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OPERATING BUDGET

ADELBERT COLLEGE.

The Fiscal Year 2018 Operating Budget was approved by the Case Western Reserve University Board of Trustees on June 3, 2017.

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www.case.edu/financialplanning/operating-budget

and

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KEY FACTS AND ASSUMPTIONS

<i>In thousands of dollars</i>	2017 Budget	2018 Budget	% Variance to 2017 Budget
UNDERGRADUATE ENROLLMENT (Fall semester, full-time)			
Continuing Students	3,731	3,670	-1.6%
Entering Class	1,250	1,300	4.0%
TOTAL UNDERGRADUATE ENROLLMENT	4,981	4,970	-0.2%
UNDERGRADUATE TUITION			
Tuition Rate (In dollars)	\$ 45,592	\$ 47,074	3.25%
Funded Discount Rate	4.2%	4.1%	
Unfunded Discount Rate	43.1%	43.4%	
TOTAL DISCOUNT RATE	47.3%	47.5%	
ENDOWMENT			
Endowment Pool Spending (current & prior year)	\$ 71,621	\$ 72,694	1.5%
Outside Trust Spending	16,115	16,114	0.0%
TOTAL ENDOWMENT REVENUE	\$ 87,736	\$ 88,808	1.2%
RESEARCH & TRAINING (R&T)			
R&T Revenue	\$ 297,988	\$ 305,375	2.5%
RESTRICTED GIFTS			
Restricted Gift Revenue	\$ 36,838	\$ 40,684	10.4%
OVERHEAD RECOVERY			
Overhead Recovery Revenue	\$ 72,261	\$ 74,340	2.9%
TOTAL RESEARCH & RESTRICTED REVENUE	\$ 407,087	\$ 420,399	3.3%
OVERHEAD RECOVERY			
Federal Indirect Cost Rate	58.5%	60.0%	2.6%
FRINGE			
Non-federal Fringe Benefit Rate	30.5%	32.0%	4.9%
Federal Fringe Benefit Rate	27.5%	30.0%	9.1%

CONSOLIDATED STATEMENT OF OPERATIONS

FISCAL YEAR 2018 BUDGET

<i>In thousands of dollars</i>	2016 Actual	2017 Budget	2018 Budget	\$ Increase/ (Decrease) from 2017 Budget	% Variance to 2017 Budget
REVENUE					
TUITION					
Undergraduate	\$ 207,581	\$ 212,079	\$ 217,599	\$ 5,520	2.6%
Summer	14,752	17,541	17,816	275	1.6%
Professional	141,434	153,093	160,776	7,683	5.0%
Graduate	51,811	58,960	65,460	6,500	11.0%
Fees	3,387	3,677	3,811	134	3.6%
TOTAL TUITION	418,965	445,350	465,462	20,112	4.5%
ENDOWMENT					
Restricted Endowment	52,740	52,062	53,395	1,333	2.6%
Unrestricted Endowment	35,588	35,674	35,413	(261)	-0.7%
TOTAL ENDOWMENT	88,328	87,736	88,808	1,072	1.2%
OTHER REVENUE					
Research & Training	305,605	297,988	305,375	7,387	2.5%
Restricted Gifts	44,261	36,838	40,684	3,846	10.4%
Overhead Recovery	72,296	72,261	74,340	2,079	2.9%
Unrestricted Gifts	6,022	3,800	4,616	816	21.5%
State Support	2,727	2,770	1,900	(870)	-31.4%
Organized Activities	12,620	13,233	11,932	(1,301)	-9.8%
Other Income	62,646	50,443	46,699	(3,744)	-7.4%
Auxiliaries	70,183	72,658	71,494	(1,164)	-1.6%
TOTAL OTHER REVENUE	576,360	549,991	557,040	7,049	1.3%
TOTAL REVENUE	\$ 1,083,653	\$ 1,083,077	\$ 1,111,310	\$ 28,233	2.6%
EXPENSE					
DIRECT EXPENSE					
Faculty Salaries	\$ 149,638	\$ 152,946	\$ 157,235	\$ 4,289	2.8%
Other Salaries	99,223	101,049	101,307	258	0.3%
TOTAL SALARIES	248,861	253,995	258,542	4,547	1.8%
Fringe	71,411	73,491	79,422	5,931	8.1%
Student Salaries	29,790	28,990	30,777	1,787	6.2%
Student Aid	181,488	180,023	184,230	4,207	2.3%
Non-salary	283,490	281,784	292,530	10,746	3.8%
TOTAL DIRECT EXPENSE	815,040	818,283	845,501	27,218	3.3%
Restricted Direct Expense	402,606	386,888	399,454	12,566	3.2%
Unrestricted Direct Expense	412,434	431,395	446,047	14,652	3.4%
INDIRECT EXPENSE					
Library	15,676	15,635	16,151	516	3.3%
Student Services	26,218	25,864	27,929	2,065	8.0%
Plant	62,532	64,631	63,909	(722)	-1.1%
Information Services	27,184	28,968	30,347	1,379	4.8%
University Services	67,713	60,640	63,476	2,836	4.7%
TOTAL INDIRECT EXPENSE	199,323	195,738	201,812	6,074	3.1%
Auxiliaries	60,375	64,173	61,741	(2,432)	-3.8%
TOTAL EXPENSE	\$ 1,074,738	\$ 1,078,194	\$ 1,109,054	\$ 30,860	2.9%
OPERATING MARGIN	\$ 8,915	\$ 4,883	\$ 2,256	\$ (2,627)	-53.8%
Undergraduate Tuition Subvention	-	-	-	-	
Use of Retained Surplus/Encumbered Funds	1,181	518	-	(518)	
SURPLUS/(DEFICIT)	\$ 10,096	\$ 5,401	\$ 2,256	\$ (3,145)	

TOTAL REVENUE

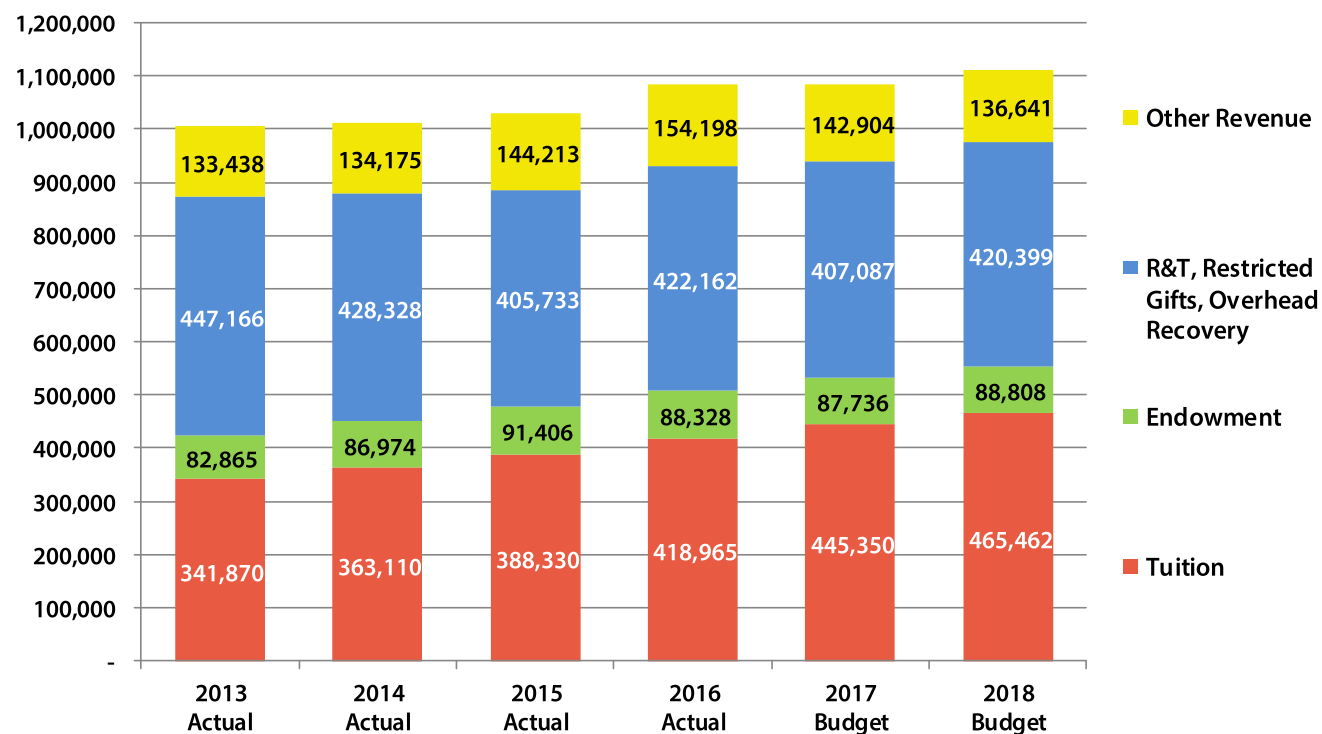
FISCAL YEAR 2018 BUDGET

<i>In thousands of dollars</i>	2016 Actual	2017 Budget	2018 Budget	\$ Increase/ (Decrease) from 2017 Budget	% Variance to 2017 Budget
REVENUE					
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TOTAL REVENUE	\$ 1,083,653	\$ 1,083,077	\$ 1,111,310	\$ 28,233	2.6%

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REVENUE COMPARISON BY YEAR

In thousands of dollars



NOTES TO REVENUE

FISCAL YEAR 2018 BUDGET vs. FISCAL YEAR 2017 BUDGET

TUITION

Undergraduate Tuition

Increased \$5.5 M or 2.6% as a result of a 3.25% tuition rate increase.

Professional Tuition

Increased \$7.7 M or 5.0% due to a 3.0% average rate increase and higher enrollment in WSOM, MSASS, LAW, DENT, NURS and CSOM.

Graduate Tuition

Increased \$6.5 M or 11.0% due to a 3.0% average rate increase and higher enrollment in CAS, CSE, NURS, and CSOM. Partially offset by lower enrollment in DENT.

ENDOWMENT

For 2018, the endowment payout rate will be 4.75%.

Restricted Endowment

Increased \$1.3 M or 2.6% as a result of higher income in CAS, WSOM, MSASS, DENT, NURS, CSOM and UGEN. Partially offset by decreased income in LAW.

OTHER REVENUE

Research & Training

Increased \$7.4 M or 2.5%, due primarily to more research activity in MSASS, NURS, CSOM and UGEN. Partially offset by less research activity in CAS and CSE.

Restricted Gifts

Increased \$3.8 M or 10.4% due to increased gifts in CSE, NURS, CSOM and UGEN. Partially offset by decreased gifts in WSOM and MSASS.

Overhead Recovery

Increased \$2.1 M or 2.9% in CAS, CSE, NURS and CSOM. Partially offset by a decrease in WSOM.

Unrestricted Gifts

Increased \$0.8 M or 21.5% due to increased activity in CAS and CSOM.

Organized Activities

Decreased (\$1.3 M) or -9.8% due to less activity in WSOM Executive Education. Partially offset by an increase in DENT Clinic activity.

Other Income

Decreased (\$3.7 M) or -7.4% in CSE, LAW and CSOM. Partially offset by increases in WSOM, MSASS, DENT, NURS and UGEN.

Auxiliaries

Decreased (\$1.2 M) or -1.6% due to lower revenue in Student Housing, Food Service and Parking.

TOTAL EXPENSE

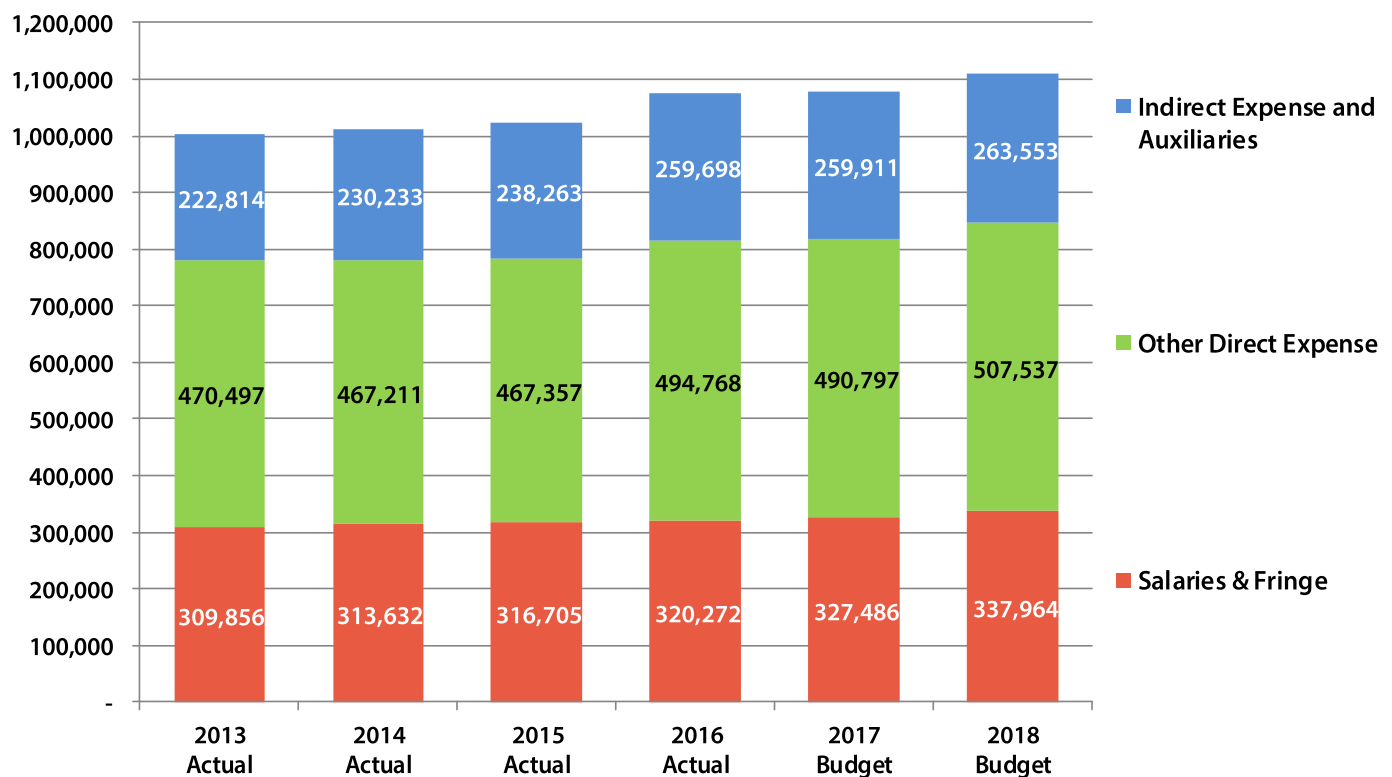
FISCAL YEAR 2018 BUDGET

<i>In thousands of dollars</i>	2016 Actual	2017 Budget	2018 Budget	\$ Increase/ (Decrease) from 2017 Budget	% Variance to 2017 Budget
EXPENSE					
DIRECT EXPENSE					
Faculty Salaries	\$ 149,638	\$ 152,946	\$ 157,235	\$ 4,289	2.8%
Other Salaries	99,223	101,049	101,307	258	0.3%
TOTAL SALARIES	248,861	253,995	258,542	4,547	1.8%
Fringe	71,411	73,491	79,422	5,931	8.1%
Student Salaries	29,790	28,990	30,777	1,787	6.2%
Student Aid	181,488	180,023	184,230	4,207	2.3%
Non-salary	283,490	281,784	292,530	10,746	3.8%
TOTAL DIRECT EXPENSE	815,040	818,283	845,501	27,218	3.3%
Total Restricted	402,606	386,888	399,454	12,566	3.2%
Total Unrestricted	412,434	431,395	446,047	14,652	3.4%
INDIRECT EXPENSE					
Library	15,676	15,635	16,151	516	3.3%
Student Services	26,218	25,864	27,929	2,065	8.0%
Plant	62,532	64,631	63,909	(722)	-1.1%
Information Services	27,184	28,968	30,347	1,379	4.8%
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TOTAL EXPENSE	\$ 1,074,738	\$ 1,078,194	\$ 1,109,054	\$ 30,860	2.9%

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EXPENSE COMPARISON BY YEAR

In thousands of dollars



NOTES TO EXPENSE

FISCAL YEAR 2018 BUDGET vs. FISCAL YEAR 2017 BUDGET

DIRECT EXPENSE

Faculty Salaries

Increased \$4.3 M or 2.8% in CAS, CSE, WSOM, MSASS, LAW, DENT and NURS. CSOM is unchanged for 2018.

Other Salaries

Increased \$0.3 M or 0.3% with higher staff salaries in CSE, MSASS, NURS and CSOM. Partially offsetting the overall increase are lower staff salaries in CAS, WSOM and LAW.

Fringe Benefits

Increased \$5.9 M or 8.1%. The federal fringe benefit rate increased from 27.5% to 30.0%. The non-federal fringe rate increased from 30.5 to 32.0%.

Student Salaries

Increased \$1.8 M or 6.2% in CAS, CSE, MSASS and CSOM. Partially offsetting are lower salaries in WSOM.

Student Aid

Increased \$4.2 M or 2.3% in MSASS, LAW, CSOM and UGEN. Partially offsetting are decreases in CAS, CSE and WSOM. Increase in UGEN reflects an Undergraduate Student Aid discount rate of 47.5%.

Non-salary

Increased \$10.7 M or 3.8% in CAS, MSASS, LAW, DENT and CSOM due in large part to increased spending for Research and Training. Partially offsetting the increase are decreases in CSE and WSOM.

INDIRECT EXPENSE AND AUXILIARIES

Library

Increased \$0.5 M or 3.3% due to an increase in UGEN endowment spending for collections.

Student Services

Increased \$2.1 M or 8.0% due to \$1.0 M of new programs in Enrollment Management.

Plant

Decreased (\$0.7 M) or -1.1% as a result of cost savings from the elimination of the Halle Building lease.

Information Services

Increased \$1.4 M or 4.8% as a result of a reclassification to centralize IT employees from other UGEN areas.

University Services

Increased \$2.8 M or 4.7% as a result of new program additions to support university insurance and research development.

Auxiliaries

Decreased (\$2.4 M) or -3.8% due to lower expense in Student Housing, Food Service and Parking.

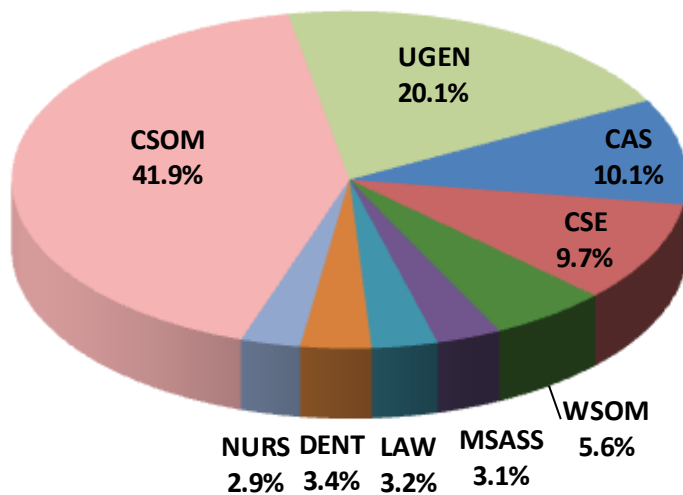
SUMMARY OF OPERATIONS BY MANAGEMENT CENTER

FISCAL YEAR 2018 BUDGET

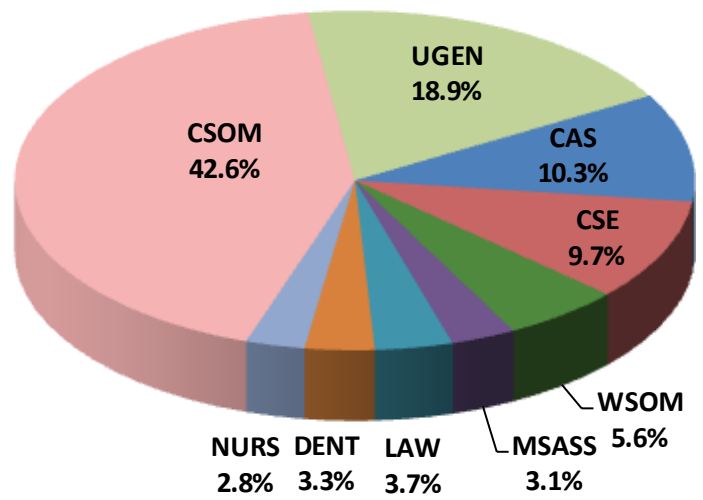
<i>In thousands of dollars</i>		Total Revenue	Total Expense	Operating Margin	Use of Retained Surplus	Surplus/ (Deficit)
CAS	\$	112,519	\$ 114,476	\$ (1,957)	\$ -	(1,957)
CSE		107,874	107,727	147	-	147
WSOM		62,589	61,963	626	-	626
MSASS		34,566	34,166	400	-	400
LAW		35,088	41,017	(5,929)	-	(5,929)
DENT		37,658	36,649	1,009	-	1,009
NURS		31,709	31,113	596	-	596
CSOM		465,552	472,552	(7,000)	-	(7,000)
UGEN		223,755	209,391	14,364	-	14,364
OPERATING BUDGET	\$	1,111,310	\$ 1,109,054	\$ 2,256	\$ -	2,256

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REVENUE by Management Center
2018 Budget - \$1,111,310



EXPENSE by Management Center
2018 Budget - \$1,109,054



STATEMENT OF OPERATIONS BY MANAGEMENT CENTER

FISCAL YEAR 2018 BUDGET

<i>In thousands of dollars</i>	CAS	CSE	WSOM	MSASS	LAW	DENT	NURS	CSOM	UGEN	Total University
REVENUE										
TUITION										
Undergraduate	\$ 63,084	\$ 31,541	\$ 11,844	\$ 205	\$ 80	\$ -	\$ 6,170	\$ 3,177	\$ 101,498	\$ 217,599
Summer	2,970	2,145	2,590	4,334	221	466	2,230	2,860	-	17,816
Professional	-	1,563	31,095	17,776	28,413	20,176	10,615	51,138	-	160,776
Graduate	13,197	14,354	4,796	549	-	2,054	1,279	29,231	-	65,460
Fees	479	548	180	162	-	738	211	400	1,093	3,811
TOTAL TUITION	79,730	50,151	50,505	23,026	28,714	23,434	20,505	86,806	102,591	465,462
ENDOWMENT										
Restricted Endowment	7,953	5,093	4,162	1,840	4,073	601	3,003	15,514	11,156	53,395
Unrestricted Endowment	7,238	3,714	2,169	462	813	61	946	11,543	8,467	35,413
TOTAL ENDOWMENT	15,191	8,807	6,331	2,302	4,886	662	3,949	27,057	19,623	88,808
OTHER REVENUE										
Research & Training	9,731	30,269	313	5,204	40	1,152	4,123	252,530	2,013	305,375
Restricted Gifts	2,578	3,987	538	1,309	243	858	870	20,740	9,561	40,684
Overhead Recovery	3,703	10,307	119	1,110	-	719	1,622	56,710	50	74,340
Unrestricted Gifts	1,286	400	350	160	1,100	240	315	700	65	4,616
State Support	-	-	-	-	-	-	-	1,900	-	1,900
Organized Activities	-	-	3,000	-	-	8,258	-	645	29	11,932
Other Income	300	3,953	1,433	1,455	105	2,335	325	18,464	18,329	46,699
Auxiliaries	-	-	-	-	-	-	-	-	71,494	71,494
TOTAL OTHER REVENUE	17,598	48,916	5,753	9,238	1,488	13,562	7,255	351,689	101,541	557,040
TOTAL REVENUE	\$112,519	\$107,874	\$62,589	\$34,566	\$35,088	\$37,658	\$31,709	\$465,552	\$223,755	\$1,111,310
EXPENSE										
DIRECT EXPENSE										
Faculty Salaries	\$ 27,303	\$ 19,244	\$ 15,751	\$ 5,555	\$ 7,689	\$ 10,613	\$ 9,108	\$ 61,650	\$ 322	\$ 157,235
Other Salaries	9,011	11,973	5,352	5,813	2,550	4,925	3,747	56,820	1,116	101,307
TOTAL SALARIES	36,314	31,217	21,103	11,368	10,239	15,538	12,855	118,470	1,438	258,542
Fringe	11,445	9,689	6,753	3,570	3,276	4,945	4,075	35,224	445	79,422
Student Salaries	7,930	11,421	1,240	738	132	142	765	7,000	1,409	30,777
Student Aid	9,054	3,280	10,187	5,756	14,475	572	3,242	23,511	114,153	184,230
Non-salary	12,285	23,266	8,817	7,908	4,248	8,304	3,148	220,680	3,874	292,530
TOTAL DIRECT EXPENSE	77,028	78,873	48,100	29,340	32,370	29,501	24,085	404,885	121,319	845,501
Restricted Direct Expense	20,262	39,349	5,013	8,353	4,356	2,611	7,996	288,784	22,730	399,454
Unrestricted Direct Expense	56,766	39,524	43,087	20,987	28,014	26,890	16,089	116,101	98,589	446,047
INDIRECT EXPENSE										
Library	3,399	2,145	1,574	639	2,754	470	755	2,879	1,536	16,151
Student Services	9,236	4,910	2,182	291	307	311	1,177	2,210	7,305	27,929
Plant	12,622	11,733	3,987	1,257	2,049	3,084	2,157	31,138	(4,118)	63,909
Information Services	6,735	4,675	2,893	1,027	1,327	1,263	1,413	9,238	1,776	30,347
University Services	5,456	5,391	3,227	1,612	2,210	2,020	1,526	22,202	19,832	63,476
TOTAL INDIRECT EXPENSE	37,448	28,854	13,863	4,826	8,647	7,148	7,028	67,667	26,331	201,812
Auxiliaries	-	-	-	-	-	-	-	-	61,741	61,741
TOTAL EXPENSE	\$114,476	\$107,727	\$61,963	\$34,166	\$41,017	\$36,649	\$31,113	\$472,552	\$209,391	\$1,109,054
OPERATING MARGIN	\$ (1,957)	\$ 147	\$ 626	\$ 400	\$ (5,929)	\$ 1,009	\$ 596	\$ (7,000)	\$ 14,364	\$ 2,256
Undergraduate Tuition Subvention	-	-	-	-	-	-	-	-	-	-
Use of Retained Surplus	-	-	-	-	-	-	-	-	-	-
SURPLUS/(DEFICIT)	\$ (1,957)	\$ 147	\$ 626	\$ 400	\$ (5,929)	\$ 1,009	\$ 596	\$ (7,000)	\$ 14,364	\$ 2,256

COLLEGE OF ARTS AND SCIENCES

FISCAL YEAR 2018 BUDGET

<i>In thousands of dollars</i>	2016 Actual	2017 Budget	2018 Budget	\$ Increase/ (Decrease) from 2017 Budget	% Variance to 2017 Budget
REVENUE					
TUITION					
Undergraduate	\$ 60,142	\$ 60,703	\$ 63,084	\$ 2,381	3.9%
Summer	2,890	2,959	2,970	11	0.4%
Professional	-	-	-	-	0.0%
Graduate	11,239	12,379	13,197	818	6.6%
Fees	472	465	479	14	3.0%
TOTAL TUITION	74,743	76,506	79,730	3,224	4.2%
ENDOWMENT					
Restricted Endowment	7,365	7,300	7,953	653	8.9%
Unrestricted Endowment	7,567	7,648	7,238	(410)	-5.4%
TOTAL ENDOWMENT	14,932	14,948	15,191	243	1.6%
OTHER REVENUE					
Research & Training	10,256	10,501	9,731	(770)	-7.3%
Restricted Gifts	2,035	2,516	2,578	62	2.5%
Overhead Recovery	3,602	3,526	3,703	177	5.0%
Unrestricted Gifts	543	520	1,286	766	147.3%
State Support	-	-	-	-	0.0%
Organized Activities	5	-	-	-	0.0%
Other Income	337	331	300	(31)	-9.4%
Auxiliaries	-	-	-	-	0.0%
TOTAL OTHER REVENUE	16,778	17,394	17,598	204	1.2%
TOTAL REVENUE	\$ 106,453	\$ 108,848	\$ 112,519	\$ 3,671	3.4%
EXPENSE					
DIRECT EXPENSE					
Faculty Salaries	\$ 26,227	\$ 26,254	\$ 27,303	\$ 1,049	4.0%
Other Salaries	9,325	9,486	9,011	(475)	-5.0%
TOTAL SALARIES	35,552	35,740	36,314	574	1.6%
Fringe	10,504	10,623	11,445	822	7.7%
Student Salaries	7,295	7,705	7,930	225	2.9%
Student Aid	9,304	9,613	9,054	(559)	-5.8%
Non-salary	9,944	11,763	12,285	522	4.4%
TOTAL DIRECT EXPENSE	72,599	75,444	77,028	1,584	2.1%
Restricted Direct Expense	19,656	20,317	20,262	(55)	-0.3%
Unrestricted Direct Expense	52,943	55,127	56,766	1,639	3.0%
INDIRECT EXPENSE					
Library	3,543	3,472	3,399	(73)	-2.1%
Student Services	8,842	8,933	9,236	303	3.4%
Plant	11,953	12,416	12,622	206	1.7%
Information Services	6,615	6,981	6,735	(246)	-3.5%
University Services	5,228	5,212	5,456	244	4.7%
TOTAL INDIRECT EXPENSE	36,181	37,014	37,448	434	1.2%
Auxiliaries	-	-	-	-	0.0%
TOTAL EXPENSE	\$ 108,780	\$ 112,458	\$ 114,476	\$ 2,018	1.8%
OPERATING MARGIN	\$ (2,327)	\$ (3,610)	\$ (1,957)	\$ 1,653	45.8%
Undergraduate Tuition Subvention	-	-	-	-	
Use of Retained Surplus	-	-	-	-	
SURPLUS/(DEFICIT)	\$ (2,327)	\$ (3,610)	\$ (1,957)	\$ 1,653	

CASE SCHOOL OF ENGINEERING

FISCAL YEAR 2018 BUDGET

<i>In thousands of dollars</i>	2016 Actual	2017 Budget	2018 Budget	\$ Increase/ (Decrease) from 2017 Budget	% Variance to 2017 Budget
REVENUE					
TUITION					
Undergraduate	\$ 26,854	\$ 28,405	\$ 31,541	\$ 3,136	11.0%
Summer	2,530	3,349	2,145	(1,204)	-36.0%
Professional	1,715	2,981	1,563	(1,418)	-47.6%
Graduate	10,193	12,367	14,354	1,987	16.1%
Fees	531	530	548	18	3.4%
TOTAL TUITION	41,823	47,632	50,151	2,519	5.3%
ENDOWMENT					
Restricted Endowment	5,005	5,101	5,093	(8)	-0.2%
Unrestricted Endowment	4,030	3,865	3,714	(151)	-3.9%
TOTAL ENDOWMENT	9,035	8,966	8,807	(159)	-1.8%
OTHER REVENUE					
Research & Training	30,075	30,429	30,269	(160)	-0.5%
Restricted Gifts	3,909	3,000	3,987	987	32.9%
Overhead Recovery	10,346	10,034	10,307	273	2.7%
Unrestricted Gifts	341	400	400	-	0.0%
State Support	-	-	-	-	0.0%
Organized Activities	187	-	-	-	0.0%
Other Income	3,296	4,515	3,953	(562)	-12.4%
Auxiliaries	-	-	-	-	0.0%
TOTAL OTHER REVENUE	48,154	48,378	48,916	538	1.1%
TOTAL REVENUE	\$ 99,012	\$ 104,976	\$ 107,874	\$ 2,898	2.8%
EXPENSE					
DIRECT EXPENSE					
Faculty Salaries	\$ 18,734	\$ 18,845	\$ 19,244	\$ 399	2.1%
Other Salaries	11,798	11,424	11,973	549	4.8%
TOTAL SALARIES	30,532	30,269	31,217	948	3.1%
Fringe	8,726	8,872	9,689	817	9.2%
Student Salaries	10,631	10,444	11,421	977	9.4%
Student Aid	4,093	4,165	3,280	(885)	-21.2%
Non-salary	19,550	24,668	23,266	(1,402)	-5.7%
TOTAL DIRECT EXPENSE	73,532	78,418	78,873	455	0.6%
Restricted Direct Expense	38,989	38,530	39,349	819	2.1%
Unrestricted Direct Expense	34,543	39,888	39,524	(364)	-0.9%
INDIRECT EXPENSE					
Library	1,926	2,028	2,145	117	5.8%
Student Services	3,961	4,374	4,910	536	12.3%
Plant	10,842	11,352	11,733	381	3.4%
Information Services	4,281	4,593	4,675	82	1.8%
University Services	5,139	5,035	5,391	356	7.1%
TOTAL INDIRECT EXPENSE	26,149	27,382	28,854	1,472	5.4%
Auxiliaries	-	-	-	-	0.0%
TOTAL EXPENSE	\$ 99,681	\$ 105,800	\$ 107,727	\$ 1,927	1.8%
OPERATING MARGIN	\$ (669)	\$ (824)	\$ 147	\$ 971	117.8%
Undergraduate Tuition Subvention	-	-	-	-	
Use of Retained Surplus	-	-	-	-	
SURPLUS/(DEFICIT)	\$ (669)	\$ (824)	\$ 147	\$ 971	

WEATHERHEAD SCHOOL OF MANAGEMENT

FISCAL YEAR 2018 BUDGET

<i>In thousands of dollars</i>	2016 Actual	2017 Budget	2018 Budget	\$ Increase/ (Decrease) from 2017 Budget	% Variance to 2017 Budget
REVENUE					
TUITION					
Undergraduate	\$ 10,009	\$ 10,774	\$ 11,844	\$ 1,070	9.9%
Summer	1,883	2,500	2,590	90	3.6%
Professional	29,914	30,737	31,095	358	1.2%
Graduate	2,510	4,741	4,796	55	1.2%
Fees	191	200	180	(20)	-10.0%
TOTAL TUITION	44,507	48,952	50,505	1,553	3.2%
ENDOWMENT					
Restricted Endowment	3,421	4,062	4,162	100	2.5%
Unrestricted Endowment	1,990	1,969	2,169	200	10.2%
TOTAL ENDOWMENT	5,411	6,031	6,331	300	5.0%
OTHER REVENUE					
Research & Training	479	394	313	(81)	-20.6%
Restricted Gifts	2,380	1,245	538	(707)	-56.8%
Overhead Recovery	173	350	119	(231)	-66.0%
Unrestricted Gifts	334	350	350	-	0.0%
State Support	-	-	-	-	0.0%
Organized Activities	3,930	4,566	3,000	(1,566)	-34.3%
Other Income	588	1,008	1,433	425	42.2%
Auxiliaries	-	-	-	-	0.0%
TOTAL OTHER REVENUE	7,884	7,913	5,753	(2,160)	-27.3%
TOTAL REVENUE	\$ 57,802	\$ 62,896	\$ 62,589	\$ (307)	-0.5%
EXPENSE					
DIRECT EXPENSE					
Faculty Salaries	\$ 13,607	\$ 14,319	\$ 15,751	\$ 1,432	10.0%
Other Salaries	5,715	5,837	5,352	(485)	-8.3%
TOTAL SALARIES	19,322	20,156	21,103	947	4.7%
Fringe	5,837	6,147	6,753	606	9.9%
Student Salaries	1,139	1,312	1,240	(72)	-5.5%
Student Aid	9,496	10,461	10,187	(274)	-2.6%
Non-salary	8,251	10,389	8,817	(1,572)	-15.1%
TOTAL DIRECT EXPENSE	44,045	48,465	48,100	(365)	-0.8%
Restricted Direct Expense	6,280	5,701	5,013	(688)	-12.1%
Unrestricted Direct Expense	37,765	42,764	43,087	323	0.8%
INDIRECT EXPENSE					
Library	1,421	1,523	1,574	51	3.3%
Student Services	1,857	2,016	2,182	166	8.2%
Plant	3,637	3,864	3,987	123	3.2%
Information Services	2,541	2,878	2,893	15	0.5%
University Services	2,653	2,821	3,227	406	14.4%
TOTAL INDIRECT EXPENSE	12,109	13,102	13,863	761	5.8%
Auxiliaries	-	-	-	-	0.0%
TOTAL EXPENSE	\$ 56,154	\$ 61,567	\$ 61,963	\$ 396	0.6%
OPERATING MARGIN	\$ 1,648	\$ 1,329	\$ 626	\$ (703)	-52.9%
Undergraduate Tuition Subvention	-	-	-	-	
Use of Retained Surplus	-	-	-	-	
SURPLUS/(DEFICIT)	\$ 1,648	\$ 1,329	\$ 626	\$ (703)	

MANDEL SCHOOL OF APPLIED SOCIAL SCIENCES

FISCAL YEAR 2018 BUDGET

<i>In thousands of dollars</i>	2016 Actual	2017 Budget	2018 Budget	\$ Increase/ (Decrease) from 2017 Budget	% Variance to 2017 Budget
REVENUE					
TUITION					
Undergraduate	\$ 141	\$ 218	\$ 205	\$ (13)	-6.0%
Summer	2,339	3,289	4,334	1,045	31.8%
Professional	13,855	17,198	17,776	578	3.4%
Graduate	560	454	549	95	20.9%
Fees	-	104	162	58	55.8%
TOTAL TUITION	16,895	21,263	23,026	1,763	8.3%
ENDOWMENT					
Restricted Endowment	1,835	1,584	1,840	256	16.2%
Unrestricted Endowment	509	497	462	(35)	-7.0%
TOTAL ENDOWMENT	2,344	2,081	2,302	221	10.6%
OTHER REVENUE					
Research & Training	5,525	3,981	5,204	1,223	30.7%
Restricted Gifts	3,111	1,881	1,309	(572)	-30.4%
Overhead Recovery	1,079	1,014	1,110	96	9.5%
Unrestricted Gifts	148	160	160	-	0.0%
State Support	-	-	-	-	0.0%
Organized Activities	1	-	-	-	0.0%
Other Income	1,471	1,231	1,455	224	18.2%
Auxiliaries	-	-	-	-	0.0%
TOTAL OTHER REVENUE	11,335	8,267	9,238	971	11.7%
TOTAL REVENUE	\$ 30,574	\$ 31,611	\$ 34,566	\$ 2,955	9.3%
EXPENSE					
DIRECT EXPENSE					
Faculty Salaries	\$ 4,652	\$ 4,972	\$ 5,555	\$ 583	11.7%
Other Salaries	5,587	5,531	5,813	282	5.1%
TOTAL SALARIES	10,239	10,503	11,368	865	8.2%
Fringe	3,034	3,108	3,570	462	14.9%
Student Salaries	987	618	738	120	19.4%
Student Aid	4,420	5,376	5,756	380	7.1%
Non-salary	7,088	6,768	7,908	1,140	16.8%
TOTAL DIRECT EXPENSE	25,768	26,373	29,340	2,967	11.3%
Restricted Direct Expense	10,471	7,446	8,353	907	12.2%
Unrestricted Direct Expense	15,297	18,927	20,987	2,060	10.9%
INDIRECT EXPENSE					
Library	508	617	639	22	3.6%
Student Services	267	259	291	32	12.4%
Plant	968	1,213	1,257	44	3.6%
Information Services	959	943	1,027	84	8.9%
University Services	1,415	1,468	1,612	144	9.8%
TOTAL INDIRECT EXPENSE	4,117	4,500	4,826	326	7.2%
Auxiliaries	-	-	-	-	0.0%
TOTAL EXPENSE	\$ 29,885	\$ 30,873	\$ 34,166	\$ 3,293	10.7%
OPERATING MARGIN	\$ 689	\$ 738	\$ 400	\$ (338)	-45.8%
Undergraduate Tuition Subvention	-	-	-	-	
Use of Retained Surplus	-	-	-	-	
SURPLUS/(DEFICIT)	\$ 689	\$ 738	\$ 400	\$ (338)	

CASE SCHOOL OF LAW

FISCAL YEAR 2018 BUDGET

<i>In thousands of dollars</i>	2016 Actual	2017 Budget	2018 Budget	\$ Increase/ (Decrease) from 2017 Budget	% Variance to 2017 Budget
REVENUE					
TUITION					
Undergraduate	\$ 102	\$ 123	\$ 80	\$ (43)	-35.0%
Summer	134	198	221	23	11.6%
Professional	23,286	25,265	28,413	3,148	12.5%
Graduate	(65)	-	-	-	0.0%
Fees	-	-	-	-	0.0%
TOTAL TUITION	23,457	25,586	28,714	3,128	12.2%
ENDOWMENT					
Restricted Endowment	6,618	4,979	4,073	(906)	-18.2%
Unrestricted Endowment	486	465	813	348	74.8%
TOTAL ENDOWMENT	7,104	5,444	4,886	(558)	-10.2%
OTHER REVENUE					
Research & Training	141	-	40	40	0.0%
Restricted Gifts	498	221	243	22	10.0%
Overhead Recovery	-	-	-	-	0.0%
Unrestricted Gifts	1,068	1,100	1,100	-	0.0%
State Support	-	-	-	-	0.0%
Organized Activities	-	-	-	-	0.0%
Other Income	661	280	105	(175)	-62.5%
Auxiliaries	-	-	-	-	0.0%
TOTAL OTHER REVENUE	2,368	1,601	1,488	(113)	-7.1%
TOTAL REVENUE	\$ 32,929	\$ 32,631	\$ 35,088	\$ 2,457	7.5%
EXPENSE					
DIRECT EXPENSE					
Faculty Salaries	\$ 7,641	\$ 7,656	\$ 7,689	\$ 33	0.4%
Other Salaries	2,628	2,789	2,550	(239)	-8.6%
TOTAL SALARIES	10,269	10,445	10,239	(206)	-2.0%
Fringe	3,132	3,186	3,276	90	2.8%
Student Salaries	155	154	132	(22)	-14.3%
Student Aid	12,120	13,521	14,475	954	7.1%
Non-salary	3,894	3,526	4,248	722	20.5%
TOTAL DIRECT EXPENSE	29,570	30,832	32,370	1,538	5.0%
Restricted Direct Expense	7,257	5,200	4,356	(844)	-16.2%
Unrestricted Direct Expense	22,313	25,632	28,014	2,382	9.3%
INDIRECT EXPENSE					
Library	2,771	2,682	2,754	72	2.7%
Student Services	278	294	307	13	4.4%
Plant	1,905	1,990	2,049	59	3.0%
Information Services	1,307	1,322	1,327	5	0.4%
University Services	2,066	2,039	2,210	171	8.4%
TOTAL INDIRECT EXPENSE	8,327	8,327	8,647	320	3.8%
Auxiliaries	-	-	-	-	0.0%
TOTAL EXPENSE	\$ 37,897	\$ 39,159	\$ 41,017	\$ 1,858	4.7%
OPERATING MARGIN	\$ (4,968)	\$ (6,528)	\$ (5,929)	\$ 599	9.2%
Undergraduate Tuition Subvention	-	-	-	-	
Use of Retained Surplus	-	-	-	-	
SURPLUS/(DEFICIT)	\$ (4,968)	\$ (6,528)	\$ (5,929)	\$ 599	

CASE SCHOOL OF DENTAL MEDICINE

FISCAL YEAR 2018 BUDGET

<i>In thousands of dollars</i>	2016 Actual	2017 Budget	2018 Budget	\$ Increase/ (Decrease) from 2017 Budget	% Variance to 2017 Budget
REVENUE					
TUITION					
Undergraduate	\$ 106	\$ 53	\$ -	\$ (53)	-100.0%
Summer	407	433	466	33	7.6%
Professional	17,835	19,161	20,176	1,015	5.3%
Graduate	1,977	2,219	2,054	(165)	-7.4%
Fees	747	740	738	(2)	-0.3%
TOTAL TUITION	21,072	22,606	23,434	828	3.7%
ENDOWMENT					
Restricted Endowment	483	554	601	47	8.5%
Unrestricted Endowment	67	67	61	(6)	-9.0%
TOTAL ENDOWMENT	550	621	662	41	6.6%
OTHER REVENUE					
Research & Training	2,243	1,241	1,152	(89)	-7.2%
Restricted Gifts	898	793	858	65	8.2%
Overhead Recovery	730	714	719	5	0.7%
Unrestricted Gifts	240	295	240	(55)	-18.6%
State Support	-	-	-	-	0.0%
Organized Activities	7,903	8,034	8,258	224	2.8%
Other Income	4,191	1,718	2,335	617	35.9%
Auxiliaries	-	-	-	-	0.0%
TOTAL OTHER REVENUE	16,205	12,795	13,562	767	6.0%
TOTAL REVENUE	\$ 37,827	\$ 36,022	\$ 37,658	\$ 1,636	4.5%
EXPENSE					
DIRECT EXPENSE					
Faculty Salaries	\$ 10,183	\$ 10,417	\$ 10,613	\$ 196	1.9%
Other Salaries	4,005	5,004	4,925	(79)	-1.6%
TOTAL SALARIES	14,188	15,421	15,538	117	0.8%
Fringe	4,281	4,669	4,945	276	5.9%
Student Salaries	180	146	142	(4)	-2.7%
Student Aid	1,103	496	572	76	15.3%
Non-salary	8,531	7,803	8,304	501	6.4%
TOTAL DIRECT EXPENSE	28,283	28,535	29,501	966	3.4%
Restricted Direct Expense	3,624	2,588	2,611	23	0.9%
Unrestricted Direct Expense	24,659	25,947	26,890	943	3.6%
INDIRECT EXPENSE					
Library	464	470	470	-	0.0%
Student Services	298	316	311	(5)	-1.6%
Plant	2,908	3,013	3,084	71	2.4%
Information Services	1,268	1,276	1,263	(13)	-1.0%
University Services	1,937	1,912	2,020	108	5.6%
TOTAL INDIRECT EXPENSE	6,875	6,987	7,148	161	2.3%
Auxiliaries	-	-	-	-	0.0%
TOTAL EXPENSE	\$ 35,158	\$ 35,522	\$ 36,649	\$ 1,127	3.2%
OPERATING MARGIN	\$ 2,669	\$ 500	\$ 1,009	\$ 509	101.8%
Undergraduate Tuition Subvention	-	-	-	-	-
Use of Retained Surplus	-	-	-	-	-
SURPLUS/(DEFICIT)	\$ 2,669	\$ 500	\$ 1,009	\$ 509	

FRANCES PAYNE BOLTON SCHOOL OF NURSING

FISCAL YEAR 2018 BUDGET

<i>In thousands of dollars</i>	2016 Actual	2017 Budget	2018 Budget	\$ Increase/ (Decrease) from 2017 Budget	% Variance to 2017 Budget
REVENUE					
TUITION					
Undergraduate	\$ 5,545	\$ 6,034	\$ 6,170	\$ 136	2.3%
Summer	2,139	2,183	2,230	47	2.2%
Professional	9,876	9,863	10,615	752	7.6%
Graduate	968	1,038	1,279	241	23.2%
Fees	207	247	211	(36)	-14.6%
TOTAL TUITION	18,735	19,365	20,505	1,140	5.9%
ENDOWMENT					
Restricted Endowment	2,629	2,698	3,003	305	11.3%
Unrestricted Endowment	1,042	1,016	946	(70)	-6.9%
TOTAL ENDOWMENT	3,671	3,714	3,949	235	6.3%
OTHER REVENUE					
Research & Training	3,368	3,835	4,123	288	7.5%
Restricted Gifts	175	528	870	342	64.8%
Overhead Recovery	1,003	1,216	1,622	406	33.4%
Unrestricted Gifts	328	315	315	-	0.0%
State Support	-	-	-	-	0.0%
Organized Activities	-	-	-	-	0.0%
Other Income	154	-	325	325	0.0%
Auxiliaries	-	-	-	-	0.0%
TOTAL OTHER REVENUE	5,028	5,894	7,255	1,361	23.1%
TOTAL REVENUE	\$ 27,434	\$ 28,973	\$ 31,709	\$ 2,736	9.4%
EXPENSE					
DIRECT EXPENSE					
Faculty Salaries	\$ 7,797	\$ 8,514	\$ 9,108	\$ 594	7.0%
Other Salaries	3,117	3,471	3,747	276	8.0%
TOTAL SALARIES	10,914	11,985	12,855	870	7.3%
Fringe	3,293	3,609	4,075	466	12.9%
Student Salaries	716	739	765	26	3.5%
Student Aid	2,588	3,275	3,242	(33)	-1.0%
Non-salary	3,390	3,069	3,148	79	2.6%
TOTAL DIRECT EXPENSE	20,901	22,677	24,085	1,408	6.2%
Restricted Direct Expense	6,172	7,061	7,996	935	13.2%
Unrestricted Direct Expense	14,729	15,616	16,089	473	3.0%
INDIRECT EXPENSE					
Library	746	766	755	(11)	-1.4%
Student Services	1,068	1,117	1,177	60	5.4%
Plant	2,033	2,118	2,157	39	1.8%
Information Services	1,340	1,434	1,413	(21)	-1.5%
University Services	1,374	1,379	1,526	147	10.7%
TOTAL INDIRECT EXPENSE	6,561	6,814	7,028	214	3.1%
Auxiliaries	-	-	-	-	0.0%
TOTAL EXPENSE	\$ 27,462	\$ 29,491	\$ 31,113	\$ 1,622	5.5%
OPERATING MARGIN	\$ (28)	\$ (518)	\$ 596	\$ 1,114	215.1%
Undergraduate Tuition Subvention	-	-	-	-	
Use of Retained Surplus	28	518	-	(518)	
SURPLUS/(DEFICIT)	\$ -	\$ -	\$ 596	\$ 596	

CASE SCHOOL OF MEDICINE

FISCAL YEAR 2018 BUDGET

<i>In thousands of dollars</i>	2016 Actual	2017 Budget	2018 Budget	\$ Increase/ (Decrease) from 2017 Budget	% Variance to 2017 Budget
REVENUE					
TUITION					
Undergraduate	\$ 2,824	\$ 2,895	\$ 3,177	\$ 282	9.7%
Summer	2,483	2,630	2,860	230	8.7%
Professional	44,953	47,888	51,138	3,250	6.8%
Graduate	24,437	25,762	29,231	3,469	13.5%
Fees	384	390	400	10	2.6%
TOTAL TUITION	75,081	79,565	86,806	7,241	9.1%
ENDOWMENT					
Restricted Endowment	12,419	15,028	15,514	486	3.2%
Unrestricted Endowment	11,896	11,836	11,543	(293)	-2.5%
TOTAL ENDOWMENT	24,315	26,864	27,057	193	0.7%
OTHER REVENUE					
Research & Training	251,847	246,533	252,530	5,997	2.4%
Restricted Gifts	18,387	18,095	20,740	2,645	14.6%
Overhead Recovery	55,207	55,300	56,710	1,410	2.5%
Unrestricted Gifts	3,011	600	700	100	16.7%
State Support	2,727	2,770	1,900	(870)	-31.4%
Organized Activities	519	600	645	45	7.5%
Other Income	33,013	28,307	18,464	(9,843)	-34.8%
Auxiliaries	-	-	-	-	0.0%
TOTAL OTHER REVENUE	364,711	352,205	351,689	(516)	-0.1%
TOTAL REVENUE	\$ 464,107	\$ 458,634	\$ 465,552	\$ 6,918	1.5%
EXPENSE					
DIRECT EXPENSE					
Faculty Salaries	\$ 60,435	\$ 61,645	\$ 61,650	\$ 5	0.0%
Other Salaries	55,690	56,569	56,820	251	0.4%
TOTAL SALARIES	116,125	118,214	118,470	256	0.2%
Fringe	32,089	32,917	35,224	2,307	7.0%
Student Salaries	7,053	6,780	7,000	220	3.2%
Student Aid	24,441	22,784	23,511	727	3.2%
Non-salary	216,423	210,597	220,680	10,083	4.8%
TOTAL DIRECT EXPENSE	396,131	391,292	404,885	13,593	3.5%
Restricted Direct Expense	282,653	279,656	288,784	9,128	3.3%
Unrestricted Direct Expense	113,478	111,636	116,101	4,465	4.0%
INDIRECT EXPENSE					
Library	2,740	2,815	2,879	64	2.3%
Student Services	1,925	2,099	2,210	111	5.3%
Plant	29,589	30,420	31,138	718	2.4%
Information Services	9,497	9,304	9,238	(66)	-0.7%
University Services	22,092	21,155	22,202	1,047	4.9%
TOTAL INDIRECT EXPENSE	65,843	65,793	67,667	1,874	2.8%
Auxiliaries	-	-	-	-	0.0%
TOTAL EXPENSE	\$ 461,974	\$ 457,085	\$ 472,552	\$ 15,467	3.4%
OPERATING MARGIN	\$ 2,133	\$ 1,549	\$ (7,000)	\$ (8,549)	-551.9%
Undergraduate Tuition Subvention	-	-	-	-	
Use of Retained Surplus/Encumbered Funds	-	-	-	-	
SURPLUS/(DEFICIT)	\$ 2,133	\$ 1,549	\$ (7,000)	\$ (8,549)	

UNIVERSITY GENERAL

FISCAL YEAR 2018 BUDGET

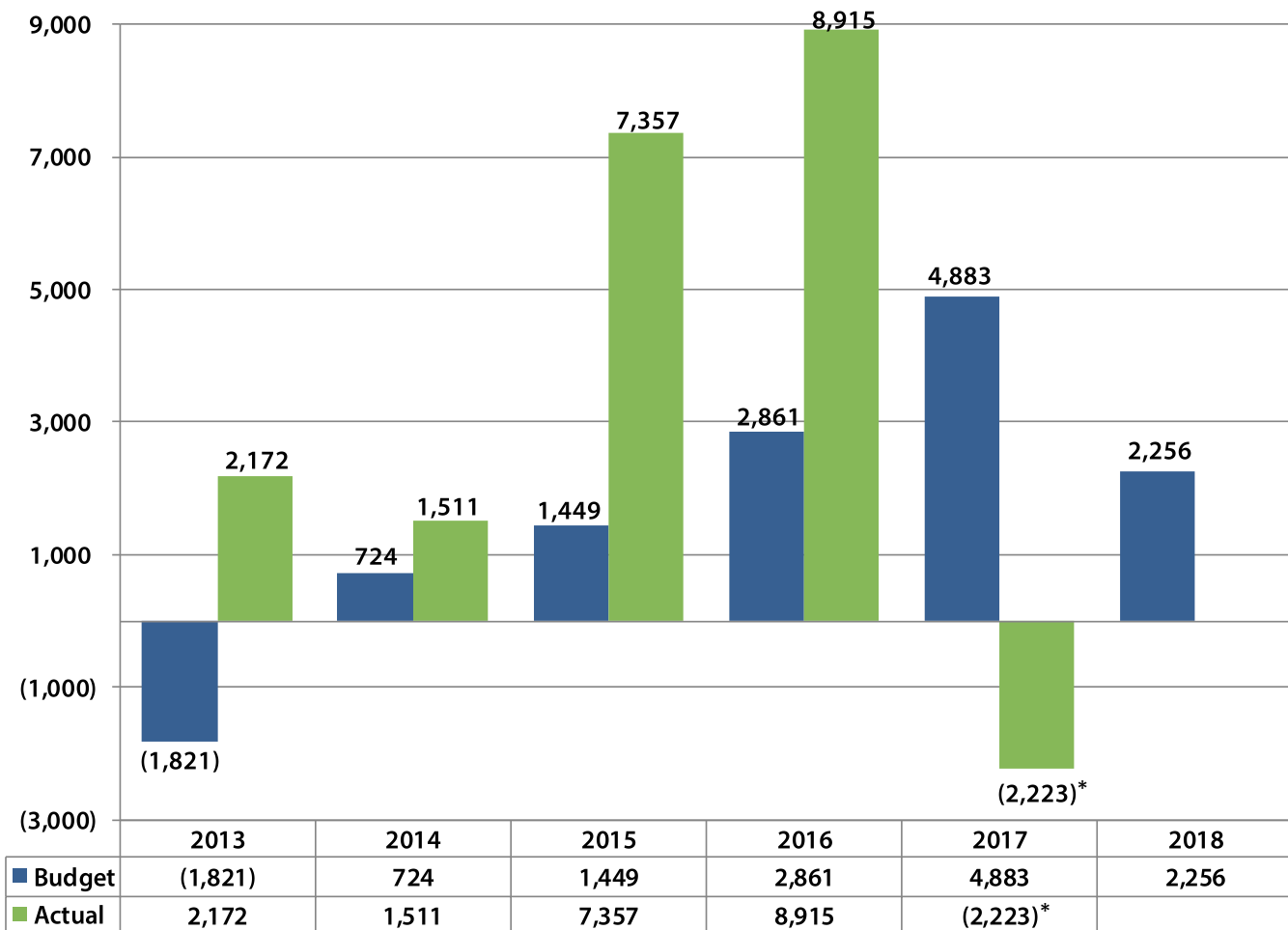
<i>In thousands of dollars</i>	2016 Actual	2017 Budget	2018 Budget	\$ Increase/ (Decrease) from 2017 Budget	% Variance to 2017 Budget
REVENUE					
TUITION					
Undergraduate	\$ 101,858	\$ 102,874	\$ 101,498	\$ (1,376)	-1.3%
Summer	(53)	-	-	-	0.0%
Professional	-	-	-	-	0.0%
Graduate	(8)	-	-	-	0.0%
Fees	855	1,001	1,093	92	9.2%
TOTAL TUITION	102,652	103,875	102,591	(1,284)	-1.2%
ENDOWMENT					
Restricted Endowment	12,965	10,756	11,156	400	3.7%
Unrestricted Endowment	8,001	8,311	8,467	156	1.9%
TOTAL ENDOWMENT	20,966	19,067	19,623	556	2.9%
OTHER REVENUE					
Research & Training	1,671	1,074	2,013	939	87.4%
Restricted Gifts	12,868	8,559	9,561	1,002	11.7%
Overhead Recovery	156	107	50	(57)	-53.3%
Unrestricted Gifts	9	60	65	5	8.3%
State Support	-	-	-	-	0.0%
Organized Activities	75	33	29	(4)	-12.1%
Other Income	18,935	13,053	18,329	5,276	40.4%
Auxiliaries	70,183	72,658	71,494	(1,164)	-1.6%
TOTAL OTHER REVENUE	103,897	95,544	101,541	5,997	6.3%
TOTAL REVENUE	\$ 227,515	\$ 218,486	\$ 223,755	\$ 5,269	2.4%
EXPENSE					
DIRECT EXPENSE					
Faculty Salaries	\$ 362	\$ 324	\$ 322	\$ (2)	-0.6%
Other Salaries	1,358	938	1,116	178	19.0%
TOTAL SALARIES	1,720	1,262	1,438	176	13.9%
Fringe	515	360	445	85	23.6%
Student Salaries	1,634	1,092	1,409	317	29.0%
Student Aid	113,923	110,332	114,153	3,821	3.5%
Non-salary	6,419	3,201	3,874	673	21.0%
TOTAL DIRECT EXPENSE	124,211	116,247	121,319	5,072	4.4%
Restricted Direct Expense	27,504	20,389	22,730	2,341	11.5%
Unrestricted Direct Expense	96,707	95,858	98,589	2,731	2.8%
INDIRECT EXPENSE					
Library	1,557	1,262	1,536	274	21.7%
Student Services	7,722	6,456	7,305	849	13.2%
Plant	(1,303)	(1,755)	(4,118)	(2,363)	134.6%
Information Services	(624)	237	1,776	1,539	649.4%
University Services	25,809	19,619	19,832	213	1.1%
TOTAL INDIRECT EXPENSE	33,161	25,819	26,331	512	2.0%
Auxiliaries	60,375	64,173	61,741	(2,432)	-3.8%
TOTAL EXPENSE	\$ 217,747	\$ 206,239	\$ 209,391	\$ 3,152	1.5%
OPERATING MARGIN	\$ 9,768	\$ 12,247	\$ 14,364	\$ 2,117	17.3%
Undergraduate Tuition Subvention	-	-	-	-	-
Use of Retained Surplus	1,153	-	-	-	-
SURPLUS/(DEFICIT)	\$ 10,921	\$ 12,247	\$ 14,364	\$ 2,117	

UNIVERSITY OPERATING MARGIN BY MANAGEMENT CENTER

<i>In thousands of dollars</i>	2013 Actual	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Budget
CAS	\$ (5,102)	\$ (4,934)	\$ (4,791)	\$ (2,327)	(3,610)	(1,957)
CSE	(3,655)	(2,668)	(3,031)	(669)	(824)	147
WSOM	(51)	75	1,336	1,648	1,329	626
MSASS	(814)	(572)	(494)	689	738	400
LAW	(992)	(5,101)	(4,707)	(4,968)	(6,528)	(5,929)
DENT	1,948	1,250	578	2,669	500	1,009
NURS	659	(17)	(145)	(28)	(518)	596
CSOM	(2,237)	1,733	960	2,133	1,549	(7,000)
UGEN	12,416	11,745	17,651	9,768	12,247	14,364
UNIVERSITY OPERATING MARGIN	\$ 2,172	\$ 1,511	\$ 7,357	\$ 8,915	\$ 4,883	\$ 2,256

UNIVERSITY OPERATING MARGIN

In thousands of dollars



* Q3 Forecast

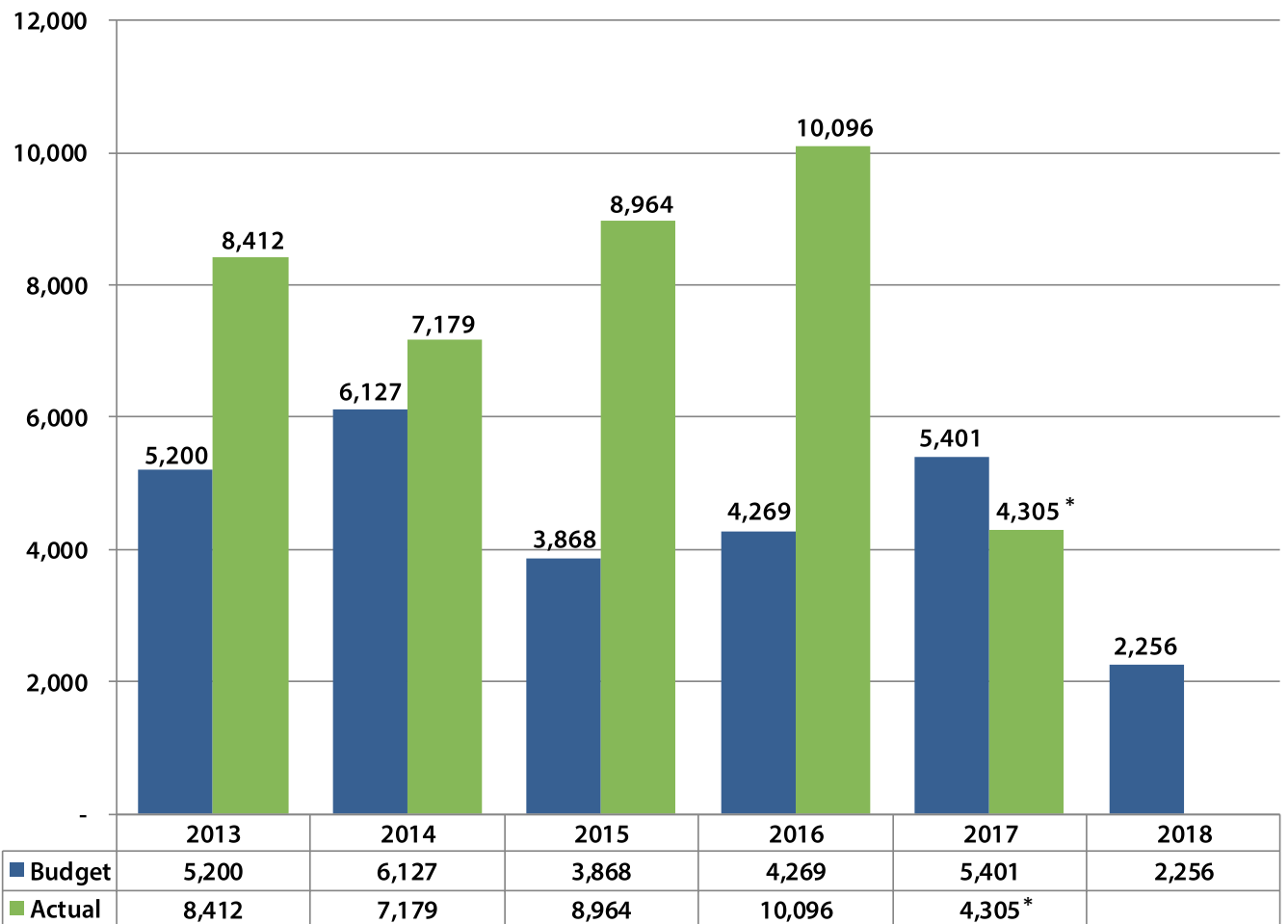
UNIVERSITY SURPLUS/(DEFICIT)

BY MANAGEMENT CENTER

<i>In thousands of dollars</i>	2013 Actual	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Budget
CAS	\$ -	\$ -	\$ (1,259)	\$ (2,327)	\$ (3,610)	\$ (1,957)
CSE	(2,302)	(1,938)	(2,458)	(669)	(824)	147
WSOM	561	418	1,610	1,648	1,329	626
MSASS	-	-	(349)	689	738	400
LAW	-	(2,936)	(4,706)	(4,968)	(6,528)	(5,929)
DENT	1,953	1,253	581	2,669	500	1,009
NURS	987	156	-	-	-	596
CSOM	852	1,813	1,022	2,133	1,549	(7,000)
UGEN	6,361	8,413	14,523	10,921	12,247	14,364
UNIVERSITY SURPLUS/(DEFICIT)	\$ 8,412	\$ 7,179	\$ 8,964	\$ 10,096	\$ 5,401	\$ 2,256

UNIVERSITY SURPLUS/(DEFICIT)

In thousands of dollars



* Q3 Forecast

SIGNIFICANT REVENUE AND EXPENSE MOVEMENTS

FISCAL YEAR 2018 BUDGET

<i>In thousands of dollars</i>	2017 Budget	2018 Budget	\$ Increase/ (Decrease) from 2017 Budget	% Variance to 2017 Budget
REVENUE				
TUITION				
Undergraduate - 3.25% tuition rate increase	\$ 212,079	\$ 217,599	\$ 5,520	2.6%
Summer - enrollment increase in MSASS & CSOM; decrease in CSE	17,541	17,816	275	1.6%
Professional - enrollment and rate increase in all schools except CSE	153,093	160,776	7,683	5.0%
Graduate - enrollment and rate increase in CAS, CSE, NURS & CSOM	58,960	65,460	6,500	11.0%
Fees - enrollment increase	3,677	3,811	134	3.6%
ENDOWMENT				
Restricted - increase in CAS, MSASS, NURS, CSOM & UGEN	52,062	53,395	1,333	2.6%
Unrestricted - decrease in CAS, CSE & CSOM; increase in WSOM & LAW	35,674	35,413	(261)	-0.7%
OTHER REVENUE				
Research and Training - increased activity in MSASS, NURS & CSOM	297,988	305,375	7,387	2.5%
Restricted Gifts - increase in CSE & CSOM; decrease in WSOM & MSASS	36,838	40,684	3,846	10.4%
Overhead Recovery - increased activity in CSE, MSASS, NURS & CSOM	72,261	74,340	2,079	2.9%
Unrestricted Gifts - increase in CAS & CSOM	3,800	4,616	816	21.5%
State Support - decrease in CSOM	2,770	1,900	(870)	-31.4%
Organized Activities - decrease in WSOM; increase in DENT & CSOM	13,233	11,932	(1,301)	-9.8%
Other Income - decrease in CSE & CSOM; increase in WSOM & UGEN	50,443	46,699	(3,744)	-7.4%
Auxiliaries - decrease in Housing, Food Service & Parking	72,658	71,494	(1,164)	-1.6%
TOTAL REVENUE	\$ 1,083,077	\$ 1,111,310	\$ 28,233	2.6%
EXPENSE				
DIRECT EXPENSE				
Faculty Salaries - increase in CAS, CSE, WSOM, MSASS, DENT & NURS	\$ 152,946	\$ 157,235	\$ 4,289	2.8%
Other Salaries - increase in CSE, NURS & CSOM; decrease in CAS & WSOM	101,049	101,307	258	0.3%
Fringe - Federal rate increased to 30%; Non-federal rate increased to 32%	73,491	79,422	5,931	8.1%
Student Salaries - increase in CAS, CSE, MSASS & CSOM	28,990	30,777	1,787	6.2%
Student Aid - increase in enrollment and aid awarded	180,023	184,230	4,207	2.3%
Non-salary - increase in CAS, MSASS, LAW, DENT & CSOM	281,784	292,530	10,746	3.8%
INDIRECT EXPENSE AND AUXILIARIES				
Library - increase in endowment spending for collections	15,635	16,151	516	3.3%
Student Services - \$1.0 M for new programs in Enrollment Management	25,864	27,929	2,065	8.0%
Plant Services - elimination of Halle Building lease	64,631	63,909	(722)	-1.1%
Information Services - increase for reclassification of UGEN areas	28,968	30,347	1,379	4.8%
University Services - increase for new programs and Student Health	60,640	63,476	2,836	4.7%
Auxiliaries - decrease in Housing, Food Service & Parking	64,173	61,741	(2,432)	-3.8%
TOTAL EXPENSE	\$ 1,078,194	\$ 1,109,054	\$ 30,860	2.9%
OPERATING MARGIN	\$ 4,883	\$ 2,256	\$ (2,627)	-53.8%

STUDENT ENROLLMENT - FALL SEMESTER

Case Western Reserve University students only

	2015 Actual	2016 Actual	2017 Actual	2018 Budget
UNDERGRADUATE				
FULL-TIME *	4,766	5,019	4,990	4,970
PART-TIME	145	102	162	162
<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	33	59	70	50
WSOM	751	716	674	915
MSASS	327	440	548	259
LAW	510	481	528	550
DENT	293	292	300	303
NURS	261	213	214	214
CSOM	838	858	892	908
TOTAL FULL-TIME	3,013	3,059	3,226	3,199
PART-TIME				
CSE	1	1	2	-
WSOM	163	272	284	175
MSASS	68	67	95	479
LAW	3	5	20	1
DENT	-	-	-	-
NURS	188	219	228	228
CSOM	-	-	-	-
TOTAL PART-TIME	423	564	629	883
GRADUATE				
FULL-TIME				
CAS	515	520	501	515
CSE	502	548	554	576
WSOM	60	70	74	105
MSASS	43	42	33	14
LAW	-	-	-	16
DENT	84	60	61	58
NURS	36	42	52	57
CSOM	776	812	867	923
Non-Degree	15	12	12	13
TOTAL FULL-TIME	2,031	2,106	2,154	2,277
PART-TIME				
CAS	43	41	32	55
CSE	72	63	109	122
WSOM	4	3	4	-
MSASS	1	1	-	52
LAW	-	-	-	8
DENT	35	29	17	18
NURS	5	6	5	8
CSOM	138	160	167	171
Non-Degree	95	118	119	121
TOTAL PART-TIME	393	421	453	555
TOTAL FULL-TIME STUDENTS	9,810	10,184	10,370	10,446
TOTAL PART-TIME STUDENTS	961	1,087	1,244	1,600
TOTAL STUDENT HEAD COUNT	10,771	11,271	11,614	12,046

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TUITION RATES

Full-Time

Per academic year

	2015	2016	2017	2018	% Increase from 2017
Undergraduate	\$ 42,766	\$ 44,156	\$ 45,592	\$ 47,074	3.25%
Graduate	39,842	41,137	42,576	43,854	3.00%
MS Engineering Management	42,770	44,160	44,160	44,160	0.00%
Management - Full time MBA	44,950	37,500	38,250	39,390	2.98%
Management - Executive MBA	44,000	44,000	44,880	46,226	3.00%
Management - MS Management	49,000	49,980	50,970	52,500	3.00%
Management - MS Operations Research	51,870	51,870	52,923	54,522	3.02%
Management - MSM - Healthcare	28,050	28,050	28,610	33,728	17.89%
Management - MSM - Business Analytics	N/A	47,500	47,500	48,924	3.00%
Management - Master of Accountancy	43,200	43,200	44,064	38,400	-12.85%
Management - MPOD	49,000	49,000	49,900	51,400	3.01%
Management - DM/PhD/DSS	50,000	50,000	50,000	50,000	0.00%
MSASS - Graduate	39,950	41,550	42,570	43,500	2.18%
Law - JD	47,600	48,600	49,500	50,500	2.02%
Law - Master in Patent Practice	N/A	N/A	35,000	35,500	1.43%
Law - Master in Financial Integrity	N/A	N/A	41,320	42,080	1.84%
Dental Medicine - DMD	59,840	62,235	64,660	67,180	3.90%
Dental Medicine - Graduate	49,540	51,275	53,070	54,930	3.50%
Nursing - Professional	43,643	45,384	46,860	48,254	2.97%
Medicine - MD	55,370	57,475	59,346	61,420	3.49%
Medicine - MS Anesthesia	42,795	44,185	45,732	47,330	3.49%
Medicine - MS Physician Assistant Studies (Summer 2016 Cohort)	N/A	N/A	23,428	23,428	0.00%
Medicine - MS Physician Assistant Studies (Summer 2017 Cohort)	N/A	N/A	N/A	24,140	N/A

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

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

BOARD RATES

Per academic year

	2015	2016	2017	2018	% Increase from 2017
17 meal swipes + \$150 in CaseCash/week	\$ 5,612	\$ 5,792	\$ 5,980	\$ 6,174	3.25%
19 meal swipes + \$75 in CaseCash/week	5,646	5,830	6,018	6,214	3.25%
Unlimited meal swipes + \$50 in CaseCash/week	N/A	N/A	N/A	6,512	N/A
200 meal swipes/semester	5,612	5,792	5,980	N/A	N/A
14 Kosher meal swipes/week	5,828	5,998	6,192	6,394	3.25%
10 Kosher meal swipes/week	5,182	5,350	5,524	5,704	3.25%
14 meal swipes + \$200 CaseCash/week	5,390	5,564	5,744	5,930	3.25%
10 meal swipes + \$250 CaseCash/week	5,264	5,434	5,610	5,792	3.25%
100 meal swipes/semester	3,400	3,510	3,624	N/A	N/A
7 meal swipes/week	3,400	3,510	3,624	N/A	N/A
5 meal swipes + \$150 CaseCash/week	N/A	N/A	N/A	3,040	N/A
7 meal swipes + \$100 CaseCash/week	N/A	N/A	N/A	4,280	N/A
10 meal swipes + \$50 CaseCash/week	N/A	N/A	N/A	5,344	N/A

ROOM RATES

Per academic year

	2015	2016	2017	2018	% Increase from 2018
<u>First and Second-Year Students</u>					
North Residential Village					
Double/Triple	\$ 7,730	\$ 8,020	\$ 8,280	\$ 8,570	3.50%
Single	8,720	9,050	9,344	9,770	4.56%
South Residential Village					
Single	8,840	9,170	9,468	9,770	3.19%
Tippit/Staley House Suites					
Single	9,340	9,680	9,994	10,100	1.06%
<u>Greek</u>					
Single	\$ 8,840	\$ 9,170	9,468	9,770	3.19%
Double/Triple/Quad	7,730	8,020	8,280	8,570	3.50%
<u>Upper-Class Student Housing</u>					
Village @ 115 Apartments					
1 bedroom	\$ 11,410	\$ 11,830	\$ 12,214	\$ 12,130	-0.70%
2 and 3 bedroom	10,930	11,330	11,698	11,940	2.07%
4 and 5 bedroom	10,650	11,050	11,410	11,730	2.81%
6 and 7 bedroom	10,310	10,700	11,048	11,010	-0.34%
9 bedroom	10,090	10,470	10,810	11,010	1.85%
The Triangle					
Studio/1 bedroom Single	\$ 11,410	\$ 11,410	\$ 11,780	\$ 12,130	2.97%
1 bedroom Double	9,880	9,900	10,222	10,290	0.63%
2 bedroom Double	10,930	11,330	11,968	11,940	2.07%
2 bedroom Quad	9,700	9,900	10,222	10,290	0.63%
New Residence Hall					
1 bedroom	\$ -	\$ 11,410	\$ 11,780	\$ 12,130	2.97%
2 and 3 bedroom	-	11,000	11,358	11,730	3.28%
4 bedroom	-	10,800	11,150	11,480	2.90%
2 bedroom Townhouse	-	12,000	12,390	12,760	2.99%

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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, the Case School of Engineering, and Weatherhead School of Management. 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 2015 and 2016; the remaining 15% is assigned based upon the proportion of baccalaureate degrees awarded in 2015 and 2016.

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Undergraduate tuition assignment is based on:
 4,970 FTE students, average for the academic year
 29.9 credit hours/student
 1,300 first-year students

Undergraduate Tuition Revenue	\$ 217,599
Less: Contingency	-
Less: Unfunded Student Aid	(98,146) *
UG Tuition Distributed to Schools	\$ 119,453
<hr/>	
Regular Credit Hour Distribution	\$ 92,846
SAGES Credit Hour Distribution	8,689
Degrees Granted Distribution	17,918
Total UG Tuition Distribution	\$ 119,453

* 100% assigned to UGEN

Undergraduate tuition revenue is distributed using the average credit hours taught by the management center in 2015 and 2016 to calculate the percentage distribution. The degrees granted percentage is an average of 2015 and 2016. 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	\$ 50,644	\$ 3,538	\$ 8,902	\$ 63,084
CSE	24,593	902	6,046	31,541
WSOM	9,831	422	1,591	11,844
MSASS	205	-	-	205
LAW	3	77	-	80
DENT	-	-	-	-
NURS	4,431	359	1,379	6,169
CSOM	3,139	38	-	3,177
UGEN	-	3,353	-	3,353
TOTAL	\$ 92,846	\$ 8,689	\$ 17,918	\$ 119,453
Unfunded Aid				98,146
Contingency				-
TOTAL UNDERGRADUATE TUITION REVENUE				\$ 217,599

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 2018, the payout rate for the current year spending pool allocation is 4.75%. 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, 2016. 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).

	Current Year Allocation	Prior Year Income *	FHBO	Un-pooled	Less: Unused Current Year Income	Total
CAS	\$ 11,128	\$ 1,638	\$ 2,839	\$ -	\$ (414)	\$ 15,191
CSE	8,121	786	228	40	(368)	8,807
WSOM	3,106	2,626	-	1,661	(1,062)	6,331
MSASS	2,127	319	-	-	(144)	2,302
LAW	3,505	655	576	150	-	4,886
DENT	576	162	-	-	(76)	662
NURS	3,451	580	-	-	(82)	3,949
CSOM	15,784	3,194	8,903	-	(824)	27,057
UGEN	11,126	6,510	1,717	-	(5,730)	13,623
TOTAL	\$ 58,924	\$ 16,470	\$ 14,263	\$ 1,851	\$ (8,700)	\$ 82,808
Supplemental Distribution - Campaign and general support						6,000
TOTAL ENDOWMENT REVENUE						\$ 88,808

* 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.

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

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Library Expense Assigned, by Management Center:

	University Library	Health Science Library	MSASS Library	Law Library	Total Library Allocation
CAS	\$ 3,107	\$ 249	\$ 43	\$ -	\$ 3,399
CSE	1,961	157	27	-	2,145
WSOM	1,439	115	20	-	1,574
MSASS	213	38	388	-	639
LAW	140	55	8	2,551	2,754 *
DENT	231	232	7	-	470
NURS	478	266	11	-	755
CSOM	1,416	1,420	43	-	2,879
UGEN	-	-	86	-	86
TOTAL	8,985	2,532	633	2,551	\$ 14,701
Unallocated Library Expense (100% to UGEN):					
Endowment Support					1,180
Revenue Offsets					523
UGEN Strategic Savings					(253)
TOTAL LIBRARY	\$ 8,985	\$ 2,532	\$ 633	\$ 2,551	\$ 16,151

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

Student Services

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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 2015 and 2016 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 2018 Budget, based on 2015 and 2016 average enrollment:

	Undergraduate FTE *	Undergraduate Headcount *	Graduate Full-Time	Graduate Part-Time	Professional Full-Time	Professional Part-Time	Total Head Count
CAS	2,684	2,730	511	37	-	-	3,278
CSE	1,299	1,321	546	102	64	2	2,035
WSOM	490	499	72	4	695	278	1,548
MSASS	9	9	38	1	494	81	623
LAW	4	5	-	-	505	13	523
DENT	1	1	111	-	297	-	409
NURS	272	276	47	5	214	223	765
CSOM	132	134	839	163	875	-	2,011
UGEN	158	161	-	-	-	-	161
TOTAL	5,049	5,136	2,164	312	3,144	597	11,353

*Percentage distribution for undergraduate full-time equivalency (FTE) and headcount uses two years' of credit hour data and is equal to the 2018 percentage distribution for net undergraduate tuition in schools. Graduate and Professional numbers are based on the Fall Semester enrollment statistics.

2018 Student Services Expense Assigned, by Allocation Methodology:

	Undergraduate FTE	Student Head Count	Graduate Student Head Count	Graduate/ Professional Head Count	University Services	SAGES	Faculty/ Staff Count	Weighted Average Student Headcount	Total
CAS	\$ 7,296	\$ 929	\$ 288	\$ 60	\$ 41	\$ 37	\$ 55	\$ 530	\$ 9,236
CSE	3,530	567	342	74	40	9	44	304	4,910
WSOM	1,331	439	40	115	24	4	22	207	2,182
MSASS	25	121	20	46	12	-	17	50	291
LAW	12	148	-	56	16	1	13	61	307
DENT	3	115	59	45	15	-	26	48	311
NURS	739	218	28	53	11	4	20	104	1,177
CSOM	357	545	529	196	165	-	233	185	2,210
UGEN	431	46	-	-	-	35	-	28	540
TOTAL	\$ 13,724	\$ 3,128	\$ 1,306	\$ 645	\$ 324	\$ 90	\$ 430	\$ 1,517	\$ 21,164
Unallocated Student Services (100% to UGEN)*									6,765
TOTAL STUDENT SERVICES									\$ 27,929

*Includes 100% of the UGEN Strategic Savings Plan.

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

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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:

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

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Plant Services Allocation:

	Square Footage	% of Total	Total Direct Plant	Administrative Space	University Library	Health Science Library
CAS	591,143	19.3%	\$ 8,226	\$ 750	\$ 728	\$ 154
CSE	598,890	19.6%	9,020	741	396	84
WSOM	186,872	6.1%	2,470	444	292	62
MSASS	63,840	2.1%	838	222	46	22
LAW	122,013	4.0%	1,565	304	29	13
DENT	154,952	5.1%	2,490	278	51	130
NURS	81,998	2.7%	1,299	210	107	150
CSOM	1,257,158	41.1%	25,718	3,054	306	767
UGEN	-	0.0%	-	-	-	-
TOTAL	3,056,866	100.0%	\$ 51,626	\$ 6,003	\$ 1,955	\$ 1,382

	Student Services	University Center	Athletic Space	Shared Classroom	SAGES Allocation	Waste Removal (Fixed)	Total Plant Allocation
CAS	\$ 651	\$ 382	\$ 1,316	\$ 326	\$ 43	\$ 46	\$ 12,622
CSE	349	241	682	163	11	46	11,733
WSOM	153	177	323	61	5	-	3,987
MSASS	20	58	50	1	-	-	1,257
LAW	20	64	52	1	1	-	2,049
DENT	21	63	51	-	-	-	3,084
NURS	81	95	178	33	4	-	2,157
CSOM	150	384	369	17	-	373	31,138
UGEN	36	16	73	17	41	(465)	(282)
TOTAL	\$ 1,481	\$ 1,480	\$ 3,094	\$ 619	\$ 105	\$ -	\$ 67,745
Unallocated Plant (100% to UGEN)*							(3,836)
TOTAL PLANT							\$ 63,909

* 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 \$9.471 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			Information Services		
	Instructional	Administrative	Infrastructure	Instructional	Administrative	Infrastructure
CAS	\$ 527	\$ 1,259	\$ 728	\$ 4,221	\$ 6,735	
CSE	499	769	720	2,687	4,675	
WSOM	181	527	431	1,754	2,893	
MSASS	61	149	215	602	1,027	
LAW	105	199	295	728	1,327	
DENT	131	159	270	703	1,263	
NURS	83	239	204	887	1,413	
CSOM	1,087	749	2,965	4,437	9,238	
UGEN	2	62	-	182	246	
TOTAL	\$ 2,676	\$ 4,112	\$ 5,828	\$ 16,201	\$ 28,817	
UGEN Strategic Savings Plan (100% to UGEN)						1,530
TOTAL INFORMATION TECHNOLOGY SERVICES					\$	30,347

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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 2018, the average direct expense for 2015 and 2016. 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)									
	2015		2016		Average	% of	University		
					2015-2016	Total	Services		
CAS	\$	72,128	\$	72,599	\$	72,364	12.5%	\$	5,456
CSE		69,717		73,274		71,496	12.4%		5,391
WSOM		41,538		44,045		42,792	7.4%		3,227
MSASS		20,596		22,152		21,374	3.7%		1,612
LAW		29,049		29,568		29,309	5.1%		2,210
DENT		26,410		27,172		26,791	4.6%		2,020
NURS		19,566		20,902		20,234	3.5%		1,526
CSOM		293,871		294,978		294,425	50.9%		22,202
UGEN		-		-		-	0.0%		-
TOTAL	\$	572,875	\$	584,690	\$	578,783	100.0%	\$	43,644
Unallocated University Services (100% to UGEN)*									19,832
TOTAL UNIVERSITY SERVICES								\$	63,476

* Includes 100% of the UGEN Strategic Savings Plan.

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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 and 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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