



**Multi-Year View**

	Actual	Actual	Actual	Actual	Operating Budget	Forecast	Operating Budget	3yr CAGR	4yr CAGR		5yr CAGR
	2012-13	2013-14	2014-15	2015-16	2016-17	2016-17	2017-18	FY13 - FY16 Actual	FY13 - FY17 Budget	FY13 - FY17 Q3 Forecast	FY13 - FY18 Budget
Net Tuition and Fees	235	247	249	218	242	257	238	-3%	1%	2%	0%
Contracts & Grants	-	-	-	-	-	-	-	n/a	n/a	n/a	n/a
Private Gifts for Current Use	2,822	5,324	6,450	15,711	14,791	15,260	15,922	77%	51%	52%	41%
Investment Income	(2)	(1)	(0)	(0)	(0)	(0)	(0)	-40%	-45%	-46%	-39%
Sales and Services	508	302	411	399	443	378	378	-8%	-3%	-7%	-6%
<b>Total Revenue</b>	<b>3,563</b>	<b>5,873</b>	<b>7,110</b>	<b>16,328</b>	<b>15,476</b>	<b>15,896</b>	<b>16,537</b>	<b>66%</b>	<b>44%</b>	<b>45%</b>	<b>36%</b>
Campus Support	35,267	40,855	37,974	40,806	38,399	38,158	40,523	5%	2%	2%	3%
External Transfers	695	716	414	1,156	691	480	649	18%	0%	-9%	-1%
To/From Other Divisions	804	(1,848)	1,294	(350)	1,093	1,768	1,619	-176%	8%	22%	15%
Internal DIVISION Transfers	515	40	(45)	24	(0)	-	-	-64%	n/a	-100%	-100%
Internal DEPARTMENT Transfers	(2)	(1)	8	1	-	-	-	-176%	-100%	-100%	-100%
<b>Operating Transfers</b>	<b>37,280</b>	<b>39,761</b>	<b>39,645</b>	<b>41,637</b>	<b>40,183</b>	<b>40,406</b>	<b>42,791</b>	<b>4%</b>	<b>2%</b>	<b>2%</b>	<b>3%</b>
<b>TOTAL REVENUE &amp; TRANSFERS</b>	<b>40,842</b>	<b>45,634</b>	<b>46,755</b>	<b>57,965</b>	<b>55,658</b>	<b>56,302</b>	<b>59,328</b>	<b>12%</b>	<b>8%</b>	<b>8%</b>	<b>8%</b>
Academic Salaries & Wages	19,235	20,536	22,087	21,656	23,037	21,620	22,310	4%	5%	3%	3%
Staff Salaries & Wages	6,847	5,951	6,045	6,249	7,223	6,912	7,173	-3%	1%	0%	1%
Salaries & Wages	26,082	26,487	28,132	27,904	30,260	28,532	29,483	2%	4%	2%	2%
Employee Benefits	6,779	8,054	8,333	9,116	10,454	9,919	10,492	10%	11%	10%	9%
<b>Total Compensation</b>	<b>32,861</b>	<b>34,540</b>	<b>36,466</b>	<b>37,020</b>	<b>40,714</b>	<b>38,451</b>	<b>39,975</b>	<b>4%</b>	<b>6%</b>	<b>4%</b>	<b>4%</b>
Supplies, Materials and Equipment	7,729	7,524	8,095	7,500	8,192	8,557	12,946	-1%	1%	3%	11%
Scholarships and Fellowships	2,884	3,134	3,452	3,781	3,611	3,438	3,842	9%	6%	4%	6%
Other Operating Expenses	(2,312)	(730)	(165)	(1,733)	(1,940)	(1,526)	(2,260)	-9%	-4%	-10%	0%
Adjustment: Total Non Compensation - Plan	-	-	-	-	-	-	-	n/a	n/a	n/a	n/a
<b>Total Non Compensation</b>	<b>8,301</b>	<b>9,929</b>	<b>11,382</b>	<b>9,548</b>	<b>9,864</b>	<b>10,469</b>	<b>14,528</b>	<b>5%</b>	<b>4%</b>	<b>6%</b>	<b>12%</b>
<b>TOTAL EXPENSES</b>	<b>41,162</b>	<b>44,470</b>	<b>47,847</b>	<b>46,568</b>	<b>50,577</b>	<b>48,920</b>	<b>54,503</b>	<b>4%</b>	<b>5%</b>	<b>4%</b>	<b>6%</b>
<b>Net Operating Surplus/(Deficit)</b>	<b>(320)</b>	<b>1,164</b>	<b>(1,093)</b>	<b>11,397</b>	<b>5,081</b>	<b>7,381</b>	<b>4,825</b>	<b>-429%</b>	<b>n/a</b>	<b>n/a</b>	<b>-272%</b>
<b>Changes in Fund Balance - Pos/(Neg)</b>	<b>(430)</b>	<b>(665)</b>	<b>144</b>	<b>(118)</b>	<b>-</b>	<b>(3)</b>	<b>-</b>	<b>-35%</b>	<b>-100%</b>	<b>-71%</b>	<b>-100%</b>
<b>Change in Net Assets - Pos/(Neg)</b>	<b>(750)</b>	<b>500</b>	<b>(949)</b>	<b>11,279</b>	<b>5,081</b>	<b>7,378</b>	<b>4,825</b>	<b>-347%</b>	<b>n/a</b>	<b>n/a</b>	<b>-245%</b>

**Budget Improvement Target**

Target Measurement	
Original Target	663
Adjustments	-
Revised Target	663
Private Gifts	338
Other Revenue (Concurrent enrollment, Summer Sessions, PDST, SSGPDP etc.)	104
Revised Expense Reduction	220
2017-18B Net Surplus/Deficit	5,744

**Narrative:**

- Describe differences between your FY2016-17 budget and forecast that may be significantly skewing your target assumption.
- Describe the effect of the implementation of budget cuts to your division.
- Describe the effect of the implementation of budget cuts to other campus divisions.

**Philanthropy**

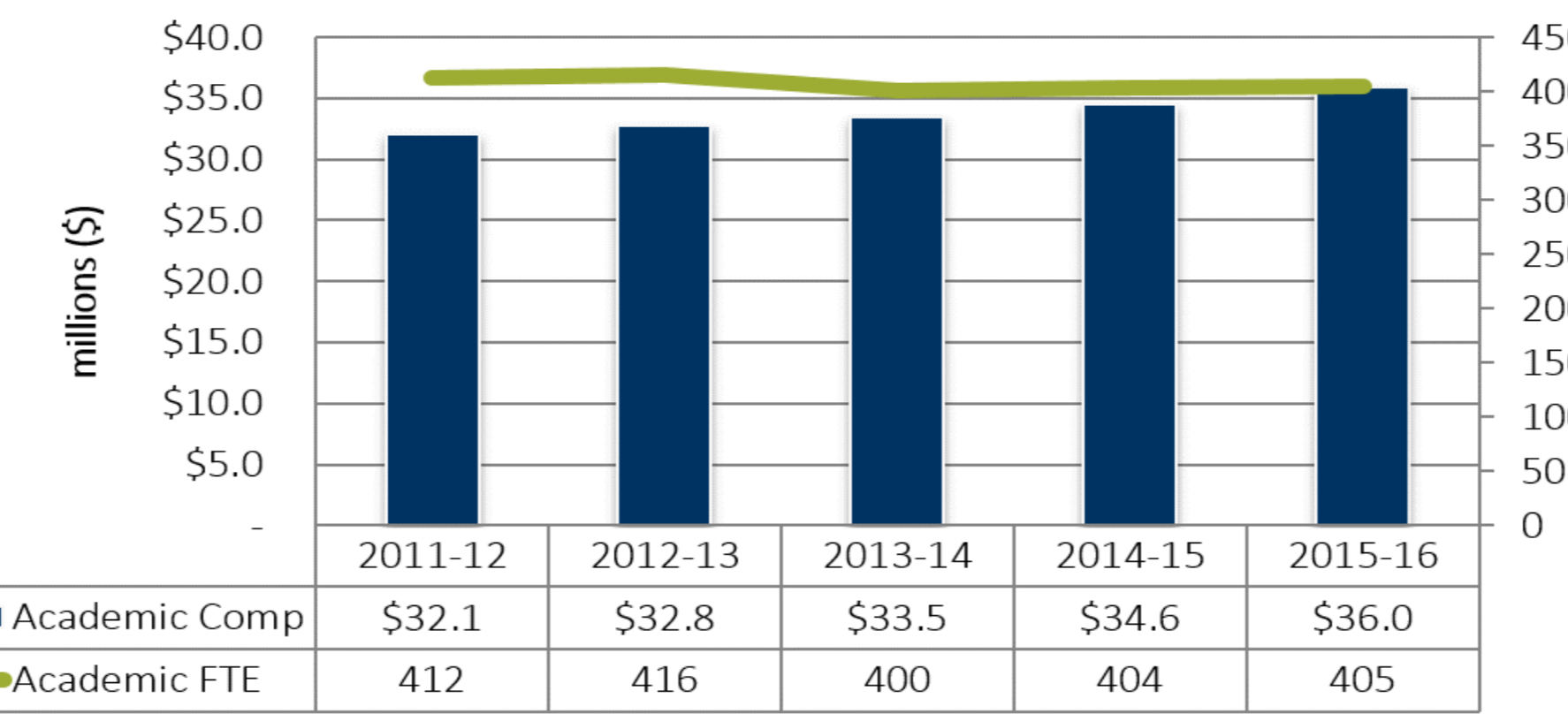
Philanthropy Metrics	2011-12A	2012-13A	2013-14A	2014-15A	2015-16A
Gifts and Foundation	\$ 3,856	\$ 1,619	\$ 1,572	\$ 1,474	\$ 1,701
Managers and Supervisors	-	-	-	-	-
Professionals	2.6	2.5	2.1	3.3	4.0
Total FTE	2.6	2.5	2.1	3.3	4.0
External Affairs Expenses	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Metrics</b>					
Gifts/FTE Ext. Affairs	\$ 1,504	\$ 653	\$ 734	\$ 440	\$ 428
Ext. Affairs Expenses/Gifts	\$ -	\$ -	\$ -	\$ -	\$ -

FFE Balance Non-Current Funds	Market Value as of June						August Payout
	2012	2013	2014	2015	2016	2017E*	2016-17A
Regents & Foundation at Year-End	6,422	14,463	23,751	24,451			

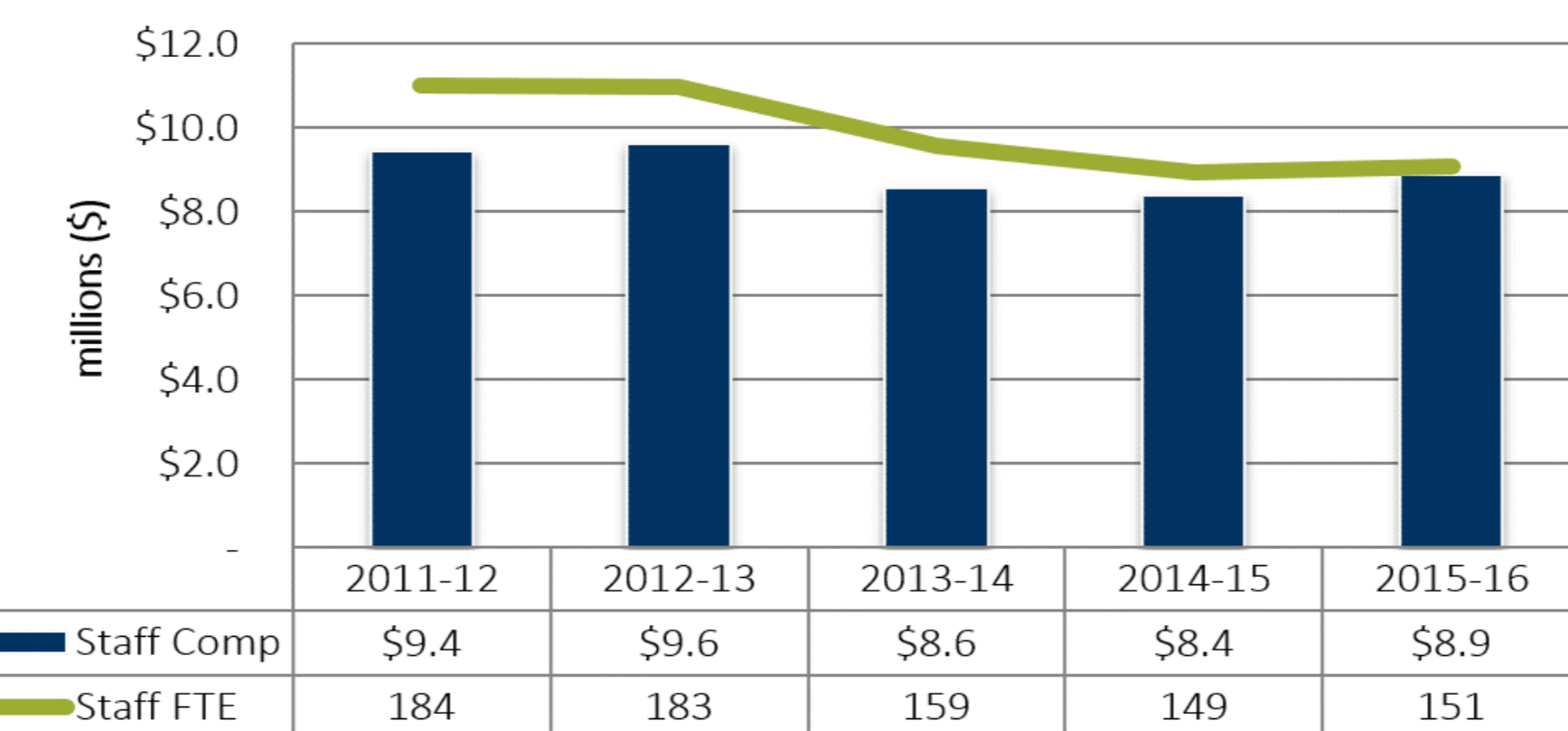
**Workforce Trends**

	2011-12		2012-13		2013-14		2014-15		2015-16		4-YR CAGR	
	\$	FTE	\$	FTE	\$	FTE	\$	FTE	\$	FTE	\$	FTE
<b>Job Code Trend by Actual Payroll \$ and FTE</b>												
Ladder	13,205,494	82.67	12,903,627	81.33	14,008,373	84.17	14,036,396	82.80	14,673,625	83.09	3%	0%
Professors	8,765,062	57.50	8,996,596	56.93	9,521,205	57.79	9,175,320	53.82	9,523,446	53.85	2%	(2%)
Associate	1,192,143	12.00	1,181,120	11.45	1,105,709	10.25	1,502,208	13.23	1,315,614	11.30	2%	(1%)
Assistant	3,248,290	13.17	2,725,912	12.95	3,381,460	16.13	3,358,867	15.75	3,834,565	17.94	4%	8%
Lecturer-Security of Appt L2	334,347	3.00	336,792	3.00	350,072	3.00	360,560	3.00	382,024	3.00	3%	0%
<b>Regular Faculty</b>	<b>13,539,841</b>	<b>85.67</b>	<b>13,240,419</b>	<b>84.33</b>	<b>14,358,445</b>	<b>87.17</b>	<b>14,396,956</b>	<b>85.80</b>	<b>15,055,649</b>	<b>86.09</b>	<b>3%</b>	<b>0%</b>
Faculty Emeriti	44,750		24,500		27,083			32,983			(7%)	NA
Lecturer L2	928,100	14.57	1,232,787	20.29	1,390,622	22.22	1,524,866	22.70	1,349,234	19.86	10%	8%
Visiting/Adjuncts	241,137	2.62	215,539	2.50	145,679	1.70	47,227	0.50	48,714	0.40	(33%)	(38%)
Other (clinical, instructors)	116,884	1.86	136,626	2.00	175,764	2.40	140,405	1.96	90,292	1.12	(6%)	(12%)
<b>Other Faculty</b>	<b>1,286,121</b>	<b>19.04</b>	<b>1,584,951</b>	<b>24.79</b>	<b>1,712,065</b>	<b>26.32</b>	<b>1,712,498</b>	<b>25.15</b>	<b>1,488,241</b>	<b>21.38</b>	<b>4%</b>	<b>3%</b>
Researchers	5,575,352	95.15	5,499,111	94.12	4,786,076	82.66	5,073,190	81.69	4,789,205	75.13	(4%)	(6%)
Post Docs	5,675,967	105.14	6,046,581	107.32	5,936,308	92.81	6,154,976	100.53	6,712,218	108.95	4%	1%
Acad Administrators	630,665	5.08	658,713	5.38	602,624	4.70	744,747	5.57	927,977	7.38	10%	10%
Other	185,486		619,654		580,731	0.04	1,025,480	0.75	1,092,016	0.42	56%	NA
<b>Other Academic</b>	<b>12,067,470</b>	<b>205.37</b>	<b>12,824,059</b>	<b>206.82</b>	<b>11,905,739</b>	<b>180.22</b>	<b>12,998,394</b>	<b>188.54</b>	<b>13,521,416</b>	<b>191.89</b>	<b>3%</b>	<b>(2%)</b>
Grad St. Instructor (GSI) L2	2,442,898	57.90	2,486,832	57.69	2,734,430	63.66	2,875,825	64.36	2,857,634	61.52	4%	2%
Grad St. Researcher (GSR) L2	2,660,892	42.51	2,546,586	40.19	2,669,212	41.09	2,552,990	38.58	2,960,388	42.71	3%	0%
Reader/Tutor/Other L2	47,338	1.79	45,785	1.70	48,211	1.81	37,884	1.34	40,557	1.38	(4%)	(6%)
<b>Grad Student Titles</b>	<b>5,151,128</b>	<b>102.20</b>	<b>5,079,202</b>	<b>99.57</b>	<b>5,451,853</b>	<b>106.56</b>	<b>5,466,700</b>	<b>104.29</b>	<b>5,858,579</b>	<b>105.61</b>	<b>3%</b>	<b>1%</b>
<b>Academic Subtotal</b>	<b>32,089,310</b>	<b>412.29</b>	<b>32,753,132</b>	<b>415.51</b>	<b>33,455,185</b>	<b>400.27</b>	<b>34,574,547</b>	<b>403.77</b>	<b>35,956,868</b>	<b>404.97</b>	<b>3%</b>	<b>0%</b>
Managers & Supervisors	1,316,428	15.65	1,220,408	14.16	1,019,339	11.36	1,059,260	11.62	1,199,145	12.84	(2%)	(5%)
Professionals	3,150,156	53.06	2,963,350	48.55	2,369,252	36.70	2,383,909	35.47	2,587,218	37.82	(5%)	(8%)
Operational & Technical	3,192,538	81.48	3,384,166	82.58	3,321,673	78.82	2,872,226	66.81	2,687,402	61.40	(4%)	(7%)
N/A or Not Classified	1,776,213	33.42	2,058,230	37.62	1,872,720	32.53	2,093,200	34.77	2,394,247	39.23	8%	4%
<b>Staff</b>	<b>9,435,335</b>	<b>183.60</b>	<b>9,626,154</b>	<b>182.90</b>	<b>8,582,984</b>	<b>159.41</b>	<b>8,408,595</b>	<b>148.66</b>	<b>8,888,012</b>	<b>151.30</b>	<b>(2%)</b>	<b>(5%)</b>
Student Titles	647,072	27.03	575,699	24.01	550,860	22.07	536,152	20.45	617,265	23.14	(1%)	(4%)
Unknown	-155,036	0.05	-195,824		-424,367		-174,606		-884,195		55%	NA
<b>GRAND TOTAL</b>	<b>42,016,681</b>	<b>622.96</b>	<b>42,759,162</b>	<b>622.42</b>	<b>42,164,662</b>	<b>581.76</b>	<b>43,344,888</b>	<b>572.88</b>	<b>44,557,950</b>	<b>579.41</b>	<b>1%</b>	<b>(1%)</b>

**Academic Trends**



**Staff Trends**



Fund Type	Ending Balance				
	2013-14A	2014-15A	2015-16A	2016-17F	2017-18B
Unrestricted	\$ 11,231	\$ 10,693	\$ 9,093	\$ 5,469	\$ (90)
Designated	322	385	356	901	1,454
Restricted Gifts	3,847	3,917	4,046	4,147	3,923
Restricted Endow & FFEs	10,094	11,042	10,998	12,745	14,350
<b>Total</b>	<b>\$ 25,494</b>	<b>\$ 26,036</b>	<b>\$ 24,493</b>	<b>\$ 23,262</b>	<b>\$ 19,636</b>
Ending Balance % of Expenses	32%	31%	28%	26%	21%

Donation Type	2013-14A	2014-15A	2015-16A	2016-17F	2017-18B
Endowment Payout: Foundation	\$ 2,371	\$ 2,439	\$ 2,751	\$ 2,873	\$ 2,887
Endowment Payout: Regents	5,095	5,439	5,545	5,818	