



2017 OPERATING BUDGET

The Fiscal Year 2017 Operating Budget was approved by the Case Western Reserve University Board of Trustees on June 4, 2016.

This document may also be found at:

www.case.edu/financialplanning/operating-budget

and

www.case.edu/finance/financial-information

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TABLE OF CONTENTS

STATEMENT OF OPERATIONS

Key Facts and Assumptions	2
Consolidated Statement of Operations	3
Total Revenue & Notes	4—5
Total Expense & Notes	6—7
Summary by Management Center	8—9

MANAGEMENT CENTER OPERATING BUDGETS

College of Arts and Sciences (CAS)	10
Case School of Engineering (CSE)	11
Weatherhead School of Management (WSOM)	12
Mandel School of Applied Social Sciences (MSASS)	13
Case School of Law (LAW)	14
Case School of Dental Medicine (DENT)	15
Frances Payne Bolton School of Nursing (NURS)	16
Case School of Medicine (CSOM)	17
University General (UGEN)	18

FISCAL YEAR 2017 OPERATING BUDGET

University Operating Margin Historical Trend	19
University Surplus/(Deficit) Historical Trend	20
Significant Revenue and Expense Movements	21

APPENDICES

Appendix A — Student Enrollment	
Appendix B — Tuition, Board and Room Rates	
Appendix C — Revenue and Expense Allocation Practices	

KEY FACTS AND ASSUMPTIONS

<i>In thousands of dollars</i>	2016 Budget	2017 Budget	% Variance to 2016 Budget
UNDERGRADUATE ENROLLMENT (Fall semester, full-time)			
Continuing Students	3,634	3,731	2.7%
Entering Class	1,250	1,250	0.0%
TOTAL UNDERGRADUATE ENROLLMENT	4,884	4,981	2.0%
UNDERGRADUATE TUITION			
Tuition Rate (In dollars)	\$ 44,156	\$ 45,592	3.25%
Funded Discount Rate	4.2%	4.2%	
Unfunded Discount Rate	44.5%	43.1%	
TOTAL DISCOUNT RATE	48.7%	47.3%	
ENDOWMENT			
Endowment Pool Spending (current & prior year)	\$ 76,603	\$ 71,621	-6.5%
Outside Trust Spending	17,149	16,115	-6.0%
TOTAL ENDOWMENT REVENUE	\$ 93,752	\$ 87,736	-6.4%
RESEARCH & TRAINING (R&T)			
R&T Revenue	\$ 289,200	\$ 297,988	3.0%
RESTRICTED GIFTS			
Restricted Gift Revenue	\$ 39,347	\$ 36,838	-6.4%
OVERHEAD RECOVERY			
Overhead Recovery Revenue	\$ 70,522	\$ 72,261	2.5%
TOTAL RESEARCH & RESTRICTED REVENUE	\$ 399,069	\$ 407,087	2.0%
OVERHEAD RECOVERY			
Federal Indirect Cost Rate	58.5%	58.5%	0.0%
FRINGE			
Non-federal Fringe Benefit Rate	30.5%	30.5%	0.0%
Federal Fringe Benefit Rate	27.0%	27.5%	1.9%

CONSOLIDATED STATEMENT OF OPERATIONS

FISCAL YEAR 2017 BUDGET

<i>In thousands of dollars</i>	2015	2016	2017	\$ Increase/ (Decrease) from	% Variance to
	Actual	Budget	Budget	2016 Budget	2016 Budget
REVENUE					
TUITION					
Undergraduate	\$ 191,197	\$ 202,868	\$ 212,079	\$ 9,211	4.5%
Summer	12,328	13,558	17,541	3,983	29.4%
Professional	134,516	142,002	153,093	11,091	7.8%
Graduate	47,161	50,463	58,960	8,497	16.8%
Fees	3,128	3,441	3,677	236	6.9%
TOTAL TUITION	388,330	412,332	445,350	33,018	8.0%
ENDOWMENT					
Restricted Endowment	55,343	58,118	52,062	(6,056)	-10.4%
Unrestricted Endowment	36,063	35,634	35,674	40	0.1%
TOTAL ENDOWMENT	91,406	93,752	87,736	(6,016)	-6.4%
OTHER REVENUE					
Research & Training	289,530	289,200	297,988	8,788	3.0%
Restricted Gifts	45,620	39,347	36,838	(2,509)	-6.4%
Overhead Recovery	70,583	70,522	72,261	1,739	2.5%
Unrestricted Gifts	3,790	6,805	3,800	(3,005)	-44.2%
State Support	2,770	2,743	2,770	27	1.0%
Organized Activities	13,210	13,184	13,233	49	0.4%
Other Income	58,365	53,873	50,443	(3,430)	-6.4%
Auxiliaries	66,078	69,893	72,658	2,765	4.0%
TOTAL OTHER REVENUE	549,946	545,567	549,991	4,424	0.8%
TOTAL REVENUE	\$ 1,029,682	\$ 1,051,651	\$ 1,083,077	\$ 31,426	3.0%
EXPENSE					
DIRECT EXPENSE					
Faculty Salaries	\$ 147,010	\$ 149,369	\$ 152,946	\$ 3,577	2.4%
Other Salaries	96,848	98,825	101,049	2,224	2.3%
TOTAL SALARIES	243,858	248,194	253,995	5,801	2.3%
Fringe	72,847	71,485	73,491	2,006	2.8%
Student Salaries	28,720	29,219	28,990	(229)	-0.8%
Student Aid	171,550	178,971	180,023	1,052	0.6%
Non-salary	267,087	267,938	281,784	13,846	5.2%
TOTAL DIRECT EXPENSE	784,062	795,807	818,283	22,476	2.8%
Restricted Direct Expense	390,493	386,665	386,888	223	0.1%
Unrestricted Direct Expense	393,569	409,142	431,395	22,253	5.4%
INDIRECT EXPENSE					
Library	15,239	16,649	15,635	(1,014)	-6.1%
Student Services	22,783	24,993	25,864	871	3.5%
Plant	59,516	62,761	64,631	1,870	3.0%
Information Services	26,556	27,184	28,968	1,784	6.6%
University Services	56,230	58,209	60,640	2,431	4.2%
TOTAL INDIRECT EXPENSE	180,324	189,796	195,738	5,942	3.1%
Auxiliaries	57,939	63,187	64,173	986	1.6%
TOTAL EXPENSE	\$ 1,022,325	\$ 1,048,790	\$ 1,078,194	\$ 29,404	2.8%
OPERATING MARGIN	\$ 7,357	\$ 2,861	\$ 4,883	\$ 2,022	70.7%
Undergraduate Tuition Subvention	-	-	-	-	
Use of Retained Surplus/Encumbered Funds	1,607	1,408	518	(890)	
SURPLUS/(DEFICIT)	\$ 8,964	\$ 4,269	\$ 5,401	\$ 1,132	

TOTAL REVENUE

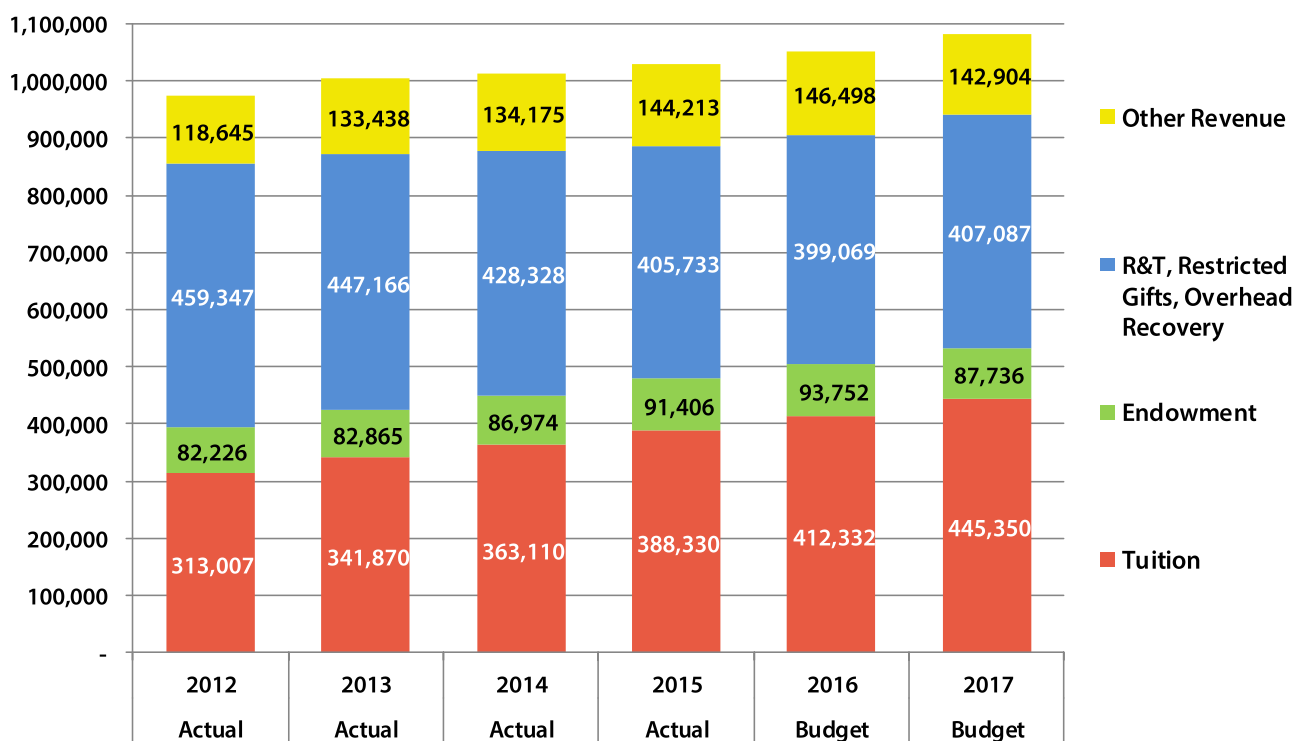
FISCAL YEAR 2017 BUDGET

<i>In thousands of dollars</i>	2015 Actual	2016 Budget	2017 Budget	\$ Increase/ (Decrease) from 2016 Budget	% Variance to 2016 Budget
REVENUE					
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4

REVENUE COMPARISON BY YEAR

In thousands of dollars



NOTES TO REVENUE

FISCAL YEAR 2017 BUDGET vs. FISCAL YEAR 2016 BUDGET

TUITION

Undergraduate Tuition

Increased \$9.2 M or 4.5% as a result of an increase in enrollment of 97 Undergraduate students and a 3.25% tuition rate increase.

Summer Tuition

Increased \$4.0 M or 29.4%. CAS, CSE, WSOM, MSASS and CSOM are all higher due to increased enrollment.

Professional Tuition

Increased \$11.1 M or 7.8% due to a 2.39% average rate increase and higher enrollment in CSE, WSOM, MSASS, LAW and CSOM.

Graduate Tuition

Increased \$8.5 M or 16.8% due to a 3.0% average rate increase and higher enrollment in CAS, CSE, WSOM, DENT and CSOM. Partially offset by lower enrollment in MSASS.

ENDOWMENT

For 2017, the endowment payout rate will be 4.61%.

Restricted Endowment

Decreased (\$6.1 M) or -10.4% as a result of lower income in CAS, CSE, MSASS, LAW, DENT, CSOM and UGEN.

5

OTHER REVENUE

Research & Training

Increased \$8.8 M or 3.0%, due primarily to more research activity in CAS, CSE, NURS, CSOM and UGEN. Partially offset by less research activity in MSASS.

Restricted Gifts

Decreased (\$2.5 M) or -6.4% due to decreased gifts in CAS, WSOM and UGEN. Partially offset by increased activity in MSASS, DENT and NURS.

Overhead Recovery

Increased \$1.7 M or 2.5% in CAS, CSE, WSOM, DENT, NURS and CSOM. Partially offset by a decrease in MSASS.

Unrestricted Gifts

Decreased (\$3.0 M) or -44.2% due to decreased activity in CSE, LAW and CSOM.

Other Income

Decreased (\$3.4 M) or -6.4% due to a decrease in CSOM. Partially offset by increases in CSE, WSOM and MSASS.

Auxiliaries

Increased \$2.8 M or 4.0% due to rate and volume increases for Student Housing, Parking and Food Service.

TOTAL EXPENSE

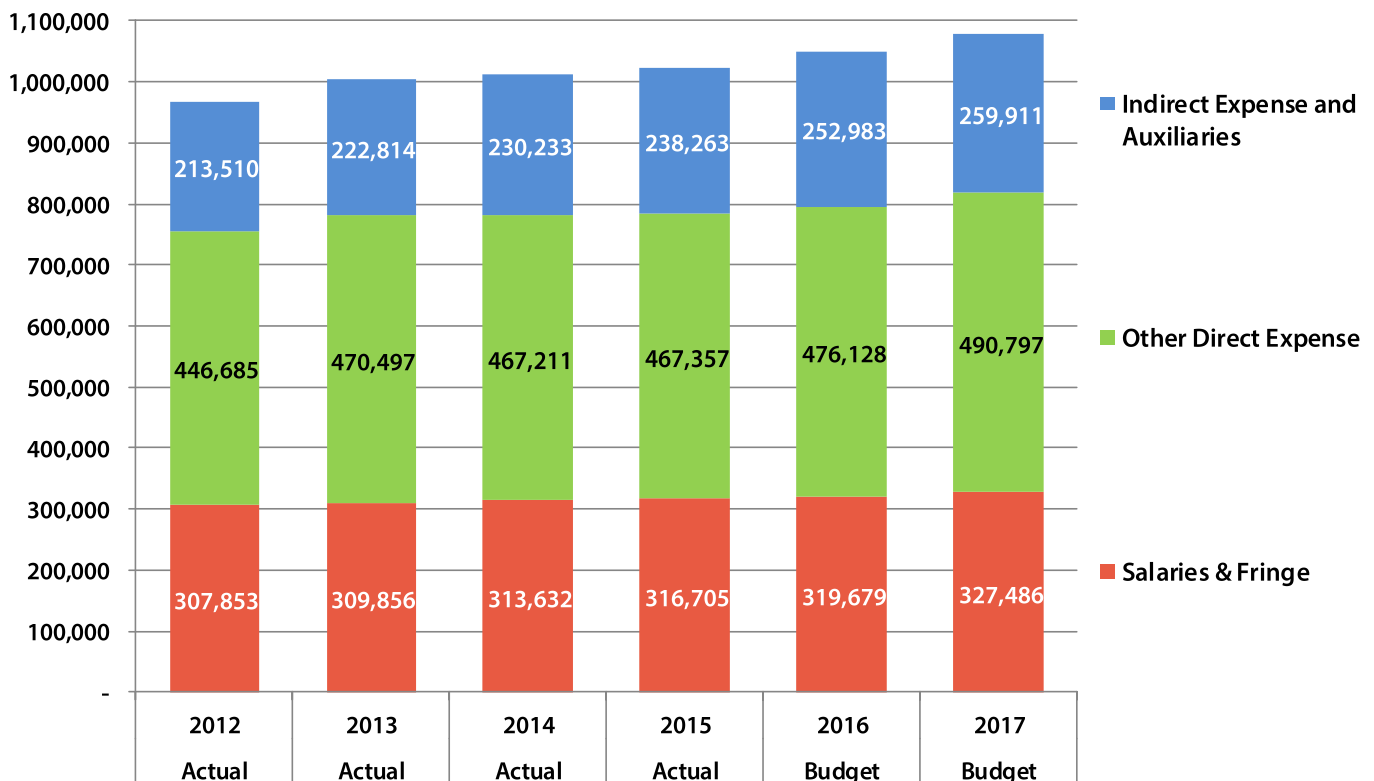
FISCAL YEAR 2017 BUDGET

<i>In thousands of dollars</i>	2015 Actual	2016 Budget	2017 Budget	\$ Increase/ (Decrease) from 2016 Budget	% Variance to 2016 Budget
EXPENSE					
DIRECT EXPENSE					
Faculty Salaries	\$ 147,010	\$ 149,369	\$ 152,946	\$ 3,577	2.4%
Other Salaries	96,848	98,825	101,049	2,224	2.3%
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Student Aid	171,550	178,971	180,023	1,052	0.6%
Non-salary	267,087	267,938	281,784	13,846	5.2%
TOTAL DIRECT EXPENSE	784,062	795,807	818,283	22,476	2.8%
Total Restricted	390,493	386,665	386,888	223	0.1%
Total Unrestricted	393,569	409,142	431,395	22,253	5.4%
INDIRECT EXPENSE					
Library	15,239	16,649	15,635	(1,014)	-6.1%
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Information Services	26,556	27,184	28,968	1,784	6.6%
University Services	56,230	58,209	60,640	2,431	4.2%
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TOTAL EXPENSE	\$ 1,022,325	\$ 1,048,790	\$ 1,078,194	\$ 29,404	2.8%

6

EXPENSE COMPARISON BY YEAR

In thousands of dollars



NOTES TO EXPENSE

FISCAL YEAR 2017 BUDGET vs. FISCAL YEAR 2016 BUDGET

DIRECT EXPENSE

Faculty Salaries

Increased \$3.6 M or 2.4% in CAS, CSE, WSOM, MSASS, DENT, NURS and CSOM. Partially offsetting the increase is a decrease in LAW.

Other Salaries

Increased \$2.2 M or 2.3% with higher staff salaries in CAS, MSASS, DENT, NURS and CSOM. Partially offsetting the overall increase are lower staff salaries in CSE and WSOM.

Fringe Benefits

Increased \$2.0 M or 2.8%. The federal fringe benefit rate increased from 27.0% to 27.5%. The non-federal fringe rate remained at 30.5%.

Student Salaries

Decreased (\$0.2 M) or -0.8% in MSASS and UGEN. Partially offsetting the decrease are higher salaries in CSE.

Student Aid

Increased \$1.1 M or 0.6% in WSOM, MSASS, LAW, NURS and UGEN. Partially offsetting decreases in CAS, CSE, DENT and CSOM. Increase reflects higher enrollment and an Undergraduate Student Aid discount rate of 47.3%.

Non-salary

Increased \$13.8 M or 5.2% in CSE, WSOM, MSASS, LAW and CSOM due in large part to increased spending for Research and Training. Partially offsetting the increases are decreases in CAS, DENT and UGEN.

7

INDIRECT EXPENSE AND AUXILIARIES

Library

Decreased (\$1.0 M) or -6.1% due to a \$0.8 decrease in UGEN endowment spending and a decrease in LAW library spending.

Student Services

Increased \$0.9 M or 3.5% due to \$0.3 M of new programs in the Office of the Provost and Student Affairs and a \$0.3 M reclassification of expense from Auxiliaries to Student Services.

Plant

Increased \$1.9 M or 3.0% as a result of new program additions to support Utilities expense, Maintenance and the Maltz Performing Arts Center.

Information Services

Increased \$1.8 M or 6.6% as a result of new program additions to support software licenses, information security and information storage.

University Services

Increased \$2.4 M or 4.2% as a result of new program additions to support employment regulation changes, legal fees, human resource study, guideline increases and a reclassification of income.

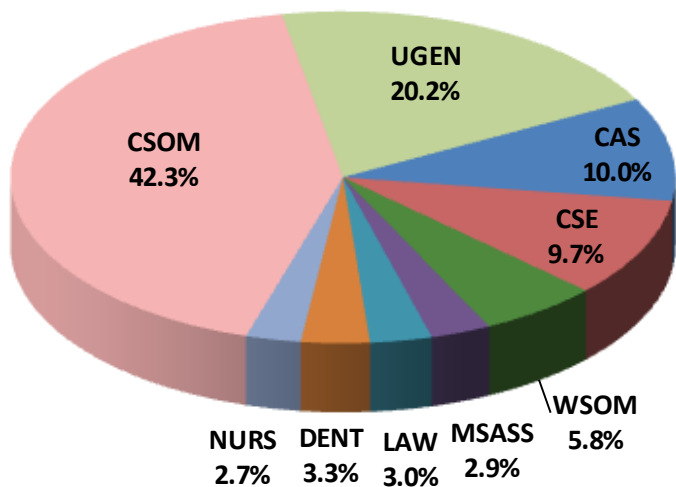
SUMMARY OF OPERATIONS BY MANAGEMENT CENTER

FISCAL YEAR 2017 BUDGET

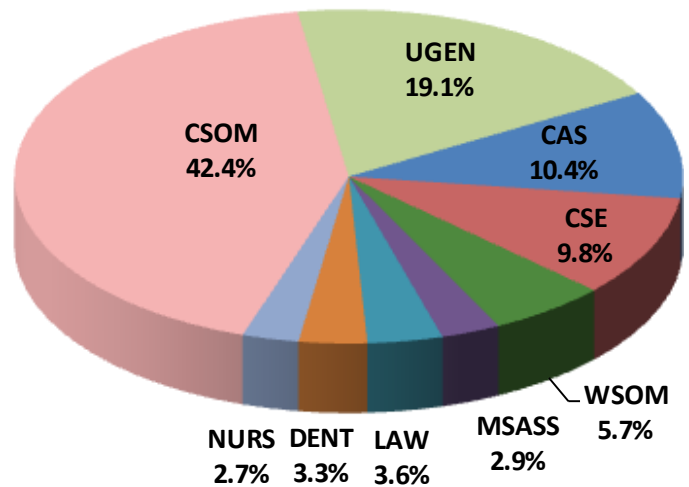
<i>In thousands of dollars</i>	Total Revenue	Total Expense	Operating Margin	Use of Retained Surplus	Surplus/ (Deficit)
CAS	\$ 108,848	\$ 112,458	\$ (3,610)	\$ -	\$ (3,610)
CSE	104,976	105,800	(824)	-	(824)
WSOM	62,896	61,567	1,329	-	1,329
MSASS	31,611	30,873	738	-	738
LAW	32,631	39,159	(6,528)	-	(6,528)
DENT	36,022	35,522	500	-	500
NURS	28,973	29,491	(518)	518	-
CSOM	458,634	457,085	1,549	-	1,549
UGEN	218,486	206,239	12,247	-	12,247
OPERATING BUDGET	\$ 1,083,077	\$ 1,078,194	\$ 4,883	\$ 518	\$ 5,401

8

REVENUE by Management Center
2017 Budget - \$1,083,077



EXPENSE by Management Center
2017 Budget - \$1,078,194



STATEMENT OF OPERATIONS BY MANAGEMENT CENTER

FISCAL YEAR 2017 BUDGET

<i>In thousands of dollars</i>	CAS	CSE	WSOM	MSASS	LAW	DENT	NURS	CSOM	UGEN	Total University
REVENUE										
TUITION										
Undergraduate	\$ 60,703	\$ 28,405	\$ 10,774	\$ 218	\$ 123	\$ 53	\$ 6,034	\$ 2,895	\$ 102,874	\$ 212,079
Summer	2,959	3,349	2,500	3,289	198	433	2,183	2,630	-	17,541
Professional	-	2,981	30,737	17,198	25,265	19,161	9,863	47,888	-	153,093
Graduate	12,379	12,367	4,741	454	-	2,219	1,038	25,762	-	58,960
Fees	465	530	200	104	-	740	247	390	1,001	3,677
TOTAL TUITION	76,506	47,632	48,952	21,263	25,586	22,606	19,365	79,565	103,875	445,350
ENDOWMENT										
Restricted Endowment	7,300	5,101	4,062	1,584	4,979	554	2,698	15,028	10,756	52,062
Unrestricted Endowment	7,648	3,865	1,969	497	465	67	1,016	11,836	8,311	35,674
TOTAL ENDOWMENT	14,948	8,966	6,031	2,081	5,444	621	3,714	26,864	19,067	87,736
OTHER REVENUE										
Research & Training	10,501	30,429	394	3,981	-	1,241	3,835	246,533	1,074	297,988
Restricted Gifts	2,516	3,000	1,245	1,881	221	793	528	18,095	8,559	36,838
Overhead Recovery	3,526	10,034	350	1,014	-	714	1,216	55,300	107	72,261
Unrestricted Gifts	520	400	350	160	1,100	295	315	600	60	3,800
State Support	-	-	-	-	-	-	-	2,770	-	2,770
Organized Activities	-	-	4,566	-	-	8,034	-	600	33	13,233
Other Income	331	4,515	1,008	1,231	280	1,718	-	28,307	13,053	50,443
Auxiliaries	-	-	-	-	-	-	-	-	72,658	72,658
TOTAL OTHER REVENUE	17,394	48,378	7,913	8,267	1,601	12,795	5,894	352,205	95,544	549,991
TOTAL REVENUE	\$108,848	\$104,976	\$62,896	\$31,611	\$32,631	\$36,022	\$28,973	\$458,634	\$218,486	\$1,083,077
EXPENSE										
DIRECT EXPENSE										
Faculty Salaries	\$ 26,254	\$ 18,845	\$ 14,319	\$ 4,972	\$ 7,656	\$ 10,417	\$ 8,514	\$ 61,645	\$ 324	\$ 152,946
Other Salaries	9,486	11,424	5,837	5,531	2,789	5,004	3,471	56,569	938	101,049
TOTAL SALARIES	35,740	30,269	20,156	10,503	10,445	15,421	11,985	118,214	1,262	253,995
Fringe	10,623	8,872	6,147	3,108	3,186	4,669	3,609	32,917	360	73,491
Student Salaries	7,705	10,444	1,312	618	154	146	739	6,780	1,092	28,990
Student Aid	9,613	4,165	10,461	5,376	13,521	496	3,275	22,784	110,332	180,023
Non-salary	11,763	24,668	10,389	6,768	3,526	7,803	3,069	210,597	3,201	281,784
TOTAL DIRECT EXPENSE	75,444	78,418	48,465	26,373	30,832	28,535	22,677	391,292	116,247	818,283
Restricted Direct Expense	20,317	38,530	5,701	7,446	5,200	2,588	7,061	279,656	20,389	386,888
Unrestricted Direct Expense	55,127	39,888	42,764	18,927	25,632	25,947	15,616	111,636	95,858	431,395
INDIRECT EXPENSE										
Library	3,472	2,028	1,523	617	2,682	470	766	2,815	1,262	15,635
Student Services	8,933	4,374	2,016	259	294	316	1,117	2,099	6,456	25,864
Plant	12,416	11,352	3,864	1,213	1,990	3,013	2,118	30,420	(1,755)	64,631
Information Services	6,981	4,593	2,878	943	1,322	1,276	1,434	9,304	237	28,968
University Services	5,212	5,035	2,821	1,468	2,039	1,912	1,379	21,155	19,619	60,640
TOTAL INDIRECT EXPENSE	37,014	27,382	13,102	4,500	8,327	6,987	6,814	65,793	25,819	195,738
Auxiliaries	-	-	-	-	-	-	-	-	64,173	64,173
TOTAL EXPENSE	\$112,458	\$105,800	\$61,567	\$30,873	\$39,159	\$35,522	\$29,491	\$457,085	\$206,239	\$1,078,194
OPERATING MARGIN	\$ (3,610)	\$ (824)	\$ 1,329	\$ 738	\$ (6,528)	\$ 500	\$ (518)	\$ 1,549	\$ 12,247	\$ 4,883
Undergraduate Tuition Subvention	-	-	-	-	-	-	-	-	-	-
Use of Retained Surplus	-	-	-	-	-	-	518	-	-	518
SURPLUS/(DEFICIT)	\$ (3,610)	\$ (824)	\$ 1,329	\$ 738	\$ (6,528)	\$ 500	\$ -	\$ 1,549	\$ 12,247	\$ 5,401

COLLEGE OF ARTS AND SCIENCES

FISCAL YEAR 2017 BUDGET

<i>In thousands of dollars</i>	2015 Actual	2016 Budget	2017 Budget	\$ Increase/ (Decrease) from 2016 Budget	% Variance to 2016 Budget
REVENUE					
TUITION					
Undergraduate	\$ 55,738	\$ 57,860	\$ 60,703	\$ 2,843	4.9%
Summer	2,683	2,742	2,959	217	7.9%
Professional	-	-	-	-	0.0%
Graduate	11,203	11,535	12,379	844	7.3%
Fees	427	445	465	20	4.5%
TOTAL TUITION	70,051	72,582	76,506	3,924	5.4%
ENDOWMENT					
Restricted Endowment	6,874	7,798	7,300	(498)	-6.4%
Unrestricted Endowment	7,594	7,496	7,648	152	2.0%
TOTAL ENDOWMENT	14,468	15,294	14,948	(346)	-2.3%
OTHER REVENUE					
Research & Training	11,265	10,368	10,501	133	1.3%
Restricted Gifts	2,158	2,717	2,516	(201)	-7.4%
Overhead Recovery	3,684	3,454	3,526	72	2.1%
Unrestricted Gifts	466	520	520	-	0.0%
State Support	-	-	-	-	0.0%
Organized Activities	6	-	-	-	0.0%
Other Income	672	331	331	-	0.0%
Auxiliaries	-	-	-	-	0.0%
TOTAL OTHER REVENUE	18,251	17,390	17,394	4	0.0%
TOTAL REVENUE	\$ 102,770	\$ 105,266	\$ 108,848	\$ 3,582	3.4%
EXPENSE					
DIRECT EXPENSE					
Faculty Salaries	\$ 25,566	\$ 25,866	\$ 26,254	\$ 388	1.5%
Other Salaries	9,213	9,370	9,486	116	1.2%
TOTAL SALARIES	34,779	35,236	35,740	504	1.4%
Fringe	10,614	10,408	10,623	215	2.1%
Student Salaries	6,903	7,667	7,705	38	0.5%
Student Aid	9,166	10,031	9,613	(418)	-4.2%
Non-salary	10,665	12,429	11,763	(666)	-5.4%
TOTAL DIRECT EXPENSE	72,127	75,771	75,444	(327)	-0.4%
Restricted Direct Expense	20,297	20,883	20,317	(566)	-2.7%
Unrestricted Direct Expense	51,830	54,888	55,127	239	0.4%
INDIRECT EXPENSE					
Library	3,586	3,543	3,472	(71)	-2.0%
Student Services	8,847	8,842	8,933	91	1.0%
Plant	11,374	11,953	12,416	463	3.9%
Information Services	6,673	6,615	6,981	366	5.5%
University Services	4,954	5,228	5,212	(16)	-0.3%
TOTAL INDIRECT EXPENSE	35,434	36,181	37,014	833	2.3%
Auxiliaries	-	-	-	-	0.0%
TOTAL EXPENSE	\$ 107,561	\$ 111,952	\$ 112,458	\$ 506	0.5%
OPERATING MARGIN	\$ (4,791)	\$ (6,686)	\$ (3,610)	\$ 3,076	46.0%
Undergraduate Tuition Subvention	1,590	-	-	-	-
Use of Retained Surplus	1,942	-	-	-	-
SURPLUS/(DEFICIT)	\$ (1,259)	\$ (6,686)	\$ (3,610)	\$ 3,076	

10

CASE SCHOOL OF ENGINEERING

FISCAL YEAR 2017 BUDGET

<i>In thousands of dollars</i>	2015 Actual	2016 Budget	2017 Budget	\$ Increase/ (Decrease) from 2016 Budget	% Variance to 2016 Budget
REVENUE					
TUITION					
Undergraduate	\$ 23,084	\$ 25,946	\$ 28,405	\$ 2,459	9.5%
Summer	1,715	2,065	3,349	1,284	62.2%
Professional	1,150	1,926	2,981	1,055	54.8%
Graduate	8,474	9,964	12,367	2,403	24.1%
Fees	479	513	530	17	3.3%
TOTAL TUITION	34,902	40,414	47,632	7,218	17.9%
ENDOWMENT					
Restricted Endowment	5,440	5,534	5,101	(433)	-7.8%
Unrestricted Endowment	4,027	4,126	3,865	(261)	-6.3%
TOTAL ENDOWMENT	9,467	9,660	8,966	(694)	-7.2%
OTHER REVENUE					
Research & Training	29,319	29,681	30,429	748	2.5%
Restricted Gifts	4,016	3,000	3,000	-	0.0%
Overhead Recovery	9,671	9,861	10,034	173	1.8%
Unrestricted Gifts	450	600	400	(200)	-33.3%
State Support	-	-	-	-	0.0%
Organized Activities	-	-	-	-	0.0%
Other Income	4,012	4,201	4,515	314	7.5%
Auxiliaries	-	-	-	-	0.0%
TOTAL OTHER REVENUE	47,468	47,343	48,378	1,035	2.2%
TOTAL REVENUE	\$ 91,837	\$ 97,417	\$ 104,976	\$ 7,559	7.8%
EXPENSE					
DIRECT EXPENSE					
Faculty Salaries	\$ 17,458	\$ 18,197	\$ 18,845	\$ 648	3.6%
Other Salaries	11,491	12,155	11,424	(731)	-6.0%
TOTAL SALARIES	28,949	30,352	30,269	(83)	-0.3%
Fringe	8,774	8,876	8,872	(4)	0.0%
Student Salaries	10,102	9,989	10,444	455	4.6%
Student Aid	3,615	4,621	4,165	(456)	-9.9%
Non-salary	18,277	19,029	24,668	5,639	29.6%
TOTAL DIRECT EXPENSE	69,717	72,867	78,418	5,551	7.6%
Restricted Direct Expense	38,775	38,215	38,530	315	0.8%
Unrestricted Direct Expense	30,942	34,652	39,888	5,236	15.1%
INDIRECT EXPENSE					
Library	1,943	1,926	2,028	102	5.3%
Student Services	3,863	3,961	4,374	413	10.4%
Plant	10,273	10,842	11,352	510	4.7%
Information Services	4,253	4,281	4,593	312	7.3%
University Services	4,819	5,139	5,035	(104)	-2.0%
TOTAL INDIRECT EXPENSE	25,151	26,149	27,382	1,233	4.7%
Auxiliaries	-	-	-	-	0.0%
TOTAL EXPENSE	\$ 94,868	\$ 99,016	\$ 105,800	\$ 6,784	6.9%
OPERATING MARGIN	\$ (3,031)	\$ (1,599)	\$ (824)	\$ 775	48.5%
Undergraduate Tuition Subvention	573	-	-	-	-
Use of Retained Surplus	-	-	-	-	-
SURPLUS/(DEFICIT)	\$ (2,458)	\$ (1,599)	\$ (824)	\$ 775	

WEATHERHEAD SCHOOL OF MANAGEMENT

FISCAL YEAR 2017 BUDGET

<i>In thousands of dollars</i>	2015 Actual	2016 Budget	2017 Budget	\$ Increase/ (Decrease) from 2016 Budget	% Variance to 2016 Budget
REVENUE					
TUITION					
Undergraduate	\$ 9,185	\$ 9,671	\$ 10,774	\$ 1,103	11.4%
Summer	1,195	1,483	2,500	1,017	68.6%
Professional	28,755	29,851	30,737	886	3.0%
Graduate	2,058	1,862	4,741	2,879	154.6%
Fees	185	175	200	25	14.3%
TOTAL TUITION	41,378	43,042	48,952	5,910	13.7%
ENDOWMENT					
Restricted Endowment	3,064	3,538	4,062	524	14.8%
Unrestricted Endowment	1,950	1,920	1,969	49	2.6%
TOTAL ENDOWMENT	5,014	5,458	6,031	573	10.5%
OTHER REVENUE					
Research & Training	558	391	394	3	0.8%
Restricted Gifts	1,540	3,032	1,245	(1,787)	-58.9%
Overhead Recovery	95	97	350	253	260.8%
Unrestricted Gifts	331	350	350	-	0.0%
State Support	-	-	-	-	0.0%
Organized Activities	4,363	4,566	4,566	-	0.0%
Other Income	1,210	484	1,008	524	108.3%
Auxiliaries	-	-	-	-	0.0%
TOTAL OTHER REVENUE	8,097	8,920	7,913	(1,007)	-11.3%
TOTAL REVENUE	\$ 54,489	\$ 57,420	\$ 62,896	\$ 5,476	9.5%
EXPENSE					
DIRECT EXPENSE					
Faculty Salaries	\$ 12,949	\$ 13,948	\$ 14,319	\$ 371	2.7%
Other Salaries	5,425	5,976	5,837	(139)	-2.3%
TOTAL SALARIES	18,374	19,924	20,156	232	1.2%
Fringe	5,743	6,075	6,147	72	1.2%
Student Salaries	1,068	1,323	1,312	(11)	-0.8%
Student Aid	7,385	8,623	10,461	1,838	21.3%
Non-salary	8,968	8,858	10,389	1,531	17.3%
TOTAL DIRECT EXPENSE	41,538	44,803	48,465	3,662	8.2%
Restricted Direct Expense	5,162	6,961	5,701	(1,260)	-18.1%
Unrestricted Direct Expense	36,376	37,842	42,764	4,922	13.0%
INDIRECT EXPENSE					
Library	1,415	1,421	1,523	102	7.2%
Student Services	1,861	1,857	2,016	159	8.6%
Plant	3,434	3,637	3,864	227	6.2%
Information Services	2,451	2,541	2,878	337	13.3%
University Services	2,454	2,653	2,821	168	6.3%
TOTAL INDIRECT EXPENSE	11,615	12,109	13,102	993	8.2%
Auxiliaries	-	-	-	-	0.0%
TOTAL EXPENSE	\$ 53,153	\$ 56,912	\$ 61,567	\$ 4,655	8.2%
OPERATING MARGIN	\$ 1,336	\$ 508	\$ 1,329	\$ 821	161.6%
Undergraduate Tuition Subvention	274	-	-	-	-
Use of Retained Surplus	-	-	-	-	-
SURPLUS/(DEFICIT)	\$ 1,610	\$ 508	\$ 1,329	\$ 821	

MANDEL SCHOOL OF APPLIED SOCIAL SCIENCES

FISCAL YEAR 2017 BUDGET

<i>In thousands of dollars</i>	2015 Actual	2016 Budget	2017 Budget	\$ Increase/ (Decrease) from 2016 Budget	% Variance to 2016 Budget
REVENUE					
TUITION					
Undergraduate	\$ 100	\$ 136	\$ 218	\$ 82	60.3%
Summer	1,475	2,204	3,289	1,085	49.2%
Professional	11,740	13,550	17,198	3,648	26.9%
Graduate	487	485	454	(31)	-6.4%
Fees	-	80	104	24	30.0%
TOTAL TUITION	13,802	16,455	21,263	4,808	29.2%
ENDOWMENT					
Restricted Endowment	2,014	1,814	1,584	(230)	-12.7%
Unrestricted Endowment	514	511	497	(14)	-2.7%
TOTAL ENDOWMENT	2,528	2,325	2,081	(244)	-10.5%
OTHER REVENUE					
Research & Training	5,213	4,334	3,981	(353)	-8.1%
Restricted Gifts	2,480	1,654	1,881	227	13.7%
Overhead Recovery	1,082	1,247	1,014	(233)	-18.7%
Unrestricted Gifts	133	160	160	-	0.0%
State Support	-	-	-	-	0.0%
Organized Activities	37	-	-	-	0.0%
Other Income	695	715	1,231	516	72.2%
Auxiliaries	-	-	-	-	0.0%
TOTAL OTHER REVENUE	9,640	8,110	8,267	157	1.9%
TOTAL REVENUE	\$ 25,970	\$ 26,890	\$ 31,611	\$ 4,721	17.6%
EXPENSE					
DIRECT EXPENSE					
Faculty Salaries	\$ 4,796	\$ 4,578	\$ 4,972	\$ 394	8.6%
Other Salaries	5,161	5,127	5,531	404	7.9%
TOTAL SALARIES	9,957	9,705	10,503	798	8.2%
Fringe	3,080	2,863	3,108	245	8.6%
Student Salaries	1,250	1,002	618	(384)	-38.3%
Student Aid	4,113	4,580	5,376	796	17.4%
Non-salary	4,032	4,194	6,768	2,574	61.4%
TOTAL DIRECT EXPENSE	22,432	22,344	26,373	4,029	18.0%
Restricted Direct Expense	9,707	7,802	7,446	(356)	-4.6%
Unrestricted Direct Expense	12,725	14,542	18,927	4,385	30.2%
INDIRECT EXPENSE					
Library	474	632	617	(15)	-2.4%
Student Services	248	267	259	(8)	-3.0%
Plant	1,118	1,165	1,213	48	4.1%
Information Services	897	959	943	(16)	-1.7%
University Services	1,295	1,415	1,468	53	3.7%
TOTAL INDIRECT EXPENSE	4,032	4,438	4,500	62	1.4%
Auxiliaries	-	-	-	-	0.0%
TOTAL EXPENSE	\$ 26,464	\$ 26,782	\$ 30,873	\$ 4,091	15.3%
OPERATING MARGIN	\$ (494)	\$ 108	\$ 738	\$ 630	583.3%
Undergraduate Tuition Subvention	2	-	-	-	
Use of Retained Surplus	143	-	-	-	
SURPLUS/(DEFICIT)	\$ (349)	\$ 108	\$ 738	\$ 630	

13

CASE SCHOOL OF LAW

FISCAL YEAR 2017 BUDGET

<i>In thousands of dollars</i>	2015 Actual	2016 Budget	2017 Budget	\$ Increase/ (Decrease) from 2016 Budget	% Variance to 2016 Budget
REVENUE					
TUITION					
Undergraduate	\$ 18	\$ 99	\$ 123	\$ 24	24.2%
Summer	102	100	198	98	98.0%
Professional	23,198	23,182	25,265	2,083	9.0%
Graduate	-	-	-	-	0.0%
Fees	-	-	-	-	0.0%
TOTAL TUITION	23,318	23,381	25,586	2,205	9.4%
ENDOWMENT					
Restricted Endowment	7,067	6,903	4,979	(1,924)	-27.9%
Unrestricted Endowment	480	477	465	(12)	-2.5%
TOTAL ENDOWMENT	7,547	7,380	5,444	(1,936)	-26.2%
OTHER REVENUE					
Research & Training	1	-	-	-	0.0%
Restricted Gifts	456	193	221	28	14.5%
Overhead Recovery	3	-	-	-	0.0%
Unrestricted Gifts	1,130	1,350	1,100	(250)	-18.5%
State Support	-	-	-	-	0.0%
Organized Activities	-	-	-	-	0.0%
Other Income	246	253	280	27	10.7%
Auxiliaries	-	-	-	-	0.0%
TOTAL OTHER REVENUE	1,836	1,796	1,601	(195)	-10.9%
TOTAL REVENUE	\$ 32,701	\$ 32,557	\$ 32,631	\$ 74	0.2%
EXPENSE					
DIRECT EXPENSE					
Faculty Salaries	\$ 8,016	\$ 7,834	\$ 7,656	\$ (178)	-2.3%
Other Salaries	2,636	2,808	2,789	(19)	-0.7%
TOTAL SALARIES	10,652	10,642	10,445	(197)	-1.9%
Fringe	3,355	3,246	3,186	(60)	-1.8%
Student Salaries	187	134	154	20	14.9%
Student Aid	11,484	12,051	13,521	1,470	12.2%
Non-salary	3,372	3,091	3,526	435	14.1%
TOTAL DIRECT EXPENSE	29,050	29,164	30,832	1,668	5.7%
Restricted Direct Expense	7,524	7,096	5,200	(1,896)	-26.7%
Unrestricted Direct Expense	21,526	22,068	25,632	3,564	16.2%
INDIRECT EXPENSE					
Library	2,762	2,836	2,682	(154)	-5.4%
Student Services	331	278	294	16	5.8%
Plant	1,837	1,905	1,990	85	4.5%
Information Services	1,454	1,307	1,322	15	1.1%
University Services	1,974	2,066	2,039	(27)	-1.3%
TOTAL INDIRECT EXPENSE	8,358	8,392	8,327	(65)	-0.8%
Auxiliaries	-	-	-	-	0.0%
TOTAL EXPENSE	\$ 37,408	\$ 37,556	\$ 39,159	\$ 1,603	4.3%
OPERATING MARGIN	\$ (4,707)	\$ (4,999)	\$ (6,528)	\$ (1,529)	-30.6%
Undergraduate Tuition Subvention	1	-	-	-	
Use of Retained Surplus	-	-	-	-	
SURPLUS/(DEFICIT)	\$ (4,706)	\$ (4,999)	\$ (6,528)	\$ (1,529)	

14

CASE SCHOOL OF DENTAL MEDICINE

FISCAL YEAR 2017 BUDGET

<i>In thousands of dollars</i>	2015 Actual	2016 Budget	2017 Budget	\$ Increase/ (Decrease) from 2016 Budget	% Variance to 2016 Budget
REVENUE					
TUITION					
Undergraduate	\$ 87	\$ 103	\$ 53	\$ (50)	-48.5%
Summer	402	422	433	11	2.6%
Professional	17,407	18,411	19,161	750	4.1%
Graduate	2,108	1,873	2,219	346	18.5%
Fees	679	736	740	4	0.5%
TOTAL TUITION	20,683	21,545	22,606	1,061	4.9%
ENDOWMENT					
Restricted Endowment	1,118	1,489	554	(935)	-62.8%
Unrestricted Endowment	67	67	67	-	0.0%
TOTAL ENDOWMENT	1,185	1,556	621	(935)	-60.1%
OTHER REVENUE					
Research & Training	1,518	1,300	1,241	(59)	-4.5%
Restricted Gifts	854	574	793	219	38.2%
Overhead Recovery	495	319	714	395	123.8%
Unrestricted Gifts	293	310	295	(15)	-4.8%
State Support	-	-	-	-	0.0%
Organized Activities	7,669	7,909	8,034	125	1.6%
Other Income	1,797	1,706	1,718	12	0.7%
Auxiliaries	-	-	-	-	0.0%
TOTAL OTHER REVENUE	12,626	12,118	12,795	677	5.6%
TOTAL REVENUE	\$ 34,494	\$ 35,219	\$ 36,022	\$ 803	2.3%
EXPENSE					
DIRECT EXPENSE					
Faculty Salaries	\$ 10,160	\$ 10,296	\$ 10,417	\$ 121	1.2%
Other Salaries	4,131	4,586	5,004	418	9.1%
TOTAL SALARIES	14,291	14,882	15,421	539	3.6%
Fringe	4,469	4,525	4,669	144	3.2%
Student Salaries	229	162	146	(16)	-9.9%
Student Aid	1,112	815	496	(319)	-39.1%
Non-salary	7,344	7,962	7,803	(159)	-2.0%
TOTAL DIRECT EXPENSE	27,445	28,346	28,535	189	0.7%
Restricted Direct Expense	3,490	3,363	2,588	(775)	-23.0%
Unrestricted Direct Expense	23,955	24,983	25,947	964	3.9%
INDIRECT EXPENSE					
Library	468	464	470	6	1.3%
Student Services	278	298	316	18	6.0%
Plant	2,739	2,908	3,013	105	3.6%
Information Services	1,230	1,268	1,276	8	0.6%
University Services	1,756	1,937	1,912	(25)	-1.3%
TOTAL INDIRECT EXPENSE	6,471	6,875	6,987	112	1.6%
Auxiliaries	-	-	-	-	0.0%
TOTAL EXPENSE	\$ 33,916	\$ 35,221	\$ 35,522	\$ 301	0.9%
OPERATING MARGIN	\$ 578	\$ (2)	\$ 500	\$ 502	25100.0%
Undergraduate Tuition Subvention	3	-	-	-	
Use of Retained Surplus	-	2	-	(2)	
SURPLUS/(DEFICIT)	\$ 581	\$ -	\$ 500	\$ 500	

15

FRANCES PAYNE BOLTON SCHOOL OF NURSING

FISCAL YEAR 2017 BUDGET

<i>In thousands of dollars</i>	2015 Actual	2016 Budget	2017 Budget	\$ Increase/ (Decrease) from 2016 Budget	% Variance to 2016 Budget
REVENUE					
TUITION					
Undergraduate	\$ 5,220	\$ 5,357	\$ 6,034	\$ 677	12.6%
Summer	2,333	2,342	2,183	(159)	-6.8%
Professional	9,457	10,276	9,863	(413)	-4.0%
Graduate	920	1,003	1,038	35	3.5%
Fees	224	219	247	28	12.8%
TOTAL TUITION	18,154	19,197	19,365	168	0.9%
ENDOWMENT					
Restricted Endowment	2,402	2,734	2,698	(36)	-1.3%
Unrestricted Endowment	1,050	1,043	1,016	(27)	-2.6%
TOTAL ENDOWMENT	3,452	3,777	3,714	(63)	-1.7%
OTHER REVENUE					
Research & Training	2,798	3,375	3,835	460	13.6%
Restricted Gifts	316	192	528	336	175.0%
Overhead Recovery	810	990	1,216	226	22.8%
Unrestricted Gifts	331	315	315	-	0.0%
State Support	-	-	-	-	0.0%
Organized Activities	-	-	-	-	0.0%
Other Income	48	-	-	-	0.0%
Auxiliaries	-	-	-	-	0.0%
TOTAL OTHER REVENUE	4,303	4,872	5,894	1,022	21.0%
TOTAL REVENUE	\$ 25,909	\$ 27,846	\$ 28,973	\$ 1,127	4.0%
EXPENSE					
DIRECT EXPENSE					
Faculty Salaries	\$ 7,044	\$ 7,910	\$ 8,514	\$ 604	7.6%
Other Salaries	3,036	3,203	3,471	268	8.4%
TOTAL SALARIES	10,080	11,113	11,985	872	7.8%
Fringe	3,136	3,347	3,609	262	7.8%
Student Salaries	642	787	739	(48)	-6.1%
Student Aid	2,422	3,139	3,275	136	4.3%
Non-salary	3,287	3,152	3,069	(83)	-2.6%
TOTAL DIRECT EXPENSE	19,567	21,538	22,677	1,139	5.3%
Restricted Direct Expense	5,516	6,301	7,061	760	12.1%
Unrestricted Direct Expense	14,051	15,237	15,616	379	2.5%
INDIRECT EXPENSE					
Library	789	746	766	20	2.7%
Student Services	1,103	1,068	1,117	49	4.6%
Plant	1,945	2,033	2,118	85	4.2%
Information Services	1,350	1,340	1,434	94	7.0%
University Services	1,300	1,374	1,379	5	0.4%
TOTAL INDIRECT EXPENSE	6,487	6,561	6,814	253	3.9%
Auxiliaries	-	-	-	-	0.0%
TOTAL EXPENSE	\$ 26,054	\$ 28,099	\$ 29,491	\$ 1,392	5.0%
OPERATING MARGIN	\$ (145)	\$ (253)	\$ (518)	\$ (265)	-104.7%
Undergraduate Tuition Subvention	135	-	-	-	
Use of Retained Surplus	10	253	518	265	
SURPLUS/(DEFICIT)	\$ -	\$ -	\$ -	\$ -	

CASE SCHOOL OF MEDICINE

FISCAL YEAR 2017 BUDGET

<i>In thousands of dollars</i>	2015 Actual	2016 Budget	2017 Budget	\$ Increase/ (Decrease) from 2016 Budget	% Variance to 2016 Budget
REVENUE					
TUITION					
Undergraduate	\$ 2,647	\$ 2,728	\$ 2,895	\$ 167	6.1%
Summer	2,108	2,200	2,630	430	19.5%
Professional	42,809	44,806	47,888	3,082	6.9%
Graduate	21,908	23,741	25,762	2,021	8.5%
Fees	298	300	390	90	30.0%
TOTAL TUITION	69,770	73,775	79,565	5,790	7.8%
ENDOWMENT					
Restricted Endowment	13,653	15,208	15,028	(180)	-1.2%
Unrestricted Endowment	12,501	11,945	11,836	(109)	-0.9%
TOTAL ENDOWMENT	26,154	27,153	26,864	(289)	-1.1%
OTHER REVENUE					
Research & Training	236,977	239,040	246,533	7,493	3.1%
Restricted Gifts	22,585	18,048	18,095	47	0.3%
Overhead Recovery	54,679	54,500	55,300	800	1.5%
Unrestricted Gifts	654	3,150	600	(2,550)	-81.0%
State Support	2,770	2,743	2,770	27	1.0%
Organized Activities	712	655	600	(55)	-8.4%
Other Income	35,668	33,076	28,307	(4,769)	-14.4%
Auxiliaries	-	-	-	-	0.0%
TOTAL OTHER REVENUE	354,045	351,212	352,205	993	0.3%
TOTAL REVENUE	\$ 449,969	\$ 452,140	\$ 458,634	\$ 6,494	1.4%
EXPENSE					
DIRECT EXPENSE					
Faculty Salaries	\$ 60,605	\$ 60,460	\$ 61,645	\$ 1,185	2.0%
Other Salaries	54,531	54,566	56,569	2,003	3.7%
TOTAL SALARIES	115,136	115,026	118,214	3,188	2.8%
Fringe	33,165	31,757	32,917	1,160	3.7%
Student Salaries	6,770	6,718	6,780	62	0.9%
Student Aid	25,160	25,843	22,784	(3,059)	-11.8%
Non-salary	204,390	205,883	210,597	4,714	2.3%
TOTAL DIRECT EXPENSE	384,621	385,227	391,292	6,065	1.6%
Restricted Direct Expense	273,215	272,296	279,656	7,360	2.7%
Unrestricted Direct Expense	111,406	112,931	111,636	(1,295)	-1.1%
INDIRECT EXPENSE					
Library	2,868	2,740	2,815	75	2.7%
Student Services	1,866	1,925	2,099	174	9.0%
Plant	28,216	29,589	30,420	831	2.8%
Information Services	9,515	9,497	9,304	(193)	-2.0%
University Services	21,923	22,092	21,155	(937)	-4.2%
TOTAL INDIRECT EXPENSE	64,388	65,843	65,793	(50)	-0.1%
Auxiliaries	-	-	-	-	0.0%
TOTAL EXPENSE	\$ 449,009	\$ 451,070	\$ 457,085	\$ 6,015	1.3%
OPERATING MARGIN	\$ 960	\$ 1,070	\$ 1,549	\$ 479	44.8%
Undergraduate Tuition Subvention	62	-	-	-	
Use of Retained Surplus/Encumbered Funds	-	-	-	-	
SURPLUS/(DEFICIT)	\$ 1,022	\$ 1,070	\$ 1,549	\$ 479	

UNIVERSITY GENERAL

FISCAL YEAR 2017 BUDGET

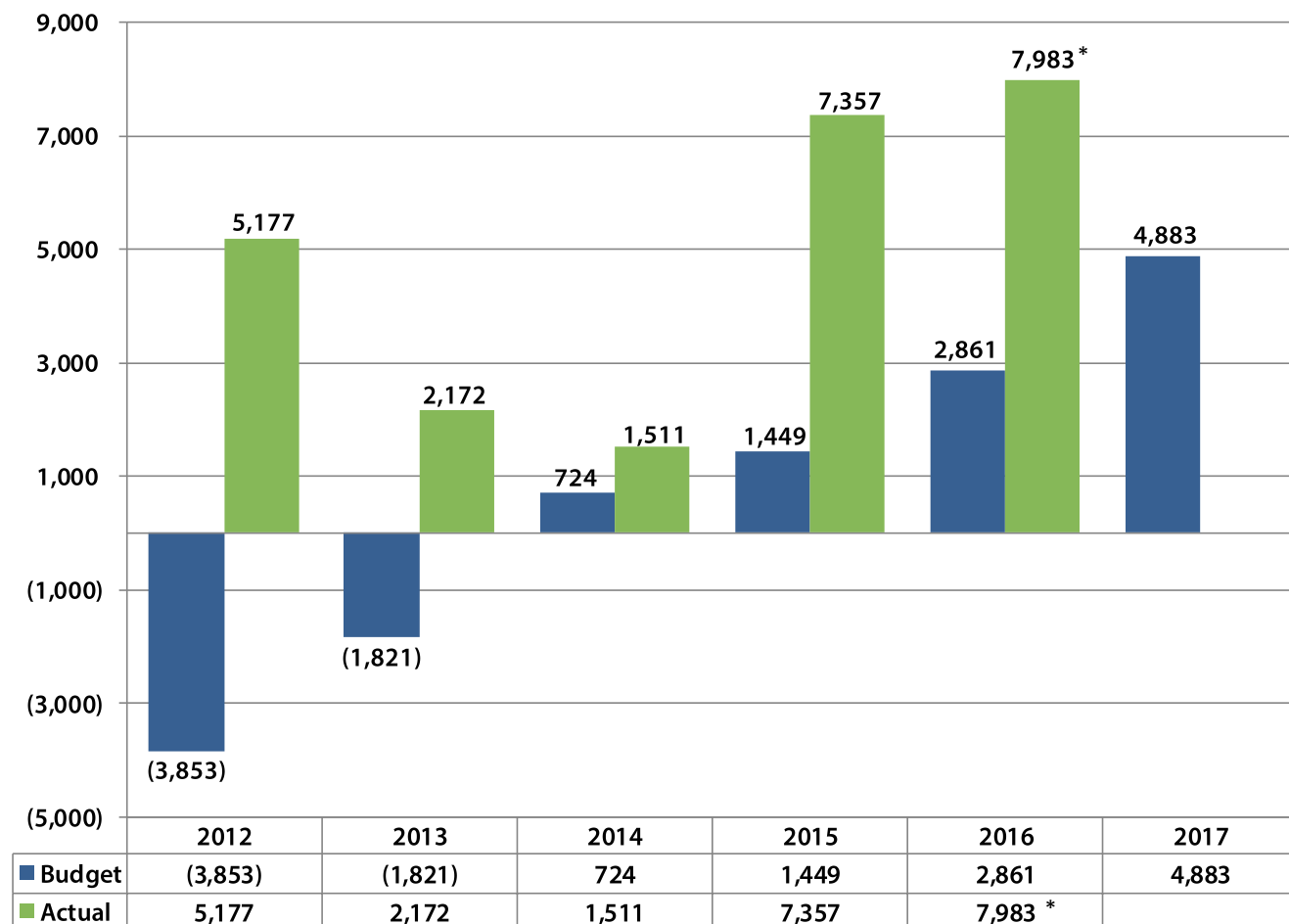
<i>In thousands of dollars</i>	2015 Actual	2016 Budget	2017 Budget	\$ Increase/ (Decrease) from 2016 Budget	% Variance to 2016 Budget
REVENUE					
TUITION					
Undergraduate	\$ 95,118	\$ 100,968	\$ 102,874	\$ 1,906	1.9%
Summer	315	-	-	-	0.0%
Professional	-	-	-	-	0.0%
Graduate	3	-	-	-	0.0%
Fees	836	973	1,001	28	2.9%
TOTAL TUITION	96,272	101,941	103,875	1,934	1.9%
ENDOWMENT					
Restricted Endowment	13,711	13,100	10,756	(2,344)	-17.9%
Unrestricted Endowment	7,880	8,049	8,311	262	3.3%
TOTAL ENDOWMENT	21,591	21,149	19,067	(2,082)	-9.8%
OTHER REVENUE					
Research & Training	1,881	711	1,074	363	51.1%
Restricted Gifts	11,215	9,937	8,559	(1,378)	-13.9%
Overhead Recovery	64	54	107	53	98.1%
Unrestricted Gifts	2	50	60	10	20.0%
State Support	-	-	-	-	0.0%
Organized Activities	423	54	33	(21)	-38.9%
Other Income	14,017	13,107	13,053	(54)	-0.4%
Auxiliaries	66,078	69,893	72,658	2,765	4.0%
TOTAL OTHER REVENUE	93,680	93,806	95,544	1,738	1.9%
TOTAL REVENUE	\$ 211,543	\$ 216,896	\$ 218,486	\$ 1,590	0.7%
EXPENSE					
DIRECT EXPENSE					
Faculty Salaries	\$ 416	\$ 280	\$ 324	\$ 44	15.7%
Other Salaries	1,224	1,034	938	(96)	-9.3%
TOTAL SALARIES	1,640	1,314	1,262	(52)	-4.0%
Fringe	511	388	360	(28)	-7.2%
Student Salaries	1,569	1,437	1,092	(345)	-24.0%
Student Aid	107,093	109,268	110,332	1,064	1.0%
Non-salary	6,752	3,340	3,201	(139)	-4.2%
TOTAL DIRECT EXPENSE	117,565	115,747	116,247	500	0.4%
Restricted Direct Expense	26,807	23,748	20,389	(3,359)	-14.1%
Unrestricted Direct Expense	90,758	91,999	95,858	3,859	4.2%
INDIRECT EXPENSE					
Library	934	2,341	1,262	(1,079)	-46.1%
Student Services	4,386	6,497	6,456	(41)	-0.6%
Plant	(1,420)	(1,271)	(1,755)	(484)	38.1%
Information Services	(1,267)	(624)	237	861	-138.0%
University Services	15,755	16,305	19,619	3,314	20.3%
TOTAL INDIRECT EXPENSE	18,388	23,248	25,819	2,571	11.1%
Auxiliaries	57,939	63,187	64,173	986	1.6%
TOTAL EXPENSE	\$ 193,892	\$ 202,182	\$ 206,239	\$ 4,057	2.0%
OPERATING MARGIN	\$ 17,651	\$ 14,714	\$ 12,247	\$ (2,467)	-16.8%
Undergraduate Tuition Subvention	(2,640)	-	-	-	-
Use of Retained Surplus	(488)	1,153	-	(1,153)	-
SURPLUS/(DEFICIT)	\$ 14,523	\$ 15,867	\$ 12,247	\$ (3,620)	

UNIVERSITY OPERATING MARGIN BY MANAGEMENT CENTER

<i>In thousands of dollars</i>	2012 Actual	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Budget
CAS	\$ (2,856)	\$ (5,102)	\$ (4,934)	\$ (4,791)	\$ (6,686)	\$ (3,610)
CSE	(4,027)	(3,655)	(2,668)	(3,031)	(1,599)	(824)
WSOM	(3)	(51)	75	1,336	508	1,329
MSASS	98	(814)	(572)	(494)	108	738
LAW	(416)	(992)	(5,101)	(4,707)	(4,999)	(6,528)
DENT	2,317	1,948	1,250	578	(2)	500
NURS	1,533	659	(17)	(145)	(253)	(518)
CSOM	1,263	(2,237)	1,733	960	1,070	1,549
UGEN	7,268	12,416	11,745	17,651	14,714	12,247
UNIVERSITY OPERATING MARGIN	\$ 5,177	\$ 2,172	\$ 1,511	\$ 7,357	\$ 2,861	\$ 4,883

UNIVERSITY OPERATING MARGIN

In thousands of dollars



* Q3 Forecast

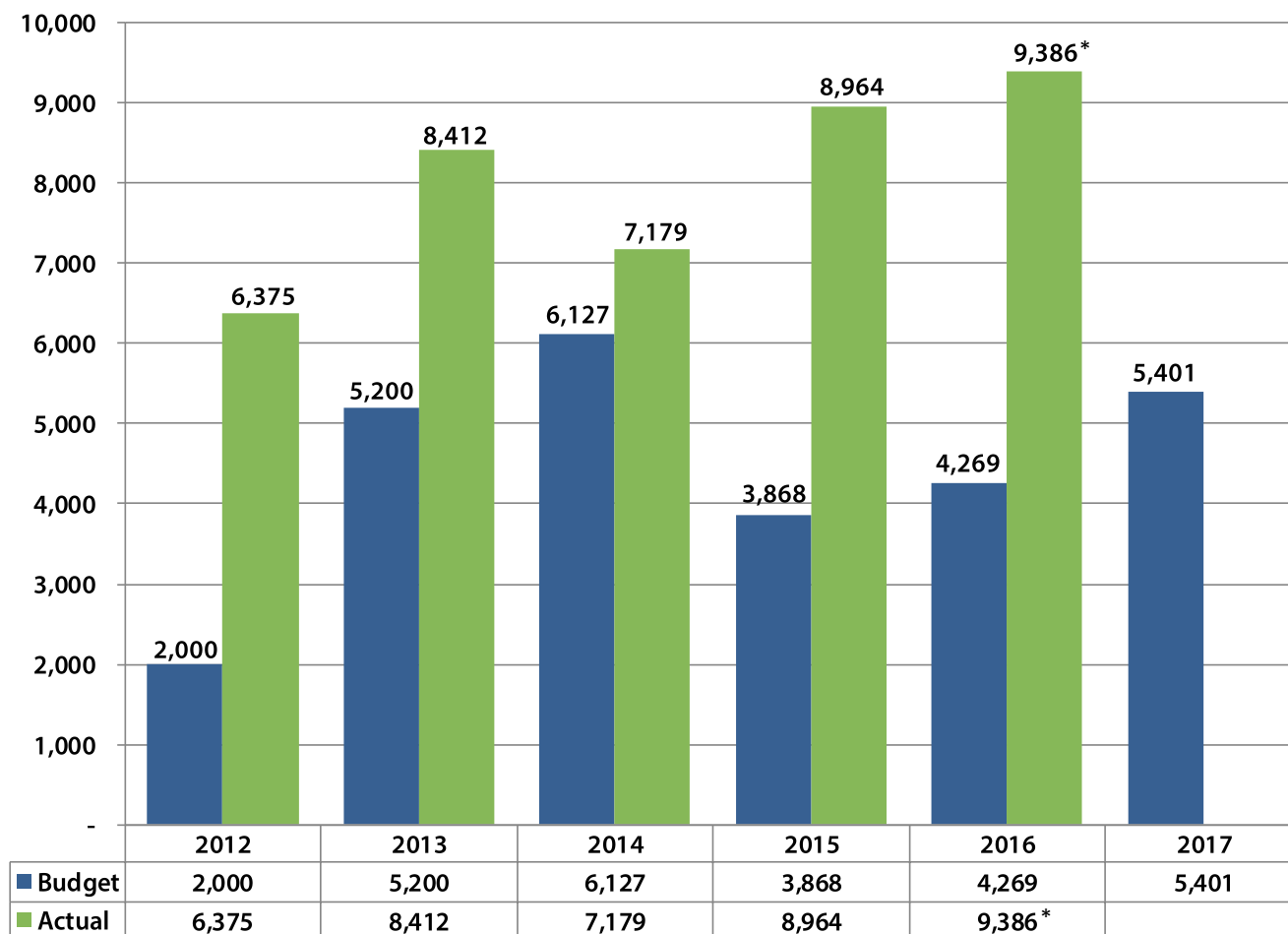
UNIVERSITY SURPLUS/(DEFICIT) BY MANAGEMENT CENTER

<i>In thousands of dollars</i>	2012 Actual	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Budget
CAS	\$ -	\$ -	\$ -	(1,259)	\$ (6,686)	\$ (3,610)
CSE	(3,076)	(2,302)	(1,938)	(2,458)	(1,599)	(824)
WSOM	439	561	418	1,610	508	1,329
MSASS	102	-	-	(349)	108	738
LAW	-	-	(2,936)	(4,706)	(4,999)	(6,528)
DENT	2,320	1,953	1,253	581	-	500
NURS	1,760	987	156	-	-	-
CSOM	1,368	852	1,813	1,022	1,070	1,549
UGEN	3,462	6,361	8,413	14,523	15,867	12,247
UNIVERSITY SURPLUS/(DEFICIT)	\$ 6,375	\$ 8,412	\$ 7,179	\$ 8,964	\$ 4,269	\$ 5,401

UNIVERSITY SURPLUS/(DEFICIT)

In thousands of dollars

20



* Q3 Forecast

SIGNIFICANT REVENUE AND EXPENSE MOVEMENTS

FISCAL YEAR 2017 BUDGET

<i>In thousands of dollars</i>	2016 Budget	2017 Budget	\$ Increase/ (Decrease) from 2016 Budget	% Variance to 2016 Budget
REVENUE				
TUITION				
Undergraduate - enrollment and rate increase	\$ 202,868	\$ 212,079	\$ 9,211	4.5%
Summer - enrollment and rate increase in CAS, WSOM, MSASS & CSOM	13,558	17,541	3,983	29.4%
Professional - enrollment and rate increase in all Professional programs	142,002	153,093	11,091	7.8%
Graduate - enrollment and rate increase in CSE, WSOM, DENT & CSOM	50,463	58,960	8,497	16.8%
Fees - enrollment increase	3,441	3,677	236	6.9%
ENDOWMENT				
Restricted Endowment - decreased income in CAS, CSE, LAW, DENT & UGEN	58,118	52,062	(6,056)	-10.4%
Unrestricted Endowment - no significant change	35,634	35,674	40	0.1%
OTHER REVENUE				
Research and Training - increased activity in CAS, CSE, NURS & CSOM	289,200	297,988	8,788	3.0%
Restricted Gifts - decrease in CAS, WSOM & UGEN; increase in DENT & NURS	39,347	36,838	(2,509)	-6.4%
Overhead Recovery - increased activity in CAS, CSE, NURS & CSOM	70,522	72,261	1,739	2.5%
Unrestricted Gifts - decrease in CSE, LAW & CSOM	6,805	3,800	(3,005)	-44.2%
State Support - no significant change	2,743	2,770	27	1.0%
Organized Activities - slight increase in DENT	13,184	13,233	49	0.4%
Other Income - decrease in CSOM; increase in CSE, WSOM & MSASS	53,873	50,443	(3,430)	-6.4%
Auxiliaries - enrollment and rate increase in Housing and Parking	69,893	72,658	2,765	4.0%
TOTAL REVENUE	\$ 1,051,651	\$ 1,083,077	\$ 31,426	3.0%
EXPENSE				
DIRECT EXPENSE				
Faculty Salaries - increase in CAS, CSE, WSOM & NURS; decrease in LAW	\$ 149,369	\$ 152,946	\$ 3,577	2.4%
Other Salaries - increase in CAS, MSASS, DENT & CSOM; decrease in CSE	98,825	101,049	2,224	2.3%
Fringe - increase in Federal rate to 27.5%; Non-federal unchanged at 30.5%	71,485	73,491	2,006	2.8%
Student Salaries - decrease in MSASS & UGEN; increase in CSE	29,219	28,990	(229)	-0.8%
Student Aid - increase in enrollment and aid awarded	178,971	180,023	1,052	0.6%
Non-salary - increase in CSE, WSOM, MSASS, LAW & CSOM	267,938	281,784	13,846	5.2%
INDIRECT EXPENSE AND AUXILIARIES				
Library - (\$1.0 M) decrease in UGEN for endowment spending	16,649	15,635	(1,014)	-6.1%
Student Services - \$0.9 M increase for new programs & reclass of Auxiliaries	24,993	25,864	871	3.5%
Plant Services - increase in Utilities, Security, Maintenance and Maltz Center	62,761	64,631	1,870	3.0%
Information Services - increase for new programs in IT security and storage	27,184	28,968	1,784	6.6%
University Services - increase for new programs and legal expense	58,209	60,640	2,431	4.2%
Auxiliaries - enrollment and rate increase in Housing and Parking	63,187	64,173	986	1.6%
TOTAL EXPENSE	\$ 1,048,790	\$ 1,078,194	\$ 29,404	2.8%
OPERATING MARGIN	\$ 2,861	\$ 4,883	\$ 2,022	70.7%

STUDENT ENROLLMENT - FALL SEMESTER

Case Western Reserve University students only

	2014 Actual	2015 Actual	2016 Actual	2017 Budget
UNDERGRADUATE				
FULL-TIME *	4,528	4,766	5,019	4,981
PART-TIME	133	145	102	102
<i>* Includes Cooperative Education students, which are not included in tuition calculations since these students are not charged tuition while in the Cooperative Education program</i>				
PROFESSIONAL				
FULL-TIME				
CSE	49	33	59	86
WSOM	563	751	716	828
MSASS	270	327	440	257
LAW	505	510	481	495
DENT	292	293	292	300
NURS	230	261	213	201
CSOM	823	838	858	906
TOTAL FULL-TIME	2,732	3,013	3,059	3,073
PART-TIME				
CSE	-	1	1	-
WSOM	184	163	272	321
MSASS	70	68	67	351
LAW	6	3	5	5
DENT	-	-	-	-
NURS	232	188	219	217
CSOM	-	-	-	-
TOTAL PART-TIME	492	423	564	894
GRADUATE				
FULL-TIME				
CAS	520	515	520	515
CSE	485	502	548	498
WSOM	60	60	70	73
MSASS	40	43	42	41
DENT	112	84	60	59
NURS	30	36	42	57
CSOM	756	776	812	852
Non-Degree	13	15	12	15
TOTAL FULL-TIME	2,016	2,031	2,106	2,110
PART-TIME				
CAS	58	43	41	55
CSE	90	72	63	166
WSOM	2	4	3	3
MSASS	4	1	1	-
DENT	-	35	29	21
NURS	5	5	6	8
CSOM	114	138	160	175
Non-Degree	126	95	118	95
TOTAL PART-TIME	399	393	421	523
TOTAL FULL-TIME STUDENTS	9,276	9,810	10,184	10,164
TOTAL PART-TIME STUDENTS	1,024	961	1,087	1,519
TOTAL STUDENT HEAD COUNT	10,300	10,771	11,271	11,683

A-1

TUITION RATES

Full-Time

Per academic year

	2014	2015	2016	2017	% Increase from 2016
Undergraduate	\$ 41,420	\$ 42,766	\$ 44,156	\$ 45,592	3.25%
Graduate	38,588	39,842	41,137	42,576	3.50%
MS Engineering Management	41,420	42,770	44,160	44,160	0.00%
Management - Full time MBA	43,980	44,950	37,500	38,250	2.00%
Management - Executive MBA	44,000	44,000	44,000	44,880	2.00%
Management - MS Management	39,000	49,000	49,980	50,970	2.00%
Management - MS Operations Research	50,700	51,870	51,870	52,923	2.00%
Management - MSM - Healthcare	N/A	28,050	28,050	28,610	2.00%
Management - MSM - Business Analytics	N/A	N/A	47,500	47,500	0.00%
Management - Master of Accountancy	43,200	43,200	43,200	44,064	2.00%
Management - MPOD	41,940	49,000	49,000	49,900	1.84%
Management - DM/PhD/DSS	50,000	50,000	50,000	50,000	0.00%
MSASS - Graduate	38,590	39,950	41,550	42,570	2.45%
Law - JD	46,700	47,600	48,600	49,500	1.85%
Law - Master in Patent Practice	N/A	N/A	N/A	35,000	N/A
Law - Master in Financial Integrity	N/A	N/A	N/A	41,320	N/A
Dental Medicine - DMD	58,095	59,840	62,235	64,660	3.90%
Dental Medicine - Graduate	47,980	49,540	51,275	53,070	3.50%
Nursing - Professional	41,964	43,643	45,384	46,860	3.25%
Medicine - MD	53,320	55,370	57,475	59,346	3.26%
Medicine - MS Anesthesia	40,950	42,795	44,185	45,732	3.50%
Medicine - MS Physician Assistant Studies	N/A	N/A	N/A	23,428	N/A

B-1

Part-time rates may be found on the Bursar's Office website:

<http://www.case.edu/studentaccounts/>

BOARD RATES

Per academic year

	2014	2015	2016	2017	% Increase from 2016
17 meal swipes + \$150 in CaseCash/week	\$ 5,436	\$ 5,612	\$ 5,792	\$ 5,980	3.25%
19 meal swipes + \$75 in CaseCash/week	5,468	5,646	5,830	6,018	3.25%
200 meal swipes/semester	5,436	5,612	5,792	5,980	3.25%
14 Kosher meal swipes/week	5,644	5,828	5,998	6,192	3.25%
10 Kosher meal swipes/week	5,018	5,182	5,350	5,524	3.25%
14 meal swipes + \$200 CaseCash/week	5,220	5,390	5,564	5,744	3.25%
10 meal swipes + \$250 CaseCash/week	5,098	5,264	5,434	5,610	3.25%
100 meal swipes/semester	3,294	3,400	3,510	3,624	3.25%
7 meal swipes/week	3,294	3,400	3,510	3,624	3.25%

ROOM RATES

Per academic year

	2014	2015	2016	2017	% Increase from 2016
<u>First and Second-Year Students</u>					
North Residential Village					
Double/Triple	\$ 7,430	\$ 7,730	\$ 8,020	\$ 8,280	3.25%
Single	8,380	8,720	9,050	9,344	3.25%
South Residential Village					
Single	8,500	8,840	9,170	9,468	3.25%
Tippit/Staley House Suites					
Single	8,980	9,340	9,680	9,994	3.25%
<u>Greek</u>					
Single	\$ 8,500	\$ 8,840	\$ 9,170	9,468	3.25%
Double/Triple/Quad	7,430	7,730	8,020	8,280	3.25%
<u>Upper-Class Student Housing</u>					
Village @ 115 Apartments					
1 bedroom	\$ 10,970	\$ 11,410	\$ 11,830	\$ 12,214	3.25%
2 and 3 bedroom	10,510	10,930	11,330	11,698	3.25%
4 and 5 bedroom	10,240	10,650	11,050	11,410	3.25%
6 and 7 bedroom	9,910	10,310	10,700	11,048	3.25%
9 bedroom	9,700	10,090	10,470	10,810	3.25%
The Triangle					
Studio/1 bedroom Single	\$ 10,970	\$ 11,410	\$ 11,410	\$ 11,780	3.25%
1 bedroom Double	9,500	9,880	9,900	10,222	3.25%
2 bedroom Double	-	10,930	11,330	11,698	3.25%
2 bedroom Quad	9,330	9,700	9,900	10,222	3.25%
New Residence Hall					
1 bedroom	\$ -	\$ -	\$ 11,410	\$ 11,780	3.25%
2 and 3 bedroom	-	-	11,000	11,358	3.25%
4 bedroom	-	-	10,800	11,150	3.25%
2 bedroom Townhouse	-	-	12,000	12,390	3.25%

B-2

REVENUE AND EXPENSE ALLOCATION PRACTICES

In thousands of dollars, unless otherwise noted

Case Western Reserve University (The “University”) operates under a decentralized structure with the philosophy that each management center is responsible for the planning and implementation of academic programs, revenue development and expense management. This concept is implemented with all revenue, except Undergraduate tuition revenue, and direct expense flowing to their respective management center. Because not all revenue or expense is directly developed by a school, allocation rules assign certain revenue and indirect expense for support services. The operating principle guiding these rules is that they fairly assign revenue or expense as a proxy for actual direct generation of revenue or occurrence of expense.

REVENUE ASSIGNED

Tuition

Graduate and Professional Tuition is assigned to the schools in which the student is registered as a degree student. Special joint programs among schools may have specific rules for tuition sharing, e.g. joint JD/MBA.

Undergraduate Tuition is assigned to those schools that teach undergraduates, primarily the College of Arts and Sciences and the Case School of Engineering. The Weatherhead School of Management and the Frances Payne Bolton School of Nursing also receive undergraduate tuition. SAGES tuition is distributed to the schools teaching those courses. Tuition revenue, net of unfunded financial aid, is distributed among the schools as follows: 85% is assigned based upon the proportion of undergraduate student credit hours taught by each school in 2014 and 2015; the remaining 15% is assigned based upon the proportion of baccalaureate degrees awarded in 2014 and 2015.

C-1

Undergraduate tuition assignment is based on: 4,981 FTE students, average for the academic year 28.4 credit hours/student 1,250 first-year students

Undergraduate Tuition Revenue	\$ 212,078
Less: Contingency	(4,000) *
Less: Unfunded Student Aid	(94,937) *
UG Tuition Distributed to Schools	\$ 113,141
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Regular Credit Hour Distribution	\$ 87,587
SAGES Credit Hour Distribution	8,583
Degrees Granted Distribution	16,971
Total UG Tuition Distribution	\$ 113,141

* 100% assigned to UGEN

Undergraduate tuition revenue is distributed using the average credit hours taught by the management center in 2014 and 2015 to calculate the percentage distribution. The degrees granted percentage is an average of 2014 and 2015. The data used to generate these averages is available on the Office of Budget and Financial Planning website: case.edu/financialplanning/operating-budget

Undergraduate Tuition Distribution and Total Revenue:

	Regular Credit Hour Distribution	SAGES Credit Hour Distribution	Degrees Granted Distribution	Total Tuition Distribution
CAS	\$ 49,297	\$ 2,959	\$ 8,448	\$ 60,704
CSE	22,036	762	5,607	28,405
WSOM	8,731	448	1,594	10,773
MSASS	218	-	-	218
LAW	-	123	-	123
DENT	-	53	-	53
NURS	4,446	266	1,322	6,034
CSOM	2,859	36	-	2,895
UGEN	-	3,936	-	3,936
TOTAL	\$ 87,587	\$ 8,583	\$ 16,971	\$ 113,141
Unfunded Aid				94,937
Contingency				4,000
TOTAL UNDERGRADUATE TUITION REVENUE				\$ 212,078

Endowment

Endowment funds are classified as belonging to a school or University General, and largely pooled for investment purposes. The amount or payout rate made available from the pool to operations each year is approved by the Trustees and considers not only current operational needs, but also long-term interests of intergenerational equity for future endowment beneficiaries. For 2017, the payout rate for the current year spending pool allocation is 4.61%. In addition, the Trustees approved a continuing supplemental distribution of \$6.0 million. Endowment revenue is allocated based on the market value of funds as of June 30, 2015. Revenue from new gifts and/or additions to existing gifts will be allocated one year after receipt. The revenue from a small number of endowment funds jointly shared by the schools teaching undergraduates is assigned based upon undergraduate credit hours taught. Funds Held by Others (FHBO) and Un-pooled funds are managed outside the University's pooled investment and are not considered in the spending allocation. Income generated by FHBO and Un-pooled funds is sent to the University, then distributed to the appropriate management center(s).

C-2

	Current Year Allocation	Prior Year Income *	FHBO	Un-pooled	Less: Unused Current Year Income	Total
CAS	\$ 11,718	\$ 898	\$ 2,964	\$ 91	\$ (723)	\$ 14,948
CSE	8,541	2,733	809	-	(3,117)	8,966
WSOM	3,281	3,467	257	1,275	(2,249)	6,031
MSASS	2,282	61	-	-	(262)	2,081
LAW	3,687	998	531	228	-	5,444
DENT	553	120	-	-	(52)	621
NURS	3,646	550	-	6	(488)	3,714
CSOM	16,056	4,366	7,653	850	(2,061)	26,864
UGEN	11,541	4,167	1,451	-	(4,092)	13,067
TOTAL	\$ 61,305	\$ 17,360	\$ 13,665	\$ 2,450	\$ (13,044)	\$ 81,736
Supplemental Distribution - Campaign and general support						6,000
TOTAL ENDOWMENT REVENUE						\$ 87,736

* Includes temporarily restricted, funds functioning as endowments and board-designated funds for LAW.

Other Revenue

All other revenue is developed directly by the schools' efforts and the schools receive full credit for sums received. Revenue generated for the University as a whole is attributed to University General. Revenue shown as restricted is only to be used by a particular school or for a particular purpose. Restricted revenue (restricted endowment, research and training grants, and restricted gifts) supports "funded" expense. In these instances, revenue is recognized as the matching expense is incurred. All other revenue is unrestricted and flows directly to the management center that generated the revenue. This revenue is recorded when received and supports a school's unrestricted and "indirect" expense.

INDIRECT EXPENSE ASSIGNED

Each school incurs operating expense that appears in the budget as "Direct Expense." These expenditures include faculty, staff and student salaries, fringe benefits, graduate and professional student aid, and non-salary expense. In addition, each school is allocated a share of the expense to provide central and support services. These expenditures are categorized as Library, Student Services, Plant Services, Information Technology Services and University Services and are recorded in each budget summary as indirect expense.

Library

Library includes the operation of the University Library, Health Science Library, Law Library, and the MSASS Library. 75% of the University Library expense is distributed to the core colleges – CAS, CSE, WSOM and a small portion to NURS to recognize support of the BSN program. The remaining 25% is distributed to the other schools. 75% of the Health Science Library expense is distributed to CSOM, DENT, and NURS, with 25% assigned to the other schools. MSASS supports 75% of its Library with the balance distributed to the other schools. LAW pays 100% of its own Library's expense; however, its share of the other Library expense is calculated without the inclusion of estimated materials expense in those Libraries because LAW covers the full expense for its own extensive materials collection. The allocation uses un-weighted student, faculty, and staff counts.

C-3

The data used to determine each Library expense is available on the Office of Budget and Financial Planning website: case.edu/financialplanning/operating-budget

Library Expense Assigned, by Management Center:

	University Library	Health Science Library	MSASS Library	Law Library	Total Library Allocation
CAS	\$ 3,173	\$ 254	\$ 45	\$ -	\$ 3,472
CSE	1,854	148	26	-	2,028
WSOM	1,392	111	20	-	1,523
MSASS	194	34	390	-	618
LAW	138	54	7	2,483	2,682 *
DENT	233	230	7	-	470
NURS	485	270	11	-	766
CSOM	1,396	1,376	43	-	2,815
UGEN	-	-	86	-	86
TOTAL	8,865	2,477	635	2,483	\$ 14,460
Unallocated Library Expense (100% to UGEN):					
Endowment Support					813
Revenue Offsets					615
UGEN Strategic Savings					(253)
TOTAL LIBRARY	\$ 8,865	\$ 2,477	\$ 635	\$ 2,483	\$ 15,635

* Law School contribution to other libraries is calculated using the non-materials portion of library budgets.

Student Services

C-4

Student Services include the expense associated with the following operations: Enrollment Management, Undergraduate Studies, Financial Aid, Registrar, Student Affairs, Career Planning, Educational Support Services, Thwing Center, International Students, Education Abroad, Minority Programs, Physical Education and Athletics, UCITE, SOURCE and the Dean of Graduate Studies. The expense associated with the SAGES program (net of the tuition generated by non-school based lecturers) is included in this category and is allocated on the basis of SAGES credit hours taught.

Most Student Services expense is assigned on the basis of the students benefiting from the program or service. Several programs are believed to have an overall University purpose and are assigned using the two-year average direct expense methodology. The student numbers used in the assignment are an average of the 2014 and 2015 enrollment.

The Student Services expense for each management center is determined by student and faculty/staff head count. The data used to determine each Student Service expense is available on the Office of Budget and Financial Planning website: case.edu/financialplanning/operating-budget

Student Numbers used for the 2017 Budget, based on 2014 and 2015 average enrollment:

	Undergraduate FTE *	Undergraduate Headcount *	Graduate Full-Time	Graduate Part-Time	Professional Full-Time	Professional Part-Time	Total Head Count
CAS	2,699	2,745	518	42	-	-	3,305
CSE	1,191	1,210	520	84	46	1	1,861
WSOM	462	470	65	4	715	218	1,472
MSASS	7	7	43	1	384	68	503
LAW	3	3	-	-	487	3	493
DENT	3	3	111	-	293	-	407
NURS	264	269	39	6	237	204	755
CSOM	128	131	794	149	848	-	1,922
UGEN	176	179	-	-	-	-	179
TOTAL	4,933	5,017	2,090	286	3,010	494	10,897

*Percentage distribution for undergraduate full-time equivalency (FTE) and headcount uses two years' of credit hour data and is equal to the 2017 percentage distribution for net undergraduate tuition in schools. Graduate and Professional numbers are based on the Fall Semester enrollment statistics.

2017 Student Services Expense Assigned, by Allocation Methodology:

	Undergraduate FTE	Undergraduate Student Head Count	Graduate Student Head Count	Graduate/ Professional Head Count	University Services	SAGES	Faculty/ Staff Count	Weighted Average Student Headcount	Total
CAS	\$ 6,956	\$ 1,000	\$ 291	\$ 61	\$ 34	\$ 1	\$ 54	\$ 536	\$ 8,933
CSE	3,068	563	314	71	33	-	41	284	4,374
WSOM	1,190	445	36	109	19	-	21	196	2,016
MSASS	19	111	22	39	10	-	16	42	259
LAW	8	149	-	53	13	-	12	59	294
DENT	8	123	58	44	13	-	23	47	316
NURS	681	228	23	53	9	-	20	103	1,117
CSOM	331	556	491	185	139	-	221	176	2,099
UGEN	452	54	-	-	-	1	-	-	507
TOTAL	\$ 12,713	\$ 3,229	\$ 1,235	\$ 615	\$ 270	\$ 2	\$ 408	\$ 1,443	\$ 19,915
Unallocated Student Services (100% to UGEN)*									5,949
TOTAL STUDENT SERVICES									\$ 25,864

*Includes 100% of the UGEN Strategic Savings Plan.

Note: Graduate and Professional numbers are based on the Fall Semester enrollment statistics.

Plant Services

Plant Services include the expense for utilities (electricity, steam/gas, water/sewer, chilled water, and other services) and plant operations (custodial, building maintenance, security, and environmental health and safety). Utilities expense is assigned based on a weighted utilities rate. The rate is adjusted for the budget year to account for estimated changes in utility rates. An adjusted cost per square foot for utilities is calculated and multiplied by the gross square footage in each building.

Non-utility expense is assigned based upon the average remaining operating cost for all academic buildings in the University. The average cost per square foot is multiplied by the number of gross square feet assigned to each school or function. Utility and non-utility expense for parts of buildings used for indirect or support services (e.g. libraries, student services, or University administrative services), are first allocated to the support service and then reallocated through the appropriate basis.

Plant Services costs are distributed using ten separate allocation methodologies:

C-6

Category	Allocation Methodology
Direct Plant	Utilities and Space Charges
Administrative Space	University Service (Two-Year Average Direct Expense)
University Library	Total University Library Allocation
Health Science Library	Total Health Science Library Allocation
Student Services	Student Service Allocation Excluding Physical Education and SAGES Allocation
University Center	Total Headcount
Athletic Space	Total Physical Education Space Allocation
Shared Classroom	Undergraduate FTE Ratio
SAGES	Two-Year Average SAGES Credit Hours Taught
Waste Removal	Fixed Amount

Plant Services Allocation:

	Square Footage	% of Total	Total Direct Plant	Administrative Space	University Library	Health Science Library
CAS	591,143	19.3%	\$ 8,004	\$ 741	\$ 707	\$ 150
CSE	598,890	19.6%	8,792	716	384	82
WSOM	186,872	6.1%	2,401	401	283	60
MSASS	63,840	2.1%	814	209	45	22
LAW	122,013	4.0%	1,519	290	28	13
DENT	154,952	5.1%	2,430	271	50	127
NURS	81,998	2.7%	1,267	196	104	146
CSOM	1,257,158	41.1%	25,199	3,006	297	750
UGEN	-	0.0%	-	-	-	-
TOTAL	3,056,866	100.0%	\$ 50,426	\$ 5,830	\$ 1,898	\$ 1,350

	Student Services	University Center	Athletic Space	Shared Classroom	SAGES Allocation	Waste Removal (Fixed)	Total Plant Allocation
CAS	\$ 647	\$ 400	\$ 1,319	\$ 322	\$ 35	\$ 46	\$ 12,416
CSE	319	234	627	151	9	46	11,352
WSOM	145	176	307	57	5	-	3,864
MSASS	18	52	44	1	-	-	1,213
LAW	20	63	49	1	2	-	1,990
DENT	22	63	51	-	1	-	3,013
NURS	80	98	174	33	3	-	2,118
CSOM	146	375	358	15	1	373	30,420
UGEN	39	19	80	21	47	(465)	(259)
TOTAL	\$ 1,436	\$ 1,480	\$ 3,009	\$ 601	\$ 103	\$ -	\$ 66,127
Unallocated Plant (100% to UGEN)*							(1,496)
TOTAL PLANT							\$ 64,631

* Includes 100% of the UGEN Strategic Savings Plan.

The Plant Services expense for each school or area is determined by each building's utilities rate and square footage. Utility expense is assigned based on a weighted utilities rate. The estimated annual expense is assigned based on square footage. The cost for Plant Services other than utilities is \$9.121 per gross square foot. This expense is assigned based upon square footage. The data used to determine each total is available on the Office of Budget and Financial Planning website: case.edu/financialplanning/operating-budget

Information Technology Services (ITS)

Information Technology Services include the expense associated with establishing, maintaining, and providing services through the campus network, central information processing, research and academic computing, as well as the operations of the ITS division and the ERP Finance office.

ITS expense is separated into four cost pools, each with its own distribution formula. The first pool, **Core Technology**, covers core network and infrastructure equipment, wiring and maintenance. It includes the debt service related to the deployment of this technology and is distributed on a square footage allocation, including a school's share of indirect space such as Library and Student Services space.

The **Instructional** component of the ITS budget is allocated using the two-year average student count. It includes support for academic technologies including Blackboard and Courseware lecture capture, the Student Information System, online learning programs and MOOCs, Active Learning Faculty Fellows, instructional design and other curriculum support. This component also includes the design, upgrade and operation of Technology Enhanced Classrooms and Active Learning Spaces, as well as the related debt service.

The expense associated with **Core Administrative** systems includes providing enterprise applications such as the HCM system, ERP Financial systems, Web Content Management, Identity Management and the software center. This component is distributed using the University Services distribution (a percentage of direct expense) and also includes related debt service on ERP system upgrades.

The remaining cost pool, referred to as **Infrastructure**, covers basic technology services including security, internet, email, servers, storage, voice and video communications, Help Desk and other network services. These services also include the support of research computing systems such as the High Performance Computing Cluster and the Secured Research Environment, as well as the related debt service. This expense is distributed using a faculty/staff/student count and utilizes the same counts used for the Library distribution.

The data used to determine each component of ITS expense is available on the Office of Budget and Financial Planning website: case.edu/financialplanning/operating-budget

Information Technology Costs Assigned, by cost pool:

		Core Technology	Instructional	Administrative	Infrastructure	Information Services
CAS	\$	620	\$ 1,597	\$ 792	\$ 3,972	\$ 6,981
CSE		581	902	765	2,345	4,593
WSOM		209	646	429	1,594	2,878
MSASS		70	160	223	490	943
LAW		122	241	310	649	1,322
DENT		154	199	290	633	1,276
NURS		98	301	210	825	1,434
CSOM		1,276	899	3,214	3,915	9,304
UGEN		3	86	-	189	278
TOTAL	\$	3,133	\$ 5,031	\$ 6,233	\$ 14,612	\$ 29,009
UGEN Strategic Savings Plan (100% to UGEN)						(41)
TOTAL INFORMATION TECHNOLOGY SERVICES						\$ 28,968

C-8

University Services

University Services include the general administrative expense associated with the following operations: Office of the President, Office of the Provost, International Affairs, Division of Finance, Office of Administration, Development and University Relations, Planning and Institutional Research, General Counsel, Technology Transfer and Research Administration and the Office of Inclusion, Diversity and Equal Opportunity. In addition, insurance expense, auditing, and other expense general to the operations of the University and not related specifically to programs of a particular school or function are charged in University Services to be allocated using the percentage of direct expense methodology. A two-year average, using the second and third years preceding the budget year, is used in the calculation; e.g. for Budget 2017, the average direct expense for 2014 and 2015. It should be noted that for this calculation, R&T expenditures based in the Cleveland Clinic Lerner College of Medicine (CCLCM), tuition expenditures associated with the CCLCM and expenditures related to CSOM off-campus locations have been deducted from the CSOM expense base. In addition, the cost of Dental kits purchased and re-sold to students has been deducted from the DENT expense base.

Certain University Services expense is not allocated to the schools because there are revenue streams that support the expense. This includes the portion of Development and University Relations expense covered by the supplemental distribution for campaign support.

University Services expense is allocated based on the percentage of direct expense averaged over a two-year period. Average direct expense data is available on the Office of Budget and Financial Planning website: case.edu/financialplanning/operating-budget

Direct Expense (adjusted)						
	2014	2015	Average 2014-2015	% of Total	University Services	
CAS	\$ 73,206	\$ 72,128	\$ 72,667	12.7%	\$ 5,212	
CSE	70,705	69,717	70,211	12.3%	5,035	
WSOM	37,134	41,538	39,336	6.9%	2,821	
MSASS	20,346	20,596	20,471	3.6%	1,468	
LAW	27,818	29,049	28,434	5.0%	2,039	
DENT	26,900	26,410	26,655	4.7%	1,912	
NURS	18,892	19,566	19,229	3.4%	1,379	
CSOM	296,069	293,871	294,970	51.6%	21,155	
UGEN	3	1	2	0.0%	1	
TOTAL	\$ 571,073	\$ 572,876	\$ 571,975	100.0%	\$ 41,022	
Unallocated University Services (100% to UGEN)*						19,618
TOTAL UNIVERSITY SERVICES					\$	60,640

* Includes 100% of the UGEN Strategic Savings Plan.

USE OF RETAINED SURPLUSES

Schools and auxiliaries are permitted to retain the excess of revenue over expense in a reserve account. Expenditures against the reserve account require the approval of the Provost or Chief Financial Officer. As all schools and auxiliaries are expected to operate in a financial equilibrium over the long run, current year losses must be charged against the reserve account.

Full detailed schedules for revenue and expense allocation may be found at:
www.case.edu/financialplanning/operating-budget



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