

EXHIBIT A

Fiscal Year 2007 Summary (in \$000)

	Budget	Actual	% Variance
Total Expense	826,522	844,102	2.13%
Total Income, Contingency & Transfers	816,022	824,239	1.01%
Surplus/(Deficit)	(10,500)	(19,863)	89.17%
Major Income Drivers			
Tuition (undergrad/grad)	248,635	247,053	-0.64%
Research (direct/indirect)	367,619	368,380	0.21%
Gifts (unrestricted/restricted)	39,533	40,615	2.74%

Exhibit B

Projected Financial Recovery Timeline

- **FY08 (\$10.5M) – planned budget deficit
CSE, WSOM, SOM in deficit**
- **FY09 (\$7.2M) – budget projection
CSE, SOM in deficit**
- **FY10 (\$5.3M) – budget projection
SOM in deficit**
- **FY11 budget projection
All schools in balance**
- **FY12 and beyond – build reserves for contingency and strategic initiatives
(target of 10% of unrestricted operating budget)**

Exhibit C

Financial Projections by School

School	FY08	FY09	FY10	FY11
Medicine	Deficit	Deficit	Deficit	Balance
Engineering	Deficit	Deficit	Balance	Balance
Management	Deficit	Balance	Balance	Balance
Arts & Sciences	Balance	Balance	Balance	Balance
MSASS	Balance	Balance	Balance	Balance
Nursing	Balance	Balance	Balance	Balance
Law	Balance	Balance	Balance	Balance
Dental Medicine	Balance	Balance	Balance	Balance
Total University (millions)	(10.50)	(7.23)	(5.30)	0.00
<i>Includes Univ. Support/Use of Reserves</i>				