenses & Cost Allocations	\$ 500.4	\$ 58.0	\$ 87.7	\$ 51.1	\$ 22.4	\$ 719.6	\$ 157.6	\$ (134.7)	\$ 742.5
34	Results of Operations	\$ 0.1	\$ 0.5	\$ 12.5	\$ 2.7	\$ (15.2)	\$ 0.6	\$ (88.9)	\$ 141.5	\$ 53.2
35	Transfers (from) Operating Reserve	(6.7)	-	(0.2)	(13.5)	(15.9)	(36.3)	17.9	18.4	-
36	Transfers to (from) Quasi Endowments	-	-	-	14.1	0.8	14.9	(14.9)	-	-
37	Provisions for Facility and Equipment Renewal	-	-	0.2	-	-	0.2	(0.2)	-	-
38	Transfers to (from) Plant Fund - Project Related	5.1	-	19.9	2.6	-	27.6	(27.6)	-	-
39	Net Results	\$ 1.6	\$ 0.5	\$ (7.4)	\$ (0.6)	\$ -	\$ (5.8)	\$ (64.1)	\$ 123.1	\$ 53.2
40	Transfer Net Results to Fund Balance	1.6	0.5	(7.4)	(0.6)	-	(5.8)	5.8	-	-
41	Adjusted Net Results	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ (69.9)	\$ 123.1	\$ 53.2



		Arts & Sciences	Business	Communication	Education	Engineering	Fine Arts
<b>REVENUES</b>							
1	State Appropriations	\$ 36,007,913	\$ 12,744,848	\$ 7,945,475	\$ 10,527,432	\$ 8,033,853	\$ 7,101,575
2	State Appropriations - Capital	-	-	-	-	-	-
3	Gross Undergraduate Tuition & Fees	99,494,864	33,128,164	21,127,967	16,724,196	15,528,796	15,816,956
4	Undergraduate Financial Aid	(18,029,748)	(5,764,696)	(3,880,740)	(2,819,862)	(4,210,498)	(3,090,686)
5	Net Undergraduate Tuition & Fees	81,465,116	27,363,468	17,247,227	13,904,334	11,318,298	12,726,270
6	Gross Graduate Tuition & Fees	13,181,955	16,769,415	2,575,120	9,775,724	7,150,000	3,626,615
7	Graduate Financial Aid	(8,567,607)	(803,321)	(1,819,489)	(3,176,465)	(3,805,000)	(2,941,641)
8	Net Graduate Tuition & Fees	4,614,348	15,966,094	755,631	6,599,259	3,345,000	684,974
9	Room & Board	-	-	-	-	-	-
10	Grants and Contracts	5,924,752	73,125	550,000	1,120,000	7,300,000	85,025
11	Facilities & Admin Costs Recovery	1,556,236	-	55,000	70,000	1,815,480	-
12	Gifts	341,157	936,000	1,618,000	145,000	150,000	294,000
13	Endowment Distributions	1,249,504	919,700	1,232,329	373,093	6,746,171	332,718
14	Investment Income	-	-	-	-	-	-
15	Other External Sales	85,273	1,511,700	-	-	225,000	482,084
16	<b>Total Revenues</b>	<b>\$ 131,244,299</b>	<b>\$ 59,514,935</b>	<b>\$ 29,403,662</b>	<b>\$ 32,739,118</b>	<b>\$ 38,933,802</b>	<b>\$ 21,706,646</b>
<b>EXPENSES &amp; INDIRECT COST ALLOCATIONS</b>							
17	Total Salaries, Wages, & Other Payroll	55,424,817	20,841,891	12,357,063	12,677,023	22,389,287	12,343,572
18	Total Benefits	15,985,145	5,536,772	3,483,857	3,800,833	6,041,190	4,019,367
19	Supplies & Services	7,177,903	10,405,132	2,216,499	1,026,542	7,111,752	2,494,155
20	Capitalized Costs	345,006	-	-	-	650,000	105,000
21	Depreciation	-	-	-	-	-	-
22	Internal Loan - Principal & Interest	40,522	719,392	-	475,000	848,000	-
23	Debt Service - Principal	-	-	-	-	-	-
24	Debt Service - Interest	-	-	-	-	-	-
25	Internal Sales	-	-	-	-	(150,000)	-
26	<b>Total Direct Expenses</b>	<b>\$ 78,973,392</b>	<b>\$ 37,503,187</b>	<b>\$ 18,057,418</b>	<b>\$ 17,979,398</b>	<b>\$ 36,890,229</b>	<b>\$ 18,962,094</b>
<b>ALLOCATIONS &amp; TRANSFERS</b>							
27	Internal Allocations & Transfers	(733,424)	(518,686)	(543,523)	(121,202)	(993,709)	(1,210,279)
28	Administrative Cost Allocations	32,954,092	17,064,426	12,795,664	10,788,286	14,739,047	8,850,439
29	Capital Cost Allocation	3,864,212	584,891	1,578,248	894,187	1,457,266	1,027,973
30	Subvention Allocation	15,525,426	6,895,881	3,257,907	3,855,227	3,143,404	2,567,428
31	Subvention Distribution	3,430,556	(1,777,912)	(6,756,328)	(407,117)	(15,660,685)	(7,836,374)
32	<b>Total Allocations and Transfers</b>	<b>\$ 55,040,863</b>	<b>\$ 22,248,600</b>	<b>\$ 10,331,967</b>	<b>\$ 15,009,381</b>	<b>\$ 2,685,323</b>	<b>\$ 3,399,187</b>
33	<b>Total Expenses &amp; Cost Allocations</b>	<b>\$ 134,014,255</b>	<b>\$ 59,751,787</b>	<b>\$ 28,389,386</b>	<b>\$ 32,988,779</b>	<b>\$ 39,575,552</b>	<b>\$ 22,361,281</b>
34	<b>Results of Operations</b>	<b>\$ (2,769,956)</b>	<b>\$ (236,852)</b>	<b>\$ 1,014,277</b>	<b>\$ (249,661)</b>	<b>\$ (641,750)</b>	<b>\$ (654,635)</b>
35	Transfers (from) Operating Reserve	(2,769,956)	(1,129,664)	(338,585)	(673,247)	-	(440,717)
36	Transfers to (from) Quasi Endowments	-	-	-	-	-	-
37	Provisions for Facility and Equipment Renewal	-	-	-	-	-	-
38	Transfers to (from) Plant Fund - Project Related	-	-	1,000,000	-	-	-
39	<b>Net Results</b>	<b>\$ -</b>	<b>\$ 892,812</b>	<b>\$ 352,862</b>	<b>\$ 423,586</b>	<b>\$ (641,750)</b>	<b>\$ (213,918)</b>
40	Transfer Net Results to Fund Balance	-	892,812	352,862	423,586	(641,750)	(213,918)
41	<b>Adjusted Net Results</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>



	Health Sciences	Honors	OGAIS	University College	Voinovich	Subtotal: Athens Colleges
<b>REVENUES</b>						
1 State Appropriations	\$ 29,409,978	\$ 47,224	\$ 874,668	\$ 1,989,706	\$ 2,249,991	\$ 116,932,662
2 State Appropriations - Capital	-	-	-	-	-	-
3 Gross Undergraduate Tuition & Fees	43,967,781	172,475	4,831,583	7,259,628	113,361	258,165,771
4 Undergraduate Financial Aid	(4,451,563)	(1,210,581)	(304,571)	(2,319,833)	(19,752)	(46,102,529)
5 Net Undergraduate Tuition & Fees	39,516,218	(1,038,106)	4,527,012	4,939,795	93,609	212,063,242
6 Gross Graduate Tuition & Fees	15,697,018	-	1,743,600	-	2,275,896	72,795,343
7 Graduate Financial Aid	(2,298,877)	-	(1,464,753)	-	(391,875)	(25,269,027)
8 Net Graduate Tuition & Fees	13,398,141	-	278,847	-	1,884,021	47,526,315
9 Room & Board	-	-	-	-	-	-
10 Grants and Contracts	4,703,445	-	-	315,000	5,796,085	25,867,431
11 Facilities & Admin Costs Recovery	32,443	-	-	-	748,610	4,277,769
12 Gifts	197,563	30,000	-	75,000	41,864	3,828,584
13 Endowment Distributions	154,765	1,194,153	234,320	22,482	19,432	12,478,667
14 Investment Income	-	-	-	-	-	-
15 Other External Sales	1,040,454	-	497,026	109,000	200,191	4,150,728
16 <b>Total Revenues</b>	<b>\$ 88,453,007</b>	<b>\$ 233,271</b>	<b>\$ 6,411,873</b>	<b>\$ 7,450,983</b>	<b>\$ 11,033,803</b>	<b>\$ 427,125,399</b>
<b>EXPENSES &amp; INDIRECT COST ALLOCATIONS</b>						
17 Total Salaries, Wages, & Other Payroll	20,675,078	757,377	2,257,641	4,017,395	7,373,570	171,114,713
18 Total Benefits	6,539,146	269,778	629,099	1,431,418	2,225,074	49,961,678
19 Supplies & Services	11,674,336	507,825	3,941,486	1,473,145	5,379,850	53,408,625
20 Capitalized Costs	-	-	10,000	-	-	1,110,006
21 Depreciation	-	-	-	-	-	-
22 Internal Loan - Principal & Interest	-	-	5,970	-	-	2,088,884
23 Debt Service - Principal	-	-	-	-	-	-
24 Debt Service - Interest	-	-	-	-	-	-
25 Internal Sales	(1,711,416)	-	-	-	-	(1,861,416)
26 <b>Total Direct Expenses</b>	<b>\$ 37,177,144</b>	<b>\$ 1,534,980</b>	<b>\$ 6,844,196</b>	<b>\$ 6,921,958</b>	<b>\$ 14,978,494</b>	<b>\$ 275,822,490</b>
<b>ALLOCATIONS &amp; TRANSFERS</b>						
27 Internal Allocations & Transfers	(189,239)	(60,670)	65,000	(626,704)	(2,090,616)	(7,023,051)
28 Administrative Cost Allocations	30,775,337	183,182	1,051,418	10,741,692	1,304,529	141,248,111
29 Capital Cost Allocation	974,153	9,005	109,512	112,586	201,092	10,813,126
30 Subvention Allocation	10,354,582	23,706	465,513	869,938	423,799	47,382,811
31 Subvention Distribution	8,426,126	(1,366,742)	(2,211,460)	(10,568,487)	(3,609,775)	(38,338,198)
32 <b>Total Allocations and Transfers</b>	<b>\$ 50,340,959</b>	<b>\$ (1,211,519)</b>	<b>\$ (520,017)</b>	<b>\$ 529,025</b>	<b>\$ (3,770,970)</b>	<b>\$ 154,082,799</b>
33 <b>Total Expenses &amp; Cost Allocations</b>	<b>\$ 87,518,103</b>	<b>\$ 323,461</b>	<b>\$ 6,324,179</b>	<b>\$ 7,450,983</b>	<b>\$ 11,207,523</b>	<b>\$ 429,905,288</b>
34 <b>Results of Operations</b>	<b>\$ 934,904</b>	<b>\$ (90,190)</b>	<b>\$ 87,694</b>	<b>\$ -</b>	<b>\$ (173,721)</b>	<b>\$ (2,779,890)</b>
35 Transfers (from) Operating Reserve	-	(94,022)	-	-	(181,528)	(5,627,719)
36 Transfers to (from) Quasi Endowments	-	-	-	-	-	-
37 Provisions for Facility and Equipment Renewal	-	-	-	-	-	-
38 Transfers to (from) Plant Fund - Project Related	-	-	-	-	-	1,000,000
	-	-	-	-	-	-
39 <b>Net Results</b>	<b>\$ 934,904</b>	<b>\$ 3,832</b>	<b>\$ 87,694</b>	<b>\$ -</b>	<b>\$ 7,807</b>	<b>\$ 1,847,829</b>
40 Transfer Net Results to Fund Balance	934,904	3,832	87,694	-	7,807	1,847,829
41 <b>Adjusted Net Results</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

	HCOM Athens	HCOM Cleveland	HCOM Dublin	Subtotal: College of Medicine	Total: Athens Colleges and Schools
<b>REVENUES</b>					
1 State Appropriations	\$ 20,515,447	\$ -	\$ -	\$ 20,515,447	\$ 137,448,109
2 State Appropriations - Capital	-	-	-	-	-
3 Gross Undergraduate Tuition & Fees	61,056	22,896	22,048	106,000	258,271,771
4 Undergraduate Financial Aid	(50,948)	-	-	(50,948)	(46,153,477)
5 Net Undergraduate Tuition & Fees	10,108	22,896	22,048	55,052	212,118,294
6 Gross Graduate Tuition & Fees	25,453,494	7,007,752	9,043,481	41,504,727	114,300,070
7 Graduate Financial Aid	(1,944,789)	(353,597)	(431,692)	(2,730,078)	(27,999,105)
8 Net Graduate Tuition & Fees	23,508,705	6,654,155	8,611,789	38,774,649	86,300,964
9 Room & Board	-	-	-	-	-
10 Grants and Contracts	9,174,754	100,147	1,304,459	10,579,360	36,446,791
11 Facilities & Admin Costs Recovery	662,822	-	-	662,822	4,940,591
12 Gifts	500,000	535,500	50,000	1,085,500	4,914,084
13 Endowment Distributions	631,349	-	1,634	632,983	13,111,650
14 Investment Income	-	-	-	-	-
15 Other External Sales	250,000	2,500	836,446	1,088,946	5,239,674
16 <b>Total Revenues</b>	\$ 55,253,185	\$ 7,315,198	\$ 10,826,376	\$ 73,394,759	\$ 500,520,158
<b>EXPENSES &amp; INDIRECT COST ALLOCATIONS</b>					
17 Total Salaries, Wages, & Other Payroll	29,278,054	2,198,823	2,454,516	33,931,393	205,046,106
18 Total Benefits	9,697,414	716,311	834,778	11,248,503	61,210,181
19 Supplies & Services	11,053,500	1,390,126	1,497,800	13,941,426	67,350,051
20 Capitalized Costs	1,142,754	25,000	10,100	1,177,854	2,287,860
21 Depreciation	-	-	-	-	-
22 Internal Loan - Principal & Interest	-	2,061,707	1,229,312	3,291,019	5,379,903
23 Debt Service - Principal	-	-	-	-	-
24 Debt Service - Interest	-	-	-	-	-
25 Internal Sales	-	-	(98,328)	(98,328)	(1,959,744)
26 <b>Total Direct Expenses</b>	\$ 51,171,722	\$ 6,391,967	\$ 5,928,178	\$ 63,491,867	\$ 339,314,357
<b>ALLOCATIONS &amp; TRANSFERS</b>					
27 Internal Allocations & Transfers	(2,848,830)	1,184,678	1,010,512	(653,640)	(7,676,691)
28 Administrative Cost Allocations	7,172,362	337,022	492,262	8,001,646	149,249,757
29 Capital Cost Allocation	709,180	-	-	709,180	11,522,306
30 Subvention Allocation	5,121,792	811,599	1,066,746	7,000,137	54,382,947
31 Subvention Distribution	(6,141,871)	(811,599)	(1,066,746)	(8,020,216)	(46,358,414)
32 <b>Total Allocations and Transfers</b>	\$ 4,012,633	\$ 1,521,700	\$ 1,502,774	\$ 7,037,107	\$ 161,119,906
33 <b>Total Expenses &amp; Cost Allocations</b>	\$ 55,184,355	\$ 7,913,667	\$ 7,430,952	\$ 70,528,974	\$ 500,434,262
34 <b>Results of Operations</b>	\$ 68,830	\$ (598,469)	\$ 3,395,424	\$ 2,865,785	\$ 85,895
35 Transfers (from) Operating Reserve	(1,032,116)	-	-	(1,032,116)	(6,659,835)
36 Transfers to (from) Quasi Endowments	-	-	-	-	-
37 Provisions for Facility and Equipment Renewal	-	-	-	-	-
38 Transfers to (from) Plant Fund - Project Related	1,193,062	-	2,948,094	4,141,156	5,141,156
	-	-	-	-	-
39 <b>Net Results</b>	\$ (92,116)	\$ (598,469)	\$ 447,330	\$ (243,255)	\$ 1,604,574
40 Transfer Net Results to Fund Balance	(92,116)	(598,469)	447,330	(243,255)	1,604,574
41 <b>Adjusted Net Results</b>	\$ -	\$ -	\$ -	\$ -	\$ -



## 17.2 Regional Campuses

		Athens Colleges and Schools	Regional Campuses and Centers	Auxiliaries	Administrative & Academic Support	Strategic Opportunity Reserve & Subvention	Operating Activity Subtotal	Non Operating Activity	Financial Statement Adj & Component Units	GAAP Adj Totals
	(in millions)									
<b>REVENUES</b>										
1	State Appropriations	\$ 137.4	\$ 24.3	\$ -	\$ 0.2	\$ 2.9	\$ 164.8	\$ 2.0	\$ -	\$ 166.8
2	State Appropriations - Capital	-	-	-	-	-	-	32.5	-	32.5
3	Gross Undergraduate Tuition & Fees	258.3	35.4	-	5.3	4.6	303.6	-	-	303.6
4	Undergraduate Financial Aid	(46.2)	(5.4)	(12.5)	6.3	(4.8)	(62.5)	-	-	(62.5)
5	Net Undergraduate Tuition & Fees	212.1	30.0	(12.5)	11.6	(0.2)	241.1	-	-	241.1
6	Gross Graduate Tuition & Fees	114.3	0.3	-	0.7	-	115.3	-	-	115.3
7	Graduate Financial Aid	(28.0)	(0.1)	-	(0.1)	-	(28.2)	-	-	(28.2)
8	Net Graduate Tuition & Fees	86.3	0.3	-	0.6	-	87.1	-	-	87.1
9	Room & Board	-	-	92.9	-	-	92.9	-	-	92.9
10	Grants and Contracts	36.4	2.1	0.1	6.8	-	45.4	4.2	-	49.6
11	Facilities & Admin Costs Recovery	4.9	-	-	1.1	-	6.0	-	-	6.0
12	Gifts	4.9	0.3	2.4	2.3	-	10.0	10.0	-	20.0
13	Endowment Distributions	13.1	0.7	0.2	14.0	-	28.0	(28.0)	-	-
14	Investment Income	-	-	-	1.6	4.5	6.1	47.9	0.3	54.3
15	Other External Sales	5.2	0.8	17.1	15.8	-	38.9	-	6.5	45.4
16	<b>Total Revenues</b>	<b>\$ 500.5</b>	<b>\$ 58.5</b>	<b>\$ 100.2</b>	<b>\$ 53.8</b>	<b>\$ 7.2</b>	<b>\$ 720.2</b>	<b>\$ 68.6</b>	<b>\$ 6.8</b>	<b>\$ 795.7</b>
<b>EXPENSES &amp; INDIRECT COST ALLOCATIONS</b>										
17	Total Salaries, Wages, & Other Payroll	205.0	32.9	28.6	101.0	-	367.6	-	-	367.6
18	Total Benefits	61.2	11.0	13.1	39.8	-	125.1	-	-	125.1
19	Supplies & Services	67.4	6.8	35.6	79.5	-	189.2	0.2	3.9	193.3
20	Capitalized Costs	2.3	-	1.6	4.7	-	8.6	162.5	(171.1)	-
21	Depreciation	-	-	-	-	-	-	-	50.1	50.1
22	Internal Loan - Principal & Interest	5.4	0.3	13.8	31.7	-	51.1	(51.1)	-	-
23	Debt Service - Principal	-	-	-	-	-	-	16.1	(16.1)	-
24	Debt Service - Interest	-	-	-	-	-	-	30.0	(1.5)	28.4
25	Internal Sales	(2.0)	-	(7.0)	(13.1)	-	(22.1)	-	-	(22.1)
26	<b>Total Direct Expenses</b>	<b>\$ 339.3</b>	<b>\$ 51.0</b>	<b>\$ 85.7</b>	<b>\$ 243.5</b>	<b>\$ -</b>	<b>\$ 719.6</b>	<b>\$ 157.6</b>	<b>\$ (134.7)</b>	<b>\$ 742.5</b>
<b>ALLOCATIONS &amp; TRANSFERS</b>										
27	Internal Allocations & Transfers	(7.7)	(0.7)	2.4	(14.6)	20.5	-	-	-	-
28	Administrative Cost Allocations	149.2	15.4	(2.1)	(164.3)	1.7	-	-	-	-
29	Capital Cost Allocation	11.5	-	1.6	(13.1)	-	-	-	-	-
30	Subvention Allocation	54.4	6.8	-	-	(61.2)	-	-	-	-
31	Subvention Distribution	(46.4)	(14.5)	-	(0.4)	61.3	-	-	-	-
32	<b>Total Allocations and Transfers</b>	<b>\$ 161.1</b>	<b>\$ 7.0</b>	<b>\$ 1.9</b>	<b>\$ (192.4)</b>	<b>\$ 22.4</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
33	<b>Total Expenses &amp; Cost Allocations</b>	<b>\$ 500.4</b>	<b>\$ 58.0</b>	<b>\$ 87.7</b>	<b>\$ 51.1</b>	<b>\$ 22.4</b>	<b>\$ 719.6</b>	<b>\$ 157.6</b>	<b>\$ (134.7)</b>	<b>\$ 742.5</b>
34	<b>Results of Operations</b>	<b>\$ 0.1</b>	<b>\$ 0.5</b>	<b>\$ 12.5</b>	<b>\$ 2.7</b>	<b>\$ (15.2)</b>	<b>\$ 0.6</b>	<b>\$ (88.9)</b>	<b>\$ 141.5</b>	<b>\$ 53.2</b>
35	Transfers (from) Operating Reserve	(6.7)	-	(0.2)	(13.5)	(15.9)	(36.3)	17.9	18.4	-
36	Transfers to (from) Quasi Endowments	-	-	-	14.1	0.8	14.9	(14.9)	-	-
37	Provisions for Facility and Equipment Renewal	-	-	0.2	-	-	0.2	(0.2)	-	-
38	Transfers to (from) Plant Fund - Project Related	5.1	-	19.9	2.6	-	27.6	(27.6)	-	-
39	<b>Net Results</b>	<b>\$ 1.6</b>	<b>\$ 0.5</b>	<b>\$ (7.4)</b>	<b>\$ (0.6)</b>	<b>\$ -</b>	<b>\$ (5.8)</b>	<b>\$ (64.1)</b>	<b>\$ 123.1</b>	<b>\$ 53.2</b>
40	Transfer Net Results to Fund Balance	1.6	0.5	(7.4)	(0.6)	-	(5.8)	5.8	-	-
41	<b>Adjusted Net Results</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ (69.9)</b>	<b>\$ 123.1</b>	<b>\$ 53.2</b>

		Chillicothe	Eastern	Executive Dean	Lancaster	Southern	Zanesville	Total: Regional Campuses
<b>REVENUES</b>								
1	State Appropriations	\$ 5,805,685	\$ 2,088,881	\$ 743,246	\$ 5,188,878	\$ 4,591,926	\$ 5,910,662	\$ 24,329,278
2	State Appropriations - Capital	-	-	-	-	-	-	-
3	Gross Undergraduate Tuition & Fees	8,325,480	3,483,279	-	9,036,508	7,508,491	7,093,384	35,447,142
4	Undergraduate Financial Aid	(937,493)	(712,234)	(900,000)	(1,248,665)	(912,000)	(693,187)	(5,403,579)
5	Net Undergraduate Tuition & Fees	7,387,987	2,771,045	(900,000)	7,787,843	6,596,491	6,400,197	30,043,563
6	Gross Graduate Tuition & Fees	185,000	-	-	95,000	54,000	6,000	340,000
7	Graduate Financial Aid	(70,000)	-	-	-	-	-	(70,000)
8	Net Graduate Tuition & Fees	115,000	-	-	95,000	54,000	6,000	270,000
9	Room & Board	-	-	-	-	-	-	-
10	Grants and Contracts	342,132	372,044	-	748,028	346,194	269,461	2,077,859
11	Facilities & Admin Costs Recovery	-	-	-	-	-	-	-
12	Gifts	13,792	3,000	-	190,000	86,000	26,000	318,792
13	Endowment Distributions	96,693	45,893	5,000	406,580	77,670	39,641	671,477
14	Investment Income	-	-	-	-	-	-	-
15	Other External Sales	235,000	89,000	25,000	182,500	206,500	57,000	795,000
16	<b>Total Revenues</b>	<b>\$ 13,996,289</b>	<b>\$ 5,369,863</b>	<b>\$ (126,754)</b>	<b>\$ 14,598,829</b>	<b>\$ 11,958,781</b>	<b>\$ 12,708,961</b>	<b>\$ 58,505,969</b>
<b>EXPENSES &amp; INDIRECT COST ALLOCATIONS</b>								
17	Total Salaries, Wages, & Other Payroll	8,127,565	3,367,639	(405,586)	7,768,459	7,069,421	6,991,788	32,919,286
18	Total Benefits	2,677,607	1,147,455	(116,615)	2,610,753	2,294,158	2,358,314	10,971,673
19	Supplies & Services	1,878,200	749,600	(139,500)	1,342,332	1,879,500	1,079,000	6,789,132
20	Capitalized Costs	-	5,000	-	22,500	-	15,000	42,500
21	Depreciation	-	-	-	-	-	-	-
22	Internal Loan - Principal & Interest	-	-	-	274,675	-	-	274,675
23	Debt Service - Principal	-	-	-	-	-	-	-
24	Debt Service - Interest	-	-	-	-	-	-	-
25	Internal Sales	-	-	-	-	-	-	-
26	<b>Total Direct Expenses</b>	<b>\$ 12,683,372</b>	<b>\$ 5,269,694</b>	<b>\$ (661,701)</b>	<b>\$ 12,018,719</b>	<b>\$ 11,243,079</b>	<b>\$ 10,444,102</b>	<b>\$ 50,997,266</b>
<b>ALLOCATIONS &amp; TRANSFERS</b>								
27	Internal Allocations & Transfers	-	-	(682,076)	-	-	-	(682,076)
28	Administrative Cost Allocations	3,726,796	1,588,275	31,956	3,702,453	3,245,897	3,104,845	15,400,221
29	Capital Cost Allocation	-	-	-	-	-	-	-
30	Subvention Allocation	1,654,029	609,061	(19,594)	1,645,030	1,383,164	1,517,935	6,789,624
31	Subvention Distribution	(3,044,933)	(1,251,088)	(1,758,625)	(3,277,318)	(2,699,501)	(2,480,370)	(14,511,835)
32	<b>Total Allocations and Transfers</b>	<b>\$ 2,335,891</b>	<b>\$ 946,247</b>	<b>\$ (2,428,339)</b>	<b>\$ 2,070,165</b>	<b>\$ 1,929,560</b>	<b>\$ 2,142,410</b>	<b>\$ 6,995,934</b>
33	<b>Total Expenses &amp; Cost Allocations</b>	<b>\$ 15,019,264</b>	<b>\$ 6,215,941</b>	<b>\$ (3,090,040)</b>	<b>\$ 14,088,884</b>	<b>\$ 13,172,639</b>	<b>\$ 12,586,511</b>	<b>\$ 57,993,200</b>
34	<b>Results of Operations</b>	<b>\$ (1,022,974)</b>	<b>\$ (846,079)</b>	<b>\$ 2,963,286</b>	<b>\$ 509,945</b>	<b>\$ (1,213,858)</b>	<b>\$ 122,450</b>	<b>\$ 512,769</b>
35	Transfers (from) Operating Reserve	-	-	-	-	-	-	-
36	Transfers to (from) Quasi Endowments	-	-	-	-	-	-	-
37	Provisions for Facility and Equipment Renewal	-	-	-	-	-	-	-
38	Transfers to (from) Plant Fund - Project Related	-	-	-	-	-	-	-
39	<b>Net Results</b>	<b>\$ (1,022,974)</b>	<b>\$ (846,079)</b>	<b>\$ 2,963,286</b>	<b>\$ 509,945</b>	<b>\$ (1,213,858)</b>	<b>\$ 122,450</b>	<b>\$ 512,769</b>
40	Transfer Net Results to Fund Balance	(1,022,974)	(846,079)	2,963,286	509,945	(1,213,858)	122,450	512,769
41	<b>Adjusted Net Results</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>



## 17.3 Auxiliaries

		Athens Colleges and Schools	Regional Campuses and Centers	Auxiliaries	Administrative & Academic Support	Strategic Opportunity Reserve & Subvention	Operating Activity Subtotal	Non Operating Activity	Financial Statement Adj & Component Units	GAAP Adj Totals
(in millions)										
<b>REVENUES</b>										
1	State Appropriations	\$ 137.4	\$ 24.3	\$ -	\$ 0.2	\$ 2.9	\$ 164.8	\$ 2.0	\$ -	\$ 166.8
2	State Appropriations - Capital	-	-	-	-	-	-	32.5	-	32.5
3	Gross Undergraduate Tuition & Fees	258.3	35.4	-	5.3	4.6	303.6	-	-	303.6
4	Undergraduate Financial Aid	(46.2)	(5.4)	(12.5)	6.3	(4.8)	(62.5)	-	-	(62.5)
5	Net Undergraduate Tuition & Fees	212.1	30.0	(12.5)	11.6	(0.2)	241.1	-	-	241.1
6	Gross Graduate Tuition & Fees	114.3	0.3	-	0.7	-	115.3	-	-	115.3
7	Graduate Financial Aid	(28.0)	(0.1)	-	(0.1)	-	(28.2)	-	-	(28.2)
8	Net Graduate Tuition & Fees	86.3	0.3	-	0.6	-	87.1	-	-	87.1
9	Room & Board	-	-	92.9	-	-	92.9	-	-	92.9
10	Grants and Contracts	36.4	2.1	0.1	6.8	-	45.4	4.2	-	49.6
11	Facilities & Admin Costs Recovery	4.9	-	-	1.1	-	6.0	-	-	6.0
12	Gifts	4.9	0.3	2.4	2.3	-	10.0	10.0	-	20.0
13	Endowment Distributions	13.1	0.7	0.2	14.0	-	28.0	(28.0)	-	-
14	Investment Income	-	-	-	1.6	4.5	6.1	47.9	0.3	54.3
15	Other External Sales	5.2	0.8	17.1	15.8	-	38.9	-	6.5	45.4
16	<b>Total Revenues</b>	<b>\$ 500.5</b>	<b>\$ 58.5</b>	<b>\$ 100.2</b>	<b>\$ 53.8</b>	<b>\$ 7.2</b>	<b>\$ 720.2</b>	<b>\$ 68.6</b>	<b>\$ 6.8</b>	<b>\$ 795.7</b>
<b>EXPENSES &amp; INDIRECT COST ALLOCATIONS</b>										
17	Total Salaries, Wages, & Other Payroll	205.0	32.9	28.6	101.0	-	367.6	-	-	367.6
18	Total Benefits	61.2	11.0	13.1	39.8	-	125.1	-	-	125.1
19	Supplies & Services	67.4	6.8	35.6	79.5	-	189.2	0.2	3.9	193.3
20	Capitalized Costs	2.3	-	1.6	4.7	-	8.6	162.5	(171.1)	-
21	Depreciation	-	-	-	-	-	-	-	50.1	50.1
22	Internal Loan - Principal & Interest	5.4	0.3	13.8	31.7	-	51.1	(51.1)	-	-
23	Debt Service - Principal	-	-	-	-	-	-	16.1	(16.1)	-
24	Debt Service - Interest	-	-	-	-	-	-	30.0	(1.5)	28.4
25	Internal Sales	(2.0)	-	(7.0)	(13.1)	-	(22.1)	-	-	(22.1)
26	<b>Total Direct Expenses</b>	<b>\$ 339.3</b>	<b>\$ 51.0</b>	<b>\$ 85.7</b>	<b>\$ 243.5</b>	<b>\$ -</b>	<b>\$ 719.6</b>	<b>\$ 157.6</b>	<b>\$ (134.7)</b>	<b>\$ 742.5</b>
<b>ALLOCATIONS &amp; TRANSFERS</b>										
27	Internal Allocations & Transfers	(7.7)	(0.7)	2.4	(14.6)	20.5	-	-	-	-
28	Administrative Cost Allocations	149.2	15.4	(2.1)	(164.3)	1.7	-	-	-	-
29	Capital Cost Allocation	11.5	-	1.6	(13.1)	-	-	-	-	-
30	Subvention Allocation	54.4	6.8	-	-	(61.2)	-	-	-	-
31	Subvention Distribution	(46.4)	(14.5)	-	(0.4)	61.3	-	-	-	-
32	<b>Total Allocations and Transfers</b>	<b>\$ 161.1</b>	<b>\$ 7.0</b>	<b>\$ 1.9</b>	<b>\$ (192.4)</b>	<b>\$ 22.4</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
33	<b>Total Expenses &amp; Cost Allocations</b>	<b>\$ 500.4</b>	<b>\$ 58.0</b>	<b>\$ 87.7</b>	<b>\$ 51.1</b>	<b>\$ 22.4</b>	<b>\$ 719.6</b>	<b>\$ 157.6</b>	<b>\$ (134.7)</b>	<b>\$ 742.5</b>
34	<b>Results of Operations</b>	<b>\$ 0.1</b>	<b>\$ 0.5</b>	<b>\$ 12.5</b>	<b>\$ 2.7</b>	<b>\$ (15.2)</b>	<b>\$ 0.6</b>	<b>\$ (88.9)</b>	<b>\$ 141.5</b>	<b>\$ 53.2</b>
35	Transfers (from) Operating Reserve	(6.7)	-	(0.2)	(13.5)	(15.9)	(36.3)	17.9	18.4	-
36	Transfers to (from) Quasi Endowments	-	-	-	14.1	0.8	14.9	(14.9)	-	-
37	Provisions for Facility and Equipment Renewal	-	-	0.2	-	-	0.2	(0.2)	-	-
38	Transfers to (from) Plant Fund - Project Related	5.1	-	19.9	2.6	-	27.6	(27.6)	-	-
39	<b>Net Results</b>	<b>\$ 1.6</b>	<b>\$ 0.5</b>	<b>\$ (7.4)</b>	<b>\$ (0.6)</b>	<b>\$ -</b>	<b>\$ (5.8)</b>	<b>\$ (64.1)</b>	<b>\$ 123.1</b>	<b>\$ 53.2</b>
40	Transfer Net Results to Fund Balance	1.6	0.5	(7.4)	(0.6)	-	(5.8)	5.8	-	-
41	<b>Adjusted Net Results</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ (69.9)</b>	<b>\$ 123.1</b>	<b>\$ 53.2</b>

	Athletics	Culinary Services	Housing and Residence Life	Parking & Transportation	Printing	Total: Auxiliaries
<b>REVENUES</b>						
1 State Appropriations	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
2 State Appropriations - Capital	-	-	-	-	-	-
3 Gross Undergraduate Tuition & Fees	-	-	-	-	-	-
4 Undergraduate Financial Aid	(8,434,880)	(3,166,667)	(862,333)	-	-	(12,463,880)
5 Net Undergraduate Tuition & Fees	(8,434,880)	(3,166,667)	(862,333)	-	-	(12,463,880)
6 Gross Graduate Tuition & Fees	-	-	-	-	-	-
7 Graduate Financial Aid	-	-	(29,564)	-	-	(29,564)
8 Net Graduate Tuition & Fees	-	-	(29,564)	-	-	(29,564)
9 Room & Board	-	39,844,024	53,041,463	-	-	92,885,487
10 Grants and Contracts	58,000	-	-	-	-	58,000
11 Facilities & Admin Costs Recovery	-	-	-	-	-	-
12 Gifts	2,440,678	-	-	-	-	2,440,678
13 Endowment Distributions	167,108	-	-	-	-	167,108
14 Investment Income	-	-	-	-	-	-
15 Other External Sales	6,827,000	5,508,199	1,200,000	2,868,997	708,180	17,112,376
16 Total Revenues	\$ 1,057,906	\$ 42,185,556	\$ 53,349,566	\$ 2,868,997	\$ 708,180	\$ 100,170,205
<b>EXPENSES &amp; INDIRECT COST ALLOCATIONS</b>						
17 Total Salaries, Wages, & Other Payroll	7,408,166	14,629,974	4,363,420	1,500,504	722,747	28,624,811
18 Total Benefits	2,440,409	6,034,269	3,701,506	604,647	321,371	13,102,202
19 Supplies & Services	6,621,528	17,252,065	8,250,092	1,878,545	1,629,430	35,631,660
20 Capitalized Costs	45,000	1,500,000	21,000	-	-	1,566,000
21 Depreciation	-	-	-	-	-	-
22 Internal Loan - Principal & Interest	2,671,733	307,980	10,736,001	100,000	-	13,815,714
23 Debt Service - Principal	-	-	-	-	-	-
24 Debt Service - Interest	-	-	-	-	-	-
25 Internal Sales	-	(2,120,464)	(569,160)	(2,029,367)	(2,278,938)	(6,997,929)
26 Total Direct Expenses	\$ 19,186,836	\$ 37,603,824	\$ 26,502,859	\$ 2,054,329	\$ 394,610	\$ 85,742,458
<b>ALLOCATIONS &amp; TRANSFERS</b>						
27 Internal Allocations & Transfers	(12,676)	251,564	2,050,824	122,000	(2,608)	2,409,104
28 Administrative Cost Allocations	(19,006,267)	2,856,823	13,631,619	219,340	240,434	(2,058,051)
29 Capital Cost Allocation	1,578,228	-	-	-	-	1,578,228
30 Subvention Allocation	-	-	-	-	-	-
31 Subvention Distribution	-	-	-	-	-	-
32 Total Allocations and Transfers	\$ (17,440,715)	\$ 3,108,387	\$ 15,682,443	\$ 341,340	\$ 237,826	\$ 1,929,281
33 Total Expenses & Cost Allocations	\$ 1,746,121	\$ 40,712,211	\$ 42,185,302	\$ 2,395,669	\$ 632,436	\$ 87,671,739
34 Results of Operations	\$ (688,215)	\$ 1,473,345	\$ 11,164,264	\$ 473,328	\$ 75,744	\$ 12,498,466
35 Transfers (from) Operating Reserve	-	-	-	(225,000)	-	(225,000)
36 Transfers to (from) Quasi Endowments	-	-	-	-	-	-
37 Provisions for Facility and Equipment Renewal	-	-	-	225,000	-	225,000
38 Transfers to (from) Plant Fund - Project Related	2,632,447	2,698,712	14,390,000	150,000	-	19,871,159
39 Net Results	\$ (3,320,662)	\$ (1,225,367)	\$ (3,225,736)	\$ 323,328	\$ 75,744	\$ (7,372,693)
40 Transfer Net Results to Fund Balance	(3,320,662)	(1,225,367)	(3,225,736)	323,328	75,744	(7,372,693)
41 Adjusted Net Results	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -



## 17.4 Administrative & Academic Support

		Athens Colleges and Schools	Regional Campuses and Centers	Auxiliaries	Administrative & Academic Support	Strategic Opportunity Reserve & Subvention	Operating Activity Subtotal	Non Operating Activity	Financial Statement Adj & Component Units	GAAP Adj Totals
<i>(in millions)</i>										
<b>REVENUES</b>										
1	State Appropriations	\$ 137.4	\$ 24.3	\$ -	\$ 0.2	\$ 2.9	\$ 164.8	\$ 2.0	\$ -	\$ 166.8
2	State Appropriations - Capital	-	-	-	-	-	-	32.5	-	32.5
3	Gross Undergraduate Tuition & Fees	258.3	35.4	-	5.3	4.6	303.6	-	-	303.6
4	Undergraduate Financial Aid	(46.2)	(5.4)	(12.5)	6.3	(4.8)	(62.5)	-	-	(62.5)
5	Net Undergraduate Tuition & Fees	212.1	30.0	(12.5)	11.6	(0.2)	241.1	-	-	241.1
6	Gross Graduate Tuition & Fees	114.3	0.3	-	0.7	-	115.3	-	-	115.3
7	Graduate Financial Aid	(28.0)	(0.1)	-	(0.1)	-	(28.2)	-	-	(28.2)
8	Net Graduate Tuition & Fees	86.3	0.3	-	0.6	-	87.1	-	-	87.1
9	Room & Board	-	-	92.9	-	-	92.9	-	-	92.9
10	Grants and Contracts	36.4	2.1	0.1	6.8	-	45.4	4.2	-	49.6
11	Facilities & Admin Costs Recovery	4.9	-	-	1.1	-	6.0	-	-	6.0
12	Gifts	4.9	0.3	2.4	2.3	-	10.0	10.0	-	20.0
13	Endowment Distributions	13.1	0.7	0.2	14.0	-	28.0	(28.0)	-	-
14	Investment Income	-	-	-	1.6	4.5	6.1	47.9	0.3	54.3
15	Other External Sales	5.2	0.8	17.1	15.8	-	38.9	-	6.5	45.4
16	<b>Total Revenues</b>	<b>\$ 500.5</b>	<b>\$ 58.5</b>	<b>\$ 100.2</b>	<b>\$ 53.8</b>	<b>\$ 7.2</b>	<b>\$ 720.2</b>	<b>\$ 68.6</b>	<b>\$ 6.8</b>	<b>\$ 795.7</b>
<b>EXPENSES &amp; INDIRECT COST ALLOCATIONS</b>										
17	Total Salaries, Wages, & Other Payroll	205.0	32.9	28.6	101.0	-	367.6	-	-	367.6
18	Total Benefits	61.2	11.0	13.1	39.8	-	125.1	-	-	125.1
19	Supplies & Services	67.4	6.8	35.6	79.5	-	189.2	0.2	3.9	193.3
20	Capitalized Costs	2.3	-	1.6	4.7	-	8.6	162.5	(171.1)	-
21	Depreciation	-	-	-	-	-	-	-	50.1	50.1
22	Internal Loan - Principal & Interest	5.4	0.3	13.8	31.7	-	51.1	(51.1)	-	-
23	Debt Service - Principal	-	-	-	-	-	-	16.1	(16.1)	-
24	Debt Service - Interest	-	-	-	-	-	-	30.0	(1.5)	28.4
25	Internal Sales	(2.0)	-	(7.0)	(13.1)	-	(22.1)	-	-	(22.1)
26	<b>Total Direct Expenses</b>	<b>\$ 339.3</b>	<b>\$ 51.0</b>	<b>\$ 85.7</b>	<b>\$ 243.5</b>	<b>\$ -</b>	<b>\$ 719.6</b>	<b>\$ 157.6</b>	<b>\$ (134.7)</b>	<b>\$ 742.5</b>
<b>ALLOCATIONS &amp; TRANSFERS</b>										
27	Internal Allocations & Transfers	(7.7)	(0.7)	2.4	(14.6)	20.5	-	-	-	-
28	Administrative Cost Allocations	149.2	15.4	(2.1)	(164.3)	1.7	-	-	-	-
29	Capital Cost Allocation	11.5	-	1.6	(13.1)	-	-	-	-	-
30	Subvention Allocation	54.4	6.8	-	-	(61.2)	-	-	-	-
31	Subvention Distribution	(46.4)	(14.5)	-	(0.4)	61.3	-	-	-	-
32	<b>Total Allocations and Transfers</b>	<b>\$ 161.1</b>	<b>\$ 7.0</b>	<b>\$ 1.9</b>	<b>\$ (192.4)</b>	<b>\$ 22.4</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
33	<b>Total Expenses &amp; Cost Allocations</b>	<b>\$ 500.4</b>	<b>\$ 58.0</b>	<b>\$ 87.7</b>	<b>\$ 51.1</b>	<b>\$ 22.4</b>	<b>\$ 719.6</b>	<b>\$ 157.6</b>	<b>\$ (134.7)</b>	<b>\$ 742.5</b>
34	<b>Results of Operations</b>	<b>\$ 0.1</b>	<b>\$ 0.5</b>	<b>\$ 12.5</b>	<b>\$ 2.7</b>	<b>\$ (15.2)</b>	<b>\$ 0.6</b>	<b>\$ (88.9)</b>	<b>\$ 141.5</b>	<b>\$ 53.2</b>
35	Transfers (from) Operating Reserve	(6.7)	-	(0.2)	(13.5)	(15.9)	(36.3)	17.9	18.4	-
36	Transfers to (from) Quasi Endowments	-	-	-	14.1	0.8	14.9	(14.9)	-	-
37	Provisions for Facility and Equipment Renewal	-	-	0.2	-	-	0.2	(0.2)	-	-
38	Transfers to (from) Plant Fund - Project Related	5.1	-	19.9	2.6	-	27.6	(27.6)	-	-
39	<b>Net Results</b>	<b>\$ 1.6</b>	<b>\$ 0.5</b>	<b>\$ (7.4)</b>	<b>\$ (0.6)</b>	<b>\$ -</b>	<b>\$ (5.8)</b>	<b>\$ (64.1)</b>	<b>\$ 123.1</b>	<b>\$ 53.2</b>
40	Transfer Net Results to Fund Balance	1.6	0.5	(7.4)	(0.6)	-	(5.8)	5.8	-	-
41	<b>Adjusted Net Results</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ (69.9)</b>	<b>\$ 123.1</b>	<b>\$ 53.2</b>



		Advancement	Athena	Employee Fee Waivers	Healthcare Expense	Workers Compensation Expense	Subtotal: Benefits
<b>REVENUES</b>							
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 and Contracts	-	71,000	-	-	-	-
11	Facilities & Admin Costs Recovery	-	-	-	-	-	-
12	Gifts	344,250	5,000	-	-	-	-
13	Endowment Distributions	7,660,145	-	-	-	-	-
14	Investment Income	1,580,587	-	-	-	-	-
15	Other External Sales	324,429	175,000	-	2,800,000	-	2,800,000
16	<b>Total Revenues</b>	<b>\$ 9,909,411</b>	<b>\$ 251,000</b>	<b>\$ -</b>	<b>\$ 2,800,000</b>	<b>\$ -</b>	<b>\$ 2,800,000</b>
<b>EXPENSES &amp; INDIRECT COST ALLOCATIONS</b>							
17	Total Salaries, Wages, & Other Payroll	5,848,413	255,047	-	150,000	113,762	263,762
18	Total Benefits	2,125,129	68,526	8,574,834	57,929,490	1,922,247	68,426,571
19	Supplies & Services	5,776,962	92,150	-	50,000	95,872	145,872
20	Capitalized Costs	-	-	-	-	-	-
21	Depreciation	-	-	-	-	-	-
22	Internal Loan - Principal & Interest	-	-	-	-	-	-
23	Debt Service - Principal	-	-	-	-	-	-
24	Debt Service - Interest	-	-	-	-	-	-
25	Internal Sales	-	(24,886)	-	-	-	-
26	<b>Total Direct Expenses</b>	<b>\$ 13,750,504</b>	<b>\$ 390,837</b>	<b>\$ 8,574,834</b>	<b>\$ 58,129,490</b>	<b>\$ 2,131,881</b>	<b>\$ 68,836,205</b>
<b>ALLOCATIONS &amp; TRANSFERS</b>							
27	Internal Allocations & Transfers	(2,318,711)	(53,347)	-	-	-	-
28	Administrative Cost Allocations	(1,522,382)	(91,490)	(8,574,834)	-	-	(8,574,834)
29	Capital Cost Allocation	-	-	-	-	-	-
30	Subvention Allocation	-	-	-	-	-	-
31	Subvention Distribution	-	-	-	-	-	-
32	<b>Total Allocations and Transfers</b>	<b>\$ (3,841,093)</b>	<b>\$ (144,837)</b>	<b>\$ (8,574,834)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ (8,574,834)</b>
33	<b>Total Expenses &amp; Cost Allocations</b>	<b>\$ 9,909,411</b>	<b>\$ 246,000</b>	<b>\$ -</b>	<b>\$ 58,129,490</b>	<b>\$ 2,131,881</b>	<b>\$ 60,261,371</b>
34	<b>Results of Operations</b>	<b>\$ -</b>	<b>\$ 5,000</b>	<b>\$ -</b>	<b>\$ (55,329,490)</b>	<b>\$ (2,131,881)</b>	<b>\$ (57,461,371)</b>
35	Transfers (from) Operating Reserve	-	-	-	-	-	-
36	Transfers to (from) Quasi Endowments	-	-	-	-	-	-
37	Provisions for Facility and Equipment Renewal	-	-	-	-	-	-
38	Transfers to (from) Plant Fund - Project Related	-	-	-	-	-	-
39	<b>Net Results</b>	<b>\$ -</b>	<b>\$ 5,000</b>	<b>\$ -</b>	<b>\$ (55,329,490)</b>	<b>\$ (2,131,881)</b>	<b>\$ (57,461,371)</b>
40	Transfer Net Results to Fund Balance	-	5,000	-	-	-	-
41	<b>Adjusted Net Results</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ (55,329,490)</b>	<b>\$ (2,131,881)</b>	<b>\$ (57,461,371)</b>



	Central Pool	Central Revenue	Central Financial Aid	Debt Service	General Fee Central
<b>REVENUES</b>					
1 State Appropriations	\$ -	\$ -	\$ -	\$ -	\$ -
2 State Appropriations - Capital	-	-	-	-	-
3 Gross Undergraduate Tuition & Fees	-	4,165,387	-	-	-
4 Undergraduate Financial Aid	-	-	(39,347,478)	-	-
5 Net Undergraduate Tuition & Fees	-	4,165,387	(39,347,478)	-	-
6 Gross Graduate Tuition & Fees	-	456,045	-	-	-
7 Graduate Financial Aid	-	-	-	-	-
8 Net Graduate Tuition & Fees	-	456,045	-	-	-
9 Room & Board	-	-	-	-	-
10 Grants and Contracts	-	-	300,162	-	-
11 Facilities & Admin Costs Recovery	-	-	-	-	-
12 Gifts	-	725,000	200,000	-	-
13 Endowment Distributions	198,552	1,339,471	-	-	-
14 Investment Income	-	-	-	-	-
15 Other External Sales	225,000	358,500	128,159	-	-
16 <b>Total Revenues</b>	\$ 423,552	\$ 7,044,403	\$ (38,719,157)	\$ -	\$ -
<b>EXPENSES &amp; INDIRECT COST ALLOCATIONS</b>					
17 Total Salaries, Wages, & Other Payroll	241,561	-	-	-	31,930
18 Total Benefits	1,300,115	-	-	-	5,838
19 Supplies & Services	5,896,363	-	-	-	117,200
20 Capitalized Costs	-	-	-	-	-
21 Depreciation	-	-	-	-	-
22 Internal Loan - Principal & Interest	-	-	-	26,071,992	-
23 Debt Service - Principal	-	-	-	-	-
24 Debt Service - Interest	-	-	-	-	-
25 Internal Sales	(135,000)	-	-	-	-
26 <b>Total Direct Expenses</b>	\$ 7,303,039	\$ -	\$ -	\$ 26,071,992	\$ 154,968
<b>ALLOCATIONS &amp; TRANSFERS</b>					
27 Internal Allocations & Transfers	(2,270,000)	6,319,403	1,031,000	-	207,672
28 Administrative Cost Allocations	(4,609,487)	-	(39,450,157)	(31,307,415)	(362,640)
29 Capital Cost Allocation	-	-	-	-	-
30 Subvention Allocation	-	-	-	-	-
31 Subvention Distribution	-	-	-	-	-
32 <b>Total Allocations and Transfers</b>	\$ (6,879,487)	\$ 6,319,403	\$ (38,419,157)	\$ (31,307,415)	\$ (154,968)
33 <b>Total Expenses &amp; Cost Allocations</b>	\$ 423,552	\$ 6,319,403	\$ (38,419,157)	\$ (5,235,423)	\$ -
34 <b>Results of Operations</b>	\$ -	\$ 725,000	\$ (300,000)	\$ 5,235,423	\$ -
35 Transfers (from) Operating Reserve	-	725,000	(300,000)	3,385,423	-
36 Transfers to (from) Quasi Endowments	-	-	-	-	-
37 Provisions for Facility and Equipment Renewal	-	-	-	-	-
38 Transfers to (from) Plant Fund - Project Related	-	-	-	1,850,000	-
39 <b>Net Results</b>	\$ -	\$ -	\$ 0	\$ -	\$ -
40 Transfer Net Results to Fund Balance	-	-	0	-	-
41 <b>Adjusted Net Results</b>	\$ -	\$ -	\$ -	\$ -	\$ -

	Healthcare Collection	Indirect Cost Collection	Utilities	Workers Compensation Collection	Subtotal: Central Pool
<b>REVENUES</b>					
1 State Appropriations	\$ -	\$ -	\$ -	\$ -	\$ -
2 State Appropriations - Capital	-	-	-	-	-
3 Gross Undergraduate Tuition & Fees	-	-	-	-	4,165,387
4 Undergraduate Financial Aid	-	47,464,841	-	-	8,117,363
5 Net Undergraduate Tuition & Fees	-	47,464,841	-	-	12,282,750
6 Gross Graduate Tuition & Fees	-	-	-	-	456,045
7 Graduate Financial Aid	-	-	-	-	-
8 Net Graduate Tuition & Fees	-	-	-	-	456,045
9 Room & Board	-	-	-	-	-
10 Grants and Contracts	-	-	-	-	300,162
11 Facilities & Admin Costs Recovery	-	-	-	-	-
12 Gifts	-	-	-	-	925,000
13 Endowment Distributions	-	-	-	-	1,538,023
14 Investment Income	-	-	-	-	-
15 Other External Sales	-	-	90,000	-	801,659
16 <b>Total Revenues</b>	\$ -	\$ 47,464,841	\$ 90,000	\$ -	\$ 16,303,639
<b>EXPENSES &amp; INDIRECT COST ALLOCATIONS</b>					
17 Total Salaries, Wages, & Other Payroll	-	-	-	-	273,491
18 Total Benefits	(58,370,314)	(5,645,505)	-	(2,647,849)	(65,357,716)
19 Supplies & Services	-	-	10,755,000	-	16,768,563
20 Capitalized Costs	-	-	-	-	-
21 Depreciation	-	-	-	-	-
22 Internal Loan - Principal & Interest	-	-	-	-	26,071,992
23 Debt Service - Principal	-	-	-	-	-
24 Debt Service - Interest	-	-	-	-	-
25 Internal Sales	-	-	-	-	(135,000)
26 <b>Total Direct Expenses</b>	\$ (58,370,314)	\$ (5,645,505)	\$ 10,755,000	\$ (2,647,849)	\$ (22,378,669)
<b>ALLOCATIONS &amp; TRANSFERS</b>					
27 Internal Allocations & Transfers	-	(7,746,632)	81,000	-	(2,377,557)
28 Administrative Cost Allocations	-	75,266,517	(10,746,000)	-	(11,209,183)
29 Capital Cost Allocation	-	(13,100,533)	-	-	(13,100,533)
30 Subvention Allocation	-	-	-	-	-
31 Subvention Distribution	-	-	-	-	-
32 <b>Total Allocations and Transfers</b>	\$ -	\$ 54,419,352	\$ (10,665,000)	\$ -	\$ (26,687,273)
33 <b>Total Expenses &amp; Cost Allocations</b>	\$ (58,370,314)	\$ 48,773,847	\$ 90,000	\$ (2,647,849)	\$ (49,065,942)
34 <b>Results of Operations</b>	\$ 58,370,314	\$ (1,309,006)	\$ -	\$ 2,647,849	\$ 65,369,581
35 Transfers (from) Operating Reserve	3,040,824	(1,309,006)	-	515,968	6,058,209
36 Transfers to (from) Quasi Endowments	-	-	-	-	-
37 Provisions for Facility and Equipment Renewal	-	-	-	-	-
38 Transfers to (from) Plant Fund - Project Related	-	-	-	-	1,850,000
39 <b>Net Results</b>	\$ 55,329,490	\$ -	\$ -	\$ 2,131,881	\$ 57,461,372
40 Transfer Net Results to Fund Balance	-	-	-	-	-
41 <b>Adjusted Net Results</b>	\$ 55,329,490	\$ -	\$ -	\$ 2,131,881	\$ 57,461,372



	Child Development Center	ISFS	Kennedy Museum	Library	Marching 110
<b>REVENUES</b>					
1	State Appropriations	\$ -	\$ -	\$ -	\$ 152,875
2	State Appropriations - Capital	-	-	-	-
3	Gross Undergraduate Tuition & Fees	-	52,500	-	3,500
4	Undergraduate Financial Aid	-	-	-	-
5	Net Undergraduate Tuition & Fees	-	52,500	-	3,500
6	Gross Graduate Tuition & Fees	-	-	-	-
7	Graduate Financial Aid	-	-	-	-
8	Net Graduate Tuition & Fees	-	-	-	-
9	Room & Board	-	-	-	-
10	Grants and Contracts	-	78,961	173,581	-
11	Facilities & Admin Costs Recovery	-	-	-	-
12	Gifts	3,000	-	78,000	10,000
13	Endowment Distributions	-	10,196	64,562	-
14	Investment Income	-	-	-	-
15	Other External Sales	789,500	-	123,500	20,000
16	<b>Total Revenues</b>	<b>\$ 792,500</b>	<b>\$ 62,696</b>	<b>\$ 163,523</b>	<b>\$ 920,239</b>
<b>EXPENSES &amp; INDIRECT COST ALLOCATIONS</b>					
17	Total Salaries, Wages, & Other Payroll	745,490	335,116	393,968	4,962,626
18	Total Benefits	334,726	137,185	84,822	1,766,611
19	Supplies & Services	74,292	72,000	102,682	4,867,428
20	Capitalized Costs	-	-	-	918,429
21	Depreciation	-	-	-	-
22	Internal Loan - Principal & Interest	-	-	-	-
23	Debt Service - Principal	-	-	-	-
24	Debt Service - Interest	-	-	-	-
25	Internal Sales	-	-	-	(3,000)
26	<b>Total Direct Expenses</b>	<b>\$ 1,154,508</b>	<b>\$ 544,301</b>	<b>\$ 581,471</b>	<b>\$ 12,515,094</b>
<b>ALLOCATIONS &amp; TRANSFERS</b>					
27	Internal Allocations & Transfers	(31,229)	-	(26,010)	(85,000)
28	Administrative Cost Allocations	(333,779)	(491,801)	(366,192)	(11,176,102)
29	Capital Cost Allocation	-	-	-	-
30	Subvention Allocation	-	-	-	-
31	Subvention Distribution	-	-	-	(384,000)
32	<b>Total Allocations and Transfers</b>	<b>\$ (365,008)</b>	<b>\$ (491,801)</b>	<b>\$ (392,202)</b>	<b>\$ (11,645,102)</b>
33	<b>Total Expenses &amp; Cost Allocations</b>	<b>\$ 789,500</b>	<b>\$ 52,500</b>	<b>\$ 189,269</b>	<b>\$ 869,992</b>
34	<b>Results of Operations</b>	<b>\$ 3,000</b>	<b>\$ 10,196</b>	<b>\$ (25,746)</b>	<b>\$ 50,247</b>
35	Transfers (from) Operating Reserve	-	-	-	-
36	Transfers to (from) Quasi Endowments	-	-	-	-
37	Provisions for Facility and Equipment Renewal	-	-	-	-
38	Transfers to (from) Plant Fund - Project Related	-	-	-	175,000
39	<b>Net Results</b>	<b>\$ 3,000</b>	<b>\$ 10,196</b>	<b>\$ (25,746)</b>	<b>\$ (124,753)</b>
40	Transfer Net Results to Fund Balance	3,000	10,196	(25,746)	(124,753)
41	<b>Adjusted Net Results</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

		Marketing	President	Subtotal: President	Office of Information Technology (OIT)	One Card Office	Subtotal: Information Technology
<b>REVENUES</b>							
1	State Appropriations	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
2	State Appropriations - Capital	-	-	-	-	-	-
3	Gross Undergraduate Tuition & Fees	-	-	-	51,000	65,000	116,000
4	Undergraduate Financial Aid	-	(5,000)	(5,000)	-	-	-
5	Net Undergraduate Tuition & Fees	-	(5,000)	(5,000)	51,000	65,000	116,000
6	Gross Graduate Tuition & Fees	-	-	-	-	-	-
7	Graduate Financial Aid	-	-	-	-	-	-
8	Net Graduate Tuition & Fees	-	-	-	-	-	-
9	Room & Board	-	-	-	-	-	-
10	Grants and Contracts	8,489	946	9,435	-	-	-
11	Facilities & Admin Costs Recovery	-	-	-	-	-	-
12	Gifts	3,000	-	3,000	-	-	-
13	Endowment Distributions	-	79,042	79,042	-	-	-
14	Investment Income	-	-	-	-	-	-
15	Other External Sales	10,000	-	10,000	218,850	32,551	251,401
16	<b>Total Revenues</b>	<b>\$ 21,489</b>	<b>\$ 74,988</b>	<b>\$ 96,477</b>	<b>\$ 269,850</b>	<b>\$ 97,551</b>	<b>\$ 367,401</b>
<b>EXPENSES &amp; INDIRECT COST ALLOCATIONS</b>							
17	Total Salaries, Wages, & Other Payroll	1,459,685	3,686,473	5,146,158	14,065,742	176,185	14,241,927
18	Total Benefits	519,159	1,140,666	1,659,825	4,678,351	71,021	4,749,372
19	Supplies & Services	193,200	732,258	925,458	9,518,169	207,050	9,725,219
20	Capitalized Costs	-	-	-	-	-	-
21	Depreciation	-	-	-	-	-	-
22	Internal Loan - Principal & Interest	-	-	-	-	-	-
23	Debt Service - Principal	-	-	-	-	-	-
24	Debt Service - Interest	-	-	-	-	-	-
25	Internal Sales	(65,000)	-	(65,000)	(814,136)	(425,205)	(1,239,341)
26	<b>Total Direct Expenses</b>	<b>\$ 2,107,044</b>	<b>\$ 5,559,397</b>	<b>\$ 7,666,441</b>	<b>\$ 27,448,126</b>	<b>\$ 29,051</b>	<b>\$ 27,477,177</b>
<b>ALLOCATIONS &amp; TRANSFERS</b>							
27	Internal Allocations & Transfers	(32,742)	(627,161)	(659,903)	(364,775)	62,500	(302,275)
28	Administrative Cost Allocations	(2,052,813)	(4,857,248)	(6,910,061)	(26,332,772)	-	(26,332,772)
29	Capital Cost Allocation	-	-	-	-	-	-
30	Subvention Allocation	-	-	-	-	-	-
31	Subvention Distribution	-	-	-	-	-	-
32	<b>Total Allocations and Transfers</b>	<b>\$ (2,085,555)</b>	<b>\$ (5,484,409)</b>	<b>\$ (7,569,964)</b>	<b>\$ (26,697,547)</b>	<b>\$ 62,500</b>	<b>\$ (26,635,047)</b>
33	<b>Total Expenses &amp; Cost Allocations</b>	<b>\$ 21,489</b>	<b>\$ 74,988</b>	<b>\$ 96,477</b>	<b>\$ 750,579</b>	<b>\$ 91,551</b>	<b>\$ 842,130</b>
34	<b>Results of Operations</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ (480,729)</b>	<b>\$ 6,000</b>	<b>\$ (474,729)</b>
35	Transfers (from) Operating Reserve	-	-	-	-	-	-
36	Transfers to (from) Quasi Endowments	-	-	-	-	-	-
37	Provisions for Facility and Equipment Renewal	-	-	-	-	-	-
38	Transfers to (from) Plant Fund - Project Related	-	-	-	-	-	-
39	<b>Net Results</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ (480,729)</b>	<b>\$ 6,000</b>	<b>\$ (474,729)</b>
40	Transfer Net Results to Fund Balance	-	-	-	(480,729)	6,000	(474,729)
41	<b>Adjusted Net Results</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>



		Provost	Enrollment Management	Instructional Innovation	Subtotal: Provost
<b>REVENUES</b>					
1	State Appropriations	\$ -	\$ -	\$ -	\$ -
2	State Appropriations - Capital	-	-	-	-
3	Gross Undergraduate Tuition & Fees	-	556,528	-	556,528
4	Undergraduate Financial Aid	(155,094)	(1,640,081)	-	(1,795,175)
5	Net Undergraduate Tuition & Fees	(155,094)	(1,083,553)	-	(1,238,647)
6	Gross Graduate Tuition & Fees	-	-	-	-
7	Graduate Financial Aid	-	-	-	-
8	Net Graduate Tuition & Fees	-	-	-	-
9	Room & Board	-	-	-	-
10	Grants and Contracts	29,643	90,777	-	120,420
11	Facilities & Admin Costs Recovery	-	-	-	-
12	Gifts	60,000	153,168	-	213,168
13	Endowment Distributions	959,609	1,635,081	-	2,594,690
14	Investment Income	-	40	-	40
15	Other External Sales	1,888,453	(120,208)	-	1,768,245
16	<b>Total Revenues</b>	<b>\$ 2,782,611</b>	<b>\$ 675,305</b>	<b>\$ -</b>	<b>\$ 3,457,916</b>
<b>EXPENSES &amp; INDIRECT COST ALLOCATIONS</b>					
17	Total Salaries, Wages, & Other Payroll	4,468,718	6,405,576	2,691,584	13,565,878
18	Total Benefits	1,389,938	2,559,960	979,664	4,929,562
19	Supplies & Services	3,057,027	3,772,703	894,653	7,724,383
20	Capitalized Costs	-	-	-	-
21	Depreciation	-	-	-	-
22	Internal Loan - Principal & Interest	33,818	-	-	33,818
23	Debt Service - Principal	-	-	-	-
24	Debt Service - Interest	-	-	-	-
25	Internal Sales	(812,000)	-	-	(812,000)
26	<b>Total Direct Expenses</b>	<b>\$ 8,137,501</b>	<b>\$ 12,738,239</b>	<b>\$ 4,565,901</b>	<b>\$ 25,441,641</b>
<b>ALLOCATIONS &amp; TRANSFERS</b>					
27	Internal Allocations & Transfers	124,011	(752,115)	(445,114)	(1,073,218)
28	Administrative Cost Allocations	(5,476,215)	(11,310,819)	(4,120,787)	(20,907,821)
29	Capital Cost Allocation	-	-	-	-
30	Subvention Allocation	(2,686)	-	-	(2,686)
31	Subvention Distribution	-	-	-	-
32	<b>Total Allocations and Transfers</b>	<b>\$ (5,354,890)</b>	<b>\$ (12,062,934)</b>	<b>\$ (4,565,901)</b>	<b>\$ (21,983,725)</b>
33	<b>Total Expenses &amp; Cost Allocations</b>	<b>\$ 2,782,611</b>	<b>\$ 675,305</b>	<b>\$ -</b>	<b>\$ 3,457,916</b>
34	<b>Results of Operations</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
35	Transfers (from) Operating Reserve	-	-	-	-
36	Transfers to (from) Quasi Endowments	-	-	-	-
37	Provisions for Facility and Equipment Renewal	-	-	-	-
38	Transfers to (from) Plant Fund - Project Related	-	-	-	-
39	<b>Net Results</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
40	Transfer Net Results to Fund Balance	-	-	-	-
41	<b>Adjusted Net Results</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

		Bobcat Depot	Campus Recreation	VP of Student Affairs	Subtotal: Student Affairs
<b>REVENUES</b>					
1	State Appropriations	\$ -	\$ -	\$ -	\$ -
2	State Appropriations - Capital	-	-	-	-
3	Gross Undergraduate Tuition & Fees	-	11,000	180,000	191,000
4	Undergraduate Financial Aid	-	-	(30,000)	(30,000)
5	Net Undergraduate Tuition & Fees	-	11,000	150,000	161,000
6	Gross Graduate Tuition & Fees	-	-	-	-
7	Graduate Financial Aid	-	-	-	-
8	Net Graduate Tuition & Fees	-	-	-	-
9	Room & Board	-	-	-	-
10	Grants and Contracts	-	-	-	-
11	Facilities & Admin Costs Recovery	-	-	-	-
12	Gifts	-	-	95,200	95,200
13	Endowment Distributions	-	-	-	-
14	Investment Income	-	-	-	-
15	Other External Sales	3,390,000	1,316,282	1,221,073	5,927,355
16	<b>Total Revenues</b>	<b>\$ 3,390,000</b>	<b>\$ 1,327,282</b>	<b>\$ 1,466,273</b>	<b>\$ 6,183,555</b>
<b>EXPENSES &amp; INDIRECT COST ALLOCATIONS</b>					
17	Total Salaries, Wages, & Other Payroll	238,210	2,275,687	6,291,921	8,805,818
18	Total Benefits	77,726	570,965	2,009,407	2,658,098
19	Supplies & Services	4,961,698	682,094	2,225,892	7,869,684
20	Capitalized Costs	-	-	-	-
21	Depreciation	-	-	-	-
22	Internal Loan - Principal & Interest	-	1,946,510	2,941,000	4,887,510
23	Debt Service - Principal	-	-	-	-
24	Debt Service - Interest	-	-	-	-
25	Internal Sales	(1,905,000)	(84,500)	(317,000)	(2,306,500)
26	<b>Total Direct Expenses</b>	<b>\$ 3,372,634</b>	<b>\$ 5,390,756</b>	<b>\$ 13,151,220</b>	<b>\$ 21,914,610</b>
<b>ALLOCATIONS &amp; TRANSFERS</b>					
27	Internal Allocations & Transfers	17,366	947,229	(888,256)	76,339
28	Administrative Cost Allocations	-	(5,010,702)	(10,796,691)	(15,807,393)
29	Capital Cost Allocation	-	-	-	-
30	Subvention Allocation	-	-	-	-
31	Subvention Distribution	-	-	-	-
32	<b>Total Allocations and Transfers</b>	<b>\$ 17,366</b>	<b>\$ (4,063,473)</b>	<b>\$ (11,684,947)</b>	<b>\$ (15,731,054)</b>
33	<b>Total Expenses &amp; Cost Allocations</b>	<b>\$ 3,390,000</b>	<b>\$ 1,327,282</b>	<b>\$ 1,466,273</b>	<b>\$ 6,183,555</b>
34	<b>Results of Operations</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
35	Transfers (from) Operating Reserve	-	-	-	-
36	Transfers to (from) Quasi Endowments	-	-	-	-
37	Provisions for Facility and Equipment Renewal	-	-	-	-
38	Transfers to (from) Plant Fund - Project Related	-	-	-	-
39	<b>Net Results</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
40	Transfer Net Results to Fund Balance	-	-	-	-
41	<b>Adjusted Net Results</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>



		VP of Research	Graduate College	Graduate College General Fee	Subtotal: Research
<b>REVENUES</b>					
1	State Appropriations	\$ -	\$ -	\$ -	\$ -
2	State Appropriations - Capital	-	-	-	-
3	Gross Undergraduate Tuition & Fees	-	215,879	-	215,879
4	Undergraduate Financial Aid	-	-	-	-
5	Net Undergraduate Tuition & Fees	-	215,879	-	215,879
6	Gross Graduate Tuition & Fees	-	227,100	-	227,100
7	Graduate Financial Aid	(12,282)	(114,883)	-	(127,165)
8	Net Graduate Tuition & Fees	(12,282)	112,217	-	99,935
9	Room & Board	-	-	-	-
10	Grants and Contracts	966,388	-	-	966,388
11	Facilities & Admin Costs Recovery	1,050,000	-	-	1,050,000
12	Gifts	-	-	-	-
13	Endowment Distributions	1,678,864	-	-	1,678,864
14	Investment Income	-	-	-	-
15	Other External Sales	231,000	-	-	231,000
16	<b>Total Revenues</b>	<b>\$ 3,913,970</b>	<b>\$ 328,096</b>	<b>\$ -</b>	<b>\$ 4,242,066</b>
<b>EXPENSES &amp; INDIRECT COST ALLOCATIONS</b>					
17	Total Salaries, Wages, & Other Payroll	4,148,420	1,008,416	1,500	5,158,336
18	Total Benefits	1,413,541	393,527	-	1,807,068
19	Supplies & Services	2,389,932	59,808	1,854	2,451,594
20	Capitalized Costs	6,000	5,000	-	11,000
21	Depreciation	-	-	-	-
22	Internal Loan - Principal & Interest	78,000	-	-	78,000
23	Debt Service - Principal	-	-	-	-
24	Debt Service - Interest	-	-	-	-
25	Internal Sales	(426,382)	-	-	(426,382)
26	<b>Total Direct Expenses</b>	<b>\$ 7,609,511</b>	<b>\$ 1,466,751</b>	<b>\$ 3,354</b>	<b>\$ 9,079,616</b>
<b>ALLOCATIONS &amp; TRANSFERS</b>					
27	Internal Allocations & Transfers	931,121	537,385	-	1,468,506
28	Administrative Cost Allocations	(3,542,885)	(1,614,522)	(3,354)	(5,160,761)
29	Capital Cost Allocation	-	-	-	-
30	Subvention Allocation	-	-	-	-
31	Subvention Distribution	-	(61,518)	-	(61,518)
32	<b>Total Allocations and Transfers</b>	<b>\$ (2,611,764)</b>	<b>\$ (1,138,655)</b>	<b>\$ (3,354)</b>	<b>\$ (3,753,773)</b>
33	<b>Total Expenses &amp; Cost Allocations</b>	<b>\$ 4,997,747</b>	<b>\$ 328,096</b>	<b>\$ -</b>	<b>\$ 5,325,843</b>
34	<b>Results of Operations</b>	<b>\$ (1,083,777)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ (1,083,777)</b>
35	Transfers (from) Operating Reserve	(1,150,407)	-	-	(1,150,407)
36	Transfers to (from) Quasi Endowments	-	-	-	-
37	Provisions for Facility and Equipment Renewal	-	-	-	-
38	Transfers to (from) Plant Fund - Project Related	-	-	-	-
39	<b>Net Results</b>	<b>\$ 66,630</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 66,630</b>
40	Transfer Net Results to Fund Balance	66,630	-	-	66,630
41	<b>Adjusted Net Results</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>



		Airport	Custodial	Design and Construction	Facilities Management	Finance
<b>REVENUES</b>						
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 and Contracts	2,697,100	-	-	-	-
11	Facilities & Admin Costs Recovery	-	-	-	-	-
12	Gifts	-	-	-	-	-
13	Endowment Distributions	-	-	-	-	-
14	Investment Income	-	-	-	-	-
15	Other External Sales	483,898	-	-	5,000	(5,000)
16	<b>Total Revenues</b>	<b>\$ 3,180,998</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 5,000</b>	<b>\$ (5,000)</b>
<b>EXPENSES &amp; INDIRECT COST ALLOCATIONS</b>						
17	Total Salaries, Wages, & Other Payroll	791,803	9,872,606	1,794,888	1,733,031	7,068,429
18	Total Benefits	290,566	4,818,132	606,483	627,281	2,598,728
19	Supplies & Services	880,939	1,149,250	446,655	1,682,995	812,693
20	Capitalized Costs	2,959,000	93,500	-	-	107,500
21	Depreciation	-	-	-	-	-
22	Internal Loan - Principal & Interest	236,559	-	-	-	-
23	Debt Service - Principal	-	-	-	-	-
24	Debt Service - Interest	-	-	-	-	-
25	Internal Sales	(936,997)	(594,119)	(3,700,000)	(330,000)	-
26	<b>Total Direct Expenses</b>	<b>\$ 4,221,870</b>	<b>\$ 15,339,369</b>	<b>\$ (851,974)</b>	<b>\$ 3,713,307</b>	<b>\$ 10,587,350</b>
<b>ALLOCATIONS &amp; TRANSFERS</b>						
27	Internal Allocations & Transfers	(240,402)	-	851,974	(90,763)	(1,439,617)
28	Administrative Cost Allocations	(823,653)	(15,339,369)	-	(3,617,544)	(9,152,733)
29	Capital Cost Allocation	-	-	-	-	-
30	Subvention Allocation	-	-	-	-	-
31	Subvention Distribution	-	-	-	-	-
32	<b>Total Allocations and Transfers</b>	<b>\$ (1,064,055)</b>	<b>\$ (15,339,369)</b>	<b>\$ 851,974</b>	<b>\$ (3,708,307)</b>	<b>\$ (10,592,350)</b>
33	<b>Total Expenses &amp; Cost Allocations</b>	<b>\$ 3,157,815</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 5,000</b>	<b>\$ (5,000)</b>
34	<b>Results of Operations</b>	<b>\$ 23,183</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
35	Transfers (from) Operating Reserve	-	-	-	-	-
36	Transfers to (from) Quasi Endowments	-	-	-	-	-
37	Provisions for Facility and Equipment Renewal	-	-	-	-	-
38	Transfers to (from) Plant Fund - Project Related	-	-	-	-	-
39	<b>Net Results</b>	<b>\$ 23,183</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
40	Transfer Net Results to Fund Balance	23,183	-	-	-	-
41	<b>Adjusted Net Results</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>



Grounds	Human Resources	Logistics	Maintenance
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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 and Contracts	-	-	-	-
11	Facilities & Admin Costs Recovery	-	-	-	-
12	Gifts	-	-	-	-
13	Endowment Distributions	-	-	-	-
14	Investment Income	-	-	-	-
15	Other External Sales	5,000	-	238,847	4,000
16	<b>Total Revenues</b>	<b>\$ 5,000</b>	<b>\$ -</b>	<b>\$ 238,847</b>	<b>\$ 4,000</b>

#### EXPENSES & INDIRECT COST ALLOCATIONS

17	Total Salaries, Wages, & Other Payroll	1,850,302	2,301,137	806,611	6,244,122
18	Total Benefits	772,673	855,526	298,111	2,455,092
19	Supplies & Services	739,225	407,692	814,707	3,039,895
20	Capitalized Costs	-	-	115,738	-
21	Depreciation	-	-	-	-
22	Internal Loan - Principal & Interest	-	-	-	-
23	Debt Service - Principal	-	-	-	-
24	Debt Service - Interest	-	-	-	-
25	Internal Sales	(49,500)	-	(1,147,300)	(1,267,550)
26	<b>Total Direct Expenses</b>	<b>\$ 3,312,700</b>	<b>\$ 3,564,355</b>	<b>\$ 887,867</b>	<b>\$ 10,471,559</b>

#### ALLOCATIONS & TRANSFERS

27	Internal Allocations & Transfers	(100,000)	(45,000)	42,000	(119,630)
28	Administrative Cost Allocations	(3,207,700)	(3,519,355)	(734,395)	(10,347,929)
29	Capital Cost Allocation	-	-	-	-
30	Subvention Allocation	-	-	-	-
31	Subvention Distribution	-	-	-	-
32	<b>Total Allocations and Transfers</b>	<b>\$ (3,307,700)</b>	<b>\$ (3,564,355)</b>	<b>\$ (692,395)</b>	<b>\$ (10,467,559)</b>

33	<b>Total Expenses &amp; Cost Allocations</b>	<b>\$ 5,000</b>	<b>\$ -</b>	<b>\$ 195,472</b>	<b>\$ 4,000</b>
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34	<b>Results of Operations</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 43,375</b>	<b>\$ -</b>
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35	Transfers (from) Operating Reserve	-	-	43,375	-
36	Transfers to (from) Quasi Endowments	-	-	-	-
37	Provisions for Facility and Equipment Renewal	-	-	-	-
38	Transfers to (from) Plant Fund - Project Related	-	-	-	-
39	<b>Net Results</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

40	Transfer Net Results to Fund Balance	-	-	-	-
41	<b>Adjusted Net Results</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

		OUPD	Real Estate	Risk Management	Subtotal: Finance and Administration
<b>REVENUES</b>					
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 and Contracts	-	-	-	2,697,100
11	Facilities & Admin Costs Recovery	-	-	-	-
12	Gifts	-	-	-	-
13	Endowment Distributions	-	-	-	-
14	Investment Income	-	-	-	-
15	Other External Sales	16,000	1,217,700	-	1,965,445
16	<b>Total Revenues</b>	\$ 16,000	\$ 1,217,700	\$ -	\$ 4,662,545
<b>EXPENSES &amp; INDIRECT COST ALLOCATIONS</b>					
17	Total Salaries, Wages, & Other Payroll	2,699,826	97,099	1,092,275	36,352,129
18	Total Benefits	1,087,743	41,826	398,749	14,850,910
19	Supplies & Services	389,351	621,173	300,800	11,285,375
20	Capitalized Costs	35,000	150	-	3,310,888
21	Depreciation	-	-	-	-
22	Internal Loan - Principal & Interest	-	-	-	236,559
23	Debt Service - Principal	-	-	-	-
24	Debt Service - Interest	-	-	-	-
25	Internal Sales	(4,000)	-	-	(8,029,466)
26	<b>Total Direct Expenses</b>	\$ 4,207,920	\$ 760,248	\$ 1,791,824	\$ 58,006,395
<b>ALLOCATIONS &amp; TRANSFERS</b>					
27	Internal Allocations & Transfers	-	453,957	(29,607)	(717,088)
28	Administrative Cost Allocations	(4,191,920)	-	(1,762,217)	(52,696,815)
29	Capital Cost Allocation	-	-	-	-
30	Subvention Allocation	-	-	-	-
31	Subvention Distribution	-	-	-	-
32	<b>Total Allocations and Transfers</b>	\$ (4,191,920)	\$ 453,957	\$ (1,791,824)	\$ (53,413,903)
33	<b>Total Expenses &amp; Cost Allocations</b>	\$ 16,000	\$ 1,214,205	\$ -	\$ 4,592,492
34	<b>Results of Operations</b>	\$ -	\$ 3,495	\$ -	\$ 70,053
35	Transfers (from) Operating Reserve	-	-	-	43,375
36	Transfers to (from) Quasi Endowments	-	-	-	-
37	Provisions for Facility and Equipment Renewal	-	3,495	-	3,495
38	Transfers to (from) Plant Fund - Project Related	-	-	-	-
39	<b>Net Results</b>	\$ -	\$ -	\$ -	\$ 23,183
40	Transfer Net Results to Fund Balance	-	-	-	23,183
41	<b>Adjusted Net Results</b>	\$ -	\$ -	\$ -	\$ -

	Wellworks	WOUB	Capital Improvement	Transfer Adjustments	Total: Administrative & Academic Support
<b>REVENUES</b>					
1 State Appropriations	\$ -	\$ -	\$ -	\$ -	\$ 152,875
2 State Appropriations - Capital	-	-	-	-	-
3 Gross Undergraduate Tuition & Fees	-	-	-	-	5,300,794
4 Undergraduate Financial Aid	-	(1,176)	-	-	6,286,012
5 Net Undergraduate Tuition & Fees	-	(1,176)	-	-	11,586,806
6 Gross Graduate Tuition & Fees	-	-	-	-	683,145
7 Graduate Financial Aid	-	-	-	-	(127,165)
8 Net Graduate Tuition & Fees	-	-	-	-	555,980
9 Room & Board	-	-	-	-	-
10 Grants and Contracts	242,284	2,116,175	-	-	6,775,506
11 Facilities & Admin Costs Recovery	-	-	-	-	1,050,000
12 Gifts	-	626,000	-	-	2,322,618
13 Endowment Distributions	-	2,159	-	-	14,019,964
14 Investment Income	-	-	-	-	1,580,627
15 Other External Sales	326,500	237,625	-	-	15,751,659
16 <b>Total Revenues</b>	\$ 568,784	\$ 2,980,783	\$ -	\$ -	\$ 53,796,034
<b>EXPENSES &amp; INDIRECT COST ALLOCATIONS</b>					
17 Total Salaries, Wages, & Other Payroll	748,986	2,291,094	-	1,548,868	100,983,925
18 Total Benefits	195,839	837,595	-	516,289	39,812,256
19 Supplies & Services	84,720	2,143,731	2,965,780	6,195,471	79,472,873
20 Capitalized Costs	-	490,485	-	-	4,730,802
21 Depreciation	-	-	-	-	-
22 Internal Loan - Principal & Interest	-	353,463	-	-	31,661,342
23 Debt Service - Principal	-	-	-	-	-
24 Debt Service - Interest	-	-	-	-	-
25 Internal Sales	-	(87,453)	-	-	(13,129,028)
26 <b>Total Direct Expenses</b>	\$ 1,029,545	\$ 6,028,915	\$ 2,965,780	\$ 8,260,628	\$ 243,532,170
<b>ALLOCATIONS &amp; TRANSFERS</b>					
27 Internal Allocations & Transfers	(186,324)	(31,000)	-	(8,260,628)	(14,582,945)
28 Administrative Cost Allocations	(287,498)	(2,240,141)	-	-	(164,299,926)
29 Capital Cost Allocation	-	-	-	-	(13,100,533)
30 Subvention Allocation	-	-	-	-	(2,686)
31 Subvention Distribution	-	-	-	-	(445,518)
32 <b>Total Allocations and Transfers</b>	\$ (473,822)	\$ (2,271,141)	\$ -	\$ (8,260,628)	\$ (192,431,608)
33 <b>Total Expenses &amp; Cost Allocations</b>	\$ 555,723	\$ 3,757,774	\$ 2,965,780	\$ -	\$ 51,100,562
34 <b>Results of Operations</b>	\$ 13,060	\$ (776,991)	\$ (2,965,780)	\$ -	\$ 2,695,472
35 Transfers (from) Operating Reserve	-	(18,412,349)	-	-	(13,461,172)
36 Transfers to (from) Quasi Endowments	-	14,135,358	-	-	14,135,358
37 Provisions for Facility and Equipment Renewal	13,059	-	-	-	16,554
38 Transfers to (from) Plant Fund - Project Related	-	3,500,000	(2,965,780)	-	2,559,220
39 <b>Net Results</b>	\$ -	\$ -	\$ -	\$ -	\$ (554,489)
40 Transfer Net Results to Fund Balance	-	-	-	-	(554,490)
41 <b>Adjusted Net Results</b>	\$ -	\$ -	\$ -	\$ -	\$ -



## 17.5 Strategic Opportunity Reserve & Subvention

	Athens Colleges and Schools	Regional Campuses and Centers	Auxiliaries	Administrative & Academic Support	Strategic Opportunity Reserve & Subvention	Operating Activity Subtotal	Non Operating Activity	Financial Statement Adj & Component Units	GAAP Adj Totals
<i>(in millions)</i>									
<b>REVENUES</b>									
1 State Appropriations	\$ 137.4	\$ 24.3	\$ -	\$ 0.2	\$ 2.9	\$ 164.8	\$ 2.0	\$ -	\$ 166.8
2 State Appropriations - Capital	-	-	-	-	-	-	32.5	-	32.5
3 Gross Undergraduate Tuition & Fees	258.3	35.4	-	5.3	4.6	303.6	-	-	303.6
4 Undergraduate Financial Aid	(46.2)	(5.4)	(12.5)	6.3	(4.8)	(62.5)	-	-	(62.5)
5 Net Undergraduate Tuition & Fees	212.1	30.0	(12.5)	11.6	(0.2)	241.1	-	-	241.1
6 Gross Graduate Tuition & Fees	114.3	0.3	-	0.7	-	115.3	-	-	115.3
7 Graduate Financial Aid	(28.0)	(0.1)	-	(0.1)	-	(28.2)	-	-	(28.2)
8 Net Graduate Tuition & Fees	86.3	0.3	-	0.6	-	87.1	-	-	87.1
9 Room & Board	-	-	92.9	-	-	92.9	-	-	92.9
10 Grants and Contracts	36.4	2.1	0.1	6.8	-	45.4	4.2	-	49.6
11 Facilities & Admin Costs Recovery	4.9	-	-	1.1	-	6.0	-	-	6.0
12 Gifts	4.9	0.3	2.4	2.3	-	10.0	10.0	-	20.0
13 Endowment Distributions	13.1	0.7	0.2	14.0	-	28.0	(28.0)	-	-
14 Investment Income	-	-	-	1.6	4.5	6.1	47.9	0.3	54.3
15 Other External Sales	5.2	0.8	17.1	15.8	-	38.9	-	6.5	45.4
16 <b>Total Revenues</b>	<b>\$ 500.5</b>	<b>\$ 58.5</b>	<b>\$ 100.2</b>	<b>\$ 53.8</b>	<b>\$ 7.2</b>	<b>\$ 720.2</b>	<b>\$ 68.6</b>	<b>\$ 6.8</b>	<b>\$ 795.7</b>
<b>EXPENSES &amp; INDIRECT COST ALLOCATIONS</b>									
17 Total Salaries, Wages, & Other Payroll	205.0	32.9	28.6	101.0	-	367.6	-	-	367.6
18 Total Benefits	61.2	11.0	13.1	39.8	-	125.1	-	-	125.1
19 Supplies & Services	67.4	6.8	35.6	79.5	-	189.2	0.2	3.9	193.3
20 Capitalized Costs	2.3	-	1.6	4.7	-	8.6	162.5	(171.1)	-
21 Depreciation	-	-	-	-	-	-	-	50.1	50.1
22 Internal Loan - Principal & Interest	5.4	0.3	13.8	31.7	-	51.1	(51.1)	-	-
23 Debt Service - Principal	-	-	-	-	-	-	16.1	(16.1)	-
24 Debt Service - Interest	-	-	-	-	-	-	30.0	(1.5)	28.4
25 Internal Sales	(2.0)	-	(7.0)	(13.1)	-	(22.1)	-	-	(22.1)
26 <b>Total Direct Expenses</b>	<b>\$ 339.3</b>	<b>\$ 51.0</b>	<b>\$ 85.7</b>	<b>\$ 243.5</b>	<b>\$ -</b>	<b>\$ 719.6</b>	<b>\$ 157.6</b>	<b>\$ (134.7)</b>	<b>\$ 742.5</b>
<b>ALLOCATIONS &amp; TRANSFERS</b>									
27 Internal Allocations & Transfers	(7.7)	(0.7)	2.4	(14.6)	20.5	-	-	-	-
28 Administrative Cost Allocations	149.2	15.4	(2.1)	(164.3)	1.7	-	-	-	-
29 Capital Cost Allocation	11.5	-	1.6	(13.1)	-	-	-	-	-
30 Subvention Allocation	54.4	6.8	-	-	(61.2)	-	-	-	-
31 Subvention Distribution	(46.4)	(14.5)	-	(0.4)	61.3	-	-	-	-
32 <b>Total Allocations and Transfers</b>	<b>\$ 161.1</b>	<b>\$ 7.0</b>	<b>\$ 1.9</b>	<b>\$ (192.4)</b>	<b>\$ 22.4</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
33 <b>Total Expenses &amp; Cost Allocations</b>	<b>\$ 500.4</b>	<b>\$ 58.0</b>	<b>\$ 87.7</b>	<b>\$ 51.1</b>	<b>\$ 22.4</b>	<b>\$ 719.6</b>	<b>\$ 157.6</b>	<b>\$ (134.7)</b>	<b>\$ 742.5</b>
34 <b>Results of Operations</b>	<b>\$ 0.1</b>	<b>\$ 0.5</b>	<b>\$ 12.5</b>	<b>\$ 2.7</b>	<b>\$ (15.2)</b>	<b>\$ 0.6</b>	<b>\$ (88.9)</b>	<b>\$ 141.5</b>	<b>\$ 53.2</b>
35 Transfers (from) Operating Reserve	(6.7)	-	(0.2)	(13.5)	(15.9)	(36.3)	17.9	18.4	-
36 Transfers to (from) Quasi Endowments	-	-	-	14.1	0.8	14.9	(14.9)	-	-
37 Provisions for Facility and Equipment Renewal	-	-	0.2	-	-	0.2	(0.2)	-	-
38 Transfers to (from) Plant Fund - Project Related	5.1	-	19.9	2.6	-	27.6	(27.6)	-	-
39 <b>Net Results</b>	<b>\$ 1.6</b>	<b>\$ 0.5</b>	<b>\$ (7.4)</b>	<b>\$ (0.6)</b>	<b>\$ -</b>	<b>\$ (5.8)</b>	<b>\$ (64.1)</b>	<b>\$ 123.1</b>	<b>\$ 53.2</b>
40 Transfer Net Results to Fund Balance	1.6	0.5	(7.4)	(0.6)	-	(5.8)	5.8	-	-
41 <b>Adjusted Net Results</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ (69.9)</b>	<b>\$ 123.1</b>	<b>\$ 53.2</b>

	Strategic Opportunity Reserve	Institutional Reserve	Provost Reserves	Subvention	Total: Strategic Opportunity Reserve & Subvention
<b>REVENUES</b>					
1 State Appropriations	\$ 2,869,911	\$ -	\$ -	\$ -	\$ 2,869,911
2 State Appropriations - Capital	-	-	-	-	-
3 Gross Undergraduate Tuition & Fees	4,629,432	-	-	-	4,629,432
4 Undergraduate Financial Aid	(4,798,477)	-	-	-	(4,798,477)
5 Net Undergraduate Tuition & Fees	(169,045)	-	-	-	(169,045)
6 Gross Graduate Tuition & Fees	-	-	-	-	-
7 Graduate Financial Aid	-	-	-	-	-
8 Net Graduate Tuition & Fees	-	-	-	-	-
9 Room & Board	-	-	-	-	-
10 Grants and Contracts	-	-	-	-	-
11 Facilities & Admin Costs Recovery	-	-	-	-	-
12 Gifts	-	-	-	-	-
13 Endowment Distributions	-	-	-	-	-
14 Investment Income	4,500,000	-	-	-	4,500,000
15 Other External Sales	-	-	-	-	-
16 <b>Total Revenues</b>	<b>\$ 7,200,866</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 7,200,866</b>
<b>EXPENSES &amp; INDIRECT COST ALLOCATIONS</b>					
17 Total Salaries, Wages, & Other Payroll	-	-	-	-	-
18 Total Benefits	-	-	-	-	-
19 Supplies & Services	-	-	-	-	-
20 Capitalized Costs	-	-	-	-	-
21 Depreciation	-	-	-	-	-
22 Internal Loan - Principal & Interest	-	-	-	-	-
23 Debt Service - Principal	-	-	-	-	-
24 Debt Service - Interest	-	-	-	-	-
25 Internal Sales	-	-	-	-	-
26 <b>Total Direct Expenses</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>ALLOCATIONS &amp; TRANSFERS</b>					
27 Internal Allocations & Transfers	20,178,488	500,000	2,278,699	(2,424,580)	20,532,607
28 Administrative Cost Allocations	2,208,000	(500,000)	-	-	1,708,000
29 Capital Cost Allocation	-	-	-	-	-
30 Subvention Allocation	-	-	-	(61,169,886)	(61,169,886)
31 Subvention Distribution	-	-	(2,278,699)	63,594,466	61,315,767
32 <b>Total Allocations and Transfers</b>	<b>\$ 22,386,488</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 22,386,488</b>
33 <b>Total Expenses &amp; Cost Allocations</b>	<b>\$ 22,386,488</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 22,386,488</b>
34 <b>Results of Operations</b>	<b>\$ (15,185,622)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ (15,185,622)</b>
35 Transfers (from) Operating Reserve	(15,935,622)	-	-	-	(15,935,622)
36 Transfers to (from) Quasi Endowments	750,000	-	-	-	750,000
37 Provisions for Facility and Equipment Renewal	-	-	-	-	-
38 Transfers to (from) Plant Fund - Project Related	-	-	-	-	-
39 <b>Net Results</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
40 Transfer Net Results to Fund Balance	-	-	-	-	-
41 <b>Adjusted Net Results</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>







# 18 Non-Operating, Financial Statement Adjustments & Component Unit Summaries

## 18.1 Non-Operating Activity

		Athens Colleges and Schools	Regional Campuses and Centers	Auxiliaries	Administrative & Academic Support	Strategic Opportunity Reserve & Subvention	Operating Activity Subtotal	Non Operating Activity	Financial Statement Adj & Component Units	GAAP Adj Totals
	(in millions)									
<b>REVENUES</b>										
1	State Appropriations	\$ 137.4	\$ 24.3	\$ -	\$ 0.2	\$ 2.9	\$ 164.8	\$ 2.0	\$ -	\$ 166.8
2	State Appropriations - Capital	-	-	-	-	-	-	32.5	-	32.5
3	Gross Undergraduate Tuition & Fees	258.3	35.4	-	5.3	4.6	303.6	-	-	303.6
4	Undergraduate Financial Aid	(46.2)	(5.4)	(12.5)	6.3	(4.8)	(62.5)	-	-	(62.5)
5	Net Undergraduate Tuition & Fees	212.1	30.0	(12.5)	11.6	(0.2)	241.1	-	-	241.1
6	Gross Graduate Tuition & Fees	114.3	0.3	-	0.7	-	115.3	-	-	115.3
7	Graduate Financial Aid	(28.0)	(0.1)	-	(0.1)	-	(28.2)	-	-	(28.2)
8	Net Graduate Tuition & Fees	86.3	0.3	-	0.6	-	87.1	-	-	87.1
9	Room & Board	-	-	92.9	-	-	92.9	-	-	92.9
10	Grants and Contracts	36.4	2.1	0.1	6.8	-	45.4	4.2	-	49.6
11	Facilities & Admin Costs Recovery	4.9	-	-	1.1	-	6.0	-	-	6.0
12	Gifts	4.9	0.3	2.4	2.3	-	10.0	10.0	-	20.0
13	Endowment Distributions	13.1	0.7	0.2	14.0	-	28.0	(28.0)	-	-
14	Investment Income	-	-	-	1.6	4.5	6.1	47.9	0.3	54.3
15	Other External Sales	5.2	0.8	17.1	15.8	-	38.9	-	6.5	45.4
16	<b>Total Revenues</b>	<b>\$ 500.5</b>	<b>\$ 58.5</b>	<b>\$ 100.2</b>	<b>\$ 53.8</b>	<b>\$ 7.2</b>	<b>\$ 720.2</b>	<b>\$ 68.6</b>	<b>\$ 6.8</b>	<b>\$ 795.7</b>
<b>EXPENSES &amp; INDIRECT COST ALLOCATIONS</b>										
17	Total Salaries, Wages, & Other Payroll	205.0	32.9	28.6	101.0	-	367.6	-	-	367.6
18	Total Benefits	61.2	11.0	13.1	39.8	-	125.1	-	-	125.1
19	Supplies & Services	67.4	6.8	35.6	79.5	-	189.2	0.2	3.9	193.3
20	Capitalized Costs	2.3	-	1.6	4.7	-	8.6	162.5	(171.1)	-
21	Depreciation	-	-	-	-	-	-	-	50.1	50.1
22	Internal Loan - Principal & Interest	5.4	0.3	13.8	31.7	-	51.1	(51.1)	-	-
23	Debt Service - Principal	-	-	-	-	-	-	16.1	(16.1)	-
24	Debt Service - Interest	-	-	-	-	-	-	30.0	(1.5)	28.4
25	Internal Sales	(2.0)	-	(7.0)	(13.1)	-	(22.1)	-	-	(22.1)
26	<b>Total Direct Expenses</b>	<b>\$ 339.3</b>	<b>\$ 51.0</b>	<b>\$ 85.7</b>	<b>\$ 243.5</b>	<b>\$ -</b>	<b>\$ 719.6</b>	<b>\$ 157.6</b>	<b>\$ (134.7)</b>	<b>\$ 742.5</b>
<b>ALLOCATIONS &amp; TRANSFERS</b>										
27	Internal Allocations & Transfers	(7.7)	(0.7)	2.4	(14.6)	20.5	-	-	-	-
28	Administrative Cost Allocations	149.2	15.4	(2.1)	(164.3)	1.7	-	-	-	-
29	Capital Cost Allocation	11.5	-	1.6	(13.1)	-	-	-	-	-
30	Subvention Allocation	54.4	6.8	-	-	(61.2)	-	-	-	-
31	Subvention Distribution	(46.4)	(14.5)	-	(0.4)	61.3	-	-	-	-
32	<b>Total Allocations and Transfers</b>	<b>\$ 161.1</b>	<b>\$ 7.0</b>	<b>\$ 1.9</b>	<b>\$ (192.4)</b>	<b>\$ 22.4</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
33	<b>Total Expenses &amp; Cost Allocations</b>	<b>\$ 500.4</b>	<b>\$ 58.0</b>	<b>\$ 87.7</b>	<b>\$ 51.1</b>	<b>\$ 22.4</b>	<b>\$ 719.6</b>	<b>\$ 157.6</b>	<b>\$ (134.7)</b>	<b>\$ 742.5</b>
34	<b>Results of Operations</b>	<b>\$ 0.1</b>	<b>\$ 0.5</b>	<b>\$ 12.5</b>	<b>\$ 2.7</b>	<b>\$ (15.2)</b>	<b>\$ 0.6</b>	<b>\$ (88.9)</b>	<b>\$ 141.5</b>	<b>\$ 53.2</b>
35	Transfers (from) Operating Reserve	(6.7)	-	(0.2)	(13.5)	(15.9)	(36.3)	17.9	18.4	-
36	Transfers to (from) Quasi Endowments	-	-	-	14.1	0.8	14.9	(14.9)	-	-
37	Provisions for Facility and Equipment Renewal	-	-	0.2	-	-	0.2	(0.2)	-	-
38	Transfers to (from) Plant Fund - Project Related	5.1	-	19.9	2.6	-	27.6	(27.6)	-	-
39	<b>Net Results</b>	<b>\$ 1.6</b>	<b>\$ 0.5</b>	<b>\$ (7.4)</b>	<b>\$ (0.6)</b>	<b>\$ -</b>	<b>\$ (5.8)</b>	<b>\$ (64.1)</b>	<b>\$ 123.1</b>	<b>\$ 53.2</b>
40	Transfer Net Results to Fund Balance	1.6	0.5	(7.4)	(0.6)	-	(5.8)	5.8	-	-
41	<b>Adjusted Net Results</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ (69.9)</b>	<b>\$ 123.1</b>	<b>\$ 53.2</b>



	Endowment	Century Bond	Internal Bank	Capital	Total: Non-Operating Activity
<b>REVENUES</b>					
1 State Appropriations	\$ -	\$ -	\$ 2,000,000	\$ -	\$ 2,000,000
2 State Appropriations - Capital	-	-	-	32,487,885	32,487,885
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 and Contracts	-	-	200,000	4,045,646	4,245,646
11 Facilities & Admin Costs Recovery	-	-	-	-	-
12 Gifts	10,000,480	-	-	-	10,000,480
13 Endowment Distributions	(27,970,199)	-	-	-	(27,970,199)
14 Investment Income	31,574,588	10,800,000	5,500,000	-	47,874,588
15 Other External Sales	-	-	-	-	-
16 <b>Total Revenues</b>	<b>\$ 13,604,869</b>	<b>\$ 10,800,000</b>	<b>\$ 7,700,000</b>	<b>\$ 36,533,531</b>	<b>\$ 68,638,399</b>
<b>EXPENSES &amp; INDIRECT COST ALLOCATIONS</b>					
17 Total Salaries, Wages, & Other Payroll	-	-	-	-	-
18 Total Benefits	-	-	-	-	-
19 Supplies & Services	-	-	165,000	-	165,000
20 Capitalized Costs	-	-	-	162,474,148	162,474,148
21 Depreciation	-	-	-	-	-
22 Internal Loan - Principal & Interest	-	(11,500,000)	(39,631,634)	-	(51,131,634)
23 Debt Service - Principal	-	-	16,100,000	-	16,100,000
24 Debt Service - Interest	-	13,975,000	16,000,000	-	29,975,000
25 Internal Sales	-	-	-	-	-
26 <b>Total Direct Expenses</b>	<b>\$ -</b>	<b>\$ 2,475,000</b>	<b>\$ (7,366,634)</b>	<b>\$ 162,474,148</b>	<b>\$ 157,582,514</b>
<b>ALLOCATIONS &amp; TRANSFERS</b>					
27 Internal Allocations & Transfers	-	-	-	-	-
28 Administrative Cost Allocations	-	-	-	-	-
29 Capital Cost Allocation	-	-	-	-	-
30 Subvention Allocation	-	-	-	-	-
31 Subvention Distribution	-	-	-	-	-
32 <b>Total Allocations and Transfers</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
33 <b>Total Expenses &amp; Cost Allocations</b>	<b>\$ -</b>	<b>\$ 2,475,000</b>	<b>\$ (7,366,634)</b>	<b>\$ 162,474,148</b>	<b>\$ 157,582,514</b>
34 <b>Results of Operations</b>	<b>\$ 13,604,869</b>	<b>\$ 8,325,000</b>	<b>\$ 15,066,634</b>	<b>\$ (125,940,618)</b>	<b>\$ (88,944,115)</b>
35 Transfers (from) Operating Reserve	-	-	17,869,280	-	17,869,280
36 Transfers to (from) Quasi Endowments	(14,885,358)	-	-	-	(14,885,358)
37 Provisions for Facility and Equipment Renewal	-	-	-	(241,554)	(241,554)
38 Transfers to (from) Plant Fund - Project Related	-	10,000,000	42,000,000	(79,571,535)	(27,571,535)
	-	-	-	-	-
39 <b>Net Results</b>	<b>\$ 28,490,227</b>	<b>\$ (1,675,000)</b>	<b>\$ (44,802,646)</b>	<b>\$ (46,127,529)</b>	<b>\$ (64,114,948)</b>
40 Transfer Net Results to Fund Balance	-	-	5,809,840	-	5,809,840
41 <b>Adjusted Net Results</b>	<b>\$ 28,490,227</b>	<b>\$ (1,675,000)</b>	<b>\$ (50,612,485)</b>	<b>\$ (46,127,529)</b>	<b>\$ (69,924,787)</b>

## 18.2 Financial Statement Adjustments & Component Units

		Athens Colleges and Schools	Regional Campuses and Centers	Auxiliaries	Administrative & Academic Support	Strategic Opportunity Reserve & Subvention	Operating Activity Subtotal	Non Operating Activity	Financial Statement Adj & Component Units	GAAP Adj Totals
(in millions)										
<b>REVENUES</b>										
1	State Appropriations	\$ 137.4	\$ 24.3	\$ -	\$ 0.2	\$ 2.9	\$ 164.8	\$ 2.0	\$ -	\$ 166.8
2	State Appropriations - Capital	-	-	-	-	-	-	32.5	-	32.5
3	Gross Undergraduate Tuition & Fees	258.3	35.4	-	5.3	4.6	303.6	-	-	303.6
4	Undergraduate Financial Aid	(46.2)	(5.4)	(12.5)	6.3	(4.8)	(62.5)	-	-	(62.5)
5	Net Undergraduate Tuition & Fees	212.1	30.0	(12.5)	11.6	(0.2)	241.1	-	-	241.1
6	Gross Graduate Tuition & Fees	114.3	0.3	-	0.7	-	115.3	-	-	115.3
7	Graduate Financial Aid	(28.0)	(0.1)	-	(0.1)	-	(28.2)	-	-	(28.2)
8	Net Graduate Tuition & Fees	86.3	0.3	-	0.6	-	87.1	-	-	87.1
9	Room & Board	-	-	92.9	-	-	92.9	-	-	92.9
10	Grants and Contracts	36.4	2.1	0.1	6.8	-	45.4	4.2	-	49.6
11	Facilities & Admin Costs Recovery	4.9	-	-	1.1	-	6.0	-	-	6.0
12	Gifts	4.9	0.3	2.4	2.3	-	10.0	10.0	-	20.0
13	Endowment Distributions	13.1	0.7	0.2	14.0	-	28.0	(28.0)	-	-
14	Investment Income	-	-	-	1.6	4.5	6.1	47.9	0.3	54.3
15	Other External Sales	5.2	0.8	17.1	15.8	-	38.9	-	6.5	45.4
16	<b>Total Revenues</b>	<b>\$ 500.5</b>	<b>\$ 58.5</b>	<b>\$ 100.2</b>	<b>\$ 53.8</b>	<b>\$ 7.2</b>	<b>\$ 720.2</b>	<b>\$ 68.6</b>	<b>\$ 6.8</b>	<b>\$ 795.7</b>
<b>EXPENSES &amp; INDIRECT COST ALLOCATIONS</b>										
17	Total Salaries, Wages, & Other Payroll	205.0	32.9	28.6	101.0	-	367.6	-	-	367.6
18	Total Benefits	61.2	11.0	13.1	39.8	-	125.1	-	-	125.1
19	Supplies & Services	67.4	6.8	35.6	79.5	-	189.2	0.2	3.9	193.3
20	Capitalized Costs	2.3	-	1.6	4.7	-	8.6	162.5	(171.1)	-
21	Depreciation	-	-	-	-	-	-	-	50.1	50.1
22	Internal Loan - Principal & Interest	5.4	0.3	13.8	31.7	-	51.1	(51.1)	-	-
23	Debt Service - Principal	-	-	-	-	-	-	16.1	(16.1)	-
24	Debt Service - Interest	-	-	-	-	-	-	30.0	(1.5)	28.4
25	Internal Sales	(2.0)	-	(7.0)	(13.1)	-	(22.1)	-	-	(22.1)
26	<b>Total Direct Expenses</b>	<b>\$ 339.3</b>	<b>\$ 51.0</b>	<b>\$ 85.7</b>	<b>\$ 243.5</b>	<b>\$ -</b>	<b>\$ 719.6</b>	<b>\$ 157.6</b>	<b>\$ (134.7)</b>	<b>\$ 742.5</b>
<b>ALLOCATIONS &amp; TRANSFERS</b>										
27	Internal Allocations & Transfers	(7.7)	(0.7)	2.4	(14.6)	20.5	-	-	-	-
28	Administrative Cost Allocations	149.2	15.4	(2.1)	(164.3)	1.7	-	-	-	-
29	Capital Cost Allocation	11.5	-	1.6	(13.1)	-	-	-	-	-
30	Subvention Allocation	54.4	6.8	-	-	(61.2)	-	-	-	-
31	Subvention Distribution	(46.4)	(14.5)	-	(0.4)	61.3	-	-	-	-
32	<b>Total Allocations and Transfers</b>	<b>\$ 161.1</b>	<b>\$ 7.0</b>	<b>\$ 1.9</b>	<b>\$ (192.4)</b>	<b>\$ 22.4</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
33	<b>Total Expenses &amp; Cost Allocations</b>	<b>\$ 500.4</b>	<b>\$ 58.0</b>	<b>\$ 87.7</b>	<b>\$ 51.1</b>	<b>\$ 22.4</b>	<b>\$ 719.6</b>	<b>\$ 157.6</b>	<b>\$ (134.7)</b>	<b>\$ 742.5</b>
34	<b>Results of Operations</b>	<b>\$ 0.1</b>	<b>\$ 0.5</b>	<b>\$ 12.5</b>	<b>\$ 2.7</b>	<b>\$ (15.2)</b>	<b>\$ 0.6</b>	<b>\$ (88.9)</b>	<b>\$ 141.5</b>	<b>\$ 53.2</b>
35	Transfers (from) Operating Reserve	(6.7)	-	(0.2)	(13.5)	(15.9)	(36.3)	17.9	18.4	-
36	Transfers to (from) Quasi Endowments	-	-	-	14.1	0.8	14.9	(14.9)	-	-
37	Provisions for Facility and Equipment Renewal	-	-	0.2	-	-	0.2	(0.2)	-	-
38	Transfers to (from) Plant Fund - Project Related	5.1	-	19.9	2.6	-	27.6	(27.6)	-	-
39	<b>Net Results</b>	<b>\$ 1.6</b>	<b>\$ 0.5</b>	<b>\$ (7.4)</b>	<b>\$ (0.6)</b>	<b>\$ -</b>	<b>\$ (5.8)</b>	<b>\$ (64.1)</b>	<b>\$ 123.1</b>	<b>\$ 53.2</b>
40	Transfer Net Results to Fund Balance	1.6	0.5	(7.4)	(0.6)	-	(5.8)	5.8	-	-
41	<b>Adjusted Net Results</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ (69.9)</b>	<b>\$ 123.1</b>	<b>\$ 53.2</b>



		Financial Statement Adjustments	Component Units	Total: Financial Statement Adj & Component Units
<b>REVENUES</b>				
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 and Contracts	-	-	-
11	Facilities & Admin Costs Recovery	-	-	-
12	Gifts	-	-	-
13	Endowment Distributions	-	-	-
14	Investment Income	-	348,761	348,761
15	Other External Sales	(3,166,440)	9,651,859	6,485,419
16	<b>Total Revenues</b>	<b>\$ (3,166,440)</b>	<b>\$ 10,000,620</b>	<b>\$ 6,834,180</b>

<b>EXPENSES &amp; INDIRECT COST ALLOCATIONS</b>				
17	Total Salaries, Wages, & Other Payroll	-	-	-
18	Total Benefits	-	-	-
19	Supplies & Services	(3,166,440)	7,071,887	3,905,447
20	Capitalized Costs	(171,101,310)	-	(171,101,310)
21	Depreciation	49,790,000	340,696	50,130,696
22	Internal Loan - Principal & Interest	-	-	-
23	Debt Service - Principal	(16,100,000)	-	(16,100,000)
24	Debt Service - Interest	(1,531,000)	-	(1,531,000)
25	Internal Sales	-	-	-
26	<b>Total Direct Expenses</b>	<b>\$ (142,108,750)</b>	<b>\$ 7,412,583</b>	<b>\$ (134,696,167)</b>

<b>ALLOCATIONS &amp; TRANSFERS</b>				
27	Internal Allocations & Transfers	-	-	-
28	Administrative Cost Allocations	-	-	-
29	Capital Cost Allocation	-	-	-
30	Subvention Allocation	-	-	-
31	Subvention Distribution	-	-	-
32	<b>Total Allocations and Transfers</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

33	<b>Total Expenses &amp; Cost Allocations</b>	<b>\$ (142,108,750)</b>	<b>\$ 7,412,583</b>	<b>\$ (134,696,167)</b>
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34	<b>Results of Operations</b>	<b>\$ 138,942,310</b>	<b>\$ 2,588,037</b>	<b>\$ 141,530,347</b>
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35	Transfers (from) Operating Reserve	18,412,349	-	18,412,349
36	Transfers to (from) Quasi Endowments	-	-	-
37	Provisions for Facility and Equipment Renewal	-	-	-
38	Transfers to (from) Plant Fund - Project Related	-	-	-
		-	-	-
39	<b>Net Results</b>	<b>\$ 120,529,961</b>	<b>\$ 2,588,037</b>	<b>\$ 123,117,998</b>

40	Transfer Net Results to Fund Balance	-	-	-
41	<b>Adjusted Net Results</b>	<b>\$ 120,529,961</b>	<b>\$ 2,588,037</b>	<b>\$ 123,117,998</b>

## 19 Future Year Planning Assumptions

Topic	Item	FY18 - Planning Assumption	FY19 - Planning Assumption	FY20-FY21 Planning Assumption	Where Assumption is Used
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%))	Tuition/SSI/SFA Model
	2	Tuition Increase: 1.3%	Tuition Increase: 1.3%	Tuition Increase: 3.3%	Tuition/SSI/SFA Model
	3	Room Increase: 3.5%	Room Increase: 3.5%	Room Increase: 3.5%	Tuition/SSI/SFA Model
	4	Board Increase: 2.0%	Board Increase: 2.0%	Board Increase: 2.0%	Tuition/SSI/SFA Model
Non-Guarantee Student Rates	5	Cap: 0%	Cap: 0%	Cap: 2%	Tuition/SSI/SFA Model
	6	Tuition Increase: 0%	Tuition Increase: 0%	Tuition Increase: 2%	Tuition/SSI/SFA Model
	7	Room Increase: 0%	Room Increase: 0%	Room Increase: 0%	Tuition/SSI/SFA Model
	8	Board Increase: 0%	Board Increase: 0%	Board Increase: 0%	Tuition/SSI/SFA Model
UG Enrollment	9	Athens UG New Freshman: 4,109	Athens UG New Freshman: 4,109	Athens UG New Freshman: 4,109	Tuition/SSI/SFA Model
	10	Transfers Enrollment Increase: 545	Transfers Enrollment Increase: 545	Transfers Enrollment Increase: 545	Tuition/SSI/SFA Model
	11	Retention Rate: 3-year avg.	Retention Rate: 3-year avg.	Retention Rate: 3-year avg.	Tuition/SSI/SFA Model
	12	Graduation Rate: 3-year avg.	Graduation Rate: 3-year avg.	Graduation Rate: 3-year avg.	Tuition/SSI/SFA Model
Financial Aid (Incremental Increase)	13	College Share of Financial Aid: -\$2.0M	College Share of Financial Aid: \$1.5M	College Share of Financial Aid: FY20 = \$4.3M FY21 correlates to Tuition, Room & Board	Tuition/SSI/SFA Model
	14	Student Financial Aid: \$3.2M	Student Financial Aid: \$0.8M	Student Financial Aid: FY20 = \$0.8M FY21 correlates to Tuition, Room & Board	Tuition/SSI/SFA Model
	15	ICA: Correlates to Tuition, Room & Board	ICA: Correlates to Tuition, Room & Board	ICA: Correlates to Tuition, Room & Board	Tuition/SSI/SFA Model
	16	Auxiliary Support: \$2M (\$4M total)	Auxiliary Support: \$.5M (\$4.5M total)	Auxiliary Support: FY20 = \$.5M FY21 correlates to Tuition, Room & Board	Tuition/SSI/SFA Model
Endowment Distributions	17	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	Endowment Distributions by PU
SSI	18	State Appropriation Growth: 0%	State Appropriation Growth: 0%	State Appropriation Growth: 2%	Tuition/SSI/SFA Model
	19	OHIO Share: 10.5%	OHIO Share: 10.5%	OHIO Share: 10.5%	Tuition/SSI/SFA Model
	20	Guarantee Adjustment: \$0M	Guarantee Adjustment: \$0M	Guarantee Adjustment: \$0M	Tuition/SSI/SFA Model
	21	Allocations to Colleges: -2.3%	Allocations to Colleges: 1%	Allocations to Colleges: 2%	Tuition/SSI/SFA Model
Healthcare	22	Cost Growth: 6%	Cost Growth: 6%	Cost Growth: 6%	Planning Unit Input
	23	University Contribution Growth: 5%	University Contribution Growth: 5%	University Contribution Growth: 5%	Planning Unit Input
Raise Pool	24	Raise Pool: 0%	Raise Pool: 0%	Raise Pool: 2%	Planning Unit Input
	25	Faculty Compensation Plan (FCI): 0%	Faculty Compensation Plan (FCI): 0%	Faculty Compensation Plan (FCI): 1%	Planning Unit Input
	26	Staff Compensation Initiative (SCI): 0%	Staff Compensation Initiative (SCI): 0%	Staff Compensation Initiative (SCI): 1%	Planning Unit Input
Allocated Costs	27	Compliance: \$0M	Compliance: \$1M	Compliance: \$2M	Allocated Cost Model
	28	Compensation: \$0.3M	Compensation: \$0.3M	Compensation: FY20 = \$3.2M FY21 = \$3.3M	Allocated Cost Model
	29	Capital Model: \$0.5M	Capital Model: \$0.9M	Capital Model: \$0.9M	Allocated Cost Model
	30	Utilities: \$0.3M	Utilities: \$0.6M	Utilities: \$0.6M	Allocated Cost Model
	31	Plant Operation & Maintenance: \$.2M	Plant Operation & Maintenance: \$.2M	Plant Operation & Maintenance: \$.2M	Allocated Cost Model
	32	Distance Learning: \$0.7M	Distance Learning: \$1.0M	Distance Learning: FY20 = \$1.3M FY21 = \$1M	Allocated Cost Model
Capital Cost Model	33	Deferred Maintenance: \$1.3M	Deferred Maintenance: \$1.3M	Deferred Maintenance: \$1.3M	Depreciation Model
	34	Capital Plan Debt: \$0.9M	Capital Plan Debt: \$0.9M	Capital Plan Debt: \$0.9M	Depreciation Model
Subvention	35	Subvention Distribution same as Base FY17 Subvention with OTO funding based on budget volatility.	Subvention Distribution same as Base FY17 Subvention	Subvention Distribution same as Base FY17 Subvention	Planning Unit Input

### State Appropriations

**State Appropriations:** Planning assumptions for statewide appropriation growth in FY18 and FY19 are 0%, based upon the current version of the State of Ohio Operating Budget Bill for the upcoming biennium. Currently, the University is assuming a 2% statewide appropriation growth for FY2020-2021. The assumption of a constant share of SSI (OHIO Share – 10.5%) will be a function of future model changes, our success in growing programs (and corresponding credit hour and degree completions), and how our rate of growth compares to other IUC schools.



### ***Undergraduate Tuition***

**Guarantee Tuition:** Future year planning assumptions of tuition rates for incoming OHIO Guarantee cohort will be 1.3% higher in FY18 than the previous cohort. The 1.3% increase assumes a 0% undergraduate tuition cap in each year, as initially proposed in the Governor's Executive Budget, and a 5-year CPI inflation assumption of 1.3%. The future year planning assumption for tuition in FY2020-2021 for incoming Ohio Guarantee Cohorts is 3.3% higher than the FY19 cohort; an assumed 2% tuition cap combined with a 5-year CPI inflation assumption of 1.3%.

The OHIO Guarantee 2015-2016 and OHIO Guarantee 2016-2017 cohorts will not see a change in rates, as their rates were established at enrollment and locked in for 12 consecutive semesters.

**Non-Guarantee Tuition:** The future year planning assumption assumes a 0% undergraduate tuition cap within the FY2018-FY2019 biennium and a 2% tuition assumption for the assumed FY2020-FY2021 budget bill. This tuition growth applies only to continuing students that are not part of an OHIO Guarantee cohort (Regional campus students and non-guarantee students on the Athens Campus).

**Financial Aid:** The financial aid assumptions are inclusive of student-athlete financial aid and general scholarships to students. Growth in FY18 represents the fourth-year ramp-up of the OHIO Signature Award program. Inflation in future years is correlated with the growth in tuition and fees.

### ***Undergraduate & Graduate New Program Growth***

Colleges have begun developing multi-year financial projections, including opportunities for new program growth. As colleges develop capabilities to assess and implement new programs, we will be able to better project future year growth.

### ***Room and Board***

Future year planning assumption of 3.5% for room rates is consistent with the 10-year financial pro-forma of the Housing Development Plan. The future year planning assumption of 2% for board rates is linked to offsetting personnel and food inflationary costs. These increases apply only to incoming cohorts under the OHIO Guarantee, as continuing cohort rates are established at enrollment and remain unchanged.

### ***Endowment Distribution***

Future year planning assumptions for endowment distributions are a function of the past, current, and future Endowment values (as of December 31, 2016). This assumption assumes a consistent spending policy, including the spending rate (4% spending allocation and a 2% administrative fee), and the application of the spending rate against the endowment's average market value for the trailing 36 months.

### ***Gifts***

The planning assumption for Gifts Expendable for Operations will be an outcome of the goal setting and strategic direction of the Ohio University Foundation. Gifts Expendable for Operations exclude endowed and capital gifts.

### **Salaries and Wages**

Assumed growth in salaries and wages through FY20 is based on three components: raise pool, faculty compensation initiative, and staff equity pool.

**Raise Pool:** The annual salary raise pool for FY18-FY19 is assumed to remain flat with 0% growth during the biennium. The annual salary raise pool for FY20-21 is assumed to increase by 2% in each year.

**Faculty Compensation Initiative (FCI):** Future year planning assumption for FCI is 0% per year in FY18-19; with a return to 1% FCI pools for FY20-21. FY17 represented the third year of a three-year initiative to move the average salary for tenure-track faculty to rank third among four-year public universities in Ohio.

**Staff Equity Pool:** The staff equity pool rate is assumed to be 0% per year for FY18-19, in tandem with the 0% raise pool. The purpose of the staff equity pool is to address unintentional pay compression and pay inversion issues for existing employees that resulted from the COMP 2014 project. In FY20-21, our planning assumption reflects a 1% increase in the SCI pool for future years.

### **Benefits**

The overall cost of healthcare is expected to increase 6% annually from FY18-FY20. Of the 6%, the University contribution to healthcare is assumed to grow at 5% annual pace, as recommended by the Benefits Advisory Council.

Since mandatory benefit liabilities (Retirement, Medicare, and Workers' Compensation) are a function of Salary/Wage cost, future year assumptions for mandatory benefit growth are correlated to the rate of Salary & Wage growth.

### **Internal Debt Service**

**Century Bond – Deferred Maintenance:** The Century Deferred Maintenance Plan assumes a \$10M capital allocation each year, which creates an internal loan liability of \$1.3M per year. FY18-20 will be years 4-6 of the Century Bond model, which requires an annual operating budget investment of \$1.3M each year for 10 years.

**Capital Plan Debt Service:** The future year planning assumption for internal debt service is a function of the assumed debt issuances in FY17 (\$125M), FY19 (\$125M), and FY21 (\$75M).

### **Programmatic Investments**

The future year planning assumption for programmatic investments is representative of institutional needs in the following areas:

- Student success initiatives
- Program quality and growth
- Inflationary costs
- Regulatory requirements
- Health and life safety





## 20 Appendix

### 20.1 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 (STEM<sup>2</sup>).

**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.

## 20.2 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

## 20.3 Tuition Rates

The following rates represent the BOT approved tuition tables. The final tuition rates may change based on the passage of the FY 18-19 State of Ohio Operating Budget.

### 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	510	64	574	466	1,040
2	1,020	128	1,148	932	2,080
3	1,530	192	1,722	1,398	3,120
4	2,040	256	2,296	1,864	4,160
5	2,550	320	2,870	2,330	5,200
6	3,060	384	3,444	2,796	6,240
7	3,570	448	4,018	3,262	7,280
8	4,080	512	4,592	3,728	8,320
9	4,590	576	5,166	4,194	9,360
10	5,100	640	5,740	4,660	10,400
11	5,100	640	5,740	4,660	10,400
12-20*	5,373	693	6,066	4,732	10,798

\*Beyond 20 Hours: Resident Fee is \$285/hr and Non-Resident Fee is \$539/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 2018 Tuition Schedule – Non-Guarantee Students

### Athens Campus Undergraduate Tuition (Per Semester)

Credit Hours	Instructional Fee	General Fee	Ohio Resident Total	Non-Resident Fee	Out-of-State Resident Total
1	449	59	508	442	950
2	898	118	1,016	884	1,900
3	1,347	177	1,524	1,326	2,850
4	1,796	236	2,032	1,768	3,800
5	2,245	295	2,540	2,210	4,750
6	2,694	354	3,048	2,652	5,700
7	3,143	413	3,556	3,094	6,650
8	3,592	472	4,064	3,536	7,600
9	4,041	531	4,572	3,978	8,550
10	4,490	590	5,080	4,420	9,500
11	4,490	590	5,080	4,420	9,500
12-20*	4,732	640	5,372	4,482	9,854

\*Beyond 20 Hours: Resident Fee is \$252/hr and Non-Resident Fee is \$483/hr

**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	228	3	231	193	424
2	456	6	462	386	848
3	684	9	693	579	1,272
4	912	12	924	772	1,696
5	1,140	15	1,155	965	2,120
6	1,368	18	1,386	1,158	2,544
7	1,596	21	1,617	1,351	2,968
8	1,824	24	1,848	1,544	3,392
9	2,052	27	2,079	1,737	3,816
10	2,280	30	2,310	1,930	4,240
11	2,280	30	2,310	2,123	4,433
12-20*	2,513	33	2,546	2,313	4,859

\*Beyond 20 Hours: Resident Fee is \$124/hr and Non-Resident Fee is \$185/hr

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

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

Credit Hours	Instructional Fee	General Fee	Ohio Resident Total	Non-Resident Fee	Out-of-State Resident Total
1	220	3	223	88	311
2	440	6	446	176	622
3	660	9	669	264	933
4	880	12	892	352	1,244
5	1,100	15	1,115	440	1,555
6	1,320	18	1,338	528	1,866
7	1,540	21	1,561	616	2,177
8	1,760	24	1,784	704	2,488
9	1,980	27	2,007	792	2,799
10	2,200	30	2,230	880	3,110
11	2,200	30	2,230	880	3,110
12-20*	2,417	33	2,450	941	3,391

\*Beyond 20 Hours: Resident Fee is \$124/hr and Non-Resident Fee is \$185/hr

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

Credit Hours	Instructional Fee	General Fee	Ohio Resident Total	Non-Resident Fee	Out-of-State Resident Total
1	227	3	230	193	423
2	454	6	460	386	846
3	681	9	690	579	1,269
4	908	12	920	772	1,692
5	1,135	15	1,150	965	2,115
6	1,362	18	1,380	1,158	2,538
7	1,589	21	1,610	1,351	2,961
8	1,816	24	1,840	1,544	3,384
9	2,043	27	2,070	1,737	3,807
10	2,270	30	2,300	1,930	4,230
11	2,497	30	2,527	2,123	4,650
12-20*	2,535	33	2,568	2,313	4,881

\*Beyond 20 Hours: Resident Fee is \$124/hr and Non-Resident Fee is \$185/hr

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

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

Credit Hours	Instructional Fee	General Fee	Ohio Resident Total	Non-Resident Fee	Out-of-State Resident Total
1	227	3	230	88	318
2	454	6	460	176	636
3	681	9	690	264	954
4	908	12	920	352	1,272
5	1,135	15	1,150	440	1,590
6	1,362	18	1,380	528	1,908
7	1,589	21	1,610	616	2,226
8	1,816	24	1,840	704	2,544
9	2,043	27	2,070	792	2,862
10	2,270	30	2,300	880	3,180
11	2,497	30	2,527	880	3,407
12-20*	2,535	33	2,568	941	3,509

\*Beyond 20 Hours: Resident Fee is \$124/hr and Non-Resident Fee is \$185/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

**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





**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	634	24	658	270	928
2	1,268	48	1,316	540	1,856
3	1,902	72	1,974	810	2,784
4	2,536	96	2,632	1,080	3,712
5	3,170	120	3,290	1,350	4,640
6	3,804	144	3,948	1,620	5,568
7	4,438	168	4,606	1,890	6,496
8	5,072	192	5,264	2,160	7,424
9 and above	17,170	639	17,809	7,316	25,125



**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
<b>College of Arts and Sciences</b>							
Masters of Financial Economics - Athens*	505	78	176	0	759	496	1,255
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
<b>College of Business</b>							
Professional MBA*	505	3	413	0	921	19	940
MBA Online	505	3	398	98	1,004	19	1,023
Full-time MBA*	505	78	163	0	746	496	1,242
Professional Masters of Sport Administration	505	3	208	83	799	19	818
Master of Sports Administration*	505	78	43	0	626	496	1,122
Dual MBA/Master of Sports Administration*	505	78	43	0	626	496	1,122
Masters in Athletic Administration	505	3	61	0	569	19	588
<b>College of Health Science &amp; Professions</b>							
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 Arts Speech- Language Pathology CSD	505	78	37	0	620	496	1,116
Masters of Physician Assistant Practice	505	3	60	0	568	19	587
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
Doctor of Physical Therapy*	505	78	52	0	635	496	1,131
Dietetics Internship Masters Program*	505	78	15	0	598	496	1,094
<b>Patton College of Education</b>							
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
<b>Russ College of Engineering</b>							
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
<b>Scripps College of Communications</b>							
Masters of Information and Telecommunication Systems	505	3	117	0	625	19	644
Master of Communication Studies	505	3	17	0	525	19	544
<b>Voinovich School of Leadership and Public Affairs</b>							
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.

## 2017-18 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	20
2	8	20	32	32	18	32	26	12	14	40
3	12	30	48	48	27	48	39	18	21	60
4	16	40	64	64	36	64	52	24	28	80
5	20	50	80	80	45	80	65	30	35	100
6	24	60	96	96	54	96	78	36	42	120
7	28	70	112	112	63	112	91	42	49	140
8	32	80	128	128	72	128	104	48	56	160
9-18	33	97	150	139	80	150	112	52	60	550

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

### 2017-18 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
Single	3,844	3,911	4,048	4,190
Renovated Single & Suite Single	4,095	4,167	4,313	4,464
Standard Double	3,131	3,185	3,296	3,411
Renovated Double	3,336	3,394	3,513	3,636
Multi-Occupancy	2,921	2,972	3,076	3,184
Renovated Multi-Occupancy	3,112	3,166	3,277	3,392
Suite Double & Triples	3,550	3,612	3,738	3,869

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

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

## 20.4 Responsibility Center Management (RCM) Methodology

RCM was established at the University under the following principles:

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

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

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

### 20.4.1 Allocation Pools and Factors

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

Allocation Factors:

- FTE - Faculty & Staff (FTE-E)
- FTE - Faculty & Staff Benefits Eligible (FTE-E-B)
- FTE - Undergraduate Students (FTE-UG)
- FTE - Graduate Students (FTE-G)
- FTE - Faculty, Staff & Students (FTE-T)
- Net Assignable Square Feet (NASF)

Code	Allocation Metrics
<b>FTE-E</b>	FTE - Faculty & Staff
<b>FTE-E-B</b>	FTE - Faculty & Staff Benefits Eligible
<b>FTE-UG</b>	FTE - Undergraduate Students
<b>FTE-G</b>	FTE - Graduate Students
<b>FTE-T</b>	FTE - Faculty, Staff, & Students
<b>NASF</b>	Net Assignable Square Feet

Code	Specific Cost Allocation Drivers
<b>FTE-E-B</b>	Employee Fee Waivers
<b>FTE-T</b>	Library
<b>FTE-T</b>	Kennedy Museum
<b>FTE-T</b>	WOUB
<b>FTE-T</b>	Athena
<b>FTE-E</b>	Child Development Center
<b>FTE-E</b>	Wellworks
<b>FTE-T</b>	Provost
<b>FTE-T</b>	ISFS
<b>FTE-UG</b>	Enrollment Management
<b>FTE-G</b>	Graduate College
<b>FTE-T</b>	VP of Research
<b>FTE-T</b>	President
<b>FTE-T</b>	Marketing
<b>FTE-T</b>	VP of Advancement
<b>FTE-T</b>	Information Technology
<b>FTE-T</b>	VP Finance & Administration
<b>FTE-E</b>	Human Resources
<b>FTE-E</b>	Airport Support
<b>FTE-E</b>	Central Pool
<b>NASF</b>	Utilities
<b>NASF</b>	Facilities Management
<b>NASF</b>	Maintenance
<b>NASF</b>	Custodial
<b>FTE-T</b>	Grounds
<b>FTE-T</b>	VP of Student Affairs
<b>FTE-T</b>	Campus Recreation
<b>FTE-T</b>	Athletics
<b>FTE-T</b>	Marching 110
<b>FTE-T</b>	Central Pool - General Fee

## 20.4.2 Planning Unit Factor Values

Row Labels	FTE-E: All Employees	FTE-E-B: Headcount Benefits Eligible	FTE-UG: Undergraduate Student Data	FTE-G: Graduate Student Data	FTE-T: Subtotal (FTE-E+FTE-G+FTE-UG)	NASF: Space Data
Arts and Sciences	560	568	4,071	630	5,261	457,189
Athletics	98	84	0	0	98	209,024
Business	150	145	2,872	459	3,481	50,126
Chillicothe	92	90	1,379	0	1,471	0
Communication	112	114	2,182	133	2,427	93,224
Dining	221	241	0	0	221	161,676
Eastern	41	42	584	0	625	0
Education	117	118	1,493	444	2,055	67,098
Engineering	197	195	1,849	336	2,382	209,069
Exec Dean Regional Campuses	6	6	0	0	6	3,254
Fine Arts	132	130	772	238	1,142	206,300
HCOM Athens	281	292	0	553	834	164,178
HCOM Cleveland	23	26	0	102	125	0
HCOM Dublin	34	38	0	150	184	0
Health Sciences	244	211	5,335	690	6,269	100,948
Honors	10	10	0	0	10	6,436
Housing	40	40	0	0	40	1,125,252
International Studies	22	21	61	96	178	9,770
Lancaster	81	85	1,392	0	1,473	0
Printing	14	14	0	0	14	10,241
Southern	80	79	1,200	0	1,280	0
Transportation	25	24	0	0	25	8,514
University College	44	49	2,222	0	2,266	25,256
Voinovich	68	66	13	61	142	25,455
Zanesville	92	93	1,115	0	1,207	0